



Nurturing & Synergising

Performance Enhancement

Knowledge Sharing

Knowledge Creation

Institutionalising business

Creating stakeholder Value

TATA BUSINESS EXCELLENCE GROUP

The Tata Business Excellence Group (TBExG) was set up in 1996 as Tata Quality Management Services. It was entrusted with the mandate to set standards of excellence and partner with group companies to help them achieve their business excellence and improvement goals. The division of Tata Sons was renamed in 2015.

One of the key roles of Tata Business Excellence Group is to run the Tata Business Excellence Model (TBEM) assessment process in group companies. Adapted from the renowned Malcolm Baldrige model, TBEM is the framework that is followed to assess the maturity level within group companies.

Through diagnostic offerings like TBEM Assessments, Dip Checks, Tata Affirmative Action Programme Assessments and Tata Education Excellence Programme Assessments, Tata Business Excellence Group helps companies improve their performance and create long-term value. The organisation also builds capabilities for business excellence in Tata companies through TBEM assessment training programmes and customised workshops.

Tata Business Excellence Group also runs the Best Practices initiative – EDGE – which facilitates the exchange and implementation of good practices prevalent within the Tata group. The organisation also conducts Deep Dives in areas of strategic importance like Operations Excellence, Strategy Deployment, Customer Driven Excellence and Safety.

OUR VISION

“To enable at least 25 Tata companies to achieve Industry Leadership by 2025”

Industry Leadership has two dimensions:

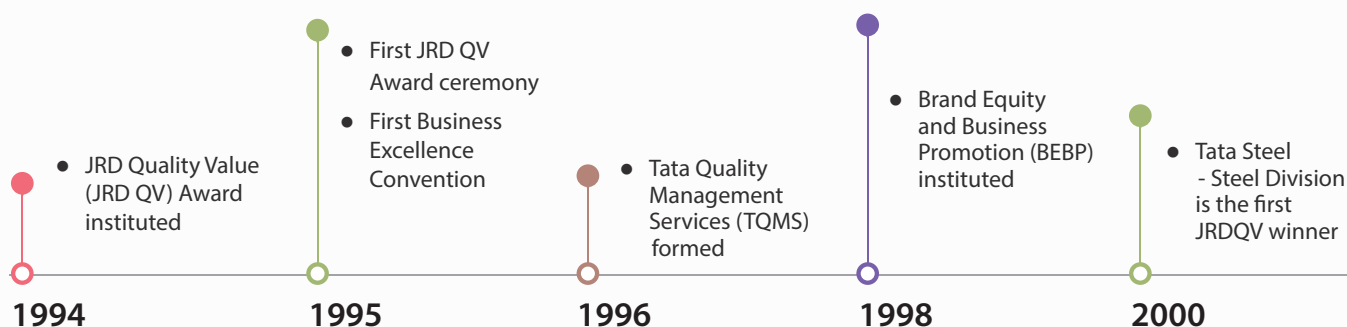
- The Company has achieved a score of over 650 in the TBEM assessment, meaning that the company has a balanced performance across all its stakeholders, thereby creating long-term value for its stakeholders
- The Company has achieved the performance metrics as defined in the Pentagon and as adopted by the respective companies

OUR MISSION

“To enable Tata companies to enhance performance and create long-term stakeholder value”

We will pursue this mission by:

