



Reimagine.
TVS 2030

VALUES WE VALUE



TVS Values Handbook

This handbook is a compilation of handpicked stories which happened at TVS mapped to the respective values.

The stories are brought to life through hand-drawn graphic images embellished by Professional Graphic Artist Rasheed Kappan from Organizational Theatre

Have a great time as you explore the book.



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“Any company which does not have values will not live long or make a mark in history.

Companies without values are like footprints in the sand; they get washed away with the next wave. One of the reasons why we succeeded is that we are a values-driven company. We deeply believe in our values, and it is this conviction which gives you the strength to fight adversity.

Venu Srinivasan,
Chairman Emeritus - TVS Motor Company

”



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VALUE : TRUST

To demonstrate transparency and fairness in all dealings; honor all commitments diligently

DESIRED BEHAVIORS

- Being authentic and fair in all interactions
- Listen deeply then respond
- Show respect and genuine interest toward all stakeholders

UNDESIRED BEHAVIORS

- Inconsistency between what you say and what you do
- Failing to share pertinent information
- Disrespecting time and views of people





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STORY # 1

Chennai flood crisis

TRUST

It was business as usual across TVS Motor.

1



Heavy rains hits Chennai, and the city is Flooded.

2



Senior officials coordinated a massive operation to safeguard not only the TVS employees but also other citizens by setting up a control room for help.

3



TVS becomes the most trusted rescue operations mission in the Chennai Floods with food packets distributed to those in need, funded the government for rescue operations, provided shelter for stranded citizens and extended ferry services all over and across the city.

4



- ✓ TVS as a company-built trust with the society by being authentic and fair in all our interactions
- ✓ We must listen deeply then respond to in all situations that work presents to us
- ✓ We must show respect and genuine interest toward all stakeholders



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STORY # 2 Recall of 25,000 Silencers

TRUST

The most celebrated product TVS Scooty had issues in it, so we decided to recall 25,000 of them to fix it promptly.

1



The cost of replacement was Rs 75 Lakhs. It was proposed that the cost be shared equally among the company, dealer and customer.

2



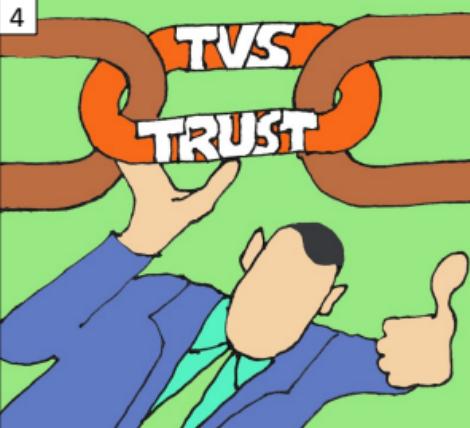
However, the then MD said it is our mistake, and why should anyone else take the brunt. He announced that all the expenses will be borne by TVS.

3



The then MD's point was clear. We cannot lose the customer's trust. He said "We are not replacing just the parts but rebuilding our trust with customers"

4



- ✓ As employees we must be authentic and fair in all our interactions
- ✓ We must listen deeply then respond to in all situations that work presents to us
- ✓ We must show respect and genuine interest toward all stakeholders



Reflection

- How will you demonstrate Trust ?

- How will you help your peers, colleagues & teams demonstrate Trust ?





VALUE : CUSTOMER OBSESSION

Possess a strong mindset to delight customers beyond one's stated call of duty;

Proactively understand & address customer needs with deep insight, customer intimacy & empathy

DESIRED BEHAVIORS

- Observe the customer deeply and closely to discover the real needs
- Customer is at the center of anything and everything that we do along the entire journey
- Proactively spot customer needs/trends and verify for viability and scale

UNDESIRED BEHAVIORS

- Solely relying on quick-fixes and not working on sustained solutions
- Adopting “one-size-fits-all” approach
- Going only by what you think is the real need of customers





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STORY # 1 A service engineer's obsession

CUSTOMER
OBSESSION

This is a story of a service engineer who one day received a complaint from one of our customers, who expressed a very peculiar problem, the fuel gauge was not showing the right reading.



The service engineer rushed to the aid of the customer, who assessed, diagnosed and resolved the problem ensuring another happy TVS customer



The engineer realized that his could be a serious problem and out of self initiative he contacted all the female customers, almost all of whom faced the same problem



Realising the similarity in the problem, he called in all those who share the challenge and proactively solved the issues one by one ensuring a large volume of happy customers.



