

TATA BUSINESS EXCELLENCE GROUP



PARTNERING FOR WORLD CLASS **PERFORMANCE**



ANNUAL REPORT 2019-20

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PURPOSE

To Partner with Tata
Companies in their Journey of
Excellence to Achieve World
Class Performance



Customer at the Centre of all Activities

S Padmanabhan, Executive Chairman,
Tata Business Excellence Group

The year 2020 has brought many challenges for the entire world. In addition to the COVID-19 pandemic, the world has been dealing with natural calamities and man-made problems that are shaking the core of how humanity has functioned. However, I am confident that as always, we will all come together to draw strength from each other and overcome the difficult situations while taking lessons from all these events.

In the past year, Tata Business Excellence Group has endeavoured to put the Customer at the centre for everything it does. To ensure that our offerings help Tata companies in areas of importance to them, our emphasis was on partnership and collaboration. Each project was executed through a partnership approach, which ensured that the company was involved in each stage of the process.

In our move towards customising our offerings, we created a unique customised model for the TCS TBEM Assessment process last year in collaboration with TCS. This model was a success and we want to implement our learnings in many companies, keeping in mind their unique requirements.

At the JRDQV function on 29 July, 2019, Tata Sponge won the JRDQV Award. Titan and Tata Steel were recognised in the Industry Leader category.

Data Maturity Assessments, which we started as a Group initiative in 2018, has helped many companies till date, and considering the Tata Group's emphasis on data driven excellence, will increasingly be leveraged by all companies.

We have continued building Business Excellence

capabilities in the Tata Group through our Exciting, Enriching and Experiential capability building programmes. The theme of collaboration and customisation is carried through in all our programmes, with inputs from BE Heads, CSR and AA Heads, Safety Heads, and Chief Information Officers and Chief Data Officers.

While EDGE webinars and best practices continue to add value for companies, the EPIC programme was introduced to enable them to adopt practices from other Tata companies. With 45 such programmes conducted across 20 Tata companies in the last year, we envision conducting many more EPIC programmes in the coming year to accelerate the learning and sharing between Tata companies.

Deep Dive engagements continued to help companies in making improvements in the specific areas highlighted in the TBEM Assessments, and 6 such interventions were completed in the past year.

In the Safety & Health Management area, we conducted Felt Leadership programmes, Deep Dives and the Safety & Health Conclave. Significant support was provided in helping companies tackle the COVID-19 situation by sharing best practices and connecting companies through webinars and social media.

The Tata Affirmative Action Programme (TAAP) and Tata Education Excellence Programme (TEEP) continued to connect with the communities in which Tata companies function.

We look forward to working more deeply with Tata companies and partnering with them in their journey of excellence to achieve world class performance. ●

GOVERNING COUNCIL



Aarthi Subramanian
Chief Digital Officer
Tata Sons



CK Venkataraman
Managing Director
Titan Company



Guenter Butschek
CEO
Tata Motors



Harish Bhat
Brand Custodian
Tata Sons



Puneet Chhatwal
MD and CEO
The Indian Hotels Company



Rajiv Sabharwal
MD and CEO
Tata Capital



S Padmanabhan
Executive Chairman
Tata Business Excellence Group



TV Narendran
Managing Director
Tata Steel

LEADERSHIP TEAM



S Padmanabhan



NK Sharan
Vice President



MK Nagabhushan
Vice President
(Retired in April 2020)



Anil Menghrajani
Assistant Vice President



Sanjeev Singh
Assistant Vice President



Deepak Deshpande
Assistant Vice President



Vinod Kumar
Assistant Vice President



Gautam Gondil
Assistant Vice President

PERFORMANCE HIGHLIGHTS 2019-20



TBEM ASSESSMENTS

16 Tata companies underwent the TBEM Assessment process in 2019

203+ assessors

52 companies participated

48 senior leaders and CEOs participated in the Mentors Meet



DATA MATURITY

Completed assessments for

10

Tata companies from October 2018



TATA AFFIRMATIVE ACTION PROGRAMME

10 companies

51 assessors participated in TAAP assessments

Average score across companies was

514



TATA EDUCATION EXCELLENCE PROGRAMME

75 assessors

6 mentors participated in the TEEP assessment

211 principals and teachers trained in teaching-learning techniques

36 schools covered in Annual TEEP Assessment Programme 2019



CAPABILITY BUILDING

Business Excellence Champions Programme held for

4 Tata companies

Embracing Business Excellence (EBE) programme for Managers conducted for

6 Tata companies

EBE for Leaders organised for

4 Tata companies



BEST PRACTICES

48 practices
uploaded on the
EDGE Portal

31000+ active users

645 promising practices
on the EDGE Portal

49 EDGE Webinars
conducted



DEEP DIVES

6 Deep Dives
conducted in
2019-20

Tata Coffee, Tata NYK
Shipping, Tata Motors, Trent
Hypermarket, Tata International
DLT, Tata Asset Management



SAFETY

Felt Leadership Programmes
conducted for MDs and senior
managers of Tata Chemicals,
Tata Power, IHCL and Tata Coffee

100+ participants

40+ Tata companies participated
in the 2-day Safety Conclave



TATA NETWORK FORUMS

68 Events & Workshops,
2 Quiz, **5** Cultural Programmes



EVENTS

JRDQV 2019
Tata Sponge
recognised as JRDQV
award winner

BEC 2019
300+ participants
including CEOs, Mentors,
Assessors and senior leaders

BE Heads Meet
60+ BE Heads from
the Tata Group attended

TBEM ASSESSMENTS

The TBEM Assessments serve to institutionalise a culture of excellence and improvement within Tata companies on the back of the Tata Business Excellence Model. The TBEM Assessment process leverages the talent pool and knowledge base of the Group and helps companies build on improvement areas and identify key opportunities for excellence.

16 Tata companies underwent the TBEM Assessment process in 2019

203+ assessors from **52** companies participated, including **53 first-time assessors**

48 senior leaders and CEOs participated in the Mentors Meet

4 companies identified as **Emerging Industry Leaders**; **1** identified as **Benchmark Leader**

Tata Sponge

JRDQV Award

29th July 2019



Tata Sponge recognised as the JRDQV 2019 award winner.

For 25 years now, the TBEM Assessment process has served as an enabler of Business Excellence for the Tata Group. Over time, it has evolved into a strategic management tool that delivers diagnostic feedback into key operational processes, highlighting both strengths and weaknesses and shining a light on the path to improvement. At the heart of the TBEM Assessment is the customised Tata Business Excellence Model, a holistic framework that has been consistently refined over the years to keep it synchronised with the dynamic business environment. This constant refreshing of the TBEM process ensures that the feedback received by the

company is accurate and insightful, thus indicating a relevant path for the company to move towards strategic business goals.

The TBEM Assessment process also helps a higher-order capability building as it contributes to a continually growing pool of internal business excellence assessors. As a corollary to the TBEM Assessment and feedback process, companies get further direction in their improvement journey by inputs of best practices from within the Group.

KEY ACHIEVEMENTS

The focus in FY19-20 was on creating maximum value for companies that are a part of TBEM Assessments. This was

achieved by two key measures:

- Improving partnerships with companies
- Customisation of the TBEM Assessment based on the applicant company's complexity and maturity

Last year also saw a degree of experimentation in the TBEM Assessment process, along with a move towards institutionalisation of changes intended to simplify the process. The intent, as always, has been to enhance value-add and deepen the partnership with Group companies. Some of the novel moves include:

- a) A complete re-look at the approach for the TCS TBEM Assessment, by moving towards a greater degree of customisation and an n=1 approach. This

measure will help ensure value-add through the TBEM Assessments.

- b) Multiple changes to the process to build a more collaborative approach. Some of the changes are:
- Inclusion of internal assessors
 - A more focused leveraging of the capabilities within the assessment team -- shifting away from the everyone-doing-everything mode, while ensuring that the entire team is on the same page and everyone is aware of all information regarding the TBEM Assessment
 - Enhanced engagement between the company and assessment teams; this has been enabled by holding multiple conversations with the company so as to ensure that participating companies find the TBEM Assessment outcomes to be strategically significant
 - Enhancement of the Assessment hub to enable teams to record, collate, and publish site visit issues
 - Improvement in the mechanism of feedback collection from all stakeholders

Some of the key changes in the TBEM Assessment process have been towards simplification, so that participating companies find the effort less intensive and more efficient. Companies are being supported with better tools and guidelines, to enable them to move



“The team members were very open to understanding the company's context and demonstrated the spirit of appreciative enquiry. The site visit interactions were very transparent and development-oriented. The mentor contributed immensely in providing industry perspective and insights to both the company and the team.”

ABRAHAM STEPHANOS
MD, Tata Steel Downstream Products

faster on the excellence journey.

The process changes that have been institutionalised include:

- Finalisation of the TBEM Assessment team, post the company's approval
- Measuring company expectations met, as a metric
- Reaching a formal understanding with assessee companies on 'necessary information and documents' to be shared during the TBEM Assessment
- ADLI-led consensus calls and SVI-led TBEM Assessment meetings, instead of presentation-led discussions
- Paperless TBEM Assessments
- Feedback on the application

Key Events

Mentors Meet 2019

Every year, the Mentors Meet kick-starts the annual TBEM Assessment cycle. This year's Mentors Meet was held on June 21, 2019, and brought together senior leaders, mentors

Titan

Industry Leader
for crossing the 650 points milestone in TBEM Assessments 2018

29th July 2019



The Titan team receiving the Industry Leader award at the JRDQV event on July 29, 2019.

and team leaders of 16 Tata companies participating in the 2019 TBEM Assessment Cycle. 48 senior leaders and CEOs across the Group were present at the event in Bombay House, Mumbai.

Mentors' Presentation

Following tradition, TBExG brought the 2019 TBEM Assessment Cycle to a close with the Mentors' Presentation on December 2, 2019. Mentors of the 16 participating companies and senior leaders presented the strategic findings to Group Chairman N Chandrasekaran, in the presence of the TBExG Governing Council.

Business Excellence Convention

The 2019 Business Excellence Convention (BEC) was held at Taj Lands End, Mumbai, on December 9-10, 2019. The event was graced by over 300 delegates, including the Group Chairman, Mentors, Team Leaders, Assessors, CEOs and senior leaders from across the Group.

The convention celebrated the contribution of teams and individuals to the TBEM Assessment Cycle. It also recognised the contribution of the teams that conducted Deep Dives and Dip Checks.

LOOKING AHEAD

TBExG's renewed purpose is 'To partner with Tata companies in their journey of excellence to achieve world class performance'. Keeping in mind the companies' expectations from the TBEM Assessment process, TBExG plans to make the process more customised, collaborative and celebrated. This will be taken forward through a more experiential, exciting and enriching stakeholder engagement. The key objectives for FY20-21 will be around **3Cs** to:

- **Customise** TBEM Assessments to the needs of the companies,

Tata Steel

Industry Leader
for crossing the **650** points milestone in TBEM Assessments 2018

29th July 2019



The Tata Steel team receiving the Industry Leader award at the JRDQV event on July 29, 2019.

Companies recognised at the JRDQV function on July 29, 2019



JRDQV Award Winner

Tata Sponge



Emerging Industry Leader

ISWP, Tata Steel Thailand, Tata AIA Life Insurance, Voltas and Tata Motors



Industry Leader

Tata Steel, Titan and Tata Sponge

practicing n=1 in letter and spirit.

- **Collaborate** with the companies, Business Excellence Heads and assessors' fraternity to bring together the right talent and domain expertise in the TBEM Assessment process and co-create value
- **Celebrate** and acknowledge the value derived from the TBEM Assessment experience through the recognition architecture

For each of these focus areas, several action points are being developed that will help continuously strengthen the TBEM Assessment process and deliver even greater value to the Tata companies. ●

DATA MATURITY ASSESSMENTS

TBExG's new offering is designed to help Tata companies become data-driven organisations and support them in their journey by conducting Data Maturity Assessments.

Completed 10 Assessments from October 2018 for:

Infiniti Retail

Titan

Indian Hotels

Tata Chemicals India

Tata Capital

Rallis

Tata Power Delhi Distribution

**JUSCO (Now Tata Steel Utilities
and Infrastructure Services)**

Tata Communications

**Tata Global Beverages (Now
Tata Consumer Products)**

An increasing number of companies today are leveraging data insights to create competitive advantage as a strategic pathway for growth. Companies are adopting a data-centric approach that goes beyond just installing the right tools and applications by moving towards putting data and analysis at the core of everyday business processes.

TBExG had initiated Data Maturity Assessments as a new offering in FY19-20 to supplement the efforts of group companies in dealing with the fast-emerging paradigms of the digital world and the associated phenomenon of 'all-pervasive real-time data'. The offering on Data Maturity Assessments is designed to help group companies on their journey of data-driven excellence.

Towards this objective, TBExG has partnered with Tata Consultancy Services (TCS) to leverage their patented diagnostic instrument DATOM™ that identifies the current state

of data-driven decision making in the companies, and thereby help define a desired state for the future.

KEY ACHIEVEMENTS

The DATOM Framework

TCS's proprietary framework DATOM™ — an outcome of years of experience in conducting Data Maturity Assessments for its customers through its Global Data Analytics practice — was selected by TBExG as the most suitable Data Maturity Assessment framework for the Tata Group.



“We clearly found the exercise very useful. The observations have given us an outside-in view of where we are and areas on which we need to work.”

RAJIV SABHARWAL
MD and CEO, Tata Capital

DATOM has gone through continuous evolution in sync with evolving industry trends and TCS is committed to maintaining this evolutionary journey, thereby ensuring that the TBExG-TCS partnership will have continued access to contemporary trends and practices.

Data Maturity Assessments

The assessment is intended to help companies understand their maturity level towards evolving into a data-driven company. It involves diagnostics of the four core DATOM dimensions of people, technology, data management and process aspects of the organisation. The DATOM assessment results in a comprehensive analysis of the company's current situation and related challenges across 23 result areas under the four dimensions.

Of the four dimensions, data management is at the heart of the framework and probes key result areas such as data governance, data architecture, data quality, security, data planning,



Participants at TCS's Data Maturity Assessment programme on May 6-7, 2019.

decision management, etc. The DATOM framework also covers other result areas such as technology landscape, business engagement and people competency. The DATOM framework was updated with the inclusion of industry-specific areas for assessment in the current year.

During FY19-20, TBExG completed five pilot assessments in Tata Chemicals India (Separately for India Chemicals Business and Consumer Products Business), JUSCO (Now Tata Steel Utilities and Infrastructure Services), Tata Global Beverages (Now Tata Consumer Products) Tata Communications and Tata Capital (Separately for the three lines of business viz. Commercial Finance, Consumer Finance, Housing Finance). The assessments, conducted between April 2019 and March 2020, were led by TCS SMEs and were designed as customised



“Data Maturity is a foundational need to drive analytical insights and digitisation. The TBExG assessment was a useful exercise to identify where we stand and the areas to address in our journey.”

K R VENKATADRI
Chief Innovation and Digital Officer, Tata Chemicals

TBExG diagnostic services to build the process steps and develop tools to make the assessment process repeatable, time-bound and simple.

Training

In an effort to create evangelists for adoption of data-driven excellence in companies, TBExG has been

conducting an Experts Training Programme on the DATOM framework and Data Maturity Assessments for applicant companies, as well as for potential assessors. The programmes for Tata companies have included classroom sessions, in-house training, TNF events, senior leadership sessions and learning through participation in the Data Maturity Assessments as assessors. In addition, TBExG has started offering in-house programmes on essentials of Data Maturity for business teams with the first programme for Tata Motors in January 2020.

LOOKING AHEAD

In FY20-21, TBExG plans to select and train a bigger pool of assessors on Data Maturity and conduct assessments in 8-10 Tata companies as well as extend the coverage of Data Maturity trainings and assessments to European geography. ●

TATA AFFIRMATIVE ACTION PROGRAMME

The Tata Affirmative Action Programme is an effort to build a more inclusive society and open up livelihood and learning opportunities for underprivileged Dalit and tribal communities.

New AA policy highlights social equity and inclusive growth

10 companies and **51** assessors participated in TAAP assessments

Average score across companies was **514**

Tata Motors, Tata Chemicals and **Tata Power-DDL** won the TAAP Jury Award for scoring more than **600** points

The Tata Group drives an initiative to actively promote inclusion through positive discrimination towards marginalised communities. Called the Tata Affirmative Action Programme (TAAP), the initiative aims to improve the quality of life among India's most disadvantaged groups, and is considered a vital part of the excellence journey.

