

COMPANY PROFILE

Voltas is India's largest supplier of engineering products and services for the textile machinery sector and is a major manufacturer of forklift trucks. It provides solutions in turnkey pumping projects for water, effluent and sewage treatment, and water pollution control. The company has ISO 9001-2000 certification and has executed projects in the Middle East, Southeast Asia, Central Asia, Africa and Europe.

Historical Background of the company

Voltas Limited is an engineering, air conditioning and refrigeration company based in Mumbai, India. It offers engineering solutions for a wide spectrum of industries in areas such as heating, ventilation and air conditioning, refrigeration, electro-mechanical projects, textile machinery, machine tools, mining and construction equipment, materials handling, water management, building management systems, indoor air quality and chemicals.

The company has ISO 9001-2000 certification and has executed projects in the Middle East, Southeast Asia, Central Asia, Africa and Europe. Voltas is a part of the Tata Group. The Chairman of Voltas is Ishaat Hussein. The managing director is A. Soni. Its shares are traded on the Bombay Stock Exchange under symbol 500575. Its 2008 sales were

40,70,25,00,000 rupees. The Company was incorporated on 6th September, 1954 at Mumbai. .

The Company was promoted in 1954 by M/s. Volkart Brothers and Tata Sons Pvt. Ltd., to take over the Engineering & Import Division of M/s. Volkart Brothers in India.

Corporate Headquarters is at Voltas House, "A" Block, Dr. Babasaheb Ambedkar Road, Chinchpokli, Mumbai 400 033, Maharashtra. The Company's manufacturing activities were originally carried on at its factory at Chinchpokli, Mumbai and covered air-conditioning and refrigeration equipment mining, electrical and agricultural equipment.

The Company's distribution organization is divided into two main groups - 'Engineering' and 'Marketing'. The marketing group consists of two main divisions, one dealing in drugs, pharmaceuticals and consumer products and the other in chemicals and vitamins.

The Company deals in foreign as well as indigenous products, besides marketing its own products. The Company manufactures sale and distribution of a variety of products in the engineering, chemical and pharmaceutical industries such as agricultural, earthmoving, air-conditioning and refrigeration, textile machinery, machine tools, electrical and mechanical equipments as well as chemicals and pharmaceuticals.

The Company set up in Thane, Mumbai an up-to-date factory to manufacture wide range of air-conditioning and refrigeration and a range of mining equipments for which the

Company had entered into collaboration with leading manufacturers abroad.

Voltas's operations have been organized into three independent business-specific clusters. Each of these has its own facilities for market coverage and service to customers.

Electro-Mechanical Projects & Services

Electrical, Mechanical, HVAC & Refrigeration Solutions

Electrical, Mechanical & HVAC Solutions (International)

Water Management & Treatment

Engineering products & Services

Textile Machinery Mining & Construction Equipment

Machine Tools Materials

Handling Solutions

Unitary Cooling Products for Comfort & Commercial Use

Cooling Appliances

Commercial Refrigeration

ESTABLISHMENT OF COMPANY

Voltas Ltd was formed in 1954, as a joint venture between Tata's and Volkart Brothers; it was already a century old in all but name. In fact, the alliance itself resulted from the need to preserve that legacy, to carry forward that capability under changed post-war postIndependence conditions. Since 1853, Volkart had been prominent in 'two-way' trade between India and the West. Broadly, raw materials and commodities were exported, while imports focused on machinery and engineering equipment from overseas manufacturers.

Over the years, such technology-based products increasingly needed installation and support services.

This evolved into Volkart's Engineering & Import business, which soon formed the bulk of their activities. Post-war and post-Independence realities called for drastic revisions. India's manufacturing capabilities had been jump-started by wartime conditions. Independent India too was intent on forcing the pace of indigenization, by restricting imports of engineering equipment (among others). Paradoxically, India's industrial and economic growth would require more and more such equipment. Volkart's installation and support services would be in great demand if the equipment could be sourced.

Volkart and Tata's teamed up as Voltas Limited to tackle these challenges. It was the ideal combination: Volkart's engineering services and trading expertise, allied with Tata's historic standing as a major industrializing power which was aligned with the many new markets springing up in post-Independence India.

VISION, MISSION & VALUES

VISION

“Ever-changing times, never-changing spirit” Voltas has developed a vision for itself that will take it further on the path to prosperity. Megavol is the plan to achieve Rs10,000 crore in sales at a profitability of 10 per cent by the end of 2010-11.

