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CUSTOMER AT THE CENTRE

ANNUAL REPORT 2022-23

CONTENTS

04	Purpose Statement
05	Message from S Padmanabhan
06	Governing Council
07	Leadership Team
CUSTOMER STORIES	
09	Air India
15	Infiniti Retail
18	mjunction
24	Nelco
28	Tata 1mg
31	Tata AutoComp
34	Tata Capital
39	Tata International
43	Tata Martrade International Logistics

46	Tata Motors
50	Tata Motors Insurance Broking and Advisory Services
55	Tata Power
TBEXG'S PERFORMANCE HIGHLIGHTS	
62	Business Excellence
75	Data Excellence
80	Safety Excellence
88	Social Excellence
96	Cyber Excellence
99	One Tata
109	Improvement Interventions
120	Malcolm Baldrige Model
122	Celebrating Excellence
132	Tata Network Forums

OUR PURPOSE

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



S PADMANABHAN,
Chairman - Governing
Council, Tata Business
Excellence Group

The Tata Business Excellence Model framework acts as a glue that binds each part of the Group. The purpose and endeavour of the Tata Business Excellence Group has always been to partner and support the group companies in their quest to become world class in their respective industries. The performance and impact of TBExG's Business Excellence model has evolved over the years, and 2022-23 was a year of significant progress.

Tata Steel, Tata Chemicals and Tata Elxsi were conferred with the coveted JRDQV Award, at the JRDQV function held on July 29, 2022. Tata Steel was awarded the Benchmark Leader recognition. While Tata Chemicals and Tata Elxsi were recognised as Industry Leaders. Tata Consumer Products and Tata NYK Shipping were feted as Emerging Industry Leaders.

During the year, a notable 20 Tata companies underwent the Business Excellence Assessment, seven Data Excellence Assessments based on the TCS Datom™ framework and 11

COLLABORATING FOR COLLECTIVE EXCELLENCE

companies participated in the Social Excellence Assessment.

This year, the Group Safety & Health team, revised and released the Tata Road & Driving Safety Standards and Group Level Guidelines. Through a focused approach on building Excellence Competency the team organised training programmes which helped certify 140+ Internal Examiners on Tata Safety & Health Management System, trained over 15,000+ executives via online e-modules, 5,000+ logins from 40+ Tata companies witnessed the third series of Accelerated Reduction in Repeat Events intervention on Contractor Safety Management. Deep Dives were conducted for Nelco, mjunction and Tata Power.

TBExG continued to build competencies in Business, Data, Safety and Social Excellence through focused programmes. We introduced a new offering — Cyber Excellence — and inaugurated it with the Cyber Excellence Assessor Programme in September 2022.

The Mentors' Presentation witnessed 20 Mentors presenting key strengths and imperatives to N Chandrasekaran, Chairman, Tata Sons, with members of the Governing Council also in attendance. This year's Tata Business Excellence Convention, held in December 2022, was one of the most well-attended conventions in recent years. 47 EDGE webinars, including 6 Leadership Series webinars, were conducted in FY23. 50 promising

practices were posted on the EDGE portal by 13 Tata companies. TBExG facilitated 43 Best Practice Sharing sessions on a wide array of topics such as IPR, Daily Management, Data Analytics, Enterprise Risk Management, Talent Management, Treasury, and VoC process to name a few.

The Tata Network Forum platform plays a critical role in fostering collaboration and networking among Tata companies and Tata colleagues across the globe. This year, TNF sessions were organised where topics like Ethics, Customer Centricity and Sustainability were the key highlights. Topics like Decarbonisation, Data Centricity, Data Excellence, Data Science & AI, Supply Chain Network, Cyber Excellence were also aligned with the overall group focus areas. A lot of enthusiasm was seen across all the TNF's, which witnessed a large number of in-person attendance. The virtual medium helped many more participate online.

In this annual report we have 12 customer stories sharing their excellence journeys and the positive outcomes of these Group companies.

In the coming year, even as we will continue to deepen our connect with Tata companies and partner with new companies in the Group to enhance their Business Excellence journey, we will also increase our focus on emerging themes like Cyber, Digital and Sustainability to contribute more meaningfully to the Group's BE aspirations.

GOVERNING COUNCIL

LEADERSHIP TEAM



Aarthi Subramanian
Chief Digital Officer
Tata Sons



Harish Bhat
Brand Custodian
Tata Sons



Puneet Chhatwal
MD and CEO
The Indian Hotels Company



S Padmanabhan
Chairman – Governing Council



NK Sharan
Senior Vice President



Sanjeev Singh
Vice President



Rajiv Sabharwal
MD and CEO
Tata Capital



T V Narendran
MD
Tata Steel



CK Venkataraman
MD
Titan Company



Deepak Deshpande
Vice President



Vinod Kumar
Assistant Vice President



Gautam Gondil
Assistant Vice President



S Padmanabhan
Chairman – Governing Council
Tata Business Excellence Group

CUSTOMER STORIES

Here's a list of Tata companies that TBExG has been supporting and helping in FY23

- Air India
 - Infiniti Retail
 - mjunction
 - Nelco
 - Tata 1mg
 - Tata AutoComp
 - Tata Capital
- Tata International
 - Tata Martrade
International Logistics
 - Tata Motors
 - Tata Motors Insurance
Broking and Advisory
Services
 - Tata Power

IMPLEMENTING NEW PROCESSES

- **AI leadership has embarked upon a transformation programme Vihaan.AI incorporating several elements of the Business Excellence philosophy**
- **AI's OTP underwent significant improvement, moving from the sixth position among airlines in India in April 2022 to the top**

About the company

Air India's journey began in 1932, when Bharat Ratna J.R.D Tata formed an airline to realise his dream. As the first Indian to obtain a commercial pilot's licence, it was his passion for flying that prompted the birth of Air India, with the launch of an airmail service from then Bombay to Karachi via Ahmedabad.

Air India has always been there for the country and its people in times of crisis, and has played a critical role in evacuation missions during crises like the Gulf War, the COVID-19 pandemic and the recent Ukraine conflict.

Air India was welcomed back to the Tata Group on January 27, 2022, and is poised to soar high, redefining its aims and strategy with a focus on overall excellence

and customer-centric processes.

TBExG involvement in Air India's migration

Despite excitement and joy, and a strong desire to restore Air India to its former glory, it was

evident that the task ahead was enormous and would require a significant, collective effort. Given the scale and scope of the challenge, the most pressing issue was where to start.

TBExG identified a team of experienced Tata Business Excellence Model (TBEM) Assessors and subject matter experts (SMEs) from across Tata companies who were embedded with Air India (AI) for six months, working with existing AI colleagues to review processes, identify data, establish metrics and benchmarks, and co-create and implement new processes.

The cross-functional team (CFT) included experts from Tata Steel, Tata Motors, Tata Power, Tata Capital, Indian Hotels (IHCL), Tata Teleservices and TBExG,

“ The Tata Group welcomes Air India's new customers and is excited to work together to make Air India the airline of choice in terms of passenger comfort and service.”

Ratan Tata,
Chairman Emeritus,
Tata Sons



The team of experienced TBEM Assessors and SMEs from across Tata companies were embedded with Air India for six months to review processes, identify data, establish metrics and benchmarks, and co-create and implement new processes

tackling four high-priority areas: Customer Experience, Operations, Procurement and Human Resources.

Following the 'Gemba' problem solving approach, the TBEM team sat alongside their AI colleagues to experience issues firsthand and identify possible solutions. With a long-term view in mind, the Tata CFT conducted several workshops across various locations of AI to increase the understanding of tracking KPIs and KRAs and to initiate the application of problem-solving tools for structural and sustained improvement.

Customer experience

A two-member team worked in the customer experience and airport operations area to introduce a customer-centric culture, redesign the airport experience, reinforce the contact centre, and establish procedures for a priority help desk, customer grievance management, integrating customer complaints channels and streamlining the refund process.

Operations

The two key KPIs taken up for improvement initially were: On-Time Performance (OTP) and

Crew Productivity (both pilots and cabin crew).

The approach taken to solve these specific business problems was through identifying and defining key and related KPIs, collecting, cleaning and refining the data, creating dashboards for tracking, undertaking trend analysis of these KPIs to understand the current state, identifying pockets with larger impact, and recommending actions for improvements. Besides these, a structured review mechanism with analysis of deviations, minutes of meetings and CAPA formats were put in place to track consistent improvements in OTP.

In parallel, the team also studied best practices from other group airlines to embed the same in these recommendations for improvements. The team also supported the development of the Winter 22 schedule with data analysis on block time and ground time.

Lastly, the team also stepped in to create KPI charts and link the challenges with business implications in the additional two areas of aircraft availability and Fog Policy, which were the emerging challenges in operations

during the period of the assignment.

Procurement

For procurement, a two-person team worked to align procurement systems and processes with the Tata Group procurement ecosystem.



“These efforts have paid dividends, and I am delighted to say that thanks in part to TBEM, Air India is firmly on the road to recovery. Or as we call it, towards Vihaan, the dawn of a new era.”

Campbell Wilson,
MD and CEO, Air India

Human Resources

Through various workshops and training programmes, as well as the establishment of policies and processes in the areas of ethics and POSH and crew recognition, a three-member team worked in the Human Resources area to kickstart the change management journey (performance orientation, customer centricity, collaboration, embracing change, and Tata Code of Conduct).

Vistara was benchmarked for crew engagement, rewards &

recognition, a unique HR scheme for crew, collaboration, training and ground handling services. Learnings were communicated with the appropriate teams and incorporated into the newly defined processes.

TBEM's involvement aided in identifying issues across the four functions that impacted 10 key areas, contributing to improved OTP, a roadmap for centralised procurement function, ideas to improve crew productivity, greater efficiency in airport

operations, better customer support through call centres, and the implementation of ethics, L&D, and R&R programmes throughout the company.

This was one of the first steps for the new AI on its journey to be the best airline in the world once again.

Outcome of the engagement

Customer experience

- Daily dashboard for



Benchmarking was done with the Vistara team for crew engagement, rewards & recognition, unique HR scheme for crew, collaboration, training and ground handling services

ascertaining the performance of the airports

- Integrated grievance management process
- Governance process for ground handling and contact centre partners
- Cadence on customer service issues through cross-functional intervention
- Capacity building for AI and GHA staff through specific training modules based on customer centricity
- Excellence Competency workshops on customer excellence for Airport Manager, customer services and contact centre covering 100% members
- Recruitment exercise for AI manpower for airport operations, crew and customer services
- R&R for contact centre and GH
- Project 'Abhinandan' (driving excellence in customer experience)
- Customised training programmes for staff postings at foreign airports
- Empowering ground staff with delegation of powers as appropriate to enable agility in response
- Revamped customer compensation policy for

baggage, unserviceable seats

- **Business perspective on IT interventions:** Self baggage, check in intervention, evaluation of CRM systems (including salesforce, which is being currently adopted at AI)

Operations

- AI's OTP underwent significant improvement, moving from the sixth position among airlines in India in April 2022 to the top position by October 2022. This was the first time AI topped the charts ever since DGCA commenced tracking OTP for the four key metros in India
- Creation/structural changes recommended in the flight crew policies, namely Pilot Conversion Policy, Pilot License Renewal Process, Policy on Pilot Sickness
- Structural changes recommended in the cabin crew processes, namely recruitment and training of cabin crew for multi-fleet operations, building predictive model with identified lead indicators for likely shortage/ surplus availability of cabin crew
- Established business implications related to consistent variations

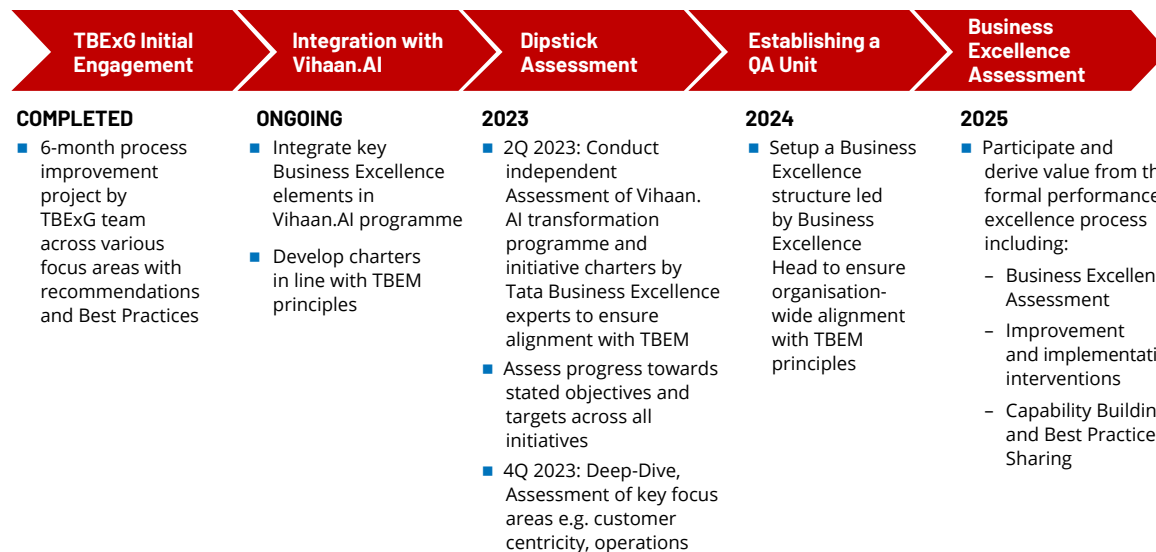
witnessed in aircraft availability — through detailed analysis across fleet types and across bases — in terms of estimated revenue losses. This brought the needed urgency to ensure timely and matching availability of aircraft to minimise flight schedule disruptions

- Generated key insights as inputs to design the new Fog Contingency Fuel Policy which may be deployed from the next fog season of 2023-24
- These actionable recommendations are expected to have laid the foundation for continuous improvements, and in some cases, even structural changes required to be carried out in some of the key operational processes that will help AI witness sustained business benefits going forward

Procurement

- Manpower rationalisation in line with industry and benchmark practices
- **Manpower centralisation:** MMD to get folded back to the central organisation rather than spread over six locations
- New procurement manual

Air India's Business Excellence Journey



detailing the procurement processes

- New procurement process flow charts
- Move to category-based buying models with procurement professionals being assigned as Category Managers

Human Resources

- Training:** 3.2 training hours per employee, 38,000 training hours and 10 training programmes designed and implemented
- Establish a culture of ethics and integrity through policies and processes – TCoC; POSH; Whistle Blower Policy; Gifts and Hospitality Policy; Ethics Training; Ethics Week Celebration
- Employee engagement:**

Launch of Workplace by Meta, cabin crew recognition scheme launch, financial planning for retiring employees, employee wellness platform '1to1 Help'

- Supported recruitment of cabin crew, revenue management, IT, cargo management and ground handling teams

Looking ahead

TBEM's involvement aided in identifying challenges, accelerating progress, instilling confidence and providing direction to the AI team, and resuming AI's journey towards becoming the best airline globally. However, a six-month immersion in TBEM was not enough to resolve all these issues, let alone the thousands of others in areas

requiring improvements within AI. To achieve the desired heights, AI must undertake years of coordinated efforts from all teams across all functions.

For this, the AI leadership has embarked upon a transformation programme Vihaan.AI incorporating several elements of the Business Excellence (BE) philosophy, including:

- Focus on building a loyal global consumer base
- Focus on people, culture, and learning & development
- Striving for operational and commercial excellence
- Becoming an industry captain on future agendas
- Benchmarking against global best-in-class peers
- Tracking and measuring progress based on clear KPIs

Infiniti Retail

PERSEVERANCE TOWARDS EXCELLENCE

- In FY23, Croma collaborated closely with TBExG and achieved a rating in the 'Emerging Market Leader' category
- A team from 11 Tata companies across 9 industries, with a combined work experience of 243+ years, shared valuable feedback on the BE evaluation

About the company

Croma, which debuted in 2006, was the first large-format specialist retail store that catered to all electronic needs for multi-brand digital gadgets and home electronics. With its knowledgeable staff, meticulously curated product range, and commitment to customer service, Croma has become nearly synonymous with fulfilling all electronic needs over the course of a decade since its establishment.

Bringing alive the promise of 'Brighter Every Day' for its customers, Croma offers a world-class ambience to shop both in-store and online, allowing for an omni-channel shopping experience that lets a customer enjoy the best of both worlds. With 12,000+ products across 200 brands and 350+ stores across 105 major cities in India, Croma ensures that for each customer, a 'Brighter Tomorrow begins Today'. Croma aims to delight its customers at every stage, whether it is a newly wed couple setting up their home, a son easing the household load with a washing machine, or a daughter gifting her parents a new LED TV — all at exceptional value for money. In 2008, Croma also

introduced its own label, which caters perfectly to those seeking feature-packed and quality products without exceeding their budget.



TBEM is
our go-to
framework

for driving our business, without which our strong growth would not have been sustainable. We have always used TBExG for an outside-in perspective, seeking suggestions as both Croma customers and as professionals."

Avijit Mitra,
MD and CEO,
Infiniti Retail

Redefining strategy

Croma is at a crucial point in its growth narrative, and the leadership team has recognised the requirement to redefine the organisation's strategy and methods of operation to attain its vision.

A few of the key initiatives are:

- Transformation of the end-to-end, omnichannel customer experience
- Building new-age technology, data, and analytics capabilities
- Achieving operational excellence through cost optimisation
- Building a diverse and future-ready workforce
- Driving several sustainability initiatives in alignment with Group Sustainability Goals

Business Excellence journey

In FY23, Croma collaborated closely with TBExG and participated in a BE evaluation. As Croma is on a growth trajectory, it achieved a rating in the 'Emerging Market Leader' category. TBExG provided guidance and support throughout the Assessment process, and their contribution was invaluable. A team from 11 Tata companies across nine industries, with a combined work

experience of 243+ years, worked tirelessly for nearly three months and provided some valuable feedback. The company is eager to internalise the received inputs to enhance its processes and fulfil the vision of becoming the premier choice in Indian Electronics Retail.

Key areas of collaboration with TBExG

Fortifying safety practices

The safety of people is utmost priority. Guided by the TBExG Croma representative, the employees attended the ARRE series, which helped

them understand more about contractor and warehouse safety. Croma's safety lead got certified in the internal Assessor programme on TSHMS. She was also a part of the Tata Retail Safety structure, which helped identify safety practices being deployed in the corporate office. Store and warehouse visits are also planned for the future.

Best Practice sharing

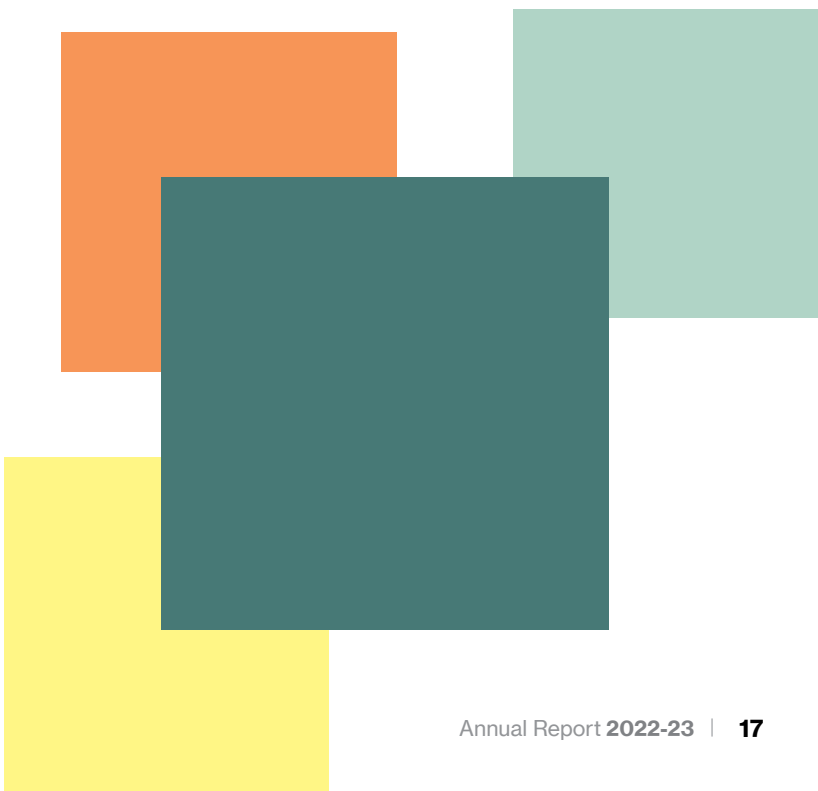
Recent TBEM Assessments gave the company visibility of various best practices at the group level. TBExG has enabled sessions with some Group companies, and it plans to continue to engage with and learn from other companies

as well.

- Warehouse safety with Tata Motors
- Innovation and Analytics process with Titan

Future readiness

Croma's BE journey has outlined comprehensive plans to achieve a high level of engagement. Several initiatives have been put in place, including a continuous improvement framework, innovation, a data excellence journey, the deployment of a performance management system, and an enterprise governance system.



mjunction

LEVERAGING THE EXCELLENCE MODEL TO TRANSFORM FOR FUTURE GROWTH

- The company has focused on streamlining its existing businesses and creating new ones
- TBExG partnered to help mjunction leverage the excellence model with orientation and capability building sessions for senior and middle level leaders and top performers moving TBEM, from a compliance exercise to a lever to transform the organisation
- mjunction's Vision Mission Values statement was revisited with support from TBExG

About the company

mjunction, a joint venture between Tata Steel and Steel Authority of India Limited (SAIL), is the largest B2B e-commerce company in India. Since 2001, it has been connecting businesses in a transparent and efficient manner with services across the entire B2B e-commerce spectrum.

The company has three main offerings: Platform (eAuction, eProcurement, eMarketplaces), Business Process as a Service (BPaaS) and Value-Added Services

(VAS), like supply chain finance. As it has expanded into new areas and markets over the years, mjunction has helped its clients achieve significant milestones, including e-Auctions of media rights for the Board of Cricket for Control in India (BCCI), telecom spectrum for the Department of Telecommunications (DoT), oil blocks for the Directorate General of Hydrocarbons (DGH), and coal e-distribution for Bihar, Maharashtra, and West Bengal. The company has also developed eProcurement platforms for the state governments of

Bihar and Chhattisgarh. More recently, mjunction has launched e-Marketplaces for tea and idle spares, and is also in the process of launching an export e-Marketplace.

In addition, having started its corporate responsibility journey much before it became a mandate, since 2007, mjunction has touched more than 50,000 lives through its philanthropic trust, ejunction, which works in the areas of education and employability. Project Jyoti, one of its flagship programmes, provides



It is our aspiration to be the market leader in B2B eCommerce, thereby connecting a large number of businesses to transact with other businesses.

In line with that aspiration, over the last few years, we have been building the capability of our people, strengthening our internal processes, developing our technology, and deepening the connect with our customers. These initiatives have helped us deliver superior business results. We invited TBExG in 2022 to assess us through the lens of TBEM to help us identify the areas where we need to improve our business processes. The Assessment has yielded us a lot of improvement areas on which the organisation will work to come out much stronger.”

Vinaya Varma,
MD and CEO, mjunction

audio books on mobile phones and training to visually challenged students and has benefitted over 1,000 students in Chhattisgarh, West Bengal and Jammu & Kashmir since 2018.

mjunction is at an inflection point today, raring to transform itself through new business launches and quick customer acquisitions. In this transformation journey, mjunction has partnered with Tata Business Excellence Group (TBExG) in more ways than one.