In January 2020, the Group Chairman signed the new TAAP policy which highlights social equity and inclusive growth as critical aspects of the Group's AA philosophy. Under TAAP, Tata companies follow a practice of giving preference to people from Dalit and tribal backgrounds in recruitment and procurement. In addition, the companies establish opportunities for increased livelihood generation through interventions for education and skilling.

TAAP initiatives broadly cover the following aspects, termed as five E's: Employment, Entrepreneurship,

Employability, Education, and Essential enablers (health, infrastructure, culture, ethnicity, etc.).

Companies are assessed on their AA efforts against the TAAP framework. The assessment covers critical aspects such as AA vision and strategy, engagement of leadership, processes followed for AA initiatives, and the subsequent results and impact. Based on the assessments, companies are assigned scores out of 1,000 points.



“I really appreciate the work done. TAAP provides important inputs to progress our engagement on a critical issue. I look forward to TBExG's continuing support.”

R MUKUNDAN
MD, Tata Chemicals

The TAAP assessment process typically starts from February and extends till July. The 2020 assessments have started, however the lockdown declared to contain the Covid-19 outbreak has affected the schedule and TBExG is considering extending the assessment cycle.

Apart from the assessments, TBExG supports Tata companies to inculcate AA by:

- Promoting the AA philosophy through webinars, Tata Network Forums (TNFs), the AA magazine, TAAP awareness workshops, etc
- Recognising the effort and achievements of individual companies at the TAAP convention

KEY ACHIEVEMENTS

TAAP Convention

The annual TAAP Convention held at Taj Mahal Palace, Mumbai, on September 16, 2019, brought together senior leaders and managers from across the Tata Group, including Group Chairman N Chandrasekaran, CEOs, and heads of CSR, Procurement

JURY AWARDS

TATA CHEMICALS



The Tata Chemicals team receiving the TAAP Jury Award for crossing the 600-band in the TAAP assessment process in 2019.

and HR from various Tata companies.

The keynote speaker was Dr Pratap Bhanu Mehta, Professor, Ashoka University, who talked about why and how Dalits and tribals have been left behind in India's development story. He also spoke about the role that business enterprises can play in addressing such social issues and challenges.

Dr R A Mashelkar, Chairman, TAAP Governing Council, articulated the AA initiative's success and emphasised the need for greater momentum in two of the E's — Entrepreneurship and Employment.

Mr Chandrasekaran expressed happiness at

the accomplishments of various companies in the last few years in terms of social inclusion and outcomes, and encouraged companies to participate wholeheartedly in TAAP. He also emphasised the concept of One Tata to scale up initiatives and programmes for a broader impact.

Awards and Recognitions

A total of 10 companies and 51 assessors participated in the assessment process for the year 2019-20. The scores of the companies have shown steady improvement each year with eight out of the 10 participating companies improving their score bands. The average score across companies was 514. Tata Motors, Tata Chemicals and Tata Power Delhi Distribution (Tata

Power-DDL) won the year's TAAP Jury Award for scoring more than 600 points.

Increased Engagement

FY19-20 saw TBExG drive more broad-based conversations on TAAP through various channels, such as sharing Best Practices in AA over the EDGE Portal, and conducting webinars and workshops. The TAAP leadership held interactions with companies to understand their AA journey. This is a key input for plans for the coming year. The TAAP team was intensively engaged in assisting companies to elevate their AA programmes.

Webinar Series

TAAP webinars are hour-long sessions that create greater awareness and engagement



The Tata Motors team receiving the TAAP Jury Award for crossing the 600-band in the TAAP assessment process in 2019.



“I was delighted to see the exhaustive work carried out by the assessment team and the outcome shared, along with suggestions that can benefit us. We have made a humble beginning and participated in various CSR projects with AA objectives in mind. Many of the projects have yielded desired results, which have also been appreciated by the assessment teams.”

PRADEEP BAKSHI
MD, Voltas

with the AA journey. These sessions help to connect AA programmes with company CSR activities. In FY19-20, TBExG facilitated two webinars focused on TAAP. Topics covered included:

- Leadership engagement in AA
- Development of the AA vendor base
- Skilling and employment of youth
- Developing model villages
- Engagement with schools for education enhancement

TAAP Workshops

The TBExG team has conducted a series of talks to sensitise companies, improve awareness about the work being done under AA, and thus bring more companies into the TAAP programme. Sessions were held for Trent

Hypermarket, Infiniti Retail, Tata International and Tata Coffee to explore how these companies can participate in the TAAP movement. More sessions are in the offing.

TBExG organised workshops with thought leaders and prominent people from the AA ecosystem. Dr Shyam Babu, a Dalit ideologue, was invited to address Tata executives on the topic 'What other countries have done to promote AA and mitigate discrimination'. Manisha Verma, Principal Secretary of Maharashtra state's Tribal Development Department spoke on government schemes, interventions and convergences. This session was attended by about 45 participants.

Best Practice Sharing

A series of talks was held to share AA Best Practices from within and outside the Tata Group.

- Piyush Goel, Head of CSR at Tata Power-DDL and his colleague, Manisha Wadhwa, spoke about ABHA — a unique AA initiative that involves women in JJ clusters in a blended social and business model
- Amitava Bakshi, Chief Procurement Officer, Tata Steel, shared a four-pronged approach for the development of AA vendors, which includes mentoring and guiding, capability building, performance review and vendor meets
- Nilesh Desai from Sampark, an NGO, shared his experience of working in Jhabua, Satna and Jabalpur, for the upliftment of more than 35,000 Bhil Adivasi families living there
- Ramlal, a tribal youth leader, from Payvhir village of Maharashtra, was invited to share a case study on the development of his village

Capability Building

Four AA training workshops were conducted in December 2019 and January 2020 in Mumbai, Jamshedpur and Bengaluru. There were 99 participants of which 65% were new entrants.

LOOKING AHEAD

The Tata Group has made considerable progress on AA and set new benchmarks with TAAP. However, more needs to be done for creating meaningful social impact on SC and ST communities. TBExG plans to deepen TAAP's roots within the Group by:

- Encouraging more companies to participate in TAAP
- Communication and sensitisation of Group companies
- Creating a new offering for facilitating the TAAP journey, beyond assessments
- Making the assessment process more flexible
- Strengthening AA interventions across Group companies through mentorship programmes
- Strengthening the

employability and education initiatives

- Encouraging cross-learning within the Tata Group and leveraging external resources
- Improving learning and sharing of best practices under AA
- Defining TAAP's long-term goals over the next five to 10 years ●



The assessing team was a balanced unit in terms of background, passion, and penchant for affirmative action. Programmes like AA highlight our national commitment and differentiate the Tata Group from others. ISWP is committed to moving ahead in its AA journey.”

NEERAJ KANT

MD, Indian Steel and Wire Products

TATA EDUCATION EXCELLENCE PROGRAMME

A continuous process of training and assessment is the bedrock of world-class improvement initiatives by TEEP to help schools in Jamshedpur, progress towards attaining academic excellence.

75 assessors
and **6 mentors**
participated in the
TEEP assessment

211 principals
and **teachers**
trained in
teaching-learning
techniques

36 schools
covered in
Annual TEEP
Assessment
Programme 2019

Participating schools
submitted **81 projects**
for improvement under
the **8** improvement
initiative categories

115 people trained
in TEEP overview,
assessors' training (for
Saral, Basic, and Regular
assessments)

Tata Education Excellence Programme (TEEP) enables schools in Jamshedpur's vicinity to improve the quality of academic facilitation through a calibrated programme. Since 2003, through TEEP, TBExG has been promoting educational excellence in the catchment area of the steel city through regular facilitations, evaluations, and other initiatives.

There are different participation options for the schools in the assessment programme — Saral, Basic and Regular. Through the Saral and Basic programme, TEEP covers about 35 Hindi-medium schools, including rural, government, and private schools. The Regular assessment programme covers around 25-30 English-medium schools and is conducted once every two years, with a Dip Check done every other year.

Since the introduction of the Saral and Basic programmes, wherein the criteria was created in Hindi for the benefit of the participant schools, the assessment

criteria has undergone refinements, over the years, to ensure simplicity and ease of use. Schools with a compliance score of above 90% under the Saral and Basic programme and schools that move to the next higher bands under the Regular assessment programme are recognised with TEEP Annual Awards. Schools that cross 600 points on a scale of 1000 in Regular assessments receive the coveted Jamshed J Irani award. Till now, four schools have been bestowed this honour.

KEY ACHIEVEMENTS

Annual Awards Function

The annual awards, to celebrate the achievements of schools participating in the

TEEP programme for the year 2018-19, were given away at a glittering event held on October 19, 2019. Padma Vibhushan Dr K Kasturirangan (former Chairman, ISRO & Chairperson, New Education Policy Draft Committee, 2019) graced the occasion as chief guest. Dr Jamshed J Irani, former MD Tata Steel, and T V Narendran, CEO & MD, Tata Steel, also graced the occasion.

Of the nine schools that participated in the Regular assessment, three were recognised for moving into a new band for the first time. In the Saral and Basic categories, three schools were recognised for qualifying from Saral to Basic



School principal receiving an award from Dr K Kasturirangan, former Chairman, ISRO, for qualifying Basic Assessment category.



L: Dr Jamshed J Irani, former MD, Tata Steel, awarding teachers of Samudayik Uchcha Vidyalaya.

R: Dr Kasturirangan was the Chief Guest at the TEEP annual awards function.



and three, for moving to the Regular level from the Basic level.

Dr Kasturirangan addressed a gathering of about 130 principals and educators. The agenda was to enlighten them on the draft of the New Education Policy, 2019, at the newly inaugurated Kudy Mahanty Auditorium, in Jamshedpur.

A total of 36 schools participated in the TEEP programme. Most of these schools also participated in other TEEP improvement initiatives such as EQUIP (Educational Quality Improvement Projects), Innoteaching (innovation in teaching methods), Pankh (student-led improvement stories), Pearl (best practice

sharing), Dare to Try (learning from failures), Outstanding Activity Club and Teachers Award for Excellence in Teaching. Schools also participated in the newly introduced award category for 'Good Practice Adoption'.

Annual Assessment 2019-20

In FY19-20, the TEEP programme covered 36 schools in three appraisal categories.

- Nine schools were assessed under the Regular programme. Out of these, four schools have progressed to the next band
- 12 schools will undergo Dip Checks
- Nine schools, including eight Hindi-medium ones,

- participated in the Basic assessment programme. Three schools among them have qualified for the Regular programme
- Six Hindi-medium schools were assessed under the Saral programme, one has qualified for the Basic programme
- 75 assessors and six mentors participated in the TEEP assessment programme for the year

Improvement Projects 2019-20

Participating schools submitted 81 projects for improvement under the eight improvement initiative categories. Shortlisted projects will be presented before a Jury on EQUIP & EduQuest Day 2020. The best of these will be

recognised at the annual award programme 2020.

Training and Workshops

- 115 participants underwent training in TEEP overview, assessors' training (for Saral, Basic, and Regular assessments)
- 211 principals and teachers were trained through workshops related to teaching-learning for diverse subjects such as history, chemistry, developing spoken-English skills in students, teacher effectiveness and addressing the needs of slow and differently-abled learners)
- TEEP organised a visit of 11 principals and senior teachers of different schools to Kasturba Gandhi Balika Vidyalaya, Potka, to understand several unique practices of the school. This is a model residential secondary school for girls run by the Government of India, which has been adopted by The Indian Steel & Wire Products and qualified TEEP Saral in 2019.

Media and Publications

- Three audio-visuals (AVs) were created to highlight

unique practices of five Hindi-medium suburban/ bustee schools (supported by Tata Motors and Telecommunications Consultants India) that are part of the TEEP programme. The uniqueness of these practices lies in the fact that these schools have overcome hurdles such as poor attendance, high drop-out rates, poor infrastructure, and lack of teaching facilities to implement processes to enhance attendance, improve documentation, school safety, and hygiene in serving mid-day meals. Innovative, yet simple teaching-learning practices in chemistry, history, geography and trigonometry were also showcased. These AVs were showcased at the awards function in October

- The annual publication 'EE Matters' 2019 featured articles from 18 English-medium schools. For the first time, the publication also included articles from nine Hindi medium schools. Articles illustrated how TEEP impacted their approaches for teacher and student

development, school safety, etc.

Experiments in Regular Assessments

- Each year principals and teachers undergo a two-day assessor training programme before the start of assessments under the Regular programme. Five principals were invited to lead the training and share their experiences with the participants. Participants were delighted and claimed that there was a significant value addition
- Two schools showed their willingness to nominate a senior assessor of their school to be a part of the assessment team as an internal assessor. Both teams benefitted hugely from their contribution and inputs during the assessment
- Similar to the previous year, six school leaders successfully played the role of mentors for assessment teams in FY19-20. Their guidance during the assessments added substantial value to the feedback process ●

CAPABILITY BUILDING

Assimilating experiential, exciting and enriching methodology to build Business Excellence capabilities and create a pathway for performance excellence.

Business Excellence
Champions Programme held
for **Tata Communications**,
IHCL, **Tata Power Solar**
and **Tata Steel**
Downstream Products

Embracing Business
Excellence for Managers
conducted for **AirAsia**,
Tata International,
Tata Reality, **TMIBASL**,
Voltas and **Tata Sky**

Embracing Business Excellence
for Leaders organised for **IHCL**,
Tata Communications, **Tata**
Motors Finance, **Tata Global**
Beverages (now known as Tata
Consumer Products)

TBExG's Capability Building offerings are designed to equip organisations with improved Assessor and Champions capabilities to accelerate their Business Excellence journey towards world class performance. Experiential, Exciting and Enriching – these three E's have underpinned TBExG's efforts to make the Capability Building programme even more effective, topical and relevant.

In keeping with this objective, FY19-20 saw a renewed pull to build business excellence champions across the Group companies. These programmes were collaboratively designed to ensure they are customised based on the company's context and business imperatives. These programmes were facilitated with the aim to create awareness about TBEM and its application in day-to-day business operations. Some of these programmes were specially designed for leaders to support and enable the transformation journey in their respective organisations.

Such Champions Programmes were facilitated for Tata Consumer Products and Jaguar Land Rover colleagues in Europe and United States.

KEY ACHIEVEMENTS

TBExG facilitates on an average of 40+ Capability Building programmes annually and efforts on this front have met with significant success. Due to the COVID-19 breakout, some of the programmes planned in Q4 had to be postponed to the next financial year. More than 80% of the respondents in the feedback survey affirmed that the 'experiential, exciting and enriching' aspects of the programme have delivered the desired impact. With collaborated efforts from the BE Heads, facilitators and relationship managers, the overall Net Promoter Score (NPS) for the Assessors Programme crossed 80 for the first time. Similarly, the NPS of the Champions Programme was reported as 49.2, higher than the last financial year.

Team Leaders from across the Tata Group reflected,

deliberated and strategised during the Advanced Programme for Leaders (APL2020) which was held in Taj Mahal Lucknow on January 20-21, 2020. The session is organised each year and signifies the beginning of the new TBEM Assessment cycle. The attendees include Team Leaders, BE Heads and guest speakers who reflect on the past TBEM Assessment and jointly identify improvement opportunities. As organisation culture is a more prominent element in the revised TBEM framework, Dr. Ajit Mathur, Founder, Right Culture, facilitated a session on understanding organisation culture. Team Leaders like Dr. Pankaj Kumar, Head - Capability Building, Tata Steel, and Priyadarshan Kshirsagar, Senior General Manager, Tata Motors, spoke on 'leveraging internal assessors' and 'dealing with quality of TBEM application' respectively. Puneet Chhatwal, MD and CEO, Indian Hotels, shared the company's excellence journey with the participants while Avneesh Gupta, Vice President - TQM & Shared



Participants at the Advanced Programme for Leaders (APL) on January 20-21, 2020, in Mumbai.

Services, Tata Steel, provided valuable suggestions for the TBEM Assessment process. Based on current economic scenario and emphasis, Avijit Bhattacharya, CHRO, Tata Capital, also facilitated a session on 'assessment of financial fitness' of participating companies in TBEM Assessments.

TBExG has initiated blended programmes leveraging online and classroom-based interventions by facilitating Online Refresher Programmes during the year; this provided the confidence

to ensure continuity in the current outbreak of COVID-19. This year, the Experienced Assessor Programmes (EAP) have been planned through the online platform to enable experienced assessors to sharpen their assessor capabilities and gear up for the upcoming TBEM Assessment Cycle.

