

A large, abstract graphic of a network or data cloud. It features a central dark blue circle with a bright blue and white light burst emanating from its top. Numerous thin, glowing lines radiate outwards from this central circle, connecting to small, glowing nodes. The nodes and lines are primarily blue and white, with some transitioning into purple and pink towards the bottom right. The background is a deep black.

CUSTOMER **AT THE** **CENTRE**

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An abstract graphic featuring a complex network of thin, glowing lines in shades of purple and blue. These lines connect numerous small, circular nodes of the same colors, creating a dense, web-like structure that fills the background. The lines and nodes are more concentrated in the upper right and lower left corners, leaving the center area clearer for the text.

OUR PURPOSE

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



CUSTOMER AT THE CENTRE

S PADMANABHAN,

Chairman - Governing Council, Tata Business Excellence Group

The year 2020 marked a major milestone for the business excellence journey of the Tata Group – Tata Consultancy Services was recognised as the Benchmark Leader, the first company to earn this award till date.

As we reflect on the year gone by, there have been many ups and downs; we go into the coming year having great memories from the ups and great lessons from the downs. The pandemic has brought people together like never before, and the coming year holds great promise as we prepare to go back to life as we knew it before COVID-19.

In 2020-21, Tata Business Excellence Group continued to put the Customer at the centre for all its activities, as well as partner with Tata companies to ensure that it keeps adding value in areas of importance to them. Where possible, many offerings were customised according to the unique needs of the company, with the help of dedicated Relationship Managers from TBExG. This ensured that the

outcomes of projects aligned with company expectations.

At the JRDQV function on 29 July, 2020, Tata Consultancy Services won the coveted Benchmark Leader recognition. Tata Autocomp Systems, Tata Consulting Engineers, Tata Pigments and Tata Sky were recognised in the Emerging Industry Leader category.

In 2020-21, 10 Business Excellence Assessments, 5 Data Maturity Assessments and 5 TAAP Assessments were completed. We also continued to build capabilities in Business Excellence, Data Excellence, Safety Excellence and Social Excellence through various Capability Building programmes in these areas. Our Improvement Interventions included 6 Deep Dive projects, 10 best practices implementations as well as a KAM benchmarking project involving 19 Tata companies.

TBExG also continued to leverage the Tata Best Practices Programme to conduct webinars, upload promising practices on EDGE portal and facilitating best practice sharing sessions. The sharing of

best practices amongst companies has had a great pull, with 68 such sessions taking place among 30 companies.

Mentors, BE Heads, Assessors, Safety Heads and AA Champions continued to connect through various meets, which happened virtually last year. In addition to annual events like JRDQV and Business Excellence Convention, these included Mentors Meet, Mentors Presentation to the Chairman, BE Heads Forum, AA Champions Meet, Safety Heads Meet and Tata Best Practices in Safety & Health Conclave. Tata companies across the world continued to leverage the Tata Network Forums, creating 85 virtual touchpoints throughout the year.

A special word of thanks for IHCL – in addition to contributing to the excellence journeys of the Tata Group, IHCL has hosted all events and internal celebrations for TBExG.

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

GOVERNING COUNCIL



Guenter Butschek,
CEO,
Tata Motors
(Retired in June 2021)



Aarthi Subramanian,
Chief Digital Officer,
Tata Sons



Harish Bhat,
Brand Custodian,
Tata Sons



Puneet Chhatwal,
MD and CEO,
The Indian Hotels Company



Rajiv Sabharwal,
MD and CEO,
Tata Capital



T V Narendran,
MD,
Tata Steel



CK Venkataraman,
MD,
Titan Company



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

LEADERSHIP TEAM



S Padmanabhan
Chairman – Governing Council



NK Sharan,
Vice President



Sanjeev Singh,
Vice President



Deepak Deshpande,
Vice President



Anil Menghrajani,
Assistant Vice President



Vinod Kumar,
Assistant Vice President



Gautam Gondil,
Assistant Vice President



CUSTOMER STORIES

Here's a list of Tata companies that TBExG has been supporting and helping in FY21

- **Tata Elxsi**
- **Tata Metaliks**
- **Tata Motors**
- **Tata Motors Finance**
- **Tata NYK Shipping**
- **Tata Power**
- **Tata Power Delhi Distribution**
- **Tata Sky**
- **Tata Steel Downstream Products**
- **Tata Steel UISL**
- **Trent**

TATA ELXSI

TATA ELXSI 2.0: EMPHASIS ON GROWTH AND SUSTAINABILITY

About the company

Tata Elxsi is among the world's leading design and technology services providers and serves a wide-range of industries such as automotive, broadcast, communications, healthcare, and transportation. The company empowers its customers reimagine their products and services through design thinking and leveraging digital technologies such as IoT, cloud, mobility, virtual reality, and artificial intelligence. Tata Elxsi has been

a regular participant of the Business Excellence Assessment. A strong culture of excellence has helped the company become a global leader. Tata Elxsi is delivering a segment leading financial performance and its investors are upbeat about the performance. The CEO, Manoj Raghavan, also regularly interacts with institutional investors. The company believes that this is Tata Elxsi 2.0 — a focus on margins and shareholder value, with a superior emphasis on growth and sustainability.

Voice of Tata Elxsi (VoTE) was recently launched to understand what employees need or want from the company



Employees have received training in the newly developed Data Maturity Model coupled with experience in taking part in the Data Maturity Assessment process

A combination of ESG initiatives and the new HR practices has people consideration at its core



Trivandrum centre is ISO 45001 (Health and Safety Management) certified from 2019, and the same processes are followed in all the development centres

Journey towards excellence

Tata Elxsi has a close association with TBExG for training needs on data maturity, business excellence, expertise on subject matter (e.g., HR) and ploughing in best practices. In the last few years, the company has gained from TBExG's expertise in the areas of Business Excellence, Data Excellence, Social Excellence and Safety Excellence.

BUSINESS EXCELLENCE

Tata Elxsi initiated its 2.0 by relooking at its vision, mission and values (VMV). The company approached TBExG's consulting team and with their support rolled out a formal exercise of appraisal of the current status, seeking responses from stakeholders, and considering perspectives for the future. As a credible third party, the TBExG team interacted with many stakeholders, deployed various mechanisms (poll, interviews, focus groups, SLT workshop). It also brought in the desired effect on employees' contribution to this transition and future growth. The company's strategy development process got an additional fillip because of this VMV exercise and its outcomes. The company has also embarked

on a journey of objectives and key results to accomplish its goals. Such a framework is most suitable for a diverse company like Tata Elxsi and brings in agility, collaboration and transparency.

Tata Elxsi also launched a plan to substantially improve its sustainability (ESG) strategy. The company took help from the Tata Sustainability Group to develop this strategy. It has now identified the important factors (materiality), ascertained their status and established short-term and long-term goals, and becoming carbon neutral. This will go a long way in establishing the company's care for society,

employees, customers, investors and other stakeholders.

Tata Elxsi has been receiving good feedback from its customers due to the hard work and efforts of its employees and the efficient systems and structures. The company has started using the net promoter score (NPS) system to understand customer engagement and improve its customer satisfaction levels. Weekly reviews are being conducted with the CEO and sales and business unit leaders to address strategic goals and discuss any operational or customer issues. The company is going down the digital road with

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We apply the principles of design thinking and systems thinking in our business excellence initiatives. This has helped us achieve robust and scalable improvements, and contributed to this transformation.”

Dr. Sajiv Madhavan,
Business Excellence Head, Tata Elxsi



a new ERP that is far superior to the previous applications. This will further enhance the integrity of data and agility in decision making.

Tata Elxsi has enhanced its information security processes to adopt to the new ways of working and ensuring customer data and IP. It invested in hardware and software tools to accomplish this, in a very short time so that there is no impact to the business.

As part of a planned exercise, the best projects were showcased for the benefit of all the employees. The company conducted a formal exercise of appreciating innovation in its workings, leading to maximum submissions in this year's Tata InnoVista contest. This practice has been formalised internally as well and will be an ongoing exercise henceforth.

During the COVID-19 pandemic, the company has been providing care and support to all its employees. The HR team is in constant touch with employees, and has also initiated several initiatives to address the COVID-19 crisis at home including medical attention,

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I genuinely believe that Business Excellence Assessments are a great value add and show us the mirror, and TBEM Assessors are a part of us, helping in our journey. Thank you.”

Manoj Raghavan,

MD and CEO, Tata Elxsi



physical and mental healthcare and support. From a system point of view, the business ethics framework is being enhanced to meet these new circumstances. The performance management systems have been restructured to make them more aligned with the company's growth aspirations. Voice of Tata Elxsi (VoTE) was recently launched to understand what employees need or want from the company.

In keeping with the changing times of remote/online learning, Tata Elxsi has a new learning management system (LMS) platform in place. Several HR initiatives are running under the banner of ExponentTEL. The bedrock of the company's

existence is on continuous product and process innovation to address the rising technology challenges and business expectations. Delivery processes are built on a robust foundation of CMMi L5 processes. In line with the nature of the model(s) and the business, several enhancements are being done for efficient project management and superior quality of deliverables. These processes receive intense scrutiny from customers and audit agencies and have immensely gained from such feedback.

The company has reached this level of maturity due to the active guidance from TBExG with its rich resources of relationship

management, networks, training and consulting capabilities.

DATA EXCELLENCE

Tata Elxsi, in its new ERP, has added elements of data, technology, process and people. Suitable data architecture, data security, appropriate platform, dashboards, reports and user training are a few examples of this effort. The new ERP will help the company in achieving its long-term objectives.

Tata Elxsi employees have received training in the newly developed Data Maturity Model coupled with experience in taking part in the Data Maturity Assessment process. The company has been able to

plough back these learnings into its processes.

SOCIAL EXCELLENCE

A combination of the company's ESG initiatives and the new HR practices has people consideration at its core. It has identified objectives and set goals towards talent management, employee wellbeing, health & safety and diversity, equity & inclusion.

SAFETY EXCELLENCE

The company's Trivandrum centre is ISO 45001 (Health and Safety Management) certified from 2019, and the same processes are followed in all the development centres. The company is taking additional

steps and paying close attention to the health and safety of its employees and is constantly monitoring the emerging scenarios.

The company is in its pivotal moment in its journey towards excellence and world class standards. It looks up to TBExG who has the unique advantage of being an advisor and is seen as external (& hence impartial), and at the same time someone with whom it can share confidential information, and thoughts about its future desired state. Tata Elxsi's core is its people, delivery capabilities and leadership. Every enhancement to this will help the company in its journey of fulfilling its vision and values. ●



TATA METALIKS

DRIVING EXCELLENCE TO TRANSFORM BUSINESS

About the company

Founded in 1990 in Kharagpur, West Bengal, Tata Metaliks made a humble beginning in the business of pig iron with a hot metal production capacity of 90 K Tons p.a. in FY95. Tata Metaliks reached its

silver jubilee milestone in FY20 with two distinct businesses of pig iron (hot metal of 600 K Tons p.a.) and ductile iron pipes (200 K Tons p.a.) notching up revenues of Rs2,000 Crore and a PBT of over Rs200 Crore.

Participated in the TAAP Assessment in 2020 and has achieved a two band jump



Going forward, the company plans to have dedicated sessions in collaboration and support of TBExG for its senior leadership and the pool of data owners and data stewards to strengthen its data excellence journey.

Partnered with TBExG to conduct a BEAP programme for its employees



Fifth company in the Tata group to win the JRDQV award in 2007



The quest for excellence

Tata Metaliks has had a rich collaboration with TBExG for more than two decades and was the fifth company in the Tata group to win the JRDQV award in 2007. The 2008 financial crisis and the entry into a new business of ductile iron pipes in a JV with a Japanese company took its toll with the company going into red for a few years. However, the resilience of its employees coupled with an intense focus on customer and cost under the framework of Business Excellence (BE) enabled its revival and growth, and there has been no looking back for the company ever since.

The company restarted the BE Assessment process in FY17 with a score of 554 and has continued on this journey with assessments every year since then. Its sharp focus on improvements and quest for high performance and excellence has culminated in it achieving the Industry Leader status in FY21.

Tata Metaliks has been regularly contributing to the assessor pool and the 2020 BE Assessment Cycle is no exception. The N=1 approach and the basic theme, 'Customised, Collaborative

and Celebrated' defined by TBExG were well articulated and deployed in BE Assessment-related activities, right from the team composition, interactions, understanding the requirements and planning the sessions — all in virtual mode in these challenging times. The high engagement level with TBExG in the past few

years has resulted in value-added outcomes for all the stakeholders.


Tata Metaliks participated in the TAAP Assessment in 2020 and has achieved a two band jump to 550-575 level due to its continual and consistent efforts towards BE. The initiative taken by TBExG

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We restarted our BE Assessment process five years ago and it has been an incredible journey of learning and improvement. The TBEM framework put in place by TBExG is comprehensive in its approach and provides an outsider's perspective to the business which is so difficult to get otherwise. Each year the assessment process brings together diverse sets of professionals from different organisations to offer deep insights to the participating company. This process makes the whole exercise enriching for the applicant and Assessor. Every company in the Tata group must take advantage of and participate in the Business Excellence Assessment process so as to accelerate its drive towards continuous improvement and business excellence.”

Sandeep Kumar,
MD, Tata Metaliks





to hold the TBEM and TAAP Assessments in a virtual setting during the current pandemic reflects on its commitment and resilience. The process ensured delivery of quality feedback, in a virtual setting, and is a testimony of the rigour and thoughtfulness of TBExG.

Tata Metaliks also partnered with TBExG to conduct a Business Excellence Assessor Programme for its employees. Customisation of the programme by TBExG helped the participants in understanding the nuances better. The trained employees will not only contribute to the

external assessment of 2021 but also during the internal assessments of the company. Some of the Tata Metaliks executives also participated in the ORP, EAP and EAP+ programmes virtually.

During the year, the company also participated in the Data Excellence Assessor Programme and employees have particularly benefitted from the well-designed web module. Going forward, the company plans to have dedicated sessions in collaboration with and support from TBExG for its senior leadership and the pool of data

owners and data stewards to strengthen its data excellence journey. In addition, the capability building aspect of the digital transformation journey within Tata Metaliks is also enriched through learning from the data centricity programmes and the value-added offerings of TBExG.

The TNF India (East) programmes, BE Heads Meet and webinars have all helped in strengthening the BE process in the company. The company has had extensive and rich collaborations with TBExG and looks forward to many more such activities in the future. ●

TATA MOTORS

THE DRIVE FOR EXCELLENCE

About the company

Tata Motors (TML) is in the business of design, development, manufacturing, marketing and after-sales support of commercial and passenger vehicles for domestic and international markets. TML has two business units — commercial vehicles (CVBU) and passenger vehicles (PVBU).

