

From the Desk of the Executive Chairman, TQMS

Tata Network Forums (TNFs) are playing a crucial role for the Tata group of companies. TNFs located across the world enable Tata companies to come together and collaborate. This creates opportunities to share Best Practices, communicate with senior leaders and promote knowledge sharing within the group, so that companies can move forward in their journey for excellence.

In accordance to this vision, TNFs have continued to support business excellence as well as group wide initiatives in the past six months. Recognising the importance of best practices, TNFs have organised and facilitated many sessions that have enabled sharing and implementation of the same. TNFs have also been supporting innovation through the Tata InnoVista regional rounds, which took place in the past six months.

This period has also seen an addition in the TNF family – we formed the TNF Middle East and North America (MENA) at the beginning of the year to support companies in that region. This TNF is actively planning for leveraging opportunities of interaction for companies in that region.

Going forward, TNFs will continue to support Tata companies across the world. The focus will be on networking and sharing of Best Practices in a variety of areas relevant for group companies. I encourage you to make use of this strong platform for collaboration with other group companies in your area. I am sure that with your support, TNFs will enable the group to scale new heights of excellence.



S Padmanabhan,
Executive Chairman,
Tata Quality Management Services

TNF India

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



TPDDL team receiving the Tata InnoVista trophy for TNF India – North region along with Praveer Sinha, MD, TPDDL and Chairman, TNF India – North (extreme right)

TNF India – North

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

Activities, events and programmes: January to June 2015

- Spandan, a unique platform to showcase the talents of Tata employees, was held on January 23. Nearly a hundred participants from eight Tata companies participated in the event, which was sponsored by 18 Tata companies.
- An Ethics Counsellor's meet was held on March 2, which saw participation by 25 executives from seven Tata companies, four of who showcased their best practices on the subject.
- The regional Tata InnoVista – North round was held on March 24. Of the seven short-listed entries from companies in the north region, six qualified under the promising innovations category for the final InnoVista meet in Mumbai.
- Sam Pitroda, a former advisor to the Prime Minister of India, who was the guest of honour at the event, addressed the gathering from Chicago via video conferencing, sharing his insights on innovation.

TNF INDIA – West

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

Activities, events and programmes: January to June 2015

- A Best Practice sharing session was held on January 27, where executives from Voltas Ltd recounted how the company successfully turned around its residential air-conditioning business.
- TNF India West supported the various InnoVista regional rounds involving 18 participating companies.
- About 70 employees from various group companies participated in a Best Practice and Knowledge Sharing session held on May 14 by TCS on Project management.
- Forty-three participants from 15 companies participated in a Tata Safety Standards, Fire Safety and Electrical Safety session on June 5.



R Mukundan, Managing Director, Tata Chemicals, and Chairman, TNF India – West; and S Padmanabhan, Executive Chairman, Tata Quality Management Services, along with participants at the TCS knowledge sharing session on Project Management

TNF INDIA – East

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

Activities, events and programmes: January to June 2015

- A session on Operational Excellence was held in Kolkata on May 6, 2015 with participation from more than 40 representatives of 15 Tata companies. Executives from five companies – Tata Steel Processing and Distribution Ltd, Tata Metaliks, Tata Steel, Tata Motors and Tata Sponge – made presentations showcasing examples in the areas of operational excellence.
- A TNF India - East meeting was held in Jamshedpur on June 30, 2015. Chaired by TV Narendran, MD, Tata Steel, the meeting was also attended by S Padmanabhan, Executive Chairman, TQMS; Anand Sen, President, TQM & Steel, Tata Steel; and CEOs of various companies in the eastern region. Mr Narendran started the session with his welcome address in which he urged everyone to make better use of the TNF platform. The meeting saw two very interesting presentations, one on the Tata Metaliks turnaround story, and another on new offerings from mJunction. The meeting ended with Mr Padmanabhan providing updates on various Tata Group initiatives.



Anand Sen, President, TQM & Steel, Tata Steel; TV Narendran, MD, Tata Steel; and S Padmanabhan, Executive Chairman, TQMS at the TNF India – East meeting on June 30, 2015 at Jamshedpur

TNF Europe working groups continue to add value to individuals, companies and the Tata group by bringing together subject matter experts from Tata businesses in the UK and Europe to share best practices, learn from experiences and leverage the collective thinking.