Excellence journey at mjunction: Partner in Progress

Since its inception in 2001, mjunction has offered technology-based solutions to deliver better outcomes to

its customers. In recent years, the company has focused on streamlining its existing businesses and creating new ones. During this time, TBExG has expanded its engagement with mjunction, beginning with conversations to understand the company's processes, expectations and direction. Initially, TBExG shared best practices and helped the company understand the challenges it faced. Subsequently, it co-created a two-year journey to bring mjunction back into the TBEM Assessment process. The chief aim of this was to reinforce the Tata language of excellence within mjunction's teams and to use an established excellence framework to support the transformational initiatives that

would enable mjunction to focus on its current and future success.

Pacing the journey to suit mjunction's needs, TBExG began with a senior leadership orientation programme, where it invited Harit Nagpal, CEO, Tata Play, to dispel some of the myths on the additional work required to implement TBEM. This session strengthened mjunction leadership's determination to resume the TBEM Assessment journey after a gap of 7 years. The TBExG team also held sessions with the middle management to ensure a shared understanding of the objectives of pursuing TBEM, which is a lever to transform the organisation and not just a compliance exercise.



Participants at the mjunction VMV engagement workshop

By engaging with TBExG, mjunction gained immediate access to numerous best practices. For instance, one of the challenges it faced was in its customer listening processes, where its past survey did not provide actionable feedback. TBExG helped re-design mjunction's customer and bidder satisfaction surveys to get more actionable feedback. Post the survey roll-out and analysis, Tata CLiQ shared its Best Practices on customer listening, which mjunction has implemented on the bidder side and is currently implementing on the customer side. This has enabled the organisation to get an ongoing, real-time sense of customer satisfaction levels and gain deeper insights as it builds its platform business.

A significant benefit of partnering with TBExG is that it has helped build capabilities within the organisation to conduct similar exercises in future. This holds true even for its safety intervention, where it collaborated with TBExG to examine and assess its safety framework across the country. The safety Assessment provided deep diagnostics and implementation support, which



We collaborated with TBExG to assess our processes, practices, and governance of safety. Their Assessment gave us great insights. We have implemented their recommendation, and revamped our safety governance structure and will continue to pursue excellence in safety practices.”

Aninda Chatterjee,
CFO & VP, Finance, mjunction

gave the organisation greater assurance as it diversified into new areas and explored new opportunities.

Investing in the Excellence Assessor Programme

These improvements prompted mjunction to invest in an in-house BE Assessor Programme (BEAP). The company chose its top performers to participate in the programme, and TBExG customised the post-work process to not only identify 'Gold'-certified Assessors but also have them identify the specific areas of improvement that mjunction needs to implement in key areas.

With a record-breaking number of Gold Assessors, the organisation has incorporated the introspection journey into every aspect of its work.

The recently concluded TBEM Assessment has further energised the organisation. The TBEM team, which included Manoj Raghavan, MD & CEO, Tata Elxsi, as mentor, has helped build clarity within the organisation on strategic questions such as customer targeting. The Assessment has also highlighted key priority areas, which the organisation is now driving with great rigour using cross-functional teams (CFTs) as the main tool.



“TBExG helped us re-design our customer and bidder satisfaction surveys to get more actionable feedback and got us connected with Tata Cliq to learn about their customer listening processes. We are now better equipped to get an ongoing, real-time sense of the voice of the customer and use it to create a greater customer experience.”

Dipankar Mukherjee,
COMS, mjunction



“We always knew TBEM was valuable, our need was to introspect using TBEM as a framework and understand where we stood on process excellence, to enable us to leapfrog into the future we are creating. TBExG co-created a path for us to follow based on where we were on the journey. We engaged with TBExG to train our colleagues on business excellence models, design customer surveys using NPS, share best practices for adoption, assess us on our safety governance, and finally participated in the TBEM Assessment in 2022. The insights and recommendations received from the Assessment have helped us weave our introspection journey into our transformation journey, which we intend to pursue with all zest and sincerity.”

Suvajit Chakraborty,
Business Excellence Head, mjunction



The cross-functional teams collectively engaged in drafting mjunction's new VMV statement which was crucial for achieving company-wide alignment

In fact, the partnership with TBExG has enabled mjunction to design an effective improvement process driven by CFTs. Best practices and benchmarking were incorporated in the design of the CFTs, along with governance and rewards with strict timelines to maintain momentum on the improvement efforts. Currently, the organisation has 15 CFTs in

operation with more than 60 employees working exclusively on at least one CFT.

mjunction also revisited its Vision, Mission and Values (VMV) statement with the help of TBExG recently. Co-creating the VMV in this inclusive manner has revealed new insights and also the aspirations of its employees,

which the company can leverage to nurture bigger and bolder dreams and also deliver on them.

mjunction knows that TBExG is invested in its success and looks forward to its continuous engagement as it builds a culture of excellence within the organisation that is visible to all.

Nelco

STRENGTHENING A FOUNDATION FOR GROWTH

- Partnership developing a customised programme that focused on both strategic and operational priority areas to institutionalise an organisation-wide improvement framework
- Nelco implemented safety standards to ensure the highest standards of safety for its employees and franchisees
- Successfully leveraged the insights gained from TBExG to drive overall organisational development and has embarked on a journey to build future-ready processes and culture

About the company

Nelco is a leading provider of satellite communication (satcom) services in India, offering a comprehensive portfolio of innovative and cutting-edge solutions. With a dominant market position in several high-growth segments such as ATMs, energy, aero IFC and maritime, Nelco is one of the fastest-growing players in the satcom industry and is well-positioned to leverage the exponential growth expected in this market. The company has been successful in staying ahead of the curve by anticipating growth trends, adopting the latest satcom technologies with unmatched agility, and building strong global partnerships. It enjoys a competitive edge in the industry due to its multi-dimensional and broad-based play across multiple

growth segments, markets, geographies and technologies. Additionally, it plans to soon expand its presence in the global market.

Business Excellence journey

In 2021, Nelco underwent its first TBEM Assessment and gained valuable insights from an outside-in perspective. Post-Assessment, the company collaborated with TBExG to implement a series of interventions aimed at creating and institutionalising a culture of improvement that would support its growth over the next few years. The Assessment helped to identify a few safety-related blind spots that needed to be addressed.

Nelco initiated its first safety

improvement intervention with TBExG, which was rolled out in three phases. The first phase consisted of assessing the safety structure, systems, and standards, and developing an action plan. The second phase focused on risk Assessment and excellence competencies. In the third phase, TBExG supported Nelco in implementing safety standards and ensuring the highest standards of safety for its employees and franchisees.

To instil a culture of BE into the organisational DNA, TBExG and Nelco worked together to develop a customised programme that focused on both strategic and operational priority areas, while adhering to the key principles of excellence. The objective was to create and



“There has been a significant shift in safety awareness amongst all employees and the field workforce at Nelco. TBExG’s safety team has helped us relook at all the key processes from a safety lens. The safety structure and framework at Nelco is much more robust now. We’ve been able to implement a structured evidence-based proactive reporting mechanism with holistic tracking of various safety metrics.”

Leena Thomas,
Head HR and Safety, Nelco



“Through this journey with TBExG, we are trying to leverage business excellence as a mode for collaboration with the Group companies. The objective is to learn from across the sectors and contextualise them to our business needs. We are in fact working towards truly leveraging a One-Tata ideology. Learning from Tata Capital, Tata Power, Tata Technologies, Tata Play and Voltas, to name a few, was truly enriching and has helped us build an improvement culture within the organisation.”

Daniel Alex,
Head - IFMC Business, Nelco



“This programme design helped our teams focus on outcomes with a different lens. The journey was challenging, and it took a while to build momentum. But now that we are well on our way, the Continuous Improvement Programme is no longer only looked on as a framework to achieve process robustness, but also as an enabler to achieve the strategic objectives of the company. To further build the improvement culture and disseminate the learnings from these improvement projects, we are looking forward to initiating the CIP 2.0 programme in FY24. We’ve launched this as ‘Enhance-a-thon’ – a holistic, continuous improvement, organisation-wide programme.”

Pooja Johar,
Head - Strategy, Risk Management & Business Excellence, Nelco

institutionalise an organisation-wide improvement framework. Seven projects were identified as part of this programme. Competency management and key account management were prioritised at a strategic level, while productivity enhancement and competitive intelligence were identified as process improvement projects. At an operational level, the programme aimed to build capabilities around process management and continuous improvement tools and techniques, with three continuous improvement projects focused on complaint reduction, network uptime improvement, and asset traceability, respectively.

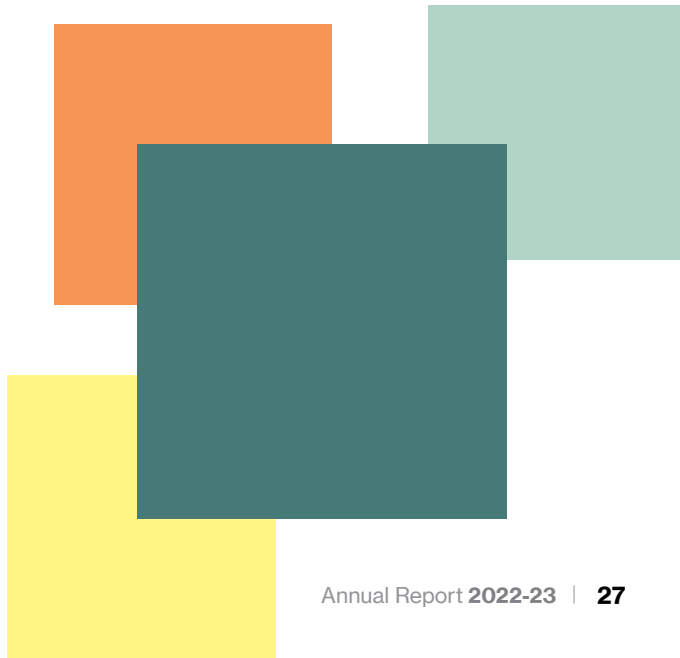
The project included SME support, best practices sharing and benchmarking to leverage group learnings and aim higher.

To embed this framework systematically within Nelco, a consolidated governance structure was implemented along with a reward & recognition model. The programme received continuous monitoring and support from the MD & CEO. In order to create a single framework of improvement, safety was also brought under its purview.

The programme has delivered well on its objectives. The competency mapping exercise has been completed for all key functions, and the company is now in the process of deploying KAM processes that are based on the identification of key differentiators and are closely aligned with its strategic direction. The competitive intelligence framework, which has been curated and customised for Nelco's business context, has

been rolled out and has already begun delivering valuable insights for both existing and emerging competitors.

The productivity enhancement intervention has been successful in triggering multiple process enhancements and digitalisation initiatives. Driven by data to arrive at the right conclusions, each of the CIP projects has identified key actions for reducing complaints, improving uptime and enhancing asset traceability. These are currently being implemented and are expected to produce actual metric results soon. The company has been able to successfully leverage the insights gained from TBExG to drive overall organisational development and has embarked on a journey to build future-ready processes and culture.



Tata 1mg

ACCELERATING THE JOURNEY OF EXCELLENCE

- Tata 1mg aimed to enhance its quality processes beyond parameters covered under external audits
- TBExG engaged with the Tata 1mg teams to identify three areas for improvement
- Areas for strengthening Tata 1mg's safety processes were identified
- A more robust NPS tracking mechanism was suggested to improve customer experience
- Best Practices from other Tata companies were identified for adoption

About the company

Tata 1mg is India's leading digital healthcare platform working towards making healthcare understandable, accessible and affordable. It offers outpatient health services, including medicines, lab tests, and consultations, through various digital channels, brick and mortar centres, and institutional partners such as insurance providers, corporates and pharmaceutical companies.

It has 11 diagnostic labs, 64 pre-analytical centres, and 56 retail stores in its supply chain network. Its pharmacy delivery network covers over 20,000 PIN codes across India, while its diagnostic services are available in over 50

cities. It successfully leverages technology and data science to deliver personalised healthcare solutions.

It has rapidly expanded its lab footprint, growing from three labs in FY21 to 11 in FY23. Ten out of 11 Tata 1mg labs are NABL-accredited and certified under ISO 15189:2012 and ISO 9001:2015. Tata 1mg invited TBExG to evaluate its internal quality processes and share best practices.

The Assessment process

TBExG held an immersive session with all departments of Tata 1mg to better understand its industry, business model, growth imperatives, and critical success

factors. A half-day workshop was conducted for Tata 1mg's diagnostics team, which included doctors as well as lab operations and quality teams, to provide an overview of TBExG's engagement process, capabilities and the way forward.

Next, three experts were selected from TBExG and Tata Steel for a two-day Assessment at Tata 1mg's lab in Kolkata. The Assessors submitted their findings and recommendations to Tata 1mg's leadership.

Based on the Assessment feedback, three core areas were identified for action:

- Strengthening Safety Excellence



“Accurate and timely diagnostics are a foundational pillar on which treatment plans get based, and we believe we can always do better. While we set up all systems and processes to match the best in the industry, we wanted to look at this from a different vantage point. That is when we engaged with TBExG to identify areas where we could strengthen our systems. The teams felt the exercise added a lot of value, and pushed them to think deeper in multiple dimensions.”

Prashant Tandon,
CEO, Tata 1mg

- Delivering customer delight
- Leveraging Best Practices from Tata companies

Strengthening Safety Excellence

The Assessment team was instrumental in identifying areas for process strengthening, especially those that are not covered by external audits, such as fire and safety, first aid, building safety, phlebotomist health and road safety. To address these areas, the Tata Group's safety guidelines were shared, and Tata 1mg is now in the process of appointing a safety officer to drive these initiatives in a focused manner.

Delivering customer delight

The TBExG team interacted with

Tata 1mg's business, customer support, and operations teams to understand the customer experience journey. They also reached out to a few Tata 1mg customers to gain an outside-in perspective. Based on the insights gathered, the TBExG team recommended implementing a more robust NPS tracking mechanism that would enable the business owners to accurately identify promoters and detractors, as well as analyse the reasons for actionable outcomes.

Leveraging Best Practices from Tata companies

Several areas of synergy and learnings were identified where Tata 1mg could adopt Best Practices from other Tata companies. These areas include

service excellence, grooming and soft skills training from IHCL, NPS tracking from Croma and field force safety initiatives from Tata Steel and Tata AIA.

Engaging with TBExG was a crucial step towards promoting excellence beyond the quality teams, sensitising key stakeholders across departments and fostering a culture of continuous excellence across the business. Tata 1mg plans to continue with TBExG's Assessment of its National Reference Lab at Okhla Delhi and will extend the same process to the rest of its labs in FY23-24.

Tata AutoComp

EMERGING AS AN INDUSTRY LEADER

- Achieved a TBEM score of 655 in the 2022 BE Assessment, moving to the 'Industry Leader' band
- Recognised at the 2022 Business Excellence Convention (BEC) for its commitment towards creating 'Business Excellence Capability' within the organisation
- Created a pool of 135 certified Assessors through programmes like BEAP & SMEAP
- Among the top three Tata companies to initiate the Business Excellence Appreciation Module (BEAM)

About the company

Tata AutoComp was established in 1995 with the aim of introducing auto component technologies to India to serve the growing auto industry. It is primarily involved in the design, development, manufacturing, and supply of auto component products and services. It has various divisions and business units, all of which are fully-owned subsidiaries of the Tata Group or joint ventures. Tata AutoComp caters to the needs of several original equipment manufacturers in the automobile sector. Its customer base spans various automobile segments, including passenger vehicles, commercial vehicles, two- and three-wheelers, tractors, and off-road vehicles, as well as aftermarket and allied industrial segments.

Identified business goals include increasing revenue, establishing leadership in the Electric Vehicle (EV) segment, acquiring new customers, optimising operations, working with Tata companies to explore business opportunities under Group Synergy, digitising processes, and developing a high-performing workforce.

Tata AutoComp partnered with

TBExG in its pursuit of excellence by identifying best practices and imparting subject matter knowledge.

Excellence Competencies

In order to achieve its business goals and foster a performance-driven culture, Tata AutoComp collaborated with TBExG for building Excellence Competencies across the organisation. TBExG conducted various Excellence Competency programmes such as Subject Matter Expert Assessor Programme (SMEAP) this year, as a result of which the company now has a large pool of 135 certified TBEM Assessors, eight of whom were selected for the 2022 external Assessment. The BE Champions helped the company sharpen its insights into each TBEM category and enabled it to overcome major OFIs from the previous Assessment cycle. The Data Excellence capability building programme helped in creating a culture of data-driven analytics and insights within the company.

Business Excellence journey using TBEM Framework

With the help of TBExG's interventions, Tata AutoComp strengthened its TBEM deployment within the organisation. The

feedback received during the TBEM Assessment was considered one of the critical inputs during the Long Term and Annual Strategy Planning Process. The Leadership team regularly reviewed TBEM feedback and actions taken on OFIs to ensure process improvement. TBExG also helped Tata AutoComp in conducting internal Assessments for each of its business units. This process has strengthened the company's TBEM journey and helped it achieve the Industry Leader Award in the 2022 Assessment.

Internal Assessments

To gain in-depth and specific feedback, Tata AutoComp conducted internal Assessments for its individual business units. The external TBEM Assessment served as the foundation for the internal Assessment process, with over 50 certified Assessors involved. TBExG conducted a one-day workshop for the internal Assessors to revise concepts, polish their skills, and update them on changes in criteria. The process undergoes E&I every year wherein TBExG helps integrate new inputs into the process as needed. This has been recognised as one of the best practices within the Tata Group.

Besides interventions that directly



At Tata AutoComp, we have adopted TBEM as the key pillar of our journey towards excellence. Thanks to the contribution and various interventions by TBExG, we have been able to

strengthen our business processes, thus enabling us to win the coveted JRD QV award.”

Arvind Goel,

Chairman, Tata AutoComp Systems

impact business, TBExG helped Tata AutoComp define its Social and Data Excellence strategy and supported Excellence Competencies to accelerate its TAAP and Data Excellence journey.

Best Practices

TBExG has also helped Tata AutoComp identify and highlight its best practices across the Tata Group. Of the 15 best practices that were presented by Tata AutoComp, 11 have been published by TBExG on the Tata EDGE portal. Arvind Goel, Chairman, Tata AutoComp (then MD & CEO) was invited to speak

at a Leadership EDGE Webinar on ‘Embracing Technology, Accelerating Growth’, where he shared the journey of Tata AutoComp with various leaders of the Tata Group and elaborated on how adopting various technologies, particularly in the emerging EV segment, helped accelerate its growth.

These efforts, coupled with continuous interactions with TBExG, have allowed the company to accelerate its TBEM journey. Tata AutoComp is the only Tata company to have crossed the 650-score band within one year.

Key achievements

- Tata AutoComp achieved a score of 650+ in the External Assessment 2022, moving to the ‘Industry Leader’ band
- The company was recognised at the Tata Business Excellence Convention for its ‘Business Excellence Capability’. Mr Goel participated in an insightful panel discussion titled ‘Conversations on Success Stories’
- It created a pool of 135 certified Assessors through BEAP and SMEAP, and participated in various recertification programmes conducted by TBExG. These programmes have led to:
 - 8 Assessors participating in the TBEM External Assessment 2022
 - Certification of 10 Data Excellence Assessors
 - Certification of 14 Social Excellence Assessors
- A Leadership EDGE Webinar was conducted by Mr Goel on ‘Embracing Technology, Accelerating Growth’
- Tata AutoComp is among the top three Tata companies to complete the BEAM module
- Tata AutoComp has initiated its TAAP and Data Excellence journey through external Assessments

Tata Capital

GROWTH, LED BY TRUST

- Acknowledged as an Industry Leader with a TBEM score of 664
- TCL scored 3.4 out of a 5-point global benchmarking scale, placing it in the 75th percentile for its Data Excellence Assessment and is now the second highest in the Tata Group
- Many practices of TCL have been recognised as Group-wide Best Practices consistently over the last many years

About the company

Tata Capital Limited (TCL) recently celebrated its 15th anniversary, and in just a short time, has become a powerhouse in the finance industry. Ranked among the top three diversified private NBFCs, TCL is a premier finance institution serving Retail, SME, Corporate, and Private Equity customers with a range of products and services. With a focus on customer satisfaction, TCL has managed to maintain industry-leading asset quality while improving profitability

year after year. Despite facing numerous challenges, including economic slowdowns and the pandemic, TCL has emerged stronger, more agile, and future-ready than ever before. The company has set new records, achieving the highest ever disbursements and profits with industry leading year-over-year growth. TCL has also transformed itself into a digital-led company, paving the way for growth, scale, and operational efficiency. Driven by its brand promise of “Count on

Us”, TCL is poised to become one of the largest and most valuable financial services providers in the country.

Pursuing excellence – value to businesses

Since 2013, excellence initiatives are systematically formulated in alignment with business goals and driven and executed throughout the organisation with structured action planning, review mechanisms linked to balanced scorecard. This approach along with periodic TBEM,



“ Since 2013, Tata Capital has undergone eight TBEM external Assessments each showing positive improvements in our journey towards excellence. Our consistently improving TBEM scores are very encouraging, given that we have grown tremendously while facing a difficult business environment in the last few years. Each TBEM Assessment has also thrown up learnings and areas of improvement, the implementation of which is critical to our success.

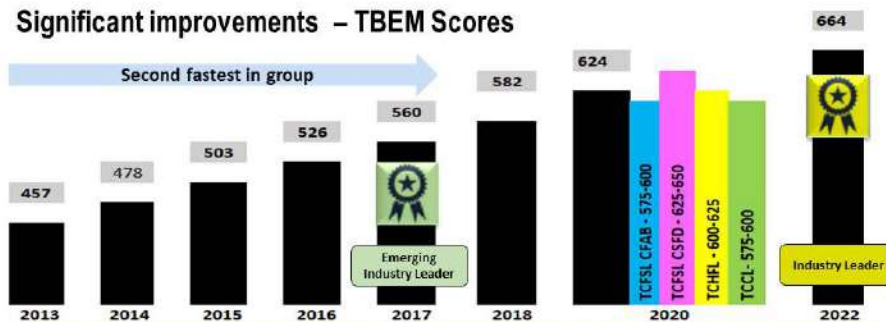
Excellence is not just another ‘thing’ or a management philosophy. It is the way of life – a state of mind, an attitude and self-belief. Every interaction, every communication, every transaction presents us an opportunity to do our best, excel and set a higher benchmark. The urge to succeed, intelligent all-inclusive effort and skillful execution are the key levers to achieve excellence. Constantly striving for excellence in every activity helps earn respect and admiration.”

Uttam Kumar Soni,

Head - Business Excellence, Tata Capital

10 Years of Business Excellence Journey (2013 – 2022)

Significant improvements – TBEM Scores



28	34	44	50	60	77	77	100
Loan Book (Rs Crs in '000)							
3	7	11	12	20	26	~ 20	~ 45
External Assessor Pool							
3	5	8	15	30	32	32	40+
Number of Tata Best Practices							

In 2020 All Businesses in Emerging Industry Leader Band in 1st time participation



Strong Governance, Compliance & Risk Management Framework

Data Excellence, TAAP, Digital Excellence, Audit and Enterprise Risk Management Assessments; Deep Dives and Continuous Improvements; feedbacks obtained through various surveys - Employee Happiness, LBE (Ethics), customer & partner satisfaction; and from various regulatory audits has helped Tata Capital advance in its journey of excellence.

TCL's 'business goals' and 'BE goals' are closely related. While goals such as revenue and profit growth are business goals, the process and the enablement

by which the business goals are to be achieved come under the preview of BE goals.

