

INTERNSHIP REPORT AT MAHINDRA & MAHINDRA LTD

Submitted by

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In partial fulfilment of the requirements for the award of the

degree of

MASTER OF BUSINESS ADMINISTRATION



Under the guidance of

INTERNAL GUIDE

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EXTERNAL GUIDE

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CRM

**Mahindra & Mahindra LTD
(Karnataka Agencies**

Mangalore)



PG DEPARTMENT OF BUSINESS ADMINISTRATION

ALVA'S INSTITUTE OF ENGINEERING & TECHNOLOGY

SHOBHAVANA CAMPUS, MIJAR, MOODBIDRI.

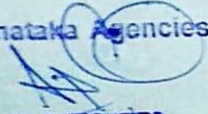
17.11.2022

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr.Ashish - Reg No: 4AL21BA009, student of Alva'S Institute of Engineering & Technology , Moodubidre- has under gone study on " Sales & Marketing " in our Organization at Kottara for the period from 20th October to 20th Nov 22.

We have found him to be meticulous, regular and hardworking. We wish him success in his future endeavors.

For Karnataka Agencies


ANIL C. SEQUEIRA
HEAD SALES

ACKNOWLEDGEMENT

Preparing this project report has been a wonderful experience all together without the assistance of certain special people it would be impossible for me to present this report in its current format to thank them all individually would be a pleasant task but an Endeavour that would fall short of its mark even with the best intentions however I would like to acknowledge a few key people who have been instrumental in my preparation of this project report.

Firstly, I express my heartfelt thanks to the Visvesvaraya Technological University for including project work as a compulsory paper for MBA students that made me get a best knowledge and it will help me for my better future.

I would like to express my sincere thanks to principal **DR. PETER FERNANDES**, AIET, Moodbidri, and I express my deep sense of gratitude to our HOD and my internal guide **MRS. PRIYA SEQUEIRA, HOD**, PG Department of Business Administration for her constant support and encouragement to carry out my internship project successful without much difficulty.

And also express my thanks to **Mrs Lavitha D Souza** Customer Relation Manager of Mahindra & Mahindra LTD (Karnataka agencies) Mangalore who had been kind enough to permit me to undertake the project work in the organization and also, I am very grateful to the staffs of the showroom for the whole hearted cooperation.

Thank you,

DECLARATION

I, Mr, Ashish bearing USN No:4AL21BA009 student of Master of Business Administration (MBA), Alva's Institute of Engineering and Technology, Moodbidri, hereby declared that the internship report entitled " organizational study" at "MAHINDRA & MAHINDRA LTD" has been prepared by me towards the partial fulfilment of the requirements for the master of Business Administration (MBA)program under the guidance of MRS. PRIYA SEQUIERRA , which I am submitting to the Visvesvaraya Technological University Belagavi is a record of original work done by me and not been previously formed on the basis for the award of any academic qualification Fellowship or other similar title of any other University.

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Place: Mijar

Signature

Ashish

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EXECUTIVE SUMMARY

The organization study is regarding Mahindra and Mahindra Limited, which is presented in terms of various chapters which includes industry profile, company profile. McKinsey's 7S framework Porter's Five Force Model, SWOT Analysis and also analysis of financial statements. The four weeks of duration was a good exposure for learning towards the operations of the organization and abs how the organization deal with the employees.

There is detailed discuss about the introduction to the industry and organization, which includes background of the organization, nature of business it involved into, and vision, mission of the company, discussed the products or services they are into, the ownership pattern and future growth and prospects of the organization. The report also includes McKinsey's 7S model and five force model with special reference to the organization and SWOT analysis to understand all sorts of situation in organization.

The report includes the analysis of financial statement for the year - 2022, 2021, 2020, 2019, 2018 by using the finest statements including balance sheet, P&L statements and cashflow statements of the organization also the ratio such as Current ratio, Quick ratio, Solvency ratio, Profitability ratio, Debit equity ratio. The report also includes learning experience and conclusion which is learnt and understood from the virtual organization study on Mahindra and Mahindra Limited.



CHAPTER 1

INTRODUCTION

INDUSTRY PROFILE:

In 2020, India was the fifth-largest auto market, with -3.49 million units combined sold in the passenger and commercial vehicles categories. Mahindra & Mahindra (M&M) is a diversified conglomerate with businesses in various industries, including:

Automotive: M&M is a leading manufacturer of utility vehicles, passenger cars, and commercial vehicles in India.

Agricultural Equipment: M&M provides a range of agricultural equipment, including tractors and farm machinery.

Information Technology: M&M offers IT services and solutions through its subsidiary, Mahindra Satyam.

Aerospace: M&M has a joint venture with French aerospace company, Air France Industries KLM Engineering & Maintenance, to provide aircraft maintenance and overhaul services.

Defence: M&M is involved in the design, development, and production of defence and aerospace equipment through its subsidiary, Mahindra Defence Systems.

Hospitality: M&M operates resorts and hotels under the Club Mahindra brand.

Financial Services: M&M provides financial services through its subsidiary, Mahindra & Mahindra Financial Services Limited.

Renewable Energy: M&M is involved in the development and implementation of renewable energy projects, such as wind and solar power.

The two wheelers segment dominate the market in terms of volume owing to a growing middle class and a young population. Moreover, the growing interest of the companies in exploring the rural markets farther aided the growth of the sector,

India is also a prominent auto exporter and his strong export growth expectations for the near future. In addition, several initiatives by the Government of India and major automobile players in Indian market is expected to make India a lender in the two-wheeler, three-wheeler and four-wheeler market in the world by 2025.

Mahindra and Mahindra limited (M&M) Is an Indian multinational car Manufacturing Corporation headquartered in Mumbai, Maharashtra, India It is one of largest vehicle manufacturer of tractors in the world.

It is a part of Mahindra Group, an Indian conglomerate.

It was ranked 21" on list of top companies in India by Fortune India 500 in 2011.

Its major competitors within the Indian market embody Maruti Suzuki, Tata Motors, and Ashok Leyland.

Type, Public

Industry: Automotive

Headquarters: Mumbai

Founded: 1945

Key people: Dr. Anand G Mahindra (Chairman)

Dr. Anish Shah (MD, CEO)

Mr. Rajesh Jejurikar (Executive Director)

Revenue: 74,277.78 crores INR

Parent company: Mahindra Group

PROFILE:

Mahindra and Mahindra ltd, manufactures different range of automotive vehicles agricultural Tractors, implements and industrial engines. It is Flagship Company of the

Mahindra group, Operating in the global tractor industry and the Indian vehicles market in India.

Mahindra & Mahindra (M&M) is a leading manufacturer of commercial vehicles in India. The company offers a range of commercial vehicles, including light commercial vehicles (LCVs), heavy commercial vehicles (HCVs), and multi-purpose vehicles (MPVs). These vehicles are designed to meet the diverse transportation needs of businesses and are known for their durability, reliability, and fuel efficiency.

M&M's commercial vehicle portfolio includes popular models such as the Mahindra Bolero, Mahindra Jeeto, Mahindra Imperio, Mahindra Trucks & Buses, and Mahindra Alfa. These vehicles are widely used for various applications, such as goods transportation, passenger transportation, and construction.

In addition to manufacturing commercial vehicles, M&M also provides after-sales support and maintenance services to ensure the smooth operation of its vehicles. The company has a network of dealerships and service centers across India, making it easy for customers to access the support they need.

M&M's commercial vehicle business continues to grow and expand, driven by the increasing demand for transportation solutions in India and the company's reputation for delivering high-quality vehicles and customer-focused services.

The infrastructure comprises of opening of commercial complexes, project management and development. The Hospitality comprises of sale of vacation ownership. The Sestet comprises of automotive components and other related products and services. The others comprise of Logistics, After-market, Two wheelers, investments etc. The secondary segment consists of two segments. Domestic and overseas. The domestic includes sales to customers located in India and service income accrued in India. The Overseas segment includes sales and prices rendered so customers located outside India. The company was founded by Jadah Chandra Mahindra and Kailash Chandra Mahindra on October 2, 1945 and is headquartered in Mumbai, in India.

MAHINDRA & MAHINDRA HISTORY:

Mahindra and Mahindra ltd Company as a steel trading company with brings the iconic Willy Jeep onto India roads. Over the years, we diversified into many new businesses in order to better meet the needs of our customers.

We follow a unique business model of creating empowered companies that enjoy the best of entrepreneurial independence and group wide synergies. This principle has led our growth into a US 16.5 billion multinational group with more than 180000 employees in over 100 countries across the globe.

Over the past few years, the company has interest in new industries and in foreign markets. They entered the two-wheeler industry by taking over Kinetic motors in India. M&M took a 55% stake in the Reva electric car company in 2010 and renamed it to Mahindra electric in 2016 it takes the ownership of 100% M&M entered into micro within over of EPC industries ltd. In October 2014, Mahindra and Mahindra acquired a 51% controlling stake in motorcycles and acquired a 100% controlling stake in October 2019,

In December 2015, Mahindra and Mahindra ltd and affiliate Tech Mahindra ltd, though a special purpose vehicle has agreed to buy 76.06% stake in Italian car designer In January 2017, Mahindra and Mahindra ltd acquired 75.1 equity stake, a farm equipment company, marking its entry into Turkey and in September 2017 acquired another Turkish tractor within 800 crores.

October 2019, Mahindra entered into a joint venture establishing the Ford India in with Mahindra and Mahindra acquired a controlling 51% stake. In April 2020, the company ended its joint venture with Mahindra & Mahindra buying out the stake. Renault continues to license and supply key components such as engines and transmission to Mahindra and Mahindra.

OPERATIONS AND PRODUCT:

Mahindra and Mahindra, brands its products as Mahindra produces saloon cars, pickups. lightweight commercial vehicles, heavy weight commercial vehicles, two wheeled motorcycles and tractors Mahindra maintains business relations with foreign companies like Renault, France. M&M has global presence and its products are exported to several countries. Its global subsidiaries include Mahindra Europe based in Italy.

Mahindra began assembling the jeep in 1954, and light commercial vehicles in 1965. In 1979 the licensed assembly of diesel four-cylinder engines and transmission began in 1982 Kia motors to build their four-speed KMT90 transmission and transfer case was announced.

