

TATA

# REVIEW

OCTOBER-DECEMBER 2020



## TATA CONSUMER PRODUCTS



The rise of a  
**consumer giant**



# Editorial

Dear Readers,

As 2020 — an unprecedented year marked with social distancing and virtual connects — draws to a close, 11 Tata group CEOs share their learnings from the Covid-19 pandemic and tell us how they are gearing up for the new normal in 2021.

Despite being a challenging year for most companies across the world, Tata Consumer Products is poised to become a fast-moving consumer goods powerhouse. *Tata Review* brings you a cover feature on how the consumer giant is maximising synergies to make this happen.

The special report on Tata Trusts' Arts & Culture portfolio highlights how the Trusts is playing a distinctive role in preserving India's rich cultural heritage. Also read about Tata Trusts' The India Nutrition Initiative to tackle malnutrition in the country.

Know how Tata Asset Management, Titan Company's Watches and Wearables division, the Indian Hotels Company Limited (IHCL) and AirAsia (India) are evolving contactless services/products to ensure business as usual in the post-Covid world.

Also featured in this issue are insightful conversations with Amur S Lakshminarayanan, CEO & MD, Tata Communications; and Arvind Goel, MD & CEO, Tata AutoComp.

With Covid-19 accelerating digitalisation, our business story focuses on Tata Consultancy Services' Threat Management Centres that aim to strengthen the digital infrastructure of organisations against the risk of cyberattacks.

We also bring you inspiring human interest stories about a team of scientists, driving a bespoke Land Rover Discovery across four nations in Africa to combat malaria; and rescue operations on the high seas by the crew of Sagar Shakti, a Tata NYK ship.

The photo feature on Tata Motors, marking the global automobile giant's diamond jubilee, traces the company's journey from its inception in 1945 as TELCO up to now. On the birth centenary of Darbari Seth, *Tata Review* pays a befitting tribute to the visionary chemical engineer under whose stewardship Tata Chemicals became India's premier chemicals enterprise.

Read interesting stories on how brands are rediscovering new kinds of customer connects in the post-Covid era and how IHCL's bizcations and staycations offerings are the best way to relax and rejuvenate in the new normal.

In the Back Chat, we bring you an interview with the celebrated author Ruskin Bond, recipient of the Tata Literature Live! Lifetime Achievement Award 2020. Enjoy reading these and more articles in this issue.

A very happy new year to all our readers, with wishes for better days ahead.

**Group Corporate Communications team**

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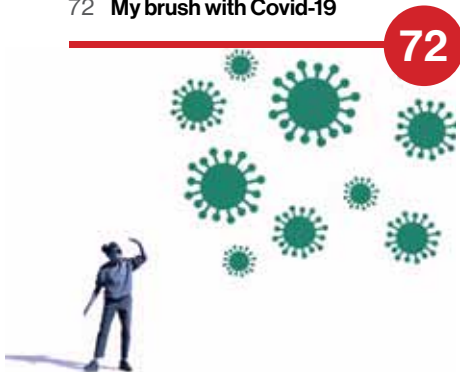
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# The making of an FMCG giant

Tata Consumer Products is poised to become an FMCG powerhouse that will transform the sector. Inside the integration that made it possible

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**BY ANURADHA ANUPKUMAR & SANGHAMITRA BHOWMIK**



**T**he planned merger of Tata Global Beverages and the consumer products division of Tata Chemicals that came into effect in February 2020, presented a once-in-a-lifetime opportunity for an organisation, says Mr Sunil D'Souza, who in April 2020 was appointed CEO & MD of the new enterprise, christened Tata Consumer Products (TCP). "If we got it right, the rewards would be endless. If we didn't, we'd have to live with it for a long time. We are creating a structure to solve for the integration today. But it has to be done in a manner that we would be able to seamlessly absorb changes as we grow," he says.

The TCP team seems to have made the right beginning. The goal was to bring together two disparate but individually successful businesses to lay the foundation for a fast-moving consumer goods (FMCG) powerhouse, and build common processes, structures, people, systems, and deliver synergies on cost and revenue.

### **MERGING IN THE TIME OF COVID-19**

What the newly formed Tata Consumer Products hadn't anticipated was a merger and integration in the throes of a pandemic. "We had prepared for the challenges of integrating and

creating the right platform for future growth, but I had not bargained for being confined to a room and taking over remotely," says Mr D'Souza.

Undoubtedly, a smooth integration — while keeping people at the centre — was priority; but given the pandemic situation, the company had to get their distribution systems and logistics moving to service retailers and reach consumers. Since TCP's products constitute essential services, some aspects were relatively easier to overcome. For the rest, Mr D'Souza credits the strength of the brand, along with the passion and determination of employees for the company's successes through the pandemic.

"Figuring out permits and when they're required, reaching consumers during the

lockdown, finding innovative solutions for labour when it isn't available, planning remotely to ensure supply chains aren't disrupted, having the beverages distribution step in when the foods business needs it and vice versa, all pre-integration. It's the strength and passion of our people that stands out at the Tata group," he says, adding, "Earlier, as an outsider and a consumer of Tata brands, I knew about the strength of the brand and its capabilities, but I saw it play out during the lockdown. The ability to draw on the resources of different group companies, and the data science ecosystem helped solve problems and find new opportunities."

### **PEOPLE AT THE FOREFRONT**

An impending merger can be a source of stress or uncertainty



for employees. However, TCP kept people at the front and centre throughout the integration process. Amit Chincholikar, global chief human resources officer, TCP, says, “Our approach was to keep everything transparent from the time integration was announced in February. Our messaging for the leadership was around the big picture — to be part of an exciting journey

towards creating a premium FMCG company. For the middle management and employees at the entry level, we focused on how the integration would create more opportunities. For instance, those engaging with a dealer or distributor, would have more leverage with them because they would have two hefty portfolios — food and beverages (F&B) — instead of one.”



## Consumer korner

Before the pandemic struck, the Foods business had started Nutrikorner, their content to commerce platform ([www.tatanutrikorner.com](http://www.tatanutrikorner.com)) focused on celebrating Indian food wisdom. Sharing information on immunity-building, food safety and hygiene through expert voices in the food and health domain, ranging from chefs, doctors, ayurvedic specialists and nutritionists, it is the leading online food platform with over five lakh page views per month. Today, it is working towards strengthening the direct-to-consumer commerce part of the platform, in response to the need to drive product access through digital platforms during the lockdown.

The steady two-way communication has ensured that employees have clarity on their goals and deliverables. “The whole organisation knew that this was an opportunity for us to create a world-class FMCG consumer platform that would enjoy the trust associated with the Tata name,” says Mr Chincholikar. “This has reflected in people’s actions, and ultimately, in our numbers. For example, in May, at the height of the pandemic, we had the highest ever production from our tea factories, which means people were acutely aware of their responsibilities and what it meant,” he adds.

As a result of the integration, there were scenarios where some employees who were part of the food business now had a manager who was once working for the beverages business and vice versa. This supported a better integration from a culture and ‘ways of working’ perspective. It also advocated the clear plan that the company had for identifying critical talent and demonstrating a clear growth path for them. Mr Chincholikar says, “Roles being assigned to people are increasingly being aligned to where the organisation sees them in three to five years. You don’t recruit for the here and now; you



recruit for leadership potential for the future.”

## 2X DISTRIBUTION POWER

One of the most significant outcomes of the merger is the combined strength of the food and beverages distribution networks. “The increase in our market reach is the biggest impetus from the merger,” says Richa Arora, president, Packaged Foods (India), TCP.

Mr D’Souza says the goal during integration was to create a sales and distribution system for the future; this involved delayering, expanding reach, doubling direct distribution in 12 months and layering on top of it, to double our total numeric reach in 36 months.

Currently, the company reaches directly to outlets through its distributor salespersons, as well as by advertising its products, thereby creating wholesale pull. “For newer categories like Tata Sampann *dals* (pulses) and spices, one needs a bit of hard-selling. We’ve increased the number of distributor salesmen by 1.5x, who will help double the outlets we touch directly. And then we keep powering the brand through advertising and promotion, in addition to the wholesale multiplier, to get to 2x total reach in 36 months,” declares Mr D’Souza.

TCP plans to leverage the consolidated distribution system of Tata Tea and Tata Salt, on which some smaller brands can piggyback. “The equity that our flagship brands have allows our distributors to cross-sell Tata Sampann *dals* and spices when they connect with their outlets,” says Mr D’Souza.

Direct distribution plays a critical role in promoting innovation, according to Sushant Dash, president, Packaged Beverages (India, Bangladesh and Middle East), TCP. “After the beverages division, with its reach of two million outlets, was integrated with the distribution network of the food business, it gave the company a larger size of business. Through indirect coverage, it is easier to sell products that already have a strong recall for the consumer, but premium or niche products get missed out. These products have penetration through direct coverage because your distributor buys it and spends time and effort upselling to the retailer. Newer products have a better chance of success.”

Distribution patterns have also been influenced by trends like online shopping, which has seen an upswing since the outbreak of the pandemic. “The contribution of e-commerce and the online channel to sales has

doubled from about 2-2.5% to 5% during this period,” says Mr D’Souza, adding, “We quickly adapted to the trend and built a dedicated e-commerce vertical; we’re also partnering with other platforms or retailers who have the ‘Click and Buy’ option.”

## EXPANDING OPERATIONS

Manufacturing units have historically been located at the source of raw materials but even before the merger, things were changing at the foods business. “Our manufacturing centres were in south India, as we could both access a wider variety of spices and tap into the knowledge of experts in the industrial base there,” says Ms Arora. “But as business expanded, we have set up manufacturing operations closer to the source of specific spices, like Gujarat for coriander and cumin and Andhra Pradesh for chilli.”

Packaging units are being expanded closer to demand hubs. Spice packing operations are starting soon at a facility close to Mumbai, as it offers quick access to metro markets.

Similarly, units for pulses have always been situated closer to sourcing hubs concentrated in central and western India. A year ago, the Foods business started pulse packing operations at the company’s salt packing



With health being a megatrend in the the F&B segment, TCP has launched tea variants across brands, at times catering to local tastes and preferences

centres in Kolkata and Bengaluru. “We are looking to expand these further as we scale up and build demand in key metro markets,” says Ms Arora. “Manufacturing strategy will be driven by total value chain cost — existing demand hubs and emerging demand,” she adds.

### A TASTE FOR HEALTH

Health is a megatrend being observed across the F&B business. “We’ve launched variants across our brands that play into that. Our *tulsi* (basil leaves) tea blend that we launched via e-commerce is doing really well,” says Mr Dash.

Catering to personalisation in taste, the beverages business launched Tata Tea Quick chai in ginger and masala flavours for an instantly brewed but indulgent cup of tea, while Tetley rolled out a series of fruit flavours that appeal to the health conscious and to those looking for personalised flavours.

For the food business, health has been a focus since the first branded iodised salt, Tata Salt, was launched in 1983, to address the then prevalent iodine deficiency in the country. “The DNA or ethos of Tata Salt has always been as health

keeper of the nation,” says Ms Arora, adding, “Not just because of the genesis of the brand, but also through the years, we’ve launched healthy products like low-sodium salt.”

This approach to address larger societal or health issues in the country has come full circle with Tata Sampann — Tata Consumer Products’ range of spices, staples like pulses, *poha* and ready-to-cook offerings — which has always been positioned around the natural goodness of its offerings. Its appeal has grown further since the pandemic. “Consumers have reduced discretionary

spending and turned to spending on health food and fitness or wellness products,” says Ms Arora. “We are seeing a strong revival in traditional Indian food wisdom and home cooking, and a preference to go back to one’s roots and lean on traditional ways to build long-term immunity,” she adds.

Tata Sampann appeals to more progressive, urban homemakers, who are discerning about changing health concepts. “The conversation around health, fitness and food has been centred on subtraction — subtracting food groups, calories, portion sizes, etc, which may not be sustainable and also raises questions regarding the impact on long-term health and suitability for indigenous populations,” explains Ms Arora, adding, “Food should be associated with wholesomeness, not subtraction. It’s about the right balance of proteins, carbs, fats and other nutrients which the body needs. Tata Sampann offers real health and fitness, by enriching everyday foods and making them *sarvaguna sampann*.”

### **MARKETING NATIONAL PRIDE**

An enduring brand not only fulfils a need or a function, but also makes an emotional connect. Tata Salt remains one of India’s most beloved

brands because it has pioneered the movement to bridge the micronutrient deficiency gap in India, as the first branded iodised salt. “We became *Desh ka namak* because we consistently delivered high-quality salt,” says Ms Arora, adding, “Our marketing strategy has always been to celebrate the nation and its health, and our latest campaign, *Sawaal Desh Ki Sehat Ka*, remains true to that.”

For the beverages business, the strategy has been to connect with consumers by going hyperlocal in blends, packaging and communication. Consumers have a strong sense of pride in their local cultures; in fact, regions within states have their typical consumption traditions.

And, Tata Tea brands like Tata Tea Premium, Tata Tea Gold, Tata Agni and Tata Elaichi acknowledge and celebrate cultural differences. Tata Tea Premium, for instance, launched specific packaging celebrating regional pride. “We have different packaging for Tata Tea Premium in Delhi, Haryana, Punjab, Odisha and Madhya Pradesh,” says Mr Dash. “More than the packaging, it was also about what we promised in terms of blends, as people in different states prepare their tea differently,” he adds.

Tata Tea Gold, the market

leader in West Bengal, had a brand new packaging that celebrated *Durga puja*. In Bihar, packs were changed to incorporate *Madhubani* art and mark *Chhath puja*; while Tata Tea Chakra Gold, hugely popular in Tamil Nadu and Andhra Pradesh, was adapted to colours and design that TCP’s research showed would be popular in the region.

### **TRANS-GENERATIONAL APPEAL AND THE DIGITAL BRIDGE**

Tata Salt’s brand book says: Every hand that reaches for a morsel of food also reaches for a pinch of salt. For a brand that caters to approximately 700 million consumers every year, the positioning strategy cuts across socio-economic and demographic segments, including age groups. “The key is reaching this diverse audience through relevant consumer touchpoints,” says Ms Arora. “We reach a younger audience through digital campaigns. Our share of digital spends has been increasing over the years because as a medium, it helps us innovate and create contextual communication,” she adds.

The beverages business was one of the first to adopt digital and social tools to connect with the youth, during the early days of the *Jaago Re* campaign in

2007. “That initiated two-way communication,” says Mr Dash, adding, “It was about having conversations with consumers, and one of the reasons the campaign has been a success is because of the growth of social media and digitalisation.” Today, many of the brand’s campaigns are digital-first.

### GLOBAL TRENDS: HEALTH, SUSTAINABILITY AND DISCOVERY

The company has been a significant player in the international beverages market, ever since Tetley became a wholly owned subsidiary of Tata Global Beverages in 2000. The heritage brand enjoys iconic status in the UK, where it is the number one brand according to household penetration. It is also the number one tea brand in Canada, and has a presence in markets across the US, Australia, Middle East, South Africa and Europe. Along with American brand Eight O’Clock Coffee — immensely popular on the east coast of the US — Tetley makes up a large chunk of the ₹3500 crore international market for Tata Consumer Products.

The brand has successfully stayed ahead of the curve by adapting to emerging trends, one of the biggest of which is the diminishing popularity

of black tea overseas — the product that brought Tetley its fame and reputation. “There is a disadvantage to having a brand that is so heavily indexed on a category that is slightly declining over time,” says Adil Ahmad, president – International Business, TCP. “But we have adapted to the other trends. One of these is

health and wellness, which is sweeping the globe, spearheaded by younger consumers who seek fortified, better-for-you hydration products. Another is the indulgence for discovering or trying new things,” he adds.

Another trend is sustainability, wherein consumers assess whether products are ethically sourced, have a responsible supply chain and a low carbon footprint, whether in terms of the packaging or the product itself. The fourth major trend in the global markets is non-alcoholic adult beverages like iced tea, cold coffee, kombucha and an Ecuadorian rainforest tea called guayusa.

For the more mature western markets, TCP has come up with a host of ready-to-drink herbal teas, Tetley Cold Infusions, and kombucha, which was launched under the Good Earth brand. “Our whole innovation engine is geared towards non-black tea innovation as well as sustainable packaging,” says Mr Ahmad, adding, “But the base business (black tea) will always be the short-term growth driver because it is 75 to 80 percent of the business. There will always be a degree of reinvesting in the base business — equity, advertising campaigns and sustainability.” **TR**



Top: Tata Tea print advertisement  
Bottom: TCP's branded iodised salt campaign



# Brewing an **FMCG** major

*Tata Review* in a tête-à-tête with Sunil D'Souza, CEO & MD, Tata Consumer Products

**You joined the organisation amidst a huge operational and business redesign. What was your focus going into the role?**

I had a basic understanding of the business; however, what I hadn't bargained for was taking over remotely. The immediate task after I joined was keeping the business running in a safe manner. We started from safely getting our distribution systems going, to moving logistics, to serving retailers and reaching the consumers; while keeping our people centre stage.

Subsequently, we focused on the integration aspect, and if we didn't get it right, we would have to live with our mistakes for a long time. Therefore, we spent time on back-end integration, making sure we got the basics right. We focused on creating a structure that not only met the integration needs of today but could support our growth and expansion.

We moved from a strategic business unit structure to a category one because in the fast-

moving consumer goods (FMCG) business, a common sales system is extremely helpful as it allows for synergies to add and expand the product portfolio. Besides, an integrated supply chain leverages warehouse logistics, transportation, manufacturing and so on. The category structure also allows us to focus on innovation, market research, consumer insights, with focus on distribution and efficiency.

**How did you prepare for your role as CEO & MD of Tata Consumer Products (TCP)?**

I definitely wasn't prepared for joining the organisation during a lockdown, and then carrying out the planned merger at the height of the Covid-19 pandemic; but the good part was that before joining I had spent some time with the TCP team and had a bit of an orientation.

**What aspects of the business – brands,**

### **operations, marketing – needed to be realigned for Tata Consumer Products?**

The aim of the merger is to be a large FMCG player in the Indian and global markets. Right now, the focus is to put the food and beverages (F&B) teams together on a common platform — whether it be sales and distribution, manufacturing, research and development, or innovation. Expanding our reach, doubling our distribution, creating direct distribution channels, and layering to drive greater reach are some of the targets we have set for ourselves.

### **The human aspect of a merger cannot be ignored. How did TCP approach the challenges posed by the merger in terms of employee morale, adjustment and retention?**

Our people are at the centre of what we do. We are in the process of restructuring and have analysed internal and external processes in order to have the best practices. We are also reviewing roles and responsibilities, and designations of employees in the restructured entity.

Executing these changes at speed and regular two-way communication is a great way of allaying any fear, uncertainty or anxieties that employees might have. We have been constantly updating the employees about the happenings within the organisation along with the objectives behind the changes being carried out.

### **The newly formed Tata Consumer Products has become one of the foremost companies in the**

### **Tata group. What are the factors and strategies that helped achieve this?**

Actually, Tata Consumer Products became an aspirational company, both within the group and outside, the moment it became known to the world that Tata group wanted to play a larger role in the FMCG space.

At TCP, we were clear about the integration efforts and our desire to become a long-term player in the sector. We clearly communicated our intent to the outside world as well as to our internal stakeholders, analysts and investors. Next, we had a timeframe in place for our short-term goals such as putting an organisational structure in place and working on the sales and distribution (S&D) plan as well as a broad sketch about the path to becoming a larger FMCG company. In terms of the whole value creation story, we have been delivering results consistently.

### **The FMCG market is a crowded one. How will TCP be different from the other players?**

I'll answer this question in three parts. First, TCP has something which no one else has, the trust that the Tata brand carries in the country. That itself gives us an added advantage. Second, to stay on the top in the FMCG space, you must understand the consumer and get your execution at the point of purchase right. You must have the right S&D structure, must be present at an x number of *kirana* shops (local brick-and-mortar stores), must be available in modern trade and e-commerce platforms and must be merchandised properly.

**Iodine bachchon  
ko sharp rakhta hai.  
Taaki woh sawaal  
poochhte rahein.**

**#SawaalDeshKiSehatKa**



Then, comes innovation, because being new and fresh is critical in this space. Finally, you should be able to communicate all this to the consumers.

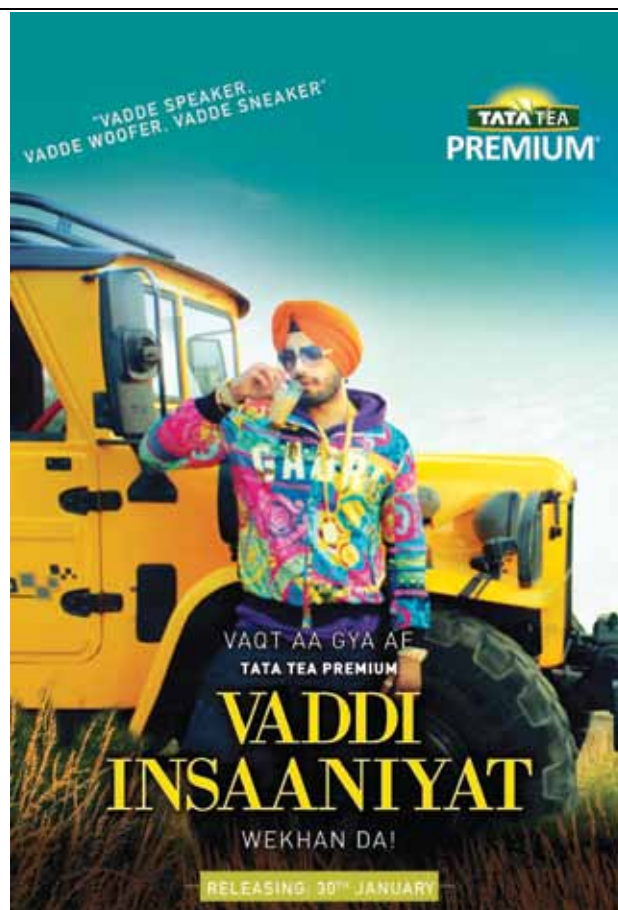
Our ambition is to be much larger in the FMCG space. As a first step, we are solidifying our presence in the F&B space. As FMCG is a large canvas, we have to be selective about where we want to play, where we should bring the Tata name, where we can extract value all the time, looking at competitive intensity, category growth, and profitability.

In terms of innovation, S&D and advertising and promotion (A&P), we've chalked out a plan and have started working on it. We aim to double our direct reach in 12 months and should have our distribution system stabilised soon. We will soon start adding outlets and over a 36-month period, we hope to double our total numeric reach. In the A&P space, we are working on leveraging synergies with an aim to use these to power our brands.

### **Any key market trends that have emerged during the pandemic and how is TCP adapting to them?**

Both e-commerce and convenience shopping have been accelerating trends since the outbreak of the pandemic. The *kirana* channel, which had been under pressure of late, has seen a resurgence and will continue to be a key channel in the post-pandemic world. In fact, local retailers have been leveraging digital platforms, and started better connecting with their consumers and serving them better. Also, we are seeing a spurt in large packs for certain categories & channels, and smaller packs in some others.

As a marketer, the key is to stay close to the ground and adapt to the changing trends quickly. We are digitising the organisation at speed to leverage technology for agility. We have ramped up our spends on digital media and created a dedicated e-commerce vertical. We are not only leveraging the



Print ad of Tata Tea Premium

large e-commerce platforms, but also strengthening our own B2C website, [www.tatanutrikorner.com](http://www.tatanutrikorner.com)

### **Your biggest learning from your experience at TCP and the Tata group so far?**

Within a few months of joining the Tata group, I realised the potential for business synergy within group companies by leveraging the group's resources, digital communications, government affairs, innovation, etc.

The biggest and positive learning for me, however, was the passion, capability, and determination of the Tata people. The way the teams went about figuring out what permits were required, or how to get the goods to the consumer. There were a tonne of things we had to do — how do I get machines started up, or how do I decide which blends are required, or how do I play remotely at the auctions and make sure my supply chain is not disrupted? I think the strength and motivation of the people and their passion effectively defines the Tata group. I figured out that people are motivated and worked so seamlessly that things happened, and I didn't need to tinker. I found myself in that sweet spot. **TR**

# Shelf life

Tata Review brings you a peek into some of Tata Consumer Products' key offerings



## TATA TEA PREMIUM

is one of India's leading tea brands. Established in 1985, Tata Tea pioneered the packet tea revolution in India by bringing fresh tea from the gardens directly to consumers in poly packs. The brand was renamed as Tata Tea Premium in 2003. In 2019, the brand was

restaged with a hyperlocal campaign, customised packaging and localised communication insights to make it truly *Desh ki chai*.

