

TATA BUSINESS EXCELLENCE GROUP

A white line-art icon of two human figures, a man and a woman, facing each other, positioned above the word 'CUSTOMER'.

CUSTOMER

ANNUAL REPORT **2021-22**

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OUR PURPOSE

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



CUSTOMER AT THE CENTRE

S PADMANABHAN,

Chairman - Governing Council, Tata Business Excellence Group

The year 2021 started with the recognition of Tata Power with the most coveted JRDQV and Industry Leader award and Tata Metaliks being recognised as an Industry Leader during the JRDQV function held on Thursday, July 29, 2021.

All our engagements with companies, recovered steadily and we moved on to a hybrid model of engagement. Our companies adopted this model in assessments, capability building, best practices sharing and improvement interventions, across the four pillars of excellence — Business, Safety, Data and Social.

In 2021-2022, Tata Business Excellence Group continued to put 'Customer' at the centre for all its engagements, as well as partner with Tata companies to ensure that it keeps adding value in areas of importance to them. Our offerings were customised according to the unique needs of

the company. This ensured that the outcomes of engagements were aligned with company expectations.

15 Business Excellence Assessments, 4 Data Excellence Assessments and 5 Social Excellence Assessments were conducted in 2021-2022. We continued to build capabilities in all the Excellence Frameworks. E-modules were extensively used through the Tata Tomorrow University. Our Improvement Interventions included 8 Process Improvement Interventions and 11 Best Practices Implementations. In the area of Safety and Health the emphasis was on digital intervention and hazard elimination.

TBExG also continued to leverage the Tata Best Practices Programme to conduct 50 webinars, upload 85 promising practices on the EDGE portal and facilitate 49 Best Practice sharing sessions.

Mentors, BE Heads, Assessors, Safety Heads, AA Champions, CIOs and CDOs continued to connect through various meets, which were organised in a phygital manner last year. These also included annual events like JRDQV, Business Excellence Convention, Mentors Meet, Mentors Presentation to the Chairman, BE Heads Forum, AA Champions Meet and Data Champions Meet. Tata companies across the world continued to leverage the Tata Network Forums, creating 15 virtual and in person touchpoints throughout the year.

In this annual report we have 11 customer stories highlighting the value they have derived and the experience they have had in their excellence journeys.

In the coming year, we look forward to continuing adding value, customise our offerings and deepen our connect with Tata companies.

GOVERNING COUNCIL

LEADERSHIP TEAM



Aarthi Subramanian
Chief Digital Officer
Tata Sons



Harish Bhat
Brand Custodian
Tata Sons



Puneet Chhatwal
MD and CEO
The Indian Hotels Company



S Padmanabhan
Chairman - Governing Council



NK Sharan
Senior Vice President



Sanjeev Singh
Vice President



Rajiv Sabharwal
MD and CEO
Tata Capital



T V Narendran
MD
Tata Steel



CK Venkataraman
MD
Titan Company



Deepak Deshpande
Vice President



Vinod Kumar
Assistant Vice President



Gautam Gondil
Assistant Vice President



S Padmanabhan
Chairman - Governing Council
Tata Business Excellence Group



CUSTOMER STORIES

Here's a list of Tata companies that TBExG has been supporting and helping in FY22

- **AirAsia India**
 - **Indian Hotels**
 - **Nelco**
 - **Tata Elxsi**
 - **Tata Chemicals**
 - **Tata ClassEdge**
 - **Tata International**
 - **Tata Motors**
 - **Tata Play**
 - **Tata Steel Downstream Products**
 - **Tata Technologies**
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AIRASIA INDIA

GIVING WINGS TO THE STRATEGY DEVELOPMENT PROCESS

Shareholding change necessitates review of strategy development processes



Catering processes revamped

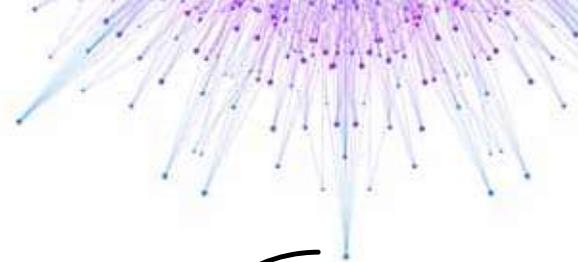


Taking a leaf from IHCL's continuous learning culture to improve the NPS



TBExG helps AAI adopt GPS development & cascade process and Balanced Score Card methodology





About the Company

AirAsia India (AAI) began operations as a joint-venture between AirAsia Group, Malaysia, and Tata Sons in 2015. As part of its long-term strategy for the aviation business, between 2015 and 2020, Tata Sons increased its shareholding in AAI from 30% to 84%. With this, AirAsia Group's involvement in the joint-venture's long-term strategy planning and operations declined. This prompted AAI to review and refresh its entire Strategy Development, Deployment and Measurement process. Eventually, the remaining stake was also taken over by Tata Sons in 2021, making it a 100% Tata-owned airline.

AAI wished to adopt the Balanced Score Card (BSC) methodology and modify it to its business needs in order to drive clarity of purpose among execution teams across all departments. Accordingly, the company reached out to TBExG to guide and support its strategy team in devising and implementing the GPS (Goals, Process, Success) Development & Cascade process.

Adopting the BSC Methodology

In March 2021, TBExG helped



As a young airline in the Tata group, AirAsia India has significantly benefitted from the support of other companies within the group, in their continuous improvement projects. TBExG has been instrumental in offering their expertise in sharpening our processes, helping us develop new ones and creating differentiators in our long-term growth!"



Sunil Bhaskaran, CEO, AirAsia India

AirAsia create and adopt the BSC methodology. This entailed:

- Conducting in-depth meetings with over 25 sub-functions to understand their role, evaluate their existing key performance indicators (KPI) and goals, and suggest any improvements in or additional KPIs, as applicable
- Linking the organisation's strategic objectives with team KPIs in a comprehensive manner so that all teams had clear visibility of the impact of their work on the company's overall performance
- Impressing upon all teams the importance of the GPS process and ensuring that every

initiative was linked to a KPI. The exercise enabled AAI to create a strong process for deploying its medium-term strategic initiatives. Today, the AAI teams use all the functional GPSs developed with TBExG to track their progress, and these GPS have also become a part of the CEO's monthly and annual reviews.

Revamping Processes across the Catering Value Chain

AAI also asked TBExG to support it in enhancing processes across its entire catering value chain. This covered catering processes from sourcing and procurement,

vendor management and catering operations to in-flight catering services and quality management.

TBExG has worked closely with the AAI teams to streamline the processes identified by them and implement the changes in a progressive manner. As a next step, AAI's process owners will modify and incorporate certain catering SOPs outlined by TBExG in the final process document.

Adopting the Continuous Learning Best Practice from IHCL

The Tata group's Indian Hotels Company (IHCL) has a pool of internal department trainers, which is responsible for instilling a culture of continuous learning within the organisation. AAI's learning and development (L&D) team adopted this best practice in June 2020 and established a team of trainers called Certified AirAsia Trainers (CATs) across all operations to conduct fortnightly sessions on Customer Centricity and behavioural concerns. The aim was to create a shared language of guest relations across all customer-facing roles.

AAI has had 62 CATs till date, who have conducted 25-30 hours of annual trainings per employee

across various customer-facing operations. As a result, the airline's net promoter scores (NPS) have tripled on parameters such as guest engagement, courtesy and attentiveness.

TBExG invited AAI's L&D team to share its experience of adapting the IHCL best practice to the airline business and talk about the resulting impact on its NPS and customer satisfaction level at an EDGE webinar.

NEW HOTEL OPENING PROCESS

Opening a new hotel is a long-drawn and complex process



With a new hotel opening every month on an average, there was a need to streamline the new hotel opening process and make it scalable



A TBExG Deep Dive was conducted using the SIPOC methodology to clarify accountability and speed up the scaling-up process



Finally, a New Hotel Opening Process Document was created to lay out standardised checklists for all functions, and to better manage responsibilities





About the Company

The Indian Hotels Company (IHCL) is India's largest hospitality-focussed company. Its brands include Taj, a hallmark of iconic hospitality; SeleQtions; Vivanta; Ginger; Qmin; and amā Stays & Trails.

Incorporated by the Tata group Founder Jamsetji Tata, the company's first hotel — The Taj Mahal Palace, in Bombay (Mumbai) — opened its doors in 1903. Today, IHCL's global portfolio spans 200+ hotels in 100+ locations across 10+ countries and four continents, 80+ spas, 400+ restaurants with several currently under development.

The company nearly doubled its annual revenues to Rs3,056 crore for FY21-22, and is ranked as South Asia's largest hospitality company by market capitalisation, with stock listings on the BSE and NSE indices.

Fuelling its growth story is the depth of expertise across business models and consumer segments. And this proficiency is strongly backed by a strong development team.

IHCL's flagship brand, Taj has been ranked The World's Strongest Hotel Brand in 2021 and 2022. It also has the dual honour of being

“

The project has been implemented successfully and has been of great benefit to the team. I would like to thank the entire TBExG team for the support, guidance and successful completion of the project. The team added tremendous value to the project. We are truly grateful for the amazing support and guidance received towards the successful completion of the benchmark process of new hotel openings.”

Rohit Khosla, Executive Vice President - Operations, North & West India, IHCL

India's Strongest Brand (across industries) in 2022.

New Hotel Opening

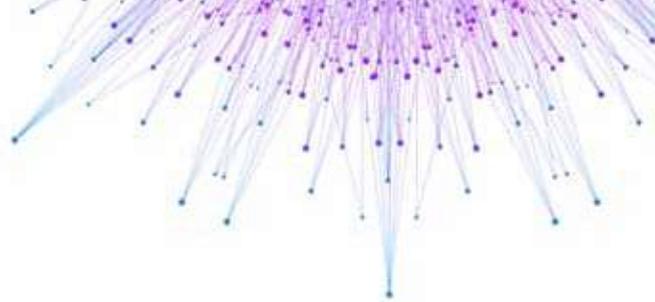
Opening a new hotel is a complex process, with a large multi-functional team working seamlessly to ensure that the hotel is commissioned on time, defect-free and within budget. It usually takes between six months and a year to implement all planned actions before the soft opening¹ of a hotel. This period is also known as the pre-opening phase. It is fraught with several challenges and opportunities where various stakeholders may encounter issues that could potentially delay the opening and add to the costs.

Here, the pre-opening team

works closely with the operations team to ensure that all identified snags are resolved. They go into intricate details, with hundreds of check points, to ensure a smooth and successful hotel launch — right from the preparation of a detailed pre-opening budget, to setting up of various systems across technology, recruitment, training, marketing, advertising and promotional activities, as well as ensuring that all legal and statutory compliances are met with.

IHCL's portfolio of hotels includes both owned and managed properties. For its owned hotels, IHCL handles the entire gamut of activities, from the construction of a green field hotel or the

¹A soft opening is when the hotel commences operations with some facilities being available to guests. This is prior to the official launch of the hotel.



rebranding of an existing hotel, to the pre-opening and subsequently handing over charge to the operating team. For managed hotels, IHCL provides technical guidance for construction/ rebranding, and also manages the pre-opening processes closer to the soft opening.

As part of the strategic intent to grow its portfolio, IHCL has been signing up a new hotel and commissioning one, every month. A need was therefore felt to streamline the existing 'new hotel opening process', and make it scalable to manage multiple hotel openings simultaneously, with limited resources in the allotted time frame and within budgets. There was also a need to create a review process for key milestones achieved by the project team and the senior leadership, to ensure proper governance and timely approvals, where required.

Deep Dive Process

To streamline the process, IHCL's Business Excellence team sought the help of TBExG, to facilitate the Deep Dive. Rohit Khosla (EVP Operations, North, East and West) with his over three decades of hotel industry knowledge, mentored the team. As a first step in this Deep Dive, members of the

pre-opening team interacted with IHCL's senior leaders (ExCom) in a phygital workshop. Here, the IHCL ExCom members shared their expectations from this Deep Dive, based on the current process and areas of concern. The project methodology was derived and shared, and a basic project plan with timelines was created.

Based on the workshop feedback, the following areas were identified as the final outcome of the Deep Dive:

1. Process simplification in removal of redundant steps and gap closure
2. Scalability of the process
3. Owner/partner management through the partner lifecycle
4. Fire and life safety

Process Simplification

When the project team detailed every sub-process they manage, they realised there were a lot of interdependencies within and between these sub-processes. The Suppliers, Inputs, Process, Outputs and Customer (SIPOC) methodology was instrumental in helping identify these interdependencies and also served to highlight gaps in the process that could potentially delay the process. Over 800 SIPOCs detailing every activity were created, and

these became the starting point for the process improvement journey. These SIPOCs also helped identify non-value adding activities.

An interesting outcome of the SIPOC was the spotting of 'no man's lands', where certain activities had no defined owner(s). This helped define clear accountability for delivering on the various components of the process. The SIPOC also aided in sequencing the process logically, and in identification of activities that could commence irrespective of other parts.

After the completion of this activity, all team members were able to see the process end-to-end and the role they played, and how their function contributed to the big picture. With this, they were able to tweak their processes to meet internal customer and other stakeholder requirements. Once the process was sequenced logically, phases with 'stage gates' were established. Reviews with key stakeholders were set up at each stage gate, where the progress on the pre-opening would be reviewed, thereby also allowing for early alerts on delays, cost over-runs, etc.

Key non-negotiable activities within

each phase were identified, ensuring that if these were not completed the project would not proceed to the next gate. This also helped improve the overall communication process by enabling joint reviews with the hotel owner, the Project Review Committee, etc. Detailed checklists were prepared for each function, thereby enabling them to plan each step of the sub-process meticulously and to mitigate potential challenges. This simplified the processes, since the process owner had full visibility of the processes and their interaction with other processes from other functions, ahead of time.

While this project was being rolled out, a pre-opening hotel was identified where the project team tested these changes. This Beta testing on a live, pre-opening project helped modify the process in real time making it more robust and effective.

Scalability of the Process

A simplified process with clear visibility of the timelines and checklists enabled standardisation of the pre-opening process and made it scalable. Armed with these, it was now possible to track and

manage more than one hotel opening, simultaneously. This new process was capable of moving from opening one hotel in a month to opening a hotel every two/three weeks — a need that was expressed by the ExCom. The documentation also aided in creating a repository of the process with all checklists and artefacts, thereby allowing the process to run agnostic of the people involved.

Owner Management

Given that IHCL was growing through management contracts, securing the owners' confidence and protecting their interests were tantamount. This gave rise to two sub-projects — creating an Owner Management manual and streamlining of the handover-takeover process between two General Managers. Both projects were carried out by a separate team, with one member overlapping from the core Deep Dive team.

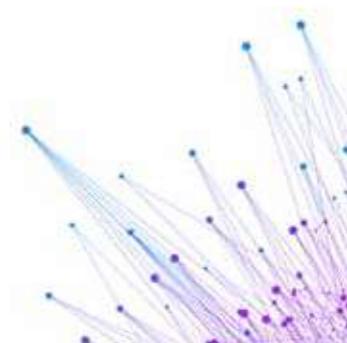
Fire and Life Safety

The existing pre-opening process had safety checks built in. However, the ExCom expressed a need to ensure that these checks were more robust, and were a part of the non-negotiable steps of the relevant stage gate.

The Corporate Safety team was entrusted with evaluating and improving these checks. The existing steps of the safety checks were evaluated. Responsibilities for identifying and rectifying safety infrastructure were established. Any exceptions allowing the process to move ahead of the stage gate despite safety concerns required a sign-off from the Project Review Committee. Again, detailed checklists were created to ensure safety checks at different stages of the project construction till the post commissioning stage.

Deep Dive Output

A New Hotel Opening Process Document has been created, which also contains standardised checklists for all functions, to better manage and track their specific responsibilities. A suitable application to automate the entire process for effective administration needs to be identified. This will also serve as a repository of good practices from past projects that can be used for future projects.



NELCO

AT AN INFLECTION POINT ON THE GROWTH TRAJECTORY

To encourage engagement during the pandemic, TBExG curated a customised application structure for Nelco, in its first external assessment in years



TBExG extended support to Nelco for further enhancing its strategic objectives and to initiate a continuous improvement journey



About the Company

Nelco is a focussed satellite communication (Satcom) service provider serving the Enterprise, Government, Aero Inflight Connectivity (IFC) and Maritime communication markets. The purpose of the company is to offer ubiquitous data connectivity solutions in the markets which are unserved or underserved in terms of telecommunication infrastructure, across the country covering the remotest areas and most difficult terrains. For the Enterprise sectors some of the key segments served are ATMs, offshore oil & gas exploration, renewable energy, distance education etc. Nelco has established itself as a leader in Maritime and Aero IFC Services in India and offers in-flight connectivity on aircrafts and communication to a variety of maritime vessels in the Indian waters.

The company's philosophy is to be technology-agnostic and it continuously strives to adopt the Satcom technologies best suited for customer requirements through global partnerships. Nelco has built a strong position for itself in the Satcom industry by forging partnerships with

leading global satellite ecosystem players. Nelco is also amongst the founding members of the Indian Space Association (ISpA), an industry association of space and satellite companies which aims to complement the government's efforts in making India a global leader in space applications.

Nelco operates in a niche industry, which is going through a global technology innovation curve and a major regulatory transformation in India. This provides an opportunity for multi-fold growth for the Satcom industry. Due to these developments and the leadership position that it has attained in the market, Nelco is currently at an inflexion point on its growth trajectory. TBExG has extended strategic support to the organisation to initiate and implement Business Excellence initiatives aimed to further accelerate the pace for achieving its goals.

Business Excellence Journey

TBExG worked closely with Nelco on its Business Excellence journey and enabled the company to conduct its first Business Excellence assessment in 2021. Nelco has been looking

at Business Excellence as an enabler to manage the pace and complexity of profitable growth, ensuring that the company has the right set of processes, capabilities and culture from a future-readiness perspective. The focus has been on aligning the way of thinking in the company to the TBEM philosophy. With the first experience being crucial to building a momentum, the endeavour of the company was to make the TBEM experience delightful and insightful for all its stakeholders.

A customised application structure and a very experienced assessment team curated by TBExG for Nelco ensured that the first assessment experience was truly enriching. The assessment was conducted at the peak of the pandemic's second wave, which was the most challenging time in personal and professional lives for most people. The assessment was a true testament to beating all odds for everyone at Nelco as well as the TBExG assessment team.

For Nelco, the journey of Business Excellence assessment revealed that an ocean of knowledge and experience resides within the Tata group and while the



company may be part of a niche and unique industry, it can cross-leverage, adopt and adapt best practices from across the various companies of the Group.

Engagements & interventions

With the conviction that Business Excellence is not just a framework to achieve process robustness but also an enabler to achieve the strategic objectives of the company, Nelco initiated a series of interventions leveraging the best practices from the Tata group, some of which are as follows:

- Nelco is essentially technology agnostic and continuously strives to adopt latest Satcom

- technologies through global partnerships. TBExG facilitated best practice sharing sessions between Nelco and Tata Autocomp, for whom Inorganic growth and partnerships have been at the very core of the growth strategy
- Seeking a specific Payment Gateway Solution for its Aero inflight connectivity services and with such a solution not existing in India, Tata Unistore connected Nelco with the right set of companies who could build a customised solution
- Enabling a structured Branding & PR programme for the company, TBExG introduced the company to Tata Technologies for Nelco to learn

- from their journey, the pitfalls and leverage the learnings and start at the next pedestal
- With learnings from Tata Capital, Nelco has created an overall long-term HR strategy with deeper and structured business linkages. Various frameworks on competency management, framework, training effectiveness, productivity measurement and employee engagement are being implemented
- TBExG also had an in-depth engagement with Nelco to understand the business context of the company and provided recommendations for making the Strategy Map for the company and individual businesses. Insights on overall strategy deployment has made the process much more robust
- To inculcate a safety mindset and culture, the company has also initiated a Safety Deep Dive through TBExG and the implementation of the recommendations is underway



Our first assessment has been an incredible journey of learning with an outside-in perspective. Taking advantage of the vast knowledge pool of the Tata group, Nelco has benefitted immensely from the Business Excellence journey, and this will further help the company in achieving its vision.”