Mahindra's MM range was in line-up and eventually also offered with the 1.8 litre petrol engine in addition to International and diesels. Mahindra started making passenger vehicles firstly with the Logan in April 2007 under the Mahindra Renault joint venture. M&M made its maiden entry into the heavy tracks segment with the Mahindra Truck and bus Division, the joint venture with international truck, USA.

Mahindra produces a wide range of vehicles, including three wheelers. It manufactures over models of cars, including larger, multi-utility vehicles like the Scorpio, XUV and the Bolero. It formerly had a joint venture with Ford called Ford India Private limited to build passenger cars. At the 2008 Delhi Auto Show, Mahindra executives said the company was pursuing an aggressive product expansion program that would see the launch of several new platforms and vehicles over next three years, including an entry-level designed to seat five passengers and powered by small diesel engine.

True to their word, Mahindra & Mahindra Xylo in January 2009, selling over 15,000 units in its first six months. Also, in early 2008 Mahindra commenced its first overseas operations with the launch of the Mahindra Scorpio in Egypt, in partnership with Bavarian Auto Group. This was soon followed by assembly at plant in Bramont, Manaus include Scorpio pick-ups in single and double cab pick-up body styles as well as,

On 18 October 2010, however, it was reported that Mahindra had indefinitely delayed the launch of vehicles into north American market, citing legal issues between it and global vehicles after Mahindra retracted its contract with global vehicles directly to consumers instead of through global vehicles. However, a November 2010 report quoted the CEO of global vehicles after Mahindra retracted its contract with the decision to sell the vehicles directly to consumers instead of through global vehicles. However, on Nov 2010 report quoted the CEO of global vehicles USA, as estimating that he expected Mahindra's small diesel pickups to go sale in the United States by spring 2011, although legal complications remained while hopeful, admitted that take more than a year. Later reports suggested that the delayed may be due the Mahindra scrapping the original model of the truck and replacing it with upgraded one 2012 in within the company.

Mahindra & Mahindra has controlling stake in Mahindra Reva Electric Vehicles Mahindra launched its relatively heavily code named as W201 in September 2011. The

new by Mahindra was designed in house and it was developed on first global platform that could be used for developing more in India. In, India the new Mahindra XUV 500 came in a price range between 1,140,000-1,500,000.

The company was expected to launch three products in 2015 and XUV 500 hybrid. Mahindra two-wheeler segments launched a new scooter in first quarter of 2015. Besides India, the company also targeted Europe, Africa, Australia and Latin America for this model. Mahindra president MR. Pawan Goenka stated that the company planned to launch six new models in the year. The company launched the version of its mini track on with Maruti's Dzire and Toyota Kirloskar Motor's Etios.

On 30 July 2015, Mahindra released sketches of a new compact SUV called TUV300 slated to be launched on 10 September 2015. The TUV300 design took from battle tank and used a downsized version of the engine found on the XUV500 Scorpio and some models of the Xylo. Mahindra has also entered an app based intra-city cargo platform known as SMARTSHIFT, a first-of-its-kind load exchange platform for small commercial vehicles. It enables businessmen who wish to transport cargo & transporters to find each other. The platform enables contact, negotiation & sealing the deal between the two parties at just the click of a button.

Mahindra Automotive North America the company's subsidiary opened a car manufacturing plant in Detroit, Michigan on 20 November 2017. The plant employs 250 people, and is the first automotive production facility to open in Detroit in 25 years. The sealing the deal between the two parties.

Mahindra began manufacturing tractors for the Indian market during the early 60s. It is the top tractor company in the world with annual sales totalling more than 200,000 tractors. Since its inception, the company has sold over 2.1 million tractors. Mahindra & Mahindra farm equipment division has over 1,000 dealers servicing approx. 1.45 million customers.

Mahindra tractors are available in 40 countries, including India, the United States, China, Australia, New Zealand, and Africa. Mahindra tractors manufacture its products at four plants in India, two, three in the United States and one in Australia. It has three major subsidiaries

In 2003, the Farm Equipment Sector of Mahindra & Mahindra won the Deming application prize. And in 2007 it received the Japan quality Medal for implementing Total Quality Management in its entire business operations. The company has garnered the highest customer satisfaction index in the industry at 88 percent. It earned a 2008 golden peacock award the Award in the innovative product category for its 2009 survey of Asia 200 most admired and innovation companies, the wall street journal named Mahindra & Mahindra one of the 10 most innovative Indian Companies

In addition to tractors, Mahindra sells other farm equipment. It has expanded its production line The Mahindra Automotive and Farm Equipment sectors is one of the largest contributors to Mahindra group revenue and includes 27 businesses, 18 subsidiaries and 9 companies. The Automotive business accounts for about 48% of India utility vehicle market share and are the number two CV player in India.

The business has presence in almost every segment of the automobile industry with luxury, pickups, light, medium and heavy commercial vehicles to three- wheelers. Their customer base spans rural and urban India. The farm equipment department also provides irrigation, fertilization, seeds through varied agriculture and allied businesses.

AWARDS AND RECOGNITION:

- Bombay chamber smart company national award for 2006-07
- Business world FICCI-SEDF company Social Responsibility Award 2007
- The whole Trust Report stratified M&M as Asian country's tenth most sure whole in its India study twenty 14 survey (from 20,000 brands analysed)
- Its Farm instrumentation division received the Deming Prize in 2003
- Its Farm instrumentation division received the Japan Quality accolade in 2007
- The U.S based Reputation Institute ranked M&M amongst the Top Indian companies in its Global 200. The world's Best Corporate Reputation list for 2008
- Blue bytes news rated M&M as India's second Most reputed car company conducted for the Automobiles industry
- 'Golden Peacock Award for Excellence in Corporate Governance' by the Institute of Directors
- 'National Award for Excellence in Corporate Governance' by the Institute of Company Secretaries of India.

- 'Best Companies to Work For' award by Business Today in 2016 in the 'Engineering & Automotive' category.
- AON Hewitt Award for Top 10 Global Companies for Leaders.
- TOI Social Impact Award (2015) for K. C. Mahindra Education Trust's project Nanhi Kali in the 'Corporate - Education' category.
- 'Manufacturer of the year' by CNBC Overdrive awards 2016
- Kesub Mahindra honoured with the life time Achievement award from ASSOCHAM (The associated chambers of Commerce and Industry of India), in recognition of his stellar contribution to Indian industry over the past five decades.
- Anand Mahindra featured among Top 30 Global CEOs on prestigious Barron's 2016 List.
- M&M was awarded the Best CSR Practice Award by the Bombay Management Association in 2018
- M&M was certified as a Top Employer in India in 2018 by the Top Employers Institute.
- M&M was recognized as one of the Best Companies to Work for by the Economic Times in 2019.
- The Mahindra XUV300 was awarded the World Car Design of the Year in 2019.
- M&M was recognized as the Best Employer Brand in the Automotive & Auto Ancillary sector in 2019.

BACKGROUND OF M&M

2006

M&M unveils 3-wheeler Car. Mahindra & Mahindra ltd on Oct 11, 2006 signed an agreement with tractor Manufacturers M&M and French automaker Renault have joined hands yet again to establish a Greenfield passenger car manufacturing plant in India within five years

2007

Mahindra & Mahindra acquires a leading German Forging Company, M&M has inched the line sport utility vehicles anal pickup trucks that it plans to begin selling in the United States starting from 2009

2009

Mahindra & Mahindra unveiled its fourth generation Scorpio at an unbeatable price. M&M signed a memorandum of understanding with the State Bank of the vehicle finance

2010

Mahindra & Mahindra has hiked price of products by up to due to the in-excite duty and in the Budget. Anand Mahindra, vice chairman and managing director, M&M, is on attaining companies that boost M&M as global aspirations. This can be done by giving a combination of facilities technology and dealer network. Meanwhile, M&M came out as the deal bidder for getting hold of a majority take automotive

2011

Mahindra & Mahindra launched India Next Generation pick up announces entry to Micro Irrigation Business. Mahindra Group signs strategic alliance with systems. M&M India Mahindra & Mahindra ltd completes acquisition of a majority stake in motor company.

2012

Mahindra & Mahindra ltd said that the company has signed an agreement with Telephonic Corporation to form a Joint venture, named as Mahindra telephonic integrated systems limited, Mahindra inked joint venture with special steel co ltd names new venture at Mahindra Sanyo Special steel Pvt ltd.

2013

Automotive major Mahindra and Mahindra inked partnership with online shopping portal, snapdeal.com sell its two wheelers on the site. Mahindra and Mahindra ltd launch the Vertio Executive edition. Mahindra launches MPOWER to train young transport entrepreneurs at Indian institute of management. Mahindra unveil the new mini-truck Bengaluru and Chennai.

2014

Mahindra introduces “yoga seats” in Quanto Compact, Mahindra signs with government of Bhutan to promote usage of electric vehicles in the country. It integrated business solutions signs with care advisory stake in lords’ freight pvt ltd. Mahindra to launch new global scooter called GUSTO

2015

Mahindra & Mahindra ltd two wheelers and Motorcycles complete strategic partnership. Mahindra inaugurates its extended automotive manufacturing facility at Zaheerabad in Telangana. Africa focused business unit to maintain double digit growth levels in the continent. Mahindra & Mahindra limited is signing with the government Tamil Nadu. Mahindra introduces the all-new automotive transmission of the new age XUV500

2016

Mahindra inaugurates its plant in Mahindra world city in Chennai. It also launches diesel engine variant and powered of 125kVA diesel generators. It enters global combine harvester business of new range of 5 Agri specialist tractors advanced in technology. It launches the best electric car in European markets.

2017

Mahindra & Mahindra a leading player in electric vehicles is the country, new products variants of electric expert's e-vehicles sales to jump partners with Zoom car. Mahindra KUV100 crosses 5k cumulative sales milestone. The partners collaborate with Uber to explore the development of electric vehicles on the Uber platform in several cities across India. M&M acquires 75% stake in Turkish company.

2018

Mahindra drives its electric range of vehicles to Uttar Pradesh. It launches its all range of all electric vehicles – e20plus, e-verito and e-Supro in Uttar Pradesh. Mahindra is committed to sustainable mobility and in line with its commitment.