- ✓ We need to proactively spot customer needs/trends and verify for viability and scale
- ✓ As a team we could observe the customer deeply and closely to discover the real needs
- ✓ Customer is at the center of anything and everything that we do along the entire journey



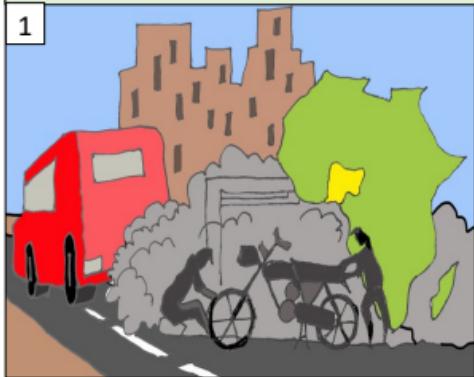
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STORY # 2 Transforming business in Nigeria

CUSTOMER
OBSESSION

Nigeria, 2013. Our team found that there were irregularities. Repairs were on the roadside amidst dust and dirt. Post-repair, dust would accumulate inside the vehicle.

1



Air-filters were being removed and kept on the floor, collecting more dust and eventually entering the engine. The poor fuel quality in Nigeria worsened it. Poor quality of servicing did not help either.

2



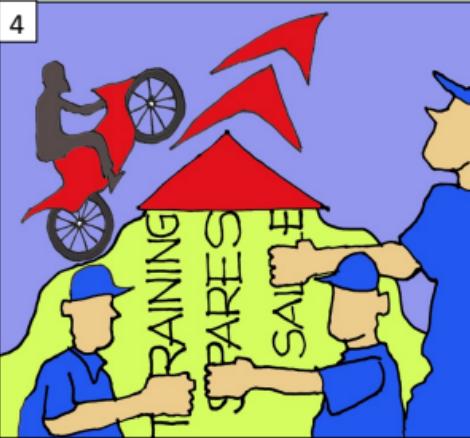
Large teams went to the location and stayed there for months - closely observed customer behaviour and usage patterns; trained dealers/mechanics; and supplied spare parts. They also gave large mats to prevent dust deposits.

3



Eventually our efforts helped us get big business in Nigeria, increased market share and doubled sales.

4



- ✓ We need to proactively spot customer needs/trends and verify for viability and scale
- ✓ As a team we could observe the customer deeply and closely to discover the real needs
- ✓ Customer is at the center of anything and everything that we do along the entire journey



Reflection

- How will you demonstrate Customer Obsession ?

- How will you help your peers, colleagues & teams to demonstrate Customer Obsession ?





VALUE : VALUE MAXIMIZATION

Continuously finding ways to deliver/create highest value for customers and all other stakeholders every time, and in everything we do

DESIRED BEHAVIORS

- Be watchful of best practice(s) and quickly adapt those which positively impacts customers
- Think and act in the best interest of all stakeholders (suppliers, dealers, etc.)
- Contribute to breakthrough ideas having medium/long-term implication

UNDESIRED BEHAVIORS

- Being satisfied with routine work and delivery
- Being complacent and reluctant to change
- Indulging in “silo” behaviour



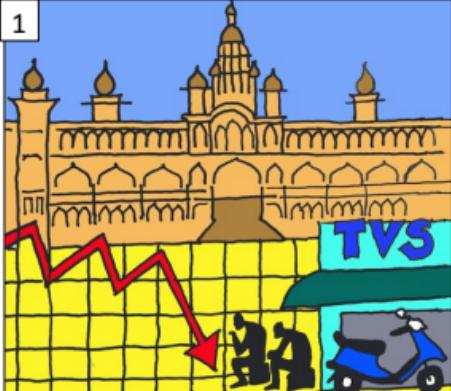


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STORY # 1 Emergence of Mysore war-room

VALUE
MAXIMIZATION

Mysore as a location faced lot of challenges. It was not achieving its full potential in terms of profitability.



A senior challenged the team and initiated an idea of a war-room to track every single driver of cost



This mechanism of tracking regularly created greater impact and the location became efficient conscious



The location not only increased profitability but also became a benchmark for other plant location in TVS.



- ✓ Being watchful of best practice(s) and quickly adapt those which positively impacts customers
- ✓ We need to think and act in the best interest of all stakeholders (suppliers, dealers, etc.)
- ✓ Finding ways to contribute to breakthrough ideas having medium/long-term implication



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STORY # 2

Jupiter becomes a top-selling model

VALUE
MAXIMIZATION

This is a story of how "Jupiter" as a product consistently became a hit among customers.