CVBU manufactures vehicles for cargo and passenger. The cargo range comprises Prima, Signa, M&HCV Construck, M&HCV cargo, light

trucks, Ultra, Xenon pickup, Ace, Super Ace Mint, Ace Zip and Ace Mega — a wide range of transport solutions configured for diverse needs. The passenger range includes buses, Winger, Tata Venture, Magic and Magic Iris. PVBU manufactures cars and utility vehicles. TML's hatchback models include Tiago, GenX Nano, Bolt and Indica while the list of sedans comprises Tigor, Zest and Indigo. Nexon, Hexa, Safari Storme, Safari Dicor, Sumo Gold, Xenon XT and Aria make up for the utility vehicle range.

Shared 2 best practices in the past year



Received the BEC 2020 recognition for the highest engagement in the Tata Best Practices Programme



Conducted two in-house BEAPs



Elevating the culture of excellence

TML partnered with TBExG to realise its vision on the road to excellence. TBExG has supported the company in the following key areas:

DATOM assessment

TBExG conducted Data Maturity Assessments for TML's PVBUs and CVBUs. Separate Data Maturity Assessments were also conducted for central engineering, purchase, finance and HR departments. Based on the assessment findings, the company has drawn up a robust plan to accelerate its journey towards data excellence. TBExG, in partnership with TCS, is facilitating the journey with the information council for implementing recommendations and data analytics projects.

Best practices sharing

FY21 also saw TML intensify its efforts to learn and adopt best practices from other Tata companies. The efforts focused on two key areas: setting up an analytics organisation and enterprise process management (EPM). TML partnered Tata Steel and Titan for the first while Trent was chosen for EPM.

TML also shared its best practices through workshops to help other Tata companies push ahead in their business excellence objectives. The company shared its best practices on leveraging GEAR (Generation, Evaluation, Approval and Realization) practice for cost optimisation with TCS and on complaint management with Tata Power Solar.

The company also nominated experts to help in improvement interventions in other companies such as Tata AIA Life insurance Company and Tata Power. TML shared its digital transformation story at its global delivery centre through an EDGE webinar for Tata companies. The company received the 2020 recognition in the Annual Business Excellence Convention for the highest engagement in the Tata Best

Practices Programme. TML not only conducted an EDGE webinar on its Digital Transformation story @ GDC, but also shared 8 best practices to the EDGE portal in FY21. This is the highest contribution in this year by a Tata company. Till date, 52 best practices from Tata Motors have been published on the EDGE portal.

Benchmarking

TML has partnered with APQC to benchmark its Global Delivery Centre Finance processes. TBExG is facilitating and supporting the company in this exercise. Several other areas are being discussed for benchmarking.

Capability building

The year also saw TML deep root its operational excellence efforts by building capabilities of its employees. It partnered with TBExG to train 98 Assessors through 6 capability building programmes in 17 batches, including two in-house BEAPs.

TML has a strong commitment to the business excellence process and intends to continue its partnership with TBExG to achieve its goals through various engagements. ●



TATA MOTORS FINANCE

TATA MOTORS FINANCE

About the company

Tata Motors Finance (TMF) is a 100% subsidiary of Tata Motors primarily engaged in financing Tata Motors vehicles and also supports the eco-system comprising channel partners and suppliers with financial products. The company began as the Bureau of Hire purchase and Credit division of Tata Motors in the 1950s and was established in its present form in 2006. The company is a systemically important NBFC as per RBI classification with assets under management as of March 31, 2021, at Rs42,810 Crore.

In March 2020, TMF kick-started the TBEM journey with a two-day senior leadership session on TBEM



Participated in 2018 and 2020 Business Excellence Assessments and scored 511 and 551, respectively



About 25 employees were also trained to become Assessors



TMF excellence journey

TMF participated in the Business Excellence (BE) Assessment in 2011 and 2012. The company did not participate for the next five years as it was a 100% subsidiary of Tata Motors and TBExG guidelines mandated integrated assessments.

In 2017 when TBExG modified its guidelines, TMF was able to participate as a separate company in the BE Assessment as its core function, the business of financing, was different from Tata Motors. TMF participated in 2018 and 2020 BE Assessments and scored 511 and 551, respectively.

When TMF recommenced the TBEM journey in 2017, it launched several initiatives jointly with TBExG to deep root the understanding of the excellence journey and its benefits. Starting with leadership orientation, followed by a programme for middle management and a dipstick assessment. Around 25 TMF employees were also trained to become Assessors.

The activities laid the groundwork and helped TMF prepare for the BE Assessment. In 2019, the company took a break by virtue of the fact that

it had crossed 500 points in the assessment. TMF spent 2019 to strengthen the foundation of various processes as well as address the market challenges due to slowdown in the sale of automobiles in India.

A focused effort

In March 2020, TMF kick-started the TBEM journey with a two-day senior leadership session on TBEM. It was attended by senior leaders including product heads, strategy head, risk, internal audit and marketing personnel. In April of the year, TBExG facilitated the application writing workshop for 50 key senior and middle management staff.

The BE Assessment team, mentored by Tarun Daga, MD, TSUISL, and led by Ratul Neogi from Trent, provided several insights to the company. The assessment team focused on the 5Ds of the company to share the thematic feedback. TMF has indicated that the key areas of focus as well as the strengths and areas of improvement included in the BE Assessment presentation were immensely useful and the company has used all the inputs for formulating the strategy for FY22 and beyond.



Keep up the great work and engage more often with TMF on an ongoing basis.”

Samrat Gupta,

MD & CEO, TMF

In September 2020, TMF participated in the Data Maturity Assessment. An early adopter of the offering from TBExG, the key findings of the Data Maturity Assessment have led the company to develop a digital as well as an analytics roadmap.

TMF is also collaborating with TBExG on a pilot of a continuous improvement programme with five projects identified initially. TBExG has trained 25 employees on various improvement tools and is also providing handholding support for a few of them to ensure the objectives are achieved. One of the projects has the potential to contribute significantly to the company's

bottom line through process improvement and focused implementation.

An 'Outside In Learning (OIL)' programme has been initiated with some Tata companies to benchmark TMF in the areas of importance for the company. The first session was held by Mr Padmanabhan and some of the learnings were implemented by setting up a benchmarking portal. The session was followed by other OIL sessions on different topics by Gautam Gondil, AVP, TBExG, and Sanjeev Singh, VP, TBExG. Each of the sessions have been attended by over 400 employees from across the country besides the MD and the management committee members.

Samrat Gupta, MD & CEO, TMF, also conducted a Leadership Series EDGE Webinar on "Wolfpack Culture" in January 2021, which has been the bedrock for the company's transformation journey.

Recalibrating strategy

Post the 2020 BE Assessment, TMF has incorporated many findings from the BE Assessment 2020 into its strategy for FY22 and beyond. The theme for the next few years is to be an Industry Leader. TBExG has been supporting TMF by regularly participating in strategy discussions and supporting the development of a balanced scorecard for the enterprise and 12 lines of businesses and functions. The BSCs have been rolled out in alignment with the FY22 roadmap. TBExG has also

been participating in internal reviews to support the company in its excellence journey.

In line with Mr Gupta's belief that a consistent and continual participation in business excellence would be beneficial for the company, TMF has opted to participate in the 2021 BE Assessment.

As TMF's excellence journey gathers momentum, it is keen to further entrench its alliance with TBExG in FY22. It also plans to expand the area of collaboration to cover diverse areas ranging from BSC and strategic initiative reviews, continuous improvement projects to support for benchmarking, key account management and safety. ●



TATA NYK SHIPPING

MOVING UP THE EXCELLENCE LADDER

About the company

Tata NYK is a shipping company established in 2007 as an equal-share joint venture of Tata Steel and NYK Line. The former is a significant entity in India's steel sector and the world's second-most geographically-diversified steel producer, while the latter is a Japanese shipping major and one of the world's largest shipping companies. Headquartered in Singapore, Tata NYK possesses a diversified, high-performance, and environment-friendly fleet.

Its fleet comprises top-of-the-line ships built in reputed shipyards worldwide, including Japan.

Tata NYK's undisputable competitive edge emanates from its ability to transport a wide variety of cargo worldwide on various routes. It offers customers options for long-term voyages and time charters with customised freight structures, which helps them control costs and create an efficient supply chain.

MD participated as a Mentor in the BE Assessment process



Participating in the DATOM™ Data Maturity Assessment in FY22



2 deep-dive projects focusing on all functional areas



Elevating the culture of excellence

ASSESSMENTS

Tata NYK, as part of its continuous improvement journey and in alignment with its long-term objectives, has been participating in BE Assessments and deep-dive projects for many years. With TBExG's continuous support and feedback from the assessment teams, Tata NYK has moved up the ladder. Every year, the company has been upgrading itself through process improvement for operational excellence, simplifying long-term strategy, enhancing customer relationship management processes, improving efficiency by implementing digital system or organisation restructuring. As Tata NYK is a unique entity due to its industry, location and size, TBExG has always customised its offerings to suit the requirements of the company. For FY20, the BE Assessment team optimised the team composition and assessment process keeping Tata NYK's best interests in mind. The TBEM engagements have revealed a significant improvement in all areas of operations. In FY22, the company will be participating in the DATOM™ Data Maturity

Assessment to understand its current data architecture better and plan a digital transformation roadmap.

Tata NYK participates in the Business Excellence Assessor Programme (BEAP) every year. The company looks forward to the opportunity to continue to benefit from the rigour of the BE Assessment process as well as the experience of TBExG Mentors and experienced Assessors

in enabling them to identify opportunities to move ahead.

DEEP DIVES

In an endeavour to improve organisational performance, Tata NYK and TBExG are conducting deep-dive projects to improve organisational-level process mapping and defining KPI architecture. The team has been focusing on each functional area through small projects, mapping the process

“

TBExG has been playing an important role in recasting and strengthening the foundation of Tata NYK by helping it redefine its measurement system. Given the knowledge and competency the TBExG team has through its people, data and history, the assessment process provides deep analytics support to global companies, like Tata NYK that operate across geographies and multiple stakeholder base.”

Amitabh Panda,
MD, Tata NYK



end-to-end and bringing out Management System Charts (MSCs). These MSCs are used in weekly reviews and have helped in better decision making. Tata NYK has been recognised in the BEC 2020 for generating deeper business insights through deep-dive process diagnostics. This is a critical building block towards creating a world-class organisation. ●

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Tata NYK was founded in 2007 with a history of over 120 years between the Tata Group and NYK Group, Japan. I am very impressed with the Business Excellence Assessment culture which is a brilliant platform of knowledge sharing among Tata companies and employees. I see scope for the NYK Group to understand this process from the Tata Group.”

Yasuhito Taima,

Executive Director, Tata NYK Shipping



“

“TBExG’s diagnostics, based on a deep-dive analytical approach with practical, on-the-ground and real-life parameters, has helped bring a few new areas of critical importance to the front, and has helped in re-looking at these KPIs with new and fresh insights to establish ‘SMART’ goals.”

Joydeb Dhar,

General Manager, Human Resources,
Tata NYK Shipping



TATA POWER

CONFIGURED TO EXCEL

About the company

Tata Power is the largest integrated private power utility in the country with operations spanning across the value chain — fuel and fuel logistics, power generation (conventional and renewable), power transmission, power distribution and power trading. The company has also forayed into new and related business streams such as EV charging infrastructure and home automation.

Tata Power is the only utility in India which has successfully executed public-private partnership models across all the three elements of the value

chain, namely power generation, power transmission and distribution.

The power sector has been abuzz with reforms and changes expected over the next 3-5 years. The government's focus is on renewable energy, e-mobility, demand side management and opening up the distribution sector for competition. Maintaining its industry leadership position, Tata Power is looking to pursue multifold growth opportunities in renewables and distribution, as well as new areas such as energy solutions (ESCO, home automation) and services (EV charging) business.

Achieved the coveted 'Industry Leader' recognition based on the BE Assessment conducted in 2020




67 employees have been trained for BEAP, 15 for SMEAP and over 300 employees trained for TBEM



Published over 48 best practices on the EDGE portal till date





The company recently revisited its vision and mission, and set itself a target to empower a billion lives through sustainable, affordable and innovative energy solutions. It also aspires to become fully carbon neutral by 2050 with a planned retiral of all thermal generation assets and increased investments in renewables. This backdrop shapes the company's excellence journey.

Sustaining growth and excellence

Post its 2017 Business Excellence Assessment, Tata Power conducted a detailed action planning exercise based on the key areas for improvement and inputs received from the assessment. The exercise included reorganising the company into a cluster-based organisational structure (around key businesses) and aligned to future growth areas. Leadership changes were also carried out across the hierarchy to enhance efficiencies and concentrate on the company's key and emerging business areas. So far 67 employees have been trained for BEAP, 15 for SMEAP and over 300 employees for TBEM.

To improve process management, Tata Power

has benchmarked its Process Classification Framework (PCF) with American Productivity & Quality Center (APQC). With TBExG's facilitation, PCF and details of processes in utilities were gathered from APQC. To create a culture of process centricity, a Process Management Convention was organised for the company's business clusters. The relationship manager from TBExG shared insightful recommendations about advancing maturity of the processes to the next level. As

part of the knowledge sharing drive, Tata Power hosted Mini Learning Missions which were attended by members of several Tata companies.

Tata Power also recorded progress with regards to its Continuous Improvement (CI) programme. Tata Power's CI programme is based on three pivots — Sankalp for cost savings/cost optimisation, Six Sigma for improvements aimed at supporting process excellence, and LASER designed

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The year 2020-21 was a very challenging year in terms of fighting the pandemic but also pushing our journey to the next maturity band of becoming 'Industry Leader'. The entire process was very efficiently handled and delivered by the assessment team under the guidance of TBExG, especially the very mature levels of recommendations, insightful and in-depth observations. I am confident these inputs will go a long way in propelling our vision of becoming 'Benchmark Leader' in the near future.”



Praveer Sinha,

MD & CEO, Tata Power

for shopfloor excellence and employee involvement through implementation of focused short-term improvement projects. To further embed the CI culture, Tata Power conducted the Business Excellence Champions' Programme (BECP) in FY21. Focused on fact-based improvement, this was conducted with the help of TBExG. As part of its on-going journey, Tata Power plans to migrate towards Total Quality Management (TQM) approaches on operational excellence. Learning sessions from Tata Steel provided the company with a fair understanding to commence its TQM journey.

In FY21, Tata Power's Knowledge Management (KM) got a boost with the introduction of the Best Practice Challenge which was benchmarked with the Promising Practices concept under the Tata Best Practices Programme. Tata Power has been recognised as one of the top companies in the overall engagement category in the Tata Best Practices Programme. The company has published over 48 best practices on the EDGE portal till date, including topics such as ethics communication, SAP EHSM, the Kaizala App for consumer

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The impetus for Tata Power's transition to an Industry Leader was driven largely by the various initiatives which were implemented in Tata Power in partnership with TBExG. The seamless support from TBExG throughout the year enabled good practices in various functions of the organisation.”

