



**S Padmanabhan**, Executive Chairman,  
Tata Business Excellence Group

## From the Desk of the Executive Chairman, TBExG

Tata Network Forums (TNFs) are a critical institution in bringing together a group as diverse as the Tatas. The role of TNFs is especially important in advancing the Tata group's business excellence journey.

Tata companies continue to leverage TNFs for Heads of Companies meetings to discuss matters of importance for companies in their geographies. In addition to the networking opportunities, TNFs bring together different companies in regions across the world to learn, share and discuss on topics that are relevant to all of them.

During the past nine months, companies in all the ten TNFs actively engaged with each other. During this period, TNFs around the world continued to support the quest of innovation within the group, facilitating the regional rounds of Tata InnoVista, from which the winners went on to the finals in Mumbai. The Tata Young Expressions award functions were also celebrated along with these sessions.

An important agenda for all the TNFs remained the sharing of best practices from companies in the same regions. Various best practice sharing sessions, workshops and meetings were held in TNFs, enabling companies to take advantage of the plethora of practices that are residing within the Tata group. These sessions included themes like HR, Sustainability, Safety, Strategy and Affirmative Action, all areas that are important from the group perspective.

I must mention that the Safety training sessions for women that have taken place in various geographies through the TNFs have received an overwhelming response within the group. Since this is an important topic in the current scenario, we will continue to conduct such sessions in the coming time as well.

TNFs are playing an important role in bringing Tata companies together. I am sure that companies will continue to utilise this wonderful medium to continuously connect with Tata colleagues.

## TNF INDIA

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

### TNF India - North

Praveer Sinha from Tata Power Delhi Distribution Limited (TPDDL) is the Chairman of TNF India - North, and Siddharth Singh from the same company is the Convener. The TBExG coordinator is Swaminathan Gopal.

#### Activities, events and programmes: January to September 2016

- Spandan – the cultural event of Tata group companies operating in North India – was organised on January 22, 2016, at Manekshaw Centre Auditorium, Parade Road, Delhi. This year, with a total of 187 entries, the event saw healthy participation from six Tata companies. As many as 82 participants were shortlisted for 13 vibrant performances. The event also found a mighty 17 sponsors such as Concorde, Powerlinks, IHCL, Tata-AIG, Tata Capitals, Tata Chemicals, Tata Housing, Tata Motors, TPDDL, Tata Power, Tata Projects, Tata Sky, Tata Consultancy Services, Tata Teleservices, Titan, Tata Communications and Vistara.
- TNF India - North organised a workshop on Best Practices in Sustainability on March 2, 2016, at Cennet, TPDDL office, Pitampura. This workshop saw the participation of 25 Tata group officials from eight group companies in the North region. This event served as an opportunity for participating CSR executives as well as senior leaders to stay updated on the initiatives in the CSR space and share practices/processes across the participating Tata companies.
- With an aim to develop innovation as a key value within the Tata group, Tata Group Innovation Forum (TGIF) showcases, recognises and awards the finest innovators across the group companies through the Tata InnoVista platform. TNF India – North organised this event on March 15, 2016, at Vivanta by Taj - Dwarka, Delhi. There was an overwhelming response of 365 entries from various Tata group companies operating in the North region. Of these, 17 presentations from four companies were shortlisted for the Northern Regional Round, from which a final six were shortlisted for the finals in Mumbai. The most innovative team, the winners, were awarded by Mr Sinha, and the jury members. The InnoVista award ceremony also recognised young achievers through the Young Expressions Children's Award ceremony.



Winners being felicitated at the Tata Young Expressions (TYE) Awards ceremony on March 15, 2016, in Delhi



CSR executives at a workshop on Best Practices in Sustainability on March 2, 2016, in Pitampura



**L-R: An Innovation and Design Thinking workshop for Tata executives; Sanjiv Sarin, MD, Tata Coffee, and Chairman, Tata Network Forum India - South, at the Tata InnoVista event**

## TNF India - South

Sanjiv Sarin from Tata Coffee is the Chairman of TNF India – South, and Sumant Sood from Titan is the Convener. The TBExG coordinator is Vinod Kumar.