2019

Mahindra touches milestone of 100 small commercial dealerships across India. M&M ltd and Ford Motor Company have signed a definite agreement to create a joint venture that will develop market and distribute Ford brand vehicles in India. Mahindra introduced new and advanced variant – ‘Jeeto Plus’ to its mini truck range.

2020

Mahindra unveils its 'Driven by purpose' theme for Auto expo 2020 in Noida to resonate across its range of personal, commercial and Electric vehicles. Improved access to credit and new income streams are driving consumption in rural India. Digital technologies, such as AI and blockchain, are being used to offer products in rural areas. A collaborative model that unifies physical and digital will unlock opportunities for inclusive growth. M&M looks to enter organic foods market. Mahindra first choice wheels invests in 'CarandBike.com'. Anand Mahindra invests in Genrobotics.

2021

Electric vehicles to be dominated by 2030. Flipkart, Mahindra Logistics tie up to boost EV deployment. Mahindra Bolero Neo Launched at Rs.8.8 Lakh. M&M unveils brand new logo for SUV portfolio. Mahindra and Mahindra roll out much awaited XUV700 at Rs.11.99Lakh. Aligning Corporate social responsibility initiatives with Sustainable Development Goals. M&M vows gender diversity, names more women in Leadership roles. Anand Mahindra addresses shareholders for last time as M&M group executive chairman.

2022

M&M to increase stake in Carnot Tech. Mahindra hikes prices of tractors that seems growth potential in farm equipment segment. Mahindra Electric to deliver over 500 e-autorickshaws under RAAHI project. M&M tractors launches six new tractors models from the Yuvo Tech+ series. Arun Nanda retires as Mahindra Life pace chairman, to be succeeded by Ameeth Hariani. Mahindra Thar 5-door to be released by 2023. Mahindra sells 26,620, SUVs in June 2022, Records 60% YoY growth. Mahindra's farm Equipment sector achieves highest ever monthly tractor sale in India at 47100 units, during September 2022. XUV700, Bolero and Scorpio has become highest selling car in 2022 where Scorpio has highest growth of 171%.

MAHINDRA LOGO

Logos are a critical component of a company's branding and identity. Here are some reasons why logos are important for companies:

Recognition: A well-designed logo can help a company to quickly establish recognition and build brand awareness. A memorable logo can be easily remembered by customers and help the company to stand out in a crowded market.

Representation: A logo represents the company's values, mission, and culture. It serves as a visual symbol of the company and helps to communicate what the company stands for.

Professionalism: A well-designed logo conveys a sense of professionalism and legitimacy. It can help a company to build credibility and trust with customers and other stakeholders.

Consistency: A logo helps to create consistency in a company's visual identity. This is important in ensuring that the company's brand is consistently communicated across all its marketing materials and touchpoints.

Differentiation: A unique and distinctive logo can help a company to differentiate itself from its competitors. A logo that effectively communicates the company's values and personality can help the company to establish a strong brand identity.

In short, logos play a crucial role in building a company's brand and reputation. They are a critical component of a company's marketing and communication efforts and can have a significant impact on the success of the company.

About M&M logos and to its changes

Mahindra & Mahindra – is more than two dozen models of motor and road transport, which were developed taking into account the expectations and wishes of each of the company's customers. Moreover, the concept of the company's work tends to exceed customer expectations.

THE LAST CHANGE IN THE VISUAL IDENTITY OF MAHINDRA & MAHINDRA OCCURRED IN 2013, AND IT WAS CONNECTED ... WITH A CRISIS AND A DECLINE IN SALES. IN CONNECTION WITH SUCH UNFAVORABLE CIRCUMSTANCES, THE COMPANY WAS SIMPLY FORCED TO UPDATE THE LOGO, LAUNCH A PROJECT TO TRAIN YOUNG ENTREPRENEURS INVOLVED IN TRANSPORTATION, AND SIGNIFICANTLY EXPAND ITS DEALER NETWORK IN INDIA. AND IN THE NOVELTY OF THE MAHINDRA & MAHINDRA – A SPORTS TRUCK QUANTO COMPACT SUV, TAKING INTO ACCOUNT THE SPECIFIC WISHES OF THE INDIANS, THERE WERE “PLACES FOR YOGA.” AND ALL THIS – BECAUSE OF THE CRISIS.

AND IN THE MANIFESTO OF THE COMPANY, THERE WERE SUCH WORDS:
“TODAY IS A PERFECT DAY TO DO MORE, BREAK ONE MORE BARRIER,
DO NOT HOLD BACK THE PAST, BUT FOCUS ON THE FUTURE.”

The company has been operating since 1948, and in 2016 the volume of annual production was from 150 to 200 thousand units of equipment. And modern technology, the cost of which compares favourably with the development of producers of richer countries.

In 2007, the company's products were awarded even to the Japanese medal “Quality” – the only one of all Indian manufacturers.

1948 – 2000



The badge, designed for Mahindra in 1948, and used by the company for more than fifty years, featured a circular medallion in silver and black, with the design resembling a steering wheel. The central part of the badge featured a solid silver Wordle, horizontally crossed by a black BBK title case lettering in a fancy custom typeface. The wide black framing was decorated by thin silver lines.

2000 – 2012



The redesign of 2000 has introduced a completely different badge, composed of a red graphical emblem, accompanied by a bold gray logotype, set in the same typeface, as could be seen on the previous badge. The emblem boasted a horizontally oriented oval frame, which was cast at the bottom by three red lines, forming a triangle by the top, and looking like a road, going to the horizon.

The emblem of Mahindra & Mahindra was changed in 2000, and these changes were associated with the successful entry of the Mahindra Scorpio into the market. At first, the car was presented as a concept, and since 2002, it went to the series. In turn, this meant exporting and an urgent need to create a memorable visual image – emblem, logo. In 2009, the brand was recognized as one of the most authoritative on the world scale, and one of the 20 largest enterprises in India.

When developing the logo, the font which is distinguished by the smoothness and fine lines was used at first. However, when changing the logo and adding the word Rise, the emphasis was on a rhythmic, well-fitting geometry and at the same time a very dynamic font with diagonal bevels. The new font gave the whole logo an originality and a context of direction to the future, characteristic of the renewed brand.

2012-2021



The graphical emblem was removed from the primary logo of Mahindra in 2012. The new badge features a bright red title case logotype in a geometric futuristic typeface, accompanied by a delicate smooth “Rise” in a medium shade of gray. The red on the Mahindra badge stands for passion and power and makes this laconic logo stand out on the list of competitors.

The Mahindra & Mahindra symbol for a long time was and remains a stylized letter M, more like a road going into the distance. And this is not surprising: this symbol has several meanings. It means a bright future, which is already around the corner. And the prospects for technological innovation (because in India, not all roads even roughly resemble the highway, which hints at the symbolism of the enterprise). And the ambitions of each customer, supported by the company.

Orange colour was used at first for the company’s logo, the most popular and considered a favourable colour for both clothing and home, and in the twentieth century – for technology. In Indian culture for men, orange is the colour of courage, for women – the colour of a successful marriage and a stable family, and so on. However, only the logo was originally orange, while the name remained gray. Subsequently, gray – the colour of stability and “grounding” is preserved, but the brightness of the logo was given a red colour, symbolizing the sun.

2021 (now)



In 2021 an additional badge was created for Mahindra. It is a three-dimensional geometric emblem, formed by two mirrored elements turned face-to-face and making up an interesting and sharp figure, which resembles a futuristic space butterfly with its wings speed to the sides and sharpened at the top parts. The emblem is set in dark gradient metallic shades.

The new XUV700 will be the first vehicle to wear the Twin Peaks logo, followed by other SUV products in a phased manner. The complete brand identity was designed by the Mahindra Design Team and embodies the willingness to change to suit a new world order, M&M said in release. The new identity will be communicated through a digital and television campaign.

Speaking about the visual identity, Rajesh Jejurikar, Executive Director, Auto & Farm Sector, M&M Ltd, said, “An important facet of leading change is articulating the transformation of our brand. Our new visual identity is a manifestation of what we stand for as we build a truly differentiated and authentic SUV brand for personal exploration and adventure. This new visual identity is designed to evoke the powerful emotion of freedom.”

The new visual identity will be seen throughout the SUV product portfolio, across 1300 customer (Sales) and service touchpoints and 823 cities by 2022.

M&M said that the ‘Road Ahead’ logo will be retained for the Commercial Vehicle products and the Farm Equipment Sector.

PRODUCTS OF THE COMPANY

VEHICLES

Thar, Scorpio N, Scorpio classic, Xuv700, Xuv300, Bolero Neo, Bolero, Alturas G4, Marazzo, KUV100, eKUV100, XUV400 EV, Bolero pick-up.



Mahindra New Thar



Mahindra Scorpio N



Mahindra XUV700



Mahindra e2o (EV)



Mahindra Scorpio classic



Mahindra Bolero

Commercial Vehicles of M&M



Mahindra Bolero Pick-up



Mahindra Supro



Mahindra gio



Mahindra EV Autorikshaw

CHAPTER 2

M&M OVERVIEW

Mahindra Group is among the top 10 industrial houses in India. M&M is the only Indian Company among the top three tractor manufacturers in the world. Mahindra's Farm equipment sector has recently won the Japan Quality Medal, it is the only tractor company worldwide to be bestowed this honour. It also holds the distinction of being the only tractor company worldwide to win the Deming Prize. Mahindra is the market leader in multi-utility vehicles in India. It is making a milestone entry into the passenger car segments with Logan.

The group has leading presence in key sectors of the Indian economy, including the financial services, trade and logistics, automotive components, information technology, and infrastructure development.

Over 62 years of manufacturing experience, the Mahindra group has built strong base in technology, engineering, marketing and distribution which are key to its evolution as a customer organization. The group employs over 50,000 people and have several state-of-the-art facilities in India and overseas.

Core Values:

Core values are influenced by our past, tempered by our present, and will shape our future. They are of what we have been, what we want to be

1. Good corporate Citizenship:

As in the past, we will continue to seek long term success, which is in alignment, with our country's needs. We will do this without compromising ethical business standards.

2. Professionalism:

We have always sought the best people for the job and given them the freedom and the opportunity to grow. We will continue to do so, we will support innovation and well reasons risk taking, but will demand performance.

3. Customer First:

We exist only for because of the customer. We will respond to the changing needs and expectations of our customers, speedily, courteously, and effectively.

