

## CORPORATER BUSINESS MANAGEMENT PLATFORM FORGES PERFORMANCE MANAGEMENT FROM STRATEGY AT TSPDL



**TATA** STEEL PROCESSING AND  
DISTRIBUTION LIMITED

### Industry: **Manufacturing**

Tata Steel Processing and Distribution (TSPDL), based in east India, is a fully owned subsidiary of Tata Steel, one of the world's largest steel companies.

TSPDL processes and distributes steel, with expertise in these areas:

- Processing hot-rolled (HR) and cold-rolled (CR) steel, galvanized plain sheets (GP sheets and coils), and rebar
- Fabricating steel plates
- Manufacturing auto components for Tata Motors

### The Customer

TSPDL's services include inventory management, stockyard management, small-lot deliveries, and just-in-time supplies. The deployment of their strategy revolves around formulating clear strategic objectives and aligning those objectives to units (profit centers) and corporate functions across all levels of the organization. TSPDL wanted to ensure that strategy was at the center of performance management across the organization, and it wanted a clear view of how individuals were contributing to the strategy.

### The Challenge: Performance Measurement

Most of the company's performance measurement depended on Microsoft Excel. This led to uncertainties concerning data authenticity and data duplicity, as well as practical difficulties with archiving data that could be retrieved later. The major challenge was to ensure "a single version of the truth."

TSPDL needed proper linkages between key performance indicators (KPIs) and action plans, both short-term and long-term, under the umbrella of its strategic objectives. It needed these linkages in its corporate scorecard and on down to its unit-level and functional scorecards.

### CLIENT STATISTICS

- 11 departments
- 5 locations
- 9 processing units
- 10 distribution centers
- 40 scorecards

### The Solution

Corporater's consultant team understood that TSPDL's leadership needed a 360-degree performance management framework. To make performance reviews effective and enhance decision making, they needed something more graphical, with easy-to-read, user-friendly dashboards. They needed a tool that would allow them to drill down to the lowest levels of the organization.

Corporater's team identified the various sources of data that TSPDL used for formulating strategic objectives. They ensured that these objectives were translated into unit-level and functional-level KPIs, with performance linked to action plans.

*"We were looking for a lucid solution that automated our balanced scorecard (BSC) methodology, where the corporate BSC is cascaded to the unit and functional BSCs and then to the departmental goals and individual key result areas."*

**Suchiro Chakraborty**  
Deputy manager and executive officer to the chief executive officer, TSPDL

## Corporater Business Management Platform at TSPDL

The Corporater implementation team worked with the balanced scorecard owners at TSPDL, achieving a uniform understanding of each KPI and how it was calculated. Though several stages of discussion, they refined their common understanding of KPIs, linkages and action plans.

Corporater trained TSPDL's business users on how to perform routine updates, based on data ownership and workflows. TSPDL's system administrator learned how to troubleshoot, implement corrections, modify the structure and KPI calculation formula, authorize roles, and continue with further development.

*"Thanks to Corporater Business Management Platform, as we now have a clear line of sight between KPIs and action plans, with detailed drill-downs that have enabled effective reviews and decision making."*

**Suchiro Chakraborty**

Currently, TSPDL has 40 scorecards in place for more than 125 business users across 11 departments, including but not limited to:

- Back office
- Customer service
- Finance
- Human resources
- Information technology
- Marketing
- Procurement
- Projects

To maintain timely data updates, an alerting system was built into the system so that data entry is only open for a fixed time period.

The team at TSPDL planned to extend the platform to other business units and to build daily information key result areas (KRAs), such as manpower scheduled per day.

## Results

### Refined Performance Analysis

With Corporater Business Management Platform, TSPDL established a structured framework that brought clarity and accountability across its departments. With its graphical representations of trends and ready-made reports, the platform helped enhance performance analysis at various levels within the company..

### Greater Transparency

Transparency among departments improved considerably. Real-time reports provided the visibility for senior management to dive deeply into performance nuances by department, KPI, target, and other criteria.

While providing great detail, Corporater Business Management Platform still keeps the strategy at the core of all of TSPDL's KPIs..

### Better Alignment With Organization Goals

TSPDL's leadership achieved better alignment with their larger goals. Service areas in the company now define clear objectives, and KPIs are the linchpins for initiatives and risk assessments.

The company also makes excellent use of the platform's benchmarking feature, using it to compare and rank business units.

## Business in Control

Corporater Business Management Platform places strategy at the heart of enterprise performance management, ensuring that customers have everything they need to execute strategy and manage performance.

Our web-based business strategy software interface creates balanced scorecards, operational dashboards, strategy maps, strategic initiatives, enterprise reports, risk models, and related performance management disciplines, including quality improvements, financial resources, human resources, and others.



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