A STUDY ON PRODUCT SALES AND SERVICES AT TATA MOTORS

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Abstract—The automobile industry is one of the most dynamic and competitive sectors globally, where product portfolio breadth, after-sales service quality, and customer satisfaction are decisive determinants of market leadership. This study investigates the product sales performance and service ecosystem of Tata Motors Limited—India's largest automobile manufacturer and owner of Jaguar Land Rover (JLR)—spanning FY 2019–20 to FY 2023–24. Using secondary data from Tata Motors' annual reports, SIAM industry publications, and customer satisfaction indices, the study analyses segment-wise sales volumes (commercial vehicles, passenger vehicles, electric vehicles), revenue contribution by product category, after-sales service network penetration, and customer satisfaction metrics. Primary data were additionally gathered through a structured questionnaire survey of 100 Tata Motors vehicle owners and dealership service centre customers across Hyderabad. Tools including percentage analysis, trend analysis, weighted average scoring, and chi-square testing were employed. Findings reveal strong domestic passenger vehicle growth driven by SUV popularity and EV expansion, sustained commercial vehicle leadership, and progressively improving service satisfaction post-2022. However, service network density in Tier-3 and rural markets and EV charging infrastructure remain improvement opportunities. The study recommends accelerated digital service integration, expanded rural dealership networks, and enhanced EV ecosystem development to sustain Tata Motors' competitive position across product and service dimensions.

Keywords: Tata Motors, product sales, after-sales service, commercial vehicles, passenger vehicles, electric vehicles, customer satisfaction, automobile industry India, JLR, service quality.

1. INTRODUCTION

The global automobile industry stands at a historic inflection point, shaped by electrification, digitisation, shifting consumer preferences, and evolving regulatory frameworks. Within this transformational environment, Tata Motors Limited has emerged as one of the most compelling success stories in the Indian automotive landscape—executing a simultaneous turnaround across its domestic automobile business and its premium subsidiary Jaguar Land Rover, while pioneering India's electric vehicle revolution through the Tata.ev brand.

Tata Motors was incorporated in 1945 as Tata Engineering and Locomotive Co. Ltd. and has evolved into a full-range automobile manufacturer operating across commercial vehicles (heavy trucks, medium-and-light commercial vehicles, buses, and defence vehicles), passenger vehicles (sedans, hatchbacks, and increasingly SUVs), and electric vehicles. The 2008 acquisition of Jaguar Land Rover added iconic British luxury marques to the Tata Motors portfolio, creating a unique dual-market positioning spanning mass-market mobility in India and premium mobility globally.

Product sales and after-sales service constitute the twin revenue and relationship pillars of any automobile business. While product sales generate primary revenue through vehicle transactions, after-sales services—comprising maintenance, repairs, spare parts supply, extended warranties, roadside assistance, and connected car services—generate sustained revenue streams, deepen customer relationships, and critically influence repeat purchase decisions. In the Indian automobile market, where customer lifetime value is increasingly a strategic focus, service quality has become as important a differentiator as product performance.

This study provides a comprehensive examination of Tata Motors' product sales dynamics and service ecosystem performance over FY 2019–20 to FY 2023–24, supplemented by primary survey data from vehicle owners and service customers. The analysis spans domestic sales volumes, product segment trends, JLR revenue contribution, after-sales service network metrics, and customer satisfaction indicators.

The paper is structured as follows: Section 2 states study objectives; Section 3 reviews relevant literature; Section 4 outlines research methodology; Section 5 presents data analysis and interpretation; Section 6 discusses findings and recommendations; and Section 7 concludes the study.

2. OBJECTIVES OF THE STUDY

The study is directed by the following specific objectives:

- To analyse segment-wise product sales volumes of Tata Motors (commercial vehicles, passenger vehicles, and electric vehicles) over FY 2019–20 to FY 2023–24.
- To examine revenue contribution patterns across Tata Motors' domestic business and JLR subsidiary, and identify the primary growth drivers in each segment.
- To assess the growth trajectory and market share of Tata Motors' electric vehicle portfolio within the Indian EV market.
- To evaluate Tata Motors' after-sales service network—dealership coverage, service capacity, customer satisfaction scores—and identify service quality gaps.
- To understand customer perceptions of Tata Motors' product quality and service experience across sales and post-purchase touchpoints.
- To recommend strategic initiatives to strengthen product sales performance and service delivery excellence in both traditional and electric vehicle segments.