### Activities, events and programmes: January to September 2016

- ✦ The regional Tata InnoVista event was held on March 03, 2016, which saw participation from 75 Tata employees. Ashok Misra, Chairman, Intellectual Capital Ventures, who was the chief guest for the event, delivered a talk for the participants.
- ✦ On March 03, 2016, the 177<sup>th</sup> birth anniversary of Tata group Founder Jamsetji Tata was celebrated. The event started with the lighting of the lamp, followed by an exciting quiz on the Founder. A total of 20 teams took part in the quiz and six teams reached the finals. The winners were Kulathendral L from Titan Company and Akshay Kulkarni from Tata Group Technology and Innovation Office.
- ✦ A workshop on Innovation and Design Thinking was conducted by Mr Sood for Tata executives and faculty members of Christ University. There were 20 participants from Christ College and 20 participants from Tata companies for this session.
- ✦ A CEOs meeting was held on August 31, 2016, to understand the requirements of various companies and to formulate the plan for the coming year. The outcome was the formation of an HR sub committee, headed by Prabhat Verma, IHCL; supply chain sub committee, headed by Ashish Khanna, Tata Power Solar; and adoption of the Tata Strive model in TNF India - South, headed by Mr Verma.
- ✦ An Affirmative Action (AA) meeting was organised on September 19, 2016, at Taj Deccan, Banjara Hills, Hyderabad. Ajay Kumar, AA adviser, TBExG, began the event with an introduction and overview of the Tata Affirmative Action Programme (TAAP). 'Tales of Deprivation', a film on TAAP, directed by Vivek Talwar, Chief - Corporate Sustainability, Tata Power was showcased; Naozer Dalal, COO, Tata Business Support Services (BSS), introduced the audience to Drishti, Tata BSS' digital platform. Dr N S Rajan, Member GEC and Group CHRO, Tata Sons, and Chairman, Group Forum on AA, concluded the meet.



### TNF India - East

TV Narendran from Tata Steel is the Chairman of TNF India – East, and Mukesh Prasad from Tata Steel is the Convener. The TBExG coordinator is Subhrajit Basu.

#### Activities, events and programmes: January to September 2016

- ✦ The Quality sub committee under the leadership of Sanjiv Paul, MD, Tata Metaliks, convened a meeting based on Business Decision Making – An Analytical Approach, on January 13, 2016, at Taj Bengal, Kolkata. Attendees from seven Tata companies shared their thoughts and two external speakers Prof Pulak Ghosh, IIM-B, and Gautam Banerjee, MD, Business Brio, talked about ‘Use of big data in the social sector’ and ‘Successful case studies on Business Analytics’, respectively.
- ✦ The third edition of the HR Practices Sharing session under the leadership of Tarun Daga, MD, Tinplate Company of India, was organised on July 11, 2016, at Golmuri Club, Jamshedpur. ‘Deliberating a few HR challenges’ was the theme of the session to facilitate a discussion on the challenges faced by Tata companies and to deliberate on the HR’s role to address them. The session was attended by more than 55 CHROs, HR professionals and Business Excellence Heads from 15 Tata companies.
- ✦ The regional Tata InnoVista 2016 round was hosted by TNF India – East on March 17, 2016, at the Beldih Club in Jamshedpur. The event witnessed participation of 18 teams, representing seven companies. The evening also saw children from the Tata family getting recognised for the Tata Young Expressions Award.
- ✦ The Safety Team at TBExG conducted three Women’s Safety Programmes to increase safety awareness among women employees of Tata group companies. The programmes, organised by TNF India - East, were conducted on July 18, 2016, at the Bengal Club in Kolkata, July 19 at the Beldih Club in Jamshedpur and July 20 at the TELCO Club in Jamshedpur. A total of 238 women employees from 29 Tata companies attended these three programmes.



**Clockwise:** Participants and speakers at a Business Decision Making meeting in Kolkata; Women employees at Tata gather around for a safety programme in Jamshedpur; and Participants at the third edition of the HR Practices Sharing session in Jamshedpur

