



A N N U A L R E P O R T

2014-15

TATA QUALITY MANAGEMENT SERVICES

NOW KNOWN AS

TATA BUSINESS EXCELLENCE GROUP



Winds of Change

The past year has been very exciting for Business Excellence in the Tata group. The organisation not only strengthened the TBEM assessment process in the past year, but also introduced new tools that will help Tata companies in their business excellence journey.

The journey so far

One major focus area for Tata Quality Management Services was the introduction of the Best Practices initiative, which enables the sharing and implementation of practices between group companies. The Best Practices initiative deploys a multi-pronged approach through Learning Missions, the EDGE portal, Tata Network Forums, webinars, etc. Two Learning Missions, to Titan and Tata Power, were much appreciated by participants.

The very purpose of existence for Tata Quality Management Services is to partner with Tata companies and help them progress in their business excellence journey. In line with this purpose, the organisation undertook TBEM assessments for 29 Tata companies (accounting for 90 per cent of the Tata group's revenues) in the past year. In the last year, assessors have started seeking inputs from the Chairman of the applicant company before the assessment begins, so that they

can provide meaningful feedback on the important imperatives for business. Once the TBEM assessment is complete, Tata companies are opting for deep dives, which will help them strengthen the positive points and improve the OFIs highlighted by the TBEM assessment.

Keeping in view the capabilities required for TBEM assessments, almost 100 Xcellence Capability Building Programmes were undertaken, including customised workshops. The reach and impact of the innovation tools like Tata InnoVista and Tata InnoVerse has broadened in the past year, with more and more Tata companies taking part in the innovation movement and building a culture of innovation within their organisations.

Tata Quality Management Services also serves as an advisor and knowledge partner for Tata companies as they undertake and fulfil the Tata Group Customer Promise. The organisation continues to facilitate Affirmative Action, Education Excellence, Safety and Tata Network Forums. The Middle East & North Africa (MENA) is the tenth TNF that was launched last year.

The way forward

The coming year looks very exciting for the organisation. After two decades of enabling business excellence, we have earned the right to a new corporate identity. Going forward, we will be known as Tata Business Excellence Group (TBExG). In line with the Tata Group's Vision, our Vision will be: 'To enable at least 25 Tata companies to achieve Industry Leadership by 2025'. TBEM assessments for the coming year will become stronger and strive to meet the board's expectations. The focus in the coming year will also be on enhancing the various offerings and platforms that the organisation provides for Tata companies. We will also utilise platforms like Tata Network Forums and international organisations to enhance visibility and promote the culture of learning and excellence.

S Padmanabhan

Executive Chairman, Tata Quality Management Services



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Assessment

The annual Tata Business Excellence Model (TBEM) assessments are an integral part of organisational management practices in the Tata group, and have been quietly assisting the leadership team in strengthening the strategic and operational capabilities of Tata companies over the last two decades. The fundamental purpose of the TBEM assessments is to trigger meaningful change, through an introspective exercise that engages a vast section of group executives.

The TBEM criteria, which is based on the Malcolm Baldrige criteria, is at the heart of the TBEM assessment process. Over the years, thanks to insights acquired from various stakeholders within the Tata group, new categories have been added, such as safety, corporate governance, innovation and climate change.

The assessment process has also changed over time. Since 2011, companies submit a single application of all divisions (that have a common board and business strategy), to ensure that assessors get an integrated view of the business and the overall strategy.

THE YEAR GONE BY

The TBEM assessment process saw a big change in FY14-15: In addition to engagement with the board of directors, assessors would seek inputs from the chairman of the applicant company before starting the assessment.

A virtuous cycle has thus been created, in which assessors seek out the expectations of the company chairman, run it through the assessment process and then provide feedback to the management and the board. This change has resulted in a distinct direction for the assessment process, over and above the TBEM criteria, as it captures what the company's chairman considers as important imperatives for the business. Thus in 2014-15, the board's engagement with the assessment process started with the chairman's input at the beginning and ended with a presentation to the board at the end.



Assessment

In addition, the teams are getting strengthened with the inclusion of a larger number of senior business executives with multiple domain experiences. The administration of the process has become more technology oriented in nature, through usage of automated worksheets, portals for sharing of information and enhancing the overall quality of engagement.

During 2014-15, 29 companies (accounting for more than 90 per cent of the Tata group revenues) participated in TBEM assessments. Of a total of 376 assessors, 77 were first timers. There were 71 women assessors (as against 53 in the previous year).

KEY CHANGES

JRD Quality Value (QV) Award:

For nearly two decades, the threshold score for the coveted JRD QV Award stood at 600 points. Last year, it was decided to raise the bar to enable Tata companies to challenge global benchmarks for excellence. The new required score threshold is 650 points. When defining maturity levels, TBEM considers the score band of 651-750 as defining a company as 'Industry Leader'; thus, TBEM now looks at 650+ as the zone that denotes true excellence.

To win the JRD QV Award, achieving this threshold score of 650 is not enough. Winners will also have to demonstrate industry leader attributes (such as being a financial and customer performance leader), satisfy the jury that the applicant will be seen as exemplary and that other Tata companies will have much to learn from it, and also satisfy the jury that there are no significant vulnerabilities or gaps.

Another aspect is to ensure that long-term sustainability of the business is focused around long-term value creation.

Other recognitions:

It was also decided to do away with all intermediate recognitions, leaving only one recognition at 551 points. This is also the threshold level for the TBEM score band for defining an Emerging Industry Leader.

Deep dives:

Another big change was that companies beyond 550 points will alternate between normal assessment and deep dives. As companies mature, they need a more granular-level examination. The new diagnostic process of deep dives is designed to focus on a few chosen areas much deeper than would be possible in a TBEM assessment. Deep dives take the help of subject matter experts, from within Tata group companies as well as external experts.

THE ROAD AHEAD

In terms of changes and improvements, many of the significant changes within TBEM assessments, which were started in the past year, will be completed in the year 2015-16. They will be as follows:

- Applicants are required to vividly articulate the company's value chain and its key elements to inject sharper business sense into the TBEM assessment process and enable assessors to better understand the chosen models for revenue and value creation across customer life cycles.
- Assessors will seek to understand strategy and Key Business Factors (KBF), analyse strategy and key results deeply and conduct business-centric conversations.
- The three Ds of the group's Customer Promise agenda are being incorporated into the TBEM criteria. The three D's signify a company's promise to:
 - Develop deep understanding of the needs of our customers
 - Deliver pioneering products and services of outstanding quality and value
 - Delight our customers with great experiences at every touch point
- In the area of technology assessments, assessors will be looking at whether a company is prepared to leverage technology for its production systems and to make its products technologically advanced.
- A pool of domain experts will also be made available for the teams from 2015-16 to strengthen the integration of insights from non-financial aspects of the business with the financial performance of the organisation.
- Key Business Factor meetings will be used to raise the understanding of the company's environment and situations by sharpening the agendas.
- New measures have also been envisaged to measure and track performance. They include On Time in Full (OTIF), cycle times and customised team compositions. The idea is to deploy them to individuals, teams and TQMS process owners to improve process efficiencies.
- New handbooks for Applicants, Assessors, Mentors and Process Consultants will be developed to improve consistency in understanding process steps. Some of the known Best Practices being used by various teams in the conduct of the process will also be put to use.

Deep Dives





Tata companies that have achieved a certain level of maturity in their Tata Business Excellence Model (TBEM) journey, have the option of conducting a deep dive in the areas that they deem of strategic importance. The deep dive process, which was introduced in the Tata group in 2014-15, enables a company to conduct a more granular examination of a theme or an aspect that is important to its success.

The theme can be chosen based on the TBEM feedback, the board's inputs during the TBEM

process or the company's own introspection from its leadership and strategy sessions. A deep dive team comprises subject matter experts (SMEs) who are selected from within group companies as well as from external sources on the basis of the scope.

Companies that have achieved significant scores in the TBEM assessment can choose to alternate between TBEM assessments and a deep dive to create a virtuous cycle of a head-to-toe assessment followed by a granular deep dive into important areas.

Deep Dives

Unlike the TBEM assessments – where width is the key – for deep dive diagnostics, depth is of crucial importance. TQMS has developed a standard process on how to organise deep dives. TQMS has about 30 SMEs and is focusing on building up the base.

A typical deep dive diagnostics programme lasts between 7 to 10 days at the company's premises; off-site work can go upto a month.

KEY ACHIEVEMENTS

In 2014-15, it was decided that companies beyond 550 points in the TBEM process will alternate between normal assessment and deep dives. As companies mature, the need for a more granular examination has arisen and the new diagnostic process of deep dives is designed to focus on a few chosen areas much deeper than what would be possible in a TBEM assessment.

Deep dives require SMEs from within group companies as well as externally. The Xcellence Capability Building Group of TQMS supports SMEs in terms of capability building and developing programmes focusing on deep dive diagnostics and group-wide initiatives (GWIs), including in areas such as innovation, safety and customer centricity, by creating capabilities within the Tata group to support these initiatives.

TQMS did its first pilot deep dive diagnostics with Tata Power in 2014-15. It also conducted similar exercises across companies including Rallis India, Tata Steel Processing and Distribution (TSPDL) and The Tinplate Company of India (TCIL).

Deep dive assignments are handled under four key themes:

- Customer driven excellence
- Operations excellence
- Human resources
- Risk management

CUSTOMER DRIVEN EXCELLENCE

Tata Motors: The company wanted to understand the Voice of the Customer (VoC) and how it impacts business performance. TQMS conducted a dealer management study on passenger vehicles and commercial vehicles, through which key issues like dealer viability and limited proactive support from Tata Motors surfaced. The deep dive team identified the cause-effect relationship of these findings on the value-creating processes and made specific recommendations.

Tata Power – distribution: The distribution business in the company was foreseeing new challenges related to competitive tariff because of regulatory changes. The deep dive team, after elaborate key customer interactions and detailed account planning workshops, recommended communication of value propositions through institutionalised key account management process.

