

TATA NETWORK FORUMS

The primary objective underlying the genesis of the Tata Network Forums (TNF) is to continually foster a spirit of business excellence and ethical behaviour across Tata companies worldwide. This goal is achieved by sharing group level communication and organization level best practices on an ongoing basis, leading to sustained business excellence. Tata Network Forums across regions organise many company off-sites with the aim of promoting closer interaction and higher knowledge sharing and learning within the regional Tata group companies.

Managed by Tata Quality Management Services (TQMS), TNF is a robust, effective platform leveraged by Tata companies across the globe to engage in appropriate information exchange, training and collaborative activities, to showcase events and put forth important marketing communication. It is also a channel that brings group-level senior leader communication to the fore.

TNF has strong networks established across the globe – in India, Europe, Asia Pacific, China, North America, and Africa. Each TNF region has a dedicated Chairman, Convener and TQMS Coordinator, and the overall TNF Coordinator is Sanjeev Singh from TQMS.

TNF – India



The Indian chapter of TNF is segregated as TNF India - North, TNF India - South, TNF India - East and TNF India - West.

TNF India – North

TNF India – North has been constituted as a joint forum for sharing best practices in all fields, both at the company and employee level, applied amongst the Tata group of companies located in the northern part of India.

Praveer Sinha of Tata Power Delhi Distribution Limited (TPDDL) is the Chairman and Siddharth Singh from the same company is the Convener for this TNF. The TQMS Coordinator is Sanjeev Singh.

Activities, events, and programmes: 2013 - 2014

TNF India – North has undertaken various activities and conducted a host of events over the last 1.5 years.

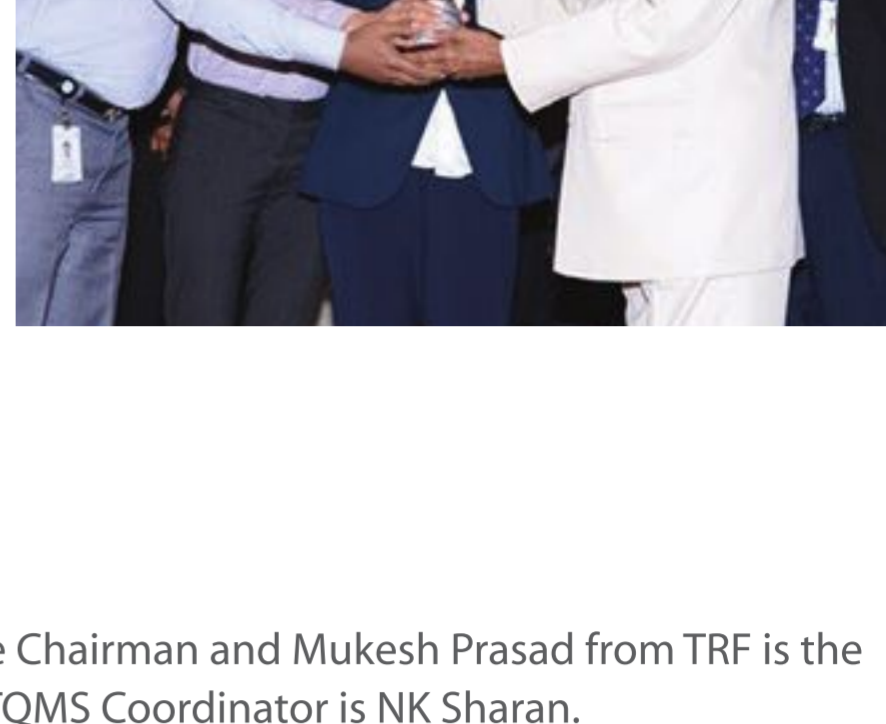
- Activities conducted by TNF India - North include Best Practice sharing in Facility Management, HR, Safety and Sustainability.
- An event called 'Best Practices in Customer Centricity and Services' was held at Tata Teleservices in Noida in September 2014.
- TNF India – North also managed the AGMM live broadcasts and interaction through Video Conferencing (VC). Some joint CSR visits were also arranged.
- TNF India – North organises an interesting cultural programme called 'Spandan' in January every year. This programme was held on January 18 and January 10 in 2013 and 2014 respectively.
- Two interesting workshops – one on sustainability, and the other on TAAIP, were held on June 21, 2013 and October 25, 2013 respectively.
- In March 2013 and 2014, Tata InnoVista selection rounds were conducted in Delhi; the Regional Tata InnoVista was also conducted.

