



BML MUNJAL AWARDS

Business Excellence through
Learning & Development
Fourteenth Edition, 2019

Best Practices Compilation

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Knowledge Partner:



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Thought behind BML Munjal Awards

Today's business environment faces headwinds from almost all quarters due to the regular disruptions in technology and regulatory frameworks. Two of the key challenges faced by organisations these days are:

- Ensuring relevant existing workforce with respect to skill sets.
- Adding to the continuous value to the organisation in this age of disruptive change.

This has prompted organisations to look at learning & development as a strategic lever for their sustenance and growth.

Most successful organisations now have been coming up with novel methods of ensuring that their human resource participates in the process of creating innovative solutions to both intrinsic and extrinsic challenges. At the end of it, *it's the man behind the machine and not just the machine.*

The annual BML Munjal Awards for 'Business Excellence through Leadership & Development' recognise organisations that successfully create and implement innovative strategies for learning and development, using people development as a tool to achieve Business Excellence. The awards also recognise organisations that use their training initiatives to create competitive advantages and enable growth for their companies.

The BML Munjal Awards are named after the Hero Group Founder and Padma Bhushan Awardee, Dr Brijmohan Lall Munjal, whose inspiration has attributed to the Group's success to a continuous focus on training and learning & development resulting in business excellence.

The fourteenth edition received overwhelming response across industries. It was a tough competition with most of the leading and well-known organisations having sent their entries.

We thank all the companies who participated and went through the rigor of the multi-level selection and evaluation process - making the Awards one of the most sought-after recognition in the area of Learning and Development.



The Journey this Year

Each year, the awards receive several aspirants that go through several filters and an accomplished Jury picks winners from those who are shortlisted. The primary objective of these awards is to create a platform for participating organisations to share best practices, besides celebrating excellence in the field of learning and development.

There are five awards, one each in the Public Sector Undertaking (PSU), Private Sector (Manufacturing), Private Sector (Services), Sustained Excellence and Emerging Stars.

February 2019

- Invitations were sent to leading companies that were shortlisted from among India's largest, most profitable and fastest growing companies.
- The award categories were redefined making way for 5 awards to be distributed.

March 2019

- Nearly 150 entries were received. This included industry leaders in various sectors.
- The competition was very tough and after thorough screening of applications based on the business excellence parameters, over 123 applicants were shortlisted for level-2.
- A different evaluation methodology was adopted for sustained excellence category to assess the past year winners.

June 2019

- Applicants were subjected to further evaluation based on both qualitative and quantitative parameters.
- Competition became even more tough and nearly 60 companies were shortlisted to present to a cross functional and independent expert panel to arrive at two (or maximum three) finalists in each category.

July 2019

- Background check and site visits were undertaken for all the finalists and a detailed presentation was made by the BML Munjal University's Research Team for the previous year winners participating in the Sustained Excellence Category.
- Jury finally decided the winner and runners up in each category.



Aurobindo Pharma Limited (Formulation Division): Embracing Change, Accelerating Growth

Aurobindo Pharma commenced its journey in 1986, with a mission to become the most valued partner to the global pharma fraternity by continuously researching, developing and manufacturing a wide range of pharmaceutical products for patients in need. It is the second largest listed Indian Pharmaceutical company by revenues, second largest generic company in the US in terms of prescriptions dispensed and ranks among the top 10 generic companies in eight out of top the 11 countries it operates in Europe. The company employs over 22,000 employees with 27 manufacturing facilities globally.

As one of India's largest vertically integrated pharmaceutical companies, Aurobindo's strength lies in developing quality Active Pharmaceutical Ingredients (APIs) and Finished Dosage Forms (FDFs). It has front-end presence with products exported to 155 nations. These products are manufactured across facilities, which have been inspected by various regulatory authorities such as the USFDA, UK MHRA, Japan PMDA, WHO, Health Canada, MCC South Africa, and ANVISA Brazil.

Aurobindo has established its foothold in key therapeutic segments such as Central Nervous System (CNS), Cardiovascular System (CVS), Anti-retroviral (ARV), Diabetics, Anti-Allergies, Gastroenterology and Antibiotics, and is expanding into Speciality Generics. The Formulation Division accounts for 82% of the Top Line.

Taking a long-term perspective, it is focusing on expanding into new areas like Biologics, Dermatology, Transdermal Patches, Respiratory, Peptides, Vaccines and Depot Injections to improve the lives of millions of patients globally.

