





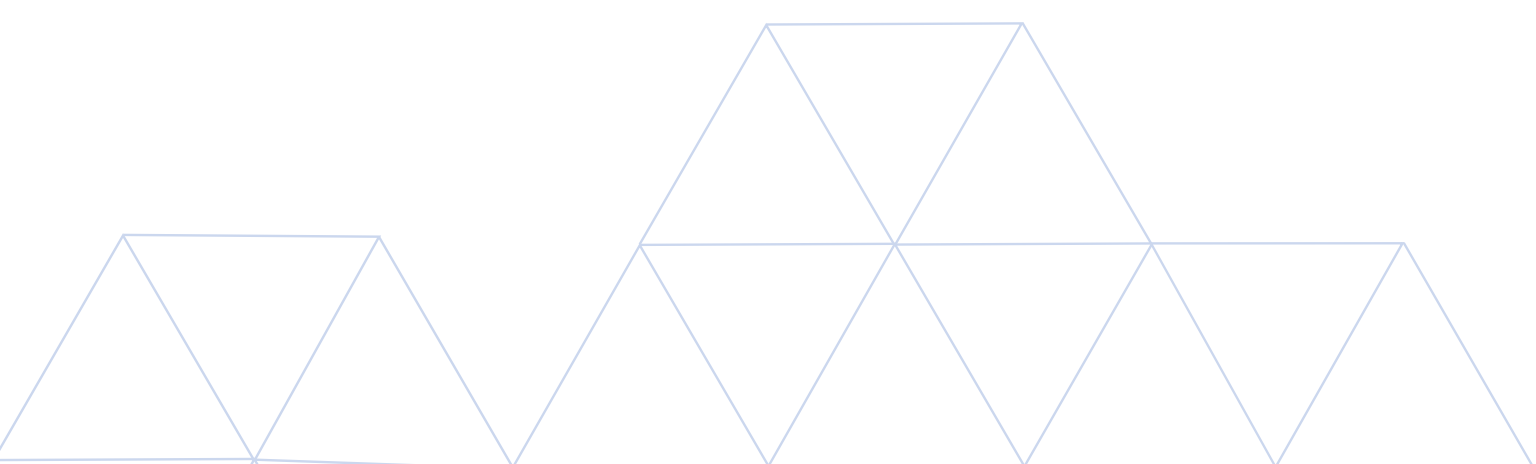
“ *The standing of our brand is a reflection of the way in which, led by Tata Business Excellence Group, we continue to leverage the Tata Business Excellence Model, a methodology that has made it possible for Tata companies to achieve and sustain global benchmark levels in business performance. The model continues to throw up unique insights for our businesses, including the need to raise the bar on safety performance, and to focus on the quality of strategy through better understanding of corporate foresight, risk management and competitive intelligence.*”

— Cyrus Mistry, Chairman, Tata Sons



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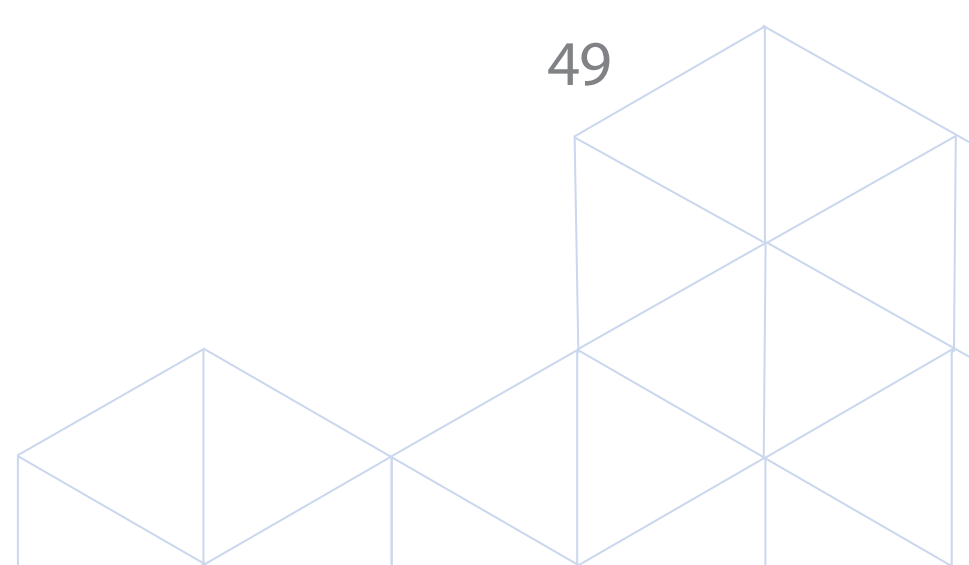
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VISION

To enable at least 25 Tata
companies to achieve Industry
Leadership by 2025

MISSION

To enable Tata companies
to enhance performance
and create long-term
stakeholder value



A YEAR OF GROWTH



S Padmanabhan
Executive Chairman, Tata Business Excellence Group

The year 2015-16 was a very interesting one for Tata Business Excellence Group (TBExG): We established a new corporate identity, and Vision and Mission for the organisation. We also made plans to move towards our new Vision, which is: "To enable at least 25 Tata companies to achieve Industry Leadership by 2025." All the activities in the past year have been geared towards this Vision of TBExG.

The journey so far...

In keeping with the purpose of TBExG, we partnered with many Tata companies to help them further their business excellence journey. The organisation undertook TBEM assessments for 25 Tata companies in the past year. To ensure that the process is robust and constantly evolving, many process changes were undertaken, key among which was the structured board engagements, which enhances the strategic significance of the insights at the end of the TBEM assessment process.

The business excellence journey would not be possible without building capabilities of the assessors who are involved in the process. TBExG conducted more than 60 business excellence capability building programmes during FY 2015-16. In addition, through specialised programmes, the organisation also helped develop

capabilities in group focus areas like customer centricity, operations excellence, strategy deployment, safety and HR. The past year also witnessed an increased focus on Deep Dive Diagnostics across the value chain in these areas, which are critical for the Tata group.

In the past year, Tata companies wholeheartedly embraced the Best Practices initiative. While EDGE webinars achieved a major milestone of 50 weekly webinars, mediums like Learning Missions, EDGE portal and company-specific workshops helped companies share and adopt good practices from within and outside the Tata group.

TBExG also supported the Tata Affirmative Action Programme (TAAP) and Tata Education Excellence Programme (TEEP), which are critical to the Tata group's connect with the communities it operates in. Networking mediums like Tata Network Forums (TNFs) and the BE Heads Forum continue to facilitate communication and best practice sharing among Tata companies in various regions across the globe.

The way forward...

TBExG will continue to make improvements to processes so that the TBEM assessments are more results driven. We are on the cusp of the next phase of the Best Practices initiative – adaptation of practices – hence, that will be a key focus area for TBExG. A key aspect of our offerings will also involve benchmarking activities within and outside the Tata group. Strategy Deployment – including Risk Management and Competitive Intelligence – has been identified as a key area for Tata companies, in which we will be conducting deep dives, capability building programmes and workshops. In addition, building external relations with international organisations like American Society for Quality (ASQ) and American Productivity & Quality Center (APQC) through partnerships and collaborations will also be on top of our agenda.

This is a great time to be part of the business excellence journey and I look forward in anticipation to the coming year.

EXECUTIVE COMMITTEE



S Padmanabhan
*Executive Chairman,
Tata Business Excellence Group*



Praveen Kadle
*Managing Director,
Tata Capital*



Dr NS Rajan
*Member - GEC & Group Chief Human
Resources Officer, Tata Sons*



Bhaskar Bhat
*CEO & MD,
Titan Industries*



Grant McPherson
*Director - Quality and Automotive
Safety, JLR*



Harish Bhat
Member - GEC



Anand Sen
*President - TQM & Steel Business,
Tata Steel*



Aarthi Subramanian
*Executive Director,
Tata Consultancy Services*

LEADERSHIP TEAM



S Padmanabhan
*Executive Chairman,
Tata Business Excellence Group*



NK Sharan
*Vice President,
Tata Business Excellence Group*



Suresh Tanwar
*Chief - Group Safety & Health,
Tata Business Excellence Group*



Deepak Deshpande
*Assistant Vice President,
Tata Business Excellence Group*



Anil Menghrajani
*Assistant Vice President,
Tata Business Excellence Group*



MK Nagabhushan
*Assistant Vice President,
Tata Business Excellence Group*



Sanjeev Singh
*Assistant Vice President,
Tata Business Excellence Group*

ASSESSMENTS



TBEM ASSESSMENTS

The assessment process is a key component of the Tata Business Excellence Model, with the feedback serving as an important input for companies to gauge their strengths and areas of improvement



OVERVIEW

Tata Business Excellence Group (TBExG) facilitates annual assessments of group companies, using the Tata Business Excellence Model (TBEM) criteria and the principles of excellence embedded in it.

The assessment process uses expertise of executives from within the group, who are specifically trained by TBExG for carrying out business-centric diagnostics of organisations. A group company that seeks a TBEM assessment writes a 75-page application describing the company's big goals, revenue models, growth engines, profitability drivers, customer and market segments, strategic challenges and objectives, and key business processes, besides reporting operational and strategic results serving its multiple stakeholders.

TBExG forms assessment teams to bring in diversity and business experience, and customises them to suit each company's business environment. The team, comprising 7 to 10 assessors, methodically goes about understanding the

company's business and assessing the extent to which the principles of excellence are being practiced within the company. An experienced team leader heads the assessment team, and each team is mentored by senior leaders from Tata companies.

The assessment process comprises three broad stages:

- **Understanding the business context:** Assessors study the industry in which the applicant company operates and then interact with it to derive the key business factors (KBFs) impacting their business. They reach a common understanding of the most critical and contextual issues that have to be kept in mind while doing the assessment.
- **Individual assessment and pre-consensus:** Each member studies the industry forces, company processes and the results stemming from them, and takes an initial stance on the state of excellence of the company. They then seek a

convergence of their views, and agree to treat them as hypotheses that are ready for verification and validation. They decide the roles for each one in the process, and the nature of conversations they intend to have in the next stage of site visits.

- **Site visit:** This is the final stage of the process and involves interactions with all sections of employees — leaders, key executives, process managers, shop floor operators and trainees. Each employee segment is touched upon on a sample basis to understand and appreciate the extent of excellence in their practices and results. Based on the site visit experiences, the team firms up opinions on the state of excellence in the company. Subsequently, it makes a presentation to the company leadership followed by one to the governance board, and communicates the key strengths that the company can leverage, as well as

“I first felt the power of the TBEM framework years ago, when I was part of a Tata company that started its TBEM journey and I was part of the application writing team. When I took over at CMC, I had a clear goal of using the TBEM framework as a guiding principle. I was sure that if we do it well, the numbers will follow. And they did!”