**TATA TEA CHAKRA GOLD**, the second largest tea brand in South India and made from the choicest Assam teas, is loved for its strong and lingering taste. The recent launch of a new variant *elaichi* (green cardamom) tea has strengthened the portfolio in the fast-growing premium tea segment in South India.



Born in the '70s, **GOOD EARTH TEA**, one of the first American herbal tea companies, joined the TCP family in 2005. The latest launch – Good Earth Sensorial Blends in the UK and the US is a flavoursome, aromatic premium grade range that delivers a complete sensorial experience.



## TATA SALT LITE

is a reduced sodium iodised salt that provides 15% less sodium than regular salt. It is designed to help consumers better manage blood pressure levels as a part of a healthy lifestyle without compromising on taste.



The award-winning range, **TETLEY SUPER TEAS**, is the first line of teas in Canada fortified with vitamins and minerals. Available in 8 variants, the range has been crafted to complement an active, balanced lifestyle.

## TATA SAMPANN DALS

are unpolished and do not undergo any artificial polishing with water, oil or leather. This helps retain their maximum goodness and protein content. The grains are also gluten free and of premium quality.



## TATA SAMPANN SPICES

have their natural oils intact ensuring that you get



the health benefits from these spices. All the spices are sourced from the best farms thus offering you *sampann* goodness.





### TATA SAMPANN NUTRIMIX

is a range of ready-to-cook nutritious Indian meals and snack options. Packed with protein, fibre and fortified with unpolished *dals* and other Indian superfoods, Nutrimix offers the right

balance of authentic spices in an easy-to-use packaged format that is free of preservatives.

The fifth largest coffee brand in the USA, in terms of volume, **EIGHT O'CLOCK COFFEE** joined the TCP family in 2006. With a legacy of more than 160 years, the brand has explored new varieties and innovations, while its core – the rich and classic taste of high quality 100% Arabica coffee derived from whole bean and ground varieties – remains unchanged and uncompromised.



**TATA COFFEE GRAND** is a first-of-its-kind offering of the finest coffee powder with 'flavour locked decoction crystals.' This blend of freeze-dried and agglomerated coffee blend is unique to the instant coffee market in India and is a superior form of processing instant coffee.



**TETLEY COLD INFUSIONS** – containing small pieces of fruits and herbs with no caffeine, artificial flavours and sweeteners – is specially treated to



be brewed in cold water. The brand, which has taken over the flavoured water market in the UK has also been adapted for the Canadian and Australian markets.

India's first natural mineral water brand – **HIMALAYAN WATER**, collected from the foothills of the Shivalik range in the Himalayas, is mostly glacial melt that begins its journey in the upper reaches of the Himalayas, and then cascades down for about 20 years through layers of rocks, acquiring a unique natural mineral composition. The water eventually settles in an aquifer from where it is drawn and bottled at source for a product that is nature's creation at its finest – untouched and unprocessed.



The affordable, on-the-go rehydration solution **TATA GLUCO PLUS** combines great taste and instant energy. The ready-to-serve non-carbonated beverage offers the goodness of glucose energy, mineral salts, fruit juice and iron to refresh and recharge. Packed in an innovative, easy-to-use 200ml cup that stands out on the shelf. **TR**



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# 2020 and beyond

11 Tata Group CEOs share their learnings from the ongoing pandemic and how they are preparing for the new normal in 2021

**AS TOLD TO ARUSHI AGRAWAL AND HARSHA RAMACHANDRA**



**Avijit Mitra**  
CEO & MD, INFINITI RETAIL LTD

## MY LEARNINGS FROM 2020

2020 has been a unique year with great learnings! It reinforced our bias towards free cash flows, above all other financial metrics, as the guiding principle of our business to enable us to continue paying salaries to every single person that depended on Croma for their livelihood without compromising on our growth agenda.

The year also taught us that talent never sleeps. And that there is an exciting opportunity to improve productivity and reduce our load on the environment by changing how we help our associates to work closer to home.

It validated our strategy of creating a digitally enabled offline retail brand, and our mission of promoting responsible consumption as the underpinning of our business strategy.

## IN 2021, I AM LOOKING FORWARD TO...

The pandemic to pass and for a semblance of normalcy at least, even as we expect a paradigm shift in consumer behaviour in the post-Covid world. Some changes could be tectonic while others may be more subtle. The latter are the ones that get missed by most and are of great strategic value. We have tried to identify the changes that will prevail in the new normal and work on some exciting solutions for our customers. The first of these initiatives will mature at scale in 2021.

## MY NEW YEAR RESOLUTION

To become even more committed to the cause of reducing our load on the environment in personal life and as a leader. **TR**

## MY LEARNINGS FROM 2020

We imbibed several new learnings from operating in this unprecedented and challenging time. Adopting innovative models and ensuring a healthy ecosystem was imperative for survival and revival. Our agility and resilience enabled us to do so, as there was no prior blueprint to adapt. We also undertook comprehensive business continuity measures focused on what we could control, while closely tracking and adapting to evolving opportunities for a swift bounce back. With local, cross-functional and high performing local teams, we ensured faster and better decision-making to drive results.

## IN 2021, I AM LOOKING FORWARD TO...

At a societal level, I am hopeful that we will win the battle against Covid-19. At an industry level, a progressive roadmap for the overall growth of the Indian auto sector will be heartening to see. At an organisational level, we want to deliver more value and richer experiences to our customers and take forward the benefits of agility, remote working and digitisation.



## Guenter Butschek

CEO & MD, TATA MOTORS LTD

## MY NEW YEAR RESOLUTION

Give more attention to holistic wellness by including a physical activity in my daily routine, exploring healthier and nutritious food options and following a disciplined approach to maintain fitness of both body and mind. **TR**



## Leslie Thng

CEO, VISTARA

## MY LEARNINGS FROM 2020

We have seen a drastic change in almost every aspect of life this year, including the business environment. The travel and hospitality industries have been hardest hit by the pandemic, while the operating environment remains volatile and uncertain. It is of utmost importance to be nimble and agile so that we can quickly adapt to the changes required and seize opportunities.

## IN 2021, I AM LOOKING FORWARD TO...

Like most of the world, I'm desperately looking forward to a solution to the ongoing Covid-19 crisis along with resumption of normalcy in business. We hope to regain momentum in our expansion plans as the remaining four Boeing 787-9 Dreamliner aircraft, from the order placed in 2018, join our fleet.

## MY NEW YEAR RESOLUTION

To exercise more often. **TR**



**Pradeep Bakshi**  
MD & CEO, VOLTAS LTD

### **MY LEARNINGS FROM 2020**

Customer satisfaction, employee engagement and environment-friendly technologies have always been our raison d'être. Today, more than ever, we are striving for innovative product designs, disruptive technologies and internet of things to do outreach and contribute towards the betterment of our environment. We have introduced eco-friendly, virus-containment technology in our products as well as food preservation solutions through enhanced and new product offerings to our customers.

### **IN 2021, I AM LOOKING FORWARD TO...**

We have set our sights on building a market-resilient business model. Towards it, we have initiated knowledge-enhancement and capacity-building of our customers through digital/social media platforms. Contactless self-operation and service through DIY audio-visuals have been introduced as product solutions in our relentless endeavour towards customer care and safety.

### **MY NEW YEAR RESOLUTION**

My New Year resolution is to focus more on my health and fitness and spend quality time with my family. **TR**



**Praveer Sinha**  
CEO & MD, TATA POWER LTD

### **MY LEARNINGS FROM 2020**

For a large public utility company like Tata Power, the year 2020 has been a serious test of grit, determination and resilience. As an essential service provider, our teams have been working undeterred at all our power generating plants and network management locations in the pandemic environ, to ensure uninterrupted power supply to our customers. As we move to the end of this eventful and challenging year, we can confidently say that as a team we have emerged much stronger and wiser.

### **IN 2021, I AM LOOKING FORWARD TO...**

If 2020 was a challenging year, I want 2021 to be a year when we bounce back with the conviction that no challenge is too big for us to overcome. We are well prepared for the new normal in 2021. Surviving the pandemic is just one facet of what we are made of. We will sign off 2021 as a much stronger, greener, cleaner and more customer-centric public utility of the future.

### **MY NEW YEAR RESOLUTION**

My New Year resolution is to value, cherish and spend more time with my colleagues, learn new skill sets and technology, and give meaning to our actions. **TR**

### MY LEARNINGS FROM 2020

One of the biggest learnings has been to navigate uncertainty. While dealing with ambiguity and the unknown, we've played the role of a catalyst in pushing our boundaries and responding to the pandemic in new and creative ways. Stragility helped us pivot to alternative and innovative business models quickly, ensuring we continue to strengthen our competitive advantage.

### IN 2021, I AM LOOKING FORWARD TO...

An effective vaccine that is accessible to every individual across the globe. This will help in the resurgence of the economy and the tourism sector.

### MY NEW YEAR RESOLUTION

I don't believe in waiting till the end of the year to make a new resolution. As I respond to this question, I commit to maintaining optimism in the face of challenges, making a positive difference, motivating, inspiring and spreading hope. **TR**



**Puneet Chhatwal**  
MD & CEO, INDIAN  
HOTELS COMPANY LTD

### MY LEARNINGS FROM 2020

2020 has taught us to be agile. We were swift to move from the physical to an online world, and we continue to work on being nimble so that we can adapt to any new challenges that may come our way.

Investment in technology, analytics and digital always pays. Technology enabled us to further simplify our business processes and redefine the way we serve our customers. Our investments in laying down a comprehensive digital strategy enabled us to function across businesses in a seamless and efficient manner. A data driven culture across the organisation helped us to make faster and smarter decisions and enabled us to explore new opportunities and venture into uncharted territories.

From boardroom meetings to virtual meetings, connecting with each other has never been so fast and easy. The physical location of a team member or a business partner does not matter anymore, what matters is the ability to reach out.

### IN 2021, I AM LOOKING FORWARD TO...

Growth coming back — businesses back to pre-Covid times and more jobs for the salaried segment. On our part, we will continue to work towards achieving our long-term objective of quality growth with increasing returns for our shareholders.

### MY NEW YEAR RESOLUTION

To continue to assist individuals, in my sphere of influence, who have been impacted by Covid-19 so that they return to a state of normalcy. **TR**



**Rajiv Sabharwal**  
MD & CEO, TATA CAPITAL LTD



**R Mukundan**  
MD & CEO,  
TATA CHEMICALS LTD

### **MY LEARNINGS FROM 2020**

2020 will go down in history as a year of resilience. Importance of care, collaboration and change along with the ability to face reality with agility has been my biggest learning.

### **IN 2021, I AM LOOKING FORWARD TO...**

We need to build back with vigour by embracing digital, sustainability and technology, while emerging from the pandemic. The focus on resilience will be an important element as we benefit from rebound and growth in the economy. Besides, work and location flexibility will be the most defining work transformation in the new normal.

### **MY NEW YEAR RESOLUTION**

2020 has taught us a valuable lesson — to cherish and safeguard our health. I believe good health is the real wealth. **TR**



**Sunil Bhaskaran**  
MD & CEO, AIRASIA (INDIA) LTD

### **MY LEARNINGS FROM 2020**

I firmly believe in Winston Churchill's adage 'Never let a good crisis go to waste'. We, at AirAsia (India), initiated learning and development plans to reskill and upskill our employees (fondly known as Allstars) during the lockdown. We accelerated our digital transformation journey and leveraged technology to respond to unforeseen situations, leading the way in redefining the new normal for travel. While doing all of this, we have remained focused on regular operational excellence and explored out-of-the-box opportunities and innovative solutions such as cargo and air chartering services.

### **IN 2021, I AM LOOKING FORWARD TO...**

Most definitely an antidote for this virus. We will continue to embrace technology and launch new digital platforms to provide benchmark customer experiences. Our endeavour towards being India's most preferred airline will continue with focus on on-time performance and industry leading scores on customer net promoter score.

### **MY NEW YEAR RESOLUTION**

I would like to invest a couple of hours every day for my personal health by walking and doing yoga. I would also like to spend more focused time with my family and pursue my hobbies of music and playing the guitar. **TR**

### **MY LEARNINGS FROM 2020**

Don't waste a crisis. As much as one should respond to a crisis, ask yourself what is it that you can do only during a crisis. Use a crisis to assess yourself, your leadership team and your organisation for strengths and weaknesses. The year 2020 has helped us accelerate into the future; it has helped us to recalibrate ourselves and our businesses.

### **IN 2021, I AM LOOKING FORWARD TO...**

Building agility and resilience in the organisation and realigning policies and processes for the post-Covid world. Looking forward to an effective vaccine being available so that lives are not put at risk.

### **MY NEW YEAR RESOLUTION**

Be fitter. **TR**



**TV Narendran**  
CEO & MD,  
TATA STEEL LTD

### **MY LEARNINGS FROM 2020**

Driven by the pandemic and resulting lockdown, we migrated to new digital tools and processes both on and off ground to improve efficiency. We embraced remote working methods to meet the needs of our customers and learned to operate with minimal overhead expenses. These measures helped us enhance our performance amidst crisis; in fact, we built a greenfield hospital comprising 550 beds in a short period of three months.

We, as an organisation, learnt how to leverage digital work processes, IT tools, and operate with minimal overhead expenses in these challenging times.

### **IN 2021, I AM LOOKING FORWARD TO...**

We are looking forward to improving efficiencies and reducing our fixed costs in the second half of fiscal 2020, and years thereafter, by implementing our learnings and new ways of operating during the lockdown period.

With the government focusing on new infrastructure projects, we anticipate our order book to improve in 2021. As the economy rebounds, we expect rapid project execution with increased inflow of funds/payments.

### **MY NEW YEAR RESOLUTION**

My personal New Year resolution is to focus on my health. For me, exercising in Covid times is as important as focusing on strengthening Tata Projects' balance sheet, because it will help me remain stress free — a necessity for good health. **TR**



**Vinayak Deshpande**  
MD, TATA PROJECTS LTD



Restoration of an ornamental ceiling medallion in the mausoleum of Abdullah Qutb Shah by traditional lime craftsmen. Image courtesy: Aga Khan Trust for Culture

# The custodians of Indian art & culture

Tata Trusts' Arts & Culture portfolio plays a distinctive role in preserving India's rich cultural heritage

**BY FARAH DADA**

**T**hat India is a land of cultural diversity is evident from its wealth of art forms and heritage that have existed since pre-historic times. Each of the country's 28 states and 8 union territories reflect a unique identity through their notable architecture, arts and crafts, languages, dance and music, textiles and more.

Over the years, the country's rich patrimony has been neglected due to several factors including lack of encouragement and shunning of local talent. Tata Trusts is committed to the themes of conservation, art education and performing

arts under its broad Arts and Culture portfolio. "To support the arts in India is to support the millennia-long cultural traditions that form our intricate past, and the contemporary art practices that will inform our future. The creation of art, and participation in it, is a crucial part of any community's development and a strong conduit for its expression," says Deepika Sorabjee, head, Arts & Culture, Tata Trusts.

In less than five years, this division has successfully launched over 20 programmes and has made a difference to the lives of thousands of people. *Tata Review* revisits some of the significant



initiatives undertaken by Tata Trusts under its Arts and Culture portfolio.

### SAFEGUARDING INDIA'S TREASURES

The conservation projects of Tata Trusts aim at restoring and preserving India's built heritage, art and films. The team is also building a talent pipeline of skilled conservators and documenting unique preservation practices.

The conservation work at the Quli Qutb Shahi Heritage Park in Hyderabad and Humayun's tomb in the heart of New Delhi are two such projects that stand testimony to Tata Trusts' commitment to the restoration and repair of these architectural masterpieces. The Trusts are also involved in compiling a Specifications manual, helmed by the Aga Khan Trust for Culture (AKTC), that will establish specifications and ratings for built heritage projects in India.

### RENEWING THE MUGHAL MAUSOLEUM

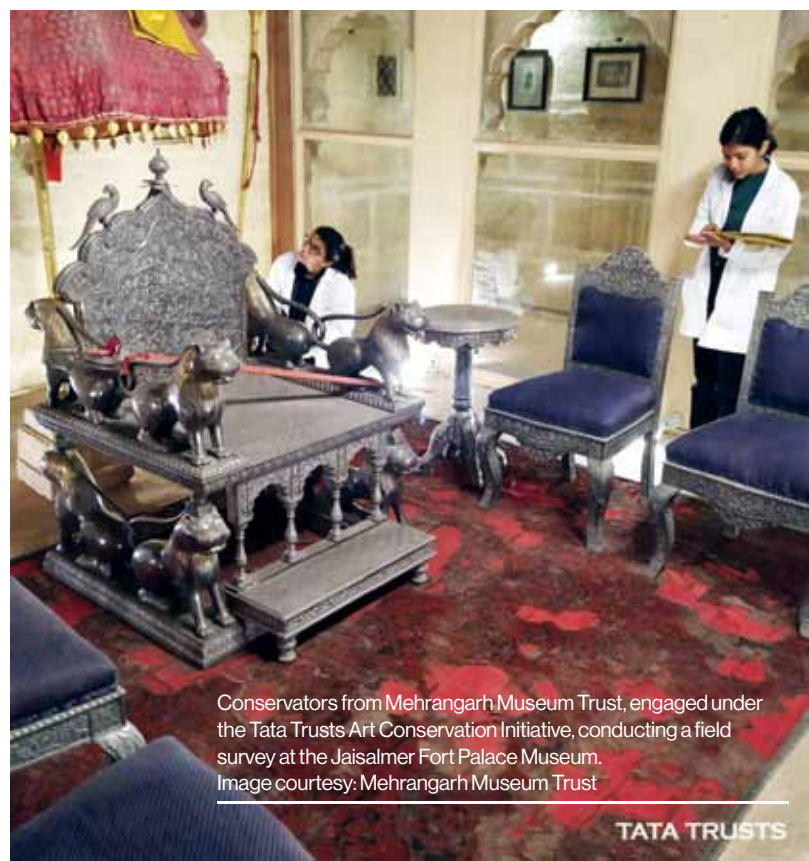
Not many are aware that the majestic Taj Mahal drew its inspiration from Humayun's tomb, the first garden tomb to be built in the Indian subcontinent in scale and complexity second to none. Four centuries of weathering and neglect caused decay of this grand monument's exteriors and interiors, with broken arches, missing tiles and latticework, chipped and faded paint, motifs, engravings and inscriptions.

In 2008, Sir Dorabji Tata Trust partnered with AKTC for the conservation of the Humayun's Tomb, which was one of the major conservation efforts being undertaken under the Nizamuddin Renewal Initiative (started in 2007 through a unique public private partnership between Aga

Khan Development Network and civic bodies in Delhi). The idea was to restore this mausoleum to its pristine glory, while promoting the socio-economic and cultural development of the local community.

The colossal restoration work involved training craftsmen in the ancient skills of firing tiles and making lime mortar, as well as training conservation experts and architects in the use of 3D laser scanners which were deployed for the first time in India. Conservation architects from Uzbekistan were brought in to work with local conservationists, to fabricate the precise shades of green, lapis blue, turquoise blue, yellow and white using clay, quartz, different soils and chemicals, for the tiles on the tomb's canopies, arches and walls.










The project adhered to the highest standards of conservation, involving surveys, documentation, detailed architectural drawings, in-depth research and peer reviews, thereby setting a benchmark in Indian conservation that is today followed by conservationists across the country. This UNESCO World Heritage structure was inaugurated on September 18, 2013, by Dr Manmohan Singh, the then Prime Minister of India, and is today a popular



Conservators from Mehrangarh Museum Trust, engaged under the Tata Trusts Art Conservation Initiative, conducting a field survey at the Jaisalmer Fort Palace Museum. Image courtesy: Mehrangarh Museum Trust

## Vision

To work with excellence, multiplicity and the marginalised, through identifying and addressing gaps in the arts ecosystem

			
INSTITUTE	LOCATION	MATERIAL	IMPACT IN 2019
Mehrangarh Museum Trust (MMT)	Jodhpur	 Textiles and wall paintings	<ul style="list-style-type: none"> <li>● 15 conservators hired and trained at the five institutes</li> <li>● 119 conservators attended 8 specific material conservation workshops</li> <li>● 11 field surveys conducted</li> </ul>
Himalayan Society for Heritage and Art Conservation (HIMSHACO)	Nainital	 Stone and wood	
Chhatrapati Shivaji Maharaj Vaastu Sangrahalaya (CSMVS)	Mumbai	 Metals and panel paintings	
Museum of Art & Photography (MAP)	Bengaluru	 Photographs and paper prints, drawings & maps	
Anamika Kala Sangam Trust (AKST)	Kolkata	 Oil paintings and paper manuscripts	

and much visited site by international tourists.

The Trusts are also supporting AKTC's efforts in setting up the conservation gallery at the upcoming Humayun's Tomb site museum, which displays the monument's architectural features, records of the restoration and conservation work, as well as objects from the National Museum and the ASI.

### RESTORING DYNASTIC GLORY

In July 2020, despite the pandemic-induced lockdown, craftsmen from Madhya Pradesh, Rajasthan and West Bengal resumed their conservation work on the Great Mosque and the tomb of Abdullah Qutb Shah, both 17<sup>th</sup> century monuments located in the Qutb Shahi Heritage Park in Hyderabad.

In 2012, Sir Dorabji Tata Trust and Allied Trusts partnered with AKTC to co-fund the conservation of nine major monuments in the Heritage Park including the Great Mosque; the tombs of Sultan Quli Qutb Shah, Jamshed Quli Qutb Shah, Ibrahim Quli Qutb Shah, Muhammad Quli Qutb Shah, Hayat Bakshi Begum and Abdullah Qutb Shah; the *badi baoli* (the step well), and the *hamam* (communal bathhouse with separate sections for men and women).

The restoration work entailed reverting to

traditional materials — lime, stone and wood to restore the monument's original features. The project's completion, slated for August 2020, has been delayed due to the pandemic and will now be completed in December 2020. The Qutb Shahi Heritage Park has created employment opportunities for craftsmen; on completion, it will generate increased income through visitor footfalls. This non-profit public-private partnership effort is the largest ongoing conservation effort in India.

### ENHANCING KNOWLEDGE

Tata Trusts has launched a four-year Tata Trusts Art Conservation Initiative (TTACI) programme, in collaboration with five institutes (see table above), to focus on training conservators, organising training courses in specific materials and conducting field surveys of smaller collections, towards attracting funding for future conservation projects. Besides establishing a master's degree in art conservation, the initiative proposes to build a framework for art conservation in the country. The 10-day training course in specific materials, held last year, has been redesigned into an intensive six-month modular course that will be offered in the coming years.

### PRESERVING POLICE HISTORY

The Mumbai Police Archives in the historic Fort area of the megalopolis is another noteworthy project of Tata Trusts' Arts and Culture division in collaboration with the Mumbai Police Foundation. The project, conceived by a former Police Commissioner of Mumbai who was keen on setting up a police museum, will reflect Mumbai's political history through the eyes of the police force.

A team — comprising archivists, paper conservators, as well as police volunteers trained in the best practices of paper conservation and manual archiving — perused through hardbound books, letters and more than 80 digests to archive the history of the city's police force from pre-independence times. The work involved sifting through records as old as 1914 on the day-to-day happenings in the police administration and in the city. It included detailed surveillance notes on nationalists, communists and the mafia; chronicles of key city events like mill workers' strike, *bandobasts*, shoot-outs and more. The HIMSHACO institute, Nainital, provided guidance on paper conservation, while Eka Archiving Services Pvt Ltd, Delhi, imparted training on documentation and cataloging.

## NURTURING PERFORMING ARTS

In performing arts, the Trusts have partnered with institutions and communities across the country to support traditional and contemporary expressions in music and dance. These include the Dhrupad Sansthan in Bhopal for music, Attakkalari Centre for Movement Arts (dance) in Bengaluru, Kattaikuttu Sangam for theatre in Kancheepuram, Ambedkar University Delhi (AUD) for contemporary dance, Shankar Mahadevan Academy (SMA) in Mumbai for classical music and National Centre for the Performing Arts (NCPA) in Mumbai — established through a generous grant made by the Tata Trusts — for multi-arts.