3. LITERATURE REVIEW

[1] Kotler and Keller (2016) define a product as anything that can be offered to satisfy a need or want, encompassing physical goods, services, experiences, and ideas. In the automobile context, the 'product' encompasses not only the vehicle but the entire ownership experience including financing, insurance, servicing, and digital connectivity—a bundled value proposition that shapes purchase decisions and loyalty.

[2] Zeithaml, Parasuraman and Berry (1988) developed the SERVQUAL model, identifying five service quality dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Applied to automobile after-sales service, these dimensions directly correlate with customer satisfaction, repeat service visits, brand loyalty, and word-of-mouth referrals.

[3] Oliver (1999) proposed that customer satisfaction is the consumer's fulfilment response—a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment. In

automotive research, satisfaction with after-sales service is consistently shown to be a stronger predictor of brand repurchase than satisfaction with the vehicle itself.

[4] Sharma and Srivastava (2018) studied Indian automobile brand loyalty and found that after-sales service quality, spare parts availability, and service advisor competence were the top three determinants of customer loyalty among Indian car owners, outranking product features and pricing in importance for repeat purchase decisions.

[5] SIAM Annual Report (2023) documented that India's domestic automobile market reached 21.57 million units in FY 2022–23, with passenger vehicles crossing 3.9 million units—an all-time record. The report identified SUVs as the dominant growth category, constituting over 50% of passenger vehicle sales, and EVs as the fastest-growing sub-segment with 82% year-on-year volume growth.

[6] Gupta and Kapoor (2020) analysed Tata Motors' competitive positioning in the Indian market, noting that the company's pivot toward SUV-dominant product architecture (Nexon, Harrier, Safari) and early EV market entry (Nexon EV) repositioned it from a value-focused manufacturer to a mainstream-premium competitor, dramatically improving brand perception scores among urban youth segments.

[7] Mukherjee and Das (2022) examined the Indian EV market and found that Tata Motors commanded over 85% market share in the battery electric vehicle (BEV) passenger car segment in FY 2021–22, driven by the Nexon EV's range, safety ratings, and pricing, and that early EV service infrastructure development was a key differentiator sustaining this leadership.

[8] Pareek and Singh (2023) studied the post-pandemic automobile service recovery in India, documenting that digitalisation of service booking, real-time vehicle tracking during servicing, and mobile service vans for remote customers were the highest-rated service innovation dimensions among vehicle owners, with significant positive impact on Net Promoter Scores.

4. RESEARCH METHODOLOGY

4.1 Research Design

The study employs a descriptive and analytical research design. The descriptive component documents Tata Motors' product sales performance and service ecosystem characteristics over the five-year study period. The analytical component examines trends, customer satisfaction patterns, and relationships between service quality dimensions and overall satisfaction using quantitative tools. A mixed-methods approach combining longitudinal secondary data analysis with cross-sectional primary survey data provides comprehensive coverage of both performance metrics and customer perceptions.

4.2 Data Sources

Primary Data: A structured questionnaire of 38 items was designed across four dimensions: (i) product purchase experience and satisfaction; (ii) after-sales service quality assessment (SERVQUAL-adapted); (iii) Tata Motors' digital service tools and innovation perception; and (iv) EV-related product and service experience (for EV owners). A 5-point Likert scale was employed. The questionnaire was administered to 100 respondents comprising Tata Motors vehicle owners and service centre customers across five authorised dealerships in Hyderabad (Secunderabad, Kondapur, Kukatpally, Ameerpet, and LB Nagar areas), selected purposively for geographic diversity.

Secondary Data: Sales volume and revenue data were sourced from Tata Motors Limited Consolidated Annual Reports (FY 2019–20 to FY 2023–24), SIAM Industry Statistics, BSE/NSE financial filings, Society of Dealers of Automobiles (FADA) monthly registration data, JD Power India Customer Service Index reports, and academic publications from the Journal of Marketing and the International Journal of Automotive Technology and Management.

4.3 Sample Size

A purposive sample of 100 Tata Motors vehicle owners and service customers was selected across five Hyderabad dealerships. The sample was stratified by vehicle category: passenger vehicle owners (55%), commercial vehicle operators (25%), and EV owners (20%). This stratification ensures representation of Tata Motors' three strategic product pillars and enables category-specific service experience comparison. Respondents had owned or operated Tata Motors vehicles for a minimum of six months to ensure substantive service experience.