R RAMANAN, Head — Corporate Strategic Initiatives, TCS

opportunities of improvement which they can address to accelerate their progress. Each company gets a maturity score in a score band of 0 to 1000, which describes the overall excellence of the company.

KEY ACHIEVEMENTS

In 2015-16, 25 companies from across sectors participated in the

assessment process. Tata Steel, the first winner of the JRD QV Award, returned to the process after a gap of more than a decade.

Tata Chemicals, Tata Motors, Tata Steel Europe and Titan Company were some of the bigger companies that participated in the process during the year; joint ventures including Tata AIA Life Insurance Company and TM International Logistics also participated.

TBEM process improvements

The TBEM process has evolved with time and is becoming increasingly strategic in its orientation. The changes are guided by the key outcomes, and experiences of applicant companies (the key customers) as well as that of Tata Sons (the brand owner).

Twice a year, there are formal interactions amongst the various stakeholders in the larger TBEM ecosystem, comprising assessors, mentors, team leaders and business excellence heads. Similarly, there are numerous mechanisms to get feedback from stakeholders in informal discussions, both at the company and group levels.

The feedback is strategically important as it helps in improving the TBEM process and to incorporate new ideas for the future, especially given the challenges and the major goals set by the Tata group. The inputs from key stakeholders are introspected and prioritised, and actions are taken to improve the assessment process.

In 2015-16, more than 100 action points were considered

for process improvements. More than 80 percent of these changes were implemented. The changes were broadly executed under three buckets: Process redesign, measurement and technology adoption in the assessment process.

Ten themes were identified for carrying out changes in the assessment process, out of which five were accomplished in 2015-16. Efforts are on to implement the remaining, which are slated for completion in 2016-17. The five change themes that are already effective in the assessment process are:

- **Structured board engagements:**
 - i. The 2015 assessments witnessed high-quality engagement at the board level including with the independent directors. A better structure has been evolved to further enhance the strategic significance of insights, including standardisation wherever necessary.
 - ii. There was greater engagement with stakeholders through business excellence heads forums, team leaders' forum and through webinars, and ideas have been captured to increase the connect with boards.
- **Expanding process measurements:**
 - i. New measures have been incorporated such as expectations met, team strength and OTIF (on time and in full).
 - ii. Conversations were held with the business excellence heads of the applicant companies to understand teaming



“Very high level of engagement demonstrated by the mentor, who brought some very insightful thoughts to the table. A very seasoned team leader, who managed the entire assessment with a lot of maturity and business understanding, demonstrating most of the softer competencies expected from a team leader.”

TATA STEEL

- expectations. Customer expectations were met to a significant level in most cases, and in five companies they have been fully met.
- iii. The average team strength index (in terms of continuity, gender diversity, industry expertise and the like) was at 7.8 on a scale of 0 to 10.
- iv. Steps were also taken to measure OTIF through a new-age web portal.
- **Improved documentation to guide process participants:** Handbooks, manuals, policies and guidelines were revisited, and improvements incorporated

to enhance clarity and transparency.

- **Next-level assessment tools:** These include the best practices tool and the incorporation of key themes in the assessor workbook called the ‘think module’. All the best practices were made available to the assessors, who then suggested some of them to be adopted by the applicant company.
- **Calendarising all key events:** This was done to bring stability and rigour to the process, and to give adequate time for the assessors to understand the business contexts.

LOOKING AHEAD

The process of change will continue, and will be guided by past interventions as well as the following five drivers:

- Reinforcing the 3Ds (Develop, Deliver and Delight) of Tata group’s Customer Promise in the TBEM process.
- Injecting sharper business sense into the TBEM assessment

“The team has been very candid in its feedback. We appreciate that, given the short span of time, the team understood the nuances of the business very well, and the output in terms of the feedback presentation and report was very apt.”

JAMIPOL

- process, by planning conversations on the company’s value chains and their key elements.
- Deploying a common pool of subject matter experts, such as financial experts, to generate and feed forward insights.
- Stepping up the quality of interactions in the KBF meetings to enhance the strategic role of the TBEM assessments.
- Customising increasing number of features of the process to better suit the applicants. ◆

TATA AFFIRMATIVE ACTION PROGRAMME

The Tata Affirmative Action Programme is working towards building a more inclusive society to exercise positive discrimination in employment or in creating business partners without sacrificing merit, quality or cost



OVERVIEW

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 arranged for reservation for the SC / ST communities in educational institutions and public sector units. After the economy was opened up in 1991, the private sector 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.

The Tata group has a history of working towards the upliftment of 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, currently headed by Dr NS Rajan, Member, Group Executive Council and Group Chief Human Resources Officer, Tata Sons. Six years ago, the Forum initiated an external assessment process for affirmative action programmes within Tata companies. As part of the assessment process, companies intending to participate in TAAP are required to apply, mentioning details of affirmative action 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 other Es like Ethnicity, Essential amenities or any other, devised by the company.

KEY ACHIEVEMENTS

In 2015-16, 18 companies participated in the AA assessment. Over the last six years, the TAAP assessment has witnessed participation from 34 companies.



To raise the overall standard of the TAAP assessment so as to deliver better feedback to the companies assessed, it was decided to work with a chosen set of senior assessors who were further trained this year under the Experienced AA Assessors Programme (EAAP). Thus, the focus was on fine tuning the three key steps in an assessment: identifying the right AA-related challenges faced by companies, embedding the right process to carry out a high-quality assessment of the company and, finally, providing the most useful feedback to the company management; 63 of these assessors participated in the 2015-16 assessments, split into 18 teams, each comprising 3-5 members.

The assessment process was held during February-March 2016. The results of the assessments were presented to the AA Jury, which met on March 30. The TAAP jury was headed by Dr RA Mashelkar, former Director General, Council of Scientific & Industrial Research and included Dr Narendra Jadhav, Member, Rajya Sabha; Prof S Parasuraman, Director, TISS; B Muthuraman, former Vice Chairman, Tata Steel; Dr Rajan; Dr Mukund Rajan, Member GEC, Brand Custodian and Chief Ethics Officer, Tata Sons; and finally, S Padmanabhan, Executive Chairman, Tata Business Excellence Group, as a special invitee.

Tata Affirmative Action Program (TAAP) Jury Awards and Recognitions 2015-16

- Jury Awards

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

TAAP Jury Award for companies scoring over 600 points (out of 1,000) in the assessment

Conferred on Tata Steel and Tata Motors. Tata Steel won the Jury's Award for the fourth year in succession, while Tata Motors won it for the third year in a row.

TAAP Jury Recognition - based on assessment scores

This category is to recognise companies that have shown significant adoption of AA. It is further split into sub-categories for Large Company (India operations revenue > ₹ 5,000 crore) and Small Company. Recognition under this category have been as follows:

- Companies crossing the threshold of 550 points in the external assessment for the first time:
Large Company – Tata Chemicals



“The Tata Affirmative Action Programme (TAAP) gave me new hope at being able to make a difference. In the six years that I have been with TAAP, I have seen how Tata companies, including TCS, have been able to give hope to Dalits and tribal communities. As an assessor I have learnt how companies have aligned their hearts to beat at the pace of the communities they work with.”

DR JOY DESHMUKH RANADIVE,

Global Head, Corporate Social Responsibility, Tata Consultancy Services and, Leader, Tata Power Assessment Team

- Companies with the highest score in four or more Es – Employment, Entrepreneurship, Employability and Education – subject to a threshold of a score of 60 / 100 in that E.

Employment:

Large – Tata Chemicals
Small – Tata Steel Processing and Distribution Limited and Tata Business Support Services

Employability:

Large – Tata Consultancy Services

Entrepreneurship:

None

Education:

Small – Tata Steel Processing and Distribution Limited

TAAP Jury Recognition – Non score based

Best Practice: 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 practices recognised.

Good Practice: 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. Good Practices recognised by the Jury this year were:

1. Indian Steel and Wire Products (ISWP): Intervention in Kasturba Gandhi Balika Vidyalaya (KGBV)



2. Tata Capital: Pankh Scholarships
3. Tata Metaliks: Water projects in priority villages
4. Tata Business Support Services: AA Drishti Portal to capture real time data
5. Jamshedpur Utilities and Services Company Ltd (JUSCO): Developing and embedding SC / ST vendors in the value chain

TAAP events:

Strategy workshop

The annual two-day TAAP strategy workshop was held in Mumbai on July 20-21, 2015. The 30-odd participants included team leaders from the assessment teams and select invitees. The key discussions were around expanding the TAAP reach and increasing the depth of company engagement with TAAP.

Dr Rajan reiterated Group Chairman Cyrus Mistry's personal commitment to AA and urged participants to spread the AA circles of affinity within the group through various activities, including becoming evangelists of AA within their own companies, and creating written and audio-visual communication modules on TAAP.

Mid-year reviews

Dr Rajan met with teams from 17 companies in Mumbai, Bengaluru and Jamshedpur between October and December, 2015, to exchange notes on the companies' AA programmes. The representatives at the discussions included members of company's Apex cross functional committee on AA, in addition to those directly involved with AA.

Tata Network Forums (TNF)

The AA TNFs held in 2015-16 at Mumbai, Jamshedpur and Bengaluru, focused on sharing stories of Dalit and tribal youth whose lives had been impacted positively by AA interventions. The Mumbai TNF featured trainees from Tata Motors' vehicle training programme at the Ramakrishna Mission, a para veterinarian from Babrala describing how he had become a valued member of his society due to the Tata Chemicals' initiative to train para vets, and a *sarpanch* from Kadachimeth in Jawahar speaking of the difference that was being made by Tata Power in the *taluka*.

The Bengaluru TNF showcased a Dalit youth who had prospered at the Tata Business Support Services

Munnar BPO centre; social entrepreneurs created by Tata Projects' scheme for SC / ST youth to run reverse osmosis plants in Andhra Pradesh; work done by Titan Company with respect to the Tribal Teacher Training Institute and Tata Global Beverages' efforts as part of Shristi.

The highlight of the Jamshedpur TNF were the life stories of 'Tata Scholars' being nurtured by Tata Steel as well as stories of difference made by Tata Steel Processing and Distribution (Medhavani students), Tata Motors (entrepreneurship initiative involving farmers) and JUSCO (work done with Rajkiyakrit Odia Madhya Vidyalaya).

LOOKING AHEAD

In 2016-17, TAAP's reach will be expanded by engaging with more group companies and setting up an engagement plan.

AA-related elements will also be effectively communicated through various initiatives including the digital magazine 'AA Matters', events, AA films and through various media including websites.

The depth of engagement will also be increased by organising orientation programmes with senior leadership teams on building awareness, immersion programmes for leaders and town halls by thought leaders.

