

From the Desk of S Padmanabhan

The purpose of creating the Tata Network Forums (TNFs) was to provide Tata companies with a medium through which they can connect with others in the Tata Group, breaking down geographical barriers. Over the years, TNFs have become much more: they not only help companies learn from best practices from within and outside the Tata Group, but also enable them to come together collectively to solve a common issue.

In the past 2 quarters, Tata companies across the world have utilised the medium of TNFs to come together for a varied range of topics. Companies shared best practices, conducted sessions and organised workshops on important topics for the group, including Artificial Intelligence, Digital, Customer Centricity, Safety, Business Excellence, Communications, Strategy, One Tata, CSR, Ethics and much more. In addition to these, some TNFs also came together for Group initiatives like Tata InnoVista and Tata Ethics Conclave.

Over the past few years, TNF activities are on the rise, which is testament to the fact that companies are increasingly finding value in such connects. It not only enhances the learning curve for companies, but also helps them in drawing on the strength of the group to face different business scenarios. I am sure that TNFs will continue to serve as an important medium for Tata companies to connect in the coming future too.

TNF INDIA

The Indian chapter of TNF is comprised of TNF India - East, TNF India - West, TNF India - South and TNF India - North.

TNF India - East

TV Narendran from Tata Steel is the Chairman of TNF India - East, and Pankaj Kumar from Tata Steel is the Convener. The TBExG coordinator is Abhijit Mitra.

Activities, events and programmes: October 2018 to March 2019

- The finance sub-council of TNF India - East organised an event on the theme of 'Digital Strategy' on March 15, 2019, at Tata Centre, Kolkata. 45 employees from 18 Tata group companies, primarily the Chief Finance Officers and finance executives, participated in this event. Sumit Shubhadarshan, MD, TRF, threw light on the objective of TNFs and how this forum has been helping group companies promote the culture of One Tata. R Ranganath, Vice President - Finance, India and South East Asia, Tata Steel, set the context, emphasising the importance of the theme in the current global scenario. Sudhir Banerjee, Senior Vice President and Head - Global Business Services, ABB Ltd, talked about Digital Finance: Challenges and way forward. Post lunch, Nikhil Sharma, Partner, Ernst & Young, delivered a talk on Talent development in a digital world.
- A session on 'Digital industry - Moving beyond experimentation to creating value at scale' was conducted by TNF India - East on March 1, 2019, at the TCS office in Kolkata. The event brought together more than 120 Tata executives representing 21 companies. Jayanta Banerjee, Group CIO, Tata Steel; Regu Ayyaswamy, Vice President and Global Head, Internet of Things (IoT) & Engineering and Industrial Services (EIS), TCS; Sayantan Roy, Head, GE Digital Industrial Consulting Practice, TCS; Dr Lipika Dey, Principal Scientist, TCS Research; and Professor S K Pal, DHI Centre of Excellence in Advanced Manufacturing Technology, IIT Kharagpur; were the eminent speakers at the event. Topics like 'Digitalisation Strategy for Industry 4.0', 'Role of AI and ML in Digital Transformation' were discussed. A panel discussion on successful case studies on digital industrial transformation from global companies and Tata companies was also presented.



Participants at the Annual Ethics Conclave on January 18, 2019.