LOOKING AHEAD

TBExG has drawn a robust roadmap to enhance the Capability Building offerings in FY20-21. Going forward, it will focus on aspects such as:

- Nurturing an assessor

ecosystem that brings process, domain and industry expertise (internal, other Group companies)

- Co-creating Champions Programmes for companies to enable world class performance
- Enriching modules and programmes, and sharper functional modules to align to the performance improvement agendas
- Leveraging blended platforms for enriching programme content and effective delivery
- Focusing on digitisation of backend operations ●

TATA BEST PRACTICES PROGRAMME

Accelerating the business excellence journey and leveraging the Tata ecosystem.

5 Leadership Webinars were conducted by CEOs and MDs from **Tata Capital, Tata AIG, Indian Hotels, AirAsia** and **Tata Realty**

48 practices uploaded on the EDGE Portal

31000+ active users with **645** promising practices on the EDGE Portal

49 EDGE Webinars conducted

45 EPIC Best Practice sharing sessions involving **20+ Tata companies**

The Tata Best Practices programme endeavours to fast-track the excellence journey by enabling companies to emulate good practices from both within and outside the Tata Group. Through different engagements, it recognises, records, and propagates best practices across multiple areas of operations. These include Group-level focus areas, emerging trends, as well as opportunities for improvement (OFIs) identified during different assessments. These engagements include:

- The EDGE Portal, a repository of promising practices and webinar recordings/presentations
- Learning Missions that are theme-based or focused on a single company
- EDGE Webinars with subject matter experts (SMEs), leaders from Tata companies as well as outside the Tata Group
- Tata Network Forums
- Industry/company-specific workshops and interventions through Excellence Practice Implementation Champion (EPIC) Best Practice sharing

TBExG has consistently improved the Best Practices offering and provided value to Tata executives through effective knowledge dissemination. Last year, the EDGE Portal saw an increase in traction owing to the efforts in making it more accessible and user-friendly.

KEY ACHIEVEMENTS

EDGE Portal

The EDGE Portal primarily acts as a repository of knowledge pieces in the form of promising practices and webinar recordings/presentations. In FY19-20, 48 good practices were posted on the EDGE Portal from 18 Tata companies.

To improve the quality of promising practices on the EDGE Portal, the practice sourcing criteria was changed. Highest priority is given to practices highlighted by the assessors in the TBEM Assessment Feedback, followed by ones chosen by companies in their TBEM Applications and finally, the Blue-Sky category. This priority filter ensures good quality of practices on the EDGE Portal.

Through multiple customer feedback, it was determined that users are searching for practices on KPIs impacted, benchmarking done, cycles of process improvement, number of years of deployment of the practice in the organisation. They were also looking for crisper and shorter documents. All these parameters are now included in the revised document writing guidelines.



“TBExG has implemented a systematic process, which makes the process of seeking information, a professional one. The transparent process of exchange of ideas will lead to collective growth and overall strength of the Tata Group.”

KIRTI POONIA

Head, Okhai, talking about the retail EPIC session

To encourage reading, efforts are being made to substitute text with visuals, with emphasis on quantifying the benefits. Recognitions and awards won by the practice are also highlighted to add to the credibility.

Improving the Portal user experience was the focus last year. Search algorithms were programmed for displaying relevant search. Crisp and new icons accentuated a fresh look. They merged with detailed MIS reports for tracking:

- User activities
- User feedback on individual practice document
- Sending customised emails from the Portal
- Filter feature for quickly identifying relevant information
- Action on the recommendation of content to users based on their preference
- Updating the EDGE user database

This year Infiniti Retail and Voltas contributed maximum practices to the EDGE Portal. Eight from Infiniti Retail and six from Voltas got published,

with most users from Tata Power Delhi Distribution (527 users) and Tata Motors (440 users). Currently, there are over 31,000 active users with 645 practices from 50+ Tata companies.

EDGE Webinars

EDGE Webinars enhanced its reputation as a popular intervention within the Tata Best Practices bouquet. The average webinar participation points crossed over 364 access points per webinar; 450+ from 150+ over the previous few years. The primary reason was the improvement in the webinar communication process.

Last year, webinars were communicated through webinar calendars, to encourage users to block their time in advance. Coupled with a reminder 15 minutes before the start, the move prompted active participation. Visually appealing webinar invite mailers focusing on communication of each webinar's value proposition, added to its attractiveness.

In FY19-20, 49 EDGE Webinars

were conducted with 20 non-Tata and 29 Tata company speakers with an average NPS of +59. 29 Tata speakers were from 20 different Tata companies.

In addition, CEOs and MDs from Tata companies conducted five Leadership series webinars. The five leaders were Rajiv Sabharwal (Tata Capital), Neelesh Garg (Tata AIG General Insurance), Puneet Chhatwal (IHCL), Sunil Bhaskaran (AirAsia) and Sanjay Dutt (Tata Realty and Infrastructure). The topics covered included leadership, building a successful start-up, innovation, and collaboration.

Process Benchmarking

On November 20, 2019, TBExG shared findings of its 35th Process Benchmarking study. These studies are carried out with an objective to identify best practices, trigger best practice implementation, help group companies benchmark their performance and create a network of experts on the topic. The Process Benchmarking exercise is an elaborate activity and its process steps are summarised below:

- Topic identification based



Participants at the retail EPIC session on February 12, 2020, in Mumbai.

on collated expectation of companies and analysis of TBEM feedback of the last two years

- Questionnaire design and finalisation with help of SMEs from TBExG and a few Tata companies
- Online questionnaire administration to the process owners across group companies
- Data validation, analysis and sharing of survey results with participating companies through a webinar. In the webinar, while an SME from TBExG presents the survey findings, SMEs from group companies showcase the existing practice of their respective companies
- Suggest potential improvement opportunities, plan improvement projects by connecting provider and

recipient companies and enable implementation of learnings through TBExG's EPIC platform

For FY20-21, after analysing TBEM feedback for two years, TBExG selected 'Net Promoter Score' as a topic for this study. This study saw participation of 28 Tata companies across B2B and B2C domains. External SMEs from Titan, Tata SIA Airlines and Tata Communications also supported this study. Post sharing of survey findings through a webinar, TBExG identified and shared potential improvement opportunities for all companies that had participated in the exercise. Through this activity, TBExG was able to connect Infinity Retail with Air Asia, Titan and Tata Unistore through its EPIC programme.

EPIC Best Practice Sharing Programme

After building a reliable repository of over 645 promising practices on the EDGE Portal, last year, TBExG focused on creating awareness and adoption of these practices through its EPIC programme. It facilitates the transfer of best practices from one company to another, under the guidance of SMEs.

Last year, TBExG facilitated 45 EPIC sessions, engaging more than 20 Tata companies. Based on the learnings received, seven companies improved their existing processes, while 10 others are in different stages of the implementation. In just one year, the EPIC programme has received an NPS of over 63 points. More than 90 SMEs from Tata companies



Participants at the Tata Motors Global Delivery Centre in Pune, on February 6, 2020.

have been involved in these sessions. The SMEs include senior leaders such as P B Balaji, Group CFO, Tata Motors; and Ajoy Chawla, CEO, Titan Jewellery Business. Highlights of a few notable EPIC sessions are listed below:

- Voltas and Titan shared their Annual Business Plan preparation process with Tata Steel. The sessions dwelled on intricate topics, including the strategic planning process, and long-term and short-term planning cycles
- Tata Steel Downstream Products upgraded its Customer Complaint Management System based on knowledge acquired from Tata Steel. Since the upgrade, the company has witnessed improvement in its customer experience index and reduction in

complaint resolution time

- Delegates from Infiniti Retail (Croma), Trent (Westside), Trent Hypermarket (Star Bazaar), Titan, Tata Starbucks, and Okhai, shared information about their new store opening process and identified areas of mutual collaboration
- Tata Metaliks implemented Best Practices on Knowledge Management acquired from Tata Steel and Tata Chemicals. It adopted vital inputs, including codification of tacit knowledge, governance structure, digital knowledge-sharing and upgrade of its knowledge management portal
- Tata Motors shared insights in the area of Shared Services with Tata Power. The interaction

provided Tata Power with an opportunity to improve its processes regarding segregation of transaction delivery and process excellence, contract modification outsourced to contractual FTEs, vendor master management final approval, E-KYC, etc.

- Tata Power-DDL automated its process of e-way bill generation with learnings from Tata Sky. The automation is helping Tata Power-DDL not only save 17.5 man-hours per day but also minimise rework and paper usage
- Infiniti Retail learnt NPS-related best practices from AirAsia, Tata Unistore and Titan. The sessions turned out to be a two-way interaction between companies and enabled them to identify potential areas of collaboration.



Delegates at the Learning Mission on Data Analytics in Mumbai, on July 11-12, 2019.

Infiniti Retail plans to leverage learnings, to enhance effectiveness of its upcoming digital NPS process and develop an integrated platform to improve its staff productivity and customer experience

With over 70 new EPIC requests from 30 Tata companies (at different stages of planning), the EPIC programme continues to be a much sought-after offering from TBExG.

Learning Missions

Learning Missions connect employees across Tata companies for in-person knowledge-gathering interactions. The engagement, which covers companies both within and outside the Tata Group, gained momentum in FY19-20. One Learning Mission

was conducted in FY19-20. Attended by 47 delegates from 11 Tata companies, it took place in Mumbai from July 11-12, 2019. During the enlightening sessions over two days, Tata Capital, Tata AIA, Tata AIG and Tata iQ threw light on how they leveraged data analytics for business growth and sustainability. Through real-life examples, they also articulated the benefits derived by harnessing business data.

American Society for Quality (ASQ)

With the purpose of partnering with Tata companies to ensure world class performance and support them in their journey of excellence, TBExG continues to benefit from its ASQ and APQC association, bringing global SMEs and industry benchmark

practices from outside the Tata Group. Last year, ASQ experts conducted webinars on Quality 4.0 and Global State of Organisational Excellence. More than 1,100 employees across Tata companies continue to gain from the membership to build individual capabilities in Operational Excellence and Quality Management.

American Productivity and Quality Center (APQC)

TBExG's APQC membership supports companies in their quest to explore best practices, research reports and benchmarks from global best practice organisations. Over 2,100 registered users are drawing benefits from the extensive knowledge base. Infiniti Retail participated in the Open Standards Benchmarking assessments across seven areas (Finance and HR). Tata Steel is among

BEC RECOGNITIONS

MOST POPULAR EDGE WEBINARS		
Name	Company	EDGE Webinar
Dr. P. V. Ramana Murthy	Indian Hotels	Strategy Execution & Talent Management - People as Competitive EDGE
Sanjiv Kapoor	Tata SIA Airlines	The 'Secret Sauce' behind India's only Five Star-rated airline
Deepa Chadha	Tata SIA Airlines	Building the Vistara Way of Life
MOST POPULAR PROMISING PRACTICES		
Name	Company	Practice
Sridhar Sarathy	Tata Capital	Measuring the Effectiveness of Learning and Development Initiatives
Andrew Habgood	Jaguar Land Rover	Creating Experiences Customers Love for Life
Pravas Mohapatra	Rallis	Daily Work Management
BEST PRACTICE IMPLEMENTATIONS THROUGH EPIC PROGRAMME		
Tata Power Delhi Distribution	Tata Steel Processing and Distribution	
Tata Metaliks		
OVERALL ENGAGEMENT IN EDGE BEST PRACTICES PROGRAMME		
Tata Power Delhi Distribution	Tata Steel	Tata Motors
Tata Consultancy Services	Tata Power	Infiniti Retail

the 10 global organisations selected for the 2020 honours list for APQC's 'Excellence in Knowledge Management'.

LOOKING AHEAD

The agenda for FY20-21 comprises:

- Focus on improving user experience through high-quality practices, easy content search and better user interface
- Make the Tata Best Practices Programme leaner by:
 - Conducting only

promising practices and webinars, through the EDGE Portal

- Prioritising selection of Best Practice implementation cases
- Field-specific and concentrated Learning Missions, followed by



“On behalf of my team, I thank the unit at GDC for a fascinating knowledge-sharing session. It was a unique and immensely inspiring experience. We are poised to change some existing processes, for which we received insights by interacting with GDC team members. We have also gained substantially by using their expertise and experiencing a process of transformation from a transaction-processing centre to a value-creation centre.”

DEBASHIS ROY

Head - Finance Center of Excellence, Tata Power, sharing feedback post the EPIC session with Tata Motors

- EPIC workshops (one to many or many to many)
- Promote better implementation of shared practices by:
 - Using EDGE promising practices as part of the capability-building programmes and enhancing the visibility of the EDGE Portal
 - Engaging with companies after EPIC sessions, especially with the recipient, through a robust review and governance mechanism
 - Motivating SMEs for higher engagement during the execution of best practices
 - Felicitation of SMEs, at the company and Group level, who have helped other companies in successfully executing Best Practices
 - Conduct collaborative process benchmarking exercises, such as Deep Dives, for systematic identification and execution of Best Practices
 - Drive key performance indicators and process-benchmarking exercises with partners like APQC, ASQ and BQF ●

DEEP DIVES

TBExG's Deep Dive offerings enable Tata companies to formulate tailor-made solutions for improvement in identified business areas.

Deep Dives conducted for Tata companies in 2019-20:

Tata Coffee
Tata NYK Shipping
Tata Motors

Trent Hypermarket
Tata International DLT
Tata Asset Management

TBExG's Deep Dive programme proposes effective solutions to improve the KPIs of select Tata companies, after scrutinising critical functional aspects. A specialised team from TBExG, over one to four months, examines specific areas, including Customer Centricity, Operations Excellence and Strategy Deployment.

Customer Centricity

Customer Centricity Deep Dives cover the following areas:

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

Operations Excellence

The Operations Excellence Deep Dives help Tata companies improve

organisational and business excellence, by examining areas, including:

- Enterprise process management
- Supply chain
- Enterprise project management
- Production efficiency management
- Continuous improvement programmes

Strategy Deployment

TBExG's Deep Dives help Group companies explore various facets of Strategy Deployment by:

- Revisiting the Vision-Mission-Values (VMV)
- Evaluating and improving the quality of the strategy
- Implementing strategy through tested frameworks to ensure alignment and integration
- Building a competitive intelligence (CI) function to enhance strategic decision-making
- Strengthening Enterprise Risk Management
- Assessing the organisation's process maturity for BSC deployment
- CI approaches and methodologies

KEY ACHIEVEMENTS

Six Deep Dives were conducted for Tata companies in 2019-20. Details of these Deep Dives are elaborated below.

Tata Coffee

Based on the previous year's TBEM feedback, Tata Coffee engaged with TBExG to conduct a Deep Dive study on Customer Centricity and help them develop a Customer Promise and a Customer Promise Roadmap.

The TBExG team evaluated customer feedback, interacted with various stakeholders using primary and secondary research and came up with key focus areas. Best practices from world class B2B organisations in the coffee business and allied industries were shared on key customer processes, to identify areas of improvement and new avenues of engaging with customers. The key findings of the study highlighted various attributes that Tata Coffee is associated with, from a customer viewpoint. TBExG provided recommendations for



Tata Coffee employees at the Customer Promise workshop.

strengthening the customer-facing processes to Tata Coffee's CEO and Marketing & Sales Head.

Thereafter, a workshop was conducted for more than 30 leaders in Tata Coffee along with the senior leadership team to finalise key attributes for Tata Coffee. The team used the diagnostic study findings, customer feedback, industry benchmarks and arrived at two key attributes to develop the Customer Promise. The senior management also prioritised key recommended initiatives for the Customer Promise Roadmap to be rolled out according to suitable timelines. The Customer Promise statement draft has

been worked on and is under finalisation.

Trent Hypermarket

Trent Hypermarket recently launched their own brand of products across a variety of categories. The company engaged with TBExG to conduct a Deep Dive on their current processes for 'Own Brand', identify the KPIs as well as create process maps and standard operating procedures (SOPs) as needed.

The project involved studying various processes in the 'Own Brand' products; the TBExG team identified products under key 'Own Brand' categories to understand the entire product lifecycle which involved category planning,

new product development process, sourcing and vendor management process.

Within these key processes, a number of sub-processes were then identified. The team executed the assignment through multiple meetings with various category and function heads to understand respective processes involved in the product development cycle. The output was shared in the form of a Management System Chart, along with a brief description for each step. The specific measures for the processes were then identified. As a result of these analysis and discussions, a number of recommended areas of improvement were also identified. Trent

Hypermarket is now using this SOP for their 'Own Brand' function.

Tata NYK Shipping

Based on feedback from the last TBEM Assessment, Tata NYK Shipping engaged with TBExG to conduct a Deep Dive on their Organisational Measurement System. Tata NYK Shipping is looking at its next phase of growth and a comprehensive measurement system is a key cornerstone in their organisational transformation journey.