There will be deeper engagements with the companies through mid-year reviews chaired by the AA Forum Chairman, TNFs, workshops, assessors training, assessment and the annual convention. ♦

I am a second-generation Tata employee and a student of social development. For me, it was immensely satisfying to see that Tata Steel's AA programme has gone beyond the four basic Es to also pursue a holistic approach which covers the theme of ethnicity to address the identity issues of tribal communities around its operations."

SHRIRANG DHAVALA,

Senior Manager, Community Initiatives and Disaster Response, Tata Sustainability Group, and Leader, Tata Steel Assessment Team



TATA EDUCATION EXCELLENCE PROGRAMME

The Tata Education Excellence Programme has improved the quality of education, fostered a culture of excellence and nurtured the 'citizens of tomorrow' for more than a decade in schools around Jamshedpur, India



OVERVIEW

The Tata Education Excellence Programme (TEEP) was launched in 2003 to empower schools in and around Jamshedpur. The programme is designed to help students learn the concepts of excellence and quality early in their lives, creating social capital for the country and ensuring that these concepts eventually become an integral part of their professional lives.

It also enables schools to enhance their education and management systems and processes. Schools are assessed every year, helping them to improve their performance and also identify opportunities for improvement.

When the programme was launched, 17 schools were covered under TEEP; to date the programme has impacted more than 60 schools and 54 schools were assessed in 2015-16.

Over the years TEEP has also evolved significantly and has become more user-friendly. It has expanded its reach to rural and

semi-urban schools by creating assessment criteria to suit the different environments under which they operate.

Three types of assessments are conducted for TEEP: Regular, Basic and Saral. Regular assessments are for schools with a higher level of maturity, Basic is for those beginning their excellence journey and Saral is for rural, semi-urban and government schools.

A comprehensive assessment is conducted by five trained assessors – which include principals and teachers – for the Regular category.

Basic assessment, a simpler version of the Regular assessment, is for schools that have just embarked on their education excellence journey. An achievement of 90 percent compliance qualifies these schools for the Regular programme.

The Saral assessment is aimed at helping government, rural and semi-urban schools comprehend their areas of strength. The focus

is on ensuring that the school's basic infrastructure, processes like communication, involvement of parents and students, and review of students' results are in place. A 90-percent compliance ensures that the applicant school qualifies for the Basic programme.

The Saral initiative was launched in 2014 and 23 schools (supported by Tata companies in and around Jamshedpur) participated in this programme for the first time. Supporting these assessments are four improvement initiatives (introduced since 2010) for the schools to participate in: Education Quality Improvement Project (EQUIP), Innoteaching (which focuses on innovative teaching methods), Pankh (an improvement project for students) and Pearl (which recognises schools' best practices).

Schools submit improvement projects under these four initiatives. These are shortlisted and evaluated by a panel of jury members and the final selections are recognised at the annual TEEP awards function.



KEY ACHIEVEMENTS

In 2015-16, value additions were made to the assessment cycle.

- To reduce assessment-related loads and to ensure that schools get more time to focus on improvements, a two-year cycle of assessment was launched in 2015 under the Regular programme. Schools can apply for Dr Jamshed J Irani Award once in two years and undergo a Dip-check in the intervening year. The objective of the Dip-check is to ensure that schools act upon the opportunities for improvement from the previous assessment and continue the momentum of improvements.
- Another significant achievement was that school principals and teachers quickly adapted to the use of MS Office tools as part of the assessment process; most of them were not familiar with using the computer when the programme was started in 2003. Their feedback has urged the TEEP team to search for ways of reducing the drudgery of assessment work. In 2015-16, teams were comfortably using the Excel tool for conducting assessments.

A total of 54 schools participated in TEEP in the year 2015-16. Thirteen schools underwent Regular

assessments, 8 underwent Dip-check, 11 Basic and 22 Saral assessments.

Sixty-five assessors participated in the Regular assessments, 16 in Dip-check, 28 in Basic and 44 in Saral assessments.

Improvement initiatives

Improvement is the core of the education excellence programme. Schools are encouraged to participate in improvement initiatives to reinforce the culture of improvement. In 2015-16, schools contributed a total of 217 improvement projects: 58 under EQUIP, 18 under Pankh, 42 under Innoteaching and 99 under Pearl.

Changes were also introduced in the evaluation methodology for improvement projects at the first-level jury; clarification sessions were organised between evaluators and improvement teams.

Further, refinement in the evaluation approach was made by undertaking site visits to review the EQUIPs that were recommended by the jury panel for recognition.

Training and facilitation

A total of 493 teachers were trained during the year under various training programmes. As part of improvements in the area of training, EQUIP was redesigned. It now includes two school-related case studies which helps participants to understand the step-by-step improvement methodology.

As part of facilitation, the TEEP team has initiated personal visits to each of the participating schools. These visits promote one-to-one handholding, help them to work on gaps identified during assessment and provide clarity on process improvements.

Workshops and seminars

A total of seven workshops were organised during the year covering about 250 teachers and principals. Areas covered were Chemistry, English, STEM (science, technology, engineering and math concepts) and use of web-based teaching aids.

TEEP would not be termed inclusive if it did not focus upon the student. Over 2,000 high school students



of various schools got exposure to 'Lessons in Leadership' through two dialogue sessions: the first with Dr K Radhakrishnan, (ex Chairman of ISRO, known for launching Mangalayaan into the Mars orbit), and the second dialogue with Dr Jamshed J Irani, former MD, Tata Steel, and TV

The school has benefitted immensely by participating in TEEP. Balance score card, focussed data analysis, different kinds of feedback from all stakeholders, feedback about all functional areas in school (labs, educomp, hobby classes, infrastructure) error analysis, target setting by students and teachers are some aspects which the school had not looked at before. These and other processes have resulted in continual improvement in the functioning of the school. We are extremely happy to be a part of this programme."

NANDINI SHUKLA,
Principal,
Kerala Samajam Model School



Narendran, MD, Tata Steel India and South East Asia.

TEEP criteria

When the Saral programme was initiated in 2014, the TEEP team took upon the challenging task of translating the requirements into Hindi for ease of use by the Hindi-medium schools. In that year, seven schools qualified for the Basic programme. Consequently, a Hindi version of the Basic criteria was released in 2015-16 for the first time.

Awards and recognition

EQUIP and EduQuest Day were held on December 15 and 16, 2015. Another first for TEEP was the participation of Saral and Hindi medium schools in these programmes, where both teachers as well as students showcased their improvement stories under Innoteaching and Pankh.

The TEEP year ends with the completion of assessments and EQUIP and EduQuest Day. To recognise the efforts of schools, principals, teachers and students, the TEEP recognition function was held on May 3, 2016. It was heartening to watch principals, teachers and students from Saral schools walking up onto the stage to receive their honours.

Another highlight of the recognition function was the release of the Excellence Primer. The Excellence Primer (a book for students of Class V) has been created by a team of five principals. The objective of this book is to help students understand and imbibe concepts of excellence (such as 'goal setting', 'knowledge of one's strengths and weaknesses', 'learning about opportunities', etc) at an early age. It uses fun-filled activities to achieve this objective.

LOOKING AHEAD

One of the key plans for 2016-17 at the strategic level is to promote the theme 'Learning with understanding'. Initiatives related to the theme — including badges, logos, seminars and workshops — will be planned and implemented during the coming year.

In line with the theme, work is under progress for instituting the 'Teacher Award for Excellence in Teaching' and two other awards called 'Dare to Try Award' and 'Outstanding Activity Clubs Award'.

Workshops have also been planned to address learning disabilities and understanding the concepts of science. ◆

CAPABILITY BUILDING



CAPABILITY BUILDING

Tata Business Excellence Group's Capability Building Programmes focus on highlighting the value of the Tata Business Excellence Model in triggering business transformation, as well as creating a pool of certified assessors to support the TBEM-based diagnostic processes of the Tata group



OVERVIEW

Tata Business Excellence Group (TBExG) has been tasked with building capabilities to drive the Tata Business Excellence Model (TBEM), and to enable companies in their efforts to achieve industry leadership.

TBExG's Capability Building Programmes focus on highlighting the value of TBEM in triggering business transformation, as well as creating a pool of certified assessors to support the TBEM-based diagnostic processes of the Tata group. The TBEM assessment offers a comprehensive and credible approach to evaluate a company's state of current excellence, thereby enabling a roadmap to achieve industry-leading status for creating stakeholder value.

The two genres of the Capability Building Programme form a virtuous cycle, wherein the action-oriented awareness programmes draw from the assessor programmes that are centred on insight creation, each multiplying the other's impact.

TBEM awareness and application

The TBEM criteria celebrate the cutting edge practices of world-class organisations, and knowing them is the first step towards benefitting from TBEM. A significant proportion of the capability building programmes focus on unravelling the strong business rationale of its principles, and the scientific approach its criteria adopts for measurement of maturity, both in business processes and results. The participants apply the model's provisions to their company's situations, and draw valuable insights to drive transformational actions.

TBEM Assessor Certification Programmes

The programmes are rolled out in three formats, each one customised to the needs of the target audiences.

• TBEM external assessment training

- Business Excellence Leadership Programme (BELP) for mid-level professionals to begin practicing assessor skills.
- Senior Business Leadership Programme (SBLP) for experts,

who add subject matter expertise to teams.

- Experienced Assessor Programme (EAP) for assessors to hone their skills so as to keep them current with the ever-changing demands of applicants.
- **Awareness programmes**
 - Train the Trainer, to enhance reach and scale.
 - Essentials of Excellence, to bring in the knowledge related to excellence-enhancing tools such as Six Sigma, Lean and 5S.
- **Customised workshops focus on bringing deeper insights on leading thoughts and best practices related to the following critical areas in business:**
 - Customer Centricity
 - Safety
 - Strategy Deployment
 - Operations Excellence
 - Human Resources

Besides, there are a clutch of programmes that are held for audiences by invitation. They

expand perspectives, while charting broad contours of change:

- Mentors Meet
- PC Day
- Advanced Programme for Leaders

KEY ACHIEVEMENTS

During 2015-16, more than 60 capability building programmes were organised. In response to requests from various companies, focused programmes were conducted for senior business leaders in the domains of HR, in partnership with Group HR, for enhancing assessment capabilities. Similar programmes were conducted in the areas of customer centricity and technology excellence, to further enhance the quality of assessments.

TBExG also helped companies develop capabilities in various focus areas important to the group. Specialised programmes were conducted in the areas of customer focus and strategy deployment by globally renowned experts. Customer programmes were jointly managed with the customer centricity group in the Group Executive Council.

