



A N N U A L R E P O R T

**2013 / 14**

**TATA** QUALITY MANAGEMENT SERVICES

## A time for transformation and growth



*“The role of Tata Quality Management Services is going to become even more integral in driving new and existing initiatives across the group in the coming years. We have been asked to provide our support in the areas under the group-wide initiatives – Customer Centricity, Technology, Diversity, Internationalisation, Rural Strategy and Innovation.”*

Tata Quality Management Services always strives to improvise and become more effective in its quest to be a trusted partner to group companies. As part of this quest, Tata Quality Management Services plans to introduce and lead new initiatives, as well as support existing ones within the group in the near future.

### **The journey so far**

I am happy to announce that 2013 was a watershed year for the Business Excellence movement in the Tata group. We undertook many initiatives in new areas, and brought about changes in the management of existing processes.

Amongst the new initiatives, a renewed thrust was made on Operational Excellence and sharing of promising practices across our companies. We have made great strides in the Operational Excellence initiatives that we have facilitated in some of the flagship companies of the group.

We have also brought about several changes in the Assessment process, which are aimed at refining and enhancing its effectiveness. In line with the vision of raising the bar and setting a new benchmark for excellence, the eligibility of the JRD QV Award was raised to the 650+ level, coupled with a two-level jury

evaluation for role model attributes. Other recognitions that were being awarded were also phased out, with the introduction of a commendation for companies that achieve the 550+ level. In addition, to bring in higher Board engagement, the process of presenting the findings of TBEM Assessments to the Board was established; these findings were deliberated extensively by several Boards.

The concept of Deep Dives in Assessments was given a fillip and institutionalised as a part of the Assessment process from 2014, after the success of several Deep Dives that were conducted for some flagship group companies.

The Training activities of Tata Quality Management Services moved beyond the sphere of the Tata Business Excellence Model (TBEM) to customised workshops encompassing the fields of Supply Chain Management, Customer, Technology, Safety, Best Practices sharing and Operational Excellence. Similarly, our interventions in terms of Improvement initiatives saw higher engagement from the group companies.

Our Innovation journey initiatives also saw a higher level of maturity of projects, as a result of many Tata companies running internal InnoVista events before sending across the final entries. We have also made a beginning towards enhancing learning and sharing across group companies through the Best Practices initiative, branded as The Edge Club.

On the Safety front, the Safety Steering Committee designed and communicated the Tata group Safety Standards to group companies in February 2014. The Committee also focused on developing safety capabilities across group companies through the formation of industry clusters.

In the last year, Sustainability was taken to the group level through the formation of the Tata Sustainability Group (TSG), which will focus not only on social, but also environmental sustainability.

#### **The way forward**

The role of Tata Quality Management Services is going to become even more integral in driving new and existing initiatives across the group in the coming years. We have been asked to provide our support in the areas under the Group-Wide Initiatives –

Customer Centricity, Technology, Diversity, Internationalisation, Rural Strategy and Innovation. The focus is also on strengthening the core of TBEM, on the basis of inputs that have come from the CEOs and senior leadership within the Tata group. In addition, we are in the process of re-examining the group's vision, mission and values, and the Tata Code of Conduct (TCoC), in view of the group's global presence.

These initiatives will need considerable planning, strategy and subject matter experts, along with a dynamic team in Tata Quality Management Services, for which we are already gearing up.

I would invite you to peruse the specific details of our achievements as detailed within this Annual Report. As we begin yet another exciting and challenging year ahead, the Tata Quality Management Services team looks forward to your support and encouragement in achieving new milestones and setting higher standards of quality.

**Sunil Sinha**

Chief, Group Quality Management Services



## Contents

### FOCUS AREAS OF TATA QUALITY MANAGEMENT SERVICES

<b>08</b>	ASSESSMENT	pg.08
	TRAINING	pg.12
	IMPROVEMENT SERVICES	pg.16
	INNOVATION	pg.20
	CORPORATE GOVERNANCE AND BUSINESS ETHICS	pg.26
	SAFETY	pg.30
	SUSTAINABILITY	pg.34
	EDUCATION EXCELLENCE	pg.38
	TATA AFFIRMATIVE ACTION PLAN	pg.42

## Contents

### EVENTS

<b>46</b>	BEC 2013	pg.46
	JRD QV AWARDS 2013	pg.48
	TATA INNOVISTA 2013	pg.50
	TATA ENVIRONMENT MONTH 2013	pg.51

### CORPORATE INFORMATION

<b>52</b>	VISION, MISSION AND VALUES	pg.52
	ORGANISATIONAL STRUCTURE	pg.53
	CORPORATE COMMITTEE	pg.54
	OFFICE ADDRESSES	pg.54

# Assessment

*“A wrong answer to a right problem can be corrected. A right answer to a wrong problem is difficult to fix.”*

*– Peter Drucker, in The Effective Executive*

**W**hat can breed better confidence than the fact that an instrument that triggers and evaluates change, self applies to demonstrate its willingness to change? This has been the case with the Tata Business Excellence Model (TBEM), which has continuously evolved with time, incrementally and transformationally.

The year 2013 was a watershed year for the Business Excellence movement in the Tata group, as it witnessed the introduction of a practice that brings the TBEM Assessment outcomes face-to-face with the Governance Board. The wisdom of the Board and the intellectual richness of the Assessment process can now synergise to extract the maximum from TBEM principles. Continuing on this path of progressive change, the Tata Quality Management Services Executive Committee has made several new and meaningful changes built on the strong foundation of the past, aimed at accelerating the progress of group companies.

Below is a summary of changes:

**1. Raising the bar – Eligibility for JRD QV Award now at 650+**

After nearly two decades during which the threshold for the coveted JRD QV Award stood at 600, group companies are now ready to set a new global benchmark for excellence. TBEM, when defining maturity levels, terms the score band of 651-750 as ‘Industry Leader’ fixing the cutoff at 650 and higher for true excellence. However, the score will only be the first hurdle to clear. Winners will also have to demonstrate the following characteristics:

**Industry Leader Attributes:** Being a financial and customer performance leader, among others.

**‘Podium Power’:** Applicant should be an exemplary and have meaningful contributions for other Tata companies.

**No ‘Fatal Flaws’:** There should be no significant vulnerabilities or gaps.

**Long-term Sustainability** of the business to be focused around long-term value creation.

**2. 550+ point recognition replaces all others**

We have had several intermediate recognitions until now to acknowledge and encourage progress along the way. As the ‘Ordinary to Good’ journey draws to a close and the ‘Good to Great’ journey begins, it was time to do away with other recognitions leaving only one behind, qualifying at 551 points and above. This cutoff is also the entry point into the ‘Emerging Industry Leader’ TBEM score band.

**3. Meeting BEBP norms necessary to participate in TBEM Award Assessments**

The BEBP agreement confers the right to use the Tata brand in return for a commitment to run the business excellently and ethically. The right to participate in TBEM Assessments is linked to the firm’s compliance to BEBP milestones of achieving a score of 400 and 500 in the third and fourth year, respectively, after signing. Stricter adherence to milestone compliance will be undertaken in a phased manner from 2014. Companies which do not reach the milestones will have to use internal or dip-check assessments to guide and measure progress and prepare for the TBEM Award Assessment.

**4. TBEM Assessments begin with board expectations and end with review**

In 2013, the TBEM Assessment outcomes earned appreciation from the Governing Boards for the quality of insights they brought. To further improve engagement in 2014, the chairman will be requested to provide Assessment teams a short outline of expectations at the beginning of the process. The team and mentor will then be required to examine those areas during the Assessment and provide their findings.



# Assessment

## 5. Companies scoring 550+ to alternate between normal Assessment and Deep Dives

TBEM Assessments cover the entire width of a company's activities; however, as companies mature, the need for a more granular examination has arisen. The new diagnostic process of Deep Dives was thus designed to focus on certain areas on a deeper level than TBEM Assessments. Deep Dives require Subject Matter Experts (SMEs) who are being assembled internally from group companies and from external sources. Companies scoring over 550 points are expected to alternate between TBEM Assessments and Deep Dives.

## 6. Companies applying for the Award Assessment process require integrated applications

Continuing with the theme of making assessments more comprehensive, applicants will need to prepare applications that include all their significant divisions and subsidiaries or JVs that are a part of an integrated strategy. The thought behind this is that a company recognised for excellence should excel across all its constituent parts.

### Ripples of change:

At the process level, Assessors collectively implemented several planned improvements:

1. Use of NERD (Nugget-Evidence-Relevance-Done) provides a compact framework to construct Assessment comments. The comments are the bedrock of the process that lead to meaningful conversations, insights, observations, perspectives and ultimately, evaluation.
2. Use of Macro-enabled XL automation assists Assessors and teams, sieving out drudgery and complexities which creep in over time. The ExCellerate suite of products, wholly designed and developed by Tata Quality Management Services, with support from Harviish Rao of TCS Knowledge Campus, has three plug-and-play modules – THINK, CONVERGE and VERIFY – which are activated at different stages of the Assessment

life cycle. Going forward, the ExCellerate will evolve into a more utilitarian tool with feedback from users.

3. For a long time, TBEM assessors were dependent on a check-list to verify the extent of focus on safety and deployment by applicant companies. With the release of the new Safety Criteria within the mould of the standard performance criteria of TBEM, safety and TBEM have merged even more seamlessly.
4. The TBEM abridged criteria released in 2013, are paving the way for a simpler understanding of TBEM concepts, especially for beginners. Futile efforts have been eliminated in basic assessments, as the criteria lays emphasis on only the most crucial aspects for companies in the early stages of their excellence journey.
5. SME modules have been launched as a fresh means for sharing perspectives that can result in a more meaningful assessment. Potential Assessors can now absorb and reflect on ideas related to Strategy, Customer, Processes and Innovation at their convenience – in modules spanning 1-2 hours.
6. Several improvements have been made to enhance applicant engagement. Applicants can now use the Wooqer portal to upload content, documents, reports and videos required by the Assessment team, in a non-intrusive, non-email dependent, pull-based system. The Wooqer portal offers limitless opportunities for participants – Assessors, Applicants, Administrators and Mentors – to connect and exchange valuable information to achieve superior assessment outcomes.
7. A new breed of Assessors is now part of the Assessor fraternity. This talented group of professionals, known as Associate Assessors, provides insights from a distance to the team that assesses companies. Besides strengthening the Assessor pipeline, the Associate Assessorship has helped broaden the scope of inclusivity in the TBEM process.