1



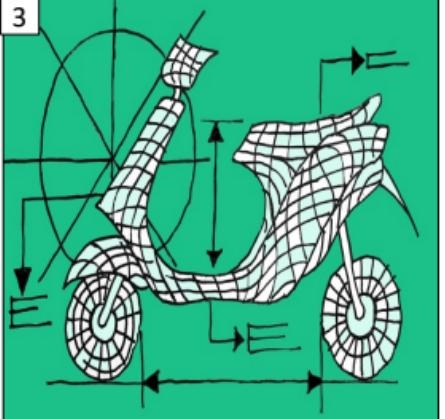
We constantly kept observing customer needs and adopted it in forthcoming models by integrating innovative features in the product.

2



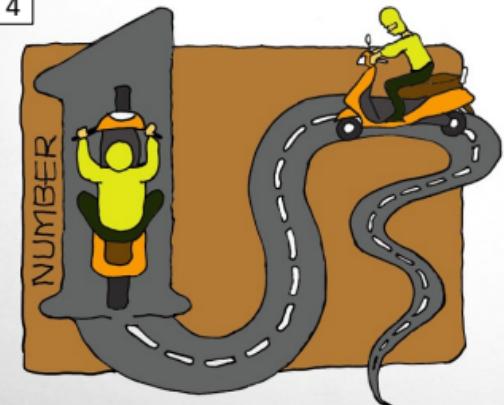
Thus began a journey of continuously creating variations and modifications which added value to the brand.

3



The passion to continuously keep value-adding to customers in the form of refreshes and new variants makes the Jupiter brand a best-selling model even today.

4



- ✓ Being watchful of best practice(s) and quickly adapt those which positively impacts customers
- ✓ We need to think and act in the best interest of all stakeholders (suppliers, dealers, etc.)
- ✓ Finding ways to contribute to breakthrough ideas having medium/long-term implication



Reflection

- How will you demonstrate Value Maximization ?

- How will you help your peers, colleagues & teams to demonstrate Value Maximization ?





VALUE : EXACTNESS

To be fact-based, clarity and sharpness in thinking, action and communication – driven by relentless reflection to identify root causes, rigorous execution of solutions, and expressed in simple and clear manner

DESIRED BEHAVIORS

- Be consistently fact-based, precise and thorough in your words and deeds
- Set right expectations and seek for clarity
- Communicate with clarity and conciseness

UNDESIRED BEHAVIORS

- Deciding based on hearsays and groundless information
- Exhibiting shallow understanding of a subject
- Making unrealistic commitments





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STORY # 1 A fact-based approach to capturing enquiry at dealership

EXACTNESS

In 1989, the then MD used to come to the office every Saturday afternoon. One day he asked if enquiries were being monitored in our dealership. When said no, he was persistent that we should capture all enquiries for every sales conversion.



The sales head was thinking about establishing a process to capture all enquiries. During a dealer visit he observed the customer walking out with a brochure in hand from the showroom



When the sales head interacted with the security, the guard shared that all customers visiting the dealership were given a brochure with price details. Sales head was struck with an idea of capturing customer enquiries.



The next morning, a process to capture enquiry was deduced. The difference between brochures available in the start of month to brochures left over in the end of month became the first fact-based way to tracking enquiries.



- ✓ Being watchful of best practice(s) and quickly adapt those which positively impacts customers
- ✓ We need to think and act in the best interest of all stakeholders (suppliers, dealers, etc.)
- ✓ Finding ways to contribute to breakthrough ideas having medium/long-term implication



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STORY # 2 Measuring customer satisfaction

EXACTNESS

We would measure and capture data from 200 dealers, subsequently raising it to 500. But the team felt we were not allowing things to stabilize and were not aware whether we have improved or not.



Training dealers on writing proper job cards and reporting complaints properly were easier when dealer numbers were 200. Data quality was a concern for 500. But service and QA teams connected with the 500 dealers in 15 days, ensuring data stabilisation in two months.



Through collaborative efforts involving service and dealer teams, we were able to demonstrate quality improvement. By the end of the year, our achievement was well on the set target.



Our data became reliable so that we could work on it to improve our customer satisfaction. It was made possible by ensuring that errors were minimal in making job cards.



- ✓ Being watchful of best practice(s) and quickly adapt those which positively impacts customers
- ✓ We need to Think and act in the best interest of all stakeholders (suppliers, dealers, etc.)
- ✓ Finding ways to Contribute to breakthrough ideas having medium/long-term implication # 17



Reflection

- How will you demonstrate Exactness ?

- How will you help your peers, colleagues & teams to demonstrate Exactness ?





