

Indus Towers Limited

Deming Prize Winner - 2018

Bimal Dayal

15 Dec 2018



Agenda

- | | |
|---|-------------------------|
| 1 | Who We Are? |
| 2 | Unique Challenges Faced |
| 3 | Unique Tools Used |
| 4 | Effects of TQM |

CELEBRATING 10 YEARS OF...

*Transforming Lives by
Enabling Communication*

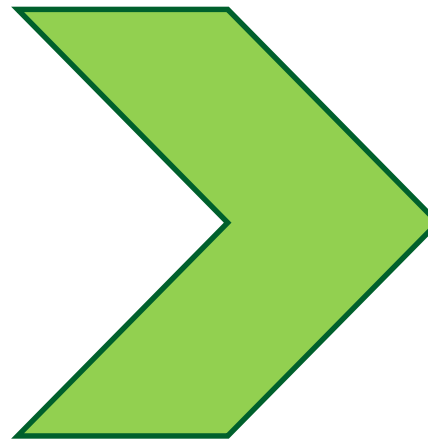


Who We Are?

Largest Mobile Tower Company in the World (Ex-China), providing Shared Passive Infrastructure Services to Telecom Operators in India

Incorporated in 2007, a Joint Venture between Bharti Infratel Limited (42%), Vodafone India Ltd. (42%), and Aditya Birla Telecom Ltd. (16%)

Indus operates 1,24,000+ towers in 15 Telecom Circles of India



Our Vision and Values

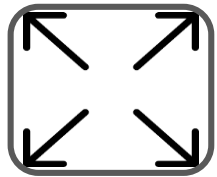


Our Vision:
"We transform lives by enabling communication"

Our ExCITE Values
Guiding Principles for us



Our Business Model



Space

- **Launch- Lease space** from owner of Property for a Monthly payment



Tower

- **Build- Erect tower** to provide height to mount operator equipment



Power

- **Operate- Maintain 24*7 uptime** by ensuring power access

Revenue Model

Rental billing for space on ground and tower

Energy Billing- Fixed Energy cost billing



Our Product Portfolio

Legacy Tower Products



Ground Based Tower



Roof Top Tower



Roof Top Pole

New Tower Products



Multi Utility
Pole



Camouflaged
Palm Trees



Architecture
Appeal Towers

Cooling Solutions



Transmission
Cooling Unit



Micro Cooling
Unit



Natural Cooling
Unit

Energy Efficiency Products



Next Gen SMPS
93% to 95.2%
Rectifier Efficiency



SPS
Replacement of PIU

Power Saving Units

Evolving Product Portfolio to meet emerging Customer requirements

Our Customers

Customers for tower tenancies Telecom Operators



Customers for new business Municipal Corporations



Vadodara Municipal
Corporation (VMC)



Smart cities: Indus had bid and won smart cities projects from these municipalities

Optical Fiber: Indus plans to enter this new business opportunity in current FY

Caring for our Customers is one of our core Values, which is also reflected in our CSAT scores