## THE YEAR GONE BY

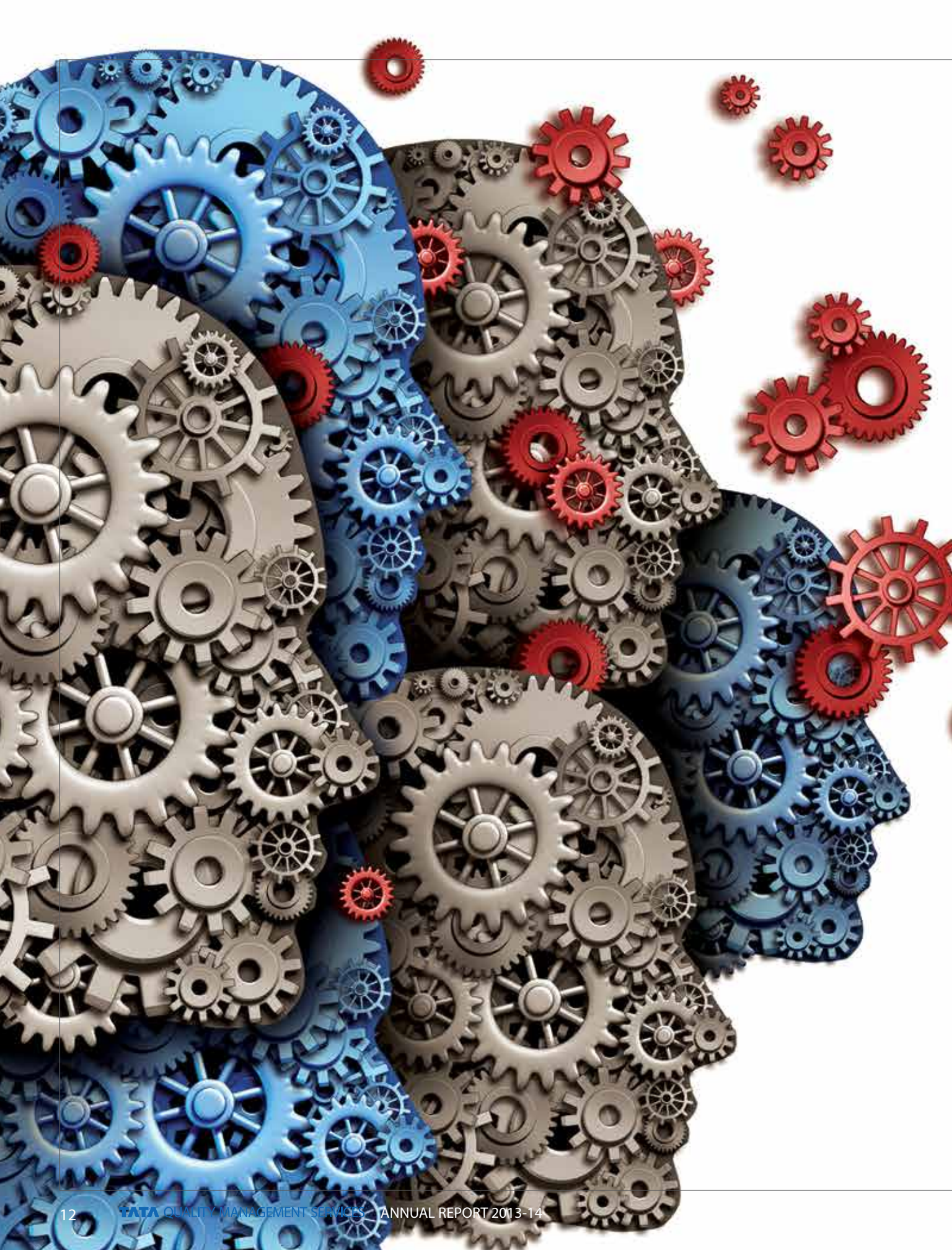
The year 2013-14 saw 38 group companies applying for TBEM Assessments. Nearly 350 Assessors, grouped into various teams, went into the depths and widths of the companies, holding interviews, conversations and dialogues using the principles of TBEM. These introspective interactions brought to the fore subjects of excellence crucial to daily business management, such as customer orientation, value creation, competitive strategy, engagement activities, benchmarking, analysis and knowledge management.

## THE ROAD AHEAD

The challenges for value creation are on an increasingly steep climb, and the expectations of every stakeholder from the businesses are only mounting. Consequently, the expectations from improvement frameworks such as TBEM are also rising.

In the current, complex business environments, the role of TBEM Assessments is to assist the creation of long term value by delivering sharper assessments. To be meaningful, the assessments need to be centred on business imperatives; and should appropriately contextualise to improve practicality in observations, and should appeal to both the hard and soft elements of business management to engage stakeholders.

The TBEM process and its scope are continuously being fine-tuned to facilitate this, as quickly and successfully as possible. Two key changes that will roll out in 2014-15 are the end to end engagement by the governance boards and use of Deep Dives to provide more granular feedback.



# Training

The Training team of Tata Quality Management Services provides a spectrum of Training offerings, including building a pool of skilled assessors to conduct the TBEM assessment process across the group. It plays a crucial role in the programme design, launch and administration of various training interventions and post programme evaluation and improvements. This team also ensures that assessors are equipped with the necessary knowledge, skills and expertise to conduct assessments, and provide meaningful feedback and insights to the Tata group of companies for continuous improvements. In 2013-14, the Training team executed a concerted shift in the focus of Training by going beyond TBEM-related training to customised workshops, encompassing the fields of Supply Chain Management, Customer, Technology, Safety, Best Practices and Operational Excellence.

## THE YEAR GONE BY

The year 2013-14 was significant for Tata Quality Management Services in terms of both, the improvement of the Training process and the expanded reach of offerings with the objective of standardising safety measurements and building a system to capture safety data from companies on a regular basis.

*“The focus is on further expanding offerings beyond TBEM Training to Customised Workshops.”*



# Training

## KEY ACHIEVEMENTS

With the drop in the number of assessments last year, and a similar pattern expected in 2014-15, the emphasis on TBEM Training was reduced as a mid-year course correction, in order to synchronise with assessment demand and minimise dissatisfaction of assessors who may not be granted assessment opportunities. Meanwhile, Tata Quality Management Services focused on building the pipeline of assessors for the next year through Assessor Training programmes. There was thus a move to maximise customer satisfaction, and additional emphasis was laid on Customised Workshops.

The following are some of the significant enhancements made to the Training offerings of Tata Quality Management Services in 2013-14:

### **TBEM Assessment-related programmes:**

- Learnings from the Baldrige Examiner Training in the US, which was attended by some Tata Quality Management Services members and other colleagues, were further reinforced in this year's TBEM training, with revisions in the case study, TBEM criteria and basic programme requirement of the e-Learning web-based module – "Bit by Byte."
- Subject Matter Expert (SME) Modules were refined and hosted on the Tata Quality Management Service website. Participants in the assessor programmes could access the modules at their convenience and enhance their skills in the areas of Customer, Strategy, HR, Innovation and Process Excellence.

Tata Quality Management Services was able to significantly revamp the pedagogy of one of the flagship Assessor Training Programmes with the help of Mercuri Goldmann, a renowned training organisation. With the focus on increasing participant engagement, the revamp involved changes in some presentation slides and also in the style of delivery. The increased satisfaction levels captured through feedback from the participants post the change has validated its effectiveness.

A total of 60 TBEM-related programmes were conducted in 2013-14, covering 1,287 participants from across the group companies.

### **Customised Workshops:**

With the increased thrust on Customised Workshops, a total of 51 workshops were conducted in 2013-14, covering 1,399 participants from across the Tata group. The workshops covered areas like Supply Chain Management, Customer, Technology, Safety, Best Practices and Operational Excellence.

A Unique Technology Bazaar programme, which involved sessions on the current and future trends in technology across the customer lifecycle was a noteworthy addition. It showcased practices from companies such as TCS, Accenture, Qlik Tech., Tata Business Support Services and Infiniti Retail, which have leveraged technology and capabilities to re-design the customer experience.

Two Learning Missions were also organised to capture and share best practices of companies that have reached a certain level of maturity in its processes. The first Learning Mission was to Tata Steel with 29 participants from 21 organisations, while the other was to TCS with 32 participants coming from 19 organisations.

A Supply Chain workshop, in partnership with the American Society for Quality (ASQ), was conducted for absorbing best practices in supply chain management. Practices were shared by eminent speakers having experience from leading global SCM companies such as KPMG, Accenture, Maruti Suzuki, FedEx, Coca Cola, PWC and educational institutes such as Kellogg School of Management and University of Tennessee. The topics covered key areas of the supply chain such as Procurement, Planning and Logistics (including warehousing), which would help build the OpEx Supply Chain Body of Knowledge.

In addition, a Safety Workshop was organised for the CEOs of infrastructure companies, followed by a 'Train the Trainer' programme conducted by a faculty from Ashorne Hill, UK.

As planned in the previous year, the partnership with ASQ was further enhanced through the launch of Quality Certification Programmes – CQIA, which attracted 18 participants and CMQ/OE, which drew 14 participants. These programmes comprised classroom training interventions, followed by special administration of ASQ Certification Examinations.

The collaboration with Palladium Inc. covered 177 participants from across 26 companies, who underwent a 20-hour e-learning module on Balanced Scorecard.

## THE ROAD AHEAD

In the coming year, the Training cluster plans to further refine the content of assessor training programmes, and sharpen its focus on Customised Workshops. Part of this focus will also be on enhancing the skills of the trainings within Tata Quality Management Services, to facilitate superior training delivery and participant experience.

The partnership initiated with Tata Management Training Centre (TMTC) in 2013-14 for a joint calendar and the promotion of ASQ-related offerings will be built on further. A total of 20 companies were targeted for the ASQ offerings, and offered access to customised content for their specific domain requirements. Of these, 15 have been shortlisted for joint visits by Tata Quality Management Services, TMTC and ASQ – including organisations such as Tata Motors, Tata Communications, Tata Global Beverages and Tata Teleservices.

The partnership with ASQ will also be further leveraged to harness ASQ best practices, which will be included in the existing Tata Quality Management Services and TMTC forums. Further, specific domains have been shortlisted to push relevant content. Going forward, it is proposed that Tata executives will participate in ASQ conferences as speakers and participants, and Tata Quality Management Services and TMTC will be involved at the concept stage.

# IMPROVEMENT SERVICES

Identifying and acting on opportunities for improvement is one of the key focus areas of Tata Quality Management Services. This division of Tata Sons drives improvement initiatives within Tata group companies and has become a trusted partner in their journey towards excellence. The approach draws deeply from the excellence framework prescribed in the Tata Business Excellence Model (TBEM), which includes leadership, strategy, Management of Business Ethics (MBE), customer driven excellence, process excellence, total quality management, knowledge management, innovation, and action planning.

