Executive summary:

Indian organizations have seen a sea change in their business environment since 1991, when the first steps toward liberalization were taken. Subsequent to the opening of the Indian economy many foreign automobile companies have entered the Indian automobile sector making the sector very competitive. The entry of new automobiles models with superior product features and product performance put immense pressure on existing companies to improve the domestic existing models. The existing companies realized the need for new models and / or improvements in existing models. To achieve this it was necessary to examine the complete manufacturing setup right from product design to product delivery.

An obvious area of improvement was technology upgradation. This case study examines how issues related to new technology were addressed in Mahindra & Mahindra Ltd., Mumbai (M&M). The new technology that was studied was a Product Data Management (PDM) software that was implemented in the R&D department. This software was used to digitize voluminous design data from various departments and in various formats. The emphasis of the case was the examination of this new software technology implementation. The case emphasizes the importance of examining the perspectives of the different actors in the new technology implementation programme. The case further highlights the very considerable obstacles that had to be overcome to adapt the new technology to the particular needs of the individuals involved in the business process.

Before providing the details of the PDM software or its implementation details, multi-utility vehicles and their characteristics and market positioning are provided. This provides a backdrop to the justification for this kind of a new technology. Information regarding the company, its management team, factory locations etc is also provided. Later sections provide details of the PDM software and the actual implementation process. The case ends with some challenges M&M may face in the near future.