

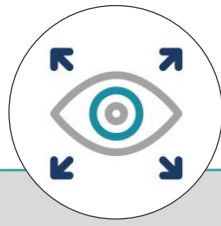
# ONE TATA OPERATING NETWORK



**GROUP SYNERGY OFFICE**

SHANE FITZSIMONS | TATA SONS

# GROUP SYNERGY VISION



## OPTIMIZE PERFORMANCE



REVENUE –  
GROW FASTER THAN GDP

MARGINS –  
BEST IN CLASS

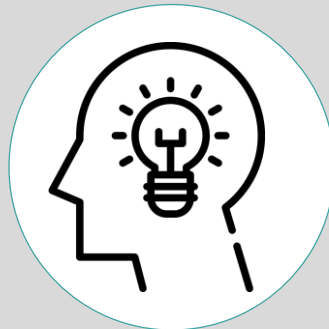
CASH/CSR –  
BEST IN CLASS

## LEVERAGE CAPABILITY

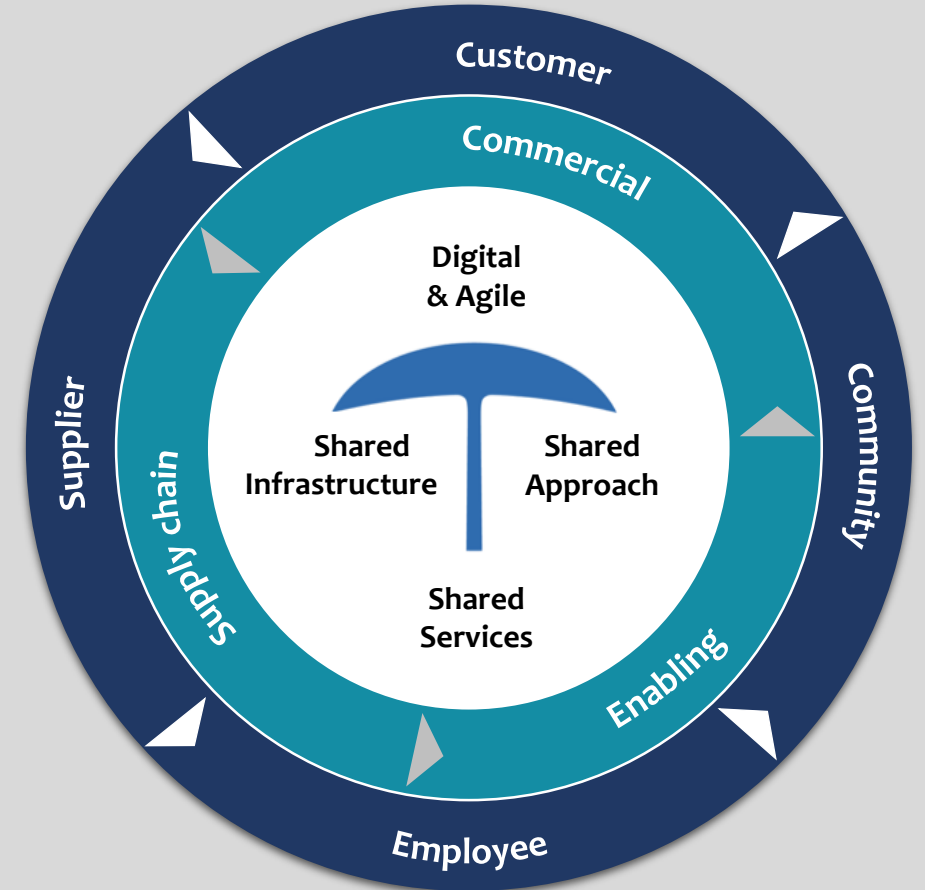
INTERNAL



EXTERNAL



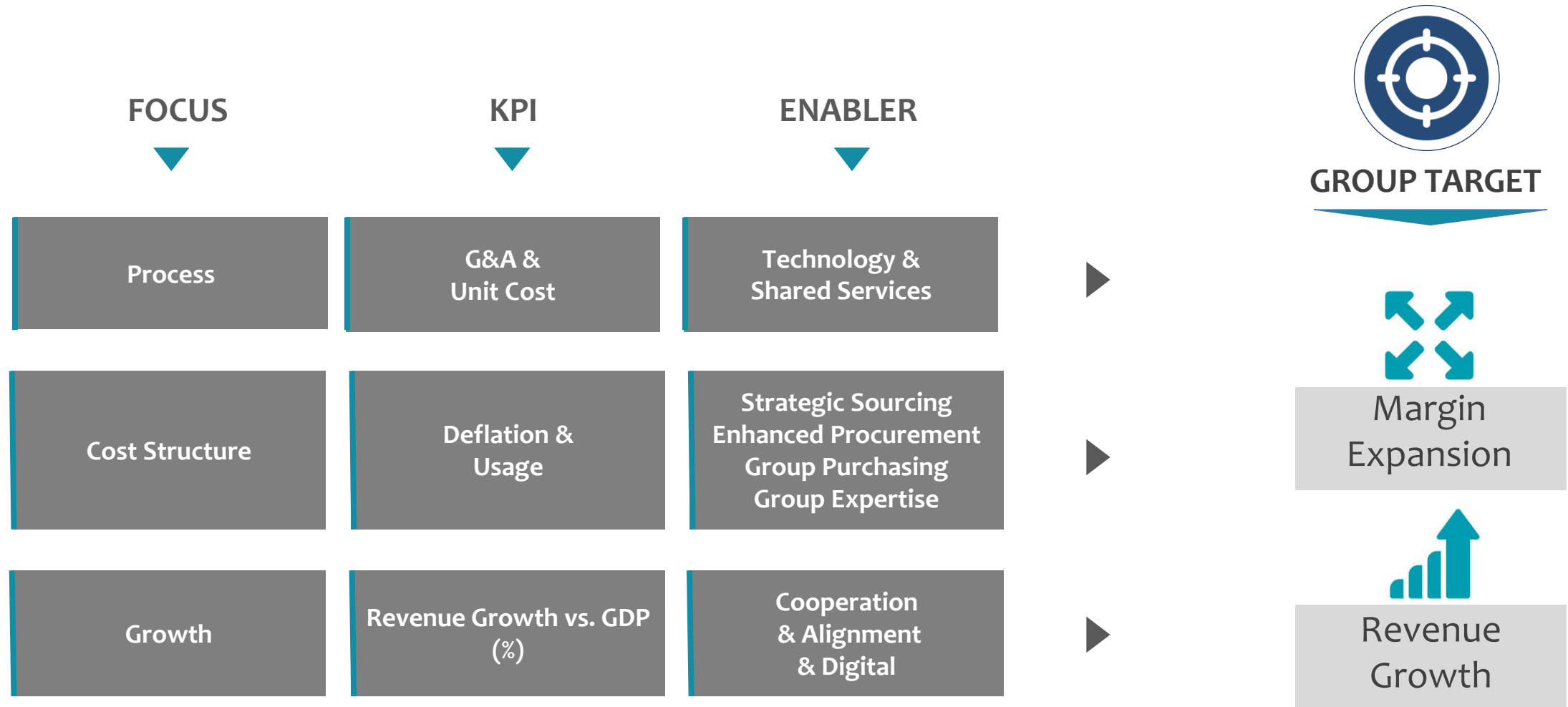
## OPERATING NETWORK

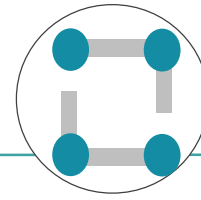


Building a culture of 3'S's.....Synergy, Scale & Simplify



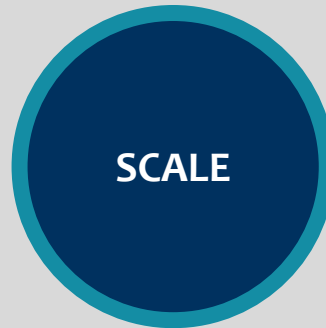
# GROUP SYNERGY PRIORITIES





Financial Performance  
(30% productivity improvements)

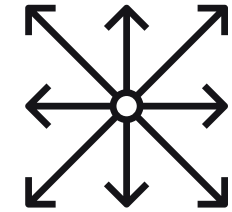
Shared & Standardized Infrastructure,  
Technology, Process and Approach



Digital & Agile Strategy  
Enterprise Standards

CULTURE OF SYNERGY

## Synergy Outcomes



### Revenue Growth > GDP-

B2B, B2C & T2T- Working with TSMG

### Margin Expansion-

Efficiencies and capacity creation through Shared Services, Group Sourcing, One IT

### World Class Group Capabilities-

Centers of excellences- Treasury, Tax & Insurance

### Simplification & Scale- Enterprise Standards=>

Policy + Process + Technology

Vision: Accelerate the benefits of One TATA through a One Tata Operating Network, built on the culture of Synergy, to deliver world class outcomes in terms of experience, speed, cost and quality for stakeholders



