Overview of TCS Library & Information Centre
The SLA B&F Centre of Excellence Award Winner 2009

B.P. Prakash & Sanjukta Ray

SLA Annual Conference 2009
Washington DC
June 2009
Tata Group – Salient Features

India’s Largest Business Group

- Diverse Businesses in 7 Sectors
- International income: 61% of Group revenue
- Operations in Over 80 countries
- Products & Services exports: 85 countries
- Largest employer in private sectors: Over 300,000 employees
- Group Revenue: FY 2008: US $ 62.5 bn

Specialized Services:
- Information Technology & Communications
- Engineering
- Materials
- Services
- Energy
- Consumer Products
- Chemicals
Some Recent International M&A Activities

- **Tata Motors Jaguar/ Land Rover** [ ~$2.3B ]
  - Company significantly broadens product line and global footprint
- **Taj Hotels Boston Ritz Carlton** [ $170MM ]
  - One of Asia’s largest hotel companies expands into U.S.
- **VSNL Tyco Global Networks/ Teleglobe** [ $369MM ]
  - Largest provider of submarine cable bandwidth
- **Tata Tea Tetley / Good Earth Vitamin Water** [ ~$1B ]
  - 2nd largest global branded tea operation
- **Tata Steel Corus Steel** [ $13B ]
  - Combined company now 5th largest steel producer in the world
Tata Consultancy Services (TCS) – Fact sheet

- TCS was established in 1968
- FY 2009 revenue of USD 6.01 billion (up from USD 5.7 billion in FY 2008)
- Over 1,26,150* employees
- 1st Company in the world to be assessed at Level 5 for integrated enterprise-wide CMMI and PCMM
- Global presence - 138 offices in 42 countries
- First and Largest
  - Software R&D centre in India
  - Software exporter in India

* All Figures as of March 31, 2009

* Excluding Subsidiaries, 1,43,761 Associates inclusive of subsidiaries

As on 31st May 2009
TCS - Shaping the Future

VISION

Vision
Global Top 10 by 2010

MISSION

Mission
To help customers achieve their business objectives, by providing innovative, best-in-class consulting, IT solutions and services
To make it a joy for all stakeholders to work with us

VALUES

Values
Leading change. Integrity. Respect for the individual. Excellence. Learning and Sharing
Industry Expertise
Unmatched Breadth and Depth of Industry Knowledge

Banking/Financial Services
Insurance
Energy, Resources & Utilities
Government
Life Sciences & Healthcare

Manufacturing
Retail & Consumer Goods
Telecom, Media & Information Services
High Technology
Travel, Transportation & Hospitality
TCS Broad Portfolio of Offerings

IT Services
- Outsourcing Solutions
- Enterprise Solutions
- Technology Solutions

Consulting
- Enterprise Transformation & Change Management
- Business Process Management
- Systems & Application Architecture
- IT Process Management
- Outsourcing Process Management

Business Process Outsourcing
- Finance & Accounting Outsourcing
- HR Outsourcing
- Customer Care Outsourcing
- Supply Management Solutions
- Vertical Solutions

IT Infrastructure Solutions
- Infrastructure Outsourcing
- Network Consulting & Integration
- Hardware Support & Installation
- Infrastructure Management

Engineering & Industrial Services
- Enterprise Asset Management
- Industrial Embedded Systems
- Plan Automation Services
- Product Engineering

Product Based Solutions
- TCS BENT NCS
- Vertical Industry Solutions
- Productivity Tool Solutions

- Over 900 clients in 55 countries
- Repeat business from more than 96% clients annually
- 6 of Top 10 have been clients for over 5 years
- 49 of the Top 100 Fortune 500 U.S. Companies
TCS Global

138 Offices in 42 countries
96 Solution Centres in 18 countries
1,261,50* associates
29,884# overseas

* Excluding subsidiaries;
Include Developers, IT/Business Analysts, Consultants, Innovation labs, Senior Management, Support Functions & Others

# Associates at Overseas offices

<table>
<thead>
<tr>
<th>Country</th>
<th>Region</th>
<th>Overseas Associates</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>2938</td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>6781</td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>366</td>
<td></td>
</tr>
<tr>
<td>SA</td>
<td>204</td>
<td></td>
</tr>
<tr>
<td>12,717</td>
<td>US</td>
<td></td>
</tr>
<tr>
<td>2757</td>
<td>Europe</td>
<td></td>
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<tr>
<td>4081</td>
<td>UK</td>
<td></td>
</tr>
<tr>
<td>204</td>
<td>SA</td>
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</table>
Vision
Build world class Library and Information Centre which shall be recognized as Knowledge Management Centre.

