

FROM THE EDITOR



Winston Churchill, a leader of outstanding qualities, once said, “A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.” Looking at the year gone by and the manner in which Tata companies braved the global economic slowdown that engulfed us so suddenly, it can be said with confidence that we have more optimists than pessimists as leaders in our midst.

As our cover story in this issue of *Tata Review* shows, the chief executives of Tata companies have shown exemplary leadership in what has been the most trying of times, steadying their ships and making the most of opportunities rather than buckling under the multiple challenges that confronted them. Several leaders that we met for this story referred to the downturn as a ‘blessing in disguise’ and revealed how it served as a rallying point to bring their organisation together.

Taking an overarching view of the slowdown and its aftereffects, Ishaat Hussain, finance director of Tata Sons, talks about how the Tata group as a whole coped with the crisis. What comes through is the continual nature of the challenges that companies, and those who head them, are confronted with.

This issue also showcases Ginger, the budget hotel chain that continues to spread its network throughout India, with plans to add 10 new hotels to its portfolio this year. On the innovation front, we have Tata Swach, an inexpensive water filter made from natural waste, which has been developed jointly by the Tata Chemicals Innovation Centre and the Tata Research Development and Design Centre.

Another innovation drawing attention is Jusco, India’s only private sector urban infrastructure services provider. Jusco has been internationally acclaimed for its excellent management of Jamshedpur, a city in North India, and is now winning contracts to sow the seeds of urban renewal all over the country. These three stories reflect different facets of the Tata approach to business, demonstrating how entrepreneurial ideas can embrace different layers of the customer pyramid and become paying propositions.

We also bring you a behind-the-scenes look at how the boffins at the Tata Chemicals Innovation Centre are bringing creative concepts to commercial fruition; at Tata Power’s efforts to generate a quarter of its capacity from clean energy sources; and the remarkable transformation and growth story that Voltas has crafted. Most interestingly, we have tracked the unique unification effort — involving a variety of people, processes and organisational cultures — that is gathering previously disparate entities under the Tata Beverage Group.

Our endeavour, as always, has been to bring you a wide spectrum of interesting information about the Tata group, how its constituents are connecting to the world and what the consequent interactions mean to all of us. We do hope you enjoy the experience.

Warm regards,

A handwritten signature in cursive script that reads "Christabelle Noronha".

Christabelle Noronha