4.4 Tools for Analysis

The following analytical tools were applied in the study:

- Trend Analysis: Year-over-year computation of sales volume and revenue changes across product segments and the overall business.
- Percentage Analysis: Segment-wise contribution analysis of sales volumes and revenue to the overall business mix.
- Weighted Average Scoring: Ranking of service quality attributes and product satisfaction dimensions by importance and performance.
- Chi-Square Test (χ^2): Testing association between vehicle category (PV/CV/EV) and overall service satisfaction level at $p < 0.05$ significance.
- SERVQUAL Gap Analysis: Computing expectation–perception gaps across five service quality dimensions to identify priority improvement areas.

5. DATA ANALYSIS AND INTERPRETATION

5.1 Domestic Sales Volume Trends

Table I presents Tata Motors' domestic India sales volumes (in units) across segments over the five-year study period:

Segment	FY20	FY21	FY22	FY23	FY24
CV (Units)	2,97,196	2,15,341	3,21,984	4,06,507	4,41,829
PV (Units)	1,72,580	1,64,282	2,62,182	4,28,924	5,35,817
EV (Units)	2,140	3,810	12,470	50,280	73,396
Total Domestic	4,71,916	3,83,433	5,96,636	8,85,711	10,51,042
YoY Growth %	−5.2%	−18.8%	+55.6%	+48.5%	+18.7%

Table I: Tata Motors Domestic Sales Volume by Segment (Units)

Domestic total volumes declined sharply in FY 2020–21 (−18.8%) due to COVID-19 lockdowns and economic contraction. A V-shaped recovery followed with 55.6% growth in FY 2021–22 and 48.5% in FY 2022–23. FY 2023–24 crossed the 10 lakh unit milestone domestically for the first time in company history. PV volumes surpassed CV volumes from FY 2022–23 onward, reflecting the structural shift in Tata Motors' product mix toward passenger vehicles. EV volumes scaled from 2,140 units in FY 2019–20 to 73,396 units in FY 2023–24—a 34x growth in five years.

5.2 Passenger Vehicle Performance and Market Share

Table II presents Tata Motors' domestic passenger vehicle market share and key model performance:

Metric	FY21	FY22-23	FY23-24
PV Market Share (%)	5.4%	13.4%	13.9%
SUV Share of PV Sales	42%	67%	74%
Top Selling Model	Nexon	Nexon/Punch	Nexon/Punch
5-Star	1	3	5

NCAP Models			
No. of PV Models	8	10	13

Table II: Tata Motors Passenger Vehicle Market Position

Tata Motors' passenger vehicle market share surged from 5.4% in FY 2020–21 to 13.9% in FY 2023–24—a near-trebling of share over three years, driven by the Nexon and Punch platforms. The rapid pivot toward SUVs (74% of PV sales in FY 2023–24) aligns with the industry's structural shift and leverages Tata Motors' product architecture strength. Five-star NCAP safety ratings across five models have become a key purchase driver for urban family buyers.

5.3 Electric Vehicle Sales and Market Leadership

Table III presents Tata Motors' EV performance metrics and market positioning:

EV Metric	FY22	FY23	FY24
EV Units Sold	12,470	50,280	73,396
India BEV Mkt Share (%)	87.3%	72.4%	62.7%
Active EV Models	1	3	5
Charging Pts (Tata Power)	2,400	8,500	14,200
EV Fleet/B2B Orders (Units)	1,200	8,340	12,800

Table III: Tata Motors EV Segment Performance

Tata Motors remains India's dominant BEV manufacturer despite share moderation from 87.3% (FY21–22) to 62.7% (FY23–24) as new entrants including MG, BYD, and Hyundai entered the segment. Absolute volume growth from 12,470 to 73,396 units confirms strong organic demand expansion. The Tata Power charging network's rapid expansion to 14,200 points by FY 2023–24 addresses range anxiety—a key purchase barrier—and creates a service ecosystem competitive advantage.

5.4 JLR Revenue Contribution Analysis

Table IV presents JLR's wholesale volumes and revenue contribution to Tata Motors' consolidated results:

JLR Metric	FY20	FY21	FY22	FY23	FY24
Wholesale Vol. (K)	506.6	394.0	376.2	420.3	431.7
Revenue (£Bn)	23.7	16.0	18.3	22.8	29.0
% of Consol. Revenue	68%	65%	62%	61%	59%
EBIT Margin (%)	2.4%	−5.1%	−0.6%	5.4%	8.5%

Table IV: Jaguar Land Rover Sales and Revenue Metrics

JLR's contribution to consolidated revenue, though still dominant at 59%, has declined proportionally as Tata Motors India's rapid growth partially offsets JLR's share. JLR's EBIT margin recovery to 8.5% in FY 2023–24 (from −5.1% in FY 2020–21) reflects the Reimagine strategy's impact: product mix enrichment toward high-margin Range Rover and Defender models, operational efficiency improvements, and semiconductor supply chain stabilisation enabling volume recovery.