Rashmikanth,

Business Excellence Head, Tata Power




and customer feedback management, to name a few. Tata Power has several best practices under various technical and non-technical fields and over 10,000 improvement project reports which are accessible through its bespoke KM portal, Gyanbato. The company is working towards a KM level 5 maturity model of APQC with TBExG's support.

Tata Power achieved the 'Industry Leader' recognition based on the BE Assessment conducted in 2020. The achievement was the outcome of a close engagement with TBExG, that spanned a wide spectrum — from conducting

action planning workshops based on the results of the 2017 assessment, to capability building of the corporate as well as functional business excellence teams. Tata Power has now set its sights on becoming a 'Benchmark Leader'.

On the benchmarking front, Tata Power developed a database of comparatives for all its businesses and worked on defining approaches on benchmarking for technical areas and corporate functions. To provide further impetus to the programme, the BECP was conducted with an overarching theme of benchmarking with



the support of TBExG. It entailed the completion of select benchmarking projects across all business clusters. Visiting faculty from Trent and Tata Chemicals shared their companies' benchmarking practices during the programme.

Given Tata Power's strategic focus and gradual progression of its business model from a traditional B2B to an evolving B2C approach, the company has also been acquiring insights from Indian Steel Wires & Products and Tata Consumer Products on B2C initiatives such as commercial

function management through e-commerce platforms.

Tata Power has invested in advancing its data maturity journey with the Data Excellence Assessors Programme. The company set in motion a data literacy programme by internalising the DATOM web module on its Learning Management System, Gyankosh. The module is expected to reach about 1,000 people. Additionally, the company is partnering TBExG to conduct a Data Excellence Champions' Programme covering 100 employees in the future. ●

TATA POWER DELHI DISTRIBUTION

ACHIEVING EXCELLENCE THROUGH INCREMENTAL GAINS

About the company

Tata Power Delhi Distribution (*Tata Power-DDL, earlier North Delhi Power Limited*) supplies electricity through its distribution network at regulated tariffs to approximately 1.8 million consumers in its licenced area of 510 sq km. Incorporated in July 2002, Tata Power-DDL is a joint venture of Tata Power (51%) and Delhi government (49%) based on the public-private partnership model.

The company has achieved unprecedented reduction in Aggregate Technical & Commercial (AT&C) losses bringing it down from 53.1% in July 2002 to 7.33% at the end of FY21. Over the years, Tata Power-DDL has

continuously strived to improve reliability of power and in this endeavour, successfully improved System Average Interruption Duration Index (SAIDI) from 110 hours (2002) to 16.6 hours (FY21) and System Average Interruption Frequency Index (SAIFI) from 100+ (2002) to 17.95 (FY21).

The pivot towards sustainable energy has seen Tata Power-DDL invest in solar generation and has installed 14 solar plants on its buildings with a total generation capacity of 1.76 MWp. A total of 1,283 consumers have been connected with the national grid through solar net meters till FY21 with an overall capacity of 40MW.

24 best practices shared for adoption on the EDGE portal



Recognised as an evangelist in the EPIC programme category



Won 4 awards in the Best Practice Challenge programme



Acknowledged for the TAAP Jury Award





Elevating the culture of excellence

Business Excellence (BE) is an integral part of business management and is the culture of Tata Power-DDL. Over the years, the BE practices have been developed based on the renowned philosophy and principles of the Tata Business Excellence Model (TBEM) and Total Quality Management (TQM), and effectively deployed across all functional areas. At Tata Power-DDL, the BE & TQM department has the mandate to drive the excellence initiatives under the frameworks of Process Management, Visual Management, Knowledge Management, Continual Improvement and sustainability. On the journey of continual improvement, FY21 witnessed a major revamp and revision of BE frameworks at Tata Power-DDL with unflinching support from TBExG and further, a new framework of Total Cost Management was adopted in collaboration with CII.

Tata Power-DDL has, over the years, created a Performance Improvement system, which acts across all levels of management (strategic, tactical and operational) of the organisation. The initiative is crucial to building culture

and value and thus, has been constantly supported and guided by the leadership team. The Leadership encourages and supports workforce to identify improvement and innovation opportunities and explore ideas through various platforms such as Innovar, Gyan Sangam and Tata Ideas and thereafter, implement the selected ones for systematic problem solving through SHINE framework for improvements within existing systems (Six Sigma, QCC, PRAYAAS Projects) and for improvement/innovations beyond existing systems (SPARK, EUREKA, Innovation Council, Collaboration Projects). The best performing projects are rewarded and recognised through platforms such as SHINE Awards and Power InnoVista and the teams are further nominated for participation on the group-level innovation platform — Tata InnoVista. The best practices and learnings from these projects are shared with other groups through SEEKH/knowledge sharing sessions and uploaded on the Knowledge Management portal Gyan Sangam. In view of the pandemic COVID-19, physical learning sessions were discouraged and hence, the best practices were disseminated across through the webinar series

“Improve as you Move...” which witnessed participation from over 70% workforce. Furthermore, the noteworthy practices are selected and submitted on Tata EDGE for sharing across the Tata group. The communication on weekly webinars organised by Tata EDGE is regularly shared with the relevant groups and the concerned employees are encouraged to learn from the best practices of other Tata Group companies. Tata Power-DDL is also actively engaged in supporting replication of various best practices among recently acquired distribution companies in the state of Orissa by Tata Power.

Key Achievements

Tata Power-DDL was recognised at the Business Excellence Convention 2020 for:

- **Highest Best Practice Engagement Programme -** A total of 24 best practices were shared internally for adoption and four were successfully implemented by Tata Power-DDL. Nine best practices were shared with TBExG, out of which three were published on the EDGE portal.
- **Implementation of Best Practices through EPIC Programme -** Tata Power-DDL was recognised for

being an evangelist in the EPIC programme category. Tata Power-DDL took the lead in terms of learning and implementing best practices from Tata BlueScope Steel and Titan for revamping the SHINERGY platform to facilitate continuous improvement. Tata Power-DDL's unique employee engagement had risen from 85% in FY20 to 95% in FY21.

Leveraging Best Practices and Benchmarking

An exclusive session for leveraging best practices and benchmarking was hosted on September 29, 2020, by Tata Network Forum - North. Ajit Maleyvar, HoD (BE & Strategy) and CQH, represented Tata Power-DDL and spoke about the organisation's systematic practice of sharing and adopting internal and external best practices.

As a part of the learning and sharing initiatives among various entities in the T&D cluster, the company has been actively participating in the Best Practice Challenge, introduced by Tata Power. Four awards were won for this category across the T&D cluster.

Assessments

TBEM ASSESSMENT

Tata Power-DDL participated in the BE Assessment conducted at the enterprise level for Tata Power Company in FY21 — the first of its kind. The assessment team evaluated the four clusters — Generation, CGPL, T&D and Renewables — separately and

scored the T&D cluster 656 points (Industry Leader). The T&D cluster comprises Tata Power-DDL, TPC-Mumbai Distribution, TPADL, TPC-Transmission, Powerlinks, TPTCL, and T&D Services. As part of the assessment process, the company witnessed 20+ interactions covering 200+ employees over two days of


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Business Excellence, at Tata Power-DDL has been an integral part of driving business outcomes focusing on enhancing efficiency, standardisation, usage of quality tools and involvement of workforce in the innovation and improvement journey. In the next phase of our journey, our Business Excellence team will focus on value creation through deployment of TQM. This will help us move towards our strategy of becoming “Utility of Choice”. As part of this strategy, we are focused on LAKSHYA 2023 goals which we have declared along verticals of Operational Excellence, Customer Value, Societal Value and Shareholder Value Creation. To achieve this, we will also strengthen the key enablers of Safety, Workforce Engagement and Digitisation.”



Ganesh Srinivasan,

CEO, Tata Power-DDL



virtual interaction carried out by nine external TBEM Assessors from nine Tata companies. Further, two employees from Tata Power-DDL participated as TBEM External Assessors in the 2020 Assessment Cycle and 10 employees were engaged in the TBEM application writing process and conducting internal assessment/deep dives for various other entities under the T&D cluster.

TAAP ASSESSMENT

Tata Power-DDL achieved another milestone in its journey of social excellence through the Tata Affirmative Action Programme External Assessment 2020. Tata Power-DDL's score was in the band of 601-625. It also received acknowledgement for the TAAP Jury Award. The assessment process started with Tata Power-DDL submitting the application in January 2021, followed by the virtual assessment conducted in March by a team of seven external Assessors. The scope of the assessment primarily covered 20+ interactions covering 55+ employees/stakeholders over four days of virtual interaction with two days of site visits by one of the Assessors.

Capability Building Workshops

Senior leaders, functional heads, and young managers are involved in the various capability building programmes. Abiding by the norms of the 'new normal', 10 employees from Tata Power-DDL participated in the online training programmes namely: Experienced Assessor Programme (EAP), EAP Plus and TAAP Champions Programme.

Ethics Management

Tata Power-DDL participated in the LBE survey, facilitated through

TBExG for capturing feedback on ethics management, both from employees and business associates.

Group Innovation Platforms

On the Group Innovation Platform, Tata Power-DDL has been actively participating in different verticals like Tata Ideas, Tata InnoVista and Innoverse. Ideas submitted by five Tata Power-DDL employees were selected for nine different challenges hosted by Tata companies. The company was

“

The ultimate goal of Business Excellence, for any organisation, is successful execution of its business strategy with greater consistency and efficiency. Precisely, following this approach, business excellence initiatives at Tata Power-DDL have been imbibed in a way that they serve as a catalyst in the excellence journey to achieve both short-term and long-term organisational aspirations and targets.”

Ajit Maleyvar,

HoD (BE & Strategy), Tata Power-DDL



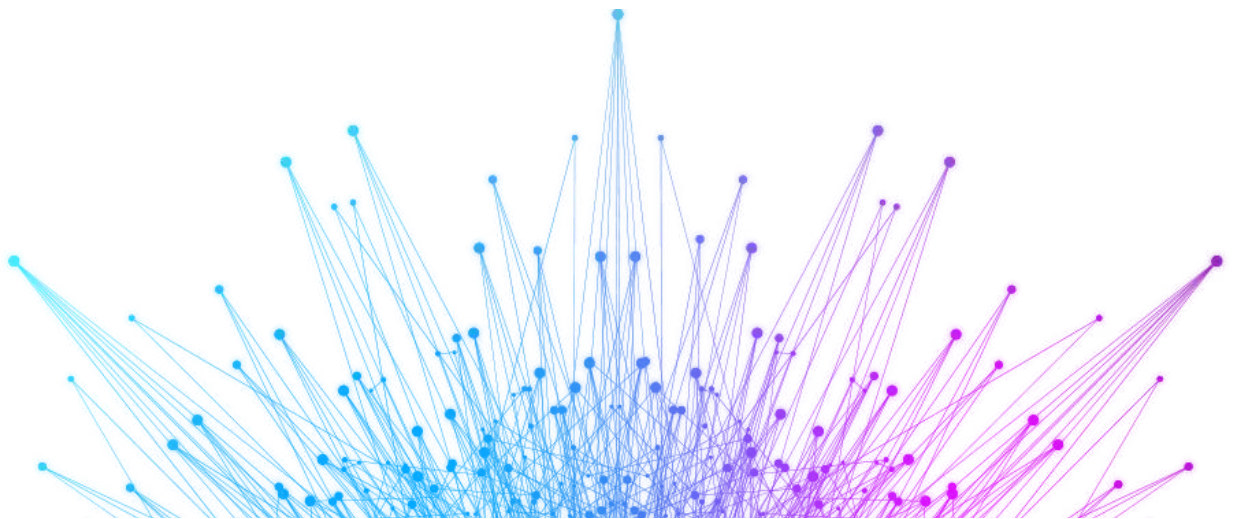
also recognised as one of the finalists at the 2020 Tata InnoVista Award Ceremony.

Over the period of 19 years, while Tata Power-DDL has successfully charted a turnaround story with unprecedented reduction in AT&C loss and improvement in reliability of power supply, going forward, the aspiration is to become a benchmark organisation in the power distribution sector at an international level.

The company aims to be a utility of customer choice by providing swifter response to

customers, improved reliability and community service by strengthening the culture of zero harm (Safety), workforce engagement (Tata Power-DDL and BA) and digitisation to achieve Tata Power-DDL 2.1 - LAKSHYA 2023 (mid-term plan).

The excellence journey has been made more qualitative to play a pivotal role through strategy development and deployment, with focus on the four pillars of LAKSHYA 2023, i.e. Operational Excellence, Customer Value Creation, Societal Value Creation and Shareholder Value Creation. ●



IMPROVEMENT ENGAGEMENTS

About the company

Tata Sky continues to be India's leading content distribution platform with over 600 channels and services. With a footprint across 200,000 towns and around 17 million active connections in India, the company identified the following business imperatives:

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

The company also formalised its purpose: "To make tomorrow better than today for families and homes". The purpose is now being operationalised across the organisation.

MD and CEO served as a Mentor for the TBEM Assessment of Tata AIG



Six promising practices uploaded on the EDGE portal



Elevating the Culture of Excellence

Focus on improvement

The partnership between Tata Sky and TBExG has progressed over the last year post establishing the continuous improvement (CI) framework. The Continuous Improvement Champions (CICs) continue to drive strategic and cross-functional projects that allow Tata Sky to differentiate itself in the marketplace.

TBExG has continued to engage with Tata Sky with CI tools and enablement of their usage to drive improvement in processes. In December 2020, Tata Sky had applied for a Data Maturity Assessment with the help of TBExG. This assessment provided an overview of the company's data maturity levels (score of 2.58) and the way forward to the next level.

TBExG conducted the Tata Affirmative Action Programme for the company's senior leaders, to kick off the CI journey.

Capability building workshops

- Participants attended the Experienced Assessor Programme.

- Deep dive on project management maturity, with a session introducing project management.
- Project management session held in September 2020 for around 170 participants of CEO Projects, an improvement initiative wherein colleagues across levels and functions participate.

Contributions to the Group's excellence journey

- Harit Nagpal, MD and CEO, Tata Sky, served as a Mentor for the Business Excellence (BE) Assessment of Tata AIG.
- Tata Sky shared six promising practices, which were uploaded to the EDGE portal.
- 2 Tata Sky employees participated in the BE Assessment process.