MISSION

- a. To foster indigenous manufacture of engineering products and capital equipment, based on technologies acquired from overseas, often from Volkart's existing principals

- b. To supply the full gamut of services, from marketing to commissioning, for such products

VALUES

Commitment to excellence

Tata Business Excellence Module (TBEM), Commitment to HRD, Commitment to good corporate citizenship, Commitment to Corporate Governance

RESPONSIBILITY

Voltas, true to the Tata tradition of improving the quality of life, has long regarded participation in social development as a whole-hearted preoccupation that enriches the corporation itself. Voltas has always gone beyond its traditional business and industrial concerns to involve itself in projects that bring about upliftment in the lives of the under privileged and the deprived.

The concern springs from a deeply held belief that a true corporate vision must encompass more than those to whom the Company markets its services and products. Voltas understands that the time and resources thus invested and the professional expertise shared with the nation come back to the corporation in the long run as expected dividends of reputation, opportunity and acceptance. The declaration of the Tata Council on Social Responsibility is disseminated to all employees through internal communications, since all are expected to be aware of the declaration. Reporting on community initiatives is regularly done through the intranet. The community is central to the core values we adhere to in the Tata Group. If Voltas has a core, it is its businesses. If Voltas has a heart, it is its volunteers.

MARKETING MIX OF VOLTAS – VOLTAS MARKETING MIX

Voltas LTD is a Tata subsidiary that does the production and development of HVACs, air conditioning, refrigeration and multinational engineering. It is an Indian company that is headquartered in Mumbai.

With more than 60 years expertise in ventilation and cooling industry, the company makes great equipment for various industries in various sectors such as in the refrigeration, air conditioning, ventilation, heating, materials handling, construction equipment, building management systems, water management, chemicals and indoor air quality.

Machinery solutions for the mining and textile industries can also be found from within this company. Started in 1954, the company has been able to expand to the global platform, employing at least 5,000 people.

PRODUCT IN THE MARKETING MIX OF VOLTAS

Voltas has been able to position itself as one of the leading consumer engineering and electronic options across India. The company employs a product marketing strategy that as enterprise solutions and end users in focus. The company's products fall under an array of categories which include:

Domestic Project Groups: These include the fire protection & security solutions, public health engineering, Mechanical & Allied jobs, HVAC options, water & sewerage treatment, indoor air quality, electrical & instrumentation, cold chain & process refrigeration and integrated building management solutions etc

Textile Machinery: Provided are solutions for weaving, spinning, finishing, non-woven, knitting, processing, and technical textile services.

International Mechanical & Electrical Projects: Includes flat structures, infrastructure installations, defence installations, high rise structures and public spaces etc

Water Management & Treatment: Project design, project execution & field services with products ranging from API Oil Separators, surface aerators, dissolved air floatation units, clarifiers, sludge thickeners, screen for debris, grit removal mechanisms to screw pumps.

HVAC&R Products: They stand for air conditioning, refrigeration, heating, and ventilation.

Mining & Construction Equipment: They include equipment for mining, crushing equipment, construction equipment, screening equipment, overseas operations and parts & logistics.

PRICE IN THE MARKETING MIX OF VOLTAS

Since Voltas has different products across an array of categories, different pricing strategies are used accordingly. Affordable range pricing is applied on the household products with a normal price range being used on the industrial products. The quality standards of production justify its prices. Since Voltas products are trusted and due to its association with the trusted Tata, many customers don't always mind paying slightly higher. This trust at times insights Voltas in its pricing strategy.



Voltas deals with various products in different categories and its prices vary accordingly. For household items the prices are in the affordable range. Also for industries it has maintained a nominal price strategy which is fairly justified through its quality standards. Voltas makes best use of the technology

and its association with Tata group helps the customer to trust this brand more. Voltas provides value for money services and the customers don't hesitate to pay even a slightly high price for some products. This gives an insight in the pricing strategy in the marketing mix of Voltas.

PROMOTION & THE MARKETING STRATEGY OF VOLTAS

The company boasts of 360 branding in its promotion strategy. The company endorses a dedicated "Green" mission that is geared towards minimization of waste energy consumption among other sustainable practices that tend to save the world from environmental degradation. Voltas also engages in CSR activities across skill and vocational studies & development, in health care, sustainable practices, disaster relief and in education. Such activities boost the good "word of mouth" as well as a formidable image, which is one of the company's visions and missions.

