



S Padmanabhan

## From the Desk of S Padmanabhan

Tata Network Forums (TNFs) have had a very exciting six months. In the last two quarters of FY2017-18, various companies came together through TNFs across the world to share and learn from each other. Workshops, meetings and best practice sharing sessions were organised in areas such as Customer Centricity, Supply Chain, Ethics, HR, Communications, Sustainability, CSR and Tata Affirmative Action Programme. Some TNFs also leveraged this medium to organise cultural events related to music and sports like classical music programmes, cricket tournaments and marathons.

The regional Tata InnoVista rounds took place across the TNFs. In addition, business excellence continued to be an area of focus as BE Heads connected through the BE Heads Meets organised in many TNFs across the world.

As the Tata group crosses the milestone of 150 years, the idea of leveraging the strengths of the group is spreading far and wide. In fact, TNF India – South organised a session on Exploring Tata-ness, which elaborated the concept of One Tata by building an appreciation of the Tata heritage and a deeper understanding of the tenets of Tata-ness. More such workshops are expected in the coming year.

The annual Learning Mission, which was conducted by the Best Practices team in Tata Business Excellence Group with the help of TNF MENA, created a lot of interest across Tata companies. The 4-day Learning Mission took participants to world class companies and government organisations in the UAE. These included renowned names like Dubai Future Foundation, Dubai Expo 2020, Dubai Multi Commodities Centre, LuLu Group, Emirates Airlines and DP World.

Tata Network Forums can play a key role in helping companies explore the strength of One Tata. I am sure that employees and companies will increasingly utilise this medium to form strong connects within the Tata group.

## 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 (Tata Power-DDL) is the Chairman of TNF India - North, and Siddharth Singh from the same company is the Convener. The TBExG Coordinator is NK Sharan.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ TNF India - North organised a workshop on Best Practices in CSR on November 23, 2017, at the TCS Office in Noida. A total of 31 officials from 11 different companies in the Tata group participated in the workshop. The officials were from companies including Indian Hotels, Tata Chemicals, TCS, Titan, Tata Power-DDL, TASEC, Tata Housing, Tata Projects, Powerlinks, Tata Motors and Tata AIG.

The workshop provided an opportunity to all participating CSR officials/managers and other senior leaders to update themselves on the latest initiatives being taken by the group companies in the field of CSR and share best practices and processes across group companies.

- ✳ On February 9, 2018, New Delhi's Manekshaw auditorium witnessed the grand spectacle of TNF India - North's annual cultural extravaganza – Spandan. Talented individuals from various Tata companies wowed the audience with an amazing display of cultural and musical performances. 14 Tata group companies sponsored and participated in the event, namely Tata Consultancy Services, Tata Capital, Tata Teleservices, Tata SIA, Indian Hotels, Tata Motors, Powerlinks, Tata Projects, Titan, Tata AIG, Tata Power-DDL, Tata Communications, Tata Power and Tata Sky.

The participants' response to Spandan was phenomenal, with the event receiving over 108 entries from 11 different Tata companies.



Attendees at a workshop on Best Practices in CSR on November 23, 2017, at the TCS office in Noida.



'Spandan' celebrations in full swing on February 9, 2018, at New Delhi's Manekshaw auditorium.

### 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 Sanjeev Singh.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ An application writing workshop was conducted on February 28, 2018. The day-long event was attended by 21 participants from 10 Tata companies. The objective was to improve application writing with perspectives from different assessors.
- ✳ TNF India - South and TBExG collaborated with Group HR to design a workshop titled 'Exploring Tata-ness' to edify One Tata through a deeper understanding about the tenets of 'Tata-ness' while creating an appreciation of the Tata heritage. TNF India - South hosted the first workshop on March 2, 2018, at the new campus of Titan in Bengaluru. It was attended by 39 executives from 10 Tata group companies — Tata Elxsi, Titan, Indian Hotels, TCE, Tata IQ, Tata Coffee, Tata Hitachi, Tata Motors, TCS and Tata Power Solar.
- ✳ As part of the 150th anniversary celebration of the Tata group and to promote Founder's Day, TNF India - South organised a quiz on March 2, 2018, at the new office premises of Titan at Bengaluru. The objective of the quiz was to increase awareness about the life and times of the group founder J N Tata and his successors, and improve knowledge on the group.
- ✳ On March 9, 2018, TNF India - South, conducted the Regional Finals of Tata InnoVista, at Vivanta by Taj – Yeshwantpur, Bengaluru. 90 participants comprising 16 teams from TCS, Titan, Tata Elxsi, Tata Motors - Dharwad, Rallis, TAML and Tata Coffee participated in 2 categories of 'Dare to Try' and 'Implemented Innovations'. Vijaya Deepti, CEO, Tata IQ, delivered the welcome address, which was followed by Gopichand Katragadda, Group CTO, Tata Sons, addressing the gathering through a video conference.