Three sessions on corporate foresight by Prof Rene Rohrbeck were organised for various group companies, including one specifically for Tata Motors, in which CXO-level executives and strategy professionals participated.

Layered structure

TBExG started looking at BE capabilities holistically across

all five layers — awareness, practice, diagnostics, expertise and transformation, covering respectively:

- TBEM Learners
- Excellence Practitioners
- TBEM Assessors
- Subject Matter Experts (SMEs)
- Change Catalysts

Based on experiences and lessons learnt, the SME and excellence practitioners' layers have been identified as areas to strengthen.

Two new programmes were introduced in 2015-16: an Operations Excellence Practitioners Programme (for the SME layer) and an in-house business excellence (BE) workshop for excellence practitioners. Besides, five Operations Excellence Practitioners Programme workshops and three in-house BE workshops were held during the year. A Corporate Foresight Programme was also held for the change catalyst layer.

A new series of programmes under Master Class was also launched

The Experienced Assessor Programme (EAP) 2015 has been a great experience. I was thrilled with the insights from this programme. For example, I never knew that the Deputy Lead (DL) was supposed to push the assessment team members."

BHAVIN SHUKLA
TCS

at the SME layer. These included programmes on customer value management and 'premiumisation'.

Changes in web-based training module

Several changes were carried out in the web-based training modules in 2015-16, as under:





- **Modular structure:** The standard course was broken into shorter modules for easier administration. The new course is spread across six individual modules and each module can be navigated within 20-25 minutes.
- **Visually appealing imagery:** The look and feel were upgraded to keep pace with new trends, and to address the needs of a global audience. The Graphic User Interface of the current course is now more refreshing and easy to navigate.
- **Design-level improvisation:** The current version addresses several shortcomings related to multi-media experiences, and ensures that the learner goes through the course content without missing important sections.
- **Device compatibility:** The course has been made compatible with tablets (iOS and Android), laptops and desktop devices. It is now compatible with various Internet browsers (IE9+, Google Chrome 33+ and Mozilla

Firefox 33+). The course can be launched in the default browser on hand-held devices.

- **Evaluation module:** A gamification approach has been adopted for the new course, with random selection of questions, timing and scoring grades, lifeline and mentor support, performance reports and certification.

New case study

The TBEM criteria are revised once every two years; last year, it underwent a significant change. TBExG developed a new case study, to form the basis for conducting the certification programmes for new assessors. The case study includes both B2B and B2C business verticals, manufacturing and service processes and integration with global markets, cultures and supply chain, and has links to customer centricity, technology, safety, corporate governance and sustainability concepts.

Volume of training

The total number of participants who underwent capability building programmes was 2,003 in 2015-16, similar to the previous year. A significant change was that more than half of them attended SME-

customised workshops, which focus on areas of importance for the Tata group, including safety, operations excellence, customer centricity, HR and strategy deployment.

Change in EAP

EAP is primarily meant for experienced assessors. Last year, based on 360-degree feedback, it was transformed from an open programme to an 'invitation-only' one. The programme has also been designed around eight key cornerstones including criteria change and impact on scoring, improving 'actionability' of feedback reports by focusing on category 6 (operations) and category 3 (customer), and strategic insights.

LOOKING AHEAD

TBExG aims to further strengthen the SME layer in 2016-17, besides focusing on driving the Business Excellence Practitioners Programme. BE workshops will be promoted as an alternative to in-house certification programmes. Assessor selection will seek to source participants from open programmes, rather than in-house programmes. This will reduce overcrowding of the assessor pipeline, and limit the excess supply of assessors to the assessment process. ♦

BEST PRACTICES





BEST PRACTICES

The Best Practices Programme was launched to enable the cross-pollination of best practices that exist within, as well as outside, the Tata group

OVERVIEW

Tata companies are at various levels of maturity in their journey of excellence. The leadership team felt the need to accelerate their excellence journey by democratising sharing and learning within the group.

Consequently, Tata Business Excellence Group (TBExG) developed and implemented its Best Practices Programme to identify, capture, share and transfer good practices, with the stated aim of enabling the cross-pollination of best practices that exist within, as well as outside, the Tata group.

A multi-dimensional initiative, it comprises several components, the most prominent of which are:

- Identify and document best practices across the group
- Prioritise and categorise best practices based on group-level focus areas (identified as 'opportunities for improvement' or OFIs)
- Ensure wide and convenient accessibility to all employees through a digital platform called EDGE
- Offer more intensive 'face-to-face' sessions that are theme-based or focused on a single company, through learning missions, webinars and workshops
- Set up access to established subject matter experts (SMEs) in a range of fields
- Enable people to create communities of interest for sharing and engaging with colleagues in similar fields

The best practices are shared through:

- **EDGE portal**
Tata employees can get in touch with practice owners and SMEs through the portal, which encourages the adoption

and implantation of promising practices within companies. The portal has 300 plus good practices, 15,000 plus registered members, more than 800 SMEs, and can be directly accessed through 40 intranets, besides www.tatabex.com and www.tataworld.com.

- **Learning missions**
Group companies can interact closely with each other with a face-to-face process that makes it simpler to internalise learning and imbibe good practices. Typically, these are two- to three-day sessions covering a wide range of topics related to a Tata company. Another variation is the 'theme-based session', where people from various companies meet to share good practices on specific chosen topics.
- **EDGE webinars**
EDGE webinars focus on various topics, such as safety, operations excellence, business excellence, change management, project management, etc. The webinars are conducted every Wednesday,



and deal with subjects that appeal to employees across the Tata group. SMEs from within the group conduct these webinars.

- Tata Network Forums**
 TBExG facilitates the sharing of best practices within Tata companies by utilising the powerful medium of Tata Network Forums (TNFs).
- Industry / company specific workshops and interventions**

KEY ACHIEVEMENTS

Webinars

When webinars were introduced in January 2015, they were hosted once a month. From the start of 2015-16, they are held on every Wednesday. The 50th webinar (beginning from January 2015) was held on March 30, 2016; 46 webinars were organised in 2015-16.

Part of assessments

Another significant achievement in 2015-16 was that best practices were included in the TBEM assessments process. More than 100 good practices were suggested by assessors in the 2015 assessment cycle, and 60-plus such cases were identified, which could possibly be implemented by the companies being assessed.

Assessors have also been equipped with tools that enable them to access best practices on the EDGE portal and are supported by the TBExG best practices team in this endeavour.

Learning missions

For the first time, a learning mission was organised outside India. Thirty-four senior executives from 18 Tata companies joined a four-day learning mission to the UK. The first day of the mission was at Tata Steel Europe; the remaining three days were spent at Jaguar Land Rover.

The international learning mission attracted a lot of attention from Tata group companies based outside India.

TBExG also enabled a learning mission from the Swedish Institute of Quality to the Tata group. The 15-member team was briefed on the TBEM programme, best practices, deep dives, SME involvement, TNFs, the Tata Sustainability Group (TSG), the group's credo and philosophy and its Vision 2025. Interactive sessions were also held with teams from Tata Steel, Rallis and TSG.

Workshops

Seven workshops were held through TNFs during the year. Companies with good practices in chosen areas shared them with the audience at the workshops.

Reward and recognition

The top five companies contributing the most to the Best Practices Programme were recognised at the Business Excellence Convention held in Delhi in December 2015.

EDGE White Label

Many companies had enquired in the past whether EDGE could be part of their online platform. Taking the

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





idea forward, TBExG changed the architecture of the portal to ensure that it could be easily cloned, and could serve as an in-company platform for companies. When a company adopts the EDGE White Label platform, their employees can access the global EDGE portal through the local one, and content can flow both ways. This was successfully implemented at Tata Motors, where the first EDGE White Label platform was installed.

Communication

Various medium of communication, including social, online and print, were used to highlight the Best Practices Programme in the group. This generated a lot of excitement around the programme, both internally and externally.

LOOKING AHEAD

The focus in 2016-17 is on seven strategic objectives.

Enable transplantation of good practices:

A few pilot companies will be identified and their success stories will be propagated. Campaigns will be undertaken and two implementation opportunities will be sought. The aim is to connect the provider company (of good practices) to the recipients.

Increasing EDGE portal usage and attractiveness:

This will see the consolidation of the portal and more Tata employees seeking best practices and engaging with SMEs. At present, there are just 16,000 users on EDGE, so in a group with over 600,000 employees, the potential for expanding the footprint is huge.

Increasing participation in webinars – both presenters and listeners:

At present, each of the weekly webinars draws in about 200 to 400 employees from 20 companies. In the current year, efforts will be made to increase the reach and spread of the webinars substantially.

Research compilation using benchmarking, case studies on high-group focus areas and creating next practices through SMEs:

In the third year of the Best Practices Programme, a repository of over 300 such practices on various topics was built. In the current year, a compilation of good practices, topic-wise, will be made. These will include subjects such as risk management, customer promise areas, strategy implementation

and digital safety. Best practices from outside the group will also be included. Recently, TBExG entered into partnerships with the American Society for Quality and American Productivity and Quality Centre, and will soon enter into a partnership with the British Quality Foundation. SMEs from within the group will be involved to ensure that the reports include valuable information for CEOs and CXOs.

Conduct benchmarking studies:

A benchmarking study will be undertaken every quarter in the coming year. The first such study will be on risk management.

EDGE White Label: While Tata Motors is the first company that now has an EDGE White Label portal, other companies will also be offered this platform. Issues such as security, server ownership and management will be addressed through discussions with CIOs.

SME market place: Most companies in the Tata group engage with external consultants in strategic areas of importance for big ticket projects. Many companies also pursue improvement projects and initiatives which are not big but will have significant impact on their performance. Small and medium-size companies in the group are hesitant to hire external consultants on cost considerations, but need help in implementing some programmes. TBExG will create an inventory of major improvement projects and enhance the inventory of SMEs and tag them to projects. ♦



GROUP FOCUS AREAS & DEEP DIVES



DEEP DIVES

In addition to Tata Business Excellence Model assessments, Tata companies conduct Deep Dives for a more focussed study of identified improvement parameters

OVERVIEW

The Deep Dive process at Tata Business Excellence Group (TBExG) 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 Tata Business Excellence Model (TBEM) feedback, the board's inputs during the TBEM process or the company's own introspection from its leadership and strategy sessions.

