

OPERATIONS EXCELLENCE

The Operations Excellence practice at Tata Business Excellence Group focuses on helping companies improve their business performance through facilitating a culture of continuous improvement and transformation in the areas of process management, supply chain, project management, cost management, quality management. Based on TBEM Assessment feedback related to Category 6 (Operations Focus) and other related categories, the companies may decide areas for improvement through Deep Dives.

Deep Dive Diagnostics

The Operations Excellence team engages with group companies to facilitate Deep Dives through a framework consisting of diagnostics, action planning workshops and reviews in partnership with domain experts to give insightful and prescriptive feedback, identifying the strengths and areas of improvement.

The diagnostics is carried out at two levels: the enterprise level and the functional level. The Deep Dive Diagnostics process helps organisations check the Operations health of the organisation as well as get insightful feedback from subject matter experts (internal within the Tata group and external - outside the Tata group). This, in turn, accelerates their organisational transformation and change management agenda.

In addition, strategic partnerships with institutions like ASQ (American Society for Quality), APQC (American Productivity & Quality Centre), have also been forged, which enables the team to be in sync with the latest updates in Operations Excellence.

Operations Excellence key areas of engagement

Supply chain management

A Deep Dive in supply chain caters to analysis of the current supply chain processes linked to the strategic imperatives of the company from forecasting to procurement, supplier relationship management to logistics, production planning, warehouse management, distribution to

billing and returns. The Deep Dive assesses the ability of the organisation to meet the demands for enhanced collaboration and strategic partnerships across the supply chain and provides group companies with an actionable roadmap for improvement.

For example, TBExG conducted a deep dive with a group company in the area of supply chain to assess the readiness for ToC (Theory of Constraints) implementation to help transform the supply chain. The company has further implemented successful ToC trials in their supply chain with benefits related to lower inventory and reduced stock outs.

Project management

Project management Deep Dives cover processes from inception to project closure and finer aspects of scope, time, quality, cost, resources, stakeholder management etc. The project management Deep Dive incorporates PMBOK (Project Management Book of Knowledge) principles as a methodology in conducting Deep Dives in project management.

“ Many thanks to the Deep Dive team for taking time out and understanding our operations in such a short span of time. The team has provided many important insights which will help us in our improvement journey.

Dinesh Shastri, MD, Tata NYK

For example, TBExG conducted a Deep Dive with a group company on project management processes and capabilities highlighting both strength and potential improvement areas. TBExG facilitated a best practice onsite sharing session with project engineers from the company visiting the project site of an industry leader non Tata group project company to capture first hand project site management practices.

Process management

As part of process management initiatives, the team conducts diagnostic studies in the line of enterprise process management (process design, manage and improve) and integration, value chain analysis, process variation management and knowledge management activities.

For example, the Deep Dive in the company's manufacturing process identified various areas for improvement to help increase plant availability, reduce maintenance downtimes and cut down process variations. The company has implemented the suggestions with noticeable improvement in plant availability measures.

Quality management

The Deep Dive team engages in quality management initiatives which include product / service quality improvement, defect analysis, process quality etc. to name a few.

For example, in one of the Deep Dives, the recommendations included a Design of Experiment Study for understanding relationships between complex variable parameters to reduce heating cycles, improve product quality consistency and thus reduce costs. The recommendations also indicated potential for improvement in quality management processes through prescriptive best practices.

Operations excellence culture assessment: Tata Business Excellence Group also facilitates understanding of the Operations Excellence culture prevalent in the companies through use of various tools and techniques. This is an added feature as part of the Deep Dive engagement and helps the company understand the softer aspects of Operations Excellence and tailor its improvements accordingly.

Engagement methodology: The Deep Dive team follows an engagement methodology which is a blend of offsite and onsite activities. The methodology has been built to understand the key business areas in detail and provide enough room for prescriptive interactions and detailed analysis. The process also takes into consideration the key strategic imperatives of the company and provides recommendations aligned to the key focus areas for improvement.

“ We, at Voltas, thank each one of you for conducting the 'Deep Dive Diagnostic study' for 'After Sales Service' of our key BU, Unitary Products Business Group. We are grateful to all of you for the useful insights and for sharing your valuable feedback with the senior leadership team.

With your insights, we are sure, we would take our services to the next level and make it a key differentiator.

*C Kamatchisundaram, Vice President
(TMD) Voltas Ltd*

“ The Deep Dive assessment on Operational Excellence, conducted by TBExG, in Joda, met our expectations quite well. The feedback shared by the team was focused, practicable and substantive. This was the outcome of the competence of team members who were selectively chosen for OpEx assessment, their adept preparation in terms of detailed queries sought in advance to understand the scope, elaborate discussions held with the HoDs, evaluative site visits, and the time spent thereafter in preparing the feedback proficiently. This assessment was one of the most productive exercises and I would definitely encourage other companies to richly benefit from similar exercises.

*R Somnath, Chief - Strategy & Business
Excellence, Tata Sponge Iron Limited*

“ It was indeed very intense and professionally satisfying to all of us for the wonderful week we spent together, exchanging our views and processes, and how we can improve those through excellent inputs and guidance provided by you. We are confident to overcome the challenges and make a great success for the growth plan at TSPDL.

*Subrata Roy, Chief – Projects,
Engineering and Technology, TSPDL*

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