The organisation takes immense pride in being to capitalise its L&D efforts which have led to remarkable improvement in leadership development, employee skills & capabilities resulting in sustained increase of production volumes which were deterred by issues like frequent machine stoppages in the manufacturing & packaging value-chain. To achieve these outcomes the HR and L&D teams established learning structures & co-creation workshops involving senior leaders of the organisation along with various capability development and process improvement initiatives.

A key initiative taken by the L&D team is the setting up of the Integrated Business Execution System featuring high-performance-work-teams towards daily work management to foster communication & problem-solving, breakthrough project deployment, skill development & leadership accountability. These shop-floor transformation initiatives have positively impacted business KPIs at several of its manufacturing facilities such as like 55% higher per capita productivity and over 50% reduction in customer complaints. The organisation invested heavily on setting up the Aurobindo Training and Development Centre (ATDC), a technical simulation facility to develop home-grown talent. It consists of a pilot facility which has the capability of simulating various Manufacturing, Quality & R&D activities related to API and Formulation development. ATDC has trained and placed 1300+ employees at the company's various manufacturing facilities.



The organisation's approach towards being future-ready appears to be a classic blend of pragmatism mixed with in-depth research and analytics-based decision making employing a wide array of traditional and new-age-technology driven learning interventions. Leveraging on the key learnings from the BML Munjal Award process, the company has developed its own Organisational Development Model. The model focusses on enhancing existing leadership capability along with creating future leaders with the right set of Organisational values, Technical skills and leadership Competencies. They actively employ action learning projects, carved from imminent business challenges, to accelerate acceptance to change, besides using process-led participative learning methodologies. Special emphasis has been laid on multi-skilling of the resources across levels; the company strongly advocates retention of its cross skilled staff rather than hiring laterally.

The L&D team is a true strategic partner to the organisation and is proving its importance across the entire business value chain.



Bosch: Nurturing is their Nature

Bosch India is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, and Energy & Building Technology. Bosch has the largest development centre outside Germany in Bangalore - India offering end-to-end engineering and technology solutions. Bosch has 18 manufacturing sites 7 development and application centres in India. The group employs over 310,000 associates out of which over 18,000 are into R&D.

Bosch exists in an industry that is being disrupted rapidly by the technological advancements. To ensure that it stays ahead of the curve it has taken a flurry of initiatives to ensure that its workforce is adequately enabled. The organisation has introduced the concept of 'learnagility' in order to create multi-skilled workforce that adapts to disruptive changes with minimal downtime.

It has invested in creating "Lakshya Experience Centre". The learning academies are complemented with digital learning platforms to ensure that employees get access to the best content and learning tools at all times.

Bosch has an impressive 'Future Camp' initiative, which is enabling the start-up culture and innovation mind-set in the organisation to build a sustainable competitive advantage. Living by its commitment on human resource development, Bosch has focused competency building measures based on the Bosch Competence Model. The company has identified a set of cross-functional competencies along with the technical competencies across all levels of the organisation for optimal development of associates. The learning and development department has ensured that all their initiatives are mapped to the organisation's business goals. The organisation has a bottom-up review mechanism for all the training interventions that is proving to be quite effective to assess and refine the interventions. All the initiatives effectiveness can be measured and improved.

Focus on ensuring sustained profitability is the key driver behind L&D function's way of work. The involvement of the senior management and SMEs (Subject Matter Experts) from within the company conducting training is a testimony to the same.

Ullas – the employee engagement initiative was launched in order to create a highly motivated and engaged workforce. Ullas is an enabler to create a 'high performance, high trust' organisation. The organisation is banking on collective intelligence and collaboration for channelling innovative ideas and solutions to complex business problems.



Indian Oil Corporation Limited (IOCL): Fuelling India's Aspirations

Indian Oil Corporation Limited (IOCL), commonly known as IndianOil is an Indian state government owned oil and gas company headquartered in New Delhi. It is the largest commercial oil company in the country and its business interests overlap the entire hydrocarbon value-chain, including refining, pipeline transportation, marketing of petroleum products, exploration and production of crude oil, natural gas and petrochemicals. IndianOil has recently also ventured into alternative energy and globalisation of downstream operations. It has subsidiaries in Sri Lanka (Lanka IOC), Mauritius (IndianOil (Mauritius) Ltd) and the Middle East (IOC Middle East FZE). In May 2018, IOCL became India's most profitable state-owned company for the second consecutive year, with a record profit of ₹21,346 crore in 2017-18, followed by Oil and Natural Gas Corporation, whose profit stood at ₹19,945 crore.