Tata Chemicals: During the deep dive, growth drivers like better engagement with crop advisors, getting into trading and alternate deployment models for new offerings were identified by the team.

Indian Hotels Company Limited: The Indian Hotels Company Limited (IHCL) deep dive focused on understanding depth of deployment and impact of the newly crafted sales organisation (GSO) structure and maturity levels in service processes. The deep dive team did an extensive study of all customer-related processes and roles and responsibilities of sales and service teams at hotels and GSO. Based on the same, detailed insights and recommendations for improvement have been suggested along with findings.

Tata Housing: To achieve its vision of becoming 'world class' in its customer experience and engagement, Tata Housing wanted to understand segment-wise customer expectations, preferences and pain areas across the lifecycle, identify gaps for improvement and enhance its ability to deliver to the expectations. Along with the VoC study, a qualitative

deep dive was conducted to understand the company's customer centricity quotient and how the internal organisation impacts customer experience. The findings were used to highlight key improvement areas across the value chain.

OPERATIONS EXCELLENCE

Tata Power: The first operations excellence pilot deep dive in the company's power generation process identified improvements in process variability analysis, statistical tools usage for complex problem solving, shop floor excellence and further strengthening of continuous improvement architecture.

Tata Steel Processing and Distribution (TSPDL):

The deep dive team assessed the company's project management capabilities, offered best practices and specific tools to strengthen the process. Employees from TSPDL attended a workshop, facilitated by Project Management SMEs from TCS. TCIL undertook a deep dive on throughput process efficiencies and equipment availability.

Rallis India: The company opted for a deep dive in manufacturing, supply chain and implementation of theory of constraints, measurement systems, and continuous improvement framework. The team suggested practices related to reduced process variability, supply chain readiness to implement theory of constraints and inputs in strengthening the information and communication technology roadmap related to farmer data management.

The Tinsplate Company: The company chose to undertake a deep dive on throughput process efficiencies and equipment availability. The team recommended measures and practices to help improve availability and throughput of bottleneck machines and use Design of Experiments to reduce variability of in-process measures.

HR EXCELLENCE

Tata Global Beverages: The deep dive team examined the HR processes and policies with respect to culture and integration within the company, and identified gaps. It then made recommendations through a diagnostic report with quick wins and action plans.

Tata Power: The deep dive focused on a detailed analysis of related sub-processes: critical position identification, succession planning, career planning process, job rotation and leadership development process. A detailed set of suggestions and recommendations were synthesised from industry best practices to deliver a report on people and process effectiveness.

Indian Hotels Company Limited: The deep dive team looked into best practices, PMS processes and new trends in the hospitality industry as well as other group companies. An integrated PMS was subsequently suggested, which could be deployed readily across all the brands.

RISK MANAGEMENT

Tata Power: For the risk management deep dive for Tata Power, the team recommended the use of ERM as an input in decision making. The company was encouraged to achieve a uniform understanding of key risks among all internal stakeholders and not lose sight of the effectiveness results.

Given the virtuous cycle of improvements and encouraging feedback, TQMS will strive to build capability and continue delivering quality deep dive diagnostics for Tata group companies in future.



Capability Building

The Xcellence Capability Building Group (XCBG) at TQMS supports the Business Excellence diagnostics process in terms of capability building and developing resources. The group, through its Xcellence Capability Building Programmes, aims to develop champions to drive business excellence in their organisations and enhance the skills of assessors in different areas within the group.

Besides preparing and training assessors, the group also makes Tata employees aware of the concept of business excellence. Its objective is to drive home the concept of business excellence across as many employees as possible.

Another major role for the group is to support subject matter experts (SMEs) in terms of capability building and developing programmes focusing on Deep Dive Diagnostics and Group-Wide initiatives (GWIs), including in areas such as innovation, safety and customer centricity, by creating capabilities within the Tata group to support these initiatives.

The TBEM assessment-related programmes are aimed at developing the skills of new assessors as well as enhancing those of experienced ones. The group also runs awareness programmes related to the TBEM process, so that companies become aware of the content and processes related to it. In addition, customised workshops for select SME areas identified at the Tata group-level are also offered.

THE YEAR GONE BY

One of the key initiatives undertaken by TQMS in the past year was to right-size the quantity and improve the quality of assessors who are part of the TBEM process. It identified people within the Tata group, who could be involved in the assessment process. About 100 potential assessors were identified from the database and they were inducted into the process.

KEY ACHIEVEMENTS

Communication

Training is at the core of activities for TQMS. In the past year, a lot of time and effort was spent on communication about the various programmes conducted by XCBG. All new programmes in the year were made available on the TQMS website and regularly announced through the monthly newsletter, E-Connect. The group communication portal Tata World was also used for creating awareness of the on-going programmes and encourage participation.

During 2014-15, 98 programmes were conducted by TQMS (as against 88 in the previous year). In all, 2,362 Tata group employees participated in the business excellence and SME programmes.

Capability Building

Developing own faculty

To build the training skills of faculty and SMEs within TQMS, an external consultant was brought in. The consultant also sat through the programmes and provided immediate feedback based on his observations. Under the initiative, the consultant also attends a programme two months after the training session to ensure that the learnings have been absorbed by the faculty members.

A vendor was also selected during the year to produce feedback reports for every programme and faculty member as part of a self-improvement programme. All the reports were aggregated to evaluate the areas of improvement and to work out interventions in those areas.

Post-programme engagement

TQMS began adding value to the preparatory learning and workshop programmes by strengthening the post-programme engagement with the participants. It is also building web-based training (WBT) modules on different topics related to business excellence. The objective was to ensure that the participants get a deeper understanding on various topics. It also aimed to create certified operational practices to drive business excellence improvement projects. The XCBG team designed workshops where participants got certified six months after they submitted their project report.

Training metrics

TQMS decided to establish metrics for the training function during the year to measure whether the programmes were adding value to the Tata group

companies, by getting feedback from all the stakeholders. Part of the move was to get CEOs and corporate quality heads (CQHs) to endorse the effectiveness of the training programmes by stating how many improvements were driven within the company by the participants after undergoing the workshops. Another tool which was made available enabled the team to evaluate whether best practices were being shared by the participants within the group.

Customised workshops

TQMS has also been organising high-value customised workshops, which are conducted by SMEs focusing on innovation, safety, customer centricity and other group initiatives. Customised workshops are held in two formats. One is an open format workshop, where a subject related to a Tata group need – for instance market segmentation or digitisation – is taken up. TQMS curates the workshop and any Tata group employee can participate in it. The team also organises tailor-made workshops according to specific companies' needs. Last year, of the 98 training programmes that were undertaken, 27 were customised workshops.

Capability Building and Operations Excellence

Last year, TQMS also launched an Operational Excellence Practitioners Programme (OEPP), a series of certification workshops to build capability around the nuances of operational excellence, especially in areas such as operations, supply chain and project management.

THE ROAD AHEAD

TQMS plans to increasingly adopt the online format for training purposes. The online medium is expected to expand the team's reach to more employees, in turn, raising awareness about business excellence. Classroom programmes will continue to be conducted.

The XCBG will also reach out to CQHs of different organisations to understand the needs of their companies and to extend customised offerings. The objective is to develop customer-oriented training offerings.

A major initiative in 2015-16 is to weave in the new Malcolm Baldrige criteria into the TBEM assessment process. The criteria for the Baldrige Excellence Framework changes every two years and TBEM adapts it within a year. The 2016 TBEM assessments will deploy the new Baldrige criteria.

The update in the criteria will also entail changes in the different modules related to the TBEM assessment process, like the Blue Book, case studies, training materials, WBT modules, etc. TQMS will also train the assessors as per the updated criteria from next year onwards.

In the coming year, while the number of customised workshops will remain approximately similar compared to 2014-15, TQMS will focus on the profile of the participants and on improving the quality and content of the workshops.

PROGRAMMES OFFERED UNDER XCBG

The XCBG conducts around 100 programmes annually across the world, covering about 1,500 participants in assessment-related programmes and approximately 1,200 participants in customised workshops.

The programmes include:

TBEM External Assessment Training

- Business Excellence Leadership Programme (BELP) – For mid-level professionals
- Senior Business Leadership Programme (SBLP) – For senior professionals
- Experienced Assessor Programme (EAP) – For experienced assessors

Awareness Programmes

- Train the Trainer (TTT)
- Essentials of Excellence (EoE)

Customised Workshops for SME areas like:

- Customer
- Safety
- Strategy Deployment
- Innovation
- Best Practices
- Operational Excellence
- Leadership in Business Ethics
- Performance Management
- HR
- Affirmative Action

XCBG also runs some invitation-only programmes like the Mentors' Meet, PC Day and the Advanced Programme for Leaders (APL).