4. Quality Focus:

Quality is the key to delivering value for money to our customers. We will make quality a driving value in our work, in our products and in our interactions with others. We will do it "First Time Right".

5.Dignity of the Individual:

We will value individual dignity, uphold the right to express disagreement and respect the time and efforts of others. Through our actions, we will fairness, trust and transparency.

These are the compass that will guide our action, both personal and corporate.

MISSION, VISION AND VALUES

Vision and Mission:

We've made humanity's innate desire to Rise our Driving purpose. We challenge conventional thinking and innovatively use our resources to drive positive change in the lives of our stakeholders and communities across the world, to enable them to Rise.

Core Values:

- Good corporate Citizenship
- Long term success
- Ethical business standards
- Professionalism
- Best people for the job
- Innovation and reasoned risk taking
- Customer first
- Respond to the changing needs and expectations

Quality policy:

'Customer first and quality focus are our core values. For this, we shall respond to the changing needs and expectation of the customers speedily and effectively.

Achieved by

- ✓ Understanding customer requirements
- ✓ Involvement of suppliers and business partners
- ✓ Setting the annual business objectives aligned with their vision
- ✓ Total employee involvement
- ✓ Adopting a process approach
- ✓ Delivering 'first time right' products

WORK FLOW MODEL:

The framework has four main elements:

- ❖ Organization
- ❖ Management processes
- ❖ Business processes
- ❖ Business results

1.Organization

People, Values, Culture

Each company has its own foundation in the form of an organization consisting of people, values and culture. TMW can be adopted by any company irrespective of the nature of its business activities and organization. TMW helps a company strengthen its foundation through the encouragement of systematic and continuous improvement in the way the company conduct its business and through the adoption of Group Common Policies and Practices. During assessment, assessors would get an appreciation of these aspects through their interaction with employees during company presentations as well as work-site visit where they would get a sense of the real-life work environment within the organization and the extent to which Group Common Policies and Practices have been adopted.

2. Management Processes

Management Processes are fundamental to the way in which any company strives for excellence. These are processes which are common to all companies irrespective of size or industry. Every company implementing The Mahindra Way is expected to specifically plan improvements for the following four processes:

■ Top Management Leadership and Strategy

The process of formulating the company's long-term vision and goals, translating these into future milestones as well as into strategic priorities and action plans, communicating and deploying these across the organization and setting up review systems to ensure efficient monitoring and corrective steps

■ Daily Work Management and Standardization

The process of translating strategy into routine work and standardizing activities at all levels in the company in a manner which maximizes efficiency and productivity

■ Quality Management and Quality Improvement

The process of, firstly, setting up a system for quality management and, secondly, promoting continuous improvement in quality of products, services and processes in the company.

■ Employee Involvement and Development

The process of developing the capabilities of the company's employees and engaging them in the company's long-term goals and strategic initiatives so that are fully involved in the company's quest for excellence.

3. Business Processes

Besides the above four Management Processes, a company is expected to deploy the TMW approach to promote excellence in all its Business Processes. These are processes which are critical to the day-to-day running of a business. These may be different in different businesses or industries. Typically, they may determine the input-output relationship between different departments and functions including support functions.

To begin with, in keeping with the TMW principle of prioritization, a company will select those key Business Processes which are critical to its long-term business goals and strategy. Having selected these, the company is expected to work systematically towards improving the quality of the selected processes.

In subsequent years, companies will increase the number of Business Processes under The Mahindra Way so that over a period of time, the company deploys TMW across the organization and progresses successfully on its journey of improving quality and achieving excellence in all its activities.

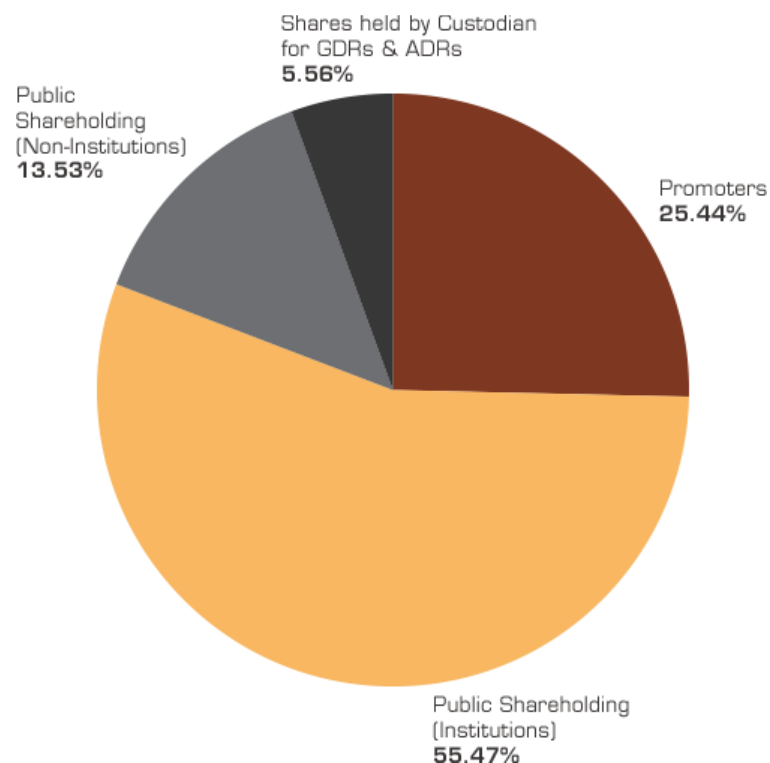
4. Business Results

Financial, Customer, Process, Employee

TMW is a business-driven initiative of the Mahindra group. It follows that the focus on Management and Business Processes will translate into sustainable, improved business results for all stakeholders of the company. TMW, therefore, requires structured budgeting and planning of results in areas such as financial, customer satisfaction, process efficiency, employee satisfaction and the like.

In looking at business results, TMW promotes the PDCA approach which requires specific targets against which actual results achieved are reviewed, and both - achievements and non-achievements - are analysed so that learning is used for future business planning.

OWNERSHIP PATTERN M&M



Ownership pattern of Mahindra & Mahindra is divided into 4 categories, they are:

- Public Shareholding (Non-Institutions) is 13.53%
- Shares held by Custodian for GDRs & ADRs is 5.56%

- Promoters for 25.44% &
- Public Shareholding(institutions) is 55.47%

Future growth and prospects.

The gross revenues and other income of Mahindra & Mahindra Ltd. and MVML (Entity) during the quarter ended March 31, 2014, is Rs. 11297.2 crores as against Rs. 11342.3 crores in the previous year. During the quarter, the scheme of arrangement for the merger of the Trucks business of M&M's subsidiary, Mahindra Trucks and Buses Ltd. (MTBL) with M&M, was approved by the High Court of Bombay. In view of this, the financials of the Trucks business of MTBL became a part of the current year financials of the company. Also due to the merger, the past unabsorbed tax losses related to the Trucks business became available to the company and there was a one-time tax saving during the year.

After giving effect to the development, the net profit after exceptional items and tax for the quarter is Rs. 967.7 crores against Rs. 962.9 crores in Q4 last year. Excluding the trucks business of MTBL, net profit after tax for the quarter is Rs. 975.6 crores and the operating margin is 14 per cent.

In the passenger utility vehicle segment, the company sold 60,900 vehicles in the fourth quarter with a market share of 43.3 per cent. In the cars segment, it sold 1,633 units. It also exported 8,335 vehicles during the quarter.

The gross revenues and other income of M&M and MVML during the year ended March 31, 2014, is Rs. 43,256.4 crores as against Rs. 43,655.3 crores in the previous year. The net profit after exceptional items and tax for the year is Rs. 3,905.1 crores (Rs. 3,634.4 crores), a growth of 7.4 per cent.

M&M-vehicle-rangeAs for M&M standalone results, the gross revenues and other income of M&M Ltd. during the year is Rs. 43,838.2 crores (Rs. 43,961.8 crores). Net profit after exceptional items and tax for the current year is Rs. 3,758.4 crores (Rs. 3,352.8 crores). Excluding the impact of the merger, net profit for the quarter is Rs. 3,766.3 crores.

The Board of Directors has recommended a dividend of Rs. 13.50 (270 per cent) per share and a special dividend of Rs. 0.50 (10 per cent) per share of face value Rs. 5 aggregating Rs. 14 (280 per cent).

Despite a robust monsoon season and record agricultural output, manufacturing activity witnessed a contraction in 2013-14, its worst performance in over 20 years, and overall GDP growth dropped below five per cent for a second fiscal year in succession. However, looking forward, the company believes the economy will witness a decisive, albeit gradual, turnaround in growth in 2014-15.

Mahindra & Mahindra is hoping to sell 2 lakh electric vehicles by FY-27, as it begins a new path to grab a share of the shift towards electrification.

With a plan of investing over \$1 billion in the EV business, M&M plans to have a portfolio of five electric vehicles in the coming five years.

Rajesh Jejurikar, ED, Mahindra & Mahindra said, the company expects about 20-30% of its volumes to be from EVs by FY-27 and that translates to about 2 lakh units.

M&M recently showcased the XUV400, its first all-electric SUV, which will go on sale in January. Sports utility vehicle (SUV) heavyweight Mahindra & Mahindra (M&M) will double its SUV production capacity to bring down the waiting period on its offerings and expedite the product delivery schedules to its customers.

The identified assets of the 4 (Four) Wheel Passenger Electric Vehicles Business of the Company are proposed to be transferred to a new EV company to be incorporated as a wholly owned subsidiary of the Company ('EVCo');

The 4 (Four) Wheel Passenger Electric Vehicles Business is an integral part of the overall business of the Company and the Net Worth of the said Business is not separately tracked. The total Investment of the Company in the said Business as per the audited Financial Statements for the year ended 31st March, 2022 is approximately Rs. 400 crores, which constitutes 1.03% of the total net worth of the Company;

The revenue generated by 4 (Four) Wheel Passenger Electric Vehicles Business of the Company for the financial year ended 31st March, 2022 is Nil.

As mentioned in Annexure A above, the identified assets relating to the 4 (Four) Wheel Passenger Electric Vehicles Business of the Company is proposed to be sold/transferred/hived off to a new EV company which is to be incorporated as a wholly owned subsidiary of the Company('EVCo').