These centres will be enriched in their resources, collection and services. Library and information centres will be responsive to anticipate the diverse needs of TCSers. LIC envisages deploying best practices, worldwide and benchmarking its services against the best in industry.

Mission
Provide timely and effective access to information for the entire TCS community.

Build comprehensive pool of resources and expertise share them among all TCS LICs.
Library Establishments and Reach - India

14 cities, 65 Centres

- Ahmedabad (2)
- Bangalore (8)
- Bhubaneshwar
- Chennai (7)
- Cochin
- Corporate (4)
- Delhi (6)
- Goa
- Hyderabad (4)
- Kolkata (6)
- Lucknow
- Mumbai (17)
- Pune (5)
- Trivandrum (2)
Library Establishments and Reach - Overseas

10 cities, 10 Centres

- Nordic
  - Stockholm
- Luxembourg
- Hungary
- Netherlands
- Germany
- France
- UK & Ireland
- ME & Africa
- China
- Singapore
- Japan
- Australia
- Canada
  - Toronto
- USA
  - New Jersey
  - Arizona
  - New York
  - Dallas
  - Texas
- Brazil
  - Uruguay
  - Argentina
  - Chile
- N. America
- Iberoamerica
- India
- ME & Africa
- APAC

Services started
Library set-ups
Overview

Genesis:
Established in 1969
Largest Corporate Library in Asia
Specialized technical information centre
Focusses on the organization’s business needs.

LIC Network
Network of 83 facilities
(65 libraries and 18 self help library corners),
Spread across 14 cities in India and 10 abroad

Team strength
121 qualified Library professionals

Collection
Over 2.8 lac documents available to every TCSer through global Catalog & Inter library loans

Service base
Caters to over 1.3 lakh associates in India and overseas through Document delivery and Electronic information services
Leadership

**TCS Leadership**
- Senior leaders foster passion, focus and rigor across all levels of the organization
- TCS’ vision, mission and values are architected by them
- Global LIC Head reports to the Global HR Head of the organization
- Global HR Head reviews the performance of the LIC

**LIC Leadership**
- Leadership team comprises 12 members - Global LIC Head, Branch LIC heads, Corporate Process Champions
- Succession plan created; second level of managers groomed

**LIC Council**
- LIC Council as an apex body comprises senior LIC Heads and associates from other functions of the organization
LIC Leadership Team

<table>
<thead>
<tr>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global LIC Head</strong> - Strategize all aspects of LIC at corporate level, take ownership for availability of relevant resources and design timely and cost effective information services as per the needs of the organization.</td>
</tr>
<tr>
<td><strong>Branch LIC Heads</strong> - Manage LICs at branch level and take ownership for deliverables and SLAs at branch level</td>
</tr>
<tr>
<td><strong>Corporate Process Champions</strong> – Deploy core functional and technical requirements on critical areas across the unit.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
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<tbody>
<tr>
<td>• Provide direction to the entire team.</td>
</tr>
<tr>
<td>• Enable better control, deployment, delegation of authorities &amp; responsibilities</td>
</tr>
<tr>
<td>• Discuss and decide upon the key strategies &amp; issues</td>
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<tr>
<td>• Perform SWOT analysis, brain-storming, identifies opportunities</td>
</tr>
<tr>
<td>• Meet Group / Branch / Technology / Domain Heads to assess specific requirements</td>
</tr>
<tr>
<td>• Designs effective information services in line with the business objectives.</td>
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</table>
LIC - Core Functional Teams

**Strategy development**

- Effective budget utilization; prudent measures of mobilization and optimization.
- Formation of Core Functional Teams (CFTs) on critical and core functional areas.

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**Branding & Marketing**

- To market LIC services effectively.

**Competency Management**

- To review roles, competencies, proficiency levels and update the same in alignment with industry standards and TCS business needs.

**Information Services & Products**

- To create effective knowledge infrastructure for delivery of information products and research services.

**Infrastructure Development**

- To develop world class library environment with contemporary facilities.

**Process Excellence**

- To assist in achieving excellence in internal processes and practices, in line with defined standards / benchmarks.