The team's work can be grouped under three categories, namely diagnostics, solutions and customised workshops. As part of its responsibilities, Tata Quality Management Services not only conducts diagnostics such as dip checks and Deep Dives, but also provides solutions through initiatives such as customer driven excellence and strategic alignment. In addition, it drives engagement through customised workshops for MBE awareness, total quality management, customer driven excellence and safety.

*"Improvement Services clocked a revenue of Rs 4.21 crore in 2013-14, much higher than Rs 10 lakh in 2006-07, the year of its inception."*



# Improvement Services

## THE YEAR GONE BY

During the past year, revenue under Improvement Services has been growing consistently, signifying robust demand. Improvement Services clocked in revenue of Rs 4.21 crore in 2013-14, significantly higher than Rs 10 lakh in 2006-07, the year of its inception. Apart from signifying increasing demand, this exponential growth showcases the value-add that Improvement Services has been able to provide for Tata group companies. Improvement Services has also built on the quality and quantity of engagements across Tata companies. The number of engagements in 2013-14 showed a significant increase, rising to 100, over 50 engagements in the previous years. These engagements were spread over a range of Tata companies at different stages of their TBEM maturity, which also included JRD QV Award winners.

Over the years, Tata Quality Management Services has earned the trust of Tata companies for its improvement initiatives. As a result, companies opt to renew engagements with Tata Quality Management Services to help them in their journey towards improvement. This is evident in the high number of renewed engagements. Signifying a healthy mix of new and renewed accounts, engagements rose to about 45 companies from approximately 37 in the previous year.

## KEY ACHIEVEMENTS

Establishing a strong global presence is one of the key strategies adopted by Tata companies to register strong growth. Around two-thirds of the group's revenue comes from abroad. Tata Quality Management Services believes that by mirroring this model and capitalising on the global presence of Tata companies, it can increase its support to international companies every year. In 2013-14, around 16 percent of the overall revenue – Rs 68 lakh of the total Rs 4.21 crore - came from international improvement engagements.

To learn from companies outside the Tata group, the team spends approximately 10-15 percent of its time in non-Tata engagements. Improvement engagements with a number of non-Tata companies have been growing steadily over the past few years. These engagements form around 13 percent of the total revenue earned in 2013-14, totalling Rs 53 lakh. The primary objective of non-Tata engagements, however, is not to earn profits, but to enable learning and expand the organisation's horizons. Another major achievement of the past year was the addition of many new solutions to improvement offerings, namely Quality Function Deployment, Strategy Deep Dives, InnoCompass, Strategic Thinking Workshops, Office Safety Workshops, Customer Excellence Workshops and Employee Engagement HR interventions.



## THE ROAD AHEAD

With an aim to enhance delivery capabilities and augment its impact, the Improvement Services cluster plans to take three major steps in the coming year:

- Grow in its role for Tata group companies - from being only a diagnostic partner to being a solution provider
- Build organisational capability
- Strengthen the account management process

Going forward, there will be a focus on increasing the contribution of solutions engagements to around 50 percent of the overall revenue.

In order to achieve this, the Improvement Services cluster plans to build its organisational capability. While bringing more consultants on board can be one of the methods, the option of engaging in strategic partnerships with Tata group companies and other organisations will be explored.

Strengthening the account management process is another important agenda for the upcoming year. With a view to enhance the quality of Improvement Services offered, Tata Quality Management Services plans to extensively adopt the partnering model and utilise the expertise that lies beyond the borders of the team. This will help build capabilities and increase its ability to deliver customised solutions.

# Innovation

In the face of increased competition and in keeping with its global presence, the Tata group has laid special emphasis on fostering innovation in all its companies. To focus on innovation within its group companies, Tata Quality Management Services formed the Tata Group Innovation Forum (TGIF) in 2007, which helps imbibe and enhance innovative practices and the culture of innovation within the group. Tata Quality Management Services has developed and deployed several tools and processes for innovation to be used within Tata companies, which include InnoMeter, InnoVista and InnoVerse. In addition, group level initiatives and programmes are regularly developed by TGIF, thus enhancing innovative practices within the group.

## THE YEAR GONE BY

While existing tools were refined in 2013-14, new tools, categories and initiatives were also developed to further encourage the culture of innovation across Tata companies. Many group companies worked with Tata Quality Management Services to inculcate innovation in their products and processes.

*"A new award category called 'Design Honour' was launched in InnoVista 2013-14, with two sub categories – 'Touch' and 'Feel'."*



# Innovation

## KEY ACHIEVEMENTS

### Tata InnoVerse and design of Tata InnoVerse PLUS

Tata InnoVerse is a networking platform for the Tata group of companies, through which employees can collaborate, quickening the pace of gathering and selecting innovative ideas.

Tata InnoVerse was rolled out to two more companies over the last year, bringing the total number to 16. From the 53,225 users who participated from these companies, 5,924 ideas were generated, of which over 69 were implemented. These users left 55,212 impressions on the system, encouraging social networking.

The year also witnessed large investments in expanding Tata InnoVerse. The Tata InnoVerse – New Generation (TING) was released with enhanced display and features, improving the overall experience.

With a view to help companies leverage Tata InnoVerse better, an enhanced version, Tata InnoVerse PLUS was designed. It will feed the Tata InnoVerse platform with strategic challenges and help companies drive the implementation of promising ideas received on Tata InnoVerse.

An interesting sub-set of Tata InnoVerse called Challenges Worth Solving (CWS) was modified to a biannual format, which will be organised on January 26 and August 15 every year. The awards for CWS are presented in April every year at Tata InnoVista final event to only those ideas that have been implemented. An active LinkedIn community is woven around this initiative that connects all the innovators.

The year also saw a successful pilot on Open Innovation. New technologies were explored to identify better uses of fly ash generated by some Tata companies. A few technologies evoked interest among the TGIF and scientists, and the discussion has completed a few stages of Open Innovation.

### Tata InnoVista

Tata InnoVista aims to encourage innovations through a comprehensive rewards and recognition programme. This year, a new category called 'Design Honour' was launched in collaboration with Tata Management Training Centre, with two sub categories – 'Touch' and 'Feel' in InnoVista, which were aimed at promoting 'Design Thinking' in product, service and process designs. Design Honour had an encouraging debut, receiving responses from over 200 projects.

A total of 1,754 projects were received in InnoVista 2013-14. There was a dip in the number of projects this year, as some Tata companies such as JLR, TCS and CMC had conducted internal InnoVista-like events for their employees and only the best entries were sent for the larger event. This trend is expected to continue in the future, as companies are being encouraged to conduct such internal exercises to improve the quality of entries further. In 2013-14, InnoVista also encouraged employees from different companies to collaborate for submission of projects.

### Tata Benchmarking Studies

Tata Benchmarking Studies, also known as Deep Dive Collaborative Benchmarking (DDCB) studies, is a platform for line managers to learn about promising practices of other Tata companies, benchmark their performance levels and build a network of experts on the topics of studies.

Initiated from modest efforts, DDCB has gathered steam in the past three years. During this period, 20 studies were completed, with participation from 70 companies. Over 460 Promising Practices were submitted in the 20 studies, of which close to 150 were chosen to be shared with the participating companies. In 2013-14, seven studies were completed with participation from 46 companies, and 110 Promising Practices were submitted, of which 30 were shared. In the seven webinars, 18 companies participated using 46 nodes of connections. Each node is used by a group of employees from a company. A total of 11 subject matter experts (SMEs) from group companies were engaged in these studies.

### Details of the studies:

Study Name	No. of participating companies	No. of Promising Practices (PPs) received	No. of 'participant groups' in webinars
Managing Customer Experience at Various Touchpoints	15	37	39
Social Media	16	11	32
Management of Business Ethics	27	5	52
Facility Management	12	11	53
Energy Management	18	36	66
Competitive Intelligence	11	0	36
Talent Acquisition	17	10	46
<b>Total</b>	<b>116</b>	<b>110</b>	<b>324</b>

A satisfaction study on DDCB was also conducted in 2013-14. The highlights of the 30 respondents from 21 companies are:

- 88 percent said that DDCB helps in identifying best practices
- 75 percent said that DDCB helps in identifying benchmarks
- 78 percent said that DDCB reports are analytical and insightful
- 32 percent had adopted a Promising Practice shared during the DDCB study

### Tata best practices initiative

Today, Tata companies are at various levels of maturity in the Tata Business Excellence Model (TBEM) journey. There are significant examples of industry and international benchmarks in Tata companies and several of them have also developed cutting-edge, innovative practices.

While the TBEM programme and the Tata Network Forums (TNFs) have helped to an extent in sharing and learning, it has perhaps been limited to the TBEM Assessor fraternity and has largely remained informal. There was a strong need to accelerate the excellence journey by democratising sharing and learning in the group and formalising it. To enable this, Tata Quality Management Services began developing and implementing an approach to identify, capture, share and transfer good practices. This approach is a blend of:

- 'Face-to-face' mediums to facilitate sharing a few important but highly deployable topics
- An IT-based approach to capture and share numerous best practices on both small nuggets and comprehensive processes on a wide range of topics
- A network of experts in varied topics and industry domains

### Face-to-face approach:

- (1) Learning Missions
- (2) Deep Dive workshops

Both of these are designed to facilitate 'high touch', intense sharing and learning on identified topics.

The Learning Missions have participants from many companies who visit 1-2 companies in a certain city for 2-3 days, examining a wide variety of good practices. In 2013-14, two such Missions were undertaken:

# Innovation

Tata Steel	TCS
January 20-22, 2014	March 19-21, 2014
29 participants from 21 organisations	32 participants from 19 organisations
Sessions on 12 topics – Operational Excellence, Employee Involvement, Use of Quality Tools and Analytics, SCM and Channel Management	13 sessions revolving around 8 Themes – Customer Centricity, Innovation, Vivacious TCS, Workforce Management, Tata group-level initiatives at TCS, Quality Management, Knowledge Management, Leverage IT and IT security, and Cultural Diversity

Both the Learning Missions were highly appreciated by participants.

The Deep Dive workshops are being designed to be more intense compared to the Learning Missions. These will facilitate transfer of 'working knowledge' between the 'donor' company and a clutch of 'recipient' companies. The host companies will share the nuances of implementation and also the softer factors, which could be critical to the adoption of a best practice. These workshops have been planned from the second quarter of 2014-15.