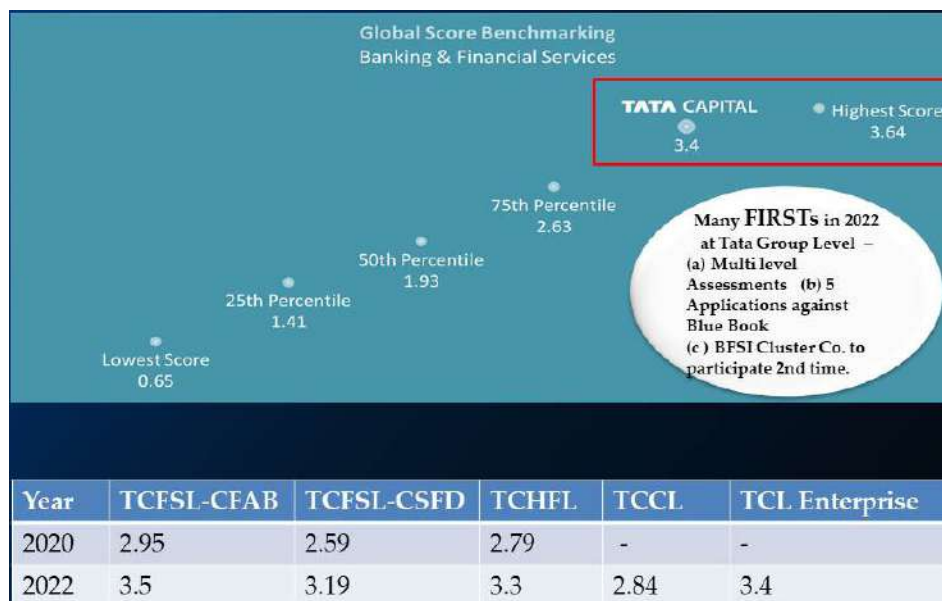
The company participated in its eighth TBEM external Assessment conducted by TBExG in 2022 and was placed in the 650-700 score band, which makes them an 'Industry Leader' with an absolute score of 664 reflecting a significant improvement in the journey of excellence.

TCL has implemented many improvement initiatives involving people, process, digitisation and technology over the last few

years. These include process simplification, re-engineering and automation for improving TCL's operational focus in order to enhance customer satisfaction and improve internal efficiencies with an objective to gain a competitive advantage. Many practices of TCL have been recognised as Group-wide Best Practices consistently in the last many years.

During FY23, Tata Capital also undertook its second Data Excellence Assessment (the first was in February 2020) along with its three subsidiaries covering 4

Tata Capital Datom™ Score Benchmarking – March 2023



business lines. Tata Capital was scored at 3.4 on a 5-point global benchmarking scale. This places Tata Capital in the 75th percentile and is now the second highest in the Tata Group.

Over the last 10 years, Tata Capital has adopted a 'Democratised Excellence' model, where excellence is embedded in the businesses and functions and practiced through frameworks, processes and policies. The leaders participate and act as role models in the same. It is reflected in sustained performance better than

competition on consistent basis; creation of industry disruptors which helps gain the competitive advantage; full and complete product and service suite which is superior to competition; benchmarking processes against competition and industry; culture of continuous improvement and supporting high performance; technical capability to develop new technology application and adaptation with an ability to experiment.

Looking ahead

Key priorities have been outlined for the company, driven by its

purpose to be a responsible and trusted partner to fulfil India's aspirations. TCL will bring innovation to the forefront of its offerings and aim to make financial services accessible to all. Its ambition to grow stronger will be anchored by the investments it makes in its people, capability enhancement and how it fosters a digital culture of collaboration and learning. The company will derive its strength from cutting-edge digital capabilities that will better performance at all levels bringing operational resilience and enhanced productivity.



“ We have set ourselves on a path to be a responsible financial partner fulfilling India’s aspiration, which is interwoven with the path of excellence. Excellence in everything we do – small or big, operational or strategic, running or transforming the business, therefore, becomes critical to achieving our vision. The task, however, is a demanding one. Excellence is a continuous activity and not an accident or a single event. It needs to be pursued in a holistic manner with complete belief and full passion, being an integral part of all processes, practices and procedures, consistently.”

Rajiv Sabharwal,
MD and CEO, Tata Capital

The Tata brand stands for trust, fairness, customer centricity and uncompromising ethical behaviour. Tata Capital is and will remain committed to these values and ensure all its actions reflect this. As in the past, TCL will be guided by the Group’s

principle of Simplicity, Scale and Synergy as it reinforces the One-Tata philosophy across all its businesses. TCL will continue to seek opportunities within the Tata Group and leverage the strength that each one has to offer. While the current uncertainty prevails

in the business environment, it remains reasonably confident that the Excellence Competency exercise and creation of robust platforms that TCL embarked on, in the last 2-3 years, shall hold it in good stead.

Tata International

PARTNERING FOR EXCELLENCE

- Tata International's knowledge management system, the arK platform, received viewership from over 2,000 employees on an average
- Over 1,400 documents have been uploaded on the platform and 130+ ideas were submitted by employees on the arK platform
- 4 entries were submitted for Tata Innovista
- 39 continuous improvement projects have been taken up across business units and corporate functions

About the company

The year 2022 marked a milestone in the journey of Tata International, as the company completed 60 years since its inception on November 30, 1962. It has been a rich and eventful six decades for the company that played a pioneering role in taking Indian exports to the world and rose above near-crippling economic challenges, to eventually become well set on the path to be globally significant in each of its chosen businesses.

With worldwide revenues of US\$3.45 billion in FY22, Tata

International is the fifth-largest revenue earner in the Tata Group. To achieve sustained growth, the company continues to focus on value-added offerings for customers, backed by its strong compliance with global norms within the operating sectors. The company is scaling up core businesses and enhancing its capabilities in niche fields, with a special focus on sustainability.

As Tata International hones its journey of Data Excellence, Continuous Improvement, Best Practice Sharing, Excellence Competencies and Customer Centricity, TBExG is an important partner in this journey.

Walking the TBExG way

TBExG's partnership engagement with Tata International included Best Practice-Sharing sessions with SMEs, who shared global frameworks and insights on their domains. TBExG helped identify and connect Tata International with the right companies to provide valuable analyses in key areas.

Last year, TBExG supported the company in its endeavour to design its knowledge management framework to leverage resources for the sharing and consumption of knowledge residing in multiple pockets across the organisation.



“Tata International's enhanced engagement with TBExG has proved to be beneficial, as can be seen through engagement metrics such as the higher participation in Best Practice Sharing sessions as well as Best Practices shared by our colleagues and focused intervention in key areas. Our colleagues have now increased their participation as external Assessors, and the various Excellence Competency Programmes for Business Excellence such as BEAP and SMEAP have had a fairly good success rate. We look forward to deepening this partnership as we keep moving on the Business Excellence maturity curve at a faster pace.”

Abhijeet Kumar Mishra,

Head - Strategy and Business Excellence, Tata International

As a result, Tata International's knowledge management system, arK, which was the objective of this exercise, has seen significant growth within just one year of its inception.

As the team leveraged the learnings, the arK platform received viewership from over 2,000 employees over the year. More than 30% of Tata International's employees have accessed arK. The platform gives employees access to knowledge across businesses, conveniently from their locations, across the globe. It provides information, support and resources to initiate and excel in business projects. Through the year over 1,400 documents have been uploaded on the platform and 130+ ideas were submitted by employees. In comparison with industry peers who have 2.9% engagement and informative email open rates, arK has 5% and 3.4% engagement respectively.

TBExG also assisted the organisation in the key pillar of Excellence Competencies. The effort included implementation of various forms of trainings tailored to the company's needs, such as in-house BE Champion Programmes (BECp); the in-house

Subject Matter Expert Assessor Programme (SMEAP), and many open programmes that are easily accessible to employees. Through this, Tata International increased the number of Assessors and propagated BE throughout the enterprise.

The company's internal programmes help broad base the learnings from TBExG:

- **Teach Back:** This is a programme where participants of specific courses share their learnings with a larger group, thereby maximising the benefit to the organisation
- **Promoting Innovista:** Six entries were received this year from various business verticals. The contest helped Tata International identify and showcase hidden talents which needed a platform

Continuous Improvement

Entering FY24, Tata International is working on numerous Continuous Improvement projects under the banner of LEAP - the Lead, Empower and Achieve Programme, which is a 9-step improvement methodology institutionalised in Tata International. Thirty-nine projects have been taken up across business units and

corporate functions, with a focus on operational efficiency improvement, working capital, throughput enhancement, cost reduction, service levels and quality.

In the last financial year, the company has recorded substantial savings that can be attributed to such projects. This is testimony to the importance of Continuous Improvement as a key business focus area on a year-on-year basis. The Learning Mission facilitated by TBExG for Tata Steel was one such intervention that explained how an organisation can sustain its journey of Continuous Improvement for decades.

Best Practice Sharing: A two-way street

During the year 22-23, Tata International has exchanged more than 12 Best Practices with companies across the Group, such as Tata Technologies, Tata Bluescope, Tata Steel, Tata Power and Tata Motors Finance, to name a few. The aim was to excel and implement the most apt practices for the respective organisations.

Perpetuating the learning curve

Tata International, in collaboration with TBExG, continues to



“Business Excellence is a critical component of achieving success in our strategic goals. And who better to partner with than TBExG to accelerate our learnings. Their customised solutions open up learning avenues for us. I look forward to an intense engagement during our upcoming TBEM Assessment.”

Anand Sen,
MD, Tata International

prioritise BE talent development. This helps strengthen its learning and development agenda. Various initiatives undertaken by the company to improve its learning portfolio include the 'Train the Trainer' programme to establish an in-house trainer pool; coaching interventions;

and specific learning solutions for top talent.

The company's Quality Council has established its aim to move from quality control to quality assurance through knowledge sharing, Best Practice deployment and strengthening

quality of processes. The various Learning Missions facilitated by TBExG have helped Tata International in developing a network of colleagues from Group companies for future collaboration.

BUILDING A CUSTOMER-CENTRIC CULTURE AT TMILL

- **TBEM Assessment in 2020 revealed TMILL had low customer experience scores**
- **Hence, in 2021, TMILL undertook a Deep Dive study with TBExG to build a customer-centric culture and enhance its market position**
- **TMILL's customer experience score has improved from 69.5 in FY20 to 81 in FY22**

About the company

Starting with one berth in 2002, Tata Martrade International Logistics Limited (TMILL), which is a joint-venture between Tata Steel, NYK Holding (Europe) BV and IQ Martrade, has expanded its offerings to provide end-to-end solutions across logistics verticals and geographies today. Its diverse portfolio of services includes railway logistics, port handling, maritime logistics, shipping, customs clearance, warehousing and freight forwarding.

TMILL aims to be a leading logistics solution provider in select markets by providing value-accretive solutions across the supply chain. It is focused on creating solutions

for the end-to-end logistics service requirements of its customers, and its strategic priorities include digitalisation of its supply chain along with designing creative supply chain solutions to remain resilient.

Need for enhancing customer service standards

TMILL had participated in a TBEM Assessment in 2020, which revealed that its customer experience score was low at 69.5. Hence, in 2021, the company decided to take a break from the TBEM Assessment and instead, undertook an Improvement Interventions study with help from TBExG to deliberate over its customer-centric journey in order to emerge as a leading

logistics solutions provider.

The company's key expectations were "to move from a reactive to proactive approach in dealing with customers", to anticipate its customers' future requirements, identify its relative positioning in the customer landscape, and build "a customer-centric culture and take strategic steps towards non-Tata Steel-dependent growth".

Improvement Interventions approach

TBExG interacted with a large section of employees to understand TMILL's key customer servicing processes. It also conducted an online customer-centricity survey to gain insights on customer-centricity enablers (with coverage of almost 70%



Customer intimacy being core to TMILL's values, the team engaged with TBExG to better understand, prioritise, and implement strategies to create a positive experience for our customers. I am grateful to the TBExG team for their succinct and valuable recommendations that shall help TMILL in their continuous improvement journey to build a customer-centric culture that resonates with the Tata brand value."

Dinesh Shastri,
MD, TMILL

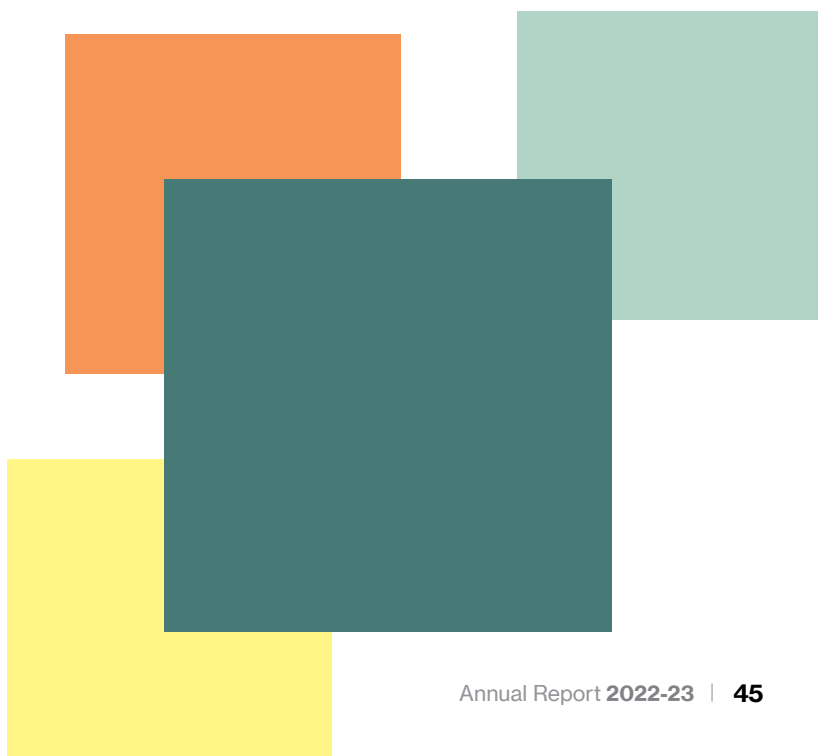
of the employees). In addition, customer perspective inputs were taken from a CSAT Survey and secondary industry research for benchmarking.

Following the study, TMILL's Board presented its key

recommendations with the view of building a future-ready customer-centric company.

TMILL's customer experience score has improved today from 69.5 in FY20 to 81 in FY22. The company is firmly on the path

to building a customer-centric culture today, which will enable it to anticipate its customers' requirements and thereby grow its business.



Tata Motors

QUEST FOR SUCCESS

- In FY22-23, TML proudly entered the league of 'Industry Leader' in the TBEM journey with a band score of 672
- TML received the Significant Engagement in Improvement Interventions award at the BEC 2022
- 14 promising practices were identified by the external Assessment team across functions which are being shared on the Tata EDGE Portal

About the company

Tata Motors (TML) is one of the world's largest automakers with a global footprint in 125 countries and a global network of 9,000 contact points. Its key business includes designing, developing, manufacturing, marketing, and providing after-sales support for commercial vehicles (CVs), passenger vehicles (PVs) and electric vehicles (EVs), for both domestic and international markets. It operates as three independent business units of CV, PV and EV with differentiated value propositions offered to customers and market segments whilst leveraging corporate synergies. The company offers end-to-end passenger mobility solutions with a per-km rate through the 'supply, operate and maintain' model for electric buses, in the case of government

and corporate customers. TML is India's largest-selling CV manufacturer and is also among the top three in the PV segment. It has established itself as a leader in the Indian market, specifically in the EV business, with 87% market share.

Excellence journey

In FY22-23, TML proudly entered the league of 'Industry Leader' in the TBEM journey with a band score of 672. A major milestone, this is testimony to the company's well-integrated and engaged processes and people aligned to the organisational goals and objectives.

Yet another feather in TML's cap was its bagging of the first-ever award launched by TBExG at the BEC 2022 for its Significant Engagement in Improvement

Interventions. The TML Corporate Performance Excellence (CPE) team with all three BUs co-created an integrated application as a prerequisite to be assessed by 26 Assessors across the Tata Group over a period of 3.5 exciting months. The Assessment covered 10,500+ man-hours, 1,500+ employee interactions, 350+ SV meetings and understanding calls, 37 focused group discussions, 20 plants + ROs + AOs+ dealership interactions, and 5 site visit feedback sessions. Fourteen promising practices were identified by the external Assessment team across functions which are being shared on the Tata EDGE Portal.

Further, TBExG shared promising practices of the CPE functions across the Tata Group. These included:



“The Learning Mission to Bangalore-based companies to embark on benchmarking has provided immense value. It was a humble experience where all companies willingly shared their 'promising practices' and answered our questions in detail. A big 'thank you' to the team for enabling effective interactions. The next step will be to effectively deploy the learnings within TML.”

Sanjay Daflapurkar,

Corporate Head - Performance Excellence, Tata Motors

- Internal Assessment
- Action planning linked to BSC ABP and improvement projects supported by review governance
- TBEM application writing
- Knowledge Manthan
- In-house business focused TBEM workshops
- In-house InnoVista and
- In-house BEC

The external Assessment team especially appreciated the deployment of these processes in the last few years. The entire journey was fulfilling both for TML as well as the Assessors.

Learning Mission

The company's quest for more

successes triggered the need to partner with TBExG and upgrade existing practices around knowledge management, digital excellence, innovation culture, problem-solving tools, monetisation of IPRs and the use of customer insights. Further, TML wanted to closely understand processes across both Tata as well as non-Tata companies.

TBExG helped TML get an inside-out perspective from industry leaders within and outside the Tata Group, and facilitated a four-day learning visit to Titan Company, Tata Elxsi, BOSCH, 3M and Bengaluru International Airport (BIAL). This learning visit was organised for a seven-member delegation led by Sanjay

Daflapurkar, BE Head, Tata Motors; and Deepak Deshpande, Vice President & Head HR Practices, TBExG.

TBExG's intervention has helped broaden TML's thought process and given a structured vision for its learning and improvement journey. The learnings from Titan Company helped to give an overview of its culture of innovation deployed across functions through problem-solving, innovation tools, a dedicated innovation management team working with CFTs, HR Best Practices, and design excellence driven by consumer insights, to name a few. Tata Elxsi's capabilities and approach from consumer



Participants during the final feedback session post Business Excellence Assessment 2022



Tata Motors' Learning Visit to Tata Elxsi, Titan, BOSCH, 3M and Bengaluru International Airport

research to product prototyping, Knowledge Management Framework, KM Initiatives, and governance structure elucidated a new perspective of looking at things in an organised framework. Leadership talks and the digital transformation journey, coupled with a comprehensive digital literacy programme and identification of 120 digital catalysts within the organisation in BOSCH added immense value to the Learning Mission.

Finally, the sustainability focus was integrated with the innovation framework and New Process Development (NPD) at 3M. The use of the sustainability elements of airport design and the innovation-centric approach towards enhancing the customer experience at BIAL paved the way to learn and exchange practices. The learnings from the visit to Bengaluru initiated the next level of discussions with the respective companies to further

drive excellence and achieve the benchmark level within TML.

Excellence Competencies

TBExG's support to customise TML's Senior Business Leadership Programme (SBLP) workshop helped to accelerate the engagement of 19 senior leaders within the organisation. TML also pioneered with the Tata Group Union Leader, to curate TBEM awareness sessions at the technician level.

Tata Motors Insurance Broking and Advisory Services

IMPLEMENTING INNOVATIVE PROCESSES FOR ENHANCED EFFICIENCY

- VMV exercise for TMIBASL, for 76 employees and 20 senior leaders
- 37 team members participated in the FY22-23 Assessment for a total of 76 hours
- A 25-member cross-functional team from TMIBASL collaborated in structured groups on the management tools
- With consistency, innovation, and diligence the Assessment score has gone up from 415 to 464

About the company

Tata Motors Insurance Broking and Advisory Services (TMIBASL) is a fully-owned subsidiary of Tata Motors. It obtained its registration license from the IRDAI as a direct insurance broker in 2008, and in 2018, it was upgraded to a composite broker, positioning it well to offer the best insurance plans to both retail and corporate customers. With 18 branch offices, TMIBASL serves its customers through a vast network of 280+ employees with diverse competencies, spanning across 82 locations.

Led by experienced and renowned professionals, TMIBASL aims to provide customers with the most effective insurance solutions by comprehending their risk profile. By leveraging technology and digitalisation, TMIBASL is committed to enhancing the customer experience. The company is dedicated to delivering high-quality services through Key Account Management (KAM) and timely assistance in claim settlement, ensuring that its clients receive their rightful claims without delay.

Customer-centric business approach

By implementing TBEM, TMIBASL has excelled in several aspects of its business, such as customer experience. TBEM's suggestions have led the company to integrate various processes, including KAM, voice of customers (VoC), wellness and consulting, BSC Assessment, R&R programme and gap analysis. To ensure seamless onboarding and year-round service oversight, it conducts stewardship meetings with clients who generate substantial revenues.

The insights shared by TBExG on how Group companies have managed the KAM process helped broaden the scope of processes. Over the course of two years, TMIBASL has upgraded its CSAT module and processes to capture the score throughout the customer journey, starting from solicitation, servicing and renewals. Frequent surveys are carried out to record the VoC throughout the customer journey.

The company has also implemented a new performance measurement approach called the Balanced Scorecard (BSC),

which aims to identify the specific areas of the organisation that have the most significant impact on performance.

The exercises conducted in collaboration with TBExG has helped align individual KRAs to the overall BSC of the organisation, resulting in better coordination and synergy within departments and teams, and overall business growth. The overall process has enabled TMIBASL to map all its businesses to one customer journey. As an organisation, it has strategically planned short-term and long-term goals.

In addition to implementing new processes, TMIBASL has been able to undertake digital transformation within the organisation with TBExG's unwavering support and guidance. As part of this initiative, it has introduced digital portals like 'Life ka Plan' and 'ClaimEazy', which offer group benefits and claims administration services for corporate clients.

'Life ka Plan' was designed with a one-stop solution for all insurance-related enquiries for customers across different



“ Our journey with TBEM in the last two years has added tremendous value to our organisation. The Assessment has helped us enhance our process in terms of systems and technological interventions for business and customer experience.”

M. Ravichandran,
MD and CEO, TMIBASL

channels. Multiple seminars, webinars and camps were conducted across the last two years to increase health awareness and the significance of insurance among consumers.

To acknowledge and reward excellent performance based on critical parameters for the organisation, the company established the R&R programme. Furthermore, it implemented benchmarking to compare its key metrics with those of its major competitors.

The competitive edge

As a young and rapidly expanding company, it was imperative to continuously invest in developing dynamic

processes to establish a solid foundation for the organisation's growth. It utilised benchmarking across all lines of insurance to devise strategies that would protect it from potential threats arising from new-age insurer tech. Through this Assessment, TMIBASL identified performance projections related to customer dimensions, which in turn enabled it to analyse revenue growth projections.

Furthermore, the evaluation has assisted the organisation's project planning based on future goals. An increase of 11% from 9% in the last year has been achieved as a result of increased focus on capacity

planning to bring in more non-Tata accounts.

The benchmarking and analysis done with other companies within the Tata Group has enabled TMIBASL to opt for best practices adopted in the businesses. These practices have extended the scope not only for better decision-making but also widened opportunities.

By incorporating benchmarking and market analysis into its operations, the company could get a better understanding of the competitive landscape and customer needs, identify best practices, and continuously improve customer experience. Developing this process has helped the company differentiate

it from other competitors in the market and drive growth and success.

Empowering the workforce

The BE journey and Vision Mission Values (VMV) exercise has enabled TMIBASL cultivate a more profound comprehension of the VMVs as well as the significance of enhancing business processes for its employees.

