

INSTITUTE
of **QUALITY**

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Confederation of Indian Industry

2015

CII Institute of Quality
Annual Report

Building Excellence
.....Through Quality

FROM THE CHAIRMAN'S DESK ANNUAL REPORT 2015



CII-IQ as the Nation's reference point on quality provides role model products and services for the continuous betterment of organizations and society. With international footprints, it offers standard solutions, creates practical insights and drives tangible results thereby enhancing competitiveness and inclusive growth.

IQ's strategy has been to promote and recognize excellence in India Inc. by building capacity and thought leadership. It has provided immense client value through various business solutions, by evaluating strategy and business outcomes and by facilitating improvement in operational excellence parameters like Productivity, Quality, Cost and Safety. It has thus been instrumental in facilitating change management initiatives and business transformation to keep pace with modern trends. IQ has been proactive and responsive to the needs of its members and reached out to states, regions and other departments of CII. Besides currently working with CII's IT Committee and PSE Committee to create new Awards, IQ has reached out to other associations like IMTMA and ACMA.

During the year, all the Institute's five verticals of Business Excellence, TPM, QMS & Laboratory, Lean & Six Sigma and Education through its various Training, Counselling, Audit, Assessment and knowledge dissemination services continued to provide significant value add for its clientele and maintain its leadership position in the Training & Consulting domain. A total of 165 training programmes, spanning 496 days benefitting 6,549 executives representing 2,381 organisations, were conducted during the year. Over 116 units availed the Institute's consultancy and advisory services.

Let me delve on the five verticals individually.

BUSINESS EXCELLENCE

Bhilai Steel Plant-Steel Authority of India & Rallis India Limited was declared this year's Prize winners & received

the trophy and citation from Shri Siddaramaiah, Hon'ble Chief Minister of Karnataka in the CII-EXIM Bank Award for Business Excellence ceremony. 20 other organizations were conferred Commendation Certificates. SMB Performance Excellence Recognitions and BE STAR Recognitions commenced this year with 10 and 13 winners respectively. So far, 9 Organizations have won the coveted Award, while many others have received recognitions for different levels of Maturity. Organisational sustainable Performance Excellence, quality compliance and perception of value were the key takeaways of the National Business Excellence Conclave where CII dedicated its Bangalore premises in memory of Mr K N Shenoy, Past President CII and Founder Chairman, CII IQ. The National Excellence Practice Competition focused on community engagement practices and supplier/partner relationship practices and witnessed increased participation across Sectors. The first ever National Services Sector Excellence Summit underlined the critical urgency for organizations to embed customer delight in their DNA. The 23rd CII National Quality Summit reiterated the importance of Value creation for long-term competitiveness and growth. The Institute besides conducting various Training and cluster programmes also provides consultancy services to companies across the globe.

TOTAL PRODUCTIVE MAINTENANCE

The Manufacturing Mission to Germany visited BMW, Sona Auto, LAPP Group, Robert Bosch Diesel Systems and Kramski plants in Munich and Stuttgart to learn the best manufacturing practices and the "Best Practices in Manufacturing" Study Mission of 70 participants from 40 companies visited TVS Motor and Titan Industries. 4 Kaizen conferences, The Champion's Competition, the TPM National Conference and the TPM Circle Competitions were instrumental in promoting manufacturing excellence and competitive through TPM practices. Attendees of the TPM Facilitators Course, including overseas participants, were certified as internal TPM Facilitators. Of the 292 JIPM-TPM Excellence Awards winners by 199 Indian companies till date, 90 companies with 119 awards have been supported by TPM Club of CII IQ which also consults in South Africa, Oman, Bahrain, Egypt and several other countries.

QMS & LABORATORY MANAGEMENT

CII IQ was instrumental in establishing the National Conclave for Laboratories in partnership with National Accreditation Board for Testing and Calibration Laboratories (NABL) as an annual event, focused on strengthening India's lab infrastructure and eco-system to support the national conformity assessment. The fourth edition of the Conclave was held in New Delhi in September 2015 leading to significant decisions on accreditation policies and laboratory development. With a view to align risk management with strategic intent of an organization, CII IQ, has developed a proprietary Risk Assessment Tool that links risk to Organizational objectives. CII IQ conducted its first International Training Workshop on Enterprise Risk Management in Saudi Arabia. The Institute's unique online Certification Course on Quality Assurance and Analytical Methods continued to receive excellent Industry response with more than 100 participants taking the course from BHEL, Mahindra Group and Coromandel Group. More than 60 trainings addressing over 1000 industry professionals on Laboratory Management & Internal Audit, Global 8 D Problem Solving Technique, Internal Auditing for Inspection Bodies, Uncertainty Measurement in Testing & Calibration, Enterprise Risk Management and a Seminar on the Legal Metrology Act and Packaged Commodity Rules greatly helped in both capacity and capability building.

