

**Tata Management Training Centre**  
**Case Study: Tata Power Delhi Distribution Limited**  
**Building a customer centric organization**

Leadership in Power Distribution

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## ***Industry Sector Background***

With the opening up of Indian Economy, development of infrastructure is the single most important agenda for the Indian Government. Power Sector being one of the key drivers of economy thus is central to India's accelerated growth aspirations on a sustainable basis.

While the Generation Sector was opened for private participation around 1991-92 however reforms in distribution sector was initiated in the later part of 90s. In-order to insulate the Power Distribution Sector from Government interference which was hitherto responsible for administering the Sector including fixation of tariffs, the Government of India promulgated the Electricity Regulatory Commission Act, 1998 for setting up of Independent Regulatory bodies both at the Central level and at the State level. One of the main functions of the Regulatory Commissions is to determine Generation / Transmission tariffs and Retail Tariffs charged to the end Consumers.

Further Reforms in the Sector have been brought about by consolidation of all Electricity related Legislations into a new Electricity Act, 2003 which also makes mandatory the unbundling of the vertically integrated State Electricity Boards, into their functional entities, viz. Generation, Transmission and Distribution. Certain incentives are also being allowed for States which resort to privatization of the Distribution Utilities, which is expected to bring in the much needed capital investment together with best management practices in the Distribution Sector, which is largely characterized by high loss levels (theft, etc.), poor reliability due to no or little investment in networks and consumer apathy.

Delhi, the National Capital of the Country, is the only State after Orissa to have privatized its Distribution set-up, has achieved great success in reducing losses, inducing investment and consequently meeting consumer expectations.

## ***About NDPL***

North Delhi Power Limited (NDPL), a joint venture company of The Tata Power Company Limited (Tata Power) and the Government of Delhi (with the majority stake and management control held by Tata Power) was formed out of the reform process whereby the state owned utility was unbundled into its functional entities with the distribution entities being privatized on July 1, 2002. NDPL serves around 5 million consumers connected to 1 million connections in its Licensed Area of 510 sq. km.

Inheriting from the erstwhile State Electricity Utility, the Delhi Vidyut Board (DVB) in July 2002 a decrepit network prone to frequent breakdowns, a large un/under-skilled and ageing workforce and extremely high loss levels of around 54% , NDPL in a span of less than eight years, has been able to transform the utility into a performance oriented, profitable, dividend paying organization setting national benchmarks in all spheres of distribution including Loss Reduction to less than 15%, Reliability, Consumer Convenience and Change Management. NDPL is recognized on national and international platforms for its contribution in the field of technology, consumer services, financial performance etc.

## ***Situation at the Takeover***

Apart from high AT&C loss, NDPL also inherited the following disturbing scenarios from erstwhile Delhi Vidyut Board:

- Weather dependent distribution system
- 10,000 no supply complaints per day
- Only 48% street lights functional
- 40% share in total units shed in Delhi
- 20,000 applications pending for new connections
- 1,00,000 billing complaints pending
- More than 50% of the consumer records had some form of errors
- Only two personal computers to serve 0.8 million
- There was no Network Infrastructure, e-mail system, Management Information System & only fictional integration.
- Skeleton Customer Care managed by untrained manpower – No systematic supervision & tracking
- Grossly inadequate Billing & Collection Systems with extensive Revenue Leakages

Also there was a large pool of unskilled, aging non performing workforce, absence of a conducive work environment and consumer friendly processes & systems at the time of takeover. Realizing that enormity and diversity of such challenges would necessitate drastic and sustained change management, NDPL leadership evolved an inspiring Vision and Mission in 2002-03, which later revised in 2008. In NDPL's journey of 'Business Turnaround' to 'Industry Eminence', a culture of 'Continuous Learning & Performance Orientation' was built. This culture is being sustained through deep deployment of NDPL Values (i.e. Integrity, Unity, Understanding, Excellence, and Responsibility). Ongoing communication, various R&R, Annual Themes all channelize organization energy towards attainment of VMV.

## *Glimpse of the Turnaround*

At the time of privatisation of distribution licenses in Delhi, take over the feeling of apprehensive was there in almost every stakeholder be it is the Government, Employees, Consumers, Vendor / Partner or Regulator as the earlier privatisation in Orissa was not a success story. However the agreement Tata Power on takeover promised same Government structure and policies (FRSR) for the employee who did not want to come over to the new structure, thus, right in the initial stage one apprehension to a large extent was addressed. The next challenge in front of the company was how to take all the employees, workforce together, create a common understanding of the objective and make this model a success.