Indian Oil accounts for nearly half of India's petroleum products market share, 35% national refining capacity (together with its subsidiary Chennai Petroleum Corporation Ltd., or CPCL), and 71% downstream sector pipelines through capacity. The Indian Oil Group owns and operates 11 of India's 23 refineries with a combined refining capacity of 80.7 MMTPA (million metric tonnes per annum). Its cross-country pipeline network, for transportation of crude oil to refineries and finished products to high-demand centres, spans over 13,000 km the company has a throughput capacity of 80.49 MMTPA for crude oil and petroleum products and 9.5 MMSCMD for gas.

For IndianOil, learning is ingrained as a part of the organisation's DNA. The Range of programs includes both inward and outward facing programs. While the inward facing programs concentrate on developing the workforce across all levels, the outwards facing programmes focus towards enabling the entire ecosystem consisting of vendors, users etc. The organisation's focus on measuring the impact of all its learning programmes is indeed remarkable and it is also investing in developing e-learning platforms which enables round the learning for employees across various functions. Eklavya, for instance, is an initiative taken by the marketing division. A high focus is also being laid on gamifying the learning pedagogy.

IndianOil has laid high impetus towards enhancing the awareness about importance of software usage for faster execution of various R&D process technologies under commercialisation. Workshop and Training of process simulation software - AspenONE Engineering Suite has been organised in batches for R&D scientists as well as engineers from different refinery locations. This has been leading to enhanced awareness about importance of software usage for profitability and refinery margin improvement with focus on faster execution of various R&D projects for BS-VI implementation and technical service activities. During the training programmes, state of the art infrastructure has been arranged to ensure highest possible effectiveness. Such initiatives are helping the organisation to not just stay ahead with respect to technological advancements, but also laying a strong foundation with respect to regulatory preparedness.



ICICI Lombard: Insuring talent assuring growth

ICICI Lombard General Insurance Company Limited is one of the leading private sector general insurance companies in India. It is engaged in general insurance, reinsurance, insurance claims management and investment management. The company has 265 branches and 910 virtual offices with over 8.5 thousand employees spread across the nation. The company has a Gross Written Premium (GWP) of INR 147.89 billion (FY 2019). Existing in a sector which is known for being disrupted by regulation, ICICI Lombard has done exceptionally well to grow continuously and sustainably.

Being a part of the insurance industry, the organisation has been mandated to provide certain trainings to its employees as a part of their on boarding process. However, what differentiates its Learning & Development team is its ability to drive the business agenda not as a support function, but a core strategic lever. A testimony to the same is the Uday programme. The programme equips the agents-employees to ideate on SME potential and penetration. The company had also launched e-Uday as a webcast for SME agents. This programme is credited to have helped the organisation scale its SME business by a whopping 26.7% in the last fiscal. The company has also launched VO-e Gurukul (knowledge series for virtual office channel). It has been used to impart product and process knowledge to the new employees of virtual office vertical. The programme involves sharing of byte sized content with the employees at regular intervals coupled with the ability of live chats.

The L&D has designed focused and structured initiatives like 'solution striker', project 'Catapult' and Code Blue Certification programme for people managers to help the organisation improve its top-line while maintaining a steady focus on improving its operational efficiency. All key initiatives have seen a high level of participation from the senior management. The knowledge management capability of the organisation is commendable and a persistent effort is being made by the organisation to ensure that a robust talent pipeline exists to take up any challenge that is presented.



Knowledge Lens: Turning Dark Data to Meaningful Business Insights

Knowledge Lens provides a collection of Lens that automates and simplify the discovery of hidden insights from Big Data. It also provides Professional Service/Consulting Services for niche Technologies like AI, IoT, Blockchain, Big Data and Data Science, the company does this by providing user-focused, domain-specific software applications that are built on leading edge technologies. It has initiated its operations in 2014 and has scaled up to over 200 employees in less than 5 years of its operations. Knowledge Lens is ISO 9001, ISO 27001, CMMI, MCERTS certified company. Awarded with "NASSCOM Emerge 50 Product" for year 2016-17, we recognised as the "Top 20 most promising Big Data Solution Providers for 2017" by CIO Review.

Being a young company in the ever changing IT and technology landscape, it has been able to take long strides with respect to business growth. Interestingly, the founder and CEO credits this entirely to the culture of learning and development. The company strategically hires talent from non-tier-1 institutes such that the employee cost and attrition could be optimally managed. They have been investing on product and capability development in niche areas like AR/ VR and IoT. What differentiates Knowledge Lens is that the entire product development cycle is structured as a learning intervention. Each such cycle has contributed to the company's consulting capabilities which have been heavily liquidated.