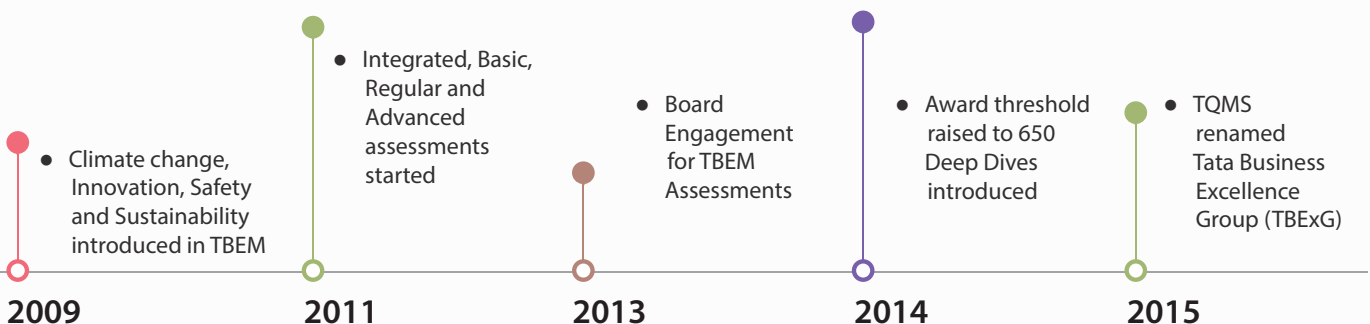
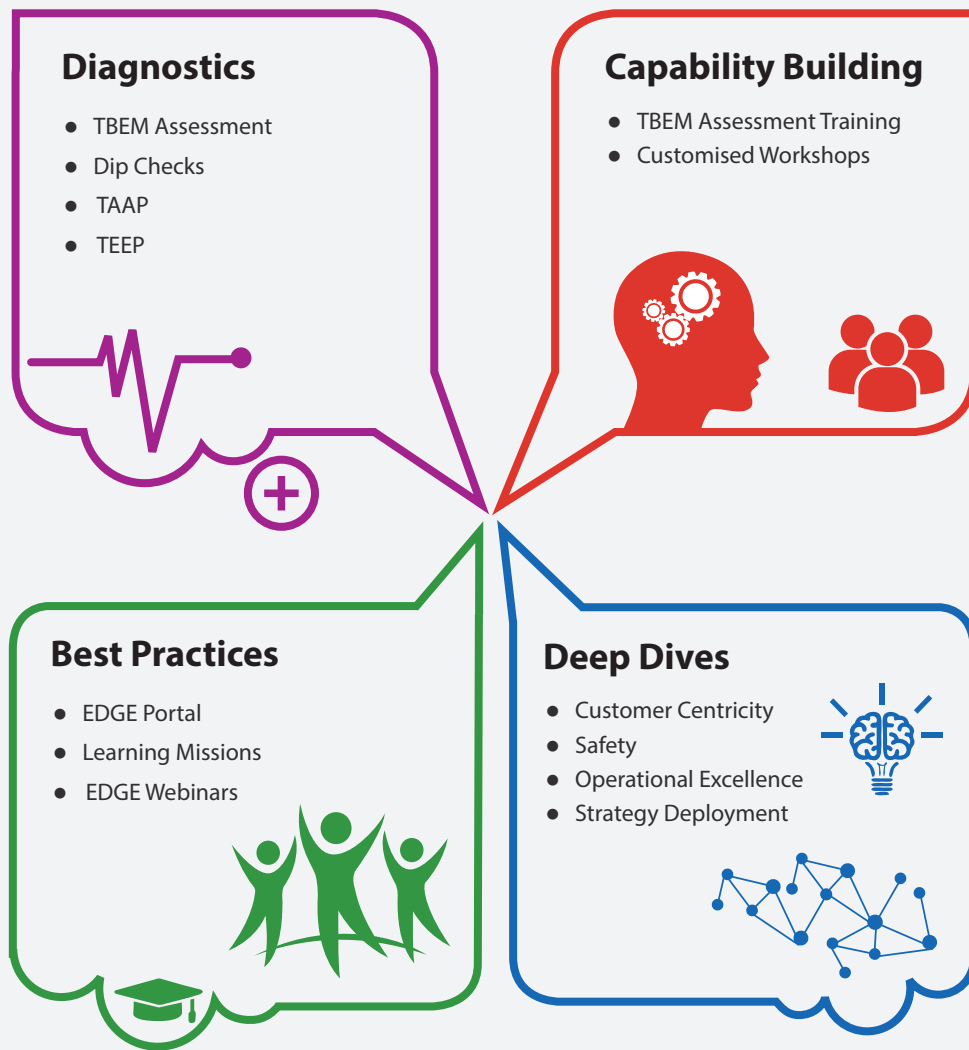
- Executing TBEM Assessments and Deep Dives, Diagnostic and Benchmarking Studies
- Creating, Sharing & Transplanting Best Practices
- Building capabilities in Business Excellence in Tata Companies
- Building capabilities in TBExG
- Fostering a culture of innovation and high performance