The teams were judged by a jury comprising Lakshman Pachineela Seshadri - Senior VP, SAP Labs India; Avnish Sabhrawal, MD, Accenture Ventures; Sanjeebit Choudhury, Director - Business Development, SKF and Tarun Daga, MD, Timpla Company. Shanti Raghavan, the Chief Guest, along with Prabhat Verma, Senior VP, Indian Hotels, handed over the prizes to the winning teams.



L: Bhaskar Bhat, MD, Titan Company, speaking at an 'Exploring Tata-ness' workshop on March 2, 2018, in Bengaluru.

R: The winning team at the regional finals of Tata InnoVista on March 9, 2018, in Bengaluru.



### 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 Abhijit Mitra.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ TNF India - East organised a Customer Centricity Meet at the Tata Centre, Kolkata, in October 2017, which witnessed a participation of 35 executives from 14 Tata companies. The meet saw a healthy discussion and exchange of ideas on how to improve the levels of customer-centricity in the Tata group.
- ✳ A conference on the subject of 'Supply Chain' was organised at Telco Club, Jamshedpur, on January 15, 2018. This was the first time that an entire conference was devoted to this subject. The day-long event that brought together more than 80 Tata executives representing 17 Tata companies was led by A B Lall, Head - Manufacturing, CVBU, Tata Motors. Various aspects including the future of supply chain, innovation and digitisation in supply chain, etc. were discussed during the conference. The speakers enlightened the participants with their thoughts, experiences and opinions.
- ✳ TNF India - East convened its second Business Excellence (BE) Heads meet of the Eastern region on February 28, 2018, at Hotel Ramada, Jamshedpur. A total of 15 executives from 10 Tata companies attended the meet. The participants deliberated extensively on the different initiatives undertaken by TBExG and the respective companies. Topics discussed at the event were BE plan, role of BE Head, Operations Excellence, Deep Dives, Best Practices.



L: Participants and speakers at the second Regional BE Heads meet on February 28, 2018, in Jamshedpur .  
R: Tata executives and speakers at the first ever session on Supply Chain on January 15, 2018, in Jamshedpur.



Participants at the 'Collaborations and Partnerships in Affirmative Action' event on January 19, 2018.

### TNF India - West

R Mukundan from Tata Chemicals is the Chairman of TNF India - West. Vivek Talwar from Tata Power is the Convener. The TBExG Coordinator is Shreyas Desai.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ TNF India - West, in collaboration with the Group Ethics office, organised an event on 'Ethics: Culture and Compliance' on October 13, 2017. The event brought together more than 30 executives and Chief Ethics Counsellors from across 20 companies. R Mukundan, MD and CEO, Tata Chemicals and Chairman, TNF India - West, delivered the opening remarks by stressing on the importance of every person in the group being an ethics officer to adhere to the 'Leadership with Trust' motto of the group. This was followed by a series of engagements by various speakers on aspects related to ethics from Group legal, Group HR, Tata Capital and Tata Interactive. S Padmanabhan, CHRO, Tata Sons, also shared his insights. The meeting was concluded with a vote of thanks by Shreyas Desai, TBExG.
- ✳ On January 19, 2018, TNF India - West organised an event 'Collaborations and Partnerships in Affirmative Action' along with the Tata Affirmative Action programme. The event had more than 40 delegates from across 19 companies. The main agenda of the event was to focus on the collaborations between various group companies in order to deliver a more focused impact towards the various interventions for the Affirmative Action communities. Some of the direct beneficiaries shared stories of their transformations in a very lucid and heartfelt manner.
- ✳ TNF India - West, in collaboration with Tata Trusts, organised an event titled 'Coalition for Change' on February 15, 2018. This was attended by more than 40 delegates from across 22 companies. A number of presentations were shared by the Trusts about the nation-building work they are doing in the areas of Education, Water and Sanitation, Skill development, Digital Interventions, Rural Upliftment, Cancer Care and Health (TB and Malaria).
- ✳ The Regional BE Heads forum was conducted on March 23, 2018, in Mumbai. 26 participants from more than 14 companies participated. There were multiple sessions with NK Sharan from TBExG starting off the BE Heads meeting, followed by a session on culture by Vivek Talwar, Convener, TNF India - West. Multiple sessions by the TBExG team on continuous improvement culture survey, democratisation of best practices, deep dive and maturity model overview were also held to share new developments with the BE fraternity.