It was felt by the leadership at that point in time that it is very important for the company to create a vision (**Fig 1**), which was co-created by the senior management of the company after taking inputs at all level. This gave statement and purpose to develop targets and action plans as further this vision was parameterized, strategy was formulated and deployed through the Balanced Scorecard which was supported with a Performance Management Systems which was quantified and linked to KRAs and subsequent compensation of an employee.

Mr. Yogesh Luthra, Business Area Head (City) one of the senior employees of erstwhile DVB observes *"The 'Envisioning and Strategy Workshop' at Manesar in 2003 was another milestone. We were looking for a common idea with which we all can relate, and by building on a suggestion we all concluded our punch line – "Hum Milkar Ek Ujjawal ,Bhawishya Banayenge"* (We together will make a brighter future). *It was such fun and it invigorated all of us.. Believe me it was a totally new concept for many of us from DVB, but we felt that the talk of creating an open culture is not merely a lip service; it was being backed by action by top management!"*

Fig 1

Vision 2002-07	Vision 2008-12 (Revised)
The PREFERRED Provider (restricted only to Delhi consumers)	Most <b>TRUSTED AND ADMIRE</b> D Provider <i>Trusted</i> – Company with ethics and Integrity; dependable <i>Admired</i> - Vision enlarged; movement from preferred to admired connotes public delight for NDPL consumers and vision to be held in High Esteem not only by its consumers but also society, policy makers and the power sector within & outside India
Reliable and Competitive Power	Reliable and Competitive Power
FAVOURED company to work for (Only w.r.t. employees)	The <b>COMPANY OF CHOICE FOR ALL STAKEHOLDERS</b> (Vision enlarged to include all Stakeholders viz. Government, Regulator, Consumers, Employees & Business Associates)

As Mr. S. K. Saini, Vice President (Revenue Management & Assurance) observes,

*“When I joined NDPL in 2004, I could feel lack of attitudinal training in employees who deal with consumers.*

This lead us to think on reengineering our consumer processes with the objective to be more consumer centric, which is the philosophy followed by the TATA Group. The biggest challenge for us was to change the mindset of the employee. We brought about change with regular interactions and training. When we joined we had over one lakh pending complaints and there was lack of access mechanisms for the consumer to get in touch with us. We reduced complaints and increased access mechanism and encouraged our consumers to talk to us.”

*Slowly, IT was changed from a hardware storehouse and PC provider to a facilitator leveraging vendor relationship - for installation and maintenance of hardware - including JIT. With time NDPL invested in a robust IT infrastructure – Network, messaging and office systems. All these helped NDPL to become an efficient organization and the inherited bureaucracy received a silent beating. “*

*Some of the initiatives taken with the help of IT at different points in time were:*

- Business Process Re-engineering for Revenue Cycle Management to improve payment & Billing efficiency
- Integration of process through CRM tool – SAMBANDH with Compliance with the provisions relating to billing, Metering & Supply Code
- Consolidated consumer records across all offices – SAKSHAT, NDPL Web site
- Superior collaborative communications and transaction management through SMS services and exchange server
- Knowledge Management Database – SANCHAY
- Reliable and quality Power at competitive rates through SCADA, AMR, GIS etc.
- Extending state of art payment facilities – Offline Cash Collection Module and web site (20 payment modes with approx. 1800 touch points)
- Improved service handling processes - Queue Management System, E-Kiosk
- Safe and secure system- Implementation of ISO 9001 & ISO 27001 accreditation.
- Proper liaison with the agencies & compliance with terms & conditions of the agreement through proper P.O terms through SAP R3.
- Employees Request Handling process – SARTHI for HR, Admin, Finance, IT
- Empowerment and motivation to all employees - Technology adoption, Learning Sessions, SAP Certified professionals
- Vendors Invoice Processing for Payment – BIRD integrated with Web site & SAP
- Preparing & tracking Minutes of Meeting – SAMIKSHA Shayak

