

From the Desk of the Executive Chairman, TBExG

Tata Network Forums (TNFs) located around the world play the critical role of bringing together Tata companies in the same region in order to create collaboration and take advantage of learning opportunities. During the past six months, all the ten TNFs across the globe have played their part in enabling companies to share best practices, conduct workshops on subjects that are important to that region, as well as support group-wide initiatives. All these activities are ultimately helping companies move forward in their business excellence journey.

One exciting theme that cut across almost all TNFs during the past six months was the GEC Dialogues. These were sessions which were conducted for Tata colleagues who could not attend the Annual Group Leadership Conference (AGLC) in July 2015. Through GEC Dialogues, TNFs have helped in spreading the main messages of the AGLC across the geographies that Tata companies operate in.

The sharing and proliferation of best practices within group companies continued with much enthusiasm within the TNFs too in the past two quarters. Companies came together to share their best practices with others in the region on different subjects like project management, engineering, safety, etc.

TNFs also continued their support for group-wide initiatives like affirmative action, sustainability & climate change, safety, HR and communications. Enriching discussions on these initiatives have enabled companies in different regions to further the group-wide agenda within their organisations.

All the TNFs have been very active and supportive of Tata companies in their region, and their enthusiasm can be seen in the number of activities that have been conducted in all the geographies. TNF India – East is especially active in putting together best practice sharing sessions and continues to play a critical role for Tata companies in that region.

This is an exciting time for us, where we can leverage this wonderful network that is available for us to reach out to Tata colleagues across companies. Let us continue collaborating and learning, so that the group as a whole can benefit from its own excellence.



S Padmanabhan,
Executive Chairman,
Tata Business Excellence Group

TNF India

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

TNF India - North

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 TBExG Coordinator is Swaminathan Gopal.

Activities, events and programmes: July to December 2015

- A workshop on best practices was organised by TNF India – North in July 2015, which saw participation of 32 officials from eight Tata companies. The workshop was conducted with an aim to update employees with the various developments of Tata companies in the field of engineering and project management in the northern region. Tata Power Delhi Distribution Ltd., Tata Consultancy Services and Tata Projects showcased presentations on best practices that contributed to the growth of their respective organisations.

TNF India - South

The Chairman of TNF India - South is Sanjiv Sarin from Tata Coffee, and Sumant Sood from Titan is the Convener. The TBExG Coordinator for this TNF is Vinod Kumar.

Activities, events and programmes: July to December 2015

- The members of the Group Executive Council (GEC) conducted the GEC Dialogues in Bengaluru, in August 2015, which was an event to convey the key messages of the Annual Group Leadership Conference (AGLC) conducted on July 29, 2015, to a wider audience within the Tata group.
- Anita Rajan, COO, Tata STRIVE, engaged the audience with an interactive session on Tata STRIVE in December 2015, which also witnessed participation from the TNF India - South core team and HR heads of various companies.
- A session on Affirmative Action was organised in November 2015, wherein attendees shared their experiences in the interaction they had with Dr. NS Rajan, Group AA Forum Head and Group Chief Human Resources Officer, Tata Sons, and Bhaskar Bhat, MD, Titan.
- A workshop titled 'Andragogy - Unlearning and Relearning for Adults' was conducted in December 2015, by Aravind Shrinivas and Sampath Kumar.



Participants at the session on Andragogy – Unlearning and Relearning for Adults in December 2015

TNF India - West

R Mukundan from Tata Chemicals is the Chairman, TNF India - West and Vivek Talwar from Tata Power is Convener for the Mumbai region. The TBExG Coordinator for this TNF is Gautam Gondil.

Activities, events and programmes: July to December 2015

- A session titled GEC Dialogues was conducted at the Lake House, Tata Motors Pune, in August 2015, wherein 120 Tata employees from the region participated. A similar session was organised at the Taj Lands End, Bandra, in September 2015, which had over 100 participants. The objective of these sessions was to cascade the messages from the Annual Group Leadership Conference (AGLC) held on July 29, 2015. The GEC members travelled to the locations to interact with the audience and provide their insights on the group and future plans.
- This TNF also organised the Best Practices Conclave on Safety in September 2015, at the Hyatt in Mumbai. This session was attended by 75 Tata employees. The aim of this conclave was to share best practices from some of the best companies in India. Speakers from GE, Walmart, Vodafone, United Technologies, BP Castrol, Tata Steel Group, TCS, Tata Motors and Tata Chemicals made presentations in this conclave.



