CHAPTER V
TRACTORS AND FARM EQUIPMENT LIMITED

Tractors and Farm Equipment Limited, popularly known as TAFE was the flagship of the Amalgamations Group of Companies, one of the largest Light Engineering groups in the country. The group had interests in diverse areas such as diesel engines, batteries, pistons, engineering tools, paints, engineering plastics, thin walled bearings, plantations, publishing, advertising and trading. Incorporated in 1961 in collaboration with Masley Ferguson of UK, it had been a pioneer in farm mechanisation in India and introduced to range of tractors.

TAFE had a diverse spread of operations, and divisions like Southern Tree Farms Limited, TAFE Power Source Division (PSD) and TAFE Engineering Plastics Division (EPD) which were successes in their own right and valuable additions to the TAFE entity. TAFE – PSD successfully pioneered quality standards in batteries and pursued the very latest technology. Quality systems and procedures practiced by this division ensured long battery life and trouble-free performance to a very large family of satisfied customers.

TAFE’s Engineering Plastics Division was a quality supplier of injection moulded components to the automotive, consumer electronics, white goods and information technology industries. Its commercial tool room had top of the line machines to make tools and dies for use, for in-house and for discerning customers in India and overseas.

TAFE’s tractors had been the first choice of Indian farmers for ever three decades especially in the 35 HP range. TAFE had been the market leader for many years. Uniquely positioned by virtue of it being the only company in India to actively provided value addition to the customer with a vide range of trailers, implements and accessories,
through its wholly owned subsidiary TAFE Access Limited. The company contributed to the enhancement of productivity and high yields in the Indian farms. It enjoyed excellent brand awareness for its products across the country, an enviable position achieved through an unswerving commitment to quality and product integrity.

The product performance and reliability coupled with customer support through an extensive network of dealers and service outlets such as agricultural advisory service and a village adoption scheme has built for TAFE a loyal customer base across the length and breadth of the country. TAFE enjoyed a strong market presence across the country and overseas.

The commitment to quality has earned many laurels, the ISO 9002 accreditation, the best quality circle award at the national level, award for export performance etc. to name a few. TAFE created an environment that promotes open communication and mutual benefits for its vendors and its customers. The development of relationship with best vendors addressed all aspects of cost reduction, waste elimination and process efficiency. The company strived for active involvement of each and every employee, encouraged them to flourish ideas, accept their ideas and execute if it seems to be value for the customers.

In 2003-04 TAFE sold 24,895 tractors against 24,465 units in the previous year. Its market share dropped from 14.25 percent in 2002-2003 to 13.07 percent in the next year. The total industry sales were 1,90,530 in 2003-04 against 1,71,696 in the previous year, a 10.9 percent growth. However, the first quarter of 2004-05 the company expected market share up to 14.34 percent. The company tightened its credit policy during 2003-04 and that was reflected in lower growth rate when compared to the industries. However,
the company's policy helped to release higher sales growth in the first quarter. TAFE launched 3 tractors in the domestic market: a 52-HP product in Punjab, a tractor specially designed for Maharashtra and paddy special for Southern market. Three more models would be launched before the end of financial year 2004-2005, including a 25-HP one. The company would also launch a tractor in the upmarket of the high HP range (above 60 HP).

The Image:

TAFE developed various products and dedicated it to the agricultural and industrial sector. Agriculture being the back-bone of our country, TAFE signified the strength that enabled to stand and stride ahead. The visual depicting the letters TAFE inclined in different directions denoted the diversified activities of the company. TAFE, a rich name that symbolised prosperity, was set in a backdrop of golden fields. A perfect combination that speaks about the inseparable bondage between the company and mother earth. A union with a unique caused to attain one common goal – “Food for all”. An ever green dream which would soon be a reality with efforts put in by agriculturists by using thier down to earth equipments which gave enriching yields. The imprints of TAFE on the soil implies the impression of trust and faith in the minds of the people. The golden crops ready for harvest hinted the sign of the prosperity and growth of the company which was striving to reach greater heights of productivity and perfection.

Vision:

TAFE believed progress in certain if committed enough to make a change in the world around us. ‘J’ Farm was a venture undertaken to introduce the farmer to modern farming technique and make him aware of his own potential. From training in
mechanised farming to the use of adaptive research to the supply of quality seeds, ‘J’ farm took customer assistance far beyond products by inspiring confidence and producing results.