## TUNING IN

In 2017, Tata Trusts in collaboration with the SMA set up the Inspire India Program (IIP) to assist talent, mostly children and young musicians from marginalised communities, to excel in Indian and western classical music and pursue a career in it. This Mumbai-based community project operating from community learning centres — located at DS School in Sion, the Govandi Education Society in Govandi and Shri Sanatan Dharma Vidyalaya in Chembur East — provides the same learning opportunities to underprivileged students as those imparted to regular students, but at a fraction of the cost.

The project, now into its third year, has recorded significant pre-registrations for classes in the Govandi and Chembur centres, which is largely attributed to the impact created by the Sion centre. However, in the wake of the Covid-19 crisis, the centres have shifted to the online mode of learning music. What's remarkable is that despite these challenges, 50 students participated in Sangam, the annual music programme organised by the SMA for students worldwide, which was held online for the first time in August 2020.

## KEY HIGHLIGHTS



**Bound** 87 digests



**Archived contents** of 940 wooden boxes and 95 tin boxes



**Dry brushed and indexed** 80 cloth bundles



**Set up** a paper conservation lab



**Published procedural manuals** on archiving and paper conservation

## PUTTING ON THOSE DANCING SHOES

The Trusts has been promoting contemporary dance by helping dancers expand their horizons to perform at corporate events, national and international festivals, participate in dance residencies, conduct dance therapy workshops, classes and self-run dance studios.

In 2002 a corpus grant was given to the Attakkalari Centre for Movement Arts for training young dancers in contemporary dance. Subsequently, the centre's 'Way of the Masters' programme helped facilitate the transfer of knowledge between contemporary dance practitioners and masters of older folk forms of dance, namely *Kootiyattam*, *Chhau*, *Kalaripayattu*, *Thevarattam* and *Silambam*.

To promote traditional dance education as a professional skill, Tata Trusts entered into a two-year partnership with AUD to offer a master's in performance practice (dance). The course's inter-disciplinary curriculum combines theory and practice with core and optional subjects, thereby integrating physical training, choreography, critical thinking, inter-disciplinary studies and professional development.

The course offers structured studio sessions with visiting choreographers and dance practitioners for a duration of three-to-five weeks across the four semesters. The fundamentals of body movement, the body in relation to space, technique in dance and a two-week class on dance therapy are part of the course, along with working knowledge on lighting, stage presentation, production and networking. The students also attend a dance residency course at Adishakti Laboratory for Theatre Arts in Pondicherry, while undergoing *Kalaripayattu* training.

At the end of the semester, the students performed at the dance studio in AUD's Khirkee campus to an audience of students and faculty from other departments, as well as Delhi's creative literati. Attending several national and international performances in Delhi helped

them understand contemporary trends in dance production and techniques.

Fifteen students of the 19 (out of the 42 applications received) graduated in July 2020, becoming the first batch of the masters in performance practice (dance). Despite the lockdown, online classes commenced in April 2020 and the students were able to complete the last leg of their master's programme by converting their annual dissertation presentations to an online format.

Five students were invited to participate in the 7<sup>th</sup> Dance Education Biennale — a platform for student-dancers from across Germany and the world, which was held in Hamburg in early 2020.

## HIGHER EDUCATION IN THE ARTS

To enable professional avenues in the arts sector, Tata Trusts has engaged in supporting newer methodologies of learning and teaching the arts, using a multi-disciplinary approach including exhibition platforms, direct fellowships to artists and post-graduate programmes with a focus on supporting tertiary art education.

### KEY PROJECTS



**Students' Biennale (2016 and 2018 editions)** with the Kochi Biennale Foundation



**Establishing the 1947 Partition Archives** in three universities in north India



**Pedagogical exhibitions – 'State of Architecture' (2016) and 'State of Housing' (2018)** by Urban Design Research Institute



**'India and the World: A History in Nine Stories'**, a landmark exhibition at CSMVS, Mumbai, in partnership with the British Museum and the National Museum, New Delhi



**Master's degree in Performance Practice (Dance)** at Ambedkar University, Delhi

## STUDENTS' BIENNALE

The Arts and Culture division of Tata Trusts has been supporting multi-disciplinary projects through academic interventions and practice-based programmes under its arts education initiative. It has sent over 700 aspiring students of fine arts from across 55+ colleges to the Students' Biennale which runs parallel to the Kochi Biennale. In the 2016 and 2018 editions of this exhibition platform, the Trusts supported students to work with 21 curators and exhibit their works of art. The curators conducted workshops across colleges in India and worked with teams of students to help them put up their works at the biennale. In addition, in the 2018 edition, five educators introduced interventions in traditional art curricula at various art schools.

The Tata Trusts Students' Biennale national and international awards is a platform providing opportunities to these promising artists and curators. The beneficiaries of the awards were given the opportunity to participate in two national and three international residencies and travel to Venice and Amsterdam to learn contemporary art trends. Tata Trusts has also supported the Kochi Biennale Foundation's Video Lab in producing 400+ videos of art works, artists' interviews and workshops.

## FINISHING TOUCH

The Arts and Culture division's interventions in the domain of conservation, performing arts and art education encompass the modern and contemporary as well as the historical. Besides being well conceived, each project is also of significance to local communities and their economies. "Most of our programmes, in collaboration with partners who add value and attract the best talent, are pioneering ones in the particular sector or art form. We hope that establishing models, through the highest standards in practice, will help encourage others to



Students of MA Performance Practice (Dance), Ambedkar University Delhi, performing "Persistence of Being", their first public performance at Black Box Okhla, Delhi in March 2020. Image courtesy: Ambedkar University Delhi

## IIP Crescendo

- **1600+ students**, aged between 4–82, have enrolled in programmes for learning Hindustani vocals, *bhajans*, folk and popular music and lost lullabies
- **2 senior students** were trained as community music educators
- **5 music advocacy** outreaches conducted
- **33 students** cleared the Trinity College London exams in guitar and piano in the last two years, with 9 students receiving distinction

fund the arts, a sector that receives little funding either from the government or through corporate social responsibility initiatives,"

says Ms Sorabjee.

Notwithstanding the fact that most of the artistic endeavours necessarily involve human contact, the Covid-19 lockdown situation has given the Tata Trusts' Arts & Culture team an opportunity to reflect, consider priorities and recalibrate the projects to address the new normal. **TR**

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Photo credit: Getty Images

# Tackling Cyber Threats

TCS' Threat Management Centres are set to provide comprehensive security coverage and protect the digital infrastructure of organisations against the risk of cyberattacks

**BY CYNTHIA RODRIGUES**

**A**t a time when organisations globally have been forced to take as much of their businesses online as possible, Tata Consultancy Services' (TCS) Threat Management Centres (TMCs) — which first started operations in India in 2018 — have been providing comprehensive global coverage in countering cyber threats.

Currently 10 centres, located at Bloomington in the US, Manchester in the UK, Madrid in Spain as well as in major Indian cities, provide rapid and expert security services locally while ensuring

compliance with global and local data protection laws. TCS plans to establish more centres in Mexico and Australia.

## **PRESSING NEED**

The pandemic and consequent lockdown forced companies to fast-track their efforts to create a huge digital infrastructure for smooth operations and to enable employees to work out of remote locations.

Santha Subramoni, global head – TCS Cyber Security, says, “In this situation, the health of

data centres, cloud systems, departmental servers and the digital devices that employees use to stay connected with each other and to the company's data becomes even more vital. Almost overnight, the demands placed on the digital infrastructure have skyrocketed.”

With increasing digitalisation we witness a surge in cyberattacks — the breach of a system's firewalls and security systems at both physical and digital entry points. With technological advancements, cyber threats too have become more sophisticated and capable of causing tremendous harm. Thus, there is a pressing need to have ongoing surveillance systems and real-time risk analysis in place. Companies are becoming aware of the need to secure their systems against any threat.

TCS' Cyber Security services primarily focusing on data privacy, regulatory compliance, general data protection regulation (GDPR), shared services, security data residence compliance, and security clearance of associates providing services have emerged as vital offerings during the lockdown by providing heightened security from harmful attacks.

To provide the much-needed next-generation security technology, TCS is setting up Threat



“  
*Our cyber  
resiliency  
framework  
includes four  
steps: Anticipate, Withstand,  
Recover and Evolve.*”

**Santha Subramoni**

Global head — Cyber Security, TCS



Management Centres across the world.

Ms Subramoni says, “These centres will focus on providing cyber security solutions and services, including managed detection and response services, incident management and breach support, on-demand cyber vigilance services, digital forensics and regulatory compliance.”

**SECURITY BEGINS AT HOME**

TCS began by securing its own operations worldwide. This was accomplished by implementing the Secure Borderless Workspace™ which enables associates to work from anywhere, anytime without adversely impacting business.

The company also put in place the Identity Access Management program, with its own IdentiFence™ platform serving as the entry point. The Cyber Vigilance platform helps the company to defend the client's estate from malicious attacks and intruders.

**BOUQUET OF SERVICES**

The centres focus on providing cyber security solutions and services, including managed detection and response services, incident management and breach support, on-demand cyber vigilance services on a 24x7x365 basis, digital forensics and regulatory compliance.

TCS Cyber Security's range of security offerings includes Identity Access Management, Enterprise Vulnerability Management (EVM), Managed Detection and Response, Security Technology Engineering and Implementation, Governance Risk and Compliance, Breach Response and Forensics, Data Privacy, Network and Cloud Security and Niche Security (Industrial Control System Security Services in information technology [IT], operational technology [OT] and internet of things [IoT]). It has introduced a slew of security platforms such as Cyber Vigilance Platform, Vendor Risk Management, Consent Management solution and EVM suite of platforms.



Most of all, clients benefit from TCS' expertise and experience in providing cyber security through an accurate IT risk management analysis.

Ms Subramoni says, "We help enterprises attain cyber resiliency. Our cyber resiliency framework includes four steps: Anticipate, Withstand, Recover and Evolve. The services under the resiliency framework include cyber security policy, risk management, legal services, vulnerability management, managed detection, zero-trust, incident management, business continuity, key performance indicators/metrics and continuous improvement."

### SECURING MULTIPLE FRONTS

The new normal has given managements and employees the flexibility to work around their lives and personal schedules, while ensuring that work goals are met within the confines of the domestic space. However, it has become necessary to up the vigilance in terms of scale and intensity because working from home implies several fronts could be vulnerable to a possible cyberattack and therefore they need to be secured.

Ms Subramoni says, "Enterprises need to manage individual access on cloud and identity management authentication methods including multifactor authentication. This transformation applies to workplaces and applications.

"Following blurring of boundaries between the office and home, the security focus is a key concern to prevent accidental sharing of confidential data. It also enables us to remove redundant security controls, ensure visibility, centralised governance and adherence to compliance and regulations while ensuring continuity of operations," she adds.

### CUSTOMISED SECURITY

TCS' Threat Management Centres comply with the global cyber regulations like CCPA (California Consumer Privacy Act) and GDPR, besides adhering to cyber security policies of various countries.

Ms Subramoni says, "The centres offer comprehensive and integrated threat management services across information technology, operational technology, internet of things and cloud ecosystems, leveraging local expertise and partner ecosystems for seamless scalability of operations.

"Enterprises consider ability to provide assured security on their products and services to be of competitive advantage. To enable customers manage their digital security with ease, we also host innovation day events to showcase our offerings with demos for clients, to help them visualise various scenarios and make the right decisions to improve their security posture."

### HIGH STAKES

The higher the stakes, the more critical the vigilance and attention to detail required. In setting up the TMCs, TCS had to ensure that it maintained continued vigilance with respect to security compliance and put in strong security controls.

Ms Subramoni says, "Onboarding the right skills was also one of the challenges we faced. Our security teams have multiple levels of expertise in engineering and consulting and thorough knowledge of the security framework and policies. We use a multi-dimensional approach while addressing the requirements." The security teams are trained on a regular basis and are compliant to the latest security certifications in the industry.

The Threat Management Centres provide an answer to multiple dimensions of security services for a provider and customer. Organisations everywhere are seeking to achieve digital transformation through the adoption of cloud infrastructure to ensure seamless working. Companies today need to have the assurance that their systems are backed by a secure ecosystem. And that is an assurance that TCS' TMCs can provide. **TR**



Photo credit: Getty Images

# Contactless personal touch

With the Covid-19 pandemic cutting off the moorings by which businesses functioned thus far, companies today are deploying innovative digital solutions for business continuity

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**BY CYNTHIA RODRIGUES AND MUNIRA PATEL**

**C**ovid-19 has forever altered the way we live and work, taking away the things we took for granted. With old ways of functioning stymied by the rigours imposed by the pandemic, Tata companies are increasingly turning to digital solutions to keep business running smoothly in the new normal. For most companies like Tata Asset Management, Titan Company's Watches and Wearables division, the Indian Hotels Company Limited and AirAsia (India), among others, the inflection point is evolving contactless services/products towards ensuring business as usual in the post-Covid world.

## **CONTACTLESS ONBOARDING**

The pandemic created a pressing need for innovative ways to keep the business relevant. MVS Murthy, head – Marketing and Digital, Tata Asset Management (TAM), says, “We brought in contactless onboarding to enable our channel partners to increase their reach without moving from their base locations. It helped as most people are comfortable with WhatsApp and other communication methods.”

Since public health regulations debarred channel partners from visiting investors to collect documents and manage assessment and approval,



“

*Contactless offers us the convenience of investing while keeping our distance.”*

**MVS Murthy**, head – Marketing and Digital, Tata Asset Management

using technology was the best means to manage the process.

This was not the first time that TAM used this technology. Mr Murthy says, “In April 2019, we were among the earliest to launch ‘know your customer’ through video facility for investors and channel partners. The latest version of contactless is in adherence with additional guidelines prescribed by our regulators.”

The process requires new investors to upload scans of required documents on the website. They start real-time video recording using their smartphones and read aloud the one-time password (OTP) displayed on the screen. The company personnel verify the details.

TAM had to ensure the technology was user-friendly so that investors could onboard themselves. Mr Murthy says, “The uploads had to be integrated with the systems of the Computer Age Management Services Ltd (CAMS) — the registrar — so that details could be verified and fetched on demand. We had to be the pivot between two technology service providers of CAMS — the contactless platform developer and the registrar’s document managing tech partner.”

The company revamped its website, launched the WhatsApp e-commerce platform to respond to customer queries and turned on its bot — Mr Simple — legendary for making complex financial terminology understandable. These separate elements had to be aligned into one system, to remind investors that their hard-earned money was in safe hands.

The challenge lay in finding a solution that adhered to SEBI’s regulatory guidelines and ensured security and privacy of customer data.

Photo credit: Getty Images

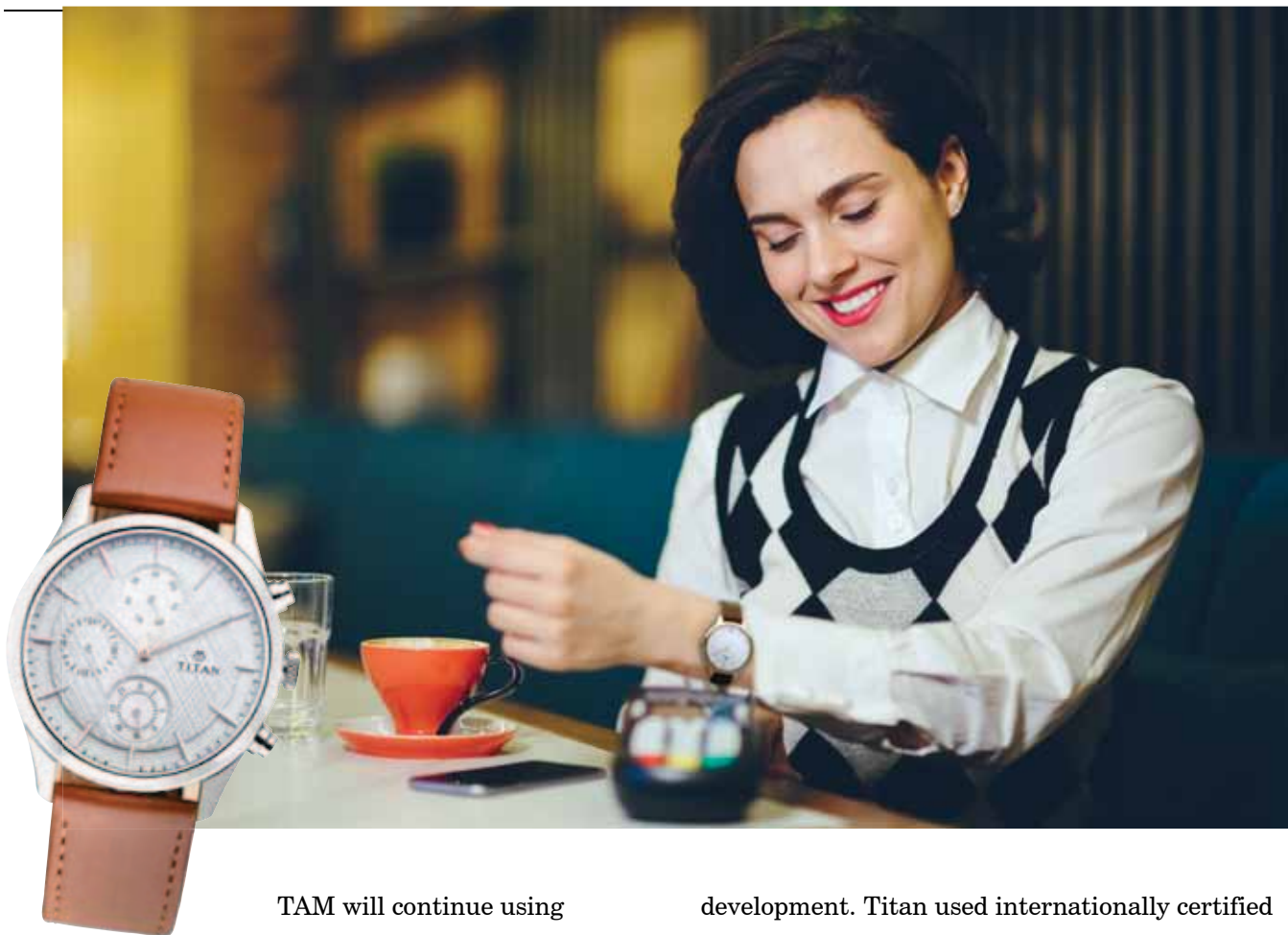


TAM uses solutions such as geo-tagging to confirm the physical location of the investor in India and timestamp. Regular software security audits are conducted, as well as browser and location details noted.

Video forensics-enabled liveness check was used to guard against spoofing and fraudulent manipulation. An AI-enabled risk scoring and end-to-end encrypted audio-visual interaction strengthened the process further.

No effort was spared to reach out to the investor. Mr Murthy says, “The contactless system has been integrated into our bot on the website, WhatsApp e-commerce initiative and on WhatsApp. A superapp, being developed by Tata Digital, will be another asset to us.”

These features have ensured business as usual for TAM. Mr Murthy says, “Contactless offers us the convenience of investing while keeping our distance. These conveniences will stay even after the vaccine is developed.”



TAM will continue using technology to stay relevant to a whole generation of users, while delivering a great experience to the customer.

#### **NO-CONTACT PAYMENT OPTION**

Titan Company's Watches and Wearables division realised the potential for a device that would enable safe and contactless payments during the pandemic.

"The device would appeal to tech savvy consumers who would appreciate the payments functionality packaged within a traditional watch," says Suparna Mitra, CEO – Watches and Wearables division. "We knew that it would create an impact if we partnered with the right player in the sector. We reached out to the State Bank of India (SBI) for a potential collaboration. The outcome was the development of the first-ever payments wearable device that was simple, affordable and accessible."

Titan worked closely with SBI to understand and implement the process innovations and compliance guidelines required at the SBI backend system.

Security was a critical aspect of the

development. Titan used internationally certified near field communication (NFC) chips, which were tamper-proof. Once the user linked the watch to the YONO app, all the information on payments and usage history would reside with SBI, and not with Titan. Besides, if the watch was lost, the user could either temporarily pause or block the payment functionality from the YONO app.

It was important to work with partners with the right expertise to develop secure NFC chips.



“

*The device would appeal to tech savvy consumers who would appreciate the payments functionality packaged within a traditional watch.”*

**Suparna Mitra**, CEO, Watches and Wearables division, Titan Company Ltd



Canadian firm Tappy Technologies helped develop a solution which could fit into the strap of a regular analog watch.

As a pilot, 500 Titan pay watches were given to selected SBI employees, to enable them to get a first-hand experience of the watch. Ms Mitra says, “We used this exercise to understand user behaviour and adoption from merchants. The learnings helped us to take the watch to the mass market.”

Launched on September 16, 2020, the watches are priced between ₹2995 and ₹5995, and are available in 3 variants for men and 2 for women. The first batch of watches was sold in record time, indicating that Titan’s offering has struck a chord with consumers.

**ZERO-TOUCH SERVICE**

The Indian Hotels Company Limited (IHCL) has always distinguished itself by its ability to provide personalised service to its guests. However, providing the personal touch while maintaining



*With rapid agility, we evolved our digital*

*strategy to meet the requirements of the new normal.”*

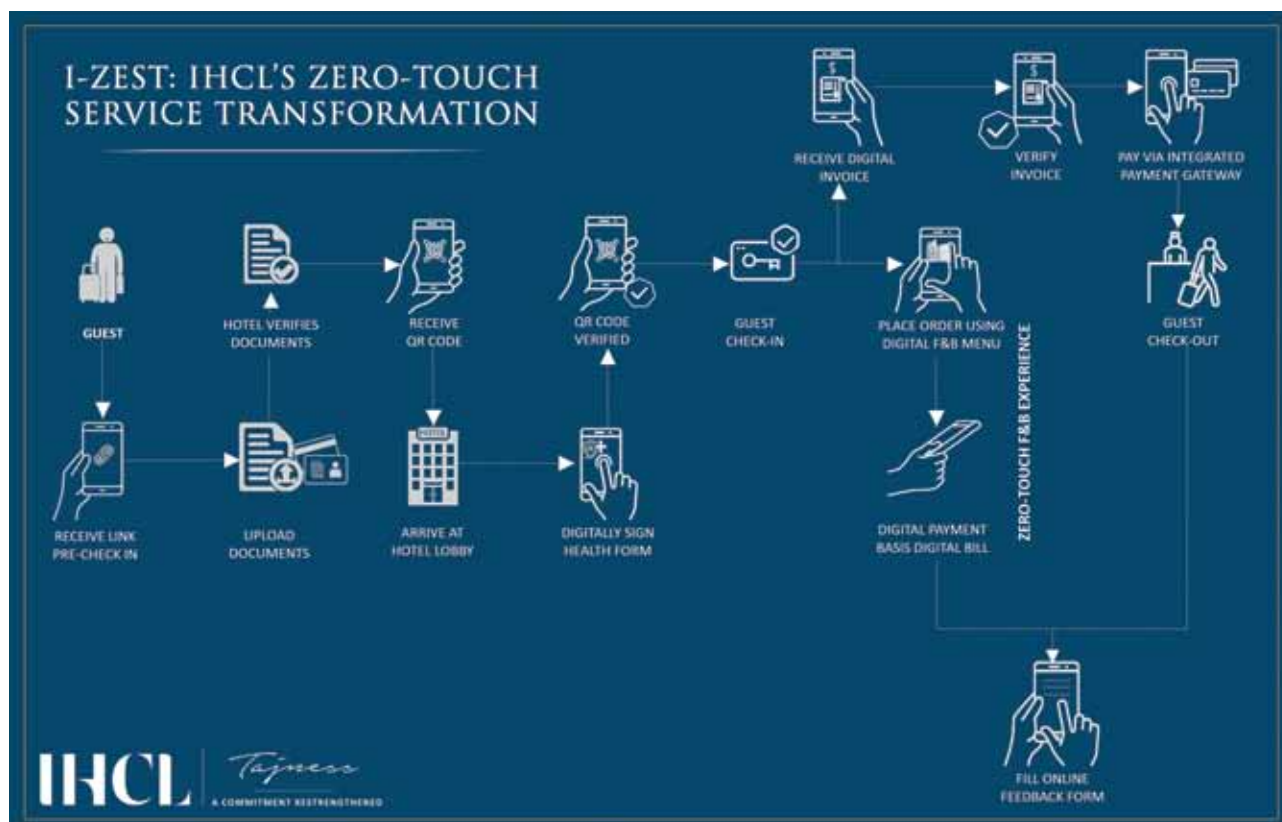
**Vinay Deshpande**

Senior VP & head, Digital & IT, IHCL

the required social distancing protocols during the pandemic was a challenge.

