



**Sanjeev Singh**  
**Assistant Vice President**  
**Tata Business Excellence Group**

Mr. Sanjeev Singh has been with the Tata group for the last 24 years, and joined Tata Business Excellence Group (TBExG) in 2013. At TBExG, his current role & responsibility includes facilitating deep dive diagnostics and best practice adaptation in the areas of both customer & operations excellence. He has been instrumental in developing the Operations Excellence Diagnostic & Implementation framework, conducting deep dive diagnostics across various processes and across many Tata Group companies, partnering them in implementing their action plans and designing and facilitating training programmes for people capability building.

Sanjeev is an **external assessor** for the Tata Business Excellence Model (TBEM), and a trainer for the Tata group of companies (based on the Malcolm Baldrige Model), since 2002. He has conducted 16 assessments - six of which were conducted as a Team Lead across various industry sectors.

Before moving to TBExG, Sanjeev was working with Tata Steel (Wires Division) in the role of Head SCM and has been involved in **re-organising the supply chain** structure through implementation of TOC in planning and inventory management. Sanjeev has also handled **contract manufacturing**, seamlessly managing the conversion contracting business of 12 manufacturing plants spread across the country with focus on profitability through improved product mix and market mix.

Sanjeev has worked as **Business Head** of Lanka Special Steels Limited (a subsidiary of Tata Steel) based in Sri Lanka. His responsibilities included overall business operations including P & L and was able to increase the business turnover by almost 30 percent during his tenure helping the company turnaround.

In the **Sales and Marketing** divisions, Sanjeev set up the Retail Distribution Network in West and South India (2002-05) and undertook branding activities - including brand formulation, launch, roll-out and communication for Steel Wires. He organised several meets and events for the brand launch. He was also responsible for developing the marketing plan for retail steel wire products and steered market research activities, including competition mapping, price & premium tracking, channel management, brand communication and promotion effectiveness, consumer profiling and customer satisfaction surveys.

Sanjeev holds a Bachelor of Electrical Engineering from the Government College of Engineering, Pune; PG-DSMM from Narsee Monjee Institute of Management Studies (NMIMS), Mumbai; Master of Business Administration; and ASQ Certified Manager of Quality / Organisational Excellence (CMQOE). He has also successfully completed the Baldrige National Quality Program course.

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