- ✿ The safety, sustainability and CSR sub-council of TNF India - East organised an event on the theme 'Process safety and contractor safety management', on February 15, 2019, at The Oberoi Grand, in Kolkata. 72 Tata employees representing 22 companies located in the eastern part of the country participated in this event. The objective was to understand and share best practices on safety among group companies. Three sessions of knowledge sharing including process safety management by Amit Kumar Singh, Chief Process Safety, Tata Steel; contractor safety management by Rajesh Sharma, Head - Safety, Tata Power; and cross-function safety audit system by Agam Kumar, Head - Safety, Tata Steel; were conducted during the event. This was followed by a brainstorming session, with participants divided in 10 groups and deliberating on current issues and recommendations related to a particular topic.
- ✿ This TNF also conducted a Best Practices sharing session at Tata Sponge on February 8, 2019, at the Lake View Recreation Centre, Tata Sponge Iron, Bileipada, Odisha. The event brought together more than 31 Tata executives representing 11 Tata companies. The theme of the meet revolved around Tata Sponge's journey of achieving Industry Leadership stature, as per the TBEM Assessment.
- ✿ The Annual Ethics Conclave FY18-19 was organised by TNF India - East on January 18, 2019. The theme for the Conclave was 'Brand where ethics makes a difference'. Tripti Roy, Chief Ethics Counsellor, welcomed senior leaders of Tata companies in the eastern region, MDs and Ethics Counsellors of the TIS Group companies. A M Mishra, Ex- Chairman, Tata Sponge, and Dr Jittu Singh, Ex-faculty of XLRI, Jamshedpur, addressed the gathering. Jagdeep Singh, Ernst & Young consultant, took a session on implementation of anti-bribery, anti-corruption, anti-money laundering policies and the relevant challenges. The address by Mr Narendran emphasised on the importance of ethics on the Tata brand and upcoming challenges related to the changing regulatory norms.
- ✿ Tata Steel, under its flagship communication programme, 'Window of the World', organised an event on January 14, 2019, at Steelenium Hall, in Jamshedpur. The theme of the event was the 'Three Box Strategy' by Professor Vijay Govindarajan, Cox Distinguished Professor at Dartmouth College's Tuck School of Business. Along with 100 executives from Tata Steel, 32 senior executives from 12 Tata companies from the eastern part of India also attended the meet. Professor Govindarajan, in his speech, highlighted the importance of considering his popular concept of '3-box balance' while formulating the medium and longer-term objectives and strategies by any company. The three are — Box 1: Manage the present, Box 2: Selectively forget the past, and Box 3: Create the future.
- ✿ The Apex Council meeting of TNF India - East was held on January 4, 2019, at the board room of Tata Steel, Jamshedpur, which was chaired by Mr Narendran. Leads of all nine sub-councils along with the Convener and TBExG Coordinator of TNF India - East attended the meeting. Mr Narendran welcomed leads of the newly constituted sub-councils and requested them to help the TNF achieve its objectives of fostering collaboration and learning among Tata companies through sharing of best practices and supporting group-wide initiatives to inculcate a philosophy of 'One Tata'. A brainstorming session was also held to identify areas in which the TNF should organise future events to be more effective.
- ✿ A session on 'Value engineering for sustainable growth' was conducted by TNF India - East, on November 12, 2018, at United Club, Jamshedpur. The event brought together more than 35 Tata executives representing 12 Tata companies. Anil Kumar Mukhopadhyaya, Certified Value Specialist, ex-Tata Motors; Amit Ghosh, Certified Value Specialist, ex-Tata Steel; D S R Prabhu, Tata Motors; and Sumit Kumar, Tata Steel, were some of the speakers at this day-long event.



L: Adrian Terron, Head, Customer Centricity, Tata Sons, conducting a session on Customer Centricity on November 5, 2018.

R: Divyang Waghela, Head, Tata Water Mission, Tata Trusts, discussing water initiatives at the Coalition for Change event on November 29, 2018.

TNF India - West

R Mukundan from Tata Chemicals is the Chairman of TNF India - West. The TBExG coordinator is Shreyas Desai.