During the Deep Dive, the TBExG team studied the existing measurement system at Tata NYK Shipping across its core functions and then assessed the efficacy of the measurement system. The process also included identifying and validating key effectiveness and efficiency measures across the processes. The team was able to build KPI dashboards for all strategic functions aligned to the strategic vision of the company. The TBExG team first understood detailed process details from the process owner and then worked on preparing the

Management System Chart showing the process flow as well as key measures. The measures were then identified across both efficiency and effectiveness parameters and a formal KPI definition document was prepared. This document contained details like the process owner, unit of measurement, frequency of measurement and also responsibilities and accountabilities for the KPIs. A dashboard was also shared to track the measures on a regular basis.

A unique aspect of this engagement was that with a multi-locational company like Tata NYK Shipping with offices in Singapore, Mumbai and Kolkata, more than 80% of the engagement was done virtually through Webex. With the ongoing COVID-19 situation, the engagement could be continued without delays. The assignment is work in progress; however, through interim reviews, Tata NYK Shipping has been able to incorporate many of the KPIs as well as process improvements identified by TBExG in its regular reviews

and operations.

Tata International DLT

Tata International DLT, a trailer tractor manufacturing company has grown consistently over the years to reach a market leadership position in a fragmented industry. The company management wanted to ensure that it builds a sustainable and profitable business, and TBExG supported them by conducting a Vision, Mission, Values and Strategy Planning workshop.

The CEO of the company has indicated that the two-day workshop, which was attended by 30 participants, has formed the basis of several key discussions for enhancing its product portfolio, entering new geographic business sectors and making key decisions in the long-term business strategy. Specific instances of this include:

- Dividing the long-term goals into yearly goals while taking into consideration KRAs and BSCs of each function
- Using the SWOT analysis

structure to explore new opportunities for export to countries like Bangladesh and Myanmar

- Expanding the product range and product features, and adding features and services like air suspension and responsive service network, which has led to an increased market share

Tata Motors

Tata Motors faces increased competition in the lucrative small commercial vehicle (SCV) segment, wherein launches of new products by competitors put considerable pressure on the company's market share. In response, Tata Motors developed 'Intra', a new mini truck in the SCV segment. Given that the company was launching a new product in a segment with deeply entrenched and formidable competitors, the company was keen to ascertain the possible reactions of the competition and plan responses to any retaliation in the market.

With this objective, Tata Motors partnered TBExG to conduct a war game exercise

to stress-test its new product launch strategy and gauge competitor responses to the company's actions.

Six teams representing competitors, dealers and customers, and made up of employees from across sales & marketing, R&D, new product introduction, market research, manufacturing, finance and HR were formed to bring in a comprehensive cross-functional perspective to the competitors' strategies. The assignment comprised the following three steps:

- **Familiarisation workshop:** This covered the fundamentals of CI and war gaming techniques. The aim was to sensitise Tata Motors employees about the importance of CI & war games, types of war games, key frameworks used, how to use the techniques, etc.
- **Preparation of playbooks:** TBExG assisted six teams to prepare the playbooks for the war game exercise. This was preceded by a two-day training workshop on how to prepare a playbook, its

key constituents, collection and analysis of data and information

- **War game workshop:**

The two-day actual war game was conducted offsite. Around five simulation rounds were designed around the



“TBExG has been of tremendous support in conducting the war games. They integrated and worked closely with our teams by providing constant guidance and continuous follow ups.

Their contributions, right from the identification of the SME to conduct the exercise and regular coordination to ensure flawless execution is highly appreciated.”

K. G. PRASAD

Head of Sales & Marketing, SCV Cargo & Pickups, Tata Motors



The Tata Coffee Customer Promise workshop in session.

key competitors' current and potential marketing strategies. The intent was to understand all possible strategic moves and counter moves that Tata Motors would need to plan and ensure a successful product launch. The war game exercise culminated with a confirmation of some strategic steps and gaps that Tata Motors needed to consider.

Post the assignment, it was observed that most of the predicted moves by the competitors came true in the form of new variant launches, providing discounts and freebies, introducing new schemes, targeted dealer expansion, increasing warranty periods and

promoting buy-back etc.

Tata Asset Management

Tata Asset Management approached TBExG to help in the areas of process mapping and performance measurement as these were highlighted as key areas of improvement in the past TBEM Assessment Cycle. TBExG engaged with the management team and established key business functions to map and identify critical KPIs and their inter-linkages for each of the functions, leading to the strategic measures of the organisation. The value chain for each of the critical functions was studied, identified and mapped to Level 1, 2 and 3 processes. Key performance indicators

were identified and areas where the same was not being monitored or measured was highlighted. The TBExG team also discovered critical process gaps in the divisions and shared recommendations on how to fix them along with an impact study for all improvements for each function. All recommendations were shared with the management team and function heads of Tata Asset Management for further action and implementation.

LOOKING AHEAD

For FY20-21, the Deep Dives team is focusing on four main areas:

- Work with relationship managers to strengthen the design of Deep Dive

interventions through outcome linkages, along with the company. The scope of work will be defined keeping in mind the objective, impact and implementation governance post the study. Deep Dives and Best Practices will be looked at simultaneously to make improvements in companies

- Create standardised toolkits which can be reused using inputs from different TBEM categories. For example: War gaming for Cat-2 , KAM for Cat-3, Data Maturity for Cat-4, Organisation Culture for Cat-5, WCQ for Cat-6
- Develop a Deep Dive portal for digitisation and automation of reports – internal and for customers (self-service), and integration with other portals
- Organise Deep Dive or Best Practices led or supported interventions ●

SAFETY

Providing a safe environment and injury-free workplace is at the core of the Group's efforts.

Felt Leadership Programmes conducted for MDs and senior managers of **Tata Chemicals, Tata Power, IHCL** and **Tata Coffee**

100+ participants from more than **40 Tata companies** participated in the 2-day Safety Conclave

The **5th annual Tata Safety Heads Meet** witnessed over **40 Safety Heads** in attendance

4 Deep Dives conducted for **Tata Chemicals, Tata Realty & Infrastructure, Tata Consumer Products** and **Tata Coffee**

TBExG's Group Safety and Health offering has the mandate to define the strategy, steer and lead efforts to enhance safety excellence in Tata companies. Providing a safe and healthy working environment and achieving an injury free workplace is at the core of the Tata Group's efforts to build sustainable businesses. Over the years, concern for employees' safety and health have been integrated into all Tata business management systems and processes.

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

- **Commonality and Convergence:** Ensuring a common approach, terminologies, strategies and policies on Safety and Health across the Tata Group
- **Training & Capability Building:** Delivering training and building capabilities in Safety and Health among Group companies
- **Transparency & Sharing Best Practices:** 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 and Health regulatory and Group requirements

TBExG's safety offerings include training, safety audits, safety culture assessments, Deep Dives, strategy creation and facilitating the creation of safety policies and standards.

KEY ACHIEVEMENTS

FY19-20 witnessed a host of activities aimed at advancing TBExG's Group Safety and Health initiatives.

Accelerating Sustained and Specific Safety Initiatives Through Safety Clusters

To drive and accelerate actions in companies based on risk levels, injury statistics and contextualisation of the knowledge for learning and sharing, the Group Safety and Health team is driving activities across Tata companies through

“It was great interacting with safety professionals from the Tata Group and other external companies. Would like to attend the same in future”

Participant feedback regarding the Safety Conclave

the formation of safety clusters. The first cluster is the high-risk cluster comprising all companies that have witnessed high levels of injuries over the past three to four years and which have similar patterns in injury classification. A set of activities have been specifically planned for this cluster to bring about some commonality in action. A retail safety cluster has also been put in place, which consists of Tata companies in the retail space. Activities undertaken for this cluster include design and development of safety standards in stores and warehouses, sharing of key lists of contractors and vendors with high risk jobs, beginning the process of cross audits and training electricians on critical safety topics at the Tata Power



IHCL participants at the two-day Felt Leadership Programme.



Participants exploring the virtual reality session at the Conclave.

Skill Development Institute (TPSDI).

Felt Leadership Programmes for Four Companies

Felt Leadership programmes to drive transformational change in direct reports to the MD and senior managers of Tata Chemicals, Tata Power, IHCL and Tata Coffee were conducted in July and November 2019. These programmes aimed to build Felt Leadership skills of Tata managers and follow the best practice from Tata Steel Europe to enable a cultural change in its senior managers. Specially designed to discuss top hazards specific to each of these companies, the programme's design inputs included safety performances of the companies (both lead and lag metrics), findings from the incident investigations

from past events and injuries, the current status of good practices, and unsafe conditions and behaviours. These programmes covered 120+ senior managers across the four companies.

Best Practices in Safety & Health Conclave and Safety Exhibition

The two-day Conclave, which took place in February 2020, was organised to share best practices in Safety & Health and drew 100+ participants from 40 Tata companies. The theme of the session was based on eliminating risks through critical risk awareness and use of technology and innovations to make workplaces safe. High-performing companies within and outside the Tata Group shared their insights on various aspects of workplace and personal safety.

Deep Dives and Capability Building Workshops

Four Deep Dives on various aspects of safety were held last year:

- **Tata Chemicals:** A Safety Culture Assessment survey was conducted for 3,000 workers and supervisors and 1,000 employees
- **Tata Realty Infrastructure Info Park:** An Assessment was carried out regarding safety standards and security for running a complex operation
- **Tata Consumer Products:** Two Capability Building workshops were organised for 50+ managers from across the company, in Bengaluru and Kolkata
- **Tata Coffee:** A programme was held for safety coordinators in Coorg to build capabilities of safety champions in the company

Safety Heads Meet

February 7th, 2020 Mumbai



Sanjiv Paul, VP – SHE & Sustainability, Tata Steel; S Padmanabhan, Chairman, SSC; and Chaitanya Sathe, DC Head - Mumbai & Corporate Safety Leader, TCS, launching the 'Case Studies on Hazard Elimination and Control' book at the Safety Heads Meet.

Safety Heads Meet

The annual Tata Safety Heads Meet in February 2020 brought together 40 Safety Heads from Tata companies. Safety Heads of 10 companies (Tata Power, Tata Motors, Tata Consumer Products, Tata BlueScope Steel, Tata Consultancy Services, Tata Steel, Tata NYK Shipping,

“It was an excellent programme. Several best practices can be easily adopted in my company.”

Participant feedback regarding the Safety Conclave

Titan, Tata Communications and Tata Metaliks) presented organisation-level case studies on efforts taken to eliminate hazards. The Safety Steering Committee released two compendiums at the event, one containing learnings from past events in the year and over 65 case studies related to elimination of hazards received from companies.

Tackling COVID-19 in Tata Companies

The COVID-19 virus affected the way the world operates, and the Group Safety and Health team supported

companies in stepping up their preparedness for unforeseen situations. Some actions taken on this aspect by the team are around:

- Collating and sharing actions companies are undertaking, especially in affected geographies
- A WhatsApp Group for Safety Heads created on the COVID-19 response
- Advisory on precautions released to all Tata companies
- Two webinars through which Tata Steel Europe and TCS shared practices. This webinar had 290 touchpoints, which



Participants at the Safety Heads Meet on February 7, 2020, in Mumbai.

included participation from senior managers and employees from HR, IT and safety departments

- A survey on actions that companies are undertaking

LOOKING AHEAD

The roadmap for FY20-21 entails the following:

- Forming company clusters to drive strategic initiatives in companies that have similar safety and health risks. These include Process Safety Cluster, Office Safety Cluster and the Construction Companies Cluster
- Focusing on safety

and health training programmes for senior leaders, operational leaders, managers and supervisors

- Enhancing opportunities for companies to proactively learn from each other on safety and health ●

TATA NETWORK FORUMS

Supported by TBExG, the TNFs are based across the globe and organise events and programmes to promote knowledge sharing within Tata companies. To know more about the activities from April 2019 to March 2020, [click here for the newsletter](#).

TNF NORTH AMERICA

18 EVENTS & WORKSHOPS

TNF MENA

5 EVENTS & WORKSHOPS

1 QUIZ



TNF EUROPE

11 EVENTS & WORKSHOPS

TNF ASEAN

2 EVENTS & WORKSHOPS

1 QUIZ

TNF CHINA

4 EVENTS & WORKSHOPS

TNF INDIA – NORTH

4 EVENTS & WORKSHOPS

1 CULTURAL PROGRAMMES

TNF INDIA – WEST

7 EVENTS & WORKSHOPS

2 CULTURAL PROGRAMMES

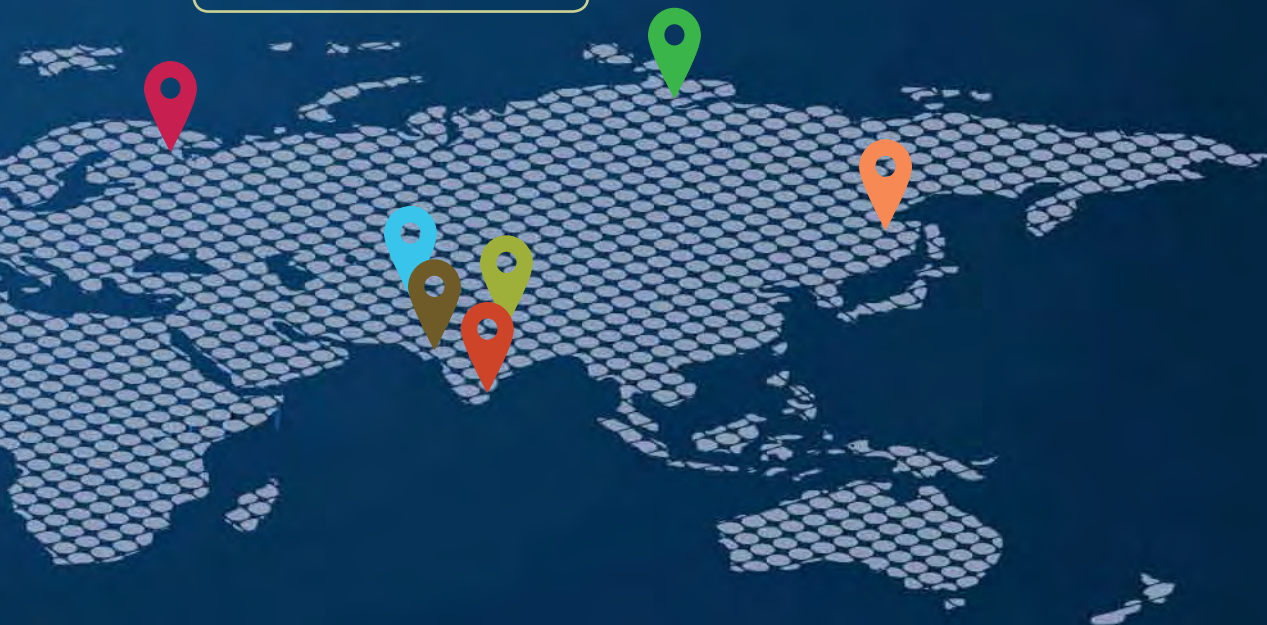
TNF INDIA – SOUTH

10 EVENTS & WORKSHOPS

TNF INDIA – EAST

7 EVENTS & WORKSHOPS

2 CULTURAL PROGRAMMES



EVENTS

JRDQV 2019

Tata Sponge
recognised as JRDQV
award winner

BEC 2019

300+ participants including
CEOs, Mentors, Assessors
and senior leaders

BE Heads Meet

60+ BE Heads from the
Tata Group attended

JRDQV: JULY 29, 2019

The 25th year of JRDQV was celebrated on July 29, 2019, at NCPA in Mumbai. More than 600 senior leaders from across the Tata Group gathered at the venue to pay homage to JRD Tata on his birth anniversary and celebrate his spirit for excellence. Ratan Tata, Chairman Emeritus and N Chandrasekaran, Group Chairman, Tata Sons, graced the occasion along with other senior directors.

S Padmanabhan, Executive Chairman, Tata Business Excellence Group, then took to the stage for his session on Co-creating Excellence.

Mentioning that the Tata group has continued the legacy of JRD Tata by pursuing excellence through the Tata Business Excellence Model for the past 25 years, Mr Padmanabhan provided an overview of where the Tata Group companies stand in their journey today.

Eight Tata companies were recognised in three categories of recognitions.

After this, Group Chairman Mr Chandrasekaran made a presentation detailing the financial performance of Tata companies in different clusters. He also highlighted

Companies recognised



JRDQV Award Winner

Tata Sponge



Emerging Industry Leader

ISWP, Tata Steel Thailand, Tata AIA Life Insurance, Voltas and Tata Motors



Industry Leader

Tata Steel, Titan and Tata Sponge

the factors that can be opportunities which the Tata group can leverage to its advantage. ●



Tata Sponge recognised as the JRDQV 2019 award winner.