### TNF Europe

Dr David Landsman from Tata Limited is the Chairman of TNF Europe. The region has multiple Working groups with respective Chairmen and Conveners.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ TNF Europe held the Communicators' Working Group meeting at the very impressive new European Innovations & Development Centre (EIDC) of Tata Technologies in Leamington Spa, UK, on October 5, 2017, which witnessed attendance from 13 people across 7 companies. Presentations included ideas and initiatives being developed by Tata Communications globally, to mark 150 years of the Tata group.
- ✳ A meeting of Heads of Tata companies was held on October 25, 2017, at the London office of TCS. 17 employees from 8 Tata companies attended the meeting. A government representative gave a fascinating presentation on protective security. There were also discussions on Brexit, General Data Protection Regulation (GDPR) and an update from the Ethics, Corporate Responsibility and Communicators' TNF Working groups.
- ✳ The Communicators' Working Group meeting was held at Jaguar Land Rover in Solihull, UK, on January 24, 2018. 8 companies participated in discussions regarding planning for Hay Festival, Founder's Day and other upcoming events and activities. There was also an interesting tour of the manufacturing facilities at Solihull.
- ✳ On January 25, 2018, Tata Limited, London, hosted a series of discussions between 10 Tata companies on the new General Data Protection Regulation (GDPR) coming into effect from May 2018, which included a learning and sharing session by Venkatesh Priyadarshi, Country Manager – Ireland, TCS.
- ✳ The Tata InnoVista European Regional Final was held at Ashorne Hill, UK, on February 27, 2018. Attended by over 100 enthusiastic team members and company executives, the event witnessed 15 presentations on ground-breaking and inspiring innovations developed across Tata companies in Europe. Teams from Tata Steel Europe and Tata Communications emerged as the winners.



L: HRH Princess Anne at the BQF Excellence Awards on March 15, 2018, in London.  
R: Attendees at the Communicators' Working Group meeting on October 5, 2017, in UK.





Participants at the Communicators' Working Group meeting held at Jaguar Land Rover in Solihull, UK, on January 24, 2018.

- ✳ TNF Europe conducted an Ethics Session hosted by TMETC Warwick University on March 2, 2018. The event spanned a wide range of topics such as Introductions & TMETC, key items in the Ethics Annual Plan, confidential reporting/whistle blowing, modern Slavery Act, Tata leading business ethics survey, other network forums updates, including 150th Tata anniversary. Attendees were from both Europe and North America.
- ✳ The TNF Europe Business Excellence Meet was hosted by TSE Warwick University on March 14, 2018. The event spanned a wide range of topics such as TBEM training 2018 programme, 2017 assessment cycle feedback, transformation workshop discussions, building TBEM capability in TSE, Deep Dive process, support for business action planning - HR and a British Quality Foundation (BQF) joint Learning Mission. Anthony Gallego from TMETC recently attended an event on digital disruption which was presented to the meeting. During the TNF meeting, the BE Heads reviewed this programme and improvements are now planned for next year, with suggestions being placed to the central team in India.
- ✳ As part of the BQF membership, the Tata group sponsored a table at the BQF Excellence Awards on March 15, 2018, in London, attended by the patron HRH Princess Anne. Representatives from most of the European Working TNF groups attended including HR, Ethics, CSR and Business Excellence where BQF affiliated companies were recognised on their journey to business excellence. Several companies were recognised for Innovation, Diversity, Customer experience, Lean Six Sigma, employee engagement, sustainability, business transformation and EFQM excellence.