EDUCATIONAL EXCELLENCE

Two School Excellence Missions to Singapore comprising 22 School Managements representing over 1.5 lakh students, 1 School Excellence Mission to Finland with 15 delegates helped Indian Schools to benchmark with the best international practices. The Education Excellence Team was invited to share their perspectives in Internationalization of School Education at the International Conference for Teachers in Kunming University, China. Various Good practices sessions with the theme Attaining Institutional excellence through and teacher empowerment were organised: National Summit on Quality in Education, Bangalore; Higher Education Conclave at Salem; Regional Summit on Quality in Education, New Delhi; School Excellence Conclaves in Ahmedabad, Chennai, Pune, Kolkata & Hyderabad. Various Capacity and capability building workshops were held: Reflection Labs for School Leaders, Making Schools Safer and Smarter in Jamshedpur and Bangalore, were some of the programmes. Project Sarvottam and

Shikshottam, the school excellence clusters for Government schools continued during the year. The Institute's Teacher Engagement Network- Online Teacher Network (TEN) dedicated to improving the K-12 learning process and INCITE (In service Certification In Teaching Excellence) Programme continued to further empower teachers. The Education Excellence team has engaged with over 2,500 Pan India institutions and over 10,000 teachers in India and overseas has been trained so far.

LEAN & SIX SIGMA

This vertical delivered transformational changes in terms of Productivity, Quality, and Customer Satisfaction improvement through building capability in industry at various levels like Lean Experts, Lean Practitioners, Six Sigma Master Black Belt, Black Belt and Green Belt. During 2015 the team delivered certification training (both in-company and open programs) to over 250 and awareness training to over 500 executives. It engaged with Vizag Steel Plant and Bharat Forge in large capability and change programs. Sixty three entries from over 45 companies were received for the regional round of the 9th Lean Six Sigma competition, of which 50 teams presented at the national level in 5 broad categories. Besides an overall increase of 75% in the number of projects, another significant development was that the level of participation from Service and ITES rose from 10% to over 30%. In the first year itself the vertical has with the support of member organizations delivered a healthy RoI.



N Kumar,
Chairman, CII Institute of Quality &
Vice Chairman, The Sanmar Group

CII INSTITUTE OF QUALITY ANNUAL REPORT 2015

Institute's Performance at a Glance

Training Programmes	165
Training-days	496
Executives benefitted	6549
Organizations served	2381
Number of units availed consultancy and advisory services	116

23rd NATIONAL QUALITY SUMMIT



(L to R): Mr David Keeling, Senior Partner and Director, McKinsey & Company; Mr L Krishnan, Chairman-OE, CII IQ & Managing Director, TaeguTec India Pvt Ltd; Mr Yaduvendra Mathur, CMD, Export-Import Bank of India; Mr N Kumar, Chairman, CII Institute of Quality, Past President, CII & Vice Chairman, The Sanmar Group; Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd and Ms Greeta Varughese, Executive Director, CII-IQ at the inaugural of the 23rd CII NATIONAL QUALITY SUMMIT 2015 with the theme Quality, Business, Society and Long-Term Value Creation in Bangalore on 5 November 2015

The 23rd CII National Quality Summit 2015 “Quality, Business, Society and Long-Term Value Creation” brought together a galaxy of eminent speakers, dignitaries and thought leaders. The CII Summit attended by over 500 people, stated that Drivers of Long Term Value Creation opened doors for a new vision of business objectives:

enlightened value maximization, which seeks greater alignment between various stakeholders to generate long-term business value. The theme of this year's Summit reiterated that Value creation is increasingly being recognized as a meaningful management outcome that enhances long-term competitiveness and growth.

Mr Yaduvendra Mathur, Chairman and Managing Director, Export-Import Bank of India in his Special Address, re-affirmed his organization's commitment towards building a stronger and dynamic quality ecosystem in partnership with CII. More organizations needed to join the excellence process by investing both in skilling people and continuously re-evaluating their integrity and commitment towards quality, he said.

Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Limited in her Keynote Address emphasized the importance of organizations investing in people, processes and continuously co-creating to build healthy and quality driven eco-systems. CII, she said, who had helped to implement the CSR legislation, now needed to impress upon the Government to make Quality Committees compulsory for company Boards to give quality a further impetus, she concluded.

Mr David Keeling, Senior Partner and Director, McKinsey & Company while delivering the Theme Address highlighted the importance of quality and stated that empirically 30% of quality outcomes were driven by quality cultures. While 3X incremental results were observed through quality culture improvements, 6X values were observed for outstanding quality. On this occasion, the McKinsey white paper on "Quality Matters", prepared for the CII Quality Summit, was also released.

While in his Inaugural opening remarks, **Mr N Kumar**, Chairman, CII Institute of Quality & Past President, CII & Vice Chairman, The Sanmar Group underlined the need for balancing potentially conflicting stakeholders' interests to create quality organizations, **Mr L Krishnan**, Chairman- OE, CII IQ & Managing Director TaeguTec India Private Limited drew focus on the importance for organizations to create a culture of quality.