TAFE was not only contented with merely selling tractors but also made meaningful contribution to the farmers life in every sphere of his farming activity and beyond. TAFE Access Limited (TAL) had been set up with this long term objective. Today the company provided the farmer with a host of farming accessories such as implements, battery chargers, engine oils, shoulder mounted sprayers and more. The ultimate aim was to offer the farmer a variety of specially designed products – all under one roof. TAFE aimed to meet customer’s demanding standards and set new ones.

TAFE Engineering Plastics Division’s collaborated with McKechnie Plastics components, a division of the McKechnie group. TAFE Power Source Division practiced and implemented quality systems and procedures to manufacture world class AMCO-YUASA batteries that met the stringent quality standards of world leader Yuasa Corporation of Japan – all prove the lengths to which TAFE would go to give nothing less than the best.

Core values:

The company considered the core values as follows:

**Customer Satisfaction:** Customer Satisfaction was very much important for the company. TAFE may not be able to wipe the sweat off the customer’s brow. But the company can certainly put a smile on his face. Each and everybody of the company is driven by this value.
Human Resources: As per the Human Resource policy, the employees were not treated as colleagues in their respective jobs but as the business partners who progress day by day. All the employees were working hard to make TAFE the best in the industry.

Proactive Response to change: At the end of each day, all the employees irrespective of their position in the company ask two questions, one about the completion of their work and the other about their readiness for the next day work. This self-questioning nature created value to the organisation.

Quality in products and Services: The company did not just make a product or provided a service. It created a future for the customer. So the quality standards made the difference in the industry.

Trust And Long-Term Relationships with Stakeholders: TAFE was a friend for lifetime in every business associate. The company attitude towards the business partners showed the future of each relationship and never forget value of relationship.

Business Ethics: Technology and Service could served as pillars of the edifice of the building. What would remain as the strong foundation, was company's business ethics. Ethics was as important as character to the individual business partner.

Environment and Society: The company's responsibility did not end with the company alone. It had a commitment to care for society and the environment. The company was attuned to the society then the society would reciprocate in a similar manner.

Factories:

TAFE's factory worked in perfect harmony with nature at Simpson industrial Estate in Sembian which was the home of a serene bird sanctuary. TAFE helped to
maintain the ecologically balanced surroundings of this beautifully landscaped haven with utmost respect to mother nature.

Social Responsibility:

At Padur Village, TAFE had an ongoing Village Development Programme under which it provided primary health services, drinking water, education and vocational training to the large populace in the surrounding areas. At the 'J' Rehab Centre, as part of its rehabilitation programme, orthopaedically handicapped women were imparted vocational training in the manufacture of wiring harnesses to bring about self dependency. Thus TAFE translated its social concern into effective action.

TAFE believed in the power of knowledge and was dedicated to spreading it to the grassroots. TAFE’s product training centre trained dealer personnel, new recruits, sales and service staff as well as students of agricultural universities, who in turn educated the farmer and made him efficient in tractor maintenance and operations.

Strategy:

Technology was the key driver in the growth of the company. The Indian rural customers had been changing fast and became more aware about of the agricultural products. The company aimed to leverage technology to meet the fast changing consumer expectations. TAFE was intensively using Information Technology to improve its overall productivity and efficiency. The company planned to have its presence in the entire tractor range by developing new products in the 60 HP and 70 HP range. The new models, Samrat and Gajraj were designed to provide value for money for their customers.

In three years, TAFE transformed into a tech-savvy company. The company forecasted that the rural market wanted products and technology. Even in a recessionary
economy the rural market was responding to new technology and new ideas. This was because even the rural market wanted the best.

The new product innovation was also a developmental strategy for TAFE. The cabin of a new model was designed like that of a car with airconditioner, music system in order to provide the maximum comfort to the customer. The company concentrated on better use of raw materials, cutting process losses and benchmarking in order to reduce the cost involved.

In tractor business, the relationship with the customer was important with more emphasis to after sales service and customer care. The sales force of the company was working along with the farmers in the field and sponsor local events to build strong relationship with the customer.

The overall demand could be increased through greater investment in irrigation under the broad head project. The company was tapping the rural market since the financing now a days was not a big issue. The customers and financiers now realised the multi-use of tractors. Thus customers were not only knowledgeable and demanding but also look carefully the product performance, evaluate it, built faith in the product and look at resale value.