- *Reduction of AT&C Losses* – NDPL is credited with record reduction of Aggregate Technical and Commercial Losses by over 66% since takeover on July 2002 (from an opening loss level of 53% in 2002 to 15% in Mar 2009)
- *Network Upgradation & Maintenance* – NDPL has been instrumental in revolutionizing the power distribution scenario in Delhi with Distribution Transformer failures coming down to a level below 1% at present (11% at the time of takeover). This has been supported by aggressive CAPEX incurred in improving the network, equipment and establishment.
- *Realizing consumer service delivery* – The journey from an ailing Govt. owned utility to a consumer centric organization has been realized through many strategic initiatives such as business process reengineering of the Customer Relationship Management coupled with the latest technological innovations like SCADA (Supervisory Control and Data Acquisition), GIS (Geographical Information Systems), AMR (Automated Meter Reading) and CRM (Customer Relationship Management). NDPL even introduced the Performance Assurance guidelines - wherein the NDPL undertook to pay penalty in case of breaching the performance timelines – much ahead of the regulator imposing such penalties. NDPL has fully networked Consumer Care Centers, Call centers serving consumers 24X7 and a dedicated website for consumer convenience.
- *Affordable Tariff* – All these improvements involved huge costs, but due to efficiency gains from AT&C targets overachievements, the consumer ended up paying the same tariff with no revision since July 2004

This turnaround has been made possible by an almost complete reengineering of the erstwhile business processes and adopting Business Excellence as a method to institutionalize performance management culture across the whole organization through implementation of Balanced Scorecards – the worldwide accepted Strategy Deployment tool invented by Harvard Business School Professors Norton and Kaplan – at Corporate and Functional Level, that have been owned and managed by the Distributed Leadership as mentioned in Fig 2.



**Fig 2 - Distributed Leadership Model**

*The Distributed Leadership model of NDPL focuses at creating leadership capabilities at all level so that the Vision of the company percolates to the lowest level without any distortion to the ground level. The Distributed Leadership had four drivers “Strategy Development, Deployment & Review”, “Technology”, “Inspiring Innovation”, and “Reward and Recognition” this empowered the leaders at all levels.*

The Corporate BSC is cascaded down to functional Strategy Maps and Balanced Scorecards. Each element of the Balanced Scorecard has respective responsibility owner who is responsible for the performance of that element. Every year the targets are discussed and finalized through the Balanced Scorecard Workshops that happen subsequent to the Strategy Planning Workshop. Fig 3 explains the Strategy cascade.