The Insuvista programme, introduced by TMIBASL, aims to foster a culture of innovation by encouraging employees to generate new ideas and share best practices at all levels. The active involvement of the management team in formulating the VMV statements has helped the company chart a course for the coming years aligned with its organisational goals.

TBExG organised a VMV exercise for TMIBASL, which involved 76 employees and 20 senior leaders.

Based on the OFI Assessment, several departments implemented a variety of measures to improve their processes and operational

efficiency. The TBEM Assessment assisted the company in incorporating best practices for improved decision-making. TMIBASL had 37 team members participate in the FY22-23 Assessment for a total of 76 hours. It organised training packages such as improving customer centricity and transformational leadership over a two-year period based on the evaluation.

TMIBASL has been inspired to improve gender diversity within teams as a result of the TBEM Assessment. Furthermore, there was a significant improvement in the new employee induction procedure. The Assessment assisted in revisiting and defining its VMV statement with a special focus in keeping with the Group concept of developing trust and openness within the engagement area.

The company witnessed an increase in overall employee involvement, which enabled the capture of diverse perspectives for driving improvements in people processes. TBExG collaborated with TMIBASL to develop the Strategy Planning process, leveraging management tools such as PESTLE Analysis,

PORTER's 5 Force Analysis, SWOT Analysis, ANSOFF Matrix, Strategy Map, BSC and Scenario Planning. A 25-member cross-functional team from TMIBASL collaborated in structured groups on the management tools. The analysis from this exercise was utilised to identify TMIBASL's strategic advantages, challenges and objectives. The senior leadership team participated in a workshop to develop the strategy maps and BSCs, thus adopting a bottom-up approach that aligned with the company's vision and goals.

TMIBASL has seen excellent growth in business over the years. With consistency, innovation and diligence its Assessment score has gone up from 415 to 464.

The company has been in existence for more than a decade, predominantly doing motor insurance, while the corporate vertical is relatively new. The Assessments being carried out in the last two years have not only helped improve the existing processes to bring on better synergy but also improved productivity across the verticals. They have also helped gain more insights into



TMIBASL engages TBExG for creating their strategic planning process

the other best practices that are being followed by other Group companies. TMIBASL is grateful

to TBExG for their continued guidance and support, which has empowered the company's

growth in the industry.

Tata Power

MULTI-FACETED APPROACH TO SUSTAINABLE GROWTH

- Training more than 1,200 employees in Data and BE
- Adopting customer-centric and sustainable growth
- Creating a data-driven improvement culture
- Imparting knowledge with 11 Best Practices

About the company

Tata Power is one of the largest integrated private power utilities in the country, with operations spanning across the value chain — Fuel & Logistics, Power Generation (Conventional & Renewable), Power Transmission, Power Distribution, Power Trading, Solar Rooftop & Pumps, Micro Grids, EV Charging Infrastructure and Energy Management Services.

The company has put in place a clear direction for its intent

to grow in areas aligned with the organisation's sustainability aspirations. The key objectives include pursuing aggressive growth in areas of clean-green power, including Renewables, strengthening and growing in customer-facing energy solutions and services, including distribution and growth in areas that support the uptake of renewables like Transmission.

Being an integrated player with a presence across the entire value

chain, Tata Power has strategic capabilities for leveraging the synergies between its business clusters and group companies and developing unique offerings and solutions for its customer.

Journey of excellence

TBExG has continued to be a key partner in the journey of excellence with its engagement across Excellence Competencies, Best Practice Sharing, Benchmarking and Continuous Improvement at Tata Power. The various



TBExG has enabled us with expanded perspectives and insights for our Strategic HR domain in the areas of talent management, succession and productivity through various platforms. These include access to world class benchmarking resources, interactions with APQC-USA, interactions with Tata Group companies like Tata Steel & Tata Capital and KPI Benchmarking exercise. Our succession planning process was published as a promising practice on the EDGE portal, allowing scope for more interactions with the Group. We were given the opportunity to showcase our practice on the TBExG EDGE webinar platform, to 436 participants across 53 Tata companies/subsidiaries. Our participation in these initiatives has helped us create impactful solutions for business and we look forward to constantly upgrading ourselves in terms of process excellence and best practices, with the full support of TBExG."

Kunjvihari Jandhyala,

Head - Strategic HR & Org Effectiveness, Tata Power



The Tata Power team receiving the Significant Engagement in Improvement Interventions award at the Business Excellence Convention

interventions, along with impacts are listed below.

Excellence Competencies

On Excellence Competencies, Data Excellence and BE programmes have been very effective. More than 1,200 employees (900 - Data; 350 - BE) have undergone training on these programmes this year.

Best Practices

The Tata EDGE platform has been a great knowledge asset for the Group. It has supported driving the culture of creating and adopting Best Practices.

This year Tata Power contributed 11 Best Practices on EDGE and shared 2 practices through EDGE webinars. The company's content was consumed by 304 EDGE users with 173 downloads. Similarly, the EDGE portal content was consumed by 150 Tata Power employees with 89 downloads. Over 500 Tata Power employees attended EDGE webinars.

The power of integration

The learning and sharing culture created by TBExG has enabled Tata Power to learn 10 practices from various Tata

companies and share 4 practices with other companies. These learnings have been adopted in the growth areas of Tata Power. Learnings from Tata Steel and Voltas on Channel Management and Tata Consumer Products on e-commerce have been effectively deployed with favourable business outcomes. The hosting of sharing platform of Treasury Management was very rewarding.

Foundation programmes on Data Centricity (web-based module) and BE (BEAM) have helped in inducting employees, especially



“ The Best Practice Sharing facilitated by TBExG across Tata companies is actually a Best Practice! This cross- learning and sharing benefits both the companies. The seamless support extended by TBExG in learning from the process of a Benchmark Leader helped us improve the maturity level of our process.”

Ketayun Fallahzadeh,

Head - Risk Management, Ethics & Compliance, Tata Power



“ TBExG has been a fountainhead of Best Practices! The journey of Tata Power on KM and Benchmarking was driven largely by learnings from TBExG. There has been seamless support from TBExG throughout the year on our journey towards a Benchmark Leader.”

Rashmikant,

Head - Business Excellence, Tata Power

the Gen Z, in this common language of the Tata Group. Data Excellence Champion Programme and Data Excellence Assessor Programmes have helped create data evangelists who are working on creating a data-driven improvement

culture. BE Champion Programmes have helped create internal champions to drive various BE interventions in the sites and functions.

Breaking new grounds

TBExG has supported the

Continuous Improvement culture by being part of the jury panel and raising the bar of excellence. The Tata network has provided SMEs in various fields of excellence interventions who support the company in the evaluation of Best Practices



Tata Power being acknowledged for Implementing Best Practices at the Business Excellence Convention

and Improvement projects, thus helping raise the bar each year.

TBExG has channelised the support by APQC and ASQ on Best Practices and Improvements. This has helped Tata Power create a world-class understanding. Support for Benchmarking through surveys is another key enabler. Benchmarking exercise on ABAC, Data Privacy and now NPS has been a key resource in taking the practices forward.

In addition to the contribution

mentioned above, Tata Power has provided 14 Assessors for TBEM Assessment. Two members from Tata Power were also part of the Air India Task Force.

TBEXG'S PERFORMANCE HIGHLIGHTS

BUSINESS EXCELLENCE



20 Tata companies underwent the BE Assessment process in 2022

3 companies evolved as Emerging Industry Leaders and 5 companies as Industry Leaders

35 companies are now above the 550 points mark in their journey of excellence



DATA EXCELLENCE

7 Data Excellence Assessments

9 Excellence Competency programmes with 200+ participants

SAFETY EXCELLENCE



4 regional leadership group workshops

5000+ logins from 40+ Tata companies for the ARRE 3 session



SOCIAL EXCELLENCE

94% companies are making a positive impact on AA communities

8 Competency and Capability Building sessions



CYBER EXCELLENCE

The inaugural Cyber Excellence Assessor Programme was held in Mumbai on September 14, 2022

2 EDGE webinars conducted on Cyber Excellence this year

ONE TATA



50 promising practices from 13 Tata companies

47 EDGE webinars, 5 Leadership Series webinars

TBExG conducted 3 Learning Missions in FY23



IMPROVEMENT INTERVENTIONS

9 Deep Dive projects

10 successful Best Practice Implementations

19 Tata companies participated in the Supply Chain Resilience process benchmarking study

CELEBRATING EXCELLENCE



JRDQV Function

3 JRDQV winners: Tata Steel, Tata Chemicals and Tata Elxsi

BEC

400+ participants attended in person

TAAP Convention

Tata Motors won the TAAP Jury Award for FY22



TATA NETWORK FORUMS

48 events and workshops

2 cultural programmes

BUSINESS EXCELLENCE

- 20 Tata companies underwent the BE Assessment process in 2022
- 3 companies evolved as Emerging Industry Leaders and 5 companies as Industry Leaders
- 35 companies are now above the 550 points mark in their journey of excellence
- 20 Mentors including 9 new Mentors made a value-adding presentation to the Group Chairman
- 70+ Team Leaders attended the APL2023

Business Excellence Assessments

TBEM is based on the Malcolm Baldrige National Quality Award Model of the US. The TBEM Criteria is continually revised in response to the changing business environment and assists companies in keeping pace with the latest developments and increasing competitiveness. Tata Sons is now the Founding Member of the Mac Baldrige Society® and Lifetime Trustee of the Baldrige Foundation's Institute for Performance Excellence.

The Tata Group's journey of excellence leveraging the TBEM framework acts as a glue that binds each part of the Group. It is a unique idea that brings customised value to the Group companies, Company Boards, CEOs, CXOs, Tata employees, and the partners in the journey, namely the Assessment team that includes Mentors, Team Leaders, Assessors, Financial and Safety Analysts and SMEs.

For the last 28 years, TBExG has embarked on the TBEM journey through a virtuous cycle of performance excellence that has evolved over the years. This starts with assessing

the companies' progress using excellence frameworks, accelerating progress through improvement interventions and nurturing an ecosystem of learning and sharing from each other.

The BE Assessments, using the TBEM Framework, have been an integral part of organisational management practices in the Tata Group, assisting the leadership in strengthening the strategic and operational capabilities of Tata companies since its inception. The inclusive nature of the model, with its multi-stakeholder focus, has been inspiring companies to move up in their journey of excellence. By utilising the Assessors' talent pool and knowledge base of the Group, the BE Assessments serve to institutionalise an excellence culture with Group companies.

The approach to BE Assessments is aligned with the principles of the 3 C's — Customised, Collaborative and Celebrated — thereby delivering more Purpose-Led Assessments (n=1 approach for each company). Broadly there are two types of BE Assessments designed to suit the differential needs of the companies:

- Enterprise Assessment

- Enterprise + Business Unit Assessment

Companies choose to participate in either format of the Assessment based on size and geographical spread of the organisation, organisation structure and complexity.

In addition to the TBEM Assessments, TBExG also offers several excellence journey-related training programmes, coaching and consulting services to help the Group companies achieve excellence in their business operations.

Key achievements

The Group's overall maturity has improved with 5 more companies leveraging the BE Assessment process in 2022 as compared to 2021. Overall, there is a more comprehensive view towards Assessment (with n=1 customisation for each company) to ensure that the feedback was prescriptive, business-oriented and actionable.

Some of the key process achievements include:

- **Collaborative domain-focused teams:** Based on company-specific inputs on the domain, focus area

etc., the Assessment team formation process included subject and domain experts in all the teams to bring in insights and suggest Best Practices. The MD/CEOs of assessed companies found the Assessment team to be of high calibre, balanced and professional

- **Interim calibration with the CEO:** To seek feedback on lines of inquiries to make site visit sharper, objective and value-adding
- **Digitisation of processes:** Automation of key communication and major changes in the Assessment Hub (a digital platform for Assessors and the company) to help reduce Assessors' efforts in the Assessment
- **Insights and analysis:** The Assessors provided comprehensive and detailed analysis and showed a

good understanding of the business, thereby making the BE Assessment feedback more business-oriented with actionable insights.

All 20 companies appreciated the outcome in the form of experience and feedback; many of them considered the insights as benchmarks.

Key Events

Mentors Programme

Senior Leaders, Mentors and TBEM Team Leaders in the BE Assessment attended the Mentors' Programme, virtually organised by TBExG on July 7, 2022. The three-hour programme was chaired by S Padmanabhan, Chairman - Governing Council, TBExG. The programme was organised to discuss key updates in the BE Assessment process and share the experiences of CEOs, Mentors and Team Leaders.

Mentors Presentation to Group Chairman

20 Mentors (including 9 new Mentors) of Tata companies that underwent the BE Assessment in the 2022 cycle presented key strengths and imperatives to N Chandrasekaran, Chairman, Tata Sons, on November 28, 2022, at the Taj Mahal Tower, Mumbai. The session was attended by Mr Padmanabhan and members of the Governing Council — Aarthi Subramanian, Chief Digital Officer, Tata Sons; Harish Bhat, Brand Custodian, Tata Sons; Puneet Chhatwal, MD & CEO, Indian Hotels; Rajiv Sabharwal, MD & CEO, Tata Capital; T V Narendran, MD, Tata Steel; and C K Venkataraman, MD, Titan Company.

Business Excellence Convention

The annual Tata Business Excellence Convention (BEC) was held at Taj Land's End, Mumbai, from December 18-19, 2022.



The usefulness of TBEM cannot be understated, and it's definitely helping our companies. It is something that has helped the Group to progress in the excellence journey for a long period of time. Excellent insights. There could not be a better way for me to understand the progress and opportunities for each of our companies in such a short period of time."

N Chandrasekaran,

Group Chairman, Tata Sons, sharing his feedback at the Mentors Presentation

It was one of the most well-attended conventions in recent years, with 400+ participants attending in person and 1300+ virtual participants joining the webcast over two days of the convention. The theme for BEC 2022 was 'Passion for Growth – Scaling New Horizons' to reflect the ambitious growth plans most Tata companies have embarked on and is a microcosm of the India growth story.

Mr Padmanabhan presented the breadth of excellence journeys across the Group over the years. He set the context of the newest journey on cyber security, given increased cyber security risks in a digitally connected world.

Key focus areas for FY24

- **Future ready framework:**
Strengthen and complement the framework with other streams to address the changing context
- **Future ready talent:**
Assessor sourcing and diversity
- **Future ready Assessment process:** Adapting to various templates of Assessments based on company maturity
- **Unleash the potential of digital** to improve quality while optimising efforts



Every year I am more convinced on the importance of this movement. It is not about Assessment, it is about a number of other things – learning, sharing, contributing, mentoring, character development and leadership development. There are many subtle things that go on in this movement. This movement contributes to the companies, contributes to the individuals, contributes to the culture of the Group in many ways.”

N Chandrasekaran,

Group Chairman, Tata Sons, at the Business Excellence Convention 2022

Excellence Competencies

Excellence Competency programmes are planned and facilitated by TBExG to support and enable organisations to enhance competencies on the various excellence frameworks in their journeys towards BE which has become a formal and specific component of the Tata Group's

drive towards performance excellence. The frameworks include:

- BE, using the TBEM Framework
- Data Excellence, using the TCS Datom™ Framework
- Safety Excellence, using Tata Safety Standards
- Social Excellence, using

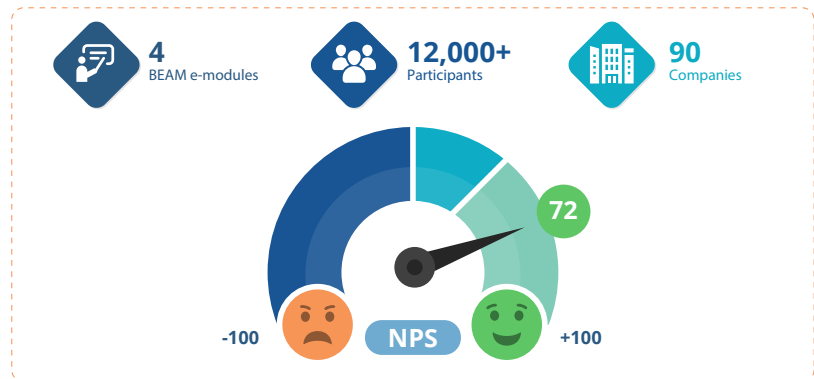
- the Tata Affirmative Action Programme Framework
- Cyber Excellence, using the Blue Tick Framework

BE programmes

TBExG's Excellence Competency offerings are designed to equip organisations with improved Assessor and Champion capabilities to accelerate their BE journey towards world-class performance. Experiential, Exciting and Enriching — these three E's have been the key pillars for TBExG's efforts to make the Excellence Competency efforts even more effective, topical and relevant.

In FY22-23, the efforts towards building awareness of BE were stepped up and the recently-created four online modules (BE Appreciation Modules) that are accessible through the Tata Tomorrow University were leveraged.

The BE competency-building efforts were strengthened in FY22-23, with the launch of online modules (BE Appreciation Modules) at Tata Tomorrow University. Approximately 12,000+ colleagues from 75+ Tata companies attempted these modules to understand and appreciate the



The programme gave insights into the Tata Business Excellence journey. It was very exciting to look forward and contribute to the excellence journey."

Participant who completed the BEAM online modules



Very informative trainings that provided a good understanding of the Tata Group's journey of excellence and the TBEM Reference Manual — the blue book guides everyone through TBExG and its standards and practices followed across the Tata Group."

Participant who completed the BEAM online modules

BE journey of the Group. Unique campaigns were planned with

coordination from companies to build awareness of these modules.

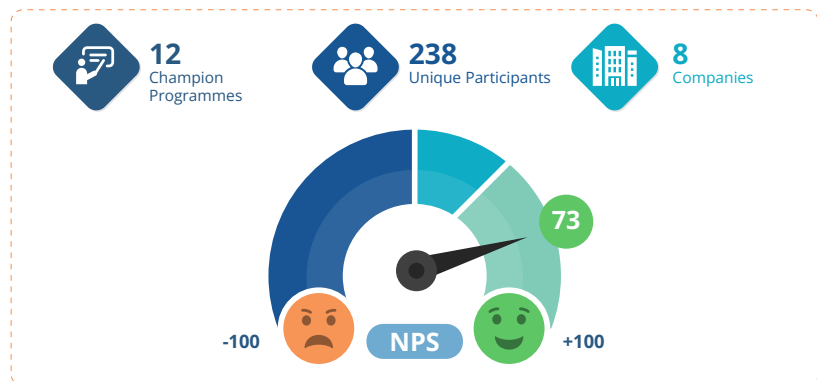
Champion programmes

The focus on building awareness of BE fundamentals saw a tailwind in 2022 with several companies partnering with TBExG to facilitate in-house BE Champions programmes for middle and senior management.

TBExG facilitated 12 BE Champion Programmes for JCAPCPL, JAMIPOL, Jaguar Land Rover, Tata Play Fiber, Tata Steel Netherlands, Tata Steel UK and Tata Steel Long Products to accelerate the BE journey efforts undertaken by these Group companies. The programmes were collaboratively designed to ensure they remain aligned with the organisation's context and focus areas.

The Champion Programmes concluded with participants identifying improvement projects aligned with key business objectives. In several companies, these projects were included as part of their Continuous Improvement platform and driven towards completion.

Some of the programmes were specially designed for leaders to support and facilitate the transformation journey in their respective organisations.



Very interactive session, and we had a good understanding of the subject. The programme was a mix of practice & TBEM essentials."

**Participant from Business Excellence
Champion Programme**



The programme was equipped with relevant industry examples. This enabled flawless connection and elaboration."

**Participant from Business Excellence
Champion Programme**

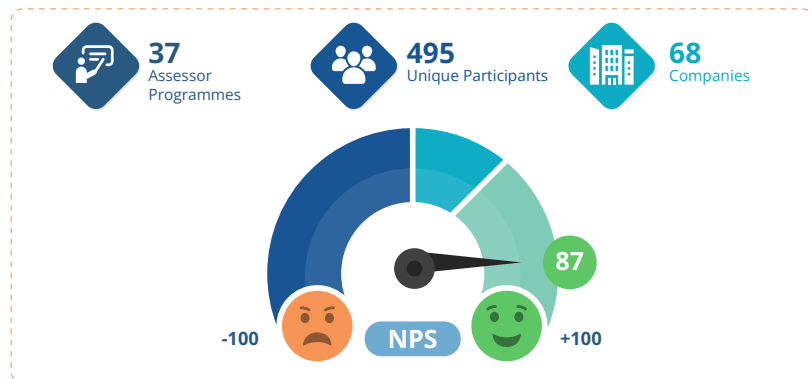


Assessor programmes

The BE Assessor Programmes help build BE competency within the Group companies and identify qualified Assessors for the Assessment process. The Assessor Programmes are planned for both first-time Assessors as well as experienced Assessors. In FY23, TBExG facilitated 37 Assessor Programmes, including 16 first-time Assessor Programmes.

In collaboration with Tata companies, in-house programmes for SMEs from Tata AutoComp Systems, Tata Capital, Tata International and Tata Motors were facilitated, during which Team Leaders and experienced Assessors shared their Assessment experiences and their journey.

In preparation for the BE Assessments 2022, TBExG also facilitated 13 Experienced



“

Well-structured flow with suitable examples to substantiate and strengthen the learning.”

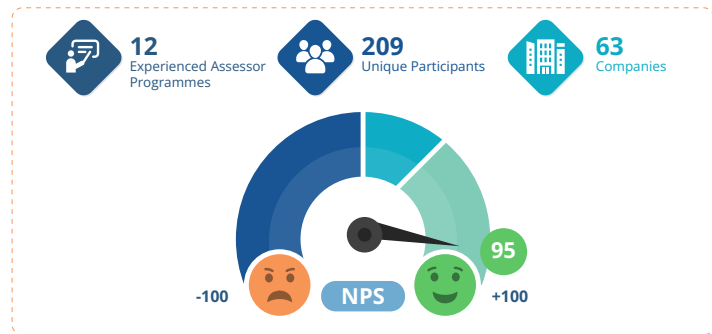
Participant from Subject Matter Expert Assessor Programme

“

Superbly orchestrated and conducted. A very thoughtful and insightful session with lots of practical experience sharing. The presentation was very comprehensive and effective. Kudos and best wishes.”

Participant from Experienced Assessor Programme

Assessor Programmes (EAP) through online and physical classroom sessions. 200+ Experienced Assessors participated from 63 companies to understand changes in the TBEM Framework and focus areas in the upcoming Assessment cycle. EAP is a flagship invitation-only programme that leverages case-based learning designed to enhance analysis and evaluation skills of Assessors.



The programme was very interactive with appropriate examples from Assessments. The new changes in criteria and how to assess them were very well explained.”

Participant from Experienced Assessor Programme



Excellent and enriching programme and very well formatted. The new themes and the case study were well explained. Information was made very lucid and crisp with good industry-relevant case studies. Very compact session design.”

Participant from Experienced Assessor Programme





Advanced Programme for Leaders

The Advanced Programme for Leaders (APL) was facilitated on January 24, 2023, in Amritsar, to reflect on the recently conducted BE Assessment process and characterise priorities and prospects for the upcoming cycle. This invitation-only programme was attended by 70+ Team Leaders, Deputy Leaders and Process Consultants. Some of the key areas discussed include the integration of sustainability elements in the TBEM Criteria, the future of Assessments and assessing fair treatment to the customer.



2
Advanced Programme
for Leaders



29
Companies



93
Unique Participants



9.34
Overall Programme
Rating



The inclusive and experiential learning approach adopted - especially the phishing exercise... and experiential sharing from TLs was very enriching."

Participant from Advanced Programme for Leaders



Good knowledge sharing by experienced Team Leaders. Good choice of venue. Details on sustainability, materiality and outlook for the future was meaningful."