Since the product lifecycles were getting shorter, the industry demanded more innovated products. The customers were keen on its performance, fuel consumption, and multi-purpose use because of the return through the product. All the products from the company had been engineered to meet the specific requirements of the concerned customer group. The company planned to come out with paddy specialised products. The potato specials were already there in the market. The company was more concentrating
on the region specific models. These consistent strategies had been giving good results even in the down market without cutting any long-term investments. TAFE also made a lot of investments into research and development and product innovation.

TAFE believed in creating a mutually beneficial life time relationship with dealer community where customer shared value. The top management believed that anything could be achieved through team operation and the chain was only a strong as its weakest link.

**International Market:**

TAFE had been exporting tractors to North America, U.S, Canada, South Africa, Kenya, Tansaniya, Sri Lanka, Bangladesh, Maldives, Australia, New Zealand and Turkey. TAFE had distribution and after sales network in these countries and sell the products under TAFE's brand names. In order to meet the growing demand for its tractors all over the world TAFE commissioned a new assembly line at Madurai, dedicated to manufacture export model. TAFE also had detailed plan to produce newer models to storm the global arena.

In a broader sense, TAFE was also involved in helping the world of business keep abreast with the latest trends and techniques. The Management Development and Consultancy Centre (MDCC) offered a host of services to companies including organisational development, training programmes, development of personnel systems and assistance in recruitment and selection. The centre also provided a well equipped computer training facility with a full range of application software, a state-of-the-art audio visual presentation system and a comprehensive library to group companies as well
as other companies which were interested in utilising these facilities for activities like training seminars and interviews.

TAFE was the catalyst of change bringing world class technology to India and taking world class products to the world. Today, TAFE’s markets are spread across Asia, North America and Africa. By expanding current operations and diversifying into new areas like panel instruments, by draustic pumps and gears, TAFE was all set to be a global player in the new millennium. TAFE welcomes the challenge of tomorrow.

TAFE had a network of more than 500 dealers, branches, service outlets in addition to its own sales offices and depots all over India. The company was serving farmers and empowering them to work towards farm productivity, prosperity and profits. The company had been able to provide world class technology to its farming community.

TAFE had a collaboration with AGIO corporation, headquartered in Duluth, Georgia. They were selling their products in more than 140 countries. The company produced more than 22 branches included Mosley Ferguson. The Amalgamation group envisaged a big surge in exports through existing companies and by tapping the outsourcing market opened up by its collaborators and other foreign players. The TAFE and AGIO developed the Indian market as an export base for components. Major automobile manufacturing companies like Ford, General Motors and Daimer Chrysler realised the potential and started buying lower components from vendors in India.

Indian Tractor Market:

The farm mechanisation of India was very low as compared to any developed country. The low purchasing power and the Administered Price Mechanism (APM) reduced the opportunity of producing high yield or high return crops were one of the
reason. At the same time farmers were diversified into other field because of the low income generated through farming. The increasing literacy level, urban migration, division in the families to fragmentation, the increasing trend of contract farming and the heavy dependency of the farmer on the credit system were also the major reason affected the industry.

There had been a formal noticed change in the farming practice based on the agronomic developments. The multi purpose and multiutility applications increased the demand towards HP tractors. This was also backed by easy finance schemes available. The mechanisation process had been taking place in paddy, potato and wheat crops. The decreased availability of labour and high cost of labour helped the mechanisation process.

The modernisation using mechanisation in agriculture had been accepted by equipments for tillage, sowing/planting, intercultivation, spraying, irrigation, harvesting and threshing. It was estimated that 2 million tractors and other self propelled equipment covering 150 million agricultural machinery operated in Indian farms. And the static said that, the use of machinery in Indian farms were expected to grow by at least 5 percent each year by 2020, about 50 percent of the Indian population may live in cities. Thus put pressure on the mechanisation of farming process in India.

The Indian tractor market was dominated by low price, no frills, rugged, versatile and low to medium powered tractors. The farmer was not willing to pay a premium for sophisticated and modern technology, which can reduce fatigue, emission, noise etc. Tractors were normally categorised based on the power of engine measured in horse power. The popular range of tractors in India was 20-40 HP comprised to 60 HP in Europe and 90 HP in USA. The Indian farms were small and fragmented and large
tractors would work out to be economically unviable. But for the last few years there had been increasing sale of high-powered tractors in the states of MP, Gujarat and Maharashtra. This was because of the hard and black soil in these states. Now the higher powered tractors were being increasingly used in Punjab too where farmers considered this as a status symbol.

