

Foreword

Dr. Jamshed J. Irani

Tata Business Excellence Model (more popularly known as TBEM) which is fashioned on Malcolm Baldrige Award process in USA was initiated in the Tata Group about 15 years back as a framework for implementing and assessing "Performance Excellence" across Tata Companies.

Over the years, besides serving as a uniform template for performance measurement and improvement, it has acted as a "glue" for binding the diverse corporations in the Tata group. It has also provided an excellent opportunity for networking and sharing of best practices across Tata group companies. Lately it has helped our organizations to become Strategy focused, improvement oriented, customer-driven and more competitive. Most importantly, it has contributed towards the Group's journey to globalisation.

The TBEM process has also helped Tata companies to remain contemporary. Lately, we are engaging actively with the Innovation Process to supercharge our journey to excellence. We are also working towards mitigating the bad effects of carbon emission and Climate Change, as it is "the right thing to do".

Particularly in the early years, organizations had to learn the TBEM (Baldrige) Model from just reading the criteria itself. This is sometimes difficult, and took several tries to understand. The *Baldrige User's Guide* is a tool to assist in learning this model. It starts with each part of the criteria and explains it in simple terms. The book goes on to describe the interrelationships for even the most sophisticated user. Finally, it gives examples of what leading companies have done in business, health care, and education. We are particularly proud that numerous Tata Group Company examples are in this book. Hopefully this will facilitate your learning.

It would have been nice to have had this when we began 15 years ago, it would have facilitated learning the model more quickly.

All the very best, and good luck on your Performance Excellence Journey,

Dr. Jamshed J. Irani
Director, Tata Sons and
Chairman, Tata Quality Management Services

Dr. Irani has been a leader in implementing performance excellence throughout India and the world. This started as Managing Director of Tata Steel, and has continued as The Director of Tata Sons which is the holding company of the Tata Group. He currently chairs a TBEM Jury which assesses the performance of Tata Group companies and awards the JRD-QV Award. This is the highest award for business excellence within the Tata Group, which is awarded annually if there is a company which qualifies.