

# TATA BEST PRACTICES PROGRAMME

The Tata group has been focusing on integrating the Tata Business Excellence Model (TBEM) into group company processes since the past 20 years. Today, Tata companies are at various levels of maturity in this journey and there are many examples of industry and international benchmarks within the group.

A strong need was felt by the Tata leadership team to accelerate the excellence journey by democratising the sharing and learning within the group. To enable this, Tata Business Excellence Group (TBExG) started working on developing and implementing an approach to identify, capture, share and transfer good practices. The Tata Best Practices Programme aims to enable the cross pollination of best practices that exist within as well as outside the Tata group.

**Best Practices is a multi-dimensional programme that comprises several components and layers, the most prominent of which are:**

- Identification and documentation of Best Practices across the group
- Prioritisation and categorisation based on group-level focus areas (identified as ‘opportunities for improvement’ or OFIs)
- Ensuring wide and convenient accessibility to all employees through a digital platform called EDGE
- More intensive ‘face-to-face’ sessions that are theme-based or focused on a single company through learning missions, webinars and workshops

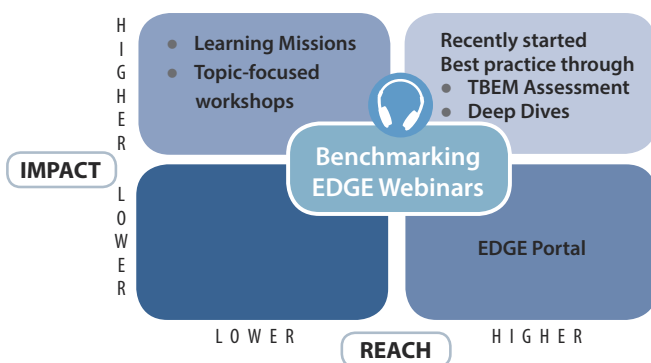
- Setting up access to subject matter experts (SMEs) across the Tata group in a range of fields
- Enabling people to create discussion forums/communities of interest for sharing and engaging with colleagues in similar domains

## EDGE Portal

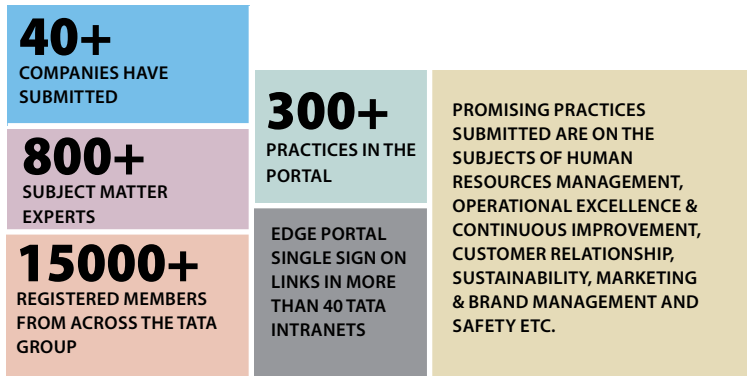
Good organisations have had Knowledge Management (KM) platforms for a number of years now. The traditional KM platforms served more as repositories for knowledge assets, but now with the proliferation of social media and the propensity of the younger generation towards it, organisations have been creating Enterprise Social Networks (ESNs) to connect employees for the purposes of sharing and learning from each other. In combination, both have enabled capturing explicit as well as tacit knowledge.

While creating the EDGE portal, the design principle that was followed was to create a platform that would serve as a repository of knowledge assets as well as one that would serve as an ESN for the Tata group. The idea was to create a platform that would enable sharing and learning of good practices through both structured documents as well as narratives, questions, blogs.

The EDGE portal can be accessed by any Tata employee through [www.tatabex.com](http://www.tatabex.com), [www.tataworld.com](http://www.tataworld.com) and about 40 other Tata company intranets.