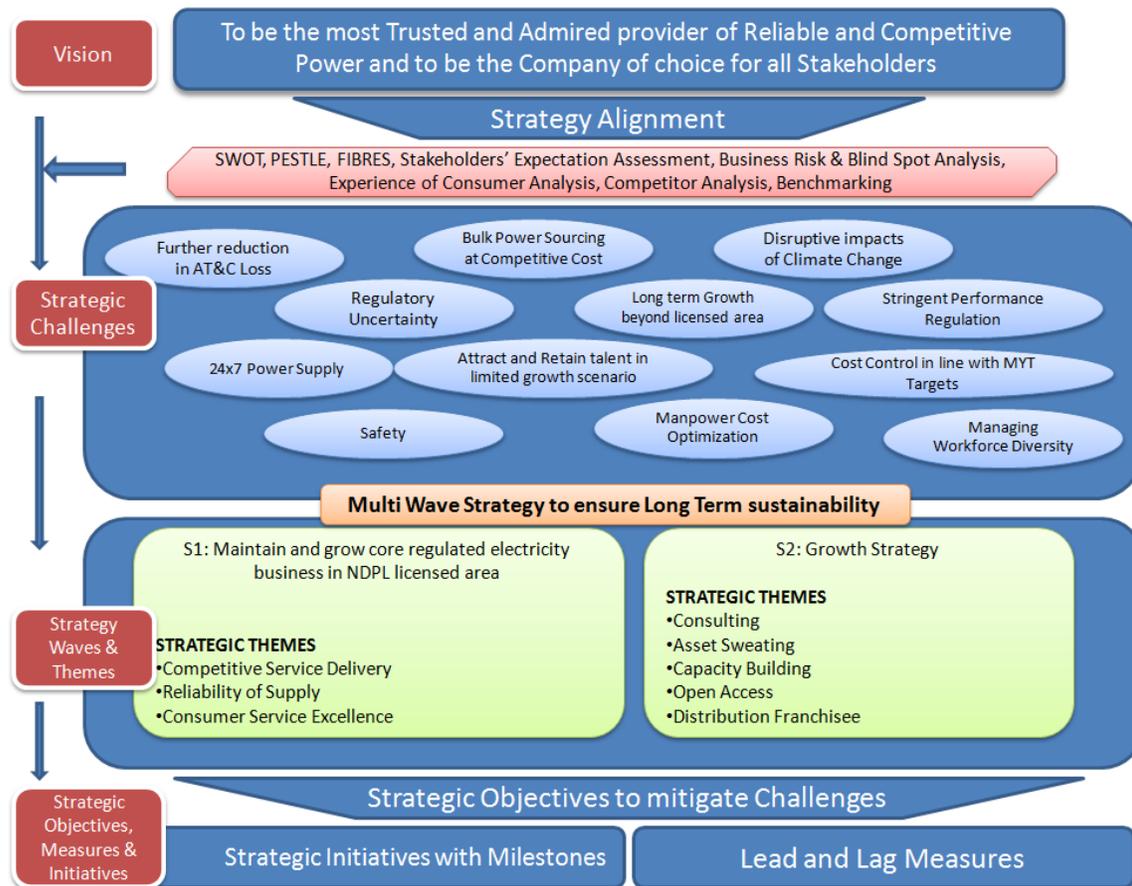


Fig 3 Strategy Cascade

As a mandate each employee is asked to link his/her KRAs (Key result Areas) and then later with the Balanced Scorecard KPIs. Also as a process there is a mid-term KRA review. The appraisals, increments and promotions at the end of the year are based on the performance on the KRAs of the individual besides potential assessment. This way the individual's performance directly contributes to the Organization's performance & brings about total alignment across the organization between the Individual Objectives & company Objectives.

NDPL CEO& ED, Mr. Sunil Wadhwa observes on implementation of TBEM framework as part of the performance management and excellence culture in the organisation:

“TBEM is an overarching framework for whatever better and best we want to do at NDPL. It is important for the organization to understand and appreciate its strengths and opportunities for improvements, as highlighted in TBEM Assessment. Consistent focus by senior leadership and involvement of employees across levels and functions has helped us make fast strides during the last 12 months in our TBEM journey. It would be interesting for you to know that even our linemen know basic things and purpose of TBEM. Though JRD QV Award is our immediate goal, our real achievement would be when TBEM becomes part of our daily life and organizational DNA.

### Review Culture

For each function a Performance review calendar is prepared at the beginning of the year and the same is followed for the entire year for the functional Balanced Scorecard reviews. In addition the reviews to assess the performance of critical/ thematic objectives like AT&C Loss reduction, Performance Assurance Compliance, Safety, Climate Change etc. are also arranged on as required basis. The action points arising out of all reviews are tracked thru in house software called SAMIKSHA. This leads to speedy actions and prevents delays due to manual interventions.

To support performance thinking in different ways and offering better and faster solutions to various problems were encouraged thus creating an atmosphere to ‘Ignite Culture of Innovation’

A comment by, Mr. R.C. Mangal, Circle Head (Urban), is a telling one:

*“Message by Mr. Wadhwa (CEO & ED, NDPL) that ‘Staff is our real asset, they are the human capital’ made people realize that they are being counted and they had a sense of achievement in whatever they were doing. Mr. Sardana too used to say that our people are perfectly fine, the only thing they need is the ‘right direction’. This philosophy of trusting employee capabilities and organizational focus to further build their capabilities through training, exposure, job rotation, etc. had been the hallmark of change management at NDPL.”*

For continuous improvement in processes NDPL encouraged innovation that permeates through the organization as blood in the body. The senior leadership at NDPL addressed this by introducing different platforms like SHINE (Systematic & Holistic Improvement Initiatives at NDPL through Employee Engagement), T2by2, Mission9by9 that ignites and inspires the employees to think out of the box and come up with ideas that he/she can not only think but also implement the same, even if it requires to create a cross functional team or a financial budget.

### Technology As a Driver

While developing the strategy for NDPL during the initial analysis, looking at the conditions of various infrastructure and asset after takeover it was emerged that, a great amount of technological intervention is required along with managerial interventions to really bring the utility to respectable heights. NDPL then focus on building up competencies at the technological front to address major issues with respect to reliability in the system by building redundancies through N-1 network approach, planning for CAPEX and spending over Rs. 400 million mostly on new technologies. NDPL then developed a ‘Technology Roadmap’ with KEMA followed up the path as prescribed in the roadmap by bringing in State of the Art technologies in the area of SCADA, GIS, DMS, OMS etc. Some of the key initiatives and their effect is mentioned in Fig 4.