The company has deployed Hackathons to great effect; they are used as a hiring and product development tool. They have been able to crowd source solutions to complex problems using hackathons as a tool. The company has been able to grow at a staggering pace and feels that learning and development would be the key to ensure sustainable growth. The intent of the company to invest in all round development of its human resource is worth applauding. The company has a robust employee reward and recognition philosophy to promote a culture of continuous learning and innovation.



L&T Technology Services Limited- Propelling Business through Learning & Development

L&T Technology Services Limited (LTTS) is amongst the global leaders in Engineering and R&D (ER&D) services. The company has 49 Innovation and R&D design centres globally and specialises in disruptive technology spaces such as 5G, Artificial Intelligence, Collaborative Robots, Digital Factory, and Autonomous Transport. The company is a listed subsidiary of a major conglomerate and boasts of impressive numbers such as over 15000+ employees, 250+ customers with 90% repeat business and remarkable technology advantage in terms of intellectual property. With 350+ patents filed for 51 of the Global Top 100 ER&D spenders, LTTS lives and breathes engineering. The learning architecture at LTTS is highly aligned to the current and future strategic requirements of the business which help the organisation to fast pace their research and development activities while adapting to the technology disruptions.

LTTS has a structured process for High potential identification and development. The objective of "Leaders League" initiative is to fuel a strong leadership pipeline across various role levels in the organisation to anchor the ambitious growth plans of the business. Initiatives like "CEO Club" aims at identifying and developing a new class of high performers across the organisation, by providing them exposure through the courses across best universities across the globe and create intrapreneurs.

"Techleap" is a structured initiative developed upon a well-defined technical competency framework to create Technology Leaders in the organisation. Organisation has an elaborated Technical Competency Framework for each domain and the technical compendiums have been derived which has details of the Tools, Technology, Domain & Processes needed. The proficiency levels are defined for each role level. This becomes the basis of the technical training framework. The role based behavioural training architecture is aligned to the Leadership Competency framework. These are well institutionalised initiatives where Leadership development is linked to the Career Progression of the individual. Some of these initiatives are Best-in-class and have also been benchmarked industry wide.

LTTS promotes internal trainings and sharing of knowledge by SME's and expert through structured initiative like PRISM, where internal SME's are formally certified through TTT Certifications. Formal reward policy is institutionalised for internal trainers to encourage internal trainings. A lot of emphasis has been provided towards Hands on training conducted at In-House labs and 49 R&D facilities in India and design centre overseas. The company has also partnered with various international universities for advanced interventions. LTTS always encourages employees to acquire new certifications, upgrade existing certifications or learn new languages. They have institutionalised Certification reimbursement policy and a Policy to learn foreign language to encourage employees to acquire new skills.

The accountability and agility of the learning and development function towards ensuring optimal productivity of different functions is unique and worth applauding.



NTPC: Powerhouse powered by learning

NTPC is India's largest energy conglomerate with presence across the entire value chain of the power generation business. NTPC became a 'Maharatna' company in May 2010, one of the four companies to be awarded this status, NTPC was ranked 492nd in the '2019, Forbes Global 2000' ranking of the World's biggest companies.

From fossil fuels NTPC has forayed into generating electricity via hydro and renewable energy sources. To strengthen its core business, the corporation has also diversified into the fields of consultancy, power trading, training of power professionals, rural electrification, ash utilisation and coal mining. It has aligned its learning and development initiatives completely with the business goals.

The organisation is highly focused towards measuring the effectiveness of its initiatives which helps in refining them further. Implementation of the ROTI (Return on Training Investment) concept is a testimony to the same. The investment made towards technologically enabling its learning and development function is a testimony to the organisation's intent to lead the changing energy landscape. It has developed its own e-learning modules and on-line learning ecosystem. It has also introduced Virtual Reality based training modules to provide real life immersive learning experience in a virtual environment to its employees.

The learning and development function has partnered with leading national and international institutes like Harvard, Wharton, IIM-A and ISB to ensure that the organisation's workforce is provided with the best in class knowhow. The organisation has been working towards creating an environment which motivates its employees to willingly participate in learning initiatives. To drive the same, the organisation embraced innovative learning methodologies like theatre workshops, village immersion with project affected persons, companywide business games and competitions etc.