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

Activities, events and programmes: January to June 2015

- The heads of companies working group met at the London office of Tata Steel in Europe in February. R Gopalakrishnan, non-executive director of Tata Sons, shared his experiences of the group's innovation journey.
- Nick Sale, COO, Europe, Tata Technologies, made a presentation about the company's European operations. This was followed by the regional Tata Innovista event, which was attended by nearly 300 colleagues and invited guests.
- The corporate responsibility working group was updated on the Tata Sustainability Group by its chief, Shankar Venkateswaran. Anita Rajan, the COO of TSG, made a presentation on its skill development initiative, Tata STRIVE, and on Jaguar Land Rover's involvement in the industrial cadets' initiative.
- The environment, energy and climate change working group was briefed by representatives from Tata Chemicals, Jaguar Land Rover, TCS, Tata Global Beverages and Tata Steel in Europe on the challenges facing their respective businesses.
- The corporate communications working group met at the Hay Literary Festival held at Hay-on-Wye, Wales, of which the Tata group is a principal sponsor. Representatives from 12 Tata companies were joined by the Brand Custodian and Group Chief Ethics Officer, Dr Mukund Rajan, for a discussion on the major brand and marketing activities individual companies are undertaking.



Dr David Landsman, Director, Tata Limited and Dr Mukund Rajan, Brand Custodian and Member, Group Executive Council, at the Hay Literary Festival.

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

Activities, events and programmes: January to June 2015

- Tata Sons Beijing arranged a team gathering for senior managers of Tata companies in China during Indian Prime Minister Narendra Modi's visit to the country in May. About 10 senior Tata managers attended the meet with the Prime Minister.
- Tata Sons Beijing and TCS China were the top sponsors for the event.



Senior managers of Tata companies with Indian Prime Minister Narendra Modi in China

Santosh Shetty from Tata Africa holds the position of both Convener as well as TQMS Coordinator.

Activities, events and programmes: January to June 2015

- Twenty-two participants from South Africa, Tanzania, Uganda, Nigeria, Kenya, Zambia and Zimbabwe attended a four-day BELP training programme.
- Fifty process champions across South Africa, Tanzania, Kenya, Uganda, Nigeria and Zambia attended a one-day Process-based management (PBM) training programme.
- As part of the process standardisation programme of Tata Africa, the trained process champions are rolling out the 'TO BE' process deployment kits developed for 16 core business processes.
- A balanced score card workshop was conducted to develop business segment BSC's of the Auto and Allied and Non-auto SBUs of Tata Africa.
- To benefit from the findings of an external CSI survey of Tata Africa, improvement action plans having maximum impact on key satisfaction drivers were identified for all the major locations across Africa.



Participants of the BELP training programme in Africa

TNF Middle East and North Africa (MENA) is the newest TNF to be formed. Sunil Sinha from Tata Sons is the Chairman, and Zenith Raj Jolly from Voltas is the Convener for this TNF.

Activities, events and programmes: January to June 2015

- The inaugural meeting was held on April 23 with representation from 17 companies in the region.
- Participants were told about the agenda and the purpose of the TNF, which is to develop greater 'Tatanness' in the region by creating opportunities for networking; sharing best practices and knowledge and creating a platform for senior leaders to discuss issues of mutual interest and what is important to the group.
- Members were invited to volunteer as subject matter experts and as moderators for Communities of Interest on EDGE.
- Company heads/representatives gave an update on their businesses.
- It was decided to set up a dedicated website and a brochure to be developed for the MENA region.



Representatives of Tata companies in the MENA region at the inaugural meet of TNF MENA with Sunil Sinha, Chairman, TNF MENA (sixth from left)

The Way Forward

Going forward, there will be a few areas that will be in sharp focus for all the TNFs. These will include Best Practices sharing, Operational Excellence, Customer Centricity, Learning Missions, Safety, Innovation and Ethics. In addition, TNFs will continue to facilitate crucial activities like CEO speeches; talks by Subject Matter Experts; company visits; support for Group-wide initiatives; discussions on Regulatory and HR matters; and CSR activities.