Participants at the 6th China - India Cooperation Forum held in Shanghai on March 17, 2018.

### 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: October 2017 to March 2018

- ✳ TNF China held a gathering on December 4, 2017, at the Tata Technologies office in Shanghai. Attendees from 10 Tata companies graced the event. Sitao Xu, Chief Economist and Partner of Deloitte China; NK Sharan from TBExG and Anil Kumar Rai, Consulate General of India in Shanghai, were invited as special guests.

The theme focused on policy change and economic movement after China's 19th Party Congress. The attendees were members of the senior management from Tata companies in China, including JLR China, TCS China, Tata Motors, Tata Steel, Tata Projects and Tata Technologies.

- ✳ The 6th China-India Cooperation Forum was organised by China Europe International Business School (CEIBS) along with the Consulate General of India in Shanghai and Tata Sons China, with support from the Confederation of Indian Industry. It was held at the Shanghai Campus of CEIBS on March 17, 2018. The theme of the forum was High growth entrepreneurship and innovation and panel discussions featured seven CEOs of Indian high-growth ventures that have raised between US\$ 4.5 and US\$ 100 million in funding.

The panel discussions highlighted how China and India have followed very different strategies in growing their entrepreneurial ecosystems. Mr Rai and Mr Zhan were among the keynote speakers. Delegates from Tata companies in China, including TCS, Tata Technologies, Tata Motors, JLR, and Tata Projects were invited as panelists and guests.



### TNF North America

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

#### Activities, events and programmes: October 2017 to March 2018

- ✳ TNF North America organised the Annual Tata Network Forum reception at The Pierre, New York, on November 28, 2017, for Tata North America company representatives on the sidelines of Annual Communicators' and Sustainability meetings. Around 19 participants from 10 Tata companies attended the event.
- ✳ The Annual Tata North America Communicators' meeting was organised on November 28, 2017, at Teneo, New York. The day-long set of workshops and discussions was intended to enable Tata company employees responsible for communications functions within their respective companies to network with each other and share insights. The workshop discussion topics included 'Political Stakeholder Communications,' 'Digital/Social Media Trends,' 'Crisis Communications,' and training on media relations.
- ✳ Tata Sustainability Working Committee members gathered for a day of networking, discussion and insight from external parties on November 29, 2017, at Teneo, New York. The sustainability award was officially presented and participants also discussed topics including volunteering, renewable energy, natural and social capital, disaster planning, and the Trump administration's impact on Corporate Sustainability.
- ✳ TNF North America conducted a Human Resources leader call on February 9, 2018, in New York, to facilitate interaction and sharing of best practices among HR leaders. 10 participants across seven Tata companies connected through the call. It included a presentation by law firm Venerable to discuss harassment in the workplace, how to train staff and documentation of complaints. There were presentations from other group organisations on topics including shared work-life balance benefit and disaster response planning.