Innovation

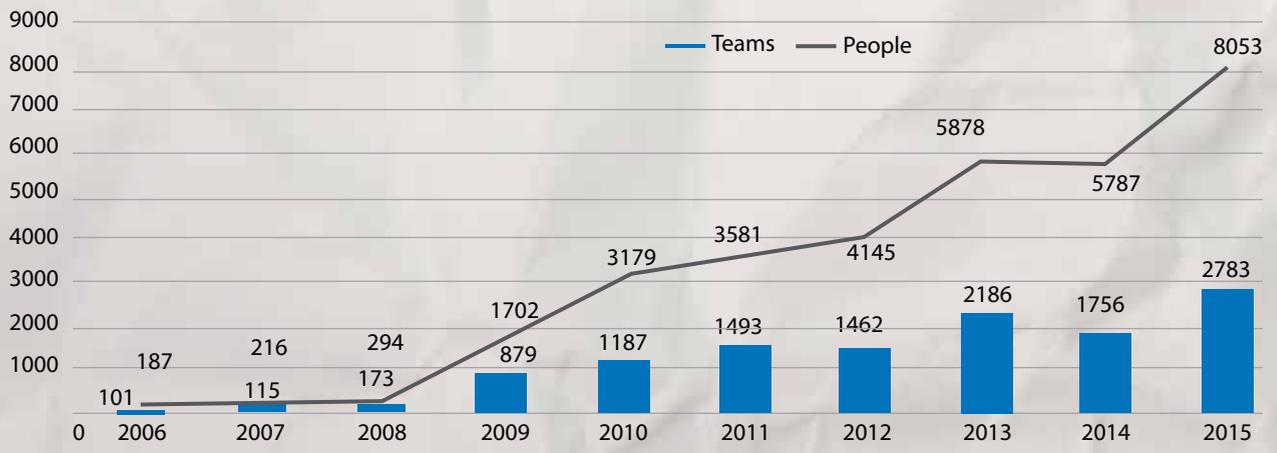
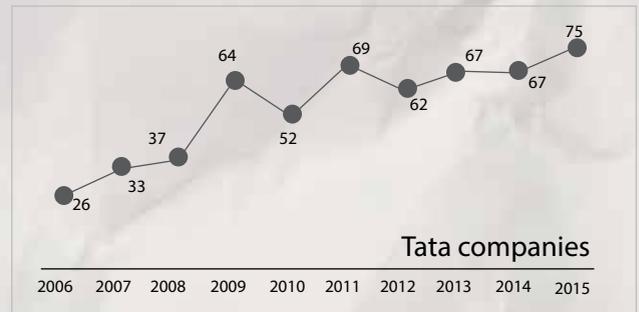
In the face of increased competition and in keeping with its global presence, the Tata group has laid special emphasis on fostering innovation in all its companies. To focus on innovation within group companies, TQMS formed the Tata Group Innovation Forum (TGIF) in 2007, which helps imbibe and enhance innovative practices and the culture of innovation within the group. TQMS has developed and deployed several tools and processes for innovation to be used within Tata companies, which include InnoMeter, InnoVista and InnoVerse.

THE YEAR GONE BY

While existing tools were refined in 2014-15, a new award category was also developed to further encourage the culture of innovation across Tata companies. Many group companies worked with TQMS to inculcate innovation in their products and processes.



Growing participation ... increasing interest ... an indication of a strengthening culture of innovation





KEY ACHIEVEMENTS

Tata InnoVista

Tata InnoVista, now having completed 10 years, aims to encourage innovations through a comprehensive rewards and recognition programme.

New Award Category at Tata InnoVista 2015

This year, Tata InnoVista saw the emergence of a new award category, namely 'promising innovations – service enabling innovations.' This is aimed at companies that provide services like engineering consultancy or application development, where the service itself may not be innovative, but enables customers to provide innovative products and services to the end user. This category, in its first year, saw 89 submissions.

Internal InnoVista for Tata companies

The Tata InnoVista platform was modularised to enable Tata companies to run their own internal InnoVistas - the prime objective being to reward and recognise (and hence motivate) a larger number of innovators at the company level. This year saw 11 Tata companies run their own internal InnoVistas.

Tata InnoVerse

Tata InnoVerse is a networking platform for the Tata group of companies through which employees can collaborate, quickening the pace of gathering and selecting innovative ideas. Tata InnoVerse is being actively used by 16 companies in the Tata group.

Innovation

Impact of Tata Innovista

The top 60 projects at Tata InnoVista 2015 had an estimated financial benefit of over USD1.1 billion.

Estimated financial benefit of the top 60 completed innovations



The year witnessed continued investments in expanding Tata InnoVerse with the launch of a mobile application, enhancement of various features and improving the overall experience based on feedback of companies.

New companies

Meaningful idea generation with engagement of right participants voluntarily often needs different approaches in the context of organisation and there is no common recipe that fits all. The same phenomenon was seen for Tata InnoVerse wherein companies had taken different approaches to make it more meaningful and effective in their organisation.

Companies like Tata Teleservices integrated the challenge pipeline with their strategic plan architecture, while companies like Tata Communications used it for their 'Shape the Future' programme. JLR used it for solving some key challenges through a 'Leadership summit'. The focus of the consolidation effort was more towards depth rather than spread.

One of the new launches that took place was by mjunction in June 2014; the company has driven the initiative with rigour. Several interventions and management practices were put in place comprising

a well devised communication plan, creating a governance system, management reviews of KPIs / selected ideas, deploying process for monitoring and managing idea implementation, managing the pipeline of high quality of challenges, regular recognition etc. Based on the defined KPIs, TMF and mjunction were adjudged the winners of *Exemplary Award for the Year 2014-15*.

Platform upgradation

Based on the feedback received from participating companies, an option was created to provide a new look and feel for the home page. This widget based option has grown in popularity and is used by almost all companies now. Several other upgrades were introduced including auto notifications, upgraded reports, new filter options, visibility of attachments and new process flow of Challenges Worth Solving (CWS).

Mobile app

Tata InnoVerse mobile app was introduced to enable Tata managers to view the challenges and ongoing activity on Tata InnoVerse. This was widely used by participants during the CWS programme.

BIG programme in the UK and Jamshedpur

To accelerate the pace of innovation in Tata companies, it was felt that companies need

to deploy a robust framework with appropriate management processes and practices to embed it in the organisation DNA.

The Building Innovation Gateway (BIG) programme was introduced two years ago to create such an ecosystem and to help companies draw a roadmap for managing innovation. In 2014-15, senior and middle managers from 10 Tata companies attended programmes in the UK and Jamshedpur. The response was promising and some of the companies have taken active steps in deploying few of the action plans that were developed during the workshops.

Challenges Worth Solving

Challenges Worth Solving (CWS) is a biannual programme initiated by TGIF to harness the creativity and wisdom of Tata managers across group companies to solve some of the complex business challenges. The 5th and 6th series of CWS were held in August 2014 and January 2015, respectively.

The CWS programme has undergone several iterations of process improvement to enhance participation and quality of ideas in response to the challenges. The current format, which was introduced in January 2015, runs in a short burst of 18 days and includes focused duration for preparation, idea submission, idea improvement and collaboration.

Participation and Recognition: More than 2,700 ideas were posted in response to the 20 challenges posted in CWS series five and six. Ideas against four challenges were found 'novel and promising' and as potential solution. These ideas have been recognised by the respective companies and after implementation, the individual or team will be recognised at a group-level platform.

Tata InnoMeter

InnoMeter is an innovation deep dive process that is used to examine the health of innovation in a company. It has been adopted from the established 'innovation value chain' model of Julian Birkinshaw and has been refined to suit the needs of the group companies.

In this process three primary aspects of innovation are examined: culture, process and ecosystem. These are the fundamental ingredients to build and develop the innovation capabilities in an organisation. Based on the results, necessary action plans are recommended to the companies to enhance and / or develop these capabilities.

In 2014-15, the 21st deep dive was conducted in Tata Realty and Infrastructure (TRIL). About 150 TRIL participants were involved in an online survey, which formed the first leg of the deep dive. Sixteen one-on-one discussions with senior leaders and four insight generating FSDs, were conducted to capture the voices of employees from top to bottom.

THE ROAD AHEAD

The innovation team will continue to support and enhance various tools like Tata InnoVista, Tata InnoVerse, Challenges Worth Solving, etc. TQMS plans to continually work with Tata group companies to drive innovation within different organisations.



The Promising Practices initiative was set up within Tata Quality Management Services (TQMS) in 2014-15 to accelerate the excellence journey by democratising sharing and learning within the group. The initiative aims to enable the cross pollination of good and best practices that exist within the Tata group.

The primary objective of the initiative, during this time, was to build a repository of promising practices within the group, which other companies – and any Tata group employee – can leverage to achieve their business excellence goals.

KEY ACHIEVEMENTS

The EDGE portal became operational in September 2014, enabling Tata group companies and employees to access the repository of good practices of different group firms. Employees can access the portal with a single sign-on feature through tataquality.com, tataworld.com or through the intranets of 42 Tata companies.

EDGE also features discussion forums (known as communities of interest), enabling employees working in similar domains to log in, discuss issues and seek answers. They can even upload their good practices, which are featured after being evaluated by an in-built approval process.

Promising Practices

ST CTiCE

Visitors can also seek out subject matter experts (SMEs) on the EDGE portal. By the end of the year under review, 600 SMEs were listed on the portal. Towards the end of the year, there were 10,000 registered members on the portal, which also had a repository of 195 good practices.

EDGE has also started a series of webinars on various topics including safety, operational excellence, business excellence, change management and project management. Besides SMEs from within the group, the EDGE team has also partnered with the American Society for Quality (ASQ) for the webinars.

Promising Practices

Process owners talk about how the good practice came into being, how they are able to sustain the practice, what are the challenges and the lessons learnt. Any Tata group employee can participate in the webinars, which also feature question-and-answer sessions.

Tata Network Forums (TNFs) are another platform that enables the sharing of best practices by companies. During 2014-15, a best practice sharing session was held in January at the TNF India – West meet held in Mumbai. Executives from Voltas recounted how the company successfully turned around its residential air-conditioning business.

TQMS also tied up with two external institutions for documenting best practices – the Indian Institute of Management, Ahmedabad, and the XLRI, Jamshedpur. Additionally, the two-way interaction helps the academics from the institutions to capture good practices from the Tata group, convert them into case studies and take it up for classroom discussions. TQMS also continued with Learning Missions, which provide an opportunity for senior executives of various Tata companies to imbibe best practices from group firms in face-to-face sessions. These are typically two to three day sessions.

Last year, two Learning Missions were organised by TQMS – to Tata Power and to Titan Company. About 35 participants from 20 different companies joined each of these missions. The process owners at the host companies made detailed presentations about their best practices.

The three-day Learning Mission to Tata Power covered diverse subjects including strategy architecture, development and deployment, sustainability model and governance processes, risk management and assurance, advocacy, corporate communications and media relations, and organisational transformation.

While Tata Power executives conducted the sessions on the first two days, the third day saw a session on project management by Larsen & Toubro and one on customer engagement by Axis Bank.

The Titan Learning Mission to Bengaluru saw the host company share its good practices. The participants also had the opportunity to visit the 3M Innovation Centre in Bengaluru, where executives spoke on how the company manages innovation, both in India and abroad.