Additionally, huge emphasis is laid on health and wellness of the employees. It has invited icons like Sadhguru to campus as well. It has been working towards incorporating a flurry of wellness related L&D initiatives to ensure that the employees are not just healthy but also more productive. The organisation is also leading the sector in Resettlement and Rehabilitation (R&R) and environment protection.

Having won the BML Munjal Award in 2005, NTPC was runner-up in the Sustained Excellence category of BML Munjal Awards in 2018 and winner in 2019. It has also been awarded by the ATD, ISTD, GPTW and has received various other awards in the past decade. The leadership acknowledges learning and development as a key strategic lever and is proactively investing to make it future ready.



Nestle India: Empowered by Learning

NESTLÉ India has presence across India with 10 manufacturing facilities and 4 branch offices. With over 100 years of presence in India, it is now the largest listed FMCG in India with a reach of 100+ distributors and over 4.2 lakh retailers. The company is engaged in the food business which incorporates product groups such as milk products and nutrition, beverages, prepared dishes and cooking aids, chocolates and confectionery. Nestle India manufactures products under brand names, such as Nescafe, Maggi, Milkybar, Milo, Kit Kat, Bar-One, Milkmaid and Nestea. The company has also introduced products of daily consumption and use, such as Nestle Milk, Nestle Slim Milk, Nestle Fresh 'n' Natural Dahi and Nestle Jeera Raita. Their milk products and nutrition include Nestle Everyday Dairy Whitener, Nestle Everyday Ghee, Nestle Milk, Nestle Slim Milk and Nestle Dahi.

While the organisation enjoys market leadership in some of its products, it intends to be the disruptor in times to come. To enable this, it has created structured learning interventions for employees across all grades and functions. The company acknowledges the need to be 'fast', 'flexible' and 'focused' towards adapting to the changing customer behaviours and market landscape. To empower its workforce with the best in class content and tools, they have created a stage wise talent management and resource enablement programme. This includes initiatives like the ILEAD and UNLEASH for leadership development. The company has created a sales training model which has the ability to train the sales team on both tactical as well as strategic work requirements. The objective is to harness localised set of functional knowledge, skills & behaviours to enable teams to meet defined standards of performance and success KPI's of Sales Function.

The organisation also realises the need to provide content-on-the-go to its field force, 80% of which is less than 30 years of age. It has created a sales mobility app which aims to provide 'on the go' and 'just in time' learning in form of byte sized modules. The company is bullish on tapping the e-business opportunity as well and has provided personalised consumer engagement trainings to its marketing and sales workforce. Creating India's First AI enabled nutrition counselling service to deliver personalised 'Good Food' Advice via is one of the initiatives it has taken to stay ahead in the nutrient food space. The HR function is working towards ensuring high level of engagement within the employees not just for their direct roles, but also towards achieving the strategic objectives of the organisation.

The organisation is also giving due impetus to foster innovation across different functions. Initiatives like Sustainé are a testimony to the same wherein the company is working towards creating sustainable energy and packaging solutions. Leadership team's involvement in learning and development initiatives is indeed commendable and would be something that all organisations can be inspired with.



ONGC Mangalore Petrochemicals Ltd.: Learning to Hedge risks and enable growth

ONGC Mangalore Petrochemicals Limited (OMPL) a green field petrochemicals project, is promoted by Oil and Natural Gas Corporation Ltd (ONGC) and Mangalore Refinery and Petrochemicals Limited (MRPL) a subsidiary of ONGC. OMPL was incorporated on 19th December 2006 and houses the largest single stream unit in Asia to produce 914 KTPA Para-xylene and 283 KTPA Benzene.

The organisation has seen a remarkable growth in revenue and EBITDA and proudly credits its learning and development team for enabling this fast-paced transformation. Specialised trainings have been provided to enable NABL certification of its laboratory. Also, Institute of Inter Laboratory Studies, Netherlands has awarded ONGC Mangalore the excellent Z score twice consecutively. Its ability to ensure high quality laboratory practices has added directly to its bottom-line as well. The organisation has also conducted energy awareness trainings in a unique manner, wherein the training participants came up with unique ideas to reduce the energy cost. These ideas once implemented have provided the company with savings of up to 80 crores.

The organisation has also invested heavily on ensuring higher productivity of the operators. For the same, operator training simulators have been used. Actual plant operations have been simulated to equip fresh hires with adequate skills, and reduction of starting time of machines by operators has contributed heavily to the organisation's margins. i3 club has been formed with thrust to Imagine, Innovate & Implement. Approved ideas are linked to OMPL's incentive scheme in order to institutionalise innovation.