#### *IT enabled approach:*

This will help capture and share documents and videos on good practices from group companies. Multiple sources are being tapped to collect good practices. Some of them are:

Source	Update
Nuggets from companies and Gold assessors – 'Just do it'	To start with, Gold-certified TBEM assessors have been invited to share these from their areas of work. This process began in March 2014.
Self-documented practices from companies on invited topics	This exercise started with two topics every month from February 2014. 75 documents on four topics were received in Feb-March 2014.
Documenting known practices from JRD-QV companies	IIM-A and XLRI have been entrusted with this responsibility; interactions commenced in February 2014.
Promising Practice presentations from past DDCB studies	These will be converted into reader friendly documents.
Self-documented, elaborately written practices along with TBEM application	Will be part of TBEM applications in 2014.

The IT system is being designed to create a directory of experts in various domains and provide for discussions, blogs and polls on communities of interest. Development of the IT system commenced in February 2014 and is expected to be ready for launch by the end of the first quarter of 2014-15.

## THE ROAD AHEAD

The year 2014-15 is one of the most critical years for the Innovation journey for the following reasons:

- Tata InnoVerse will have to prove its worth by showing results and will also need to expand to over 30 Tata companies. Similarly, the results from CWS will be keenly watched.
- Having completed the design of Tata InnoVerse PLUS, all companies are expected to deploy and utilise the programme in the coming year.
- It will be a crucial year for the Open Innovation program.
- The group-wide initiative (GWI) has started and the outcomes of GWI are expected to augment the Innovation journey. The Innovation team will be required to work on multiple fronts and increase its capability to meet expectations.
- The Best Practices initiative has aroused immense interest and large scale efforts will be required to meet the expectations of stakeholders.

# Management of Business Ethics

*“For the first time ever, the chairman of the Tata group, Mr Cyrus P Mistry attended the Tata Ethics Conclave.”*

UNITY

UNDERSTANDING

INTEGRITY

RESPONSIBILITY

EXCELLENCE

**M**anagement of Business Ethics (MBE) is a Tata business program that guides Tata companies in their business performance. The group's collective endeavour in sustaining ethically run businesses has been guided by the five core values and the Tata Code of Conduct (TCoC). The Code is an articulation of the underpinning of the brand relative to the five core values of Understanding, Unity, Integrity, Responsibility, and Excellence.

The implementation of MBE has resulted in outcomes that include:

- A systems approach to make the business ethics program more robust through a four-pillar MBE framework within the construct of the Tata Business Excellence Model (TBEM).
- Specific structures in group companies to support the handling of ethical cases, concerns and dilemmas.
- Adoption of checks and balances in ensuring compliance to corporate governance norms.
- Ethically guided policies.
- Communication and learning sessions.
- Annual declaration of performance to standards by all operating companies (Business Ethics Program - Annual Compliance Report).
- Periodic diagnostics to measure program effectiveness such as the MBE assurance survey that needs to be undertaken once every 18 months, by operating companies.

Notwithstanding all of these steps, the businesses' ethical performance will continually be observed in a verifiable manner, given the pervasive desire within the group to excel in ethical practices. This imperative is further underlined by the relentless globalisation of businesses and markets in a hyper-connected world, mounting social activism, heightened customer expectation stemming from a values-driven mindset, escalating governance standards, toughening climates for business performance, integrated with economic, environmental and social factors.

#### Leadership with Trust

This group motto is the North star on the path towards excellence in business. Having inherited a deep-rooted legacy of trust, it is vital that the group continually upholds and sustains this culture of trustworthiness in the Tata brand. Leadership excellence in business is nurtured by conforming to the TBEM, while trustworthiness in business is nurtured by allegiance to the core values and the TCoC within the ambit of the framework for MBE.

# Management of Business Ethics

## Tata Code of Conduct (TCoC)

The TCoC contains 25 clauses ranging from 'national interest' to 'reporting of concerns', each packed with high level guidance to the manner in which organisations and employees need to conduct themselves across the group's varied businesses. This lead document sets the ethical tone in a clear and uncompromising manner for maintenance of conduct with various stakeholders across the group's manifold business value chains.

## Business Ethics Program - Annual Compliance Report

This report is an assurance for process compliance in MBE, duly signed by the MD/CEO of the company and addressed to the Chairman of the respective Board of Directors and to the group Chairman, as applicable. A copy of this report is also shared with the Group Chief Ethics Officer. Tata Quality Management Services serves the role of a process gatekeeper for content, coverage, quality and comprehensiveness of the report. This report comprises three separate parts and has to be released in the first quarter of the financial year. The three constituent parts of this report are:

- Annual declaration for the previous financial year.
- Annual compliance report on key measures relative to MBE program deployment for the previous financial year.
- Annual outline plan for the current financial year.

## THE YEAR GONE BY

### Tata Ethics Conclave

The Tata Ethics Conclave for Tata companies engages senior business leaders and ethics counsellors in an intense discussion on the myriad aspects of ethical leadership and the management of ethically run businesses.

The fourth consecutive Conclave was held in Mumbai on October 3-4, 2013. The following were the highlights of the Conclave:

- The chairman of the Tata group, Mr Cyrus P Mistry, attended the Conclave for the very first time.
- The Group Chief Ethics Officer, Dr Mukund Rajan, a Group Executive Council (GEC) member, attended both days of the event.
- In all, 122 delegates representing 63 companies participated, including 4 GEC members, 25 MDs and CEOs, 59 ethics counsellors and 34 other senior business leaders.

Also, for the first time ever, the culture in a few companies was assessed through a culture risk analysis by the Barrett Values Centre. Chairman and founder Mr Richard Barrett shared the findings of this pilot diagnostic. He spoke at length about promoting values that motivate engagement against the backdrop of potentially limiting values that undermine motivation and engagement in the workplace.

## KEY ACHIEVEMENTS

Key platforms of dialogue and engagement enablers developed over the last five years are :

1. **Tata Ethics Conclave:** Held every year since 2010.
2. **Monthly Ethics conversations:** Recent platform for dialogue between the Community of Practice members and the Group Chief Ethics Officer. Four such conversations have been consistently held every month since November 2013, with a duration of one-hour each.
3. **Open training programmes:**
  - Towards a gender-friendly organisation - Mechanism for prevention, prohibition and redressal of sexual harassment at the workplace.
  - Values clarification in process implementation.
4. **Deep Dive Collaborative Benchmarking Study:** A total of 27 companies participated in the study and the resulting report was shared with all participant companies and the office of the Group Chief Ethics Officer.
5. **Compliance:** Annual Compliance Report
  - 2013-14: 100 percent participation
  - 2012-13: 84 percent participation
6. **Workshops:** Senior leadership refresher and sensitisation workshops on values and ethics.
  - 2013-14: 16 workshops conducted
  - 2012-13: 19 workshops conducted
7. **Training:** MBE process implementation workshop which covered key topics such as:
  - Case let-based discussions relative to ethics in the workplace
  - Grievance redressal
  - Process of inquiry and investigation
  - Company policy on prevention of sexual harassment at the workplace
8. Web-based training on TCoC (English and Hindi versions) e-module prepared by Tata Quality Management Services and Tata Interactive Systems declared free-of-charge for all companies on April 29, 2013.
9. In-house joint action plan meetings.
10. **Recast the Code:** Project initiated in October 2013 and launch of new TCoC scheduled in 2014.

## THE ROAD AHEAD

Over the years, the group has strengthened its understanding of business ethics through webinars, conferences, conversations, workshops, training programmes and Tata Network Forum sessions. However, the vertical is aware of the ongoing and continual need to create more opportunities to build ethics capabilities, through more inclusive and collaborative conversations of a higher order across the group's global business footprint.

For 2014-15, the following initiatives have been planned:

1. Recast the Code – Construction and Implementation of the new TCoC
2. Sustain Monthly Ethics Conversations
3. Sustain the Tata Ethics Conclave
4. Initiate Regional Ethics Groups
5. Revamp the MBE Assurance Survey questionnaire
6. Refresh the Annual Compliance Report for the business ethics program. Derive the as-is status of program deployment for all operating companies with a view at reviewing the group-level business ethics program plan from 2014-15 onwards.



# Safety

In view of the mounting importance of safety at the workplace, the Tata group has undertaken measures to improve the standards on safety across all group companies. The Safety Steering Committee (SSC), formed in 2009, is mandated with the responsibility to provide the necessary vision and direction to the safety initiative within the group. The SSC was constituted under the leadership of Mr Prasad Menon, Chairman of Tata Quality Management Services.

The SSC has, over the years, undertaken the following activities:

- Ensured the right blend of senior executives from key companies across the Tata group form the core group of the SSC.
- Established a Safety Expert Panel, primarily consisting of safety heads in Tata companies to operationalise the vision of the SSC.
- Created awareness across the group on safety - This was achieved through awareness sessions conducted by the Chairman of the SSC for CEOs of Tata companies through Tata Network Forum (TNF) meetings, and the integration of safety assessment with the Tata Business Excellence Model (TBEM) assessment process. A negative marking system was also introduced in the TBEM assessment process for companies that did not achieve the minimum requirement on safety systems and results. This not only emphasised the importance of safety, but also encouraged companies to proactively undertake safety initiatives.
- Conducted safety training sessions for line managers across the Tata group.
- Created an operational safety scorecard with the objective of standardising safety measurements and building a system to capture safety data from companies on a regular basis.

*“One of the key focus areas of the SSC in 2013-14 was the design and communication of the Tata group safety standards.”*

# Safety

## THE YEAR GONE BY

In 2013-14, the SSC focused on the following initiatives:

### 1. Design and communication of Tata group safety standards

One of the key focus areas of the SSC in 2013-14 was the design and communication of the Tata group safety standards. Six safety standards were designed and communicated to the group companies by Mr Menon, Chairman, SSC in February 2014.

The six safety standards are:

- i. Contractor Safety
- ii. Electrical Safety
- iii. Fire Safety
- iv. Job Safety Analysis (JSA)
- v. Lockout Tagout (LOTO)
- vi. Working at Heights

These standards were identified for design on priority after careful analysis of safety data over the past three years. It was found that these areas were the biggest contributors to the number of fatalities and injuries. These standards were designed by a core team formed specifically for this activity. The team comprised executives from Tata Steel, Tata Motors, Tata Power and Tata Chemicals. The safety standards incorporate the best elements from the standards of the contributing companies, which have undergone several rounds of iterations to ensure applicability across industries and geographies. The safety standards are also made visible for active readership on the Tata Quality Management Services website.