TATA BUSINESS EXCELLENCE CONVENTION

The annual Business Excellence Convention (BEC) was held on December 9-10, 2019, at Taj Lands End, Mumbai. The event brought together over 300 participants including Group Chairman, CEOs, Mentors, Team Leaders and senior leaders from across the Tata Group. This year, the Convention recognitions were also given to companies and individuals who have engaged with TBExG across Best Practices and BE Practitioners programmes to help build a culture of improvement and excellence within the Tata Group.

The Convention recognised teams that conducted TBEM Assessments, Dip Checks, Deep Dives and Data Maturity Assessments. There was also a special honour for Long Serving Team Leaders and most popular webinars of the year.

S Padmanabhan, Executive Chairman, TBExG, opened the session with highlights of the year gone by. Talking

about the progress made by the Tata Group in its business excellence journey, he also threw light on the kind of projects that companies had completed.

N Chandrasekaran, Chairman, Tata Sons, highlighted that the Group's purpose of Leadership with Trust has been driven through TBEM and TCOC, two very important tools which have helped all Group companies across multiple dimensions over the past 25 years. He stated that while the Group

had addressed its leverage issue, the TBEM framework is a brilliant way to look at strategy. He emphasised that digital is important to strategy and is key to tightly integrated customer experiences and building scale. He reiterated that all companies must aim for #1 in their markets and reach there with focus on financials and an eye on ecosystems, which is different from the way companies operated in the past. The Group Chairman's focus on Sustainability was clearly visible, when he said



Arun Varma, Senior Director - Sales, TCS, receiving the award for Long Serving Team Leader.



Star Assessor recognitions (L-R): Rajesh Bhatt from Jaguar Land Rover and Loveleen Mishra from Tata Motors.

that we have to come up with an answer to our carbon footprint.

Mr Chandrasekaran also launched the Data Maturity reference manual which will be used to conduct Data Maturity Assessments for Tata companies in the coming months.

Aditya Puri, MD, HDFC Bank, threw details on the transformation of the organisation. He spoke about how digitisation is the next step forward and stated that growth will be faster with access to wider geography, more personalised product offerings and optimum use of technology.

A CEO panel with Harit Nagpal from Tata Sky; Avijit Mitra from Infiniti Retail; and Sandeep Kumar from Tata Metaliks, was moderated by Avijit Bhattacharya, CHRO,

Tata Capital. Mr Nagpal explained how it is easy to copy technology but not so easy to copy culture. Tata Sky has open office spaces and every one is a Collaborator Experimenter and Owner over a long journey to build a collaborative and open culture. Mr Mitra spoke about how Croma first disrupted the market and then got disrupted itself. He said that his focus was on ensuring that the company answered the simple questions on why people should buy from Croma and hired brand managers to solve customers' in-depth queries. Mr Kumar described how it is important to simplify what has to be achieved and how Tata Metaliks used the six strategic objectives derived from 11 TBEM core values: cost leadership, supplier of choice, robust people practices, safety, responsible corporate citizenship and

digital roadmap to drive the workforce on an ongoing basis.

Fredrik Haren, a global keynote speaker, took a session on creativity and innovation. Saying that creativity ranks first in the top soft skills and third in the top skills for 2020, he challenged the audience on how creative they think they are and backed it up with an interesting game. He asked the audience to list impossible ideas that they could think of, and then went on to show that eight of the ten ideas collated were also listed by attendees of previous sessions he had conducted. He said that we can learn from each culture, and embrace the learnings to create beneficial situations.

Dr B Valsa, Deputy Director - Systems Reliability, Indian Space Research Organisation

Science Convention 2019



L-R: Harit Nagpal from Tata Sky; Avijit Mitra from Infiniti Retail; Avijit Bhattacharya, CHRO, Tata Capital (moderator); and Sandeep Kumar from Tata Metaliks, at the CEO panel discussion at the BEC.

(ISRO), explained the vision of Dr. Vikram Sarabhai and also threw light on the structure of the organisation. Talking about ISRO's successfully completed projects, she highlighted challenges in completing a successful mission, as well as the way forward for the organisation. She also said that the rigour of process, review and oversight allows a group of ordinary people to come together and achieve the extraordinary in pursuit of a dream.

Sukanya S, Global Head - Delivery Governance, TCS, took the delegates through the company's assessment journey – since it started

participating in 1999 to becoming the Industry Leader in 2018. She highlighted the challenges on getting the whole company on board to participate in an assessment and how, with TBExG and leadership support, they were able to bring more people on board and derive value from the TBEM Assessment process. ●



BE HEADS MEET: MARCH 23, 2020

More than 60 Business Excellence Heads and professionals of Tata companies in India attended the regional BE Heads Meet organised by TBExG on March 23, 2020. In view of the current COVID-19 pandemic, the event, which was originally planned as an in-person regional meet, was rescheduled to a virtual one through the Webex platform.

Sanjeev Singh, AVP, TBExG, re-emphasised on the role of the BE Head, which includes building BE capability, programme management for organisational initiatives, strengthening the culture of excellence and promoting process excellence. He added that to make business excellence initiatives even more effective within Tata companies, initiatives including TBEM diagnostics need to make a direct business impact. The agenda for the day was carefully crafted based on feedback received from participants in the previous BE Heads Meet.

BE Heads from three companies – Tata Sky, Tata Power and Tata AutoComp Systems – shared their experiences pertaining to the BE plan rollout and implementation within their companies. Hemant Bhatkhande from Tata Sky explained how business excellence is looked at as a catalyst within the company and includes key aspects of operational excellence like process management, process improvement and governance. Rashmikant from Tata Power took the participants through the BE action planning process of the company and provided examples on how BE actions are planned, reviewed and executed by various internal stakeholders and functions. Sudipta Marjit from Tata AutoComp Systems explained how business excellence is a key part of the strategic planning process and gave details on some of the key BE actions driven at the corporate level through TBExG's offerings of capability building

programmes and best practice implementations.

Next up was an applied session from Anshuman Tiwari, Global Head of Delivery Excellence, DXC Technologies, on driving process excellence in an organisation. During his talk, Mr Tiwari stressed on the importance of process improvement practices, creating efficiency through robust project management processes and also on making operations easy and efficient.

Poushali Chatterjee, AVP, TCS, then facilitated an interesting session introducing design thinking to the participants. She reiterated that design thinking is all about a user-centric approach to solve problems through radical innovation, and gave examples of design thinking that companies like GE, Titan and other organisations have deployed to solve common problems across various industries. ●

CUSTOMER STORIES

Tata Business Excellence Group has been helping and supporting Tata companies in their business excellence journey. This section provides details on the value-add that TBExG has provided for different Tata companies namely:

- **TATA CONSULTANCY SERVICES**
- **TATA CONSUMER PRODUCTS**
- **TATA STEEL**
- **THE INDIAN HOTELS COMPANY**
- **VOLTAS**
- **TATA REALTY**
- **TATA SKY**
- **INFINITI RETAIL**
- **TATA AUTOCOMP SYSTEMS**
- **TATA STEEL DOWNSTREAM PRODUCTS**
- **TATA METALIKS**
- **INDIAN STEEL WIRE AND PRODUCTS**
- **TATA MARTRADE INTERNATIONAL LOGISTICS**



TATA CONSULTANCY SERVICES

PURSUIT OF WORLD CLASS EXCELLENCE

ABOUT THE COMPANY

Tata Consultancy Services (TCS) is an Indian multinational information technology (IT) service and consulting company headquartered in Mumbai. The largest Indian company by market capitalisation, it operates from 149 locations across 46 countries. It is one of the most valuable IT-services brands worldwide.

In 2015, TCS secured the 66th rank in the Forbes list of the world's 'Most Innovative Companies'. It was the top Indian company and the highest-ranked IT-services company on the list. It is one of the world's largest IT-services provider, and in 2018, was ranked 11th on the Fortune India 500 list. In April 2018, TCS became the first Indian IT company to reach \$100 billion market capitalisation.

ELEVATING THE CULTURE OF EXCELLENCE

TCS'S TBEM AGENDA

In FY19-20, TCS requested for a differentiated approach of TBEM Assessment, to make the assessment more granular and actionable. TCS sought to focus on the Industry Solution Units (ISUs) – the fundamental operating units of TCS, which form the core of its business. The task was to assess how ISUs are driving TCS strategy, operating their business, and directly engaging with customers and associates. Enterprise-level feedback and score were also required.

RE-IMAGINING THE TCS ASSESSMENT ACTIVITY

With a differentiated agenda, TCS's business excellence team discussed the mandate internally and had several conversations with TBExG. Several iterations of the proposed process were undertaken with approaches of covering the TCS enterprise entirely over two years/partially/key units sampling over one year before finalising the focus on crucial ISUs, major corporate functions and the TCS enterprise as a whole.

TBEM ASSESSMENT PLAN AND EXECUTION

The TBEM Assessment team, comprising senior business leaders from within the Tata Fold, assessed TCS on leadership, strategy, customer, measurement and analysis, people, and operations. These assessments were conducted between July to November 2019. Four key ISUs (Tech Business Unit; Life

Sciences UK & Europe; Communication Media and Information, UK & Europe; and Banking, Financial Services and Insurance {BFSI}, US East), select corporate functions and two key units participated in the assessment. The participating key units were Major Markets and Business & Technology Services.

Each ISU underwent a Deep Dive assessment by a team of 12 to 14 assessors, which included the Business Group Head, ISU Head, all ISU functions and key accounts. The Deep Dive assessment concluded with visits to off-shore delivery centres in India. The ISUs were then provided with qualitative feedback based on each assessment.

A 27-member team, including four experienced internal assessors and continuity members, submitted a detailed TBEM application. Corporate functions provided comprehensive narratives to share a complete perspective. Principles of agile were practiced,



The collaborative approach between TCS and TBExG was highly successful."


SUKANYA S, CHIEF DELIVERY OFFICER, TCS



Recognised as
**'Benchmark
Leader'**



27 members,
including 4 internal
assessors submitted
the TBEM
application



4 key ISUs,
2 key units
participated in
an assessment

confidentiality of information were protected by non-disclosure agreements and the use of secure iPads.

TBEM ASSESSMENT RESULTS

TCS was recognised as a 'Benchmark Leader', a first-of-its-kind achievement in the Tata Group. Except for BFSI, US East, which crossed to the 'Benchmark Leader' band, all the other assessed ISUs achieved the 'Industry Leader' status.

The re-imagined assessment process and TCS's achievements in the same were highlighted at the Tata Business Excellence Convention in December 2019. A formal award is expected during the JRDQV award function, to be held later this year. ●

including 'daily stand ups' and 'retros'. The re-imagined assessment considerably reduced carbon footprint through the use of 'phygital' interactions on Webex and Vcon. Security and

TATA CONSUMER PRODUCTS

STIMULATING THE CULTURE OF BUSINESS EXCELLENCE

ABOUT THE COMPANY

Tata Consumer Products (TCPL), previously Tata Global Beverages, is a focused consumer products company uniting the food and beverage interests of the Tata Group under one umbrella. In the Beverages business, Tata Consumer Products is the second largest player in branded tea in the world with over 330 million servings everyday across the world. Brands include Tata Tea, Tetley, Vitax, Eight O'Clock Coffee, Himalayan Natural Mineral Water, Tata Coffee Grand and Joekels.

Beginning with the iconic Tata Salt that pioneered the crusade for iodisation in India, TCPL's Foods business is one of the most trusted food brands in India and the company has extended its portfolio to include salt variants and nourishing food items. With Tata Sampann, the company brings the traditional wisdom of Indian food in a contemporary package to deliver the best of taste, nutrition and convenience.

TCPL has a joint venture with Starbucks called Tata Starbucks Limited, to own and operate Starbucks cafés in India. The company also has a JV with PepsiCo in India, called NourishCo, which produces non-carbonated ready-to-drink beverages that focus on health and enhanced wellness. NourishCo produces and markets Tata Water Plus — India's first nutrient water, and Tata Gluco Plus — an energising, glucose-based flavoured drink. Himalayan water is also marketed and distributed through NourishCo.

ELEVATING THE CULTURE OF EXCELLENCE

STRENGTHENING THE FOUNDATION

Last year, TCPL's agenda was to accelerate the journey of business excellence. Some specific interventions were undertaken by the company in the area of business excellence in partnership with TBExG. At the beginning of FY19-20, a business excellence plan was developed with four pillars: people commitment, enhanced customer focus, strategy deployment, and digitisation.

PEOPLE COMMITMENT

To sensitise senior business leaders about benefits of the application of TBEM as a business transformation tool, TBExG facilitated an 'Embracing Business Excellence' programme at Montvale, USA, and Greenford, UK in September/October 2019.

The learning agenda was customised in discussion with the Chief Human Relations Officer and Head – International Business and included business areas requiring deeper deliberation. This programme was attended by 34 members from TCPL. Unanimously, the participants appreciated different sessions.

Some of the projects that were deliberated for implementation included:

- Improvement of the product launch execution process
- Knowledge management
- Strengthening key account management process

- Establishing pre-defined measurements for all processes

DIGITISATION

TCPL engaged TBExG for implementing Data Maturity Assessments using the DATOM™ framework. The assessment covered both Indian and international operations, including the regions of UK, USA and Canada. The approach for TCPL consisted of in-depth interactions with the executive office and functional teams, including the heads. The interactions centred on how data is used in daily operations, good practices followed, and challenges faced. The assessment's findings highlighted TCPL's practices, acknowledged strengths and recommended opportunities for improvement.

The findings also benchmarked TCPL's over-arching practices in Data Maturity against industry standards. The team for the company's assessments consisted of experts in DATOM™ from TCS, TBExG, and other Tata companies. The assessment's findings helped provide directional inputs for TCPL to improve in its journey of data-driven excellence.

RISK MANAGEMENT

TBExG conducted two workshops on risk assessment for the operations team, including factory employees at Bengaluru and Kolkata. Fifty-eight participants, including employees and business partners, attended the two workshops, organised in May 2019. The workshop employed both classroom sessions and practical case studies to enable participants assess the risk in manufacturing



34
employees
attended the EBE
Programme in
September 2019



58
employees and business
partners participated
in **2** risk assessment
workshops, in May



Participated in
2 EPIC
sessions

settings and analyse the existing Hazard Identification and Risk Assessment report.

Over the last year, the company engaged productively with TBExG to carry forward its business excellence journey. An EDGE webinar session on the 'Art and Science of Storytelling' was conducted by TCPL. An EPIC session was conducted by John Burdett on Felt leadership in Safety for Infiniti Retail. TCPL also participated in the new store opening session. ●

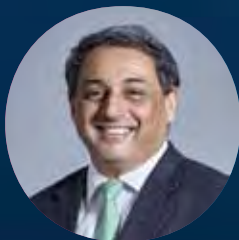
TATA STEEL

PURSuing FUTURE- READINESS

ABOUT THE COMPANY

Tata Steel, established in 1907 as Asia's first integrated private steel entity, is today among the leading global steel companies. The Tata Steel annual crude-steel capacity across Indian operations is nearly 13 MnTPA. Tata Steel is also credited with setting up the second greenfield steel plant in Odisha. The first phase of Kalinganagar, with a three MnTPA-capacity, out of a total capacity of eight MnTPA, was commissioned in 2016. In 2018, Tata Steel completed the acquisition of Bhushan Steel at Orissa to further enhance its capacity by 5.6 MnTPA. Tata Steel possesses and operates captive mines that help it to maintain cost-competitiveness and production efficiencies through an uninterrupted supply of raw material. Tata Steel has maintained its status of being Asia's lowest-cost steel producer.

Tata Steel's unique position in India's domestic market is due to its continuous improvement culture, translated in product and service portfolio, success in value-creating initiatives, and offering customised solutions for customers. It is the market leader in auto grade steel and is considered as an industry leader in steel branding, distribution and retailing.



A very good note."

(In response to TBExG's note on 'Tata Steel's business excellence priorities in the new changed context'.)

TV NARENDRAN, CEO & MD,
TATA STEEL

ELEVATING THE CULTURE OF EXCELLENCE

TATA STEEL'S TBEM AGENDA

During FY19-20, Tata Steel consolidated its journey of excellence and redirected its efforts towards preparing the organisation for the future. T V Narendran, CEO & MD, during his speech on January 01, 2020, spoke about Tata Steel's journey and efforts made during 2019 towards 'Structural, Cultural, and Financial Readiness.