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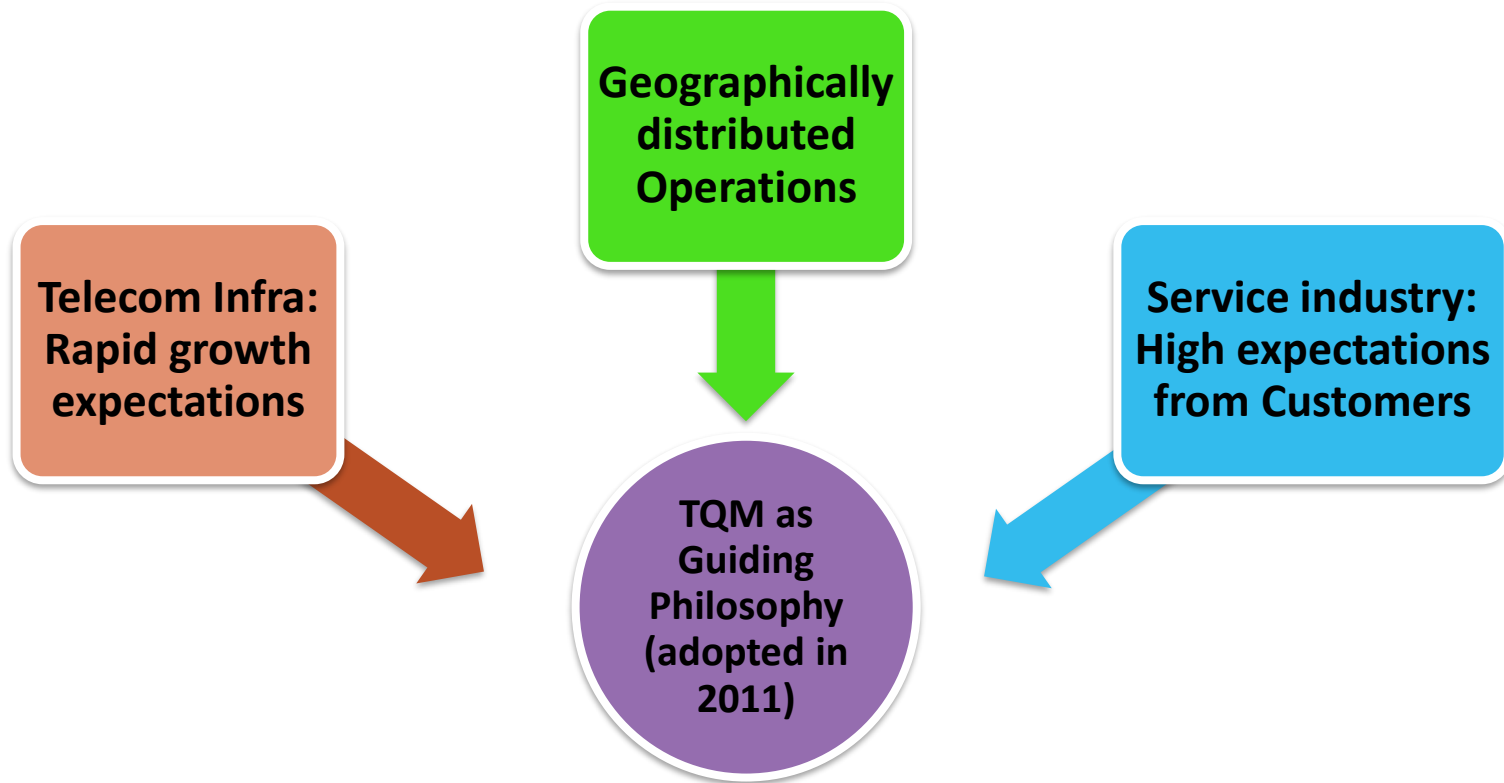
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Indus TQM Model:

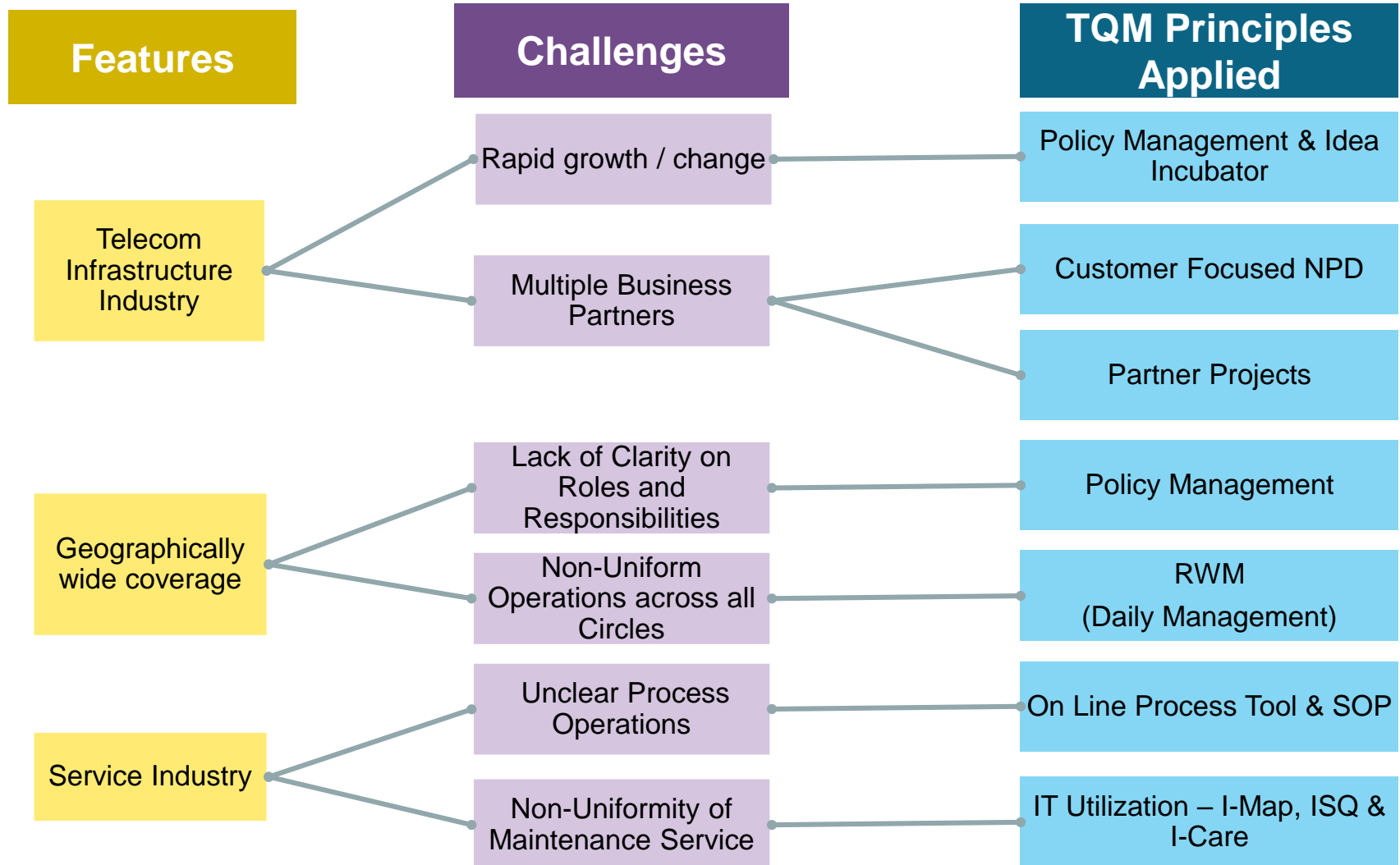
Need for Total Quality Management

Indus started operations in 2008 and encountered the following market realities that needed to be addressed in order to run the organization successfully



Strategic shift to adopt TQM in 2011

Application of TQM Principles at Indus



Solutions developed from TQM principles helped Indus become Process oriented and overcome challenges

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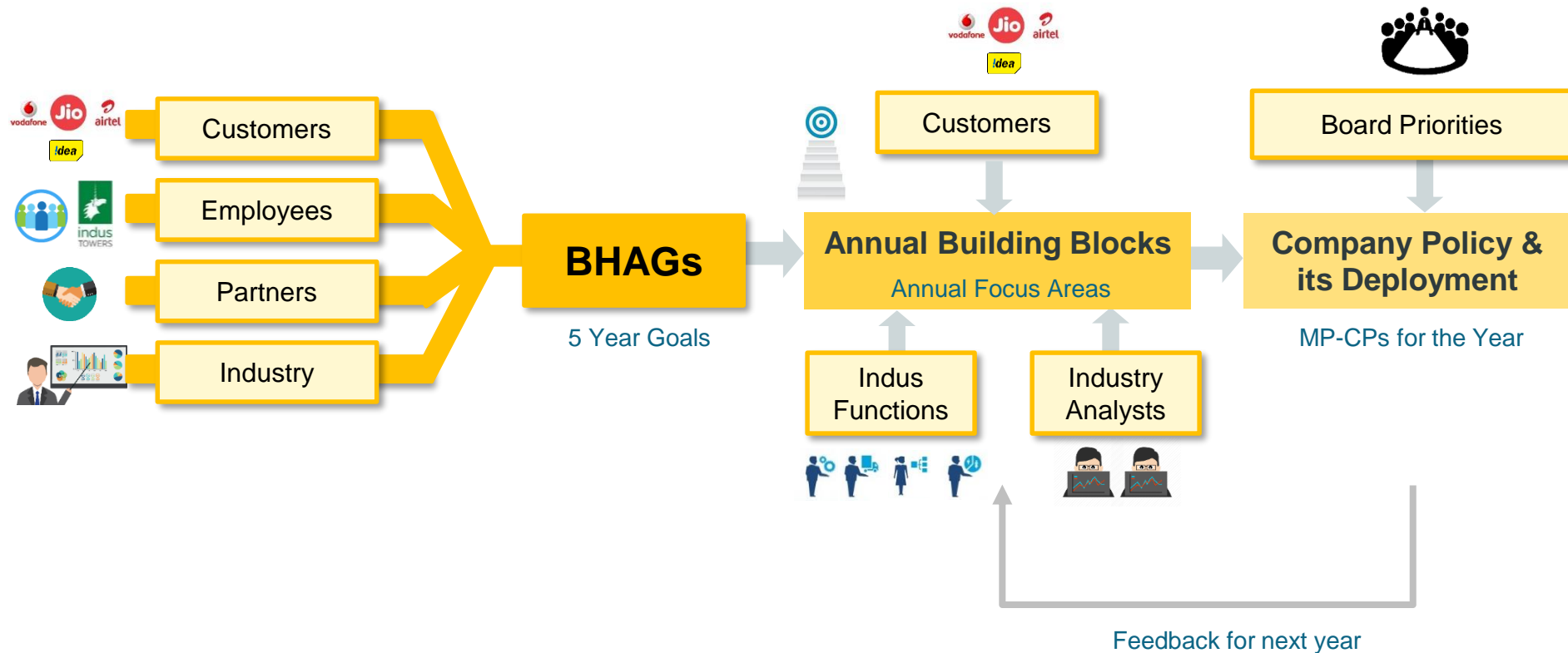
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Indus Strategy Formulation & Execution



