

A brand new blend

A reorganisation and re-branding endeavour is primed to help Tata Technologies grasp the power and potency of presenting a unified face

**BETTER AT SEEING PROBLEMS
BETTER AT DELIVERING SOLUTIONS**

Tata Technologies has better experts. We take on the complexities of software selection, process consulting, information technology, life-long learning, data management, best practices, virtual manufacturing and engineering and design, and bring it together to make it work just right for our clients.

Better experts delivering better solutions in a complex world. That's us. That's our company.

TATA TECHNOLOGIES BETTER & BETTER

**BETTER DIVERSITY
BETTER IDEAS**

With more than 6000 professionals representing 27 nationalities, working together on 8 continents, Tata Technologies has ONE culture of making better products.

With better diversity, Tata Technologies is able to learn, listen and produce better ideas, ideas that work for our clients, ideas that solve real problems.

Better diversity for better ideas. That's us, that's our company.

TATA TECHNOLOGIES BETTER & BETTER

**BETTER TEAMWORK
BETTER INNOVATION**

"A small group of thoughtful people could change the world. Indeed, it's the only thing that ever has."
-Margaret Mead

Tata Technologies, the company that helped a dream become reality and forever changed the world.

TATA TECHNOLOGIES BETTER & BETTER

**BETTER DATA MANAGEMENT
BETTER GLOBAL COLLABORATION**

Tata Technologies, in alliance with its PLM partners, took responsibility for rolling out the global collaboration environment required by Boeing. Tata Technologies also used its worldwide resources - both on shore and off shore - to configure and customize the people solution to support the requirements of Boeing's various partners and main areas of specialization.

TATA TECHNOLOGIES BETTER & BETTER

**BETTER TEAMWORK
BETTER COMPANY**

Great companies bring together all the components of the organization to drive innovation in the marketplace. Like a jet engine with many thousands of components, each with a purpose and each contributing to the goal of a safe and speedy flight.

Working together with better teamwork. Our Commitment. Our Challenge. Our Company.

TATA TECHNOLOGIES BETTER & BETTER

Securing the strength of the singular, making the transition from the many to the one, finding a shared ethos of excellence, creating a multiracial and multicultural workforce, building an enterprise based on customer-centricity, delivering a value proposition that looks up even in a downturn — these are some of the strands in the story of reorganisation and re-branding that Tata Technologies expects will carry it to a new trajectory of growth and, consequently, global leadership in the engineering services outsourcing business.

Of course, there is more to Tata Technologies than engineering and design services; there's applications development, product life cycle management, software sales and support, training and then some. And there was more to Tata Technologies than just Tata Technologies; there was INCAT, the engineering and design services company that it acquired in 2005, and there was iKS, the engineering knowledge and training enterprise that became a subsidiary in 2006.

That was then, because April 1, 2009 marked a new beginning for a consolidated Tata Technologies that is now all set to grasp the power of one, under a single brand and a centralised structure. "This represents the culmination of the organisational change we have been putting in place, the merging of these previously distinct entities, including INCAT and iKS," says president and global chief operating officer Warren Harris. "It represents, to some extent, the breaking down of the divisions between the holding company in Singapore and our operations in different parts of the world."

Why did the integration happen now and not earlier? "In October 2005, after INCAT was acquired by Tata Technologies, we had a lot of discussions about the brand we ought to use," says Mr Harris. "We reached a consensus early on about coming together as a single brand, but the truth was that the Tata name wasn't well known outside India. Also, there was some sensitivity among our automotive customers about our parentage through Tata Motors (of which Tata Technologies is a subsidiary)."

Patrick McGoldrick, the chief executive officer and managing director of Tata Technologies, says the feedback he received on the delicate topic of branding was the key to the tack the company took. "When we did the INCAT acquisition I went to every major customer and business partner — of INCAT as well as Tata Technologies — and talked to them," he recalls. "Every one of them, 100 per cent, said we should keep the INCAT name."

The need to protect INCAT's independence was another reason for sticking with the original brand. Also, there was this confusion in the marketplace between Tata Consultancy Services (TCS) and Tata Technologies.

"Today we operate all over the world, we are multiracial and multicultural. We cultivate and nurture customer intimacy..."

Patrick McGoldrick



"We felt we had to position ourselves as being separate from TCS," says Mr Harris. There was another problem. "Our employees in India had a lot of affinity with the Tata brand. As a result, the original plans we had to consolidate our activities in India around INCAT were not as successful as they could have been."

The situation has changed over the ensuing three years. "We have worked hard to bring our organisation together," says Mr Harris. "We had McKinsey (the consulting company) do an organisational diagnostics exercise two years back. We looked at what we had to change to deepen the integration, to bring the company in line with the strategies and plans we had. This prompted us to move towards becoming a centralised, global entity, a process that has been going on for the last 12 months."