Suresh Tanwar, Chief - Group Safety & Health, launches the book on sharing and learning from safety incidents at the Best Practices Conclave on Safety in September 2015

- A session on Office Ergonomics & Computer Workstation Design Knowledge Transfer was held in October 2015 at Bombay House in Mumbai with an aim to increase awareness related to office safety. This session had over 50 participants.
- TNF India - West also hosted a session on Affirmative Action, which featured an interaction with Dr. NS Rajan, Group AA Forum Head and Group Chief Human Resources Officer, Tata Sons, during which 45 participants got a chance to ask him interesting questions.

TNF India - East

TV Narendran from Tata Steel is the Chairman and Mukesh Prasad from Tata Steel is the Convener for TNF India - East. The TBExG Coordinator is Subhrajit Basu.

Activities, events and programmes: July to December 2015

- This TNF organised the GEC Dialogues at Steelinium Hall of Tata Steel on August 11, 2015, which was attended by more than 500 executives from Jamshedpur-based Tata companies. Organised with an aim of spreading the messages of the AGLC which took place in July 2015, the session consisted of a Q&A session followed by a presentation by GEC members.
- Tarun Daga, MD, TCIL, hosted an HR meet with the theme 'Employee Engagement Practices' that featured talks of eminent speakers such as Dr. Jitu Singh, XLRI; Ajith Nair, Director, Aon Hewitt; and NK Sharan from TBExG. The meet was held on September 18, 2015, at the Golmuri Club, in Jamshedpur, and witnessed participation of companies such as TBSS, Tata Steel, Tata Motors, Tata Sponge, Tata Metalliks, Tayo Rolls, TSPDL and Tinplate.
- A similar meet on HR was organised on December 21, 2015, at the Telco Club, in Jamshedpur, with the theme of 'Use of Technology in HR'. In addition to sharing of practices on the theme by six Tata companies, there was a talk by Prof. Rajeev Sharma from XLRI.
- A meeting on Affirmative Action took place at the Centre for Excellence, Tata Steel, in Jamshedpur, on December 8, 2015. During the session, the Affirmative Action beneficiaries from Tata Steel, TSPDL, Tata Motors and Jusco shared their experiences with 65 executives from 18 Tata companies. This was followed by Town Hall Interactions with Dr. NS Rajan, Group AA Forum Head and Group Chief Human Resources Officer, Tata Sons, and Mr. Narendran.



Participants at the HR Meet themed 'Employee Engagement Practices' in September 2015

Dr. David Landsman from Tata Limited is the Chairman of TNF Europe. The region has multiple Working Groups with respective Chairmen and Conveners. For the Businesses Excellence Working Group, Ernst Hoogenes from Tata Steel Europe is the Chairman and Gareth Symons from TBExG is the Convener.

Activities, events and programmes: July to December 2015

- The TNF Europe Working Groups continued to meet during 2015 with the key event being the hosting of the Tata Group Executive Council (GEC) at Ashorne Hill, in September 2015. Over 100 senior Tata leaders from the European business gathered to listen to the cascaded messages from the 2015 Annual Group Leadership Conference (AGLC). The presentations of the GEC members were followed by an open house for questions and answers. The event also provided an opportunity to network over lunch.
- The Corporate Responsibility (CR) Working Group met in July, September and December 2015, under the chairmanship of Dr. Landsman. Besides discussions on various CR topics, work to develop a maths initiative for Tata companies in Europe was also started. Shankar Venkateswaran, Chief, Tata Sustainability Group, joined all three meetings in person or through teleconference and provided valuable inputs. The meeting also discussed sponsorship of the NACUE Varsity Pitch competition.
- The Communicators' Working Group met in September and December 2015 under the chairmanship of Dr. Landsman. Meetings covered a number of subjects including the Tata Receptions in London and Brussels, and the sponsorship of the Hay Festival and Hay Levels. It was a useful networking forum for Tata companies to provide updates to colleagues.
- The Environment, Energy and Climate Change (EE&CC) Working Group met in September 2015 under the chairmanship of Dr. Paul Brooks. The meeting included a roundtable update from Tata companies having a presence in Europe, which included Tata Steel, Jaguar Land Rover, Tata Chemicals, Tata Consultancy Services and Tata Global Beverages, on key issues and discussions for the proposed environmental narrative document.
- The agenda of the Business Excellence group meeting in October 2015 included a presentation on Cultural Change for Leadership Engagement by Mr. Hoogenes. In addition, there was also a review of promising practices, a discussion on ways to strengthen regional site visits in the TBEM reviews and providing more value to the applicants.
- In December 2015, the HR Working Group met for the first time under the chairmanship of Peter Lennon, Director of Learning and HR Operations, Tata Steel Europe. Updates on the major HR activities being undertaken and the key themes of recruitment, engagement and leadership development at company and Tata group levels, figured high on the meeting's agenda.