#### The next steps:

- a. Create awareness amongst companies on deployment of these safety standards through training interventions by the Subject Matter Experts (SMEs) who designed the standards.
- b. Fix an audit procedure to verify the deployment of these standards across Tata companies.

### 2. Safety roadmap for companies in the Infrastructure vertical

Another key initiative of the SSC in 2013-14 was to develop safety capabilities across group companies through the formation of industry clusters. The idea was to bring together companies engaged in related industries since they faced similar safety challenges. The resulting exchange of ideas would expedite the maturity of their safety processes and behaviours. The Infrastructure vertical was the first such cluster where a pilot was conducted. The companies participating were Tata Projects, Tata Consulting Engineers, Voltas, Tata Realty and Infrastructure, and Tata Housing.

Tata Quality Management Services planned this initiative in conjunction with Ashorne Hill, UK. Each participating company completed pre-work assigned to them and the resulting output was used for a two day CEO-sensitisation workshop. The workshop sought to create awareness among CEOs on the topics of 'Felt Leadership', Safety Policy – Development and Implementation, and Health and Safety Plans and Maturity. The CEOs workshop culminated into a four-year safety roadmap for companies in the Infrastructure vertical. Each company would then fine tune its roadmap, based on activities already completed, company culture and immediate requirements.

The workshop was followed by a two-day session 'Train the Implementers', wherein participants from the companies were sensitised on topics similar to the CEO programme. In addition, participants were trained to deliver similar programmes within their respective organisations.

#### The next steps:

- a. Submission of the fine-tuned, company-specific safety roadmap which aligns with the one designed for the infrastructure vertical.
- b. Setting up of a review forum comprising CEOs

of the Infrastructure vertical to oversee the implementation of the actions decided, within their respective companies.

### 3. Office safety

The Tata group Office Safety Protocol and audit checklists were released in 2011-12. On the basis of the learning and feedback gained from safety audits conducted within the companies, audit checklists were reviewed and improvements were made. Tata Quality Management Services conducted certification programmes on Office Safety and Indian Environment, and Health and Safety (EHS) Legislations to build capabilities among the participants. This enabled them to conduct audits within their companies and serve as resources for group-level audits. Till date, over 200 Tata executives have been trained in conducting office safety audits.

Tata Quality Management Services, together with some office safety experts, conducted pilot audits across 10 Tata offices. The audit findings provided a base line for these offices to improve their safety procedures and thereby create an improvement plan.

#### The next steps:

Based on the learnings obtained, in 2014-15 the focus will be to enhance the reach and coverage of safety audits across Tata companies.

## THE ROAD AHEAD

The focus areas for the SSC in 2014-15 are:

- Initiate a review forum across companies in the Infrastructure vertical to review actions taken, share learnings and best practices, and thereby accelerate the implementation process.
- Design and conduct a workshop for Service companies resulting in the development of a safety road map for the Services vertical.
- Build capabilities in line managers across the Tata group to ensure speedy implementation of the Tata group safety standards released by the SSC.
- Increase the scope and coverage of office safety audits across Tata offices in India.



# Sustainability

The Tata group has always strongly held on to the principle of 'doing the right thing'. This has been evident in the past through the group's actions to address social and environmental challenges while facilitating long-term prosperity. As an example, in 2008, the Climate Change initiative was launched to highlight and bring to the fore the concept of carbon footprints and carbon management. This initiative has helped the group move forward, but much more needs to be done to achieve long-term sustainable growth. Moreover, in the times to come, the demand for resources will only continue to rise and will pose several challenges for economic growth, environmental and social well-being. To tackle these challenges, the Water Footprint and Sustainability Assessment (Watershed) initiative was initiated across the group in 2012.

In June 2012, the charter of the Climate Change (CC) group was changed to include other aspects of Sustainability. This group was then renamed the Sustainability Group (SG), with an aim of providing thought leadership on environmental sustainability. To enable group-level focus on Sustainability, it was decided to merge the Tata Council of Community Initiatives (TCCI) and the Environmental Sustainability Team (in Tata Quality Management Services) to create the Tata Sustainability Group (TSG) under Tata Sons in January 2014. As of April 1, 2014, TSG became a separate group, driving the environmental and community initiatives across the group. TSG will report to Dr Mukund Rajan, Group Executive Council Member.

*“The Sustainability Group provides environmental sustainability knowledge and advisory services to group companies.”*

# Sustainability

## THE YEAR GONE BY

The Sustainability Group (in Tata Quality Management Services) provides environmental sustainability knowledge and advisory services to group companies. In addition, it has been driving awareness through a robust communications strategy.

The Sustainability Working Group (SWG), comprising Sustainability officers from Tata companies, met regularly in the past year to enable the exchange of best practices from Tata companies such as JLR, Tata Power, Tata Chemicals and Tata Global Beverages, among others.

Dr Rajan took over the chairmanship of the Sustainability Steering Committee (SSC) from Mr Prasad Menon, Chairman, Tata Quality Management Services. The SSC comprises MDs/CEOs of major Tata companies and provides thought leadership to the Sustainability program across the group.

## KEY ACHIEVEMENTS

The Sustainability Group moved forward with a three-pronged approach:

### 1. Communication

As part of external communications, the Tata stance on Sustainability was presented at various national and international events. These included:

- The TERI CSO meet in Pune and Delhi on Energy, Water and Supply Chain
- CII Water Conclave in Mumbai
- The Cambridge Sustainability Leadership Program for senior Tata executives in the UK

On the internal communications front, the SG has taken several initiatives to spread awareness about Sustainability, such as:

- A monthly Sustainability newsletter, reaching 70,000 Tata employees
- Monthly regulations update by Edelman, circulated to Sustainability experts in the Tata group
- The annual Tata Environment Month (TEM) - celebrated by all Tata group companies and includes activities dealing with resource conservation and sustainable development
- SMART Way Campaign – during and after the TEM
- Tata Water Conclave
- Eminent speakers were invited to speak on Sustainability topics at Tata Network Forum, West meetings

Speaker	Topic
Pawan Sukhdev, GIST advisory	Natural Capital Valuation
Jonathan Porritt, Forum of the Future	Innovations in context of Sustainability
Dr Simon Buckle	Assessment Report 5 of the Inter-Governmental Panel on Climate Change (IPCC)

### 2. Knowledge services

#### Capability building

Several capability building initiatives were undertaken during the year, such as:

- The Water Champions Program for Tata Housing and Tata Global Beverages, which were initiated in-house.
- The Cambridge Sustainability Leadership Program in Cambridge, UK and one program in India were initiated in order to train C-suite executives on Sustainability strategies. Till date, four programs have been held and close to 135 C-suite individuals, including 17 Tata CEOs, have attended this programme.
- The web-based Sustainability Training Program by Cambridge University was tested by TSG and recommended to Tata companies.

#### Deep Dive Collaborative Benchmarking studies on Energy Management

A Deep Dive Collaborative Benchmarking (DDCB) study was conducted in Energy Management which witnessed the participation of 18 Tata companies. The study provided insights on performance indicators, governance, best practices, certifications and identification of group-level opportunities on Energy Management.

### 3. Advisory/Consulting

- Water Footprint Assessment conducted in Rallis India.
- Tata Global Beverages entered into a contract with TSG to conduct Water Footprint and Sustainability Assessment for 23 sites.

## THE ROAD AHEAD

In 2014-15, the Environmental Sustainability Group will move out of Tata Quality Management Services and will report to Dr Rajan. The group's key deliverables will be:

### Governance

- Charter for the SSC to provide strategic direction to both initiatives - Environmental and Community
- Formation of a group-level Sustainability Policy and its adoption by Tata companies
- Mobilising the SWG to meet certain group objectives

### Knowledge services

- Help Tata companies to measure, and thereby reduce, their Carbon footprint as per the Greenhouse Gas Protocol
- Drive the in-house and open Climate Change Champions Program
- Facilitate the Water Footprint programme for Tata Global Beverages, Tata Metaliks and Tata Sponge
- Train the Trainer program on Water Footprint and Sustainability Assessment as per the methodology of the Water Footprint Network, Netherlands
- Train the Trainer program on Energy Management
- Compendium of best practices in the four focus areas of Carbon, Water, Energy and Waste
- Tata Sustainability Leadership Program – in association with Cambridge University and/ or with other reputed institutions based in India

### Advisory services

- Valuation of natural capital
- Evolve the methodology of waste accounting at the group level
- Regulation scanning for all geographies relevant to Tata companies
- Clean tech scanning in the four focus areas of Carbon, Water, Energy and Waste

### Communications

- Sustainability newsletters and magazines
- Sustainability conclaves and generation of awareness through regional networks

# Education Excellence

*“Training coverage has been expanded significantly, with 1,589 teachers and principals attending the Tata Steel Education Excellence Programme Training till date.”*

**B**alancing business growth with social responsibilities has always been a priority for Tata companies. In line with this belief, Tata Steel initiated the Tata Steel Education Excellence Programme (TEEP) in 2003 as part of its Corporate Social Responsibility activities. Adapted from the Malcolm Baldrige Criterion for Performance Excellence, TEEP was customised to the needs of Indian schools. It was then deployed in Jamshedpur and other locations of Tata Steel, India such as West Bokaro, OMQ Noamundi, Jharia and Boisar, where the Tata group has a strong presence.

years. It is based on the premise that if the quality of education is not improved at this juncture, the future generations will be ill-equipped to contribute to India's socio-economic progress. Today, this programme trains teachers and principals of schools in Jamshedpur to improve the quality of their teaching skills.

An interesting takeaway from TEEP is that assessing Education Excellence is much more difficult than assessing businesses. To make the process easier and more holistic, principals and teachers play an integral role in the assessments by participating in TEEP as assessors.

In addition to improving the quality of education, TEEP aims at helping students understand the concepts of quality and excellence in their early



# Education Excellence

## THE YEAR GONE BY

A total of 18 schools participated in the Regular Assessment and 14 in the Basic Assessment of 2013-14. Five of the 14 schools that undertook Basic Assessment are now eligible to apply for the Dr JJ Irani Award in 2014-15. The assessment process culminated in the Dr JJ Irani Education Excellence Award function at Jamshedpur on February 28, 2014, with Mr TV Narendran, MD of Tata Steel, as the chief guest. There were 114 assessors, including those from Tata group companies, who were felicitated at a special function for their contribution to TEEP Assessment 2013-14.

Efforts aimed at promoting Education Excellence in non-English medium schools have also been undertaken, where four village communities supported by the rural development programme under Tata Steel and Tata Motors have undertaken a pilot assessment under TEEP Saral.