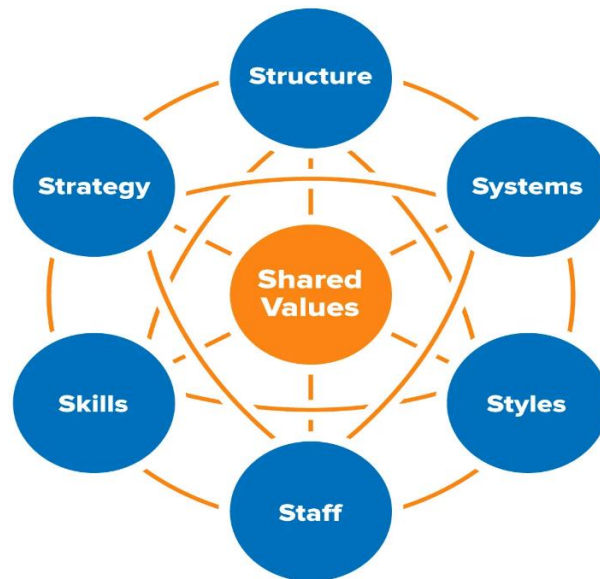
The funds infused by the Company and BII will be utilized by the EVCo primarily to create and market a world class Electric SUV portfolio with advanced technologies.

EVCo would be incorporated as a wholly owned subsidiary and as such the Company would hold 100% of the Equity Share Capital of EVCo.

The details of incorporation, Initial infusion of Capital by the Company, Share Capital, Consideration by EVCo to the Company for acquiring the identified assets relating to the 4 (Four) Wheel Passenger Electric Vehicles Business would be decided by the Company and the EVCo post its incorporation and will be disclosed thereafter.

CHAPTER 3

Mckensy's 7S framework & Porter's Five Force Model



STRATEGY:

- It is aimed at strengthening domestic operations as to going global.
- It is only company to make profit in 2001 which the domestic market collapsed.
- It won Deming prize for major advances in quality improvement of the only tractor company in the world to win the Award.
- The model of M&M has gained immense popularity with time among the customers due to their needs.
- Every single model of the company has gained extreme popularity & the models are still in great demand.
- This is your organization plan for building and maintaining a competitive advantage over its competitors.

BUSINESS STRATEGIES VALUE:

- Restructuring of the company.
- E-business Initiatives
- Joint ventures
- Foreign competition

APPROPRIATE STRATEGY

Automobile sector

1. Exceptional case (4-wheeler is doing good and 2-wheeler is underperforming)
2. Promotion and value-based approach
3. Try to build and turn into STAR (long term) and CASH COW short term)
4. Invest intensively and sensibly.

Farm Equipment sector

1. Build capacity expansion for strength
2. Increase investment in foreign markets
3. Increase advertisement and promotion
4. Increase market reach

SUSTAINABILITY STRATEGY

1. Their motivation is to give their best every day
2. Their products and service support their customers ambitions to improve their living standards
3. Their commitment to sustainable business is bringing green technology and awareness into the mainstream through their products, services and light foot printing manufacturing process
4. Their commitment to sustainability is for people, profit and responsible

SHARED VALUE:

- Mahindra farm equipment sector, we are single minded focused on our purpose of accessible technology which will transform the lives of farmers
- The smile on our customers face is what drives us every day. We are grateful to our customers, dealers, suppliers, and technology partners for working with us to create shared value
- For your outstanding performance in the industry and to recognize your have impact as an organization that created economic success by redefining markets, products, way of doing business, creating the progress.
- Mahindra plays a significant role in enabling its farmers to improve their productivity and help them to rise.
- Its vision is to drive farm prosperity by pursuing the cause of doubling farmer income and contributing.

SKILLS:

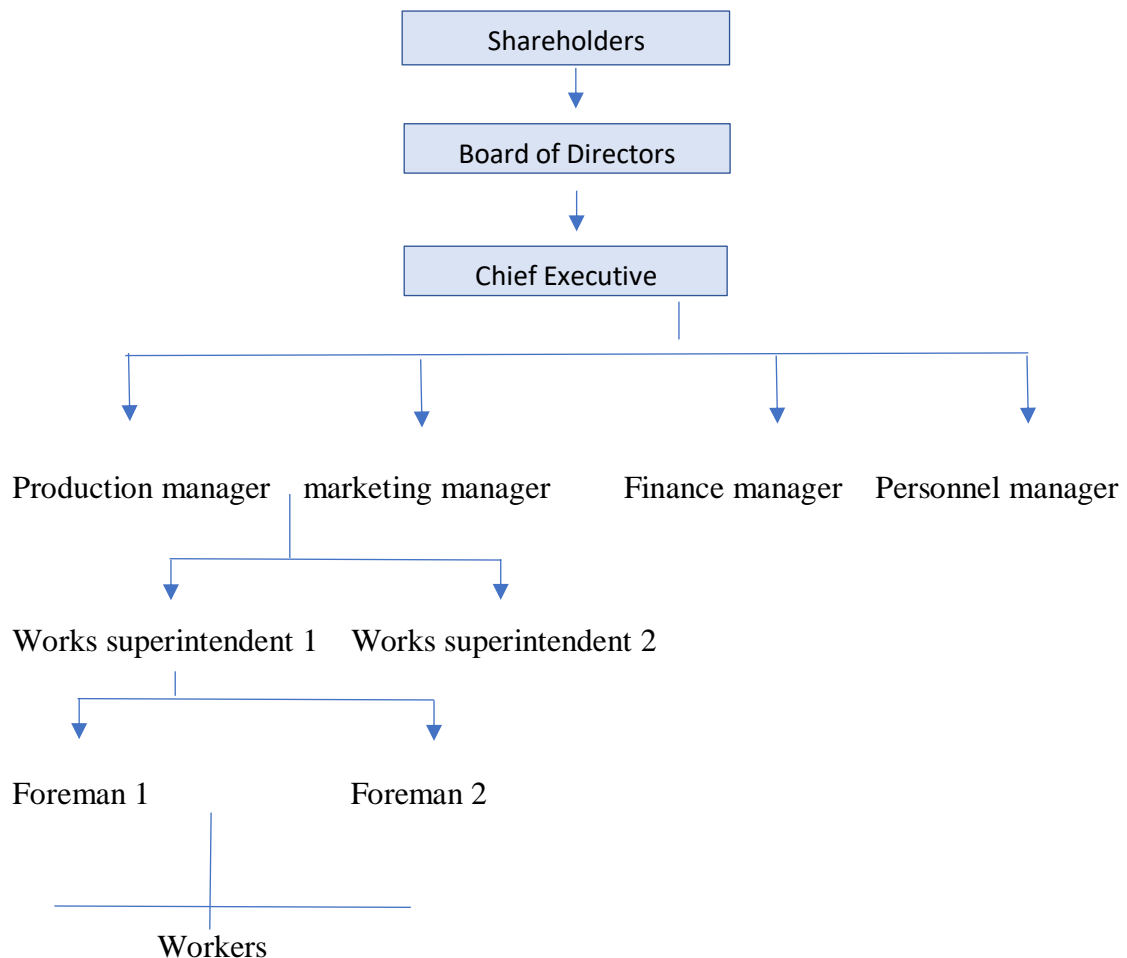
- Mahindra will offer skill development training program to generate employment opportunities in Indian auto sector
- It has the unique and fruitful partnership; interested students can get training to prepare themselves for various functions of the automotive sector
- The automaker will also offer its selected training infrastructure, expertise and training partners for the up-skill of students on various automotive skill sets.
- With the aim of enhancing the technical skill of youth and creating an employable pool of skilled manpower.
- It is to identify employable youth and train them to specific automotive skills to make them industry ready.

STRUCTURE:

Mahindra & Mahindra (M&M) is likely to use a **functional organizational structure**, which is a common structure used by large multinational corporations. In a functional organizational structure, the company is divided into several departments or functions, each focused on a specific area of expertise, such as finance, marketing, human resources, and production.

Each functional department is managed by a functional manager who is responsible for overseeing the work of the employees in that department. The functional managers' report to a higher-level executive, who is responsible for overseeing all of the functional departments. This structure allows for a clear division of labor and specialization of expertise, enabling the company to efficiently and effectively manage its operations.

In M&M, the functional structure may also include geographic divisions, such as regional offices, which are responsible for managing operations in specific geographic locations. The regional managers would report to the top-level executives, who are responsible for the overall performance of the company.



- This is how the company is organized that is, how departments and teams are structured, including who reports to whom.
- Mahindra is hierarchical with managers and directors heading companies around the world.
- M&M is one of the leading tractor brands in the world. It is the largest manufacturer of tractors in India.
- M&M has sustained market leadership of over 25 years.
- M&M has a 100% subsidiary, Mahindra USA, which assembles products for the America market.

STYLE:

- The decision-making style in M&M Limited (Mahindra & Mahindra) can be described as a combination of consensus-based and top-down approaches.
- In the consensus-based approach, decision-making is a collaborative process that involves input and feedback from all stakeholders. The company values the

opinions and expertise of its employees, and encourages active participation in decision-making processes. This fosters a culture of innovation and empowerment, and ensures that decisions are made with the support and buy-in of all relevant parties.

- At the same time, M&M Limited also follows a **top-down approach**, where decisions are ultimately made by senior management and communicated to the rest of the organization. This approach is necessary to ensure the company's strategic direction and overall business objectives are met, and that decisions are made quickly and effectively.
- The decision-making style in M&M Limited balances the importance of consensus and top-down approaches to ensure the company is able to make informed and effective decisions that are aligned with its business goals.

STAFF:

- Around 40,619 employees work in M&M ltd.
- Recruitment and selection: M&M Ltd follows a stringent recruitment process to ensure that the right candidate is selected for the job. This process includes job postings, applications, interviews, reference checks, and background screenings.
- Training and Development: The company provides ongoing training and development opportunities to employees to help them improve their skills and knowledge. This includes both in-person and online training sessions.
- Performance management: M&M Ltd has a comprehensive performance management system in place to assess the performance of employees. This includes setting performance objectives, conducting regular performance reviews, and providing feedback to employees.
- Compensation and benefits: The company offers a competitive salary and benefits package to employees. This includes health insurance, retirement benefits, paid time off, and bonuses.
- Employee relations: M&M Ltd values open communication and encourages employees to raise any concerns or issues they may have. The company also has an Employee Assistance Program in place to provide support to employees.
- M&M Ltd has a motivated and engaged workforce, with a high level of employee satisfaction. The company values its employees and provides a supportive and inclusive work environment.