Activities, events and programmes: October 2018 to March 2019

- ✦ TNF India - West, in association with Tata Trusts, organised the fourth edition of the 'Coalition for Change' on November 29, 2018. The event, which convenes CSR teams of companies based in the western region of India, witnessed participation of senior leaders from Tata Sons, who reiterated the benefits of greater collaboration. S Padmanabhan, Executive Chairman, TBExG, discussed the importance of aligning CSR efforts with Sustainable Development Goals outlined by the UN. This was followed by speeches from Shane Fitzsimons, Group Synergy Head, Tata Sons; and V Shankar, former MD, Rallis, on how CSR is a strategic imperative across group companies. A 'Catalysing Change' workshop was also arranged, which saw discussions centred on education, water, sanitation, health, and livelihood initiatives across Tata companies and the Tata Trusts.
- ✦ A session on Customer Centricity was conducted by TNF India - West on November 5, 2018, at Bombay House, Mumbai. It witnessed participation from employees in the marketing, operations, innovation and finance sectors. The session was led by Harish Bhat, Brand Custodian, Tata Sons, Mr Mukundan and Adrian Terron, Head, Customer Centricity, Tata Sons. Mr Bhat delivered a talk on 'How to Build a Customer-centric Organisation'. He emphasised on the hallmarks of a truly customer-centric organisation and how such features can be developed. This was followed by an interactive session by Mr Terron on 'Megatrends Shaping the Indian Consumer'. The session touched upon how certain megatrends are gaining prominence, and how some brands are capturing and leveraging these shape-shifting trends very well.

TNF India - South

Sunil Bhaskaran from Air Asia India is the Chairman of TNF India – South, and Sumant Sood from Titan is the Convener. The TBExG coordinator is Sanjeev Singh.

Activities, events and programmes: October 2018 to March 2019

On February 12, 2019, Tata Insights and Quants Division of Tata Industries (Tata iQ), Bengaluru office, hosted a TNF India - South event on Edge Computing and Artificial Intelligence (AI). Department heads and leaders from analytics, technology, innovation and business units from various Tata companies attended the event. The keynote speaker for the event was Ramkumar Narayanan, VP - Technology and Managing Site Director, VMware. Mr Narayanan spoke of the role of Machine Learning (ML) and AI in integrating a digitalised world. He also highlighted trends in the industry pointing to an integrated world, sharing the systems provided by VMware.

Satrajit Kar, Group Manager, Tata iQ, also demonstrated the use of ML/AI in manufacturing industry. Drawing from his experience with Tata Steel, Mr Kar spoke of various areas within the industry, such as steel making, casting and wire drawing, where ML/AI was successfully applied. There was also an online demonstration of customer centric tools developed at Tata iQ that used ML/AI for better performance and superior user satisfaction, including chatbots and intuitive dashboards.



L: A participant being felicitated at the Edge Computing and Artificial Intelligence event on February 12, 2019.

R: A session in progress at the Edge Computing and AI event.

TNF India - North

Sanjay Banga from Tata Power Delhi Distribution Limited (Tata Power-DDL) is the Chairman of TNF India - North, and Siddharth Singh from the same company is the Convener. The TBExG Coordinator is Deepak Deshpande.

Activities, events and programmes: October 2018 to March 2019

- On February 22, 2019, New Delhi's Manekshaw auditorium witnessed the grand spectacle of TNF India - North's annual cultural extravaganza – Spandan. Talented individuals from various Tata companies wowed the audience with an amazing display of cultural and musical performances. Several employees and their families participated with full zest and enthralled the audience with their talent. Like always, the participants' response to Spandan was phenomenal, with over 235 entries from 13 different Tata companies. Finally, 16 entries were selected with a collective participation of 75 employees and their wards from seven Tata companies. Sponsors for the event were TCS, Tata Power-DDL, Tata Services, Tata Capital, Indian Hotels, Tata Motors, Tata Projects, Titan Company, Powerlinks, Tata Power, Tata Communications, Tata Sky, Tata Advanced Systems, Tata Consulting Engineers, Tata SIA Airlines, Croma and Voltas.
- The Ethics Conclave was organised by TNF India - North on February 21, 2019, as a prelude to the Ethics Week celebrations at Tata Power-DDL. The Conclave witnessed participation from the TNF, northern region group companies, senior leadership team members and all 3-tiers of the Ethics Management Team. 32 Tata employees from 8 companies attended the event. The Tata Power-DDL film on ethics was released at the Conclave. Mr Banga addressed the gathering, emphasising the need to promote safety, quality and ethics to make the journey towards the Deming award and TBEM score of 750+ a successful one.



L: A session at the workshop on Best Practices in CSR on October 30, 2018.
R: Participants displaying their talent at Spandan on February 22, 2019.