New initiatives namely, Pankh and Innoteaching, received an excellent response - 26 Pankh papers and 47 Innoteaching papers were submitted online by schools. This is indicative of a surge in improvement initiatives at the student-teacher level in most schools.

The coverage of training has expanded, with 1,589 teachers and principals having attended TEEP-related training till date. Of these, 1,048 have attended the TEEP Overview Training, 362 have undergone EQUIP training, and 179 were covered under Assessor Training.

Some of the key initiatives under TEEP in 2013-14 were:

- Modification of the criteria to make it more student-centric, relevant and user-friendly for schools.
- Two-level mentoring practice by Tata Quality Management Services for all teams to ensure uniformity and consistency in assessments.

- Beta release of the Saral criteria customised for government schools and village communities supported by Tata Steel and Tata Motors under their rural development programme, followed by piloting Saral assessments in two schools.
- Introduction of Innoteaching to capture innovations in teaching through papers submitted by teachers.
- Introduction of Pankh (a student improvement paper) to capture improvement stories by students. Both Pankh and Innoteaching have been introduced to boost participation of schools.
- Compilation and release of Standardised Performance Measures for all participating schools for 2012-13 to enable comparisons.
- Design and pilot release of the Excellence Primer for students co-created with a task force from the Education Excellence Working Committee. The Excellence Primer is a manual for middle-school students aimed at promoting concepts of excellence such as problem solving, creativity, target setting etc.
- Increase in the scope and coverage of awards at the Annual TEEP Awards function, 2013:
  - i) Presentation of certificates and awards to schools which participated in Basic Assessment in addition to those who participated in Regular Assessment.
  - ii) Presentation of awards to teachers for Innoteaching papers; for the first time, students were recognised for their improvement efforts through Pankh.
  - iii) Two newly instituted awards by Tinplate Company of India for schools demonstrating consistent commitment towards EQUIP and improving teaching methodologies through Innoteaching.
- Increased usage and fresh content on the Education Excellence website, which is a repository of standards and criteria, standard performance data of schools, and over 150 best practices and improvement stories, with a feature for online submission of improvement papers.

## KEY ACHIEVEMENTS

Over the last decade, TEEP has witnessed the following improvements in schools and is yielding good results:

- Addressing challenges in a systematic fashion.
- Adopting a culture of measurement and scientific thinking.
- Increasing their focus on teacher development, teaching methodology, creation of a positive and high-performing learning environment, and safety.

The average score of schools has shown continued improvement, increasing to 481 in 2013 from 465 in 2012 and 215 in 2004. The number of schools with scores between 450 and 499 has increased three-fold since 2010, adding up to 15 in 2013. Also, two schools topped the awards list, scoring over 550 each.

The quality of improvement projects has significantly improved with eight of the 48 projects from 20 schools having earned recognition. An EQUIP innovation team on Social Responsibility comprising only students was felicitated at the Annual TEEP Awards function this year. Also, 97 best practices were identified, of which six earned recognition. Students submitted 20 Pankh papers, six of which were recognised. Of the 47 Innoteaching papers from 20 schools, 10 were awarded.

The report of the Impact Study on TEEP by Tata Institute of Social Sciences (TISS) indicates enhancement in the areas of academic results, overall development of students, communication and sharing of best practices, teacher training, and development.

## THE ROAD AHEAD

The TISS report, combined with the assessment of schools, has provided comprehensive feedback to the Tata Quality Management Services team, highlighting the following challenges for the upcoming year:

- The translation of Saral to Hindi to ensure improved orientation across a larger set of government schools and village communities.
- Reinforcement and continuance of Innoteaching and Pankh, which were initiated in 2013-14 and evoked encouraging response.
- Pankh and the Excellence Primer are steps to make the overall programme more student-centric. The Excellence Primer needs to be extended to higher classes.
- Most of the schools that participate in the programme are English-medium schools from the private sector. In 2014-15, Tata Quality Management Services aims to reach out to schools at the pan-India level. With the support of Tata Interactive Systems, three schools in Kolkata, Diphu and Ahmedabad have undertaken the Basic Assessment.



# Tata Affirmative Action Programme



*“All of us do not have equal talent, but all of us should have an equal opportunity to develop our talents.”*

*– John Fitzgerald Kennedy*

The performance of the Indian economy, particularly in the last two decades, has largely been a story of success. However, there are substantial sections of the Indian population that have not enjoyed the same growth opportunities as others. Due to the historical baggage of the caste system that has prevailed for hundreds of years, about 300 million Indian citizens from the Scheduled Caste and Scheduled Tribe (SC/ST) communities are often discriminated against, and deprived of opportunities.

To counter such discrimination, the Indian Constitution arranged for reservation for the SC/ST communities in educational institutions and public sector units. After the economy was opened up in 1991, the private sector had a more dominating role in driving the economy; SC/ST activists hence demanded that the reservation be extended to this sector as well. The private sector opposed the move, but agreed to partner with the government in making India a more inclusive society, through what has been labeled as initiatives under Affirmative Action for the SC/ST communities.

The lead was taken by the Confederation of Indian Industry (CII), which committed Indian industry to take time-bound concrete steps in AA under the umbrellas of Employment, Employability, Entrepreneurship and Education. The Tata group adopted the same framework and initiated the Tata Affirmative Action Programme (TAAP) in 2007. TAAP encourages Tata companies to exercise positive discrimination in employment or in creating business partners, without sacrificing merit, quality or cost. It also requires Tata companies to initiate, or build on existing programmes, projects for SC/ST youth in education and vocational training.

The Tata group has a history of working towards upliftment of the underprivileged sections of the society. While many group companies have undertaken independent initiatives earlier, the introduction of TAAP has now provided them with a common platform to work towards this agenda in an organised and collaborative manner.

At the group-level, the affirmative action movement is overseen by the Group AA Forum, currently headed by Mr B Muthuraman. Four years ago, the Forum initiated an external assessment process for affirmative action programmes within Tata companies. As part of the assessment process, companies intending to participate in TAAP are to apply, mentioning details of affirmative action initiatives taken under six broad categories: Leadership, Strategy and the company's programmes under the four Es: Employment, Employability, Entrepreneurship and Education. The TAAP assessment criterion and a 12-point checklist sent by Mr Muthuraman to CEOs comprised the framework within which companies presented their AA initiatives and were consequently assessed.

# Tata Affirmative Action Programme

## KEY ACHIEVEMENTS

In 2013-14, 24 companies participated in the AA assessment. Over the last four years, TAAP assessment witnessed participation from 34 companies.

As many as 190 participants from 40 companies, including a company CEO, participated in this year's training programme. Moreover, over the past three years, some 500 potential assessors from 50 companies were trained. There are 155 assessors available to the group who have conducted one or more assessments. Of these, 80 assessors participated in the 2013-14 assessments, split into 24 teams, each comprising 3-4 members.

The assessment process was held during February-March 2014. The results of the assessments were presented to the AA Jury, which met on April 1. The jury is currently headed by Dr RA Mashelkar and comprises Planning Commission member, Dr Narendra Jadhav, TISS Director, Dr S Parasuraman, Ex-MD Tata Chemicals, Mr. Homi Khusrokhhan, Chief, Tata Sustainability Group, Mr. Shankar Venkateswaran, and Head, Group Affirmative Action Forum, Mr Muthuraman.

### **Tata Affirmative Action Program (TAAP) Jury Awards 2013-14**

**TRL Krosaki** and **Tata Steel** won the TAAP Jury Award as they scored over 60 out of 100 in the assessment process.

**Tata Consultancy Services (TCS), Tata Steel Processing and Distribution Limited (TSPDL)** and **Tata International** received the TAAP Jury's Best Practice Recognitions.

#### **1. Citations for awards:**

##### **TRL Krosaki**

TRL Krosaki was commended for the impact of its AA initiatives on the SC/ST communities around its areas of operations in Belpahar in Jharsuguda

district, Odisha. The deep level of engagement on AA, was manifest in the rigour and impact of all programmes under the 4Es, and particularly in its increased allocation for CSR and AA activities, despite a sharp fall in profits. The company's Rural Self Employment Institute was especially commended for hand-holding its trainees for two years, resulting in a large number of its trainees being successfully employed, fulfilling a key criteria requirement under the assessment process.

##### **Tata Steel**

Tata Steel received this award for the second consecutive year. The jury agreed that the company deserved the award yet again for its continued contribution to the holistic development of the ST/SC communities surrounding its operations in Jamshedpur and Kalinganagar. Taking note of the difficult terrain where Tata Steel operates, the Jury commended the company leadership for its deep commitment to AA which is manifest in the range of its socially impactful programmes under the 4Es, under Education particularly. The camp schools which run a residential programme for school drop-out girls from families in remote tribal areas to streamline them into established schools were specifically commended.

#### **2. Citations for best practices:**

##### **A. Tata Consultancy Services (TCS) under employability**

for its initiatives to exceed its target of training over 50 percent SC/ST youth in 2013-14 in its programme of skilling youth for the BPO industry (53 percent trained). Since the start of the programme four years ago, TCS has trained 33,672 youth overall, of which, 13,362 (40 percent) are from the SC/ST communities.

##### **B. Tata Steel Processing and Distribution Limited (TSPDL)**

under Employability, leading to employment. TSPDL selected 202 out of 274 youth from the SC/ST communities in 2013-14 under its On the Job Trainee (OJT) scheme which inducts skilled employees on its payrolls over a two-year process. Over the last four years of the scheme, the company has inducted 347 SC/ST youth out of 535 in all. A total of 18 SC/ST youth from the 2010-11 batch joined the company in February 2014 with more to follow.

##### **C. Tata International under employability**

for its Navchetna scheme to make Dalit women artisans in the footwear industry. Tata International has, over the last five years, trained and provided employment to 1,024 Dalit women to make footwear for its Dewas unit. These women belong to agrarian families who the company not only skilled but also helped battle social taboos against working in factories. With the planned expansion at Dewas, their ranks will grow, empowering them and enriching their families.

#### **The jury advised that going forward, the TAAP assessment process should:**

- Advise companies to prioritise their initiatives to focus on those making the largest social impact and identify innovations which would optimise the 'value to cost' equation.
- Ensure greater emphasis on measuring the impact of initiatives under the 4 Es, particularly the change in the income of the SC/ST members influenced by a company's initiatives.
- List all conditions for next year's Jury Award in advance to companies participating in the assessment, particularly if former awardees are required to exhibit added innovativeness in their approach or deployment to be eligible again for the award.