At the end of the Learning Missions, the participants are asked to identify one or two best practices, which they would like to implement in their companies. Last year, there were 18 cases where participants were keen on implementing some of the practices in their companies.

One of the conditions for organising the Learning Missions is that the host company has to commit to help the recipient companies in implementing the best practices.

Promising Practices and Operations Excellence:

Best practices and knowledge dissemination is one of the most important elements of the operations excellence programme. While best practices implementation can be done through the EDGE portal and through Tata Network Forum (TNF), an important aspect is linking group companies.

Last year, TQMS did a best practice implementation in critical change project management (CCPM), which is part of the theory of constraints. Tata Steel, which has achieved maturity in implementing CCPM, conducted a programme for Tata Chemicals.

THE ROAD AHEAD

In 2015-16, TQMS plans to expand its activities in all these areas.

The EDGE portal will be popularised and enriched, and will also be given more visibility. More employees will be encouraged to visit the portal, participate in the discussions and contribute to the repository of promising practices.

TQMS also plans to conduct intense workshops on good practices such as risk management. Many Tata companies, especially in the realty and infrastructure sectors, are in need of good risk management practices, given that they are more vulnerable to several kinds of risks. On the other hand, a company like Tata Power has strong risk management practices. TQMS plans to conduct risk management workshops, featuring information

and knowledge dissemination, followed by pre-determined interventions to implement risk management practices in the recipient companies.

TQMS also plans to intensify work on adaptation of good practices by creating donor and recipient pairs. The donor companies would be encouraged to transplant good practices to the recipient firms. This would be done through a combination of workshops, detailed surveys and interviews.

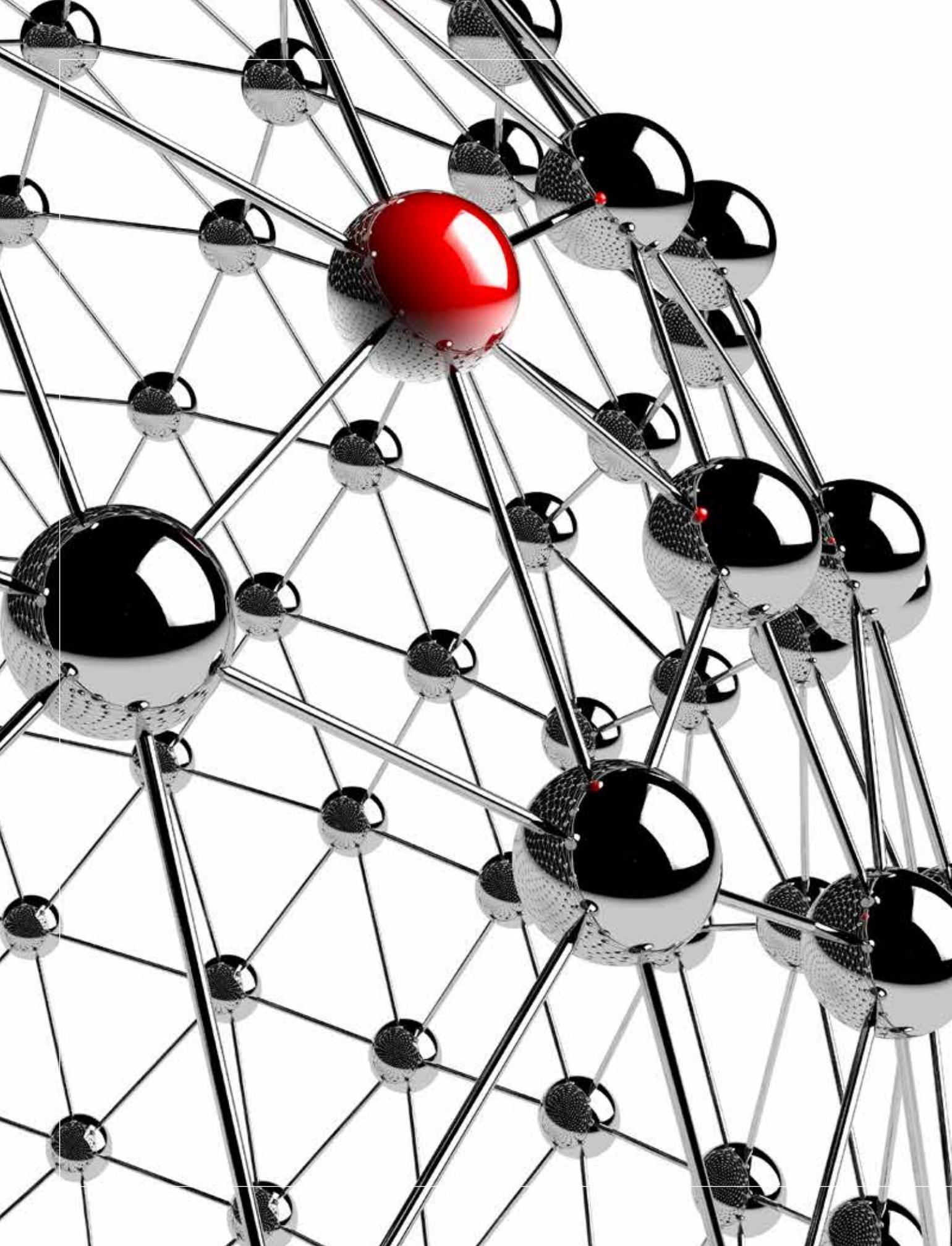
The Promising Practices team will also expand the best practices sharing sessions, covering all the TNFs during the course of the year.

TBEM assessments will also be used to strengthen the process of sharing of good practices by identifying these practices and recommending it to companies during the assessment process.

PROMISING PRACTICES

The multi-dimensional initiative has several components and programmes. These include:

- Identifying and documenting promising practices across the group.
- Prioritising and categorising these practices based on group-level focus areas.
- Ensuring wide and convenient accessibility of these practices to all employees through EDGE, a digital platform, which can be accessed through tataquality.com, tataworld.com or through 42 Tata company intranets.
- Organising Learning Missions, webinars and workshops, which allow face-to-face interactions between 'donor' companies and 'recipients'.
- Ensuring access to group companies and employees to subject matter experts.
- Enabling employees to create communities of interest for sharing and engaging good practices.
- Working on adaptation of known good practices in companies that would need them.



Tata Network Forums

The primary objective 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 organisation level best practices on an ongoing basis, leading to sustained business excellence.

Facilitated by the TQMS, the TNF platform is leveraged by Tata companies across the globe to engage in appropriate information exchange, for training and collaborative activities, to showcase events and to put forth important marketing communication.

TNF has strong networks established across the globe – in Europe, North America, China, Africa, South East Asia and India. Each TNF region has a dedicated Chairman, Convener and TQMS Coordinator. There were nine TNFs in 2014-15:

- TNF India – East
- TNF India – North
- TNF India – South
- TNF India – West
- TNF Europe
- TNF Asia Pacific
- TNF China
- TNF North America
- TNF Africa

THE YEAR GONE BY

It was a busy year for the various TNFs across the world. In October 2014, the Group Executive Council (GEC) Dialogues were held across several locations through various TNFs across the globe – in Singapore and London, as well as in Jamshedpur, Hyderabad, Bengaluru and Pune in India. The event set the stage for an interaction between members of the GEC and Tata colleagues. The discussions were centred on group strategy and other group initiatives.

KEY ACHIEVEMENTS

TNF India – North

This forum undertook several activities in 2014-15, which included:

- Best Practice sharing sessions in Facility Management, HR, Safety, Sustainability and Customer Centricity and Services.
- Joint CSR visits.
- 'Spandan', an annual cultural programme, with 100 participants from eight Tata companies
- The Tata InnoVista selection round in Delhi.
- An Ethics Counsellors meet with 25 participants from seven Tata companies.
- A talk on Innovation by Sam Pitroda, former advisor to the Prime Minister of India, delivered from Chicago via video conferencing.

TNF India – West

A Best Practice sharing session was held in January where executives from Voltas Ltd recounted how the company successfully turned around its residential air-conditioning business.

TNF India – West supported the various Tata InnoVista regional rounds involving 18 participating companies. It also conducted several workshops that included one on elevating safety standards and awareness across Tata companies in July.

GEC members visited TNF India – West (Pune) on October 8, 2014. They shared the group strategy and initiatives that were discussed in the Annual General Leadership Conference (AGLC) held in Mumbai on July 29, 2014. The GEC engaged with both senior management and young managers.

Tata Network Forums

TNF India – East

TNF India – East held the Tata InnoVista 2014 selection rounds and conducted the Tata InnoVista event in Jamshedpur. It also organised a meeting on creating synergy for Affirmative Action in which various initiatives were planned and discussed.

TNF India – East and Tata Metaliks organised a workshop on 'Big Data Analysis' in July 2014. Various sub-committees like HR, CSR, Quality, R&D, and Regulatory were formed to promote sharing of best practices.

The GEC Dialogues event was organised on October 7, 2014 at Tata Steel Jamshedpur, in which 400 executives attended personally and another 100 attended through video conferencing.

TNF Europe

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.

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 the Tata skill development initiative called Tata STRIVE, and on Jaguar Land Rover's involvement in the industrial cadets' initiative.

TNF China

The Beijing office, together with several Tata companies in China, jointly worked to update the Chinese version of the TBEM Manual 2014. The updated version of the Blue Book was issued to all Tata companies in China in an e-format.

Aaron Du from Tata Sons, who is the convenor of TNF China, conducted an awareness workshop at NJTACO in June, focusing on the basic framework of TBEM. He also worked closely with the senior management of Tata companies in China to promote the Tata InnoVista events and Tata Young Expressions 2015.

The Beijing office worked closely with the Indian embassy in China to promote the 'Investing in India's Manufacturing Sector' initiative, and to encourage TNF members in China to participate in the events. It also coordinated with TNF members in China to support CSR activities such as Operation Smile and the Library Project.

TNF Asia Pacific

TNF Asia Pacific organised the Tata InnoVista regional programme. Three teams were shortlisted in the Asia Pacific regional round -- two teams from Tata Steel Thailand and one from Siam Industrial Wire.