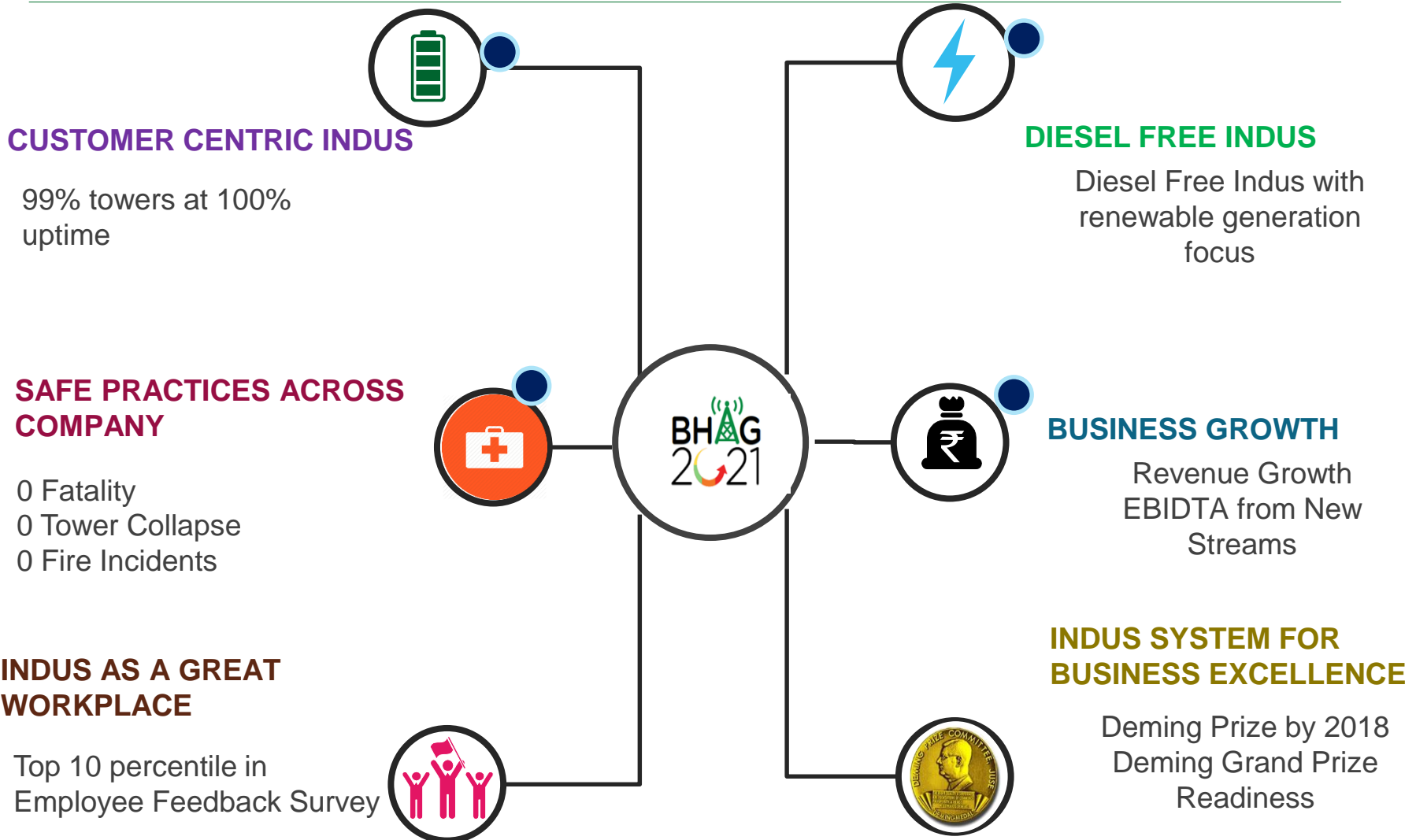
Vision & Values : Guides for Planning & Execution Process