Members of the GEC at the GEC Dialogues session at Ashorne Hill in September 2015. (From left to right): Madhu Kannan, Dr. NS Rajan, Dr. Nirmalya Kumar, Harish Bhat and Dr. Mukund Rajan

TNF China

James Zhan from Tata Sons is the Chairman of TNF China and Aaron Du from Tata Sons is the Convener.

Activities, events and programmes: July to December 2015

- A refreshed version of the Tata Code of Conduct (TCoC), which lays down the values and behaviours that Tata companies are expected to follow in their business dealings, was launched by Group Chairman Cyrus Mistry at the AGLC event in July 2015. To ensure that the new version of the TCoC is available to all companies in the region, TNF China launched the Chinese version of the new TCoC in December 2015.



TNF Africa

For this TNF, Santosh Shetty from Tata Africa is the Convener.

Activities, events and programmes: July to December 2015

- An Operational Excellence programme, Project PHOENIX, was launched at the South Africa operations of Tata Africa for improvement of key business processes and cost optimisation. A team of 10 full-time members and five part-time members are working on various improvement projects as part of this programme.
- Project Nexus, the ERP roll-out programme of Tata Africa, was launched in the South Africa operations with seven dealerships as pilot. Business process re-engineering and fit-gap analysis was completed with roll-out partners INCADEA as part of this programme.
- A one-day Strategy Map and BSC workshop chaired by Noel Tata, MD, Tata International, was conducted in November 2015 for the senior leadership team of Tata Africa. As an output from this workshop, the overall business, sales, spares and services strategy maps, as well as BSCs were developed.
- A long term strategy plan docket for Tata Africa was also developed during this period with the senior leadership team.



Senior leaders from Tata Africa at the Strategy Map and BSC workshop in November 2015

TNF North America

Warren Harris from Tata Technologies is the Chairman of TNF North America.

Activities, events and programmes: July to December 2015

- In November 2015, the Tata North American Communicators' Working Group convened in New York for the annual meeting, during which Tata professionals shared information on a range of topics related to the Tata brand.
- A group of representatives from eight different Tata companies in the United States met with leading congressional offices and the leaders of SelectUSA to raise awareness about the Tata group's contributions to the country's economy.



Participants at the Tata North American Communicators' Working Group meeting in November 2015

- In August 2015, senior Tata employees across North America got together at The Pierre in New York City to interact with the members of the GEC, which included Madhu Kannan, Dr. Mukund Rajan, Dr. NS Rajan, and Dr. Nirmalya Kumar, and to discuss topics related to agility and sustainable & profitable growth, as laid down by Group Chairman Cyrus Mistry at the Annual Group Leadership Conference (AGLC) 2015.
- The North America Sustainability Working Committee comprising representatives of companies that have a presence in North America convened in New York for the first time in November 2015 to discuss topics related to sustainability.

TNF Middle East and North Africa (MENA)

Sunil Sinha from Tata Sons is the Chairman of TNF MENA, and Zenith Raj Jolly from Voltas is the Convener.

Activities, events and programmes: July to December 2015

- The second TNF meeting was held on September 3, 2015, in which around 20 company representatives participated. Bruce Robertson of Jaguar Land Rover and Radwan Moussalli of Tata Communications were some of the presenters. Apart from the TNF members, this meeting was attended by Debasis Ray of the Corporate Affairs Team.
- On September 15, 2015, TNF members organised a presentation by Nenad Pacek, one of the world's leading authorities in the emerging markets. The session was attended by 30 participants representing 17 companies. The participants discussed opportunities and threats in different markets in the MENA region.
- A GEC Dialogue session was held on October 11, 2015, at Taj Dubai. Around 83 members participated, with representation from five countries, nine nationalities and 19 Tata companies. All GEC Members participated in this meet, in which TCS, Voltas, Tata Motors, JLR and Tata Communications made short presentations.
- The TNF organised the following two events: (i) Media engagement programme with Mr. Ray and Mr. Sinha. In this event, various print and TV media were made aware of the Tata group's presence in the MENA region. (ii) In order to promote and encourage women and youngsters in the workforce, Christabelle Noronha from Group Publications interviewed several local employees for group level publications.
- A special section about Tata companies in the MENA region was developed for Tata Review for the July 2015 publication.



Members of Tata companies in MENA at the TNF meeting in September 2015, along with Mr. Sunil Sinha, Chairman, TNF MENA (seventh from right)

TNF Asia Pacific

Vinod Kumar from Tata Communications is the Chairman of this TNF

Activities, events and programmes: July to December 2015

- The HR Committee organised the Tata Day celebrations on August 29, 2015 at Pasir Ris Park in Singapore, which was attended by around 500 employees from 15 Tata companies from the region.



Vinod Kumar, MD, Tata Communications, with participants at the Tata Day organised by TNF Asia Pacific

In case of any queries or feedback, please write to tbexg@tata.com