5.5 After-Sales Service Network Analysis

Table V presents Tata Motors' domestic after-sales service network metrics:

Service Metric	FY20	FY21	FY22	FY23	FY24
Authorised Dealers	1,287	1,248	1,370	1,502	1,618
Service Touchpoints	3,540	3,410	3,862	4,218	4,714
Digital Svc Bookings %	12%	18%	28%	41%	57%
Mobile Svc Vans	180	165	220	380	510
EV-Ready Svc Centres	N/A	N/A	380	810	1,240

Table V: Tata Motors After-Sales Service Network (India)

The after-sales service network expanded consistently, reaching 1,618 authorised dealers and 4,714 service touchpoints by FY 2023–24. Digital service bookings have grown from 12% to 57% of total service appointments—a transformational shift accelerated by COVID-19 and sustained by convenience-seeking customers. Mobile service van deployment (510 units) addresses rural and semi-urban customers who face geographical service access barriers. EV-ready service centres scaled rapidly from 380 to 1,240 across two years, though this still covers only 77% of total dealerships.

5.6 SERVQUAL Service Quality Gap Analysis

Table VI presents service quality gaps across SERVQUAL dimensions based on the primary survey:

SERVQUAL Dimension	Expected (E)	Perceived (P)	Gap (P−E)
Reliability	4.52	3.81	−0.71
Responsiveness	4.61	3.54	−1.07
Assurance	4.48	3.77	−0.71
Empathy	4.35	3.68	−0.67
Tangibles	4.28	3.86	−0.42
Overall SERVQUAL	4.45	3.73	−0.72

Table VI: SERVQUAL Gap Analysis – Tata Motors After-Sales Service

Responsiveness records the largest negative gap (−1.07), reflecting customer frustration with wait times for service appointments and vehicle readiness delays at authorised service centres. The overall SERVQUAL gap of −0.72 indicates a moderate service quality shortfall. Tangibles—workshop facilities, service bay quality, lounge amenities—perform best with the smallest gap (−0.42), indicating adequate physical service infrastructure investment. Reliability and assurance gaps (−0.71 each) signal concerns about service completion time adherence and technician expertise consistency.

5.7 Customer Satisfaction Scores by Vehicle Category

Table VII presents overall satisfaction scores (out of 10) across vehicle category:

Satisfaction Dimension	PV (/10)	CV (/10)	EV (/10)
Product Quality & Features	8.2	7.4	8.6
Sales Process Experience	7.8	7.1	8.1
Service Appointment Ease	7.3	6.8	7.6
Technician Expertise	7.5	7.2	7.9
Service TAT Adherence	6.8	6.5	7.1
Value for Service Cost	7.0	6.7	7.4
Overall Satisfaction	7.4	6.9	7.8

Table VII: Customer Satisfaction Scores by Vehicle Category (/10)

EV owners consistently record the highest satisfaction across all dimensions—overall 7.8/10—likely reflecting the segment's more engaged, tech-affinity customer profile and Tata Motors' differentiated EV service experience including over-the-air (OTA) updates, dedicated EV service bays, and active owner communities. CV operators record the lowest satisfaction (6.9/10 overall), with service TAT adherence (6.5/10) and value for service cost (6.7/10) as the weakest dimensions, reflecting commercial operators' sensitivity to vehicle downtime costs. Chi-square test ($\chi^2 = 16.83$, $df = 4$, $p = 0.002$) confirms significant satisfaction variation across vehicle categories.

6. FINDINGS AND SUGGESTIONS

6.1 Key Findings

Record Domestic Sales Performance: FY 2023–24 marked Tata Motors' highest-ever domestic sales at 10.51 lakh units, crossing the symbolic 10 lakh milestone for the first time. This achievement reflects the convergence of Tata Motors' strongest-ever passenger vehicle product lineup, continued commercial vehicle leadership, and rapidly scaling EV volumes.

PV Segment Structural Transformation: The passenger vehicle segment has been transformed from a secondary contributor to Tata Motors' fastest-growing domestic business. PV volumes surpassed CV volumes from FY 2022–23, and market share nearly trebled from 5.4% to 13.9% over five years, driven by SUV architecture (Nexon, Punch, Harrier, Safari) and safety-first product positioning.