BHAGs are formulated every 5 years – Execution of Phase 2 BHAGs is underway

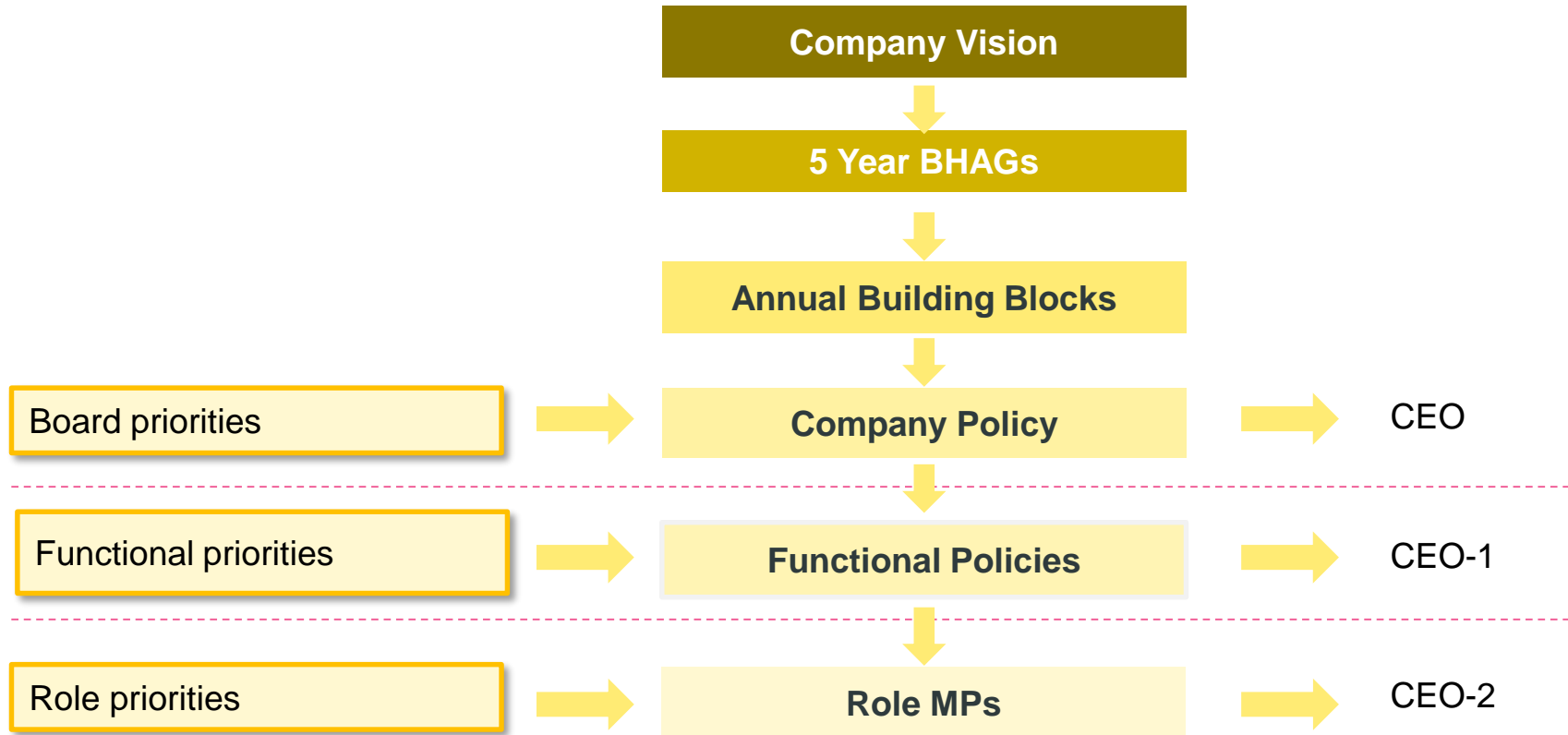
BHAGs 2017-2021