HOW TATA BUSINESS EXCELLENCE GROUP WORKS

The Tata Business Excellence Group (TBExG) enables group companies to improve their performance by managing the TBEM process and supporting group-wide initiatives. By facilitating a

cycle of diagnostics, learning, best practice sharing and improvement, it helps group companies achieve business excellence, thus attaining industry leadership and creating long term value.





ENABLING BUSINESS EXCELLENCE THROUGH DIAGNOSTICS

TBEM ASSESSMENTS

The annual Tata Business Excellence Model (TBEM) Assessments are an integral part of organisational management practices in the Tata group, and have been quietly assisting the leadership team in strengthening the strategic and operational capabilities of Tata companies since the last two decades. The fundamental purpose of the TBEM Assessments is to trigger meaningful change, through an introspective exercise that engages a vast section of group executives.

The TBEM criteria, which is based on the Malcolm Baldrige criteria, is at the heart of the TBEM Assessment process. The intellectually challenging questions in the TBEM criteria have been continually stimulating responses from Tata organisations, which contribute to their competitive success at the market place. The TBEM criteria has also been changing continuously in response to the changing business environment, thereby assisting companies to keep pace with change.

The inclusive nature of the model, with its multi-stakeholder focus, has been inspiring companies to move up the tough path to excellence.

CUSTOMER SPEAK

"I first felt the power of the TBEM framework years ago, when I was part of a Tata company that started its TBEM journey. When I took over at CMC, I had a clear goal of using the TBEM framework as a guiding principle. I was sure that if we do it well, the numbers will follow. And they did!"

R Ramanan, Head - Corporate Strategic Initiative, TCS
(former MD & CEO, CMC)

**TBEM ASSESSMENTS
IN 2014-2015**

335
Assessors

28
Assessments

28
Mentors

DIP CHECKS

Assessments are designed to operate at varying levels of intensity to suit the different needs and circumstances of companies. A Dip Check Assessment is conducted outside the TBEM Assessment calendar when companies request for it. These companies have either taken a break from regular assessments or want to test the robustness of their excellence programmes at a time outside the TBEM Assessment calendar.

TATA AFFIRMATIVE ACTION PROGRAMME (TAAP)

The Tata Affirmative Action Programme (TAAP) began in 2007 as the result of India Inc's resolve to partner with the Indian Government to address the historical disadvantage of the country's 300 million Dalits and Adivasis. The Tata group's CSR legacy has been a critical catalyst for TAAP. Building on this legacy, TAAP attempts to provide strategic context in the areas of CSR and HR for the country's tribals and Dalits. These are groups who are the most economically disadvantaged and face social discrimination. TAAP also seeks to embed affirmative action with Tata companies by adopting a methodology that they are familiar with. TAAP Assessments are inspired by TBEM. Companies are assessed on six categories — Leadership, Strategy, Employment, Employability, Entrepreneurship, and Education (Programmes under the 4 Es). Eighteen companies were assessed during the TAAP Assessments 2015 and 12 were felicitated at the TAAP Convention.

CUSTOMER SPEAK

"I thank you from the bottom of my heart for your personal commitment to the Affirmative Action movement. This recognition will have a cascading effect and ultimately reach the true beneficiaries - the SCs and STs - and will motivate us to do more in the supply chain integration of Affirmative Action."