L & R: Attendees at the Ethics Conclave on February 21, 2019.

- ✦ The Sales & Business Development sub-committee also organised an interactive session between Delhi Mumbai Industrial Corridor Development Corporation (DMICDC) and Tata group companies on January 10, 2019, at the Tata Sons office in New Delhi. The agenda of the session was to understand potential business opportunities. The event witnessed an overwhelming participation by senior representatives from the Tata group and DMICDC representatives.
- ✦ On December 10, 2018, the Sales & Business Development sub-committee of TNF India - North organised Ullas Mela 2018, Tata Power-DDL's annual family festival. It brought together more than 10 Tata companies to promote, showcase and offer their products and services, at Dilli Haat, Pitampura, New Delhi. With a wide array of companies operating in multiple products and domain specific services, the main objective of this initiative was to create awareness among the group.
- ✦ The CSR and Sustainability sub-committee of TNF India - North conducted a workshop on Best Practices in CSR, on October 30, 2018, at the Tata Power-DDL office in Delhi. The event provided an opportunity to all participating CSR officials and other senior leaders to update themselves on the latest initiatives undertaken by group companies in the field of CSR and sharing best practices across Tata companies. A total of 32 Tata employees participated from 10 different companies in the northern region. Six companies – Tata Power-DDL, Tata Capital, TCS, Indian Hotels, Titan Company and Tata Projects – showcased best practices in CSR at their respective companies and discussed various new initiatives in their organisation.

TNF Europe

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

Activities, events and programmes: October 2018 to March 2019

- ★ The Tata InnoVista European Regional Final was held at Ashorne Hill, Leamington Spa, UK, on March 18-19, 2019. It was attended by over 160 team members and company executives. On day one, 10 teams from the Piloted Technologies category – Tata Steel Europe, JLR, TCS and Tata Motors European Technical Centre – pitched their ideas to the jury. The second day witnessed participation from 16 teams in the Implemented Innovations category – Tata Steel Europe, JLR, Tata Global Beverages and TCS. The 12 winning teams – Tata Steel Europe, JLR and TCS – have entered into the pre-final round.
- ★ The Group Safety & Health team at TBExG conducted a workshop on office safety for Tata companies based in the UK on February 28, 2019. A total of 15 participants from 6 Tata companies attended the workshop. The event was based on the guidelines of the Tata Group Office Safety Standards and enabled discussions around key elements of the Office Safety Standards, techniques to implement standards at the workplace, dos and don'ts and key implementation successes and challenges and success stories of how Tata companies implemented the standards.
- ★ TNF Europe conducted a Business Excellence meeting on February 27, 2019, at National Automotive Innovation Centre, Warwick University. Mr Padmanabhan shared the summary of the outcomes from the 2018 Experienced Assessors (EA) cycle and future plans on how TBExG will support the achievement of a world-class performance. The TNF Europe team discussed their involvement in the EAP, FY19 Capability Building and delivery of practitioner programmes. Participants shared business excellence updates about their companies and also took a tour of the Innovation Centre.
- ★ TNF Europe organised an Ethics meeting on January 29, 2019, at Tata Limited, London. External speaker Philippa Foster Back, Director, Institute of Business Ethics (IBE), provided updates on the focus of the IBE in conducting business ethically, 'Ethics at Work' survey conducted in 2018 and launching of a free 'Speak up' toolkit, among many others. A 'Leadership in Business Ethics (LBE) survey for Managers' was reviewed



L: Participants at the Business Excellence Working Group session on November 13, 2018.

R: Attendees at the One Tata programme on December 11, 2018, at Tata Steel Europe, Port Talbot.



Jury and audience at the Tata InnoVista European Regional Final on March 18-19, 2019, at Ashorne Hill, UK.

and discussed by the group. Presentations from the Ethics Conclave in 2018 were shared with the group to discuss the Tata Group ethics activities.