P J Nath,
MD and CEO, Nelco

Adapting the philosophy to ‘Touch base with the best’ is helping the company in many areas by leveraging the group synergy. It is in fact a case in point towards the leveraging of the Business Excellence journey with an open



mindset. Nelco also reaped the benefits of TBExG's Business Excellence capability building programmes. The company also encourages its employees to participate in the Business Excellence Assessor Programme (BEAP), Data Excellence Assessor Programme (DEAP) and the Subject Matter Expert Assessor Programme (SMEAP).

The Way Forward

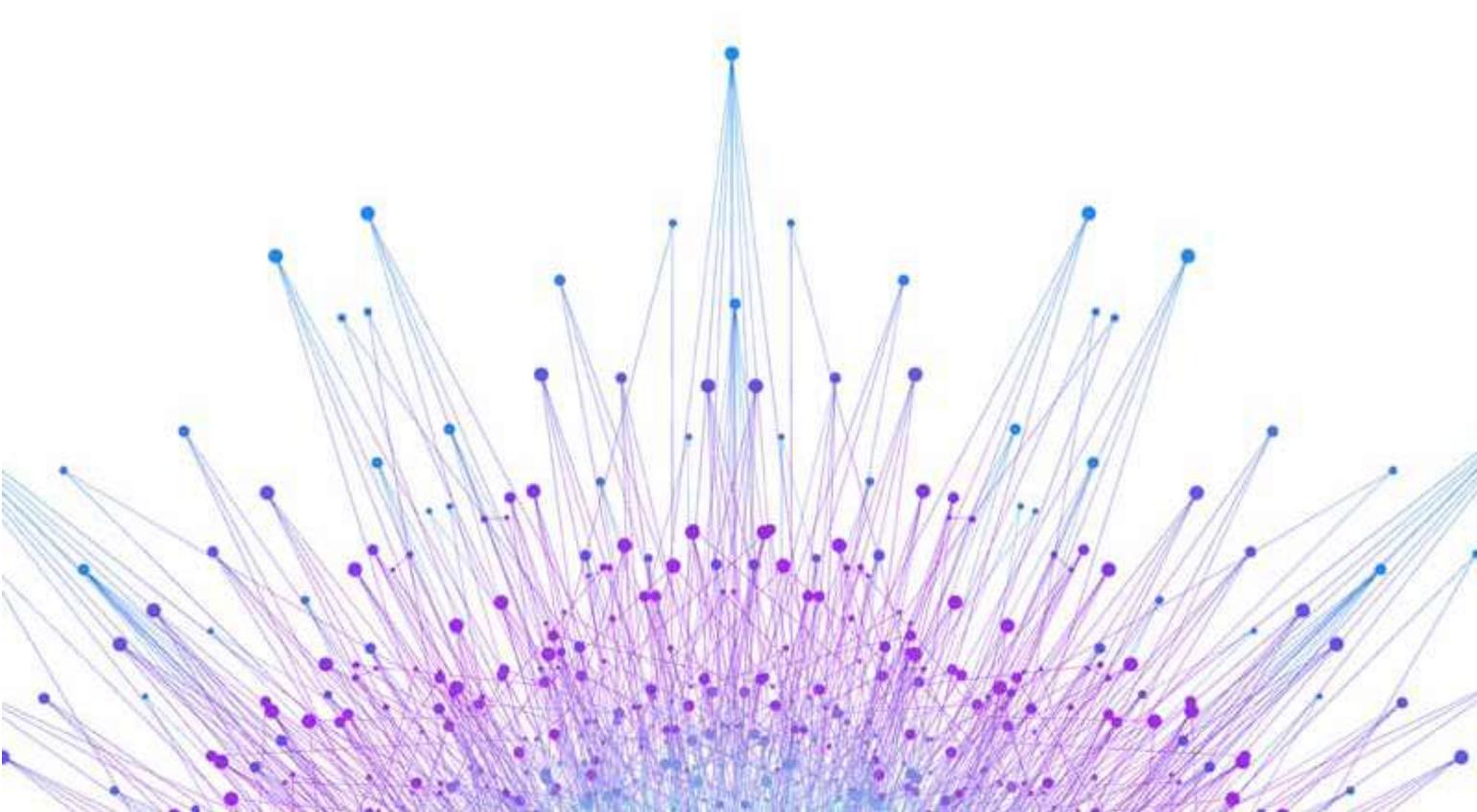
Going forward, Nelco has a vision for its Business Excellence

journey across three key blocks:

- To accelerate its drive towards continuous improvement and Business Excellence, Nelco intends to ingrain TBEM as a part of the organisational DNA and leverage it as a tool to drive improvement and growth
- Business Excellence Assessment culture is an intensive platform of knowledge sharing among Tata companies. Nelco aims to leverage Business Excellence as a mode for collaboration with

group companies, leverage best practices and build on them rather than trying to reinvent the wheel, wherever possible

- Nelco recognises that the process enables an outside-in perspective and is enriching for the assessors as well. The company also sees Business Excellence as a tool for people engagement at a group level and would continue to encourage higher participation from the employees



DEMOCRATISING CHANGE

Objectives and Key Results was chosen as the key vehicle across Tata Elxsi during the organisational transformation



A Sustainability Strategy was formulated under the guidance of TBExG to focus on ESG and economic growth



About the Company

The Business Excellence journey at Tata Elxsi had reached a tipping point, with every unit being empowered with the fundamentals of excellence. This fast tracked the rate of change across the organisation. The leadership focused on systems thinking and enhancing leadership and management capabilities across the organisation.

Earmarking Areas of Focus

Under the guidance of TBExG, the various levers that the organisation worked on were:

- Creating the vision for change
- Increasing the level of dissatisfaction with the status quo
- Reducing the resistance to change
- Implementing necessary processes to overcome the resistance to change

The leadership team led by Manoj Raghavan, MD & CEO, set out a vision for the future that aspired for industry leadership across market, financial and operational performance. The vision included reimagining a new organisation that would take advantage of the

market opportunities, counter external threats and overcome organisational shortcomings.

Taking ACTION

The company created a set of values – Agility, Confidence, Transparency, Improve Collaboration, Ownership and Nurture Learning & Growth (ACTION) – as the guiding principles that would aid this transformation. This reimagining exercise was facilitated by TBExG with a comprehensive approach that included various stakeholders and different layers of the organisation.

The vision and values galvanised the whole company into

action. A culture that had a deep external focus and differentiation was evangelised across the organisation. Higher order of understanding across the employee spectrum on competition, market landscape, opportunities, challenges and missed prospects created a sense of dissatisfaction with the status quo.

Best Practice Sharing

EDGE portal and best practice sharing facilitated by TBExG was instrumental in realising these possibilities. The organisational support during the pandemic crisis brought out the best in all the employees and furthered performance standards.

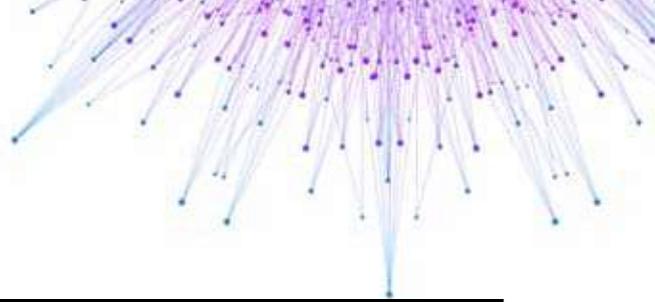


We have found a partner in Tata Business Excellence Group. Various process owners in Tata Elxsi worked along with the executives at TBExG to excel in their respective areas which contributed to our transformation."



Manoj Raghavan,

MD & CEO, Tata Elxsi



Getting to Work

Standards were set for fast tracking change management and meeting stretch goals. Objectives and Key Results (OKRs) was chosen as the key vehicle across

the organisation. Further:

- Cross-functional teams volunteered for enabling the needed changes
- Newer systems that included learning and development

practices (viz., Learning Centre) were instituted for all employees advocating improvement and innovation, leading to product, process and organisational innovation

- IPs and POCs were being taken up that extended the organisation’s known capabilities
- A Sustainability Strategy was formed with goals on environment, social and governance complementing the economic growth

“

The intellectual ability to fittingly apply the TBEM framework, according to the nature, size and state of business, is very important for the effectiveness of the BE Heads role and TBExG enables this elegantly.”



Dr. Sajiv Madhavan,

Head - Business Excellence, Tata Elxsi

People Practices

In parallel, there was a greater attention to employee health

Agility
Confidence
Transparency
Improve collaboration
Ownership
Nurture learning & growth

and wellbeing to overcome the shock and disruption caused by the pandemic. The body of guidelines by TBExG on data, social and Safety Excellence in addition to the Business Excellence framework, provided a rich platform in planning all the required processes for change.

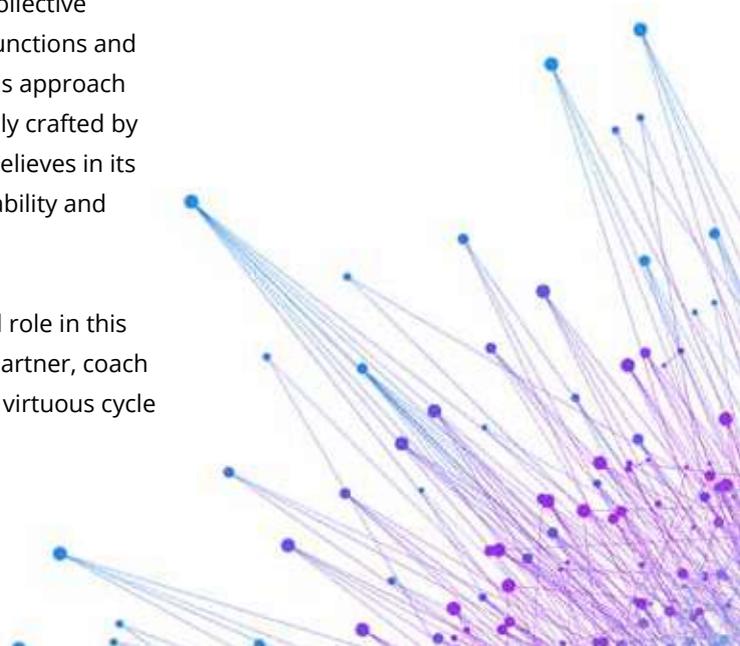
- **ExponenTEL** an HR initiative was launched to enable transformation in people processes, which resulted in addressing the resistance arising out of loss of identity, competence, relationships and rewards that are typical of an organisation under

transformation

- The **HR SMEAP** training provided by TBExG aided the function in ably handling this transition

Tata Elxsi's current transformation is powered by the collective contribution of all functions and people involved. This approach has been successfully crafted by its leadership that believes in its people, their adaptability and learning agility.

TBExG played a vital role in this change by being a partner, coach and mentor with its virtuous cycle of excellence.



TATA CHEMICALS

RESPONSIVE, RESILIENT, RESPONSIBLE

The safety of people at all levels of operations is at the core of TCL's human capital and is closely tied to its sustainability and strong operational performance



TCL is infusing human capital with the best talents across generations, nationalities, cultures, ethnicities, skills and capabilities



About the Company

Established in 1939, Tata Chemicals (TCL) is a global company with more than 50% of its revenue coming from operations outside India. The company serves customers across 40+ countries in five continents. For more than 80 years, TCL has operated with a sense of purpose to play an active role in shaping a better world. It progressed from a manufacturing-based entity to a science and innovation-led entity. Over the past two decades, the company acquired many businesses, seeded multiple new businesses and created an extensive global footprint, manufacturing capacities and employment opportunities. Its efforts are strengthening the business model and positioning them to create value for its stakeholders at economic, social and environmental levels.

TCL participated in the TBEM assessment process this year. The assessment serves as a pivotal framework across TCL's entities and geographies to gain insights into its performance and receive valuable inputs into areas the team can focus to improve their culture



TBEM serves as the foundation of our commitment for achieving world class performance across all dimensions. As a learning organisation, we are further strengthening our approaches and benchmarking with the best in the world, based on the insights we have gained, as we progress steadfastly on our mission of Serving Society through Science.”



R. Mukundan,

MD & CEO, Tata Chemicals

of excellence and progress towards becoming a world class organisation.

Resilience in a Challenging Environment Focusing on operational excellence and quality leadership

TCL is continuously investing in best-in-class technologies across its plants to ensure optimum operational and supply chain efficiency, quality excellence and highest health and environmental safety standards. This is strengthening its reputation as a reliable supplier and enhancing cash generation.

- Sharper focus on process

safety and risk management

- Achieve operational excellence through cost optimisation and throughput increase initiatives supported by Project ACE (Agile, Competitive, Excellence), digitisation/IIoT (Industrial Internet of Things) of plant operation, power of 10 cost savings and ROCE improvement programme
- Maximise operations to meet encouraging demand revival
- Continue to reduce carbon footprint of operations
- Run safe and sustainable operations profitably
- Optimum utilisation of all assets and plants
- Cost efficient manufacturing

Building competitive edge with innovation

The company's innovation leadership stems from eight decades of science knowledge. The expert team of 220+ scientists are continually undertaking research and collaborating with global institutions and academics to develop better products for delivering value to customers and focusing on next gen cutting-edge technologies such as performance material synthesis, polymer sciences, nanotechnology, biotechnology including fermentation technology and molecular breeding. These innovations ensure that the business is science-differentiated and sustainable in the long run.

Strengthening people, assets and environmental safety practices

The safety of people at all levels of operations is at the core of TCL's human capital and it is closely tied to its sustainability and strong operational performance. Guided and governed by the Tata Code of Conduct, best practices and technologies have created a world class workplace.

Safety priorities and goals, embedded with the reinforcement of safety leadership for achieving Target Zero Harm driven by Zero Harm to people, assets, and the environment form one of the core values at the company. This incorporates reduction of injuries to employees, ensuring reliability and longevity of assets, and lastly environment-friendly business practices.

Building a diverse, future-ready workforce

TCL is infusing human capital with the best talents across generations, nationalities, cultures, ethnicities, skills and capabilities. Alongside, it is re-engineering learning and development and talent management to have a future-ready workforce. This advantage drives its long-term growth and maximises value creation in a transformed business landscape.

It is primarily focused on building resilience and well-being of employees. Keeping with the future-ready capabilities, the company is ensuring continuous learning to enable its people to upskill

and reskill for their roles by imparting contemporary concepts through digital learning platforms. Migration towards a multi-generation workforce and digitised HR operations are being actioned in a phased manner.

Contributions to the Group's Excellence Journey

The following sessions were conducted by TCL for group companies through the EDGE webinar platform:

- **Planned Exit Strategies:** A lesson in how TCL was able to exit from some of its CSR projects without impacting the project and ensuring continuity
- **Business Models for Sustainable Circular Economy:** Understanding how TCL practices the circular design thinking approach in practice, with relevant examples

In addition, TBExG enabled a number of best practice sharing sessions by TCL with some of the group companies:

- NPS process – Tata Steel shared their best practices in NPS with TCL
- Vendor evaluation process –



A holistic process on how TCL identifies its vendors overall on its quality of service was shared with Tinplate Company of India

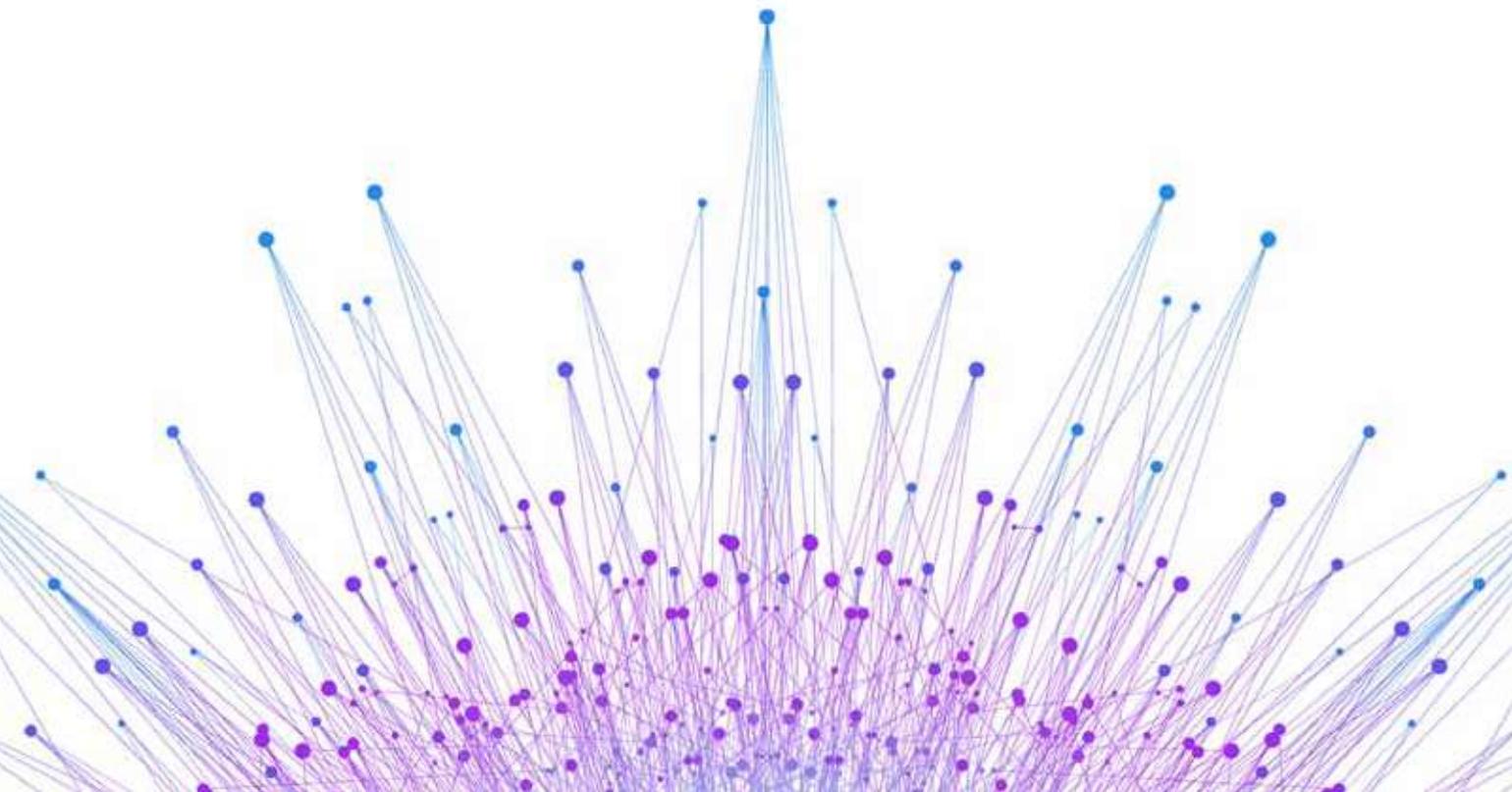
- Knowledge management – The process of capturing and disseminating knowledge was shared with Tata International. A related area on how the

tacit knowledge of retiring employees is captured was shared with Tata Steel

- Learning and development – The overall process of capability building and development was shared with Tata International
- Intellectual Property Rights (IPR) – The IPR process was

shared with Jamipol

TCL also shared their best practices on Social Excellence through a social impact analysis initiative which measured the various techniques being used to evaluate the impact of TCL's social projects in the society.



