

Co-creating Excellence





In the past 25 years, the TBEM process has driven excellence in a structured manner, and has benefitted the Tata group immensely. Over the years, some of our companies that have leveraged this tool have witnessed phenomenal transformation. TBEM is a powerful initiative used to bind the Tata group, to set group behaviour and help achieve excellence."

 $-\,$ N Chandrasekaran, Chairman, Tata Sons



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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



Moving towards fulfilling our Vision

S Padmanabhan Executive Chairman, Tata Business Excellence Group

ata Business Excellence
Group's Vision is to enable
at least 25 Tata companies
to achieve Industry Leadership by
2025. We continued our efforts
to reach that goal in the past
year by engaging more with our
companies. One theme that ran
across all the offerings of TBExG
was simplification. Whether it was
through online tools, interactive
classroom sessions or digital
connects, the focus was on
making the process less effortintensive for all our stakeholders.

In the past year...

In FY17-18, we continued to enhance our focus on customers. In the year before that, we conducted an in-depth Voice of Customer study with the help of PwC. Many insights from the survey served as inputs for planning for FY17-18. We accordingly aligned the organisation with a special focus on relationship building with Tata companies. TBExG follows the same clustered approach as the Tata group does for its relationship management organisation. In addition, we have partnered with Tata companies to customise offerings and help them in their journey to become Industry Leaders.

In the past year, 30 Tata companies undertook the TBEM Assessment process. The focus on simplification and digitisation of the assessment process was sharpened through a 3-pronged agenda: online and offline tools, simplification of the safety criteria and integration of the assessment deliverables.

In keeping with the strategic imperatives highlighted through the assessments, the Deep Dives team conducted 21 projects, and 25 recommendations are under implementation currently in the areas of Customer, Operations Excellence and Strategy Deployment. The customer rating for these projects is over 4.75, indicating that it continues to add value for Tata companies.

At the core of the TBEM Assessment process are the assessors, whose capabilities are built through the capability building programmes that we run — 70 such programmes were conducted to develop assessors for the coming cycle. In addition, a new in-house case study, simulation games and BELBIN profiling ensured that Tata employees could make the most of the programmes.

The Tata Best Practices
Programme continued to widen

its reach, conducting the 150th EDGE webinar till date, collating 96 Tata Best Practices and conducting a Learning Mission during the year.

The Tata Affirmative
Action Programme (TAAP) and
Tata Education Excellence
Programme (TEEP) continued
engaging with the communities
in which Tata companies
function in the past year as well.
In addition, Tata companies are
connecting through mediums
like the Tata Network Forums
and BE Heads Forum to drive
business excellence.

The way forward...

In the coming year, our focus on customer will be sharpened, and we will continue to work in synergy with Tata companies to help them advance in their business excellence journey and add value for them. The journey towards simplification and digitisation is an ongoing one, hence that theme will run in our activities in the coming year as well. TBExG will also focus on introducing new programmes and facilitating face-to-face learning opportunities that will help Tata companies in the areas that are critical to its businesses.

GOVERNING COUNCIL



S Padmanabhan Executive Chairman Tata Business Excellence Group



Aarthi Subramanian Chief Digital Officer Tata Sons



Anand Sen
President - TQM & Steel Business
Tata Steel



Bhaskar Bhat CEO & MD Titan Industries



Harish BhatBrand Custodian
Tata Sons



Praveen Kadle *Advisor Tata Sons*

LEADERSHIP TEAM



S Padmanabhan Executive Chairman Vice President



NK Sharan



MK Nagabhushan Vice President



Anil Menghrajani Assistant Vice President



Sanjeev Singh Assistant Vice President



Saurav Chakrabarti Assistant Vice President



Deepak Deshpande Assistant Vice President



Vinod Kumar Assistant Vice President



Gautam Gondil Assistant Vice President

PERFORMANCE HIGHLIGHTS



Online & offline tools, simplification of processes

Team composition score improved to

4.08

Business orientation score improved to

4.12



TATA AFFIRMATIVE ACTION PROGRAMME

10 years of TAAP assessments

Deeper AA conversations held through webinars

11 assessed companies with an average score of 517



TATA EDUCATION EXCELLENCE PROGRAMME

15 years, covered 50+ schools

39 schools covered under annual programme

208 improvement projects submitted by schools



CAPABILITY BUILDING

70 capability building programmes conducted

Comprehensive case study called HermeSports

Overall effectiveness score: **52** to **81** in 12 months





BEST PRACTICES

96

Best Practices uploaded

65

EDGE Webinars

150th

EDGE webinar conducted



DEEP DIVES

4.75/5 customer rating

75% CEOs 65% CE

satisfied by the impact

65% CEOs satisfied by the overall

effectiveness



SAFETY

Tata Group Office Safety Standard released 2-day conclave on best practices in Safety & Health

60 participants from 40 companies at Safety Head Meet



TATA NETWORK FORUMS

Events & WorkshopsCultural Programmes 4 Quiz

Regional Tata InnoVista rounds



EVENTS

400

participants and senior leaders at BEC 2017 42

BE Heads at BE Heads Meet July 2017 and Dec 2017



GREEN INITIATIVES

9%

reduction in carbon abatement in FY 17-18 compared to FY 16-17 681

trees planted, resulting in 45.4 metric tons of carbon abatement

TBEM ASSESSMENTS

The TBEM Assessments process helps companies improve efficiency and increase competitiveness by providing comprehensive and analytical feedback on their strengths and opportunities for improvement in critical business areas



New introductions: Online & offline tools, simplification of processes and kits, 360-degree feedback redone, assessor capability enhanced



Score for actionability of the feedback report **improved to 3.93** from **3.74 last year**



Team composition score improved to 4.08 from 3.86 last year



Simplification, digitisation and partnering with applicant companies to have continued focus



TBEM Assessment process reset to original Malcolm Baldrige criteria



Business orientation score improved to 4.12 from 3.84 last year

he Tata Business Excellence Model (TBEM) is an excellence methodology customised to the Tata group, and is based on the Malcolm Baldrige framework. The annual TBEM Assessment process conducted by Tata Business Excellence Group (TBExG) has been instrumental in strengthening the strategic and operational capabilities of Tata companies as it analyses company performance and benchmarks against key areas such as Leadership; Strategic Planning; Customer Focus; Measurement, Analysis and Knowledge Management; Workforce Focus; Operations Focus: and Business Results. The TBEM Assessments are at the heart of the business excellence journey of Tata companies as the process provides comprehensive and analytical feedback on strengths and identify gaps, where opportunities for improvement remain unaddressed.

TBEM Assessments are carried out by a pool of trained and experienced assessors from across the Tata group, led by a team leader and guided by a mentor. A significant value-add from the TBEM Assessment process is knowledge sharing with respect to best practices. The TBEM Assessment teams

are trained to identify best practices in Tata companies, and also share practices that they come across in other companies.

To keep TBEM relevant in a changing business environment, TBExG continually refreshes the TBEM Assessment criteria that serves as the framework for the process. It is the dynamic nature of the TBEM Assessment process that helps Tata companies stay contemporary and agile, and improves their ability to keep pace with market developments and stay ahead of competition.

KEY ACHIEVEMENTS

The TBEM Assessment process now covers a wide range of Tata companies, which together contribute 95% of the group revenues. The TBEM
Assessment process has
moved beyond compliance, and
many companies are actively
using TBEM Assessments for
transforming and improving
their business.

During the year, TBExG focused on three key areas and introduced several first-time improvements:

Simplification & Digitisation of the TBEM Assessment Process

■ Tools: A separate project was undertaken on usability analysis, and improvement of all TBEM Assessment tools by Tata Interactive Systems. The team introduced the iThink tool with online and offline versions. The TBEM Assessment team



Mr. N Chandrasekaran, Chairman, Tata Sons, at the Mentor's Meet.







From left: S Padmanabhan, Executive Chairman, TBExG; R Mukundan, MD and CEO, Tata Chemicals; and Tarun Daga, Exceutive Director, JUSCO, at the Mentor's Meet.

- also worked to simplify the Applicant Company and Assessor Communication kits.
- Criteria: The safety criteria was simplified by reducing complexity and questions by 50%. The criteria is in line with the Group Safety & Health Policy and the Safety & Health Guidelines.

I am happy to see involvement from Tata Steel as I have personally gained from being involved as a mentor and assessor over the years. I am sure all of them will make Tata Steel proud.

TV NARENDRAN, MD, Tata Steel

Deliverables: All TBEM Assessment deliverables have been simplified and are now driven by the Chairman's Areas of Focus.

Strategic Prominence

Process Improvements:

The 360-degree feedback mechanism was re-designed to help provide more insight to applicant companies as well as assessors. In order to ensure the security of sensitive data, a formal acknowledgement of destruction of TBEM Assessment documents has also been communicated with all assessors.

Assessor Capabilities:
 Capabilities of assessors
 were enhanced through
 multiple webinars, videos
 and discussions with team

leaders. There was a specific focus on creating multiple touchpoints with assessors so that they remain engaged throughout the TBEM Assessment process.