- On December 13, 2018, a Tata Heads of Companies meeting was organised at St James' Court Hotel in London, which was attended by 21 people from 10 Tata companies. Mr Fitzsimons presented an overview of the vision, priorities and current projects of the Synergy office. Lord Hill of Oareford and Amanda Tickel from Deloitte discussed the current Brexit situation and possible future outcomes for business.
- TNF Europe organised the One Tata programme on December 11, 2018, at Tata Steel Europe, Port Talbot. Over 70 delegates from 14 Tata companies attended the session. Opening sessions delivered by Bimlendra Jha, ex CEO, Tata Steel UK; David Landsman, Director, Tata Limited; and Mr Fitzsimons, set the tone for the rest of the day. During the morning, the delegates were provided an insight into Tata Steel Europe's procurement, engineering, research & development and information technology areas. In the afternoon, carousel sessions were held where Tata Communications, Tata Chemicals, TCS and Tata Motors European Technical Centre showcased their products and services.
- On November 13, 2018, Tata Global Beverages hosted a Business Excellence Working Group session at Eaglescliffe, Stockton. The group discussed the completion of the 2018 Assessment cycle, Capability Building programmes for 2019 and clarification of assessor eligibility criteria. It was proposed that a separate workshop be set up to explore the innovation agenda for Tata companies in the UK. Tata Steel Europe, Tata Global Beverages, Tata Chemicals (EU) and Tata Motors European Technical Centre shared business excellence updates with the group.
- TNF Europe held a Communicators' Working Group meeting on October 10, 2018, at Tata Limited in London. 18 people from 9 Tata companies attended the meeting. Participants provided interesting updates and insights from their respective companies and enjoyed the useful networking opportunity. Amrit Pal Singh and Anaika Jaggarow from Titan Company joined the meeting and gave an overview of Titan's plans for selling watches in the UK. Discussions covered potential future group sponsorship opportunities.
- On October 3, 2018, an Ethics Working Group session was conducted at Tata Steel Europe, in London. Participating companies discussed current priorities for ethics & compliance programmes. Tata Group Ethics activities like interactions with the Tata Group Ethics Office, Leading Business Ethics Annual Compliance Report, LBE survey were the other highlights of the session.



Gathering on November 22, 2018, in Shanghai, to discuss operational difficulties during the current economic situation.

TNF China

James Zhan from Tata Sons is the Chairman of TNF China and Aaron Du from Tata Sons is the Convener.

Activities, events and programmes: October 2018 to March 2019

- ✦ TNF China held a gathering on November 22, 2018, in Shanghai. 17 Tata colleagues attended the event. The main agenda of the event was to discuss the operational difficulties various Tata companies were facing due to the current economic situation. Senior management from JLR China, TCS China, Tata Motors, NTACO, Tata Projects and Tata Technologies graced the event. Li Wei, Senior Economist, Standard Chartered Bank China; and Aparan Ganesan, Counsel from the Consulate General of India in Shanghai, were invited as special guests.

Mr Zhan provided the opening remarks, followed by introductions by all the participants. Xie Feng, EVP – Strategy and Business Development, JLR China, gave an overview about the Chinese auto market performance in the first three quarters of 2018 and explained the main reasons for declining sales for JLR products in China. Then, Suneet Puri, CEO, TCS China; and Anish Raghunandan, CEO, Tata Technologies, Shanghai, provided an update about their businesses and shared challenges and opportunities in China. Mr Wei gave an overall review about the current China economic situation and the effects of the US-China trade war in different sectors.

TNF ASEAN

KV Rao from Tata Sons is the Chairman of TNF ASEAN and Chandra Mohan Verma from NatSteel is the Convener.

Activities, events and programmes: October 2018 to March 2019

- ★ TNF ASEAN organised a get together on January 22, 2019, at Tanglin Club, Singapore. It was an informal session where Tata employees briefly introduced themselves and spoke about their businesses in Singapore and the region. Harish Manwani, Independent Director on the Board of Tata Sons, shared his experiences and insights on leadership and his journey over the years. A Q&A session was also arranged with Mr Manwani covering topics like VUCA (Volatility, Uncertainty, Complexity and Ambiguity); Globalisation; Leadership and Culture; Strategy; Sustainability; and Brand Value. Mr Manwani spoke with clarity of thought, focus and conviction that the participants felt like it was a crash leadership course.