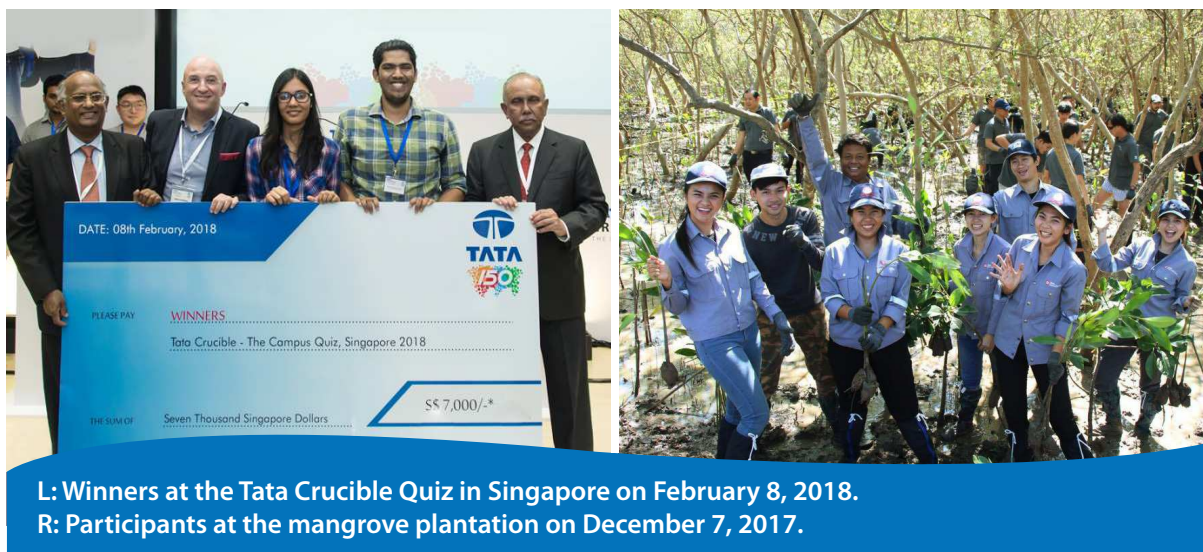
L: Attendees at the Annual Tata Network Forum reception at The Pierre, New York, on November 28, 2017. R: Participants at the Tata Sustainability Working Committee Meet on November 29, 2017, in New York.



**L:** Tata employees at a day-long series of meetings with policy stakeholders at Tata North America Public Policy Day on March 6, 2018.

**R:** Contestants at the regional round of the Tata InnoVista competition held on March 3, 2018, in Portland.

- ✳ 11 participants from eight Tata companies participated in a Sustainability Working Committee meet held on February 22, 2018, in New York. Key aspects including the priorities for the coming year were deliberated upon based on the Tata group's Sustainability KPI report. In addition, TCS presented on their investment in STEM education in the US in partnership with Discovery Education under the brand 'Ignite my Future'. Their presentation focused on the partnership, milestones and the impact it will have on education in the US.
- ✳ With an endeavour to create greater engagement within group companies in Canada, TNF North America has initiated quarterly discussions amongst the corporate communicators. The first such meet was held on February 26, 2018, in New York, and was attended by 15 participants across eight Tata companies. Discussions were held on various aspects of business including Canadian Prime Minister Justin Trudeau's visit to India, mapping the Tata group's footprint in Canada on an annual basis — including revenue numbers, employees and key stakeholders, content creation and planning the annual Tata Network Forum meeting in Canada.
- ✳ The regional round of Tata InnoVista was held on March 3, 2018, at JLR Technology Incubator, Portland, which featured various group companies showcasing their respective projects revolving around innovation. The regional round saw 50 participants across nine Tata companies presenting their projects. The event also featured an informal networking session and a tour of Jaguar Land Rover's Technology Incubator.
- ✳ Employees responsible for handling public affairs and/or government relations for North America gathered in Washington, DC, for a day-long series of meetings with policy stakeholders at Tata North America Public Policy Day held on March 6, 2018. 10 participants across six Tata group companies participated in the event. These meetings were primarily intended as a goodwill tour by a delegation of Tata executives to educate policymakers about the positive impact of Tata companies on the US economy by highlighting key economic activities of group companies including jobs, competitiveness, innovation, manufacturing, exports, R&D, workforce training and CSR activities.



**L: Winners at the Tata Crucible Quiz in Singapore on February 8, 2018.**  
**R: Participants at the mangrove plantation on December 7, 2017.**