TBEM Achievements

Scores for several parameters improved during the year. Some major highlights are:

- The average number of team members improved from 3.86 last year to 4.08 this year
- The business orientation score representing the industry feedback improved from 3.84 last year to 4.12 during the year
- The score for highlighting key issues improved from 3.88 last year to 4.02 this year
- The score for actionability of the feedback report

improved from 3.74 last year to 3.93 this year

- Professionalism exhibited by the TBEM Assessment team received a score of 4.2 this year
- The number of assessors with scores less than 3.5 dropped from 20 last year to just 11 this year, indicating a clear improvement

Key Events Mentors' Meet 2017

The Mentors' Meet, which marked the formal launch of the TBEM Assessment cycle for 2017-18, was held on June 12, 2017. A total of 75 participants, including CEOs and senior leaders from various Tata companies, participated. With 30 Tata companies in the TBEM Assessment cycle this year, the Mentor's Meet brought together Mentors and Team Leaders involved in the process and helped set the stage to deliver strategically significant TBEM Assessments. The TBEM Assessment process has been broadbased by TBExG to create a steady pipeline of Mentors and Team Leaders.



PRAVEER SINHA

Mentors' Presentation

TBExG marked the closure of the TBEM Assessment cycle for 2017 with the Mentors' Presentation on November 22, 2017. It was attended by members of the Governing



One of the TBEM Assessment teams being recognised at the Business Excellence Convention.

Companies recognised at the JRDQV function on July 29, 2017



Industry Leader

Tata Consultancy Services



Emerging Industry Leader

Tata Elxsi



Active Promotion

Tata Pigments
Tata Global Beverages
Tata AIA Life Insurance
Company
Indian Steel and Wires
Company
Voltas
Tata Steel Thailand

Council of TBExG, and Mentors of the 30 companies along with senior leaders of the Tata group, who presented the key strategic findings of their respective teams. They also spoke of having successfully completed 760 TBEM Assessments till date and how TBEM has continually worked to build a culture of excellence. The session concluded with suggestions on how the movement could be improved further.

Business Excellence Convention

The recognitions for contributions of the TBEM Assessment teams, Deep Dive and Dip Check TBEM Assessment teams and long-serving Team Leaders for 2017-18 were conducted at the Business Excellence Convention (BEC), at Vivanta by Taj - Yeshvantpur, Bengaluru, on December 7-8, 2017.

LOOKING AHEAD

For the 2018-19 cycle, the focus will be on making the TBEM Assessment process more aspirational. The TBEM bluebook is also being reset based on the original Malcolm Baldrige framework to bring about greater simplicity.

Simplification, digitisation, and partnering with Applicant Companies and teams are going to be the themes that will be carried forward from last year. Efforts are underway to make the TBEM Assessment process paperless and less effort-intensive. Some important topics for the coming year will be dealing with information security concerns, and maintaining differentiation based on the audits. The online and offline tools that were introduced last year will now cover the entire TBEM Assessment cycle.

It is indeed a great opportunity for individuals for professional learning and over the years, I have greatly benefitted through the TBEM Assessment experience.

PANNEER SELVAM

Head - Operational Excellence, Titar

In the longer term, TBExG is deliberating on introducing tiered TBEM Assessments for further simplifying the format for applications, developing markers for industry leadership, and articulating what is meant by industry leadership.

TATA AFFIRMATIVE ACTION PROGRAMME

TAAP closely works with the Dalit and tribal communities to increase avenues for livelihood generation through interventions that promote education and skilling



2018:
Completion of
10 years of TAAP assessments



TAAP assessment criteria reworked to include Essential
Enablers under **CSR**



Capability building programme extended to team leaders for the first time



Introduction of a coach in each assessment team to enhance assessment quality



Wider and deeper

AA conversations held through
webinars, TNF and workshops



All 11 assessed companies showed significant improvement, achieving the highest ever average score of 517

he Tata Affirmative Action Programme (TAAP) is a group-wide effort to improve the quality of life of India's most marginalised communities, the 300 million Dalit and tribal population. 2017-18 marked the completion of 10 productive years of the TAAP initiative.

The vision behind TAAP is to work with the Dalit and tribal communities to increase avenues for livelihood generation through interventions that promote education and skilling. To facilitate this, Tata companies follow a policy of positive discrimination both in recruitment and procurement. The key aspects of the Affirmative Action (AA) engagement covers Employment, Entrepreneurship, Employability, Education and Essential Enablers like Ethnicity, Health, Essential Amenities, etc.

TAAP Assessment Process

TAAP seeks to embed AA into Tata companies through a methodology that is adapted from TBEM. Companies that are active in AA participate in TAAP assessments by preparing an application based on their AA activities. Teams of AA assessors assess each company based on the application and through onsite visits.

Over time, the AA assessor pool has expanded; today, it goes beyond CSR and HR managers, and has participants from Supply Chain, Operations and Finance. The existing Process Consultant role has been enhanced to that of a coach, and each assessment team is assigned one such coach. This has resulted in significant enrichment in the quality of the assessments.



Participants from TCS and Tata Power in Mumbai at the TNF themed collaborations and partnerships in Affirmative Action.



Companies are assessed based on the following:

- Leadership: Engagement
 of senior leadership,
 governance and
 review structure, and
 communications (100 points)
- Strategy: AA vision and strategy, SMART, longterm action plan, budget and other resources, and partnerships (100 points)
- Alignment of the 5Es (400 points):
- Employment: Positive discrimination to increase AA numbers in workforce; direct and indirect
- Entrepreneurship: AA in Value Chain and AA in Value Creation by embedding AA entrepreneurs
- AA in CSR through:
 Employability: Skilling in marketable trades, increase in the number of those trained and employed

 Education: Quality

education imparted to

maximum number of SC/ ST children

Essential Enablers:

Amenities, ethnicity, health and other improvement measures

Results and impact of the 5 'Es' (400 points)

The scoring is out of 1,000 points, in bands of 100s and jumps of 25.

At the end of the assessment cycle, the TAAP jury examines the assessment reports of companies with scores exceeding 600, and these are nominated for groupwide recognitions. The jury also identifies good and best practices from the work done across the group. Companies with the best ratings and best practices are recognised by the Group Chairman at the annual BEC.

TAAP also has a built-in process for learning and improvement. Each year's best practices and success stories are shared among Tata companies for them to adapt, replicate and follow.

KEY ACHIEVEMENTS

AA Awards and Recognitions for 2017-18

A total of 11 companies with 49 assessors participated in the assessment process in 2017-18. This year, all 11 companies

The awards and recognitions determined by the TAAP jury are as follows:



Awards:

Tata Steel and Tata Power won this year's TAAP Jury Award for scoring more than 600 points. The award was a first for Tata Power. Tata Steel has now won the Jury Award six times in succession.



Recognitions:

Significant adoption of Es for crossing the threshold of 60 points in a particular E for the first time. Tata Projects received recognition for its achievements under Employability and Entrepreneurship, and TCS for Education.



Good Practices:

Employability

Company – **Tata Projects**Practice – **Skill building**

Strategy

Company – **Tata Communications**Practice – **Leveraging partnerships**

Company – **Tata Sponge**Practice – **AA scorecard for strategic management of Affirmative Action programme**

Entrepreneurship

Company – **Tata Global Beverages** Practice – **Gaon chalo**

Company – **Tata Projects**Practice – **Vendor development**

Company – Jamshedpur Utilities & Services Company (JUSCO)
Practice – Livelihoods out of waste

Entrepreneurship and Education

Company – **Tata Consultancy Services**Practice – **BridgeIT programme**

TATA BUSINESS EXCELLENCE GROUP



It was useful to have interactions with the TAAP

assessment team and to get their perspectives on our work and how we should move forward.

SANDEEP KUMAR

improved their scores, with 10 of them shifting bands. Tata Communications showed the biggest upward trend by shifting three bands. The average score across companies for 2017-18 is 517, the best so far.

Deeper and Wider TAAP Engagement

This year, the TAAP team helped drive wider and deeper conversations on TAAP through various channels such as Tata Network Forums (TNFs), webinars, workshops and the sharing of best practices on the Edge Portal. Participants included CXOs of group companies, the heads of HR and Operations, and respective managers.

Some highlights of these efforts are:

Webinar Series:

A TAAP webinar series was introduced during the year on the second Friday of every month. Six insightful webinars have been conducted since inception.

Tata Network Forums:

The TNFs on AA focused on sharing beneficiary experiences, collaborations and best practices. These TNF-themed collaborations and partnerships in AA were conducted in Mumbai. where seven companies shared three stories of the impact created as a result of partnerships. Tata Motors, Tata Communications and Tata AutoComp Systems shared their achievements related to the Samarth Scholarship; TCS and Tata Power on the BPS partnership; and IHCL and Tata Capital on the Jawhar Project. The highlight of this event was the stories shared by the SC/ ST youth who benefitted from these projects.

AA Conversations:

Conversations with senior management of companies and the TBExG leadership were held through a structured process, which saw the highest participation from CEOs. A total of 23 conversations were arranged with 22 companies in Jamshedpur and Mumbai; 17 MDs were present, while five more joined through video conference. Tata

Motors participated in these conversations at multiple locations.

Capability Building:

The Capability Building programme on the TAAP assessment was extended for the first time this year to team leaders. A new Advanced Training Programme was also introduced. A total of four training programmes were conducted in Mumbai, Jamshedpur and Bengaluru, where 101 participants were trained out of which 56% were new entrants.

Sensitisation and Awareness:

During the year, three customised workshops and sensitisation sessions were conducted for companies. Two issues of 'AA Matters', the

We really appreciated the effort that the assessment team invested and the valuable guidance they have provided. After this assessment exercise, we are even more committed to the TAAP journey.

VINOD KUMAR

MD Tata Communications

TAAP newsletter, were also published. The 2018 issue celebrated a decade of TAAP and presented AA stories from 25 companies.