SPEAKER AT APL

Avneesh Gupta, Vice President, TQM (Total Quality Management) & Shared Services, was the speaker during the Advanced Programme for Leaders 2020, held in Lucknow. He emphasised on Tata Steel's priorities revolving around strengthening the excellence efforts towards R&D, digital transformation, strengthening the culture of innovation, sustainability, and readying the future workforce. He felt that the focus of the TBEM Assessment could be directed more towards assessing the company's future-readiness rather than on past achievements.

As a part of the TBExG value of providing thought leadership, a note penned down by TBExG on 'What should be Tata Steel's business excellence priorities in the new changed context' was shared with Mr Narendran and other CXOs. It was well appreciated.

COMPETITIVE INTELLIGENCE

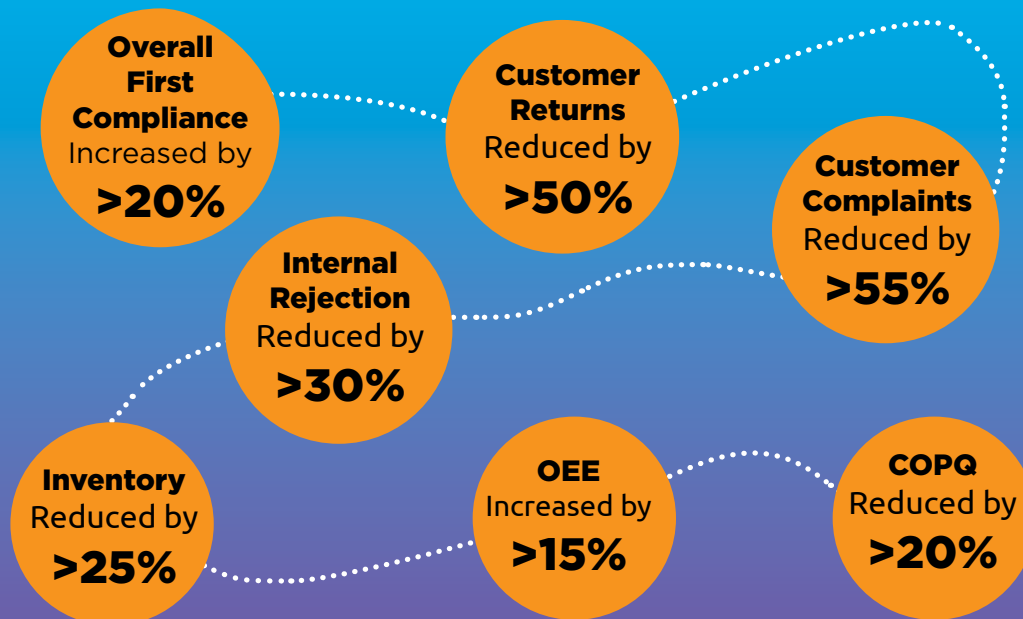
TBExG partnered with Tata Steel on a Deep Dive improvement intervention to establish a comprehensive Competitive Intelligence (CI) programme as a part of its corporate strategy initiatives. The intervention aimed at tracking and monitoring the strategic and tactical moves of its competitive landscape on a continuous and proactive basis. The ultimate goal is to intertwine CI with its strategy development and deployment process. The first phase of the project is now complete.



TBExG has been guiding Tata Steel Global Wires team in developing a Global Wires Operational Excellence Model based on the World Class Quality model used by Tata Motors. We have made a positive start in the journey of operational and quality excellence. It is focused on improving skills, practicing new concepts, and empowering of workmen to prevent defects. It has changed the face of the shopfloor and has resulted in a positive work culture and better employee morale."

RAJIV KUMAR SONI,
EXECUTIVE-IN-CHARGE,
TATA STEEL-GLOBAL WIRES INDIA

IMPROVEMENTS AND ITS IMPACT



Improvements in key result indicators within Tata Steel Global Wires

KNOWLEDGE MANAGEMENT

Facilitated by TBExG, Tata Steel participated in American Productivity & Quality Center's (APQC's) Knowledge Management Capability Assessment (KM CAT) and was one of the awardees at the global '2020 Excellence in Knowledge Management' awards. Tata Steel participated in this assessment with an objective to get an external perspective on the KM processes and understand best practices required to achieve aspirational maturity. APQC's KM experts, after a rigorous assessment and validation, placed Tata Steel at Level 4 out of a possible five levels, across capabilities.

GLOBAL WIRES OPERATIONAL EXCELLENCE MODEL

TBExG facilitated the implementation of GWOEM at Tata Steel Global Wires, Tarapur. Leveraging the knowledge and implementation of 'World Class Manufacturing, subject matter experts from Tata Motors were roped in to execute a pilot programme at the Spring Steel plant for the same. The GWOEM initiative is showing encouraging results in process maturity and associated business results. It is aimed at transforming the quality culture and mindset across all employee levels, including the contractual one.



As of February 2020, the Spring Steel plant at Tata Steel Global Wires, Tarapur, is gearing up for acquiring GWOEM level 1 certification. Based on this encouraging holistic outcome, steps have already been initiated to deploy this initiative at other plants of Global Wires horizontally.

RECOGNITIONS

During the Business Excellence Convention, 2019, following recognitions were bestowed on Tata Steel:

1. For discovering superior business solutions from deeper diagnostic and introspective instruments – CI Deep Dive and GWOEM Implementation

2. Overall engagement in the EDGE Best Practices programme – Tata Steel shared practices on Knowledge Management, Enterprise Risk Management, behavioural safety, etc. 15 CXOs of Tata Steel participated in BEC 2019 held in Mumbai — the highest ever participation from any Tata company. ●



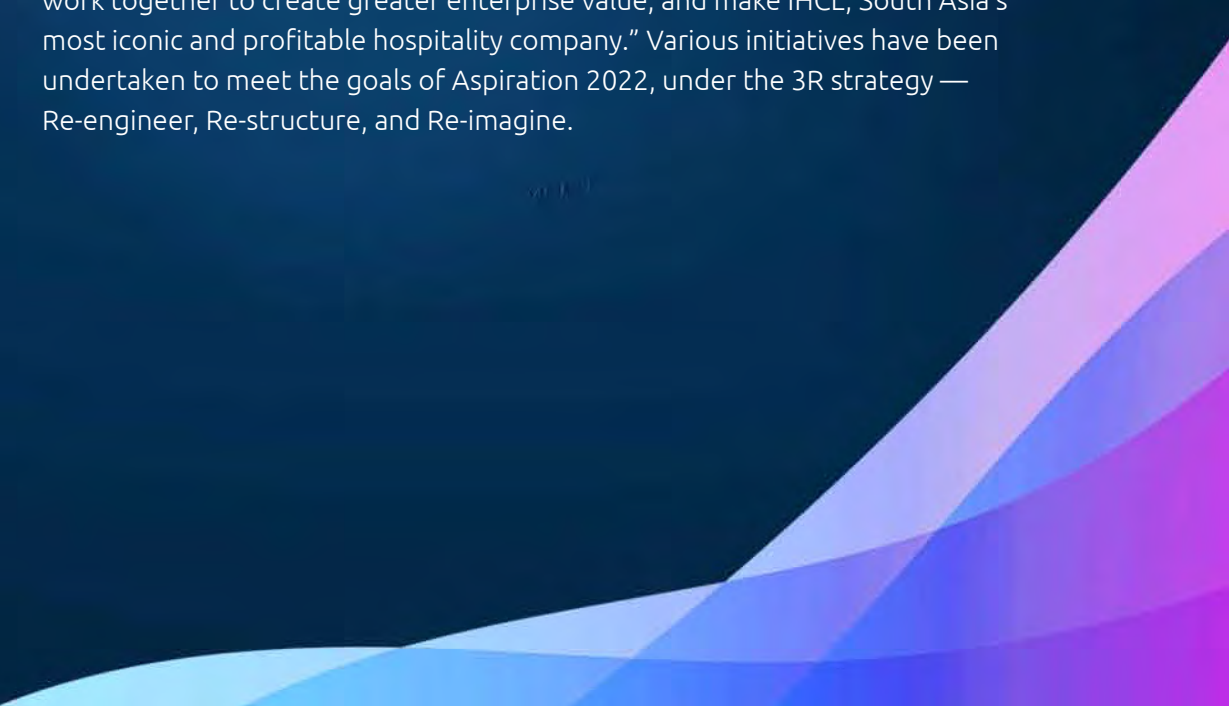
THE INDIAN HOTELS COMPANY

EMBARKING ON 'ASPIRATION 2022'

ABOUT THE COMPANY

The Indian Hotels Company (IHCL) is South Asia's largest hospitality company by market capitalisation. The global economic slowdown has posed some tough questions to IHCL in the recent past. Consolidation of global players and increased inventory in the Indian market led to downward pressure on bottom lines, further compounding matters.

After 2016-17, the company has been re-imagining itself by leveraging its strong brand equity to multiply its portfolio while aligning to high-growth segments. It includes manoeuvring excellence and reinvigorating the portfolio across all brands. This is a part of their strategic roadmap called 'Aspiration 2022', which, in the words of Puneet Chhatwal, MD & CEO, is "based on a promise to work together to create greater enterprise value, and make IHCL, South Asia's most iconic and profitable hospitality company." Various initiatives have been undertaken to meet the goals of Aspiration 2022, under the 3R strategy — Re-engineer, Re-structure, and Re-imagine.



ELEVATING THE CULTURE OF EXCELLENCE

WORKSHOPS

TBExG started with a workshop with the IHCL Executive Committee (EXCOM) in February 2019. Structured around Aspiration 2022, the workshop was linked to value exercise and critical system assessments of the organisation. It further led to an examination of critical systems to enable smooth implementation of the 3R strategy. The EXCOM was of the consensus that few aspects of the critical systems, including its work processes, would require sprucing up.

Post the EXCOM workshop, IHCL's business excellence team and TBExG, co-created an excellence roadmap, integral to the strategy and vision of the company. EXCOM members nominated colleagues from different functions/departments of IHCL to a five-day Aspiration 22 workshop, to derive a deeper understanding of the TBEM criteria and its link to Aspiration 2022. The teams were clustered functionally, as they deep dived into their specific functions and processes. The teams also used the TBEM maturity framework to understand the maturity of their respective processes. Every team identified projects to improve or remove potential barriers which could halt the progress towards achieving the goals of Aspiration 2022. An outcome of this workshop was the drawing up of the organisational profile and a narrative (application report), presenting a realistic picture of IHCL's operations.

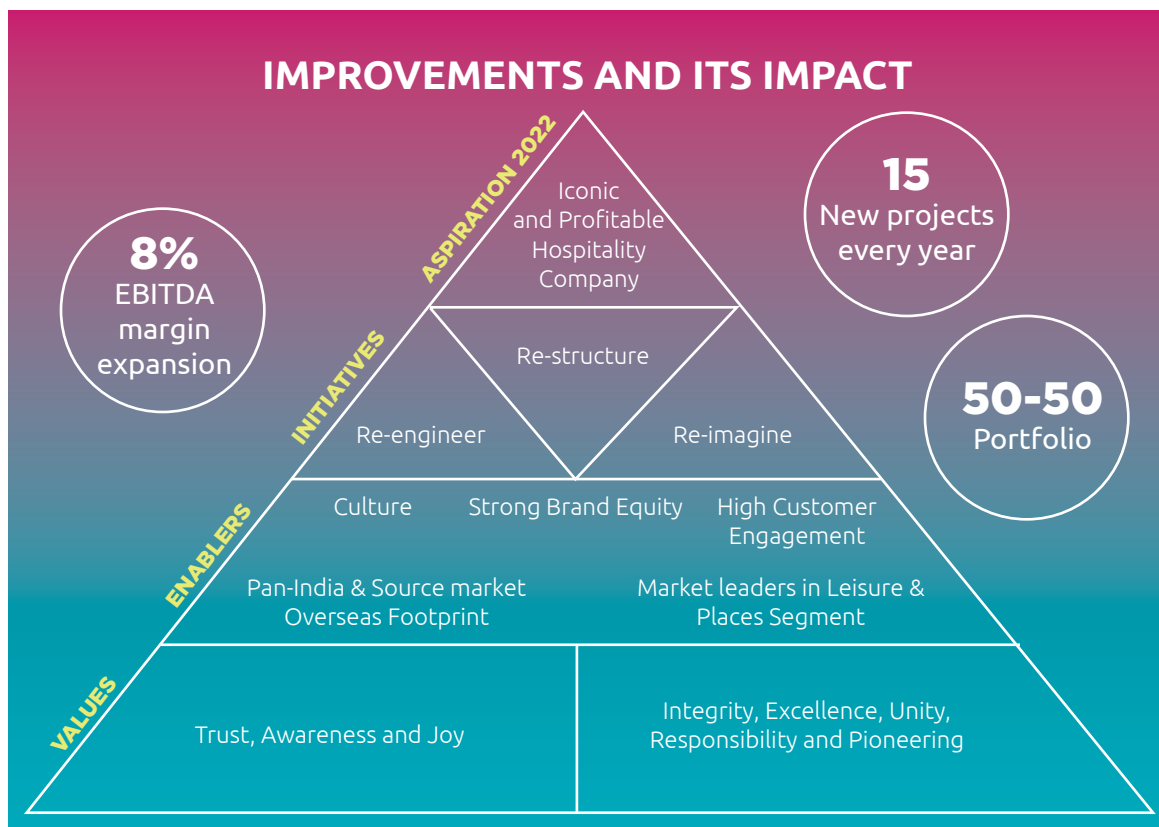
Subsequently, two workshops for the senior leadership team (SLT) were organised at Bengaluru and Delhi. The SLT, a core 40-member team, is part of the Strategy and Culture team at IHCL. Inputs from the EXCOM and previous workshops, in terms of application reports, were used for facilitating the workshop with the SLT members. Similar to the workshops with the EXCOM team, multiple projects were identified, and aspects critical to the company's growth and sustenance were discussed and deliberated. Inputs from both workshops were captured for future strategy formulation, improving existing initiatives, and planning new initiatives.

WEBINARS

Last year, Mr Chhatwal participated in the Leadership Webinar Series, where he addressed participants on the importance of culture and how IHCL has steered to profitability and is well on its way to achieve its Aspiration 2022 goals. Dr P V Murthy, EVP and Global Head – HR, IHCL, also facilitated a webinar which was one of the most viewed webinars of last year. Mr Chhatwal served as a Mentor for the Trent assessment team in 2019. Rohit Khosla, EVP – Operations, North & West India from the company has taken up the mantle of Chairman of Tata Network Forum India - North.

ASSESSMENTS

IHCL also undertook a DATOM assessment last year, which gave it a more in-depth insight into potential areas of improvements in the systems and processes. IHCL also participated



in the TAAP (Tata Affirmative Action Programme) assessment. Many employees from IHCL have now been trained as TAAP Assessors.

Post the TBEM Assessment, the business excellence team has collated inputs from all the interventions, workshops, and TBEM Assessment feedback. It has subsequently created a project template to execute the improvement projects.

Going forward, Mr Khosla will be mentoring the business excellence team and reviewing all the improvement initiatives on the journey of Aspiration 2022. ●

MD featured in the Leadership Webinar Series and served as a Mentor for Trent in 2019

2 workshops for 40 senior leadership team members organised

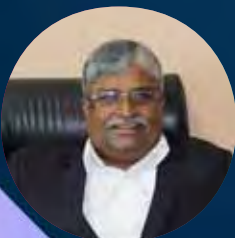
VOLTAS

CREATING A CONDUCTIVE ENVIRONMENT FOR ACHIEVING BUSINESS EXCELLENCE

ABOUT THE COMPANY

Voltas is a diversified company with multiple business interests. It has a presence in consumer durables, textile machines, mining and construction equipment, and mechanical, electrical, and plumbing (MEP) services. Its geographical presence extends across India and the Middle East, primarily through MEP projects. The company participated in TBEM Assessments in 2016 and 2018, registering a score of 509 and 580 respectively. It did not participate in 2019, as it wanted to strengthen specific areas.

The collaboration between Voltas and TBExG covered a wide spectrum of activities.



There have been continuous engagements with TBExG over the last two years. We look forward to guidance and support for the external assessment 2020."

C. KAMATCHISUNDARAM, HEAD, TEXTILE MACHINERY DIVISION
and BUSINESS EXCELLENCE HEAD, VOLTAS

ELEVATING THE CULTURE OF EXCELLENCE

TBExG, in a collaborative effort with the Business Excellence Head of Voltas, facilitated action planning post TBEM Assessments for different businesses. The focus was to highlight business-impacting specific actions which the business unit could undertake.