Some of the great projects the company has handled have given it a good name. These include the provision of air conditioning services to Burj Khalifa: the tallest building in the world, as well as to RMS Queen Mary 2, which was once the world's largest ocean liner.

ADVERTISING

form of paid communication to customers using mass media like TV, Newspaper, and Radio. Here the ad spend is something that had to be very carefully planned. In the months preceding summers (April to June & October) the aggressive approach needs to be adopted, as the AC market in India is seasonal. The key here is to provide information to the customer when he is on the look out.. Its ad campaigns like “*Jagmag Desh Mera*” & “*India ka dil... India ka AC*” are emotional appeals to Indians.

Voltas, the first company in India to manufacture an indigenous air-conditioner in 1954, was also the first to launch the split AC in 1982. Over five decades of operations, Voltas has introduced India to newer cooling technologies. That is why the India ka Dil, India ka AC campaign resonates so strongly with Indian consumers, appealing to their pride in the new emerging India.

An Indian brand at heart, Voltas understands the needs and concerns of the consumer. To Indians, an AC is not just a cooling appliance; it is a device that enables them to provide care and comfort to those they love. While consumers are

moved by this emotional plank, they are also aware that every Voltas product is supported by state-of-the-art technology, a robust after sales services network and the inherent assurance of being a Tata product. The appeal of Voltas lies in the values and emotions it stands for. The brand also implies dependability in delivering value through engineering and innovation. Value, according to Voltas, means providing the customer satisfaction in terms of performance, durability and cost. Like the Tata brand, Voltas too is being seen as a brand which effortlessly combines the traditional with the modern, a brand that has deep roots in India and a global outlook to take on the world.

SALES PROMOTION

Paid impersonal communication activity that offers incentive to customer to purchase a product like coupons, contests, discounts etc. in the bigger outlets like Vijay Sales there are invariably schemes offered on the purchases, which include free tour packages, discount coupon schemes etc. which increase the footfalls in the showroom thus increasing the probability of sales.

The showrooms that offer such schemes are of prime importance to the company as the awareness regarding such showrooms is very high amongst the customers.

PUBLICITY

Is communication through significant unpaid presentation about the retailer. For example the newspaper coverage of any special event conducted by the retailer. In newspapers like the Midday there are a lot of Ads give by the retailers for their showrooms along with the brands of AC, this also fetches important publicity to the AC companies.

Store atmosphere: paid impersonal communication is combination of stores physical characteristics like signs, displays, color, lighting etc, which create an image about stores service, pricing, fashion ability of merchandise. This is one of the areas that we covered under our project. The figures for store atmosphere are- of the total 50 outlets for the Mumbai Region 22 had the POP Material for Voltas Air Conditioners. This figure is second after LG, which has a presence in 31outlets with its POP Material.

PERSONAL SELLING

Is communication process in which sales people assist customers in satisfying their needs through face-to-face conversation. It is paid personal conversation. This as another head covered under the project. The Dealers/Salespeople at majority of the outlets speak highly of LG's low price & good quality (21 outlets), as the most running brand (31 outlets) and good after sales (10 outlets). Whereas for Voltas the most

spoken about positive features are good quality (19 outlets), and better electricity efficiency (20 outlets). Thus the positive feedback from the outlets is almost the same but the difference creeps in when it comes to the negative features given by the Dealers/Salespersons Voltas has a problem as 25 outlets all over Mumbai claim it to be priced too high and 16 claim it to be poor on the after sales front. For LG the negative feedback is very low as there are overall only 10 outlets claiming it too are on the quality. This is one of the major differentiating factors.

Human Resource capability remains a key source of the Company's competitive advantage. The Company continues to place emphasis on enhancement of skills and capabilities of its people for meeting future challenges. The key areas of human resource Developments are training, competency development and skill enhancement. The Company continues to implement best practices and innovative initiatives to meet the challenges in acquiring and retaining talent against intense competitive pressures. As the Company takes on projects with higher complexities and expands its business, the need to reinforce the human resource capabilities becomes more critical.

EMPLOYEE STRENGTH

The total staff strength as on 31st March, 2009 was 10657, including 6228 contract staff, primarily for overseas projects.

EMPLOYEE COST Staff Expenses comprise salary, wages, bonus, Company's contribution to PF and other funds, retiring gratuity and welfare expenses. Staff expenses increased by 55% in 2008-09 to Rs.428.59 crores from Rs.276.85 crores in 2007-08, basically due to increase in manpower including contract employees for overseas projects.