LOOKING AHEAD

The endeavour for the year ahead will be to embed and expand AA in the companies by:

- Holding sensitisation workshops
- Facilitating sharing of best and good practices through platforms like TNF, Webinars, and the Edge Portal
- Creating a relationship structure to meet the companies and

- understand their needs and expectations
- Engaging with companies post assessment to help them work on opportunities for improvement, for instance by connecting them with good subject matter experts
- Holding region-wise workshops with AA Champions

The TAAP assessment process will be enhanced by building capability of assessors, expanding the assessors pool by going outside CSR & HR areas, and developing a structure to engage with

Thank you for enlightening me throughout the training programme and taking me through the Crucible learning method. There was an opportunity for more discussion, active participation and an open platform for learning-sharing-experiencing TAAP.

Indian Hotels Company Limited (IHCL)

companies that are still not a part of the assessment cycle. Additionally, problem solving exercises will be initiated for the categories which are needed in a company.



One of the assessment teams getting recognised at the Business Excellence Convention.

TATA EDUCATION EXCELLENCE PROGRAMME

TEEP has been the guiding force in raising the bar of excellence in the quality of education in schools around Jamshedpur



TEEP completes 15 years and has covered 50+ schools



Annual **TEEP assessment**programme covered
39 schools



208 improvement projects submitted by schools



105 assessors engaged in assessment programmes

he Tata Education
Excellence Programme
(TEEP) was launched in
2003 to improve the quality of
education in schools around
Jamshedpur by embedding
quality and excellence in
everything they do. TEEP
endeavours to help schools
advance through an ongoing
process of training, assessment
and world-class improvement
initiatives.

The TEEP programme involves improving systems and processes for imparting education and managing institutions effectively and efficiently, while creating social capital and value for all stakeholders. TEEP acts as a

bridge between schools, and its framework has evolved over the years to include assessments and improvement initiatives that help inculcate excellence in school activities.

Over time, the TEEP approach to assessment has evolved from a 'one-size-fits-all' to a segmented approach that offers three engagement options to schools: Saral, Basic and Regular. With this customisation, TEEP has successfully expanded its reach to include rural and government schools, including 35 Hindi medium schools. To promote inclusivity, the assessment criteria was simplified, made user-friendly and translated into Hindi. Training is primarily

Jamshedpur students do exceedingly well when they are exposed to competition from other parts of India. I have seen our toppers remain very competitive when they are exposed to cities like Mumbai or Chennai.

DR JAMSHED J IRANIFormer MD, Tata Steel

conducted in Hindi for teachers and principals. The Regular Assessment Programme, which covers around 25-30 schools, is conducted once every two years, with a 'Dip Check' done in the in-between years.



Teachers participating in EQUIP Day 2017 (an annual event to recognise the efforts of schools) in Jamshedpur.

TATA BUSINESS EXCELLENCE GROUP

The TEEP journey has been a great learning. It has also been rewarding, frustrating, challenging and exciting. It unleashed the potential within each one of us, and pushed us to go beyond boundaries to make the impossible possible. Thank you TEEP.

NANDINI SHUKLA

Principal, Kerala Samajam Model School

Under TEEP, the schools submit improvement initiatives under seven different award categories. The participating schools are encouraged to engage in team-based improvement initiatives such

as the 'Education Quality Improvement Project' and 'Dare to Try'. 'Innoteaching' and 'Teacher Award for Excellence in Teaching' are aimed at motivating teachers to innovate teaching methods and build relationships with students. 'Pankh' and 'Outstanding Activity Club Award' engage students on the subject of quality. The objective of the awards is to help focus attention on student and teacher development.

The top performing schools in each category are recognised during the TEEP Annual Awards function. Under the Saral and Basic programme, participating schools that receive a compliance score above 90

percent are recognised at the Annual TEEP Awards function. Under the Regular Assessment programme, the JJ Irani Award, which is the highest TEEP honour for schools, is awarded to schools that cross 600 points out of a total of 1000.

KEY ACHIEVEMENTS

Annual Assessment

In the past year, the TEEP Assessment cycle, which was conducted for three categories of schools, covered 39 schools.

- The cycle for the Regular programme began with the participation of 20 schools, of which 11 schools were up for assessment and nine for a Dip Check. Two schools JH Tarapore School and Tarapore School, Agrico have won the JJ Irani Award for Education Excellence and will be recognised for this achievement at the annual award function this year.
- Seven schools, including five from the Hindi medium category, participated in the Basic Programme.
 Two of these have shown improvement and now qualify for the Regular programme.
- Twelve Hindi medium schools were assessed under the Saral programme, out of which two have now qualified for the Basic programme.



School principals attending an Experienced Assessors training workshop.

A total of 105 assessors were engaged in the TEEP programme. Their hard work was applauded at the Assessor Recognition function held on May 6, 2018. Present on the occasion was Vijay Lakshmi Singh, an education management expert and Former Additional Director, Training, Salwan Education Trust.

Improvement Projects

A total of 208 improvement projects were submitted by the participating schools under the seven categories of awards. Out of these, 28 projects will be recognised at the annual award function.

Training

- Training programmes for TEEP assessments covered 270 participants in the past year. These programmes include TEEP Overview, EQUIP, Assessors' Training for Saral, Basic, and Regular Assessments, and the Dip Checks.
- 128 teachers were trained through three subjectrelated workshops for mathematics, biology and lesson planning.
- A workshop on personal and professional development was conducted by an expert external resource, Banoo Z Ragaby. It was attended by 27 principals and vice principals who gained

significant insights into their role in ensuring the development of teachers.

Engaging with students

A total of 1,660 students attended sessions on 'Good-touch-Bad-touch', which were conducted for primary students of four Hindi medium schools and one English medium school. These sessions were conducted by Masoom and Young India Foundation-CII to make children aware of issues related to their safety.

Publications

 Adopting digital communication for greater reach, the TEEP team



Students at the EQUIP Day 2017 function.

leveraged Facebook to create awareness about the programme. A Facebook page helped keep the teaching community updated about TEEP events and trainings. The initiative has gained a lot of traction, with an average of 350 visitors per update and 250 followers.

- Two issues of the biannual newsletter 'Learning without Borders' were released in the past year.
- Glimpses, which is the story of TEEP through photos, was also published in 2017-18.

Refinements in the TEEP Programme

Based on its experience of 15 years with 50+ schools, the TEEP team made the following improvements to the assessment criteria and process in the past year:

- A segmented approach to training was implemented to improve the quality of assessors.
- Relevant 'caselets' were developed to replace the full-fledged applications.
- The TEEP team provided guidance to assessment teams during pre-consensus, site visits and post-site visit sessions.
- An experienced assessor

- and principal served as a mentor during all assessments.
- A robust 360-degree feedback mechanism for assessors was designed and implemented.

Feedback indicates that these refinements have led to a significant improvement in the assessment process.

LOOKING AHEAD

While the programme has focused on inclusiveness so far, the team's focus in the coming year will be on enabling schools that have matured on their TEEP journey to aspire to become 'world-class'. To achieve this, TBExG will enable national and international level comparisons of performance and best practices. To encourage schools to adopt best practices and learn from successful improvement initiatives at other schools, a separate award will also be introduced.

Based on feedback from schools, the TEEP team is looking into the feasibility of adopting a checklist type of assessment process that may be more user-friendly. Plans are also on to introduce an in-house TEEP Practitioners' Programme to help schools understand the maturity level of their processes.

Our school is deeply influenced by the core values laid down

in the education excellence criteria framework, and has embedded these values in its own systems and processes. Participation in TEEP initiatives has triggered a systematic approach towards problem solving and innovation.

AMY BILLIMORIA

Principal, Tarapore School Agrico

In terms of communication, the TEEP team plans to release two publications covering the story of TEEP since its inception. It will also produce three audio visuals on the theme of creativity, communication and inclusive education.

CAPABILITY BUILDING

Capability Building programmes serve to raise the bar of business performance by building a robust pipeline of assessors and practitioners who are well-versed with the criteria, methods and assessment for business excellence



70 Capability Building programmes held each year



Several initiatives introduced to make programmes **exciting**, **enriching** and **experiential**



Crafted a comprehensive and business case study called HermeSports for the first time



Programmes held for **assessors** and **practitioners**



Simulation games and video capsules used to enable learning



Overall effectiveness **score improved** from **52 to 81** over **12 months**

apability Building is a process that runs at the core of TBExG, as it serves as a catalyst within the Tata group for companies to enable their TBEM goals. Over the last two decades, TBExG has institutionalised Capability Building and promoted leadership and competency development, besides enhancing assessor capabilities needed for organisations to accomplish their business excellence objectives.

TBExG conducts an average of 70 Capability Building programmes annually. The

After going through the whole programme, my understanding of business excellence has drastically changed. We had great fun learning the nitty-gritty. The programme has inspired me to learn the subject in depth. I firmly believe the learnings will be very useful for organisational as well as individual growth.

SOUMYA CHAUDHURY

Manager - Supply Chain Management, Engineering, Procurement & Construction, JUSCO programmes are designed to equip organisations with assessor capabilities and practitioner capabilities. Initiatives to build assessor capabilities are designed to enable participants to qualify as TBEM assessors for Tata group companies.