As part of its 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. All five companies of TNF Asia Pacific participated.

Tata Steel Thailand coordinated the Tata Young Expressions event for the Asia Pacific and China region. The highest participation was from Thailand. Special approvals were taken for Thai language entries; Thai gift vouchers were obtained.

TNF Africa

TNF Africa organised a number of events. There were 22 participants from South Africa, Tanzania, Uganda, Nigeria, Kenya, Zambia and Zimbabwe in a four-day BELP training programme.

There was a one-day process-based management (PBM) training programme that was attended by 50 process champions across South Africa, Tanzania, Kenya, Uganda, Nigeria and Zambia. 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 (BSC) workshop was conducted to develop business segment BSCs for the auto and allied and non-auto SBUs of Tata Africa.

Safety

The Group Safety and Health Function was created in January 2015 within TQMS to define strategy, steer and lead the efforts in enhancing the safety culture and performance, and achieve safety excellence in Tata group companies by interacting with the senior leadership and senior safety professionals.

The Safety and Health Function has established four strategic building blocks to achieve its objectives:

- **Commonality and Convergence** efforts on safety and health through a common approach, terminologies, strategies and policies, so as to align efforts on a common platform.
- **Training & Capability Building** among group companies in safety and health.
- **Transparency & Sharing** in terms of reporting and share lessons learnt, besides facilitating best practices transfer across group companies.
- **Verification and Assurance** of safety and health regulatory and group requirements.

THE YEAR GONE BY

In 2014-15, the Group Safety and Health Function got formalised and strengthened. The Safety Steering Committee (SSC) was rejuvenated with the induction of new members. Suresh Tanwar was brought into TQMS as the Chief- Group Safety and Health from Tata Motors.

The primary role of the committee is to frame broad guidelines and policies with regard to safety and health, oversee their implementation, and review the policies, processes and systems periodically and recommend measures for improvement. The committee also advises and approves any Tata Group related matters brought for its consideration by the working committees and TQMS.

The members of the committee for 2014-15 were:

Chairman - S Padmanabhan, Executive Chairman, TQMS
Secretary - Suresh Tanwar, Chief - Group Safety & Health
Members - TV Narendran, Managing Director, Tata Steel; Sanjay Ubale, Managing Director, Tata Realty; Jamshed Daboo, CEO, Trent Hypermarkets; Andrew Page, Director – Health & Safety, Tata Steel Group; Ganesh Nayak, Vice President, TQMS; Tim Deakin, Head of HR - Health and Safety, Jaguar Land Rover; M Ravindranath, Chief Safety, Engineering & Projects Officer, Tata Chemicals.



Safety

In March 2015, it was proposed to set up a Safety Working Committee to ensure that the directions and guidance from the committee is percolated down to the Safety Working Committee (SWC), which assuring implementation of initiatives across group companies. The primary role of the SWC is to implement the policies, guidelines and standards set by the SSC; to provide support to the SSC by formulating standards and guidelines; to monitor implementation of the objectives of the Tata Group in the various companies; and to formulate action plans based on the long term goals set by the SSC.

The members of the committee for 2014-15 were:

Chairman - Suresh Tanwar, Chief - Group Safety & Health

Secretary - Gautam Gondil, General Manager, TQMS

Members - Shyam Sundar, Tata Steel; Arvind Bodhankar, Tata Motors; Dr Aniruddha Agnihotri, TCS; Shrinivas Katti, Tata Power; Durairaj, Titan; Vasant Ayappan, Indian Hotels; Mukul Kumar, Tata Communications; Chetna Kashmiri, Tata International; Gajanan More, TACO Group and Steve Linton, Tata Housing

Convenor - Sanjay Rajasekaran, Consultant, TQMS

KEY ACHIEVEMENTS

The Group Safety and Health Policy was released at the Business Excellence Convention in December 2014. The policy was also sent out to all the managing directors and CEOs of group companies. In addition, the policy was made available on Tata group websites including www.tata.com, www.tataquality.com and www.tataworld.com. A webinar was also conducted to ensure that employees understood the policy.

A major initiative that was undertaken in 2014-15 in the area of training and capability building was laying out the safety roadmap for the companies in the retail and hospitality verticals. In 2013-14, TQMS had done a similar safety roadmap for companies in the infrastructure vertical.

The companies that were involved in the safety roadmap included Titan, Trent Hypermarket, Infiniti Retail and Indian Hotels. Different workshops were held over the past year to create awareness among CEOs and key executives in the companies, who would take the action plan forward. The initiative was undertaken in conjunction with Ashorne Hill, UK, a management training centre that is part of Tata Steel Europe.

In the past year, joint meetings were organised for executives of infrastructure companies and retail companies. An audit checklist was prepared by the infrastructure companies. For the retail and hospitality companies, TQMS organised learning visits to the Titan facility in Bengaluru. Participants also did cross-audits of Trent and Titan store during the visit.

TQMS also conducted in-house programmes for top leaders of infrastructure companies on safety. An open programme on Incident Investigation was also conducted during the year. A best practice session on security was also held in conjunction with an external partner.

The Safety Criteria which is part of the TBEM application was also revised with additional criteria elements included.

THE ROAD AHEAD

TQMS plans to release four more group safety and health standards – adding to the existing six – in 2015-16 in pursuit of its objective of bringing in commonality and convergence of efforts in safety and health.

It will also conduct training programmes related to a total of these 10 standards, besides conducting senior leadership safety workshops across group companies. Training relating to Incident Investigation will also be held, besides security-related issues.

TQMS also plans to strengthen systems to ensure transparency in terms of reporting and to share lessons learnt.

In the coming year, safety perception surveys are also planned across Tata companies. In addition, TQMS plans to undertake several other interventions through deep dives and improvement assignments. These would be in the areas of safety culture, creating standards and processes and facilitating the enhancement of performance.

SAFETY OFFERINGS

The bouquet of safety offerings by TQMS are in the following key areas:

- Training - senior leadership training; middle management training; training for workers; safety standards training; and customised training (e.g. Incident Investigation, Safety Observation, Office safety etc)
- Safety audits
- Safety culture assessments
- Deep dives
- Strategy creation
- Facilitating the creation of safety policies and standards

Customer Centricity

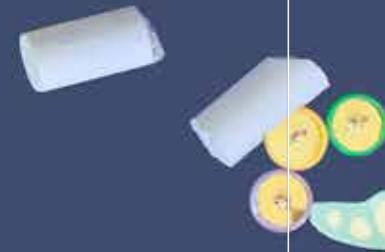
Tata Quality Management Services is mandated to serve as an advisor and knowledge partner for group companies as they undertake to fulfill the Tata Group Customer Promise for their customers. The TQMS team works with group companies to help them understand their customer needs better, develop and sharpen their customer centric approach to business and enhance business performance by delivering higher value to their customers. This is achieved through comprehensive diagnostic interventions across B2B and B2C markets.

Besides diagnostic studies, TQMS also facilitates the execution and deployment of the group-wide initiative on customer centricity and consumer insights. It provides clear actionability of outcomes and improvement roadmaps so that companies progress on their customer-driven excellence journey.

The journey means much more than reducing defects and errors, complying with specifications and reducing complaints: organisations which are 'customer driven' differentiate product and service offerings, and customise offerings with rapid response. Customer excellence is a strategic concept and is directed to customer retention, loyalty and market share growth in line with changing and emerging market requirements.

MANAGEMENT
FRIENDLY
Helpline
SERVICE
C
CRM
RE

Improvement BENEFITS
MARKETING SALES
RELIABILITY Quality
Performance
Satisfaction VALUE
CUSTOMER
RELATIONSHIP Loyalty
COMMUNICATION RELIABLE HELP
INFORMATION
PRODUCT STRATEGY Trust
Experience COMPANY
CARE
BUSINESS Advertising



Customer Centricity

KEY ACHIEVEMENTS

One of the key achievements in 2014-15 was the roll out of the Tata Group Customer Promise across group companies.

The customer centricity team also identified the focus areas for this group-wide initiative – they included key account management, digitisation, premiumisation and customer segmentation.

An important achievement during the year was the rollout of high quality capability building interventions through global experts, especially academia, through the 'Masterclass' series.

External experts and companies conducted these masterclasses, training Tata executives on subjects related to customer centricity. Eight to 10 teams of about three employees each participated in the workshops.

The Tata group customer excellence masterclasses were addressed by experts from Bain & Co and A C Nielsen and the subjects covered included digital, customer value management and premiumisation.

The TQMS customer centricity team completed an ongoing project for Tata Power and took up projects for three other companies – Tata Motors (both commercial and passenger vehicles business units), Tata Housing and Indian Hotels.

The project for Tata Motors was one of the biggest it had undertaken. For the commercial vehicles business unit, TQMS conducted a voice of customer (VoC) study of 100 top key account customers across large and SME fleets.

The objective was to understand their experience with Tata Motors and try to find out value propositions which would be useful in retaining their business and even sustaining or expanding the business.

The VoC study done for the passenger vehicles business unit was divided into two sub-segments covering urban and rural markets. The survey relating to rural customers went into aspects such as the factors that influence their buying decisions and their experience in buying various brands, whereas for the urban segment, the focus of the study was to understand the reasons behind the fact that the Tata brand is not in the consideration set of buyers across the demographic profile. As a part of these studies, TQMS executives met customers, dealers and employees while doing these studies.

For Tata Housing, TQMS did a VoC study focusing on the various touch points during the interaction between the company and its customers including home buyers, brokers and agents. For Indian Hotels, TQMS interviewed its top-100 customers to get their response to Taj as a brand and the value proposition that the hotel chain offered them.

THE ROAD AHEAD

In 2015-16, TQMS plans to deepen its engagement with group companies. There are opportunities in the area of key account management for Indian Hotels and Tata Communications, and a deep dive for the mobility business of Tata Teleservices.

Importantly, customer promise is being integrated as part of the TBEM cycle and will form one of the criteria.