### TNF India - West

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

#### Activities, events and programmes: January to September 2016

- ★ TNF India - West along with the safety team at TBExG conducted a women's safety programme on January 22, 2016, at the Tata Motors Training Division Hostel in Pune. A total of 105 women employees from 14 Tata companies attended the workshop. With an aim to deploy best practices followed by TCS for its women employees, participants were given an integrated view of using common sense, confidence and basic knowledge of defensive moves and tactics to be safe on the street. It was very well appreciated by the participants and Tata Group Chairman Cyrus P Mistry stressed on the need to create safety awareness among women employees across the Tata group.
- ★ The Regional Tata InnoVista round was held on January 22, 2016, at Vivanta by Taj - President, Mumbai, and there were a total of 18 entries. Tata Consultancy Services had the maximum entries with seven, followed by Tata Motors with four and Tata Motors Finance with two. Rallis India, Tata Communications and Tata International had one entry each. There were 16 entries for the 'Promising Innovations' category and two for 'Dare to Try'. Post the InnoVista round, the Tata Young Expression (TYE) Awards were announced.
- ★ TNF India - West arranged a webcast for the Annual General Leadership Conference (AGLC) on July 29, 2016, at the Tata Motors Training Division Hostel - Main Conference Hall, in Pune. More than 100 participants from Tata Motors and its subsidiary companies connected to the live streaming.



R Mukundan, MD, Tata Chemicals, and Chairman, TNF India - West, with the winners at the Regional InnoVista



Tata women employees learning defense tactics at the women's safety programme in Pune

### TNF Europe

Dr David Landsman from Tata Limited is the Chairman of TNF Europe and Martin Shaw from Tata Limited is the Convener. The TBExG coordinator is Gareth Symons.

#### Activities, events and programmes: January to September 2016

- ✦ The Tata InnoVista European Regional Final was held on March 7, 2016, at Ashorne Hill, UK. The event started with 17 presentations of groundbreaking and inspiring innovations developed by Tata companies in Europe. The presentations spanned across a variety of categories. Jaguar Land Rover, Tata Steel Europe, Tata Global Beverages and Tata Consultancy Services were the winners under the different categories.
- ✦ Two Tata Europe Heads of Companies meetings were held this year.
  - The first one was organised on March 10, 2016, at Taj - London, and was attended by GEC Members Dr Mukund Rajan, Dr Nirmalya Kumar and Dr N S Rajan. Economist Graeme Leech arranged a presentation for the audience.
  - The second meet happened on September 22, 2016, at the Tata Communications London office, which was attended by S Padmanabhan, Executive Chairman, TBExG. Presentations on TBExG and Brexit were made at the event.
- ✦ Three events were organised by the Tata Europe Corporate Responsibility Working Group.
  - On April 27, 2016, at Tata Limited London, there were discussions on various corporate responsibility topics. The Group developed a Maths initiative for Tata companies in Europe. Shankar Venkateswaran, Chief, Tata Sustainability Group (TSG), and Anita Rajan, COO, Tata Strive, and VP, TSG, joined the meeting through an audio conference and provided valuable inputs.



Dr David Landsman, Director, Tata Limited and Chairman, TNF Europe; and Ernst Hoogenes, Director – Business Excellence, Tata Steel Europe, with participants at the regional Tata InnoVista event



- The second event was held on July 6, 2016, at Tata Limited London. Through varied discussions Mr Venkateswaran, Alka Upadhyay, AVP, TSG, and Ajit Chaudhuri, General Manager for community services at TSG, connected to the event through audio.
  - On September 19, 2016, at Tata Limited London, there were discussions regarding Tata Volunteering Week, disaster response and NACUE (National Association of College and University Entrepreneurs). Mr Venkateswaran attended in person.
- ✦ The Tata Europe Communicators' Working Group set up two events this year.
- The meeting on May 5, 2016, at Tata Limited London, covered a number of subjects including the sponsorship for the Hay Festival 2016 and Hay Levels. Apart from being a useful networking forum for Tata companies, it also provided updates to colleagues. Christabelle Noronha, Head of Group Publications, attended the event and also gave a useful presentation on Group Publications.
  - Another effective networking opportunity on July 14, 2016, took place at Tata Limited London, in which Atul Agrawal, Vice President, Group Corporate Affairs & Media, Tata Services, gave information on Group Corporate Communications.
- ✦ The AGLC Webcast 2016 supported the Tata Annual Group Leadership Conference webcast on July 29, 2016. The programme was live at various Tata European company locations.
- ✦ The Business Excellence (BEX) Working Group meeting was held on September 6, 2016, at Warwick University and hosted by Tata Steel Europe. There were updates and discussions with Mr Padmanabhan; Vinod Kumar, MD and CEO, Tata Communications, spoke about the Tata Best Practices Programme, APQC and ASQ; and Mr Symons apprised the audience about TBEM Assessments & training and British Quality Foundation (BQF) Memberships.