There are four types of programmes for assessor capabilities:

- Business Excellence Assessor Programme (BEAP)
- Subject Matter Expert Assessor Programme (SMEAP)
- Experienced Assessor Programme (EAP)
- Advanced Programme for Leaders (APL)

Practitioners drive performance excellence within the organisation. Practitioner Capability Building programmes aim to develop business excellence champions within their role functions by enabling them to appreciate living the TBEM way. TBExG offers three types of programmes for Practitioners:

- Embracing Business Excellence (EBE)
- Business Excellence Practitioner Programme (BEPP)
- Subject-focused capability building programmes on

Safety, Corporate Foresight,
Customer Centricity,
Knowledge Management
and Operations Excellence.
In the last year, TBExG has taken
several steps to strengthen the
Capability Building offerings
in terms of design, content,
method and delivery.

KEY ACHIEVEMENTS

As part of the revamp process, TBExG scaled up its Capability Building programmes to deliver a brand new experience to participants. This has resulted in a new and improved line of offerings.

Experiential, Enriching and Exciting

- HermeSports, the new in-house case study: Case studies form a part of the practical application of the TBEM assessment process. In 2017-18, for the first time, TBExG developed its own fictional case study based on the 2018-19 criteria.
- Simulation games: In order to make the programmes exciting and experiential, the TBExG team devised several simulation games. One example is the 'Houston, we have a problem' game. Initially devised for TBExG facilitators through a trainthe-trainer programme, this was subsequently

- introduced in assessor Capability Building programmes.
- Video capsules: TBExG has created video capsules that help document the knowledge base within the organisation and bring in consistency and standardisation in the delivery of its programmes. The capsules, of 6-10 minutes each, feature TBExG facilitators and experienced team leaders who talk about key concepts that come up within the assessor community. Around 15 such video capsules were made last year.
- **iLEARN:** A new learning management system,

- iLEARN, was launched to strengthen the Capability Building process and refresh training operations. Indigenously developed, iLEARN is intuitive, inclusive, informative and also integrated with the Contact Management System.
- TeamLeaderSPEAK: The
 TeamLeaderSPEAK initiative
 allows sharing of valuable
 inputs and insights from
 team leaders to assessors
 and aspiring assessors.
 Leaders are encouraged to
 share their videos, and a
 one-page document on their
 TBEM journey. Team Leaders
 were also requested to take
 special sessions during the
 BEAPs wherein they had

We enjoyed the 3-day session.
Being their first exposure to TBEM, I am sure there was a lot for the team to grasp, and they would surely use the learnings to improve their processes and systems.

RAHUL GUPTA

Tata International – Bicycle Division, Ludhiana

- interacted with aspiring assessors, telling their stories and also mentioning their expectations from a TBEM assessor.
- Leveraging BELBIN to enhance Team effectiveness: BELBIN



Participants and team leaders at the Advanced Programme for Leaders in Nashik on January 23 and 24, 2018.

TATA BUSINESS EXCELLENCE GROUP

The EAP 2018 deck is very nicely put together. It will help

the batches that undergo the training. Good job by the TBExG team.

We must also find ways to sensitise aspiring assessors on the adverse impact of team members who are not committed, and the stress it creates in the process.

ANIL R BHOGESARATata Motors

profiling was introduced in assessors programme like APL and EAP. The purpose was to leverage each team members' strength in a TBEM assessment team and also enable them to understand their own team role preferences.

Making TBEM into practice, living the TBEM way

BEPP was introduced by TBExG two years ago to enable Tata companies to understand and appreciate how TBEM can be practiced. The number of practitioner programmes has witnessed a sharp rise in last year from two programmes in 2015-16, followed by five the following year and going up to 21 in 2017-18. The programmes were designed based on the

situation, target participants and the key focus areas for the company in question, while also keeping a common objective of TBEM for All'.

These programmes were facilitated in companies like Infiniti Retail, ISWPL, JUSCO, Tata AIA, Tata AIG, Tata International (all business units), Tata Metaliks, Tata Motors Finance, Tata Power, Tata Sponge, Tata Steel, Tata Business Support Services and Trent Hypermarket.

The feedback from company heads and participants has been very positive, with 73% of the participants rating their experience with BEPPs greater than 7 out of 10.

Better engagement and communication

It was important for TBExG to communicate what it was doing in this transformational journey. It hence focussed on engaging and communicating with participants, business heads and CEOs through new collaterals, articles, knowledge documents, etc. Multiple touchpoints were created throughout the duration of all Capability Building programmes to ensure that assessors were consistently engaged. Improved feedback mechanisms have also been

put into practice to facilitate continuous improvement of the programmes.

Outcome

CEM function conducted an internal survey in December 2017 with 43 BE Heads on lines similar to the earlier PwC external survey. This survey showed that the Capability Building effectiveness score shot up to 81, up from 52 the previous year. This was a significant achievement, and an indicator of improved perceptions about the overall Capability Building process. Furthermore, 96% of all participants have stated that TBExG programmes are now exciting, enriching, and experiential.

Thanks for organising the BEAP session. It was a wonderful learning experience for all of us. Our instructor taught us in the style of a 'guru', who not only teaches but also ensures that the subject has been understood by all. Immense knowledge coupled with the interactive team activities infuses fun in learning.

PRABHAT KUMAR BHAKAT

Strategic & Business Planning ERC, Tata Motors, Pune

LOOKING AHEAD

Going forward, what will guide the Capability Building journey in 2018-19 are answers to key questions such as how to derive more from what is currently being done; how to ensure consistency in delivery while leveraging individual styles; how Capability Building can integrate with best practices to offer richer content; how to enable BE Heads to pursue better prospects and how to ensure programme consistency and branding that allows participants to unmistakably recognise a TBExG experience.

Apart from this, the following initiatives are also in the pipeline:

 HermeSports 2.0 version will be launched with

- improvements and additions, including a mock website.
- More gamification is planned for the programmes in the coming year.
- Digitised version of quizzes will be distributed.
- iLEARN will be enriched further as more BE Heads begin to interact with the platform.
- Self-paced modules will be introduced, providing learning autonomy and reducing the number of classroom days.
- New programmes are scheduled to be launched.
- More programmes will be conducted in international geographies to embrace the diversity.
- The practitioner

I got a sense of what's in the presentation deck through my interaction with the officers from my company, who went for their EAPs this year. Their feedback has been very positive, and most of them praised the programme for having become simplified in concept. The new presentation material is much simpler in English, and encourages interactivity.

R SOMNATH

Chief Strategy & Business Excellence. Tata Sponge Iron

programmes will be enhanced and enriched, making them multi-tiered and modular.



Participants attended the Business Excellence Assessor Programme in Jamshedpur from November 14 to 17, 2017.

BEST PRACTICES

The fast-growing repository of Best Practices and robust processes for knowledge sharing help accelerate the business excellence journey among Tata group companies











est Practices is a multidimensional programme with varying components and layers, developed with the objective to identify, document and disseminate Best Practices across the Tata group. The vertical prioritises and categorises practices in grouplevel focus areas as well as opportunities for improvement (OFIs) identified in TBEM Assessments.

This initiative was conceptualised with the intent of leveraging the strength of the Tata group, within which many best practices exist; practices in one company can drive the learning movement in other companies. Continuing its mission to integrate TBEM into group company processes, the Best Practices programme has enhanced the cross pollination of Best Practices identified within and outside the group, through a number of mediums:

EDGE Portal

The EDGE Portal acts as a repository of knowledge and the Enterprise Social Network for the Tata group. It has emerged as a robust platform that enables sharing and learning of good practices through structured documents as well as narratives, questions, blogs and online interactions. The multi-

dimensional portal seamlessly allows Tata employees to connect with practice owners and subject matter experts for adoption and implementation of promising practices in their respective companies.

EDGE Webinars

EDGE Webinars focus on various topics, such as Leadership, Strategy, Customer, Human Resources, 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 and outside the Tata group conduct these webinars.

Learning Missions

Group companies can interact closely with each other through a face-to-face process that makes it simpler to internalise learning and imbibe good practices. Typically, these are two- to four-day sessions covering a wide range of topics related to Tata companies. Another variation is the 'theme-based session', where people from various companies meet to share good practices on specific chosen topics.

Benchmarking

To ensure that Tata companies also have access to best practices and international benchmarks, TBExG has also partnered with external knowledge centres like American Productivity and Quality Center (APQC), American Society for Quality (ASQ), British Quality Foundation (BQF) and Strategic and Competitive Intelligence Professionals (SCIP).

KEY ACHIEVEMENTS

This year, there has been a conscious effort to link Best Practices content to TBEM Assessment outcomes, with a renewed focus to disseminate knowledge in a user-friendly and effective manner.

Thank you TBExG.
Without you people
we would have
never had such a great learning
experience. Thank you, Tata
Power-DDL, your enthusiasm
and openness has given us a lot
of motivation and desire to do
something beyond what we are
doing.

SHOBHA DASTata Sponge Iron

TATA BUSINESS EXCELLENCE GROUP

EDGE Portal

On the EDGE Portal, there is something new on offer for Tata employees every day of the week. In addition, to make the portal more user friendly, new features have been introduced in 2017-18. Some of them are:

- 96 Best Practices uploaded on the portal.
- Did you know banners: Summary of promising practices identified from Tata companies.
- Practices organised as per TBEM criteria items.
- Sharing of Best Practice adoption success stories.
- APQC KPI Benchmarks across various areas.
- Tata comparative reports: Available from the TBEM applications of Tata companies.

 Number of views for the promising practices section.

EDGE Webinars

TBExG crossed a major milestone when it conducted the 150th EDGE webinar on March 21, 2018. The speaker for the session was TR Doongaji, former MD of Tata Services, and Founder and Principal Consultant of Credibility Consulting. He spoke about the uniqueness of the Tata brand and its legacy.

