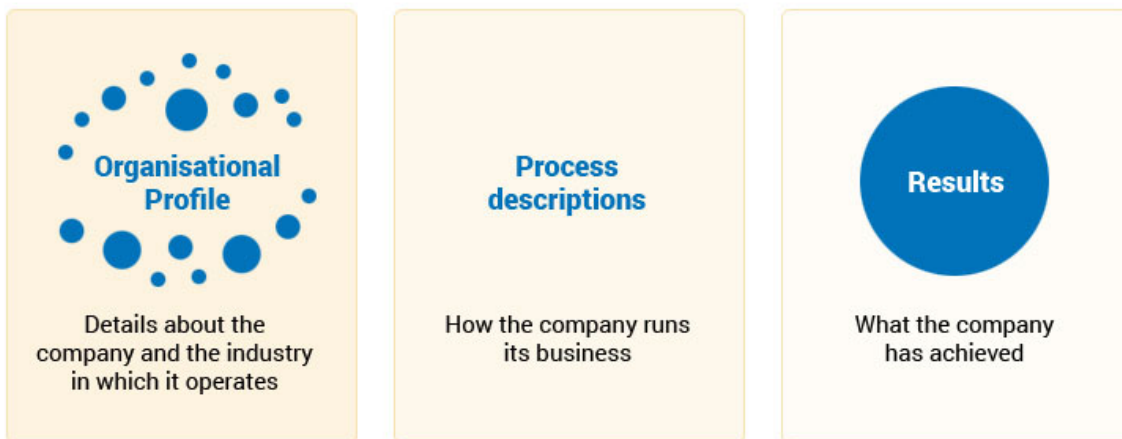


Business Excellence Assessment

Overview

The Team

The annual Business Excellence Assessment process is an integral part of organisational management practices in the Tata group. The Business Excellence Assessment process has been critical in strengthening the strategic and operational capabilities of Tata companies since its inception.



The TBEM criteria, which is based on the Malcolm Baldrige framework, is at the heart of the Business Excellence Assessment process. It is continually revised in response to the changing business environment, and assists companies in keeping pace with the developments and increasing competitiveness. The inclusive nature of the model, with its multi-stakeholder focus, has been enabling companies to progress on their business excellence journey over the past two decades.

During the assessment, all systems and processes of a Tata company are thoroughly checked vis-à-vis the Tata Business Excellence Model. The objective of the exercise is to ascertain the areas of strength and identify the fields where opportunities for improvement remain unaddressed.

The Business Excellence Assessment process uses expertise within the Tata group, which is specially trained to carry out such diagnostics. Participation in the annual Business Excellence Assessment process has also become an aspirational accomplishment for assessors as it provides them with exposure to a wide-range of experiences which helps in their growth.

Another significant deliverable of the Business Excellence Assessment process is the identification and spread of best practices within Tata companies. During the Business Excellence Assessment process, the assessment team not only identifies best practices within the company, but also shares practices from other Tata companies which can help the assessee company to progress in the areas of improvement.

The Business Excellence Assessment process comprises three important stages:

Key business factors consensus

First 2 weeks

The assessors study the industry of the Tata company and then interact with the company on the key business factors.

The assessee company and the assessment team reach a common understanding of the most critical, contextual issues to be kept in mind during the assessment.

Individual assessment and pre-consensus

3 – 5 weeks

The assessors decide the roles each one would play in the assessment process

Through consensus a single view of the assessee company is formed, and a direction is given to the process.

Site visit

After 5th week

The assessment team identifies the critical issues and areas that need to be probed in detail and carries out site visits to interact with company officials.

In certain cases, the team also meets the dealers, franchisees and the contract labour.

These interactions help in gathering data on critical issues. The final feedback is prepared on the basis of the data and information collected during the site visit.

The Team



Sanjeev Singh

Assistant Vice President
Tata Business Excellence Group

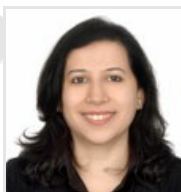
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