Future events

TNF India - North plans to conduct 'Spandan' in January 2015, and Tata InnoVista in March 2015 in Delhi.

Digital reach

TNF India – North has established a strong presence on the popular social networking site - Facebook, which has further expanded its reach and engagement, and broadened its audience. Also, over 90 top officials across various Tata companies in North India are collectively part of a group email ID which is used to address all issues, concerns, and discussions pertaining to TNF India – North.



TNF India – East



TV Narendran from Tata Steel is the Chairman and Mukesh Prasad from TRF is the Convener for TNF India - East. The TQMS Coordinator is NK Sharan.

Activities, events, and programmes: 2013 - 2014

- A talk by Narendran Jadhav, Member, Planning Commission, took place on November 25, 2013 on the topic 'Why Indian companies need to prioritise Affirmative Action for the SC/ST communities' at Jamshedpur.
- TNF India – East held the Tata InnoVista 2014 selection rounds and Tata InnoVista event in Jamshedpur.
- This TNF also organised a meeting on creating synergy for Affirmative Action in TNF India - East, in which various initiatives were planned and discussed.

- TNF India - East and Tata Metaliks also organised a workshop on the topic of 'Big Data Analysis' on July 25, 2014.
- Various sub-committees like HR, CSR, Quality, R&D, and Regulatory have been formed to promote sharing of best practices.
- The GEC Dialogues, an interactive session with GEC members was also organised on October 7, 2014 at Tata Steel Jamshedpur, in which 400 executives at Jamshedpur attended personally and another 100 attended through VC.

Management themes

At a Heads of Companies meeting in Jamshedpur on March 12, 2014, Mr. Narendran talked about the need to enhance collaboration amongst Tata group companies. He suggested that some management themes which are of common interest to all companies be identified, and the same should be led by a CEO.

The themes and leaders identified are as follows:

- CSR: Adarsh Agarwal, MD, Jamipol
- Quality: Sanjiv Paul, MD, Tata Metaliks
- Human Resources: Tarun Daga, MD, TCIL
- Government Liaison: Ashish Mathur, MD, Jusco
- R&D & Technology: DP Deshpande, MD, Tata Sponge

TNF India – West

Vivek Talwar from Tata Power and Mahipal Singh from IHCL are Convener – Mumbai and Convener – Pune respectively. The TQMS Coordinator for Mumbai and Pune regions is Gautam Gondil.

Activities, events, and programmes: 2013 - 2014

- In March 2013 and 2014, TNF India - West organised the Tata InnoVista selection rounds and events in Mumbai. They also managed the AGMM live broadcast and interaction through VC.
- Over the last 1.5 years, TNF India - West conducted several workshops on IPR and Affirmative Action. In addition, insightful programmes and workshops on crucial topics like Safety also took place.
- Collectively grouped under **Knowledge Sharing**, the following activities have been conducted by TNF India – West, over the last 1.5 years:
 - Scaling for Global Excellence: June 21, 2013
 - Innovation Engine: Driving Execution for Breakthrough Results: October 1, 2013
 - Affirmative Action Session: 2013
 - Intellectual Property Rights for Business: November 12, 2013
- In addition to this, the following events on **Sustainability** were conducted with the help of TNF - West:
 - Event on July 1, 2013, consisting of speakers like Mr. Vivek Menon, Mr. Shankar Venkateswaran. A panel discussion on the topic of 'Value Creation through Sustainability' also took place, with Mr. Venkateswaran, Mr. Menon, Mr. Sanjay Ubale and Mr. Mukundan.
 - Event on November 18, 2013, with speakers like Sir Jonathon Porritt, Founder, Forum for the Future on System Innovation for a Sustainable Future; Mr. Pavan Sukhdev, Founder & CEO, GIST Advisory on 360 Degree Assessment for Companies; and Dr. Simon Buckle, Policy Director, Grantham Institute for Climate Change.

