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CASE STUDY SERIES

IT Services as Business Enablers: TVS Motor

“We are a process driven company that believes in continuous improvement. We view IT as a means to help us achieve our goals.”

—Venu Srinivasan, Managing Director of TVS Motor

TVS Motor had recently completed an extremely successful company-wide deployment of an ERP system. The initial results were nothing short of spectacular.

BACKGROUND

“The seeds of my passion for quality were sown in the 1960s when I worked summers in the TVS workshop; I saw 5S and elements of what we now call TQM every day. In TVS, the letters not only stood for the initials of the founder, but also for Trust, Value, and Service, the values the founder of the company lived by.”

—Venu Srinivasan, TVS Motor Managing Director

The TVS Group started in 1911 as a transport company. It is said that the TVS transport service was so efficient that people in southern India used to set their watches based on the transport companies’ bus arrivals and departures. The management focus on operational efficiency that was inculcated in the formative years of the TVS group has carried over to the present management of TVS Motor.

TVS Motor shot to the limelight when it launched India’s first moped, TVS 50, in 1980. The moped, designed with the goal of providing cheap and reliable transport to India’s poor, was an instant success. So passionate was Venu Srinivasan’s father about delivering an enhanced product that one of his design stipulations was that the moped not only must be cheap/affordable, but also be able to carry the weight not just of the rider, but his family as well as basic groceries. In order to attain this goal, TVS engineers used the heaviest employee at the plant site to do the initial tests. This passion to serve and continually improve has become the culture of the company, resonating across ranks.

Research Associate Rajeev Ved prepared this case under the supervision of Professor Mayuram S. Krishnan as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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