Vinay Deshpande, senior VP & head of Digital & IT, IHCL, says, “We were on a path to digital transformation when the pandemic struck, bringing the travel and hospitality industry to a standstill. However, with rapid agility, we evolved our digital strategy to meet the requirements of the new normal. The focus was on social distancing norms and adherence to safety and hygiene regulations.”

The outcome of these efforts was Tajness — a



commitment re-strengthening programme — which paved the way for the launch of I-ZEST, IHCL's Zero-Touch Service Transformation initiative across all its Taj, Vivanta and SeleQtions properties; as well as Qmin — a gourmet food delivery app that offers an array of culinary experiences and offerings from Taj's signature restaurants.

Launched in June 2020, the highlight of I-ZEST programme — offered across more than 40 IHCL hotels — is digital service enhancements through zero-touch check-ins and check-outs, digital invoicing and online payment options among others. Digital menus at restaurants, salons and spas enable guests to schedule booking orders through QR codes and make digital payments, thereby reducing the need for physical touch without compromising on service quality. For guests not quite comfortable with contactless services, enhanced level of hygiene and sanitisation of on-ground tech devices is offered to allay their concerns.

The I-ZEST initiatives have also been extended to employees. A facial recognition-based attendance system, with an inbuilt thermal sensor, ensures that employees with body temperature above a certain threshold do not attend work on that day. A mobile app helps in managing checklists on the running of hotels, as well as for virtual training purposes.

New features include a bluetooth enabled functionality to control guests' access to rooms, and a digital ordering system at the hotel's restaurants and in-room dining. The development of an internal contact tracing app for employees will further help ensure social distancing.

Mr Deshpande says, "At all times, our focus remained on digital transformation without losing sight of security and quality. Allocating budgets for large-scale technology deployment was a challenge, particularly as our industry had been hard hit by the pandemic. However, we believe in the power of

frugal innovation, which helped us develop I-ZEST in record time."

IHCL solved the problem by building an additional digital layer to its existing IT systems. These changes were necessary to allay the concerns of guests and to spell out the safety and hygiene protocols being practiced.

The efforts paid off as guests were quick to appreciate the emphasis on safety and hygiene measures at every touchpoint, as also the flexibility for those who were accustomed to the pre-new-normal way of functioning.

I-ZEST's enhanced digital layer over IHCL's existing systems not only safeguards the guests and associates but also ensures that the guest-staff interactions continue to be imbued with sincerity and warmth.

#### BIOMETRIC FOR SAFE TRAVEL

In the wake of Covid-19, airlines have had to re-think their focus to make it safe to fly again. AirAsia (India) introduced DigiYatra, a contactless mode of facial recognition for check-in at airports, to bring back the convenience of flying.

Sunil Bhaskaran, CEO & MD – AirAsia (India), says, "We have always been an airline that has embraced technology. We partnered with Bangalore



“  
*Technology  
can take an  
organisation  
to the next level,*

*and we are keen to leverage its  
potential fully.”*

**Sunil Bhaskaran**  
CEO & MD, AirAsia (India)





International Airport to offer our contactless services to guests travelling from Bengaluru.”

As part of DigiYatra, a Ministry of Aviation-led initiative, guests are automatically processed based on facial recognition at checkpoints like airport entry point, security check and boarding gates at the terminal. All that guests need to do is to enrol their facial biometric and ID card validation at a curbside kiosk before entering the terminal. Thereafter, they can complete airport formalities faster, without having to present documents at every touchpoint.

Mr Bhaskaran says, “This process is safe and ensures the best hygiene standards. The data is used for authentication and verification of passengers to assist the boarding process and not for recognition.” The data is deleted a few hours after flight completion. Currently, AirAsia (India) is the only Indian airline that has made DigiYatra services available in Bengaluru. The government is working to make DigiYatra available at all Indian airports.

To further entrench social distancing habits, the DigiYatra facility allows passengers to do a web check-in up to 14 days before the travel date. This facility, which was at 30 percent adoption pre-Covid, now enjoys 95 percent adoption.

Earlier, in 2018, AirAsia (India) had already

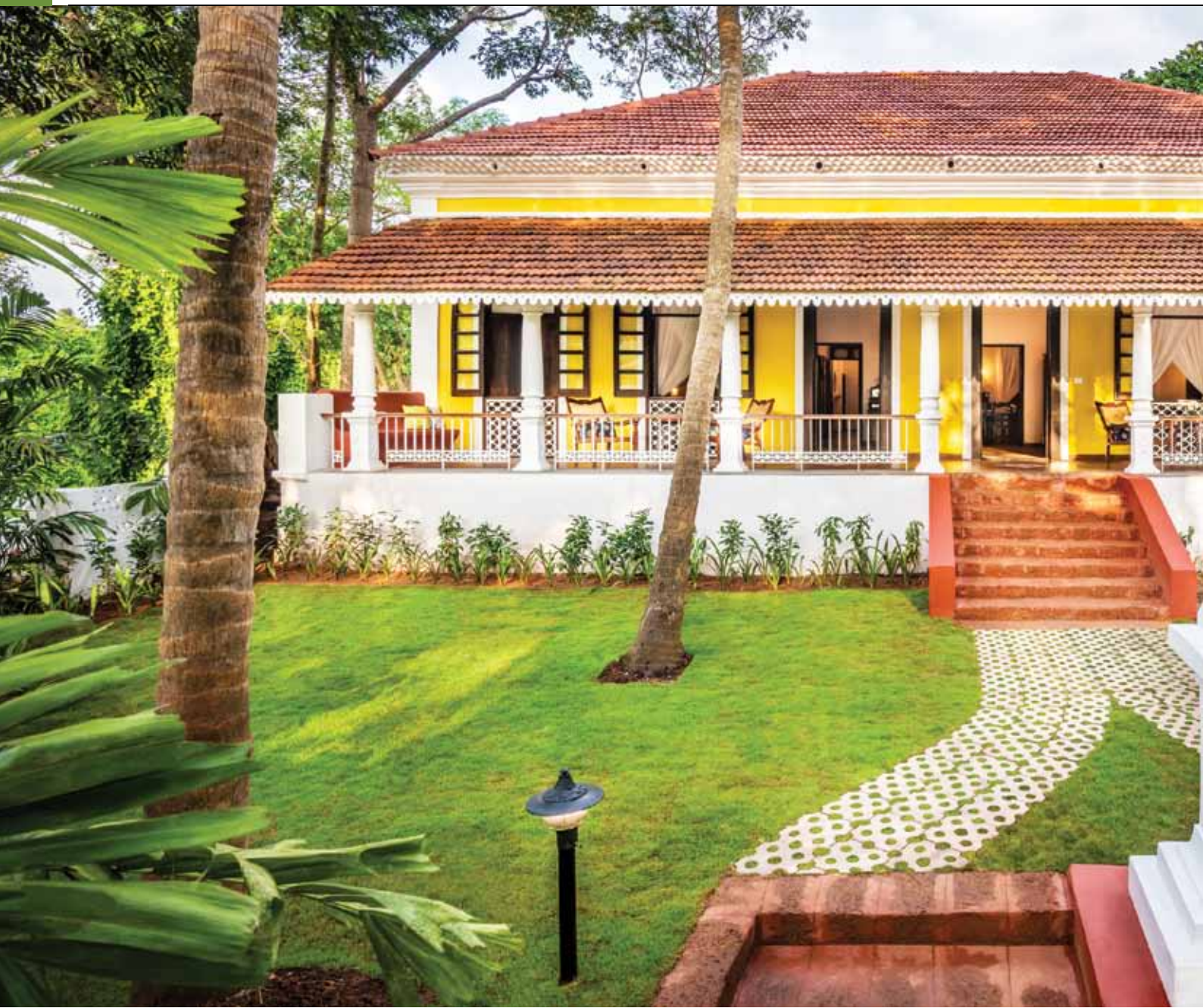
introduced the self-baggage drop service at Bengaluru airport. This facility enables guests to scan the boarding pass and initiate the baggage drop process, including weighing, scanning and channelling it into the baggage handling system.

AirAsia (India) was the first domestic airline to launch FlyPorter, a safe door-to-door baggage service, in June 2020. Available in Bengaluru, New Delhi and Hyderabad, the service entails picking the baggage from travellers’ homes and delivering it at their doorsteps, disinfected and re-packed in double layers to ensure hygiene. Delivery vehicles are regularly disinfected.

AirAsia’s advanced chatbot, AVA, offers customer service, powered by AI, in 11 languages (including Hindi and English in India) and resolves over 25,000 queries each month.

Employees, known as Allstars, have also benefitted from a digital upgrade of soft skills. The company has adopted mobile first technologies, which has helped it thrive in the new normal. Mr Bhaskaran says, “We are in the middle of a digital transformation journey. Partnering with TCS and Tata Digital, we are working to develop a mobile app. Technology can take an organisation to the next level, and we are keen to leverage its potential fully.” **TR**

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# Holiday mode: On

In the next normal milieu, the Indian Hotels Company Ltd offers its guests with tempting bizcation and staycation packages to unwind and relax

**BY NAMRATA NARASIMHAN**





In the post-pandemic world, people are exploring bizcations — combining work and pleasure — to escape from the prolonged pandemic-triggered confinement at home. The Indian Hotels Company Ltd (IHCL) is, in fact, promoting the concepts of bizcations, staycations and daycations (a day's holiday) by offering guests the opportunity to include work, relaxation and pleasure at any of the Taj, Vivanta and SeleQtions hotels or resorts of their choice in rejuvenating environs like a beach, mountains, or a palace. They also offer heritage bungalows by Ama Stays & Trails at quaint and off beat locations. “Bizcation is the perfect choice in the next normal, as most guests find it an ideal way to include relaxation

and pleasure, without compromising on their main priority — work,” says an IHCL spokesperson.

IHCL hotels and resorts are geared up to provide the best bleisure experience. From accommodation in higher category rooms to hi-speed internet facilities to quiet work nooks, all hotels provide the perfect setting for work and leisure, with specially crafted meals and an array of recreational activities. Thus, the bizcation has all the elements to balance work with much-needed rest and relaxation.

As long as the work-from-home norms prevail, bizcation is the trend to look out for. Families along with their staff as well as young couples are frequently driving down to IHCL hotels and resorts.

#### 4D CAMPAIGN

The recently introduced 4D campaign, ‘Dream, Drive, Discover and Delight’, is an all-inclusive offering by IHCL. Guests can enjoy a relaxing spa experience as well as go sightseeing in sanitised cars, with experienced drivers, arranged by the hotel at special rates. Most people prefer destinations that are a few hours drive from metro cities, but some are willing to drive significant distances in their own vehicles to enjoy a holiday at IHCL hotels or resorts.

#### STAYCATION

The concept of staycation, a mini vacation within the safety and comfort of your city of residence, is also emerging as a distinctive trend among city dwellers. Earlier, a staycation was reserved for niche occasions by a specific category of guests but that is no longer so. Today, staycation is popular among all generations, especially those who wish to escape the daily grind for a few days, without wanting to venture too far from home. Staying in has also led to a spurt in indoor activities.

#### INDOOR ACTIVITIES

In most locations IHCL hotels have come up with



## Service ethos as a differentiator

The travel and hospitality industry, accounting for over 8 percent of India's total employment with more than 4 crore jobs, is one of the worst affected by the pandemic. As the industry leader, IHCL recognises the need to inspire safe travel to rebuild the tourism and hospitality industry. As travel resumes over time, people will gravitate towards trusted brands, providing strong safety and hygiene protocols clearly laid out and practiced across hotels. Tajness will therefore be a core differentiator that inspires people to choose the IHCL hotels and resorts.

a plethora of activities within the premises to keep the guests entertained. "Earlier, people wanted to explore a new place, but today people are basically looking for a break from home and a digital detox," says the spokesperson.

For instance Taj's resorts in Goa, offer activities like zip lining, rock climbing, azulejo painting, pottery, gardening, golf, cycling, and learning culinary secrets from chefs. Some fun activities are specifically targeted at children, while ensuring social distancing. These include adventure activities, fish feeding, foosball, billiards, pizza making, glass painting, shell art and pot painting.

At other locations guests are offered a range of choices including spiritually uplifting yoga routine to exclusive dining experiences, champagne tours, decadent high tea and indulgent spa-breaks.

### WELLNESS MENUS

An out-turn of the pandemic is the heightened



focus on eating right. Chefs are crafting special menus comprising immunity-boosting foods rich in vitamin C, along with gluten free, protein-rich and plant-based options, to provide a balanced and fortified diet to the guests. “We focus on locally sourced ingredients and cooking the right way in the right utensils towards offering a holistic dining experience,” the spokesperson adds.

### TRAVEL TRENDS

In the pre-pandemic world, commercial or corporate travel constituted a large part of travel that people undertook. In the post-Covid world, leisure travel has taken a precedence with focus on off-beat locations. Among the key trends that are shaping the travel and hospitality industry are shorter lead time for bookings, with hotels offering flexible booking options. Using the digital channel for bookings will continue to grow and provide innovative industry solutions. As driving down to distance locations becomes popular, some of the lesser known or relatively undiscovered



## Ama Stays & Trails

As the hospitality sector slowly crawls back to normalcy, the Ama Stays and Trails bungalows offer guests the perfect getaway in serene and picturesque surroundings, with all-inclusive meal packages. The spokesperson says, “Our guests love the spacious private living spaces, with swimming pools and recreational activities, along with gourmet meals, making it an unforgettable stay.”

locations en route could become the new hotspots.

Mini getaways in the form of staycations or daycations will continue to grow in popularity. Perhaps, what this unprecedented situation has brought to the fore is greater awareness of the need to conserve the environment. Travel in the future will be strongly influenced by a growing sense of responsibility towards the places one visits and the local communities one impacts due to the interactions. **TR**

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# Business highlights 2020

COMPILED BY ARUSHI AGRAWAL AND SARIKA KAPOOR CHOKSHI

## IHCL distributes 2.6 million meals

**S**erving the nation in the fight against Covid-19, the Indian Hotels Company Ltd (IHCL) distributed over 2.6 million meals to healthcare providers and migrant workers in Mumbai, New Delhi, Bengaluru, Coimbatore and Agra. Starting March 23, 2020, the initiative was spearheaded by the Taj Public Service Welfare Trust, with the bulk of the nutritious meals being prepared by TajSATS. IHCL offered over 70,000 rooms to host medical staff at its hotels in the country, and some of its properties were also used as quarantine centres. **TR**



## Vistara makes long-haul debut

**V**istara operated its first long-haul flight from Delhi to London, with its brand-new Boeing 787-9 Dreamliner. “This, in many ways, marks the beginning of a new phase of growth in the global skies for Vistara. This also gives us the opportunity to introduce India’s finest and only five-star airline to London,” said Mr Leslie Thng, chief executive officer, Vistara. **TR**



## Voltas Beko launches its first manufacturing facility in India

**V**oltbek Home Appliances Pvt Ltd (Voltbek) — a JV between India’s No1 AC brand Voltas and Europe’s leading consumer durables player Arçelik — announced the opening of its first manufacturing facility in India. Spread over 60 acres in Sanand, an industrial hub near Ahmedabad, Gujarat, the factory will manufacture home appliances, including refrigerators and washing machines. Backed by an investment of \$180 million (₹1000+ crores), Voltbek’s Sanand factory is one of the first white goods appliances unit in Gujarat that will create an OEM (original equipment manufacturer) base for home appliances in the region, along with local employment opportunities. Chairman of Voltas Ltd, Mr Noel Tata, said, “We continue to see huge growth opportunities for consumer durables in the Indian market, which is on its way to fast becoming a USD5 trillion economy.” **TR**

## Tata projects bags new Parliament building project

**T**ata Projects Ltd edged past six other contenders to secure the contract for constructing a new Parliament building in New Delhi at a cost of ₹861.90 crore. The company will use sophisticated construction techniques like 3D modelling and lean construction to complete the building in 21 months, starting December 2020. Tata Projects' managing director, Mr Vinayak Deshpande said, "We have started work on the project, which is complex, but are confident of delivering the iconic building within the tight timeframe. This is much more than a contract, as the project is motivating and inspirational, and evokes national pride and a sense of duty and dedication in me and my team". **TR**

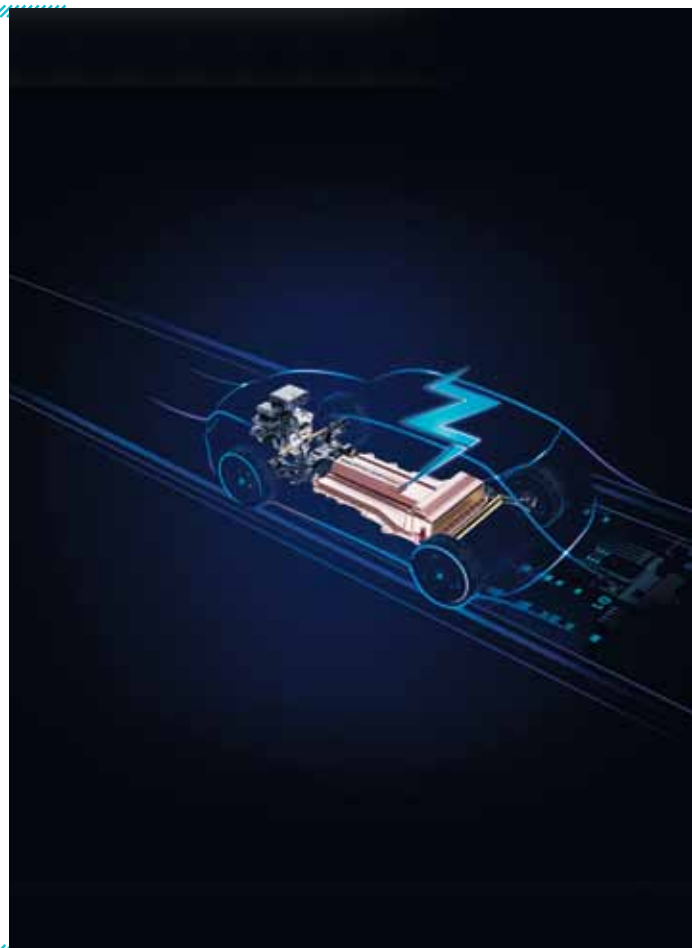
## TCS adopts new operation model

**F**rom a highly centralised model, with large campuses accommodating thousands of employees, Tata Consultancy Services (TCS) switched to a distributed delivery model following the outbreak of the pandemic, with 95% of its 453,000-strong workforce enabled to work remotely in a matter of days, through their new operating model called Secure Borderless Workspaces™ (SBWS™). Following the success of SBWS model, TCS was also amongst the first to announce the 25x25 work model, through which only 25% of its employees will need to work from office by 2025 at any point of time, and every associate will be able to realise their potential without spending more than 25% of their time in the office. **TR**

## Tata Elxsi partners with Tata Motors for connected vehicle platform

Tata Elxsi and Tata Motors are collaborating to develop a unified connected vehicle platform. The cloud-based internet of things platform will provide the automobile major with a common standard technology stack to deliver scalability and high performance required to support the entire range of electric, commercial and passenger vehicles. Tata Motors is in the process of offering connected vehicle features as a key differentiator to most of its BS-VI range of passenger and commercial vehicles, with the Nexon EV SUV being the first vehicle with several application-enabled connected vehicle features.

"We are proud to be a strategic ecosystem partner to Tata Motors in their vision for the future of mobility that is connected, electric, safe and shared," said Mr Manoj Raghavan, MD & CEO, Tata Elxsi. **TR**



## Tata Projects bags orders from BPCL and HPCL

**T**ata Projects bagged four contracts worth ₹6,000 crore in the oil and gas refinery sector in Odisha and Rajasthan. Three orders are from state-owned HPCL Rajasthan Refinery Ltd (HRRL) and one from Bharat Petroleum Corporation Ltd (BPCL). HRRL's orders pertain to the upcoming greenfield refinery-cum-petrochemical complex in Rajasthan, while BPCL's order is for its 2G bio-ethanol project in Bargarh, Odisha, with a proposed production capacity of 100 kilolitres per day of second-generation ethanol. **TR**

## Tata Motors redefines commercial vehicles market

**T**ata Motors introduced its future-ready portfolio of commercial vehicles (CV) with the aim to redefine transportation. The vehicle range, from sub-1 tonne to 55 tonne gross vehicle/combination weight, is powered by efficient drivetrains, featuring a futuristic 'premium tough' design language and is engineered to cater to the dynamic market demands. It offers reduced total cost of ownership to all users — fleet operators, mid-size transport operators and small transporters — along with superior vehicle performance through value enhanced features, synchronised service intervals and improved overall vehicle efficiency. **TR**



## AirAsia (India) RedPass for Doctors and the Indian Armed Forces

**A**irAsia (India) announced it will give away 50,000 free seats (base fare waived off) on flights across its domestic routes as a gesture of gratitude to doctors for their contribution in the fight against Covid-19.

The airline also announced the AirAsia RedPass initiative for personnel from the Indian Armed Forces, Coast Guard, Paramilitary, and Under Trainee Cadets in recognition of their contribution to the nation. An additional 50,000 seats on flights across the airline's domestic network were made available to dependents of serving personnel and retired Indian Armed Forces personnel. **TR**

## Tata Steel's Agile Working Models Policy

**E**ffective November 1, 2020, Tata Steel has introduced its Agile Working Models policy that allows officials, who are required to be based out of a particular location, to work from home for unlimited days in a year.

Once the pandemic situation normalises, the policy will give employees, including new parents, the flexibility to operate out of any location in the country without the daily commute hassle, thereby ensuring a better work-life balance. **TR**



## Tata Motors ushers in a new wave with Nexon EV and Altroz

**T**ata Motors launched the Nexon EV, an aspirational SUV for car buyers looking for a thrilling, connected driving experience with zero emissions. Powered by the cutting-edge Ziptron technology, this vehicle promises zippy performance, an ARAI (Automotive Research Association of India) certified anxiety-free range of 312km on a single charge, an efficient high voltage system, fast charging capability, extended battery life and class leading safety features. To accelerate the adoption of electric vehicles (EVs) in India, Tata Motors closely worked with other Tata group companies including Tata Power, Tata Chemicals, Tata AutoComp, Tata Motors Finance and Croma, to create an e-mobility ecosystem called Tata uniEVerse.

Tata Sons Chairman, Mr N Chandrasekaran, said, “E-mobility is an irreversible mega-trend and an imperative for addressing pollution and generating job opportunities in India. Through Tata uniEVerse, our group companies have synchronised their efforts to develop a holistic e-mobility ecosystem to accelerate the adoption of

EVs in India. I am delighted that this ecosystem has come together with the launch of Tata Nexon EV, a path breaking electric SUV that can match the aspirations of mainstream Indian customers.”

Marking its entry into the premium hatchback segment, Tata Motors launched the Altroz, which is the first vehicle developed on the new ALFA architecture and the second one with the Impact 2.0 design language. Altroz is the second vehicle from Tata Motors after the Nexon to achieve the Global NCAP 5-star rating, the foremost global car assessment programme.

Speaking at the launch, Mr Guenter Butschek, CEO & MD, Tata Motors, said, “We promised to kick-start the year with a product offering. The future of efficient, green, sustainable mobility solutions needs to translate into reality, and we have made a start by bringing the new generation of BSVI solutions to the market. With the class-defining new premium hatchback, Altroz, we have just commenced unveiling our well-defined future product portfolio.” **TR**

## Tanishq boutique in Dubai

**T**he Titan Company launched its first international Tanishq store in Dubai in line with its plan to expand outside India. “It’s a milestone for the company as we are excited to bring the iconic Tanishq brand to Dubai, our first exclusive boutique outside India. With the commencement of our operations in Dubai, we make the brand accessible to international customers and NRI communities,” said Mr CK Venkataraman, MD, Titan Company Ltd. The store was inaugurated by UAE’s ambassador to India, Dr Ahmed Albanna; and Counsel General of India to Dubai and Northern Emirates, Dr Aman Puri. The brand also launched an exclusive website for Dubai, showcasing its exquisite collection. **TR**

## TataMD CHECK for Covid-19

Tata group's healthcare venture Tata Medical and Diagnostics Ltd (TataMD) announced the commercial launch of TataMD CHECK, a novel diagnostic testing for Covid-19. TataMD CHECK is powered by FELUDA, a CRISPR Cas-9 technology developed in India by CSIR-IGIB for Covid testing.