Ajit Pattnaik, General Manager
– Corporate Sustainability,
Tata Housing Development
Company Ltd

TATA EDUCATION EXCELLENCE PROGRAMME (TEEP)

Launched in 2003, the Tata Education Excellence Programme (TEEP), has been designed to help students learn the concepts of excellence and quality. Adapted from the Malcolm Baldrige Criterion for Performance Excellence, TEEP is a tool that empowers schools to improve their quality of education. Schools in Jamshedpur and a select few in the vicinity of Tata Steel's out locations are provided a holistic management model. This enables them to enhance their management systems and processes. Under TEEP, schools get themselves assessed every year to understand their pace of improvement and identify new opportunities. This assessment is done under the 'Regular Programme'. Schools also undergo Basic Assessment, a simpler version of the Regular Programme, and Saral Assessment which helps Government and rural schools comprehend their areas of strength. TEEP plays an important role in creating social capital for the country — it fosters a culture of excellence to nurture the young generation who are the 'citizens of tomorrow'.

CUSTOMER SPEAK

"The school has benefitted immensely by participating in TEEP. Balance score card, focussed data analysis, different kinds of feedback from all stakeholders, feedback about all functional areas in school (labs, educomp, hobby classes, infrastructure) error analysis, target setting by students and teachers are some aspects which the school had not looked at before. These and other processes have resulted in continual improvement in the functioning of the school. We are extremely happy to be a part of this programme."

Nandini Shukla, Principal,
Kerala Samajam Model
School



TEEP ASSESSMENT IN 2014-2015

24
schools
underwent
Regular
Assessment

9
schools
underwent
Basic
Assessment

23
schools
underwent Saral
Assessment



IDENTIFYING FUTURE LEADERS THROUGH CAPABILITY BUILDING

One of the roles of TBExG is to build capabilities for enabling organisations to achieve industry leadership through TBEM Assessments. TBExG runs training programmes under the aegis of Xcellence Capability Building Group (XCBG). The aim of these programmes is two-fold — to develop champions who can drive business excellence in their organisations and enhance the skills of assessors in different areas within the Tata group. The XCBG offers programmes that create capability within the Tata group to support the TBEM process, Subject Matter Expert (SME)-led Deep Dive Diagnostics and Group-wide Initiatives.

100 programmes conducted in 2014-2015

1500 participants at assessment-related programmes

1200 participants attended customised workshops

TBEM ASSESSMENT TRAINING

The XCBG conducts TBEM assessment-related training that is meant to develop skills of new assessors as well as enhance the proficiency of experienced assessors. Programmes are conducted for mid level and senior professionals and experienced assessors.

TRAINING PROGRAMMES ORGANISED 2014-2015



16 Business Excellence Awareness Programmes

46 Business Excellence Leadership Programmes

11 Experienced Assessors Programmes

CUSTOMER SPEAK
“Thank you for a wonderful learning session during the Business Excellence Leadership Programme (BELP). The BELP was enriched with many unique practices that makes it very effective over and above other programmes that I have attended.”

Sachin Garg, Tata Housing

“The Experienced Assessor Programme (EAP) 2015 has been a great experience. I was thrilled with the insights from this programme. For example, I never knew that the Deputy Lead (DL) was supposed to push the assessment team members.”

Bhavin Shukla, TCS

CUSTOMISED WORKSHOPS

Customised Workshops are conducted in select SME areas such as Best Practices, Safety and Operational Excellence, that have been identified at the Tata group level. XCBG also runs awareness programmes and invitation-only programmes for mentors, leaders and assessors. During 2014-2015, 852 employees were trained in 27 SME workshops in areas such as Customer Centricity, Safety, Strategy, Innovation, Best Practices and Affirmative Action.