During the past year, 65 webinars were held, which saw over 19,146 participants with an average NPS score of 66.

TBExG also introduced special series of webinars for specific



MALINI SENGUPTA
TM International Logistics

areas relevant to group companies. These include the Leadership Series, Global SME Series, TBEM Assessment Series, Sustainability Series, TAAP Series, Tata Career Forum Series and Customer Excellence Series. The first leadership series EDGE webinar was conducted on June 21, 2017, with S Padmanabhan, Executive Chairman, TBExG.

Learning Missions

TBExG, with help from Tata



Delegates with employees from Dubai Future Accelerators during the UAE Learning Mission from March 12 to 15, 2018.

Sons MENA, conducted a Learning Mission to world-class companies and government organisations in the UAE from March 12 to 15, 2018. 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. 28 senior delegates from 16 Tata companies were part of this Learning Mission.

Mini Learning Missions

Mini Learning Missions (MLMs), which are a miniature version of the larger events, were organised at shorter intervals to ensure that more Tata companies can benefit from sharing and transfer of knowledge within the Tata group. Two MLMs were conducted in 2017-18. A two-day MLM was organised on September 19 and 20, 2017, for Tata Power Delhi Distribution (Tata Power-DDL) in Delhi. The session, 'Creating a Performance-oriented Organisation through Employee Engagement and Happiness Initiatives', saw the participation of 26 Tata colleagues from 15 companies. Another twoday MLM – The Business of Retail – took place on January 11-12, 2018, in Mumbai. The MLM to Trent (Westside), Trent

Hypermarket (Star Bazaar), Tata Unistore (Tata CLiQ) and Infiniti Retail (Croma) covered practices in areas like new product development, lean marketing, supply chain efficiency, exclusive (own) brands and big data analytics. 25 Tata colleagues from 11 companies participated in the programme.

Best Practice Adaptations

The aim of best practices is for Tata companies to learn and share from each other and implement the similar practice in their company as well. To make this process more effective, the assessment feedback reports were analysed and recommendations were made targeting improvement areas. In the past year, 17 best practice adoptions took place within the group companies.

Leveraging the ASQ Membership

- 1000+ Tata employees have registered till date in ASQ as Enterprise members and are reaping the benefits of access to global best practices, attending webinars, participating in training and certification programmes.
- The Tata group was represented as an esteemed Enterprise member in ASQ's 2017 WCQI (Enterprise

- Roundtable & Enterprise Member Network Meetings) and in the Quality 4.0 Summit on Disruption, Innovation and Change.
- There was a record participation of Tata employees in ASQ's 2017 South Asia Conference – 40+ participants from 10 companies attended the event. There were 6 speakers from various Tata companies at the conference.
- 6 projects made it to the top 16 and 2 teams in the top 5 were recognised for ASQ's 2017 South Asia Team Excellence Award (SATEA).

Leveraging the APQC Professional Services Membership

More than 1900 Tata

The Mini Learning Mission is a fantastic initiative by TBExG for sharing best practices on a group level. While most of the group companies are in different industry sectors, the interactions and site visits provide sufficient guidance for deployment of these

RAMESH SHANKAR,

best practices.

Head Operations – New Bar Mill, Tata Steel, Jamshedpur

TATA BUSINESS EXCELLENCE GROUP

- employees have registered as members in APQC.
- 20+ Tata companies have participated in 50+ Open Standard Benchmarking (OSB) Studies.

Recognitions at the Business Excellence Convention (BEC)

The Best Practice adoptions by Tata companies were recognised at the BEC on December 7 and 8, 2017, in Bengaluru.

Best Practices Champions:

Aravind Srinivas from TCS and Samir Palsule from Voltas

Best EDGE Wednesday

Webinars: Rallis Way, How design thinking can help businesses grow and LEAP: Lead Engage Aspire Perform

Best Practices - Top

Contributors: Tata Power Delhi Distribution, Tata Consultancy Services, Tata Motors, Tata Communications, Tata Steel and Tata Steel Europe

Best Practices – Top

Implementers: Tata Power Delhi Distribution and Tata Steel Europe

Best Practices - Top

Inspirers: Tata Steel and Jaguar Land Rover

LOOKING AHEAD

Best Practices

- The key objective for the coming year is to further enrich the culture of Best Practices across the group companies through sourcing of Good Operating Practices (GOPs) and accelerating Best Practice adoptions.
- Face-to-face learning interactions will be expanded in scope and scale to increase their footprint and impact across the group.
- A relaunch of the EDGE portal is planned with a new UI/UX to make it more futuristic and user friendly.
- The team plans to bring

During a two-day visit, the team observed several good safety systems implemented at the Tata Motors plant in Jamshedpur. Tata Motors officials explained the contractor management system in detail, which has a number of best practices that can be emulated at Joda.

R SOMNATH

Chief - Strategy & Business Excellence, Tata Sponge Iron

together group companies through a first-of-its-kind Tata Best Practices Conclave, which will enable process owners of practices as well as other participants to come together for face to face learning and sharing which will accelerate the adoption of best practices in the companies.



Participants at the two-day Mini Learning Mission on September 19 and 20, 2017, for Tata Power-DDL, in Delhi.

- The Excellence Practice Implementation Champion (EPIC) Programme will be launched which will enable SMEs with the implementation skills required for Best Practice adoptions.
- A weekly newsletter is on the anvil for easier dissemination of EDGE Portal updates.

ASQ and APQC

APQC and ASQ memberships

- will be leveraged through increased awareness in group companies about various benefits.
- The team will work to enhance visibility of Tata organisations in APQC's knowledge base, webinars and events.
- Concerted efforts are being made to use the knowledge base and benchmarks in Best Practice discussions with companies, besides

- conducting the training and certification initiatives as capability building interventions.
- TBExG will help companies in identifying KPI benchmarks linked to their business needs and also to address OFIs in Category 7. ■



Participants at the two-day Mini Learning Mission on January 11-12, 2018, in Mumbai.

DEEP DIVES

The Deep Dive process enables performance improvements in specific areas by proposing effective solutions that resolve identified challenges and opportunities for improvement



Over 25 recommendations under Implementation



15 SMEs engaged from the Tata group



21 projects executed



4.75/5 customer rating



75% CEOs satisfied with the **business impact** of Deep Dive recommendations



65% CEOs satisfied with the **overall effectiveness** of Deep Dive recommendations

BExG's Deep Dive offering supports Tata group companies in improving key performance areas. In a Deep Dive, the TBExG team approaches the stated business problem by taking a 360-degree view of the issue. The team conducts a study using globally accepted frameworks, and engages with SMEs from within and outside the Tata group. These experts work on a particular aspect of the business to bring about a qualitative change in processes and strategy that help the company resolve pain points.

Deep Dives are conducted across the value chain in critical areas such as Strategy Deployment, Customer Centricity, Human Resources, Safety and Operations Excellence.

Group companies usually request for a Deep Dive after TBEM assessments have helped in identifying key improvement areas. Over the past five years, TBExG has conducted 78 Deep Dives for 40 Tata companies across a variety of industries.

CUSTOMER CENTRICITY

TBExG works as an advisor for Tata companies to help them develop and sharpen their

approach towards Customer Centricity. This is achieved through customised Deep Dives for both B2B and B2C focused companies, in areas like customer experience mapping, Voice of Customer (VoC) study, customer-centric culture analysis, key account management (KAM), sales productivity and effectiveness, customer segmentation, consumer insights, channel management and effectiveness, and after sales and service excellence.

The role played by TBExG includes analysing the feedback from TBEM assessments in specific areas impacting Customer Centricity and the experience of the customers with the organisation. TBExG also brings in domain experts and leverages Tata Group Centre expertise.

Customer Centricity Deep
Dives cover the areas
of customer experience
mapping, Voice of Customer
(VoC) study, customer-centric
culture analysis, key account
management (KAM), sales
productivity and effectiveness,
customer segmentation,
consumer insights,
channel management and
effectiveness, and after sales
and service excellence.

OPERATIONS EXCELLENCE

The Operations Excellence practice at TBExG facilitates a culture of continuous improvement and transformation in areas identified for improvement through the TBEM assessments. Some of the areas identified for Deep Dive projects in Operations Excellence include enterprise process management, supply chain, enterprise project management, production efficiency management and continuous improvement programmes.

Enterprise & functional diagnostics and action planning facilitated by TBExG have enabled Tata companies to move towards organisational excellence and improved business performance.

STRATEGY DEPLOYMENT

TBExG helps group companies explore various facets of

The TBExG team has an excellent understanding of the subject and a way of tackling complexity with simple solutions.

ATUL AMBEKAR

Head - Internal Audit, Risk and IT, Tata Realty and Infrastructure TBExG has always provided candid and useful feedback which has helped companies improve processes. We benefitted from the Deep Dive assessment done for the risk management process.

PARSHURAM DATE

Chief - Internal Audit & Risk Management Chief Ethics Counsellor, Tata Power

> Strategy Deployment through Deep Dive studies. These help revisit the Vision-Mission-Values of an organisation, evaluate the quality of the strategy, implement the strategy through tested frameworks to ensure alignment and integration across the company, build a Competitive Intelligence (CI) function to enhance strategic decision making, strengthen Enterprise Risk Management (ERM), and assess the organisation's process maturity for Balanced Score Card (BSC) deployment and CI practices.