● Customer Priorities



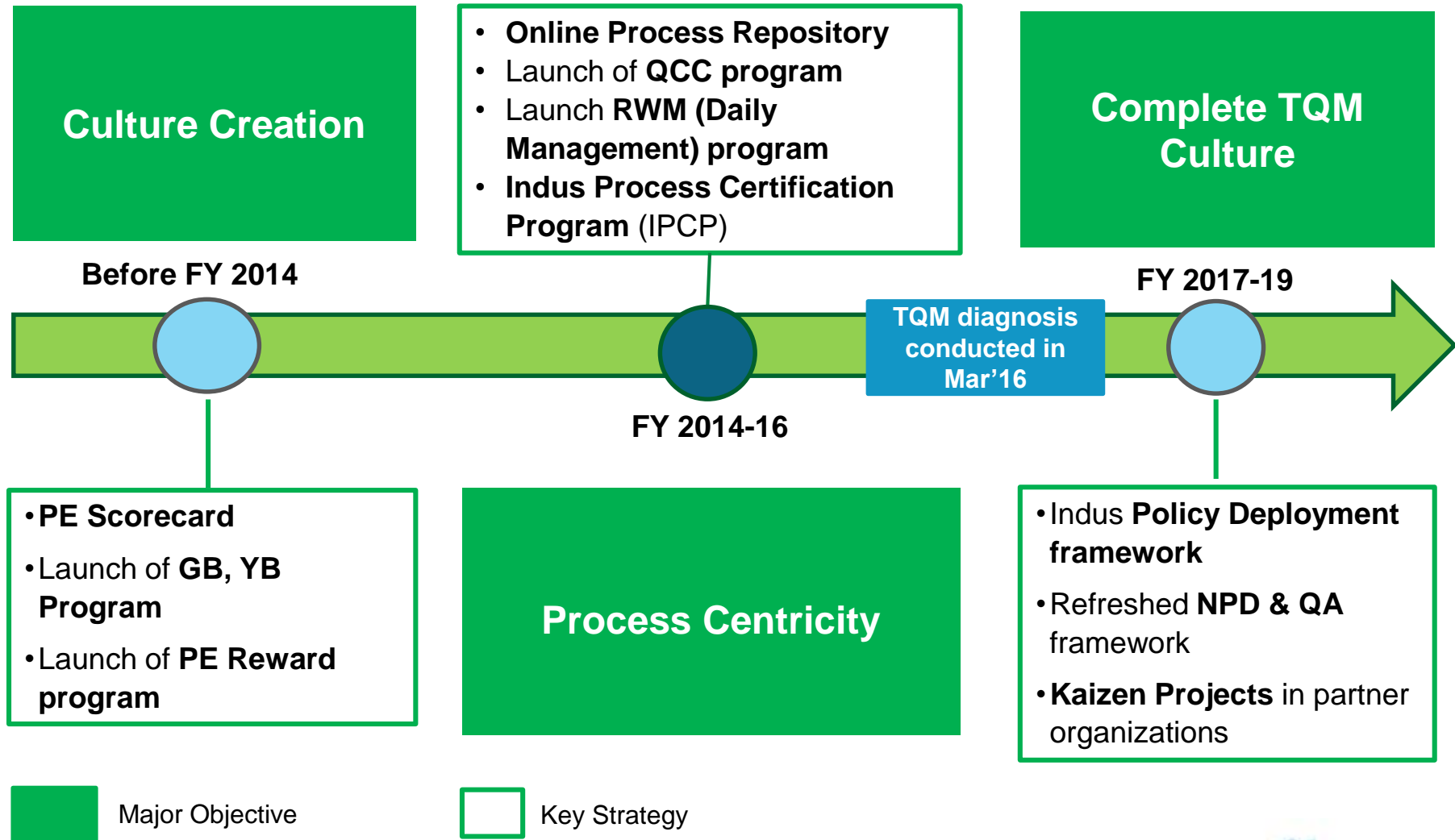
Increased Customer priorities in BHAG Phase 2 vs BHAGs Phase 1 (4 vs 2)