SYSTEMS:

- Use of Artificial Intelligence in the organisation to save time
- Using Robotic arms to get better performance
- Using Internet of things (IoT) in the workplace as well as in dealership showrooms
- Every stage of the systems and software development process into a single progress management.
- From developing to testing, there is no longer danger of losing information during the handover to the new team.

Porter's Five Force Analysis on M&M

The porter 5 forces model would assist in gaining insights into the porter's 5 forces of Mahindra and Mahindra: leveraging India size for global scale in tractors- A profile of one of India pioneering multinationals case solution industry and determine the probability of the success of the alternatives, which has been considered by the management of the company for the purpose of dealing with emerging issues related to the minimizing membership rate of clients. According to porter (1980) the likelihood of firms making profits in a given industry on five factors.

1.Rivalry of existing customers:

It is the 5-force porter's five forces of Mahindra notify the leveraging India size for global scale in tractors- A profile of one of India pioneering multinationals case solution is a part of the multinationals entertainment industry in the United States. The business has been taken part in providing the services in more than ninety nations with the video as needed, products of streaming media and media provider.

The market profile of one of India pioneering multinationals case solution has actually been running since its beginning has lots of market gamers with the considerable market share and increased earnings. There is an extreme level of competition in the media, and show the business compelling companies to make the current customers via offering services at economical or reasonable costs.

The rivalry among existing competitors in Mahindra & Mahindra Limited (M&M) depends on the specific market and business segment in which the company operates. In general, the level of rivalry in any market is influenced by factors such as the number and size of competitors, the level of differentiation of products or services, the growth rate of the market, and the level of fixed or sunk costs.

In the automobile industry, where M&M operates, the rivalry among existing competitors is intense. The Indian automobile market is highly competitive, with many domestic and international players vying for market share. M&M competes with companies such as Maruti Suzuki, Tata Motors, and Honda Motorcycles and Scooters India, among others.

The level of rivalry in the market can also be influenced by the specific product segments in which M&M operates. For example, the level of rivalry in the commercial vehicle segment may be different from the level of rivalry in the passenger vehicle segment.

Overall, the level of rivalry among existing competitors in the automobile industry, where M&M operates, is intense, and the company must carefully monitor and respond to changes in market conditions and competition to maintain its competitive position.

2.Threats of New Entrants:

The threats to new entrants in the market for Mahindra & Mahindra Ltd. (M&M Ltd.) have a significant impact on the company. A high level of barriers to entry can protect M&M Ltd.'s market position and limit the threat of new competitors entering the market. This can help the company maintain its market share and profitability, as it is able to operate with limited competition.

However, high barriers to entry can also limit innovation and limit the potential for new and better products and services to enter the market. This can negatively impact M&M Ltd.'s long-term growth and competitiveness, as the company may become complacent and not invest in innovation and research and development.

Furthermore, if new entrants are able to overcome the barriers to entry and enter the market, they may pose a significant threat to M&M Ltd.'s market share and profitability. New entrants can offer new and innovative products and services, which can attract customers away from M&M Ltd. Additionally, new entrants can operate at lower costs

and offer more competitive prices, which can make it difficult for M&M Ltd. to compete.

In conclusion, the threats to new entrants in the market for M&M Ltd. can have both positive and negative impacts on the company. While high barriers to entry can protect the company's market position and profitability, they can also limit innovation and potentially limit the company's long-term growth and competitiveness.

3.Threat of Substitutes:

The threat of substitutes in the Mahindra & Mahindra Limited operates, refers to the presence of alternative products or modes of transportation that can be used instead of cars. This can include public transportation, such as buses and trains, as well as alternative modes of personal transportation, such as bicycles, motorcycles, and ride-sharing services.

In the case of Mahindra & Mahindra, the threat of substitutes is moderate to high, depending on the specific market and geographic location. In some markets, public transportation is well developed and widely used, which reduces the demand for cars. In other markets, alternative modes of transportation, such as ride-sharing services and electric bicycles, are becoming more popular and could pose a threat to the company's sales.

However, the threat of substitutes also depends on the specific target market and customer segment. For example, in some segments, such as commercial fleet vehicles, the threat of substitutes is lower, as vehicles are often required for specific tasks.

Overall, the threat of substitutes in the automobile industry, where Mahindra & Mahindra operates, is moderate to high, but the exact level of threat depends on the specific market and customer segment. The company must carefully monitor the development of substitute products and modes of transportation and respond with strategic initiatives to maintain its competitive position.

4.Bargaining Power of Buyer:

The bargaining power of buyers in the automobile industry, where Mahindra & Mahindra Limited operates, is influenced by several factors such as the number of buyers in the market, the size and importance of individual buyers, the level of

differentiation of the product, the cost of switching to another supplier, and the availability of substitute products.

In the case of Mahindra & Mahindra, the company operates in a highly competitive automobile market where buyers have significant bargaining power. Buyers have many options to choose from when it comes to purchasing vehicles, and they are likely to compare prices, quality, and other factors before making a decision. Furthermore, the size and importance of individual buyers, such as fleet buyers, rental companies, and government agencies, can also give them bargaining power.

However, Mahindra & Mahindra has established a strong brand and a reputation for quality, which can give it some bargaining power over buyers. Additionally, the company's size and market presence could also give it some bargaining power, as well as its ability to offer financing and other services.

Overall, the bargaining power of buyers in the automobile industry, where Mahindra & Mahindra operates, is significant, but the exact level of bargaining power depends on the specific market conditions and the company's ability to differentiate its products and services.

5.Bargaining Power of suppliers:

The bargaining power of suppliers in Mahindra and Mahindra's production department depends on several factors, including the availability of substitute materials, the level of differentiation of the supplier's products, the cost of switching to another supplier, the supplier's dependence on the company, and the company's ability to integrate backward into the supplier's industry.

In the case of Mahindra and Mahindra, the company operates in various industries and therefore, the bargaining power of suppliers can vary across different production departments. Additionally, Mahindra's size and market presence could give it some bargaining power over suppliers, but this would also depend on the specific industry and market conditions.

Overall, the bargaining power of suppliers in Mahindra and Mahindra's production department is likely to be influenced by a combination of factors and cannot be determined without a thorough analysis of the specific situation.

CHAPTER-4

SWOT ANALYSIS



STRENGTH:

Market leader in multiple automotive segments of Mahindra and Mahindra has leading market share in a tractor as well as in the utility vehicles segment. Also, the company has strong market share in the commercial vehicle as well as passenger vehicle segment. Strong market share provides a competitive advantage to the company and allows the company to focus on innovation.

Strong research and development of M&M has a highly focused on developing new products and technologies. M&M majorly focuses on value addition and value engineering approach, designing modularity, use of alternate materials etc. Excellent products according to Indian road conditions of M&M SUVs are suited perfectly to Indian road conditions especially, Mahindra Scorpio which has been an outstanding performer for many years. M&M has a competitive advantage on after sale cost since it is lower than the industry average and also have high availability of spare parts to different parts of the country.

1. Mahindra has been one of the strongest brands in the Indian automobile market.
2. Mahindra group give employment to over 110,000 employees.
3. Excellent branding and advertising, and low after sales service cost.
4. Sturdy SUVs good for Indian roads and off-road terrain.
5. Very high premium looks in very affordable price, high demand of SUV cars.
6. Fuel efficient
7. Strong service network, affordable spares

WEAKNESS

M&M is depending for the majority of its revenue (over 60%) from India, which would affect its business in case of economic slowdown or high inflation.

Overdependence on Automotive industry: M&M major part of revenues come from its automotive business come from its automotive which makes it vulnerable to any breakthrough in the industry or slowdown in the market. Product recalls affects brands image, M&M has had to recall many of its products in the recent past. For instance, in February 2015, M&M recalled XUV500 manufactured before July 2014. Such incidents affect the brand image of the company and consequently affect sales.

1. The 3-cylinder engine makes it less powerful than its competitors.
2. Interior features and build quality not up to mark.
3. Customer satisfactory level is low.
4. Need to develop our research & develop centre and need to reach customers fully.

OPPORTUNITIES:

Growth in Indian Automotive industry: it is growing year on year with over 12% growth year the previous 3 years. The industry is expected to grow at a CAGR of 13% in the next 4 years. The growth can be beneficial for M&M.

Increasing demand for hybrid electric vehicles: There is an increasing demand for hybrid around the world. The demand for HEVS is expected to grow at a CAGR of 19% in the next 3 years. M&M has a strong portfolio of HCVs and is set to be benefited by the growing demand. Emerging nations M&M should look nations to tapping the around the world which have high potential. M&M should build over its global footprint to tap the emerging markets.

1. Developing hybrid cars and fuel-efficient cars for the future.
2. Tapping emerging markets across the world and building a global brand.
3. Fast growing automobile market.
4. Growing in the market through electric car Reva (controlling stake) and entry into two wheelers segments.
5. Developing fuel efficient bikes for the future.
6. Capturing the youth market as SUV is the current favourite segment.
7. Exterior looks premium, build quality needs an upgrade

8. Provide better features to be able to compete in the market
9. Growing in the market through Peugeot's motorcycle (controlling stake) and BSA & JAWA brands is owned by Mahindra.

THREATS:

Competition in the automotive industry: M&M faces intense competition from various automotive companies, such as Tata motors, Ford, Volvo and General Motors etc. This can affect M&M's market share and put pressure to constantly innovate on M&M.

Competition in other businesses put pressure on M&M. Mahindra group faces strong competition in other businesses as well. For example, its IT business faces competition from IT giants such as Infosys. This reduces market share and increases competitive pressure.

Stringent regulations: M&M is subject to strict regulations by the government and environmental agencies in terms, of emission levels, noise levels etc. such regulations keep changing and thus increase compliance costs for the companies.