TataMD CHECK — which set a new standard in testing and was commercially launched within 100 days — was the result of intense collaboration between the CSIR-IGIB team, reputed scientific research bodies and the TataMD R&D team. The end-to-end diagnostic solution has been approved by the Indian Council of Medical Research and Drug Controller General of India.

TataMD has collaborated with Apollo Hospitals to offer TataMD CHECK testing in the National Capital Region from December 2020. The testing will also be rolled out phase-wise across cities in India. **TR**



## Thierry Bolloré is the new CEO of Jaguar Land Rover

Thierry Bolloré is the new chief executive officer of Jaguar Land Rover (JLR) effective September 10, 2020. He succeeded Prof Sir Ralf Speth, who will continue as non-executive vice chairman of JLR. Mr Bolloré has extensive expertise in the automotive business, most recently as CEO of Groupe Renault and previously in senior positions at global automotive supplier Faurecia. **TR**

## Tata Power wins The Edison Award

Tata Power has been conferred with the Edison Awards honour for its 'Club Enerji #Switchoff2SwitchOn' campaign, under the Social Innovation category and Social Energy Solutions subcategory. Named after Thomas Alva Edison, the awards recognise and honour the world's best innovations and innovators.

Mr Praveer Sinha, CEO & MD, Tata Power, said, "The role of any business is not just about giving back to society but also ensuring that its practices are socially responsible and environmentally sound. We continue to be guided by Tata group Founder, Jamsetji Tata's philosophy of meaningfully impacting lives. The Edison Awards is a testament of our efforts to constantly introduce business innovations and inspire future generations." **TR**





## Tata Group and Tata Trusts deploy ₹1,500 crore to fight Covid-19

**T**ata Trusts committed ₹500 crore and Tata Sons pledged an additional ₹1,000 crore to aid India's fight against the coronavirus crisis. The Trusts' intervention followed the Chairman, Mr Ratan N Tata's statement on March 28 that "urgent emergency resources need to be deployed to cope with the needs of fighting the Covid-19 crisis, which is one of the toughest challenges the human race will face." The funds from Tata Trusts and Tata Sons have been used for personal protective equipment for the medical personnel on the frontlines, respiratory systems for treating increasing cases, testing kits to increase per capita testing, setting up treatment facilities for infected patients, training of health workers and a pan-India community outreach to induce adoption of precautions. "Tata Trusts and the Tata group's companies have in the past risen to the needs of the nation. At this moment, the need of the hour is greater than any other time," said Mr Tata.

"We will work together with the Tata Trusts and our Chairman Emeritus Mr Tata and would be fully supporting their initiatives and working in a collaborative manner to bring the full expertise of the group," said Mr N Chandrasekaran, Chairman, Tata Sons. He further added, "In addition to the initiatives articulated by Tata Trusts, we are also bringing in the ventilators and are gearing up to manufacture them in India. The country is facing an unprecedented situation and crisis. All of us will have to do whatever it takes to alleviate and enhance the quality of lives of the communities we serve." **TR**

## TCS deepens relationship with Deutsche and Prudential Bank

**T**ata Consultancy Services (TCS) deepened its long-standing partnership with Deutsche Bank by acquiring 100% shares of Postbank Systems AG, along with 1500 associates, thereby further strengthening its growth outlook in Germany.

TCS also acquired the staff and select assets of Pramerica Systems Ireland Ltd (Pramerica), which is a subsidiary of Prudential Financial, Inc, (PFI) based in Ireland. From its new global delivery centre in Ireland, TCS will continue to provide PFI with a range of business, digital and technology services, while expanding its nearshore capabilities to provide multi-functional, digital services and solutions to other customers in Ireland, the UK, Europe and the US. **TR**

## Tata Power to develop solar project in Gujarat

**T**ata Power will develop a 100MW solar project at Dholera Solar Park for the Gujarat Urja Vikas Nigam Ltd, under a power-purchase agreement (PPA) valid for 25 years from the scheduled operation date. The project, to be commissioned within 15 months from the execution date of the PPA, will increase the cumulative renewable energy capacity in Gujarat to 620MW, out of which 400MW will be from the Dholera Solar Park. The project is an important milestone in the company's journey to generate 35-40% of total generation capacity from clean energy sources. **TR**



# Leading with rigour

There couldn't have been a more eventful year than 2020 to step into a leadership position, but Amur S Lakshminarayanan has steered Tata Communications on the path to growth, turning challenges into opportunities

**BY ANURADHA ANUPKUMAR**

In a career spanning 35 years, Amur S Lakshminarayanan has executed a range of leadership roles across industries and geographies, making him uniquely equipped to take on his most notable and challenging endeavour yet — CEO & MD of Tata Communications.

Before the global digital ecosystem enabler announced his appointment in October 2019, Lakshmi (as colleagues and friends prefer to call him) was the CEO of Tata Consultancy Services (TCS) in Japan, where the company had a joint venture with Mitsubishi Corporation. The five-year stint was a tremendous experience in a new geography with a local giant. Prior to that, his time at TCS was spent in the UK, where he started as the country manager for the company in 1999, overseeing some of the largest deals and expansions into new markets — a journey he describes as exhilarating. He was later responsible for both the US and European markets until 2011, when he took on a global role as a business group head for TCS for multiple industries, telecom being one of them. Excerpts from an interview:

**Looking back on your first year as CEO and MD of Tata Communications, how did your experiences and learnings at TCS help you adapt and thrive in your new role?**

While I had dealt with telecommunications companies who were TCS' customers, working from inside a telco and managing it is an altogether different ball game.

However, my strength has always been in areas related to understanding enterprises/customers, evaluating what our proposition should be, and figuring out how we should go about executing the said proposition for our customers. That's the kind of knowledge — and some of the rigour of planning and execution — that I bring to the table. For me, the first year has been about ramped up

learning, in terms of what Tata Communications is about, what our customers want from us and the products we have.

**Did you have certain set goals for this first year, and how far would you say that has been achieved?**

There weren't any pre-decided goals for year one, or any such, but obviously, I did have interim milestones in mind. When I joined in October, I gave myself three to six months to understand the company. But very quickly, I realised — as did the management team — that there were many things we could do starting immediately, even before we formally rolled out our new business strategy in March 2020.

This included getting our operating model better aligned to what our customers wanted so that they can be agile and competitive, and ensuring we are at the right cost space structurally. We started executing from November 2019 and are proud of how quickly that has been reflecting in our numbers.

Our strategy called for us to move from being product-oriented to platform-oriented. A major shift that we've made in 2020 is to understand the customer context better and stitch together our products to deliver a customised solution to them.

It's still early stages, but we've had one or two successes; we're confident we will be able to replicate them.

**Through your conversations with customers, what insights did you gain about what they needed in order to bring about digital transformation in their organisations?**

Through my interactions with customers, five large themes emerged regarding customers' expectations from digital.

Firstly, digital, which was previously seen as a disruption, is now being increasingly adopted by companies to accelerate growth — what we

call, borderless growth. Our customers worldwide sought to seamlessly grow across regions and build 'anywhere' operations, while accessing the markets using digital.

Secondly, they were seeking ways in which digital can help product and service innovation. Third, they wanted to use digital to deliver more productivity and efficiencies within the organisation. For example, if you look at international customers, they have to deal with multiple providers. We give them a one-stop shop. If they have to meet on Microsoft Teams, for instance, they require the network, SIP trunking and calling plans. We are able to offer them that, across the world, on a single contract with a very high service level agreement. That simplification ensures efficiency.

The fourth question was, how do we build agility in what we do? Digital without agility is not very meaningful. In our context, when customers were moving to the Cloud, our task was to make the underlying network more agile to enable our customers to connect anywhere.

The last theme pertains to managing risks. As people move to the Cloud, the security vectors become more complex. As a network and Cloud provider, how do we deliver security seamlessly to the customer, while providing futureproofing?

These five themes stood out, and our solutions aim to address each of them.

**How does the Secure Connected Digital Experience (SCDx) solution meet your customers' expectations?**

SCDx is an overall proposition. It is an example of how we're shifting away from just a product conversation, to solving the customers' problems by stitching together multiple products.

For instance, one of the customer requirements, as I mentioned, was using digital for product and service innovation. One of our retail customers wanted to transform how they're taking

the store to home — an innovation in terms of how they are selling to their customers. Essentially, while browsing the retail website, how can the customer make a call to the store to see a demo of a refrigerator or a car?

Next, if the store wants to give a demonstration to the consumer, and the consumer says they want to invite their parent or friend on that call to help them make a purchasing decision, how do we enable video collaboration from the store?

We're making all of this possible. We stitched together our InstaCC platform to be able to deliver video calls and route them. We then inserted video, messaging and networking capabilities to deliver this complete solution. When this solution becomes repeatable, it becomes a platform.

Before the pandemic, we had a slightly slimmed down version of this solution. We had delivered it to the State Bank of India to enable them sell some of their products to high net worth individuals. With the pandemic, the solution needed to be expanded.

Within SCDx, we have three broad portfolios. One is enabling anywhere operations. For example, we have enabled TCS, when they had to shift their employees to working from home, using some of our traditional solutions. Then we have our offerings on secure connectivity. Plus, there is NetFoundry, a zero-trust based option, bringing about 5x to 10x speed in connectivity to applications.

The second portfolio is our customer experience platform. People have previously used WhatsApp and Google for this, but what we're offering is industrial strength. The store or the financial advisors' conversations are encrypted; it's secure and regulatorily compliant.

The third portfolio is B2B. How do we develop an ecosystem for large customers if they have a large supply base to communicate with? How can some of our solutions be stitched together

to deliver a seamless, secure and connected experience to those customers?

### **How did Covid-19 impact your business plans for the year, and what fresh opportunities did the pandemic present?**

Like all companies, we'd prepared a business plan in February-March. We had to alter some plans, largely around capex investments, given the uncertain times ahead.

Business was also impacted in terms of customer segments like travel and hospitality, which came to a complete standstill; we support quite a few sporting events around the world, which were cancelled this year.

However, we were agile in seizing opportunities. In a short span, we delivered 650+ orders across the globe, providing new connectivity, fulfilling data centre requirements and expanding existing bandwidth for all Cloud providers, as Cloud usage grew exponentially during this time. The SCDx proposition was also prepared and accelerated during Covid.

We also had a proposition for media. We bring live sporting events to fans across the world. For example, for the Indian Premier League (IPL), the television network typically would have to send people to Dubai and manage production. But now, production is increasingly happening remotely. We've launched remote production, whereby editors can edit a live match sitting at home. We're doing this for several other global sporting federations such as MotoGP, European Tour, and so on.

### **Many organisations have said they're prepared to have employees working from home in the post-Covid world. How do you envision the change to remote working?**

I don't think we will go back to working the way we did before the pandemic. Nor will it be the way it is currently, because face-to-face interactions for certain activities is a must, both internally as

well as with customers. It will bounce back to an equilibrium point for the long term, but we don't yet know what that point will be.

It will also differ for different industries. For the knowledge industry, 80 percent may continue to work from home. For an organisation like ours that has wires running and assets to manage, it might be a shift from the current 96 percent to 60 percent working remotely.

In the meantime, the focus has been on employee wellness and engagement. Working from home can be a boon for some and stressful for others. We've rolled out many wellness programmes and are piloting others to enable employees with better tools so that working from home isn't drudgery, but a pleasure.

In terms of engagement, the challenge is we're onboarding employees while working remotely. I haven't met our new CFO face-to-face yet, for instance! While it is easier at our level because we communicate on an everyday basis, we have to think about how to build a sense of belonging for employees who have not met any of their colleagues and may not interact with most of them regularly. That is something our HR and business teams are constantly working on.

**Tata Communications is a global enterprise. How significant is the India market in this mix?**

We recognise India as a major market; we have a good market share with enterprises in this space, so our focus is how to expand it and serve customers better.

Having said that, the international market is very significant for us. Today, our revenue split in the international and India market is roughly 60:40, or close to 50:50, depending on how we classify some of the international accounts. But international has a much bigger whitespace. For example, from a network perspective, India is a \$1.5 billion market, while internationally, it's \$145 billion. In the international markets, we are



“  
*Our strategy called for us to move from being product-oriented to platform-oriented.*”



a challenger, so there is more upside. In India, we are a market leader, and we want to be able to maintain and expand market share.

**Lastly, with your vast experience in leadership roles, what qualities according to you are a must for a leader?**

I think it's important to be able to set a vision, show your team what is possible and instil confidence in them to be able to achieve it.

Secondly, the ability to mobilise the entire company and get them to believe in your strategy. Everybody has to be on the same page. Only then can execution be aligned.

Next, there has to be execution rigour. Part of that is how do we improve the metabolic rate of the company — the rhythm we operate at and the output we deliver. That is important for a leader to determine.

And finally, one of the qualities required of leadership is to be able to spot and nurture talent. **TR**

# Under the hood

As Tata AutoComp turns 25, MD & CEO Arvind Goel takes stock of the past, present and future

BY MONALI SARKAR

**W**hen Mr Ratan Tata, then Tata Sons Chairman and now Tata Sons Chairman Emeritus, spoke of India's first indigenous passenger vehicle (PV), his dream went far beyond the well-documented Tata Indica. The endeavour hid a parallel, and far less documented, dream — of an auto component industry that would complement India's car-making abilities and act as the foundation of a world-class integrated automobile industry. The vision gave birth to Tata AutoComp Systems in 1995.

Tata AutoComp — today a supplier to almost every major automotive brand on Indian roads, as well as many global automotive brands — turned 25 in October 2020 amidst possibly the biggest challenge in its history. Tata AutoComp MD & CEO, Arvind Goel, speaks to *Tata Review* about the company's role in Indian auto industry's coming-of-age, its recent foray into made-in-India ventilators and the road ahead.

**Tata AutoComp was established as a precursor to the Tata Indica. How did the company help the Indian auto industry come of age?**

When the Indian economy started opening up in the early 1990s, the Indian auto industry, one of the first industries to be delicensed, was at a nascent stage with only four players. The auto-component suppliers to most of those

companies were small family-owned businesses. It was during this time — when multinational automotive companies were also entering India — that Tata Motors, until then a predominantly commercial vehicle (CV) player, decided to make forays into the PV segment.

It was against this backdrop that Mr Tata thought that if the Indian auto industry had to grow to a significant scale, it would need a proper auto component industry to back it.



In the auto industry, it is the auto-component players that bring technology to the table; auto OEMs (original equipment manufacturers) only assemble the components into a vehicle. Thus, Tata AutoComp was born. Its mandate was to support Tata Motors in its foray into PVs as well as build a strong auto-component company, which could support all players in India.

Since its inception, Tata AutoComp — through its own businesses and joint ventures (JVs) — has served multiple OEMs in India and outside with cutting-edge technology and quality products. We introduced several product and process technologies that were unique to India, benefitting not only our customers but the entire value chain.

To grow fast and achieve scale, it was imperative to expand operations outside India. We adopted a two-pronged strategy — under an organic growth strategy, we expanded operations by adding plants and products, and as part of our inorganic strategy, we acquired companies that were solution leaders and served a great portfolio of customers.

### When you took over as MD and CEO in 2018, what inspired you the most?

In 2018, the auto industry was going through a tough time. It was the first time that the domestic market had started showing single-digit growth rates. Alongside, several technology-related changes started entering the market. India had announced the move from Euro IV to Euro VI, electric vehicles (EVs) were being promoted as the

future technology and several safety-related norms were being introduced. The industry was poised for exciting times from a technology point of view and challenging times from a growth perspective. This was an opportunity for Tata AutoComp to make its mark and take a leadership role in the industry. A lot of engineering, development and testing was needed to ensure we were ready with solutions our customers wanted in time.

Moving to Euro VI gave us opportunities to offer light-weighting solutions and launch SMART Radiator cores and Euro VI-ready solutions in exhaust systems. At the time, Tata AutoComp was not present under the hood in a typical ICE (internal combustion engine) vehicle, but for radiators. As part of our growth strategy, we decided to become a leading player in the drivetrain products of EVs. We established two new JVs in the areas of Li-Ion battery pack and battery management system, motors, inverters, controllers and integrated drivetrain. Our business units (BUs) also expanded their portfolio to develop parts that would support the EV. Today, we have the largest portfolio supporting EVs.

### How did Tata AutoComp stay relevant for 25 years?

For any auto-component player to stay relevant, it has to constantly delight its customers, be a people- and process-oriented company and deliver value to all stakeholders. We have always delighted customers by developing unique technologies in our own businesses,

## At a glance

**1998**

Tata AutoComp's first plant inaugurated

**48**

plants spread across America, Europe, Brazil, China and India in 2020

**7**

countries served

**\$677.8**

million revenue in FY20

**\$3 billion**

revenue goal for 2025



(L-R): Mr Samrat Gupta, CEO & MD, Tata Motors Finance Ltd; Mr Arvind Goel, MD & CEO, Tata AutoComp Systems Ltd; Mr Praveer Sinha, CEO & MD, Tata Power Ltd; Mr N Chandrasekaran, Chairman, Tata Sons; Mr Ratan N Tata, Chairman Emeritus, Tata Sons and Chairman, Tata Trusts; Mr R Mukundan, MD & CEO, Tata Chemicals Ltd; Mr Avijit Mitra, CEO & MD, Infiniti Retail Ltd; Mr Guenter Butschek, CEO & MD, Tata Motors Ltd; and Mr Shailesh Chandra, president, Passenger Vehicles Business Unit, Tata Motors Ltd

offering cutting-edge technology through JVs, benchmarking our operations against the best and developing a performance-driven culture.

25 years is a long journey, and it also means challenges that have to be overcome. The global financial crisis of 2008-2009 (Mr Goel joined Tata AutoComp in 2008 as president to head a group of BUs) severely impacted the global auto-industry. The US auto industry registered negative growth, while Europe was flat. China and India, fortunately, were unaffected. During this time, our offices in the US, Europe and Japan were losing money while some of our BUs were not functioning optimally. We, therefore, decided to rationalise our portfolio and consolidate by exiting from eight businesses. Closing our operations in Germany was the most challenging task as it involved declaring insolvency and handing it over to an administrator.

The second challenge was in terms of brand image. Convincing our customers about the reasons behind exiting eight businesses and assuring them of our continued commitment to our other businesses was difficult.

The greatest challenge, however, has been the Covid-19 pandemic. When the global financial crisis hit, India was still growing. In fact, in 2011, the Indian auto industry registered a healthy growth rate. This is the first time that all countries are affected by a disease, and each one is facing an economic crisis. It is an unprecedented situation and its real impact is yet to be fully seen.

**Tata AutoComp has turned 25 at an**

### **unprecedented moment in history. How are you weathering the storms?**

It began with the pandemic and the lockdown. Our priority was the safety of our people. We issued advisories, reinforcing healthcare directives amongst our employees. The senior leadership ensured constant communication with employees through digital platforms like our own app called 'We Care'. Once the plants were allowed to open, we issued strict instructions and standard operating procedures, which ensured minimal number of Covid-19 cases in our plants.

While the lockdown was needed to save lives, almost three-months without any production or sale, hit the entire auto industry. Things, however, seem to be looking up now.

Another challenge this year has been the tension with China, which continues to be a risk for us. So far, we have managed good relations with our Chinese partners, and I hope that India and China can resolve this issue as there is interdependency between the two countries.

### **What are the strengths and vulnerabilities of Tata AutoComp's global footprint?**

Global operations enable us to leverage our relations with a customer in one geography to establish business in other geographies. It also helps neutralise the cyclic nature of business; if one geography is not doing well, other geographies help reduce the negative effect. The challenges include the chances of dissatisfaction with a customer in one geography affecting



## Tata AutoComp has brought several firsts to customers in India:



**Supported Tata Motors' PV journey** from the Indica to the latest Nexon EV



**Developed 2K moulding, laser scouring, thermocasing, in-mould decoration** technologies that enhance aesthetics and haptics of products



**First to supply brazed aluminium radiators** to the CV industry, a major technology shift that improved cooling efficiency and drastically reduced radiator weight



**First to offer aspherical outer rear view mirrors** for third-lane vision



**First to introduce glass fibre-reinforced composites** as a light-weighting material; parts made from composites replaced traditional sheet metal parts in CVs and tractors as it offered the same strength with better aesthetics and NVH (noise, vibration and harshness) properties



**Introduced new technologies for suspension systems for CVs** like lift axle, 6-rod boggy suspension, and advanced rubber metal that offer better chassis protection and more weight-carrying capacity



**Developed automotive batteries**, not requiring a top up till 100,000 km



**Developed the country's lightest Heating Ventilation and Air Conditioning system**

## THE UNSEEN

relations in other geographies and implementing common policies and practices across all BUs and geographies to build a common culture throughout the organisation.

### How has Tata AutoComp integrated the 'One Tata' philosophy into the company's fabric?

The company was created to support Tata Motors' PV journey, but we also work with other Tata companies. Our Composites division manufactures the front panel of the Tata ACE from glass fibre reinforced composites; this light-weighting solution offers better aesthetics. As environment norms tightened, Tata Motors was looking at reducing the vehicle's overall weight; we collaborated with Tata Chemicals to add nano particles in the composition of composites, reducing the component weight by 17% and making it stronger. We engaged with Tata Elxsi to develop Advanced Driver-Assistance Systems solutions software. We are also working with Tata Steel Advanced Materials Research Centre and Tata Power to develop some products in composites.

### Can you tell us about the company's recent foray into Made-in-India ventilators?

At the beginning of the pandemic, the number of ventilators needed was much larger than what was available. The Tata group decided to step in and make ventilators in India. Engineers from Tata Motors and Tata AutoComp worked on the ventilator design, and we have now established a manufacturing line in India.

### What is your vision for the future of Tata AutoComp?

We aspire to be amongst the top 50 global and top 5 Indian auto component players by 2025 and become a \$3 billion company by 2025. We want to ensure that we are either the market leader or amongst the top three in each of the product lines we are in. **TR**

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# All-terrain mobile laboratory

A team of scientists driving a bespoke Land Rover Discovery across four African countries made significant progress in the fight against malaria

**BY CYNTHIA RODRIGUES**

**O**n its 30<sup>th</sup> anniversary last year, the Land Rover Discovery celebrated in style, combining business with pleasure in a setting that is a byword for excitement and adventure.

Organised under the auspices of the Land Rover Bursary, this scientific expedition saw the SUV modified into a mobile laboratory for a pioneering drive across sub-Saharan Africa. The vehicle, a customised model from the Land Rover

Special Vehicle Operations, was equipped with state-of-the-art technology.

## **WORTHY CAUSE**

According to the World Health Organization (WHO), malaria is a leading cause of death around the world. A disproportionately high share of global malaria cases (93 percent) and deaths (94 percent) occur in Africa, according to a 2018 WHO fact sheet.





While the number of cases had dropped due to better anti-malarial medicines and distribution of insecticide-treated bed nets, this positive trend had been halted in the last few years because of the resistance developed by mosquitoes. Mobile genetic sequencing allows scientists to monitor and study parasite and mosquito populations with an attempt to control resistance.

This real-time genetic data can help scientists ascertain which types of mosquitoes are resistant to specific insecticides, thereby helping local control programmes. Such efforts are crucial in the drive to control the spread of malaria.

Dr Steve Iley, JLR's chief medical officer, says, "Malaria affects millions of people all over the world every year. At Jaguar Land Rover we're passionate about using our technology to help experts in their field make a real difference and the Land Rover Bursary is a great example of this. We're really proud that the unique Discovery developed by our Special Vehicle Operations team has helped prove that remote DNA sequencing is possible even in hard-to-reach locations."

### INTO THE WILD

The journey began as part of the 2018 Land Rover Bursary. Three Oxford University

researchers set out on a 7,350km journey across the heart of Africa. The four nations they would traverse were Namibia, Zambia, Tanzania and Kenya.