Group knowledge sharing sessions

The following sessions were conducted with Tata group companies with the help of TBExG:

- Continuous improvement (CI) framework at Tata Sky by Hemant Bhatkhande, Vice President, BE, for Tata ClassEdge and Tata Consumer Products:

- Formation of the CI framework.
- Progress-oriented efforts to drive improvements including transformational initiatives.
- Covered all facets of the framework that allowed building channels to include improvement ideas across value chain.
- Net Promoter Score (NPS) by Titan for Tata Sky:
 - Learn from Titan on how they leverage various analytical tools on NPS data.
- NPS by Mr Kukreja with Titan:
 - Tata Sky's NPS journey and approach.
 - Presented actions taken based on the NPS feedback.
- Third-party due diligence by Arun Kumar, Senior VP, Supply Chain Services, Tata Sky, for Infiniti Retail:
 - Way to identify, assess, and mitigate potential risks during the lifecycle of a third-party relationship all the way through to the procurement process.
- Webinar by Mukut Deepak, Senior Brand Manager, Digital Marketing, Tata Sky, and Mr Bhatkhande on resilience after post COVID-19 via Re-Imagination of processes:



- 
- Describe Reimagine initiatives across three themes viz. Automation, Resilience and Remote Working.
 - Elaborate response to the COVID-19 crisis and process amendments going forward.
 - Highlight the CI framework that was used as a channel to drive these amendments.
- Learning sessions on BE and TBEM for Tata Sky:
 - Sessions with industry leaders viz. Titan, TCS and Tata Capital to understand their journey towards excellence in business and what these organisations do differently that could be absorbed by Tata Sky. ●

TATA STEEL DOWNSTREAM PRODUCTS

TAKING EXCELLENCE TO NEXT LEVEL

About the company

Tata Steel Downstream Products (TSDPL) was set up in 1997 as Tata Ryerson, a joint venture between Tata Steel and Ryerson Inc. of the USA. In 2009, Tata Steel acquired the entire equity of Ryerson Inc. to create a 100% subsidiary of Tata Steel which was named as Tata Steel Processing and Distribution. The entity was rechristened TSDPL in 2019.

TSDPL is the intermediary between Tata Steel's manufacturing facilities, which produce standardised steel mill lots, and steel consumers, mainly in the automotive and non-automotive

sectors, who require quantities in smaller lots, processed to their exact requirements.

TSDPL is one among the four verticals created as part of Tata Steel's reorganisation strategy to streamline group companies into downstream products, mining, utilities and long products. In 2020-21, TSDPL became the holding company for two joint ventures of Tata Steel, Tata BlueScope Steel and Jamshedpur Continuous Annealing and Pickling Company.

The company has a pan-India presence with nine manufacturing facilities located strategically.

3 deep dives conducted on strategy, project management and culture in FY20



Hosted Learning Mission in February 2020 attended by 22 participants from 11 companies



14 best practices on the EDGE portal





Refocused. Rebooted. Reliable. Resilient

In FY21, TSDPL's business paradigm comprised refocused, rebooted, reliable and resilient efforts. In the first quarter, the company demonstrated extreme agility to refocus and adapt to the circumstances and challenges created in the wake of the corona pandemic. In the second quarter, TSDPL successfully rebooted its processes and capabilities to become a reliable partner as demand recovered strongly over Q2 and Q3. TSDPL registered a stellar performance and demonstrated its resilience by creating new records for production and revenue in FY21.

New challenges, new roadmap

TSDPL has been a regular participant of BE Assessments since 2004. The feedback from the assessments has helped the company accelerate its efforts to achieve BE. The company's efforts got a big boost when it was bestowed the JRDQV award in 2013. TSDPL has also regularly participated in the Tata Affirmative Action Programme Assessments.

FY20 saw further momentum on TSDPL's BE journey, during which

TBExG added value by providing training to TSDPL executives. The Business Excellence Practitioners Programme helped train 20 senior executives who then took up special projects to reinforce the learnings. This was in addition to Assessors who regularly attend EAP, ORP and APL training sessions.

In FY20, three deep dives were conducted for TSDPL on strategy, project management and culture. The company has contributed 14 best practices on the EDGE portal till date, of which three were in the last year. TSDPL also participated in the key account management benchmarking study conducted by TBExG during the year.

As part of the EPIC programme, TSDPL connected with Indian Steel and Wire Products to understand and learn about HRMates — the company's bespoke HRMS practice in February 2021. In September 2020, TBExG facilitated the sharing of TSDPL's best practices concerning quality management and HR practices for contract workmen with Voltas.

TSDPL also hosted a Learning Mission at its Jamshedpur plant

in February 2020. The focused face-to-face group sessions aimed at seamless sharing of knowledge, was attended by 22 participants from 11 companies. It threw light on TSDPL's journey from its incubation in 1997 to its transformation as India's largest steel intermediary, the company's values and ethos, and performance over the last five years. The Lakshya-25 initiative, TSDPL's EBITDA improvement roadmap project, and its Entrepreneur Development Programme were also discussed along with TotalStart's journey of fostering entrepreneurs.

TSDPL employees also benefitted from training programmes conducted by TBExG during the year. These included sessions on leadership and team management through training on Pacific, the online game; instructions on culture by Marcella Bremer; and a programme on data maturity. In the coming years, TSDPL has plans to expand its operations in newer geographies like Sanand, Gujarat, and is gearing up to support the downstream activities of Tata Steel through the expansion project of Tata Steel in Kalinganagar. ●

TATA STEEL UISL

QUALITY SERVICES FOR LIFE

About the company

Tata Steel Utilities & Infrastructure Services (Tata Steel UISL), erstwhile JUSCO, is a wholly-owned subsidiary of Tata Steel, providing utilities and infrastructure services. Tata Steel UISL is India's first private sector, urban municipal services provider. The company's service basket includes a range of services, such as providing township management and town infrastructure development services, providing operation and maintenance (O&M) services, building construction projects and turnkey water and waste water projects, and power distribution.

Tata Steel UISL's major customer base comprises Tata Steel and Tata group companies, state governments and government bodies. The company operates primarily in Jharkhand and Odisha. It was

established in 2003 as JUSCO (Jamshedpur Utilities & Services Company) with the conversion of Tata Steel's Town Division into a 100% owned subsidiary of Tata Steel. The company's intent is to 'Strengthen, Consolidate and Grow Responsibly', and to offer quality utility and infrastructure services. Over the years, Tata Steel UISL has developed its capabilities in power distribution, water projects, building construction, O&M, solid waste management, public health services, horticulture services and township infrastructure building -- capabilities founded on reliability, voice of customer systems and performance measurement.

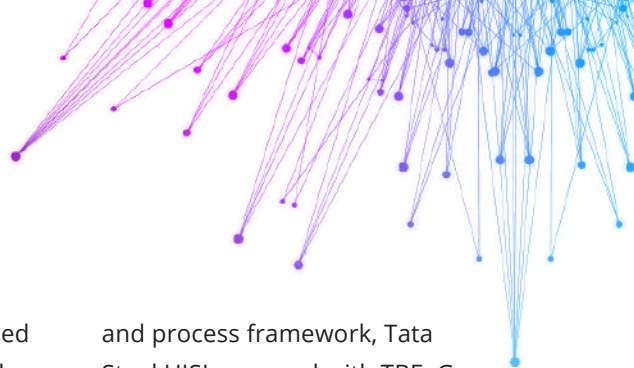
Organisational agility and operational flexibility is key to the company's success, even as it provides an array of services to a customer base that is widespread.

Placed in the 476-500 score band in the 2021 TAAP Assessment



2 best practices uploaded on the EDGE portal





Elevating the culture of excellence

The Annual Business Excellence (BE) Assessment process is an integral part of organisational management practice at Tata Steel UISL. The company accords high importance to BE Assessments and has regularly participated in it since 2008.

The BE Assessment process has played a significant role in strengthening the strategic and operational capabilities of Tata Steel UISL. Inputs from BE Assessments find a prominent place in management reviews and are regularly monitored for implementation. The company received a score of 618 in the 2020 BE Assessment Cycle.

Tata Steel UISL has also regularly participated in the Tata Affirmative Action Programme (TAAP) Assessments. The company's commitment towards the community at large, and especially its socially disadvantaged sections, was reaffirmed when it embarked on an agenda of Affirmative Action (AA) for scheduled castes and tribes in 2007. Tata Steel UISL works in the areas of education, employability, employment, entrepreneurship and essential amenities, and has developed

AA strategies which are aligned with the business strategy. The company has appointed an AA Champion for taking the journey forward in a focused manner. Tata Steel UISL was placed in the 476-500 score band in the 2021 TAAP Assessment with a two-band jump over last year.

Empowerment with capability building

Tata Steel UISL has tapped the benefits of capability building programmes offered by TBExG in developing capabilities in BE. 10 employees have completed the Business Excellence Assessor Programme (BEAP) training and six have been involved in external assessments over the years; seven employees have also attended Business Excellence Practitioner Programme (BEPP) training. These employees play key roles in promoting TBEM practices in their respective business verticals. Graduate Engineer Trainees who join Tata Steel USIL are acquainted with TBEM concepts from the very beginning, owing to their inclusion in the orientation programme.

In order to make a significant improvement in the processes

and process framework, Tata Steel UISL engaged with TBExG in an elaborate business process review (BPR) exercise in 2020, which looked at all processes and their relationships in order to improve their effectiveness and efficiencies. The BPR exercise had set a clear roadmap for improvement which is being implemented.

With the focus on tapping the potential of data and to align the company's systems in this direction, Tata Steel UISL engaged in a Data Maturity Assessment by TBExG in 2019 to identify areas of improvement. The company has been working on the inputs provided during the Data Maturity Assessment. As a result, Tata Steel UISL has adopted Tableau for Data Analytics and created an independent vertical to drive data analytics; 23 employees have been trained in advance techniques of data analytics.

The EDGE portal is a platform which serves as a repository of knowledge assets as well as serves as an enterprise social network for the Tata group. The following best practices were selected and uploaded on the EDGE portal this year:

- a. Embracing AA well practice
— effective CSR actions and
outcome
- b. Rahat policy

Tata Steel UISL has, till date,
shared 11 good practices
identified during the BE
Assessment process on the
portal.

Taking advantage of the vast
knowledge pool of TBExG, Tata
Steel UISL is engaging with
TBExG on Project Management
Assessment and Safety Culture
and Safety Management System
Assessment. Engagement with
TBExG has benefitted Tata Steel
UISL immensely and it intends to
continue this engagement to its
advantage. ●

TRENT

MAKING STYLE SIMPLE FOR EVERY MOMENT

About the company

Trent is a fast fashion retail store incorporated in 1998. The company has a presence in the premium segment through strategic partnerships with Inditex Group (Zara) and Grupo Massimo Dutti. It also has a presence in the hypermarket space through an equal joint venture with Tesco Plc. The company acquired Booker India, which operates cash and carry stores under the Booker wholesale banner. Trent is predominantly in the apparel business, which

comprises 75% of the total revenue of the company. It operates in four formats — Westside, Landmark, Zudio and Utsa. Trent offers its customers an immersive experience and an exclusive opportunity to shop through brick and mortar as well as online. The company's five pillars of success — brand, availability, look and feel, reach and sustainability — provide the company strategic direction to stand out from competition as well as achieve its vision and mission by leveraging its core competencies.

PMM workshops examined 10 integrated work systems, 53 interconnected work processes and 200 sub-processes with a view to improve them



Leveraged APQC's performance benchmarking in supply chain and logistics

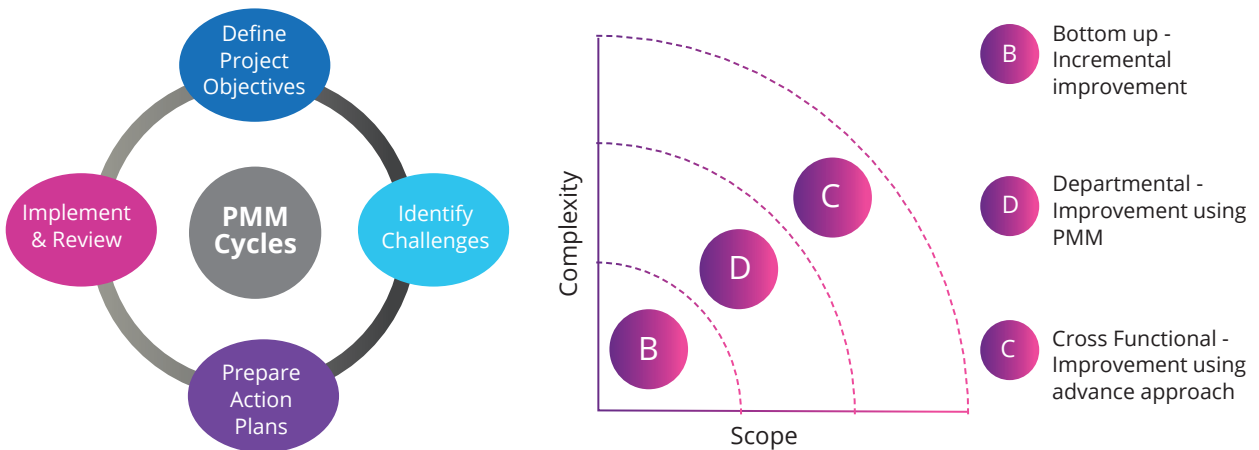


ARRE training was imparted to 16 employees to improve safety preparedness



Deeprooting the culture of excellence

At Trent, performance improvement is deeply ingrained in the ethos and is driven by cumulative experience and decades of growth. The company's innovation of the Process Maturity Model (PMM) serves as the perfect platform to facilitate performance improvement. It comprises four parts — define process objectives, identify challenges, prepare action plans, and implement & review the action plans. For this, workshops are facilitated with the owners of the processes along with suppliers and customers.



Trent's process improvement framework is recognised as one of the best practices on the EDGE portal. The improvement systems cull out process improvements at different levels of complexity and scope: the bottom-up level 'B' is improved through actions plans; level 'D' improvements are made through departmental initiatives and level 'C' improvements are conducted by identifying cross-functional projects with advanced improvement tools. ●

“

Fundamentally, our organisation is built on a strong base and we can leverage Business Excellence Assessments as an opportunity to refine the processes and systems towards our journey to become an Industry Leader.”