1. Government policies for the automobile sector across the world
2. Ever increasing fuel prices
3. Intense competition from global automobile brands
4. Substitute modes of public transport like buses, metro trains etc.
5. New government policy
6. Better engineering by competitors
7. Companies market segments as Hyundai Creta, Renault capture, Maruti
8. The increase in fuel costs
9. The rapid innovative technology in the upcoming market
10. Intense competition from global automobile brands

CHAPTER-5

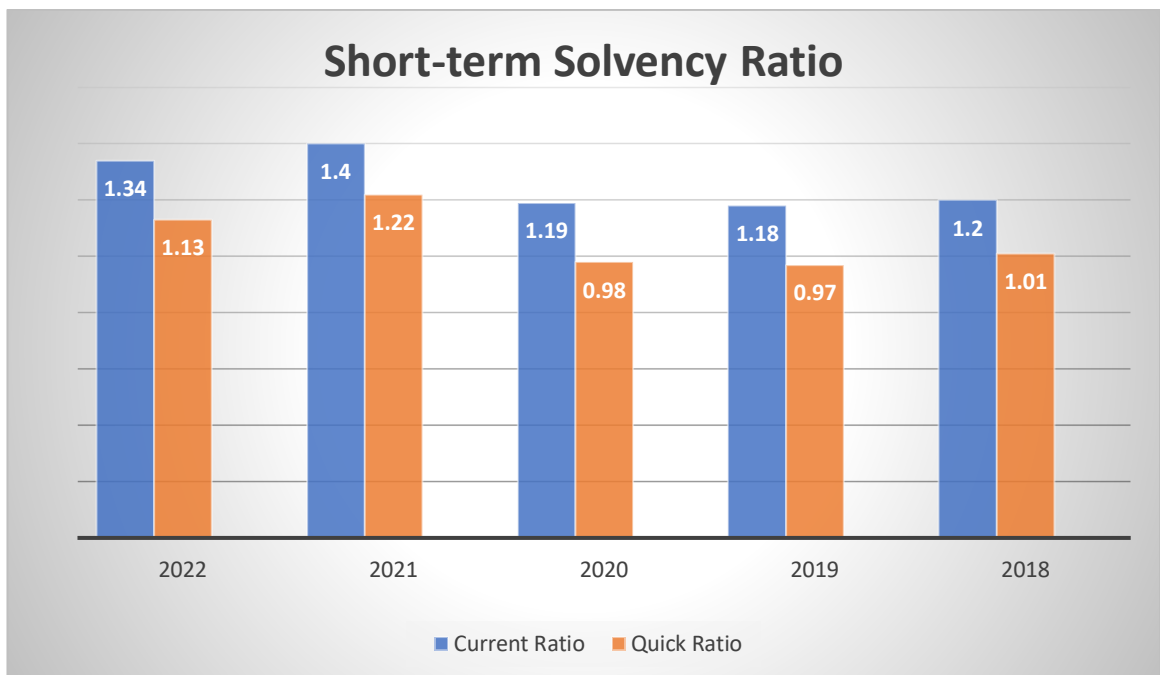
FINANCIAL STATEMENT ANALYSIS

RATIO ANALYSIS:

The way in which data is collected and organized so that one can extract helpful information by company. Analysis of data is a method of inspecting, cleaning, transforming, and modelling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making. Financial statement analysis consists of creditors, management, investors, and regulatory authorities. There are two type of financial analysis one is horizontal and vertical analysis and another one ratio analysis; horizontal analysis is as called as trend analysis.

A. Short term Solvency Ratio

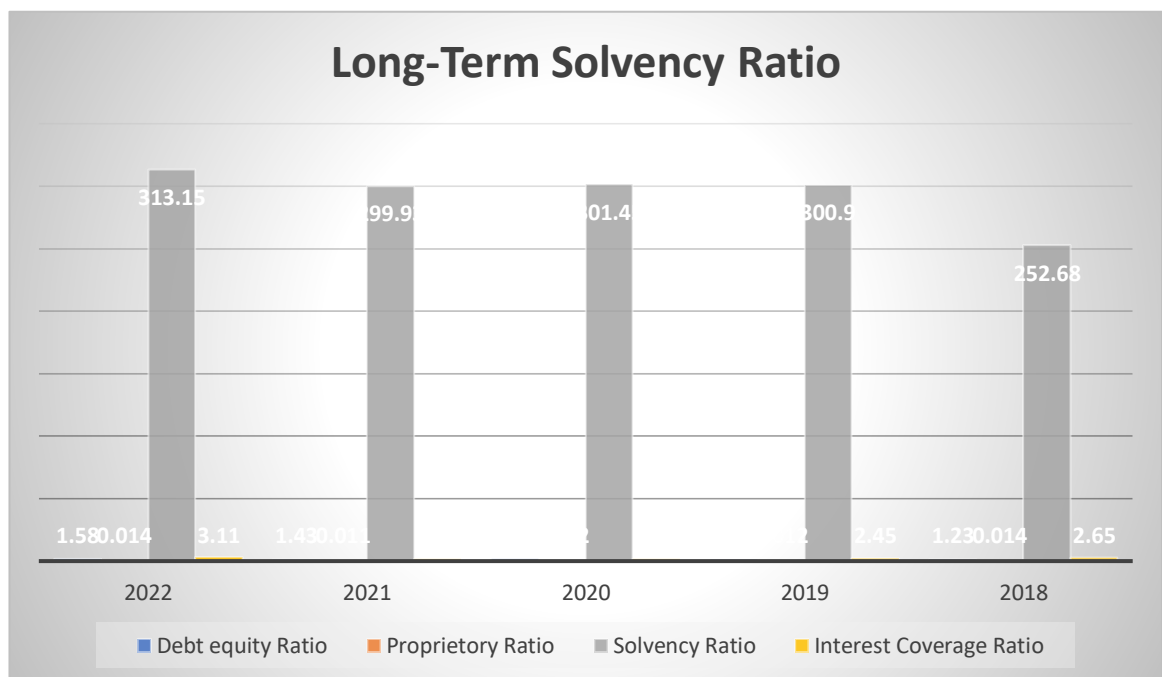
Ratio	Calculation	2022	2021	2020	2019	2018
Current Ratio	Current liability/Current Assets	1.34	1.40	1.19	1.18	1.20
Acid Ratio	Acid Asset/Acid liability	1.13	1.22	0.98	0.97	1.01



The acid ratio, also known as the quick ratio, is a more stringent measure of a company's liquidity as it excludes inventory from current assets. The higher the ratio, the better a company's ability to pay off its short-term obligations without relying on the sale of inventory. In the case of M&M, the acid ratio has decreased from 1.22 in 2021 to 1.13 in 2022, which suggests that the company's ability to meet its obligations using its quick assets has decreased.

B. Long term Solvency Ratio

<u>Ratio</u>	<u>Calculation</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Debt Equity Ratio	Total debt/ total shareholder's equity	1.58	1.43	1.56	1.35	1.23
Proprietary Ratio	Net worth ÷ Total assets	0.014	0.011	0.012	0.012	0.014
Solvency Ratio	Total liabilities/total capital	313.15	299.93	301.45	300.90	252.68
Interest Coverage Ratio	EBIT/ int expenses	3.11	1.86	1.80	2.45	2.65



The above chart shows that the debt-equity ratio increased from 1.23 in 2018 to 1.58 in 2022, indicating an increased use of debt financing over equity financing

The proprietary ratio has decreased from 0.014 in 2018 to 0.014 in 2022, indicating a weaker financial position.

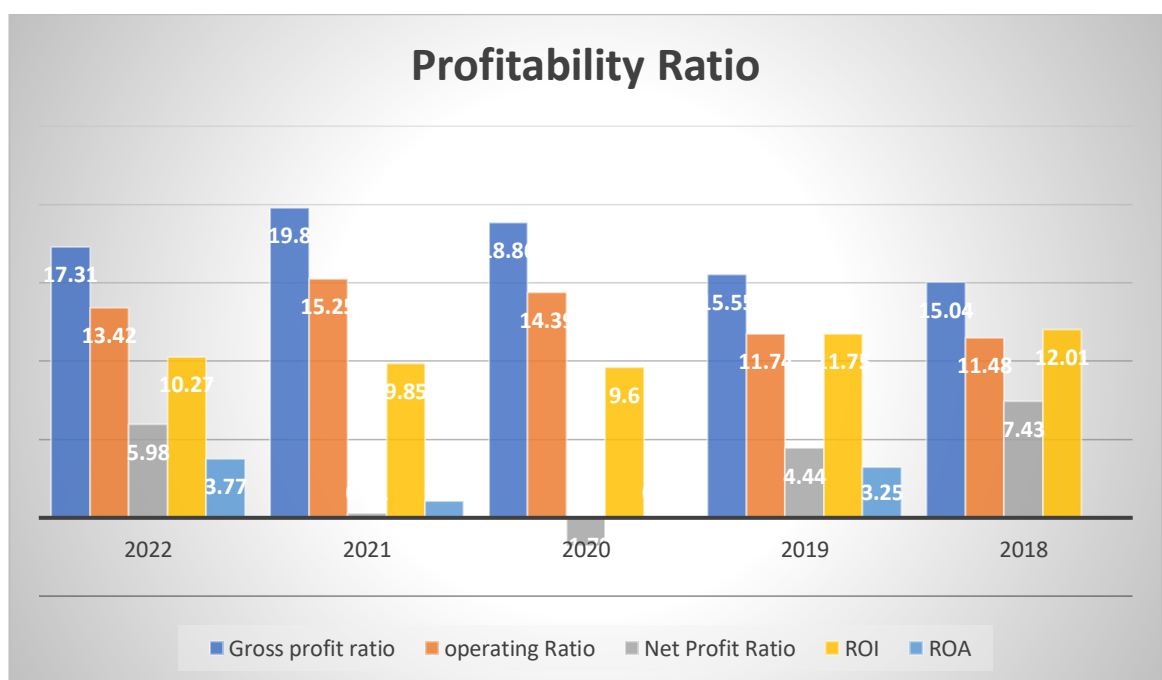
The solvency ratio increased from 252.68 in 2018 to 313.15 in 2022, indicating a stronger ability to meet long-term obligations

The interest coverage ratio increased from 2.65 in 2018 to 3.11 in 2022, indicating a stronger ability to cover its interest expenses.