**Fig 4 Major Technology Intervention**

System	Pre Implementation	Post Implementation
GIS	<ul style="list-style-type: none"> <li>• Nonexistent Network asset location Information</li> <li>• Nonexistent license area bounds and land base information</li> <li>• Incorrect Consumer addresses and locations</li> <li>• No system to track potential locations of power pilferage and theft</li> <li>• Adhoc execution of network schemes</li> </ul>	<ul style="list-style-type: none"> <li>• All assets duly recorded in ERP integrated with GIS for location</li> <li>• Large scale Detailed land base maps for license area now available</li> <li>• All consumers duly indexed in CRM with GIS land base now available</li> <li>• System duly integrated with energy accounting system for identifying potential power theft location</li> <li>• System duly integrated with network modeling and design software CYME for optimum network utilization and expansion.</li> </ul>

OMS	<ul style="list-style-type: none"> <li>No system to optimize the usage of GIS to locate fault digitally. Most of such decisions were decentralized and existed with staff handling that who mostly worked on hit and trial only.</li> <li>No system for online recording of reliability indices like SAIFI, SAIDI, CAFEI etc. The MIS for regulatory and management reporting usually based on manual control.</li> <li>No system for optimization of crew movement for fault restoration</li> </ul>	<ul style="list-style-type: none"> <li>Highly empowered staff operating the entire outage event through GIS based location information from central control room.</li> <li>Online recording and monitoring of reliability indices like SAIFI, SAIDI, and CAFEI etc. Online generation of MIS reports by management possible with OMS</li> <li>Crew movement centrally controlled with optimization of crew and curtailment of idle time.</li> </ul>
SCADA	<ul style="list-style-type: none"> <li>Control room staff did not have any did not have tools to monitor the network alignment at a given point in time.</li> <li>Most info existed with knowhow of the operator</li> <li>No system existed for real time data logging and MIS reporting</li> <li>Most decisions for network operations were adhoc</li> <li>System was not ready for ABT regime</li> <li>More than 400 persons required to manage the system</li> </ul>	<ul style="list-style-type: none"> <li>Highly empowered control room staff with full digital control of network</li> <li>The network operations are now process specific and do not rely on person's know how</li> <li>Highly customized MIS reporting for better decision making</li> <li>System fully compliant for ABT regime</li> <li>Most grids are unmanned and are operated through central control by two operators at a time</li> </ul>
GSAS	<ul style="list-style-type: none"> <li>Most equipment in the grid stations was mechanically operated and could not be controlled remotely and was non communicable.</li> <li>More space requirement because of higher no. of relays required for the same functionality.</li> <li>Lesser energy efficient devices with shorter life span.</li> <li>No support of logical programming with interlocks</li> <li>Non availability internal clock and time stamped events</li> </ul>	<ul style="list-style-type: none"> <li>Most digital equipment is communicable and configurable through central control room without manual intervention at site.</li> <li>Lesser space requirement because of higher no. of functionality is available in compact devices.</li> <li>Highly energy efficient devices with longer life spans.</li> <li>Logical programming enables efficient interlocking.</li> <li>Better monitoring of network due to availability of network synced internal clock which provides time stamped events.</li> </ul>
AMR	<ul style="list-style-type: none"> <li>Delay in collection of meter readings from high revenue consumers leading to loss of time value of revenues</li> <li>Difficult to monitor power consumption patterns of high value consumers.</li> </ul>	<ul style="list-style-type: none"> <li>Meter readings are now available online and billing is far efficient and more time is spent on collections.</li> <li>Online monitoring of power consumption of high load consumers is now possible</li> </ul>
DMS	<ul style="list-style-type: none"> <li>Decentralized Network Operation is carried out by Zonal people on the directive of Zonal Manager and remembrance of that with zonal staff.</li> <li>PTW issued by the Circle control without verifying the Network status leading to safety hazards</li> <li>Restoration done by ZSO with his Knowledge only</li> <li>Status of overloaded &amp; loss level of feeders/ transformers are not available on line</li> </ul>	<ul style="list-style-type: none"> <li>Entire NDPL network along with updated isolation status is displayed in the DMS system. This reduces person dependency of the network.</li> <li>PTW now being issued by PST after verifying the network status in DMS</li> <li>PST can now guide ZSO for optimum way of fault isolation &amp; service restoration through the FISR Application considering the number of consumer , Technical Losses and overloading</li> <li>Status of overloaded &amp; loss level of feeders /transformer are now available online through DMS.</li> </ul>