**L-R: Aaron Du, Convener, TNF China, with visitors at the Boao Forum for Asia (BFA) Annual Conference from March 22 – 25, 2016; James Zhan, Resident Director, Tata Sons, and Chairman, TNF China, and NK Sharan, Vice President, TBExG, with Mr Du, and participants at the Shanghai meet on May 12, 2016**

## TNF China

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

### Activities, events and programmes: January to September 2016

- ★ The Boao Forum for Asia (BFA) Annual Conference was held from March 22 – 25, 2016, in Boao, Hainan province, China. Tata Sons sponsored the forum as a platinum partner, the sixth time in nine years. Senior Executives from Tata Sons, Tata Industries, TCS, Tata Steel, and Jaguar Land Rover (JLR) China participated in the event. The Tata Sons China office took this opportunity and arranged a meet in Boao to discuss government-relation issues for Tata companies in China.
- ★ TNF China held a gathering in Shanghai on May 12, 2016. More than 20 Tata executives attended the session, representing 13 Tata companies in China. Prakash Gupta, Consul General of Consulate General of India, Shanghai, and Shen Lan, Economist, Standard Chartered Bank China, were invited as special guests to the event. Noted speakers at the event were Richard Shore, Acting Regional President, JLR Greater China, who discussed China's macroeconomic and urbanisation process analysis affecting people's car chasing behaviour; Sujit Chatterjee, CEO, TCS China, gave a brief overview about TCS global and described TCS China's operation; Ms Lan delivered a speech on China's macroeconomic situation, highlighting China's monetary policy, interest rate, exchange rate and GDP growth; NK Sharan, Vice President, TBExG, presented the journey and purpose of TBExG, emphasising on the new initiatives and best practices sharing about TNF globally; and Mr Gupta established the interaction between the Chinese and Indian government in recent years to promote bilateral trade and investment. The entire programme was a highly engaging and interactive one.
- ★ A small get together was arranged in the JLR Shanghai office on June 24, 2016. Five colleagues from Tata companies in the auto sector, in China, met JLR's procurement team and discussed the potential synergy about China sourcing.



### TNF North America

James Shapiro from Tata Sons, USA, is the Chairman of TNF North America and Avishek Das from Tata Sons is the Convener.

#### Activities, events and programmes: January to September 2016

- On March 4, 2016, the Tata InnoVista North American regional round was held which saw participation of 10 teams presenting their projects to the judges. This event provided a platform for Tata companies in the US and Canada to exchange ideas and create communities of practice.
- The Annual HR Heads Meeting was organised on September 22, 2016. The meet served as a platform for heads of human resources in North America to share best practices in internal processes, regulatory environment management and technological changes, and to identify opportunities for dialogue and collaboration among Tata companies.
- In addition, TNF North America organises quarterly calls and an annual meeting with communications heads of all Tata companies. These serve as a platform for sharing company announcements, leveraging shared networks, exchanging knowledge and facilitating integration of widespread sustainable practices into business.



James Shapiro, Resident Director, Tata Sons, North America, and Chairman, TNF North America, with contestants at the Tata InnoVista North American regional round on March 4, 2016