While Staff Expenses for domestic businesses increased by 17% in 2008-09 to Rs.185.86 crores from Rs.159.51 crores in 2007- 08, the increase in international business was substantially higher by 107% at Rs.242.73 crores as compared to Rs.117.34 crores in 2007-08, primarily due to significant increase in manpower, for large overseas projects.

ENERGY CONSERVATION

It's in the very nature of Voltas' core businesses to be actively engaged in today's Green movement. Every day, the need to conserve energy, preserve the ecology and minimize man's carbon footprint become more and more imperative. That's a call which Voltas answers through its products, its services, and its operating principles. Low-cost cooling begins at home. Voltas minimizes wasteful energy consumption in its branded products. In fact, Voltas has long been a pioneer in microprocessor controlled room ACs for optimal energy usage.

Sophisticated control systems in its air conditioning projects (the V-SCADA technology) as well as built environments (Building Management Systems) also help optimize energy usage through continuous monitoring and regulation.

Most recently, Voltas broke through in lowering operating costs for household AC users -- by being first-to-market with the new generation 'Star-Rated' ACs. Rigorously tested and certified for energy-efficiency, the new product line gave Voltas the lead in reaching a whole new stratum of small town and rural buyer. The lowering of energy bills broke down their last resistance to home cooling. Systems and solutions that save on a far larger scale, Voltas' 'green' touch is seen in its Heating, Ventilation and Air Conditioning projects.

The Company offers a unique combination of Engineered Ozone Systems for purer air quality, along with VRF (Variable Refrigerant Flow) technology for cooling. Installed together and working in synergy, they make a marked impact on cooling costs.

Customers can breathe easier, for more reasons than one. Energy-efficient technologies, 'intelligent' building management, purer air for better health -- they add up to a full portfolio for today's 'Green' buildings. These are sure to become more and more the rage, in step with the ongoing energy and climate crises. Voltas is right there with the solutions desired.

The high water mark of pollution control When Voltas' Water Management business successfully completed its world-class water purification project in Singapore; it was the capstone of more than two decades in treating wastewater and effluents. All its built-up knowledge and experience were brought into play in the Changing Water Purification Plant, one of the largest of its kind anywhere. Its success now opens the way for more such large-scale and complex water management jobs, meeting today's urgent need for water conservation and reclamation. Once again, Voltas responds to the needs of the times and the concerns of its stakeholders. The Company is ready with the products, the processes, the people -- and most importantly, the principles.

HEALTH AND SAFETY POLICY

Voltas strives to provide a safe, healthy, clean and ergonomic working environment for its people. It prevents the wasteful use of natural resources and is committed to improving the environment, particularly with regard to the emission of greenhouse gases, and endeavours to offset the effect of climate change in all spheres of its activities. Voltas , in the process of production and sale of its products and services, strives for economic, social and environmental sustainability's.

QUALITY POLICY

Voltas is committed to supply goods and services of world class quality standards, backed by after-sales services consistent with the requirements of its customers, while striving for their total satisfaction. The quality standards of the company's goods and services meet applicable national and international standards. Voltas displays adequate health and safety labels, caveats and other necessary information on its product packaging.

COMPANY'S PRINCIPALES

FORMULATION OF COMPANY POLICIES

The cornerstone of the Voltas philosophy is the conviction that the well-being of the company and of its people are interdependent; and that the company's most valuable assets are its people. The company is committed for following:

To employ the most competent, on the basis of merit.

To ensure that every employee is treated with dignity and respect, and in a fair, consistent and equitable manner.

To create a stimulating, enabling and supportive work atmosphere To aid and encourage employees in realizing their full potential.

Voltas recognizes that the success of this philosophy depends in a large measure on the manner in which managers and their team members - at every level - carry out their duties and obligations to each other and to the company. Without mutual confidence and loyalty among employees, as well as respect for each other as human beings, our philosophy will not work.

Principles:

Have knowledge of, and accept total responsibility for, the success of the organization's human resources philosophy, policies and procedures, and review them with team members to ensure their total understanding.