Participant from Advanced Programme for Leaders



Participants at the Advanced Programme for Leaders in Amritsar

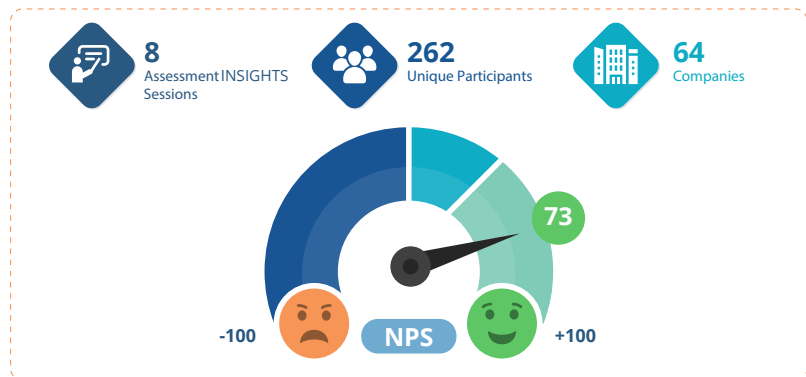
AssessmentINSIGHTS

Over the last three years, this series of orientation sessions has been rolled out to provide key learnings and insights to the Assessors as they progress with the BE Assessment cycle. This year, 8 orientation sessions were curated for specific Assessor roles and learning areas in preparation for the BE Assessment Cycle 2022.

The various areas of learning included experience sharing for first-time Assessors, first-time Leaders and Deputy Leaders, assessing innovation, assessing organisational transformation and understanding new frontiers of customer centricity.

The sessions that were facilitated by leaders of the Tata Group were attended by 262 Assessors from across companies.

Participants gathered valuable insights and had the unique



Overall, this was a good session. The panel discussion format is a good format for learning instead of only one presenter."

Participant from a First Time Assessor session



It was very well done, kept us engrossed and totally focused on the topic. Very interesting perspectives."

Participant from an Assessing Organisational Transformation session

opportunity to interact with their peers, learn from the collective experience, and refresh their knowledge. They also appreciated the collaborative format of learning and sharing at the initial phase of the Assessment cycle.

Looking ahead

The BE offerings in FY23-24 will be focused on:

- Partnering with new companies in the Tata Group to enhance their BE journey
- Including more SMEs in the next-gen Assessors

- Ensuring the Assessors appreciate the changes incorporated in the TBEM Criteria related to sustainability

The Excellence Competency offerings in FY23-24 will be focused on:

- Facilitating physical programmes alongside a few online programmes based on the organisations' requirements
- Aligning Champion Programmes with the

performance excellence agenda of the companies

- Curating programmes for enhanced engagement with new companies in the Group
- Nurturing an Assessor ecosystem that brings process, domain and industry expertise to relevant focus areas
- Enhancing efforts towards building, learning autonomy and improving reach
- Collaborating with the ecosystem, i.e. experienced Assessors, SMEs, and Team Leaders for facilitation and content development



Great engagement. Very, very comprehensive and huge insights. We will ensure that the improvement opportunities highlighted are discussed and included into our business decisions."

Nigel Blenkinsop,

Executive Director - Company Quality and Customer Satisfaction,
Jaguar Land Rover



I must compliment the dedication and commitment of the Assessment team, and the efforts have been truly remarkable. The level of collaboration demonstrated at every step of the Assessment process was commendable, and it played a vital role in reaching very meaningful, relevant and deeper insights of the business. The comprehensive feedback will help Tata Motors continue its pursuits on the overall Business Excellence journey."

Girish Wagh,

Executive Director, Tata Motors



“

The Assessment team demonstrated a thorough understanding of our business, our market and our journey as a company. This enabled them to be very focused during the site visits. The feedback was context-specific and actionable. There have been several inputs for us, many of which were blind spots.”

Warren Harris,
MD and CEO, Tata Technologies



“

The Assessment team had a balanced approach coupled with much preparation and effort that made the interactions relevant and constructive. Very heartening to take note of the Assessment and its outcome.”

P Venkatesalu,
Executive Director and CEO, Trent



“

I am very glad and amazed by the quality of the Assessment team and the rich experience that each one of the members brought in. Now we have feedback that is very relevant and actionable for mjunction.”

Vinaya Varma,
MD and CEO, mjunction



“

The Assessment team took time to understand the nuances of our businesses. The recommendations were well thought of. It's always valuable to get an outside-in perspective as many

times the internal teams miss them.”

Rajiv Sabharwal,
MD and CEO, Tata Capital



“

Thank you for being highly objective and collaborative. I appreciate the time and hard work you invested in our journey. I really liked the structure of the feedback, it has enough for us to do, but not too much.”

Avijit Mitra,
MD and CEO, Infiniti Retail



“

The roadmap for business growth has been very well recommended by the team and insights shared by the mentor are quite relevant. This is a journey that we are happy to have begun and we are committed to making the aspirations happen by working on the suggestions provided by the team.”

Prathit Bhobe,
MD and CEO, Tata
Asset Management

DATA EXCELLENCE

- During FY23, TBExG facilitated 7 Data Excellence Assessments based on the TCS Datom™ Framework
- 9 Excellence Competency programmes were conducted in FY23 with 200+ participants
- 16 leadership orientation sessions conducted on Data Excellence for 15 companies, covering 140+ senior leaders
- The Data Excellence web module saw a footfall of 3,200+ participants from 75+ companies

Data Excellence journey

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

Among the programmes offered for Tata companies are: a self-paced web module certification, virtual and classroom Excellence Competency programmes, senior leadership sessions, Best Practice documents, Webinars, and opportunities to learn by participating in the Data Excellence Assessments as Assessors.

Key highlights

Assessments

In line with the Tata Group's focus on data and digitalisation, Data Excellence Assessments based on the TCS Datom™ Framework continue to assist companies in gauging their progress towards data-driven excellence.

Since October 2018, TBExG has completed 34 Assessments for 20 companies using the TCS Datom™ framework. These companies include Infiniti Retail, Titan Company, Indian Hotels, Tata Chemicals, Rallis, Tata Power Delhi Distribution, Tata Steel Utilities and Infrastructure Services (previously JUSCO), Tata Consumer Products (previously Tata Global Beverages), Tata Communications, Tata Capital and its subsidiaries, Tata Motors Finance, Tata Play (previously Tata Sky), Tata Motors, Voltas, Tata International, Tata AIG, Tata AIA Life, Tata NYK Shipping, Tata Steel and Tata Steel Thailand.

To assist companies and Assessors to understand the framework, its structure and facilitate Assessments through an application based approach, TBExG launched a Data Excellence Reference Manual on July 29, 2022. During the year, TBExG also assisted companies to write applications for their Data Excellence Assessment.

Tata Capital was the first company to write an application based on the Data Excellence Reference Manual for its 'Enterprise + 4 Business Unit' Assessment in FY23. The application helped Assessors ask the right questions



Full credit to the team for understanding our business and coming out with recommendations. All of them are relevant to us and extremely valid. We will pick up action areas that will help us improve and create synergies within our ecosystem. Compliments to the entire team for conducting this exercise for us."

Rajiv Sabharwal,
MD and CEO, Tata Capital

in the context of the company during the Assessment.

This year, seven Assessments were completed by 54 Assessors from 21 companies, including 19% Women Assessors and 9 SME from TCS. All Assessments were customised to deliver actionable and business imperative-based feedback that can help create and strengthen replicable and scalable processes and systems around Data Excellence.

Excellence Competencies

TBExG has launched a refreshed web module on the 'Introduction to Data Excellence' in February 2023. This module is aimed at building awareness and engagement around Data Excellence, and orienting Tata employees towards a data-driven culture. Key highlights of the renewed version include more engaging visuals, demystification of key concepts, more real-life use cases and examples, and enhanced user experience with gamified quizzes.

With the easing of the Covid-19 pandemic, we have reinstituted classroom trainings with eight batches of the Data Excellence Assessor Programme and one batch of the inhouse Data

Excellence Champion Programme being conducted in FY23. While 3,200+ participants from 75+ companies have invested 7,400+ hours in the Data Excellence web module, 200+ Tata employees from over 20 companies have been certified through the classroom programmes.

Additionally, with an objective to create leadership sponsorship and strengthen the ecosystem around Data Excellence, 16 leadership orientation sessions have been conducted for 15 companies, covering 140+ senior leaders across the Tata Group (including Tata Chemicals, Tata BlueScope, Tata Elxsi, Tata ClassEdge, Tata Consumer Products, Indian Hotels, Tata Unistore, Tata Teleservices, Tata AIA Life, Tata Steel Downstream Products, The Indian Steel & Wire Products, Tata Tinplate, TMILL, Tata Steel Netherlands and JAMIPOL).

Celebrating Excellence

In order to celebrate the pioneering efforts of Tata companies in initiating and establishing the Assessment process and to create evangelists for the adoption of data-driven excellence, TBExG has institutionalised an annual recognition platform for Data

Excellence. Seven companies that participated from 2019 to 2021 were recognised for their achievements in Data Excellence at the Business Excellence Convention held in December 2022. Companies who participated in the Assessments in 2022 will be awarded at the next JRDQV Function in 2023.

The award categories are:

- 'Active Promotion of Data Excellence', awarded for crossing a score of 2.5 for the first time
- 'Significant Adoption of Data Excellence', awarded for crossing a score of 3 for the first time
- 'Data Excellence Leader', awarded for crossing a score of 3.5 for the first time
- 'Data Excellence Benchmark Leader', awarded for crossing a score of 4 for the first time

Looking ahead

TBExG is geared to facilitate multiple customised Data Excellence Assessments in FY24 as needed by Tata companies. A Data Excellence Assessor Programme and Data Excellence Champion Programme is planned at periodic intervals, supported with focused senior leadership orientation sessions



Thanks for the detailed feedback. It helps us identify some action points for the future and look at what to prioritise as an organisation-wide approach. Great work by the Assessment team and thanks to TBExG and TCS for their support."

Rajiv Mangal,
(erstwhile) CEO, Tata Steel Thailand

and workshops. The focus is also on identifying opportunities for improvement projects and maturing the adoption of Best Practices in Tata organisations to strengthen the journey of data-driven excellence.

Additionally, specific focus areas for FY24 include the creation of customised offerings such as a Data Excellence Diagnostic Deep Dive, Lite Self-Assessment, Data

Strategy and Project Identification workshop for Tata companies.

On the technology front, one key project is the development of an end-to-end portal for Data Excellence Assessments. This will streamline the Assessment process and enable robust delivery and tracking of outcomes.

On the Best Practices front, TBExG has initiated identification and

sourcing of Best Practices in the areas of Data and Digital for consumption by companies. It will leverage the EDGE portal and the EDGE webinar platforms for this. In addition, there are plans to enable knowledge-sharing interactions between companies and SMEs.

Digital Excellence

The Digital Execution Scorecard™ (DES) provides a comprehensive Assessment of a company's digital strategy to accelerate decision-making and drive execution focus. It connects strategic digital priorities namely Digital Revenue, Customer Experience, Operational Excellence, Asset Utilisation and Minimising Risks

to underlying digital enablers such as the Operating Model and Technology Platforms.

The Scorecard is a benchmarking tool that compares a company's performance on key digital KPIs with its aspirations and with the performance of peers in similar industries in terms of Foundational (25th percentile),

Mainstream (50th percentile) and Industry Leader (75th percentile) performance.

- In FY23, four Tata companies, viz. Tata AIA Life, Tata AIG, Tata Chemicals and Tata Capital, volunteered to undertake the Pilot DES Assessment



SAFETY EXCELLENCE

- 4 regional leadership group workshops
- 5000+ logins from 40+ Tata companies for the ARRE 3 session
- Tata Motors Learning Visit witnessed participation of 58 employees from 25 Tata companies
- Conducted Deep Dives on Safety at NELCO, mjunction and Tata Power
- 143 employees from 30 companies participated in the Certified Internal Examiner in Tata Safety & Health Management System Programmes

Safety Excellence Journey

TBExG's Group Safety & Health team works in conjunction with Tata companies and their Safety teams to provide a safe and healthy working environment and achieving an injury-free workplace for all Tata employees

and their associates. This philosophy is at the core of the Tata Group's efforts to build sustainable businesses.

Over the years, concern for employees' Safety & Health has been integrated into all Tata Group business management

systems and processes. TBExG's Safety & Health function is based on four strategic building blocks *(for details, see infographic below)*.

TBExG's safety offerings include Capability Building, safety audits, safety culture Assessments, Deep Dives, strategy creation and

Safety & Health - Four Strategic Building Blocks



Commonality and Convergence:

Ensuring a common approach, terminologies, strategies and policies on safety & health across the Tata Group



Training and Capability Building:

Delivering training and building capabilities related to safety & health among Group companies



Transparency and Sharing of Best Practices:

Ensuring transparency in terms of reporting, enabling sharing of lessons learnt, and facilitating the transfer of Best Practices in safety across Group companies



Assurance and Verification:

Providing governance in terms of verification and assurance of regulatory and Group requirements on safety & health

Key Highlights

Commonality and Convergence

- ◆ Release of the Tata Road & Driving Safety Standards & Guidelines

Training and Capability Building

- ◆ DSS+ workshops on leadership in Safety Excellence
- ◆ TSHMS programme
- ◆ E-modules
- ◆ Short training sessions

Transparency and Sharing

- ◆ Learning Visits
- ◆ Accelerated Reduction in Repeat Events (ARRE)

Assurance and Verification

- ◆ Details elaborated under section titled Deep Dives

facilitating the creation of safety policies and standards.

DSS+ workshops on Leadership in Safety Excellence

Regional workshops on 'Leadership in Safety Excellence' were conducted by DSS+ for the leadership teams of Tata Steel, Tata Power, Tata Motors, and Tata Chemicals across four regions.

The focus of the sessions was to set the tone and define new behaviours and role models to focus on risks, contractor/vendor management and rewards/recognition, and consequence management from the safety leadership perspective. The goal of the sessions was to shape the safety culture and achieve Safety Excellence.

The session was initiated with a Leadership Group workshop chaired by the Tata Group Chairman in Mumbai on September 2, 2022. This was followed by four regional workshops, as below:

- Regional Workshop 1 at Kolkata on December 5, 2022, chaired by Mr Narendran
- Regional Workshop 2 at Delhi on January 25, 2023, chaired

by Ganesh Srinivasan, CEO of Tata Power Delhi Distribution

- Regional Workshop 3 at Pune on January 27, 2023, chaired by Mr Wagh and Shailesh Chandra, MD, Tata Motors Passenger Vehicles and Tata Motors Passenger Electric Mobility
- Regional Workshop 4 at Mumbai on January 28, 2023, chaired by R Mukundan, MD & CEO, Tata Chemicals

Following these sessions, DSS+ will be engaging with companies on the following key focus areas:

- Learning and leveraging safety Best Practices and developing a forward-looking toolkit to enable safety performance improvement
- Safety insights, risk register

and benchmarking to understand and monitor risks and identify areas of vulnerability

- Safety data and key performance indicators (KPIs) to set strong quantitative foundations

ARRE-3 on Contractor Safety Management

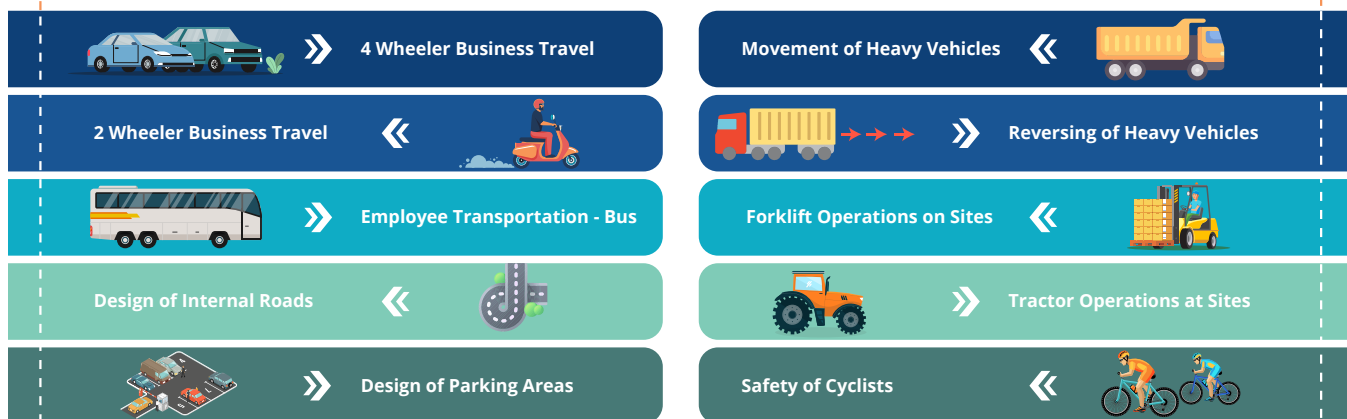
The Group Safety & Health team organised the third series of the Accelerated Reduction in Repeat Events (ARRE) intervention on Contractor Safety Management (CSM) during February 7-17, 2023.

There were 5,000+ logins from 40+ Tata companies during the event. The sessions featured 16 speakers from leading organisations such as General Electric Company, Shell, BP,

ARRE 3: Speakers



Tata Road & Driving Safety Standards & Group-Level Guidelines



Larsen & Toubro, Flipkart, ITC Hotels, Bangalore International Airport Limited as well as Tata companies. The session had an average net performance score (NPS) of 67.

The topics covered by the speakers adequately addressed the six steps of the CSM standard and included contractor selection, contract documentation, contract award, training and capability-building for contractors, monitoring and managing the work and periodic evaluation of contractors through effective vendor Assessments and performance management. Based on the learnings from the ARRE session, TBExG will revise the CSM standard as a next step.

The ARRE series was first launched in October 2020, with 10 sessions on 'Vehicle Movement'. The second series was held in October 2021 on the topic 'Fire Safety, Electrical Safety & LOTO.'

Release of Tata Road & Driving Safety Standards & Guidelines

Post ARRE-1, the Group Safety team revised and released the Tata Road & Driving Safety Standards along with Group-level guidelines (*see above infographic*).

The Group-level guidelines have been developed based on the best operational-level practices shared during ARRE-1. The content of the guidelines is specific, actionable, and auditable

to ensure effective implementation at the company level. The Tata Road and Driving Safety Standards and guidelines will next be revised after three years.

Deep Dives

Tata Power

The Group Safety & Health team conducted a Safety Culture Survey for Tata Power across the latter's employee segments and locations. The project was conducted to help Tata Power assess the current state of its safety culture and determine the specific interventions it could take going forward.

Nelco

The Nelco Safety Deep Dive reviewed the current Safety

& Health processes in the company through a baseline Assessment that involved site visits, interactions and review of documented standards and procedures. Various Capability Building interventions were conducted through instructor-led modules as well as e-modules to enhance the safety competence of the organisation.

mjunction

The mjunction Safety Deep Dive was conducted to evaluate the Safety & Health risks and challenges posed to mjunction employees distributed across India, with a special emphasis on branch offices and offices

located on customer premises. Capability Building interventions are also conducted to enhance the safety competence of the employees.

More details on the Deep Dives are covered under each company's story.

Learning Visit on warehouse safety Best Practices

Warehousing is an integral element in the order fulfilment value chain of companies. Warehousing activities are increasingly getting complex with an increasing number of SKUs being handled and stored leading

to higher fire loads. In addition, there is added risk on account of newer products being stored in the warehouses such as batteries, chemicals, electronic goods and combustible packaging. A major incident at a warehouse could potentially lead to loss of life or major injuries, disrupt the supply chain, impact customer-service performance, cause reputational damage, and have financial implications as well.

To address these concerns and to understand Best Practices in warehouse safety, TBExG organised a Learning Visit to the Tata Motors spare parts warehouse in Chakan, Pune, on



Learning Visit at Tata Motors spare parts warehouse in Chakan, Pune



Tata Power TSHMS session on March 14-15, 2023

July 13, 2022. This Learning Visit witnessed the active participation of 58 employees from 25 Tata companies.

The Learning Visit was planned and executed through the joint efforts of the Group Safety & Health and Best Practices teams.

The topics covered in the Visit included:

- Regulatory compliances
- Fire prevention
- Prevention of electrical shock hazards
- Material handling practices

The focus was on practical Best Practices such as the use of cameras on the forks of forklifts while placing loads on higher racks to improve visibility

and prevent accidents. The participants also imbibed Best Practices on conducting an arc flash Assessment, electrical shock risk Assessment, thermography and Lock Out Tag Out (LOTO) on electrical panels, and training employees and contractors on the same. SMEs at the site explained and addressed all technical queries during the Learning Visit.

Certification programme as Internal Examiner on TSHMS

The Tata Safety & Health Management System (TSHMS) provides a framework to improve the Group's safety standards, performance and culture. It operationalises the beliefs of the Tata Group into specific actionable elements and enables

companies to fulfil the aspiration of becoming a benchmark in their respective business sectors. It is with this goal that the 'Certified Internal Examiner in Tata Safety & Health Management System Programme' was conducted in February and March 2023. The programme was conducted in four batches.

Two batches, which were open to participants across Tata Group companies (February 2-3 and 22-23) at TMTC Pune, saw the participation of 73 employees from 28 companies. Two companies conducted customised in-house programmes — Tata Power (March 14-15, 2023) and Tata AutoComp Systems (February 28 and March 1, 2023).

The following objectives were laid down for the TSHMS programme:

- Gain a deeper understanding of the TSHMS and its expectations
- Appreciate the various practical examples and case studies of how the management system is applied in work scenarios
- Understand the various tools and techniques for self-assessing the management system

The programme not only equipped the participants with the requisite knowledge but also

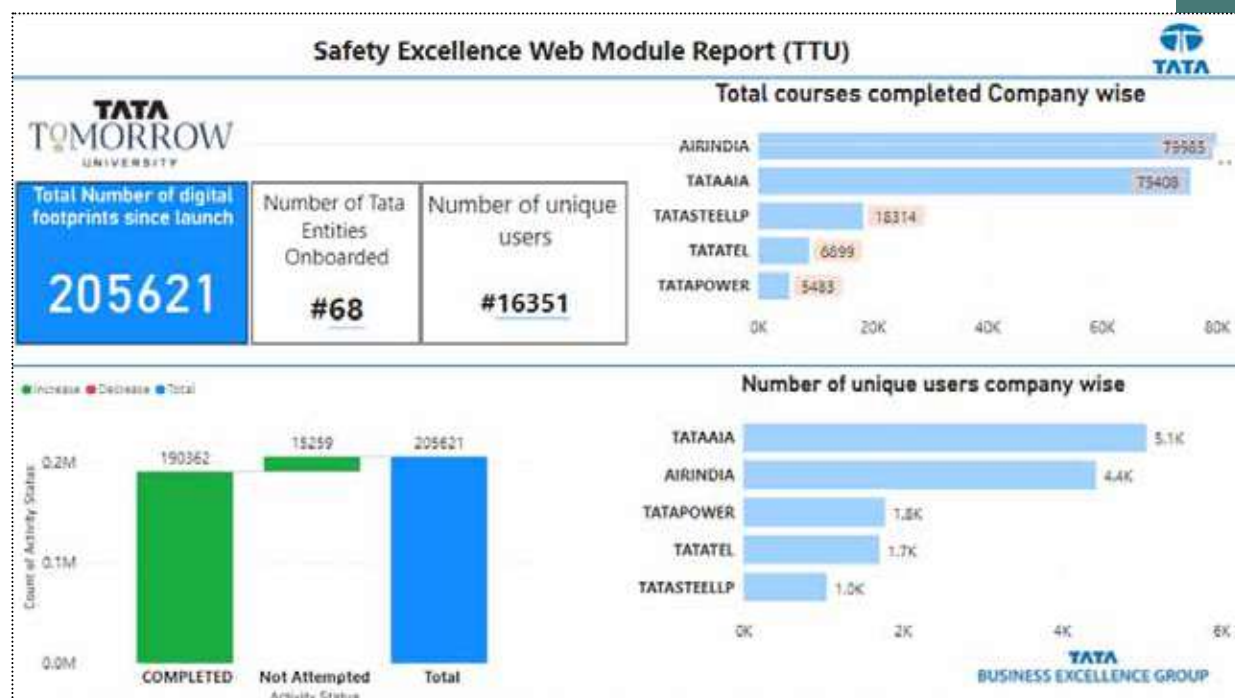
built the necessary skills that the participants could use to conduct an internal audit of the TSHMS within their company/site. It was designed with pre-work, classroom and post-work assignments. Classroom discussions included topics such as learning from case studies, discussions on investigations from serious incidents, Best Practices, and the like.