DRIVING COLLABORATION THROUGH BEST PRACTICES

BEST PRACTICES

The primary objective of the Best Practices programme – EDGE – is to build a valuable repository of the good practices that exist within the Tata group. EDGE enables the cross-pollination of these practices so that Tata companies can leverage them to achieve their business excellence goals. The multi-dimensional Best Practices programme enables the sharing of good practices through:

EDGE PORTAL

The EDGE portal provides a platform for Tata companies to access and share Best practices. Employees can get in touch with practice owners and SMEs through EDGE. This encourages the adoption of Best practices within companies. EDGE also provides employees with a plethora of information.

EDGE BEST PRACTICES			
THE EDGE PORTAL			
240+ good practices	10,000 registered members	900+ SMEs	Direct access through 38 intranets

LEARNING MISSIONS

Learning Missions enable group companies to directly interact with each other during face-to-face sessions. This makes it easier to internalise learnings and imbibe good practices. The 'company-focused' set of sessions go on for 2-3 days and cover a wide range of topics related to one Tata company. People from different companies meet to share good practices on a specific topic during 'theme-based sessions'.

EDGE WEBINARS

Webinars are held on an on-going basis and deal with subjects that will appeal to employees across companies. These include safety, operational excellence, business excellence, change management and project management. The webinars are usually conducted by SMEs within the group and the EDGE team has also partnered with the American Society for Quality (ASQ).

TATA NETWORK FORUMS (TNF)

TBEXG utilises the Tata Network Forums in various regions across the world to facilitate the sharing and proliferation of good practices within group companies. This has brought together Tata companies in different regions so that they can learn and adopt good practices from each other.

INDUSTRY/COMPANY SPECIFIC WORKSHOPS

Workshops are held for individual group companies or industries on specific topics.

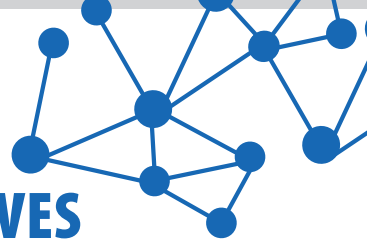
CUSTOMER SPEAK

"Learning Missions are a fantastic initiative and there are a lot of take-aways."

Renu Basu, Vice President,
Sales, Indian Hotels Company
Limited (IHCL)

"Creating a bank of best practices is not an easy job, but EDGE has made it possible at the click of a button. Sharing of best practices and learning across the group is something which is beyond value."

Mikhil Kumar Gupta,
Tata Power



IMPROVING PERFORMANCE THROUGH DEEP DIVES

DEEP DIVES

Tata companies that have achieved a certain level of maturity in their TBEM journey have the option of conducting a Deep Dive in the areas that they deem of strategic importance. The Deep Dive process, introduced in the Tata group in 2014, enables a company to conduct a more granular examination of a theme or an aspect that is important to its success. The theme can be chosen based on the TBEM feedback, the Board's inputs during the TBEM process or the company's own introspection from its leadership and strategy sessions. A Deep Dive team comprises of Subject Matter Experts (SMEs) who are selected from within group companies as well as from external sources on the basis of the scope. Companies that have achieved significant scores in the TBEM assessment can choose to alternate between TBEM Assessments and a Deep Dive to create a virtuous cycle of a head-to-toe assessment followed by a granular Deep Dive into important areas.

Deep Dives have been conducted in companies such as Tata Power, Tinsplate, TSPDL, Rallis and Tata Sponge



DEEP DIVES ARE CONDUCTED IN

- Customer Driven Excellence
- Safety
- Operational Excellence
- Strategy Deployment

CUSTOMER DRIVEN EXCELLENCE

Being truly customer-centric is critical for businesses in today's connected world. In fact, Customer Driven Excellence has become the new paradigm for enhanced performance. TBExG is an advisor and knowledge partner for group companies in their effort to fulfill the Tata group's Customer Promise for their clientele. Through diagnostic intervention, the TBExG team helps companies better understand their customer needs. It also provides clear actionability of outcomes and improvement roadmaps so that the companies make progress in their customer driven excellence journey. TBExG has completed more than 45 Customer Driven Excellence projects across 23 group companies in the last seven years.