HUMAN RESOURCES

HR Deep Dives cover several areas, including:

- Business alignment
- Organisation effectiveness
- Leadership
- Strategic and Operational risk
- Employee relations

- Employee value proposition
- Talent management

KEY ACHIEVEMENTS

In 2017-18, the Deep Dives team completed 21 projects across the Tata group.

Tata Steel Thailand – Customer Centricity

The TBEM Assessment in 2016 for Tata Steel Thailand (TSTH) had noted that the company had benefitted from its business turnaround. The challenge it faced was to move from an internal focus on operations efficiency towards an external market-oriented focus and Customer Centricity. These observations were further supported by findings from the company C-SAT studies.

TSTH engaged with TBExG for a Deep Dive to understand how customer needs are viewed by employees and how the process of aggregating, sharing and reviewing action points from listening mechanisms worked. A key objective was to understand processes in the customer delivery and response chains and conduct a Customer Centricity Culture Assessment across TSTH value chain processes and employees.

The methodology for the TSTH Deep Dive included one-on-

one interviews, focus group discussions with employees, an internal survey on customercentric culture and a workshop on this topic with process heads. The recommendations included short, medium and long-term initiatives on a customer promise roadmap through a customer-centric vision, alignment of functional goals to customer-centric metrics and suitable employee R&R and empowerment.

Tata Power - Risk Management

TBExG had conducted a Deep Dive of the Tata Power Risk Management process in 2014. The Risk Management team had started implementation of the recommendations during the past two years. This assignment was a follow-up to assess the robustness of the process and understand what could be done to further institutionalise Risk Management across various business segments.

The team used the Process
Maturity TBEM framework
of ADLI to conduct a deeper
diagnostic of the Risk
Management processes across
business segments and at the
corporate level. This involved
two levels of diagnostics
— the first was a complete
walkthrough of the online Risk

The team came up with short, medium and long-term suggestions after the study. I wish to thank the team for their insightful comments.

RAJIV MANGALPresident & CEO,
Tata Steel (Thailand) Public Company

Management tool to assess the 'content' in the system, and was done for all business entities and functions. This was followed up with detailed one-on-one discussions with each business entity and all functions.

The recommendations focused on all four dimensions of ADLI to strengthen the Risk Management process across business segments and address gaps in deployment and integration. The findings also focused on governance of the Risk Management at the business segment, corporate and Board level. The assignment had an added dimension — to assess the extent of the current linkage between Strategy and Risk Management, which is the basis for identification of Strategic Risks. The findings of the Deep Dive were implemented immediately after the report was presented.

Tata Elxsi - Competitive Intelligence

Tata Elxsi operates in a niche area and is not a regular software services player. It faces high competitive intensity in almost all the sectors it operates in — Embedded Product Design, Industrial Design and Systems Integration and Support. The company does not have one common competitor for all its offerings, and hence each division is required to identify relevant competition and benchmarks to stay ahead in the marketplace. A Maturity Assessment of Competitive Intellience initiatives was conducted to identify areas where Tata Elxsi could proactively improve its performance vis-à-vis competition. TBExG conducted a Competitive Intelligence Maturity Model evaluation based on an in-house proprietary model over five weeks.

An online survey first helped understand current Competitive Intelligence maturity levels, followed by an analysis of the findings. The survey findings were validated and corroborated through face-to-face interactions with select company employees. This was followed by actionable recommendations that the company could implement

in the short and long term, to move to the next level of Competitive Intelligence maturity.

Several of the recommendations have been implemented by the company. This includes submitting a daily one-page report to the CEO and some divisional heads outlining key events that could have a potential impact on Tata Elxsi. The corporate strategy team at Tata Elxsi is also working on detailed competitor profiles, and developing a rewards and recognition programme that focuses on rewarding employees who contribute to Competitive Intelligence required by the company.

Tata Communications -Using VoC for enhancing Customer Experience

Based on feedback from the

The Competitive Intelligence Maturity Model Assessment is an excellent addition by TBExG considering today's global business environment. It helped validate current processes on CI and how it can be used for long-term competitiveness.

NITIN PAI

Senior Vice President - Marketing & Strategy, Tata Elxsi

DEEP DIVE PROJECTS

S.NO	COMPANY	PROJECT/ENGAGEMENT		
1	Voltas	Continuous Improvement Project Reviews		
2	Tata DHP	Process Mapping for 5 Key Work Processes		
3	Nelco	Process Mapping for Customer Service Processes		
4	Tata Capital	Strategy Deployment		
5	Tata Communications	Corporate Foresight		
6	Tata Auto Comp	Strategy Review		
7	Tata Steel Thailand	Customer Centricity		
8	Trent Hypermarket	Continuous Improvement Culture Study		
9	Tata Communications	Using Voice of Customer for Enhancing Customer Experience		
10	Tata Asset Management	Risk Management		
11	Tata Realty and Infrastructure	Risk Management		
12	Tata Realty and Infrastructure	BSC Deployment		
13	Infiniti Retail	Cashiering and Delivery Management		
14	Tata Power	Risk Management		
15	TGB	Knowledge Management		
16	Tata AIG	Key Account Management		
17	Tata AIG	Leadership in Business Ethics		
18	Tata AIG	Vision Mission Values		
19	Tata AIG	Programme Management for Strategy Deployment		
20	Tata Steel Global Wires	Implementation of Quality Excellence Model		
21	Tata Elxsi	Competitive Intelligence Maturity Model		

It has been a great experience working with TBExG on recent Deep Dive projects, which have provided useful business insights.

PANKAJ SEHGAL

Senior Vice President (Service Assurance)
Head of Business Excellence,
Tata Communications

TBEM Assessment of 2016,
Tata Communications identified the VoC process as an area for improvement. The company has various mechanisms globally for customer listening, but this lacked standardisation and agility across geographies.
The outcomes of the existing customer listening mechanisms were also not clear in terms of business impact.

TBExG undertook a Deep Dive to study the impact of

VoC process on customer experience and shareof- wallet. Two Tata group SMEs (from IHCL and TCS) were engaged along with an external SME. A global customer journey framework was used to understand customer experience touchpoints based on the existing customer feedback data. This was followed by a VoC process walkthrough to assess the effectiveness of various listening channels and reasons for gaps in action, and processes for closing the loop with customers in an agile and systematic manner. The organisational structure and other enablers of successful customer listening were also studied through global employee discussions. Besides this, a VoC maturity survey designed by TBExG

was deployed globally to understand the areas of improvement in the VoC process and to validate findings in employee discussions.

The study brought out several insights on the VoC process gaps. Listening opportunities in the customer journey were identified. The Deep Dive team presented solutions based on best practices from IHCL, TCS, Cisco and Unilever on a customer-centric organisation structure; agile and standardised Global VoC programme structure; Global Customer Data Repository and other enablers for effective customer listening and action for Tata Communications. These were discussed with senior stakeholders and there was high acceptance by the leadership team.



Participants at a one-of-a-kind workshop on war gaming on July 31 and August 1, 2017, in Mumbai.

Croma has greatly benefitted by the Deep Dives undertaken with TBExG. We find the model used by TBExG focused and impactful.

AVIJIT MITRA

Infiniti Retail – Product Delivery & Supply Chain

With Croma looking to expand its store network in several geographical locations, two key areas of improvement were identified based on the CSAT and the customer voices captured: product delivery from the point of purchase, the tilling experience at stores, and complaint management. TBExG conducted a product delivery and supply chain process study to identify critical areas of improvement required to improve efficiency of product delivery and tilling experience at Croma.

A detailed diagnostic study of all processes was conducted for Value Stream Mapping. Mystery Shopping visits were also conducted to over 20 stores in Mumbai, Delhi, Bengaluru and Ahmedabad to gauge the till experience first-hand. Detailed discussions were also held with various levels of store staff. The team also visited the distribution centres (DCs)

at Delhi and Mumbai to understand all the processes and the in-process measures being put in place. A Velocity Mapping of various product categories was conducted along with a time and motion study to understand where delays were occurring. Inputs from a Best Practice study of Amazon and Flipkart's delivery processes were part of the recommendations. TBExG presented the final findings to the CEO, COO and store teams with 66 recommendations and a cost-impact analysis for each. A detailed in-process measurement exercise was also conducted in line with the recommendations, to start evaluating the 'critical to delivery' measures and improve their efficiencies. Recommendations for automating the DC and distribution included implementation of GPS tracking for deliveries. Implementation of these measures is underway.

WORKSHOPS

Tata Communications - Scenario Planning

A two-day Corporate Foresight workshop for the company's India Data Services business was conducted by external SMEs and a TBExG consultant. The workshop highlighted the need for a more structured

understanding of what the future looks like and how the organisation can prepare itself. The objective was to identify three or four possible future scenarios for the India Data Services business, based on multiple inputs covering company knowledge, changes and new developments in the industry (near adjacencies), and developments that could potentially impact the industry (far adjacencies). This led to the development of four scenarios; a broad level set of strategies were recommended for the two most likely scenarios.

Voltas

Further to the first wave of Continuous Improvement Projects (CIP) sessions conducted at Voltas and the Operations Excellence Practitioners Programme

We reaped the benefits of KAM in terms of greater client satisfaction and enhanced engagement, translating to new business wins, cross sell and up sell.

SUSHANT SARIN

Executive Vice President and Head Commercial Lines, Tata AIG

The TBExG team aided Tata Asset Management in developing and implementing an Enterprise Risk Management framework. The team's well thought out game plan was meticulously executed in a time-bound manner.