Participants at a get together on January 22, 2019, at Tanglin Club, in Singapore.

TNF North America

Dharna Dhamija from Tata Sons is the Convener for TNF North America.

Activities, events and programmes: October 2018 to March 2019

- ★ TNF North America, along with 16 volunteers from JLR, Tata Global Beverages and Tata Sons, organised a reading session to a group of 100 fourth graders at Kakiat Steam Academy, Monsey, New Jersey. Held on March 8, 2019, this was part of Tata Sons' ongoing relationship with First Book. During this event, 1,000 books were gifted to the school. Tata Sons hosted the volunteers for lunch after the volunteering activity.
- ★ The Regional Final round of Tata InnoVista in North America was conducted on March 4, 2019, at the Tata Technologies office in Detroit. The event witnessed participation from 12 teams (3 Tata companies and 30 participants) in the Implemented Innovations category. 5 submissions from TCS will enter in the pre-finals round, and will compete with other teams to reach the Finals which will take place in May 2019.
- ★ On February 22, 2019, 10 volunteers from the TCS Toronto office read to a group of 50 first and second graders at King Edward Junior & Senior Public School. During this event 1,000 books were gifted and an additional gift certificate of \$500 was given to the school.
- ★ On January 29, 2019, leadership teams from TCS, JLR, Tata Technologies, Tata Communications, Tata Steel Europe, Tata Steel Plating, Tata Global Beverages, Indian Hotels, Tata International and Tata Sons, met at the JLR headquarters in Mahwah, New Jersey. A total of 22 participants represented 10 Tata companies. The group discussed focus areas for the coming year, plans for the geography and priorities in the North America region.
- ★ TNF North America hosted a Truck of Books event in Detroit, on November 30, 2018. 25 participants from 3 Tata companies joined hands with First Book at Detroit Kiwanis Club to distribute 20,000 free books to over 150 local teachers and educators.
- ★ On November 29, 2018, representatives from TCS, Tata Communications and Tata Steel were invited for an evening of networking at the Organisation for International Investment annual dinner, at the Ritz Carlton in Washington DC. The event witnessed the attendance of over 600 delegates.



Participants at the Truck of Books event in Detroit on November 30, 2018.



L: Winners of the TNF MENA Cricket League on March 9, 2019, in Dubai.

R: Participants at the Q4 MENA regional meeting on March 11, 2019, at Taj Dubai.

TNF MENA

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

Activities, events and programmes: October 2018 to March 2019

- On March 11, 2019, TNF MENA organised its Q4 MENA regional meeting at Taj Dubai. The programme was attended by over 55 members from various group companies. Also present at this meeting were two guest attendees — Mr Fitzsimons, and over Webex, Nenad Pacek, President and Founder, GSA Global Success Advisors & Co-CEO and Co-founder, CEEMEA Business Group. The main agenda items included healthcare initiatives by Tata Trusts, the Tata Group's synergy initiative and a detailed discussion on the current geo-political and economic situation in the MENA region.
- The second season of the TNF MENA Cricket League was organised on March 9, 2019, at the United Pro Sports indoor facility in Dubai. There were a total of 22 teams comprising more than 240 participants from TCS, Tata Steel, Indian Hotels, Voltas, Tata Projects, Tata Communications, International Shipping & Logistics and Tata Motors. The final match was played between Indian Hotels and Voltas, with the former winning the game for the second time in a row with a significant margin, and declared champions for the year.
- TNF MENA organised an event on November 22, 2018, at Taj Dubai, to welcome the new members and Heads of Tata companies in the region. Mr Sinha welcomed all the participants and each one of them gave a brief description about their company and business functions. Presentations on corporate brand and marketing, value added tax, geo-political outlook and perspective on Egypt, were the highlights of the session. Mr Sinha also emphasised that the Group Chairman has raised the bar with the One Tata agenda and is looking for synergy between Tata companies.

In case of any queries or feedback, please write to tbexg@tata.com