Policy Management



- Policy Management ensures individual goals are aligned to company goals to achieve company BHAGs
- Targets are cascaded from Corporate to Circles through a Catch Ball cascade process

TQM Journey



Indus Idea Incubator

Online Idea Incubator Tool for managing the Life Cycle of the Idea accessible by all employees

Guides an employee right from raw Idea Stage to Project Completion

Ideas are classified as Yellow Belt, Green Belt etc as per the complexity of the problem

12,000+ Ideas submitted by employees till date



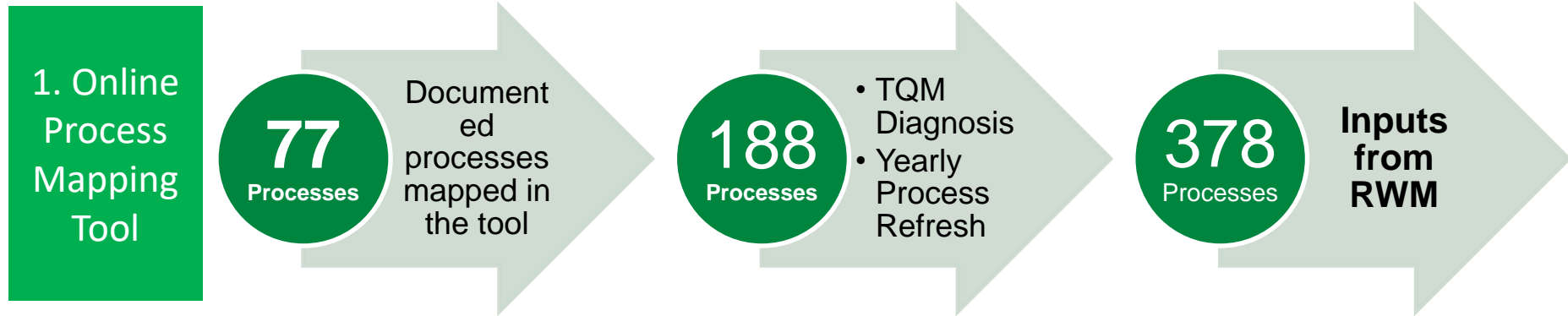
Improvement
Idea



Indus
Idea
Incubator

A 3D logo consisting of several colored blocks (yellow, green, blue, red) arranged in a cube-like structure.

Usage of IT for Driving TQM



Before FY 2014	FY 2014-16	FY 2017-19
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2. I-Mapp	Visibility of Field activities through Mobile Application
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3. IT Enabled RWM	Metrics Standardization & Automated performance reporting
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A robust IT Security Framework forms the bedrock for Business at Indus

Indus TQM Journey: Major Initiatives...



