



Name: ~~John Doe~~ ~~John Doe~~

Class: BUS323A

1. Source Problem (5%)	3.5 very good
2. Secondary Problems (10%)	7 very good
Clarity of definition	
Comprehensiveness	
3. Analysis (45%)	(7+7+8) / 3 * 4.5 = 33 Very good.
Application / integration of conceptual frame	
Data analysis (financial, marketing)	
Use of critical reasoning skills	
4. Criteria of Evaluation (5%)	4 good thinking
Comprehensiveness (growth, efficiency, profitability)	
Usefulness (measurable, quantified, operationalised)	
5. Alternative Strategies (10%)	7.5 very good
Level of development (generic, sub-generic, specific)	
Range of alternatives explored	
Relevance to options	
6. Recommended alternative (10%)	7.5 very good
Is justification convincing?	
Use of theory / research evidence to justify	
7. Implementation (5%)	3.5 very good
Clarity of definition	
8. Overall presentation standard (10%)	7.5
Structure and organization	Very good
Writing mechanics	Well-written
Proof reading	
Referencing	Very good, minor issues
Bibliography	Super diligent, excellent references
Total mark (out of 30) and comments	74 = 22.2. D. A very good piece of work. Diligence is obvious and laudable. Great job!

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1. Source Problem

Tata Group owns over a hundred companies in seven business sectors such as consumer products, hospitality, automobile and etc (Tatasteel.com 2015).

It aims to achieve its vision in 2025 to be the 25 most valuable companies in the world (Kumar 2014) and has set aside \$35 billion for 3 years investment in their global expansion plan (Zachariah 2014). Additionally, Tata Group receives 75% of its revenue from outside India (Karnik and Ramarathinam 2014) which indicate that global market contributes to the major income flow for its business.

Innovation is known to be the key driver for global expansion (Nodoushani, Omid and Patricia A. Nodoushani 2012) however, innovation alone is unable to bring its business to the next level. Tata Group should take into consideration of marketing strategies enhancements in face of market challenges and talents demands.

2. Secondary Problems

2.1 Human Resource – Limited talents

With rapid global expansion, execution of HR policies across various companies would be a challenge (Ibscdc.org 2006), let alone attracting and retaining talents. Even though Tata prepared extensive benefits and programs for its employees (Tata.com 2015), it would be difficult for them to attract new talents or retain performing employees as underperforming employees rarely get terminated. This could cause frustration and discouragement (Finnigan 2013) that would lead to more underperformance and doubts about internal human resource management system. Additionally, there is a high possibility that top management might not want to give up their spot despite being out of touch with their strategies and vision (Hymowitz and Green 2013).

2.2 Tata Motors – Decreased sales for Nano

In order to boost the sales of Tata Nano, Tata Motors, the largest automobile company in India, has plans to reposition it as a smart city car (Living Media India Limited. 2013). However, it would be challenging for Tata Motors for the planned repositioning strategy due to poor vehicle safety

management, customers' perception issues and high probability of Tata Nano being engulfed in fire (Able 2014).

2.3 Indian Hotels Company Limited (IHLC) – Challenged perception of Ginger Hotel

Different types of hotel operations will show the type of customer group that the company targets on. As for Ginger Hotel, Tata Group wants to target on customers who seek hotels which are value for money and provide convenience at an affordable price (Ginger Hotels 2015). However, it has been a challenge for Ginger Hotels as it was constantly being compared against the other hotel brands under IHLC which are more luxurious.

3. Analysis

3.1 Human Resource – Limited talents

It may ^{have} be seemed reputable to be working for Tata Group due to their highly professional and ethical culture (Tata.com 2015). Additionally, employees felt a sense of ownership that made them stay even through four generations in the organisation (Ghosh 2014). Tata believes that recruiting talents would be an easy task but finding the right people at the right location could be challenging (Fernández-Aráoz, Nohria and Groysberg 2009).

There are ample of underperforming employees who do not face punishments (Sen 2009), which left other employees, especially performing employees, with a sense of injustice and grievances. With relations to Adam's Equity Theory, not only the employees are concerned with their own efforts contributed and rewards received, they also compared their rewards with others and when they viewed an imbalance in the input-outcome ratio, they felt being treated unfairly (Ramlall 2004). This feeling of inequity might create negative tensions that could lead to reduction in work efforts or complete withdrawal from the situation (Ramlall 2004), which could result in overall dipped in organisation performance. On the other hand, if top management did not take action on the underperforming employees, they would believe that their behaviours are acceptable in the organisation and according to Vroom's Expectancy Theory (Kosling Steven B. 1993), these employees will continue to behave in this manner as they expect their management to be incapable of punishing them.

By not giving up their spot to the younger generations, the top management is cultivating a culture where the younger generations could not unleash their fullest potential for the organisation. According to Maslow's Need Hierarchy Theory, managers are responsible to provide a stage for its employees to release their potential so that the employees could feel a sense of achievement and it will provide them greater motivation to perform better; failure to do so can cause frustrations and lead to poorer performance (Ramlall 2004).

