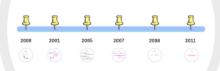
Acquisitions











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Casper Broke Júlia Krimberg Michael Lahaye Priscilla Sun Ties Harrichs

October/2014

















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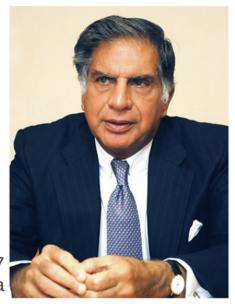


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Who is Ratan Tata?



December 28th, 1937 Mumbai, India

- Grandson of the founder of the Tata Group;
- Studied architecture and structural engineering in the USA;
- Started his career working on shop floor at the Tata Iron and Steel Company.

Who is Ratan Tata? TheCaseSolutions.com

- In 1991, Ratan Tata became the CEO of Tata Sons
- Group lacked focus and wasn't globally competitive

When Ratan became CEO Tata owned 84 companies, but only a few contributed with the groups profits

 Ratan was responsible for overseeing a transformation of the Tata Group to prepare the conglomerate to face the pressure of globalization.

Iniciatives

 Mandatory retirement age policy and over a period of four years. Bringing in fresh talents to replace the senior executives.

Tata Business Exellence Model

Companies are evaluated on Leadership, Strategic, Planning, Customer and Market focus, Information, Analysis and Process Management, Human Resource and Business Results.

Exiting markets that weren't as profitable as the expected

"At Tatas, we believe that if we are not among the top three in an industry, we should look seriously at what it would take to become one of the top three players- or think about exiting the industry."

- Ratan Tata

- Marketing of the group as a whole single group image.
 - Every sector started using the same logo
 - Sponsoring major events

 Company started selling its products which till then were sold as commodities under the Tata brand

 Growth targeting emerging mass market in India through product development and innovation, but also following the international route

Product Development and Innovation

Ratan Tata strongly believed that to achieve growth at the Tata Group, it was necessary to create technologically superior and exiting products.

Innovation

Low costs

TheCaseSolutions.com

The Indica

 Launched in 1998, became one of the largest selling models in the country

Produced under skepticism from the indian market





The Nano

- Launched in 2009
- Innovative solutions to bring down the price
- Ratan challenged engineers and suppliers to think differently in order to succeed