PHIROZ KHAN

Head - Risk Management, Tata Asset Management

> (OEPP) attended by Voltas employees, TBExG conducted CIP workshops to institutionalise a culture of improvement through a structured methodology of continuous improvement. TBExG conducted two CIP workshops to cover the company's various business units. It facilitated the entire intervention through six steps: project selection, team selection, improvement planning, methodology workshop, project reviews and project closure. The outcome of the projects brought significant improvements in operational and business processes.

Workshop on War Gaming

TBExG, in partnership with SCIP (Strategic and Competitive Intelligence Professionals), USA, conducted a two-day workshop on 'War Gaming', with an aim of helping Tata companies devise

winning strategies in a highly competitive marketplace. One of the most powerful tools to assess competition and even enhance a company's market share is 'War Gaming' — a managerial technique for assessing and countering competitors' responses to a changing industry landscape. The two-day session was conducted by Arjan Singh, Lecturer, University of California, Irvine (UC), who threw light on the key concepts in Strategy and Competitive Intelligence. Participants were introduced to the concept of War Gaming and its most important benefits — to identify and challenge the assumptions a company has about itself, the competitors and the marketplace.

Participants were also able to take part in a simulated war game. As part of this game, participants were divided into teams, each representing a cab aggregator company, such as Uber, Ola, Meru, Cabby and Baxi, who were battling for a slice of the Indian taxi market. There were two break-out sessions; the first one saw participants preparing the strategy for their respective companies based on the assumptions of their competitor's actions and likely counteractions. The second session introduced a shift

in government regulations, compelling teams to change their strategy in the new scenario. The key takeaway for the 30-odd participants from 16 Tata companies was the importance of agility in a company's strategy that is necessary for the company to adapt to a dynamic environment.

LOOKING AHEAD

In the coming year, plans are on to:

- Develop an assessment framework for Data Maturity in collaboration with TCS, and pilot it in 2-3 Tata companies.
- Refine the Maturity
 Assessment Models that
 were developed this year.
- Take feedback from companies on the level of implementation of recommendations from Deep Dives.
- Create case studies of Deep Dives after 6-9 months of the assignment that will include the need, context, scope, approach and status of implementation of recommendations made for each Deep Dive assignment. ■

SAFETY

Employee safety has been a core commitment at the Tata group and is being driven by groupwide initiatives



Tata Group Office
Safety Standard
released



4 Deep Dives on Safety



2-day Conclave on best practices in **Safety & Health**



60 senior safety professionals from 40 companies attend Safety Heads Meet

BEXG has set up the Group Safety & Health function to formulate strategy, steer and lead the efforts in enhancing the safety culture and performance, and achieve safety excellence in Tata companies.

The Tata group has been consistently committed to providing a safe and healthy working environment and achieving an injury-free work place. The Tata group leadership's focus on ensuring safety performance and fostering a positive safety culture has given further impetus to the agenda. Over the years, concern for employees' safety and health has become a differentiator for the Tata group.

TBExG's Safety & Health function is based on four strategic building blocks:

- Commonality & Convergence: Ensuring a common approach, terminologies, strategies and policies on Safety & Health across the Tata group.
- Training & Capability Building: Delivering training and building capabilities in Safety & Health among group companies.
- Transparency & Sharing:
 Ensuring transparency in terms of reporting, enabling

sharing of lessons learnt, and facilitating the transfer of Best Practices in Safety across group companies.

Assurance & Verification:

Providing governance in terms of verification and assurance of Safety & Health regulatory and other requirements.

Safety offerings by TBExG include the following:

- Training
- Safety Audits
- Safety Culture Assessments
- Deep Dives
- Strategy Creation
- Facilitating the Creation of Safety Policies and Standards.

KEY ACHIEVEMENTS

One of the key initiatives undertaken last year that had an impact across the Tata group was the development of the Tata Safety Beliefs. The publication was designed and released at the BEC held in Bengaluru, in December 2017. During the year, the Safety & Health team also helped in simplifying the TBEM criteria and formulating the Office Safety Standards

Safety Conclave

TBExG organised a two-day conclave to highlight Best Practices in Safety & Health on March 20 and 21, 2018, in Mumbai. The theme of the Conclave was 'Safety by Choice, Not by Chance', and the event witnessed the sharing of Best Practices by experts from across the industry, including some prominent non-Tata companies.

About 80 participants from 39 Tata group companies participated in the event. The companies attending included TESCO, Rallis India, Tata Communications, Tata Coffee, Tata Housing, Tata Power, Tata Steel Europe, LafargeHolcim, Johnson & Johnson, Dekra Group, Shell, Larsen & Toubro, Marriot, Hindustan Unilever, British Safety Council and Ernst & Young.

Safety Heads Meet

The third annual Safety Heads Meet was held on March 22, 2018, in Mumbai. The session followed the same theme of the Conclave — 'Safety by Choice, Not by Chance' — and was attended by 60 senior safety professionals from 40 Tata companies.

The meet covered presentations from the Group Safety & Health team and senior leaders across the group. There were discussions on common safety concerns and an update on the progress of various Tata



The Safety Steering Committee launched a book — 'Sharing & Learning from Serious Incidents - A compendium of what went wrong and how to prevent such incidents in future' — at the third annual Safety Heads Meet on March 22, 2018.

companies in the area of safety. The event helped spread greater awareness about the various safety initiatives run by the Tata group.

The Safety Steering Committee also launched a book on 'Sharing & Learning from Serious Incidents — A compendium of what went wrong and how to prevent such incidents in future' at this event.

Deep Dives

TBExG conducted four Deep Dives in the area of Safety in the following areas:

- Tata Communications: Deep Dive on implementation of Critical Safety Standards.
- Tata Advanced Materials: Audit on the Tata Group

Safety & Health Management System.

- Tata Power: Felt Leadership Survey. (Based on the Johari Window technique and including a 360 degree survey. Every leader participating in the survey was given an individual report.)
- Infiniti Retail: Audits for a critical risk perspective especially regarding fire and electrical risks.

Safety Leadership Programme

Around 20 senior safety professionals from 13 Tata companies attended the Safety Leadership Programme, which was held to enhance the understanding of the various systems on safety, safety legislative requirements and the influencing skills of Safety Heads.

Incident Investigation Training Programme

An Incident Investigation
Training Programme was
conducted for 30 managers
of Tata Coffee. The company
wanted its executives to
understand key skills and
techniques to be applied
while investigating incidents.
The techniques — including
interviews, root cause analysis
and recommendations —
would help prevent accidents in
the future.

Tata Group Office Safety Standard

The Tata Group Office Safety

Standard was designed and released to all Tata companies in conjunction with experts from TCS. This was the eighth Tata Standard to be released. Other standards released in the past include Working at Height, Electrical Safety, Lockout Tagout, Job Safety Analysis, Fire Safety, Contractor Safety and Road Safety.

Other initiatives

Several companies conducted self-assessment studies under the Tata Group Safety & Health Management System and the Tata Group Road and Driving Safety Standard.

The Safety & Health team also provided support to the Group Communications Team on the UN Road Safety Week Campaign in May 2017. Titled Respect on Roads, the Tata Road Safety programme focused on promoting safety on roads through small actions that can be taken in people's everyday lives, like wearing seatbelts and helmets, crossing roads carefully and obeying traffic rules.

LOOKING AHEAD

In the coming year, the team plans on conducting training programmes in Mumbai, Delhi, Kolkata, Bangalore and Pune, for the Office Safety Standard that has been released.

A programme for operational leaders, including senior operations personnel and Safety Heads, has also been planned. Internationally renowned safety psychologist David Broadbent will conduct a programme on behaviour-based safety.

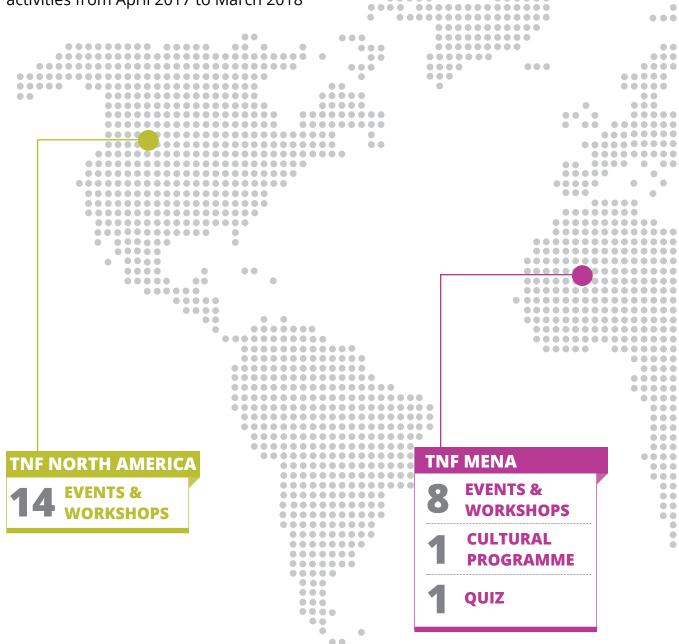
In addition, Deep Dives on warehouse audits, Safety & Health management systems and safety culture surveys for Tata companies will also be conducted.