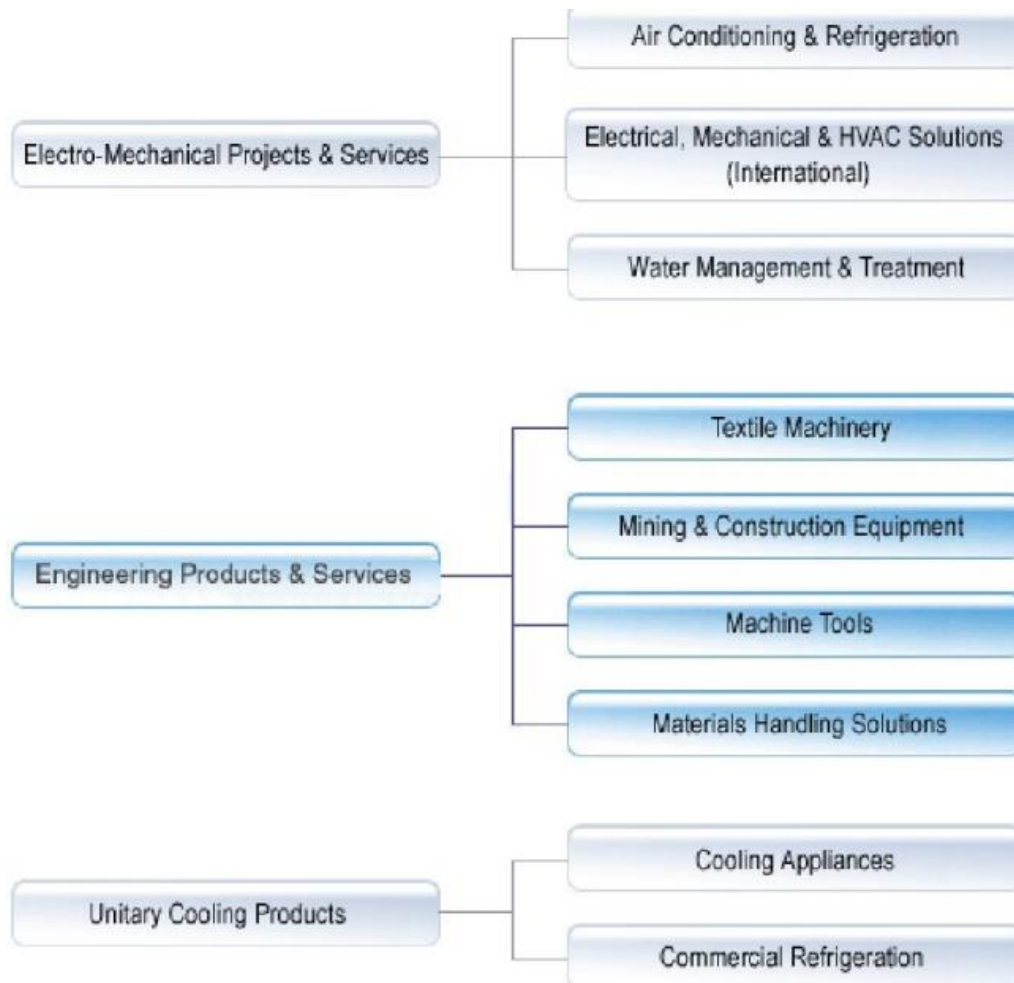
Ensure consistent and fair application of all HR policies.

Exercise leadership by demonstrating integrity, professional knowledge, courage of your convictions, and concern for the feelings of others.

Establish a relationship with team a member that encourages a free bi-directional flow of information, permits open discussion of differing views, and allows decision making at the most appropriate levels.

MARKETING SERVICES

Voltas' operations have been organized into four independent business-specific clusters, each with its own facilities for market coverage and service to customers.



Segment A :

ELECTRO-MECHANICAL PROJECTS & SERVICES

Domestic and International MEP solutions (including HVAC) in built and industrial environment.

water management and treatment Segment

B:ENGINEERING PRODUCTS & SERVICES

Mining and Construction Equipment,

Materials Handling, and Textile Machinery.