CUSTOMER CENTRICITY AGENDA

Some of the areas in which TQMS helps group companies are:

- Voice of Customer Study (Qualitative)
- Customer Experience Design
- Customer Segmentation
- Customer Strategy
- Sales Productivity and Effectiveness
- Consumer Insights
- Customer Centric Culture Study
- Key Account Management
- Service Excellence
- Channel Management and Effectiveness

TATA GROUP CUSTOMER MANIFESTO

- Develop deep insights into current and future needs of customers.
- Develop customer segmentation and understand unique needs of each segment.
- Develop understanding of what our customers do not need.
- Deliver products and services by stepping beyond existing boundaries.
- Deliver superior value beyond just price, which makes us the first choice.
- Deliver promised and expected quality through world-class processes.
- Delight by proactively 'wowing' customers at every touch point.
- Delight by being very agile in every customer transaction.
- Delight by becoming a solution provider and trusted advisor for life.
- Build a strong 'customer first' mindset and customer metrics.

Tata Affirmative Action Programme

The performance of the Indian economy, particularly in the last two decades, has largely been a story of success. However, there are substantial sections of the Indian population that have not enjoyed the same growth opportunities as others. Due to the historical baggage of the caste system that has prevailed for hundreds of years, about 300 million Indian citizens from the Scheduled Caste and Scheduled Tribe (SC/ST) communities are often discriminated against, and deprived of opportunities.

To counter such discrimination, the Indian Constitution envisaged reservation for the SC/ST communities in educational institutions and public sector units. After the economy was opened up in 1991, the private sector had a more dominating role in driving the economy; SC/ST activists hence demanded that the reservation be extended to this sector as well. The private sector opposed the move, but agreed to partner with the government in making India a more inclusive society, through what has been labeled as initiatives under Affirmative Action (AA) for the SC/ST communities.

The lead was taken by the Confederation of Indian Industry (CII), which committed Indian industry to take time-bound concrete steps in AA under the umbrellas of Employment, Employability, Entrepreneurship and Education. The Tata group adopted the same framework and initiated the Tata Affirmative Action Programme (TAAP) in 2007. TAAP encourages Tata companies to exercise positive discrimination in employment or in creating business partners, without sacrificing merit, quality or cost. It also requires Tata companies to initiate, or build on existing programmes, projects for SC/ST youth in education and vocational training.



Tata Affirmative Action Programme

The Tata group has a history of working towards upliftment of the underprivileged sections of the society. While many group companies have undertaken independent initiatives earlier, the introduction of TAAP has now provided them with a common platform to work towards this agenda in an organised and collaborative manner.

At the group level, the Affirmative Action movement is overseen by the Group AA Forum (AAF), currently headed by Dr N S Rajan, the Group HR head. Five years ago, the Forum initiated an external assessment process for AA programmes within Tata companies.

As part of the assessment process, companies intending to participate in TAAP are required to apply, mentioning details of AA initiatives taken under six broad categories: Leadership, Strategy and Deployment, and Impact of the company's programmes under the four Es: Employment, Employability, Entrepreneurship and Education, or any other E devised by the company.

THE YEAR GONE BY

In 2014-15, 18 companies participated in the AA assessment. Over the last five years, the TAAP assessment has witnessed participation from 34 companies.

As many as 190 participants from 36 companies participated in this year's training programme. Moreover, over the past five years, some 500 potential assessors from 50 companies have been trained. Sixty of these assessors participated in the 2014-15 assessments, split into 18 teams, each comprising three to four members.

The assessment process was held during February-March 2015. The results were presented to the AA jury, which met on April 1.

The TAAP jury was headed by Dr RA Mashelkar, Former Director General, Council of Scientific & Industrial Research. It included eminent economist Dr Narendra Jadhav; Dr S Parasuraman, Director TISS; Dr Mukund Rajan, member GEC; Dr NS Rajan, member GEC and head of the AAF; and B Muthuraman, Former Chairman of the Group forum.

KEY ACHIEVEMENTS

TAAP Jury Awards and Recognitions 2014-15

Jury awards

The TAAP Jury's award is given to any company which crosses the score band of 600 (out of 1,000) in the assessment process.

Tata Steel was honoured with the Jury's Award for the third year in succession. The other winner was Tata Motors which had previously won the award in 2013.

Jury recognitions

In previous years, the only recognition was for Best Practices by companies. Typically these were for programmes under the Es which had developed some maturity and begun to make a significant impact in the lives of the SC/ST individuals covered by the programmes.

This year, the jury agreed to a significant expansion to the roster of recognitions, with new ones introduced based on assessment scores, overall and under the four Es, under the overall rubric of Significant Adoption and Recognitions for Good Practices of initiatives by companies, under the Es which were wired with a robust process and showed promise of impact in the future.

The jury felt that the expansion of the bucket of recognitions would offer the right degree of encouragement for companies to undertake AA initiatives under this entirely voluntary commitment from the companies.

Thus, this year the jury decided to expand the basket of recognitions to include the following:

Score-based assessment:

Based on overall scores in the external assessment, the jury announced Significant Adoption Recognitions for:

- Companies scoring above 550 in the external assessment (out of a total of 1,000).
- Companies with the highest score in all four Es -Employment, Entrepreneurship, Employability and Education (subject to a threshold score of 60/100 in that E).
- Significant Adoption Recognitions are given in two categories: Large company (with India operations turnover over Rs 5,000 crore in FY 15) and small company (with India operations turnover less than Rs 5,000 crore).

The companies that won Significant Adoption Recognitions were:

For overall score under the External Assessment:

- Large company: Tata Power Delhi Distribution Limited (576-600) and Tata Power (551-575).
- Small company: Tata Steel Processing and Distribution Limited (551-575).

Significant Adoption under the four Es:

- Employment: None
- Employability: Large company – Tata Power Delhi Distribution Limited; Small – Tata Steel Processing and Distribution Limited and Tata International
- Entrepreneurship: None
- Education: Large company – Tata Power and Titan Company; Small company – None

Non-scores based:

This recognition is based on adoption of Best Practices and Good Practices by the companies.

Best Practice Recognition: Given to a specific company initiative under the categories of Leadership, Strategy or the four (or more) Es, which offers a complete narrative of a programme based on a robust and time-tested process which has been deployed and has shown a significant outcome in impacting the lives of SC/ST communities.

This year there were no Best Practice Recognitions.

- Good Practice Recognition: Given to a specific company initiative under the categories of Leadership, Strategy or the four (or more) Es, with a robust process which may be in its early days of deployment but has the potential for a significant outcome.

RECOGNITIONS FOR GOOD PRACTICES UNDER TAAP FOR 2014-15

Under the Category of Strategy

Tata Power's need assessment survey of SC/ST households

Under Entrepreneurship

Tata Projects' Social Entrepreneurship Scheme of RO plants

Under Entrepreneurship

Tata Housing's Supply Chain Diversity Policy to drive Entrepreneurship

Under Entrepreneurship

Tata Communications' Entrepreneurship Development Programme

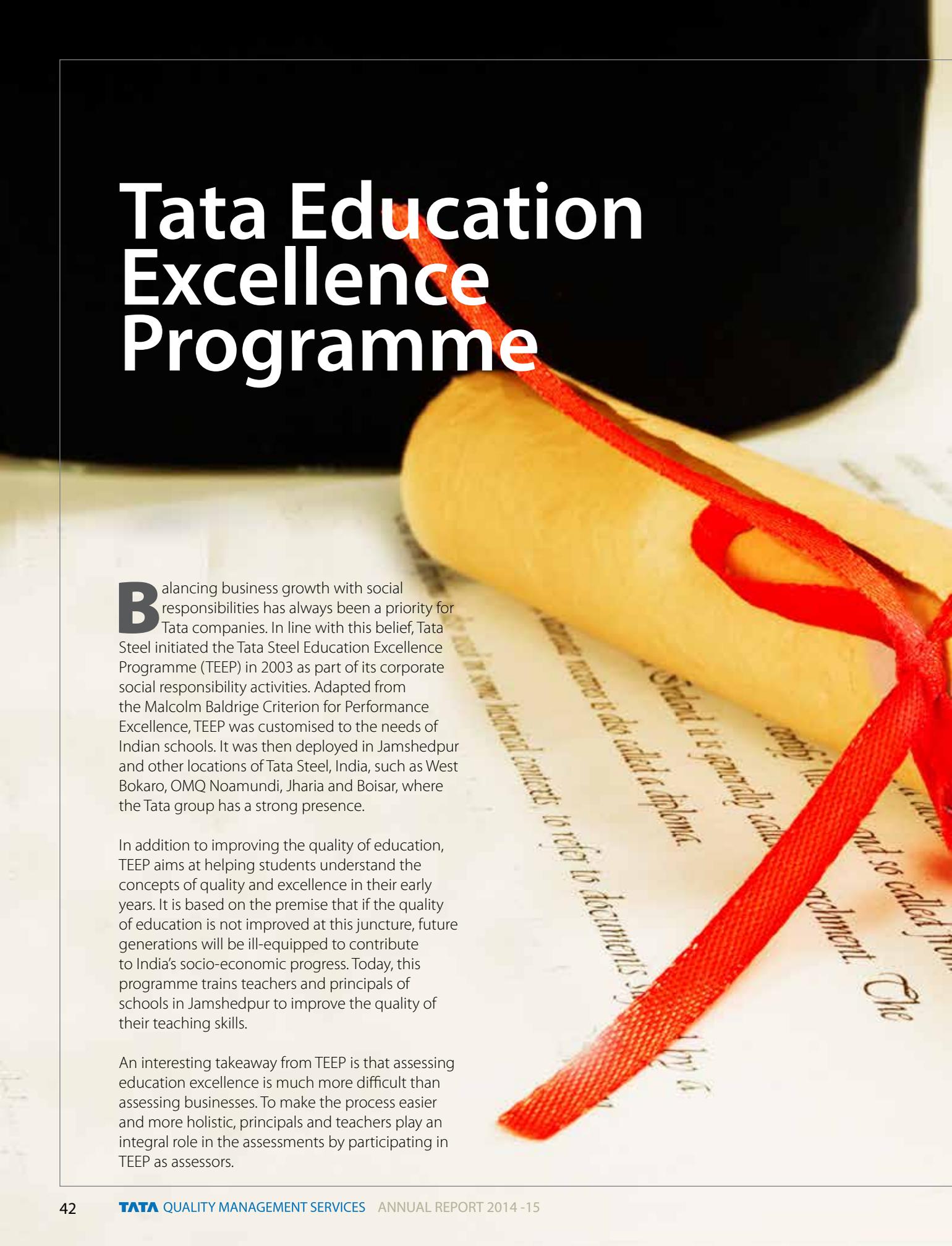
Under Employability

Tata Chemicals' Sales Training Programme for its Consumer Products Business

Under Education

JUSCO's provisions of three teachers to a Government school

Tata Education Excellence Programme



Balancing business growth with social responsibilities has always been a priority for Tata companies. In line with this belief, Tata Steel initiated the Tata Steel Education Excellence Programme (TEEP) in 2003 as part of its corporate social responsibility activities. Adapted from the Malcolm Baldrige Criterion for Performance Excellence, TEEP was customised to the needs of Indian schools. It was then deployed in Jamshedpur and other locations of Tata Steel, India, such as West Bokaro, OMQ Noamundi, Jharia and Boisar, where the Tata group has a strong presence.