**Fig 5: Impact of Intervention on Key Performance Parameters**

Years----->>		2004-05	2005-06	2006-07	2007-08	2008-09
Units	Description					
Hrs.	SAIDI (Hrs.)	32.9	12.25	10	8	7.3
	SAIDI Improvement		20.65	22.9	24.9	25.6
MU	Energy Billed(MU)		4018.49	4299.78	4600.77	4922.82

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	No of Customers(M)		1.00	1.04	1.07	1.11
	Avg Tariff (Rs per unit)		4.5	4.5	4.5	4.5
kwh	Avg sale of energy per customer per year		4018	4154	4295	4440
	Avg Sale per Hour per customer		0.46	0.47	0.49	0.51
	Saving Per Consumer due to SAIDI Improvement		9.47	10.86	12.21	12.98
INR	Additional Sale due to improvement in SAIDI		42.63	48.87	54.94	58.39

## Consumer Management

As earlier mentioned there was literally no consumer service during the DVB days. NDPL worked on developing consumer relationship, complaint management and grievance handling mechanisms with support of various feedback mechanisms. Some of the key achievements in the Customer Management Systems were:

- ✓ Successful implementation of Integrated CRM software as SAMBANDH, SAKSHAT & SAMPARK
- ✓ Introducing the SMS based Fault Rectification System
- ✓ Implementing the Bill Alert facility through E-mail and SMS.

**CONSUMER CARE CENTERS:** – NDPL had just two computerized on line consumer care centers in July 2002. Now there are 14 on line consumer care centers each having one *consumer relation* officer and one *commercial manager* in addition to consumer care executives for attending to the consumers on priority basis.

**CALL CENTER:** – From past 7 years NDPL is continuously working to improve consumer service by enhancing the Call Center service by implementing the IVRS, Skill based call transfer and 100% call recording etc. Consumers can register any fresh complaints or follow-up for their old request numbers by just making a call which saves time and money.

**E-Kiosk:** – E-KIOSK machines are installed in every district office for consumers so that after just touching a screen they can view their connection details like payment details, billing details, consumption pattern, duplicate bill, arrear details.

**RWA/IWA meetings:** As NDPL conducts RWA/IWA meetings on first Saturday of every month. These meetings are taken with the members approved by Bhagidari Cell representing the residents of their respective areas.

**ATPM:** – NDPL has introduced Automated Bill Payment Kiosks, a *first in Delhi* and NCR region. The unique ATM like kiosks accept both cash and cheque payment towards electricity bills and even issue a receipt to the consumer. They are operational 365 days a year from 8 AM- 8 PM.

**CONSUMER RELATION OFFICERS:** – NDPL has institutionalized a structured approach towards Consumer Relationship Management. NDPL organizes regular meetings with consumer representative groups such as Resident Welfare Associations (RWAs), Industrial Welfare Associations (IWAs) etc on 1<sup>st</sup> Saturday of every month in each district which are being organized by CROs. They are responsible for follow-up and resolution of issues

received in these meetings. CROs are touch points and nodal officers for different consumer service machines like E-Kiosk, ATPM, token machine and LED boards installed at various locations.

**E -BILL:** In view of harmful effects of global warming NDPL has introduced E-Bill. They are on line bills sent to the consumers after their consent to save paper and other cost.

These initiatives resulted in improvement in consumer satisfaction and consumers whose voices were never heard before started reflecting positive image of NDPL. Some of the quotes of NDPL consumers are given below.