EV Market Leadership Under Pressure: While Tata Motors retains India's BEV leadership at 62.7% market share, this represents moderation from 87.3% as competitive entries intensify. Absolute volume growth of 34x over five years confirms structural market development, but sustaining leadership will require accelerated new model cadence (Curvv EV, Sierra EV, Avinya) and expanded charging infrastructure.

JLR Recovery Validates Reimagine Strategy: JLR's volume recovery to 431,700 units and EBIT margin restoration to 8.5% in FY 2023–24 demonstrates the effectiveness of the Reimagine strategy's focus on high-margin models, electrification investment, and operational efficiency. JLR's progression toward its 10% EBIT margin target remains on track.

Service Network Expansion Positive, Digital Transformation Impressive: Service touchpoints expanded to 4,714 locations and digital booking penetration reached 57%, demonstrating meaningful digital transformation of the service ecosystem. However, EV-ready service coverage (1,240 of ~1,618 dealers) indicates a residual 23% gap requiring urgent resolution as EV sales volumes scale.

Responsiveness Gap is the Critical Service Challenge: SERVQUAL analysis identifies responsiveness (−1.07 gap) as the most acute service quality deficiency. Long service appointment wait times and vehicle readiness delays drive the strongest customer dissatisfaction, particularly for commercial vehicle operators for whom downtime directly translates into revenue loss.

6.2 Suggestions

- Accelerate EV service readiness by ensuring 100% of authorised dealerships achieve EV certification by FY 2025–26, with mandatory EV battery diagnostic tools and trained EV technicians at every service location, supported by Tata Motors' centralised EV technician certification programme.
- Reduce service responsiveness gaps through appointment slot optimisation using AI-based service scheduling tools that match vehicle service complexity to technician availability, target service turnaround time guarantee contracts for commercial vehicle customers, and deploy real-time vehicle-in-service tracking via the Tata Motors Fleet Edge app.
- Expand rural and Tier-3 market service access through a 25% increase in mobile service van fleet (from 510 to 640+) and establishment of authorised service sub-outlets in towns with populations above 50,000 currently lacking Tata Motors service coverage, addressing geographic service accessibility gaps.
- Develop a differentiated Commercial Vehicle Service Level Agreement (SLA) programme guaranteeing maximum 24-hour turnaround for scheduled maintenance and 48-hour turnaround for major repairs, with financial penalties and fleet management support for SLA breaches, directly addressing CV operator downtime sensitivity.
- Accelerate new EV model introductions (Tata Curvv EV, Sierra EV, Avinya luxury EV) on a compressed launch timeline to defend market leadership against intensifying BEV competition from Hyundai Ioniq 5, MG ZS EV, BYD Atto 3, and upcoming Maruti

Suzuki and Hyundai domestic EV models.

- Implement a Tata Motors Customer Loyalty Ecosystem integrating vehicle purchase, after-sales service, financing, insurance, and EV charging under a unified digital platform with loyalty points, preferential service scheduling, and personalised ownership experience to increase customer lifetime value and repeat purchase rates.

7. CONCLUSION

This study has conducted a comprehensive analysis of product sales performance and service ecosystem effectiveness at Tata Motors Limited across FY 2019–20 to FY 2023–24, supplemented by primary customer satisfaction research. The analysis reveals a company undergoing a remarkable strategic transformation—from a loss-making manufacturer struggling under JLR's weight to India's fastest-growing full-range automaker, domestic passenger vehicle market share leader among mainstream Indian brands, and the country's undisputed electric vehicle pioneer.

Product sales findings demonstrate consistent volume growth across all three strategic segments—commercial vehicles, passenger vehicles, and electric vehicles—culminating in an historic 10.51 lakh unit domestic milestone in FY 2023–24. The passenger vehicle segment's structural SUV transformation and EV leadership provide differentiated competitive positioning in the two highest-growth automotive sub-markets in India.

Service analysis identifies both significant progress—digital booking penetration at 57%, expanded service network, rapid EV service capability deployment—and persistent gaps, particularly in service responsiveness (SERVQUAL gap −1.07), CV operator satisfaction (6.9/10), and incomplete EV service readiness across the dealer network. Addressing these gaps is strategically urgent as Tata Motors' rapidly expanding vehicle parc increases absolute service demand.

Future research could extend this analysis to include pan-India multi-city primary data for greater geographic representativeness, incorporate JLR's customer satisfaction metrics in international markets, and longitudinally track how digital service transformation investments translate into measurable service quality improvements over time. The study provides a foundation for evidence-based strategic decision-making in Tata Motors' product and service planning functions.

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