**Tools & Technologies**

- To provide technology-based solutions that will improve efficiency of LIC services.
Branding & Standardization

Branding Initiatives

- LIC Logo
- LEXiCON Annual Strategy Meet
- XPress In-Depth Customer Survey

Standardization

- Info Alerts / Bulletins
- Presentation Decks
- Quarterly Report
- Metrics Collection Tool
- BSC Scorecard and Dashboard
- CFT Reports
Process Clarity & Compliance

**Internal Guidelines**
- LIC Handbook, Ver. 2.0, January 2009
- LIC Induction Manual, Ver. 4.0, January 2009
- Corporate LIC presentation (Internal / External)
- Copyright Guidelines
- Collection Building Guidelines

**Quality Guidelines**
- LIC Procedures Manual, Ver.3.0, Mar.09

**Performance Measures**
- Balanced Scorecard
- Automated quarterly reports at branch / unit level
- SLAs for 4 core activities
- Benchmarks on 5 parameters; 3 more identified for 2009-10
Customer Focus

Capturing Customer Requirements

- Induction
- Project start-up meets
- Town hall meets
- Business Review meets
- Interactions
- Trend analysis
- Feedbacks, Surveys
- Opinion Polls

Fulfilling Customer Expectations

- Current literature on domains, technologies
- Creating client profiles, prospects
- Information on Competitors
- Downloads of analyst reports, white papers, articles, white papers
- Current awareness, business opportunity alerts
Customer Focus

Services & Products

› Competitor’s Digest: Quarterly digest on TCS competitors, with analysis.
› Market research & analysis – Customer profiles, data collection on trends, market analysis
› Tenders and Business Opportunity dissemination - potential business prospects
› Domain specific Info Alerts & Bulletins – Compilations of news, trends and current information

Customer Delight

› Patron of Library Award: Institutionalized to recognize associates’ contribution towards library activities.
› Library Week: Celebrated annually to reinforce interest and awareness of library activities and rekindle reading habits.
› World Book & Copyright day: Celebrated on 23rd April enterprise-wide; a forum to make associates aware of copyright regulations.
› Exhibitions / Subscription Drives: Across all centres to inculcate reading habits.

Corporate Sustainability

› Adult literacy drives for the underprivileged.
› Setting up school library in rural area/s
› Computer based learning programs for prison inmates
› Arranging blood donation camps etc.
Customer Feedback

Govindarajan Jagannathan, Executive VP
“There is just one word for your services: Excellent!”.

Sanjeev Prasad, Principal Consultant
“Please find attached a presentation of the services offered by Tata Group corporate library in India. It is more than a library with capability to perform some sophisticated research, access to selected databases and analysis”.

Debasish Bandyopadhyay, Vice President
“Library services in our organization are one of the best services I have come across. If it continues to be maintained like this, I am sure it will create a role model of such type of service”.

A Srinivasan, Vice President
“This is a big step forward in Knowmax. Let us pursue this further. My sincere thanks and appreciation to all of You”.

Manoj Indulkar, Global Operations Leader, GE TCS Relationship
“An excellent focused effort, of great value to the GE leadership team. I wish to commend all members of the Library team who are involved in this. Looking forward to your continued valuable support”.

Girish Wagle, Engineering & Industrial Services
“First of all many thanks for excellent compilation of the digest. This will be extremely useful for our sales pursuits. Request you to send this regularly so that we can benefit. Excellent job done by your team as I can imagine the effort that has gone in. One of the best reports I have seen so far within”.

Metrics, Measurement and Analysis

Metrics Collection

- Standard automated metrics tool to capture quarterly data
- Automatic data consolidation for unit level quarterly / annual statistics
- Data analysis of each branch through corporate dashboards for corrective action
- Periodic Internal / external audits

Information Management

- **Content Management System (Knowmax)**: Enterprise wide knowledge management portal for effective knowledge creation, collation and consolidation.
- **Library Management System (LMS)**: Integrated with Lotus Notes (the email and messaging application) for sending out reminders / notices.
Human Resource Focus

Work System

- Empowerment - Management Approval Committee within the unit to approve financial expenditures
- Delegation of authority - Branch LIC Heads, Process Champions involved in strategic decision making
- Quarterly meetings - Team Interactions, learning and sharing
- Corporate briefings – Quarterly message by Corporate LIC Head
- LEXiCON - Annual Conference and Leadership Summit
- Role based organization - 12 roles, 16 Professional competencies (with 3 proficiency levels)
  - Role based task allocations & performance evaluation

iCALMS

iCALMS is the integrated Competency and Learning Management System at TCS. It helps associates view their learning and competency development needs, the progress achieved against the same and end-to-end management of the competency development and learning within the organization.
# Competencies

## Managerial
1. Business Acumen
2. Leadership
3. Communication
4. Organizing and planning
5. Analytical ability
6. Innovation & Creativity
7. Continual learning
8. Team skill
9. Presentation Skills
10. Coaching