Some of the areas in which TBExG helps group companies are Voice of Customer Study; Customer Experience Design; Customer Segmentation; Customer Strategy; Sales, Productivity and Effectiveness; Consumer Insights; Customer Centric Culture Study; Key Account Management; Service Excellence and Channel Management and Effectiveness.



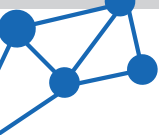
Voice of Customer study conducted for

- Indian Hotels Company Limited
- Tata Motors – Passenger and Commercial Vehicles
- Tata Housing
- Tata Power
- Infiniti Retail



“The most important contribution by TBExG in our journey towards Customer Centricity is your ability to bring to the centre of the decision-making process the confluence of three important pivots: the most important being the Voice of the Customer and the detailing of the customer experience circle, followed by benchmarking pertinent competition and finally the Voice of Employees and the Culture survey. This, along with a comprehensive action planning exercise and implementation support through joint reviews, I am sure will not only enable and make our journey towards customer centricity effective but also provide our brand and business sustainable distinctiveness in the market place.”

Mrinmoy Mukherjee,
Marketing and Sales Head,
Tata Housing



SAFETY

Providing a safe and secure environment for employees has been ingrained in the Tata group's DNA and continues to be one of the key focus areas under the Chairmanship of Cyrus Mistry. The Group Safety & Health function within the Tata Business Excellence Group intends to define strategy, lead efforts in enhancing the safety culture and performance, and achieve safety excellence in Tata companies. The key areas in safety offerings include Training, Safety Audits, Safety Culture Assessments, Deep Dives, Strategy Creation and Facilitating the Creation of Standards

OPERATIONAL EXCELLENCE

Deep Dives on the subject of Operations Excellence are conducted by Tata Business Excellence Group to help companies improve their business performance through operations improvements and creating a culture of continuous improvement, transformation and change. By helping Tata companies improve performance in terms of productivity, safety, quality, lead time, cost, capability and carbon foot print, Deep Dives on the subject help create long-term value, thus contributing to the Vision for Tata group.