The organisation's intent to adopt technology is reflected across various functions. Various technology backed initiatives have benefited the organisation by reducing skilled manpower cost, decreasing power cost per unit and extending the life of expensive catalysts. The ability of the organisation to link each training activity to its business is noteworthy and commendable.



SIDBI: Lending Wings to Dreams

Small Industries Development Bank of India (SIDBI) acts as the Principal Financial Institution for Promotion, Financing and Development of the Micro, Small and Medium Enterprise (MSME) sector as well as for co-ordination of functions of institutions engaged in similar activities. The organisation has impacted over 360 lakh persons/enterprises through its branch network of around 80 offices spread across the country as well as through the network of banks / institutions (having more than 1.25 lakh branches)/ partners (NGOs/VOs) across the country. SIDBI has extended loans, equity and quasi-equity aggregating to INR 13,689 crore benefitting 356 lakh disadvantaged people, mostly women, through its Microfinance operations. In the due course, it has deepened its outreach by nurturing and evolving more than 100 MFIs who have emerged as strong and viable financial intermediaries serving the unserved. Interestingly, it has also touched lives of more than 1.16 lakh budding and existing entrepreneurs by infusing skills and reskilling initiatives and developing pool of handholding agencies.

SIDBI has been filling resource gap for spreading 'Financial Literacy and providing Consultancy' at the grass root level. The bank recognises the fact that access to credit and handholding services are one of the key challenges being faced by MSMEs. Udyamimitra portal is being positioned as a one stop platform for access to information or knowledge. Several E Tools for credit access including pool of 325+project profiles (viewed/downloaded, 20,609 times), Bankability kit (addresses the need of MSEs to know banking, the bankers and how to be bankable- Viewed by 10 lakh plus visitors). Samridhhi – the chatbot (has a basket of 134 plus repeatedly asked questions- 2,18,000 questions were responded) have been positioned. Another initiative PSIG focused on evolving Financial Literacy & Women Empowerment (FLWE) project has (in 4 poorest states of UP, Bihar, MP and Odisha) enhanced financial capability of 4,01,500 women and reached out to 1,97,605 community members.

FLWE leveraged technology platforms like mobile vaani in 4 districts (Patna, Purnea, Katihar Munger and Bhagalpur) of Bihar improving digital and financial literacy for 74,230 women through the mobile vaani platform (Free voice-based interactive media (IVR) that can be used on low-end feature phones).

The learning and development initiatives at SIDBI have an internal as well as external dimension, i.e. it does not just conduct programmes for the talent within their organisation, but also for entrepreneurial talent in various states of India. To complement many external initiatives, the organisation has been building its internal capabilities through many programs such as Sampark, which is focussed on building a deeper understanding of the MSEs for SIDBI's workforce. A 4-week long program has been launched to train the field officers on the various nitty-gritties of the MSE landscape.

Further, the Bank launched Mission Swavalamban in 2018 to spread entrepreneurship culture and turn youth from "Job seekers" to "Job creators", restrict rural migration to urban area and promote sustainable livelihood opportunities with thrust on bottom of pyramid, unserved/underserved pockets/segments and overall MSEs. Major initiatives under Mission Swavalamban are setting up 1000 Usha



Swavalamban Silai School for rural women, promoting entrepreneurship through print & electronic media, etc. It has started supporting Swavalamban role Models, Swavalamban walls/ clubs in schools and colleges and so on.

Initiatives like Udyam Sangyan have made MSE stakeholders attain first hand exposure to good governance practices and latest technological trends for business expansion. This has not just benefited entrepreneurs but also increased business while creating a strong brand recall for SIDBI. Bank has launched Management Capacity Development Programme (MDP) for Young Existing MSE Entrepreneurs at IIM-Lucknow, the unique feature of the program is that it is designed by MSEs for MSEs, it enables next growth leap by MSEs.

Interestingly, SIDBI has also created 800 master trainers to implement the Udyam Abhilasha Entrepreneurship Campaign. The campaign's success could be gauged from the fact that 13200 participants of the program showed interest in taking mudra loans a few hundreds have availed finance. SIDBI's contribution to the MSE landscape is commendable and makes them an important stakeholder in the nation building exercise.

Policy Publications by SIDBI like 'MSME Pulse' and Microfinance Pulse' have established more trust for the MSEs by increasing awareness and transparency throughout the entire ecosystem.



Squaremeal Foods Private Limited: Industrious met Inclusive

Squaremeal Foods, was founded by Shishir Gorle and Raja Sekhar Reddy, two first generation entrepreneurs in 2014, with a vision to provide employment to 500 hearing and speech-impaired individuals and provide them with a sustainable and respectable livelihood.

