

# OUR PEOPLE, OUR QUEST



## MARKETING & SALES BUSINESS VERTICAL

Headed by Mr. Mayank Pareek, Executive Officer  
Mr. S. Oishi, Director & Managing Executive Officer

It has been 25 glorious years of leadership in the Indian automobile space, delighting millions of customers and transforming the way India moves. It is our constant endeavour to meet aspirations of a large and diverse demography, by providing the best through innovative products and services. Leadership for us is not confined to market statistics, but also covers responsible corporate citizenship, leadership in customer satisfaction, and being the country's most trusted and admired brand. We have regularly increased our product portfolio, giving today's dynamic young India more choice, narrowing price points and increasing value. We have a granular understanding of our markets, the needs and preferences of customers; close interface with Research and Development helps us develop and deliver products that meet evolving consumer needs. Our quest is to continuously expand the market and search for blue oceans. We have focused on rural markets with positive results. Next, the taxi segment is a big opportunity. In some cities, we introduced "green cabs": fuel efficient and environment friendly. We intend to replicate this in other cities. Our network is our big strength; in our quest to move closer to our customer we are reaching out to India's interiors to cater to future demand. We also want to make an impact globally; we have a presence across geographies from Europe to Africa. In the current situation small and fuel efficient cars are in demand. We have suitable products. We are excited about the changes in the market, and equipped to take advantage of them. Our quest is unceasing. We believe the future will be better than the past, and that we have a crucial role in shaping it. We can change; we can do even better than the past.



# OUR PEOPLE, OUR QUEST



## PRODUCTION BUSINESS VERTICAL

Headed by Mr. M. M. Singh, Managing Executive Officer  
Mr. T. Ohashi, Director & Managing Executive Officer

Our Quest is to consistently manufacture world-class products that surpass customer expectations in Quality and Cost. We have regularly enhanced capacities, using latest technologies and robust systems, to meet customer demand. As model life cycles shorten and customer demands evolve, our systems are flexible to take care of future requirements. This flexibility is built in while setting up the line, reducing the lead time for new models. At our Manesar Plant, 150 variants of A-star are produced on a single line. This flexibility is achieved through continuous focus on people and on systems like multi-level production system (MLPS). Our line change set-up time, a key factor in flexibility, is 1.5 days, from 7 days earlier. In an economic slowdown, innovation is key. Our employee suggestion scheme saved Rs 707 million, through 132,804 suggestions last year. Our special cost reduction drive saved Rs 161.4 million. Innovation is encouraged through company-wide events like "Nav Nirmaan". Besides the financial saving, such initiatives involve and empower employees. The right balance between people and automation has been our strength. Cost-effective inhouse automation has helped overcome operational bottlenecks. As the company prepares to launch more models, complying with stringent emission norms, the Production team is well equipped with new Casting, Engine and Machine plants. Our in-house technical training centre (TTC) trains people through class-room sessions and practical modules. Our overall vehicle quality measure - Direct Pass Rate and our assembly and machine shop efficiencies are comparable to the best in the world. Our overall production capability is one million vehicles. In the last four years, we have followed a unified approach called Production Management System (PMS). Through PMS, the ideas of every individual are captured and developed in alignment to manufacturing strategies. Through a highly motivated and enthusiastic team, world-class infrastructure and systems, our quest for excellence continues.