The expedition had been awarded in partnership with the Royal Geographical Society (with Institute of British Geographers), Land Rover's longest-standing humanitarian and conservation partner. They were awarded an amount up to £30,000 and the use of a bespoke vehicle for their expedition.

The team, led by expedition leader Dr George Busby, an academic scientist and geneticist, worked with local African scientists across the four countries to extract and analyse DNA in remote locations. The other members of the team were Dr Isaac Ghinai, expedition medic and global health researcher; Jason Hendry, expedition scientist, all from Oxford University; and Dr Eric Ochomo, a mosquito researcher at the Kenya Medical Research Institute who co-led a field project in Kenya.

The advantage of being able to carry the equipment into the field meant a huge saving of time as it enabled genetic data to be generated within hours. Generally, scientists have to wait weeks for such data to be compiled as samples



need to be obtained, prepared and carefully despatched to overseas laboratories for analysis.

During the two-month trip, the researchers were able to train African scientists to pick up the right kind of samples. They also successfully tested the latest portable genetic sequencing technology in remote off-grid locations for the first time. The highlight of their endeavour was that the bespoke Discovery played a crucial role in this scientific endeavour. Thanks to the equipment, the team was able to generate data even while they were driving, making every moment of the long journey a fruitful one.

### VEHICLE OF CHOICE

The Discovery is Land Rover's most versatile full-sized SUV, so it was the apt vehicle for the fantastic expedition. The vehicle used by this team was especially converted by the Land Rover Special Vehicle Operations to suit the needs of this project.

This Discovery vehicle was equipped as a mobile genetic sequencing laboratory. Its 1,137-litre load space was fitted with a fridge/freezer to store medical and research equipment supplies, a bespoke load space configuration system to hold the team's equipment and an

on-board expedition battery. A purpose-built dual sun awning, rescue kit, sand/mud tracks, roof rack and LED night driving lamps equipped it for the rough drive.

In addition, the scientific legwork was done by a series of compact genetic sequencing machines, MinIONs. There was also a satellite phone with a receiver box, antennas and handset to upload the data to the Cloud in real time. The vehicle was also prepped up with a special livery, drawing attention to its purpose.

The team did a fantastic job of putting in the necessary equipment while ensuring a comfortable ride for the scientists over long distances. Dr Busby says, "The Discovery was the perfect tool for the job. It took the different terrains in its stride and carried all our kit with ease and performed as a mobile laboratory. Without the support of the Land Rover Bursary, we simply wouldn't have been able to make this important step of proving the viability of remote DNA sequencing in the field of malaria prevention."

Thanks to the Land Rover Discovery's all-terrain laboratory, the world is one step closer to its goal of eradicating malaria. **TR**



# Food for thought

Tata Trusts' The India Nutrition Initiative is bolstering the government's efforts by identifying, undertaking and supporting relevant avenues to tackle malnutrition in the country

**BY ESTHER CABRAL**

**N**ot too far away from the urban conundrum of what to eat, how much to eat and when to eat, lies a vast majority of the Indian population scrambling for three square meals. The problem of nutrition in India is widely known but scarcely spoken about. Alongside the central and state governments, Tata Trusts' The India Nutrition Initiative (TINI) addresses the challenge by providing nutrition education, programme implementation support and in some areas, meals to the rural populace, especially children, adolescents and women of reproductive age.

A typical balanced diet comprises a proportionate serving of carbohydrates, proteins, fibres and minerals. It is, however, distressing to know that malnutrition is the underlying cause of over 44% of the country's mortality in children under the age of 5. According to the recent National Family Health Survey-4, amongst children under 5 years, 35.7% are underweight (low weight for age), 38.4% are stunted (low height for age), and 21% are wasted (low weight for height).

## **CATALYST FOR CHANGE**

TINI — created under the aegis of Tata Trusts in 2015 — undertakes long-term interventions, addressing malnutrition in India by identifying, undertaking and supporting relevant initiatives. “My most visible goal is to do something in nutrition for children in India and pregnant mothers. Because that would change the mental and physical health of our population in years to come,” states Ratan N Tata, Chairman, Tata Trusts.

Towards this, staple food fortification, nutritious food for children, pregnant and lactating women; along with enabling activities such as advocacy, monitoring, and learning & research were adopted. TINI's programmes have strong linkages with the Government of India's nutrition programmes. Tata Trusts' collaboration with the state governments of Maharashtra (MH), Rajasthan and Andhra Pradesh (AP) has helped develop a scalable model to improve the supply and demand dynamics in Integrated Child Development Services (ICDS). The programmes, spread across 11 districts, have improved service delivery in the ICDS scheme

and sought demographics of the beneficiary populations for future reference.

TINI is an important segment of India's National Nutrition Mission's (NNM) Vision 2022 targets, which aim to decrease undernutrition by 3% each year and cure anaemia among children and women by a third over the next two years. One key set of actions at the heart of the NNM is to reform the ICDS' Supplementary Nutrition programme, especially its Take Home Ration scheme that aims to provide children from 6 months to 3 years as well as pregnant and lactating women with fortified supplementary food.

### COMING TOGETHER

The projects undertaken by TINI are augmenting the government's efforts in taking appropriate policy decisions for future investments, scale-up and sustainability. The pan-India Swasth Bharat Prerak (SBP) programme, a joint initiative of the Ministry of Women & Child Development and Tata Trusts, supplements implementation of the POSHAN

Abhiyaan or NNM. Over the course of two-and-a-half years, more than 700 *preraks*, who work as catalysts for effective programme implementation, were deployed across the nation to support local officials accomplish their NNM goals. The Making It Happen project in Rajasthan, Andhra Pradesh and Maharashtra is aimed at making *anganwadis* (basic healthcare centre in a village) as the hubs for efficient delivery for ICDS services.

Prapti Adhikari, program officer, SBP programme, TINI, says, "The Swasth Bharat Prerak programme has introduced me to niche systematic aspects and how policy transformations happen at the community level. Additionally, I have had the closest realisation of ways in which government and non-government agencies can converge to generate better nutritional outcomes at the national level."

### FORTIFYING FOODS

Tata Trusts' work in food fortification includes creating an enabling environment by setting up a Food Fortification Resource Centre within the Food Safety and Standards Authority of India. Along with the National Dairy Development Board, Tata Trusts has been driving milk fortification in India. Approximately 45% of all milk is fortified, and it reaches 110 million people every day. More than 600 million people are accessing and consuming fortified edible oil daily, and this number will go up as industry players join the fortification programme. Additionally, double fortified salt is reaching more than 100 million people and rice fortification programmes are reaching 1.6 million.

Another pioneering initiative is delivering tasty, affordable and accessible nutrition at scale in a sustainable manner in partnership with Mars Inc. GoMo™ Dal Crunchies is the first such product made of yellow pea — a legume rich in protein and lysine, an important amino acid considered broadly deficient in India — which is

## TINI at a glance



**IMPROVE** data and knowledge to drive nutrition governance



**DEVELOP** nutritious products, at affordable prices, for the vulnerable populace



**USE** existing platforms – government, civil society, businesses and multilateral agencies to drive nutrition programmes



**SCALE UP** fortification of staple foods



**SET UP** a centre of excellence for public health nutrition at the National Institute of Nutrition



**AIM** to reach 350 million people with fortified foods; 5,00,000 children and 1,00,000 pregnant and lactating women



## Creating an impact

	Food fortification	Beneficiaries reached	States/UTs covered
MILK	174 LLPD	110 million	26 states & UTs
OIL	7.42 MMT	600 million	Pan-India
RICE	32,741 MT (AP & MH)	16 lakh approx	2 states
SALT	1.5 lakh MT Double fortified salt	107 million	7 states

## Maternal, infant and young child nutrition programme

Beneficiaries covered		
Rajasthan	Andhra Pradesh	Maharashtra
8,67,000	4,66,306	20,47,958
Anganwadis refurbished		
Rajasthan	Andhra Pradesh	Maharashtra
205	253	102
Districts covered		
Rajasthan	Andhra Pradesh	Maharashtra
5	3	3

rich in protein and micronutrients aimed at closing the nutritional gaps among the 6–18 age group.

“Community participation plays an important role. While the government has to be in the driver’s seat, most nutrition is given at home — at the individual, family and community level. *Anganwadi* centres can play a role only if people use them,” says Dr Rajan Sankar, director – Nutrition, Tata Trusts.

Tata Trusts has onboarded GoMo *sakhis* (friends) — nutrition champions — to provide nutrition education to children and community members. Varsha Sakhre, a GoMo *sakhi* from Kaushalya Nagar slum in Nagpur, says, “The GoMo project has not only given me an income to support my family but also made me realise the importance of nutrition in overall health and well-being.”

### NUTRITION, AMIDST THE PANDEMIC

The pandemic has been debilitating in ways unimaginable, with its tentacles spreading to the nutrition mission as well. To counter the constraints, TINI went digital. Following the lockdown, SBP teams started using virtual communication platforms and social media channels to spread awareness of maternal and child healthcare.

Apart from this, workers collaborated with the municipal corporations of Mumbai, Pune, Unnao and Gangaghat, and partnered with NGOs — Kat Katha, Goonj, Aga Khan Foundation — to distribute 33.36MT of GoMo worth ₹1.1. crore to nearly 7.3 lakh people across seven states. They also assisted stranded migrant workers, health workers, police personnel, daily wage workers, artisans, sex workers and waste pickers. In the last two decades, India has improved its nutrition outcomes. Between 2005 and 2019, the percentage of stunted children under the age of five, fell from 48% to 34.7% and the percentage of underweight children decreased from 43% to 33.4%. This notwithstanding, more needs to be done as about 40.6 million children are still stunted, that is, one-third of the global stunting burden! **TR**



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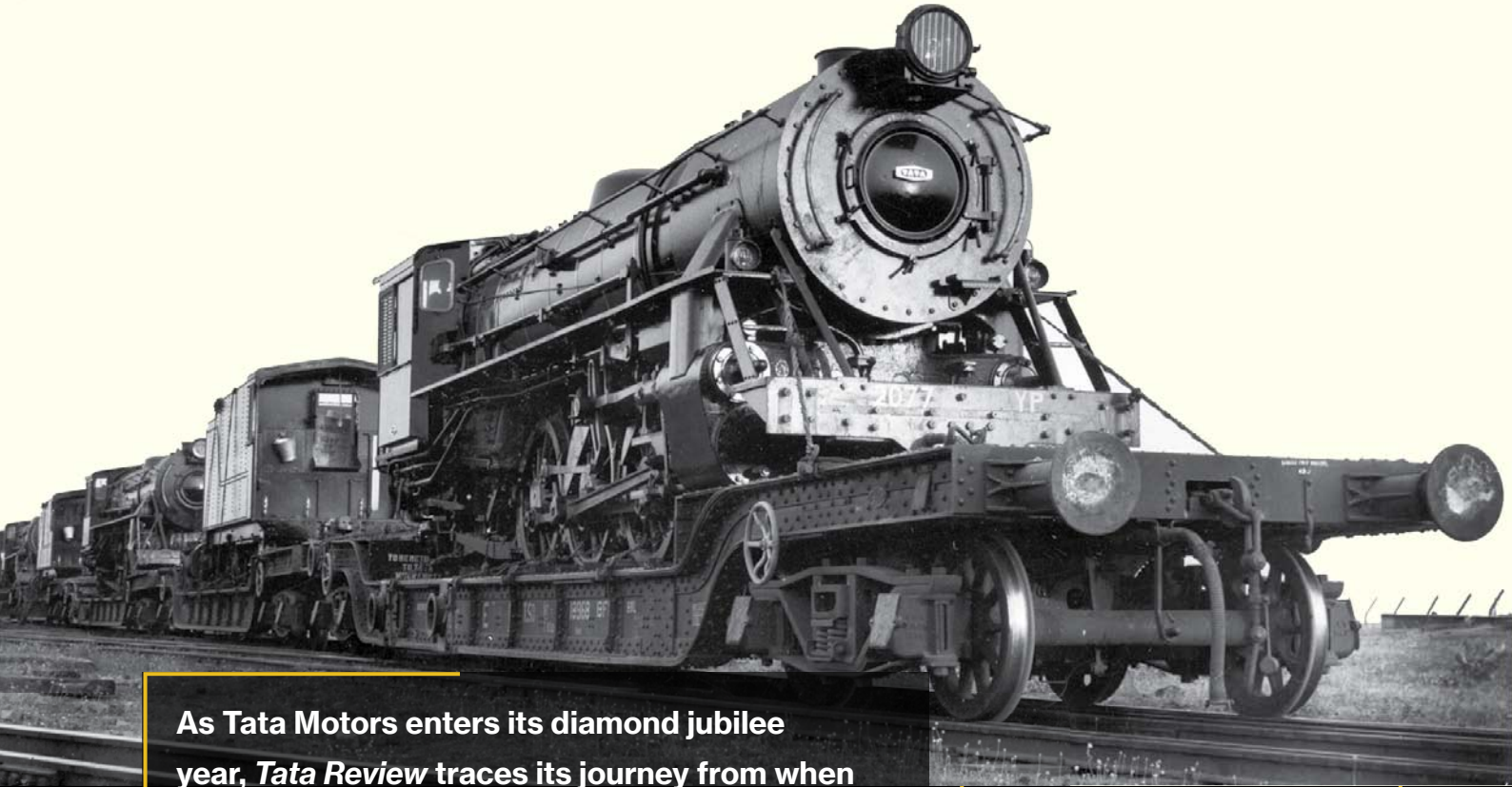


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\*A million customers have been served over last 2 years

# Marking the **diamond** jubilee of **Tata Motors**



**As Tata Motors enters its diamond jubilee year, *Tata Review* traces its journey from when it started operations as the Tata Locomotive and Engineering Company (TELCO) in an old East Indian Railway workshop at Singhbhum, Jamshedpur, in 1945, to becoming a leading global automobile manufacturing company with multiple manufacturing facilities and research & design centres spread across continents.**

**ABOVE:** A complete 'YG' steam locomotive — meter gauge type.

Once work on the first batch of road rollers was completed by 1948, the locomotive workshops came up in 1952, with the target to manufacture 100 locomotives and 100 boilers a year.

Text: Tejal Pandey Images: Tata Central Archives and Tata Motors Group



**LEFT:** Assistant foreman Sardar Prem Singh, who built the first batch of road rollers in India, before a line up of road rollers.



**ABOVE:** Mr JRD Tata and his wife Thelma Tata along with Mr Sumant Moolgaokar, then director-in-charge of TELCO, view a model locomotive, built to the design of the famous 'Royal Scot' by TELCO apprentices in 1953.

**RIGHT:** The first batch of technicians who went for advanced practical training in locomotive manufacture to Krauss-Maffei AG in Germany, with which TELCO had a technical aid agreement.



**RIGHT:** Mr Sumant Moolgaokar inaugurating the Tata-Mercedes-Benz project on October 23, 1954.

In a bid to expand their horizons, TELCO, with a commendable production of 1155 locomotives, 950 road rollers, 5000 railway wagons and several boilers over fifteen years, took up the opportunity to partner with Daimler Benz AG. An application by Mr JRD Tata and Mr Sumant Moolgaokar to the then Minister for Industries Mr TT Krishnamachari, to start an assembly and manufacturing plant for commercial vehicles received a quick approval.



**RIGHT:** The first Tata Mercedes-Benz truck being loaded at Bombay docks for shipment to Sri Lanka (then Ceylon) in 1961.

TELCO products were exported to several countries across the globe, amounting to an export value that ran into crores.



**LEFT:** Mr Sumant Moolgaokar presents the 100,000<sup>th</sup> truck to Sardar Kartar Singh, vice president of the Montgomery Goods Transport Society, New Delhi. (Left) Mr DS Narayanan, sales manager, and on the extreme right is Mr FHK Vorhang, deputy general manager, Auto.

**RIGHT:** The first batch of vehicles bearing the 'T' insignia roll out of TELCO Works.

In 1960, the words in the company's name were transposed to read as 'Tata Engineering and Locomotive Co Ltd'; in 1969, the 'star' emblem was replaced with 'T', signifying the end of a long collaboration with Daimler-Benz.





**ABOVE:** Employees bid goodbye to the last locomotive in 1970.



**LEFT:** The industrial tractor manufactured by TELCO, pulling the Indian Air Force fighter Gnat at the Republic Day Celebrations in New Delhi in 1971.



**LEFT:** 1516 vehicles at the TELCO assembly line in Pune.

Set up across 930 acres of land in the Pimpri-Chinchwad area, the Pune facility, which produced its first commercial vehicle in 1977, is today known not just for its premier quality manufacturing facilities but also for its state-of-the-art R&D centre, a benchmark in the automotive field in the country.



**ABOVE:** Among the renowned personalities who have visited TELCO: 1. Mr JRD Tata with the then Chairman of Daimler Benz Dr Fritz Koenecke, 1954; 2. Tibetan spiritual leaders Dalai Lama and Panchen Lama, 1956; 3. The then Prime Minister Pandit Jawaharlal Nehru, 1958; 4. Mr JRD Tata with Shahbanu of Iran Farah Pahlavi, 1969; and 5. Late President APJ Abdul Kalam, 2001.



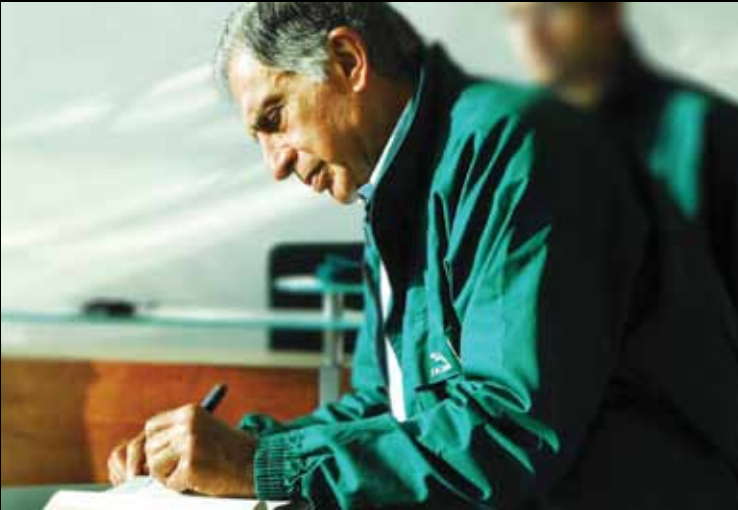
**LEFT:** The First Tata Hitachi Excavator, 1984.

As the locomotive project gradually phased out in the early '60s, TELCO moved to manufacturing mechanical cranes and excavators in collaboration with M/s Harnischfeger Corporation, USA. Two decades later, TELCO decided to go in for the latest technology in excavators, following introduction of hydraulic machines, through a technical collaboration with M/s Hitachi of Japan with the signing of an agreement between TELCO and M/s Hitachi in 1984.

**RIGHT:** Launching of Tata Estate by Mr JRD Tata in 1992.

The decade of the '90s saw a spate of significant vehicle launches, including the first passenger car the Tata Sierra, the iconic fully indigenous Tata Indica, India's first SUV Tata Safari, and the multi-utility vehicle Tata Sumo. In mid-1990s, TELCO brought in the 3-pointed star of Mercedes Benz to the country.





**ABOVE LEFT:** The then Chairman of Tata Motors, Mr Ratan N Tata signs the acquisition deal of Jaguar Land Rover in June 2008; and (right) Mr Ratan Tata at the launch of the Tata Nano in 2009.

In 2003, TELCO became Tata Motors Ltd, and the rising trend in vehicle launches continued through the 2000s, with production and manufacturing at an all-time high.



**LEFT:** Tata Motors launched 'Health on Wheels' for malnourished children in the rural and urban slum pockets of Udham Singh Nagar, Uttarakhand.

Right from urban forestry projects to self-help centres to skilling and training institutes to blood donation drives to women empowerment initiatives and more, Tata Motors has been continually striving to nurture the community, society and the nation at large.

**RIGHT:** Tata Sons Chairman, Mr N Chandrasekaran, who is also the Chairman of Tata Motors, and Chairman Emeritus, Tata Sons, Mr Ratan N Tata flag off the Tigor EV from Tata Motors' Sanand factory in Gujarat in 2017.

As digitisation and a wave of new technologies such as autonomous vehicles and internet of things bring about significant changes in mobility, Tata Motors is upgrading to newer platforms and business models that will pave the way for new product offerings.





# My brush with Covid-19

Renuka Shetty, manager, Group HR at Tata Sons, tells readers about her first-hand experience with the virulent virus

Since the pandemic-triggered lockdown in March 2020, there has been a sea change in our way of living. Being confined to our homes in the first few months of the lockdown, personal interaction with the outside world was kept to a bare minimum and social life took a big hit. The initial days of isolation didn't seem that bad as it was something different from the daily grind we had been accustomed to.

With the first few cases of the novel Corona virus appearing in China towards December 2019, the world watched in shock at the havoc the virus created, little realising that it would spread its wrath all over the globe.

By March 2020, the virus slammed the shores of India; my husband, a doctor by profession, went to hospital daily, while I began adjusting to the experience of working from home and meeting all my colleagues virtually.

## THE AFTERMATH OF TESTING POSITIVE

Just as we began adjusting to this 'new' life, in April, both my husband and I were infected by Covid-19, with symptoms like fever, body ache,

sore throat and fatigue. In the early days of the pandemic, testing was an arduous task and the stigma of being a Covid-19 victim was a terrifying prospect.

As anxiety and stress consumed us from all the negative news, we were debating whether to even get ourselves tested when Tata Sons arranged for our Covid test. That feeling of shock mingled with fear on hearing that we were Covid positive is something I will not forget. In those early days of Covid-19, we hardly knew of anyone who had got infected with the virus. Even getting admitted to a hospital was a nightmare. Here again, Tata Sons came to our rescue and arranged beds for us at a private hospital in Mumbai as well as for the ambulance (getting one was a herculean task in those days) to take us to the hospital.

We were immediately put on medication and all our blood tests and other medical investigations were done. Both our parents (who don't stay with us and reside in different cities) were informed and it was one of the most trying times for all of us. In times of illness, we derive strength and solace from our loved ones; unfortunately, this virus just doesn't allow that to happen. We, however, remained in touch through video calling from our hospital beds, reassuring them of our comfort and care. After a week, our swab test



reports came negative and we were discharged from the hospital.

Our residential building was cordoned off for a fortnight due to which our neighbours were put through a lot of inconvenience. Nonetheless, when we reached home from hospital, we were greeted warmly with an applause and a basket full of goodies from our neighbours.

Recovery from the illness took some time, as fatigue and body pain lingered for long; even today, I would say we are at around 90% of our full capacity.

### LESSONS LEARNT







For the denizens of planet Earth, life has been a roller coaster ride since the onslaught of Covid-19. While it has gripped most of us with fear and caused anxiety and pain, we have also learnt a few lessons like paying greater attention to basic hygiene along with the importance of breathing fresh air and exercising. We have realised not to take anything for granted and value even our household help to keep the home wheels turning. We've also realised the importance of neighbours, friends and family in the hour of need. Most importantly, the realisation that life is unpredictable and to live each day as it comes, by taking pleasure from the simplest things and trying to be a better and more thoughtful human being. Ultimately, that's what being human is all about.

Last but not least, I'd like to mention how helpful my employers have been in these difficult times, as my colleagues pitched in to fill the void of parental love and care. To say they are like family is not an overstatement. On a lighter note, my husband was so overcome by the generosity of the Tatas in our hour of need that he has sworn to eat Tata *namak* (salt) for the rest of his life. **TR**

tata.review@tata.com



## Dos and Don'ts

-  Mental well-being and a positive mindset are very crucial to fight this virus. The more you stress, the more you compromise your immunity.
-  The virus is not going away any time soon, so learn to co-exist with it by taking the necessary precautions.
-  Both your mind and body may feel very fatigued, ensure you get proper rest and sleep to help your body recover faster.
-  Eat a nutritious diet to build immunity and gain strength. Add fruits, vegetables and proteins to your diet.
-  Keep yourself hydrated by drinking warm water and take steam inhalations.
-  Clean your hands, face and feet every time you come home from outside. The elderly at home are the most vulnerable to the virus and hence observe all the necessary precautions while interacting with them.

# Flying steady

It's been a turbulent time for the airline catering business, but TajSATS has adapted to the new normal in aviation

BY MANISH GUPTA



**T**aking on my new role as CEO of TajSATS Air Catering Ltd in August 2020 was an exciting and career-defining moment for me, after the successful 24-year-long stint in luxury hospitality. But coming as it did in the middle of a pandemic it was bound to be challenging.