COMMITTED TO EXCEL

A structured idea generation platform developed in collaboration with TBExG generated over 600 ideas, of which about 160 have been taken up for implementation



TCE's first assessment, supported by six TBExG external assessors, enabled energising of the organisation, building capabilities and enhancing the organisation's agility



About the Company

Tata ClassEdge (TCE), an organisation committed to improve the effectiveness of education systems in India, executes learning outcomes for K-12 classes through innovative and high-impact digital learning products, solutions and services.

With a highly energised team of multi-disciplinary specialists, TCE is constantly innovating in the areas of pedagogy, technology and content in an effort to enhance the learning experiences for CBSE, ICSE and various state board schools in the K12 education landscape in India. TCE began commercial operations from FY11-12, became an independent division/SBU of TIL from FY14-15 and has, since its inception, completed 11 years in its journey to provide digital products and services to K-12 schools and students.

Today, TCE is a part of more than 1,600 private schools and 200+ government schools, thereby covering over one lakh teachers and 1.4 million students across India. Tata Studi, a learning application launched last year, has been well received by students and parents for its innovative features such as

“

The last two years have been extremely challenging for TCE due to the Covid-19 pandemic, especially in the context of K-12 schools in India. TCE has partnered with TBExG to leverage this period in terms of laying down stronger systems towards people-led as well as process-driven approaches.”

Milind Shahane,

CEO, Tata ClassEdge

the adaptable Studi Planner, a Big Idea oriented approach to studies, progress tracker and learning approach based on science of learning.

Strong service capability and a solid framework of learning design is key to TCE's success, since it provides an array of products and services to a widespread customer base. TCE focusses on creating value for its stakeholders by fostering a work culture that promotes Customer Centricity and excellence. Being flexible, agile, collaborative and efficient is at the core of TCE's culture.

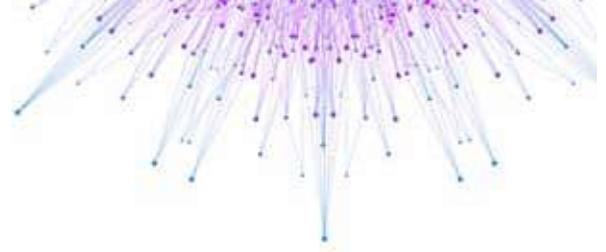
The Journey Towards Excellence

Focused on building a culture of continuous improvement and

fostering an environment that enables innovative thinking, TCE actively collaborates with TBExG to understand the best practices around continuous improvement within the Tata group.

Under the guidance of the TBExG team, TCE undertook a Strategy Deployment learning exercise to deepen the use of BSC. The aim of this improvement intervention was to drive strategy deployment across the organisation by articulating the strategy in clear metrics. This was done by developing a clear BSC, by conducting conversations with the leaders and CEOs. The system would enable the application of strategy on a continuous basis i.e. the tool was aimed to not only be





a standalone metric but also help drive performance over a prolonged period. While TCE was already using BSC, TBExG helped the company enhance its application, as well as scale it up across the organisation.

Based on the learnings from group companies like Tata CLiQ, Tata Play, Tata Teleservices, Titan and Tata Steel, TBExG guided TCE through the following key initiatives:

Structured idea generation

A platform for idea generation was extended to employees and partners to develop an idea sharing and benchmarking practice. The TBExG team listened to the employees from different Tata companies to develop a repository of ideas. Ideas were generated from Tata Play's top-down, bottom-up approach towards identifying improvement projects. So far, two such cycles have been completed and over 600 ideas have been received, out of which close to 160 ideas have been taken up for implementation in the short to medium term.

Continuous improvement projects

The idea generation, along with

other activities undertaken by TBExG, fuels the development of continuous improvement projects. Quality has become one of the cornerstones in the journey of Business Excellence at TCE. To give impetus to this, CIPs are deployed across functions where short duration improvement projects are undertaken in order to address the existing pain points of customers, reduce inefficiencies of the processes and enhance the product and service offerings to the customers. Further, the team also made it a point to learn from the mistakes of other companies to ensure those errors were not repeated in the execution of the projects.

Expert talks

Inspired by Tata Teleservices' 'Q Talk', the TCE team developed a platform where experts in subjects like innovation, TQM, etc. within the Tata group, are invited for fireside chats. S Padmanabhan, Chairman - Governing Council, TBExG, was the first leader to be invited for the Expert talk. The perspectives gained gave a positive momentum to TCE's excellence journey.

Leadership EDGE Webinar

Milind Shahane, CEO, Tata ClassEdge, conducted a

Leadership Series EDGE Webinar on 'Need for Agility to Face Change', on March 16, 2022. He spoke about how structure and process are key enablers to agility which is essential for organisations to succeed in today's rapidly changing business landscape.

TBEM Assessment

TCE adopted ISO 9001, 27001 to build rigour and decided to participate in the TBEM assessment. TCE's first assessment, supported by six TBExG external assessors, was very valuable in terms of energising the organisation, building the organisational capabilities and thus enhancing the organisation's agility. Preparing for the assessment helped TCE identify areas of improvement. The key themes identified and the final recommendations have been insightful.

Some of the initiatives resulting from this journey are:

Agility: Focussing on improving key process SLAs related to cycle times as part of Speed of Execution review, has shown notable improvements. The benchmarking with competition

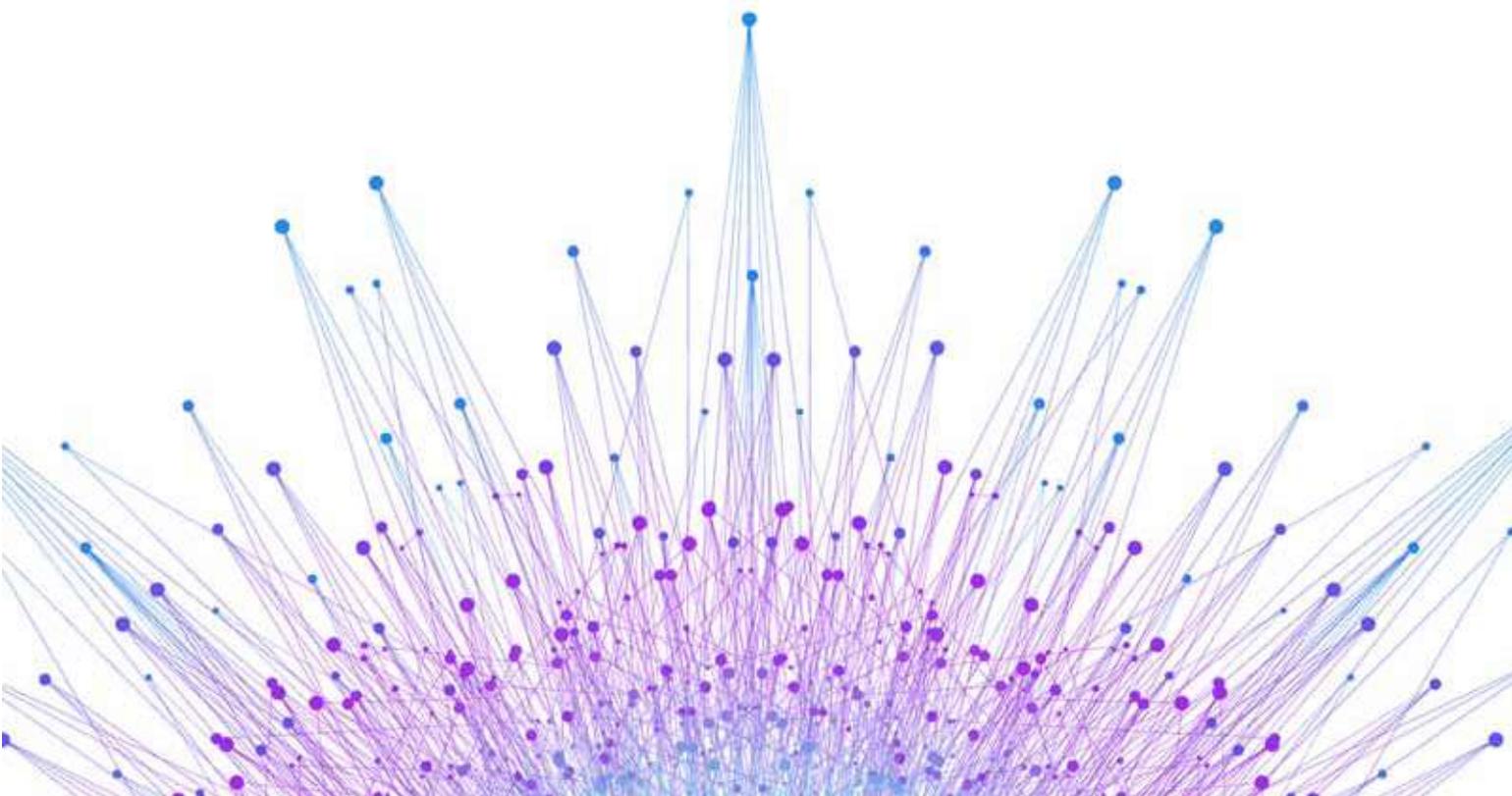
has led to a clear indication in terms of being the best-in-class in service parameters.

Competition Intelligence & Market Intelligence

Tracking Systems: TCE has

institutionalised the CITS and MITS systems. This has resulted in providing systematic insights for the business verticals to formulate its responses to the dynamic changes in the environment.

Knowledge Management Deployment: Building case study repositories across functions has been initiated as a part of developing a knowledge management repository.



TATA INTERNATIONAL

AGILE. FOCUSED. STRONGER THAN EVER

The TBEM assessment identified crucial KPIs and a detailed plan was formed, targeting more than 50+ KPIs by the end of August 2022



Around 100 employees participated in capability building programmes for FY22



The Data Maturity Assessment helped identify 15 focus projects and build a detailed action plan



20+ sessions with eight member teams held across functions for the Data Maturity Assessment



About the Company

Tata International is a premier trading, distribution and manufacturing company with a network of offices and subsidiaries spanning more than 27 countries in Africa, Europe, Middle East, Latin America and Asia. The company's key businesses include Metals Trading, Minerals Trading, Agri Trading, Leather & Leather Products and Distribution. Strongly driven by Customer Centricity, the company has, over the years, formed strategic alliances and partnerships with market leaders that has reinforced its role as the preferred partner in international trade and business. It aims to be a responsible value creator for all stakeholders and be the most reliable global network for customers and suppliers, while aiming to be a globally significant player in each of its chosen businesses by 2025.

Being on a growth trajectory with aligned systems and processes, the support extended by TBExG to Tata International has been noteworthy. TBExG facilitated several Business Excellence initiatives aimed at adding value in the multi-functional, multi-business and multi-locational operations of the company.

“

Tata International's future will witness even more energy, which I believe is required to reach the next milestone in our Business Excellence journey. It is the high level of engagement and the infectious energy on display that has made this remarkable performance in the assessment possible. Kudos to all involved!”



Anand Sen, Managing Director, Tata International

Customised Enterprise and BU TBEM Assessment

Tata International formally launched its TBEM Assessment in August 2021. The event, conducted over 24 weeks, was driven by Anand Sen, Managing Director, Tata International. The 2021 assessment was modelled on the evolved version of the 2020 TBEM assessment model of Tata Capital and Tata Power and the groundwork prior to the TBEM assessment included initial brainstorming meetings with the Business Excellence (BE) team of Tata International. This resulted in detailing the contours of the assessment, planning and setting aside man-days needed for each cluster, considering the diversity in sizes and complexities of the clusters. A Team Leader (TL) and Deputy Leader (DL) for the enterprise assessment and each

cluster, respectively, were part of a unique approach adopted for the assessment. Moreover, the TL and DL of each cluster were associated with the Enterprise Assessment team, ensuring continuity and consistency.

Formally launched in August 2021, the process comprised of:

- Application writing
- Internal awareness campaigns
- Presentations
- Meetings with assessment teams
- Providing supporting documents

The teams in all the three clusters – Trading, Manufacturing and Distribution – as well as the enterprise unit helped the assessment teams complete their business understanding and site visits through approximately 75



meetings. The assessment team also met Mr Sen to understand the enterprise-level strategy.

The business performance assessment process is aimed at reflecting on the systems and processes and reinventing the wheel wherever necessary, from an external perspective. TBExG went on to conduct a unique customised enterprise and BU assessment.

The gruelling and remarkable assessment concluded on a high note, with feedback received on each cluster and enterprise on key themes.

“

What gets measured, gets managed. In order to start the journey to build a data-driven organisation or to build an actionable dashboard, one needs to understand where they stand. TBExG helped us understand our actual position and gave us a structured path to move in the right direction. I greatly appreciate their method and model. This will help Tata International to initiate the journey towards being a data-driven organisation.”

Zahira Huda, Head - IT, Tata International

“

The assessment exercise made us critically evaluate ourselves and relook at the underlying assumptions of many of our processes.”

Manish Kumar, Head - HR, Tata International

Data Maturity Assessment (DATOM)

Another key aspect of excellence is Data Maturity. A significant amount of data that was being generated, needed to be optimised. The objectives of a ‘data lake’ for the organisation or even analytics projects required

an assessment of the current state. Amidst the pandemic, TBExG stepped up with their reliable and detailed process to conduct a Data Maturity Assessment (DATOM).

The DATOM acted as a mirror to highlight the improvement opportunities such as identifying the low hanging fruits, long term strategy and dispersed strengths that could be extrapolated to other areas.

The exercise helped define a detailed action plan with more than 15 small and large projects such as:

- ERP refresh
- Master Data Management processes
- Building a Data Lake
- Exploiting the existing capability around Qlik platform

It helped businesses get actionable dashboards to help with their daily reporting needs.



The assessment efficaciously helped identify the first advanced actionable KPIs with a detailed plan that included targeting more than 50 such KPIs by the end of August 2022.

Capability Building Programmes for FY22

To increase awareness about TBEM and generate greater appreciation for Business Excellence within Tata International, capability building workshops were organised in FY22 in collaboration with TBExG. Around 100 employees participated in various training programmes, such as:

- **TBEM Orientation** workshop for the leadership team (new entrants in the last two years) to acquaint them with TBEM and its relevance to Tata International
- **Business Excellence Assessors Programme (BEAP)** to propel Business Excellence champions in all the businesses. Five employees qualified with performance grade 'Gold' standard and two employees qualified with performance grade 'Silver' standard
- **Business Excellence Champions Programme (BECP)** specifically for the leather products team. Teams



“The unique method of Enterprise + BU TBEM assessment helped us gain deep insights at the BU level as well as key cross-vertical action points at the enterprise level. Constant engagement and support from TBExG shortened our learning cycle and broadened our thought process. We will continue to look at opportunities of learning from other Tata companies through various such interventions.”



Rajan Somvanshi, Head - Business Excellence, Distribution and Products for Aluminium Industry, Tata International

have picked up live business projects that are being supervised by the leather products leadership team

Best Practice Sharing Sessions

During April-May 2021, TBExG facilitated Best Practice sharing sessions on Knowledge Management with three Tata companies. In these sessions, Tata Chemicals, Tata Power-DDL and Tata Steel shared their respective practices that helped define the objectives to suit organisational needs and identify ways to leverage resources for the sharing and

consumption of knowledge residing in multiple pockets across the organisation. A cross-functional team and internal SMEs, envisioned arK — Tata International's Knowledge Management System — as a tool to promote a learning culture in the organisation. The best practices shared helped identify relevant features to address the unique knowledge needs of the organisation.

TBExG interventions allowed Tata International to extend its best practices on Customer Complaint Management with Tata Technologies in August 2021.

TATA MOTORS

RAISING THE BAR

**10 TBExG
workshops (EAP, EAP+,
DATOM
& BEAP) conducted,
covering 170+
participants**



**30 Assessors
participated in
the TBEM External
Assessments 2021 cycle**



About the Company

Tata Motors (TML) is in the business of designing, developing, manufacturing, marketing and providing after sales support of commercial vehicles (CVs), passenger vehicles (PVs) and electric vehicles (EVs), for both the domestic and international markets.

The company has now entered the end-to-end passenger mobility solutions space, offering a per-km rate through a 'Supply, Operate and Maintain' model for electric buses for government and corporate customers.

Tata Motors' CV business has the widest product range in the industry, from sub-1 ton to 55 ton (trucks) and nine to 69 seater (vans and buses). The PV business manufactures cars, sedans and utility vehicles. Hatchback models include the Tiago and the Altroz, while the Tigor falls in the sedan category. The company's utility vehicles (UV) range include the Punch, the Nexon, the Harrier and the Safari models. The EV business unit produces the Tigor EV and the Nexon EV for the retail market, and the Xpres-T for the fleet category.

To elevate its culture of excellence, and realise its vision towards

excellence TML partnered with TBExG, where the latter has supported the company in the following key areas:

TBExG involvement in CPE Strategy

CPE, with support from TBExG, is in the process of putting together the excellence strategy. This was achieved through coaching and brainstorming sessions that helped the CPE team create its excellence roadmap. The excellence roadmap methodologies are being used to prepare the functional excellence roadmap for key functions.

Innovation Methodologies

The Business Excellence intervention involved engaging with and using innovation methodologies in the Yodha project and its impact on the business, with an objective 'to bring innovative solutions to the Tata Yodha sales, marketing and customer care functions and increase market share substantially' through various innovation techniques.

Excellence Capability Development

The excellence capability building programmes conducted by the TBExG Performance Excellence team help prepare business

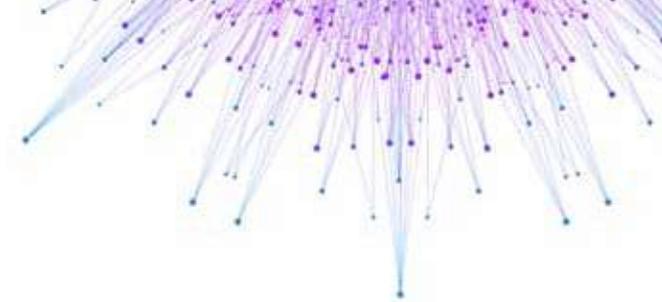
leaders and managers for achieving performance excellence. These include programmes such as the Core Values Awareness programme for all employees, the TBEM Practitioners' Work programme for managers, the Senior Implementers' programme for middle management, and the SBLP-TBExG's SMEAP programme for senior leaders.

TBEM is a formal framework used as a platform for building Practitioners and Champions of excellence in the organisation. This saw 10 TBExG workshops (EAP, EAP+, DATOM & BEAP) being conducted, covering 170+ participants. 30 Assessors participated in the TBEM External Assessments 2021 cycle.

Knowledge Management Promising Practices Sharing

The following TML promising practices sharing are posted on the EDGE portal:

1. Enhancing genuine Tata parts' supply while saving costs and time
2. DRISHTI - An indigenous conversational virtual assistant
3. Going Extra Miles (GEMs) - An employee development initiative
4. Suggestion Scheme - From a



- value-centric perspective
- 5. Integrated sales capability development initiative for dealer staff through digitisation
- 6. Customer experience at Tata Motors
- 7. DIGIVOR – Aggregated supply chain module
- 8. ImpACT Projects

TML has been recognised six times in a row for Tata EDGE Best Practices Sharing engagements, amongst Tata group companies.