Companies have used Deep Dives to get sharp insights and actionable recommendations

to drive performance related to important strategic imperatives. These diagnostic studies often take a comprehensive approach that looks beyond one single function and seeks end-to-end optimisation across related parameters. In the past five years, TBExG has conducted over 40 diagnostic studies for Tata companies across various industries. Group companies usually request for a Deep Dive in addition to TBEM assessments for a more focused study of identified improvement parameters. Depending on their maturity, companies can also alternate

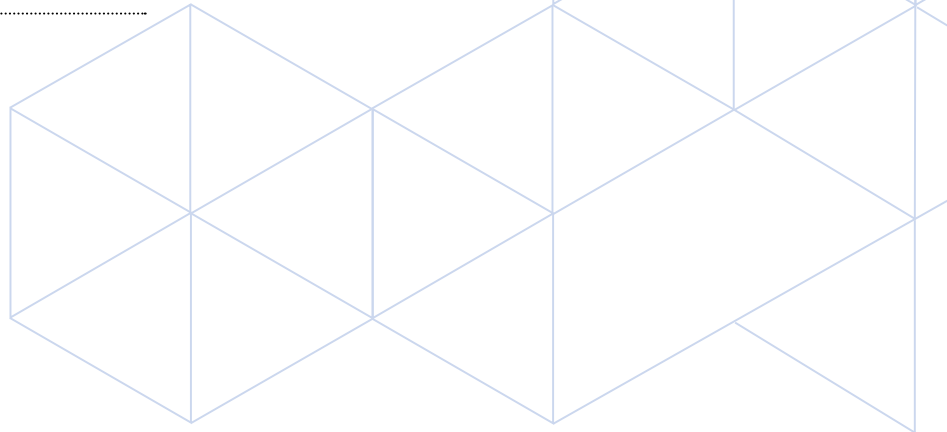
between TBEM assessments and Deep Dives to create a virtuous cycle of improvement.

In its pursuit of excellence, the TBExG team focuses on bringing cutting-edge methodology and new concepts to the Deep Dive process through collaboration with knowledge partners.

Deep Dives are conducted across the value chain in areas that are critical in the TBEM assessments process such as strategy deployment, customer centricity, human resources, operations excellence and safety. ◆

CUSTOMER CENTRICITY

The development of a customer-centric culture and the commitment to customers is set to get a boost across group companies with the integration of the Tata Group Customer Promise into the TBEM assessment process



OVERVIEW

Tata Business Excellence Group (TBExG) works as an advisor and knowledge partner for Tata companies to help them develop and sharpen their customer-centric approach and enhance business performance by delivering higher value to their customers. This is achieved through comprehensive diagnostic studies (Deep Dives) and sharing of best practices in various customer-related areas for both B2B and B2C focused companies.

In addition to Deep Dives, TBExG also plays a pivotal role in the group-wide initiative on Customer Centricity and Customer Insights, which is led by Harish Bhat, Member, Group Executive Council. This initiative also includes several senior Tata executives as members and was set up to evangelise customer centricity within the Tata group.

Customer Centricity Deep Dives

In Deep Dives, the team takes a 360-degree view of both the business and the problem statement by conducting a comprehensive and highly qualitative analysis,

using various tools and methods. This analysis enables a deep understanding of the different interplays between internal and external ecosystems — which leads to actionable insights cutting across functions and breaking organisational silos.

Some key areas in which TBExG helps group companies are:

- Customer experience mapping
- Voice of customer study
- Customer-centric culture analysis
- Key account management
- Sales productivity and effectiveness
- Customer segmentation
- Consumer insights
- Channel management and effectiveness
- After sales and service excellence

KEY ACHIEVEMENTS

Tata Teleservices

A customer experience-focused Deep Dive was conducted for the Tata Teleservices GSM Mobility Business, which serves retail

customers through post-paid and prepaid voice and data services. The objective and scope of the Deep Dive was to evaluate the current customer life cycle management (CLCM) and related product life cycle management (PLCM) processes with a customer lens, to understand how these were impacting customer experience and improvement opportunities thereof.

The project methodology included walk-through and data analysis of key CLCM and PLCM processes and in-depth discussions with teams across corporate and circles, channel partners, agencies and managers of company-owned and company-operated (COCO) stores.

The team also conducted a 'Dipstick qualitative voice of customers' study to bring a cause-effect validation to the process findings. The project was delivered by a collaborative team of subject matter experts (SMEs) from TBExG and other Tata group companies. The detailed report on diagnostic findings and recommendations

was well received by the Tata Teleservices leadership and was shared with key process owners for improvement planning and implementation.

Tata Communications

As the organisation became more complex globally, the senior management of Tata Communications recognised that building strategic relationships and becoming preferred partners (in NextGen and GES) was key to achieving planned growth and profitability. TBExG conducted a detailed diagnostic study and also studied frameworks and best practices of other global firms in the B2B space. A detailed report was developed based on the study, which included diagnostic findings, best practices from other companies and contextualised recommendations for Tata Communications. Recommendations included a global customer relationship management framework including account categorisation, operating model, account strategy and planning, model governance and internal support. In addition, an exhaustive set of account strategy and planning templates were designed to help improve the account planning process.

The project helped Tata Communications understand the gaps and challenges in the organisation vis a vis meeting the growing expectations of its customers. The recommendations were pivoted on aligning the organisation structure and processes to the complex management of global customers to enable business

growth for Tata Communications and experience improvement for the customer.

The report was iterated with key stakeholders and project sponsors for alignment and buy in, and was also very well received by the MD. The organisation is working on implementing key recommendations of the report in a phase-wise manner.

Tata Housing

A detailed customer life cycle experience management Deep Dive was conducted for Tata Housing in 2014. The diagnostic study findings were highly appreciated by the team and became the basis for initiatives in the marketing, sales and customer care processes for improved customer experience.

The TBExG team facilitated the development of a detailed action plan for improvement with timelines and resources with process teams, including senior management. The action plan was taken up for implementation last year and TBExG supported the team through joint monthly reviews with the head of marketing and sales on the progress and issues resolution related to implementation.

A critical outcome of the action plan was identifying the changes required in the underlying IT / CRM systems to support the improvement in the processes. Several quick wins were achieved during this period and many large-scale improvements are still under way.

“The most important contribution by TBExG in our journey towards Customer Centricity is your ability to bring to the centre of the decision-making process the confluence of three important pivots: the most important being the Voice of the Customer and the detailing of the customer experience circle, followed by benchmarking pertinent competition and finally the Voice of Employees and the Culture survey. This, along with a comprehensive action planning exercise and implementation support through joint reviews, I am sure, will not only enable and make our journey towards customer centricity effective but also provide our brand and business sustainable distinctiveness in the market place.”

TATA HOUSING

Tata Class Edge

Tata Class Edge (TCE), a major service provider for digital classrooms, engaged TBExG last year for a customer VOC to validate the key differentiators being offered to schools and the new requirements that needed to be built in its product and service offerings.

Over 100 interviews were conducted covering 44 schools in the top cities. The project findings supported the improved product features rolled out in schools and provided new insights on fine-tuning the software architecture, the process of prospecting and the need for layered training based on the maturity of schools.

The project was appreciated by the TCE team for its high quality. The customer needs and expectations captured from this exercise are to be used as a basis for future quantitative studies.

Group-wide initiative on Customer Centricity

The Tata Group Customer Promise

As part of the group-wide initiative on Customer Centricity, the Tata Group Customer Promise was unveiled in 2014. Last year, after the assessment cycle of 2015, TBExG

analysed the findings from TBEM assessments and aligned it with the Tata Group Customer Promise and Manifesto. This led to group-level and company-level assessment of opportunities for improvement and available best practices. The analysis, which was well received by group companies, is being used to develop interventions for the coming year.

TBExG also integrated the Tata Group Customer Promise into TBEM assessments in a four-step process. Going forward, this integration is expected to form the cornerstone of Customer Centricity improvements for group companies.

Capability building Masterclasses

Another initiative under the aegis of the group-wide initiative was two Masterclasses aimed at delivering cutting-edge practices and capability building in specific areas for improvement. The first Masterclass was conducted on 'Customer segmentation' in June 2015, by Gregory Carpenter, a world-class expert. The second Masterclass titled 'Pathways to premiumisation' was held in December 2015 and focussed on how group companies in the retail and consumer packaged goods sectors can premiumise their customer experience for attractive returns.

LOOKING AHEAD

In its pursuit of excellence and helping group companies improve their performance, the TBExG team is focussing on continuously bringing cutting-edge methodology and new concepts to the Deep Dive process through collaboration with knowledge partners. ♦

SAFETY

Safety and health practices are integral components of the excellence journey and the launch of the Tata Safety & Health Policy, Tata Safety and Health Management System and Tata Safety Standards have served to further embed the practices across the Tata group



OVERVIEW

The Group Safety & Health function was set up within Tata Business Excellence Group (TBExG) to formulate strategy and lead efforts in enhancing the safety culture and performance, and to achieve safety excellence across Tata companies.

The safety offerings are spread across several key areas such as:

- Training for senior leadership and middle management in safety standards, and customised training in incident investigation, safety observation, office safety, etc.
- SHE (safety, health and environment) audits
- Safety culture assessments
- Deep dives
- Strategy creation
- Facilitating the creation of safety policies and standards

KEY ACHIEVEMENTS

Most of the initiatives that were undertaken in 2015-16 were based on four strategic building blocks:

Commonality and convergence

The key achievement was the launch of the Tata Safety and Health Management System. Group Chairman Cyrus Mistry released it at the Business Excellence Convention in the presence of managing directors, CEOs and senior leaders of Tata group companies in December 2015.

Training and capability building

- Two training programmes were held for Tata Projects. One was for the senior leadership team and the second was on 'Essentials of safety leadership'.
- A safety audit was conducted, followed by a presentation to the board on the 'Way forward for evolving an enhanced safety culture and performance at Tata Projects'.
- Three training sessions were held in Mumbai, Delhi and Bengaluru on Tata Safety Standards relating to fire and electrical safety; 127 participants from various group companies attended the sessions.
- Similarly, two more training sessions on Tata Safety

Standards, relating to 'Job safety analysis' and 'Lockout tagout', were conducted in Delhi and Bengaluru, 56 members from group companies participated.

- A 'Best practices sharing session' was conducted for the senior management team of Tata Advanced Materials.
- The Group Safety & Health function also organised two webinars. The first — on 'Risks and life safety in buildings' — saw 133 participants from 24 companies attending. The second, on 'Workplace stress – an emergent health risk in corporates and how can it be addressed', was conducted with 230 participants.
- A session on 'Safety observation' was conducted for the senior leaders of Tata International. Another session on 'Office ergonomics and workstation design', held in Mumbai, drew 25 participants from six companies.
- 'Perspective on safety' was another session conducted during the circle safety officers, facility management and



support services meets of Tata Teleservices.

- Following the roll-out of the Tata Safety Standards, a four-day training programme was held at the Tata Management Training Centre in Pune. The safety leadership programme was divided across three batches and included 66 participants from 41 Tata companies. It had a mix of topics, including the Tata Safety and Health Management System, clear understanding of regulatory requirements with respect to safety and health, and training on soft skills so that safety heads develop skills to put their points across to senior leadership in an effective and business-like manner.
- A programme on women's safety was held at the training division hostel of Tata Motors in Pune; 105 women employees from 14 Tata companies attended the programme, which aimed to deploy the best practices followed by Tata Consultancy Services for its women employees.