The Covid-19 crisis has caused a major shift in a sector that had already been struggling. The aviation industry took off in India after 2006, with the arrival of multiple low-cost carriers (LCC), and this was further strengthened after 2012. Prior to that, the overall model of airlines in India was under huge financial stress, which resulted in several cost-cutting measures that became permanent over

time. Serving food on board was one such measure; it became a paid service rather than the free service that it used to be.

With the pandemic, the road to recovery seems long. Travel protocols and restrictions around the world will continue, but we have a strong domestic market that will keep our engines running, and as of September this year, serving food on board has been permitted again, spelling good news for airline catering businesses like ours.

## **A DIVERSIFIED BUSINESS**

The airline catering industry in India is worth approximately ₹1,600 crore annually; it is expanding fairly rapidly due to the addition of new airports and a growing air network in the



**Manish Gupta** is chief executive officer of TajSATS Air Catering Limited. He has years of experience as a luxury hotelier, and has run some of the most iconic Taj Hotels

country. Though the number of full-service airlines are fairly limited, there has been a rapid increase in LCCs, ensuring demand for airline food remains steady.

TajSATS currently has six units across India that serve the major aviation hubs as well as nearby satellite towns. We also offer institutional catering for offices, hospitals, schools corporates, besides providing food for quick-service restaurant brands like Tata Starbucks.

Recently, the company diversified into non-aviation catering, and launched ANUKA, a multi-cuisine virtual restaurant available on the Qmin app in Mumbai and Delhi. ANUKA offers a variety of gourmet delights to its guests in the comfort of their homes. An extension of this is our brand ANUKA Comfort that fulfils the huge requirement of residential complexes for safe, hygienic and high-quality meals. Additionally, we've launched ASA, a brand of artisanal chocolates created by our accredited chefs, and ISHRI, our brand for high-end handcrafted Indian sweets.

### **THE OPPORTUNITY IN THE CHALLENGE**

Our work during the toughest period of the pandemic has not only helped the community but also kept our kitchens running particularly in high-risk cities

like Mumbai and Delhi.

TajSATS is honoured to have served over 1.5 million meals during this crisis. We were glad to assist the Taj Public Service Welfare Trust in providing meals to doctors and other frontline workers in government hospitals in Mumbai and Delhi. We also partnered with the Brihanmumbai Municipal Corporation in Mumbai and with Bangalore Airport Authority Limited to cater to the migrant workforce stranded in Mumbai and Bengaluru. TajSATS also provided food packets to residential complexes cut off from the outside world due to a high number of positive Covid cases in those zones.

During this time, our employees also catered for the numerous repatriation flights launched by the governments of India, the US, Japan and Australia, to evacuate their citizens.

### **SERVICE IN THE NEW NORMAL**

As of September, the Directorate General of Civil Aviation has permitted airlines to serve food on board — with restrictions. Understandably, the focus on food safety and hygiene has increased manifold, and international agencies such as the Quality & Safety Alliance for Inflight Services (QSAI) have established stringent guidelines for handling food, with the local

Food Safety and Standards Authority of India (FSSAI) also sharing similar guidelines.

TajSATS has already implemented a detailed list of measures ensuring employee health and facility sanitation that is being followed and monitored with strict diligence. Most importantly, food on-board is being served with minimum human contact. The guidelines have also made it mandatory for LCC airlines to ensure that all food is pre-ordered so that there are no on-board sales that would lead to needless one-on-one interactions. Even business class meals have been designed to secure minimum handling by serving staff.

### **THE FUTURE OF TRAVEL**

International flights are unlikely to resume soon, as the second wave is being witnessed in many European countries and there has been an increase in cases in the US. It is up to the domestic sector to keep the engine of the entire aviation industry, including the ancillary streams, running.

The lockdown period made us rethink our overall cost models and rework our strategies to stay relevant in the post-Covid world. The move will now be towards technology, automation, digital, data, analytics and cost resilience. **TR**

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Photo credit: Getty Images

# A new kind of customer connect

Brands are rediscovering an unlikely source for repeatable success in the post-Covid era

**BY ADRIAN TERRON**

**T**he start of the pandemic and swift lockdown saw people scramble for essentials, and amidst the chaos ‘survival of the fittest’ became evident. Store aisles and online platforms were besieged with people over-ordering. In such a confused environ, acts of kindness, whether by individuals or organisations, would have appeared plainly illogical.

Yet, astonishing acts of kindness and caring abounded, fuelled with a deep desire to help each other. Why, at a time

when everyone should have focused on feathering their own nests, did humankind resort to selfless generosity? Partly because we are an incredibly adaptive species that intuitively knows what’s good for us.

This adaptive excellence comes to the fore dramatically, especially during times of distress. Our ability to perceive external and intrinsic changes and adjust rapidly allows us to morph our habits and beliefs to match the brave new world. But what have been the most elemental of these changes?

## **SEISMIC SHIFTS IN THE CONSUMER LANDSCAPE**

Swamped by emotions, emanating from extreme fear and paranoia to a quest for meaning in life and an incredible compassion, people have clearly been overwhelmed in the wake of the Covid-19 pandemic. According to renowned author David Kessler this tidal wave of emotions creates a sense of collective grief. Aggravated by the loss of normalcy, a fear of economic turmoil, and the ebbing away of our normal way of life, we are all immersed in

different stages of grieving. As we process this grief, our beliefs and attitudes have altered in ways that every brand needs to take cognisance of in the post-Covid world. It will be necessary for brands to respond to the cognitive, physical and emotional changes cascading across the consumer landscape.

**Protection:** During a global health crisis that has raged through developed and developing economies, afflicting the affluent and impoverished alike, the value of wellness has attained new heights. A greater focus on healthy living, health tracking and proactive health maintenance has taken precedence. Kantar's World Panel data indicates that since the outbreak of the pandemic, 91% of consumers are washing their hands more often and 47%

are cleaning more often.

**Purpose:** Inexplicable disequilibrium and quaking uncertainty has deeply eroded consumers' confidence and consumption spend. The trust factor in consumption has become more ingrained than ever before. Consequently, 47% agree they are buying branded products more often these days, while 63% are looking more closely at the product's point of origin before purchasing.

**Connectivity:** The need to connect and stay connected has led to a quantum stride towards digital acceleration across all societal strata. The surge has meant that brands and consumers now have firmly established digital interaction as a viable alternative to physical engagement, which until a year ago was viewed as a

lesser alternative. Already 34% consumers have used some form of e-consultation, while 33% have enrolled for an online course. Importantly, 29% downloaded a tele-commuting/conferencing service/app, underscoring an important threshold to change societal norms around digitally enabled interfacing.

**Comfort:** At a time when everything seems fraught with the prospect of existential danger, the need for psychological and physical comfort has acquired a sudden desirability. Whether it is the solace derived from hygienic packaging and delivery or reaching out to resolve product issues in a contactless manner — brands that can deliver mental peace and physical ease are being considered prized partners in people's daily lives.



Collaborative continuity

Adaptive behaviours are embedding themselves in people's everyday lives. Behaviourally, there is an accent on participatory experiences and a veering towards routine tasks as a form of activity whether it is a new-found appreciation for home cooked food, or rediscovering the joy of family time, or the gratitude for being able to connect with friends. The home is the new venue for cocooning rather than a transient pit stop between two workdays.

Equally, anxieties around digital tasks, pertaining to purchasing and paying are becoming second nature. Similarly, a churning of the shopping basket, along with attention to home finances, has seen a shift towards more mindful choices that mix branded products with alternatives offering more value. In fact, in tandem is the recalibration of what items are essential versus those considered as indulgences. Hardly surprising, categories like organic food, supplements and wifi are an integral part of shopping lists for consumers who might have otherwise thought of them as optional.

### **REINTERPRETING CONSUMER NEEDS FOR A DEEPER CONNECT**

As consumers transition to the

next normal, how can brands ease this journey by becoming considerate companions? The answer, perhaps, lies in looking at the kind of rituals people conduct to cope with grief and personal loss. Ancient cultures across the world used rituals like prayers and feeding the poor to relieve negative feelings and instill a sense of composure in a difficult situation. What can brands learn from these acts? Perhaps, that easing emotional and psychological stress during times of difficulty lies in engaging with people in a manner that serves their functional and emotional needs all at once. There are various ways of doing this.

**Calendarised engagement:** Following the strict lockdown in the wake of the pandemic, commercial vehicles (CV) operators and their drivers faced several hardships as many trucks were stranded on the highways. At such a time, Tata Motors' CV business unit engaged with its channel partners to understand their issues; the technicians who braved the odds to resolve breakdowns were awarded with free insurance cover, as true Covid warriors.

**Information nuggets:** Global heavy equipment brand Caterpillar instituted the 'Built for It' campaign in 2019, to make the Cat® brand more

human, more approachable and more relevant. To achieve this, it created 'thought leadership' to provide its customers the information they need to become better at their jobs. As an industry leader in construction equipment, it democratized the sharing of its knowledge with a generosity that binds its present and potential customers to it.

**Subscription clubs:** As the founder of his eponymous agricultural and construction company, John Deere created and distributed a printed magazine for farmers in 1865 called *The Furrow*. Deere leveraged *The Furrow*, not to sell John Deere equipment directly (like a catalogue would do) but to educate farmers on new technology and how to use it to become more successful business owners and farmers. This has created a community of interest that has lasted for more than a century and fosters a sense of 'being in it together' during crises.

**Community connect:** Closer home, Rallis started the 'Rallis Krishi Samadhan' for India's farming community under the 'SamrudhKrishi' initiative, a unique agro-advisory programme. Under it, well-trained agriculture staff provide customised recommendations to farmers for their entire crop cycle. This connect not only establishes a strong relationship

with farmers but also becomes the first port of call during crisis as well as a sensing mechanism for new ways to serve the company's customers.

### **Collaborative continuity:**

Shopping for essentials like food and grocery is an important routine that allows people to maintain a semblance of normalcy in their lives. With supply chains disrupted in the lockdown, Star Bazaar, the Tata group's grocery chain, collaborated with other group retail entities to deploy personnel for continuity of business. Demonstrating incredible agility, Star's leadership team also accelerated expansion of its omnichannel offerings with 'Click and Collect', StarQuik app, 'Star on Wheels' and 'Society Ordering' in a matter of weeks.

### **RITUAL RESURGENCE**

Professor Francesco Gino of Harvard Business School and her colleagues mention the power of rituals in restoring a sense of control during crises. Participants who were directed to reflect on past rituals or assigned to complete novel rituals after experiencing losses reported lower levels of grief. Increased feelings of control after rituals created the link between use of rituals and reduced grief following losses, and the benefits of rituals accrued not only to individuals who professed a belief in their effectiveness but also to those who did not.

Customer-centric brands thus have clearly learnt an invaluable lesson that success in the post-pandemic world

will be more readily attainable with acts of ritual kindness that reinvent their contract with consumers and the society at large. Demonstrable empathy with perceptible enactment of strategies, embedding kindness at their core, will help brands trump over just catchy sloganeering.

From an evolutionary standpoint, selfish individuals beat altruistic individuals, but this is only half the picture. Insightful findings, however, reveal altruistic groups clearly win over selfish groups. At the Tata group, the manner in which our brands from disparate sectors came together to serve their customers is a model that is more likely to withstand the vagaries of time and natural catastrophes. Ultimately, whether consumers consider you 'kind' as a brand will play an integral role in determining what kind of brand you become.

What kind of brands do you think people will prefer in a post-pandemic world? Your ideas can help fine-tune the brand rituals we create on the subject. Write in to [aterron@tata.com](mailto:aterron@tata.com) **TR**

*With inputs from*

*Kavita Mahto*

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*Adrian Terron is head, Customer Centricity group, Tata Sons; and Kavita Mahto is general manager, Customer Centricity group, Tata Sons*

Photo credit: Getty Images



Sustaining connections



Photo credit: Getty Images

# Connecting consumer insights will help brands thrive

Tech-savvy brands that provide the most satisfying experiences for the connected consumer will thrive in the digital age

**BY VIKAS SETHI**



**Vikas Sethi** is practice director, TCS Digital Software and Solutions group

In the early 1980s, while leading the turnaround of Scandinavian Airlines System (SAS), CEO Jan Carlzon came to understand the critical importance of the many individual interactions between SAS employees and customers. Each encounter was a ‘moment of truth’, he argued, when a customer’s attitude towards the company could be changed for good or ill.

Carlzon’s idea was recognised as one of the breakthrough business concepts of the 20<sup>th</sup> century. Yet radical changes in consumer behaviour and information technology

have made the ‘moment of truth’ concept due for a refresh.

The internet and related technologies have empowered consumers by providing them with information at their fingertips when they want it. At the same time, advances in technology have given brands the tools to understand and interact with customers in powerful new ways. Thanks to mobile communications, the internet of things (IoT), artificial intelligence (AI) and analytics, brands can stay in contact with the connected consumer in a multitude of ways.



That's why it's now become a 'continuum of truth' rather than a 'moment of truth'.

## **ROADBLOCKS TO CONNECTED CUSTOMER EXPERIENCES**

Today's wired consumers have become accustomed to great customer experiences from born-on-the-web brands, especially in retail and financial services. Brands therefore must address the needs and preferences of the connected consumer by providing them with an array of positive experiences to help them discover products and services that make their lives easier.

Traditional retailers, banks and other consumer-focused enterprises are trying to become customer-centric but with mixed results. A bank might send an offer for a credit card that earns frequent flier miles with a major airline to a consumer who never travels by plane. A department store could share a manufacturer's rebate for a kitchen appliance with somebody who has already purchased it.

Imagine if companies truly understood their customers as unique individuals, not just their spending habits but also their proclivities.

The problem isn't a lack of customer information. Companies are drowning in data but still fail to deliver satisfying

customer experiences because they can't leverage the data to connect the dots. Despite their attempts to partner with third parties to offer consumers greater value, they struggle to grasp the context behind their specific situations.

## **CONNECTED CONSUMER INTELLIGENCE**

Successful brands must reach beyond the products and services they sell to recognise the context and patterns associated with how customers learn about their products and services, purchase and consume what they buy. In other words, brands must deeply understand individuals as human beings — not simply as consumers of particular products.

Inspired by the potential to help clients deliver connected customer experiences, six years ago TCS launched the Digital Software & Solutions group (DS&S), a software products business unit, that delivers deeply satisfying, connected experiences to consumers by generating a new type of insight called Connected Consumer Intelligence.

Our portfolio of Connected Intelligence & Insights software and our Connected Intelligence platform help companies in all industries deliver connected experiences.

Every human being lives

their day as a journey. During the narrative arc of their day, they might do household chores, cook meals, travel, work, watch TV, interact on social media or face-to-face with family and friends. Along the way, they also make purchases and consume the stuff they buy. It's here that our software enables brands to understand the individual mindset behind the purchase-to-consumption journey.

To garner consumer insights, brands need to expand their scope of knowledge. No longer is it enough to gather and use data collected from their own transactions with customers, brands must reach beyond their corporate walls for additional sources of data. The sources could include marketing partners, advertising platforms, open data repositories, IoT networks, social media, and location data from mobile apps.

With the arrival of 5G, advances in AI, and the continuing build-out of the IoT, the connected consumer will navigate the world with more knowledge, awareness and decisiveness than ever before, and tech-savvy brands will succeed by selling the customer experience itself — not just a product or service — and taking a personalised approach to every digital and in-person interaction. **TR**

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~ Mr. & Mrs. Warang, Serein, Thane

"Brand is standing for trust"

~ Mr Vishwanath B The Promont, Bangalore

"The quality of work if you see, it is better than any place which is close to this vicinity"

~ Mrs Natranjan Muthu New Haven Ribbon Walk, Chennai

"It was not only my dream, but it was a dream for my family to associate ourselves with TATA organisation"

~ Mr & Mrs Chakraborty Avenida, Kolkata

"This is a dream come true and having a good family time together. So it's very nice to be at TATA"

~ Mrs Vandana Khanna Primanti, Gurgaon



## International Projects

- Sri Lanka ■ Maldives

Disclaimer: This advertisement is giving details of pan India projects of Tata Realty group, developing residential and commercial spaces. The views of customers shown herein are their individual views and the company does not have any influence on the same. The details of areas displayed are approximate. "Tata" and "Tata Housing" are the registered trademarks of Tata Sons Private Limited. for more details, please contact our registered office at E Block, Voltas Premises, T B Kadam Marg, Chinchpokli, Mumbai 400033, Maharashtra, India.

A Land Rover Defender is shown driving on a paved road that stretches into the distance. The car is a light green color and has a roof rack with a spare tire mounted on it. The background is a vast, open landscape with sparse vegetation and rolling hills under a clear blue sky. The car is in motion, as indicated by the blurred background.

# Defender of the faith

The all-new Land Rover Defender is back to take on the mantle of the most capable off roader in the world

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**BY HORMAZD SORABJEE**

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**PHOTOGRAPHS BY DAMIAN BLAKEMORE**

It was a test drive like no other. Land Rover, known for choosing incredible locations across the globe for its media drives, outdid itself, and I'm sure they'll find it hard to top this one. We are in Namibia to drive the reborn Defender.

The new Defender, now on sale in India, has big shoes to fill and an illustrious legacy to live up to. It's been the vehicle of choice for cross-continent expeditions, military operations in conflict zones, and for anyone with a spirit to explore the world's most remote regions.

Land Rover has a long history in Africa. Enduring images of Land Rovers crossing flooded rivers, climbing dunes in the Sahara, on safari in game reserves, and immortalised in movies like *Born Free* and *The Gods Must Be Crazy* have made this vast continent the so-called 'spiritual home of Land Rover'. It was fitting then to have the debut drive of the all-new Defender where it felt, well, at home.

Home for the next three days is Kaokoland, a harsh and barren region in the country's

northwest, with no roads, just faint tracks through the desert and rocky trails in the hills. The punishing terrain is out of the comfort zone of many 4x4s, but it's an environment the Defender thrives in.

## **THE REINTERPRETATION OF AN ICON**

The Defender comes in two body styles: the three-door 90 series and the five-door 110 series with a longer wheelbase — the one I'm driving here.

There are four engine options: two 2.0-litre diesels

with 200hp and 240hp; and two petrols — a 300hp, 2.0 turbo-petrol; and a 400hp, 3.0 mild-hybrid turbo-petrol. In India, only the 2.0-litre P300 petrol (300hp), priced from ₹79.94–90.46 lakh, is currently available for sale. All engines are equipped with the familiar 8-speed ZF automatic transmission.

For the Namibia drive, there were only two variants: the standard 110 D240 diesel shod with 18-inch steel wheels and the 110 P400 that got 19-inch alloys. Both variants were kitted out with the optional Explorer Pack which includes a raised air intake, external storage boxes, a fold-

down ladder for easy access, a sturdy roof carrier, and lots of matte-black plastic bits and decals to give your Defender an expedition-ready look.

In fact, this test drive is more of an expedition covering over 860km, of which only 4km was on tarmac! You expect the Defender to be brilliant off-road, but how good is it on road? The Defender feels remarkably sure-footed, despite the high centre of gravity. The steering is fairly accurate and has a reassuring feel, imparting a good sense of control; the ride is brilliant and quite settled, especially in Comfort mode. All cars come with adaptive air suspension which alters the ride height.

### **SULTAN OF SOAK**

I start out from Opuwo in the diesel D240 and head west to Van Zyl's camp — our night stop, tucked into the forest beside a sandy riverbed — before tackling Van Zyl's Pass the next day. The first impression of the new Defender is fantastic all-round visibility from the lofty, comfortable seats, aided by the upright A-pillar and large windows. The rear seat occupants will appreciate the high seating position, great under thigh support and superb legroom. The Defender's ability to soak up the punishing terrain is mindboggling, and every evening I emerged from its well-

insulated cabin with not a tired bone in my body; this included 12-hour-long drives with few breaks. Besides, the Land Rover's cabin has abundant storage space and the sturdy shelf above the glove box safely held onto my mobile phone, GoPro and suction mounts.

Riding on 18-inch rims and high-profile tyres, I was astonished by the ease with which the D240 Defender flattened small rocks that popped out of the road. The high tyre sidewalls no doubt helped. Steel wheels may seem prehistoric in this day and age, but the advantage they have is that on hard impact they bend and don't crack like an alloy, thus lowering the risk of a puncture. That's why they are a no-extra-cost option.

### **4X4XFAR**

On day two, I switched to the more powerful P400 petrol for the drive up one of the world's toughest passes — Van Zyl. Built by a Dutchman, Ben Van Zyl, this pass was carved out by locals using spades, axes and hammers, with no earth-moving equipment used. It took 1.5 hours to cover 10 km! Forget the dirt road, the steep inclines and descents are just paths covered with massive rocks jutting out to test every millimetre of the Defender's wheel articulation and ground clearance, but the





## Key Features of the Land Rover Defender D240/P400

 L/W/H	5018/2008/1967mm
 Wheelbase	3022mm
 Engine	4cyl, 1997cc, turbo-petrol
 Power	221kW at 5500rpm
 Torque	400Nm at 1500–4500rpm
 Gearbox	8-speed automatic
 0-100kph	7.4sec
 Water Wading	900mm
 Top Speed	191kph

Defender proved it is the most capable off-roader in the world. The 3.0-litre mild-hybrid has a nice broad spread of torque and enough lowdown pull to yank the heavy Defender up a cliff.

We are back onto relatively flat terrain in the Marienfluss Valley and switch to manual mode to get the most out of the P400 motor. It's easy to hit speeds of 150kph on dirt tracks and the overall sense of control is incredible.

On the last day, we drove to Namibia's famed Skeleton Coast. Pushing through the desolate landscape we didn't see another car for 12 hours and, at one point, drove 20km up the Hoarusib river! The region's haunting beauty and tough terrain would make even the bravest off-roader think twice before venturing into some parts. But by now, fully settled into the Defender and accustomed to its off-road prowess, the bouts of panic when crossing a river or scrambling up a slippery dune were few and far between. I knew the Defender would sail through any terrain effortlessly. The king of off-roaders is back! **TR**

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**Hormazd Sorabjee**  
is the editor of  
Autocar India



# Tried and tested

What makes brands like Fabsta, Klia and Skye, exclusively available at Star outlets, truly different

**BY ESTHER CABRAL**

**M**y recent order from Star Bazaar had an assortment of products that were carefully curated from in-house brands — Fabsta, Klia and Skye — of Trent Hypermarket Pvt Ltd. As I began unpacking the items, I wondered about the quality of these products, more so as I am a brand loyalist who doesn't easily switch brands. However, as the range of these products catered to most of my requirements and were available under one roof at Star outlets, I opted for them.

I'd ordered for ketchup, schezwan sauce, pasta and peanut butter from Fabsta's edible range which also includes

teas, ginger-garlic paste, bread loaves, biscuits, nachos, savouries and more. Klia's home-care range has a variety of cleaning products — dishwash gel and bar, floor cleaners, toilet cleaners, detergents and tissues — for all your daily requirements, offering value for money. Skye has paraben- and sulphate-free personal care products like sanitiser, hand wash, face wash, shower gels, soaps, lip balm, toothbrush and perfumes.

Talking about the product mix, Seema Modi, director – Packaged Food, Star Bazaar, said, "Today, customers are extremely discerning about the quality of products they use in their daily lives. We intend to

give them a better quality of life at affordable and reasonable prices through our products that work on fulfilling the basic premise of taste for Fabsta, sparkling cleanliness in case of Klia and everyday vibrance in case of Skye. All our products are made in India, and we invest a lot of time and effort in identifying quality suppliers and manufacturers.

## **FIRST IMPRESSION**

The first thing that struck me about the products was their packaging which equals competing products available in the market. Says Ms Modi, "We often place our products right next to the competing brands so



## Good time with Star

Over the weekend, I tweaked my routine a bit, kick-starting my day with a bowl of Fabsta Muesli Fruit N' Nut in warm milk. The generous quantity of dry fruits in the muesli made it a healthy breakfast option that kept me quite full, as I went about my household chores. For the mid-morning snack, I enjoyed two pieces of the light and airy Fabsta Bourbon and wafer biscuits.