TML regularly conducts Knowledge Management (KM) sessions, covering major functions like Safety, Quality, BIW, Engines, and Maintenance etc., for knowledge sharing and horizontal deployment of best practices and process improvements. More than 900+ participants benefitted from nine sessions.

As TML is a large organisation, a special series on functional excellence has been launched with senior leaders speaking on functional excellence areas such as Finance, Engineering, NPI, Sales & Marketing, Customer, IT, Operations, Ethics and HR to help employees learn about the various functions. More than 2.9k+ participants benefitted from eight

sessions conducted as part of this series.

Benchmarking with Four Industry Leading Companies for HR and Corporate Communications

Benchmarking was done across two processes:

1. Employee knowledge and experience of critical areas of business, conducted with companies like TCS, Tata Power, Tata Steel and Tata Chemicals
2. Formulation of a Corporate Communication Policy, done with companies like Tata Steel, AirAsia, Titan and Tata AIG

The overall experience of this process was enriching, and helped the Excellence Champions build their network with colleagues from these companies, for future collaboration.

TATA PLAY

REPOSITIONING FOR NEW FORAYS

TBExG facilitated 10 workshops between May 25 and August 2, 2021, to inculcate new principles amongst 650+ participants

AXLE 1.0 and AXLE 2.0 held to initiate and accelerate manager capabilities amongst people managers

#IAmFit, a health and wellness programme, initiated at Tata Play to enable greater physical and mental wellbeing amongst employees





About the Company

Tata Play continues to be India's leading content distribution platform with over 600 channels and services. Having a footprint spanning over 200,000 towns and with around 16 million active connections across India, the company identified the following business imperatives:

- **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, pursuing customer delight with 'Prime' like treatment; identifying and addressing dissatisfaction
- **Moving from DTH to being a content distributor:** Through complementary partnerships, developing competencies in adjacent spaces, yet remaining financially prudent
- **Agility/speed of execution:** Of the projects and ideas in the pipeline, especially in view of the changing business environment, working towards building an adaptable strategy suited to the dynamic nature of the industry
- **Envisioning the future:** By identifying new business



Tata Play's inclusive approach towards TBEM unleashed its value, by making it easy and simple to understand across all levels. With the help of TBExG, 650 odd colleagues of Tata Play engaged to understand the concepts of continuous improvement to improve their daily work processes.



S. Sambasivam,

CFO, Tata Play

opportunities, evaluating competencies required to build future businesses, and building a leadership pipeline suitable to drive change

The company also formalised its purpose: "To make tomorrow better than today for family and home." This year, the company took a step further by changing its brand name from Tata Sky to Tata Play.

Elevating the Culture of Excellence

Culture of improvement

The partnership between Tata Play and TBExG has progressed further over the last year. TBExG stepped in to help Tata Play

conduct an important initiative for deepening the adoption of TBEM as a tool within the organisation. Since then, TBExG has collaborated with Tata Play to devise various initiatives to promote Continuous Improvement (CI) within the system.

Some of the key engagements that boosted the improvement culture are:

Capability building workshops

- 24 participants attended various programmes conducted by TBExG such as DEAP, BEAP, ARP and ORP-BEAP

- Two modules were designed and executed for Tata Play by TBExG to enhance the institutional capability. These were:

I. TBEM as a tool for daily improvement

In order to realise its business objectives, Tata Play felt the need to stress upon the culture of excellence in daily work activities. This was done by applying the TBEM principles across the workforce. TBExG facilitated 10 workshops between May 25 and August 2, 2021, to inculcate these principles amongst 650+ participants. The sessions touched upon the concepts of process centricity, process and results maturity.

II. Developing a PMO framework for business owners

To bolster the fructification of strategic 'projects' of different scales and complexities, TBExG was engaged with a view to strengthen the project management process at Tata Play. A three-pronged approach was adopted for the four chosen projects:

- Create a formal structure for key project management practices across project

portfolios

- Enable the deployment of various tools and techniques of the Project Management via the identified Programme Management Officers (PMOs) of Tata Play. Develop these individuals across the various projects to own and manage the project management processes for their projects
- Enhance the project review and tracking process, and guide the PMOs on the effective execution of the projects

Contributions to the Group's Excellence Journey

- Harit Nagpal, MD & CEO, Tata Play, served as a Mentor for the TBEM Assessment of Tata Consumer Products
- Tata Play shared 10 promising practices, which were uploaded to the EDGE portal
- The following sessions were conducted with Tata companies with the help of TBExG:

#IAmFit - Health & Wellness Programme at Tata Play:

Different welfare initiatives undertaken at the organisational level for the employees.

Empowering Business

Growth with Real-Time KPI

Dashboard: Important KPIs for the organisation were made available, close to real time, via live dashboards. This enabled tracking of deviations and suitable and prompt corrective actions.

Manager Capability Building

- AXLE 1.0 and AXLE 2.0:

'Accelerated Learning' for people managers to effectively handle important touchpoints of an employee's lifecycle such as performance management and career conversations.

A SILVER LINING

In FY22, TSDPL participated in both TBEM and Affirmative Action Assessments, and saw a marked improvement in the former



In September 2021, TSDPL observed the 'Service Excellence Month' which saw a host of informative talks under 'Expert Speak'



About the Company

Two of the strongest players in the steel industry came together in 1997 to start the steel services business in India. Ryerson Tull, a wholly owned subsidiary of Inland Steel, was the largest industrial metals distributor in North America with the apex footprint for single-branded metal service centres, and Tata Steel was the foremost steel producer in the world. The two organisations had an obvious synergy, derived from their long histories and shared strategies. They came together to incorporate Tata Ryerson on April 17, 1997.

In 2009, Tata Steel acquired the entire equity of Ryerson Inc. to create a 100% subsidiary of Tata Steel, which was named as Tata Steel Processing & Distribution. The steel major was rechristened Tata Steel Downstream Products (TSDPL) in 2019.

TSDPL is one among the four verticals created as part of Tata Steel's re-organisation strategy to streamline group companies into downstream products, mining, utilities and long products.

Engagements with TBExG

In FY22, TSDPL participated in



TBExG has been a partner in our journey of excellence for over two decades. Our engagement with TBExG has deepened and widened as we ourselves matured in the understanding of TBEM, from training on Business Excellence, to focused Deep Dives on subjects as varied as project management and organisational culture; cross-pollinating best practices from the Tata group; connecting us with relevant subject matter experts whenever we needed help. The facilitation and support provided by TBExG enriches our work and brings tremendous value. We look forward to further strengthening this relationship as we tackle new areas such as Data Excellence going forward."

Abraham Stephanos, MD, Tata Steel Downstream Products (TSDPL)

both TBEM as well as Affirmative Action Assessments. While the scores improved in TBEM, in Affirmative Action the company jumped a band. The Assessors attended EAP, ORP and APL training sessions and participated in the External Assessments. Both assessments provided the company with valuable feedback to work on for the next few years.

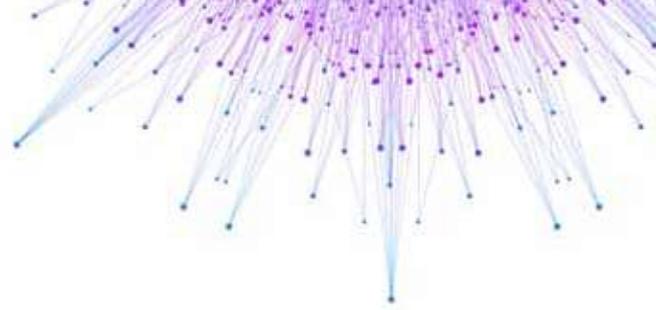
TSDPL celebrated the month

of September 2021 as the 'Service Excellence Month'. During the month, the company hosted various engrossing and interactive 'Expert Speak' webinars on industry's best practices with support from TBExG.

The Guiding Force of TBEM

TBEM Assessor trainings have been the go-to general





management training programme for senior executives of TSDPL since the company's inception.

In its 25 years of operations, TBEM has been the beacon of light for almost two decades. TSDPL underwent its first assessment in 2003 and has been consistently applying for subsequent assessments ever since. The TBEM feedback has led to several improvement programmes in the company and has helped it become a process-centric enterprise.

Deep Dives by TBExG in strategy, customer, project management and culture have been extremely useful as have the 'Best Practices' on the EDGE portal. Winning the JRDQV in 2003 is still the proudest moment for the company and consistently motivates all employees to improve.

25 Years of Excellence

At 25 years, TSDPL has emerged as the largest organised steel processing and distribution brand in the country, serving as the bridge between Tata Steel's manufacturing units and its flat product customers, most of whom are amongst the biggest players in India's manufacturing industry. As Tata Steel's largest

tolling partner and largest distribution customer, TSDPL is responsible for processing and distributing three million tonnes of Tata Steel's finished products.

With the largest geographic footprint among organised steel service centres in India, the company is also the biggest in terms of HR and CR processing capacities, while being one of the most profitable companies in the industry.

Steel-lar Growth

In FY22, despite the challenges posed by the pandemic, TSDPL recorded a stellar operational and financial performance. The company achieved its highest-ever turnover crossing 6,80 cr. While the increase in steel prices did contribute to the revenue growth, it is the solid underlying growth in volumes — crossing three million tons — that propelled the record performance.

During the year, the company also increased its share of business, with the confidence of key stakeholders captured by improvements in the NPS, Customer Satisfaction Score, and the Key Supply Chain metric of OTIF.

Launch of Service Excellence Initiatives

Few major resource-intensive projects related to customer-facing functions were put on hold to conserve resources when the Covid-19 pandemic disrupted business activity. These were resumed during the year from where they were left off and over the next nine months, the company plans to launch major customer-facing initiatives.

Strengthening Shop Floor Practices

Across the organisation, there are over 50 quality circles that focus on incremental improvements, contributing to the company's operational excellence. TSDPL's initiative to establish cost excellence is being driven by a focused improvement programme. Currently in its third wave, Lakshya 25 is the main vehicle for TSDPL to improve cost effectiveness and directly impact EBITDA.

In FY22, more than 500 ideas were generated under the programme, while sharper alignment of the company's Deming policy managed approach, along with its detailed annual plans, has strengthened the programme. Similarly, a



TSDPL employees celebrating 25 years of the company's operations

closer alignment of TSDPL's Enterprise Risk Management approach with that of the parent company, Tata Steel, provided a more detailed structure and brought in new elements to the programme.

Going Digital

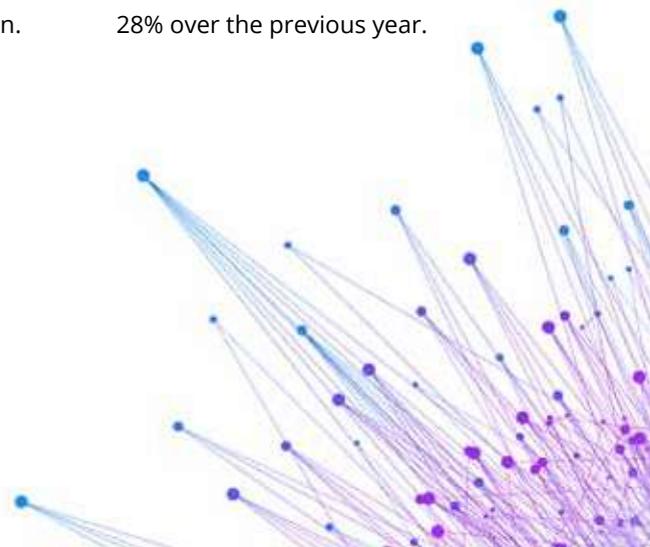
A major step forward in the digitalisation of the company's operations is the OTON initiative.

The initiative aims to bring together the majority of its support functions on a common platform across the Tata Steel group companies.

Going Green

In FY22, TSDPL's Ranjangaon facility underwent a re-assessment for the CII GreenCo Certification and received the highest Platinum certification.

In addition, three plants in Jamshedpur are GreenCo Gold certified, and the Chennai plant has a silver rating. The plants will be reassessed in FY23 with the objective of securing the Platinum Certification. In FY22, TSDPL reduced its carbon footprint by 14% and specific water consumption by 28% over the previous year.



CREATING A SUSTAINABLE FUTURE

Tata Technologies achieved Emerging Industry Leader status with a score of 553 in its TBEM Assessment in 2020



Post the TBEM assessment, 15 improvement action plans have been implemented



45 Assessors have been trained in the last 12 months as part of the BEAP assessor programme



About the Company

Tata Technologies (TTL) is a global product engineering and digital services company. It is focused on fulfilling its mission of helping the world drive, fly, build and farm by enabling global OEMs and their ecosystem of partners across the automotive, industrial machinery, aerospace and manufacturing sectors. The company helps its customers develop products that are safe, sustainable and better for its customers and the environment.

TTL has over 9,300+ employees serving clients across the world through 18 global delivery centres in Asia-Pacific, Europe and North America regions, thereby leveraging its uniquely balanced onshore/offshore global delivery model. This enables TTL to provide aligned onshore customer proximity required to support the iterative nature of product development services, as well as the capacity and cost-effectiveness of offshore sourcing.

TTL is committed towards its vision of 'engineering a better world' through collaborative innovation and the adoption

“

I have been a great proponent of TBEM and have had the privilege of being on both sides of the assessment process as a mentor, and as applicant CEO. The outside-in insights provided by the assessment have helped us reflect deeply on our strategies and shaped many of our long-term initiatives that are currently underway at TTL.”



Warren Harris,

MD & CEO, Tata Technologies

of sustainable technologies and processes. The focus on sustainable engineering solutions, including end-to-end offerings on electric vehicles, is enabling OEMs transform their portfolio and reduce tail pipe emission. Commitment towards leveraging iGETIT and providing education offerings to train the underprivileged is aimed at engineering a better world for the youth of tomorrow. Further, investments in internal people development initiatives are aimed at helping employees learn and grow.

Turning a Corner

Emerging from the disruptive impact of the pandemic, TTL

focused upon the implementation of external influences in the organisation structure to be closer to the customers as part of its 'outside-in' initiative. The company implemented an industry vertical-based sales structure, focused on addressing challenges faced by customers across the industries it serves, and was supported by industry champions from enabling functions. The company scaled up internal learning and development efforts to serve customer requirements, which involved scaling of ABM, practice teams, and the setting up of an industry-forward sales structure.

Based on learnings from the



pandemic, TTL enhanced business development efforts in the non-captive (non-TML & non-JLR) space and converted several large deals into full vehicle programmes and digital transformation to establish growth momentum. As new mega trends emerged around the adoption of EVs, embedded systems and digital transformation, TTL invested in each of these areas to build solutions and accelerators that are differentiated and help customers develop products that are competitive and sustainable. The efforts are showing results

and the company has been growing faster than its peers over the past 6-8 quarters. In FY22, the company achieved the strongest ever Y-o-Y sales revenue growth of 47% closing the year at \$473.5 Mn. The company delivered an operating profit of \$86.5 Mn, a Y-o-Y growth of 65%. The operating margin for FY22 was 18.3%, an expansion of 200 basis points Y-o-Y.

Partners in Progress

TTL works closely with TBExG, leveraging its guidance in several Business Excellence initiatives, including facilitation of the TBEM

Assessor training programme and imbibing learnings from Tata Group Best Practices.

TTL underwent the TBEM external assessment in 2020, and achieved a score of 553, which positions Tata Technologies as an Emerging Industry Leader based on TBEM criteria. After the assessment, 15 improvement actions plans have been implemented that have contributed notably to the positive revenue growth and EBITDA impact, while many other improvement action plans are currently being tracked for closure.



Tata Business Excellence Group has been a key partner for Tata Technologies in its Business Excellence journey. TBExG has supported us in developing our improvement action plans and facilitated knowledge sharing on several Tata group-level best practices, some of which we have already deployed at TTL. We are committed to making TBEM a way of life at Tata Technologies.”



Santosh Singh,

Senior VP & Global Head - Marketing & Business Excellence,
Tata Technologies

By enabling internal and external quality audits, customer feedback through NPS, project-level customer satisfaction, inputs from project teams, etc. TBExG helped TTL continuously improve the QMS processes and related IT tools. The company's online project tracking system provides real-time visibility of the status of projects to project managers, vertical heads and business heads.

The company has adopted the following globally recognised standards:

- Quality management systems:

- 
- ISO 9001:2015 certification for its facilities in Hinjawadi, Pimpri, JKII, SEZ Blueridge, Thane, Jamshedpur, Bengaluru, Romania and Sweden locations
 - Aerospace Quality Management System: AS9100D:2015 for its facilities in Hinjawadi and SEZ Blueridge locations in Pune
 - Information Security Management System: ISO 27001:2013 for its facilities in JK, Hinjawadi and SEZ Blueridge
 - Occupational Health & Safety Management System: ISO 45001:2018 for its facilities Hinjawadi Corporate and SEZ 4 - Phase 3

Adopting New Solutions

In the past couple of years, TBExG facilitated several best practice sharing sessions for the TTL team on Project Health Management, Business Continuity Management, Global Delivery Management, Strategy Planning Process and Win-Loss Analysis.

PHQI

Based on the learnings from Tata Elxsi, the company has implemented the Project Health Quality Index (PHQI) as part of its continuous improvement

journey to manage project health and deliver a better experience to its customers. The PHQI is an amalgamation of all the key lead and lag metrics of project management to provide an early warning to the management regarding potential difficulties. The PHQI process currently encompasses all critical projects at TTL, covering 80% of the new revenue. The initiative has already begun to demonstrate early benefits in terms of improving schedule, quality and cost objectives, as well as improving the customer experience of selected projects.

Strengthening Strategy Planning Process

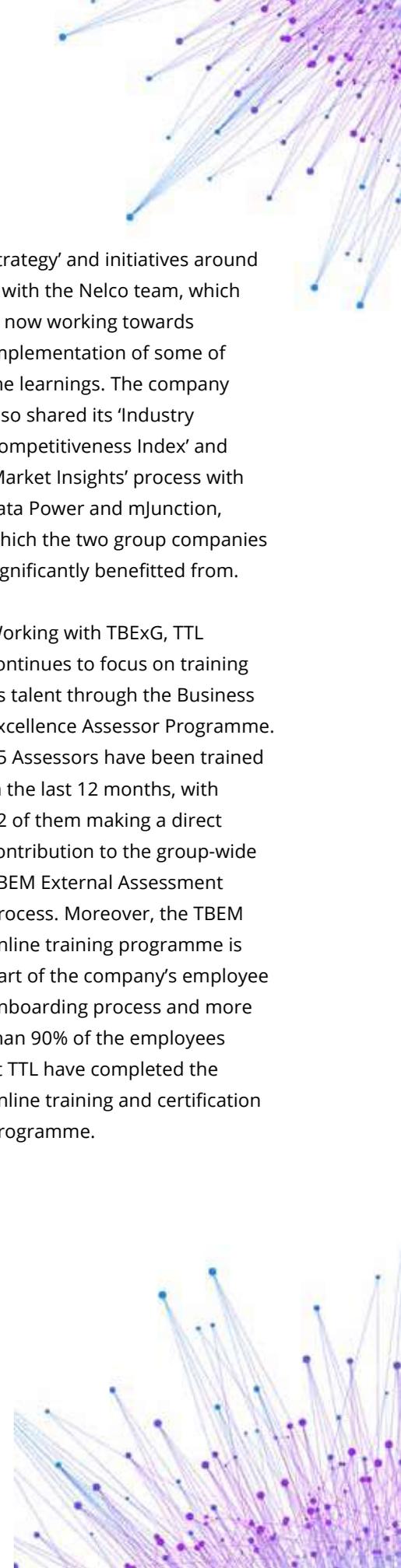
Driven by TBExG, TTL has strengthened its strategy planning process in FY22 with a 360-degree approach towards internal and external analysis and identification of priorities, followed by the development of company and functional BSC.