### 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: October 2017 to March 2018

- ✳ TNF ASEAN organised an event to celebrate 70 years of diplomatic relationships between India and Thailand on November 4, 2017. Tata Steel Thailand sponsored the fusion concert as a part of the festival of India. Around 250-300 delegates attended the event. Dr Lakshminarayana Subramaniam and the Indian Ambassador Bhagwant Singh Bishnoi were the special guests for the occasion.
- ✳ The third quarter meeting of TNF ASEAN was held on November 17, 2017, at JLR Training Academy, in Singapore. More than 25 participants from 17 Tata companies participated in the meeting. KV Rao, Chairman, TNF ASEAN, briefed about the preparations required for the celebration of 150 years of the Tata Group, in Singapore. A senior faculty from PricewaterhouseCoopers also gave a presentation on the corporate legislations in Singapore.
- ✳ The HR Circle of TNF ASEAN organised a meeting on December 1, 2017, for the preparation of the celebration of 150 years of the Tata group, in Singapore. The team discussed about the various options to engage employees and other stakeholders for various events throughout the year.
- ✳ The TNF ASEAN Thailand chapter organised a mangrove plantation as part of its CSR activity on December 7, 2017. A total of 120 participants from all Tata companies in Thailand joined in this event.
- ✳ The Tata Crucible Quiz in Singapore was organised on February 8, 2018, in NTU (Nanyang Technological University). In line with Singapore's policy to encourage lifelong learning, and given Tata's strong association with Singapore both as a business centre and educational hub, the quiz was launched here in October 2007. It is a quiz which challenges Singapore's student community to test their knowledge on international business. This year, 125 students from 13 institutions participated in the same. The winning team of SMU (Singapore Management University) was rewarded with a cash prize of \$7000.





Attendees at the third quarter meeting of TNF ASEAN on November 17, 2017, at the JLR Training Academy, in Singapore.

- ✳ Tata Steel Thailand hosted the Tata Steel Mini Marathon for Thai war veterans on February 25, 2018. All Tata companies in Thailand joined in this competition which saw a participation of 2,560 individuals.
- ✳ The regional round of Tata InnoVista was organised on March 7, 2018, in Bangkok. Tata companies from the region which joined the event included Tata Steel Thailand, York Transportation, SIW, Tata Motors, TCS, Tata NYK, Tata Technologies, Tata Chemicals, Tata Communications, NatSteel, Tata Daewoo and Tata International. Mr Rao graced the occasion with his presence.
- ✳ An Indian Classical Music Night was arranged on March 15, 2018. Pandit Rajan and Sajan Misra were the key vocalists at the event. There were 20 attendees from Tata Motors, Tata Steel Thailand, TCS and Tata Technologies.

### TNF MENA

Sunil Sinha from Tata Sons is the Chairman of TNF MENA. Dilip Kumar Sharma from Voltas is the Convener.

#### Activities, events and programmes: October 2017 to March 2018

- ✳ A TNF Meet was held on December 12, 2017, at Taj Hotel, Dubai, which was attended by 40 Tata managers from 20 companies, representing 4 GCC countries. Also present at this meeting were two guest attendees viz. Nenad Pacek, President and Founder, GSA Global Success Advisors and Co-CEO and Co-founder, CEEMEA Business Group, and Sushant Dash, Regional President, Tata Global Beverages.

The meet saw an invigorating talk by Mr Pacek on the current geo-political and economic situation in the Middle East and North Africa (MENA) region and related business issues, covering oil market and low oil prices, and its effect in various markets of the MENA region. Mr Dash gave an informative presentation about Tata Global Beverages and its activities globally and in the MENA region, covering global brands, regional brands, innovations and its strategic alliances.

- ✳ TNF MENA successfully launched and completed its first-ever sports event TNF MENA Cricket League 2017. The event was held on December 16, 2017, at the United Pro Sports Facility, in Dubai. There were a total of 22 matches played with 14 teams comprising 150+ participants from Tata companies: Voltas, Tata Consultancy Services, Tata Communications, International Shipping & Logistics, Indian Hotels, Tata Steel, Tata Sons and Tata International. The final match was played between Indian Hotels and TCS Star Wars, and, Indian Hotels won the game with a significant margin, and were declared Champions for the year.

Apart from being a fun event, it was a great opportunity for all the Tata employees in the region to bond together by engaging in a sporting experience.



L: Winning team, Indian Hotels, at the TNF MENA Cricket League 2017 on December 16, 2017, in Dubai.  
R: Delegates with Dubai Future Accelerators at the Learning Mission held in the UAE from March 12-15, 2018.