Stephen Rayfield,
CEO, Trent



Key business excellence initiatives in FY21

Annual PMM Workshops

- 10 integrated work systems
- 53 interconnected work processes
- 200 sub processes

Critical Paths

Review of swimlanes of value chain (buy, move, sell)

33 Critical Systems

Better integration with processes and KPIs as well as capturing learning cycles

Safety

- Adhering to group safety standards
- Conducting safety audits and HIRA
- Training and safety reporting

TBEM Assessment

Assessing key strengths and OFI and maturing processes

Benchmarking

- APQC benchmarking for key work processes
- Tata EDGE best practices sharing

Collaboration with Retail Cluster

Informal knowledge sharing platform on WhatsApp facilitated by TBExG on new store opening

Capability Building

- EBEL for senior leaders
- BEAP for Assessors certification



TBEXG'S PERFORMANCE HIGHLIGHTS



ASSESSMENTS

BUSINESS EXCELLENCE

10 Tata companies participated in the 2020 BE Assessment

DATA EXCELLENCE

5 DATOM Assessments

SOCIAL EXCELLENCE

5 virtual TAAP Assessments



CAPABILITY BUILDING

BUSINESS EXCELLENCE

41 programmes with 500+ Tata employees

DATA EXCELLENCE

5 Assessor programmes and 1 culture building programme

SOCIAL EXCELLENCE

78 employees from 24 Tata companies trained for AA orientation

SAFETY EXCELLENCE

4 cluster-wise learning sessions for COVID-19



IMPROVEMENT INTERVENTIONS

6 deep dives projects

10 best practice implementation sessions

19 Tata companies participated in the KAM - process benchmarking study



ONE TATA

52 promising practices from 19 Tata companies

47 EDGE webinars
7 Leadership Series webinars

68 best practice sharing sessions with 100+ SMEs and 30+ Tata companies



RECOGNITIONS

JRDQV 2020
TCS recognised as Benchmark Leader

Over 800 participants from 78 Tata companies participated in the BEC 2020



TATA NETWORK FORUMS

81 events and workshops

1 quiz

3 cultural programmes

ASSESSMENTS

Assessments have been critical in strengthening the strategic and operational capabilities of Tata companies.



10 Tata companies underwent the Business Excellence Assessment process in 2020

2 companies acknowledged as Industry Leaders



151 Assessors from 40 companies participated, including 50 first-time Assessors

28% women Assessors, SMEs in all teams



During FY21, TBExG completed five DATOM assessments for Tata Motors Finance, Tata Sky, Tata Motors (separately for passenger vehicles and commercial vehicles), Voltas and Tata International



Five virtual TAAP Assessments conducted for Tata Power Delhi Distribution, Tata Chemicals, ISWP, TSUISL and Tata Metaliks



BUSINESS EXCELLENCE

Excellence is a continual quest at the Tata group and Tata companies are supported in their efforts to achieve world-class standards in all aspects of operations through group-level processes and systems that encourage and enable Business Excellence (BE). Using the Tata Business Excellence Model (TBEM) framework, the BE Assessments serve to institutionalise a culture of excellence within Tata companies. It leverages the assessor talent pool and knowledge base of the Group, thereby helping companies build on their strengths and identify key opportunities for performance excellence.

The BE Assessments, using the TBEM framework, have been an integral part of organisational management practices in the Tata group. They have been assisting the leadership in strengthening the strategic and operational capabilities of the companies. The inclusive nature of the model, with its multi-stakeholder focus, has been inspiring companies to move up in their journey of excellence. The approach to BE Assessments

is aligned to the 3Cs (Customised, Collaborative and Celebrated), thereby delivering more purpose-led assessments with the n=1 approach for each company. There are two types of BE Assessments designed to suit the different needs of 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, focus on specific business units, complexity and varying operations, and current scale and potential of the business units. The participating companies find an opportunity to collectively introspect and reflect on their excellence journey through a customised approach, engaging with subject matter experts as Assessors and guided by senior Tata leaders as Mentors and Team Leaders.

“

Incredible, great work. This is by far the best assessment we have ever experienced. The team went the extra mile to understand our context. It was captured perfectly; it was balanced. I really applaud the granularity of the analysis and report. I am incredibly grateful to TBExG and the assessment team.”

Warren Harris,
CEO, Tata Technologies



Key Objectives for FY21

- Customise assessments to the needs of the companies
- Nurture an assessor ecosystem that brings together process, domain and industry expertise (internal and with other group companies)

Key Achievements

2020 has been an extraordinary year. However, the quest for excellence continued with rigour, hard work and resilience at the Tata group. This year, 10 Tata companies and eight business units (BU) leveraged the BE Assessment process using the TBEM framework. The Assessors' eco-system elevated itself to embrace the new way of assessment, well supported by the leadership of companies and BE Heads.

The spirit of excellence was woven around the 3Cs to provide a Customised, Collaborative and Celebrated experience. All the steps were revisited and customised to collaboratively facilitate the process virtually.

Some of the key process initiatives are:

- **Collaborative team formation:** The team formation process was carried

“

On behalf of Tata Power, I thank you for putting in 3,500 hours of efforts for us and trusting us. Thank you for creating such a great team for us. This has been a great learning experience for all our BUs and as a company as a whole. The narrative and articulation is phenomenal. We take this feedback with humility as 'prasad' from a temple, which will help us to work on it for the future — to continue, enhance and explore. No BCG of McKinsey can give us such feedback like what you have given us, which acknowledges the efforts put in by the assessment team.”

Praveer Sinha,

MD and CEO, Tata Power



out in consultation with the BE Heads, Team Leaders and Deputy Leaders, specifically focusing on the domain expertise and softer aspects.

- **Approach note:** To enable a customised facilitation of BE Assessment in a collaborative way (practicing n=1 in letter and spirit), the approach note was conceptualised as a critical step, thereby leading to value-

added insights to the company in its journey of performance excellence. The Leadership Team and Process Consultant along with the BE Head drafted the approach note document to chart various nuances of assessments that need to be customised to derive greater value.

- **Internal assessors:** Leveraging internal Assessors

in the team has stepped up the collaboration quotient in the team and also augmented the business/industry understanding amongst the team members.

- **Understanding calls successfully experimented:** Understanding calls over and above KBF and industry briefing calls, before site visits, helped the team to understand the organisation better.
- **Focused sessions on safety and health:** TBExG's Group Safety and Health experts had special sessions with customised inputs for all the teams on assessing safety and health in the current context.
- **Virtual assessments:** Charting out the virtual assessment process document, with detailed dos and don'ts, focusing on the language of communication.

Mentors, Team Leaders and 150+ Assessors geared up and accepted the uncertainties and challenges, and committed themselves towards the cause of nurturing excellence in the group. All 10 companies appreciated the outcome in the form of experience and feedback; many of them considered the insights as benchmarks.

Key Events

Mentors Meet 2020

Senior Tata Leaders including TBEM Mentors and Team Leaders, along with TBExG

Process Consultants attended the Mentors' Programme on July 17, 2020, which was hosted on a virtual platform. The two-hour programme was chaired by Mr Padmanabhan. The



programme was enriching and reaffirmed TBExG's commitment towards Customised, Collaborative and Celebrated assessments aimed to provide value-added insights to participating companies.

Mentors Presentation

The Mentors for 10 Tata companies that underwent Business Excellence Assessment using the TBEM framework in 2020 presented key findings to N Chandrasekaran, Chairman, Tata Sons, on January 8, 2021. The session, which took place virtually, was attended by

Mentors; Mr Padmanabhan; and members of the Governing Council of TBExG.

Business Excellence Convention

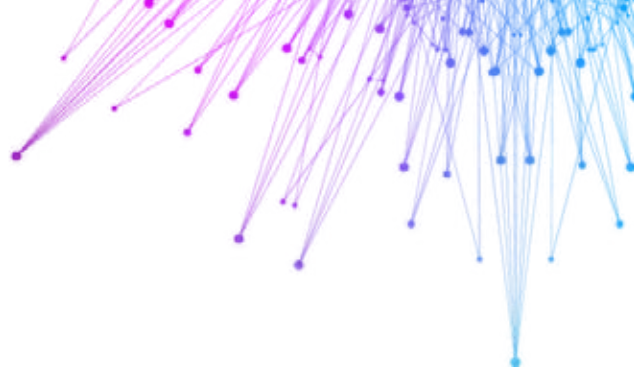
The Annual Tata Business Excellence Convention (BEC) for 2020 was hosted on a virtual platform from January 11-12, 2021. Over 800 participants from 78 Tata companies participated in the convention, which hosted talks by renowned Tata leaders, industry experts and motivational speakers, including Prakash Iyer, Jim Davidson, Harsh Mariwala and Puneet

Chhatwal, Mr Chandrasekaran and Mr Padmanabhan.

Looking Ahead

The purpose statement of TBExG is 'To partner with Tata companies in their journey of excellence to achieve world-class performance'. Keeping in mind the companies' expectations from the BE Assessment process, TBExG plans to make the process more Customised, Collaborative and Celebrated through experiential, exciting and enriching stakeholder engagement.





DATA EXCELLENCE

TBExG's Data Maturity Assessment offerings are designed to help Tata companies become data-driven organisations and support them in laying the foundation for data excellence and digitisation.

So far, starting October 2018, 15 assessments have been completed for Infiniti Retail, Titan, Indian Hotels, Tata Chemicals India, Rallis, Tata Power Delhi Distribution, Tata Steel Utilities and Infrastructure Services (previously JUSCO), Tata Consumer Products (previously Tata Global Beverages), Tata Communications, Tata Capital, Tata Motors Finance, Tata Sky, Tata Motors, Voltas and Tata International.

Launched by TBExG as a new offering in FY20, Data Maturity Assessments are aimed at supplementing the efforts of the group companies in dealing with the fast-emerging paradigms of the digital world and the associated phenomenon of 'all-pervasive real-time data'. They help in accelerating the data-driven excellence journey of Tata companies.

Towards this objective, TBExG leverages DATOM™, a patented diagnostic instrument developed by TCS, to identify the current state of data-driven decision making in the companies, and further, to define the desired state for the future.

Key Achievements

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

Of the four dimensions, data management is at the heart of the framework and probes key result areas such as data governance, data architecture, data quality, security, data planning, decision management, etc. The DATOM™ framework also covers other result areas such as technology

landscape, business engagement and people competency. It is continuously updated through the inclusion of industry-specific areas for assessment.

During FY21, TBExG completed five assessments for Tata Motors Finance, Tata Sky, Tata Motors (separately for passenger vehicles and commercial vehicles), Voltas and Tata International. These assessments were conducted between April 2020 and March 2021, and were led by Tata Ecosystem SMEs. The assessment was designed as customised TBExG diagnostic services to build the process and develop tools to make the process repeatable, time-bound and simple.

Looking Ahead

In FY22, TBExG plans to select and train a bigger pool of Assessors on Data Maturity and conduct assessments in 8-10 Tata companies. Also on the cards is the plan to extend coverage of Data Maturity trainings and assessments to European geography.



SOCIAL EXCELLENCE

FY21 saw accelerated efforts to build a more inclusive society and uplift the most marginalised communities of India under the aegis of the Tata Affirmative Action Programme (TAAP). The TAAP policy, revised in 2020, focuses on social equity, equal opportunity, and inclusive growth. Similarly, the definition of AA communities has also been enlarged under TAAP. While the thrust remains on SC/ST (dalits and tribals), women and persons with disability (PWD), have also been included.

Key Achievements

- **TAAP Assessment:** Due to the challenges created by the COVID-19 pandemic, virtual TAAP Assessments were conducted. Five Assessments were conducted for Tata Power Delhi Distribution, Tata Chemicals, ISWP, TSUISL and Tata Metaliks.
- **AA Publications:** The fourth edition of the TAAP annual magazine, AA Matters, showcasing 21 best practices from 20 group companies, was published. It covers the impact of various AA initiatives such as education, entrepreneurship, employability, and essential

services. The magazine also covered COVID-19 relief work extended by group companies. 'A Part Apart', a book by Sudharak Olwe, was also published to sensitise and create awareness about TAAP.

- **TAAP MIS:** TAAP MIS, a rich repository of various AA initiatives implemented by group companies, has been upgraded on a new platform. It includes beneficiary coverage, outcome of the programme, financial details, etc. More than 33 group companies have been filling their details on an annual basis. This helps in getting a holistic view of the TAAP coverage.

Looking Ahead

The COVID-19 pandemic derailed many group-level CSR/AA activities. As a work around to overcome the challenges created by the pandemic, digital enablement became a critical need. Several companies conducted employee volunteering programmes for online coaching and mentoring. Most of the TAAP programmes and processes such as leadership and strategy will be tweaked to leverage the digital edge. In addition to the focus on

SC/ST categories, FY22 will also see an emphasis on women and PWD across all thematic areas of TAAP.

Going forward, TAAP aims to:

- Encourage 100% participation from group companies.
- Create a positive and sustainable impact on marginalised communities.
- Collaborate with various group companies and co-create good practices.
- Encourage more companies to participate in TAAP assessments/facilitation.
- Make the assessment process more flexible and practice offerings like facilitation.
- Encourage all companies to adopt and embed the TAAP policy within the ecosystem through sensitisation and awareness across all levels of the organisation. ●

CAPABILITY BUILDING

Capability building programmes are designed to nurture and empower champions to accelerate the business excellence journey of organisations.



41 BE programmes conducted with 500+ Tata colleagues

Facilitated 29 assessor programmes, including 17 first-time assessor programmes, for middle managers and senior leaders



Over 50 Team Leaders, BE Heads, Mentors and CEOs/MDs attended the APL2021

Five assessor programmes and one culture building programme conducted in FY21 in Data Excellence



78 employees from 24 Tata companies trained for the AA orientation and capability building programme during the year

Four cluster-wise learning sessions on COVID-19 across Manufacturing, Infrastructure, Retail and Office based companies organised under Safety Excellence with 300+ participants from 35 Tata companies



550+ participants from 50+ Tata companies attended the safety legislative training sessions

BUSINESS EXCELLENCE

Capability building programmes are central to any successful transformation. TBExG's capability building programmes are designed to nurture and empower Tata employees to accelerate the Business Excellence (BE) journey of their organisations.

TBExG facilitates capability building programmes that are geared towards preparing business leaders to achieve benchmark performance excellence. The programmes are classified into areas to build capabilities of Assessors and Champions. The three Es — Experiential, Exciting and Enriching — underpin TBExG's capability building efforts.

COVID-19

The COVID-19 pandemic did not have much of an impact on the learning journey around BE at the Tata group. All the programmes were delivered through well planned online sessions. TBExG had leveraged the online mode to deliver its efficacy on a pilot basis before the pandemic. The experience came in handy and helped in adapting to the realities of the new normal.

BE Programmes

A total of 41 programmes were conducted which saw 500+ Tata colleagues benefitting from the virtual learning mode. The refined learning pedagogy — a combination of video capsules, e-modules and pre-reads, e-handbooks (flipbooks), and online classroom interactions — was highly praised and appreciated by the participants. High on engagement and interactivity, the classroom sessions comprised quizzes, polls and even breakout sessions. The feedback from participants testifies to the fact that the programmes lived up to their promise of 'Experiential, Exciting and Enriching'.

Assessor Programmes

TBExG facilitated 29 assessor programmes, including 17 first-time assessor programmes, for middle managers and senior leaders. In-house assessor programmes were also conducted for Tata Metaliks and Tata Motors.

The highlight of the assessor programmes was the Advanced Programme for Leaders (APL), held in February 2021. The

“

I have great admiration and appreciation for the high-quality engagement, mentoring and proceedings of the EAP+ programme. Being held online instead of a physical session, I didn't feel a difference in the programme.”