Imagine the employees who experienced the grievances "told 2 friends" about the situation in Tata, and the information was being passed on to more people and went out of control? This could easily bring negative influences through the power of Word of Mouth Marketing (WOMM) (Whitler 2014), which could result in negative human resource branding for Tata. ✓

3.2 Tata Motors – Decreased sales for Nano

Tata Nano, an innovative invention by Tata Motors in and for the Indian market (Wells 2010), is a low-priced automobile catered for low-income families who falls under the bottom of the pyramid (BOP) ('Selling To The Bottom Of The Pyramid' 2009). Despite the low selling price and creativity of Tata Nano, the current sales figure has reached six-year lows (The Indian Express ltd. 2015) and it might be due to safety and quality issues and the chances of being wrapped in a Nano fireball (Able 2014). Even though the cause of fire was not caused by any manufacturing defects (McLain 2013), given from the negative publicity of the incident, it had caused more than 30% of bookings cancellation which led to a negative impact on sales (Akhtar 2013). Moreover, decreased in sales would lead to a decrease in production where workers could be affected due to redundancy to minimise the production cost. ✓

On the other hand, Tata Motor encountered its market targeting myopia where Tata Nano was initially targeted for poor families who own two-wheeler automobile however, Tata's customer database showed that the first million buyers are not from the targeted category at all (Akhtar 2013). ✓ Tata Nano might want to understand more on consumer psychology while planning their marketing strategies as the effectiveness of reaching their consumers depends on the stimuli that they would react to (Akhtar 2013).

The current trend of buying a certain type of cars is seen as a status symbol for oneself and/or for the family, therefore, the lower income families who were initially interested might show hesitation heading to the showrooms of Tata Motors as a fear of being seen as "poor" (Menon 2012). According to the concept of social identity theory, the process of self-categorisation formed an identity and as owning a car portray a sign of status, it means that people would not wish to bring along the image of "poor" status when owning a Tata Nano (Stets and Burke 2000). Therefore, together with continual enhancements and developments of Tata Nano, Tata Motor should also alter their marketing strategy to reposition itself to focus on and attract their targeted market segments.

3.3 Indian Hotels Company Limited (IHLC) – Challenged perception of Ginger Hotel

It is challenging to perceive Ginger Hotel as a "cheap brand" when associated with Tata Group and Taj Hotels (The Economist 2011) which seemed prestigious. According to customer expectancy theory, satisfaction occurs when customers go through the "Stage of Expected Result", process of evaluating a product and the benefits (ie. feelings and prestige) gained after the purchase (Gaile-Sarkane and Andersone 2012). As Ginger Hotel is viewed as part of Tata Group, it is inevitable for customers to have high expectations during their stay in Ginger Hotels. However, if the service quality is not on par with the prestigious brands, it might result in customers' dissatisfaction. Dissatisfaction could also cause negative publicity through Word of Mouth Marketing (WOMM) (Whitler 2014).

Ginger launched its brand as providing great value for its customers, however, due to increased estate pricing and more market competitions, the rates of their rooms was revised upwards (Philip and Vijayraghavan 2009). Ginger starts off its rates at INR999 per night, however with added frills and increase in market demand in both metro and tier 1 cities, the current rate per night can go an average of more than INR2000 per night (CHATTERJEE 2013). With the increased rates, customers are becoming more demanding as the service quality that they received must be equal or higher than the price that they pay for (Amin et al. 2013). Ultimately, it all boils down to whether Ginger has what it takes to deliver the service of such quality to its customers.

not capitals

~ 215%

4. Criteria of Evaluation

Criteria of Evaluation for Tata Group										
Attributes	Indices	Current Performance			Targets and Time Frame					
		(a) FY 2012/2013	(b) FY 2013/2014	Growth (%) [b-a]	Year 1		Year 2		Year 3	
					Amount (Crores)	Growth (%)	Amount (Crores)	Growth (%)	Amount (Crores)	Growth (%)
Growth	Sales	3,740.36	4,003.19	7	4,531.13	13.2	5,389.01	14	6,143.47	14
Efficiency	Profits after Tax	-420.24	-545.85	-29	-498.37	18	-408.66	18	-335.10	18
Contributions to Employees	Employees Benefits Expenses	1,261.75	1,362.19	8	1,597.11	17.2	1,871.81	18	2,208.74	18
Contributions to Tata Nano's branding	Marketing/ Advertising Expenses	467.32	501.01	7.2	551.11	10	606.22	10	666.84	10
Contributions to Ginger's branding	Marketing/ Advertising Expenses	306.48	331.47	8	367.58	10	404.34	10	444.77	10

Figure 1: Criteria of Evaluation for Tata Group; Source: Own

the current performance data need to be referenced!

As seen in Figure 1 and considering the alternatives proposed at the following section, this report aims at a growth in sales by 13.2% on the first year and subsequent increment of 14% for the second and third year and an increase in profit after tax by 18% for the next three years.

In order to attract and retain employees for its global expansion, Tata Group believed that only motivated employees could increase job performance and this report targets to increase employee benefits expenses by 17.2% on the first year and subsequent increment of 18% for the second and third year. As repositioning of Tata Nano is under progress, this report targets its marketing and publicity expenses to increase by 10% for the following three years. Using Tata Group's overall revenue and other expenses to gauge Ginger Hotel's financial figures, this report aims its marketing expenses to increase by 10% over the next three years.