Process Excellence Function

6,000+

**QCC projects
completed**

3,800+

**Yellow Belt
Projects Closed**

60+

**Green Belt projects
completed**



Idea incubator platform

12,000+

**Ideas submitted on Idea
incubator**

7,800+

Ideas approved



The Process Mapping tool

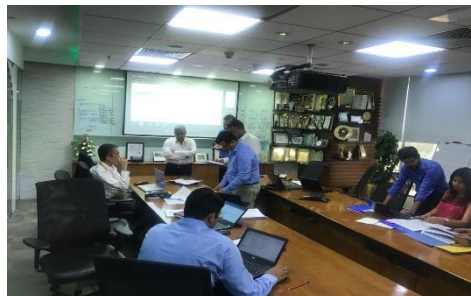
425+

**Processes mapped on
ARIS**

625+

**SOPs mapped on
ARIS**

TQM mentorship by
experts for 6+ years



Large scale involvement of employees to drive TQM culture in the organization

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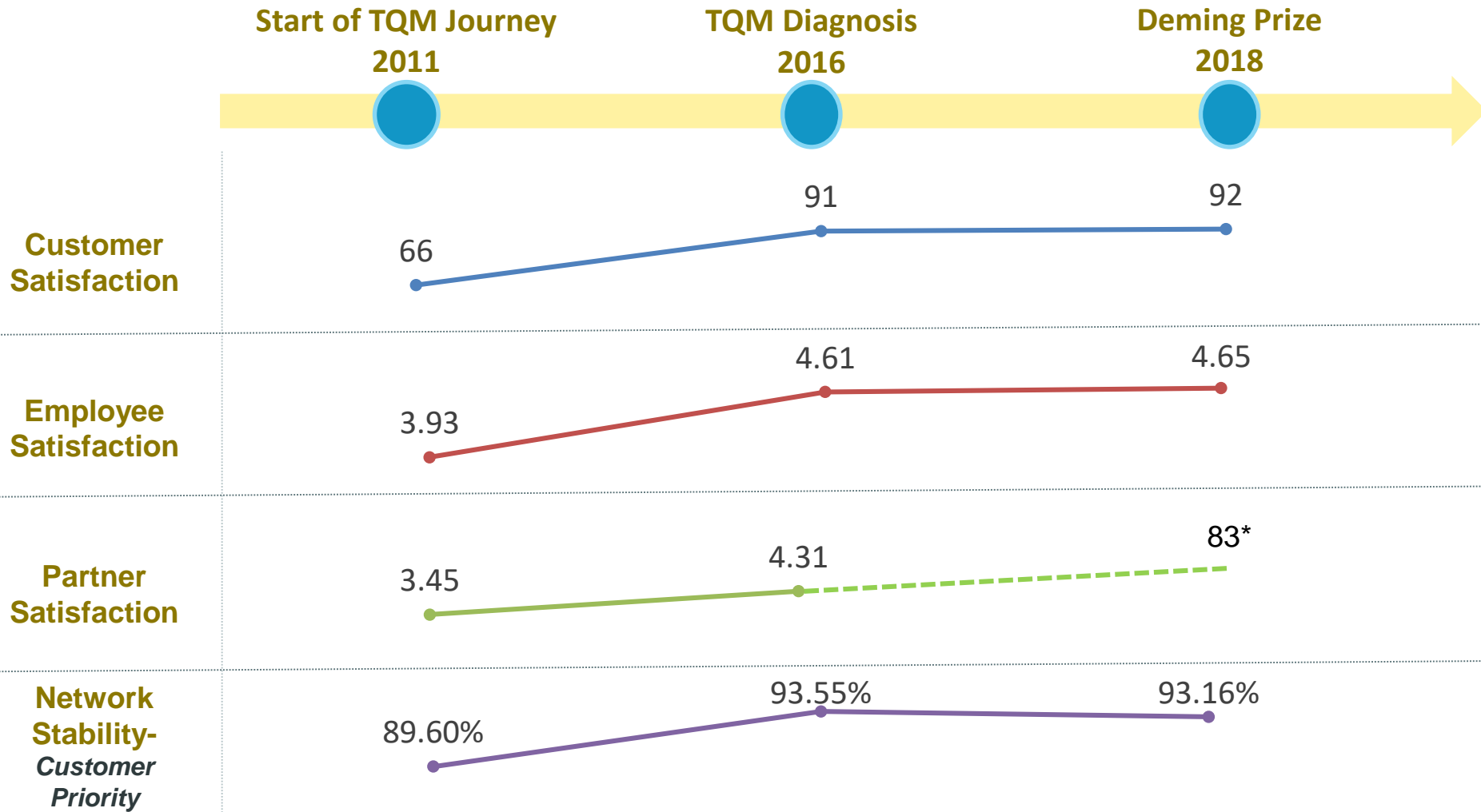
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Effects of TQM Implementation



TQM has been a catalyst in consistent improvement on key metrics for Indus

Awards



- Deming Prize
- Gallop Great Workplace Award
- India's Best Companies to Work - Economic Times

Thank You