The company opened their first restaurant - Mirchi & Mime in May 2015, serving modern-Indian cuisine and their second - Madeira & Mime in October 2016; a pub with world cuisine comfort food. It currently operates 3 restaurants: Mirchi & Mime (Mumbai & Indore) and Madeira & Mime (Mumbai) and employs 75 SHI (Speech and Hearing Impaired) service staff with plans to start a training academy for SHI service staff which could serve the hospitality industry. The company boasts of a strong revenue growth across past 3 years.

The L&D at Squaremeal has adopted a top - down approach to ensure reverse inclusion in the organisation for business success. The company has taken initiatives to increase awareness and sensitise the Speech and Hearing Abled besides enabling them to use Indian sign language. The company's uniqueness lies in the fact that the SHI service staff is not used to foster sympathy, but for their innate skill set to enhance productivity and efficiency of restaurant's operations. The company rides high on the fact that the use of SHI service staff has yielded higher efficiency and productivity in service along with greater customer satisfaction rate. The restaurants are rated organically above 4.5 on Zomato too.

Squaremeal is a company that truly integrating the society and breathing the ethos of inclusion each time it serves a customer. Its purpose and character are inspiring and to one and all.



TATA Consultancy Services (TCS): Where Redefining Greatness is a Habit

TCS is the largest Indian company by market capitalisation (over USD100 billion) and is now placed among the most valuable IT services brands worldwide. It is also the world's largest IT services provider, deploying a talent pool of over 4.5 lakh global professionals including 36.1% women from 149 nationalities. The organisation has been serving as strategic advisor to customers across industries, supporting their technology lead transformation into fast growing sustainable enterprises.

The organization credits its ability to learn and develop at a rapid pace as one of its core strengths and its L&D function has contributed significantly as a strategic lever in its growth. The company has invested heavily on enabling its workforce with requisite digital competencies. Use of platforms like Fresco Play (digital literacy platform) is a testimony to the organization's proactiveness. The effectiveness of the initiative can be estimated by the fact that TCS's digital revenue aggregated to \$4 Bn in FY18, making up 21.2 % of the total revenue and growing 35.3 % over the last year. Digital demand fulfilment internally has gone up from 80% in FY17 to 85% in FY18.

Most service organizations are trying to integrate Design Thinking capability into their workforce while TCS has gone a step ahead, institutionalising the same as a behaviour across its workforce. The Design Thinking workshop is designed as a blended learning program and deployed as a combination of self-paced learning content (digital mode of engagement) and a 2-day ILT workshop. The enabling program has got rave reviews across the organization which can be adjudged by the fact that 1453 associates have graduated in Design Thinking through 43 batches across 90 Units since its launch in last 10 months. After a huge success of the first few batches, they have also come up with conducting Design Thinking programs specifically for a customer or a team trying to address specific business problems.

To create a strong middle layer in the organization which acts as an important link between senior management and junior management, the L&D team has launched 'Find Your Everest' (FYE) program. 2422 Manager have undergone the FYE training since its launch. Climbers, as the learners are called after attending the FYE Session, set their own goals (define their Everest) and then work towards achieving the same. The organization boasts of a healthy internal leadership creation record, while also building a hyper-connected organization using internal social platforms to ensure extensive collaboration and engagement among its employees (the effort is slated to act as a critical driver of competitive advantage among the 82% digital natives in its employee base). The organization's ability to provide holistic long-term careers is based on continuous learning driven by anytime, anywhere, any device digital learning ecosystems, thus helping them attract and develop the best talent.

The organization's CSR initiatives are truly special. TCS has partnered with many government entities by bringing innovative technology solutions and worked towards the greater good of citizens across the globe. The organization, after being awarded the BML Munjal award, has won most coveted awards in the HR and L&D domains. The ability to grow in such a sustained fashion is indeed inspiring.



Tata Power Delhi Distribution Limited: Empowering Humans Capitalising Machines

Tata Power Delhi Distribution Limited [Tata Power-DDL] is a joint venture between Tata Power and the Government of NCT of Delhi with the majority stake being held by Tata Power Company. Tata Power-DDL is the first Indian utility to be a member of Global Intelligent Utility Network Coalition (GIUNC) which is a coalition of 14 power utilities worldwide and is working towards accelerating the development of common standards, technology solutions and processes for intelligent networks. It has also been empanelled as "first Utility Channel Partner" with Ministry of New & Renewable Energy, Govt. of India and has also received the highest honour rating of SP IA as a "System Integration Grading for Solar PV projects". The company is now working on setting up a Smart Grid with the integration of Roof Top Solar, Energy Storage, E-charging of electric vehicles, Home Automation etc. in its network.