- ✳ TBExG, with help from Tata Sons MENA, conducted a Group Learning Mission to world class companies and government organisations in the UAE from March 12 to 15, 2018. 28 senior delegates from 16 Tata companies were part of this Learning Mission. The Learning Mission started with the quarterly review meeting of TNF - MENA (Middle East and North Africa). S Padmanabhan, Group CHRO, Tata Sons, shared with the participants on how the TNFs are playing an important role in learning and sharing across the group, and also briefed them on the interventions under the Tata Best Practices Programme with an emphasis on Learning Missions. Later, Richard Rekhy, Former CEO, KPMG India; Vikas Papriwal and Farhan Syed of KPMG Lower Gulf, discussed GCC landscape, key innovations and technological priorities for UAE. Subsequently, Sorana Parvulescu, Partner, Control Risks, elaborated on her thoughts about the geo-political outlook for the Gulf region.

### Learning Mission to the UAE

The organisations that shared some of their practices included Dubai Future Foundation, Dubai Expo 2020, Dubai Multi Commodities Centre (DMCC), LuLu Group, Emirates Airlines and DP World.

Delegates were taken on a tour of **Dubai Future Accelerators**. It is a unique programme for cutting-edge tech entrepreneurs, in partnership with the Govt. of Dubai, to use the city as a living testbed for creating solutions to the global challenges of tomorrow. At **Emirates Airlines**, delegates got to learn best practices related to cost management and human resource management, and also visited their Innovation Lab.

A delegation was welcomed by H.E. Reem Al Hashimi, Cabinet Minister and Minister of State for International Cooperation and CEO of **Dubai Expo 2020**. The team was comprehensively briefed on the objectives behind the Expo, and its complex project management methodology and large-scale supply chain processes. At **DP World**, the team was greeted by Sultan Ahmed bin Sulayem, Group Chairman and CEO. The delegates undertook a tour of port Terminal 3. This was followed by a series of presentations at Wheelhouse Terminal 1 by Dubai Trade Association, JAFZA, Parks, Logistics & Economics and DP World.

**Lulu Group** briefed team on their GCC wide retail operations, technology & their best practices, and also took them to one of the LuLu Hypermarkets to watch the practices in action. The tour got concluded with a session with H.E. Navdeep Singh Suri, Ambassador of India to the UAE, where the team got to understand the renewed UAE-India relationship and the opportunities it provides for various business segments. The Learning Mission not only gave the delegates an insight into the way organisations internationally operate, but also enlightened them about the way forward towards achieving business excellence.



Participants at the quarterly review meeting of TNF MENA, from March 12-15, 2018, in UAE.





Tata managers at the TNF Meet held on December 12, 2017, at Taj Hotel, Dubai.

- ✱ TNF Forums – Enabling one Tata: an example, MENA region  
Tata Communications won a multi-million dollar HCC (Hosted Contact Center) contract for 5 years from Arçelik\* c/o Koc Group of Turkey. In this project, Tata Communications would be offering scalable, modular and elastic Cloud-based Omni Channel Hosted Contact Center solution with global coverage and pay-as-you-go flexibility. This contract gives Tata Communications a strong entry in Turkey's enterprise market.

Arcelik was looking for a global provider who could support them with global expansion and provide them with an efficient solution for migration from legacy systems along with managing business risk. This engagement would help Arcelik in enabling

- **Borderless Growth** across its 18 production facilities in seven countries apart from 34 sales and marketing offices in 32 Countries,
- **Productivity and Efficiency** through a highly scalable, modular and elastic cloud-based Omni channel solution with global coverage and pay-as-you-go flexibility,
- **Customer Experience and Engagement** on cloud which could be integrated with Salesforce and other applications including voice, IM, real time-speech analytics and co-browsing through Web RTC, and to
- **Manage Business Risks** along with carrier grade end-to-end authentication, and encrypted transport and storage

*"On behalf of Tata Communications' entire team, I would like to thank Sunil Sinha for his continuous guidance and for introducing us to Jayant Balan (Voltas), who supported us throughout the engagement. Thanks to Jayant for playing an important role with his prior knowledge of the customer's organisation. Such an engagement is a great example of how TNF has been a successful initiative in the region and how a Tata company can leverage on presence and access of another Tata company in a new market/customer."*

— **Radwan Moussalli, Sr VP, Middle East, Central Asia & Africa (MECAA), Tata Communications**

This engagement exemplifies the success of TNF initiatives in the region. It also demonstrates how a Tata company can leverage the presence and access another Tata company in a new market or with a new customer.