## THE ROAD AHEAD

In a communication to CEOs sent in December, Mr Muthuraman charted out the road ahead:

"Looking ahead, it is axiomatic that every company needs to work out its AA strategy and priorities based on its commitment and its business imperatives. However, the following observations would have wide relevance for our companies:

1. It is strongly recommended that the needs assessment study of the proximate community be emulated by all companies.
2. Impact assessment of the AA measures underway is still in its incipient stage. As more companies streamline their AA strategy, plans and spend, they would strive to get impact assessment done professionally and periodically.
3. In TAAP, although we have bundled the SC and ST communities together, we understand that their issues and needs are very different. Going forward, we will fine tune this aspect.
4. Education and Employability are the two Es which create capabilities; there is an urgent need for our companies to scale their programs and create inter-linkages in both.
5. In Entrepreneurship, our initiatives have largely been confined to upstream activities – ensuring supplier diversity by enlisting additional SC/ST vendors. We should now also target the equally rich vein of downstream diversity.
6. In Employment, a glaring disparity is evident in the gross under-representation of SC/ST personnel in the managerial and decision-making capacities. We must address this urgently in our own self-interest, as management studies have displayed that companies with a more diversified work force have a greater intelligence quotient within them."

# Events

## Tata Business Excellence Convention (BEC), 2013 Chennai, India

Tata BEC brings together Tata leaders, employees and experts from various fields to discuss ways for companies to look beyond short-term profits. The theme for Tata BEC 2013, which concluded in Chennai on December 7, 2013, was 'Creating long-term value'. The two-day event saw senior Tata leaders, the group's business excellence community, and experts from various fields discuss how, in a changing business environment, companies needed to look beyond short-term profits and preoccupations to focus on strategies that will help build longevity for their business and their brands.

Group Chairman Cyrus P Mistry also attended the convention, participating in the deliberations, both as part of the audience and during an interaction with Group Executive Council member Dr Nirmalya Kumar. "Every time I meet a new company and people within our existing companies, I see the opportunities unfold continuously. We have a huge amount of depth and breadth within the group and each of the Tata companies has grown further; each of our smaller companies have new avenues to explore," he told Dr Kumar, when asked about the opportunities ahead for the Tata group. Mr Mistry also answered questions from members of the audience, sharing his views on topics such as globalisation, employee engagement and diversity.

Earlier, delivering the opening remarks at the convention, Prasad Menon, chairman of Tata Quality Management Services, thanked the Chairman for his commitment to the business excellence movement. He also highlighted that the assessment teams were shown a new direction when the Chairman suggested introducing presentations by assessing teams to the boards of the companies they had assessed.

Sunil Sinha, Chief, Group Quality Management Services, presented an overview of the excellence journey in 2013 and also summed up the way forward. Mr Sinha also informed the audience about some key changes to the Tata Network Forums (TNFs).

On December 6, 2013, the convention recognised companies for the progress achieved in their respective journeys towards excellence; three companies each were recognised in three categories:

- For crossing the 450 band through basic assessment: The awards were handed out by Dr Mukund Rajan, brand custodian, Chief Ethics Officer and GEC member.
- For serious adoption: companies that broke into the 450 score band through rigorous assessment. Awards were handed out by NS Rajan, GEC member and head of Group HR.
- For active promotion: companies that broke into the 500+ band in standard assessment. Awards handed out by Ravi Kant, Vice Chairman, Tata Motors.

At a special event by the sea at Vivanta by Taj Fisherman's Cove, Chennai, on December 5, 2013, the convention recognised the contribution of assessors to the BE movement: the six best assessor teams, top 10 assessors, 10 long-serving

team leaders, and 10 long-serving mentors were felicitated.

The two-day event had an impressive list of speakers and panellists from fields such as business, economics, history, environment, sports and the performing arts. Historian Ramchandra Guha; Prof Jean-Philippe Deschamps of IMD, Lausanne; Arvind Subramanian of the Peterson Institution for International Economics; environment and social activist Dr Shekhar Singh; eminent Bharatanatyam dancer Malavika Sarukkai; and former badminton champion Prakash Padukone added depth and texture to the deliberations by sharing their own ideas and experience. Unilever Chairman Paul Polman also addressed the convention via telepresence.



Top 10 assessors	Company
Behram R. Sabawala	DIESL
Ramakrishnan Venkataraman	TCS
Vivek Talwar	Tata Power
Jayant Balan	Voltas
Narayanan Ayipuzha	TCS
Sonal Ramrakhiani	TCS
C. Srivatsan	Tata Steel Wires
K K Mahajan	Tinplate
Shyam Sunder	Tata Steel
C Kamatchi-sundaram	Voltas

Long-serving team leaders	Company
Behram R. Sabawala	DIESL
C Srivatsan	Tata Steel Wires
PVS Prasad	Tata Motors
Parshuram G Date	Tata Power
Vivek Talwar	Tata Power
Jayant Balan	Voltas
Mukesh Prasad	TRE
Parthasarathi Banerjee	TACO
Sanjeev Singh	Tata Quality Management Services
Sridhar Sarathy	Tata Capital

Long-serving mentors	Company
Jamshed Daboo	Trent Hypermarkets
Anil Sardana	Tata Power
Bhaskar Bhat	Titan
Phiroz Vandrevala	Diligenta UK
Homi Khusrokhhan	Tata Capital
PK Ghose	Tata Chemicals
Sanjaya Sharma	Tata Interactive
Patrick Mcgoldrick	Tata Technologies
Sandipan Chakravorty	TSPDL
Ajoy Misra	TGB

### Best performing assessor teams (companies assessed)

1. JLR
2. Tata Communications
3. Tata AIA Life Insurance
4. Tata Ficos
5. Tata Business Support Services
6. TCS

### Company recognitions:

#### 450+ score band for the first time, through basic assessments

- Tata Capital
- Tata Business Support Services
- Tata Pigments

#### Serious Adoption

#### 450 points in standard assessments

- Mjunction
- The Indian Steel and Wire Products
- Tata Toyo Radiator

#### Active Promotion

#### 500 points in standard assessments

- Tata Housing Development Company
- CMC
- Jamipol

# Events

## 19<sup>th</sup> JRD QV Awards 2013

The 19<sup>th</sup> JRD QV Awards function held at The Taj Mahal Palace, Mumbai, once again reaffirmed the group's commitment to the pursuit of excellence.

On July 29, 2013, JRD Tata's 109<sup>th</sup> birth anniversary, the excitement in the air at the Crystal Room, Taj Mahal Hotel, Mumbai, India, was palpable. The nineteenth edition of the Awards once again celebrated JRD Tata's zeal and vision for business excellence by recognising the best group company of the year.

The highly prized honour this year went to The Indian Hotels Company (IHCL), headed by Managing Director Raymond Bickson, who received the award from Tata group Chairman Cyrus P Mistry. The recognition came as a fitting accolade for one of the oldest Tata companies. Receiving the award, Mr Bickson was joined by long-serving associates of IHCL spanning various Taj properties around the world.

Affirming his commitment to the TBEM, Mr Bickson said: "As we all stand here, together, to share this proud moment with our colleagues across the globe, we pledge to continue to persevere in our drive for improvement by using the TBEM." Looking ahead into the future, he spoke of the company's plans: "The JRD QV award is a very special award for the Taj group, and I would like to take this opportunity to say that IHCL is embarking on a path to reinvent itself and forge ahead with our plans that symbolises a sustainable way for us to evolve."

Addressing the leading lights of the Tata firmament at this momentous occasion, Mr Mistry urged Tata companies to follow JRD Tata's example in their quest for excellence in all that they do. "I would like to reaffirm my personal commitment to supporting and strengthening the TBEM," he said, describing the model as an aid to companies in assuring quality and long-term value for all stakeholders.

Recognising the role TBEM has played in transforming companies from the ordinary to the good, Mr Mistry made a case for devoting one board meeting solely to discuss TBEM assessment feedback and results. "What we now need to consider is a refreshed TBEM, which will lead our companies from good to great," he added. Mr Mistry signed off with a reminder on the importance of steady and continuous participation that goes beyond competitive scores: "It is about embedding excellence in all we do."

The event began with Zarir DeVitre, Consultant, Sustainability Group at Tata Quality Management Services, elaborating the safety speech and guidelines. This was followed by a welcome speech by Rustom Vesavevala, Vice President - Learning & Development, IHCL.

The evening unfolded in its true spirit as Mr Mistry lit the traditional, auspicious divo. The event was keenly followed by thousands of Tata colleagues and members worldwide through a special live webcast.

Prasad Menon, Chairman, Tata Quality Management Services, offered valuable insights into the group's business excellence journey. TBEM, he said, began as the germ of an idea in the group, which has grown to become an enabler that helps Tata companies prepare for the challenges of the market, encourages free flow of best practices across the group and energises the mind.

Sunil Sinha, Chief, Group Quality Management Services, brought the audience up to speed on new developments in the group's business excellence journey, including the introduction of 'Deep Dive diagnostics' for companies that wished to take a break from TBEM assessments. He outlined three focus areas for the future: operational excellence, strategy and human resources. "Simultaneously, Tata Quality Management Services will have to reinvent itself to become a

world-class diagnostic organisation," he said. Echoing Mr Mistry's words, he also cautioned companies against a pre-occupation with scores and losing sight of the purpose of TBEM: to be a holistic transformational framework. His speech was followed by a short film on the past winners of the JRD QV Awards.

The honourable Key Note Speaker of the evening, Arun Maira, Member of the Planning Commission of India, and a former Tata luminary, gave an enthralling speech, which included fond memories of his 25-year association with JRD Tata.

The event also showcased an inspirational and captivating tribute film, 'The Custodians', crafted by Raghunath Kale, Vice President, Tata Quality Management Services. The film captured important milestones in IHCL's journey towards achieving business excellence, right since its inception.

A vote of thanks by Kuruvilla Markose, Vice President, Tata Quality Management Services brought the 19<sup>th</sup> JRD QV Awards to a close.



# Events

## Tata InnoVista 2013

The 2013 edition of the Tata InnoVista awards drew to a close in a glittering ceremony held in Mumbai, on the afternoon of April 26, 2013. Tata InnoVista is a group-wide annual programme to highlight and reward outstanding innovations of Tata companies. It was conceived with a view to encourage a culture of innovation and risk-taking throughout the Tata group.

Tata InnoVista 2013 received a staggering 1,305 entries from 70 Tata companies, compared to the 2008 figures of 282 entries from 44 Tata companies. This year's numbers are an encouraging sign of the eagerness with which innovation has been woven into the group's fabric. Of the 70 participating Tata companies, 29 Tata companies reached the regional rounds.