In addition to improving the quality of education, TEEP aims at helping students understand the concepts of quality and excellence in their early years. It is based on the premise that if the quality of education is not improved at this juncture, future generations will be ill-equipped to contribute to India's socio-economic progress. Today, this programme trains teachers and principals of schools in Jamshedpur to improve the quality of their teaching skills.

An interesting takeaway from TEEP is that assessing education excellence is much more difficult than assessing businesses. To make the process easier and more holistic, principals and teachers play an integral role in the assessments by participating in TEEP as assessors.

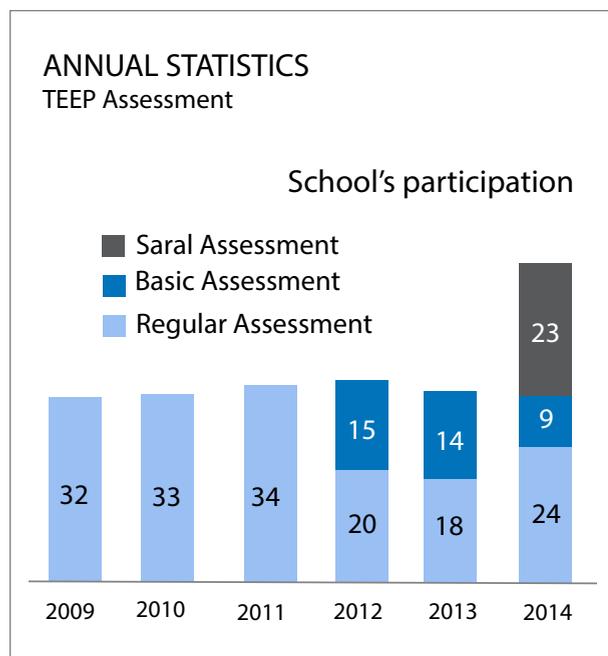


Tata Education Excellence Programme

THE YEAR GONE BY

Kerala Samajam Model School became the first K-12 school to be awarded the Dr Jamshed J Irani award for education excellence in the 2014-15 Regular Assessment programme. Baug-E-Jamsheed School, a pre-primary school, had won the coveted award in 2012-13.

A total of 24 schools participated in the Regular Assessment and eight of them have crossed 500 points. Nine schools participated in the Basic Programme of 2013-14 and three of them qualified to participate in the Regular Assessment in 2015-16.



In the previous year, the TEEP team along with the CSR team at Tata Steel and Tata Motors had created and tested the framework called TEEP Saral to cater to the needs of rural and semi-urban Hindi medium schools.

Twenty-three schools were assessed under the Saral Programme this year, seven of which are eligible to apply for the Basic Programme.

TEEP now covers all three distinct school segments through its Regular, Basic, and Saral Assessment frameworks. Fifty-six schools were covered through these three programmes.

'Eduquest 2014' was held in December 2014 / January 2015 wherein shortlisted projects under Equip, Pankh and Innoteaching were presented before a jury panel for selection and recognition.

Equip received a good response with 71 projects submitted. Pankh and Innoteaching, initiated in 2013 received an excellent response – 35 Pankh papers and 45 Innoteaching papers were submitted online by schools. This is indicative of a surge in improvement initiatives at the student-teacher level in most schools.

In order to enable such improvement initiatives, TQMS organised a number of training programmes for school principals and teachers. The total number of principals and teachers trained under the Equip programme, TEEP overview programme, and assessors training programme was 362. Another 112 principals, teachers and assessors were covered under TEEP Basic and Saral programmes.

Some of the key initiatives under TEEP in 2014-15 were:

- For the first time TQMS reached out to government and rural Hindi medium schools. Engaging. As a first step, a Hindi version of the criteria- Saral- was developed and released. Subsequently, 23 schools participated in the Saral Programme.
- For the first time schools used the online system to enter Common Performance Parameters (CPP) data for 2013-14. As a consequence schools are now able to use the CPP database to compare and evaluate their performance vis-a-vis that of other TEEP schools.
- Recognising the present day need for upkeep of emotional health and well-being of students, the initiative to organise training on counselling skills was undertaken by TQMS along with Tata Steel. A capacity-building programme on counselling skills for educators, empowering them to deal effectively with issues related to adolescents was organised

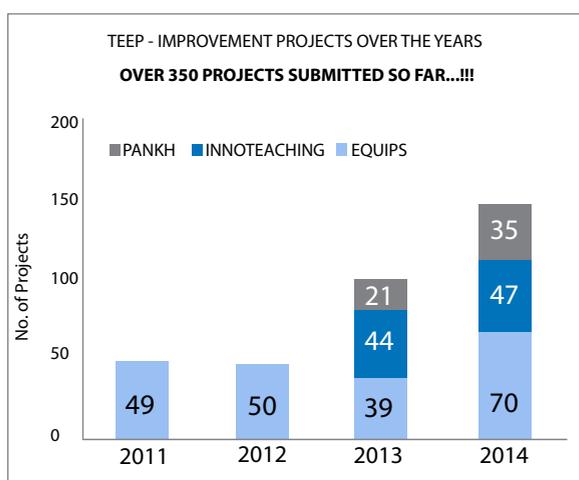
with the help of Umeed, a Kolkata-based NGO. Forty-one teachers and principals from 22 schools undertook the training. The 100 hour experiential training enabled the participants to function as pastoral guidance counsellors for students of their respective schools.

KEY ACHIEVEMENTS

Over the last decade, TEEP has witnessed the following improvements in schools and is yielding good results:

- Addressing challenges in a systematic fashion.
- Adopting a culture of measurement and scientific thinking.
- Increasing their focus on teacher development, teaching methodology, creation of a positive and high-performing learning environment, and safety.

The number of schools with scores between 450 and 499 has increased three-fold since 2010, adding up to 15 in 2013. Also, two schools topped the awards list, scoring over 550 each.



That schools have started to think along the lines of improvement where it will make an impact is evident through the quality of improvement projects and other initiatives – Pankh, Innoteaching Pearl – which have significantly improved.

Eight of the 71 Equip projects from 20 schools have earned recognition. An Equip innovation team on using low cost DVDs for teaching was felicitated at the annual TEEP awards function. Also, 97 best practices were identified, of which six earned recognition. Students submitted 20 Pankh papers, five of which were recognised. The use of innovative techniques in teaching is catching up fast as can be seen from the fact that 47 Innoteaching papers from 20 schools were submitted. Of these, 10 were awarded.

THE ROAD AHEAD

Based on feedback from various stakeholders (including the executive and working committees of TEEP), the team at TQMS plans to focus on the following challenges for the upcoming year:

- Greater engagement with students by providing them opportunities for interaction with successful leaders.
- Ensuring that schools maximise the use of IT in their operations. As the first step, an initial study is underway to know the extent of available technology and systems in place.
- Improving the quality of regular assessments by introducing a two-year assessment cycle.
- Adding value to school feedback through the introduction of dip-check assessment in the interim year.
- Developing a mechanism to address infrastructure gaps in Saral schools, while expanding the reach to other schools.
- The translation of basic criteria to Hindi to ensure improvement orientation across a growing set of government and 'bustee' schools which have graduated to basic programme.
- Reinforcement and continuance of Innoteaching and Pankh, which were initiated in 2013-14.
- Schools that participate in the programme are English-medium schools from the private sector. In 2015-16, TQMS aims to extend the reach of the education excellence programme to the rural and 'bustee' schools and thereby impact a larger section of society.

Events

ANNUAL GROUP LEADERSHIP CONFERENCE 2014

The much awaited date in the Tata group, July 29, 2014 was celebrated with much fanfare. At a glittering function held at the National Centre for Performing Arts, Mumbai, the top leadership of the Tata group assembled to attend the Annual Group Leadership Conference (AGLC) 2014, which was earlier celebrated as the JRD Quality Value (QV) awards night.

In, 2014-15, the JRD QV awards function was clubbed with the Annual General Managers Meet (AGMM), and celebrated as the AGLC. The year also happened to be the 110th birth anniversary of JRD Tata, and a significant day for the Tata group.

The evening began at 3 pm, when Cyrus Mistry, Group Chairman, lit the ceremonial lamp, signalling the start of the event. The JRD QV awards were presented to two companies – Tata Steel Processing and Distribution and Tata Power Delhi Distribution – that scored high on the Tata Business Excellence Model (TBEM) assessment criteria.

The awards presentation was followed by an insight into the group initiatives by S Padmanabhan, Executive Chairman, TQMS, who elaborated on the progress and achievements of the TBEM and assessments within group companies. In addition to past achievements, he also spoke briefly about the forthcoming plans in the business excellence journey.