Tata Power-DDL is acknowledged for its consumer-friendly practices. Since privatisation, the Aggregate Technical & Commercial (AT&C) losses in Tata Power-DDL areas have shown a record decline. Today, AT&C losses stand at 7.92% (as of March 2019) which is an unprecedented reduction of around 85% from an opening loss level of 53% in July 2002. To ensure reliable power supply and to provide best in class service to its consumers, Tata Power-DDL has implemented several world-class technologies such as Advance Distribution Management system or ADMS which is designed to replace the conventional SCADA-DMS-OMS system with features like real-time integration of Smart Meter Data / Distributed Generation integration and single data model from GIS, Integrated Geographical Information System (GIS) for instant services, Advanced Metering Infrastructure (AMI) and many more.

What differentiates Tata Power DDL from most organisations is its ability to work with legacy workforce from a PSU and develop them to not just match industry standards but to also create new benchmarks. The organisation vociferously credits its learning and development team for being able to create a truly "learning organisation". The organisation has taken great initiatives to ensure a high level of technology adoption. They have also taken conscious initiatives to multi-skill their workforce such that they do not become redundant in this fast-changing industrial landscape. Each learning initiative has been designed to cater to a strategic organisational objective and hence the efficacy measurement has been able to reduce intangibility to a large extent. The company has launched unique and effective initiatives like 'Counselling with a Smile' for enhancing productivity, improving collection efficiency & reducing AT&C loss levels. They have defined a long-term capability building plan which also includes programs at reputed national and international universities.

One true differentiator from the rest of the industry is the organisation's ability to serve the society and ecosystem at large. A much talked about initiative in this space is the 'Abha Ambassador Initiative', which has been appreciated by the World Bank. The initiative has garnered praises from all quarters for not just the humanitarian aspect, but also the impact it has created on the overall power sector. While doing all of the above the learning & development function is not a cost centre but a profit centre for the organisation. In all honesty, it is an organisation that's setting the tone for the rest of the industry to emulate.



Zerodha: Where learning is a way of life

Zerodha is an Indian financial service company that offers retail and institutional broking, currencies and commodities trading, mutual funds, and bonds. Founded in 2010, Zerodha is known for its discount pricing model and technology. It is headquartered in Bengaluru and has physical presence in all major Indian cities.

As of 2019, Zerodha is the largest retail stock broker in India by active client base, and contributes upwards of 10% of daily retail volumes across Indian stock exchanges.

As a pioneer in the discount brokerage space, the company has been growing exponentially and is one of the most sought-after start-ups with a very strong EBITDA. Interestingly, the company's major concern is the limited financial literacy and quantum of stock market investors in India. To expand its consumer base, it is now faced with a challenge to grow the financial literacy around stock market as an investment option. To enable this, Zerodha has launched the Varsity App which is seeing a fair amount of traction.

The company lays a lot of focus on letting its employees learn while they serve at Zerodha. The company reimburses the entire course fee of programmes like NISM and CFA. To further promote the spirit of learning, Zerodha also incentivises its newly joined employees once they clear NISM. The focus of the company has been on developing and using web-based learning platforms like the Varsity app, Z-connect and Trading Q&A. The company has been steadily raising its investment in training the workforce and the support of the founding team towards all learning initiatives is applaudable.



Conclusion

The path-breaking initiatives taken by the above companies are a testimony to the fact that learning and development is no more a tactical lever to business, but a strategic one.

Organisations of the day are working harder than ever to ensure that their workforce is highly skilled and engaged. Rising automation and technological disruptions are bringing fresh challenges at a very fast pace and L&D is proving as an important element not only for organisations' growth, but also their sustenance. Steadily the organisations are also focusing more on optimising the cost to benefit ratio for each learning initiative, and each day business performance is now being linked directly to the learning and development initiatives, hence leading to increased pragmatism in the overall construct of the initiatives.

It's encouraging to see that design thinking is casting its impact on the initiative construct, wherein more progressive organisations are moving towards greater number of customer education initiatives in order to drive their experience and engagement levels.



This document is compiled by Grant Thornton, Knowledge Partner for the 14th Edition of the BML Munjal Awards. It is based on the Information shared by the finalist organisations of 2019.

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