Tractors available in developed countries had advanced features and accessories not found in Indian tractors. The Indian tractors had low prices which one fourth of international prices.

Tractors form an integral part of farm mechanisation and had a crucial role to play in increasing agricultural productivity. In India 90 percent of the tractors were financed by bank credit at concessional rates. The credit availability, increased use of irrigation facilities, shift towards multi cropping, consideration of lands holdings, promotion of co-operatives and higher investment in agriculture contributed higher demand for tractors. The down trend in the tractor industry resulted in an intensification of the fight for market share. The Mahindra and Mahindra’s Farm equipment sector was the largest manufacturer of tractors in India with sustained market leadership of over 19 years. The Farm Equipment sector was the first tractor company in the world to won Deming Prize. It was the fourth company in India and 10th in the world, outside Japan to won this prize.

**Information Technology Strategy:**

TAFE concentrated IT in order to improve the speed of communication, efficiency and total transparency for its business partners. The CIO of the company said most of ERP failed during tenure because there were nobody to watch the system. Whenever an executive feel uncomfortable about the new system he ‘automatically goes
to the old system’. Moreover when dealers were online, they put pressure on the internal system. Matrix became robust.

The Information Technological developments can implements through top management commitments and employees participation. The top management people should not get frightened about any problem on the system. The problem should not force them to go back to the old system. It will definitely benefit in the long run.

The Top management trained the employees about the new system. During the SAP R/3 implementation process at TAFE, the top management did not want to see any single loss of production. At the same time they wanted to see the SAP R/3 to be implemented successfully. This pressure puts each and every employee to contribute. Either they have to fall in line or leave out. The employees could not stand and watch the process.

According to the CIO of TAFE, she had a lot of criticism during implementation of E-commerce initiative. Everybody criticised because of the unproven technology and surprised to bring dealers to the network. This implementation happened when the accessibility and speed of internet was very poor in the country.

TAFE was committed to move and connect with the power of latest developments in Information Technology. The company developed and implemented customised IT solution to improve the process efficiency and productivity not only for them alone but also for its business partners. The Management Development Consultancy Centre (MDCC) was the main source of Information Technology competencies. This centre provided value added services to an esteemed set of external corporate clients in addition to the company and its group concerns.
MDCC offered services in the areas of management consultancy, training and organisation development, personal systems, recruitment and selections. This centre had access to specialists in India and abroad by an expert of both internal and external resources persons. MDCC formed an ideal venue for training sessions, seminars and interviews because it was equipped with advanced computer training facilities and a full range of application software. The centre also involved in conducting development programmes in manufacturing, marketing, infotech, net working systems, HRD and finance.

TAFE was one of the few companies in the Industry successfully implemented SAP and was a recipient of the SAP star Installation award. SAP onsite and offsite consultation provided in production planning, materials management, sales and distribution, finance and controlling, quality management, plant maintenances. Basis aministration, the business process analysis, process mapping, model development, server sizing configuration and performance tuning were also involved this site. The development service comprised of post implementation model enhancement, and product development whereas user access management, printers setup, user issues resolution and cross functional process coordination constituted the application management services. The migration activities spread across migration planning, new version training, old version model revisit, modeling, remapping and customisation. The post implementation audit assessed quality of implementation and product usage analysis provided quality audit services.

TAFE believed in mutually beneficial lifetime relationship with dealer as well as customer community. The company provided all information regarding the business as a
shared value concept TAFE’s Chief Information Officer (CIO) had been selected for the GOLD CIO award by Cyber India Online Limited and Dataguest. The award had been selected for the extent of reach and spread of IT, its prevalence of usage within the Indian enterprises. The success of business alignment, the impact of IT on various functional areas and the role of the CIO’s in promoting IT in the organisation were also accounted. These IT developments had been taken place in the organisation because of the sincere commitment of the top management especially the director of TAFE.

**E-Commerce Developments:**

The value of productive response to change, the company implemented a programme E-powering the employees spread across the country through the company’s enterprise postal www.tafechannel.com. This E-commerce initiative was aimed at helping the vendors with a medium through which they could easily participate in business transactions with TAFE.