Sharing Best Internal Practices

TTL also contributed to the Group Business Excellence journey by sharing its best practices with other Tata companies. The technology major shared its 'Account Based Marketing

Strategy' and initiatives around it with the Nelco team, which is now working towards implementation of some of the learnings. The company also shared its 'Industry Competitiveness Index' and 'Market Insights' process with Tata Power and mJunction, which the two group companies significantly benefitted from.

Working with TBExG, TTL continues to focus on training its talent through the Business Excellence Assessor Programme. 45 Assessors have been trained in the last 12 months, with 12 of them making a direct contribution to the group-wide TBEM External Assessment process. Moreover, the TBEM online training programme is part of the company's employee onboarding process and more than 90% of the employees at TTL have completed the online training and certification programme.



TBEXG'S PERFORMANCE HIGHLIGHTS



BUSINESS EXCELLENCE

15 Tata companies participated in the 2021 Business Excellence Assessment

256 Assessors from 52 companies participated

90+ Team Leaders attended the APL2022



DATA EXCELLENCE

5 assessor programmes and 5 culture building programmes

4 DATOM™ assessments for Tata companies



SAFETY EXCELLENCE

2,800 participants from 45+ Tata companies participated in ARRE 2

18,000 Safety & Health e-modules completed by Tata colleagues



SOCIAL EXCELLENCE

Conducted **5** TAAP Assessments

Trained **27** employees from 10 Tata companies as AA practitioners



IMPROVEMENT INTERVENTIONS

8 Deep Dives conducted

13 successful best practice implementations

25 Tata companies participated in the Data Privacy process benchmarking study



ONE TATA

86 promising practices posted by 29 Tata companies

50 EDGE webinars, including 6 Leadership webinars

Facilitated **51** best practices sharing sessions, engaging over 60 SMEs from 25+ companies



RECOGNITIONS

JRDQV 2021
Tata Power wins the coveted JRDQV award

BEC 2021
Over **1,800** participants



TATA NETWORK FORUMS

76 events and workshops

1 quiz

BUSINESS EXCELLENCE

15 Tata companies underwent the Business Excellence Assessment process in 2021

256 Assessors from 52 companies participated, including 78 new Assessors

22% Women Assessors, SMEs in all teams

Sharp business-focused feedback to the Board and Management of the assessee companies

90+ Team Leaders, attended the APL2022



Business Excellence Assessments

Over the last 27 years, the philosophy of stakeholder value creation has been institutionalised through a virtuous cycle of performance excellence. Assessing the progress of the companies using the TBEM framework, feedback led improvement interventions, thereby leading to a nurturing ecosystem of learning and sharing from each other. The Business Excellence Assessments serve to institutionalise a culture of excellence within Tata companies, by leveraging the assessors' talent pool and the knowledge base of the Group, thereby helping companies build on strength areas and identify key opportunities for performance excellence.

TBExG is entrusted to build and nurture an institutionalised approach to drive the Business Excellence movement at the Tata group. It sets standards of excellence and partners with group companies in their journey to achieve world class performance.

The Business Excellence Assessments, using the TBEM framework, have been an integral part of organisational

“

This is an important journey for Tata Steel. I know the commitment it takes for an assessment of this kind. There are clearly many areas for us to work on. I have taken a lot of notes. Excellence is an experience at every touch point and that's what we have experienced. I must appreciate the team, for their time and depth. You have brought out points on which we were blindsided. Many thanks.”



T V Narendran, Managing Director, Tata Steel, appreciating efforts at the Annual BE Heads Meet

management practices at the Tata group. They have been quietly assisting the leadership in strengthening the strategic and operational capabilities of the companies. The inclusive nature of the model, with its multi-stakeholder focus, has been inspiring companies to move up in their journey of excellence.

TBEM is based on the Malcolm Balridge National Quality Award Model of the U.S. The approach to Business Excellence Assessments is aligned to the 3Cs (Customised, Collaborative and Celebrated) thereby delivering more purpose-led Assessments (n=1 approach for each company). There are two

types of Business Excellence Assessments designed to suit the differential needs of the companies:

- Enterprise Assessment
- Enterprise + Business Unit Assessment

TBExG facilitates Business Excellence Assessments in group companies to assess their process excellence levels and overall performance. Companies choose to participate in either format of the assessment based on size and geographical spread of the organisation, organisation structure, focus on specific business units, complexity and



varying operations, current scale and potential of the business units.

The participating companies find an opportunity to collectively introspect and reflect on their excellence journey through a customised approach, engaging with subject matter experts such as Assessors and guided by senior Tata leaders as Mentors and Team Leaders.

Key Objectives for FY22

- Assessments to focus on future readiness in order to translate the company's expectations
- Expand and leverage the pool of domain/subject experts for Assessments in various roles, the right talent

Key Achievements

Like the year 2020, 2021 has also been an extraordinary year. However, despite all these challenges, this year, 15 Tata companies including Tata International with three Business Units (BU) leveraged the BE Assessment process. The Assessors' eco-system elevated itself to embrace the new way of assessment, well supported by the leadership of companies and BE Heads.

“

Whatever you mentioned was extremely insightful. We have taken note of the feedback. A big thank you to everyone. We have experienced mature, in-depth interactions that have been purposeful to the company. Thank you for this assessment.”

R Mukundan, MD and CEO, Tata Chemicals, sharing his feedback on the Annual BE Heads Meet

Some of the key process initiatives are:

1. **Enterprise + BU Assessment:** To provide granular insights at the Business Unit level, in addition to Enterprise level feedback
2. **Synchronised Assessment:** Leveraging both Business and Data Excellence Assessment frameworks to enable comprehensive feedback
3. **Approach Note:** To understand and capture company expectations and context for assessment design and delivery
4. **Key Results:** The list is part of the application document (OP) duly discussed between the assessment team and the company just during/after the KBF stage
5. **Internal Assessor:** Internal calibration for better collaboration
6. **PITSTOP:** Approach to appreciate, not everyone does everything, but everyone knows everything (applicable for the assessment team), enabling sharpness and depth
7. **Business Understanding Calls:** To augment business/functional understanding at the beginning before commencing the assessment
8. **Familiarisation Visit:** Along with the KBF or during the Business Understanding calls, to enable the assessment team to visualise the breadth and depth of a company
9. **Lines of Inquiry:** Focused hypothesis-based approach, enhancing the quality and optimising efforts
10. **Interim Calibration with CEO:** To seek feedback on the lines

of inquiries to make the site visit sharper, objective-based and value-adding

11. **Analysts Support:** Financial and safety analysts for each team to enhance understanding (applicable for assessment team), leveraging SMEs
12. **Hybrid Site Visit:** A blend of onsite and virtual site visits without compromising on safety and health of all concerned and the quality of assessment
13. **CEO Preview:** Bouncing of final observations and insights to sharpen positioning
14. **Post Assessment Conversation:** With Team Leadership and BEH to capture and act on the unsaid

All 15 companies appreciated the outcome in the form of

“

I got a very good overview of all the companies from this very useful exercise. My conviction on the power of this platform increased, higher than the delta of last time.”

N Chandrasekaran, Group Chairman, Tata Sons, on the Mentors' Presentation



experience and feedback; many of them considered the insights as benchmarks.

Key Events

Mentors Programme 2021

Sixteen Tata Leaders i.e. Mentors and TBEM Team Leaders in the BE Assessment, along with TBExG process consultants attended the virtual Mentors' Programme on June 25, 2021. The three-hour programme was chaired by Mr Padmanabhan. The programme was organised to discuss key changes to the Business Excellence Assessment process and share experiences of the CEOs of companies participating in the process, along with Mentors and Team Leaders.

Mentors Presentation to Group Chairman

Mentors of 15 Tata companies

that underwent Business Excellence Assessment in the 2021 cycle presented the key findings and imperatives to N Chandrasekaran, Chairman, Tata Sons, on December 13, 2021. The session, held at Taj Lands End, Mumbai, was attended by Mr Padmanabhan, along with Harish Bhat, Brand Custodian, Tata Sons; Puneet Chhatwal, MD & CEO, IHCL; Rajiv Sabharwal, MD & CEO, Tata Capital; & T V Narendran, MD, Tata Steel, members of the Governing Council of TBExG.

AssessmentINSIGHTS

AssessmentINSIGHTS, a series of orientation sessions, was rolled out to provide key learnings and insights to the assessors as they progress with the Business Excellence Assessment cycle. These sessions were curated for specific assessor roles with a more structured focus. One of the sessions was facilitated by Mr Padmanabhan (Assessing Organisational Leadership in the current time). The session also had a few team leaders who shared their perspectives on Business Model Changes, Partner & Eco-System Management, Customer Listening & Mechanism, Workforce Management & Organisational Learning and Societal Contribution. Mr Bhat



Truly humbled by what we heard from you. You made us feel like a family with the team.

It has been an enriching experience not only today but also during the discussions we had. This exercise will help us achieve our goals. My mind is overflowing with ideas on how to take this journey forward.”



P J Nath, MD & CEO, Nelco, sharing his feedback at the Annual BE Heads Meet

facilitated another session, along with Adrian Terron, Head - Customer Centricity, Tata Sons, and Kavita Mahto, General Manager, Tata Sons, on Customer Centricity in the Post COVID-19 World, discussing how the ongoing pandemic has transformed our world and warped its rules. How this has changed our customers' lives, needs, preferences and behaviour.

Business Excellence Convention

Mentors, Team Leaders, Deputy Team Leaders, assessors, and Tata company CEOs attended the Tata Business Excellence Convention (BEC) for 2021, which was hosted in a phigital format on December 13-14, 2021. The annual event drew

1800+ participants, 150 of whom attended physically, in accordance with COVID-19 norms, whereas the rest joined virtually. BEC 2021 had sessions by motivational speakers like Debra Searle, Sonam Wangchuk and Captain Raghu Raman. Mr Chandrasekaran and Mr Padmanabhan also addressed the participants on Day 2 of the convention. The theme of BEC 2021 was 'A winning mindset – Beating the odds; long-term value creation'.

Annual BE Heads Meet

More than 100 participants that included Business Excellence (BE) Heads, and BE teams from across the Tata group joined the virtual Global Business Excellence Meet 2022 organised by TBExG on April

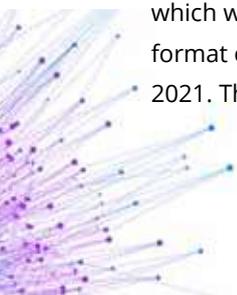
12, 2022. The event was aimed to bring the BE Heads together so that they can share their experiences and learnings, into insights in Business Excellence.

Topics included changes in the excellence cycle, appreciating BE Heads and companies that underwent BE Assessments in 2021, best practice sharing, benchmarking, improvement interventions, and the importance of transformation champions, among many others.

Capability Building

The Business Excellence Capability Building initiative transforms how colleagues at the Tata group align their efforts on performance excellence. These capability building programmes are classified based on how Tata colleagues would like to leverage, know, use and assess TBEM. While the 'Assess' TBEM programmes are assessor-based programmes, the 'Know' and 'Use' programmes are champion programmes that enable Tata colleagues to understand the TBEM framework against the backdrop of their own company's contexts, challenges and imperatives.

TBExG facilitates these capability-



building programmes to prepare business leaders to achieve performance excellence in their professional roles. The effectiveness of these programmes is measured through the NPS and the three E's — Experiential, Exciting and Enriching.

COVID-19

Like the previous years, the pandemic had no impact on the Capability Building programmes. Tata companies were supported with their Business Excellence

related capability needs with rigour. TBExG facilitated an improved number of overall programmes, including open and in-house programmes. Physical programmes were facilitated with adequate safety protocols whenever the opportunity was presented. As per the requirement of the companies, more online programmes were enabled, which in turn helped reach more participants from across the globe. These programmes were scheduled and planned so that participants

from multiple time zones could participate easily.

BE Programmes

By leveraging the opportunity to facilitate online and physical programmes, TBExG facilitated 46 programmes, the highest in the last two years and was happy to engage with 890+ participants from 56 unique Tata companies. The participants praised and appreciated the refined learning pedagogy — video capsules, e-modules and pre-reads, and usage of digital interactive



The Tata Steel team receiving the Star Team award at the BEC on December 14, 2021

“

TBEM brings a unique advantage for the group, through which companies can learn from each other, get an outside-in perspective and improve their processes and systems.”



N Chandrasekaran, Group Chairman, Tata Sons, at the Business Excellence Convention 2021

tools. Built with support from Tata Elxsi, TBExG launched the Business Excellence Assessor Modules (BEAM) to accelerate the learning journey across Tata organisations. These modules have been made available at Tata Tomorrow University for easy and free access for any Tata colleague. Overall, the highly encouraging feedback received from participants testifies that the programmes lived up to their promise of being ‘Experiential, Exciting and Enriching’.

Assessor Programmes

TBExG facilitated 34 assessor programmes for middle managers and senior leaders, including 23 first-time assessor programmes. The company also partnered with a few companies to accelerate their Business Excellence learning

journey by facilitating in-house programmes. Some of the companies who derived real value from this engagement are Tata Steel, Tata Motors, Tata Autocomp Systems, Tata International, Tata Projects, Tata Power Delhi Distribution and Tata Teleservices.

Like last year, the highlight of the assessor programmes was the Advanced Programme for Leaders (APL), held on February 7-8, 2022. This critical annual collaboration programme was facilitated online and allowed leaders to reflect on the last BE assessment processes and identify priorities and improvement areas for the upcoming cycle. In addition, special sessions on assessing corporate governance, changes in reference manual

2022-23, and assessing cyber security were facilitated. Over 90 invitees from around the globe, including Team Leaders, BE Heads, Mentors and CEOs/ MDs attended the programme. Mr Bhat provided the Mentor’s perspective on the expectations of company boards from BE assessment feedback. The APL2022 received benchmark feedback from the participants.

The assessor programmes were aligned to the learning needs of the participants and organisations and received an encouraging average NPS. The support from facilitators, BE Heads, and programme coordinators helped register an NPS of 79.

Champions Programmes

The Champion Programmes are leveraged by organisations to strengthen their internal Business Excellence capabilities to step up the competency and nurture the culture of performance excellence. The design of the programmes was unique for each organisation and was customised based on the organisational priorities. This led to particular learning areas such as Customer Centricity,



continuous improvement, project management, competitive intelligence, benchmarking etc. This year, TBExG facilitated 12 Champions Programmes to accelerate the efforts undertaken by group companies such as Jaguar Land Rover, Tata International, Tata Projects, Tata Coffee, Tata Realty & Housing and Tata Pigments. A testimony of the programme's value generated is the average NPS of 82, the highest in the last five years.

Looking Ahead

Business Excellence

Assessments

- Continue to develop a methodology to access

organisational future-readiness through purpose-led Assessment

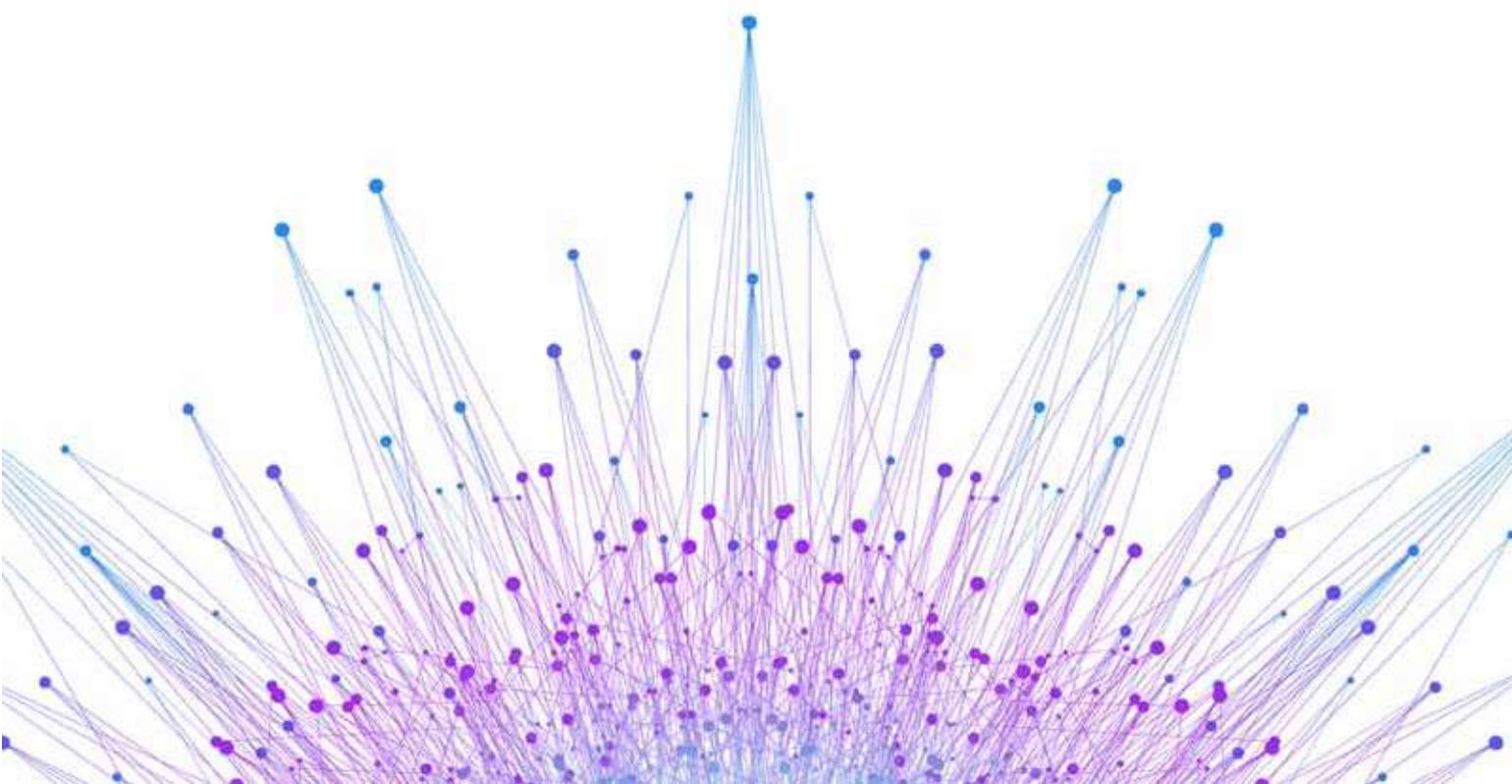
- Enhancing digitalisation in assessment
- Continue focus on Domain expertise

Capability Building

TBExG has experienced high participation through the online programme and believe that organisations may leverage this mode to reach out to more Tata colleagues. Hence, while they plan for physical programmes, they would continue to offer online programmes based on the need of the participants and companies. The company also see a high opportunity to engage

with new companies like Tata 1Mg, Air India, Big Basket, and Tata Electronics to partner in their performance excellence journey. TBExG will continue with its effort of creating digital content to improve reach and enable 'anytime learning'. A robust roadmap has been drawn up to enhance the capability building offerings in FY23, which includes:

- Collaborate with SMEs, Team Leaders, and experienced Assessors for facilitation and content creation
- Benchmark processes with other knowledge partners
- Elevate digital experience through integrated, interactive and intelligent infrastructure



DATA EXCELLENCE

Five assessor programmes and five culture building programmes were conducted around Data Excellence in FY22



During FY22, TBExG completed four DATOM™ assessments for group companies Tata AIG, Tata Communications, Tata NYK and Tata Steel



Data Excellence Journey

Designed to help Tata companies adopt a data-driven mindset, TBExG's Data Excellence offerings enable them to foster a culture of Data Excellence and digitisation within the organisation. To help build an ecosystem for the adoption of data-driven excellence, TBExG has been steering awareness and capability building programmes on the DATOM™ framework, besides conducting orientation sessions for group companies and for potential Assessors.