*“We respect the people of NDPL for various reasons, their behavior, 24x7 services and consumer relationship is par-excellence. Thanks for taking care of MES.”* Sameer Pandey GE, Military Engineering Services

*“Services improved phenomenally since NDPL took over the distribution. In the last four to five years we are satisfied with the services and want that other utilities of Delhi should learn from the best practices of NDPL.”* B.S. Bhamra, Station In-charge, Mother Dairy

*“The Power behind the Metro is NDPL; we cheer the efforts of NDPL to keep it rolling.”* M. C. Khosla Manager Traction, DMRC

## Employee Relationship

At the time of takeover the feeling amongst the employees was that of uncertainty as on one side there was a fear of takeover and old policies and way of working to be replaced by new thoughts and system at the same time there was a positive feeling which was directed at creating a sustainable organization. It was decided by the management of NDPL that they will be using all the productive workforce of the erstwhile DVB and changes them to productive talents by providing adequate training, resources, motivation and empowerment.

Some of the key HR challenges identified at that point in time were,

- Creating performance oriented culture*
- Cultural Integration of diverse workforce*
- Rightsizing the organization through process enhancements & automation*
- Inculcating ethics among the employees*

NDPL since took many initiative to create a strong HR framework which was perhaps one of the cornerstones of success of NDPL.

Initial Years	Parivartan – Change Management (2003-04)	Performance Consolidation (2005-06)	Performance Assurance (2007)	Maturity & Self Sustenance (2008-09)
High performance work culture	-Creation of formal organisation structure -Job Description for positions	-Goal Setting of executives through KRAs - Annual performance appraisal -Team targets for non-executives -Formulation of HR Vision	-Alignment of Corporate Balanced Scorecard with Departmental Scorecards & individual IPMS	-Digitization of Performance Management Process through SAP

Concerted skill & competency building programmes	-Training Policy Formulation in line with National Training Policy -Creation of Cenpeid & HRDI -Internal & external training -Peer-to-peer exchanges	-Training Identification through annual IPMS	-Outbound excursions -Safety trainings	-Effectiveness Measurement -Coverage of BAs in trainings
Competency Development		-Competency Manual definition based	-Skill, Competency, Core value & Potential appraisal	-Movement from manual form-based to automated system on SAP -Focus on Potential Development -Mid Term Review for HOGs & HODs -Counseling on feedback system -Revision of competencies & publication of NDPL Competencies Development Centres for Middle Managers -360 Degree feedback for Top Management
Absence of communication platforms	SARTHI – Digitized employee help-line	JIF, Ethics platforms, Town Hall Meetings	Voice of Employees, Samwaad sessions	Nodal Officer Interactions
R&R Schemes		-R&R policies with rewards for good performance	-Ethics & values R&R	-Extended to BAs
Culture Building	-LGIE – 600 employees covered to understand their expectations & desires -Industrial Visit for leaders to Tata Steel -Regular Union-Management Interactions	-Signing of “Sadbhavna Sandesh” with recognized Union	-Introduction of NCoC -Creation of Service Rules for Executives & Service Regulations for Non-Executives	
Employee Feedback	-Management Audit – to gauge employee expectations	-Gallup Survey	-Customized Employee Engagement Surveys through Shri Ram Centre – Score 65%	-Customized HR Customer Satisfaction Survey
Employee Education	-Supporting employees through direct	-Tie-ups with Management institutes -	-Workers Education Programme through	-Launch of new programs - University

Opportunities	sponsorships -Education Policy for all	IMI, MDI, Engineering – BITS, Pilani	Central Board of Workers’ Educaion	of Petroleum & ITI Dheerpur
Employee Benefit Policies & Social Security Schemes	-Basic benefits like Medical, Leave Policy, LTA	New benefits like Executive Car Policy , Local Conveyance, Briefcase/Leather-bag Policy, Contingency Loan, Travel Policy	-Introduction of <i>Employee Self Service</i> -Laptop Policy Extension	<i>Advanced policies like</i> Mobile Policy, Expectant Mothers' Policy, Reimbursement of Joining Expenses, Team Building Tour Policy, & Social Security schemes like Employee Voluntary Benevolent Fund

Mr. R. C. Mangal, Circle Head (Urban) now observes:

“I have been working with the same company (erstwhile DVB and now NDPL) for almost 40 years. When people ask me about my professional experience, I say it has been in two parts; and more importantly my last 5 years are equal to, or, more than 35 years previously. The new work culture, management style, exposure and training have made me a leader of a different kind. I wish such enablers were there when I started my career. I feel the new generation is lucky and blessed to work for a company like NDPL.”

### *Corporate Sustainability*

NDPL in line with Tata Group philosophy focuses on Corporate Social Responsibility issues . The concern for bringing about a positive change in people’s lives drives NDPL as a company. NDPL’s motto ‘Power to the people’ not only translates to offering business services, but attempts to empower the society at large as well.