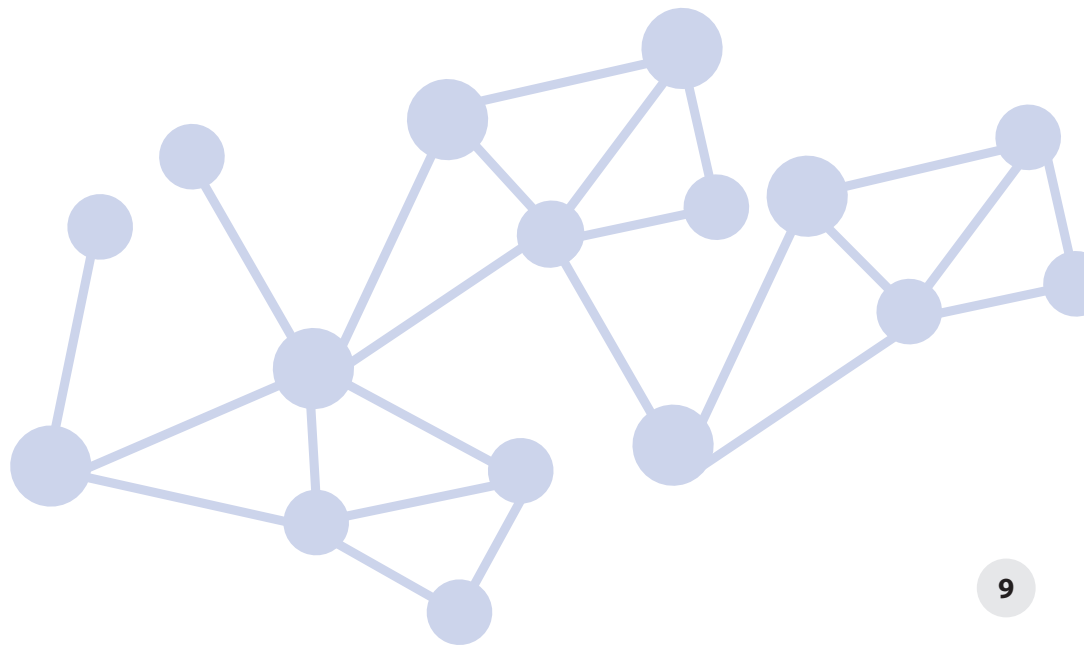
STRATEGY DEPLOYMENT

The Deep Dives team at Tata Business Excellence Group also helps Tata companies analyse their strategic objectives and facilitate their deployment. In addition to this, the team also helps companies on how to manage risks, design & deploy balanced scorecards, develop and manage competitive intelligence and corporate foresight.

CUSTOMER SPEAK

"I take this opportunity to again convey our sincere appreciation to you and the Deep Dive team for a fine piece of work and giving us several leads to work on!"

V Shankar, MD, Rallis





- Tata Network Forum India – East
 - Tata Network Forum India – North
 - Tata Network Forum India – South
 - Tata Network Forum India – West
 - Tata Network Forum Europe
- Tata Network Forum Asia Pacific
 - Tata Network Forum China
 - Tata Network Forum North America
 - Tata Network Forum Africa
 - Tata Network Forum – Middle East and North Africa (MENA)

TATA NETWORK FORUMS

Facilitated by TBExG, the Tata Network Forums (TNF) platform aims to continually foster a spirit of business excellence and ethical behaviour across Tata companies worldwide. Tata companies across the globe leverage the TNF platform by continuously sharing group level communication and organisation level best practices. TNF has 10 strong networks across the globe and each region has a dedicated Chairman, Convener and TBExG Coordinator.

CORPORATE INFORMATION

Executive Committee

The executive committee of Tata Business Excellence Group represents a group of senior Tata leaders that provides strategic direction for the company.

The committee members are:

- **Ms Aarthi Subramanian**, Executive Director, Tata Consultancy Services
- **Mr Anand Sen**, President - TQM & Steel Business, Tata Steel
- **Mr Bhaskar Bhat**, CEO and MD, Titan Industries
- **Mr Grant McPherson**, Director, Quality and Automotive Safety, JLR
- **Mr Harish Bhat**, Member - GEC
- **Dr NS Rajan**, Member - GEC and Group Chief Human Resources Officer, Tata Sons
- **Mr Praveen P Kadle**, Managing Director, Tata Capital
- **Mr S Padmanabhan**, Executive Chairman, Tata Business Excellence Group

Our Offices

Mumbai

Nanavati Mahalaya,
Tamarind Lane 18, 2nd Floor,
Homi Mody Street, Fort,
Mumbai - 400001.

7th Floor, Geetanil Building,
13-19 Nagindas Master Road,
Hutatma Chowk, Fort,
Mumbai - 400 001.

Pune

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

Jamshedpur

1st Floor, State Bank of India Building,
XLRI Campus, CH Area (East),
Jamshedpur - 831001.

Europe

Room 328, Abbey General Offices
Port Talbot Works, Port Talbot
SA13 2NG, UK

- 20+ years of assessments
- 680 TBEM Assessments till date
- 4,000 assessors have participated till date
- 240+ good practices observed till date
- 100 capability building programmes conducted in 2014-15
- 56 schools underwent TEEP Assessments in 2014-2015
- 12 companies felicitated at the TAAP Convention 2015

TATA BUSINESS EXCELLENCE GROUP

CONTACT US

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