TAFE started the E-commerce initiative 2000. In 1999, the company implemented SAP R/3 successfully. This E-commerce initiative was during the dotcom bursted in the country. But the company looked the type of dotcom failed at that time. It was found that none of the brick and mortar’s information technological division was part of the game. The top management’s vision and confidence about the revenue and all other benefit received through the system motivated MDCC to go ahead with E-commerce. TAFE considered the technology not only as a revenue model but also as a model which the market demand. This new e-commerce initiative did the business far more better than the traditional method.
TAFE implemented SAP R/3 inorder to make the supply chain more efficient. After observing insurmountable amount of benefit received through the system, the company concentrated on a centralised architecture. One server and 22 locations connected through V-SAT.

The company wanted to bring all the three sets of people to the TAFE's network. Everybody logged onto a single server which brought tremendous efficiency among the farmers, vendors and distributors. The company looked supply chain as a optimisation tools. When the industry was down, the TAFE decided to implement B2B e-commerce, B2C e-commerce and B2E e-commerce.

TAFE implemented B2B e-commerce through www.tafechannel.com. The company operated with 320 dealers 175 stockists and distributors all over India. Most of the business partners were connected to the company through tafechannel.com. Company looked at this as a real time for all transactions. When dealership grows it was very difficult (both in time and cost base) to communicate with them.

Tafechannel.com (E-commerce portal):

Each and every distributor was provided with a user ID and password. Whenever they logon to the website, real time information was easily accessible. This E-commerce was implemented for the spare parts and service division. Since the type of industry demanded special care for spare parts and service, TAFE decided to go ahead with the two divisions. Whenever a dealer logon to the site, placing an order was very easy for them. He/She could also see the order position, when the parts would be dispatched, the mode of delivery, statement of a/c and the payment process. But formerly all these process were stand alone. Now the E-commerce system directly connected the dealer to
the SAP. The real time organisation had been extended to the business partners. This integration was done only through a centralised architecture, whereas a distributed architecture was highly complex.

The E-commerce initiative cut down all the non value adding activities like calling up the executives, checking up, and enquiring about the order despatchment. All these activities were eliminated through the system. It also provide the status of the order. Now the account reconciliation became easier. The speed of communication between the business partners improved dramatically. The organisation became transparent. Now the each department's activities was known. So if there were any delay in any of the functional activities, the communicating partner could easily understood the problem with the company. He could enquire about the reason of the delay and ask for the urgency. The total communication gap was reduced.

The company trained their business partners about how to use the system and convinced about the amount of benefit received through them. TAFE provided offline module for some of their dealers in order to make use of the system as per their conviniences and comfortability. The dealer was getting updated information about the company each day. This built trust and relationship among the business partners. So the order execution process time had been reduced from one week to have.

The spare parts division is controlled by GM spare parts. When a dealer logon to the system, it showed the parts number, description, value and quantity of the parts ordered. The moment the order was posted, dealer gets back a reference number within half an hour or maximum 1 hour which showed the order reached to the TAFE's SAP system. The entire transactions were monitored by a team of E-commerce professionals.
at MDCC. Every half an hour E-commerce people cleared the order. The moment allocation was over Invoice was generated which contained order information, ordered date, SAP order number, order type, and order status. There were ‘no’ question of tampering. But the stock details would not be disclosed to the partner. The SAP R/3 system would take care of that. The company always had 60 days order kept alive. The entire E-commerce system definitely saved man power employed. But the company did not want to sent people home. As per the policy of the company, they re-deployed the manpower.

The system also gave preference to the orders. There were different types of order allotted to the dealers. They were like urgent, ordinary and scheduled. Whenever the partner send an order post an order he/she needs to select the type of order. So the system automatically generated and communicated to TAFE about the type of order. In addition to the above, the system developed process discipline. TAFE was now doing B2B e-commerce through www.tafechannel.com with its 95 percent of the dealer community.

The B2B e-commerce activity was extended to the service division through tafe channel. Since the competition was very much in the tractor industry, the online service procedure definitely add value to the business partners. The service division was also controlled by GM Service. The service was done through 9 locations all over India with the help of 40 executives in the field. Even though the after sales service was important, the online communication process for warranty claim also had ultimately enhanced the orders. When the company received installation data of a tractor, the company also gets the information about warranty. The due date of warranty, extension of warranty, any rejection of warranty claims, acceptance of warranty claims could be seen through the
B2B e-commerce system. Most of the dealers were in rural places. The customers were farmers. In some cases where the internet connectivity was poor, TAFE provided offline service modules. So whatever claims that want to make could be freed into the offline module and can go to the net when speed was reasonable. The company officials said that near about 60 percent of the warranty claims are carried through online.

