

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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**Splitting the century old TVS Group- The
Family Arrangement**

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Splitting the century old TVS Group- The Family Arrangement

Abstract

TVS group is one of India's oldest and prominent family business group with more than 110 years of history. The group consisting of around 50 companies is being run by the third and fourth generation members of the family. In late 2020, the group announced that the various streams of the family are formally splitting the group businesses. By early 2022, the split was legally complete, and the different streams of TVS family started running their businesses as separate groups. This case describes the path taken by TVS group since its beginning and the events leading the formal and amicable split. It explains framework adopted by the group for the split, in detail. This case highlights the governance issues in the group companies, following the split and the potential future conflicts between various streams of the family.

Keywords

Family Business, Corporate Governance, Ownership Structure, Business Groups

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