TBExG initiated the process of strengthening the culture of excellence in two ways:

- Firstly, a focused session by S Padmanabhan, Executive Chairman, TBExG, for the MD and his direct reports from different businesses of Voltas. He highlighted good practices from Titan, Tata Steel, Infiniti Retail and Tata AIA Life which Voltas could potentially learn from. An important objective was to demystify to the top management that, TBEM = Business as Usual
- Secondly, three programmes were conducted for middle management teams across Unitary Products Business Group (UPBG), Voltas Beko, Domestic Product Group (DPG), and Mining & Construction Equipment (M&CE) division, covering over 75 employees in Delhi and Mumbai. The programmes apprised employees about the TBEM framework, particularly concerning applications of these principles to their roles and how different businesses can adapt the same for long-term success

CUSTOMER CENTRICITY

TBExG facilitated the journey of Customer Centricity for the company in two ways:

- Two engagements were facilitated by TBExG

focused on improving Voltas' customer management function:

- A workshop aimed to provide insights on how Textile Machinery Division (TMD) can use the Key Account Management (KAM) process for increasing revenues and profitability. This intervention identified over 10 critical actions at the division level.
- A longer engagement for DPG, consisting of detailed diagnostics on the KAM process and subsequent implementation support for eight key accounts over six months. It focused on strengthening the customer relationship process of Voltas with its key customers for the DPG business, with a view to increasing the share of business of different products/ services of DPG with its customers.
- TBExG also supported Voltas' customer satisfaction surveys by reviewing questionnaires in detail, to ensure that critical essentials from the perspective of customer requirements were adequately covered in the survey design

ETHICS

TBExG facilitated the process of ethics measurement by conducting a survey, where it identified the target audience and disseminated findings to the top management. It was the first time that a Tata company included dealers/service franchisees for both UPBG and DPG along with suppliers in such a survey. By including the critical components of the product/service delivery ecosystem, the coverage was widened considerably.

SHARING

Over last year, Voltas shared its best practices with various Tata companies. Voltas also shared its strategic planning process with Tata Steel's corporate planning team with special focus on how UPBG continues its relentless journey of market leadership in the air conditioner business. Tata Steel benefitted from an understanding of how Voltas institutionalised business HR as an integrated part of its strengthening business units into independent P&L entities in all respects. Voltas' UPBG team also shared its channel management practices with Tata Teleservices and Tata Power Solar Systems.

Based on the TBEM Assessment team's identification of certain good practices in 2018, Voltas shared its practices in the area of safety, customer win-loss analysis, operational efficiency and employee rewards on the EDGE Portal. The practices are:

- Safety Passport-IOBG, Safety mat-MCED, toolbox talk (Safety)
- Bid/No Bid tool for decision making on tenders (DPG)
- Customer win/loss analysis (TMD)
- One-page lessons for cost reduction and operational efficiency (International Operations Business Group)
- Hi 5 for employee R&R (HR)

Voltas also contributed six assessors to the TBEM Assessment 2019 cycle.

LEARNING

Tata Projects' transmission division shared best safety practices with Voltas DPG through



**Shared strategic
planning process
with Tata Steel's
corporate planning team**

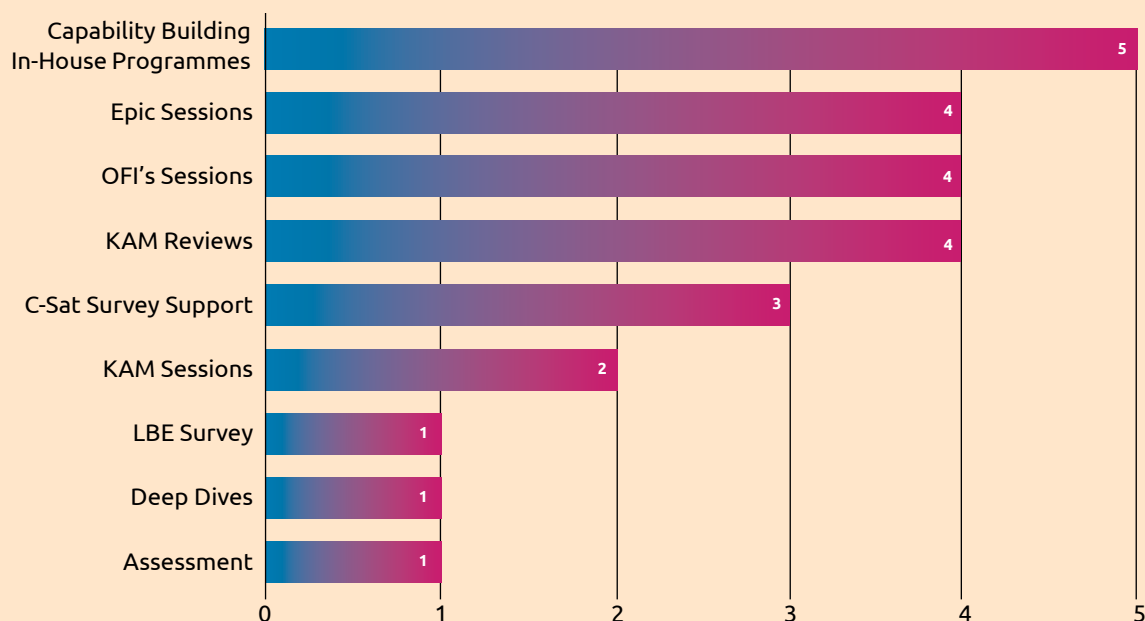


**5 Best Practices
shared on the EDGE
Portal**



**6 Assessors for
the TBEM Assessment
2019 cycle**

2019-2020 TBExG engagements with Voltas



a customised session facilitated by TBExG. The session was vital in the backdrop of recent fatalities in Voltas' electrical distribution business. A detailed session on contractor management is planned to take forward the cultivation of safety standards across the company's extended business ecosystem. Facilitated by TBExG, a team from Infiniti Retail and Titan Jewellery division shared some of their best practices with a team from Voltas UPBG, on how 'Theory of Constraints' had helped in bringing significant improvements in the supply chain, improved customer experience, reduced inventory, and improved profitability. ●

TATA REALTY

BUILDING A ROBUST FRAMEWORK FOR EXCELLENCE

ABOUT THE COMPANY

Tata Realty came into existence two years ago as an integrated entity, formed to consolidate the business of Tata companies operating in the real estate sector in various segments, including residential and commercial real estate, and long-term infrastructure. These businesses were earlier operating under Tata Housing (THDC) and Tata Realty and Infrastructure (TRIL). Consequently, the restructured business, after the initial hiccups, has now turned cash positive and hopes to turn profitable in the coming few years. It also hopes to become a leading entity in the Indian real estate firmament in the coming three to five years.

Tata Realty's leadership personnel had a considerable majority – around 90% – of people who were new to the company as well as the Tata Group. This necessitated TBExG to conduct a series of meetings in the later part of 2018-19 to help them understand and appreciate the TBEM framework.



I found the team very diligent and professional. Despite the lack of real estate experience, they did an excellent job."

SANJAY DUTT, MD & CEO, TATA REALTY,
SPEAKING ABOUT THE DIP CHECK ASSESSMENT

ELEVATING THE CULTURE OF EXCELLENCE

Over the entire last year, Tata Realty has collaborated with TBExG extensively in the area of business excellence to improve its processes across all key operational areas, including customer-facing ones. Another area of emphasis was strengthening of the ethical framework.

Tata Realty initiated the business excellence journey in May 2019 with an orientation session for the management committee. TBExG conducted the session, explaining the process and spirit of TBEM Assessments.

The process of acquiring business excellence was set into motion through an integrated plan drawn in collaboration with the Chief Human Resource Officer (CHRO) and Business Excellence Head.

The below activities, part of the integrated plan, were executed during the year:

- A two-day Embracing Business Excellence Programme for the middle-management team of all critical functions was organised. The participants were chosen to take the TBEM journey forward for organisational improvement. The programme was appreciated by the participants and Reena Wahj, CHRO and Business Excellence Head, Tata Realty
- An engagement has been underway to help design or modify processes across all critical operational areas. The engagement is focused on:
 - Facilitating the integration of processes

between Tata Housing and TRIL to establish standard processes for the new entity – Tata Realty.

- Assisting in the design of new processes, wherever required.
- Identifying key performance indicators for each of the critical processes.
- Integrating processes in diverse areas by identifying dependencies with different activities.
- TBExG facilitated the Leadership in Business Ethics survey for the integrated entity of Tata Realty, given the importance of the subject to the real estate sector. It was in consonance with issues identified during the restructuring and supported the management's intended communication that ethics are non-negotiable for the company. The findings of the survey resonated well with the management committee
- Tata Realty is planning to participate in the TBEM Assessment 2020 cycle. As part of its preparations for the same, it undertook a Dip Check in November 2019. The company prepared detailed action plans post the Dip Check, which were discussed subsequently at the Resurgence 2 Conclave, in the presence of over 100 employees. In addition, TBExG facilitated some sessions on Strategy and Measurement framework with the Head of Strategy and Business Development, and on Safety with the Head of Projects. These sessions were designed to action and take forward some critical findings from the Dip Check
- During the past year, Sanjay Dutt, MD & CEO, Tata Realty, shared an industry perspective through a Leadership Series Webinar on

MD & CEO
shared an industry
perspective through
the Leadership
Series Webinar

Planning to participate
in the **TBEM**
Assessment
2020 cycle

‘Attractiveness of Real Estate as a Sector for Business in India’ in February 2020

Going forward, TBExG has planned multiple actions with the Tata Realty team to facilitate:

- Development of a framework to strengthen goal-setting activity, consisting of periodic review of goals for alignment to the functions, clarity of measurement yardstick, etc.
- Support for fortifying the risk registers.



The TBEM team has been a true business partner in our journey towards excellence. It has brought in meaningful insights, to coach and guide us as we rebuild Tata Realty, with the objective of making it one of India's most valued customer-centric organisations."

REENA WAHI,
SVP & HEAD - HR, CSR & BUSINESS
EXCELLENCE, TATA REALTY

- Training of assessors, especially some high-potential middle-management employees, to aid their professional development.
- Support for the establishment of a safety ethos, through training, for the MD as well as some key management committee members. This is an important area, as the company experienced two fatalities in 2019-20. ●

TATA SKY

A SHARPER PICTURE

ABOUT THE COMPANY

Tata Sky is India's leading content distribution platform with over 600 channels and services. It currently has a footprint spread across 200,000 towns with over 18 million connections in India. Its identified business imperatives include:

- **Pro-active engagement with customers:** Particularly to ring fence the top-end segment, while growing fast in the mass market; gaining insights across the customer value chain, customer delight with 'Prime' like treatment, identifying and addressing dissatisfaction.
- **Moving from DTH to content distributor:** Through complementary partnerships; developing competencies in adjacent spaces, yet remain financially prudent.
- **Agility/speed of execution:** Of the projects and ideas in the pipeline, especially in view of the changing business environment.
- **Envisioning the future:** Building a leadership pipeline.



The TBEM Assessment process reaffirms our faith in what we are doing while opening a few more areas for us to work on. The proof of fruitful engagement with TBExG is an established CI framework and approximately 1% colleagues who attended the Business Excellence Assessor Programme."

HARIT NAGPAL, CEO, TATA SKY

ELEVATING THE CULTURE OF EXCELLENCE

FOCUS ON IMPROVEMENT

Tata Sky approached TBExG for partnering in the venture of establishing the Continuous Improvement framework. As the first task, the Continuous Improvement Champions (CICs) started driving strategic and cross-functional projects that would allow Tata Sky to differentiate itself in the marketplace.

Further, Tata Sky felt the need for capability building of these CICs for an effective result of this programme. There were two training programmes conducted in August 2019 and February 2020. For the programme in February, TBExG was engaged to impart a specific training on Business Excellence capability building.

TBExG introduced CICs to Continuous Improvement tools and guided them for their usage to drive Continuous Improvement projects and improvement in processes.

SAFETY

TBExG also enabled Tata Sky to connect with Trent and Tata Communications to understand their best practices on facilities management and office safety.

CAPABILITY BUILDING WORKSHOPS

20 participants from Tata Sky participated in Capability Building workshops conducted by TBExG.



MD served as a Mentor in the Assessment process



5 best practices uploaded on the EDGE Portal



20 employees participated in Capability Building workshops

CONTRIBUTIONS TO THE GROUP'S EXCELLENCE JOURNEY

Harit Nagpal, MD, Tata Sky, served as a Mentor in the Assessment process. Tata Sky shared five best practices which were uploaded to the EDGE Portal. ●



INFINITI RETAIL

THE ONE-STOP SHOP FOR ALL YOUR ELECTRONICS' NEEDS

ABOUT THE COMPANY

Infiniti Retail, which operates under the brand name Croma caters to over 10 million customers across the country. Croma today is the go-to destination for the consumers' electronics needs, with its expertise in Consumer Durables & IT (CDIT), large store network, wide product assortment, and service orientation.

Croma has the unique advantage of being an omni-channel retailer (shop from store + online) in India. With the advent of online retailers, the focus of Croma has been in building a seamless omni-channel experience for customers to discover, buy and service their products.

Further, Croma has set its vision to become the #1 choice in Indian CDIT retail customer experience by 2025. Its identified business imperatives include:

- Rapidly scaling up stores ensuring profitability
- Offering unmatched customer experience
- Building future-ready workforce
- Digitalising the business
- Driving excellence in operations
- Strengthening safety and sustainability

ELEVATING THE CULTURE OF EXCELLENCE

TBExG is proud to have partnered with Croma in its journey to realise its vision. In the past year TBExG has supported Croma across five key areas:

TBEM & DATOM Assessment

The company has been a regular participant at TBEM Assessments and continued the practice in 2019-20 as well.

The TBEM Assessments team identified many best practices suitable for Croma, which prompted it to create a formal plan with TBExG, to connect with the various Group companies to acquire knowledge of the best practices.

The industry understanding and output for Croma improved on account of the TBExG assessment team having an internal assessor from the company. Further, Croma participated in the Business Excellence Assessor Programme and three employees have been certified as Gold assessors by TBExG.

Last year, Tata Consultancy Services and TBExG jointly conducted a DATOM™ Data Maturity Assessment for Croma. Based on the observations of the assessment, TBExG is addressing some focus areas, as a part of its digital transformation roadmap.

Best Practice Sharing

Over the years, Croma has developed

a systematic practice of the theory of constraints. TBExG organised a best practice sharing session between Croma and Voltas to enable the latter to benefit from the same.

Croma also participated in a TBExG-organised workshop for store expansion. The workshop saw multiple retail companies from within the Tata Group, sharing best practices and challenges in opening new stores. TBExG is working with these retail companies to hold specific best practice sharing sessions under the EPIC banner.

Best Practice Adoption

AirAsia, Tata Cliq and Titan organised multiple workshops on Net Promoter Score (NPS), where Croma identified some promising practices. The initiative to improve NPS is an ongoing one and TBExG is working with different Group companies under the EPIC Programme to organise sessions for Croma.

Croma also participated in the NPS benchmarking study, undertaken by TBExG for all Group companies.

Safety

Tata Consumer Products (earlier known as Tata Global Beverages) conducted a session on Felt Leadership in Safety. The session was designed to enable Croma to build a culture of safety across the organisation.

Croma has also been a part of the Tata retail store safety cluster where it has helped develop the retail store safety standards. It is also part of a monthly cross-store audit team

for the retail stores in the Tata Group.

Capability Building Workshops

An exercise for the deployment of APQC's open standards benchmarking to improve specific processes, is currently underway.

Five participants from Croma participated in capability building workshops conducted by TBExG. ●

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**NPS
benchmarking
study**

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**3 employees
certified as Gold
Assessors by
TBExG**

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**5 employees
attended
capability building
workshops**

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**Workshop
for store
expansion**

TATA AUTOCOMP SYSTEMS

ENABLING MOBILITY SOLUTIONS

ABOUT THE COMPANY

Tata AutoComp, was established in 1995 to bring auto component technologies into India to serve the emerging Indian auto industry. Tata AutoComp is in the business of design, development, manufacturing and supply of auto-component products and services. Its divisions and business units (BUs) are fully-owned subsidiaries of the Tata Group or joint ventures. The company supplies products and services to different automotive original equipment manufacturers in the automobile sector. Its customers belong to various segments of automobiles, including passenger vehicles, commercial vehicles, two and three-wheelers, tractors and off-road, as well as allied industrial segments and aftermarket. Its identified business imperatives include:

- Becoming the No. 1 strategic partner for Tata Motors in passenger vehicles and commercial vehicles
- Acquiring the No. 1 position in commercial vehicles auto components in India
- De-risking by growing beyond passenger vehicles and commercial vehicles segments
- Becoming the No. 1 player in medium and heavy commercial vehicles cooling systems in US & Europe
- Being recognised as a significant player in the electric vehicles space



Business excellence is a key focus area at Tata AutoComp. We continue to focus on it through various initiatives, such as external and internal assessments, capability-building programmes and best practices, with TBExG's support. I am sure that the ongoing business excellence initiatives and future interventions will help us gain valuable insights and bring focused improvements."