Transparency and sharing

The Safety Working Committee organised five meetings during the year. A visit to the Tata Power Skill Development Institute, Ambarnath, was organised.

A 'Best practices in safety' conclave was held on September 28 and 29, 2015, in Mumbai, with 74 participants from 34 companies attending the event. Representatives from non-Tata companies also participated.

A book titled 'Sharing and Learning from Fatalities: A Compendium of What Went Wrong and How To Prevent Recurrences' was released during the best practices conclave on safety.

Sixty-five safety professionals from 45 Tata companies participated in the annual Safety Heads Meet on December 15, 2015, in Mumbai. 'Safety – a key business imperative' was the theme of the session. This was the first time that a safety heads meet was held. The Group Chairman was also present during the question-and-answer session.

A 'Best practices in health' conclave was held in Mumbai on February 29 and March 1, 2016, with 40 participants from 17 companies in attendance. International

“Good inputs. Inputs received were relevant and practical. Look forward to their implementation in projects and office. Good learning has increased our self-awareness and made us more conscious.”

Participant of the Safety Leadership session conducted at Tata Projects

speakers were also present at the event, which was the first health conclave to be held.

Assurance and verification

A safety and health audit was conducted for Tata Advanced Materials. A safety review of the premises of the National Centre for Performing Arts in Mumbai was also conducted to assure a higher level of safety preparedness for the Annual Group Leadership Conference.

A safety, health and environment audit was carried out at Rallis India



at Ankleshwar, Gujarat. The aim was to identify key areas that would have potential impact on brand reputation.

In addition to activities in these focus areas, the Group Safety & Health function also provided support to group companies. Following the Nestle incident, a compilation of health standards and issues in group companies involved in the food and beverage business was sent to Dr Mukund Rajan, Member, Group Executive Council and Brand Custodian, Tata Sons.

A review of the safety and health systems at Trent Hypermarkets was undertaken and suggestions made on how the system for managing safety could be improved.

A cross-functional team with members from Tata Sustainability Group (TSG) and Group Safety & Health was formed to build capabilities for rescuing Tata employees affected by disasters. The Group Executive Council wanted the team to identify agencies that would help in rescue operations in case of a disaster.

The safety and health strategy of Indian Hotels Company was reviewed and inputs were given on improving the approach. Meetings were held with the TSG team to discuss how TBExG could build capability within companies so that post-disaster rescue operations are effective.

External representation

Suresh Tanwar, Chief - Group Safety & Health, was invited to be part of a panel discussion on 'Landscape



of safety and health in Asia' at a conference in the UK organised by the Institution of Occupational Safety and Health.

He was also the Chairman of the organising committee of the 'American Society of Safety Engineers' at the Safety India 2015 conference.

Mr Tanwar conducted a session on 'Dynamic approach to understanding safety' at the Occupational Safety and Health Conference in Mumbai in November 2015.

The Tata group was also represented on the Confederation of Indian Industry's National Task Force committee on safety.

Group Safety & Health members made presentations at meetings of International SOS and Underwriters Laboratory.

LOOKING AHEAD

The Tata Safety and Health Management System will be deployed in 2016-17 within group companies and capability building

will be initiated by training executives in different companies.

Company-specific programmes will be held and the Tata Safety and Health Management System and the IT and audit tools will be deployed during the coming year.

Six safety standards were released around two years ago. In 2016-17, four more standards will be released. Training programmes will also be conducted for these new standards.

There will be increased focus on health-related initiatives. New guidelines will be released and capability-building programmes will be undertaken.

Safety, health and environment audits will also be done during the year. Programmes will be held to ensure that group companies comply with regulatory requirements. The Group Safety & Health team will facilitate group companies in Safety & Health regulatory aspects through training and auditing to assure compliance. ♦

OPERATIONS EXCELLENCE

Enterprise and functional diagnostics, workshops and reviews, facilitated by Tata Business Excellence Group, have enabled Tata companies achieve organisational excellence and improved business performance



OVERVIEW

The Operations Excellence practice at Tata Business Excellence Group (TBExG) focusses on helping companies improve their business performance by facilitating a culture of continuous improvement and transformation in the areas of process management, supply chain, project management, cost management and quality management. Based on the TBEM assessment feedback related to Category 6 (Operations Focus) and other related categories, the companies may decide areas for improvement through Deep Dives.

Deep Dive diagnostics

The Operations Excellence team engages with group companies to facilitate Deep Dives through a framework consisting of diagnostics, action planning workshops and reviews — in partnership with domain experts — to give insightful and prescriptive feedback, identifying the strengths and areas of improvement.

The diagnostics is carried out at two levels: the enterprise level

and the functional level. The Deep Dive diagnostics process helps organisations check the operations-level health of the organisation as well as get insightful feedback from subject matter experts (SMEs). This, in turn, accelerates their organisational transformation and change management agenda.

In addition, strategic partnerships with institutions like American Society for Quality (ASQ) and American Productivity & Quality Center (APQC) have also been forged, which enables the team to be in sync with the latest updates in operations excellence.

KEY ACHIEVEMENTS

The Operations Excellence team conducted Deep Dive diagnostics studies for three Tata companies during the year.

Voltas UPBG: After Sales Service Deep Dive

A Deep Dive diagnostic study was conducted for Voltas UPBG to study the 'after sales service'

processes and provide solutions to create a differentiated value to the customer.

The Deep Dive team consisted of SMEs from the after-sales and services domain from top Tata companies with a combined experience of over 90 years. They engaged customer-facing tools like 'Voice of customer' and 'Voice of partner' studies, which brought out the key areas of focus and highlighted the needs and expectations of customers and key partners of the value chain.

The key areas of focus in the study included quick response time, prompt resolution of customer queries, 'first time right' installation and commissioning, and smooth process integration throughout the value chain.

The final report with detailed recommendations was shared with the top management which included best practices from various companies in and outside the Tata group. The report was well received, and the team is

“Many thanks to the Deep Dive team for taking time out and understanding our operations in such a short span of time. The team has provided many important insights which will help us in our improvement journey.”

DINESH SHASTRI, MD, Tata NYK

working towards action planning and implementation of the critical recommendations shared in the Deep Dive.

Tata NYK Shipping: Process Management Deep Dive

The scope of the Tata NYK Shipping operations excellence Deep Dive consisted of process management diagnostics across areas like chartering, operations, marine and technical, including assessing people capability for continuous improvement.

The study recommended detailed action in areas like finance, IT, process management, people capability and operations excellence culture profiling. The team also shared best practices

from various other Tata companies in these areas.

Tata Sponge: Supply Chain and Manufacturing Deep Dive

The Tata Sponge operations excellence Deep Dive focused on improving cost efficiencies in the raw material supply chain (coal procurement), reducing process variability in sponge iron manufacturing and reduction in waste generation.

The diagnostic study recommended various cost-saving ideas and actions in the coal procurement supply chain through sharing of supply chain practices (procurement of specific type of coal) from different Tata companies. Some practices relating to waste management (fly ash management) were shared with Tata Sponge as part of the process.

LOOKING AHEAD

For the first time, external SMEs were brought in to participate in Deep Dive diagnostic studies last year. This brought in a wealth of experience and knowledge to the team, in turn helping to bolster the quality and effectiveness of the Deep Dive. More SMEs are to be inducted into such studies in the current year.

New Deep Dives formats will be introduced during the coming year, which are expected to improve agility, quality of deliverables and implementation of recommendations with a keen focus on the specific needs of the customer. ♦

“We, at Voltas, thank each one of you for conducting the ‘Deep Dive Diagnostic study’ for ‘After Sales Service’ of our key BU, Unitary Products Business Group. We are grateful to all of you for the useful insights and for sharing your valuable feedback with the senior leadership team. With your insights, we are sure, we would take our services to the next level and make it a key differentiator.”

C KAMATCHISUNDARAM,
Vice President, (TMD) Voltas Ltd

STRATEGY DEPLOYMENT

TBExG helps companies focus on strategic planning and implementation so that they can emerge as winners in highly competitive markets



OVERVIEW

The Strategy Deployment team at Tata Business Excellence Group (TBExG) focusses on two broad aspects — diagnostic support and capability building. It supports companies in the following:

- **Deep-Dive study on the quality of strategy-planning process**
Helps companies in assessing strategic planning from the perspective of (i) the approach towards strategic planning, (ii) diagnostics of business environment, (iii) coherence in the strategic plan and (iv) implementability of strategic choices.
- **Enterprise risk management**
It also provides companies with hand-holding support and develops enterprise risk management frameworks.
- **Develop vision-mission-values**
Vision-mission-values (VMV) is a widely used management tool by companies globally. TBExG works with companies and conducts leadership workshops to finalise or revisit their VMV, giving them an opportunity to align with the Tata group's Vision 2025.
- **Competitive intelligence**
TBExG started the competitive intelligence (CI) practice by creating a framework called 'Know Your Competition' and sharing best practices of some of the large companies within the Tata group. It also has access to the tools and techniques from Strategy and Competitive Intelligence Professionals (SCIP - a global non-profit community of business experts across industry, academia and government, which builds and shares strategic intelligence, research, decision-support tools, processes and analytics capabilities). TBExG hand-holds companies to understand the gaps in CI processes and provides support to build them.
- **Corporate foresight**
It also assesses the current level of organisational preparedness in terms of corporate foresight capabilities and conducts workshops with CXOs to introduce the concept.

While TBExG has been providing support to Tata companies in the first four areas over the past few years, the last two — competitive intelligence and corporate foresight — were offered for the first time in 2015-16.

KEY ACHIEVEMENTS

Initiatives launched during the past year were 'competitive intelligence' (creating the Know Your Competition framework), 'corporate foresight' and 'quality of strategy' assessment. Deep Dives in strategic

plans were undertaken for Tata Communications and Tata Capital. These were in terms of process, quality of strategy and action plans.

In the area of strategy deployment, BSC design and strategic alignment and cascade were undertaken for companies including Tata Capital, Tata AIG General Insurance, Tata Communications, Tata AIA Life Insurance Company and Tata Global Beverages.

The concept of risk management was introduced to Tata Business Support Services (TBSS) and hand-holding support was provided in setting up a risk management system.

The Strategy Deployment team worked with three companies — Tata AutoComp Systems, TBSS and Tata Interactive Systems — in finalising their VMV through workshops.