Following this, Harish Bhat, member, GEC, Tata Sons, stressed on the importance of customer centricity and elaborated on what it means for the group. He also explained the various initiatives and activities that were being planned to boost customer centricity in group companies.





Dr Mukund Rajan, Brand Custodian and member, GEC then made a presentation on CSR and brand activities that had been initiated and were being planned for the group. The session concluded with a presentation by NS Rajan, Group Chief Human Resources Officer and member, GEC, who focused on the diversity framework within the Tata group.

It was decided that each year at the AGLC, one Tata company that exemplifies business excellence and has many achievements to its credit, will be showcased. For 2014-15, it was Jaguar Land Rover (JLR). Dr Ralph Speth, the CEO, dwelt on how JLR was brought within the folds of the Tata group by Ratan Tata, former Chairman, Tata Sons, and on the future of the company.

In the much-awaited Chairman's address, Mr Mistry talked about the past, present, and the future of the group. He also elaborated on the group's Vision 2025, which enshrines the group's aim to cater to 25 per cent of the world's population, be among the top 25 most admired brands globally, and have a market capitalisation that is comparable to the 25 most valuable companies in the world.

The day ended with an interactive session with Mr Mistry and the GEC members, with various questions being posed personally by the leadership team present, and virtually by Tata employees who were viewing the live webcast of the event.

The event was a culmination of the expectations and anticipation of the Tata group leadership team as well as employees around the world.

Events

BUSINESS EXCELLENCE CONVENTION 2014



The Business Excellence Convention (BEC) was held at the Taj Coromandel, Chennai, on December 10 and 11, 2014. The convention takes place every year under the banner of business excellence and focuses on a particular theme. This year's theme was 'creating long-term value', and it brought together eminent external speakers along with top executives from within the Tata group.

Speakers and panelists included Teo Ming Kian, Chairman of MediaCorp, Singapore; Nawshir Mirza, Independent Director, Tata Power; Dr R Balasubramaniam, Founder and Chairman of Grassroots Research and Advocacy Movement (GRAAM); Shikha Sharma, MD of Axis Bank; Deepak Satwalekar, Independent Director, Tata Power; Bhaskar Bhat, MD of Titan Company; and Rakesh Sarna, MD of Indian Hotels.

On the first day, Prasad Menon, Chairman, Tata Singapore Airlines, threw light on what it means to be an assessor in the Tata group. The TBEM had transformed the group like no other intervention, he noted. He also highlighted the challenges that lay ahead for the assessor community in assessing mature companies that have high expectations from TBEM.

Long serving team leaders and mentors, who have supported the assessment process over the years, were then honoured. Sunil Mithas' book, 'Dancing Elephants and Leaping Jaguars', was also launched. S Padmanabhan, Executive Chairman, TQMS, delved on his experience with TBEM assessment, highlighting how it enabled him to learn immensely over the past 15 years.

"The exposure to TBEM assessments provides a unique opportunity for learning, which enables one to get domain expertise of 4-5 industries – an impossible feat in any other process," he added.

On the second day Mr Padmanabhan stressed on the need for long-term value creation in today's tough scenario. Giving examples of long standing organisations, he stressed on how long-term value can be created by thinking in a balanced manner.

Kuruvilla Markose, Chief Operating Officer, TQMS, gave a short update on the way forward for the TBEM process, throwing light on the revised assessment and deep dive processes. He also highlighted what TQMS is doing to promote the capture

and sharing of best practices using EDGE, the promising practices portal. This was followed by an interesting session on the success story of Singapore by Mr Teo. Tracing Singapore's journey through the 1960s, he walked the audience through the city-state's evolution and how it had overcome tough challenges to remain relevant to the world and enhance the standard of living for its people.

Mr Mirza then conducted a stimulating session on the role of the board in long-term value creation. "Shareholder value should not be the ultimate goal for companies. If customers, employees and products are taken care of, long-term value is automatically created," he said. According to him, board members should consider not only shareholders, but the requirements of all stakeholders, balancing everyone's interest. And TBEM would help the Tata group to do just that, he added.

Stressing on the need for balancing corporate strategy with social responsibility, Dr Balasubramaniam spoke on how corporates need to invest in social capital in order to create long-term value. He highlighted the need to look at the larger ecosystem and the longer term rather than just the immediate environment or a short-term outlook. Economic performance and growth should be by-products for organisations, and not the end goal, he said.

Then followed an interesting panel discussion, which focused on the question of whether companies are sufficiently focused on long-term value creation. Moderated by Harish Bhat, member, GEC, the panel included Ms Sharma, Mr Satwalekar, Mr Bhat and Mr Sarna. The discussion drew on the experiences of the panel members in their respective industries, as well as their thoughts on how organisations can create long-term value.

Later, star assessors – team members; star assessors – team leaders; and the best performing teams were recognised, with Group Chairman Cyrus Mistry giving them mementos.

This was followed by the launch of the group safety and health policy. But the most awaited session came towards the end - a conversation with Mr Mistry, which was anchored by Mukund Rajan, member, GEC.

Mr Mistry stressed on the need to align with the Tata group's mission and core purpose: improving the quality of life of the communities we serve globally, through long-term stakeholder value creation. He dwelled on the meaning of 'long-term value creation' and pointed out that the mission statement indicated 'stakeholders', and not just shareholders.

"We can have both healthy growth and impact the societies in which we operate in a positive way – that would be an ideal scenario. There should be no specific time period for this. We should balance out the long, medium and short-term goals," added Mr Mistry.

Stressing on the importance of TBEM and the Tata Code of Conduct for sustaining the culture of long-term thinking, Mr Mistry said that it is imperative for leadership to ensure that we live the values that we have put down. He also highlighted the fact that leaders at the Tata group should look at setting strategic directions for the long-term, which can range from five to 20 years. At the same time, maintaining an ability to change as the environment and business cycle changes is also crucial for different companies.

This was followed by an interactive session, wherein the Group Chairman answered questions from the audience on different subjects, from the Tata brand, future plans for the group, specific company issues to convergence of strengths within the Tata group.

Ernst Hoogenes, Director - Business Excellence, Tata Steel Europe then went on to summarise the learnings from BEC 2014.

Lastly, Mr Markose thanked all the teams that had worked with dedication to make the event a success.

Events

Tata InnoVista 2015 celebrates 10 years of innovation

The tenth edition of Tata InnoVista was held at the Taj Mahal Palace, Mumbai on April 23 and 24, 2015. The finale of Tata InnoVista 2015 witnessed participation from Tata companies all over the globe, with senior leaders from across the group attending the event in Mumbai. The group has been capturing and promoting innovations of its companies across the world through the event that was started in 2006.

The effort to inspire innovation within group companies through the Tata InnoVista forum was praised by Cyrus Mistry, Group Chairman. "Innovation is one of the key determinants of long term value. It will distinguish future industry leaders from the mediocre," Mr Mistry said. He also quoted the three aspects of Individual Innovation - Create with Freedom, Nurture with Passion, and Transcend with Detachment.

Tata InnoVista 2015 received 2,783 teams spread across 18 countries from 65 Tata companies. 110 of these teams presented their cases in the seven regional rounds across the globe – London, Washington, Singapore, Delhi, Bengaluru, Jamshedpur and Mumbai. Seventy-eight chosen projects at these regional rounds made it to the finals in Mumbai and were judged by a panel of nineteen internal and external jury members, comprising several distinguished personalities. Out of these, sixteen teams were shortlisted and presented with the trophies by Mr Mistry.

Promising Innovations

The award category of Promising Innovations recognises and rewards the most successfully implemented innovations in six main categories: Core Process, New Product, New Service, Service Enabling, Social and Support Process.

The Leading Edge – Proven Technologies

This category recognises successfully tested technologies which hold the promise to deliver a great innovation in the future. It honours new technologies that have been developed and piloted successfully by a Tata company but are yet to be commercialised.

Design Honour

This category of awards is for innovative designs implemented in the realms of Touch and Feel. It honours those who have pushed the creative envelope and created aesthetically remarkable designs in tangible and intangible form.

Dare to Try

This award lauds bold attempts at innovation that did not succeed. It celebrates the spirit that propels individuals and teams to try and innovate, and is a reward for the risk-taking capability that is necessary for path-breaking innovation.

Winners



Company: Metahelix Life Sciences
Category: Promising Innovations - New Product



Company: Tata Consultancy Services
Category: Promising Innovations - Support Process



Company: Tata Consultancy Services
Category: Promising Innovations - Social Process



Company: Tata Consultancy Services
Category: Promising Innovations - Core Process



Company: Tata International
Category: Promising Innovations - Core Process



Company: Titan Company
Category: Promising Innovations - Core Process



Company: Tata Consultancy Services
Category: Promising Innovations - New Service



Company: Tata Consultancy Services
Category: Promising Innovations - Service Enabling Innovation



Company: Tata Consultancy Services
Category: Promising Innovations - Service Enabling Innovation



Company: Jaguar Land Rover
Category: Promising Innovations - New Product



Company: Jaguar Land Rover
Category: The Leading Edge - Proven Technologies



Company: Tata Steel
Category: The Leading Edge - Proven Technologies



Company: Titan Company
Category: Design Honour



Company: Tata Technologies
Category: Design Honour



Company: Tata Technologies
Category: Dare To Try



Company: Tata Consultancy Services
Category: Dare To Try

Corporate Information

Executive Committee

The executive committee of Tata Quality Management Services represents a group of senior Tata leaders that provides strategic direction for the company.

The committee members are:

- **Mr S Padmanabhan**, Executive Chairman,, Tata Quality Management Services
- **Dr NS Rajan**, Member - Group Executive Council and Group Chief Human Resources Officer, Tata Sons
- **Mr Bhaskar Bhat**, CEO and MD, Titan Industries
- **Mr Praveen P Kadle**, Managing Director, Tata Capital
- **Ms Aarthi Subramanian**, Executive Director, Tata Consultancy Services
- **Mr Harish Bhat**, Member - Group Executive Council, Tata Sons
- **Mr TV Narendran**, Managing Director, Tata Steel (India and South East Asia)

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