Activities, Events and Programmes: 2014 - 2015

- Training Programme: 'Implementing the Tata Group Safety Standards at your Workplace' – a training programme that focused on elevating safety standards and awareness across Tata companies, was conducted on March 10, 2014, and July 21, 2014.
- GEC members visited TNF West - Pune on October 8, 2014 to share the group strategy and initiatives that were discussed in the Annual General Leadership Conference (AGLC) held in Mumbai on the July 29, 2014. They engaged with the senior management in business functions and young managers.

TNF India – South

TNF – South, is a joint platform to encourage best practices sharing in all fields, at both company and employee level. As the name suggests, this is applicable amongst the Tata group of companies located in the southern region of India.

The Chairman of TNF India - South is Sanjiv Sarin from Tata Global Beverages, and Sumant Sood from Titan is the Convener. The TQMS Coordinator for this TNF is Ganesh Nayak.

Activities, events, and programmes: 2013 - 2014

- In the past year, TNF India - South held insightful Affirmative Action dialogues and BEMP open programmes.
- TNF India - South also conducted the Tata InnoVista selection rounds in Bangalore, the JRD QV live telecast, and the AGMM broadcast and interaction through VC.
- It also organised the regional Tata InnoVista final on March 11, 2013, where V Ravichandrar was the honourable Chief Guest.
- In March 2014, TNF India - South conducted the Regional Tata InnoVista Final and Tata World Young Expressions competition, which Dr Nirmalya Kumar graced as the Chief Guest.



TNF - Europe

TNF Europe, the European chapter of the regional networking forum of Tata companies, aided by TQMS and Tata Limited, enables the sharing and learning of various practices across Tata companies as well as cross-company cooperation in activities like brand promotion, corporate responsibility, etc. Various companies in the region use this regional network of Subject Matter Experts for the sharing of good practices in their journey towards business excellence.

Dr. David Landsman from Tata Limited is the Chairman of TNF Europe, and Paul Tanner from TQMS is the Convener.

Activities, events, and programmes: 2013 - 2014

- Over the past year, TNF Europe has organised working group meetings on Sustainability, Corporate Responsibility, Communication, Business Excellence, Government Affairs, Human Resources (HR), and Leadership in Business Ethics (LBE). The activities of these groups are guided by the Heads of Companies meetings which are frequently attended by a member of the Tata GEC or other senior group executives. TNF Europe also co-ordinates the Tata InnoVista Regional Finals event in London.

Working Group Governance

Guidance and Governance: TNF Working Groups are created on a need-based format. Over the last three years, the TNF has evolved into SME-led Working Groups, with the HoC Working Group as the Apex committee. Some groups meet regularly, while others meet ad hoc on a task basis; in each case, the group provides a network for off-line discussions between companies. Overall guidance and governance is provided by a small steering committee comprising the Chairperson and Convener of TNF Europe, Tata Limited and TQMS.

Appointments: The Chairperson of each Working Group is appointed by the Chairman of TNF Europe, Dr. David Landsman, on the initiative of the group.

Each Working Group also has a Convener, appointed from among its members. All appointments to the Working Groups are individuals who are Subject Matter Experts (SMEs); they are empowered to make decisions on their organisation's behalf.

Meetings: The frequency of meetings is decided by the Chairperson of each Working Group. Topics for discussion and action points are usually identified or suggested by the Group Executive Council (GEC) members, Tata Limited, or an individual company. Detailed progress reports are furnished to the HoC as and when required.

TNF – Asia Pacific

Vinod Kumar from Tata Communications is the Chairman of TNF – Asia Pacific. CM Verma from Tata Steel Thailand is the Convener for Thailand and Frankie Yung from NatSteel is the Convener for Singapore region. The TQMS Coordinator for this TNF is Anil Menghrajani.