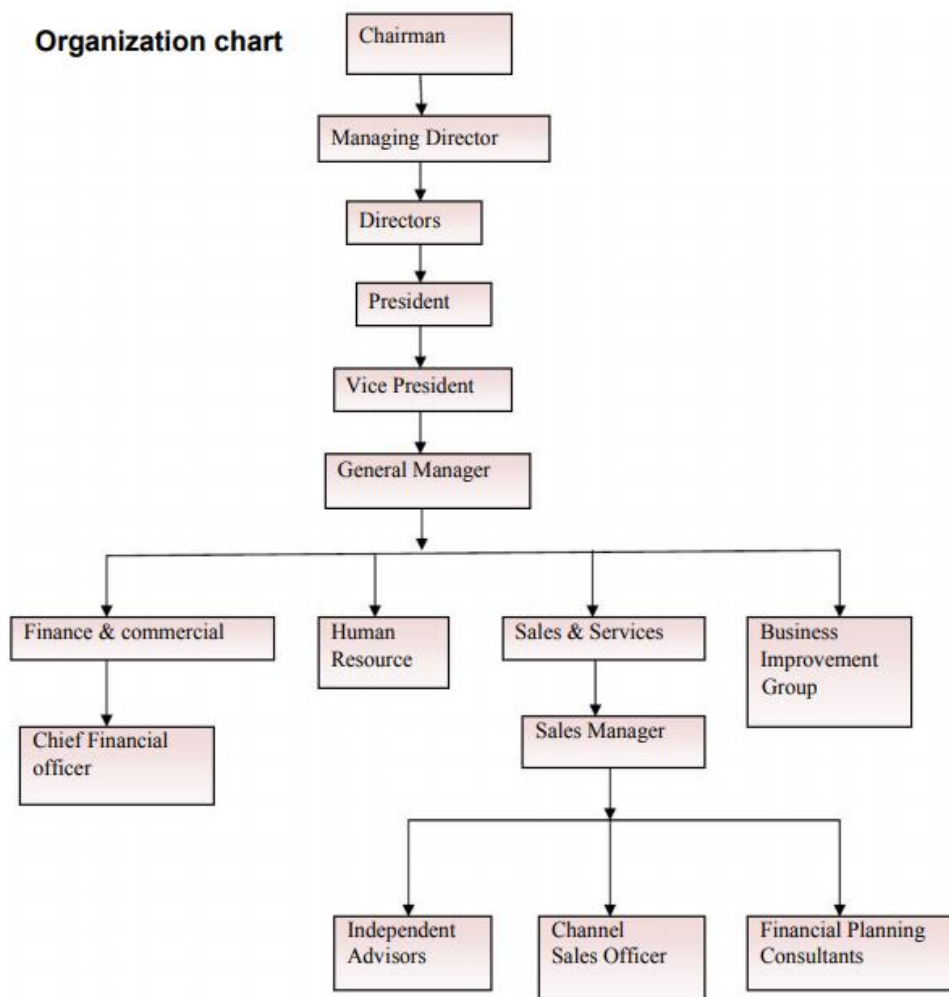
SEGMENT C: UNITARY COOLING PRODUCTS FOR COMFORT AND COMMERCIAL USE

Room air conditioners

Commercial Refrigeration

ORGANIZATION STRUCTURE

The board of directors consists of chairman ishaat hussain followed by the managing director A soni and 8 directors Nasser munjee, N J jhaveri, S D kulkarni, ravi kanth, N D khurodey, N N tata, jimmy bilimoria, S N menon.



DEPARTMENTS IN VOLTAS

There are various departments in the organization. The major departments are:

Human resource department.

Marketing department. Finance & accounting department.

Water management department

Mining & Construction

Equipment Division (M&CE)

Machine Tools department

Materials Handling department.

HUMAN RESOURCE MANAGEMENT DEPARTMENT

Human Resource capability remains a key source of the Company's competitive advantage. The Company continues to place emphasis on enhancement of skills and capabilities of its people for meeting future challenges. The key areas of human resource Developments are training, competency development and skill enhancement. The Company continues to implement best practices and innovative initiatives to meet the challenges in acquiring and retaining talent against intense competitive pressures. As the Company takes on projects with higher complexities and expands its business, the need to reinforce the human resource capabilities becomes more critical. During the year, over 3000 personnel were deployed in international projects - recruited from India, UK, Romania, Sri Lanka, Nepal, Bangladesh, Philippines and GCC countries. Technical Training Programs were conducted in India at ten ITIs and two Polytechnics, to provide project specific training to about 800 technicians, before deployment.

The Company's focus on improved Employee Engagement and ushering in a proactive work culture, through several enterprise level initiatives has been noteworthy. Employee Contact Programs have helped in obtaining valuable feedback and implement appropriate action plans. The Company continues to place emphasis on enhancement of skills and capabilities of its people for meeting future challenges. The key areas of human resource development are training, competency development and skill enhancement. Career

Development Plans have been evolved for high potential managers. In addition, the Company continued to impart training to its employees, with major focus on Leadership Development and Managerial Effectiveness.

A number of Internal and External training workshops, courses and seminars were conducted and an elaborate induction-training programme for fresh graduate engineers, at the entry level is arranged. The feedback from the training programmes has been very encouraging.