An online EAP+ participant

“

The programme was very effectively managed, although this was the first virtual/online BEAP. It continued day after day seamlessly.”

An online BEAP participant



“

I take the opportunity to thank the TBExG team for organising the champions programme with our senior leadership team. The entire digital learning in six sessions is a benchmark in itself that looked difficult as a first thought.”

BE Head on the online champions programme

annual collaboration platform saw the convergence of current and prospective Team Leaders of the BE Assessment deliberating on the learnings of the past BE Assessment Cycle and expectations for the forthcoming year.

Over 50 invitees from around the globe including Team Leaders, BE Heads, Mentors and CEOs/MDs attended the programme. Sunil Bhaskaran,

MD & CEO, AirAsia India, provided a Mentor's perspective to the 2020 BE Assessment Cycle.

Rajiv Sabharwal, MD & CEO, Tata Capital, spoke on the CEO's perspective and experience of BE Assessments.

The assessor programmes were a success with support from facilitators, sponsors and programme coordinators and registered an NPS of 70.

Champions programmes

TBExG also facilitated 12 champions programme to support efforts undertaken by group companies on their BE journey. The culture-building programmes were tailor-made keeping in mind the specific needs of each company.

These programmes designed for functional owners and senior leadership, were organised for Tata Communications, Tata Consumer Products, Tata AutoComp Systems, TM International Logistics, Tata Power, Tata Steel Europe, Trent, Jaguar Land Rover and AirAsia. An average NPS of 42 was recorded for these in-house programmes.

Looking Ahead

Given the uncertainty around the

pandemic, the sudden mass shift in working patterns, and continued interest in capability building programmes across the excellence journeys, TBExG's efforts will be to enhance the effectiveness of online programmes further. It is creating a digital platform to support this endeavour through various self-paced and on-demand modules. A robust roadmap has been drawn up to enhance the capability building offerings in FY22, which includes:

- Enabling a consistent experience across all programmes and excellence journeys.
- Sourcing, managing and elevating excellence model-related competency.
- Enriching digital infrastructure, modules and programmes.

DATA EXCELLENCE

In an effort to create evangelists for adoption of data-driven excellence in companies, TBExG has been conducting training programmes on the DATOM™ framework and Data Maturity Assessments for applicant companies as well as for potential Assessors. The programmes for Tata companies have included a self-paced web module certification, virtual classroom sessions, in-house training, TNF events, senior leadership sessions and learning

through participation in the Data Maturity Assessments as Assessors. Five Assessor programmes and one culture building programme has been conducted in FY21.

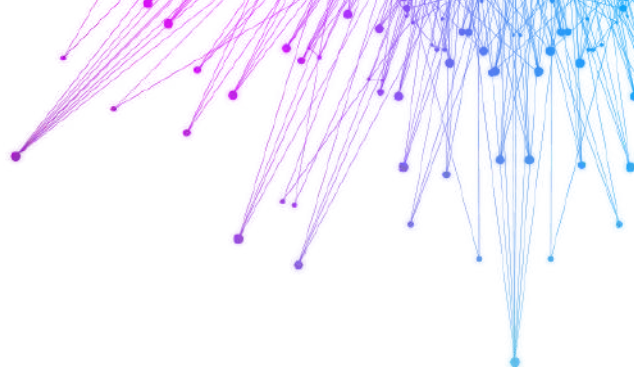
Over 250 Tata employees have been certified through the web module. In addition, over 70 employees have been certified as Data Maturity Assessors in the year.

Looking Ahead

In FY22, TBExG plans to scale the web module to cover over 1,000 Tata employees by integrating it with the learning management system of select companies. Further, TBExG plans to conduct a Data Excellence Champions Programme and assessor programme every quarter supported with focused senior leadership sessions to strengthen the journey in data-driven excellence.

SOCIAL EXCELLENCE

- **Facilitation:** A new offering, facilitation provides a structured approach to help companies advance on their affirmative action (AA) journey.
- **Introduced AA Orientation and Capability Building Programme:** The programme is aimed at enabling executives and managers to appreciate the fundamentals of the Tata Affirmative Action Programme (TAAP) and its nuances and implement the principles at work and their day-to-day lives. Around 78 employees from 24 Tata companies were provided training in four batches in FY21.
- **Annual Training for Leadership Programme (ATLP):** A conversation platform, ATLP helped TAAP evangelists revisit not only the work collectively accomplished but also discuss the future course of action. It is a collective re-imagination and co-creation exercise.
- **TAAP Leadership Conversations and Sensitisation Workshops:** The focus was on companies that were relatively new to the TAAP journey. The conversations involved cross-functional and leadership teams and were aimed at enhancing the understanding about TAAP and accelerating the adoption of AA policies. CEO-level conversation was held in companies like Tata Capital and Tata Motors. The Leadership conversations were held in companies such as Tata Coffee, TM International, Tata Sky and Infiniti Retail, etc. have led to a significant impact in TAAP policy adoption and implementation rate. Sensitisation workshops conducted in Tata Projects, Tata Technologies, Tata Power-DDL, Voltas, Tata AIG General Insurance, Trent, AirAsia, Tata AutoComp Systems and Tata Metaliks.
- **TAAP Web-Based Training:** The revamp of the TAAP web-based training module is currently underway and is expected to be completed and accessible to all by August 2021. It has two modules. The first concerns the basics of AA and the second details the assessment process. Companies can upload these modules on their learning portals for internal use and awareness.



SAFETY EXCELLENCE

MDs Safety Leadership Workshops

Workshops on Safety Leadership was held for MDs of Retail and Office-based companies (financial services and information technology) within the Tata group. These sessions threw light on industry-specific hazards, best practices to control the hazards and provided an opportunity for the MDs to discuss on the safety-related challenges, good practices and initiatives to be undertaken for accelerating safety performance and culture. These workshops were conducted virtually given the pandemic and were held in March 2021 and attended by the MDs of Titan, Tata Capital, Tata Technologies, Trent, Trent Hypermarket, Infiniti Retail, Tata AIA Life Insurance, Tata AIG General Insurance and Tata Motors Finance. Participating MDs will leverage the learnings in fine tuning the health and safety plans and to accelerate safety & health practices and culture. The first MDs programme was held in March 2019 at Ashorne Hill, UK, in which MDs of Tata Steel, Tata Chemicals, Indian Hotels, Tata Power Solar and Tata Coffee participated.

COVID-19 Task Force

With the emergence of the COVID-19 pandemic in FY20, the Group Safety & Health team worked closely with companies to provide a platform to understand challenges, share SOPs and practices across companies in a cluster-based approach. Four cluster-wise learning sessions across Manufacturing, Infrastructure, Retail and Office-based companies were organised with 300+ participants from 35 Tata companies. Some of the interventions included creation of an expert group across clusters, sharing of best practices, sharing of concerns and providing a platform for supporting specific needs of the companies. SOPs and practices being followed across companies were shared for improving SOPs within respective companies. In addition, a series of 'Overcoming COVID-19' webinars were conducted, in which 7000+ participated in the sessions. These webinars provided a platform for companies to share how they overcame the challenges of the pandemic and continued to operate safely.

Safety Legislative Training Programme

To ensure that companies appreciate the expectations and requirements of the newly launched Occupational Safety, Health and Working Conditions (OSHC) Code 2020, a series of customised training sessions were organised for the companies in a cluster-wise approach for Manufacturing, Construction, Retail/Services, and Office Operations clusters. The sessions were held in January and February 2021 and received an NPS of 45+. Over 550 participants from 50+ Tata companies attended the sessions.

Risk Assessment Training Programme

A training programme on risk assessment was conducted for Trent (Zudio Store Managers) in December 2020. The customised training was attended by over 100 participants. The training involved interacting with operational leadership and Zudio staff to understand the activities in the Zudio stores such as loading, unloading, stocking and replenishing. The hazards were identified using photographs

and video clips from their area of operations. The risks were assessed using a risk assessment template and practice sheets for the same was distributed for further deployment.

Looking Ahead

The Group Safety & Health team seeks to conduct activities across its four building blocks as follows:

- **Commonality and**

Convergence: The team will review and release standards on road & driving safety, contractor management and occupational health.

- **Training and Capability**

Building: TBExG will conduct the MDs programmes for the MDs and CEOs of Infrastructure, Manufacturing and Office Safety clusters. It also seeks to accelerate capability building across companies through an assortment of e-modules on select topics for frontline managers and leaders in the Tata group. The modules will be at three levels i.e. Awareness, Practitioner and Expert levels.

- **Learning and Sharing:**

Learning and sharing initiatives will continue through ARRE

Series II, Best Practices Conclave and Safety Heads Meet. The team will conduct improved analytics on safety indicators such as HIPOs and near misses to identify learnings to improve defences. As a special initiative, deeper analysis will be carried out on major fires across the group over the last two to three years and specific targeted initiatives will be identified.

- **Assurance and Verification:**

TBExG will continue to partner with companies through structured deep dive interventions and safety audits. ●

IMPROVEMENT INTERVENTIONS

TBExG has a variety of offerings for Tata companies to improve and move ahead on the road to excellence.



6 deep dives conducted for Tata Realty, Tata NYK Shipping, Tata Communications, Tata Sky, Voltas and Tata AIA Life Insurance



10 successful best practice implementation sessions



19 Tata companies participated in the KAM - process benchmarking study

DEEP DIVES

TBExG's deep dive offerings enable Tata companies to formulate tailor-made solutions for improvement in identified business areas. The following deep dives were conducted for Tata companies during 2020-21:

- **Tata Realty**
- **Tata NYK Shipping**
- **Tata Communications**
- **Tata Sky**
- **Voltas**
- **Tata AIA Life Insurance Company**

The TBExG deep dive programme proposes effective solutions to improve the KPIs of select Tata companies, after scrutinising their critical functional aspects. Over a period of one to four months, a dedicated team from TBExG examines specified areas such as Customer Centricity, Operations Excellence and Strategy Deployment at these companies.

Customer Centricity

The Customer Centricity deep dives cover the following:

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

Operations Excellence

The Operations Excellence deep dives help Tata companies improve organisational and business excellence (BE) by examining the following areas:

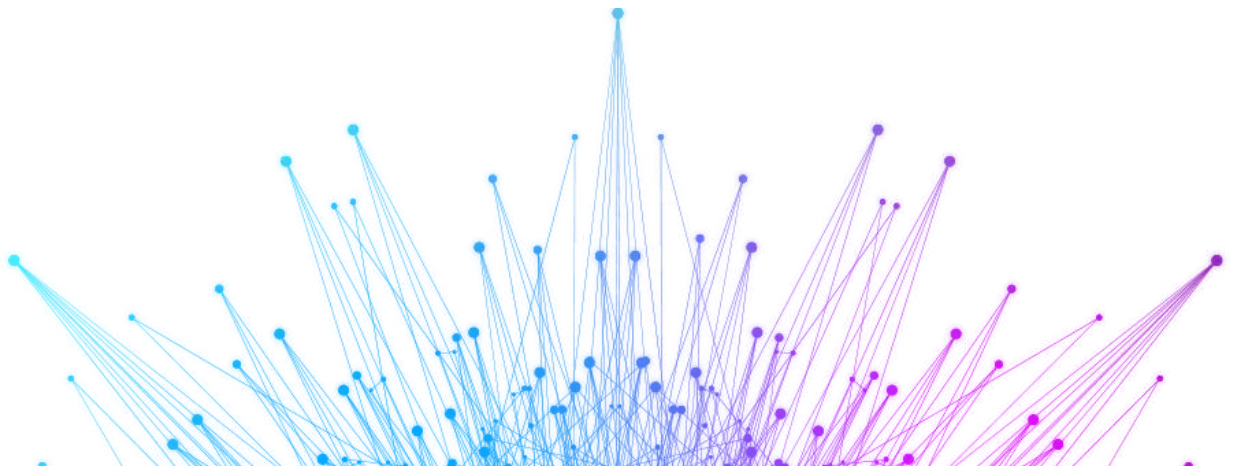
- Enterprise process management
- Supply chain
- Enterprise project management

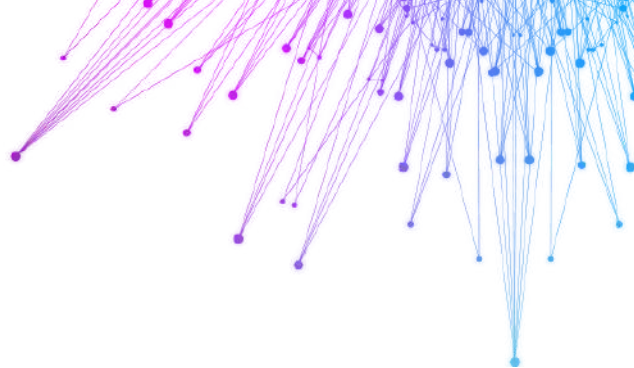
- Production efficiency management
- Continuous improvement programmes

Strategy Deployment

TBExG deep dives are designed to help Tata companies explore various facets of Strategy Deployment by:

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





DEEP DIVE PROJECTS

Six deep dives were conducted for Tata companies during 2020-21. The details of these deep dives are provided below.

Tata Realty

Since 2019, Tata Realty has been engaging extensively with TBExG as part of its BE journey, to improve processes across all key operational areas, including the ones that are customer-facing. Among these improvement interventions was a mapping study project to evaluate, modify or design processes, and also build a repository of key performance indicators for the processes. The project sought to integrate processes across Tata Housing and TRIL and standardise those for the new entity — Tata Realty.

Phase 1 of the project entailed working on key processes such as business development, sales and marketing, customer relationship management, Environmental Health and Safety (EHS), enterprise risk, compliance and governance, facilities management, engineering, procurement and construction, for both its residential and commercial businesses. This

phase concluded in 2020 with a workshop for cross-functional teams on the implementation of the new processes and on developing SLAs and SOPs, where applicable.

Phase 2 of the project deals with process documentation, standardisation and identifying KPIs for support functions. This phase is currently underway, and covers processes in functions such as finance, legal, HR and administration, IT and procurement (non-engineering).

Tata NYK Shipping

In late 2019, Tata NYK Shipping engaged TBExG to conduct a deep dive on its Organisational Measurement System based on the feedback from its last BE Assessment. The company has been eyeing its next phase of growth, and a comprehensive measurement system was key to this transformation journey.

The initial focus was on critical processes such as operations, bunker procurement, marine and technical, and legal and insurance. The deep dive sought to identify and validate key effectiveness and efficiency measures across these

processes, and subsequently create key performance indicators (KPI) dashboards that were aligned to the company's strategic vision.

This was achieved by mapping the detailed process flow for each of the identified processes with the help of their respective owners. The TBExG team then prepared a detailed Management Systems Chart (MSC) that depicted a clear process flow, including inputs, process steps and output. The assignment was successfully completed in June 2020, with Tata NYK Shipping incorporating many of the KPIs and process improvements identified by the TBExG team.