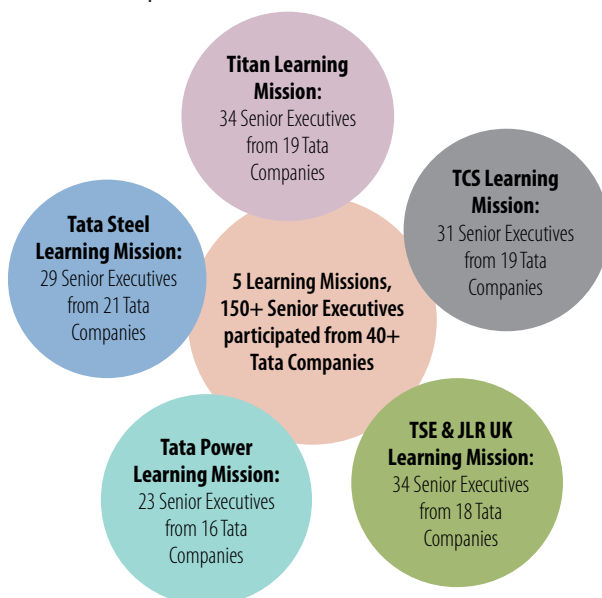


EDGE is a multi-dimensional portal, through which Tata companies can access and share promising practices. EDGE also represents a platform through which Tata employees can get in touch with practice owners and SMEs, encouraging the adaptation and implantation of promising practices within respective companies. Today, the EDGE portal has become a plethora of information, with:



## Learning Missions

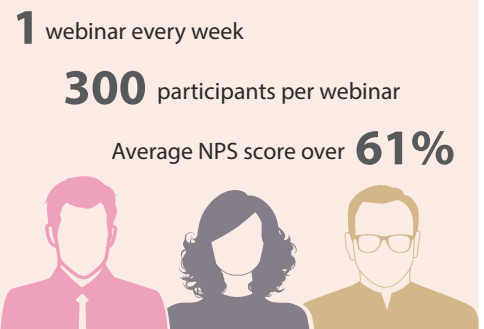
In order to have a judicious mix of digital avenues as well as face-to-face session, Learning Missions have been created as part of the Best Practices Programme. Through Learning Missions, group companies can interact closely with each other with a face-to-face process that makes it simpler to internalise learnings and imbibe good practices. This initiative focuses on a few important but reasonably deployable topics across various functions and verticals. Typically, these are 2 to 3-day sessions covering a wide range of topics related to one Tata company – this can be referred to as ‘company-focused’ set of sessions. Another variation of a Learning Mission is the ‘theme-based session’ where people from various companies meet to share good practices on a specific chosen topic.



## Webinars

As part of the Best Practices initiative, EDGE offers a series of webinars on various topics, ranging from safety, operational excellence, business excellence, change management, project management, etc. These webinars are conducted on a weekly basis, and deal with subjects which have appeal for employees across the Tata group. In addition to webinars from SMEs from within the group, we now have presenters from reputed non-Tata organisations like Google, Bain, E&Y, etc. presenting on topics which are high focus areas for the group.

### WEBINARS



## EDGE White Label

With EDGE coming to serve as the best practices portal for the Tata group, a few companies studied it closely and made enquiries on whether the EDGE portal platform can be customized for use as an in company Knowledge Management (KM) platform. This led to modifying the architecture to suit its use as a white labelled in company KM platform. While the white labelled platform has all the features of the EDGE portal, TBExG has developed it in such a fashion that it will also interact with the EDGE portal both ways, i.e., fetch contents, have access to SMEs, allow for participation in the EDGE portal, as well as allow for pushing company contents and SME database into the EDGE. This is a win-win solution for both the company and the Tata group.

## Benchmarking

Benchmarking study on areas of focus at the group level or those that emerge as important from the output of TBEM assessments are taken up for benchmarking. The benchmarking reports are shared through webinars and made available to all participating companies. Numerous benchmarking studies have been completed involving group companies in the areas of Customer, Human Resources, Operations, Maintenance, and Safety etc.

## Customer Testimonials

“ It is a great initiative by TBExG to have such a platform for sharing across the group. I feel it will gradually become a collaboration and sharing space across the group as more people start coming in.

*Aravind Srinivas  
Tata Consultancy Services*

“ Creating a bank of best practices is not an easy job, but EDGE has made it possible at the click of a button. Sharing of best practices and learning across the group is something which is beyond value.

*Mikhil Kumar Gupta  
Tata Power*

“ Thank you for organising such an excellent 4 days of TSE JLR UK Learning Mission – the learnings and opportunity to see how different businesses was excellent. It challenges our own thinking on how our businesses should be run and can be improved – the challenge is how to transfer those learnings into reality.

*John Burdett  
Tata Global Beverages*

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To know more about how your company can benefit from Best Practices Programme, contact Vinod Kumar at [vinodkumar@tata.com](mailto:vinodkumar@tata.com) or +91-9028085882, Devraj Chattaraj at [dchattaraj@tata.com](mailto:dchattaraj@tata.com) or +91-8237009105 and Bilal Ahmad at [bahmad@tata.com](mailto:bahmad@tata.com) or +91-9552542446.

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