

## Tata Business Excellence Model

The Tata Business Excellence Model (TBEM) matrix has been conceived to deliver strategic direction and drive business improvements at the Tata group. Aimed at enabling Tata group companies capture the best global business processes and practices, the business excellence assessment model invests Tata group companies with the inherent dynamism to evolve and keep pace with ever-changing business performance parameters.

The main objectives of the Tata business excellence model assessment methodology is to enhance value for all stakeholders and contribute to marketplace success, maximise enterprise-wide effectiveness and capabilities, and deliver organisational and personal learning.

The TBEM matrix is used for the organisational self-assessment of Tata companies, recognition and awards, and for providing feedback to applicants.

In addition, TBEM plays three important supportive roles in strengthening the competitiveness of Tata companies.

### They are:

- › Improve business excellence practices, capabilities and results
- › Facilitates communication with a common language of excellence and sharing of best practices among Tata companies.
- › Serves as a working tool for understanding and managing performance, for providing planning guidance, and for identifying learning opportunities.

### TBEM's core values and concepts are embodied in the following seven categories:

- › Leadership
  - › Strategic planning
  - › Customer focus
  - › Measurement, analysis and knowledge management
  - › Workforce focus
  - › Operations focus
  - › Business results
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