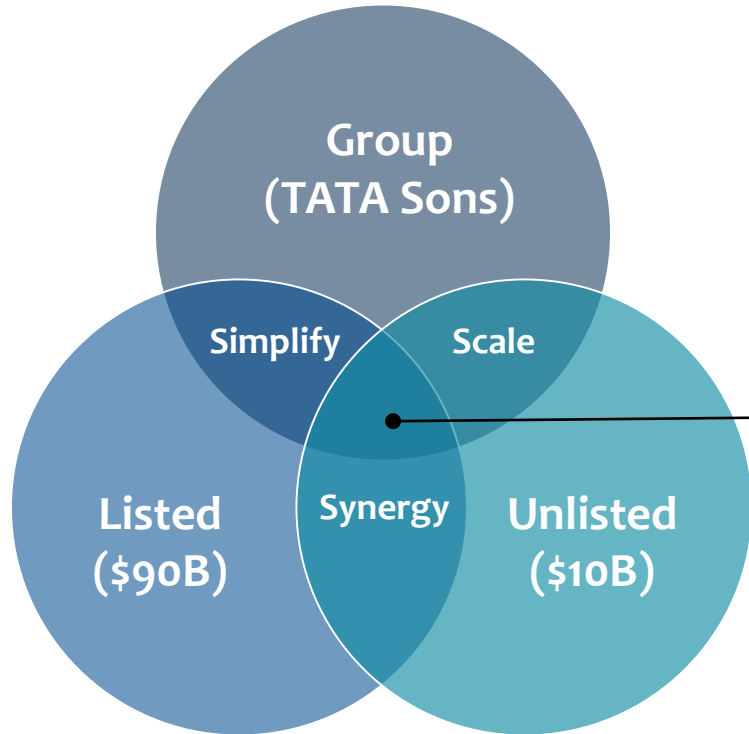
# ONE TATA

## OPERATING NETWORK

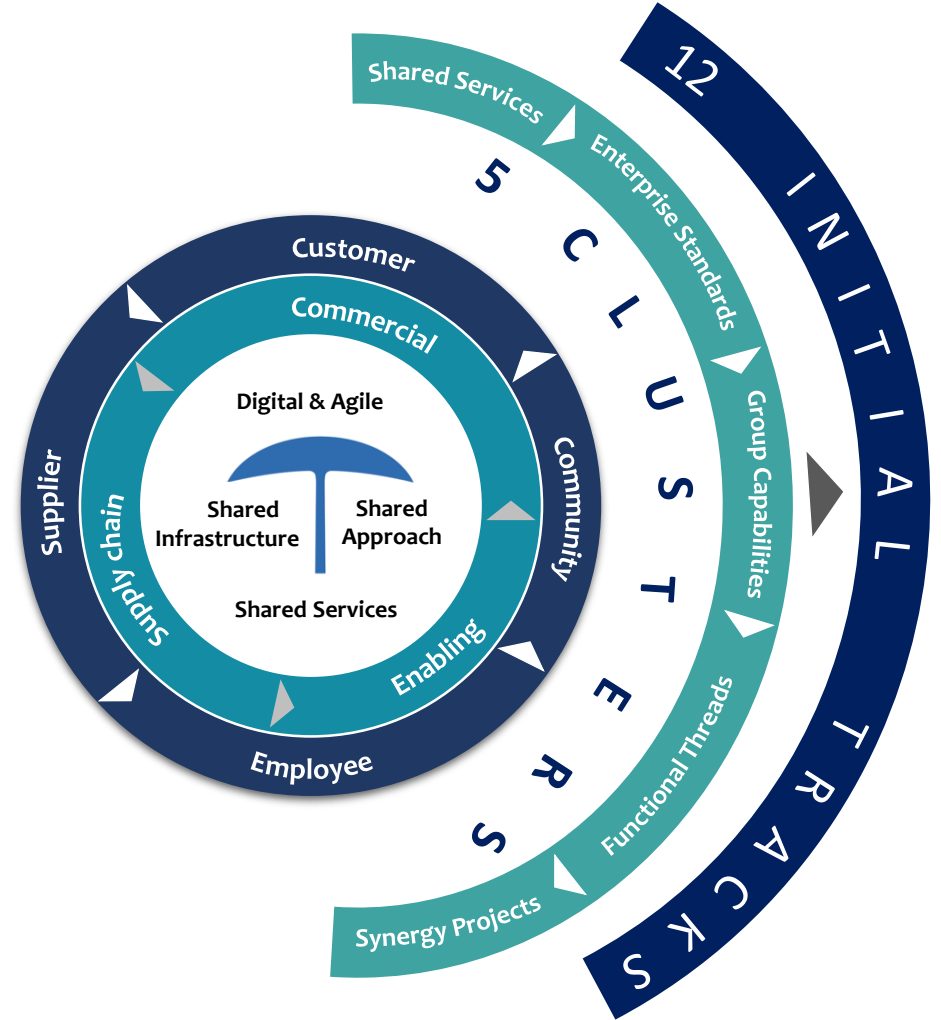
# SYNERGY ROADMAP....OTON



One size does not fit all...