In the area of competitive intelligence, a manual on the subject (Know Your Competition) produced by TBExG was released by Group Chairman Cyrus Mistry at the Tata Business Excellence Convention in December 2015. Multiple webinars were also conducted on the subject including one each for Jaguar Land Rover (JLR) and Tata Global Beverages. Each webinar, on an average, saw 100+ unique logins.

Best practices from SCIP and other Tata companies were shared and hand-holding of some companies was undertaken to build their CI processes.

Twenty companies represented by 59 CXOs participated in two CXO workshops relating to corporate foresight. A separate workshop was also held for Tata Motors CXOs on corporate foresight.

LOOKING AHEAD

The focus in 2016-17 would be on taking the new initiatives forward and strengthening the existing ones. An additional thrust area would be to offer help to all companies with low scores (50 percent or lower) in category 2 (strategic planning) in TBEM assessments.

The Strategy Deployment team plans to conduct two seminars or workshops and two to three Deep Dives in competitive intelligence. It also aims to share best practices from SCIP and companies like JLR and Tata Consultancy Services.

In the area of corporate foresight, there are plans to develop a formal engagement with at least two Tata companies, undertake assessment of corporate foresight capabilities of two to three companies and organise a workshop for CXOs.

TBExG also plans to expand the offerings in Deep Dives in strategy to include SDM / Policy Deployment Matrix and BSC audits. It aims to engage with companies, which it had helped in the past, to

I would like to thank the TBEM team for pushing us in the journey of excellence and with the BSC design and implementation last year. Anil has been outstanding."

NAVEEN TAHILYANI,
MD & CEO, Tata AIA Life

work towards institutionalising Deep Dives in strategy.

There are plans to introduce and provide hand-holding support and Deep Dives in risk management to two to three companies. ♦

HUMAN RESOURCES

The human resources domain expertise within the TBEM assessment process is significantly enhanced and strengthened with capability building and process improvement programmes



OVERVIEW

Human Resources (HR) is a key element of the business excellence process within the Tata group. HR systems, processes and capabilities contribute significantly towards the key outcomes of group companies. Over the past few years, group companies and the TBEM assessment teams have felt the need to include more senior HR professionals as part of the assessment process, create a structured approach for measuring HR process results during assessments and crystallise a formal deep dive approach. The greater involvement of HR professionals would also provide a significant impetus to the business excellence initiatives at their respective organisations.

Based on this need, Group HR and Tata Business Excellence Group (TBExG) have conceptualised a capability building and process improvement roadmap to strengthen the HR domain

expertise within the TBEM assessment process.

The objectives of the roadmap were to:

- Build HR capability to improve organisational performance
- Create a pool of experienced assessors with experience in HR for TBEM assessments
- Create a pool of experienced team members for executing HR-focussed deep dives
- Drive awareness of TBEM across HR professionals of group companies
- Understand the leadership view on HR's role in business excellence and organisational performance
- Deep dive into key HR functional areas to understand the linkages with the overall TBEM assessment process

KEY ACHIEVEMENTS

Key initiatives were undertaken during the year in the areas of assessment, capability building, best practices and deep dives. The broad pillars for all these

initiatives include collaboration, senior leadership involvement, research and analysis, and focus on stakeholder needs.

Capability building

For the first time, in April 2015, a Senior Business Leaders' Programme (SBLP) was held in Mumbai, which was aimed at imparting TBEM process knowledge to senior HR professionals and to embed critical HR functional areas within the process training.

At the start of the programme, Dr NS Rajan, Member, Group Executive Council, Group Chief Human Resources Officer (CHRO) and Executive Committee Member of TBExG, explained that the expectation from the programme is to achieve the dual objectives of providing business excellence assessment exposure to senior HR professionals and strengthening HR domain expertise during the assessment process. CHROs from various Tata group companies shared their understanding and views on how to assess the HR



facet while doing assessments. A second SBLP was organised in January 2016. In totality, more than 60 senior HR executives from different group companies participated in the two programmes and nearly 10 CHROs facilitated the sessions, which focussed on various aspects of HR including HR strategy, leadership development, employee engagement and performance management.

TBEM Assessments

During the 2015-16 TBEM assessment cycle there was 100 percent HR assessor representation in assessment teams. Pre-assessment connect was established with all the HR assessors. Before the assessments began in June 2015, all HR assessors participated in a two-hour teleconference. Dr Rajan, along with S Padmanabhan, Executive Chairman, TBExG, and M Nagabhushan, AVP, TBExG, joined the teleconference and shared their thoughts and expectations from the assessors.

Post the TBEM assessment cycle, a detailed study was carried out to cull out the key findings and multiple themes on HR across the assessment findings. The study was then extended to look at applications and results from the last three assessments, and data reportage from all the applicant

companies. A need was felt for common and standard HR metrics to drive analysis and develop actionable insights. The team created a set of 20 HR metrics based on the understanding of current HR metrics reported, external benchmarks and future direction. Multiple HR assessment frameworks and academic approaches for HR assessments were studied and evaluated while arriving at the HR metrics. This was circulated to all CHROs of the group and the feedback was consolidated and assimilated. The HR metrics have been circulated to the business excellence heads of all group companies with a recommendation to report on these metrics.

Deep Dives

A project on core HR metrics was used to create a base framework to carry out HR deep dives. In the past, various HR deep dives have been successfully executed. An SME (subject matter expert) pool created from the HR SBLP offers a ready pool of HR experts available to facilitate deep dives in various HR areas.

LOOKING AHEAD

In the coming year, a de-brief workshop will be conducted with all HR assessors to crystallise and disseminate learning. An analysis of the reported results will also be undertaken. The common HR metrics that were created and vetted by CHROs last year will be used to drive analysis in FY 16-17.

Regular SBLPs will be held for the HR community to replenish the assessor pool. Wider interest groups will be created to foster a strong focus on various HR functional areas. These interest groups will be useful in best practices evaluation. More deep dives would be conducted and SMEs will be involved in ideation programmes and in conducting workshops.

Formalisation of frameworks including academic, professional and practitioners will be undertaken in 2016-17. Three HR communities of interest will be set up on the EDGE Portal and webinars on HR topics will also be conducted in 2016-17. ♦



TATA NETWORK FORUMS



TATA NETWORK FORUMS

Ten Tata Network Forums located around the globe are playing the critical role of bringing together Tata companies to foster collaboration and learning. They enable companies to share best practices, conduct workshops that are important to their respective regions and support group-wide initiatives



OVERVIEW

Facilitated by the Tata Business Excellence Group (TBExG), Tata Network Forums (TNF) aim to 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.

The forum is a robust, effective platform leveraged by Tata companies across the globe to engage in appropriate information exchange, training and collaborative activities, showcasing events and putting forth important marketing communication. It is also a channel that brings group-level, senior leader communication to the fore.

There are 10 TNF networks across the globe: four in India (East, North, South and West) and one each in Europe, North America, China, Africa, Middle East and North Africa, and ASEAN. Each TNF region has a dedicated Chairman, Convener and TBExG Coordinator.

KEY ACHIEVEMENTS

The forums continued to support business excellence as well as group-wide initiatives during the year. They organised and facilitated many best practice sessions, enabling sharing and implementation of the practices. They also supported InnoVista regional rounds, which took place during the year.

One of the key initiatives was the hosting of Group Executive Council (GEC) dialogues for Tata colleagues who could not attend the Annual Group Leadership Conference (AGLC) in July. The TNFs helped spread the main messages of the AGLC across geographies through the GEC dialogues.

TNF India – East

Chairman: TV Narendran, MD,

Tata Steel (India & SEA)

Convener: Mukesh Prasad,

Tata Steel

TBExG Coordinator: Subhrajit Basu

A session on operational excellence was held in Kolkata in May with

participation from more than 40 executives from 15 Tata companies. TV Narendran, Managing Director, Tata Steel, chaired the Apex meeting in June, which was also attended by S Padmanabhan, Executive Chairman, Tata Business Excellence Group; Anand Sen, President, TQM & Steel, Tata Steel; and CEOs of various companies in the eastern region. Mr Narendran urged everyone to make better use of the TNF platform. The meeting saw three interesting presentations: 'Turnaround story of Tata Metaliks DI Pipes', 'Managing contract workmen at Tata Motors' and 'Benefits of aggregating the procurement' by mJunction. The meeting ended with Mr Padmanabhan providing updates on various Tata group initiatives.

GEC dialogues were organised in August, and the session was attended by more than 500 executives from Jamshedpur and Kolkata based Tata companies.

An HR meet was held in September in Jamshedpur with the theme 'Employee engagement practices'. A similar meet was organised in



December in Jamshedpur, with the theme 'Use of technology in HR'. Besides sharing of practices on the theme by various Tata companies, there were talks by B-School professors, industry experts and practice consultants. Both these meets were attended by 60 plus Tata executives.

A meeting on affirmative action took place in Jamshedpur in December followed by town hall interactions with Dr NS Rajan, Group AA Forum Head and Group Chief Human Resources Officer, Tata Sons.

TNF India - East also organised a day-long session on sharing Business Analytics — one of the key focus areas in the region in the month of January — at Kolkata with a theme of 'Business decision making - an analytical approach'.

TNF India – North

Chairman: Praveer Sinha, MD, Tata Power Delhi Distribution (TPDDL)

Convener: Siddharth Singh, TPDDL

TBExG Coordinator: Swaminathan Gopal

A workshop on best practices was organised in July 2015, which saw participation of 32 officials from eight Tata companies. It helped to

update employees on the various developments of Tata companies in the field of engineering and project management in the northern region.

TPDDL, Tata Consultancy Services (TCS) and Tata Projects showcased presentations on best practices that contributed to the growth of their respective organisations.

TNF India – South

Chairman: Sanjiv Sarin, MD, Tata Coffee

Convener: Sumant Sood, Titan Company

TBExG Coordinator: Vinod Kumar

GEC dialogues were held in Bengaluru in August to convey the key messages of the AGLC. Anita Rajan, COO, Tata STRIVE, held an interactive session in December, which also saw participation from the core team and HR heads of various companies.

A session on affirmative action was organised in November; participants shared their experiences with

Dr Rajan and Bhaskar Bhat, Managing Director, Titan. A workshop titled 'Andragogy - unlearning and relearning for adults' was conducted in December.

TNF India – West

Chairman: R Mukundan, MD, Tata Chemicals

Convener: Vivek Talwar, Tata Power

TBExG Coordinator: Gautam Gondil

InnoVista regional rounds involving 18 participating companies were supported by the forum.

Around 70 employees from various group companies participated in a best practice and knowledge-sharing session on project management, held in May by TCS.

Forty-three participants from 15 companies participated in a Tata Safety Standards, fire safety and electrical safety session in June.