MARKETING DEPARTMENT

Voltas sourcing and marketing operations cover air conditioners, textile machinery, machine tools, mining and construction equipment and industrial chemicals. In these sectors, the company demonstrates its specialized engineering expertise, as well as its extensive network for global sourcing. The global sourcing agreement has brought significant cost benefits to Voltas. Voltas claims that global sourcing has helped it become the lowest-cost manufacturer in India.

In the past five years, material costs for window ACs have dropped 20 per cent, from Rs 10,400 per unit to under Rs 8,000 a unit, while the conversion cost has come down by a remarkable 60 per cent, from Rs 2,000 a unit to Rs 650 a unit.

DISTRIBUTION NETWORK

The company signed memoranda of understanding with the dealers, clear spelling out the operational procedures and norms to be followed and the scope of work between the dealer and Voltas. Voltas set aside 1 per cent of its turnover for training and development of its channel partners. Money was pumped into dealer infrastructure, manpower training (with certification programmes for all employees), sharing costs of mobile vans, cooperative ads and so on. Changes were also made in the after-sales part of the business. The dealers are responsible for customer care. Even the dealers have strict guidelines on interacting with customers and responding to complaints. How many servicemen are required, what kind of servicing kit is required, what spare parts must always be there, the dress code of a servicemen - everything is spelt out for the dealer.

BRAND BUILDING

Voltas has been in the process of brand building and thus shifted ad agencies - from O&M to Euro RSG, which came up with a new positioning platform. The ads focused on defining features of Voltas's new product range such as uniform cooling, energy-saving, timers and air filters, with cues of performance and value-addition through technological innovation. Subsequent promotions have focused on themes like customer service and low costs of ownership. Celebrities like Shah Rukh Khan and Shoaib Akhtar were also roped in to strengthen the brand. Voltas invested more than Rs 50 crore

(Rs 500 million) in branding initiatives; last year, it spent Rs 17 crore (Rs 170 million) on marketing. The figure for this year is somewhat higher: Rs 20 crore (Rs 200 million). But then, the theme has changed too. Since the focus now is on capturing a larger share of the mass market, Voltas's new campaign is aimed at the middle class, and has been shot in a distinctly non-urban environment.

WATER MANAGEMENT DEPARTMENT

Voltas caters to the vital sector of water management through pumping and water treatment projects. In this domain, Voltas is established as a total solutions provider for turnkey pumping projects as well as for water, effluent and sewage treatment, as well as water pollution control. In all these applications, Voltas offers complete electro-mechanical and associated civil construction services. The key strength of Voltas is the accumulated knowledge and expertise to design, engineer, supply, erect, test and commission complex pumping and water/sewage/effluent treatment systems for a diverse range of projects. The entire range of water/waste pollution control equipment is offered by Voltas, and its expertise in this area has been developed over the years. Voltas can handle large integrated turnkey projects from

concept to commissioning. It has ISO accreditation for Engineering Design, Manufacturing and Contracting.

MINING & CONSTRUCTION EQUIPMENT DIVISION (M&CE)

Voltas Mining & Construction Equipment Division (M&CE) has been serving the cause of mechanization and modernization for almost 50 years, serving as a vital value-adding link between manufacturers, suppliers and end-users. Over the decades, it has established a large and appreciative customer base from both public and private sectors. In conjunction with globally renowned manufacturers, M & CE offers its customers a comprehensive package - proven expertise, long experience, the world's best equipment and value-added service support.

Today, the Division offers the world's best technologies for infrastructure building, along with a highly professional support engineering team. As technology transforms the style and scale of the core sector surface mining industry, M&CE plays a vital role in making the latest and most efficient surface mining equipment available to Indian end users, especially for mining of coal, iron, copper, zinc and lignite. With growing investment in infrastructure development, M&CE is increasingly focusing on construction equipment, especially catering to the needs of road building. Hydro projects and quarrying are also prime end-user industries. The scope, scale and impact of several recent milestones testify to

M&CE's vital role in mechanizing and modernizing mining and construction in India.

MACHINE TOOLS DEPARTMENT

Voltas Machine Tools is one of India's leading marketing & servicing organizations, focused on providing engineering solutions to Indian industry. In this domain, Voltas has gained experience over several decades by fulfilling machine tools needs across a wide spectrum of manufacturing applications. In this activity, Voltas demonstrates a strong focus towards its customer segments, be it automotive, heavy engineering, defense, public sector enterprises, or small & medium enterprises.