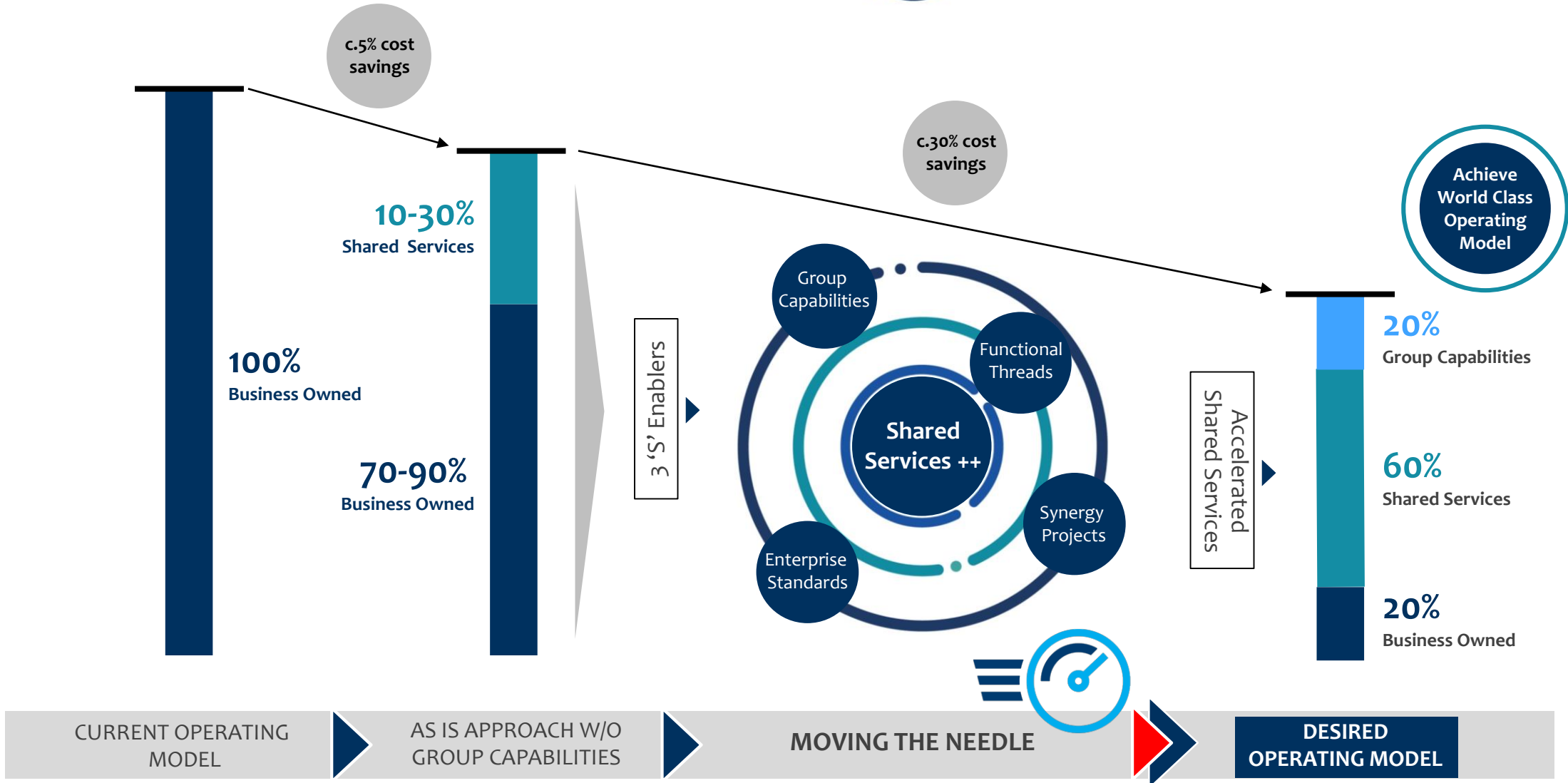


Building a culture of 3 'S's



OTON → 5 CLUSTERS → 12 INITIAL TRACKS

# OTON - PATH TO WORLD CLASS.....





**ONE TATA**

OPERATING NETWORK