ARVIND GOEL, MD & CEO, TATA AUTOCOMP SYSTEMS

ELEVATING THE CULTURE OF EXCELLENCE

STRATEGIC OBJECTIVES

Tata AutoComp determines its objectives within the strategic planning process and ensures that strategic challenges are addressed by the objectives. Objectives are categorised into financial, customer, internal processes, and learning and development. They are communicated across the organisation as strategic themes through the corporate balanced scorecard (BSC) and business unit/functional BSCs and finally through individual key result areas.

ENABLER TO ACHIEVE FUTURE GROWTH

At Tata AutoComp, the TBEM framework is one of the critical enablers in strengthening strategic and operational capabilities. TBEM Assessment feedback acts as a vital input during the strategic planning process. Post TBEM Assessment, Tata AutoComp deployed TBExG's expertise to implement these initiatives:

Business Excellence Interventions in Line with Strategy

Tata AutoComp has moved to the category of 'Emerging industry leader' in the 2019 TBEM Assessment. The TBEM Assessment team had assessed the company at a corporate level and also at a business-unit level, with each business unit being extensively assessed. The final feedback included both corporate and business-unit levels.

Post this year's TBEM Assessment, Tata AutoComp prepared action plans at a corporate level, after consultation with TBExG. Vital initiatives were identified at the corporate level for which interventions will be driven by Tata AutoComp's business excellence team. The action plans are aligned to the strategic themes and are linked to the corporate BSC for better execution and impact. TBExG is also helping in strengthening the business-unit level action plans through regular reviews with specific business unit and business excellence heads.

TBEM Internal Assessment

At Tata AutoComp, the internal assessment for individual business units is conducted to get more in-depth and business unit-specific feedback. The external TBEM Assessment process forms the basis of the internal assessment. A pool of 50+ certified assessors is involved in the internal assessment process.

A one-day workshop was conducted for the assessors before the start of the TBEM Assessment process. It helps them polish their skills, revise the concepts, and also understand any changes in the criteria. In-house assessors also provide the necessary support in the internal assessment.

The process goes through E&I every year. TBExG's inputs enable the addition of new initiatives in the process, whenever needed. The TBEM internal assessment process at Tata AutoComp has been recognised as one of the best practices.

Capability Building Programme

Capability building happens through the involvement of senior leaders, business unit heads, functional heads, and young managers in various capability-building programmes. The certified assessors go through various certification programmes, including the following, based on eligibility criteria:

- Advanced Programme for Leaders
- Subject Matter Expert Assessors Programme
- Experienced Assessor Programmes (EAP) and EAP Plus,
- Assessor Recertification Programme
- Business Excellence Assessor Programme

Graduate Engineer Trainees are acquainted with TBEM concepts in a phased manner over a month and a half, in a unique programme. An offsite for one day is also planned where they will be oriented on TBEM.

Best Practice Implementation

Every year, Tata AutoComp shares its best practices on the EDGE Portal. Last year,

50 employees
participated in
capability building
programmes

3 assessors
for Deep Dive
assessments of other
Tata companies

Tata AutoComp hosted an EPIC session on enterprise risk management, facilitated by Tata Steel.

Best practices and knowledge management are considered critical initiatives this year, and will be implemented with TBExG's support. The following best practices were selected and uploaded on the EDGE Portal this year:

1. Launching cadre-building to develop a robust leadership pipeline
2. Creating customer engagement through tech shows
3. Driving operational excellence through six sigma
4. TBEM internal assessment process

LEARNING AND SHARING

Tata AutoComp contributed to the Group's excellence journey in several ways:

- Participation of assessors in the external TBEM Assessment (four assessors — a team leader and others as members)
- Participation in Deep Dive assessments of other Tata Group companies (three assessors — a team leader and two members)
- Sharing best practices through EDGE
- Participation of the Business Excellence Head in various forums, including Business Excellence Heads Meet, Tata Network Forum, as a speaker. Approximately 50 employees from the company participated in capability building programmes and events like BEC and JRDQV
- Sharing Tata AutoComp's business excellence journey with business excellence heads of other Tata Group companies. •

TATA STEEL DOWNSTREAM PRODUCTS

OFFERING STEELY SOLUTIONS

ABOUT THE COMPANY

Tata Steel Downstream Products (TSDPL) was initially established in 1997 as Tata Ryerson Ltd., a joint venture between Tata Steel of India and Ryerson Inc. of USA. In 2009, Tata Steel acquired the entire equity of Ryerson Inc., to form Tata Steel Processing and Distribution (TSPDL), a wholly-owned subsidiary of Tata Steel.

In 2019, the Tata Group had set all companies on the course to 'Simplify, Synergise and Scale' their operations based on its strategy of 'One Tata'. The objective is to achieve peak performance and thereby improve the potential for value creation. It is with this objective that Tata Steel had in the past year initiated the consolidation of its downstream operations bringing future plans for Services & Solutions within the operations of the now Tata Steel Downstream Products.

TSDPL was the first entity to bring steel service centre solutions to Indian industrial customers. It is the first organised steel service centre capable of processing high-tensile steel in India. Such centres, a popular and time-tested concept in industrially developed countries around the world, was hitherto unknown to the value-seeking Indian industrial customer. With 10 large processing units, 13 sales and distribution locations, and a host of partners, including external processing agencies, suppliers and other stakeholders, TSDPL is India's largest steel service centre entity. TSDPL successfully laid the foundation of a new emerging industry and continues to follow its avowed mission of building a trusted and irreplaceable bridge between steel producers and steel consumers.

ELEVATING THE CULTURE OF EXCELLENCE

TSDPL regularly participates in TBEM assessments. The operational gaps identified through the assessments are appropriately acted upon and captured in the business excellence plan for review and governance. The last assessment was done in the year 2018, and the company is very close to crossing the magic figure of 650 and be recognised as an Industry Leader.


In the last couple of years, TSDPL has partnered with TBExG on enhancing business excellence capabilities of its senior and middle-level leadership. Twenty-three senior leaders underwent a programme on 'Embracing Business Excellence' in FY19-20.

TBExG facilitated Excellence Programme Implementation Champion (EPIC) sessions between members of Tata Steel and TSDPL, wherein the former shared some of its best practices in the area of customer complaint management processes, and determination of customer dissatisfaction.

In its effort towards building a high-performance work culture, TSDPL entrusted TBExG to conduct a culture study of its organisation. As part of this project, TBExG partnered with Organisation Culture Assessment Instrument (OCAI)-online, a validated tool for assessing organisation culture, based on computing values framework. TBExG also collaborated with subject matter experts in the field of Culture.



**23 senior
leaders
underwent
the EBE
programme**



**Participated
in TAAP
Assessments
and Learning
Missions**



**Hosted a
Learning
Mission for TNF
India - East to share
Best Practices**



**MD served as a
mentor in FY18
and FY19 TBEM
Assessments**



**MD participated
as a speaker in
the Leadership
Series Webinar**

The project was divided in two phases – an online survey and a qualitative phase. The project took around eight weeks to complete which included the online OCAI survey for employees across locations.

and also participated as a speaker in a Leadership Series Webinar, last year. Monika Agarwal, Chief (Business Excellence), has been leading TBEM Assessment teams, regularly, for several years now. ●

TSDPL also participated in the Tata Affirmative Action Programme (TAAP) Assessments, as well as TBExG-organised Learning Missions for knowledge enhancement and process improvement, in the last year. TSDPL also hosted a learning mission for TNF India - East to share Best Practices. The session held on February 7, 2020, attended by 22 participants from 11 companies, threw light on TSDPL's journey from its incubation in 1997 to its current stature, mission, vision and core values and company's performance over the last five years.

TSDPL's leadership team has been consistently involved in sharing critical insights about industry and business through the TBExG platform. Abraham Stephanos, MD, was a mentor in FY18 and FY19 TBEM Assessments,



TATA METALIKS

IRONING THE CREASES AWAY

ABOUT THE COMPANY

Tata Metaliks (TML) was founded in 1990 as a pig iron manufacturer. In 2007, it diversified into ductile iron pipes (DIP) manufacturing. With a market share of 19% in foundry grade pig iron, TML has its strong presence in the principal markets of East and North India. Tata Ductura, the DIP brand, within eight years, has become one of the top three DIP players in the country with a domestic market share of 13%. Going forward, TML will be working towards:

- Consolidating the gains of the last decade or so
- Maintaining vital business efficiency parameters, including margins
- Demonstrating Industry Leadership
- Implementing expansion project with automation elements
- Increasing capacity from 1.8 to 4 lakh tons per annum
- Digitisation and automation
- Converting the ideas into completed initiatives with a purpose to derive business benefits, for instance, the use of robots, on-line quality control, maintenance predictability, SAP integration, etc.
- Transforming Tata Metaliks into a learning organisation with effective learning and development interventions to improve engagement and also enable (business) improvements

ELEVATING THE CULTURE OF EXCELLENCE

TML accords very high importance to the TBEM Assessments and has regularly participated regularly. It achieved a score of 636 in the last TBEM Assessment, in 2019, giving it the status of an Industry Leader, a proud achievement. Three employees have been a part of the TBEM Assessment process.

The company believes that TBExG's capability building programmes go a long way in building the culture of excellence within the organisation. It has hence consistently engaged with TBExG in this area. In FY18, 24 employees were included in the Business Excellence Practitioners Programme. In the last three years, 18 employees have also undergone the assessors training programme, while one officer has undergone the Data Maturity Assessor Programme.


TML has engaged with TBExG consistently in the past, to learn about best practices in the areas of knowledge management, and inculcation of behavioural safety culture in the organisation. With TBExG's facilitation, TML also participated in APQC's Open Standards Benchmarking on strategies for human capital management. Six employees from TML were nominated to take part in the various Learning Missions organised by TBExG for knowledge enhancement and process improvement.

TML has also regularly participated in the Tata Affirmative Action Programme Assessments, organised by TBExG. In addition to this with

Sandeep Kumar, MD, TML, also addressed Tata Metaliks through the Leadership Series EDGE Webinars. TML has also shared two best practices with other companies in the Tata fold, through the EDGE Portal, in the recent past. These practices were about its risk management processes and skill development centre. ●



**Recognised
as Industry
Leader
in 2019**



**18 employees
have undergone the
assessor training
programme**



**MD
participated
in the Leadership
Series Webinar**

INDIAN STEEL AND WIRE PRODUCTS

HARDWIRING THE FUTURE

ABOUT THE COMPANY

Established in 1920, Indian Steel and Wire Products (ISWPL) became a Tata Steel subsidiary in 2003. ISWP makes wire rods, wires and TMT rebars as a downstream value producer for Tata Steel which accounts for around 75% of the turnover. It also produces electrodes, MIG wire and nails sold under its brand SPARK. The company aspiration is to double the turnover and profitability by the year 2024, while becoming most cost competitive in the rods, wires and rebar business, the leading player in the branded nails market and a preferred supplier of welding products to the Tata Group. Future plans include producing and commercialising Graphene developed by the Tata Steel R&D division.



The strategy workshop was very nicely conducted. It has thrown up quite a few things which otherwise were getting missed. A lot of engagement!"

NEERAJ KANT, MD, ISWPL

ELEVATING THE CULTURE OF EXCELLENCE

ISWPL participates regularly in TBEM Assessments to get holistic feedback into its operations and key insights into areas for improvement. The business excellence feedback is captured in the company's business excellence plan which undergoes regular reviews through the year.

The last TBEM Assessment was in 2018 and ISWPL is gearing up for the TBEM Assessment 2020 cycle. As an outcome of the Assessment, amongst other initiatives, ISWPL worked with

**MD served
as a
BE Mentor**

**2 TAAP &
2 TBEM
Assessors selected
for Assessment**

**Shared TAAP
best practice
on the EDGE Portal**

TBExG to improve processes for behavioural safety and innovation management through best practice sharing. Last year, the company engaged with other group companies to understand how good practices in vendor and innovation management can be internalised.

To achieve the company's stated vision and goals, ISWPL worked with TBExG in the arena of strategy deployment through Balanced Score Card methodology. A workshop was organised with the senior leadership team to identify appropriate key performance indicators. TBExG provided advice on cascading these measures throughout the organisation.

A big area of engagement with TBExG is learning and capability building. To build an organisation-wide culture of excellence, ISWPL has deputed 61 employees to participate in the Business Excellence Practitioners Programme. In the last three years, 12 employees have undergone TBEM Assessors training out of which two participated in assessments. To gain insights from benchmark organisations, the company nominated six employees to participate in Learning Missions.

Affirmative Action is taken very seriously in the organisation and it participates in the TAAP Assessment regularly. One of ISWPL's TAAP initiatives involves supporting girl children at Kasturba Gandhi Balika Vidyalaya, Potka Block (near Jamshedpur), on education and employability. This initiative is a success story and is considered a best practice in the Tata Group. ●

TATA MARTRADE INTERNATIONAL LOGISTICS

MOVING TOWARDS FUTURE-READINESS

ABOUT THE COMPANY

TM International Logistics (TMILL) was incorporated in 2002 as an international logistics provider formed as a joint venture company of Tata Steel, NYK Holding (Europe) BV, and IQ Martrade. The company can offer single window, end-to-end logistics solutions for dry bulk, containerised, breakbulk, and project cargo. It also offers a diverse portfolio of logistics services including port operations, shipping, freight forwarding, customs house agency, inland logistics, warehousing, ship agency, rail logistics and supply chain management. The company has two wholly-owned subsidiaries, ISL, Dubai, offering shipping services, and TKM Global logistics, offering freight forwarding services.

In 2019-20, it launched three projects, focused on people, process and technology, to become future-ready.



Thank you for providing an opportunity for our executives to participate in the process. It has been a great learning experience. We look forward to increased participation and contributions to TBEM."

ASHISH GUPTA, MD, TMILL

ELEVATING THE CULTURE OF EXCELLENCE

A regular TBEM Assessment participant, TMILL was awarded the 'Active Promotion of TBEM' award in December 2019, after it crossed the TBEM Assessment 500 score milestone.

Based on feedback of past TBEM Assessments regarding process standardisation and integration within various verticals, the company has engaged with Tata Consultancy Services for a business process re-engineering programme which is presently under implementation.

In the last few years, TMILL has partnered with TBExG for business excellence capability building. TBExG has also organised workshops for senior leadership to sensitise them to different aspects of business excellence, process maturity, etc. Twenty four senior leaders underwent a programme on 'Embracing Business Excellence' in 2019. The workshop was followed by discussions with individual CxOs on understanding the requirements of the excellence model and building a culture of business excellence.

The TBEM Assessment has resulted in TBExG engaging with TMILL for sharing best practices in the area of 'Customer Complaint Handling Process' in a B2B environment, as well as the determination of customer dissonance. A detailed discussion with subject matter experts of Tata Steel Downstream Products and Tata Metaliks helped the organisation improve its process.

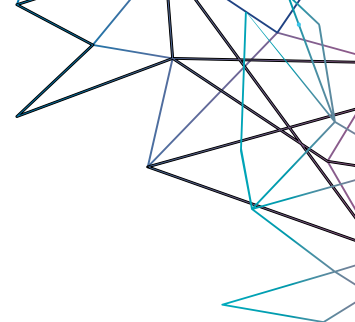


2 Best Practices on the EDGE Portal

2 Assessors for the TBEM Assessment 2019 Cycle

Based on the feedback received from the 2019 TBEM Assessment, TMILL has built the business excellence plan and will be partnering with TBExG to improve their processes in risk management, key accounts, benchmarking, and strategy deployment. The company has begun preparations in right earnest for participating in the TBEM Assessment 2020 cycle.

Apart from utilising TBExG's expertise for enhancing its business excellence framework, TMILL has also made contributions to the group excellence journey. It has shared two best practices on the EDGE Portal — compliance management and review system, and performance management for the temporary workforce. TMILL has also provided two assessors for the TBEM Assessment 2019 cycle. ●



OUR OFFICES

Mumbai

Upper ground floor, Fort House,
221 DN Road, Fort,
Mumbai - 400 001

Pune

TMTC Campus,
1, Mangaldas Road,
Pune - 411 001

Jamshedpur

1st Floor, State Bank of India Building,
XLRI Campus, CH Area (East),
Jamshedpur - 831 001

CONTACT US

Telephone: +91-22-66657701
Email: tbexg@tata.com