Activities, events, and programmes: 2013 and 2014



The various **training programmes** conducted by TNF India – South, over the last 1.5 years are:

- Business Excellence Leadership Programme (BELP): February 12-15, 2013
- Experienced Assessor Programme (EAP): March 10-12, 2013
- Tata Certification Program on Office Safety: July 04-05, 2013
- Towards a Gender Friendly Organisation: November 28-29, 2013
- Business Excellence Leadership Programme (BELP): March 03-06, 2014
- Programme on Implementing the Tata Group Safety Standards: March 07, 2014
- Experienced Assessor Programme (EAP): March 10-11, 2014
- Business Excellence Leadership Programme (BELP): March 21 – 24, 2014

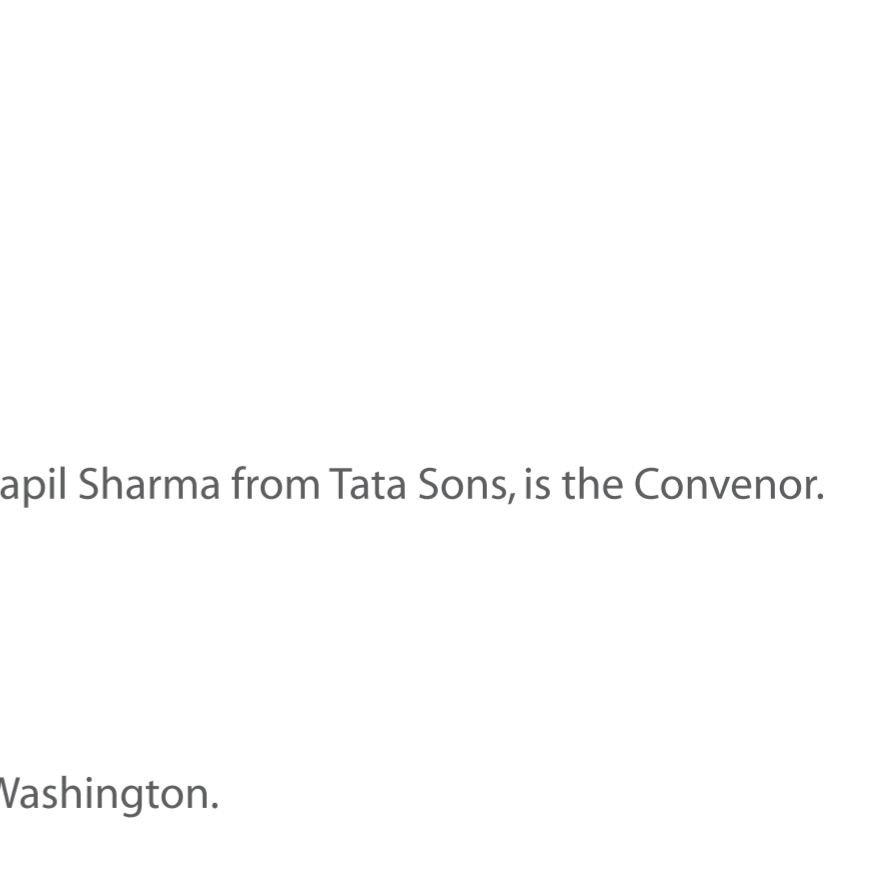
- Group chairman Cyrus Mistry visited Thailand in August 2013, visiting the leadership team of Tata Steel Thailand and Siam Industrial Wires. The re-energising plan of all the Tata group companies in Thailand was presented and gave an update related to the overall business in Thailand for Tata group companies.
- The first-ever Tata Group Fiesta was held on November 1, 2013 at the West Coast Park in Singapore. The inaugural event saw participants from Tata companies across Singapore coming together for a morning of healthy, fun-filled activities.
- TNF - Asia Pacific organised the Tata InnoVista regional programme, wherein three teams were shortlisted in the Asia Pacific regional round this included two teams from Tata Steel Thailand and one from Siam Industrial Wire.
- As part of their CSR initiative, Tata Steel Thailand, in a joint effort with Tata Technology (Thailand), undertook mangrove reforestation at the Chonburi province to fulfill their responsibilities towards society. The same activity was also jointly undertaken in December 2013. This activity was also continued in December 2014, wherein all five companies of TNF - Asia Pacific participated.
- Tata Steel Thailand coordinated the Tata Young Expressions event for the Asia Pacific and China region, and the highest participation was witnessed from Thailand. Special approvals for Thai language entries and Thai gift vouchers were also obtained.
- For FY 2014-15, three TNF meetings have taken place till date, one each in May, August and November. These meetings included topics like close coordination among group companies, action plan for the TNF and regular updates.