## Professional
1. Content analysis
2. Copyright and IPR
3. Digital library technologies
4. Procurement
5. Searching techniques
6. Subject classification, metadata and taxonomy
7. Financial Management
8. Information Services
9. Library Administration
10. Library Automation
   a. Bar-coding, RFID & other tools
   b. Library Packages, webpage design, maintenance
   c. Hardware, network architecture
11. Lotus Notes
12. MIS & DBMS
13. MS Office
14. TCS internal tools
15. Technical Processing
## Content Analysis

<table>
<thead>
<tr>
<th>E0 (Exposure)</th>
<th>E1 (Experience)</th>
<th>E2 (Expertise)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content analysis, aggregation &amp; packaging</strong></td>
<td><strong>1. Should satisfy all conditions of E0</strong>&lt;br&gt;2. Should have minimum of two years on job experience.&lt;br&gt;3. Should have E1 level of MS Office.&lt;br&gt;4. Analyzing and mapping various info resources to user needs.&lt;br&gt;5. Ability to judge the quality, authority and reliability of free resources.&lt;br&gt;6. Keep him/her self updated about new developments and standards in related area.&lt;br&gt;7. Add value by analyzing contents.**</td>
<td><strong>1. Should satisfy all conditions of E1</strong>&lt;br&gt;2. Should have minimum of 4 years on job experience.&lt;br&gt;3. Knowledge of various information business models in the market (e.g. pricing strategies of information providers, consortia agreements etc.)&lt;br&gt;4. Has thorough knowledge of Metadata tags, file formats/size and channels of distribution.&lt;br&gt;5. Ability to design and sustain regular information service and train other colleagues.**</td>
</tr>
<tr>
<td>1. Understands concepts, functionalities and its use in library &amp; information context.&lt;br&gt;2. Ability to classify various info resources based on level of contents.&lt;br&gt;3. Basic knowledge of comprehending and summarization.&lt;br&gt;4. Ability to repackage to suite different target groups.</td>
<td></td>
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</tbody>
</table>
Human Resource Focus

Learning

- Learning and competency development - Through participation in seminars/ workshops, web-based trainings, presentations, invited talks
- Induction for new joinees – 1 week induction program to ensure smooth transition into LIC system
- Integrated Career and Learning Management System (iCALMS) - One-stop platform to help associates know their competency gaps and provide learning objects to close the same.
- Inter-branch deputations
- Professional degrees and certifications
- Paper / article publications
- Internal LIC Newsletter – Internal newsletter titled Librarianship in Electronic and Digital Age (LEaD)

Papers published - 3 Year Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Papers Presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>18</td>
</tr>
<tr>
<td>2007-08</td>
<td>41</td>
</tr>
<tr>
<td>2008-09</td>
<td>42</td>
</tr>
</tbody>
</table>
Global Reference Desk – The globally accessible virtual reference library to efficiently and quickly handle reference queries like information search, downloads, etc.

<table>
<thead>
<tr>
<th>Period</th>
<th>Requests logged</th>
<th>Average requests / day</th>
<th>% Rise</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2 07-08</td>
<td>3700</td>
<td>29</td>
<td>NA</td>
</tr>
<tr>
<td>H1 08-09</td>
<td>7328</td>
<td>58</td>
<td>98.05</td>
</tr>
<tr>
<td>H2 08-09</td>
<td>8332</td>
<td>67</td>
<td>13.70</td>
</tr>
</tbody>
</table>
Process Excellence

Value Creation
› Webpage creation and maintenance – to facilitate access to information and effective content delivery
› Online public access catalogue through Intranet
› Creation of digital resources – electronic resources and content available online through knowledge management portal
› Online electronic books database – e-books database accessible enterprise-wide

Professional
› Internal standards, procedures and guidelines
› Benchmarks – identified in line with the established professional standards
› Audits and assessments
› Activity Planner
› Service Level Agreements (SLA)
› Improvements and best practices
› Service Continuity Measures

Support
› State-of-the-art tools and technologies to help support processes
› Audio / Video conferences, WEBEX and net meetings
› Web 2.0 for servicing customers worldwide
› RSS feeds / Blogs / Widgets for information services
› IBM's Same Time messenger for online chat / collaboration
› Intranet for announcements, promotions, surveys and polls
**Service Results - Pulse**

**Pulse** – The annual enterprise-wide Associate Satisfaction Survey which captures the pulse of associates and their feedback across all corporate functions.