Following this, the MD & CEO of Tata NYK Shipping invited TBExG once again in November 2020, for the next phase. The mandate for the TBExG team was to cover the remaining functions, namely chartering, HR, IT and finance. These are currently being mapped through MSCs, and KPI measures are being identified just like in the previous phase. This time, the assignment is being executed completely online across the company's locations in India and Singapore. When Phase 2

is complete, Tata NYK Shipping would have mapped all its key processes, identified relevant KPIs and put in place a comprehensive measurement system that would support its strategic transformation.

Tata Communications

Tata Communications embarked on a new strategy under its new MD & CEO in FY20 that would entail transitioning to a more solution-centric approach to addressing customer needs. As part of this strategy, the company had been working to create new product and service offerings, value propositions and roadmaps, a strong go-to-market plan, minimal internal handoffs, deepening relationships with top customers through a 'deeper with fewer' approach that would help improve its financial performance.

Tata Communications wanted to complement these efforts by engaging TBExG to review the strategy and help identify any gaps or blind spots and address them. This required a detailed review of the comprehensiveness of the new strategy, in line with its core objectives of customer centricity and financial fitness. As part of this exercise, TBExG provided feedback on the quality

of Tata Communications' new strategy, assessed whether its enablers are in place, and evaluated its deployment. TBExG also conducted a culture study using the global Organisational Culture Assessment Instrument (OCAI) framework that analyses high-level 'culture dimensions' to determine an organisation's dominant culture. This in turn leads to a better understanding of its change readiness.

Once the review was complete, TBExG delivered a detailed report of its findings, insights, analysis and recommendations to Tata Communications, which was well received by the company's MD & CEO and its Global Management Committee members. The final report laid out eight priority areas that Tata Communications could implement in the short, medium, and long-term time horizons. Several of these recommendations have now been taken up for implementation for strengthening the company's strategy and performance.

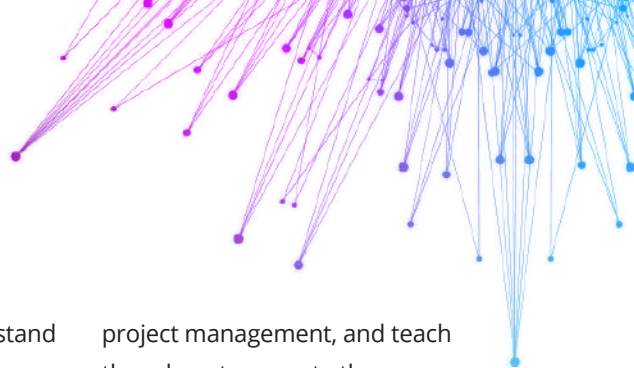
Tata Sky

As a leading company in a fast-paced industry, Tata Sky constantly works on multiple projects, big and small, to stay ahead of competition. To

strengthen its project management capabilities, Tata Sky engaged TBExG to conduct a workshop for its project managers. For this workshop, TBExG decided to deploy the Project Management Maturity Model (PMMM), a model developed in-house and based on the tenets of project management as laid down by the Project Management Institute.

A Project Management Maturity survey was conducted among all the project managers at Tata Sky to assess current levels of project management maturity in the organisation. Based on the responses, Tata Sky was assigned a score on the PMMM.

The next step was to increase the project management maturity level/score for the organisation. To achieve this, TBExG held a customised workshop for Tata Sky project managers, functional leaders, and executive members at various levels. This workshop was designed according to the insights gleaned from the initial survey, to focus on the aspects of project management that Tata Sky would benefit the most from. Conducted in two phases, this series of workshops drew 170 participants. Theme-based knowledge transfer and a variety



of engagement tools ensured effective learning among the participants. Due to the COVID-19 pandemic and lockdowns, the TBExG engagement was conducted entirely in a virtual mode through MS Teams.

Subsequently, based on an analysis of the survey results and anecdotal observations during the workshops, TBExG shared crucial insights with Tata Sky about the next steps it should take in its project management maturity journey. Post these suggestions, Tata Sky has now engaged with TBExG for guidance on creating a PMO to manage a portfolio of strategic projects.

Voltas

At Voltas, TBExG, in partnership with the company's BE Head, facilitated action planning sessions post the BE Assessment for its different businesses. This involved highlighting business-impacting specific actions that the concerned business units could undertake. Among the focus areas identified under Customer Centricity was institutionalising the key account management (KAM) process for Voltas' Domestic Projects Group (DPG) business.

TBExG conducted a detailed

diagnostics exercise to understand the existing KAM process. The diagnostics framework was adopted from the Strategic Account management Association. It focused on strengthening the customer relationship process of Voltas with its key customers, with a view to increasing the share of business of different DPG products and services.

This was followed by a workshop to guide and support the company's account managers in the areas of recommendation — account segmentation, account dossier development, performance metrics for account management, account planning and engagement — using best practices from within the group.

This intervention will be used by the team to apply the KAM methodology to eight accounts and to monitor implementation.

Tata AIA Life Insurance Company

Tata AIA Life initiated a leadership capability development programme for its promising managers called MD and CEO Club. Through this, the company wanted to expose the MD & CEO Club members to concepts and methodologies on strategic

project management, and teach them how to execute these projects. TBExG partnered with the company to identify the projects and form teams based on the members' profiles. Six projects were identified with six to eight members in each project and two to three management trainees to assist them. The group was given inputs on DMAIC and design thinking principles and methodologies through two workshops. TBExG also helped the teams prepare project charters and plans. Each team had one or two SMEs from the company and one external SME to guide them. Each team also had a project sponsor who was an ExCom member from the company. Subsequently, two of these projects merged with other larger teams that were working on similar objectives. Over a span of seven to eight months, the teams looked at various data and performed several analyses to understand the situation and bottlenecks and provided recommendations for implementation. The project approach, analyses and recommendations were finally presented to the sponsors and the ExCom for their approval. Throughout the projects, the SMEs brought in by TBExG provided valuable inputs to the teams.

BEST PRACTICE IMPLEMENTATIONS

The Tata Best Practices Programme has been focusing on facilitating the implementation of best practices in various areas of importance across Tata companies. Highlights of 10 successful implementation of learnings received by Tata companies, in FY21, is mentioned below.

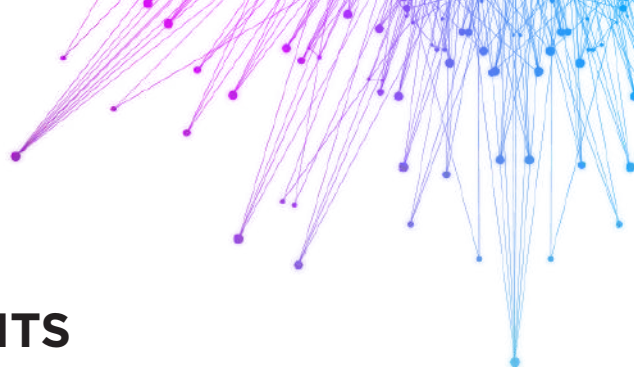
- Delegates from Infiniti Retail (Croma), Trent (Westside), Trent Hypermarket (Star Bazaar), Titan, Tata Starbucks, and Okhai, shared information about their new store opening process. Through this knowledge exchange, Titan learned how to improve its existing new store opening process from Croma.
- Infiniti Retail implemented NPS-related best practices from AirAsia, Tata Unistore and Titan. Titan modified its existing NPS process with help from Tata Sky and AirAsia India. Infiniti Retail and Titan have hugely benefitted from implementation of these practices resulting in overall improvement of their NPS.
- Tata AutoComp Systems improved its Enterprise Risk Management (ERM) Process after having multiple sharing sessions with Tata Steel and Tata Power.
- Tata Steel worked on its Annual Business Plan preparation process after receiving value-added inputs from Voltas and Titan.
- TM International Logistics improved its Internal Audit Process with learnings from Tata Power.
- ISWPL is in the process of improving its Innovation Management process with help from Tata Motors, Tata Steel Europe and Tata Power-DDL.
- AirAsia India has made changes to its learning & development process following a best practice sharing session with IHCL on the topic of customer service excellence. Following the changes made, AirAsia India has witnessed an increase in its training NPS.
- Tata ClassEdge implemented the concept of cross-functional teams from a continuous improvement session with Tata Sky.
- Tata Power-DDL improved its Knowledge Management process — Gyan Sangam — after a session with Tata Chemicals, Tata Daewoo and Tata Capital.



“These sessions within the Tata eco-system have been more valuable than the external workshops and best practice sharing that we engage in.”

P Anand,

Chief - Services & Solutions,
Tata Steel



BENCHMARKING ENGAGEMENTS

TBExG process benchmarking studies play a pivotal role within the Tata group to trigger improvements across strategically significant business areas. These studies help group companies benchmark their performance levels and create a network of experts on a specific topic. The process benchmarking exercise is an elaborate activity, with a detailed process identified and followed for each project.

Key Account Management (KAM) – Process Benchmarking Study

TBExG conducted a KAM - Process Benchmarking Study in H1 of FY21. 19 companies participated in the study from 9 business sectors. The 27 responses from companies to the KAM questionnaire was evaluated on nine parameters:

- Leadership vision and strategy on KAM
- Organisational structure and relationship management
- Customer segmentation and prioritisation
- Account planning process
- Account performance metrics
- Customer value creation
- Innovation and continuous improvement

- KAM talent management
- Systems and customer data management

The outcome of the benchmarking study was shared through a webinar across all Tata companies in September 2020.

Promising practices from Tata Communications and Tata Steel Europe were also included in the webinar. Gaps/areas of improvement were communicated to participating companies.

Customised best practice sharing sessions are being planned across identified areas under this subject.

Looking Ahead

For FY22, the team is focusing on:

- Engaging/partnering with companies for interventions that are strategic in nature rather than episodic and transactional.
- Enhancing the scope of the intervention, from understanding the expectations in detail, customising the engagement for execution and post-engagement review and governance to monitoring implementation of the recommendations and measuring the impact on business KPIs.

- Creating standardised toolkits, which can be reused with inputs from different TBEM categories. For example: War gaming for Cat-2, KAM for Cat-3, Data Maturity for Cat-4, organisational culture for Cat-5, WCQ for Cat-6.
- Developing the improvement interventions portal to generate automated dashboards/ reports, both internal and for customers (self-service), and integration with other TBExG portals.
- Exploring and engaging with industry, academia, research institutions, partner organisations, individual consultants, and thought leaders, to strengthen the SME ecosystem.
- Promoting better implementation of shared practices by:
 - Using EDGE promising practices as part of capability building programmes and enhancing the visibility of the EDGE portal.
 - Engaging with companies after best practice sharing sessions, especially with the recipient, through a robust review and governance mechanism. ●

ONE TATA

TBExG's offerings aim to bring all the Tata companies together as a family or 'One Tata' to learn from one another.



52 promising practices posted on the EDGE portal from 19 Tata companies

In FY21, 47 EDGE webinars and 7 Leadership Series webinars conducted



TBExG facilitated 68 best practices sharing sessions, engaging over 100 subject matter experts from over 30 Tata companies

Six TAAP webinars conducted to share impactful practices across group companies



The first virtual AA Champions Meet was conducted on June 19, 2020, with 74 AA Champions from group companies

Over 600 participants from 55 Tata companies attended the Tata Best Practices in Safety & Health Conclave in March 2021



Over 50 safety heads from Tata companies attended the Safety Heads Meet in March 2021

The BE Heads Forum 2021 organised by TBExG on March 18, 2021, brought together more than 100 participants



EDGE Portal and EDGE Webinars

The Tata EDGE portal has a collection of 700+ practices and is getting stronger with the addition of two new practices every week. In FY21, 52 promising practices were posted on the EDGE portal from 19 Tata companies. The portal has also become a repository for 300+ Wednesday webinar recordings. This year, Tata Motors and Tata Power contributed the maximum number of practices — eight from the former and seven from the latter were published. There are more than 33,000 active users and 700+ practices from 50+ Tata companies.

EDGE webinars are very popular across Tata companies, with numerous employees across the group participating in them every week. The average webinar participation points crossed over 500 access points per webinar from 300+ over the previous few years. The primary reason was the improvement in the webinar communication process and emphasis on sharing practices within the group companies.

Last year, webinars were conducted on a new platform of MS Teams live event with

a different experience for viewers. A special series, COVID-19 Awareness webinars, were also organised on content relevant to COVID-19 and how companies have adjusted to the new normal. Ten such sessions were held in addition to the regular EDGE Wednesday webinars, which also had active participation. In FY21, 47 EDGE webinars were conducted with 16 non-Tata and 31 Tata company speakers from 20 Tata companies. The average NPS was +67.

Leadership Series Webinars

Leadership Series webinars are conducted once a month by a senior leader from prominent Tata companies, and the participation for these series is very high. In FY21, seven such webinars took place.

- On May 13, 2020, Rajesh Gopinathan, MD & CEO, TCS, explained how key business and technology levers would continue to enable enterprises to deliver augmented value to customers for transformative growth in the 'new normal'. This webinar was a special one as it was the 250th webinar and was joined by 2,370 access points and 86 Tata companies.

- In the webinar titled 'Brewing a new cup of coffee', held on July 22, 2020, Chacko Thomas, MD & CEO, Tata Coffee, revealed exciting details about the company's journey and future roadmap. He spoke about the coffee business, including digitisation and sustainability.
- Rishi Srivastava, MD & CEO of Tata AIA Life Insurance Company, dwelled on how the company has leveraged the power of a higher purpose to transform its organisation culture, in the webinar on August 12, 2020. A new vision as protection provider for its employees and a culture that emphasised the recognition for higher employee engagement was implemented by the leadership team.
- P H Vijaya Deepti, CEO, Tata iQ, spoke to Tata employees on the topic of 'Embracing Data and Analytics to Build the Enterprise of the Future'. This was during the webinar on September 2, 2020. She stressed on the need to build capabilities of the future which not only focused on data, digital and analytics but also on governance and responsibly using the power that data can unleash.

- K Ananth Krishnan, EVP and CTO, TCS, spoke about the evolution of the innovation culture at TCS, with particular emphasis on how TCS has scaled up innovation in the organisation. He also detailed how TCS is working with its customers globally to support their innovation agenda. He was addressing the participants of the webinar titled 'Innovation at Scale' on November 25, 2020.
- In the webinar on January 6, 2021, titled 'Wolfpack Culture', Samrat Gupta, MD & CEO, TMF, described how the company drew inspiration from the popular Disney film, Jungle Book, and created the wolfpack culture of ordinary people hunting together for extraordinary performance. This has enabled the company to turnaround and transform itself from a loss-making financier of last resort into a nimble, profitable financial advisor of choice, offering lifecycle financing for all Tata Motors' mobility products and solutions.
- Sarosh Amaria, MD, Tata Capital Financial Services, in the Leadership Series webinar on March 3, 2021, explained how successful leaders

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The best practice sessions with AirAsia and Tata Sky provided a deep understanding on how NPS is being used to measure customer experience. They were both insightful sessions in understanding the approach and structured methodology of capturing feedback, monitoring mechanisms and driving actions.”