VALUE : SPEED & AGILITY

Be willing to move fast, with freedom;

Every action should be taken with speed and rigor, without any bureaucracy

DESIRED BEHAVIORS

- Seek diverse perspectives leading to improved outcomes
- Adopt shorter PDCA cycles – “fail fast and learn fast”
- Employ possibility mindset to find solutions

UNDESIRED BEHAVIORS

- Over analysis and delaying decisions / seeking perfection in all situations
- Having a fixed mindset approach to things
- Externalizing problems and giving excuses



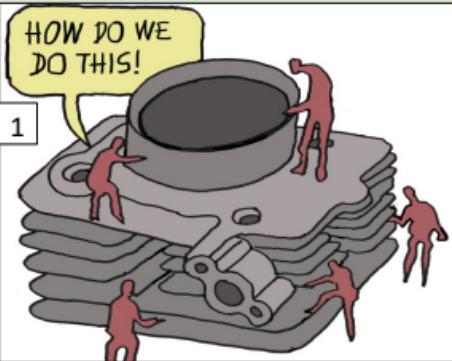


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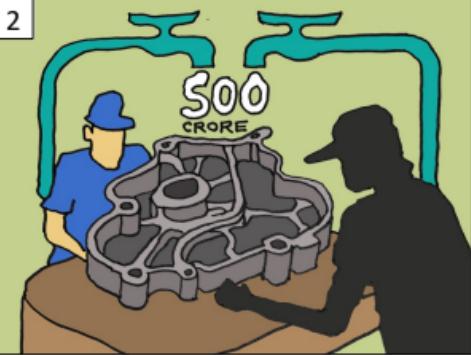
STORY # 1 Evolution of indigenous parts

SPEED &
AGILITY

Localization of accessories was ambitious at the time. But there were apprehensions whether parts like the cylinder block could be made in 45 days the way it is done in China.



Investing close to Rs 500 crore, the challenge was taken up. Inspired by an engineer's resolve to deliver the parts in 40 days, we developed everything from crank case to cylinder block to cylinder head.



Employing speed and agility, without compromising on quality, we indigenized and reduced the buying value of China-sourced products from 21% to 6% by working in agile teams, taking diverse perspectives, and adopting short cycles for delivery.



The entire team was agile, making every critical components locally with better accuracy. It was not easy, but we did it to save on investments. It was indeed a breakthrough at the time.



- ✓ We need to seek diverse perspectives leading to improved outcomes
- ✓ As teams we can adopt shorter PDCA cycles – “fail fast and learn fast”
- ✓ Teams can employ possibility mindset to find solutions



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STORY # 2 Becoming a market leader in a weak zone

SPEED &
AGILITY

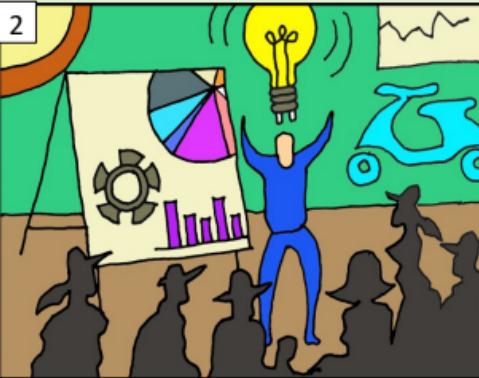
We had a tall order task to gain market share. Although we had many opportunities, but paucity of time remained a challenge.

1



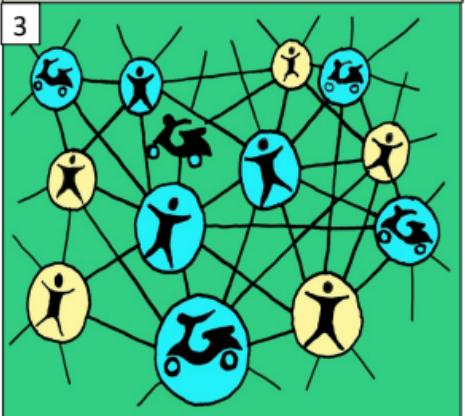
We identified 43 zones, improved speed and networking to boost sales. Based on several suggestions, we did daily reviews.

2



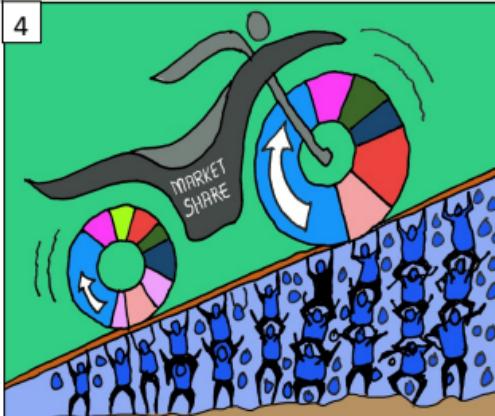
By reserving certain days, we ran 42 full-fledged workshops. Eventually, the results began to show up.