MATERIALS HANDLING DEPARTMENT

Voltas Materials Handling has been catering to the needs of the materials handling market for over 44 years. Making a modest beginning in 1964 as a licensee of Yale - USA, for manufacturing and marketing of diesel-driven forklift trucks (up to 3 tons) and batteryoperated trucks (up to 2.5 tons), Voltas has come a long way in establishing itself as a market leader. Today it offers in-house designed forklift trucks ranging up to 20 tons in the diesel version, and up to 3 tons in both battery and gas (LPG & CNG) versions. Voltas is capable of designing and manufacturing higher capacity diesel forklift trucks against specific enquiries.

Voltas has had technical tie-ups with some of the most reputed names in the field, such as Boss Trucks - UK and Terex Inc - USA. The knowledge and engineering expertise gained over the years is used today to meet the unique needs of our customers. Customized design and quality manufacture is facilitated with modern design tools such as CAD/CAM and CAE, and production tools involving use of precision CNC machines.

METHODOLOGY

Research methodology is considered as the nerve of the project. Without a proper well-organized research plan, it is impossible to complete the project and reach to any conclusion. The project was based on the survey plan. The main objective of survey was to collect appropriate data, which work as a base for drawing conclusion and getting result.

Therefore, research methodology is the way to systematically solve the research problem. Research methodology not only talks of the methods but also logic behind the methods used in the context of a research study and it explains why a particular method has been used in the preference of the other methods.

Research design:

Research design is important primarily because of the increased complexity in the market as well as marketing approaches available to the researchers. In fact, it is the key to the evolution of successful marketing strategies and programmers. It is an

important tool to study buyer's behavior, consumption pattern, brand loyalty, and focus market changes. A research design specifies the methods and procedures for conducting a particular study. According to Kerlinger, "Research Design is a plan, conceptual structure, and strategy of investigation conceived as to obtain answers to research questions and to control variance.

The first step of the project was to collect information regarding the distributors, dealers and sub dealers with multi product/ multi brand portfolio which included products like A.C. Televisions, Refrigerators and Washing Machines for the whole Mumbai region (also including the sales and services that are exclusive dealers for A.C).

For this purpose I took the help of various newspapers like T.O.I., Economic Times, Midday and Business Standard & also Just Dial. All the ads of Consumer Durables, which appeared in these papers, were noted down and the necessary details like the name of the shop, the phone number and the location of the shop was fed into the computer in an excel format and used as the database during the course of the survey.

The data was then structured and the whole Mumbai Region was divided into three Zones. Then I set about the job of deciding upon the format of the Questionnaire that would be used while collecting data from the retailers/dealers. The initial format was then tested for whether all required information was obtained from the showrooms after which the required changes were made to get the optimum results.

After freezing the format I had to decide on the role that would enable us to get the complete information that I was looking for. I had various options:

- To go to the outlets as personnel from Voltas.
- To go to the outlets as Management Student.
- To go to the outlets disguised as customers.

I realized during the format the best and most unbiased Information was provided to me when I visited the outlets as a Management Student. Hence a call was made by me to visit the outlets as a Management Student so that the purpose of getting complete and unbiased information is served.

Data collection methods:

After the research problem, we have to identify and select which type of data is to research. At this stage; we have to organize a field survey to collect the data. One of the important tools for conducting market research is the availability of necessary and useful data.

Primary data: For primary data collection, we have to plan the following four important aspects.

- **Sampling**
- **Research Instrument**
- **Secondary Data** - The Company's profile, journals and various literature studies are important sources of secondary data.

SUGGESTIONS & RECOMMENDATIONS

Sales & Distribution - Voltas must aim for the sales & distribution team to be more flexible in responding to market dynamics and more accountable by requiring it to document all sales commitments

Accounts Receivable – The company needed to improve accounting processes to reduce working capital requirements

Customer Service - The idea of Customer service to keep comprehensive, centralized records of all contact to enhance customer service and strengthen customer loyalty.

Improve after Sales Service –Improvement in after sales service can help in increasing sales.

Improve the marketing strategies i.e. advertising, promotion etc. This will surely help Voltas AC to penetrate the tough Indian market and to keep the market share intact.

Attractive schemes must be launched by company in order to attract lower middle class. Increase the number of Engineers in after sales Service department.

More promotional campaigns must be started. Customer service cell should be increased.

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