- In 2006-07, LIC was declared the best support function within the organization in Pulse survey.
- In 2007-08 its Customer Satisfaction Index soared from 76.83 in 2006-07 to 78.90 in 2007-08.
- Consistent improvement in Unit ASI over last 5 years.

![Graph showing Associate Satisfaction Index of LIC from 2003-04 to 2007-08]

![Comparative ASI for last 3 years on each of the parameters]

<table>
<thead>
<tr>
<th>Year</th>
<th>Response time and staff friendliness</th>
<th>Services on technical and business needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>75.75</td>
<td>73.33</td>
</tr>
<tr>
<td>2006-07</td>
<td>77.75</td>
<td>78.44</td>
</tr>
<tr>
<td>2007-08</td>
<td>78.50</td>
<td>76.00</td>
</tr>
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</table>
Service Results - XPress

XPress 2008-09 - % Feedback

% Feedback in the range of 3-5* (Unit level)

<table>
<thead>
<tr>
<th></th>
<th>Collection</th>
<th>Information Services</th>
<th>GRD</th>
<th>Outreach</th>
<th>Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blr (Large)</td>
<td>83.56</td>
<td>83.66</td>
<td>87.65</td>
<td>86.45</td>
<td>91.73</td>
</tr>
<tr>
<td>Chn (Medium)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mum + Corp (Large)</td>
<td></td>
<td></td>
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<tr>
<td>Del (Medium)</td>
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<td>Hyd (Medium)</td>
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<td>Kol (Medium)</td>
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<tr>
<td>Pun (Medium)</td>
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<tr>
<td>Ahd (Small)</td>
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<td>Lkn (Small)</td>
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<tr>
<td>Tvm (Small)</td>
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*Scale

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<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Average</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

TATA CONSULTANCY SERVICES LTD.
Effectiveness Results

Innovative Measures
- Effective utilization of new tools / technologies
- Organizing book exhibitions, library week and other programs / events
- Assigning 1 LIC member to every major business domain
- Patron of the library award

Impact Factor
- Providing tenders information to Sales team
- Equipping business analysts with up-to-date market data / competitive Intelligence
- Positive impact on other units by way of automated dashboard / MIS generation

Value Adds
- Complementing TCS resource pool by qualitative, cost effective information research & analysis
- Integrating access to other digital resources (Knowmax, Books 24x7) with LIC catalog
- Optimizing usage of analyst databases / resources through GRD
- Active collaborations with other units for information analysis, KM activities
Summing Up

- LIC has sound strategic planning with core functional teams
- Applies the Balanced Scorecard for achieving strategic objectives
- Has a strong customer focus through value based services and information products
- Meets customers and works on feedbacks from customer satisfaction surveys
- Has matured processes for metrics collection and analysis
- Has employee development learning programs for development of competent workforce
- Focuses on process management like global reference desk, benchmarks and service level agreement
- LIC has transformed from a cost centre to a value based knowledge centre
“One must forever strive for excellence or even perfection, in any task however small, and never be satisfied with the second best....”

.... JRD Tata, 1965

“"We have two guiding arrows. One points overseas, where we want to expand markets for our existing products. The other points right here, to India, where we want to explore the large mass market that is emerging—not by following but by breaking new ground in product development and seeing how we can do something that hasn't been done before.""

Ratan Tata
Group Chairman
The SLA B&F Citation conferring COE Award.....

“The SLA Business & Finance Division is recognizing the Library & Information Centre (LIC) for the quality of its support to an international organization and its exemplary application of management techniques and tools including:

- Strategic planning using core functional teams
- A strong customer focus through domain-specific alerts and bulletins
- Mature metrics collection including Balanced Scorecards and enterprise-wide satisfaction surveys
- An employee development program known as Integrated Career and Learning Management System (iCALMS)
- A focus on process management that includes a global reference desk and service level agreement”.
Our sincere thanks to the SLA B&F for selecting TCS for this prestigious ‘Centre of Excellence’ award.

**Committee Members**
1. Mr. Michael M. Smith, Chair, COEA Committee
2. Ms. Terri Brooks, Chair, SLA B&F Division
3. Ms. Gayle Gossen, Ex-Chair, SLA B&F Division

**Panel of Judges**
1. Ms. Katherine Ehrlich, Business Researcher, Ernst & Young LLP
2. Ms. Cynthia Lenox, Business Librarian, John Carroll University
4. Ms. Terese Terry, Business Information Specialist, Lippincott Library, University of Pennsylvania
5. Ms. Hope Tillman, Director, Horn Library, Babson College
Thank You!!