TNF – China

James Zhan from Tata Sons is the Chairman of TNF – China; and Aaron Du from Tata Sons is the Convener for TNF China. The TQMS Coordinator for this region is Pawas Agarwal.

Activities, events, and programmes: 2013 and 2014

- Apart from conducting a few Tata InnoVista related events, TNF – China also held a gathering in Shanghai during Dr. Mukund Rajan's visit to China.
- TNF - Shanghai organised an offsite in October 2013 in Pudong Shangri-La, Shanghai, which witnessed approximately 15 attendees from various Tata companies operating in China.
- An interactive offsite meeting was also held in China, which was attended by GEC members.
- In March 2013, a Tata Companies China Offsite was organised at Ritz-Carlton, Shenzhen, which was attended by around 30 people from various Tata companies operating in China, including guests.
- In 2014, the Beijing office, together with several Tata companies in China, jointly worked to update the TBEM Manual (Chinese version) 2014. The updated version of the blue book was issued to all Tata companies in China (e-version).
- Mr. Du visited NJTACO in June 2014, and delivered an awareness workshop about the basic framework of TBEM to senior management in NJTACO.
- Mr. Du worked closely with the senior management of Tata companies in China to promote the upcoming Tata InnoVista and Tata Young Expressions 2015.
- The Beijing office worked closely with the Indian embassy in China to promote "Investing in India's Manufacturing Sector," and encourage TNF members in China to participate in the series events.
- The Beijing office coordinated with TNF members in China to support CSR activities in China, such as 'operating smile' and 'the library project'.



TNF - North America

Warren Harris from Tata Technologies is the Chairman of TNF – North America; and Kapil Sharma from Tata Sons, is the Convener. The TQMS Coordinator for this region is Daniel Castle.

Activities, events, and programmes: 2013 - 2014

- TNF - North America conducted the Tata InnoVista 2014 selection rounds in Washington.

TNF - Africa

The Chairman of TNF Africa is Thami Mbele from Tata Africa. Santosh Shetty from Tata Africa holds the position of both Convener as well as TQMS Coordinator.

Events spanning across different TNFs worldwide

- **Group Executive Council (GEC) Dialogues:** In October 2014, the GEC Dialogues were held across several locations through various TNFs across the globe - Jamshedpur, Hyderabad, Bengaluru and Pune in India; and Singapore and London - overseas. The event set the stage for an interaction between members of the Group Executive Council (GEC) and Tata colleagues. The discussions were centred on group strategy and other group initiatives during these interactions.
- **India-China Cooperation Forum:** In October 2013, Tata Sons sponsored the 4th India-China Cooperation Forum and invited several Tata companies' executives to attend this event, which was organised at China Europe International Business School Campus, Shanghai.



The Way Forward

The areas identified by TNF that require a sharper focus going forward are Best Practice sharing, Operational Excellence, Customer Centricity, Learning Missions, Safety, Tata InnoVista, Ethics and other group priority areas.

TNF also conducts various initiatives such as CEO speeches, Subject Matter Expert (both from within and outside the Group) talks, company visits, sharing of best practices on a range of topics such as Business Development, Assessments, Public Affairs, Customer Centricity, Operational Excellence, HR issues; varied Group-wide initiatives; Group Senior Leadership communication; Regulatory and HR issue discussions; CSR activities; and discussions / meetings on any other topic as deemed fit.