C. Profitability Ratio

Ratio	Calculation	2022	2021	2020	2019	2018
Gross Profit Ratio	(Revenue – Cost of Goods Sold) / Revenue*100	17.31	19.80	18.86	15.55	15.04

Operating Ratio	(Operating Expenses + Cost of Goods Sold)/ Net Sales	13.42	15.25	14.39	11.74	11.48
Net Profit Margin	Subtracting cost of goods sold (COGS), operating expenses, other expenses, interest (on debt), and taxes payable from income statement / revenue*100	5.98	0.31	-1.78	4.44	7.43
ROI	Net income / Cost of investment *100	10.27	9.85	9.60	11.75	12.01
ROA	Net income/total assets*100	3.77	1.08	0.07	3.25	5.47



The above chart gives a pictorial information about the changes in the Gross profit ratio and net profit ratio, ROI, ROA in 2020 the gross profit in 2018 is 15.04, 14.07, in 2021 gross profit has been improved to 19.8, and in last year the company secured 17.31 as their gross profit. The net profit ratio also shows a positive approach because the ideal net profit ratio should be between 10 – 20 % the company is grabbing these ratios

from year to year in 2018 it was 7.43 but when it comes to 2022 they decreased into 5.98. When we look over ROI and ROA it also shows a positive growth of the company. From the year 2018 to 2022 the company made their stability position in last year.

The ratios suggest that M&M had a lower gross profit ratio and a higher operating ratio in 2022 compared to the previous years. However, the net profit margin was higher in 2022 compared to 2021 but lower compared to the previous years. The ROI and ROA both showed a slight decrease in 2022 compared to the previous year but still remained positive.

CHAPTER-6

LEARNING EXPERIENCE

Learning is a continuous process and there is no end for gaining the knowledge. Every individual come with new ideas and knowledge every day and it helps to acquire new experience and makes man perfect and this organization study provided me an opportunity to learn something special.

I have done my Organization study at Mahindra Karnataka Agencies, Mangalore. It was a very good opportunity to correct or evaluate myself and to understand how capable I am to adapt to new changes or interested to learn the things in real or actual working conditions.

I was thought how things works in the corporate and how the decision making is done, and how the coordination between the employees will create a Unity among the employers, which is very helpful in decision making and building a good future and carrying out the business in the right way.

I got an opportunity to speak with the various employees that is managers, officers and gain experience in the various fields.

- Update internal database of customer information.
- Screen of application forms.
- Filling customer invoice.
- Feedback enquiries via telephone and emails

Also, I learnt how the communication must be precise and to the point between various management.

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ANNEXURE

Balance Sheet of M&M (Rs in Cr.)

BALANCESHEET OF MAHINDRA & MAHINDRA (In Rs. Cr)	2022	2021	2020	2019	2018
	12 mths	12mths	12mths	12mths	12mths
EQUITIES AND LIABILITIES SHAREHOLDER'S FUNDS					
Equity Share Capital	598.30	597.39	596.52	595.80	594.97
Total Share Capital	598.30	597.39	596.52	595.80	594.97
Reserves and Surplus	38139.19	33,649.65	33,606.36	33,613.43	29,699.07
Total Reserves and surplus	38139.19	33,649.65	33,606.36	33,613.43	29,699.07
Employees Stock Options	223.46	254.88	264.96	0.00	0.00
Total Shareholders' Funds	38,960.95	34,501.92	34,467.84	34,209.23	30,294.04
NON-CURRENT LIABILITIES					
Long term borrowings	5,678.02	7,070.03	2,032.03	2,031.78	2,195.90
Deferred Tax Liabilities [Net]	1,700.80	1,343.15	1,408.17	634.13	277.24
Other Long-Term Liabilities	1,057.54	585.11	698.22	604.92	464.55
Long Term Provisions	912.66	955.42	922.98	882.93	861.81
Total Non-Current liabilities	18,820.29	15,133.17	10972.82	14334.07	13323.21

Total Capital and Liabilities	67130.26	59588.80	50502.06	52697.06	47416.75
ASSETS					
NON-CURRENT ASSETS					
Tangible Assets	12004.37	7872.59	7980.76	7614.71	6507.95
Intangible Assets	2544.25	2,306.76	2,413.83	2467.04	1351.46
Capital Work in progress	1521.52	1708.88	1196.68	706.77	1079.72
Intangible Assets Under Development	3496.65	3123.28	2812.78	1713.02	2048.99
Fixed Assets	19,566.79	15,011.51	14,404.05	12501.54	10988.12
Non-current Investments	17,207.75	19,576.60	17,748.48	19,032.07	16,645.48
Long Term Loans and Advances	960.20	1,652.72	138.86	37.55	43.01
Other Non-Current Assets	3,477.82	3,035.67	3,069.18	3,054.84	3,265.67
Total Non-Current Assets	41,212.56	39,276.50	35,360.57	34,626.00	30,942.28
CURRENT ASSETS					
Current Investments	7902.06	4488.47	2189.65	2983.96	3937.49
Inventories	5,882.85	3,955.47	3,400.91	3,839.27	2,701.69
Trade Receivables	3,035.11	2,342.85	2,998.98	3,946.30	3,172.98
Cash And Cash Equivalents	3,650.53	6,255.42	4,236.51	3,731.66	2,893.73
Short Term Loans and Advances	1,845.52	756.94	512.02	673.40	975.16
Other Current Assets	3,601.63	2,513.15	1,803.42	2,896.47	2,793.42
Total Current Assets	25,917.70	20,312.30	15,141.49	18,071.06	16,474.47
Total Assets	67,130.26	59,588.80	50,502.06	52,697.06	47,416.75

OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	4,067.07	5,540.49	5,233.59	5,622.13	4,132.23
CIF VALUE OF IMPORTS EXPENDITURE IN FOREIGN EXCHANGE					
Expenditure In Foreign Currency	2,628.79	1,096.54	1,096.90	1,005.75	823.62
REMITTANCES IN FOREIGN CURRENCIES FOR DIVIDENDS					
Dividend Remittance in Foreign Currency	-	-	-	-	-
EARNINGS IN FOREIGN EXCHANGE					
FOB Value of Goods	-	-	-	-	2,504.98
Other Earnings	3,294.13	2,000.03	2,237.45	3,063.06	-
BONUS DETAILS					
Bonus Equity Share Capital	481.41	481.41	481.41	481.41	481.41
NON-CURRENT INVESTMENTS					
Non-Current Investments Quoted Market Value	57,237.27	44,346.71	23,044.04	42,340.50	3,033.52

Non-Current Investments Unquoted Book Value	17,635.00	20,071.85	16,635.21	14,591.94	12,034.50
CURRENT INVESTMENTS					
Current Investments Quoted Market Value	6,796.86	4,488.47	1,718.34	2,194.69	2,802.26
Current Investments Unquoted Book Value	1,105.20	-	471.31	789.27	1,135.23

PROFIT & LOSS STATEMENT OF M&M (In Cr.)

MAHINDRA & MAHINDRA Profit & Loss account	Mar22 (12mths)	Mar21 (12,mths)	Mar20 (12mths)	Mar19 (12mths)	Mar18 (12mths)
Income					
Sales Turnover	90,170.57	74,277.78	75,381.93	104,720.68	93,264.77
Excise Duty	0.00	0.00	0.00	0.00	1170.82
Net Sales	90,170.57	74,277.78	75,381.93	104,720.68	92,093.95
Other Income	1,452.74	-2,295.98	-3,218.52	1,187.83	3,358.38
Stock Adjustments	861.66	-135.59	-826.62	1,730.48	-83.33
Total Income	92,484.97	71,846.21	71,336.79	107,638.99	95,369.00
Expenditure					
Cost Of Materials Consumed	46,265.48	32,797.56	32,321.80	56,120.20	48,439.86
Purchase Of Stock- In Trade	6,399.37	5,473.64	5,273.50	5,961.90	5,017.43

Changes In Inventories Of FG, WIP And Stock-In Trade	-861.66	135.59	826.62	-1,730.48	83.33
Employee Benefit Expenses	8,386.74	7,813.26	8,214.82	11,563.89	10,004.62
Finance Costs	5,018.05	6,102.22	6,021.15	5,021.35	3,987.09
Depreciation And Amortisation Expenses	3,507.50	3,378.11	3,366.68	3,990.77	3,279.90
Other Expenses	15,452.96	14,541.92	15,871.20	19,052.43	16,820.50
Less: Amounts Transfer to Capital Accounts	155.17	160.74	317.58	1453.77	1497.89
Total Expenses	84,013.27	70,081.56	71,578.19	98,526.29	86,134.84
Profit/Loss Before Exceptional, Extra Ordinary Items and Tax	7,091.81	5,229.33	5,229.33	7,280.00	6,590.14
Exceptional Items	414.17	-1,158.26	-1,171.28	224.32	2,628.12
Profit/Loss Before Tax	7,505.98	7,505.98	3,661.15	7,504.32	9,218.26
Tax Expenses- Continued Operations					
Current Tax	1,868.10	2,014.89	2,314.16	2,350.46	2,350.46
Deferred Tax	240.66	-369.08	-338.55	503.53	-195.88
Total Tax Expenses	2,108.76	1,645.81	1,975.61	2,853.99	2,367.73
Profit/Loss After Tax and Before Extra-Ordinary Items	5,397.22	2,425.26	1,685.54	4,650.33	6,850.53

Profit/Loss from Continuing Operations	5,397.22	2,425.26	1,685.54	4,650.33	6,850.53
Profit Loss from Discontinuing Operations	0.00	-2189.53	-3033.82	0.00	0.00
Net Profit Loss from Discontinuing Operations	0.00	-2189.53	-3033.82	0.00	0.00
Profit/Loss for The Period	5,397.22	235.73	-1,348.28	4,650.33	6,850.53
Minority Interest	-675.69	300.10	448.04	-701.39	-447.40
Share Of Profit/Loss of Associates	1,855.79	1,276.66	1,027.28	1,366.52	1,107.26
Consolidated Profit/Loss After MI And Associates	6577.32	1812.49	127.04	5315.46	7510.39
OTHER ADDITIONAL INFORMATION EARNINGS PER SHARE					
Basic EPS (Rs.)	59.00	16.00	-1.00	49.00	69.00
Diluted EPS (Rs.)	59.00	16.00	-1.00	49.00	69.00
DIVIDEND AND DIVIDEND PERCENTAGE					
Equity Share Dividend	979.17	262.16	1135.09	937.46	847.97