**B2B e-commerce (jfarmindia.com):**

The company implemented B2C e-commerce in 2000 along with other E-commerce initiative. The agricultural and research farm of TAFE was doing lot of research for farmers. The ultimate intension behind this investment was to increase the productivity of farmers. All the farmers were scattered across the country using different languages for communication. Most of farmers were illiterate. TAFE had a land to lab programme. All the information regarding the latest study in their own lab has to be communicated to the farmers. The company used Internet as a platform for communicating the latest developments about crops, soil, disease as provided through the www.jfarmindia.com. The company considered this as ahead of time, TAFE expected a good future through the site.

Suppose a Tamil Nadu farmer logon to the site, he/she could see all information regarding crop practice in Tamil Nadu, what kind of soil was there in different parts of the state and weather changes geographically. The jfarmindia site also tells about the best periods for farming, prevention and disease control among crops, what type of crops could grow and the places for other information for farmers supported by the Government of India and Govt. of Tamilnadu. The information was provided in three different languages viz. Tamil, Hindi and in English.
The chatting facility in this site permitted the farmer to send a query to the scientist in any problem. The jfarmindia was opened to employees, dealers, kiosk owners, and some of the NGO's working in India. The company wanted to promote the knowledge sharing site, jfarmindia through NGO's in India. If there were a problem like health, the farmer contacted the Kiosk owner, then the Kiosk owner wrote to the Health Ministry. The rural places were so much helped by this process. Through such an online system, TAFE wanted every farmer to be part of the change in the society.

**Employee enabled E-commerce (B2E e-commerce):**

TAFE also launched a programme to connect all its employees online. Irrespective of the position and geographical location, employees were getting updated information about the company. It provided a feeling of close relationship and continuous observation by the company. The performance appraisal was done through the system. The employees could see the sales data, stock, dealer's need through the system. The multiple data captured from different locations were graphically shown to the marketing people. The site tells about how much was the sales in this month, last month, and retail information in the last year and this year.

Suppose an employee was not logged on to the system, IT department gets a report about the reason. The system also generated a report on how often a particular employee logged on to the system. It provided information regarding the book reviews, articles published about the industry. If all employees get new information on the competitive scenario of the industry he/she could post the information in the site. The site also helped the employees to look together some projects, review meetings, commencements, the task assigned and review task. The E-commerce initiative helped the employees to know
about the status of the job, the time allotted for a particular task, what he/she has to do and behind such task. All the activities of an employee was transparent. If the boss wanted to see the progress of the assigned task, he/she could directly view through the system. This transparency of the employees activities all over the country developed a total performances system for the employee. The employee could view all information regarding his job, projects and other details through the system.

The help desk facility assisted a particular employee to solve his problem by sharing the knowledge through the system. If marketing representative face any technical problem regarding the operation or usage of tractor he could directly come to the site and sort out the problem.

**Future Plans:**

The strategy for future growth rest on a multipronged approach: cut cost, leverage technology, constant product innovation and position TAFE products as a brand and tap the export market. TAFE planned to present all segments of the products category. The challenge now for the company was to grow in an organic way at the cost of competition in the market was not expanding as expected. The company decided to live up to the motto of Tested by Time and Trusted by Farmers.
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Tractors and Farm Equipment Limited (TAFE), is a unit
company of the Amalgamations Group, one of India's
largest Light Engineering Groups with diverse
interests in Diesel Engines, Automobile components,
Tractors and related farm machinery, lubricants,
panel instruments, hydraulic pumps, Engineering
Tools, Storage Batteries, Paints, Engineering
Plastics, Automobile franchises and Printing apart
from interests in Agribusiness, book selling and
publishing. The group's leadership technology, built
on foreign know how has been nurtured through
indigenous efforts.

TAFE was established in 1961 to manufacture and
market a range of Massey Ferguson tractors and
related farm equipment in India. One of the largest
tractor manufacturers in India, TAFE's vision is to be
the first choice of customers in India and to also
move towards a growing presence in the

Tafe's Core Values
- Customer Satisfaction
- Quality in Products and Services
- Human Resources
- Proactive Response to Change
- Environment and Society
- Trust and Long-Term
  Relationships with Stakeholders
- Business Ethics

Tafe's Vision
To achieve the distinction of the First Choice
among the farming community in India and
ensure a Growing Presence in International
Markets through setting Leadership standards
of Performance and Customer Care in the
Agricultural Machinery Business

Related Sites
- www.tafe.com
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