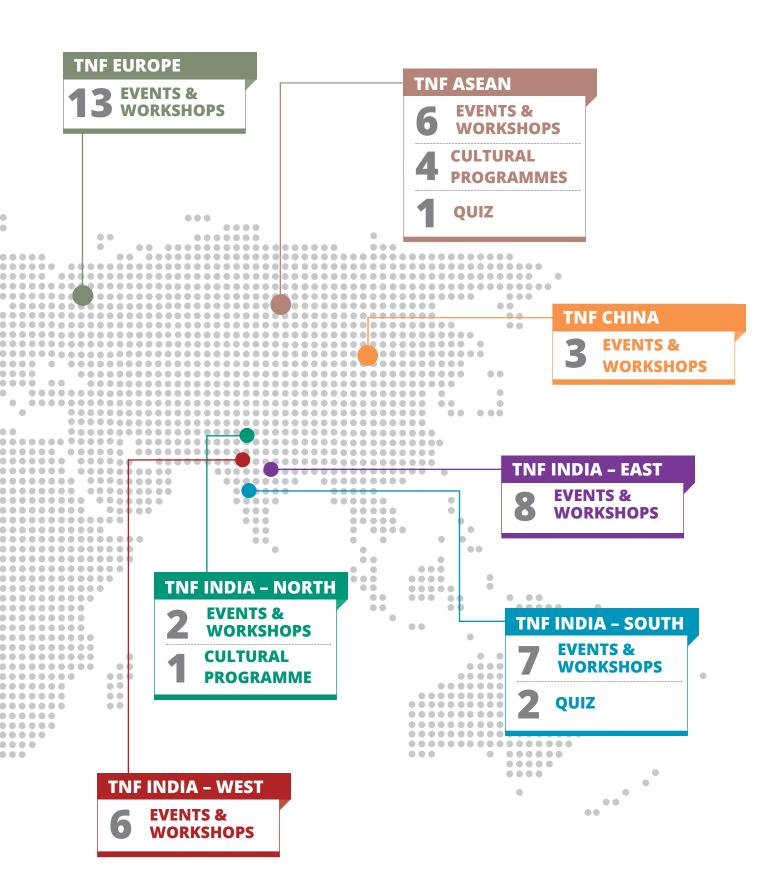


Participants and speakers at the two-day Safety & Health conclave on March 20 and 21, 2018, in Mumbai.

TATA NETWORK FORUMS

The Tata Network Forums are a platform for collaboration for Tata companies across the world. The TNFs have increasingly started to come together to support and learn from each other. Facilitated by TBExG, TNFs organise activities to promote interaction and training among Tata companies on a continual basis. Here is a roundup of the activities from April 2017 to March 2018





EVENTS



BEC 2017

400 participants, including **CEOs**, **Mentors**, **Assessors** and **senior leaders**

BE Heads Meet



42 BE Heads from the Tata group attended

BE Heads Meet



42 BE Heads from the Tata group attended

TATA BUSINESS EXCELLENCE CONVENTION



One of the TBEM Assessment teams getting recognised at the Business Excellence Convention.

he Tata BEC for 2017 took place at Vivanta by Taj - Yeshvantpur, Bengaluru, on December 7-8, 2017. The convention, which celebrated the successful completion of another assessment cycle, was attended by close to 400 participants including CEOs, Mentors, Assessors and senior leaders from across the Tata group. The theme for this year's BEC was 'Collaboration for long term value creation'.

On the first day of the convention, recognitions for teams that conducted TAAP Assessments, TBEM Assessments, Deep Dives and Dip Checks took place. Long Serving Team Leaders who had completed 10 years and 5 years within the TBEM Assessment cycle were

also honoured. In addition, awards for the Best Practice Champions and Best EDGE webinars were also given out.

Day 2 of the BEC consisted of exciting sessions conducted by external and internal speakers, who spoke on topics related to the theme for the BEC. In his opening address titled Value Creation through Collaboration, Mr Padmanabhan elaborated on the achievements of TAAP and TBEM Assessments in the last year. Thanking the assessors, mentors and team leaders of the assessment process, he also threw light on some key themes and group outcomes that were highlighted through these assessments in the past year.

The next session was by Chandra Shekhar Ghosh, MD and CEO, Bandhan Bank. In his address titled Aapka Bhala, Sabki Bhalai - A story of Inclusive Empowerment, Mr Ghosh took the audience through Bandhan Bank's journey, detailing the challenges he faced while becoming the first microfinance NBFC to be given a full banking licence. He said that his interactions with people with lower income inspired him to help them, and he attributed the success of his organisation to a motivated team, one goal and a strong review system.

Mr. N Chandrasekaran, Chairman, Tata Sons, addressed the gathering through a video message in which he acknowledged the contributions made by TBEM to the group and thanked the mentors and assessors for their dedication

TATA BUSINESS EXCELLENCE GROUP

to the process. He also urged the group to increasingly look at data maturity since process maturity is steadily becoming a hygiene factor.

After this, Subhash Talekar and Arvind Talekar from the Mumbai Dabbawala Association gave a presentation on 'We Collaborate... So That Our Customers do not Stay Hungry in Aamchi Mumbai.' They talked about how the organisation came into being with the sole purpose of ensuring that home-made food reached office-goers across Mumbai on time. The dedication and process orientation of the dabbawalas is evident from the fact that it is Six Sigma and ISO

certified, despite not using any technology in their operations. Quizmaster Giri
Balasubramanium, Founder and CEO, Greycaps, then conducted an interactive session through the BEC mobile application, during which the voices of the delegates were captured through various questions on sensing and predicting the future.

An exciting session on the topic of 'Healthcare to Drive Global Economy' was then conducted by Dr Devi Shetty, Founder of Narayana Health. Dr Shetty stressed on the need to not only train medical professionals to meet the needs of the rural Indians, but also change policies

to bring about a transformation in the healthcare industry. In his motivating session, he also elaborated on how cost control, innovation, safety and technology can bring about changes in the medical care industry.

The day also saw recognitions for Star Assessors, Star Teams, TAAP & TBEM company recognitions and the TAAP Significant Adoption Recognitions.

The last session of the day was Arctic Mindscapes — Another Case of My Bipolar Disorder by Mr Talwar, in which he spoke about his expeditions to the Arctic and Antarctic regions.



One of the TAAP Assessment teams getting recognised at the Business Excellence Convention.







Individuals being recognised at the Business Excellence Convention.

BE HEADS MEET: DECEMBER 9, 2017



Participants at the BE Heads Meet held on December 9, 2017, in Bengaluru.

E Heads of various Tata companies met at Bengaluru on December 9, 2017. During the session, which was attended by 42 BE Heads from across the Tata group, the changes in the TBEM Assessment process, the feedback that has been received post the 2017 assessment cycle as well as various topics related to Quality and Collaboration were discussed.

Mr Padmanabhan stressed on the importance of the role of BE Heads in the BE journey of the Tata group, and highlighted how they can play a bigger role as inspirational leaders. Saurav Chakrabarti, AVP, TBExG, then shared how TBEM Assessments are becoming more strategically significant as they provide actionable and relevant findings to MDs and Boards of Tata companies post the TBEM Assessments. He also threw light on some

of the changes made and feedback received in this year, and the way forward for the assessment cycle of the coming year.

Ciby James and Anindya
Sarangi from ASQ then took
a session on Economics of
Quality, during which they
shared how to calculate and
limit the cost of poor quality.
Taking various examples
from a study ASQ conducted
in association with Forbes,

TATA BUSINESS EXCELLENCE GROUP

the duo demonstrated the different perspectives of quality through the eyes of business and quality heads of Fortune 500 companies. Rajiv Mandke, Principal Consultant, RMM Consulting, then elaborated how clusters can be useful in industry

collaboration. Taking examples of the companies that he has worked with, he explained how a conglomerate like the Tata group can utilise clusters and collaboration to overcome hurdles and progress faster. M Nagabhushan, VP, TBEXG,

then facilitated an open discussion on Agility and what it means for BE Heads of Tata companies. BE Heads also shared their views on how they could make their organisations more agile and responsive to customer and market requirements.

BE HEADS MEET: JULY 28, 2017

E Heads of various Tata companies met at the sixth global BE Heads
Meet on July 28, 2017, at The Taj Mahal Palace, Mumbai. The

meet, organised by TBExG, witnessed exciting sessions by Dr JJ Irani, former MD, Tata Steel and former Chairman of TBExG (then TQMS); Avijit Mitra, CEO of Infiniti Retail and Mr Padmanabhan. Opening the session, Mr Padmanabhan gave the welcome note, talking about the three roles that a BE Head



Participants at the BE Heads Meet on July 28, 2017, in Mumbai.

plays for a company: enhancer of the culture of excellence, programme manager for key organisational projects and creator of BE capability within the organisation. He also spoke about how efficiency was about assets and excellence about people.

Dr Irani threw light on Tata
Steel's BE journey, which started
40 years ago when it looked
at adapting some of the Best
Practices of steelmaking in
Japan. Reminiscing about Tata
Steel winning the first ever
JRDQV award, Dr Irani explained
how he led the company with

the support of the senior executives and people within the organisation to make the journey of transformation in 10 years.

Mr Mitra spoke about Infiniti Retail's (Croma) turnaround story, and the role BE played in its success. He credited the concept of 'Power of 3' for enabling the company to focus on the top 3 priorities at any given point, so that the entire organisation can work towards the same goals. According to him, the main 3 priorities for Infiniti Retail during the difficult period of 2015-16, when there was an onslaught of online

retail players, were Data, Cycle of Continuous Improvement and Listening to Customers.

The post-lunch session saw all the BE Heads working together towards a common minimum programme for securing their key processes in the areas of Customer, Human Resources and Operations. Six cross-company groups were formed and they came up with suggestions on the key processes, results and best practices the Tata group should look at to have a common minimum programme around these areas.



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