

STRATEGY DEPLOYMENT

The business environment is changing fast and is more uncertain than ever due to globalisation, rapid technological change, and economic interconnectedness of various countries. In such a fluid scenario, strategic planning and regimental implementation of the strategy plays a key role in the success and sustainability of a business.

Execution is critical to success! The deployment of strategy is challenging because it involves many complex issues related to the organisational fabric, including quality of strategic planning, organisation culture, the way people get rewarded, silos in the organisation structure, resource allocation, etc.

WHAT WE DO

Tata Business Excellence Group (TBExG) conducts Deep Dive studies for Tata companies that help:

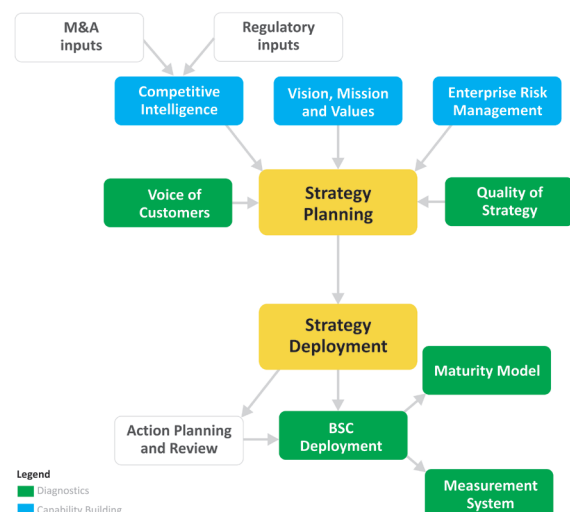
- Revisit the Vision-Mission-Values (VMV)
- Evaluate and improve the Quality of Strategy
- Implement strategy through various frameworks to ensure alignment and integration
- Build a Competitive Intelligence function to enhance strategic decision making
- Strengthen Enterprise Risk Management
- Assess process maturity for BSC deployment and Competitive Intelligence practices

Vision-Mission-Values (VMV)

Vision-Mission-Values (VMV) is one of the widely-used management tools by companies to align the organisation to its purpose of existence and what it wants to achieve. TBExG works with Tata companies and conducts leadership workshops to finalise their VMV. This is done through a combination of top-down and bottom-up approaches.

OUR VISION

"To enable at least 25 Tata companies to achieve Industry Leadership by 2015"



Quality of Strategic Plans

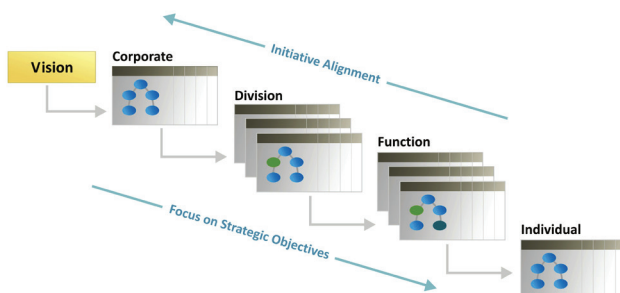
Strategic planning and execution are interdependent. When a company wants to be a leader in the market, it needs to examine the robustness of the strategy, and assess whether the strategy will 'produce desired results' and 'help the organisation beat the competition'. The quality of strategy is assessed from the perspectives of deep understanding of the business environment, coherence in the entire strategic plan, and implementable strategic choices.

TBExG supports companies, in terms of suggesting the approach to strategy formulation, given the context of the company. TBExG also supports in ensuring that the strategy is converted into a set of objectives and measures for tracking progress.

Strategy implementation

Balanced Scorecard (BSC) and Strategy Deployment Matrix (SDM)

Strategy planning is the first step in the journey to achieve the vision; however, the real test of strategy is how well it is implemented. TBExG supports companies in translating their strategy into action plans and creating a tracking system through Balanced Scorecard (BSC) and Strategy Deployment Matrix (SDM) methodologies.



These methods cascade the strategic plan within the organisation and ensure an alignment between KRAs at various levels of the organisation with a focus on implementation of strategic priorities.

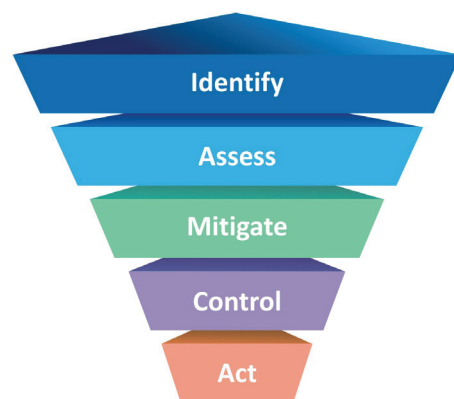
Competitive Intelligence

TBExG helps companies understand their Competitive Intelligence (CI) Maturity and identify gaps in their CI processes by developing a Competitive Intelligence Roadmap. The analysis is then used to make recommendations on which CI processes are required to ultimately deliver actionable insights that can contribute to strategy. The *Know Your Competition* framework created by TBExG and best practices from some of the larger Tata companies also support this process.

A partnership with Strategic and Competitive Intelligence Professionals (SCIP)– *the premier advocate of intelligence to enhance business decision-making and organisational performance*, also provides TBExG access to special tools and techniques across different industries and geographies.