E-modules

The TBExG team has made more than 100+ e-modules available to the Group employees so that they can undertake self-paced learning modules and thereby

enhance their learning quotient. TBExG has worked very closely with the Safety & HR teams of certain organisations for deeper deployment of the modules across the workforce.

The need for self paced modules were identified during the Annual Safety & Health Heads Meet in FY21 that brings together Safety & Health Heads across the globe. The purpose of launching these e-modules was to have them easily accessible to Tata employees so that safety skills can be developed across various levels of Tata companies.



Short online training sessions



100+ PARTICIPANTS

Road Safety –
2 Wheelers



367+ PARTICIPANTS

Road Safety &
Workplace Safety



350+ PARTICIPANTS

HIRA NPS – 9.82



175 PARTICIPANTS

Road Safety for
Procurement Managers



30+ PARTICIPANTS

Safety Task Force
Members



100+ PARTICIPANTS

Standards

The progress on the consumption of the self-paced content by the Group companies is provided in the chart below.

Short modules

In addition to in-person training, the team also conducted several short online training sessions (see above).

Looking ahead

The Safety Excellence roadmap for FY24 entails the following:

- **Commonality &**

Convergence:

Bring commonality and convergence in efforts on Safety & Health through the updation of the Tata Safety Standards and Group Level Protocols on CSM, Electrical Safety, Fire Safety and LOTO

- **Training & Capability**

Building:

Conduct focused training programmes for senior leaders and middle management in Safety

Leadership, TSHMS, Safety Standards, Incident Investigation and Felt Leadership

- **Transparency & Sharing:**

Enhance sharing of Best Practices through Best Practices Conclave, Safety & Health Heads Meet and ARRE-4

- **Assurance & Verification:**

Engage with companies through Safety Deep Dives and work with them on self-assessment of TSHMS

SOCIAL EXCELLENCE

- **94% companies adopted TAAP Policy and are making a positive impact on AA communities**
- **In FY22-23, 11 companies participated in the TAAP Assessment and 3 in the TAAP facilitation**
- **8 Competency and Capability Building sessions with average NPS of 92 and 4 in-person sensitisation sessions**
- **The Social Excellence web module has been accessed by 1600+ participants from 50+ companies**

Social Excellence Assessment

The Tata Affirmative Action Programme (TAAP) Assessment introduced by TBExG, has assisted companies in improving the outcomes of Affirmative Action (AA) interventions, resulting in the upliftment of underprivileged communities. The structured approach of facilitation processes that help companies progress on their TAAP programmes and processes, has encouraged new-age businesses to adopt TAAP policies and embark on a journey of Social Excellence.

In FY22-23, 11 companies participated in the TAAP Assessment and 3 in the TAAP facilitation. This year saw many

firsts, such as the participation of Tata Medical and Diagnostics (Tata MD) and Jamshedpur Continuous Annealing and Processing Company (JCAPCPL) in the Assessment; an addition of a Process Consultant role from TBExG to each assignment, that helped in the overall improvement of the TAAP Assessment process; a greater emphasis on women from marginalised communities and persons with disabilities in the Assessment; which are the two new categories added to the TAAP Criteria.

The facilitation provided the opportunity to educate internal and external stakeholders about the TAAP policy and strategy formulation.

Capability Building and sensitisation

Sensitisation of the leadership team on the basic tenets of equity and inclusion and how TAAP started in the Tata Group is the most important step towards adoption of TAAP in group companies. This is followed by various Capability and Competency Building sessions of TAAP where the nuts and bolts of the TAAP Framework including the Assessment process are explained to the participants. Human Resources, Procurement and Supply Chain, Operations, Sales and marketing and Corporate Social Responsibility functions play a critical role in embedding TAAP in the organisation by creating opportunities for AA



Tata Affirmative Action Programme is a key enabler in driving our agenda of a DEI culture within the organisation and also in the communities we operate & support. With the help of the Tata Business Excellence team we have been able to realign our TAAP journey with a clear roadmap for 4 pillars - Strategy, Governance, Capability Development & AA Programmes. This has helped in accelerating our TAAP and DEI journey very effectively through all 5 E's - Employment, Entrepreneurship, Employability, Education and Essential Enablers."

Sudipta Marjit,

Group Head - HR, Business Excellence & Strategy, Tata AutoComp Systems



This was an enlightening experience and the team gave a holistic view for strategy along with useful insights for ISWPL.”

Abhijit Avinash Nanoti,
MD, ISWPL

communities in employment and entrepreneurship.

In the last year, multiple Competency and Capability Building programmes were held that included 1 ATLP, 2 AAAP, 3 AAOCP and 5 focused sensitisation session notably with IHCL on PwD with HR executives and Rallis and Tata AutoComp on TAAP during their vendor meeting with executives, Eastern region procurement team discussions. Targeted in-house sensitisation was provided to IHCL, Tata AIA, JCPCPL, and Tata MD, along with their senior leaders.

Advanced Team Leaders Programme

An Advanced Team Leaders Programme (ATLP) was convened for 44 participants from 30

Tata companies to reflect on the revised TAAP Criteria and improvement points for the current year Assessment cycle.

AA Assessors Programme

This year, two Assessor training programmes were held in Mumbai and Jamshedpur with 47 new Assessors from 15 Tata companies to expand the pool of Assessors in the Social Excellence movement. It was a good opportunity for everyone to learn and share and there was robust participation from HR and Procurement, who play an important role in integrating the AA programme into their respective organisations.

AA Orientation and Capability Building Programme

Three AAOCP training sessions



Participants at the Advanced Team Leaders Programme



TAAP presented at the Uttar Pradesh Global Investors Summit in Lucknow in February 2023

were held for 62+ executives from 18 Tata companies. Tata AIA held a virtual in-house AAOCP session for 26 people from the marketing and HR departments.

Experienced AA Assessors Programme

A virtual refresher programme was conducted for 25 experienced Assessors. These Assessors will manage the Assessment process alongside the TAAP team.

TAAP sensitisation and co-creation workshop for Procurement/Supply Chain Officers - East

A dedicated programme for the procurement team in the eastern region was conducted. The workshop's focus was on

the updates in the TAAP Criteria focused on supply chain. The officers participated in collective reimagination and co-creation exercises that were focused on raising TAAP adoption and inclusion AA across partner-based companies (downstream and upstream), along with a common database of AA vendors, particularly on the ESG reporting framework with an important task to involve Diversity & Inclusion. 17 participants from 9 Tata companies shared their respective companies' Best Practices for creating and carrying out various policies related to AA entrepreneurship.

TAAP on a global level

TAAP was presented at the

Uttar Pradesh Global Investors Summit in Lucknow in February 2023. This was the first time that TAAP was presented in a business summit and the focus was on AA for inclusive growth. The session was well-attended, with senior government ministers and officials in attendance, including the Union Cabinet Minister for Social Justice and Empowerment, Dr. Virendra Kumar, who served as the Chief Guest. Tata Group was one of the two corporate groups invited to share its work being done in AA at the summit. The overall approach of TAAP which is focused on equity and inclusive growth along with some Best Practices done by some of the companies was presented at the summit and was widely appreciated.



TAAP e-modules (Modules 1 and 2)

TAAP e-modules are available on the Tata Tomorrow University to understand more about the TAAP journey and Best Practices across Tata companies. Module 1 is designed to build an understanding about basics of TAAP and Module 2 delves into the Assessment framework and process steps. This learning module can also be accessed by external stakeholders outside the Tata Group as well (<https://www.tmtctata.com/programmes/tata-business-excellence-group/social-excellence/>).

1600+ learners on Tata Tomorrow University have completed this module and some companies uploaded WBTs on their internal learning

management systems. It is an opportunity to adopt this as an induction programme, post recruitment to generate more awareness about the TAAP Policy.



I am the son of an electrician and anganwadi worker from a tribal village. Our annual family income was just ₹50,000. I received a Tata FAEA scholarship to complete my MBBS and now I am a resident doctor at the Gujarat Cancer Research Institute Hospital in Ahmedabad, earning ₹7,20,000 per year. Without the scholarship, I would not have been able to pursue my MBBS."

Dr. Rathod Mohitbhai Dipakbhai

One Tata scholarship by FAEA

The Tata Foundation for Academic Excellence & Access (FAEA) scholarship was established in 2008 under the leadership of Dr. J. J. Irani. Annually, around 100 scholars are supported by 25 Tata companies to promote professional education in science, technology, humanities, business and medicine in collaboration with FAEA. Till date, 1,506 students have received scholarships, with

an average funding of ₹70 lakhs per year.

The scholarship recipients are academically-gifted students from the most disadvantaged, marginalised, and impoverished families with an average family income of less than ₹50,000 per annum. 48% of the students are first-time learners; 34% are female candidates; 60% and 32% are SC/ST candidates respectively.

In FY21-22, out of the 96

scholarship recipients, 40% are enrolled in BE/BTech programmes, 24% in MBBS programmes and 21% in BE/BTech graduation programmes from IIT and 17% from NIT. A new Memorandum of Understanding (MOU) has been signed between companies and FAEA to provide support for the entire degree and to prepare students for the future by providing soft skills, technical skills and final placement within the Group. The TAAP team supports and collaborates with the FAEA.

Webinars and sharing best practices

Group Companies

Tata Projects

Journey of all women construction team: Identifying and developing talent pool; conventional myths, societal norms and barriers to gender diversity in the construction industry

Tata Power Delhi Distribution

Journey for business associate (BA) development under AA plan; relaxation in contracts under AA for SC/ST and ways to develop and engage with AA vendors

Tata Medical and Diagnostics

Application of digitisation for the transformation of rural healthcare system to enable access to healthcare resources

Tata Starbucks

PwD inclusion: How to embrace and include PwD talent for organisational benefit; creating enablers to build, grow and sustain an inclusive talent pool

Tata Consultancy Services and Tata AIG Insurance

DigitALL: Innovation and technology for gender equality: Best Practices from two companies who have made significant contribution in enabling digital access for education, entrepreneurship, and employability to ensure gender equality

Best Practices

Illustrative programmes in the 5Es by Group companies

Employability

Tata Motors

- Flagship programme, Learn Earn and Progress Programme (LEAP)
- Imparts automotive skills to drop out youth from socially and economically challenged families
- **1300** youth trained every year
- **85%** placement rate
- **₹8000** average monthly salary
- **₹5000** stipend from dealers
- **₹1500** for women students at all locations

- Inclusion of Persons with Disabilities (PwD) in Star Bazaar stores
- Zero discrimination policy with role identification done at stores for PwDs
- Training in stock replenishment, bizzarba operations and cashiering

- New PWD joiners undergo structured induction process - Star Start
- Detailed on the job training with an assigned buddy
- Need-based catch up sessions for employees

Employment

Trent Hypermarket

Entrepreneurship

Tata Steel

- Supporting local communities
- Developing entrepreneurial capabilities through the TAAP programme
- **33%** local supply chain partners
- **75** AA suppliers and DP vendors
- Upgraded entrepreneurship policy, formed cross-functional team of CSR, HR, Procurement and User departments
- Goal to help new and existing AA vendors grow and thrive
- Business volume of AA vendors **₹101 Crores** in FY22-23, 46% increase over last fiscal year

- Super 20 scholarship
- Enables AA students to continue their education towards professional degrees
- 20 students chosen each year selected for BE/Btech

- Financial support covered through Good Corporate Citizen scholarship programme
- Completed 3 batches
- Every student getting into college receives a laptop as token of appreciation

Education

Tata Steel Utilities and Infrastructure Services

Essential Enablers

Tata Medical and Diagnostics

- Supporting Healthcare delivery in Kolar District, Karnataka
- Ensuring affordable access to healthcare for 36% of the AA community and 48% women
- Digital Nerve Centre – unique and innovative delivery model
- Connect, communicates, co-ordinates and delivers care
- Leverages people, infrastructure and digital platform
- Right care at the right time



Primary and secondary healthcare transformation implemented by the Tata Group along with the Government of Karnataka, has impacted 2.7 million citizens in the Kolar district. A first-of-its-kind and unique Bridgital healthcare model has been executed to provide continuous, connected, proactive, patient-centric and closer-to-patient care. The model is ABDM (Ayushman Bharat Digital Mission) compliant and holds the potential of being scaled and replicated on a national level.”

Girish Krishnamurthy,

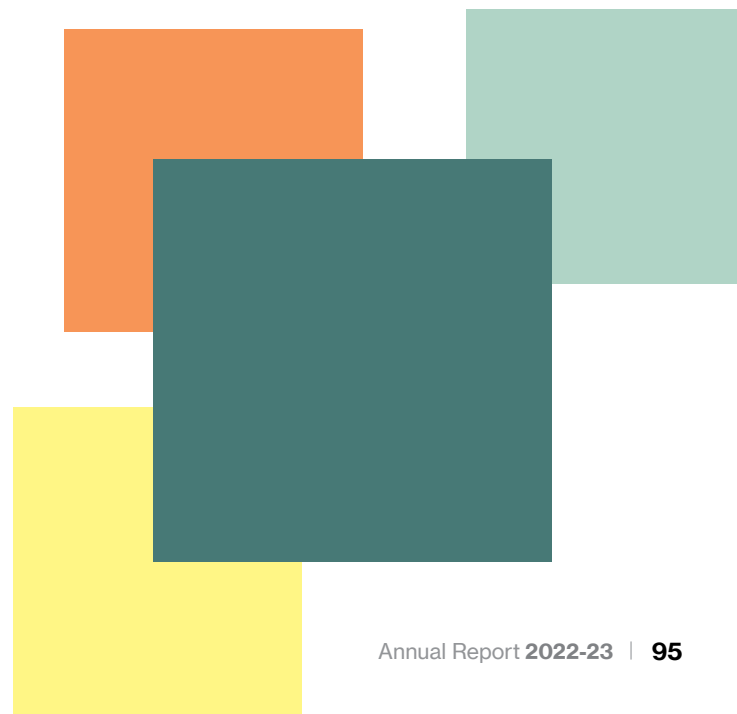
MD and CEO, Tata Medical and Diagnostics

Looking ahead

- Concentrate on socially and economically excluded communities to increase impact and generate resources
- Increase inclusion of Persons with Disabilities across organisations
- Enhance the inclusion of AA communities in the supply chain through new vendor development as well as encouraging AA representation with existing partners
- Encourage 100% participation from Tata companies and effective TAAP Policy implementation

With the vision of the Founder of giving back to society, TAAP efforts are being aligned along with business with a focus on including the excluded, creating

opportunities for the most marginalised communities and improving their quality of life towards a just and equitable society for all.



CYBER EXCELLENCE

- The inaugural Cyber Excellence Assessor Programme (CEAP) was held in Mumbai on September 14, 2022
- Group Chairman N Chandrasekaran unveiled the Cyber Security Excellence Reference Manual at the BEC 2022
- TBExG conducted two EDGE webinars on Cyber Excellence this year

Cyber Excellence journey

Adoption of digital technology, which includes storing and processing customer data, raises susceptibility to cyber hazards. Traditional cyber security practices that place data, IT infrastructure, and applications within a company's four walls are no longer adequate. Adoption of the cloud, boundary less networks and linked devices has broadened the danger landscape and exposed organisations to fresh threats. Due to the legal and regulatory repercussions of data breaches, cyber security has a substantial impact on customer trust and brand image, making it one of the top objectives in Enterprise Risk Management.

The effective and applicable cyber security measures is vital in the Tata Group, where enterprises of various sizes, scopes and geographic operations scattered across diverse industries are brought together under a single brand name. Therefore, the need was felt for a common framework to standardise and help companies achieve best-in-class cyber security implementation.

TBExG, in collaboration with the Group Digital Office, evaluated multiple frameworks and chose

the TCS Blue Tick Framework based on parameters such as comprehensiveness, cross-industry compatibility, simplicity and the ability to identify critical safeguards that will assist Tata companies in developing their cyber security roadmaps. TCS Blue Tick is a framework built on prominent standards like CIS v8, NIST, Cloud Control Matrix v4, and TCS's OT, Privacy, and Leadership frameworks.

Mr Chandrasekaran unveiled the Cyber Security Excellence Reference Manual in the presence of Mr Padmanabhan and Ms Subramanian at the 2022 Business Excellence Convention held at Taj Lands End, Mumbai.

The Tata Group-level Cyber Excellence Framework is designed to help companies achieve and measure best-in-class cyber security excellence. It should help build an ecosystem to understand the Tata Cyber Excellence Framework and become Cyber Excellence Assessors. TBExG conducted a capacity building programme to achieve this. The programme was designed for senior executives and managers and aims to achieve the following:

- Establish a common framework to standardise

cyber security practices in the Group

- Help Tata companies with Cyber Excellence Assessment and build a roadmap to reach a higher level of excellence
- Create awareness of cyber security risks
- Capture and monitor cyber security posture of Tata companies
- Allow for the exchange of Best Practices for Cyber Excellence processes

Key events

Inaugural CEAP

The inaugural Cyber Excellence Assessor Programme (CEAP) was held in Mumbai on September 14, 2022. This programme was attended by Chief Information Security Officers (CISOs) and their nominated professionals from various Tata companies. It was inaugurated by Mr Padmanabhan. Ms Subramanian and Santha Subromani, Head of Cyber Security Practices, TCS, addressed the participants during the session.

EDGE programmes

TBExG conducted two EDGE webinars on Cyber Excellence this year.



Participants at the inaugural Cyber Excellence Assessor Programme

The first was on Digital Trust - Journey to Digital Trust - Transaction Risk and Fraud Perspective by Smitesh Valanju, CISO, Tata UniStore, on October 19, 2022. This covered topics like digital trust for organisations and customers, the multiverse of cyberspace, transaction risks and fraud and the first-principles approach.

The second one was in the format of a panel discussion on the Tata Cyber Excellence Programme on February 15, 2023. Sanjeev Singh, VP, TBExG; Aparna Ganesh, AVP, Group Digital; Srimant Acharya,

Head of Enterprise Vulnerability Management, Digital Forensics, TCS Cybersecurity; and Debasish Das, CISO One Tata Operating Network, TCS, were the panelists, and Subhrajit Basu, GM, TBExG, was the moderator.

This programme aimed to create awareness of the Cyber Excellence journey in the Tata companies.

Both webinars were joined by numerous employees across all Tata companies and their subsidiaries.

Looking ahead

- Develop an ecosystem of Assessors and Practitioners of Cyber Excellence
- Facilitate a few pilots on Cyber Excellence Assessments in the Tata Group
- Encourage Tata companies to join the improvement programme on Cyber Excellence
- Monitor Group-level cyber security posture

ONE TATA

- 50 promising practices posted on the EDGE portal by 13 Tata companies in FY23
- 47 EDGE webinars, including 6 Leadership Series webinars, were conducted in FY23 with average of 420+ access points and 40+ companies attending each webinar
- TBExG conducted 3 learning missions in FY23

One Tata journey

EDGE portal and EDGE webinars

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

- 50 promising practices posted on the EDGE portal by 13 Tata companies in FY23
- 47 EDGE webinars, including 6 Leadership Series webinars, were conducted in FY23
- 43 Best Practices Sharing sessions across 22 Tata companies were facilitated
- The EDGE portal hosts a collection of 815+ Best Practices and is getting stronger with the addition of one new practice every week. The portal has also become a repository for 385+ EDGE Wednesday webinar presentations and recordings

This year, Jaguar Land Rover (JLR) and Tata Power contributed the maximum number of practices: 8 from JLR and 7 from Tata Power were published on the EDGE portal. With over

67,000+ active EDGE users and 815+ practices shared by 50+ Tata companies, 48% users have said that they have implemented practices from their use of the portal.

EDGE webinars are highly popular

sessions across Tata companies, with numerous employees across geographies participating every week. The average webinar participation this year crossed the milestone of 400. The main reason was the improvement in the webinar communication

Navigating through Turbulence May 11, 2022  Vinod Kannan CEO Tata SIA Airlines Vistara	If We Knew Then, What We Know Now July 27, 2022  Ashish Khanna CEO Tata Power Renewable Energy	Embracing Technology, Accelerating Growth Sep 7, 2022  Arvind Goel Chairman Tata AutoComp Systems
Tata Steel's Sustainability Journey and Way Forward Nov 16, 2022  Sanjiv Paul Vice President - Safety, Health & Sustainability Tata Steel	Transformation Journey of Tata Motors Insurance Broking And Advisory Services Jan 4, 2023  M Ravichandran MD & CEO Tata Motors Insurance Broking And Advisory Services	Trent Growth Journey & Way Forward Mar 29, 2023  P Venkatesalu ED & CEO Trent

process and an emphasis on sharing implemented Best Practices within the companies.

Leadership Series webinars

Leadership Series webinars are conducted every alternate month

by senior leaders from Tata companies, and participation in this series is as high as 600+ access points per session. In FY23, six such webinars were hosted (*for more details, see above infographic*).

Best Practice Sharing sessions

For four years now, the Tata Best Practices Programme has been successfully enabling the transfer of Best Practices from one Tata company to another. To facilitate the Best Practice Sharing sessions, TBExG captures opportunities from all its offerings each year.

Broadly, requests for Best Practices that come from companies are identified as follows:

- The TBExG team analyses the TBEM or other Excellence Framework Assessments feedback from a company — obtained through Final Feedback presentations, Excel final feedback, Board presentations, Mentor notes, etc. — to identify areas where the business could benefit by connecting with other Tata companies. These topics are then prioritised based on discussions with the respective TBExG Relationship Managers, who then take it up with the BE Head of the recipient company
- The findings and recommendations from the above exercise are then shared with all participating

companies. Based on their post-session feedback, TBExG then conducts Best Practices sessions on the finalised topics

- TBExG also receives periodic requests from the group to schedule a Best Practice Sharing session with a Tata company

In FY23, TBExG facilitated 43 Best Practices Sharing sessions on a wide array of topics such as Intellectual Property Rights, Daily Management, Data Analytics, Enterprise Risk Management (ERM), Talent Management, Treasury and Voice of Customer process to name a few.

These sessions witnessed participation of 25 unique recipient companies and 22 provider companies across the Tata Group. In FY23, TBExG received intimation of 10 instances of Best Practice implementations. In six of these, the companies reported tangible business benefits in terms of improved channel partner count and enhanced digital self-serve % to 90%.

With an average Top 2 Box Summary Score of 82%, the Tata Best Practices Sharing Programme continues to be one of the most

sought-after offerings from TBExG.