3



Our consistent efforts paid off, as we started adding 10 outlets every month with great speed. Our market share increased by 2.5% in 3 months.

4



- ✓ We need to seek diverse perspectives leading to improved outcomes
- ✓ As teams we can adopt shorter PDCA cycles – “fail fast and learn fast”
- ✓ Teams can employ possibility mindset to find solutions



Reflection

- How will you demonstrate Speed & Agility ?

- How will you help your peers, colleagues & teams to demonstrate Speed & Agility ?





VALUE : DISRUPTIVE MINDSET

Think unconstrained and always challenge the status quo. Create and grasp opportunities with boldness and determination.

DESIRED BEHAVIORS

- Seizing opportunities and be proactive in mitigating risks
- Ability to challenge existing state and drive change
- Passionately experiment and turn new ideas into action

UNDESIRED BEHAVIORS

- Following processes/systems for the sake of following
- Fear of failure and unknown
- Being strongly risk averse





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STORY # 1 Himachal Pradesh Plant doing first-time right

DISRUPTIVE MINDSET

In Himachal Pradesh, 2,500 kms away from the TVS HQ's, a new TVS idea was taking shape. But locals had only agricultural knowledge.

1



2



In came new, quality-oriented processes that emphasised performance. They had a freshness, a new urge to succeed

3



With that approach, the factory forged ahead with zero spill overs, zero overtime and no short fitment. It became a role-model factory fit for emulation.

4



- ✓ As employees we need to be seizing opportunities and be proactive in mitigating risks
- ✓ We must use our ability to challenge existing state and drive change
- ✓ We need to passionately experiment and turn new ideas into action



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STORY # 2 Translating feedback into opportunity

DISRUPTIVE MINDSET

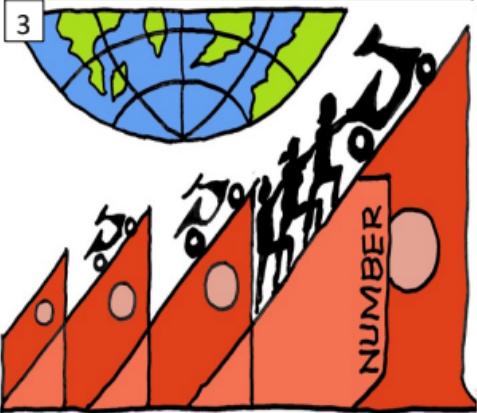
We had invited an external delegate to showcase our global manufacturing facility and standards. Expecting this would impress him. However, he and his team observed the plants and processes in a detail manner.



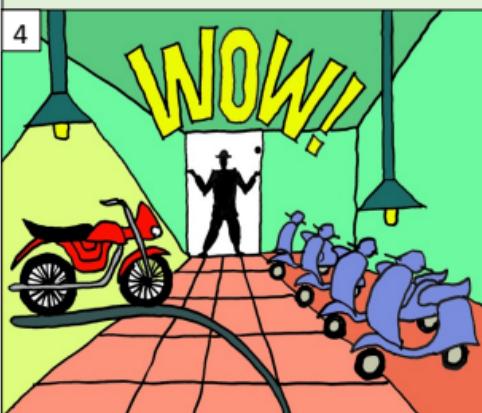
Spotting errors in the way we managed our workflow, the external delegate complained about issues with every level of our work and process. We were taken aback and extremely demotivated.



Employees took it as a challenge to change his impression in two years. Forming cross-functional teams, they worked hard, studied and modified to transform the plant into a world class setup.



Returning in 2 years, the then MD was very impressed by the change. It was a great win for the team, the experience pushed us to be world class, converting critical feedback into an opportunity.



- ✓ As employees we need to be seizing opportunities and be proactive in mitigating risks
- ✓ We must use our ability to challenge existing state and drive change
- ✓ We can passionately experiment and turn new ideas into action



Reflection

- How will you demonstrate Disruptive Mindset ?

- How will you help your peers, colleagues & teams to demonstrate Disruptive Mindset ?



Feedback

We invite your feedback and comments on how you experienced the handbook.

Feel free to write to HR.connect@tvsmotor.com



"Be the change you want to see" ~ Mahatma Gandhi