Programmes offered for Tata companies are a self-paced web module certification, virtual classroom sessions, TNF events, senior leadership sessions, best practice documents, webinars and learning through participation in the Data Excellence assessments as Assessors. While over 10,000 Tata employees have been certified through the web module, five Assessor programmes and five culture building programmes were conducted during FY22, covering over 260 Tata employees. Since October 2018, TBExG has completed 18 assessments using the TCS DATOM™ framework for Infiniti Retail, Titan, Indian Hotels, Tata Chemicals, Rallis, Tata Power Delhi Distribution, Tata Steel Utilities and Infrastructure Services (previously

“

“The TBExG team understood the context of the industry and the organisation really well. Our colleagues enjoyed the assessment experience, too.”

Amit Ganorkar,

COO, Tata AIG



JUSCO), Tata Consumer Products (previously Tata Global Beverages), Tata Communications, Tata Capital, Tata Motors Finance, Tata Play (previously Tata Sky), Tata Motors, Voltas, Tata International, Tata AIG, Tata NYK and Tata Steel.

Key Highlights

During FY22, new assessment formats were piloted to promote cross-learning from the TBEM and Data Excellence processes. Led by SMEs from the Tata ecosystem, all assessments were designed as customised TBExG diagnostic services to help build the processes and develop the tools required to make them replicable, scalable, time-bound and simple.

Building on the earlier interventions, Tata Communications returned again in FY22 with improvements from the previous assessment, as part of a virtuous cycle. It

contributed significantly to the best practices journey with documents, leader speak in the annual reflections meet, webinars and virtual learning sessions across a range of subjects including data quality, data governance and the vision for using data as an asset. Tata Steel has set a shining example for the adoption of Data Excellence in the organisation.

Looking Ahead

In FY23, TBExG plans to conduct a Data Excellence Champions Programme and an Assessor Programme every quarter, supported by focused senior leadership sessions to strengthen the journey in data-driven excellence. Another new focus area will be identifying opportunities for improvement projects in Tata organisations and maturing the adoption of best practices in Data Excellence in Tata companies.

“

Tata Steel has always believed in the value of benchmarking against the best industry standards. This acts as a mirror to guide us in the improvement of our internal processes and to identify blind spots. While we take pride in our process excellence focus and have validated our journey with Deming and TBEM, the focus now for the industry, the Group and for Tata Steel is to become a data mature organisation. We are on a strategic journey of digitally-enabled business transformation, in which data is at the epicentre. With this view, Tata Steel participated in the Data Excellence Assessment conducted by TBExG, under the DATOM model.

It was a great exercise for us to identify the strengths and gaps in Tata Steel's data maturity strategy and initiatives, especially highlighting the areas of operations that are more mature as well as those where more work needs to be done.

We have found the DATOM™ framework to be extremely useful, comprehensive, insight-generating, and unbiased, owing to its AI engine. The most important aspect is that it could help us ascertain our objectives and provide actionable feedback without any ambiguity, which I feel is the most value-adding aspect of any assessment or benchmarking.

The other important advantage of going through this formal DATOM assessment is that now we have the entire organisation pursuing a common vocabulary and set of standards related to data.



From the preparatory work, to the online courseware and interviews conducted by the TBExG assessment team, each process has enriched our organisational knowledge on data as a subject, helped us immensely in the change management and granted the acceleration needed for our larger digital transformation journey, while showing us the blind spots which we were otherwise viewing as 'all is well' areas."

Jayanta Banerjee,
Group CIO, Tata Steel,
sharing his thoughts on
the organisation's Data
Excellence journey and
the DATOM™ Assessment
conducted at Tata Steel.

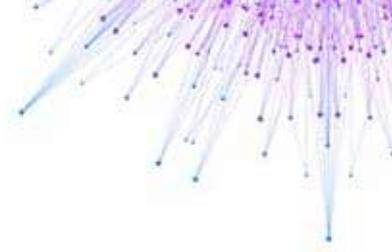
SAFETY EXCELLENCE

2,800 participants from 45+ Tata companies participated in the learning & sharing intervention as part of the 2nd edition of the Accelerated Reduction in Repeat Events



18,000 Safety & Health e-modules completed by Tata colleagues | 100+ e-modules launched | 40 companies onboarded





MDs Safety Leadership Workshops conducted for Retail Cluster and Office-Based Companies

Workshops on Safety Leadership were conducted for MDs of Retail and Office-based companies (financial services and information technology) within the Tata group. These sessions evoked discussions on industry-specific hazards and best practices to control the hazards. It provided the leaders with an opportunity to discuss on the safety-related challenges, good practices and initiatives to be undertaken for accelerating safety performance and culture. These workshops, conducted virtually considering the pandemic, were attended by the MDs of Titan, Tata Capital, Tata Technologies, Trent, Trent Hypermarket, Infiniti Retail, Tata AIA Life Insurance, Tata AIG General Insurance and Tata Motors Finance. Participating MDs sought to leverage the learnings in fine tuning the health and safety plans and to accelerate safety & health practices and culture. The first MDs programme was held in March 2019 at Ashorne Hill, UK, in which MDs of Tata Steel, Tata Chemicals, Indian Hotels, Tata Power Solar and Tata Coffee participated.

18,000 Safety & Health E-Modules completed by Tata Colleagues

This was based on inputs received from Tata Safety Heads and the Tata Safety Steering Committee, towards providing employees with opportunities to build their Safety & Health capabilities through self-paced e-modules.

The Group Safety & Health team launched 100+ Safety and Health self-paced e-modules for employees across Tata companies in October 2021. These modules have been licensed centrally, and made accessible through the Tata Tomorrow University (TTU) for all Tata users through their official email IDs. The modules are across two categories:

1. **Awareness modules:** These are short, 10-15-minute videos, followed by a quiz intended to create awareness across all employees on select topics
2. **Practitioner modules:** These are 1-2 hour learning modules followed by a quiz intended to create a practitioner-level understanding across specific work groups on specific topics

The Safety and Health e-modules were completed by 18,000 Tata employees across 40 Tata companies. Most completions

were from across Air India, Tata AIG, Tata Realty and Tata BlueScope Steel. Some Tata companies have been working to create specific customised learning journeys for certain employee groups.

2,800 Participants from 45+ Tata Companies participated in the Learning & Sharing intervention as part of the 2nd edition of the Accelerated Reduction in Repeat Events (ARRE)

A new initiative titled Accelerated Reduction in Repeat Events (ARRE) was launched in 2020. The objective was to focus companies' attention on learnings from past events and improve the strength of their defences, to enable an accelerated reduction of repeat incidents.

In the 2nd edition of the ARRE, sessions were focused on Fire safety, Electrical safety and 'Lock Out Tag Out'. This week-long learning & sharing campaign was held during October 2021, covering specific topics based on analysis of past events.

The session, drew participation from 2,800 Tata employees across 45+ companies, focused

on sharing best practices from Tata companies and external best practices.

Tata Safety Standards for both Fire Safety and Electrical Safety have been revised, post the ARRE 2 intervention. Guidance notes on specific topics under fire and electrical safety are being prepared and will be released during the next financial year.

Safety Deep Dives executed for Tata Steel Utilities & Infrastructure Services, Nelco & Tata Motors Finance

Tata Steel Utilities & Infrastructure Services (TSUISL)

TBExG assisted TSUISL in its endeavour to assess its performance against the requirements of the Tata Group Safety & Health Management System (TSHMS) and thereby identify areas for enhancing its safety performance and safety culture. Site visits were conducted to the company's operations in Jamshedpur along with interactions with the element owners and relevant stakeholders, to assess the safety management systems across the entire organisation. A risk-based approach was followed for executing the Deep Dive. The

final presentation was delivered to the senior leadership team and the operations leaders and included field-level observations and qualitative findings. The SMEs from the group who supported the Group Safety & Health team were from Tata Power and Tata Projects.

The key outcomes of the Deep

Dive were sharpening the health safety plan at the business level, enhancing implementation of safety standards and accelerating exposure of the organisation to world class practices.

Nelco

Nelco is in the process of strengthening its standards for



key activities and risks across its value chain. Nelco sought TBExG’s support to assess its 'Strength of Defenses' on key standards relating to its teleport operations, backhaul infrastructure, customer installations sites including road travel and road safety. TBExG put together a team consisting of members from the Group Safety

& Health team and included members from Tata Power and Tata Communications. TBExG explored the existing value chain of the company along with the existing controls put in place by the company to manage the activities, understood the Safety Governance Mechanism consisting of an Apex Safety

Committee, baselined the requirements of Capability Building amongst other aspects.

Site visits were made to the head office premises in Mahape (Navi Mumbai) and the regional offices and warehouses in Delhi and Secunderabad. Findings were shared across the value chain areas of warehouse operations, backhaul infrastructure, ongoing renovations, installation site and road travel, teleport operations and overall facility management.

The findings from the above diagnostic will be considered for putting in place specific action plans to address the hazards and the risks the company is exposed to.

Tata Motors Finance

A Safety Deep Dive was conducted for Tata Motors Finance in FY22 to establish an understanding of the baseline of the safety systems, process and governance system across the organisation. Desk research was carried out to understand the hazards faced across the 250+ offices of the company and classify the offices based on the risks. The findings from the Deep Dive are being used to plan the way forward.



SOCIAL EXCELLENCE

**Conducted 5 TAAP Assessments for
Tata Motors, Tata Communications,
Tata Steel Downstream Products,
Indian Steel and Wire Products
and Tata Steel Utilities and
Infrastructure Services**



**Trained 27 employees from 10
Tata companies as Affirmative
Action practitioners under the
Affirmative Action Orientation
Programme**



Social Excellence Assessments/Facilitations

TBExG introduced a new TAAP Facilitation offering for group companies in 2021-22. Like TAAP Assessments, Facilitation is a structured approach for helping companies progress on their TAAP programmes and processes. It follows a consultative and co-creational approach that is less evaluative with no scoring.

TBExG also adopted a hybrid model for site visits during the year. On the whole, 63 assessors from 24 companies participated in the TAAP Assessment and Facilitation processes this year.

Leadership Conversations

With the aim of sensitising senior executives to TAAP, TBExG also hosted several Senior Leadership TAAP Orientation sessions this year, where it connected with eight companies from the group.

Capability Building Programmes

TBExG launched a new dedicated programme for Assessors. This included the Affirmative Action Assessors Programme (AAAP) for First Time Assessors as well as the Experienced Assessors Programmes, EAAP and EAAP+.

TAAP Assessors, who have done

less than two assessments, are categorised as EAAP, while those with more than two assessments fall under the EAAP+ category.

The first in-house AAAP training was done at Tata AutoComp Systems (TACO).

TBExG also conducted one Affirmative Action Orientation Programme (AAOP) during the year.

Webinars and Sharing Best Practices

Tata companies shared best practices through EDGE webinars and the EDGE portal (see table below).

COMPANY NAME	BEST PRACTICES
Titan (EDGE Webinar)	Titan's Tryst with Tribal ITIs
Tata Steel Utilities and Infrastructure Services (EDGE Webinar)	Entrepreneurship
Tata Steel Utilities and Infrastructure Services (EDGE portal)	Embracing Affirmative Action Outcomes through Effective CSR
Tata Technologies	The Ready Engineer Programme - Enhancing Employability Skills
Tata Metaliks	Enhancing the Learning for Children from Government Primary Schools
Indian Steel Wire Products	The Wind Beneath My Wings: An Affirmative Archery Training Initiative
Tata Power	Empowering Women of Weaker Sections of Society through SAKHI - A Joint Initiative
Tata Chemicals	The Holistic Nutrition Programme for Tribal Communities
Tata Autocomp Systems	HoPE for Underprivileged Kids and Youth



AA Champions Meet

TBExG hosted the virtual Second AA Champions Meet on September 28, 2021, with 80 AA Champions from various group companies. The meet, which was designed as a co-creation platform, aimed to strengthen AA strategy and best practices across group companies. As part of this, Prof. Sonajharia Minz, social activist, Tribeswoman from Chotanagpur and Vice-Chancellor in Sido Kanhu Murmu University, Dumka, Jharkhand State; and Shanti Raghavan, Founder and Chief Enabler, EnAble India, talked about the issues faced by both women from marginalised communities and persons with disabilities (PWD).

TAAP Learning Mission

The first TAAP Learning Mission was based on the topic of

Social Impact Analysis and Measurement. Eighty participants from 25 group companies attended the virtual sessions over four days. The speakers included experts from Tata companies, its partners and academia. They made presentations on various methodologies for impact analysis and measurement.

TAAP E-Module Launched

TBExG launched the TAAP e-Module on the Tata Tomorrow University in August 2021. This is split into two modules. Module 1 is a basic introduction to TAAP, while Module 2 covers the TAAP evaluation process including Assessment and Facilitation in detail. TBExG is encouraging group companies to embed the e-module in their Learning Management Systems (LMS) in order to increase awareness about TAAP.

Looking Ahead

With the expansion of TAAP to include women from marginalised communities and PWDs, TBExG is working on guidelines to embed PWDs across five Es (Employment, Education, Employability, Entrepreneurship, Essential Enablers). It is also working on the equity criteria for supporting group companies on inclusive coverage across communities.

Going forward, TAAP aims to:

- Encourage 100% participation from group companies
- Collaborate with group companies to encourage adoption of best practices
- Encourage a larger number of companies to participate in TAAP Assessments/Facilitations
- Emphasise the importance of inner Es — Employment and Entrepreneurship — to benefit AA communities

ONE TATA

**86 promising practices
posted on the EDGE
portal by 29 Tata
companies**



**50 EDGE webinars,
including six Leadership
webinars, were
conducted**



EDGE Portal and EDGE Webinars

TBExG's offerings aim to bring all Tata companies together as a family — as 'One Tata' — for all to learn from one another. Some notable highlights from this journey are:

- 86 promising practices posted on the EDGE portal by 29 Tata companies in FY22
- In FY22, 50 EDGE webinars, including six Leadership webinars, were conducted
- TBExG has facilitated 51 best practices sharing sessions, engaging over 60 subject matter experts from over 25 Tata companies

The EDGE portal hosts a collection of 775+ best practices, and is getting stronger with the addition

of two new practices every week. The portal has also become a repository for 345+ Wednesday webinar recordings.

This year, Tata Play and Tata Motors contributed the maximum number of practices — 11 from the former and 8 from the latter were published on the EDGE portal. With over 75,000 active users and 775+ practices shared by 50+ Tata companies, the Top 2 Box Feedback Score of the EDGE portal in the annual survey is 41%.

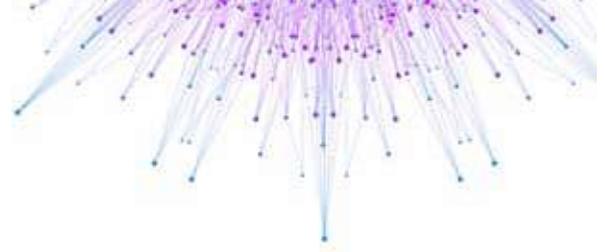
EDGE webinars are highly popular across Tata companies, with numerous employees across the group participating every week. The average webinar participation points this year crossed the '500

access points per webinar' level from around 340 during the past few years. The main reason was an improvement in the webinar communication process and an emphasis on sharing best practices within the group companies. For instance, the webinars were conducted on a new platform of MS Teams live event, delivering a different and more immersive experience for viewers.

Leadership Series Webinars

Leadership Series Webinars are conducted every alternate month by senior leaders from prominent Tata companies, and participation in these series is very high. In FY22, TBExG hosted six such webinars (see table below).

TITLE	COMPANY	SPEAKER	DATE	PARTICIPANTS	COMPANIES	NPS
Focusing on Multiple Stakeholders	Titan	C K Venkataraman MD	May 12, 2021	664	60	77
The Turnaround Journey of Tata Steel BSL	Tata Steel BSL	Rajeev Singhal, MD	July 7, 2021	2,080	57	77
Building a Future-Ready Workforce	TCS	Milind Lakkad, Executive Vice President and CHRO	September 15, 2021	1,105	45	64
Tata Elxsi – Our Transformation Story	Tata Elxsi	Manoj Raghavan, MD & CEO	November 3, 2021	450	36	75
Growing in the TUNA World: The mjunction Story	mjunction	Vinaya Varma, MD & CEO	February 9, 2022	510	45	79
Need for Agility to Face Change	Tata ClassEdge	Milind M Shahane, CEO	March 16, 2022	722	37	75



Best Practice Sharing Sessions

For three years now, the Tata Best Practices Programme has been successfully enabling the transfer of best practices from one group company to another. To facilitate the best practice sharing sessions, TBExG captures opportunities from all its offerings each year.

Broadly, requests for best practices from a company are identified as follows:

1. The TBExG team analyses the TBEM feedback from a company — obtained through PowerPoint presentations, Excel feedback, PC Notes, Board presentations, Mentor notes, etc. — to identify areas where the business could

benefit by connecting with other Tata companies. These topics are then prioritised based on discussions with the respective TBExG Relationship Managers, who then take it up with the Business Excellence head of the recipient company

2. The findings and recommendations from the above exercise are then shared with all participating companies. Based on their post-session feedback, TBExG then conducts best practices sessions on the finalised topics
3. TBExG also receives periodic requests from the group to schedule a best practice sharing session with a Tata company

In FY22, TBExG facilitated 51 best practices sharing sessions on a wide array of topics such as complaint management, service network management, succession planning, knowledge management, treasury and investment management, M&As and new product development.

These sessions were conducted with the help of over 60 subject matter experts from 19 unique recipient companies and 29 provider companies, across the Tata group. Unlike FY21, where TBExG could facilitate a greater number of sessions, FY22 witnessed relatively fewer sessions but more robust implementation of the best practices that delivered tangible business impact.

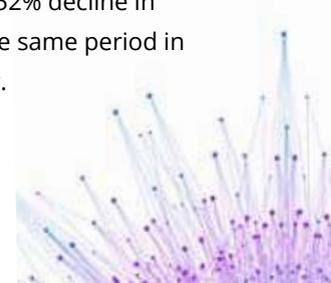


We greatly appreciate the prompt support extended by the TBExG team in helping us organise insightful sessions by multiple Tata companies on corporate treasury best practices. It was indeed a good learning experience. We identified a few areas for further exploration and adoption, based on these sessions.”

Barnita Dasgupta,

Group Head - Corporate Treasury, Tata Power

In FY22, TBExG received intimation of 13 instances of best practices implementation. In 10 of these, the companies reported tangible business benefit in terms of improvement in NPS by +30, better Average Return on Advertising Spend (ROAS) and reduction of five days in ‘indent-to-order’ cycle time for service indent (from 24 days to 19 days) a sharp 52% decline in comparison to the same period in the previous year.