The McKinsey assessment showed up the confusion regarding the different brands under the Tata Technologies umbrella. And it also made obvious the reasons for becoming a single brand: the Tata name is now much better known outside India and there is a growing respect for, and understanding of, all things Tata among the company's employees in Europe and North America.

"There is this desire to attach ourselves to the recognition of Tata as a leader in innovation and globalisation," says Mr Harris. "And a huge change happened with the Nano being launched and Jaguar Land Rover coming into the Tata stable." Adds Mr McGoldrick, "Suddenly, it seems, everybody knows who and what Tata is."

There are a couple of other reasons why things are different now from what they were three years ago. "One, we've spent three years working with companies that had some sensitivities about our Tata Motors connection," says Mr Harris. "We've demonstrated that we can protect their confidentiality and their interests, so that problem has gone away. Two, we are starting to establish ourselves independently from TCS."

Making the integration a success posed a fair share of challenges. "The main challenge was to present the new organisational setup and the brand as something quite distinct from what they were in the past, a time when Tata Technologies was essentially known as a captive organisation of Tata Motors," says Mr Harris. "What we are bringing together now is a global organisation,

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with Tata Motors as one of our customers (only 15 per cent of our revenues accrue from the company).”

Achieving harmonisation within the extended organisation, from the cultural as well as business standpoint, was a different kind of problem. Tata Technologies was, after all, a collection of territory-based entities run by independent management teams. “What we have done is bring them together in a centralised manner,” says Mr Harris. “We have had to change our processes, too: common financial systems, common customer management systems, a common human relations policy...”

Tata Technologies went the extra mile to convince its managers and executives that becoming part of a global organisation is better than being the captain of an individual ship, and it has spent a lot of time explaining the rationale behind this thinking, in winning hearts and minds. “Those who couldn’t get on the bus are gone,” says Mr McGoldrick. “We now have an aligned leadership team that is fully integrated and globally diverse,” says Mr Harris. “One of the stories I always like to tell when I describe our organisation is

A snapshot

- ▶ Tata Technologies is the largest Indian engineering services outsourcing (ESO) enterprise.
- ▶ Its essential value proposition is to be a technology partner to manufacturers globally, through process optimisation, outsourcing of product development and application of product lifecycle management (PLM) services.
- ▶ Tata Technologies’ operations are concentrated in three industry segments, classified as automotive, aerospace, and general manufacturing.
- ▶ The company has more than 4,000 employees and operations in India, the US, the UK, Canada, Germany, France, Japan, Mexico, Singapore, South Korea and Thailand.

that we are a company that is owned in India, run by an American based in Singapore with an Englishman overseeing the operations from Detroit. In many respects we are the embodiment of the Tata group’s globalisation strategy.”

The group’s global character and spread could well prove an advantage for Tata Technologies as the economic downturn gets deeper. “In my opinion, good companies get stronger during a downturn,” argues Mr Harris. “What we will have to go through in this period of crisis will be somewhat healthy; in that we will be forced to deal with the excess and the fat inside the organisation. We will come out of this a lot leaner.”

Tata Technologies may have to scale back some of its growth expectations in the face of the global business blues, but it sees no reason for gloom. “We will continue to grow, no doubt about that,” says Mr Harris. “We have doubled our profit this year and we were expecting to do the same again, but that is unlikely to happen in the current scenario.”

Mr McGoldrick reckons his company has avoided the worst of the downturn, but his perspective of the business accommodates a lot more than growth figures and profit margins. “You have to worry about the bottom line, but the real buzz comes from designing the great ‘wow’ product. That’s what we get up for every morning. When I travel in an Airbus A380 it is so wonderful to look at it and understand what we put in there. That’s what’s wonderful about working for Tata Technologies.”

Going to \$500 million in revenues by 2011, a stated ambition for Tata Technologies, may not be possible in the circumstances, but the long-term view for the company evokes plenty of optimism. “Over the last ten years we have seen the IT outsourcing wave and then the BPO outsourcing wave,” says Mr Harris. “Now is the time for the engineering services outsourcing wave to kick in. Two or three players will evolve from this marketplace and dominate it. We intend to be one of those players.”

Tata Technologies has the pedigree and capability to reach the top, mainly because — as Tata Sons Chairman Ratan Tata once observed — “it is a company passionately devoted to helping manufacturers create better products”.

“Today we operate all over the world, we are multiracial and multicultural,” says Mr McGoldrick. “We cultivate and nurture customer intimacy, by having large numbers of people deployed within customer organisations, by having extremely close relationships with our customers, by understanding the language and the culture of our customers, by fashioning a unique value proposition for our customers. That’s what we bring to the party.” ●

Philip Chacko