### TNF Middle East and North Africa (MENA)

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

#### Activities, events and programmes: January to September 2016

- ✦ TNF MENA conducted the Tata Young Expressions competition for the first time on February 8, 2016. A three-member jury comprised two internal and one external adjudicator. Reema Asnani, an art teacher and one of the adjudicators, conducted a free painting workshop for children so as to increase participation in the coming years.
- ✦ On March 7 – 8, 2016, TNF MENA in collaboration with Tata Management Training Centre (TMTC), arranged a two-day workshop on Strategic Thinking at the Tata Sons’ office in Dubai. Senior members of Tata companies including Voltas, Tata Communications, and International Shipping Limited, attended the workshop, which was the TNF’s initiative to bring the best to the MENA region. Mr Sinha; Jayant Balan, Senior VP and Director, Voltas Limited, International Operations Business Group (IOBG); and Emmanuel David, Director, TMTC, were present to encourage and motivate the participants.
- ✦ With help from Raghunath Kale, Vice President – Office of the Brand Custodian, Tata Sons, TNF MENA made an AV, ‘Tata in MENA’ from May 25 – 30, 2016, to showcase the strong presence of Tata in the MENA region. This AV will be used for external stakeholders. In the video, Ahmed Bin Sulayem, Chairman, Dubai Multi Commodities Centre (DMCC) Dubai, and Gautam Sashittal, CEO, DMCC Dubai, spoke about the long term vision of Tata in this region.
- ✦ The third TNF meeting was held on May 22, 2016, at Taj Dubai. Over 55 company representatives, and the leadership team, representing 20 Tata companies in the region participated in the meeting that was graced by Mr Padmanabhan. He presented ‘An Update on Tata Business Excellence Group’, briefing the audience about TBExG’s current and future plans. Mr Balan, presented ‘Driving Value through Smart Engineering’. This TNF also hosted Mahmood Al Aradi, Co-Head, Wholesale Banking, and Senior Managing Director, Global Markets of National Bank of Abu Dhabi, who briefed the audience about the major changes and challenges in the banking sector, and the impact of fluctuation in oil prices. After the meeting, regional winners of the Tata Young Expressions in MENA were introduced and recognised. Mr Padmanabhan and Mr Sinha felicitated the children and the judges.
- ✦ Live streaming of the Annual Group Leadership Conference 2016 was arranged on July 29, 2016, in a ‘town hall meeting’ style across various locations. Over 250 employees from Voltas Limited, IHCL, Tata Communications and TCS attended the webcast.



Sunil Sinha, Resident Director, Tata Sons, MENA, and Chairman, TNF MENA, along with S Padmanbhan, Executive Chairman, TBExG, in Dubai



Zenith Raj Jolly, DGM & Head of HR, Voltas, and Convener, TNF MENA, and Mr Sinha with participants and speakers at the Strategic Thinking workshop in Dubai

### TNF ASEAN

KV Rao from Tata Sons is the Chairman of TNF ASEAN and Chandra Mohan Verma from NatSteel is the Convener.

#### Activities, events and programmes: January to September 2016

- The inaugural meeting of TNF ASEAN was conducted on April 11, 2016, at Tanglin Club, Singapore. Chief guest Vijay Thakur Singh, Indian High Commissioner to Singapore, spoke about Tata group's significance in the economic development of Singapore. Heads of Tata companies in Singapore and Indonesia spoke about their companies' progress. Mukund Rajan, Member, Group Executive Council, Tata Sons, spoke about group-level initiatives to realise Vision 2025. Sharing the roadmap for the current year, Mr Rao stated that the TNF will help group companies leverage their core strength. Business Excellence (BE), Human Resource and Finance subgroups were formed in this TNF to focus on various initiatives.
- TBExG organised a meet for BE Heads and Champions and TBEM assessors on April 12, 2016, in Singapore. Presided over by S Padmanabhan, Executive Chairman, TBExG, the meet witnessed participation from Singapore-based Tata companies. Mr Padmanabhan spoke about the importance of BE Heads and Assessors in strategy deployment and the need for Best Practices sharing within the group. An experience-sharing session followed, in which experienced and fresh assessors spoke about their TBEM assessments. The highlight of the Best Practices session was a demo of the EDGE portal and sharing of Best Practices. Mr Padmanabhan stressed on the importance of such sessions and promised active leadership at the open house.
- The second TNF ASEAN meeting was held at Yantra, Tanglin Mall, on August 5, 2016, and was attended by over 20 representatives of Tata companies in Singapore. At the meeting, Mr Rao explained the key ideas discussed at the Annual Group Leadership Conference in Mumbai and key statistics of the group's performance in the last financial year. Heads of Tata companies shared progress and business outlook reports. Mr Verma showcased Thailand's and Indonesia's progress reports and the chapter of Q1 FY'16 activities. In Thailand, Mr Rajan conducted sessions on topics such as legal support, joint PF arrangement and cyber crime. To celebrate 10 years of the Tata group in Indonesia, International Yoga Day activities and a motor show was organised in Jakarta, Medan and Bali. Singapore witnessed activities such as TBEM assessors meet, SPRING assessors cycle of TBEM assessment, and awareness programmes on Tata EDGE. The Founder of YAKIN, Eirliani Abdul Rahman, was invited for a special talk.



L-R: Speakers and attendees at the first inaugural meeting of TNF ASEAN in Singapore; Mukund Rajan, Member Group Executive Council, Tata Sons, and KV Rao, Resident Director, Tata Sons, Singapore, and Chairman, TNF ASEAN, shared valuable inputs with the crowd