With an average Top 2 Box Summary Score of 82%, the Tata Best Practices Sharing Programme continues to be one of the most sought-after offerings from TBExG.

Initiation of the Tata Treasury and Investment Management Forum with 22 Tata Companies

To provide a platform for Tata companies to come together and mutually exchange best practices, learnings and ideas related to treasury and investment management, TBExG facilitated the inaugural session of the Treasury & Investment Management (TIM) Forum on March 7, 2022.

TBExG reached out to 22 Tata companies to identify areas of interest in treasury and

“

It was an engaging session wherein a live walk-through was conducted of the entire process of maximising usage of e-commerce platforms to gain business benefit. The team was also prompt in sharing nuggets of wisdom that have helped kick-start the e-commerce journey for the new business vertical at Tata Power.”

Sujay Saha,

Head - ESCO & HA, New Business Services, Tata Power

investment. After an analysis of the responses, the following themes emerged as topics of mutual interest:

1. Digitisation/automation
2. Forex management
3. Hedging
4. Liquidity management
5. Management of surplus cash

Two online polls were also

conducted during the TIM Forum, to ascertain the periodicity at which best practice sharing sessions could be organised, and to prioritise topics around which knowledge sharing sessions could be hosted.

The highlight of the Forum was a knowledge sharing session by Dipti Saletore Deshpande, Director and Principal Economist, CRISIL; and Viral Malia, Director and Head - Business Development, CRISIL, on the topic, 'Domestic macroeconomic situation in the backdrop of rapidly changing global policy setting'. Following this event, TBExG will be facilitating quarterly best practices sharing sessions for the TIM Forum.

“

These knowledge sharing sessions have really helped us visualise the changes required, and implement them in a short time, thus supporting us immensely in our journey to become a B2C company.”

Rajneesh Sabharwal,

Head - Operations, Tata Power Rooftop Solar

“

Our discussions with Tata Consumer Products were very fruitful. We implemented their best practices within our system, and these have yielded positive results. Overall, getting to participate in this knowledge sharing exercise was an enriching experience indeed.”

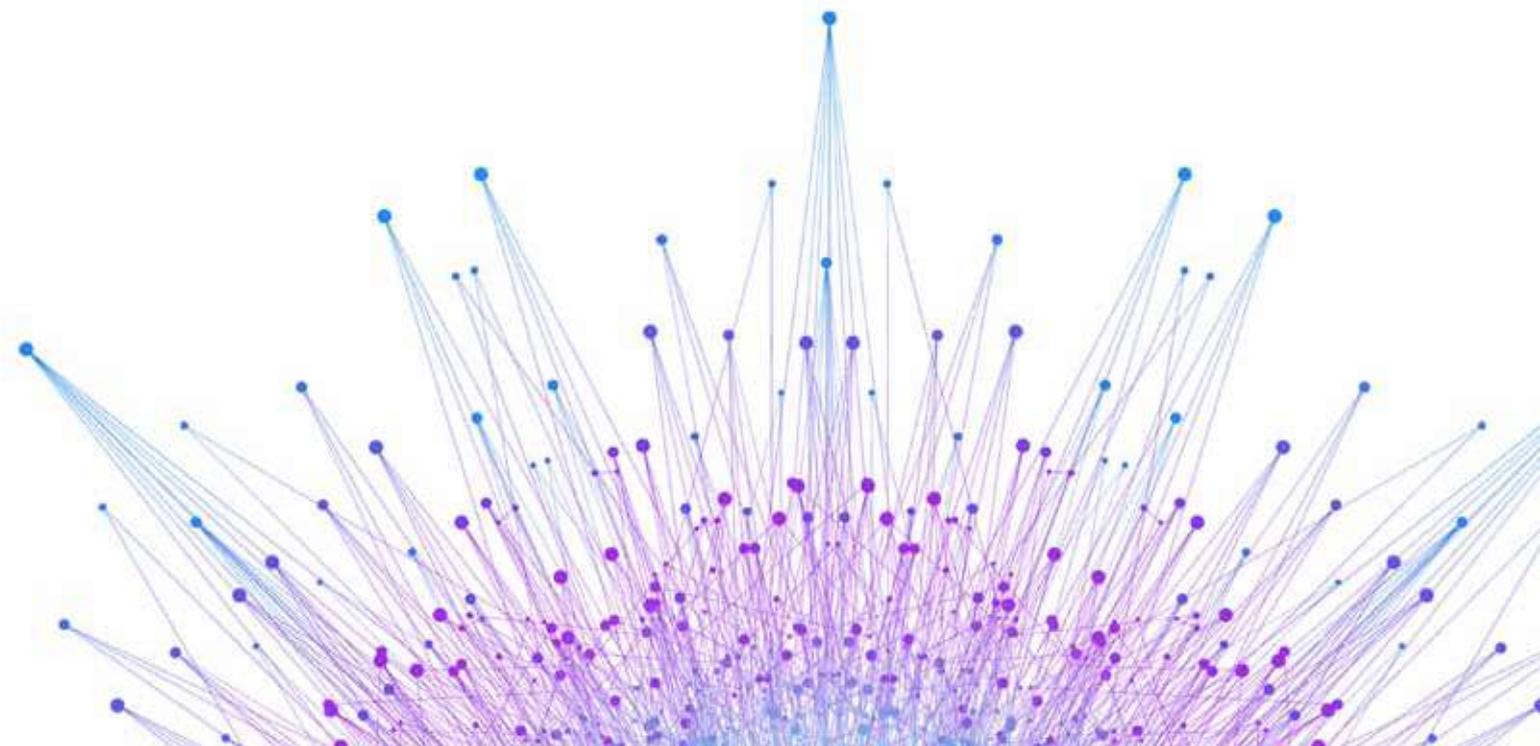
Syantani Samaddar Lahiri,

Manager, Infiniti Retail

Looking Ahead

Going forward, TBExG's agenda for FY23 comprises the following initiatives:

- Conducting webinars around best practices that have been implemented
- Extending priority for sessions that have the potential to yield tangible/intangible business benefits. One way to achieve this would be through the tracking of KPIs that were initially identified as a prospective area of improvement
- Extending the Tata Best Practices Sharing Programme for other initiatives by TBExG, such as Data, Social and Safety Excellence journeys
- Developing video clips on successful cases of best practice implementation, and share these via Tatabex.com



IMPROVEMENT INTERVENTIONS

8 Deep Dives conducted for IHCL, Tata Realty, Tata NYK Shipping, Jaguar Land Rover, TMFL, Tata Steel, Tata Play and AirAsia India

13 successful best practice implementations



25 Tata companies participated in the Data Privacy process benchmarking study

45 Tata companies participated in the Anti-Bribery Anti-Corruption process benchmarking study



Deep Dives

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

The following Deep Dives were conducted for Tata companies during FY21-22:

1. IHCL - New Hotel Opening process
2. Tata NYK Shipping - Process mapping (Phase 2)
3. JLR - Customer First study
4. TRIL - Process Mapping (Phase 2)
5. TMFL - Continuous Improvements Projects (CIP) 1.0
6. Tata Steel - GWOEM and Quality Strategy Workshop
7. Tata Play - Daily Work Improvement Through Process and Results Maturity
8. AirAsia India - GPS Development and Strategy Deployment

The TBExG Deep Dive programme proposes effective solutions to improve the KPIs of select Tata companies, after scrutinising their critical functional aspects. Over a period of one to four months, a dedicated team from TBExG examines specified areas such as Customer Centricity, Operations

Excellence and Strategy Deployment at these companies.

Customer Centricity

The Customer Centricity Deep Dives cover the following:

- Customer Experience Mapping
- Voice of Customer (VoC) 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 (BE) by examining the following areas:

- Enterprise Process Management
- Supply Chain
- Enterprise Project Management
- Production Efficiency Management
- Continuous Improvement Programmes

Strategy Deployment

TBExG Deep Dives are also

designed to help Tata companies explore various facets of Strategy Deployment by:

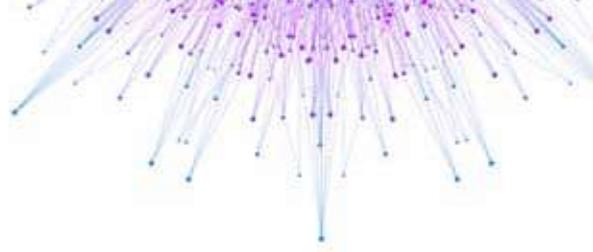
- Revisiting their Vision-Mission-Values (VMV)
- Evaluating and improving the quality of their strategy
- Implementing strategy through tested frameworks to ensure alignment and integration
- Building a competitive intelligence (CI) function to enhance strategic decision-making
- Strengthening enterprise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

Deep Dive Projects

Eight Deep Dives were conducted for Tata companies during 2021-22. The details of these Deep Dives are as below:

Tata Steel Global Wires Division

In line with Tata Steel's vision, its Global Wires India (GWI) business aspires to achieve quality and technology leadership in its sector. A key aspect of quality leadership is the product performance at the customers' end. Towards this, GWI aspires to achieve a customer rejection rate



of <100 parts per million (ppm) by the year 2025. It continued to implement the action plans defined in its GWOEM journey at its Tarapur plant.

After attaining a specific level of business impact, it was observed that further progress would require the definition of a long-term quality strategy. The GWI cross-functional team conducted a detailed study with the help of subject matter experts from TBExG, who critically reviewed the company's business objectives, its past performance and customer feedback. After this, detailed discussions were conducted with GWI senior leaders and functional heads to understand their views.

This analysis uncovered significant gaps, which were then presented through an 'as-is' report with action plans that had been identified through workshops with the GWI team. The action plans collectively became the new long-term quality strategy, which has now been integrated with the GWOEM requirements for implementation. The GWI senior leadership team periodically reviews the strategic and tactical actions being rolled out, through a structured review and governance mechanism.

Jaguar Land Rover

Customer excitement and quality have been consistently identified as the cornerstones and priorities within the JLR strategy blueprint, and also as part of the company's commercial strategy and customer service purpose.

The aim of this Deep Dive was to help JLR identify the areas to strengthen the foundations for long-term customer satisfaction and therefore deliver more value for its customers.

Among the key areas that the TBExG team focused on were cross-functional team collaboration, a customer-centric mindset during decision making, and focus and urgency

in addressing customer issues. In addition, identifying improvements in quality and consistency of behaviour among JLR's customer-facing staff, a mindset to deliver the expected customer experience and consistency in process execution at the global retail level, were also part of this exercise.

TBExG designed the study to understand the current Customer Centricity culture and the customer experience enablers within JLR, as well as the consistency in delivering a premium customer experience by its retailers.

The diagnostics involved a

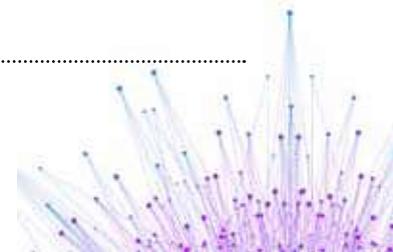


Many thanks to the entire team for their contribution and valuable recommendations. They have really made us reconsider our improvement strategy and approach."



Nigel Blenkinsop

Executive Director - Quality & Customer Satisfaction, Jaguar Land Rover (JLR), talking about JLR's Customer-First Deep Dive Study





The project has been implemented successfully and has been of great benefit to the team. The team from IHCL benefitted immensely from the counsel and direction of the TBExG team”



Rohit Khosla

Executive Vice President - Operations,
Regional Office - North & West India, IHCL

global survey among employees to assess the customer first mindset as well as the customer experience maturity within JLR. The project team interactions spanned 70+ corporate and regional teams and over 20 retailer interactions across five regions to understand the challenges faced in delivering a superior experience to JLR customers.

Some of the key recommendations, based on best practices in the Tata group and the industry were:

- End-to-end customer journey management, and the use of digitisation to reduce variability in the customer experience
- Retailer lifecycle management and enablement

- Central quality assurance, with an increased focus on upstream quality management
- Greater customer awareness and engagement within JLR, through employee programmes

Tata Motors Finance

Tata Motors Finance (TMFL) is one of the largest and oldest commercial and personal vehicle loan providers in India. As part of its mission to provide relevant customer-centric financial products and solutions that support the sustainable growth of the Tata ecosystem, TMFL wanted to bring in a culture of continuous improvement and an overall corporate culture that promotes change.

Under its CIP facilitation programme, TBExG helped in team formation and kickstarted the improvement projects with a two-day workshop on the CIP Framework and tools implementation. TBExG consultants also conducted scheduled reviews to track the progress of strategic projects, and provided domain expertise support to TMFL teams during the improvement project.



The TBExG team was very professional and extremely cooperative during the entire exercise. They had excellent knowledge of the subject and good domain expertise too.”

Jitendra Jadhvani,

Head - Business Transformation, Tata Motors Finance (TMFL), sharing his feedback on TMFL’s CIP

TBExG assisted TMFL with three key projects in the Operations department on NOC management, online payments and the Total Loss Claim Settlement process. Some key KPIs which showed a positive impact through these projects were a 50% reduction in lead time for issuing NOCs, an 85% reduction in customer complaints over the previous year, a 120% rise in online payments and over 50% reduced insurance Loss Claim Settlements.

Indian Hotels

Indian Hotels (IHCL) is South Asia's largest hospitality brand, and was recently nominated as the world's largest hotel brand. With a portfolio of seven brands that includes 200+ hotels at 100+ locations across 10+ countries, IHCL is known for its unique and world class guest experience at its properties.

The company wanted to take this world class experience to a larger number of guests, for which it needed to establish a robust, streamlined process of opening new hotels, while ensuring minimum delays in project execution.

The engagement with TBExG

began with a workshop, where the expectations for the engagement were set by IHCL senior management, followed by the process owners sharing their current challenges. Keeping in mind the expectations, during the two-day workshop, TBExG helped participants map the New Hotel Opening Process and define the roles and responsibilities of the teams involved.

As a next step, each of the sub-processes was analysed to identify and document the steps needed, and the target customers for the subprocesses. This project helped IHCL develop a revised set of SOPs, checklists and timelines of key activities, and also introduced new processes into its system.

IHCL has since implemented the suggested process changes, and put into practice a unified reporting dashboard. The roles and responsibilities of the IHCL team were also modified in line with the requirements of the New Hotel Opening Process put in place.

Tata Realty & Infrastructure

Tata Realty & Infrastructure (TRIL) is among the fastest-growing real estate companies in India

today. Its primary business is the development of residential, commercial and retail properties. With 31 projects completed, it has over 36 million square feet under development, and close to 20,000 satisfied customers.

In line with its business objectives, TRIL engaged with TBExG for an exercise to study and strengthen its Organisational Measurement System (OMS). This was a long-term engagement, spread over two phases.

While the first phase, which was undertaken a year earlier, focused on aspects such as customer processes (including customer support), product portfolio development, EPC, EHS, and ERM Compliance & Governance, the second phase was aimed at covering support processes like Finance, HR & Admin, IT, Procurement and Legal, both at the corporate and the regional levels.

The second phase of the TBExG engagement involved the following steps:

- Gathering Voice of Customers (VOC) for internal teams through a survey for the identified support processes which helped identify the



areas of improvement. To complement the survey, in-depth interviews were carried out with customers of these support processes, namely the heads of sales, marketing, CRM, projects and regional heads, among others

- This was followed by a study of the ‘as-is support processes’, where TBExG, in consultation with the process owners, defined the process architecture and refined/created process charts mapping these key sub-processes
- After the process mapping, key performance indicators (KPIs), efficiency and effectiveness, for these processes were identified along with interdepartmental interlocks and SLAs between them
- Lastly, the project concluded with defining the governance mechanisms for the enterprise processes at TRIL, through functional KPI dashboards for regular reviews

About 55 support processes were mapped through a standardised process map template along with a KPI dashboard for tracking performance.

This assignment helped TRIL

consolidate and strengthen its entire OMS, post the coming together of TRIL and Tata Housing as one business entity.

Tata NYK Shipping

Tata NYK Shipping has engaged with TBExG over the last two years to conduct Deep Dives on its Organisational Measurement System (OMS) based on the feedback from the last BE Assessment. The company has been eyeing its next phase of growth, and a comprehensive measurement system was key to this transformation journey.

Phase 1 focused on critical processes such as operations, bunker procurement, marine and technical, and legal and insurance. The Deep Dive sought to identify and validate key effectiveness and efficiency measures across these processes, and subsequently create KPI dashboards aligned to the company’s strategic vision.

This was achieved by mapping the detailed process flow for each of the identified processes with the help of their respective owners. The TBExG team then prepared a detailed Management Systems Chart (MSC) that depicted a clear process flow, including inputs, process steps and output. The

assignment was successfully completed in 2020, with Tata NYK Shipping incorporating many of the KPIs and implementing process improvements identified by the TBExG team.

Following this, the MD & CEO of Tata NYK Shipping invited TBExG once again in early 2021, for the next phase. The mandate for the TBExG team was to cover the remaining functions, namely Chartering, HR, IT and Finance.

These were mapped through MSCs, and the KPI measures are being identified just like in the previous phase. This time, the assignment has been executed completely online across the company’s locations in India and Singapore. With the completion of this final phase, Tata NYK Shipping has now mapped all its key processes, identified relevant KPIs and put in place a comprehensive measurement system that would support its strategic transformation. TBExG is now working with Tata NYK on operationalising these identified KPIs across the various functions, through digital enablement.

Tata Play

As a leading company in the business of distributing content



through DTH and OTT platforms, Tata Play is focused on excellence in all aspects of its business.

In order to strengthen the culture of continuous improvement across the company, Tata Play engaged with TBExG so that its employees could improve their work processes by applying the concepts of process and results maturity. The goal was to cover across all functions at Tata Play.

Each function was given a problem statement specific to that function, which detailed the business problem to be solved. The TBExG team, in conjunction with the Tata Play Business Excellence team, met with each of the Continuous Improvement Champions of the respective functions, and helped further sharpen the problem statements. These were then shared with the participants as their pre-read for the sessions.

10 sessions were organised, with an average of 60+ participants, where the concepts of results and process maturity were explained.

Based on this knowledge, the participants applied the concepts for solving the problems; the larger intent, however, was to help them understand how the concept of results and process maturity could be applied to daily work improvements.

Overall, around 650 participants from all functional areas at Tata Play were engaged, thus covering more than 40% of the company's employees. Learnings from these sessions are now embedded across Tata Play, taking the business a step further in its quest for excellence.

AirAsia India

AirAsia India began operations in 2015 as a joint venture between the AirAsia Group, Malaysia and Tata Sons. During 2018-2020, as part of its longer-term aviation strategy, Tata Sons increased its shareholding to 84%.

With this change in shareholding, the involvement of AirAsia Group in long-term strategy planning and operations reduced significantly. As a result, there was a need to rethink

and reformulate the strategy development, deployment and measurement processes at AirAsia India.

The management wanted to adopt the BSC methodology and modify it in accordance with its business needs, in order to drive clarity of purpose among the execution teams across departments.

It reached out to TBExG to guide and support its strategy team to formulate the GPS (Goals, Process, Success) Development and Cascade process. The TBExG team, advised a structured approach to design and develop an enterprise-wide GPS Scorecard, which included the steps below:

1. In-depth meetings with each sub-function (25+) to understand the function, evaluate existing KPIs and goals, and suggest improvements in the KPIs and/or create additional KPIs, as applicable
 2. Linking the strategic objectives of the organisation with team KPIs in a comprehensive manner to ensure that all teams have clear visibility of the impact of their work on the overall organisation
 3. Impressing upon all teams the
- 

importance of the GPS process, and ensuring that every initiative is linked to a KPI. The company has greatly benefitted from this experience of strategy development and deployment across Tata organisations. With guidance and insights from TBExG, the company was able to put together a robust process for managing its own medium-term strategy deployment activity.