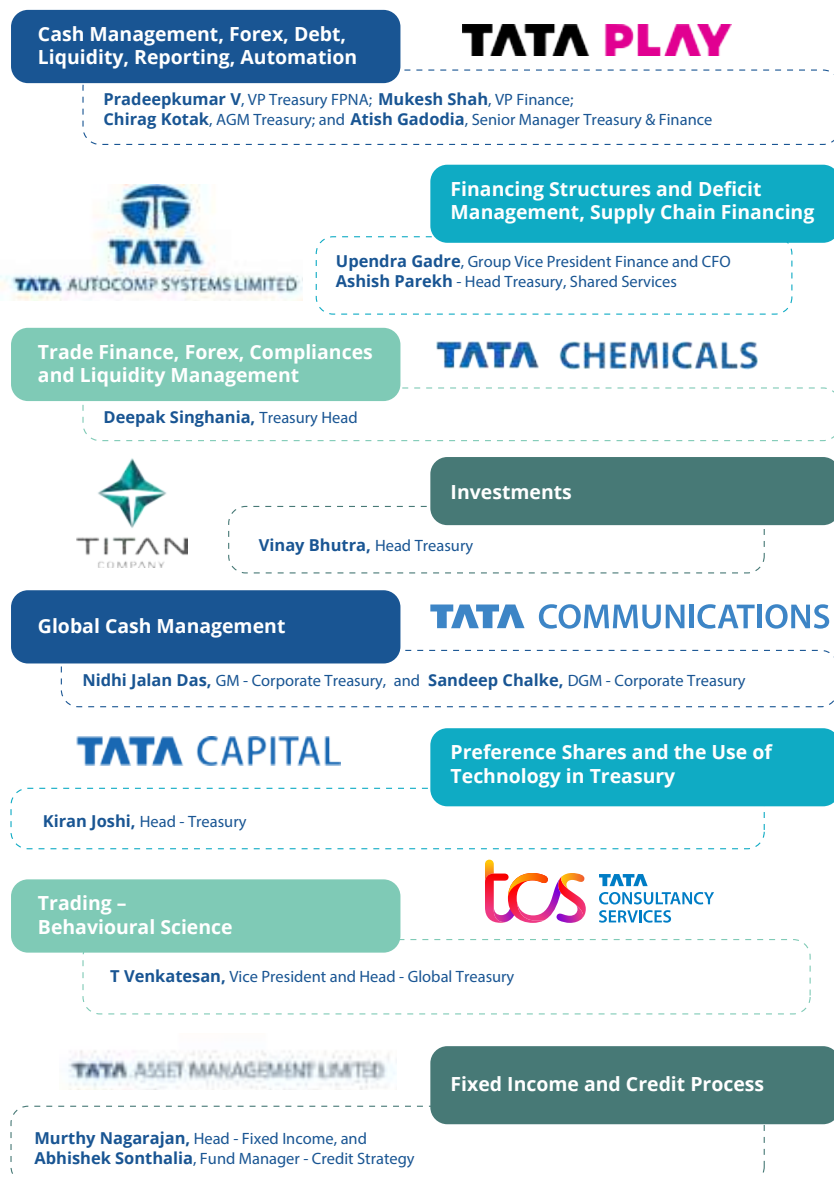
Initiation of the Tata Treasury and Investment Management Forum with 22 Tata companies

To provide a platform for Tata companies to come together and mutually exchange Best Practices, learnings and ideas related to treasury and investment management, TBExG created and facilitated four sessions for the Tata Treasury & Investment



The programme was very useful as the topics were relevant to existing business lines. The interactions with other Tata Group treasury members brought to the fore the best practices followed by them, and the participants were enthused to adopt them as well."

T Venkatesan,
Ex- Vice President and
Head - Global Treasury,
Tata Consultancy Services



Management (TIM) Forum in FY23. In this forum, treasury practitioners shared/deliberated on topics such as global cash management, use of preference shares, financing structures, deficit management, supply chain

financing, cash management, forex, debt, liquidity, reporting, automation, business models and associated processes. In FY23, TBExG facilitated four Best Practices sessions for this forum. Each of these sessions witnessed

the participation of over 50 treasury practitioners from 22 Tata companies (*for details, see infographic on left*).

Learning Missions

TBExG conducted three Learning Missions in FY23.

The first one was in July 2022, where 58 delegates across 25 Tata companies visited the Tata Motors warehouse in Chakan, Pune, to understand safety practices being followed in the organisation. The day-long session involved discussions related to:

- Regulatory compliances
- Fire prevention
- Prevention of electrical shock hazards
- Material handling practices

While Tata Motors led the discussions, participants shared practices from their respective companies as well, during the visit. The focus was on practical implementation of good practices such as use of cameras on forks of forklifts while placing loads on higher racks to improve visibility and prevent accidents. The other examples included conducting an arc flash Assessment, electrical shock risk Assessment, thermography and

Lock Out Tag Out on electrical panels and training employees and contractors on it. SMEs at the site explained and addressed all technical queries during the visit.

The second Learning Mission was conducted at Tata Steel in August 2022, where 31 delegates from across 17 companies visited Tata Steel over four days to understand what makes Tata Steel a Benchmark Leader. The visit was conducted at the Jamshedpur and Kalinganagar facilities and topics included Operational Excellence, Human Resources, Digital, Innovation, Supply Chain, Customer Relationship, Safety and CSR. This Learning Mission helped participants learn the various processes, systems, tools and techniques incorporated by Tata Steel to drive business-critical results. Participants could witness first-hand implementations of globally acknowledged Best Practices and their impact on business, interact with SMEs, and understand challenges and experiences with implementing the practices. Participants also took this opportunity to identify potential implementation areas in their respective organisations and build a network of like-minded people.



Each leader has been inspirational and passionate. They were genuine and truly interested. How leaders are developed is exceptional. Digital maturity was an eye opener. Got to appreciate the size, scale and complexity of the company.”

Monika Agarwal,

Chief Business Excellence & Chief Ethics
Counsellor, Tata Steel Downstream Products



Everyone was very proud of their achievements. Leadership commitment was clearly visible. Great exposure to knowledge, tools and technique. Great opportunity to interact with

Senior Leadership from various group companies.”

Balaram Sarkar,

Senior Manager, Tata Tinsplate



Culture of improvement and humility is deeply ingrained in Tata Steel along with the rigour and focus on 'learning from the source'. 'What can be measured, can be improved' as a philosophy was seen right from leadership to even the worker levels. Successfully embedding this culture with years of interventions and consistent messaging is a great learning for all companies. The alignment of people at the plant level on how their processes impact the customer is amazing. 'Understanding customer requirements is not enough, it is equally or even more important to understand customer's pain points' is a completely different perspective that Tata Steel has deeply ingrained."

Pooja Johar,

Head - Strategy,

Risk Management and Business Excellence, Nelco



Employees across all departments right from top leader to shop floor worker were exhibiting leadership qualities and living their philosophy of 'Leadership at all Levels'."

Prasanna Venkatesan,

Senior Manager, Tata International

Learning Missions

TATA MOTORS
Connecting Aspirations



58 participants across
25 companies

Warehousing - Material Handling, Fire Prevention, Prevention of Electric Shock Hazards and Regulatory Compliances

TATA
TATA STEEL



30 participants across
17 companies

Safety, Digital, Customer Relationships, Innovation, CSR, SCM, OpEx and D&I

**Tata Affirmative
Action Programme**



82 participants across
25 companies

Methods of Measuring Impact of CSR activities shared by academia and companies, within and beyond the Group

The next Learning Visit was a customised Learning Mission to Tata Motors. TBExG facilitated a four-day (February 6-9, 2023) Learning Visit to Tata Elxsi, Titan Company, BOSCH, 3M and Bengaluru International Airport (BIAL). This learning visit was led by a seven-member delegation by Mr Daflapurkar and Mr Deshpande.

The Visit also paved the way for companies to learn and

exchange practices mutually. Tata Motors will use the learnings from the Visit to initiate the next level of discussions with the respective companies and drive improvement. Each session saw participation from over 50 participants across 20+ companies.

Benchmarking engagements

TBExG benchmarking studies play a pivotal role within the

Tata Group in triggering improvements across strategically significant business areas. These studies help companies benchmark their performance levels and create a network of experts on a specific topic. Performance benchmarking helps Tata companies compare their business performance metrics to the best in the industry.

TBExG has partnered with APQC to enable Tata companies to measure and compare their performance with leading international organisations, using APQC's Open Standard Benchmarking Assessment and Rapid Performance Assessments.

In FY23, TBExG conducted a benchmarking study on 'supply chain resilience' to understand the level of preparedness of companies to handle disruptions in their supply chains and help identify areas of improvement to build robust supply chains.

The study involved participation from 19 companies in a survey that was carried out and responses were captured across

four areas and 35 questions.

The findings of the survey were shared with companies through a webinar conducted on October 14, 2022. The four SMEs from various industries across the group, who helped design the questionnaire and led a discussion on how to build resilience in supply chains during the webinar, were:

- Balakumar TK from BigBasket
- Jagjit Singh from Tata Steel
- Pramod Choudhary from Tata Motors
- K R Venkatadri from Tata Chemicals

The webinar also included participation from two external

speakers, Dr. K Ganesh from McKinsey & Company and Suvendu Choudhury from FedEx India, who shared their thoughts on measuring resilience in supply chains and the global perspectives in supply chain resilience.

The webinar witnessed participation from 700+ people across 50 Tata companies. Companies leveraged this webinar to initiate discussions on improving their supply chains. TBExG is currently facilitating Best Practice Sharing sessions between companies and the setting up of a forum for supply chain experts, to ensure on-going sharing of Best Practices.



Thanks to the TBExG team, these internal and external benchmarking initiatives have helped us become more aware and proactive about the adoption of Best Practices. Aligned to the cultural pillar 'Benchmark and Better the Best', Tata CLiQ now has a portal 'BenchmarQ Box' to aggregate and unify all insights from various benchmarking initiatives. TBExG has been a pivotal partner in this journey.

Ashish Himthani,

Head - Customer Service Experience, Tata CLiQ



EDGE portal is an effective platform enabling learning and adoption of promising practices within the Group. At Tata Play, we leverage promising practices to share with the Continuous Improvement Champions (CICs) basis their relevance to the organisation. BE team also showcases webinars, periodically, in the weekly CIC meetings which provide deep insights into various aspects of businesses which are different than ours. Thus, this initiative has

further strengthened the focus on learning about promising practices pursued in the Group to identify replication opportunities.”

Hemant Bhatkhande,

Vice President – Business Excellence, Tata Play



At Tata CLiQ, we have benefitted a lot from the Best Practices available on the EDGE portal. To name a few, we have adopted Best Practices on Third Party Due Diligence and ethics-related initiatives by taking inspiration from practices followed by other Group companies. By leveraging the expertise of others and incorporating proven strategies, we have been able to drive success and achieve our goals with greater ease and efficiency. Many thanks to

TBExG for providing this platform and facilitating discussions on a need basis

Shweta Srivastava,

Director – CS & Customer Experience

Looking ahead

Going forward, TBExG's agenda for FY24 comprises the following initiatives:

- Scaling up the Tata Best Practices Programme by engaging with companies and its users through targeted communications and creating an enriched experience across all the interventions
 - Sourcing of practices in niche areas like Data, Analytics, Digital, Cyber, Technology, Sustainability, Supply Chain, Talent Management etc.
 - Conducting webinars around existing Best Practices
 - Balancing the bandwidth – resources invested vs effectiveness: Extending priority for sessions that have the potential to yield tangible/intangible business benefits
- One way to achieve this



A big thank you to TBExG for creating the right platform for looking beyond the usual solutions, and for connecting us to APQC, USA; and Tata Steel, and facilitating our productive discussions with them. This enabled us to review our existing succession management process from an entirely fresh perspective and helped us establish a strong business-oriented solution that is already reaping huge benefits.

Ajnav Deka,

Head - Talent Management and

Owner - Succession Management Process, Tata Power

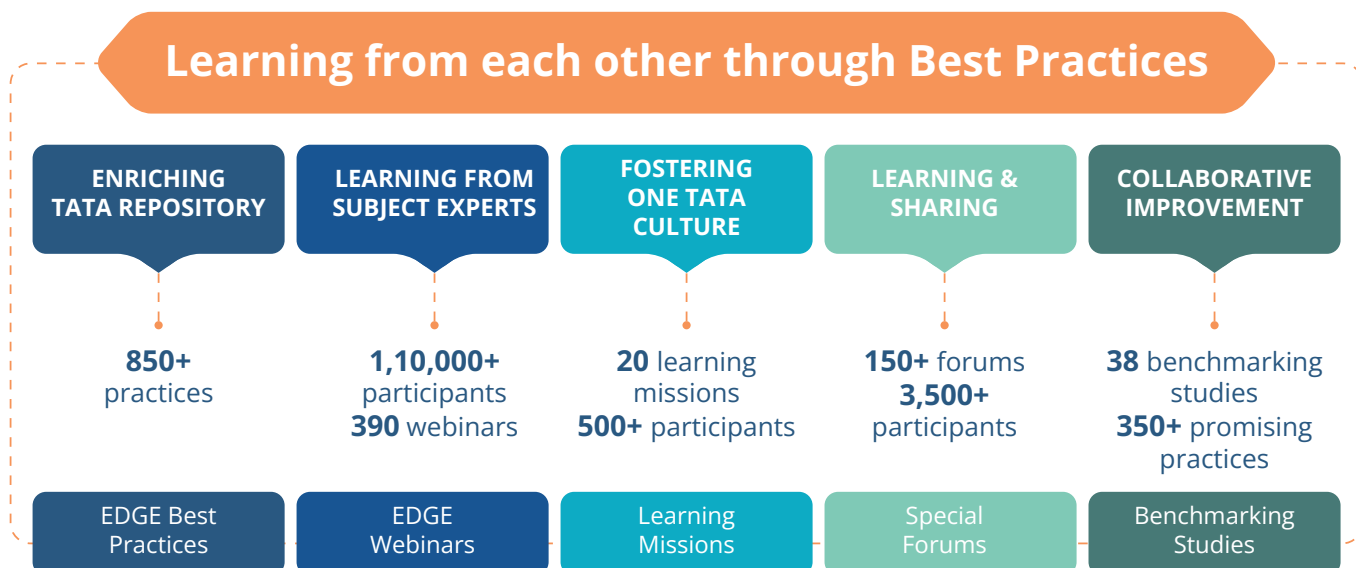
would be through the tracking of KPIs that were initially identified as a prospective area of improvement

- Extending the Tata Best

Practices Sharing Programme for other initiatives by TBExG, such as Data, Social, Safety, Cyber and Digital Excellence journeys

IMPROVEMENT INTERVENTIONS

- 9 Deep Dives were conducted across 6 companies
- 10 successful Best Practice implementations
- 19 Tata companies participated in the Supply Chain Resilience process benchmarking study



Improvement Interventions journey

Deep Dives

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

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

as Customer Centricity, Operations Excellence, Strategy Deployment and Safety at these companies.

Customer Centricity

The Customer Centricity Deep Dive engagements cover the following:

- Customer Experience Mapping
- Voice of Customer (VoC) Study
- Customer-Centric Culture Analysis
- Key Account Management
- Sales Productivity and Effectiveness
- Customer Segmentation
- Consumer Insights
- Channel Management and

Effectiveness

- After-Sales and Service Excellence

Operations Excellence

The Operations Excellence Deep Dives help Tata companies improve organisational and BE by examining the following areas:

- Enterprise Process Management
- Supply Chain
- Enterprise Project Management
- Production Efficiency Management
- Continuous Improvement Programmes
- Quality Strategy Formulation and Quality Management System Deployment

Strategy Deployment

TBExG Deep Dives are also designed to help Tata companies explore various facets of Strategy Deployment by:

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

Deep Dive Projects

TBExG was engaged in 11 Deep Dives for Tata companies in FY22-23. The details of some of these are as below:

TM International Logistics

TM International Logistics (TMILL) operates as a logistics service provider primarily to the Tata Steel Group companies, characterised by Operational

Excellence and aspires to grow in alignment with the future needs of the Group and other stakeholders. TMILL wanted to assess the Customer Centricity of the organisation and the depth of customer-facing processes while working with existing Tata Group customers as well as future readiness for possible growth prospects with non-Tata Group customers.

TBExG designed the engagement to assess the customer-centric culture and customer facing processes, which included speaking to almost 70 employees across business units and functional teams. These conversations led to a deeper understanding of the current situation, and TBExG increased the scope of the study to understand how deep the Continuous Improvement culture runs in an organisation that is in constant connect with the key customer.

Employee insights on the state of Customer Centricity and the Continuous Improvement culture within TMILL were gathered through a customised survey.

Recommendations were provided for:

- Taking a strategic approach with their key customer
- Building a future-ready organisation for scale and non-Tata Group business

These were supported by detailed benchmarking with industry practices, and potential disruptions as start-ups and large players enter the market. Key areas of focus such as Continuous Improvement, Key Account Management and Data Management processes were highlighted to prioritise further improvements in strengthening the organisation.

Tata Motors Insurance Broking and Advisory Services

Tata Motors Insurance Broking and Advisory Services (TMIBASL) is a wholly-owned subsidiary of Tata Motors, a leading global automobile manufacturing company. TMIBASL services customers across the country with its expertise in insurance broking and consultancy services. TMIBASL engaged with TBExG to revisit their existing Vision Mission Values (VMV) and help the organisation in arriving at

a new VMV statement. TBExG facilitated the VMV development exercise with involvement of employees across the organisation by conducting online surveys, focus group discussions and workshops for the senior leadership team. The engagement also looked at VMV statements of TMIBASL's competitors.

The new VMV was developed keeping in mind the future strategy and voice of employees. Parameterisation of the vision was done in line with the long-term strategy and growth aspirations of the company.

TMIBASL also approached TBExG to develop their strategy planning process using the strategy planning process framework and management tools like PESTLE Analysis, PORTER's 5 Force Analysis, SWOT Analysis, ANSOFF Matrix, Strategy Map, BSC and Scenario Planning. A 25-member cross-functional team from TMIBASL worked in structured groups on the management tools and the analysis of this exercise was used for developing TMIBASL's strategic advantages, strategic challenges and strategic objectives. The senior leadership

team was engaged in a workshop for developing the strategy maps and BSC; thus the approach was bottom-up and aligned with the company's overall vision and goals.

Overall, the engagement with TBExG and the use of various management tools and analysis allowed TMIBASL to develop a structured and well-informed strategy, which can help the company achieve its objectives and gain a competitive advantage in the insurance broking and advisory services industry.

Tata Steel Utilities and Infrastructure Services

Tata Steel Utilities and Infrastructure Services (TSUISL) is India's only comprehensive urban infrastructure service provider. A Tata enterprise, its services focus on the Tata Group Purpose "to improve the quality of life of the communities we serve".

TSUISL engaged with TBExG in a Deep Dive engagement to measure the effectiveness of the VoC process and refining customer KPIs.

The engagement involved multiple interactions with process owners across the VoC journey.



As a team, the facilitators showed a good understanding of our business, and this has helped in arriving at the strategic initiatives and broad objectives that are apt for us. Though the project had stringent timelines, it was well adhered throughout the process."

M Ravichandran,
MD and CEO,
TMIBASL

Initial lines of queries were identified and all the documents were reviewed and analysed including the usage of Tableau dashboards. Focused group discussions were conducted and recommendations were shared for the entire organisation as well as BU-wise recommendations. Key KPIs which were impacted include Transactional Feedback Top Box in the new scale, CSAT scores (Nielson & Hansa), SLG compliance and Customer-Centricity training.

Best Practices from other Tata companies including Agile Way of Working from Tata Steel were shared with TSUISL.

mjunction

mjunction is India's largest B2B e-commerce company, a joint venture promoted by Tata Steel and SAIL. The company wanted to revisit their VMV statement, which was developed eight years ago. TBExG helped mjunction in developing their new VMV statement with consolidated inputs from all stakeholders with inclusion of online surveys, focus group discussions, one-on-one leadership interfaces and senior leadership workshops and gathered inputs and insights of different perspectives.



Satisfied with the overall process and outcome."

Tarun Daga,
MD and CEO, Tata Steel
(Thailand)



Very impressed with the inputs provided by 400+ junctionites who came forward to co-create the VMV for mjunction through surveys and

FGDs. Quality of suggestion has enriched this process and the new vision will be the unifying force for all of us in growing together. Thank you TBExG for bringing in process and structure to bring out the best out of mjunction."

Vinaya Varma,
MD and CEO, mjunction

400+ people across mjunction were engaged in co-creating this VMV over a span of two and a half months. All inputs were unified to develop their new VMV statement. The format, structure and presentations were very well received and appreciated by all participants. The engagement not only helped mjunction in drafting their new VMV statement but also helped in collective engagement of cross-functional teams across the company, which is crucial for achieving company-wide alignment and shared commitment towards the VMV statement.

With a new VMV statement, mjunction effectively communicates its purpose, aspirations, and values to its stakeholders, and uses it as a guiding framework for decision-making, strategy development and culture building.

Tata Power Delhi Distribution

Tata Power Delhi Distribution (Tata Power-DDL) is a joint venture between Tata Power and the Government of NCT of Delhi with the majority stake being held by Tata Power (51%). Tata Power-DDL distributes electricity in North & North-West Delhi.

It has a monopoly in the area and is committed to providing customers with responsive and best-in-class customer service and experience through non-stop, reliable supply of power, accurate meter reading and billing. The company targets include a focus on sustainability and VAS to enable energy saving among other solutions.

This study was designed to challenge Tata Power-DDL's methods and enable the company to reach its aspiration - "Build the foundation for superior customer experience despite being a monopoly in their operating area."

TBExG designed the Deep Dive in two phases. Phase 1 was designed to assess the current VoC processes and identify opportunities for systematic use of VoC for product/service improvements. Phase 2 was designed to review the existing customer experience delivered by Tata Power-DDL across various touchpoints in two key segments and understand the customer-centric culture as an enabler of customer experience. TBExG also included the facilitation of customer journey maps for one segment (high consumer base)

in the scope to understand the customer journeys.

The study included speaking to various employee groups and business associates, discussions with customer care (call centre and physical), line men, meter installation teams, site visit officers and billing distribution teams. A customised Customer-Centricity survey for employees and business associates covering 513 employees and 420 business associates was also undertaken. These conversations led to a deeper understanding of the on-ground challenges. A qualitative VoC through agency interviews further helped in understanding the pain areas of the customers.

The senior management was presented with key recommendations for enhancing their VoC programme with the help of Best Practices from Tata Play and improving certain touchpoints in the customer journey. The recommendations would impact their CSAT scores and lead to a reduction in the number of repeat notifications and ease of new connection experience.

Nelco

Nelco is India's leading

and innovative satellite communication service provider. It is a leading adopter of sat tech and with strong global partnerships, provides a comprehensive portfolio of satcom services and cutting-edge solutions.

Based on the feedback received from the TBEM Assessment in 2021, Nelco decided to undergo business transformation

and engaged with TBExG for multiple improvement projects in phases. Phase 1 consisted of improvements in the areas of safety and contractor workforce management. Based on the fruitful outcome of the engagement, Nelco again reached out to TBExG, to help them create an organisation-wide Performance Improvement Process Framework.

The project was chosen basis the key processes at Nelco and it was decided to focus on competency management and key account management as the first priorities at a strategic level. The need to build capabilities among employees around process management and Continuous Improvement tools and techniques was recognised and a couple of continuous



When we initiated our Business Excellence journey a year back, we were in fact looking at Business Excellence as an enabler to manage the pace and complexity of growth, ensuring that the company has the right set of processes, capabilities and culture from a future-readiness perspective. We are glad that we took this step, as we can see a lot of positive impact in the organisation because of the interactions with TBExG, which has brought in a tremendous amount of knowledge and experience. We expect to leapfrog in all the project areas in the next few months. We have truly been able to leverage the advantage of being a Tata company and will also look forward to contributing to other companies by the practices we embed. This journey has in many ways created a new enthusiasm within the organisation and we are looking forward to a continuous engagement with TBExG in many more areas.”