Bhavita,

Senior Manager - CRM, Titan

steward an organisation, using the metaphor of slip catching in cricket. He elucidated on five key leadership traits that resonate with a successful slip fielder — agility, adaptability, experience, awareness and discipline.

TAAP Webinars

Six TAAP webinars were conducted to share impactful practices across group companies during the year. Tata Communications, Tata Steel Long Products, Tata Chemicals, TCS and IHCL presented their best practices. Some of the topics discussed were Vidya Shakti Nyas, exit/handover strategy for CSR/AA, Gao Chao initiative and

COVID-19 relief response.

AA Champions Meet

The first virtual AA Champions Meet was conducted on June 19, 2020, with 74 AA Champions from group companies. A co-creation platform, it was aimed at strengthening AA strategy and best practices. IHCL, Tata Steel and TCS presented their COVID-19 relief work. TSUISL shared the impact of its entrepreneurship programme within the ecosystem.

Best Practice Sharing Sessions

The Tata Best Practices Programme has been successfully enabling the transfer of best

practices from one company to another for over two years. In FY21, TBExG facilitated 68 best practices sharing sessions on new store opening, NPS, continuous improvement, EPA management, succession planning and analytics, to name a few. These sessions engaged over 100 subject matter experts from over 30 unique recipients and 27 provider Tata companies. Unlike FY20, where sessions were mostly conducted in a physical setup, in FY21 all sessions were conducted virtually due to the pandemic. The customer feedback increased from 71 in FY20 to 90 in FY21.

Best Practice Sharing in the New Store Opening Process

Several Tata companies in the retail space had indicated the need to learn and share about the new store opening processes followed by other Tata companies. To enable such learning opportunities, TBExG facilitated a series of unique best practice sharing sessions which were divided in two phases. Sessions in the first phase included the coming together of six companies — Infiniti Retail, Titan, Trent, Tata Starbucks, Okhai and Trent Hypermarket — that

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At Tata ClassEdge, we have immensely gained by leveraging the cross-functional teams to find workable solutions for our current business challenges. Our interaction with the Tata Sky team has been very useful and provided good insights on building a conducive and encouraging atmosphere for nurturing innovative thinking and continuous improvement within the organisation. We would like to thank the Tata Sky team for their time in sharing their best practices and robust implementation plans for the same.”

Sanjay Radhakrishnan,

Chief Commercial Officer, Tata ClassEdge



discussed the various practices the respective companies follow for new store openings. The outcomes of Phase 1 helped initiate the Phase 2 sessions, which focused on specific areas which the participant companies felt would be beneficial to them. The sessions were appreciated by all companies that participated and received a high NPS of +80.

As the Tata best practices sharing programme continues to gain momentum, in FY22, TBExG endeavours to make these sessions more impactful through

a better understanding of the needs of recipient companies.

Accelerated Reduction in Repeat Events (ARRE)

A new initiative titled Accelerated Reduction in Repeat Events (ARRE) – was launched with the objective of focusing companies' attention on learnings from past events and improving the strength of defences to enable an accelerated reduction of repeat incidents. The first series of the ARRE sessions was based on business travel by 4W & 2W and vehicle movement at



Safety Steering Committee members attending the Safety Heads Meet virtually in March 2021

site. It was a 10-day campaign held in October 2020 on select topics based on analysis of past events. The session, which drew 3,500 participants from 50+ companies, focused on sharing 10 best practices from seven Tata companies and an external best practice from Linde. During the ARRE series, 20 elimination case studies from 11 Tata companies were also documented. A learning document capturing the learnings from ARRE Series 1 was released during the Safety Heads Meet in March 2021.

Tata Best Practices in Safety & Health Conclave

Over 600 participants from 55 Tata companies attended the Tata Best Practices in Safety & Health Conclave in March 2021. Several speakers from various companies such as General Electric, Airbus, Tata Steel India, Tata Steel Europe, Jaguar Land Rover and experts on Safety Psychology spoke on topics such as strength of defence-based occupational risk management, predictive analytics to prevent incident in

airlines, mental health in the COVID-19 context and positive safety culture through a reward & recognition programme.

Safety Heads Meet

Over 50 safety heads from Tata companies attended the Safety Heads Meet in March 2021. Key topics discussed were health & safety audit framework, safety during acquisitions & new projects and contractor management. Group artefacts were also released during the meet that included a learning compendium, ARRE report and elimination case studies. The meet concluded with an open house with the safety steering committee members.

Annual BE Heads Meet

The BE Heads Forum 2021 organised by TBExG on March 18, 2021, brought together more than 100 participants, including BE Heads, team members of companies and BE Members. Considering the current situation, this Forum was conducted virtually, leveraging MS Teams.

Topics included changes in the excellence cycle, appreciating BE Heads and companies that underwent BE Assessments in 2020, best practice sharing and benchmarking, improvement interventions, importance of transformation champions, among many others.

Looking Ahead

The agenda for FY22 comprises:

- Focus on usage of data analytics on the EDGE portal/ practices and driving targeted awareness initiatives to engage more Tata employees into the programme.
- Sourcing of practices across four excellence verticals — Business Excellence, Data Excellence, Social Excellence and Safety Excellence.
- Conduct cluster-based best practice sharing sessions post the process benchmarking exercises, deep dives for systematic identification and execution of implementation of best practices.
- Drive key performance indicators and process benchmarking exercises with partners like APQC & ASQ.
- Enhance the subject matter expertise (SME) database by engaging with the Tata and global ecosystems. ●

RECOGNITIONS



JRDQV 2020: TCS recognised as
Benchmark Leader



BEC 2020: Participation from 800+
Tata employees from 78 companies

JRDQV: JULY 29, 2020

The 116th birth anniversary of JRD Tata was celebrated with the JRDQV 2020 function on July 29, 2020. Due to the COVID-19 pandemic, the event took place on a virtual platform this year. Ratan Tata, Chairman Emeritus, Tata Sons and N Chandrasekaran, Group Chairman, Tata Sons, graced the occasion with their virtual presence, in addition to 900+ invitees comprised of CEOs, senior directors and the management teams of companies across the Tata group.

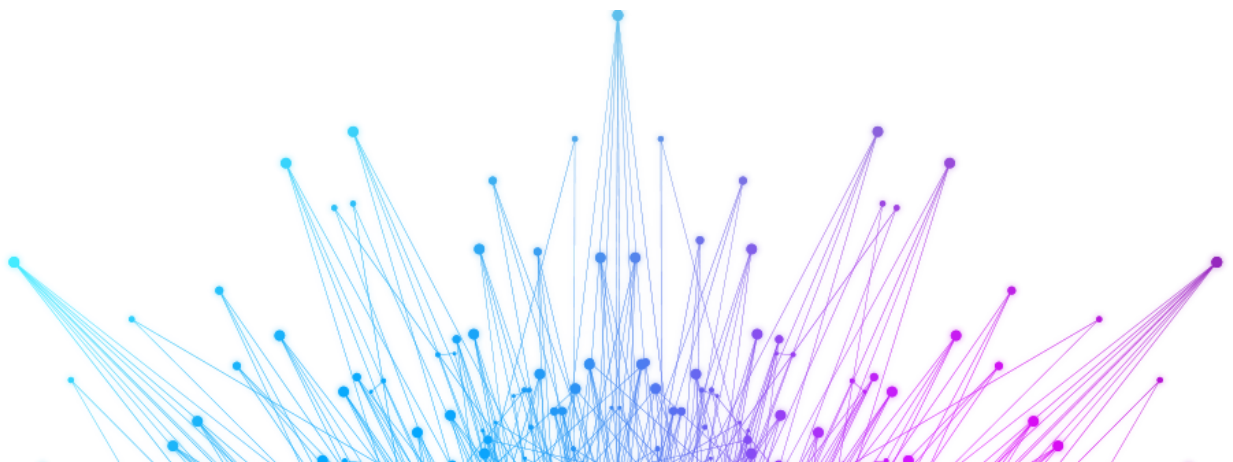
Mr Padmanabhan addressed the participants, wherein he provided an update on the projects undertaken by Tata companies in the past year including Business Excellence (BE) Assessment, Data Maturity Assessment, Improvement Interventions and Deep Dives.

He also added that the learning and knowledge exchange between Tata companies is accelerated through the mediums of webinars, best practices and Tata Network Forum sessions.

The JRDQV Awards were presented virtually, with two types of recognitions: Companies that had crossed the 550-point mark, the Emerging Industry Leaders, and the company that had crossed the 750-point mark, the Benchmark Leader. Four companies were recognised as Emerging Industry Leaders, namely Tata Consulting Engineers, Tata AutoComp Systems, Tata Sky and Tata Pigments. The first and only company that won the Benchmark Leader recognition for crossing the coveted 750-point mark was Tata Consultancy Services. Group Chairman

Mr Chandrasekaran also provided a brief update on the effect the pandemic has had on the business activities of Tata companies and how the Tata group was contributing to the country's effort to help those affected by it. He highlighted seven key trends that have emerged for post COVID-19 world, namely rebalanced supply chain; health and wellness in every business; virtual becomes essential; travel transformed; pivot towards home base; new consumer priorities; and resilience & trust.

Mr Ratan Tata mentioned that in the current pandemic situation, Mr JRD Tata would have encouraged everyone to convert this tremendous hardship into an opportunity. Mr Tata encouraged all Tata employees to be united to overcome this difficult situation and make this another year of achievement for the Tata group.





TATA BUSINESS EXCELLENCE CONVENTION

The Annual Tata Business Excellence Convention (BEC) for 2020 was hosted on a virtual platform on January 11-12, 2021. Over 800 participants from 78 Tata companies participated in the convention, which had talks from renowned Tata leaders, industry experts and motivational speakers, including Prakash Iyer, Jim Davidson, Harsh Mariwala and Puneet Chhatwal. Group Chairman, N Chandrasekaran and Mr Padmanabhan also addressed the audience on Day 2 of the BEC.

The BEC provides a platform to discuss, debate and reflect on the Tata group's business excellence (BE) and transformation journey. It is also an occasion to celebrate the progress, and express gratitude to individuals and companies engaged in BE Assessments, Data Maturity and best practices activities. COVID-19 rendered 2020 an exceptionally challenging year for the entire world. Tata companies managed to overcome the year's challenges and complexities with their sheer resilience and focus on long-term value creation. To

recognise this spirit of the Tata ecosystem, BEC 2020's theme was 'Celebrating resilience and long-term value creation'.

Day 1 witnessed two invigorating sessions — one by Prakash Iyer, leadership coach, motivational speaker and best-selling author, and the other by Jim Davidson, high-altitude climber and resilience expert. Mr Iyer, in his session titled 'The Winner's Mindset', gave examples of individuals and events in history, where leadership qualities shone through during challenging times.

Mr Davidson spoke on the topic of 'Everest Resiliency', providing an account of his many expeditions and the perils that he and his team faced in his quest for climbing Mount Everest. He compared it to the challenges faced by businesses last year due to the pandemic, and unearthed lessons for organisations and leaders to implement.

The sessions were interspersed with recognitions for the teams involved in BE Assessment, Deep Dives and Data Maturity for their valuable contribution in the 2020 Cycle. Individuals who

contributed to the best practices programme were also recognised.

On Day 2, Mr Padmanabhan started the day's proceedings with his session on 'Tata Group's Journey towards World Class Performance'. He gave examples of how various companies, individuals, and leaders in the Tata group's ecosystem demonstrated resilience through various initiatives. Throwing light on the various initiatives and interventions undertaken by Tata companies in 2020, he thanked the team of Assessors, Mentors, and Team Leaders for their dedication and commitment to the BE Assessment process.

In the most awaited session of the convention, Mr Chandrasekaran spoke extensively about the devastating impact of COVID-19 on the world and the Tata group's response to the disruption caused by the pandemic. Looking ahead, he said that on the back of positive news like the vaccination programme, the visible reduction in the spread of COVID-19, and the easing of restrictions globally, he was confident of the recovery of the businesses. Mentioning that the

Tata group is well-positioned to lead a turnaround, he added that when Speed is added to the Group's foundation of Simplicity, Synergy and Scale, overcoming the current situation would be made easier. Mr Chandrasekaran stressed that the growth strategy was based on four aspects: adoption of digital transformation; a resilient supply chain; growth in an environmentally sustainable

manner; and an adaptive talent architecture model.

Harsh Mariwala, Founder & Chairman, Marico, addressed the virtual gathering on the topic of 'Creating the Right to Win', providing a synopsis of his business journey and the lessons he gathered from it. He gave valuable insights into his experience as a business leader, which taught him that the fear of failure rather than failure itself paralyses people and organisations.

Puneet Chhatwal, MD & CEO, IHCL, presented on the topic of 'IHCL: A Culture of Resilience'. Talking about the difficult and unprecedented hit to business activities for the hospitality sector, he said that the pandemic brought down revenues and occupancies in the hotel industry to near-zero levels. The four pillars that have enabled resilience at IHCL in such a situation are Purpose, Platform, Pride, and People. ●

Business Excellence Convention 2020 — A show of resilience



First row: N Chandrasekaran, Group Chairman, Tata Sons; Mr Padmanabhan; Puneet Chhatwal, MD & CEO, IHCL **Second row:** Harsh Mariwala, Founder & Chairman, Marico; Prakask Iyer, Leadership coach, motivational speaker and best selling author; and Jim Davidson, high-altitude climber and resilience expert

TATA NETWORK FORUMS

The COVID-19 pandemic made it difficult to connect and meet people. Through this hardship, the Tata Network Forums (TNFs) located across the globe served as a connecting medium for Tata employees through virtual meets and webinars, coming together as One Tata. To know more about the activities from April 2020-March 2021, click [here](#) for the TNF newsletter.

TNF NORTH AMERICA

20 EVENTS & WORKSHOPS

TNF MENA

7 EVENTS & WORKSHOPS

TNF EUROPE

14 EVENTS & WORKSHOPS

TNF ASEAN

04 EVENTS & WORKSHOPS

TNF CHINA

04 EVENTS & WORKSHOPS

TNF INDIA - NORTH

08 EVENTS & WORKSHOPS

01 QUIZ

TNF INDIA - WEST

01 EVENTS & WORKSHOPS

TNF INDIA - EAST

08 EVENTS & WORKSHOPS

TNF INDIA - SOUTH

15 EVENTS & WORKSHOPS

03 CULTURAL PROGRAMMES





OUR OFFICES

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

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

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