NDPL commitment to the community’s welfare is exemplified in its the Mission statement - ‘to enrich quality of life in the society that we operate in’ and this is the foundation of the Company’s operations. NDPL believes that serving the community helps NDPL to achieve a higher corporate purpose. NDPL formulated a 3-Pronged CS Strategy that is Compensatory, Business Oriented and Philanthropic.

“Being a responsible Corporate Citizen, NDPL is highly concerned about the preservation of non renewable energy sources and wants to be a pioneer partner of the National Solar Mission (20,000 MW by 2020) been envisaged by GoI to make India a leader in Solar power. NDPL, is all set to foray into the generation of Green Power by harnessing the unlimited potential of Solar Energy. NDPL intends to promote and expand their journey of Green Power generation manifold by encompassing their consumers in this initiative and turn them into “Generators of Green Power and agents to Combat Climate Change”. “Seeing is Believing” and hence NDPL phased out its Solar Journey through two pilot Demonstration Projects in 2008-09, a 4 kWp Grid Interactive Solar PV system powering its own Board Room and another 15 kWp Grid Interactive Solar PV for its training auditorium at CENPEID.

### *NDPL Journey towards Path of Excellence*

NDPL has been recognized and acknowledged by peers, Govt. functionaries and international agencies for its contribution to the Power Sector. Our Balanced Scorecard approach has been well accepted and appreciated across the

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Globe. After assessing the maturity level of the implementation, Drs. Robert Kaplan and David Norton – Co-founders of Balanced Scorecard – have inducted NDPL into the Prestigious Hall of Fame for Executing Strategy in the year 2008. After winning this, NDPL has entered the elite group of 100 Hall of Fame companies worldwide like AT&T, Cannon, BMW, Dupont, Hilton Hotels, LG Phillips, Siemens, Saatchi & Saatchi, Motorola, Ricoh, Bank of Tokyo, Volvofinans, Chrysler, Tata Motors, US Army, Lockheed Martin, University of Leeds etc.. Also NDPL has become only the 4th Indian company, after Tata Motors, Trent and Infosys to bag this award.

Some other National and International awards:

- Edison Electric Institute (EEI)-2008 Edison Award for Implementation of Geographic Information Systems
- Asian Power Awards 2008/2009 for “Utility of the Year”
- Most Inspirational CEO Award 2008
- India Power Award 2008
- Amity Leadership Award 2008
- National Award for Meritorious Performance by Ministry of Power, Govt. of India (FY 2005, 2006, 2008,2009)
- Intelligent Enterprise Award for IT initiatives by Indian Express Group
- ICWAI Award for significant efforts in Cost Management
- Safety Award by the Institution of Engineers 2009

NDPL today stands as a successful example how a loss making Government Utility has been turned around in a short span of time. It is a classical example of a Private-Public Partnership which had laid foundation of positive thoughts, performance and result oriented approach with concern to the society which one lives in. Some of the feelings expressed by key Government and experienced personalities are expressed below.

Mrs. Sheila Dixit, Chief Minister of Delhi, on May 09, 2007, had the following to say on CNBC.

*“I choose NDPL (Tata Power) any day. NDPL’s professionalism is exceptional, their business ethics are exemplary. They are more sensitive to consumers’ needs compared to other Discoms operating in Delhi. They are very innovative in their work approach.”*

The then President, Dr. A. P. J. Abdul Kalam, too had something to say of NDPL When we studied the DLSA website,

*“It was indeed reassuring to know about the successful settlement of more than 10,000 cases pertaining to NDPL, in the period, Oct. ’03 to July ’06, under the aegis of pre-litigation stage” - Source: DLSA Website, accessed on Nov. 10, 2006.*

On completion of 7 years Mr. Prasad Menon, Managing Director Tata Power said “.....It has been a difficult path to tranverse, ..... This is being brone out by the current tense situation in Delhi on power shortages, where your foresight has helped to tide over a crisis.....”

Mr. Adi Engineer, Chairman, NDPL added further that “ NDPL has garnered many prestigious awards for its excellent performance and more importantly won the hearts of its stake-holders be they our consumers, employees, or business associates. We value these achievements and acknowledge the unstinted support of all our employees in building up the good reputation of our organization”