When you use Rupees, Lakh, Crore etc., it is good to occasionally convert the numbers into a more familiar currency, such as \$ or US\$.

5. Alternatives

5.1 Implementation of Rewards and Appraisal System

For performing employees to enjoy the rewards, in terms of extrinsic or intrinsic rewards, they would require to go through an appraisal system quarterly. Tata Group would require a 360 degree appraisal system and MBO (Management by Objectives) system for middle to top level management; and office workers would be appraised through BARS (Behaviourally Anchored Rating Scales) system. In the presence of rewards, it will encourage greater satisfaction and motivation in performing employees, which will then lead to direct improvement of Tata Group's job performance and positive HR branding.

5.2 Delegation of Responsibilities from Top Management

Cyrus ^{Mistry} could impose a contractual condition for top management, such as managers or supervisors, to delegate 10% of their responsibilities to ^{two} ~~2~~ of their subordinates who worked in the same department for at least ^{three} ~~3~~ years and had an appraisal rating of 75%. This could lead to higher motivation for employees who seek for job enhancement and a sense of self-accomplishments.

5.3 Strategy Reformulation

Tata Motors should correct its marketing myopia through reviewing its marketing strategy [✓] twice every year in order not to put the marketing expenses to waste. Additionally, they would have to ensure that proper safety checks are completed thrice every year for all their cars, especially Tata Nano which has caused negative perceptions due to the fire incident.

5.4 Celebrity Endorsement

Tata Motor ^S should target to leverage on celebrity's reputation and allow them to endorse for Tata Nano for a period of six months to a year on the basis of extended publicity to those who idolised them.

5.5 Development of Ginger's Brand Engagement

The development of brand engagement between Tata brand and customers could bring about their support in the increased room rates and service quality of Ginger Hotels. With the relationship between the brand of IHCL and its customers, Ginger Hotel could be viewed as a high quality hotel in terms of service and experience, which could boost company's reputation and image and result in increased overall profits and customer devotion to the brand.

5.6 Incorporating Economic and Social Discourse in Promoting Ginger Hotel

In order to garner the awareness and interest of potential customers about Ginger Hotel, Ginger could utilise persuasive intentions on the basis of economic and social discourses. The perceptions of Ginger Hotels could be changed through the rhetoric, such as being viewed as the branded budget hotel which providing high quality services in an exchanged of a higher room rates.

6.0 Recommendations and Justifications

6.1 Implementation of Rewards and Appraisal System

Having the employees to go through appraisal system is recommended and accepted (Nagendra 2008) by the management to identify the standards of their employees, which could give a gauge on how much the reward they deserved. It helps to create a greater sense of commitment in employees as they will be motivated to work harder to be recognised intrinsically and extrinsically (Newman and Sheikh 2012).

Deserving employees who get rewarded will feel a sense of equity and importance in the company, which will lead to lower absenteeism rate and an increase in overall job performance. With good rewards system, employees will be satisfied and have positive mind-set about Tata's HR Management; additionally they will say good things about Tata's HR which will lead to positive publicity.

On the other hand, some employees may perceive delegated jobs as an abuse due to the mismatch of salary with the work they should complete (Small Business - Chron.com 2015), which might result in demotivation.

6.2 Strategy Reformulation

Breaking away from being a "cheap" car, it has re-launched Tata Nano GenX as a "smart city car" in May'15 (The Indian Express Ltd 2015). Although there^{is} an increase in the selling price (Rs. 1.99 lakh), Nano has been enhanced to be more stylish and functional than the first version. However, safety is more important than the design of the car; therefore, Tata should focus on advertising the safety concerns to the public such as showing the safety checks results in showrooms and advertisements.

The alternative strategy is for short-term solution as pro-longed endorsement might cost Tata Motor more than profits earned if the celebrity chosen are charging higher rates on publicity.

6.3 Development of Ginger's Brand Engagement

Cyrus should leverage on cultivating the bond between a brand and its customers, by using the concept of brand personality (Staplehurst and Charoenwongse 2012), he could market Ginger through their loyalty and quality perceptions from Taj Hotels. Associating itself with the well-established Taj Hotels, Ginger could create a branded brand identity and image and at the same time, being seen as easy on the pocketbook.

Contrastingly, the alternative strategy is impractical if customer^s cannot relate to Ginger.

✓

7.0 Implementation, Control and Follow-up

"The magic formula that successful businesses have discovered is to treat customers like guests and employees like people." ✓ Tom Peters (BrainyQuote 2015). *good quote*

Build a solid foundation by producing a group of happy and motivated employees through implementation of reward system. Though it may take a period of time to understand employees' needs, the time used will be worth the results that come later. Re-establishing a current brand in the market has to be carefully planned. Obstacles could be diverse perceptions and interpretation of brand marketing. Tata can hold meetings to convey its visionary goals or broadcast email to every employee so that organisation's goal can be aligned with everyone else.

✓

✓

Word Count: 2592

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