



**Sayantan Roy**  
General Manager  
Tata Business Excellence Group

Sayantan Roy is part of the Service Delivery function at the Tata Business Excellence Group (TBExG), where he leads the Business Excellence (BE) Assessment Process. In this capacity, he is responsible for driving Business Excellence Assessments across Tata companies, leveraging the Tata Business Excellence Model (TBEM). His role involves integrating the TBEM framework into core management practices, enabling leadership teams to enhance their strategic and operational capabilities. Together with the process team, he ensures that the BE Assessment Process remains purpose-led, engages top talent, and delivers progressive, actionable feedback to participating companies.

Sayantan oversees the continuous evolution of the TBEM criteria to reflect the changing business landscape, supporting Tata companies in maintaining competitiveness and staying aligned with emerging trends. His commitment to the model's inclusive, multi-stakeholder approach plays a pivotal role in inspiring organisations to advance on their journey towards excellence. In his previous role at TBExG, Sayantan led Competency Development, where he was instrumental in designing and implementing learning strategies that fostered a culture of performance excellence across the Group.

He is an experienced facilitator in Business Excellence and Data Excellence Assessor, and champions programmes, process improvement tools, and balanced scorecard implementation. Sayantan brings deep expertise in the Tata Business Excellence Framework, Data and Analytics Target Operating Model (DATOM), and the EFQM Framework. As an Assessor and Process Consultant, he has participated in over 15 assessments across Tata companies. He is also the Team Leader for the CII EXIM Bank Assessments, which utilises the EFQM framework.

Sayantan began his career as a graduate apprentice in the Captive Power Generation division at Bharat Electronics Limited, Bengaluru. He later joined Mercantila Software, where he gained valuable experience in quality assurance and process improvement. He has worked with organisations such as Aviva and Jones Lang LaSalle, leading several impactful improvement projects using Lean and Six Sigma methodologies. Before joining TBExG, he was with Tata Motors Finance Limited, where he led initiatives in innovation, knowledge management, and process improvement. Sayantan has 20+ years of experience in Business Excellence, Quality Management, Process improvement, and Project Management.

Sayantan holds a Bachelor's degree in Electrical & Electronics Engineering and a Diploma in Management. He is a Lean Six Sigma Black Belt and a Certified Manager of Quality/Organisational Excellence (CMQ/OE) by the American Society for Quality (ASQ). He has completed the Tata Group

Executive Leadership Seminar (TGELS), facilitated by the Ross School of Business, University of Michigan, and Tata Management Training Centre (TMTTC). Additionally, he is a BELBIN Team Roles Accredited professional and holds a certification in Culture Change Leadership.

Based in Mumbai, Sayantan is also actively engaged with non-profit organisations dedicated to the welfare and rehabilitation of street dogs.

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