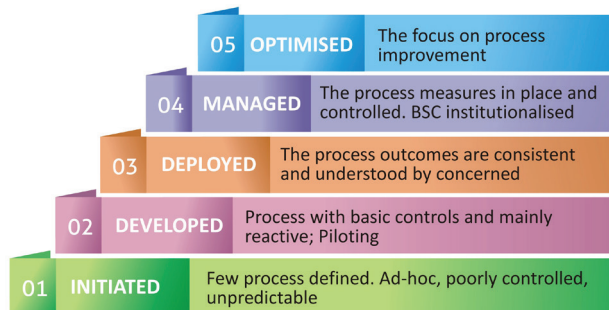
Enterprise Risk Management

A business needs to create a model of sustainable growth to protect itself from disruption. Since the vulnerability of businesses has gone up in recent times, businesses that continuously keep a check on risks have a better chance of survival. To mitigate risks in their respective industries, TBExG conducts Deep Dive studies in risk management practices and helps companies develop Enterprise Risk Management frameworks.

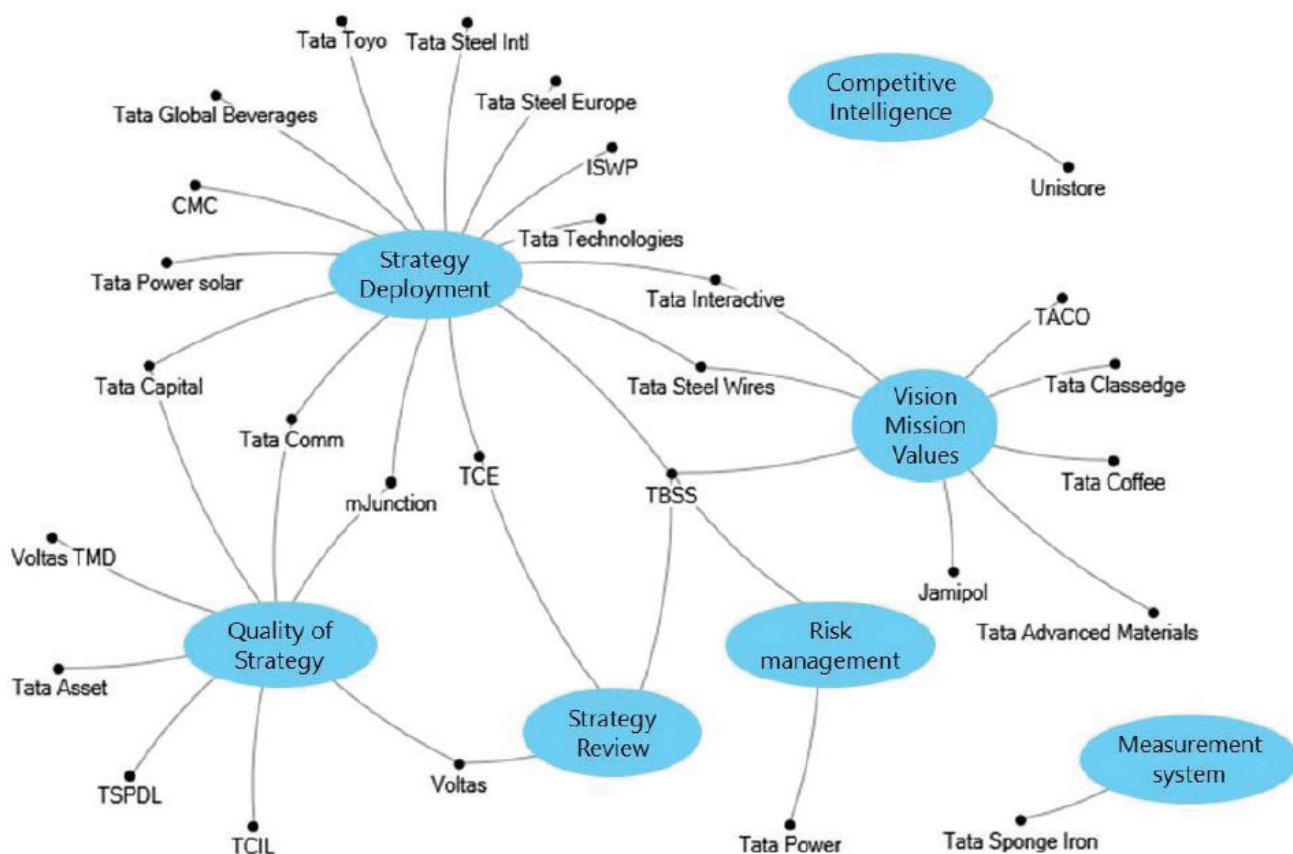


Process Maturity Evaluation

As Tata companies progress on a journey of growth and excellence, benchmarking their process maturity against global standards and identifying the improvements that are needed becomes a key requirement. TBExG has developed a process maturity model to assess the level at which an organisation is operating. These are very quick diagnostics studies that can be useful to benchmark the companies on a variety of parameters. Deep Dives also provide sharper insights on the processes through its panel of subject matter experts.



Various assignments done with the group companies under various areas



To know more about how your company can benefit from **Strategy Deployment related initiatives**, contact **Vinod Kumar** at vinodkumar@tata.com or +91-9028085882