P J Nath,
MD and CEO, Nelco

improvement projects at the operational level were also defined.

The joint team of Nelco and TBExG designed a governance structure and a reward & recognition model to enable this framework to be systematically embedded in Nelco. The project had components of SME support, Best Practice Sharing and Benchmarking to ensure ongoing improvement. The continuous review and support by the CEO gave the project the required rigour. To ensure that it became a single framework of improvement, Nelco ensured that safety, which would have been a separate project, was brought under the purview of this governance framework.

Best Practice Sharing Sessions

- In FY23, TBExG facilitated 43 Best Practice Sharing sessions on a wide array of topics such as IPR, Daily Management, Data Analytics, Enterprise Risk Management, Talent Management, Treasury, and Customer VoC process to name a few
- In addition to the Best Practices Sharing sessions, TBExG created



TBExG has supported our improvement journey, by connecting us with the right partners and Best Practices. We now have a clear roadmap for onboarding town-wise channel partners under specific segments, monthly communication initiatives for channel partners, real-time dashboards on BD teams' performance, comprehensive scorecard for channel partners and digitised beat plan for the BD team. These have helped the BD team and our channel partners to maintain razor-sharp focus on their performance metrics and supported us in our rapid business growth.

Rajneesh Sabharwal,
Head - Operations,
Tata Power Solar Rooftop

a Best Practices forum on 'Treasury and Investment Management'. In FY23, TBExG facilitated four quarterly Best Practices Sharing sessions for this forum on topics such as Global Cash Management, Use of Preference Shares, Financing Structures, Deficit Management, Supply Chain Financing, Cash Management, Forex, Debt, Liquidity, Reporting,

Automation, Business Models and associated processes.

Best Practice Implementations

- In FY23, TBExG received intimation of 10 instances of Best Practice Implementations (*for more details, see infographic below*).

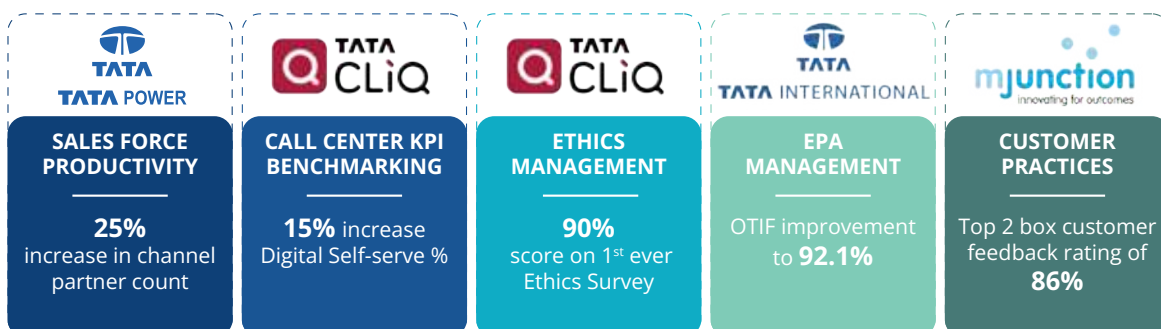
Looking ahead

Few of the focus areas for

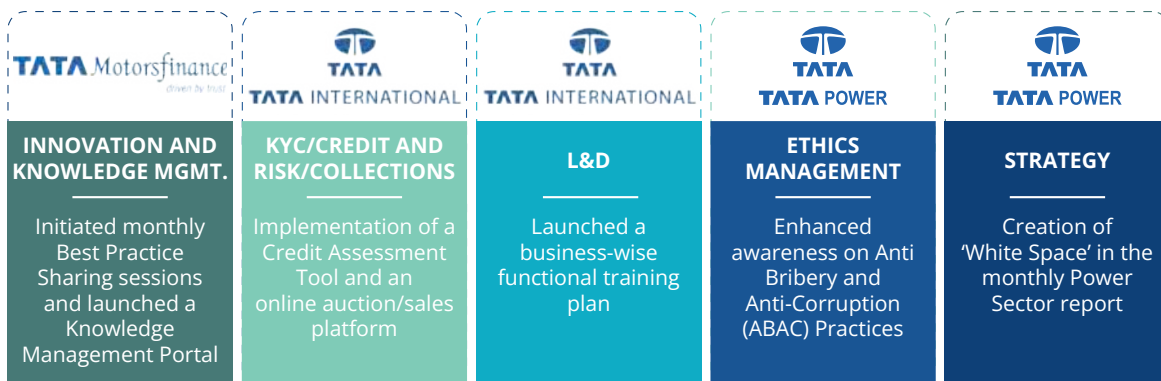
Improvement Interventions in FY24:

- Engaging/partnering with Tata companies to design and execute Improvement Interventions that are strategic in nature
- Enhancing the scope of the intervention, from understanding the expectations in detail, customising the engagement for execution and post-

Best Practice Implementation Cases – FY 23



Tata Power – Succession Planning Reduced costs (4.5Cr) for external hiring



engagement review and governance, to monitoring implementation of the recommendations and measuring business and process KPIs

- Exploring and engaging with industry, academia, research institutions, partner organisations, individual consultants and thought leaders, to strengthen the SME ecosystem
- Improving the conversion ratio – sharing of practices to implementation of practices leading to business and process KPI impacts by:
 - Using EDGE promising practices as part of Excellence Competency programmes, and enhancing the visibility of the EDGE portal
 - Engaging with companies after Best Practice Sharing sessions, especially with the recipients, through a robust review and governance mechanism
- Internal KPI benchmarking exercise across industry clusters within the Tata Group and creating a repository of benchmarks within the Group
- Identifying areas of focus at



Our L&D strategy is made through inputs from various stakeholders, for e.g. guidance from the MD and senior leadership, industry trends from external sources, current and future competency requirements from businesses, peer idea generation within the organisation and views from our partners like external trainers and training organisations. Implementation is rolled on and managed with partnerships from HR business partners and business leaders. These sessions with Tata companies are an important part of our evolving L&D strategy. Special thanks to the TBExG team for arranging these valuable sessions.

Rajan Somvanshi,

Head – Business Excellence (Distribution),
Tata International



At mjunction, we also conduct our Bidding Customer Satisfaction Surveys (BCSS) every year. We did some analysis on the historical data and found that we were only capturing 30% of our total customer base every year. This led us to evaluate and implement the Tata Cliq idea of capturing continuous and immediate feedback from our customers, immediately after their transaction in our platform.

Neeraj Sharma,

Senior Manager (Customer Service), mjunction

the Group level and at the company level, and work on process benchmarking exercises and cluster-based Best Practices Sharing sessions and implementations

- Engaging with companies in their benchmarking journey

with a tailored approach, based on the level of maturity of the companies, and offering customised 'Benchmarks on Demand' as per Process Classification Framework of APQC

- Leveraging ASQ's Insights on Excellence benchmarking

tool for Tata companies in their organisational and Operational Excellence journey and improvement planning through ASQ's Technical Communities as part of the organisational membership benefits



ENHANCING TATA- BALDRIGE RELATIONSHIP

- The TBEM Framework offers organisations a leadership and management guide that facilitates a systems approach to achieving performance excellence
- Tata Sons Private Limited is the first international company recognised as a Founding Member of the Mac Baldrige Society and lifetime trustee of the Baldrige Foundation Institute for Performance Excellence

Since the inception of TBEM in 1994, based on the Malcolm Baldrige National Quality Award of USA, it has continually evolved in response to the changing global business environment. Over the years, while the TBEM Framework has benefitted from changes in the Baldrige criteria, in the recent past, the Tata Group has also provided critical inputs and insights towards the same. Through this gradual evolution, the TBEM Framework offers organisations a leadership and

management guide that facilitates a systems approach to achieving performance excellence.

The Baldrige Foundation has now accorded Tata Sons, as a Founding Member of the Mac Baldrige Society and lifetime trustee of the Baldrige Foundation Institute for Performance Excellence. Tata Sons Private Limited is the first international company recognised as a Founding Member.



Mr Padmanabhan receiving the Baldrige society recognition from Dr. Kay Eggleston, Baldrige Foundation Board Chair (right); and Al Faber, President and CEO, Baldrige Foundation (left)

CELEBRATING EXCELLENCE

- **3 JRDQV winners: Tata Steel, Tata Chemicals and Tata Elxsi**
- **400+ participants attending in person and 1300+ virtual participants for BEC 2022**
- **Tata Chemicals and Tata Power-DDL won the TAAP Jury Award for FY21, and Tata Motors won the same award for FY22**

JRDQV Function: July 29, 2022

The 118th birth anniversary of JRD Tata was celebrated on Friday, July 29, 2022, at the Jamshed Bhabha Theatre, NCPA, Mumbai, as part of the JRDQV 2022 function. Ratan N Tata, Chairman Emeritus, Tata Sons, and Mr Chandrasekaran graced the function with their presence. The function was attended by 450 Tata employees at NCPA, which included more than 100 senior Tata leaders.

Around 1300+ Tata colleagues over the globe witnessed the function virtually through the Tata Communications webcasting medium.

Mr Padmanabhan provided a brief update on the progress made by

Tata companies in the areas of excellence in the past and current year. "Our pursuit for excellence continues, focusing on achieving new heights across the group, with a focus on value creation in our endeavour and a deep-rooted sense of giving back to society. Excellence has always been one of our Group's core cherished values. Today, we celebrate this very spirit of excellence, which is enabling our Group companies towards the achievement of world-class performance."

He continued, "The purpose and endeavour of the Tata Business Excellence Group has always been to partner and support

the Group companies in their quest to become world class in their respective industries. This partnership has been institutionalised through a virtuous cycle of performance excellence that has evolved over the years."

In the past year, five companies participated in the Data Excellence Assessment. These Assessments were completed by 41 Assessors from 21 companies, supported by nine SMEs. 17% of the Assessors were women.

Mr Padmanabhan added: "The Business Excellence journey over the last three decades has been



Tata Elxsi recognised as the JRDQV 2022 winner



Tata Steel and Tata Chemicals recognised as the JRDQV 2022 winners

extremely enriching. The Group provides thought leadership on performance excellence and contributes to the BE movement.

The Baldrige organisation has been seeking inputs on process and criteria changes from Tata and we have been contributing effectively to this process. The Baldrige organisation recognises the TBEM process as a role model. As a recognition of this and our contribution, the Baldrige Foundation has now accorded Tata Sons as a Founding Member of the Mac Baldrige Society and lifetime trustee of the Baldrige Foundation Institute for Performance Excellence. The Mac Baldrige Society is limited to 20 elite members. Tata Sons Private Limited is the first international company to be recognised as a Founding Member."

The JRDQV awards were then

presented. This year five companies across four categories were recognised. The company that crossed the 750 point mark – Benchmark Leader; companies that crossed the 650 point mark – Industry Leader; and companies that crossed the 550 point mark – Emerging Industry Leader. Tata Steel was recognised as Benchmark Leader, Tata Chemicals and Tata Elxsi as Industry Leaders and Tata Consumer Products and Tata NYK Shipping as Emerging Industry Leaders. Tata Steel, Tata Chemicals and Tata Elxsi were also conferred with the coveted JRDQV Award.

Mr Chandrasekaran, made an insightful presentation detailing the growth, performance and prospects of Tata companies. His presentation was set against the backdrop of several geopolitical events that have had a great

impact on world economics. Some of these include the pandemic, geopolitical crisis, high inflation, the rise of big tech and cryptocurrency.

He also mentioned an impactful quote by JRD Tata, "I suggest that the most significant contribution organised industry can make is by identifying itself with the life and the problems of the people of the community to which it belongs, and by applying its resources, skills and talents to the extent that they can reasonably spare them, to serve and help them."

He concluded by saying that the organisation is preparing for the future by leveraging technology and driving large-scale community impact across the country.

Tata Business Excellence Convention: December 18-19, 2022

The annual Tata Business Excellence Convention (BEC) was held at Taj Lands End, Mumbai, on December 18-19, 2022. It was one of the most well attended conventions in recent years with 400+ participants attending in person and 1300+ virtual participants joining the webcast. This year's BEC theme — Passion for Growth: Scaling New Horizons — was reflective of the ambitious growth plans most Tata companies have embarked on and is a microcosm of the India Growth Story.

Mr Padmanabhan set the context for the convention and provided an update on the progress of the Excellence Journeys across the Group. This year, 20 companies participated in the Assessment process. The Assessments were completed by 247 Assessors from 51 Tata companies. Each team had Assessors with an average work experience of over 21 years and 20% of the Assessors were women.

The progress reflects on how Tata companies are maturing and

moving towards higher bands. In this journey, 21 companies are Emerging Industry Leaders, 12 companies are Industry Leaders and two companies are Benchmark Leaders.

Mr Padmanabhan presented the breadth of Excellence Journeys across the Group over the years and set the context of the newest journey on Cyber Security, given increased cyber security risks in a digitally connected world.

Mr Chandrasekaran unveiled



N Chandrasekaran, Group Chairman, Tata Sons, unveiled the Cyber Excellence Programme Reference Manual with S Padmanabhan, Chairman - Governing Council, TBExG, and Aarthi Subramanian, Chief Digital Officer, Tata Sons, at the BEC 2022



Tata Communications team receives the Significant Adoption Award for Data Excellence at the BEC 2022

the Cyber Security Excellence Reference Manual, in the presence of Mr Padmanabhan and Ms Subramanian. This manual is based on the TCS Blue Tick Framework and was a joint effort of the TBExG and Group Digital teams.

Mr Chandrasekaran added: "I am more convinced each year of the importance of this movement. It is not only the Assessment process itself, it's about a number of other things — learning,

sharing, contributing, mentoring, character development, leadership development. There are many subtle things that go on in this movement."

In an inspiring and incisive address, the Group Chairman urged all Group companies to take advantage of what is likely to be India's decade. He said "India is in a very unique place from the point of view of the global economy. There are significant opportunities arising that play

extremely well to our strengths."

He spoke about the opportunities arising out of the several structural transitions taking place globally on every front from energy and sustainability to digital and supply chains to talent and the future of work.

He highlighted some themes that Group companies need to focus on as they imagine their future:

- Artificial Intelligence (AI) and Machine Learning (ML) will

have a profound impact on businesses and will “help companies in imagining their business models in a completely new way”

- The sustainability transition goes beyond net zero and “companies will have to review their business models to participate in the new energy economy”
- He shared how building diverse teams reaped great rewards in his career, and urged Tata Group companies to broaden the definition of diversity from the conventional one
- Step up investments in

research and development in light of the accelerating pace of change accompanying the emergence of new energy sources, materials, battery technologies et al

He concluded by saying that he would like to see significant participation from Group companies in Affirmative Action and the Data movement, and significant commitment to Safety.

Day 1 celebrated both individual and company-wide performances. These included individual awards for Long-Serving Mentor, Long-Serving Team Leader and Star Team Leaders, among others.

Titan and Tata Play won the awards for Active Promotion of Data Excellence (crossing 2.5), while Tata AIG and Tata Communications received the Significant Adoption Awards for Data Excellence (crossing 3).

Day 2 began with an insightful panel discussion titled ‘Conversations on Success Stories’. Naveen Tahilyani, MD and CEO, Tata AIA Life Insurance Company; Mr Chandra; Mr Goel; Mr Sabharwal; and Mr Venkatesalu, spoke to moderator Adrian Terron on the key winning strategies that have helped them achieve greater heights in 2022, and their future growth plans.



Panel discussion titled ‘Conversations on Success Stories’ that took place on Day 2 of the BEC. From L-R: Rajiv Sabharwal, MD and CEO, Tata Capital; Shailesh Chandra, MD, Tata Motors Passenger Vehicles and Tata Motors Passenger Electric Mobility; Arvind Goel, Chairman, Tata AutoComp Systems; Adrian Terron, Head, Corporate Brand and Marketing Strategy, Tata Sons; P Venkatesalu, CEO & Executive Director at Trent; and Naveen Tahilyani, MD and CEO, Tata AIA Life Insurance Company

Mr Tahilyani described how Tata AIA differentiated itself from the competition by focusing on protection products. This has enabled it to leapfrog from the 17th spot to become the fourth-largest player today — and hopefully No. 3 by the year-end.

Mr Chandra attributed the company's domination of the domestic electric vehicles (EV) segment, with a market share of 88%, to its early call on the technology and on the passenger vehicle instead of the fleet segment. Immense support from the Group Chairman and Group companies such as Tata AutoComp who design EV batteries and Tata Power who set up the charging stations, enabled Tata Motors to develop its flagship Nexon EV in as little as 16 months.

Mr Goel expects Tata AutoComp to emerge as the second-largest automotive components company in India by the year-end. The company's early move on EV battery packs is paying off today. Plus, it is a leading supplier of automotive components for trucks in North America and Europe. He also elaborated on synergy with Group companies.

The trust associated with the

Tata Group has helped Tata Capital grow its business, said Mr Sabharwal. "Trusting data and layering it on experience is also one of the reasons we were able to achieve these results," he added. Like the other panelists, Mr Sabharwal reiterated the importance of investing in committed teams, the key players behind any company's success.

As for Trent's emergence as the biggest direct-to-consumer brand in the country, Mr Venkatesalu attributed it to its tough decision to stick to its own private label, while staying agile in a constantly evolving fashion business.

The discussion was followed by awards recognising the Best Practices Programme.

As always, the highlight of the convention were the guest speakers. This year's speakers included renowned adventurers, whose exploits exemplify the convention's theme of scaling new horizons to the hilt.

The first guest speaker was Australian technical diver and cave explorer Dr Craig Challen, who regaled the audience with a detailed account of the famous

18-day rescue mission of 13 people — 12 school children and their soccer coach — from an underwater cave that flooded in Thailand in June 2018.

Austrian freediving champion, Herbert Nitsch, then described some of his feats in setting 33 world records for plumbing the depths of the oceans. His story of recovering from a coma after a diving accident was a lesson in his immense perseverance and determination.

The post-lunch session began with an exhilarating talk by renowned British adventurer, best-selling author and television presenter Bear Grylls. In three words — Failure, Fear and Fire — Mr Grylls summarised his journey from being a part of the British military's special forces to climbing Mount Everest.

The guest speeches were interspersed with more award presentations. Tata Steel, Tata Motors, Tata Power, Tata Consultancy Services and Tata Communications took home the award for Significant Engagement in Improvement Interventions.

TAAP Convention: June 8, 2022

The 2022 edition of the Tata Affirmative Action Programme (TAAP) Convention, held on June 8, 2022, succeeded in renewing and reiterating the Tata Group's commitment to empower India's historically disadvantaged and marginalised communities through Affirmative Action (AA). The event was held at the Taj Mahal Palace, Mumbai.

True to its history, the TAAP Convention saw the coming

together of CEOs, Heads of CSR, Procurement and HR and other business leaders from various Tata companies who deliberated ways and means to accelerate AA. Mr Chandrasekaran was among the notables who attended.

The Convention began with an address by Mr Padmanabhan who emphasised the need and relevance of AA programmes in the post-Covid world. The pandemic had disrupted lives of

the marginalised communities and there was a need for Tata companies to intensify AA efforts, he said. He also announced that TAAP beneficiary categories were being extended to include women from marginalised communities and people with disabilities.

Dr RA Mashelkar, Chairman - Governing Council, TAAP, who followed, spoke about driving AA by democratising digital access. "There can't be any hesitancy in



Tata Chemicals won the TAAP Jury Award in FY21 at the TAAP Convention

the digitalisation of our schools and systems,” he said.

Dr Anil Rajvanshi, Director, Nimbkar Agricultural Research Institute (NARI), who took the stage next, provided a detailed account of his organisation’s efforts to transform India’s rural landscape. Based in Phaltan, Maharashtra, the non-profit aims to leverage science and technology for sustainable change. Dr Rajvanshi suggested setting up a crop of Tata Fellows to drive change in rural areas, the need for low-cost farming technologies and taking the indigenisation route to develop capabilities.

Mr Chandrasekaran, in his address, stressed the need

for intensifying AA efforts. He expressed concern about the reducing number of women in the workforce and the challenges that people from India’s marginalised communities have to continually face. He pointed out the need to bring change at scale by providing access and leveraging opportunities. He urged Tata companies to participate in the TAAP Assessment.

Taking the stage next, Abraham Stephanos, MD, Tata Steel Downstream Products (TSDPL), spoke about the TSDPL’s TAAP journey and the need to root out biases and bring about change through AA.

Mr Mitra, who followed, spoke about how Croma embarked

on the TAAP journey through the facilitation engagement. He shared his company’s success in driving AA by sharing the fact that two Croma outlets, one in Mumbai and another in Bengaluru, are being run completely by women.

The post-lunch meeting saw three interactive sessions. While Jyoti Bansal, Chief - Branding, Communications, CSR, Sustainability, Tata Power; and Foram Nagori, Head - CSR, Tata Power, spoke about how women can be agents of change; Sourav Roy, CEO Tata Steel Foundation & Chief CSR, Tata Steel, introduced the audience to Samvaad - A Tribal Conclave, an initiative organised by the Tata Steel Foundation



Tata Motors won the TAAP Jury Award for FY22 at the TAAP Convention



Tata Power-DDL won the TAAP Jury Award in FY21 at the TAAP Convention

that seeks to revive, preserve and promote tribal culture. Curtains came down with a panel discussion on encouraging entrepreneurship among underserved communities.

The panel included Malabika Chatterjee - Chief Procurement Supplier Management & Process Improvement from Tata Steel; H C Sharma - Chief BD, Contracts, Stores and Technical Services from Tata Power-DDL; Manprit Shrivastava, Procurement - Diversity Officer from ISWPL. The session was moderated by K R Venkatadri, Chief Commercial Officer, Tata Chemicals.

The high point of the event was the felicitation of the Tata companies for their AA work. The TAAP Adoption Award for first time Assesseees went to Infiniti Retail and TMILL. The Significant Adoption Award was presented

to Tata Metaliks (FY21) and Indian Steel & Wire Products (FY22). The TAAP Jury Award was won by Tata Chemicals and Tata Power-DDL for FY21 and Tata Motors for FY22.

The Tata companies, which had earned more than 60 points out of 100 points in the TAAP Assessment for their initiatives under the 5 E's – Employment, Employability, Entrepreneurship, Education and Essential Enablers, were also honoured with the TAAP Best in Class Awards for the individual E's. While ISWPL, Tata Communications and TSUISL received the award for Education-focused programmes, Tata Power-DDL was bestowed the honour for efforts in Employability and Education and Tata Metaliks was honoured for its efforts in Essential Enablers and Education.

Tata companies were also recognised for their innovative and impactful AA programmes. They included: Tata Consultancy Services (Bridge IT Programme), Titan Company (Tribal ITI Support), Tata Motors (Integrated Village Development Programme), TSDPL (Improving Online Learning), mJunction (Digital and Skill Development Initiatives), Tata Steel (Samvaad), Tata Power (Financial Inclusion Awareness Programmes), Tata Communications (Lakhpatri Kisan Initiative), Tata Capital (Green Switch Programme), TSUISL (JUSCO Super 20 Initiative), Tata Consumer Products (Shrishti Initiative) and Tata Projects (All Women Construction Project).

TAAP Assessors and Facilitators were also felicitated for their outstanding work on the occasion.

TATA NETWORK FORUMS

To know more about the activities of the TNFs from April 2022-March 2023, [click here](#) for the newsletter



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