The participants were first screened through regional rounds, held in London, Shenzhen, Herndon (VA), Bengaluru, Bangkok, New Delhi, Jamshedpur, Mumbai and Pune, where their entries were reviewed by eminent external experts. Following this, 72 teams from 20 Tata companies were selected to compete at the global finals, and were judged by a panel of internal and external jury comprising several distinguished personalities. Winners were selected in the following three categories:

### Promising Innovations

Awards in this category were presented to the most successfully implemented innovations in 2012-13, under the sub-categories of Product Innovations, Service Innovations, Core Process Innovations and Support Process Innovations. Winners were selected from 942 entries. The winners were:

#### Product Innovations:

- Rallis India's Ramkishan Rajbhar (Team Lead), Joselind John, Narasimha Prabhu, Shailesh Mistry and Udhav Patil for 'Development & Scale up of Pendimethalin Flakes'
- Tata Global Beverages' Jesse Merrill (Team Lead), Andrea Stodart, Reza Mirza, Craig Berger and Anders Eisner for 'ACTIVATE - A potent consumer innovation'
- Tata Motors' Shantanu Bhave, Madhusudan Belsare, Vyankatesh Naidu, Sridhara Mogalluru and Kaushik Kanamalla received a special mention for 'Innovative Solutions for ZIP Goods Carrier'

#### Service Innovations:

- TCS's Rahul Kelkar (Team Lead), Harrick Vin, Bhanu Raj, PR Krishnan and Murali Menon for 'IT Infrastructure Services 2.0'
- TCS's Anita Nanadikar (Team Lead), Sanjay Jambhale, Subramanian Gopalakrishnan, Anil Sharma and Nitin Hanjankar for 'TCS Connected Marketing Solutions'

#### Core Process Innovations:

- Tata Steel's Veerendra Singh (Team Lead), Prabhash Gokarn, Bibhu Nanda, Ashutosh Kumar, Amitabh Bhattcharjee for 'Novel agglomeration Process for Ferroalloy Fines'

- Tata Power's Ravikant M Sankhe (Team Lead), Nitin Sharma, Vidyanand Sogal, Amitava Datta and Avin Chanana for 'Cost Reduction by use of Alternate Coal in Mundra'
- Tata Steel's Dr Srinivas Dwarapudi (Team Lead), AS Reddy, Pradeep Chaudhary, Sandeep Kumar TK and Arun Kumar C for 'Innovative Dual Flux for Iron-ore Pellets'
- TCS's Puneet Agarwal, Chandershekher Joshi, Divya Garg, Kamal Joshi and Deepak Menon for 'Event Detection Engine'
- Tata Steel's Begona Santillana (Team Lead), Marcel Cruijff, Menno Effern, Bastiaan De Bruijn and Sabri Sengo received a special mention for 'Mould Cracking Simulator'

#### Support Process Innovations:

- Jaguar Land Rover's Olaf Felten for 'Translucent Jaguar XJ Video Mapping'
- Titan Industries' G Rajendran (Team Lead), Elangovan A, Muruganandam Basuvaiyan, Naihad Mohan, Sathiyaseelan S received a special mention for 'Empowering Rural Women - 'Project Meadow''

#### The Leading Edge: Proven Technologies

This category showcases the most promising business ideas for the future, i.e., Proven Technologies that have already been developed and piloted, but are yet to be commercialised. Proven Technologies is a sub-category that was introduced in InnoVista 2012. The winners were selected from over 600 entries. They were:

- Tata Steel's Dr Subrata Mukherjee (Team Lead) and Dr Sourabh Chatterjee for 'BHSLA Steel'

#### Dare to Try

As the name suggests, this award appreciates the most novel and daring ideas that, although seriously attempted, did not achieve the desired results. This award celebrates the spirit of risk taking, and hopes to foster a culture of perseverance and sharing across Tata companies. 240 entries were received, of which one winner was chosen.

The winning team was TCS's Dr Rajgopal Srinivasan, Aditya Rao, Amit Saxena, Dr Thomas Joseph, Dr Gopalkrishnan B for 'TCS Drug Discovery Knowledge Platform'. The initiative to spearhead innovation across the Tata group has been led by Tata Group Innovation Forum, which was formed by Tata Quality Management Services in 2007. Tata Quality Management Services has been working on several fronts to stimulate innovative thinking and collaborative research within Tata companies through this forum.

## Tata Environment Month 2013

Since the year 2009, the Tata Environment Month (TEM) has been an important milestone in the sustainable development journey. Initially, the focus was on awareness of climate change issues; in 2013, the scope was expanded to include wider sustainability issues.

The theme for TEM 2013 was 'Sustainable Meaningful Actions for a Responsible Tata' or the 'SMART' Way.

#### E-Connect and the print campaign

Two e-Connect newsletters were released in June 2013, which set the tone for the campaign. During this period, Group Chairman Mr Cyrus Mistry issued a statement titled 'A cohesive and consistent approach to sustainability'. Mr Prasad Menon, Chairman of Tata Quality Management Services, encouraged everyone within the group to experiment with new ideas and sustainability concepts. A series of 12 posters containing the TEM theme and concepts of a SMART home, office, city and world were displayed at the group's offices and plants globally.

#### Digital

A dedicated microsite for TEM 2013 was created on [www.tataquality.com](http://www.tataquality.com), seamlessly linked to the Tata World website to expand the reach. Visitors could easily access campaign material such as plans, posters and other information and participate in contests and opinion polls on sustainable development. The campaign material was downloaded 1041 times.

#### Social media

TEM's Facebook page garnered support of over 18,000 fans and had an overall reach of over 6,000,000 people.

#### Competitions

To engage employees, the group organised five online competitions on the microsite. The first, 'Make your Sustainability Mark', involved designing the sustainability logo. In the second competition, children of employees across the group created artwork describing their vision for a sustainable tomorrow. The 'Think Outside the Cubicle' and 'Re-imagine your City' contests invited employees to share their ideas, tips and vision to make their surroundings greener. The final contest encouraged employees to take the 'SMART Way Pledge' and get others to sign up. A total of 83 contest entries were submitted and 5 winners were declared.

#### On-ground activation

A total of 84 Tata companies participated in TEM activities, with several companies organising complementary events.

#### Survey

A survey conducted to gauge the campaign's effectiveness and sentiment of Tata employees showed that the respondents appreciated the group's efforts and were enthusiastic to further build on the momentum gained. The survey received 1,079 responses in total.



# Corporate Information

## Vision

To become the service provider of choice to Tata companies in the sphere of business excellence and to work closely with them to:

- **ENABLE** global adoption of the TBEM and MBE frameworks;
- **ACCELERATE** the performance excellence journey;
- **ENABLE** each of the companies to have the lowest carbon intensity in their respective business segments;
- **HELP** them reach global industry benchmarks on safety;
- **CREATE** and foster an environment where innovation is focused and widespread.

## Mission

Providing value to Tata companies to continually enhance their performance excellence and global competitiveness.

## Values

- Integrity
- Understanding
- Excellence
- Unity
- Responsibility

## Organisational Structure

Sunil Sinha, Chief, Group Quality Management Services									
Products and Services					Customers and Industries				
Innovation	Bench marking/ Best practices	Operational Excellence	Diagnostics	Customer Focus	Consumer	Engineering & Chemicals	Metals	Technology & Energy	
Ravi Arora Vice President		Daniel Castle Vice President	Kuruville Markose Vice President	Ganesh Nayak Vice President	Ganesh Nayak Vice President	Kuruville Markose Vice President	N K Sharan Vice President	Ravi Arora Vice President	
Pracheta Nagar Senior Consultant	Vinod Kumar Senior Consultant	N K Sharan Vice President	M K Nagabhushan General Manager	Pawas Agarwal Senior Consultant	Samir Banerjee General Manager	M K Nagabhushan General Manager	Natasha Sood Consultant	Vinod Kumar Senior Consultant	
Ranjeet Joshipura Senior Consultant	Aditi Khisti	Sanjeev Singh General Manager	Rahul Prabhudesai General Manager		Sanjeev Singh General Manager	Anil Menghrajani General Manager		Gautam Gondil Senior Consultant	
Shrinivas Kulkarni	Bilal Ahmad				Pawas Agarwal Senior Consultant	Rahul Prabhudesai General Manager		Vikash Chandra Consultant	

Common across all Products and Services											
Training Methods	Ganesh Nayak Vice President		Samir Banerjee General Manager		Manisha Telkar Operations Lead						
Additional Subject Matter Expertise	Strategy		Educational Excellence			Affirmative Action			Safety	Business Ethics	
	Anil Menghrajani		N K Sharan	Deepa Misra	Ramesh P	Ajay Kumar	N K Sharan	Pinakshi Khandelwal	Gautam Gondil	Allan Burby	Rekha Seal
Tata Network Forums Sunil Sinha	India, North Samir Banerjee	India, South Ganesh Nayak	India, East N K Sharan	India, West Gautam Gondil	China Pawas Agarwal	Asia pacific Anil Menghrajani	Tata Network Forums and Regional TQMS Leads				
							Europe Paul Tanner	North America Daniel Castle	South Africa Santosh Shetty		
TQMS Internal Processes	Shared Services		Communications	TQMS HR/HR SME	Strategy, MIS & Reviews	Ethics Counselors	Accounts & Information Technology/ Management			Corporate Quality Head	
	Kuruville Markose	Arif Khan	Vibhuti Shah	Deepak Deshpande Head - HR Practices	Anil Menghrajani	Rekha Seal	Ravi Arora	Vikash Chandra	Cynthia Ferrao	Pawas Agarwal	
	Manisha Telkar	Nitin Chaudhary Poonam Sanadhya	Raghunath Kale			Cynthia Ferrao	Bhushan Ekbote	Vinay Kotkar	Mahesh S		

# Corporate Information

## Corporate Committee

The executive committee of Tata Quality Management Services represents a group of senior Tata leaders that provides strategic direction for the company.

The committee members are:

- **Mr. Prasad Menon**, Chairman, Tata Quality Management Services
- **Mr. R Gopalakrishnan**, Director, Tata Sons
- **Mr. MN Bhagwat**, Advisor, Tata Sons
- **Mr. B Muthuraman**, Vice Chairman, Tata Steel
- **Mr. Praveen Kadle**, Managing Director, Tata Capital
- **Mr. NS Rajan**, Chief Human Resources Officer, Tata Sons
- **Mr. Bhaskar Bhatt**, Managing Director, Titan Company
- **Mr. Sunil Sinha**, Chief, Group Quality Management Services

## Our Addresses

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