All the functional GPS developed during this project have been used by the teams to track their own progress, and are now a part of the CEO's monthly and annual review.

Best Practice Implementations

The Tata Best Practices Programme has been successfully enabling the transfer of best practices from one company to

another for over three years. In FY22, TBExG facilitated 51 best practices sharing sessions on a wide array of topics such as complaint management, service network management, succession planning, knowledge management, treasury and investment management, M&A and new product development, etc. Of these sessions, TBExG received intimation of 13 instances of best practices implementation.

RECIPIENT COMPANY	PROVIDER COMPANY	TOPIC	BUSINESS IMPACT
Infiniti Retail	Tata Consumer Products	Safety-Felt Leadership	52% decline in safety observations in Q3 2021 (versus a year ago)
Mjunction	Tata Power	Strategic planning and deployment at Tata Power	Cross-functional projects commissioned to achieve strategic objectives
	IHCL		1. Enhanced communication on strategy and growth plans within the organisation 2. Seminars on Leadership Speak, AV clips on corporate branding, and increased social media presence
	Tata Technologies	Market insights and competitive benchmarking	Programme received a Top-2 Box Score of 93%
Tata Steel	Voltas	Service network management	Improved NPS of +30
Voltas	TSDPL	Quality management practices at TSDPL	5S Score: Average of 66% along with improvements in productivity, FTR, loss elimination, safety, space availability
		HR best practices at TSPDL	Improved productivity, 249 Kaizen implemented with the participation of 672 employees, and cost savings of Rs260.15 lakh

RECIPIENT COMPANY	PROVIDER COMPANY	TOPIC	BUSINESS IMPACT
Tata Power Solar	Tata Motors	Complaint Management System	<ol style="list-style-type: none"> 1. Escalation process mapping resulted in a decline in manual efforts at the call centre 2. Received 18 numbers of feedback from channel partners which were used to take corrective action 3. Learnings from post-installation VOC used to bring process improvements 4. 791 leads generated through chatbots
	Tata Steel		
	Voltas		
TMILL	Voltas	High 5 - R&R	<ol style="list-style-type: none"> 1. 42 improvement projects in FY22 vs 19 in FY21 2. Digitalised R&D - Ease of use during Covid
Tata Power	Tata Steel	Daily management	NA
TCIL	Tata Chemicals	L1 vs Quality	Indent to order cycle time reduced by five days (from 24 days earlier to 19 days now)
	Tata Motors		
Tata Power	ISWPL	Commercial terms discussion with e-commerce players	<ol style="list-style-type: none"> 1. Return on Advertising Spend (ROAS) of 1.6 vs estimated ROAS of 0.9 during the ad campaigns 2. Clickthrough rate improved from 0.13 to 0.45 (against a target of 0.22)
	Tata Consumer Products		
Tata International	Tata Chemicals	Knowledge management	NA
	Tata Power-DDL		
	Tata Steel		
Infiniti Retail	Tata Play	Third-party due diligence	5% decline in vendor attrition

Benchmarking Engagements

TBExG benchmarking studies play a pivotal role within the Tata group in triggering improvements across

strategically significant business areas. These studies help group companies benchmark their performance levels, and create a network of experts on a specific topic.

Performance benchmarking helps Tata companies compare their business performance metrics to the best in the industry. TBExG has partnered with APQC to enable Tata companies to

measure and compare their performance with leading international organisations, using APQC’s Open Standard Benchmarking Assessment and Rapid Performance Assessments.

In FY22, TBExG facilitated the following benchmarking engagements in partnership with APQC:

- **Open Standard**

- **Benchmarking Assessments:**

APQC’s Open Standards Benchmarking Assessments are comprehensive. Most of these are designed to be thorough, covering cost, efficiency, effectiveness and supplemental information for an entire function or process. The following functions/ processes were assessed using the APQC assessment tools:

- Tata Motors: Payroll, accounts payable and expense reimbursement
- Tata CLIQ: Contact centre
- Tata Elxsi: Knowledge management

Tata Elxsi conducted a survey to evaluate the inputs and output of the KM effort, including the leadership, structure and reporting relationships; KM staffing and expenditure; the tools and approaches used to



The APQC Benchmarking activity provided us with an understanding of our current strengths, gaps and opportunities for improvement, for an effective Knowledge Management Framework”



Mohan Kumar Narayanan

Lead - Knowledge Management, Tata Elxsi

enable the flow of knowledge; and the measures of success.

Post the OSB assessment, Tata Elxsi will now uncover opportunities to improve:

- How its KM efforts are managed and positioned
- The levels and types of resources allocated to KM, and
- The efficiency and effectiveness of its KM activities

Also, Tata Elxsi is going ahead with APQC’s Knowledge Management Capability Assessment Tool, which helps measure and evaluate the organisation’s knowledge management competencies across four categories — strategy, people, process and content and information technology.

Rapid Performance

Assessments: APQC’s Rapid Performance Assessments are sharply-focused, easy to complete and generate high-quality data that can be used by a company for its most critical decisions.

The APQC assessment report contains validated benchmarking information, including a company’s performance relative to its peers in the separate industry, region, and organisation-size peer groups. It helps companies identify the performance gaps in their key metrics, and improve performance measures by sharing best practices within the Tata group or outside the group.

The process benchmarking exercise is an elaborate activity,

with a detailed process identified and followed for each project.

Data Privacy – Process Benchmarking Study

TBExG conducted a Data Privacy Process Benchmarking Study in H2 of FY22. 25 companies participated in the study from nine business sectors. The responses from Tata companies to the KAM questionnaire were evaluated across five key themes:

- Commitment to privacy
- Investment in privacy
- Operationalising privacy
- Training and awareness
- Response, enforcement and demonstrability

The outcome of the benchmarking study was shared through a webinar across all Tata companies, in January 2022. The session was followed by a panel discussion on ‘Sharing

cross-sectoral experiences in implementing Data Privacy’, moderated by Logamurugan V, Head - Global Privacy Office (GPO), TCS. Panelists included Amit Kumar - Head of Data Protection and Privacy, Tata Steel UK; Smitesh Valanju - Vice President CISO, Tata Unistore; and Siddhartha Roy - Senior Manager Compliance, Legal, Tata Communications.

Anti-Bribery Anti- Corruption – Process Benchmarking Study

An Ethics Process Benchmarking Study was conducted in Q4 of FY22. 45 companies participated in the survey, and its outcome was shared through a webinar in March 2022. Key areas covered under the survey were:

- Risk perception and preparedness
- ABAC policy adoption and compliance function
- ABAC risk assessment
- Third-party due diligence
- Gifts and hospitality policy
- Training and awareness
- Monitoring and effectiveness

Gaps and areas for improvement in process benchmarking studies will be communicated to participating companies. Customised best practice sharing sessions will thereafter be planned across identified areas, under this subject.



I would like to thank you for the support provided for Rapid Performance Assessment of the new product development (NPD) process in Tata Steel Netherlands (TSN). The assessment has helped us identify KPIs to focus on and plan improvement actions accordingly. In TSN, time-to-market and profitability have always been priority metrics. Following the assessment, we have identified additional dimensions of cost and effort optimisation to improve the performance of the NPD programme. The benchmarking results will also be helpful to re-calibrate our product portfolio and NPD ambitions in the new TSN organisation.”



Rigved Mitra

Manager - NPD & Product Portfolio, Tata Steel Netherlands

Looking Ahead

For FY23, the TBExG team is focusing on:

- Engaging/partnering with Tata companies for interventions that are strategic in nature rather than episodic and transactional
- Enhancing the scope of the intervention, from understanding the expectations in detail, customising the engagement for execution and post-engagement review and governance, to monitoring implementation of the recommendations and measuring their impact on business KPIs
- Exploring and engaging with industry, academia, research institutions, partner organisations, individual consultants and thought leaders, to strengthen the SME ecosystem
- Promoting better implementation of shared practices by:
 - Using EDGE promising practices as part of capability building programmes, and enhancing the visibility of the EDGE portal
 - Engaging with companies after best practice sharing sessions, especially with the recipients, through a robust review and governance mechanism
- Internal Group KPI benchmarking and creating a repository within the Tata group for benchmarks to be established. Identifying areas within group companies to work on cluster-based benchmarking exercises
- Engaging with companies in their benchmarking journey with a tailored approach, based on the level of maturity of the companies, and offering customised 'Benchmarks on demand' as per the PFC level of APQC
- Designing solutions and approaching companies with a focus on improvement planning, with appropriate selection and defined approach. Clear and defined improvement plans, along with implementation

RECOGNITIONS

JRDQV 2021:
Tata Power wins
the coveted JRDQV
award



BEC 2021:
Participation from 1800+
participants, 150 of whom
attended physically





JRDQV: JULY 29, 2021

The 117th birth anniversary of JRD Tata was celebrated at the JRDQV 2021 function on July 29, 2021.

Ratan N Tata, Chairman Emeritus, Tata Sons, and Group Chairman N Chandrasekaran graced the function with their presence.

The function was attended by 1000+ Tata employees and was conducted in a phygital manner. 40 senior Tata Leaders were in attendance at the Crystal Room of the Taj Mahal Palace Hotel Mumbai, and other invitees joined the function virtually

through the Tata Communications webcasting medium.

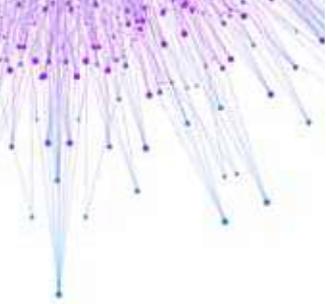
Mr Padmanabhan provided a brief update on the progress made by Tata companies in the areas of excellence in the past year, which included activities in Business Excellence, Data Excellence, Safety Excellence, and Social Excellence. He also elaborated on the Best Practices that have been exchanged between Tata companies through the mediums of webinars,

implementations and the EDGE portal.

The JRDQV Awards were then presented. This year, five companies across four categories were recognised at the JRDQV event: The company that crossed the 500-point mark – under the category of Active Promotion; companies that crossed the 550-point mark – under the Emerging Industry Leader category, and the companies that crossed the 650-point mark



Tata Power recognised as the JRDQV 2021 award winner.



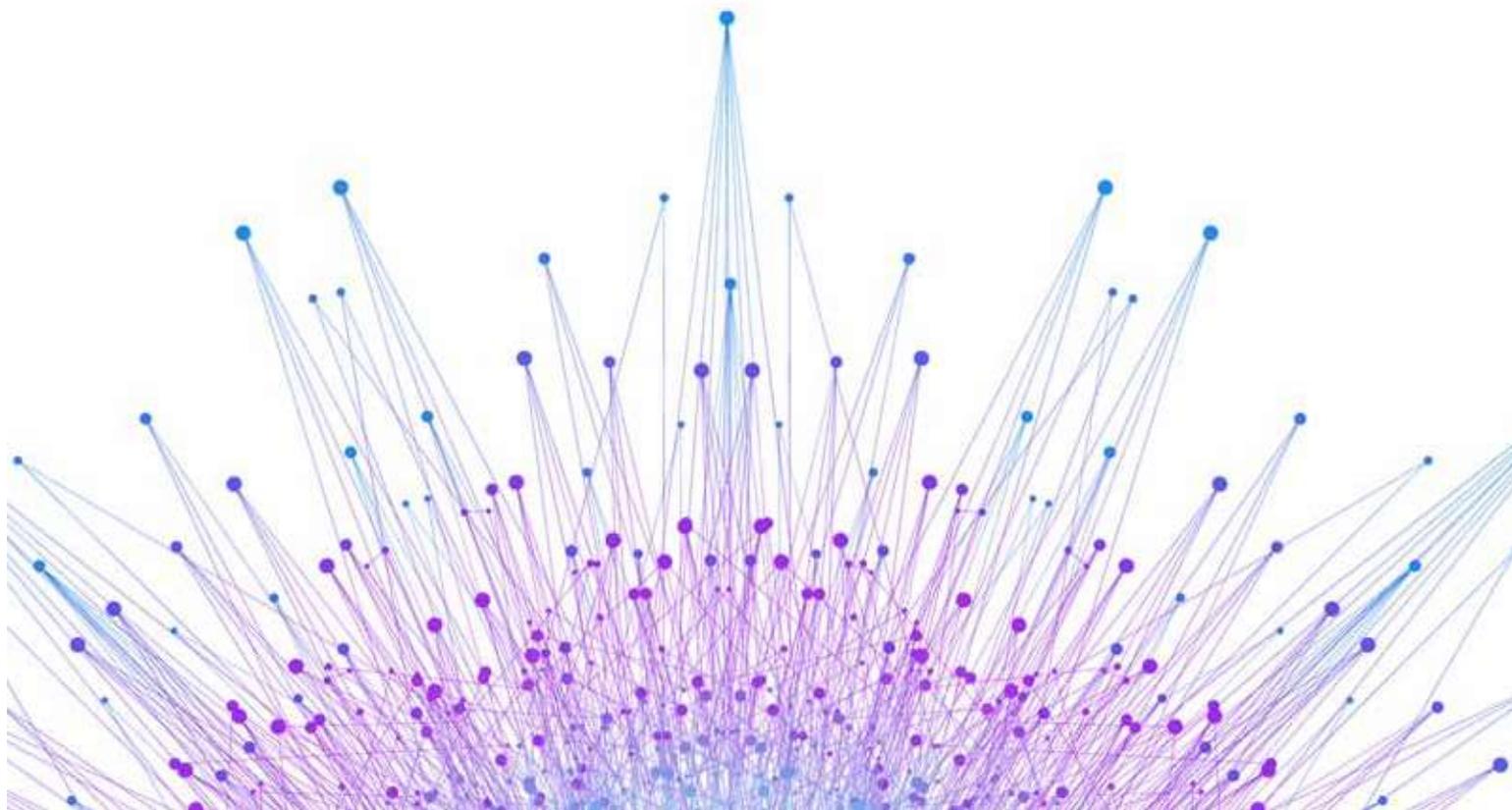
– under the Industry Leader category. Tata AIG was recognised for Active Promotion of TBEM, Tata Technologies and Tata Motors Finance were recognised as Emerging Industry Leaders. Tata Metaliks and Tata Power won the Industry Leader recognition, with Tata Power also receiving the coveted JRDQV Award.

Group Chairman Mr Chandrasekaran then provided a brief update on the Tata group's efforts to mitigate the

effect of the COVID-19 pandemic with an elaboration on actions taken at the Tata Sons as well as Tata company level. He also threw light on the segment-wise performance of Tata companies in the previous year for companies operating in the technology, auto, steel, consumer & retail, financial services, telecom & media, and infrastructure clusters. In addition, He highlighted the four pillars of transformation in the post-pandemic era: Rebalancing Supply Chains; Building Platform

Economies; Digital Leadership and Planet Resilience.

The JRDQV function then concluded with Mr Ratan Tata addressing the gathering, during which he mentioned that JRD Tata played the role of a mentor and advisor to him. He also said that the progress of the Group could only have been made because of everyone's involvement and contribution, and he was proud of his years in the Tata group.





TATA BUSINESS EXCELLENCE CONVENTION

Mentors, Team Leaders, Deputy Team Leaders, assessors, and Tata company CEOs attended the Tata Business Excellence Convention (BEC) for 2021, which was hosted in a phygital format on December 13-14, 2021. The annual event drew 1800+ participants, 150 of whom attended physically, in accordance with current COVID-19 norms, whereas the rest joined virtually. BEC 2021 had sessions by motivational speakers like Debra Searle, Sonam Wangchuk and Captain Raghu Raman. Mr Chandrasekaran and Mr Padmanabhan also addressed the participants on Day 2 of the convention. The theme of BEC 2021 was 'A winning mindset – Beating the odds; long-term value creation'.

Two interesting sessions were conducted on Day 1 — the first by external speaker Debra Searle, professional adventurer and speaker, and the other by Sonam Wangchuk, engineer, innovator and education reformist. Ms Searle undertook a solo Atlantic Row for 111 days and 3300 miles on a boat. She took participants through her story, sharing the ups and downs when she carried on the journey alone after her partner had to be rescued after a few days. Imagining her journey in the form of a movie; creating a scale for situations based on a 'how bad is it' criteria; using music to recall happy memories; and pushing herself out of her comfort zone were some of the

tools that helped her create a winning mindset.

Mr Wangchuk became a household name after the movie '3 idiots', which was based on his life. He shared his learnings on innovation, leadership and excellence while living in the mountains in a remote place like Ladakh. Throwing light on his experiences, he mentioned that the three life lessons he has learned are curiosity, empathy and a spirit of initiative. These three aspects combined can make a person a problem-solver and leader, as well as help them gain true knowledge and learning.

The sessions were combined with



The Indian Hotels team receiving an award for Significant Engagement in Improvement Interventions at the BEC 2021.



From L-R: N Chandrasekaran, Group Chairman, Tata Sons; S Padmanabhan, Chairman - Governing Council, TBExG; Debra Searle, professional adventurer and speaker; Sonam Wangchuk, engineer, innovator and education reformist; and Captain Raghu Raman, ex-Army officer, speaker and author.

recognitions for the teams that conducted the Business Excellence Assessments, Deep Dives and Data Maturity Assessments. Day 1 ended with Best Practice Programme recognitions.

Starting off Day 2, Mr Padmanabhan shared an annual update regarding the Business Excellence Assessment cycle of 2021. Mentioning that this year was underscored by its hybrid nature, with Tata companies leveraging a mix of virtual interactions and in-person meetings, he added that the journey towards world class performance has become repeatable, measurable, and scalable in a systemic and inclusive manner through the Excellence Frameworks including Business, Social, Data and Safety Excellence. Mr Padmanabhan went on to throw light on all the projects that TBExG has completed in the Excellence

journey as well as in Best Practices sharing and implementations. The most awaited session of the day, that by Group Chairman Mr Chandrasekaran was up next. Thanking the CEOs, Mentors, assessors and TBExG for its deep commitment, collaboration and ownership of the Business Excellence platform, Mr Chandrasekaran said that he was happy to note that in a difficult year, a hybrid way was adopted to successfully conduct the assessments. He said that TBEM brings a unique advantage for the group, through which companies can learn from each other, get an outside-in perspective and improve their processes and systems. The Group Chairman stressed on the group's key themes, which are to strengthen the core with 3S (Simplify, Synergise, Scale); transform the core; and build the future. He mentioned that through existing companies and newer platforms, four key themes are bringing about a transformation

for the Tata group: Digital, Sustainability, Supply Chains and Health & Safety. Captain Raghu Raman, who is an ex-Army officer, speaker and author, then took a session, taking participants through various experiences, stories and examples based on 35 years of experience and highlighted various risks faced by corporates. Taking the examples of diseases that a body suffers, he said corporates also suffer through problems like Arthritis (wherein they suffer from rigidity within the organisation); Coronary (wherein a powerful environment has to be created to boost creativity); and Alzheimer (wherein the organisation needs to be reminded of its own past might or glory).

All the sessions were interspersed with recognitions for Business Excellence, Data Maturity and Best Practices Programme recognitions.

TATA NETWORK FORUMS

To know more about the activities of the TNFs from April 2021-March 2022, [click here for the newsletter](#)





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