For lunch, I sautéed some vegetables in the Fabsta curvy macaroni pasta and topped it with Fabsta pasta and pizza sauce that I found a tad too tangy for my taste, but the generous amount of cheese balanced the tanginess in the dish, which I complemented with Fabsta Nachos. The Fabsta Sunkissed tomato ketchup felt a bit tangy initially but then my taste buds were naturally adjusted to the flavour.

Next was time for some TLC. I took out the Skye Tropical Splash Shower scrub which made me feel like I was pampering myself with mango syrup. In the Skye range, the Creamy Glow bathing bar and Love Struck perfume body spray, with its fruity notes, were clearly the winners.

Coming to the household cleaning products, the glorious lavender burst of the Klia floor cleaner and the freshness of the Klia Matic wash detergent were energising. The dishwash gel cleaned the dishes to a sparkle and even the quantity of liquid used was much less.

that customers can see the value in shopping for Star brands, which are on par or even better in quality than several rival brands.”

Some products are available in pouches, which are particularly appealing to customers as they are easy to store. The label ‘A Tata product’ brings a sense of reassurance in the customer’s mind that it comes from the Tatas that value customers above all.

Last but not least, one thing that prominently stood out in these products was how it involved all my senses when I used them. The texture was rich and soft to touch, smell lingered on, vibrancy in colours was energising, the crunchiness and taste completed this sensory trip.

“All our products are sold through the strong network of Star consumers, through Star Bazaar stores and its online app, StarQuik,” says Ms Modi, adding, “Our aim is to delight the customer at all three stages — purchase, use and post use. Seeking customer feedback is an important aspect of our marketing strategy. Our products undergo several iterations to meet customer expectations before being finalised.”

Fabsta, Klia and Skye have succeeded in bringing quality products to customers at affordable price points. **TR**

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# Hitting **the bullseye**

Dharmendra Tiwary's dedication to the sport of archery and to honing his students' talent has won him the Dronacharya Award

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**BY CYNTHIA RODRIGUES**

**D**harmendra Tiwary, chief coach at the Tata Archery Academy (TAA) in Jamshedpur, is a man who lets his bow do the talking for him. Mr Tiwary was recently awarded the prestigious Dronacharya Award 2020 by the President of India, Mr Ramnath Kovind, for his contributions to Archery-Lifetime. He is the third TAA coach to receive this honour after Sanjeeva Singh and Purnima Mahto.

Working as an assistant coach at the academy since its inception in 1996, he says, "I give the credit for my award to Tata Steel for all the support that the company has given. I also owe a big debt to my father, who encouraged me, and to the government, the Sports Authority of India, the Indian Archery Association and the Jharkhand sports department."

While Mr Tiwary had some success as an archer in recurve archery, it was as a coach that he has had the greatest success. He has trained over 250 archers including Arjuna awardees

Jayanta Talukdar, Rahul Banerjee, Dola Banerjee, Chekrovolu Swuro and Atanu Das, as well as Padma Shri awardee Deepika Kumari.

His pupils have made him proud, having participated in 7 Olympic Games and winning 4 World Championship medals, 3 Asian Games medals, 7 Asian Championship medals, 7 Commonwealth Games medals and 14 Youth World Championship medals. In all, TAA students have won over 300 international medals, and more than 1000 national medals.

## **A SLOW START**

As a boy, Mr Tiwary was devoted to yoga and cricket. He trained in archery in 1985 at the Archery Training Centre in the Burmamines area of Jamshedpur. From 1985 to 1993, he played at Jamshedpur Women's College. He won three gold medals in the junior national archery championships, in the team and individual events, during 1987-88. Having played in the senior national archery championships in 1993,



a debilitating injury in the hand forced him to consider retiring from the sport he loved.

Confused about what the future would hold, he says, “I didn’t know what to do next.” Fortunately, better prospects opened up. Archery coach JG Banerjee invited him to coach at the Jamshedpur Women’s College. In 1994, he took up this assignment and enjoyed being a trainer.

Some of his first students were Jhanu Hansda and Jiva Jarika of Jharkhand Police. When both began to compete at the international level, Mr Tiwary began to feel more assured about his ability to coach.

A few months later, he received a call from Sanjeeva Singh of Tata Steel, who had already made a name for himself in the field of archery. Mr Singh told him of Tata Steel’s plans to start its own archery training centre and invited Mr Tiwary to take on the role of assistant coach.

Mr Tiwary says, “In those days, archery was not very popular in Jamshedpur. At the request of Mr Singh, we began going to schools in the city, giving demonstrations and inviting interested children to come to the JRD Sports Complex on Sundays. A number of youngsters began coming regularly for training.”

### **CHANGING FORTUNES**

As the efforts of the coaches and students began to bear fruit, the game also began to earn popularity in the city. The management of Tata Steel began to take a keener interest in their efforts and began promoting the sport. By then, Mr Singh had taken

up full responsibility as head coach. Mr Tiwary became the assistant coach.

In 2001, says Mr Tiwary, “When Mr Singh received a promotion and was transferred to another department, I became the chief coach and Purnima Mahto became the women’s coach.”

### **EYE ON THE TARGET**

At TAA, the day begins at 6am. By 7.30am, the coaches put the students through rounds of physical fitness, yoga and eye exercises. Breakfast is followed by some hours of intense practice up to noon. The session is resumed in the evening.

Senior coaches Mr Tiwary and Ms Mahto observe the students at practice and correct mistakes in technique and look into their physical fitness and related aspects, while the two junior coaches keep the equipment in good shape and put the students through the paces. The coaches also accompany players on tournaments.

### **AN HONOUR DESERVED**

Mr Tiwary now has his eye on another worthy target. He says, “I would like to see my students win at the Olympics.”

An unassuming person, Mr Tiwary is transformed on the field. It’s his passion for the game that won him the Dronacharya Award. Mr Tiwary says, “This award is a great honour for coaches in sports training and development. I feel heartened to have my life’s work commended by the government.” **TR**

# Powering through a male bastion

Accepting a campus placement offer to join Tata Power-DDL's DT workshop – then an all-male department, Rajni Kumari shares the challenges and excitements of her journey over the last five years

**BY NAMRATA NARASIMHAN**

**F**rom being the first female technician to join Tata Power-DDL to five years on, being on par and, at times, better than her male colleagues, Rajni Kumari has come a long way. At 27, her mantra of doing what she loves has kept her going steady in a traditionally male-dominated job function.

An alumni of ITI Dheerpur, she joined Tata Power-DDL, through campus placement, after completing a certified course in electrical engineering. She was the only woman among the 10-member batch selected that year. Reminiscing the early days at the Distribution Transformer (DT) workshop, she says, “It took some time for my male colleagues to accept me as their team member, and I had to work extra hard to prove that I could do the job,” adding, “I think initially some colleagues were ready to judge me on my day-to-day performance, but there were others who were very supportive and encouraged me to give my best.”

Gradually, she started speaking up for herself. “When I joined, there was no washroom for women at the workshop as there were no females in the



team. Initially, I was hesitant to bring up the issue, but then I spoke to my reporting manager. Though it took a little time, but now we have a women's washroom in the premises,” says Ms Kumari. Despite these challenges, her focus has always been on work.

## **PASSION TO FULL-TIME JOB**

Her job entails transformer repair work including oil filtration, oil testing and transformer testing in labs. “I am also involved in field work wherein I contribute to the onsite installation of DTs, fault checks of transformers, and their repair,” she says. Her passion for this field began early in life. “I used to love to try and fix household electrical appliances like toasters, irons and blenders when I was young. I then decided to pursue a career in this field. What started out as fixing my mother's kitchen appliances led me to work on complex DTs,” says Ms Kumari.

What part of her job does she love the most? “Experimenting,” she says rather emphatically. “I enjoy DT testing and fault checking. There's a cause behind every fault and understanding and

## DIVERSITY at the workplace

“ We applaud the passion and grit of Rajni. At Tata Power-DDL, we firmly believe in the power of gender diversity at the workplace. We are constantly working towards empowering our women workforce by providing them with equal opportunities to lead and excel. As a step towards bridging the gender gap in the technical field, we have joined hands with USAID (the United States Agency for International Development) under the Engendering Utilities programme, to elevate women’s participation in India’s power sector. Tata Power-DDL is also a proud signatory to UN Women & UN Global Compact’s initiative of Women’s Empowerment Principles with an aim to promote gender equality and women empowerment at the workplace. We are optimistic about building an empowered utility of the future with a balanced share of leadership roles among all genders.”

**Mr Ganesh Srinivasan**, CEO, Tata Power-DDL



Rajni Kumari (third from left) with her colleagues at the DT-Workshop

fixing it is a learning. From getting to work on new tasks every day to training new interns and learning from them, it has been a great learning and sharing experience at the DT workshop,” she adds.

Five years on, things have changed for the better. “The way my colleagues and friends view my work has changed. People who used to suggest I move to another department, now come to me for advice and support. All this has resulted in a sense of self-worth,” she adds with a smile. The desire to prove herself as well as support from the senior leadership at Tata Power-DDL were game changers, both in the form of encouragement and sponsorship for a part-time diploma in electrical engineering.

Outside of work, Ms Kumari says she likes reading, travelling to new places, and experimenting new dishes in the kitchen on Sundays. After office, she can be found helping her siblings and neighbourhood children with their studies and staying abreast of developments in her field.

Ms Kumari hopes to pursue a degree in engineering and work with cross-functional teams to understand how things work across departments in a company. Her journey has also inspired other women to join the DT workshop at Tata Power-DDL. “I always believed in my dreams and am happy that I decided to chase them, though I still have a long way to go,” she states. **TR**

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*With inputs from Manzah, assistant manager,  
Corporate Communications, Tata Power-DDL*



The Indonesian castaways rescued and returned home by Tata NYK Vessel MV Sagar Shakti

# Rescue on the high seas

Prompt action on the part of the captain and crew of the Sagar Shakti helped save six lives recently

**BY CYNTHIA RODRIGUES**

## “Man overboard!”

It is a cry that not only strikes fear in the hearts of sailors around the world, but also galvanises them into action. From the moment the call goes out, it becomes a race against time, as the crew battle against the vagaries of storm and sea to save a fellow human before it is too late.

It was just such a rescue that was mounted by the captain and crew of the Tata NYK vessel, the 58,100-dwt Sagar Shakti (Strength of the Sea), on October 18, 2020. The Singapore-based Tata NYK is a dry bulk joint venture between Tata Steel and Japan’s NYK Line.

## DISASTER STRUCK

It was early afternoon on October 16. An Indonesian

ship, the KLM Hikmah Bahari, was on an Indonesian coastal trip when it found itself overwhelmed by massive waves.

A small wooden vessel, the Hikmah Bahari was manned by six sailors, including the captain. Having sailed from the Port of Teratai, Berau, it was on its way to Port Bitung with 700 tonnes of palm oil kernels in its cargo hold when a storm struck.

Overwhelmed by stormy winds and the volatile waves, the ship fought hard to stay upright, but it was a losing battle as the captain and the five-member crew tried hard to pump out the water using the bilge pump.

Tense moments followed, and they had to act quickly or else they would die. As soon as they realised that their precious ship was going down, they

quickly got on to a raft made of plastic drums and wood, that were on the ship, and jumped overboard. They also managed to get hold of their documents and salvage a few provisions that would have to stretch for as long as possible.

## LONGEST 48 HOURS

There they were, adrift on the sea, in the Berau Strait, their makeshift raft standing between them and probable death. Gradually the storm subsided but by then they had already spent 48 long hours on their raft, staring at the never-ending expanse of water.

During that time, several ships passed by. Each time, hope awakened, the men waved, wild in their desperation to catch the attention of someone on board.



Team Sagar Shakti with the rescued seafarers

But none of the ships came to their aid. As each ship receded further into the horizon, the six men, thoroughly fatigued and having exhausted their provisions, were on the verge of despair.

Captain Venkatamohan, skipper of the Sagar Shakti, says, “Fortunately, the weather subsided a day before they were rescued. The temperature of the sea water was around 28° C.”

### RESCUED AT LAST

The navigating officer and the lookout man on duty on the Sagar Shakti have the satisfaction of a job well done. Their vigilance and the prompt action that followed was instrumental in saving the lives of the six seamen.

Spotting the distressed persons on the raft, the two men immediately alerted the master, Captain Venkatamohan.

As the alarm was sounded across the ship, the crew swung into action, in keeping with the standard operating procedure defined by the SOLAS Convention for handling distress situations at sea. The captain put out a call to Tata NYK, the

Maritime Rescue Coordination Centre, and the Joint Rescue Coordination Command Centre at Jakarta informing them of the sighting of distressed persons in the open waters and about the decision to undertake a rescue operation to save them.

As per the instructions issued by these organisations, the crew followed the manoeuvres recommended by the International Aeronautical and Maritime Search and Rescue manual to approach the distressed crewmen of the Hikmah Bahari.

### WARM AND SAFE

The rescued men were given prompt medical attention, nutritious food and clean clothes.

Tata NYK’s Shipmanagers, Fleetship Management, reached out to their pool of multinational officers to establish communication with the rescued sailors. An Indonesian master, Captain Nazir, who is stationed ashore, acted as an interpreter via telephone. He spoke to the captain of the Hikmah Bahari, Captain Suradi, and assured

him that he and his crew were in safe hands.

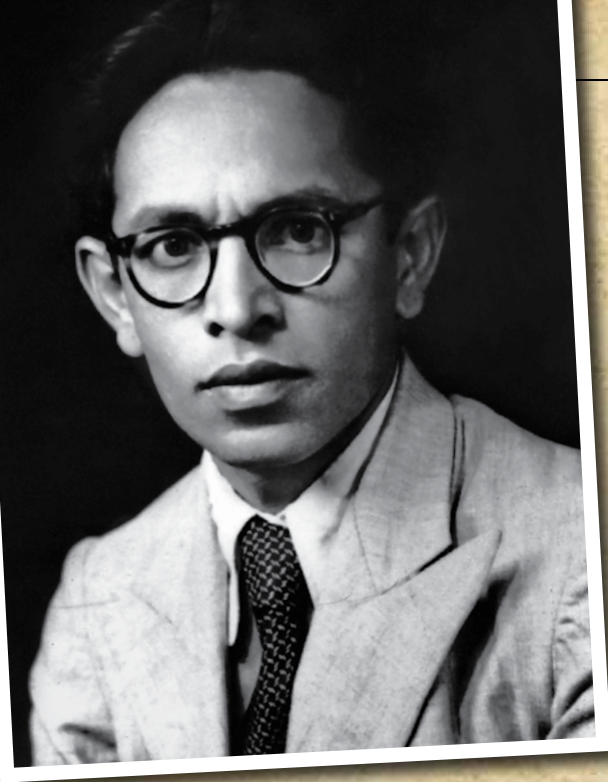
### HUMANITY FIRST

In order to rescue the seamen, the Sagar Shakti had to deviate from its course. Later, the ship reached its destination port of Samarinda, in eastern Borneo, where local authorities checked the health of the seamen and escorted them out of the ship to be repatriated to their homes.

This is not the first time that mariners of Tata NYK have had to face such a situation. Over the years, they have been involved in several rescue missions, going out of their way in response to the faintest SOS call.

The act of rescue has generated tremendous goodwill for Tata NYK within the community in Indonesia. In his congratulatory letter to Captain Venkatamohan and his crew, Amitabh Panda, MD of Tata NYK, articulated the feelings of the company and the Tata group when he said, “I am convinced you have made a huge difference to the family and lives of the rescued individuals — and there is no bigger act of compassion and heroism than what we have done by saving precious lives. I look forward to a long association with this excellent set of motivated and compassionate seafarers in the years ahead.” **TR**

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# Remembering a legend

On Darbari Seth's birth centenary, *Tata Review* pays a befitting tribute to the visionary chemical engineer who back then promoted indigenous industry to build the best-in-class manufacturing infrastructure in the country

BY FARAH DADA

A close confidante of Mr JRD Tata, Mr Darbari Seth was recognised for his unique leadership qualities throughout his illustrious career of 52 years in the Tata group. Born on January 1, 1920, Darbari Seth grew up in Naushera in the North-West Frontier Province (now in Pakistan). His interest in Chemistry earned him an MSc Honours from Panjab University.

Joining Tata Chemicals in 1943 as a junior engineer, Mr Seth went to the USA a decade later to pursue an MS Degree in Chemical Engineering from Cincinnati University. After working for Dow Chemicals in the US, he returned to India to resume office at Tata Chemicals.

## THE ALCHEMIST

In 1957-58, Tata Chemicals wanted to expand its soda ash manufacturing capacity from 80 tonnes to 200 tonnes per day, with the expertise of a foreign firm. "We can do it. What is more, we should aim not at 200 but at 400 tonnes which is the optimum capacity. And doing it ourselves, we shall spend much less than what has been budgeted," declared Mr Seth. Of the 16 management board members, only one agreed with him — Mr JRD Tata.

The expansion programme led by Mr Seth was named FHTP (the four-hundred tonne target of soda ash production). It involved a complete

rethinking in terms of design, engineering, fabrication, institutionalising processes and installing power plants — all of this without compromising on a single day's production. The first phase of FHTP was completed in 1959 with the setting up of the second lime kiln. On April 18, 1960, Tata Chemicals inaugurated the installation of a steam tube dryer, the largest of its kind in India, designed to handle 300 tonnes of soda ash per day; a new ammonia still and a new filter system. On November 17, 1964, after the third lime kiln was installed, Mr Seth challenged the team to prove the plant's capability in producing 400 tonnes of soda ash per day. Within the first fortnight, the plant reached a production capacity of 545 tonnes a day.

Mr Seth's success at leading Tata Chemicals earned him chairmanships of more than 14 Tata companies and directorship of 20. He continued to serve as chairman emeritus on all the companies who benefitted from his counsel.

## LEADING FROM THE FRONT

In 1967, Mr Seth conceptualised a complete solar-cum-nuclear power agro-industrial complex in Mithapur, with the intent of lessening India's import load. The then Prime Minister Mrs Indira Gandhi, who visited Mithapur, was highly impressed by the project and its contribution



ranks among the top 10 percent of the most energy efficient and environment friendly

fertiliser plants in the world.

He also re-engineered the Malaysian palm oil project, the biggest palm oil refinery project in the world back then, which was a feather in the cap of Tata group's international efforts.

### AN INSTITUTION BUILDER

A champion of energy conservation and environment preservation, Mr Seth in 1974 established TERI (The Tata Energy Research Institute) which was renamed as The Energy and Resources Institute in 2003. Under his chairmanship, TERI emerged as one of the world's pre-eminent think tanks and research institutions in the area of energy, climate change and sustainability.

Mr Seth was also the founder and chairman of several institutions and trusts such as Tata Chemicals Employees Welfare Trust, TataChem Golden Jubilee Foundation, The Coorg Foundation, Okhamandal Seva Trust, and Tata Tea Employees Welfare Trust among others.

### A VISIONARY

The impact of a burgeoning population on the economy and resources of India led Mr Seth to start a Family Planning programme in Mithapur in the 1950s. Recognising Tata Chemicals' contribution to this cause, the government in 1963 helped in setting up a full-fledged grant-in-aid Family Planning Centre in Mithapur.

Mr Seth was held in high esteem by his peers as well as the industry. He was a natural leader and a visionary; under his stewardship, Tata Chemicals became India's premier chemicals enterprise. **TR**

*With inputs from Tata Central Archives*

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to the country's progress. Due to the Monopolies and Restrictive Trade Practices Act in force those days, the project remained unfulfilled. The primary objection was that the fertiliser plant would add another ₹2.07 billion to the Tata group's earnings, thereby resulting in concentration of economic power. Though saddened, Mr Seth remained unfazed; in 1973, he became the vice chairman of TOMCO, and in less than a year turned it into a profit-making company.

Leading organisations and transforming them into profit-making businesses was something that came naturally to Mr Seth. Joining Tata Finlay (now Tata Tea) at a time when the tea industry was going through difficult times, he helped turn around the company.

As chairman of Rallis, he reorganised the company into an integrated service provider of agricultural products; thus, providing inputs to farmers on how to better manage their crops. Under his astute leadership, the Tata Fertiliser Complex plant in Babrala, Uttar Pradesh, was completed in a record time of 36 months, with much of the machinery and equipment sourced indigenously. Thanks to his vision, today Babrala

### REWARDS AND RECOGNITIONS

- **1980:** 'The Distinguished Alumnus of the Year' by the University of Cincinnati
- 'The Honorary Fellow' by The Indian Institute of Chemical Engineers
- **1981:** National Award for 'Leadership in Chemical Industry'
- **1991:** 'The Energy Man of the Year'
- **1997:** 'Doctor of Science, Honoris Causa' by Banaras Hindu University and Maharaja Sayajirao University of Baroda
- 'Eminent Chemical Engineer' award by The Indian Institute of Chemical Engineers





# ‘I enjoy writing, period’

Ruskin Bond, winner of Tata Literature Live! Lifetime Achievement Award 2020, talks about his fascinating career as a writer from his debut book to the recently released autobiography

**BY SANGHAMITRA BHOWMIK**

**How does it feel to be awarded Tata Literature Live! Lifetime Achievement Award 2020, and how is this honour different from the many you have received?**

I am happy to be recognised for my work, and it is one of the most notable and valuable awards that I have received.

**Your first association or memory with Tatas and what has it meant to you?**

I have been attending the Tata Steel Literary Festival quite regularly over the past 4-5 years, which has taken me to Kolkata, Ranchi and Jamshedpur.

**From *Room on the Roof* to *Lone Fox Dancing*, how has your journey as an author been and how would you rate it?**

It's been a fascinating journey; in fact, a long and rewarding one. As you say, it started with *Room on the Roof*, which I completed when I was 19; and now my autobiographical work *Lone Fox Dancing* written last year — it's been a full circle.

**You have created a phenomenal body of work, which book is the closest to your heart?**

Perhaps *Room on the Roof* as I worked very hard on it; it took two years and three drafts. I put my heart and soul into it. It's an intense book written by an adolescent about adolescence, and it reflects me as I was then. But for a writer I also think that whatever you enjoy writing at any given time becomes your favourite.

**Most of your writing is heavily borrowed from your life. Is this deliberate or unconscious?**

A bit of both. I am better at writing from life. There are two types of writers: subjective like Emily Bronte, who wrote from her own life and suffering; and the objective who writes plots and stories that



have nothing to do with their own lives. I am a subjective writer. But both kinds need imagination and the ability to take the story forward.

### **Writing for children, writing for adults or writing non-fiction, what comes easily to you?**

I enjoy writing, period. I enjoy words and using words. If a crow visits me regularly, I may write about it. I like writing about everyday things and making them interesting. I started writing about childhood (not necessarily for children) and found that I wrote well about children, and then developed to writing for children. It's not so different writing for children or adults though for children you must tell a good story. For adults the story itself may not always be so important.

### **What would you say is the highlight of your literary career?**

They are decisions that bound my personal and professional life — at each step when I took a decision to move or to write full time. When I went to England as a teenager, it was with the ambition to be a writer and I published my first book there. To come back to India in 1955 to write was a big decision; it wasn't easy then to survive as a writer,

but it worked. Then in the 1960s, to give up my job in Delhi and decide to go to the hills and write full time was a risk, but it paid off.

### **Can you tell us a little about your writing process?**

It's not very rigid. Today for instance, I woke up feeling grumpy, so I did not write! But yesterday I wrote. Usually early morning is best, before breakfast, one is fresh, it is quiet and there are no disturbances. Sometimes if I get an idea in the middle of the night I put on the light and jot it down. Even if I have a memorable dream, I write it down. In a way, one is writing all the time.

### **The mountains have been central to your work, especially Mussoorie. How has the place transformed over the years from the time you have been living there?**

Well, physically not a great deal, but the people have changed. Permanent residents have decreased. Earlier families moved to Mussoorie for a couple of months, especially during summer holidays, to escape the heat of the plains. That is no longer there. Now it's mainly the weekend rush. The place is geared to tourism, not settling. So, the character of the hill station has changed in that respect.

Mussoorie, however, has transformed me. I settled in the lap of nature and the natural surroundings began to play a bigger part in my stories — trees, birds and flowers. I've become a part of the mountains you could say.

### **How has the pandemic and lockdown impacted your life and writing?**

Well, a writer always writes from home, so it has not affected me that much. But I have been writing more and have written few new stories that will soon be published. I have also been sleeping more and perhaps eating a little more too! **TTR**

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