Around 120 Tata employees from the region participated in GEC dialogues held in Pune in August,



and around 100 attended a similar session in Mumbai in September. A best practices conclave on safety was held in Mumbai in September and was attended by 75 Tata employees. The aim of the conclave was to share best practices from some of the best companies in India. Speakers from GE, Walmart, Vodafone, United Technologies, BP Castrol, Tata Steel Group, TCS, Tata Motors and Tata Chemicals made presentations.

TNF Europe
Chairman: Dr David Landsman,
Director, Tata Limited
Convener (Business Excellence Working Group): Ernst Hoogenes,
Tata Steel Europe
TBExG Coordinator: Gareth Symons

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 representatives from Tata companies and invited guests.

The Corporate Responsibility Working Group was updated on the Tata Sustainability Group (TSG) by its Chief Shankar Venkateswaran. Anita Rajan, the COO of TSG, made a presentation on its skill development initiative, Tata STRIVE and on Jaguar Land Rover's involvement in the Industrial Cadets initiative.

The Environment, Energy and Climate Change Working Group was briefed by representatives from Tata Chemicals, Jaguar Land Rover, TCS, Tata Global Beverages and Tata Steel



in Europe on the challenges facing their respective businesses.

The Corporate Communications Working Group met at the Hay Literary Festival held at Hay-on-Wye, Wales, of which the Tata group is a principal sponsor. Representatives from 12 Tata companies were joined by the Brand Custodian and Group Chief Ethics Officer, Dr Mukund Rajan, for a discussion on the major brand and marketing activities individual companies are undertaking.

The TNF Europe Working Groups hosted the Tata Group Executive Council at Ashorne Hill in September. Over 100 senior Tata leaders from the European business listened to the cascaded

messages from the 2015 AGLC. The Corporate Responsibility Working Group met in July, September and December.

The Communicators Working Group met in September and December. The Environment, Energy and Climate Change Working Group met in September. The agenda of the Business Excellence Group meeting in October included a presentation on 'Cultural change for leadership engagement' by Mr Hoogenes.

In addition, there was also a review of promising practices, a discussion on ways to strengthen regional site visits in the TBEM reviews and providing more value to the applicants.



In December, the HR Working Group discussed updates on the major HR activities being undertaken and the key themes of recruitment, engagement and leadership development at company and Tata group levels.

TNF ASEAN

Chairman: KV Rao, Resident Director, Tata Sons, Singapore
Convener: Chandra Mohan Verma, NatSteel

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

TNF China

Chairman: James Zhan, Resident Director, Tata Sons, Beijing
Convener: Aaron Du, Tata Sons

Tata Sons Beijing arranged a team gathering for senior managers of Tata companies in China during Indian Prime Minister Narendra Modi's visit to the country in May. Around 10 senior Tata managers attended the meet with the Prime Minister.

The Chinese version of the refreshed Tata Code of Conduct was launched in December.

TNF North America

Chairman: James Shapiro, Resident Director, Tata Sons, USA

The Tata North American Communicators Working Group convened in New York in November for the annual meeting. Tata professionals shared information on



a range of topics related to the Tata brand.

A group of representatives from eight Tata companies in the US met leading congressional and SelectUSA leaders to raise awareness about the Tata group's contributions to the country's economy.

In August, senior Tata employees across North America interacted with members of the GEC, which included Madhu Kannan, Dr Mukund Rajan, Dr NS Rajan and Dr Nirmalya Kumar, on topics related to agility and sustainable and profitable growth, as laid down by Group Chairman Cyrus Mistry at the AGLC.

The North America Sustainability Working Committee comprising representatives of companies that have a presence in North America convened in New York for the first time in November.

TNF Africa

Twenty-two participants from South Africa, Tanzania, Uganda, Nigeria, Kenya, Zambia and Zimbabwe attended a four-day

Business Excellence Leaders Programme training. Fifty process champions across South Africa, Tanzania, Kenya, Uganda, Nigeria and Zambia attended a one-day, process-based management training programme.

As part of the process standardisation programme of Tata Africa, the trained process champions rolled 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 of the auto and allied and non-auto strategic business units of Tata Africa. Based on the findings of an external CSI survey of Tata Africa, improvement plans having maximum impact on key satisfaction drivers were identified for all major locations across Africa.

Project Phoenix, an operational excellence programme, was launched in South Africa. A team of 10 full-time and 5 part-time members are working on various improvement projects as part of the programme.



Project Nexus, the Enterprise Resource Planning programme of Tata Africa, was launched in South Africa with seven dealerships as pilot. A one-day strategy map and BSC workshop chaired by Noel Tata, Managing Director, Tata International, was held in November for the senior leadership team at Tata Africa. A long-term strategy plant docket for Tata Africa was also developed during the year with the senior leadership team.

TNF Middle East and North Africa (MENA)

Chairman: Sunil Sinha, Resident Director, Tata Sons, Dubai
Convener: Zenith Raj Jolly, Voltas

This TNF includes 16 Tata companies with about 3,500 employees in the

region. TNF MENA was the latest addition to the TNF family. The inaugural meeting was held in April with representation from 17 companies in the region. Twenty company representatives participated in a meeting in September; Bruce Robertson of Jaguar Land Rover and Radwan Moussalli of Tata Communications were some of the presenters.

Also in September, 30 participants representing 17 companies attended a presentation by Nenad Pacek, a leading authority on emerging markets. A GEC dialogue session was held in October in Dubai and 83 members from 19 Tata companies participated.

LOOKING AHEAD

For 2016-17, guidelines for Tata Network Forums have been put in place, which are broad, directional and indicative, and in no way comprehensive. They have been formulated for TNFs to create a commonality in thinking and working amongst them. The guidelines cover the TNF structure and also relate to topics for discussion and engagement.

For 2016-17, the guidelines suggest that TNFs engage in three categories of topics and activities — those that are important from the Tata group perspective, those that are important from the local companies' perspective and common events. ♦



EVENTS



TATA BUSINESS EXCELLENCE CONVENTION



The annual Tata Business Excellence Convention (BEC) took place on December 3-4, 2015, at Vivanta by Taj, Dwarka, New Delhi. The annual event, organised by Tata Business Excellence Group (TBExG), marks the culmination of the assessment cycle for the year and celebrates the business excellence movement across the Tata group. Building on the theme of the last two years and the group's strategy, this year's theme was 'Sustainable, Profitable Growth for Long-term Value Creation'.

The event was attended by senior leaders from across the Tata group including Cyrus Mistry, Chairman, Tata Sons; members of the GEC; MDs; Business Excellence Heads of various Tata companies and Assessors; Team Leaders and Mentors from the 2015 TBEM Assessment cycle.

While the first day of the event focussed on recognising team leaders and assessors who had taken part in TBEM Assessments

of 2015, the second day saw eminent speakers from within and outside the Tata group enthralled the audience with their thoughts on Corporate Foresight, Quality of Strategy, Risk Management and Competitive Intelligence.

The second day of the convention — December 4, 2015 — started with a welcome address by S Padmanabhan, Executive Chairman, Tata Business Excellence Group. He stressed on the point of how the agenda of BEC 2015 was designed to address areas that are important to the Tata group as a whole. Anil Menghrajani from the Tata Business Excellence Group elaborated the key insights gained from the TBEM Assessments 2015.

Prof Rene Rohrbeck from the University of Aarhus, Department of Business Administration, then delivered his talk. A globally acclaimed expert on Strategy and the author of the famous book Corporate Foresight, he stressed on the need for companies to use Corporate Foresight and then elaborated on how they can go

about gathering such foresights in order to drive sustainable, profitable growth.

As it happens every year, this year too the participants got an opportunity to put forward their questions to Mr Mistry. The session was facilitated by Dr Nirmalya Kumar, Member, GEC, and had an interesting array of questions ranging from fast food to future growth areas!

BEC 2015 also saw the launch of two important publications that Tata companies could utilise: Know Your Competition (KYC), which is the Tata Competitive Intelligence manual, and the Group Safety & Health Management System. Mr Mistry launched both the publications and handed over the first copies to Vinod Kumar, MD, Tata Communications, and Anil Sardana, MD, Tata Power, respectively.

Sven Smit from McKinsey then took the stage for his session, 'Getting the right outcomes from Strategy Development – The Ten



presented by L Krishnakumar, ED and CFO, Tata Global Beverages. Mr Krishnakumar highlighted how the competitive intelligence process within the company has not been restricted to certain departments and areas, but encompasses all levels of the company.

Deborah Vick from Tata Steel Europe gave the summary of the day's proceedings and Paul Tanner closed the day with the Vote of Thanks. ♦

Tests'. He discussed how company strategies can be evaluated to ensure that they are in the line of the vision of the company.

The BEC would be incomplete without recognising the people who make the TBEM Assessments possible: the assessors and the teams. Group Chairman Mr Mistry conferred recognitions of the Star Assessors and Star Teams from the TBEM Assessments 2015. A new category of awards was instituted in this BEC, for recognising the contribution of 5 companies for their contribution to the Best Practices initiative, which were also given away by Group Chairman.

Mr Sardana shared his experience of deploying a robust Risk Management process in his organisation. 'Risk Management as implemented in Tata Power' was the topic of the session, in which he threw light on how the robust process of risk management enabled the company to mitigate various risks associated with the industry.

The last session of the day was on the topic of 'Competitive Intelligence – Value Chain Analysis at Tata Global Beverages', which was





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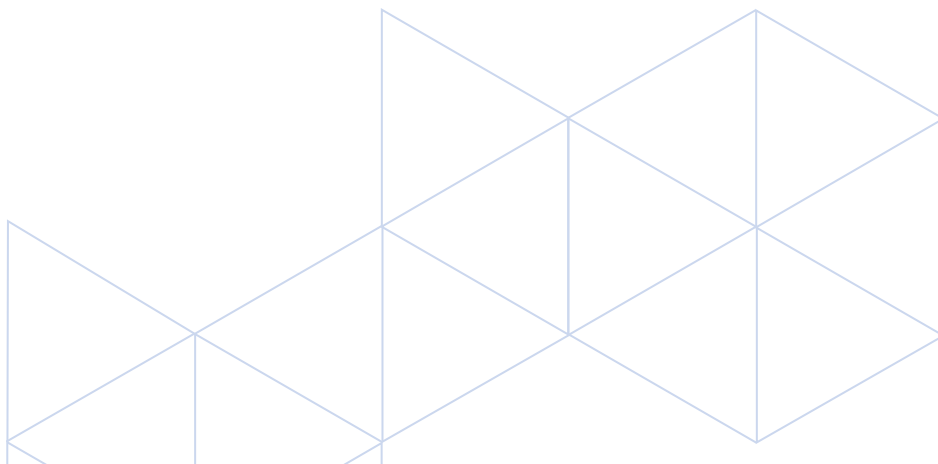
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