

\$166M in Savings Opens Door to Marketplace Leadership

Challenges	Solutions	Results	
<ul style="list-style-type: none"> • Profit pressures <ul style="list-style-type: none"> ◆ Cyclical and shrinking consumer demand ◆ Increased competition as a result of reduced tariff barriers • Achieving internal targets for <ul style="list-style-type: none"> ◆ Cost reduction ◆ Quality levels ◆ Delivery metrics 	<ul style="list-style-type: none"> • Deployed Ariba sourcing technology to execute online supplier negotiations <ul style="list-style-type: none"> ◆ Mandated most categories, including direct/indirect materials, be sourced online • Utilized sourcing technology to create cost advantages for planned new vehicle <ul style="list-style-type: none"> ◆ 50 to 60 percent of new vehicle costs negotiated online • Engaged Ariba services to understand buying patterns, constraints, and savings potential <ul style="list-style-type: none"> ◆ Focused on direct vehicle costs (75 percent of total costs) ◆ Identified project pipeline, schedule, and execution teams ◆ Category experts facilitated market-specific activities 	<ul style="list-style-type: none"> • \$166M in savings • 3,000 sourcing projects that address \$2B+ of annual spend <ul style="list-style-type: none"> ◆ Negotiation transparency supports the Tata Motors corporate code of conduct ◆ Reduced negotiation times and purchasing staff required • Lower costs allowed creativity in pricing strategy for new model truck introduction, which resulted in immediate segment leadership 	<p>Company Tata Motors Limited</p> <p>Profile The largest manufacturer of commercial and passenger vehicles in India</p> <p>Ariba Commerce Cloud Features Ariba sourcing solutions Ariba sourcing services</p>