The Summit's star attraction was the Special Session on Quality across Dimensions which was chaired by **Mr Bhupinder S Bhalla**, Joint Secretary, Department of Commerce, Ministry of Commerce and Industry, Government of India and addressed by **Mr Kailash Satyarthi**, Nobel Peace Laureate and Children's Rights Advocate and **Ms Akkai Padmashali**, Karnataka Rajyotsava Awardee and Founder Member, Ondede.

"Quality education for every child & protecting them from



(L to R): Mr David Keeling, Senior Partner and Director, McKinsey & Company; Mr L Krishnan, Chairman-OE, CII IQ & Managing Director, TaeguTec India Pvt Ltd; Mr Yaduvendra Mathur, CMD, Export-Import Bank of India; Mr N Kumar, Chairman, CII Institute of Quality, Past President, CII & Vice Chairman, The Sanmar Group; Ms Preetha Reddy, Executive Vice Chairperson, Apollo Hospitals Enterprise Ltd and Ms Greta Varughese, Executive Director, CII -IQ at the Release of White Paper "Quality Matters" by McKinsey & Company in Bangalore on 5 November 2015 during the 23rd CII NATIONAL QUALITY SUMMIT 2015 with the theme Quality, Business, Society and Long-Term Value Creation.

violence, was key to ensure quality in business and societies. Corporates and civil society should work hand in hand to prioritize children" said **Mr Kailash Satyarthi**, Nobel Laureate at the 23rd CII National Quality Summit. Having dedicated his Nobel Prize to the nation and to the cause of humanity, Mr Satyarthi, predicting that Morality, Spirituality & Knowledge would make India the next Economic Power, called upon the compassion and commitment of every Indian citizen to work at removing the social evil of child labour. He announced that the Kailash Satyarthi Foundation would be actively engaged in developing policies on children's rights, showcasing national and international good practices and launching the 100 million for 100 million initiative which would draw upon youth power to reach out to society with the overall objective of bringing together Society, Government and Industry to work towards the eradication of child labour and giving hope to each and every child for a life of dignity.

Ms Akkai Padmashali, Founder Member Ondede and Rajyotsava Awardee 2015 delivering her Special address strongly advocated support for non-judgemental support for gender identity in sexual orientation to create a just and non-discriminatory world. Currently she runs her own organisation Ondede.



(L to R): Shri Bhupinder S Bhalla, Joint Secretary, Department of Commerce, Ministry of Commerce and Industry, Government of India; Mr Kailash Satyarthi, Nobel Peace Laureate and Children's Rights Advocate; Ms Akkai Padmashali, Karnataka Rajyotsava Award Winner and Founder Member, Ondede; Mr N Kumar, Chairman, CII Institute of Quality, Past President, CII & Vice Chairman, The Sanmar Group; and Ms Greeta Varughese, Executive Director, CII -IQ at the Special Session: Quality across Dimensions at the 23rd CII NATIONAL QUALITY SUMMIT 2015 with the theme Quality, Business, Society and Long-Term Value Creation in Bangalore on 6 November 2015

The Summit, brought together erudite speakers who shared their views on a wide breadth of topics including Sparking a Quality Renewal in Indian Manufacturing; Leadership Perspective for quality to Driver of long-term value creation and sustainable growth; Women Leaders : Building business value through quality; Technology Trends Redefining Manufacturing and Building a winning quality culture. There were also four concurrent Technical sessions on Business Excellence, Quality Management Systems, Lean and TPM too.

Speakers who addressed the Summit include **V Udaya Bhaskar**, Chairman & Managing Director, Bharat Dynamics Limited; **Shekar Viswanathan**, Chairman, CII Karnataka State Council 2015-16 & Vice Chairman & Whole-time Director, Toyota Kirloskar Motor Private Limited ; **Ravi Sam**, Managing Director, Adwait Lakshmi Industries Limited; **Dinakar Adhyam**, Managing Director, Saint-Gobain Sekurit India Limited; **Ranganath N K**, Managing Director, Grundfos Pumps India Private Limited; **Jaidev Sanjeev Rajpal**, Partner, McKinsey & Company; **K V Rama Mohan**, Vice President and Head-Quality & Business Excellence, Infosys Limited; **Hussain Shariyarr**, Senior Vice President-Operations, Godrej & Boyce Manufacturing Company Limited; **Amit Biswas**, Executive Vice President, Dr. Reddy's Laboratories

Limited; **Joe Phelan**, Director, World Business Council for Sustainable Development; **Praveen Suvarna**, Country Head – Quality Assurance, YES Bank Limited; **Uma Ganesh**, Chief Executive Officer, Global Talent Track Private Limited; **Meena Ganesh**, Managing Director and Chief Executive Officer, Portea Medical; **Deepika Govind**, Designer, DG Luxury Lifestyle Pvt Ltd; **M Lakshmi Narayan**, Country Manager and Managing Director HARMAN International (India) Pvt. Ltd. ; **Indraneel Banerjee**, Associate Principal, Mc Kinsey; **Aroon Raman**, Past Chairman, CII Karnataka and Managing Director, Telos Investments & Technologies Pvt Ltd; **Vivek Arora**, Associate Principal, McKinsey & Company, **Devender Malhotra**, Vice President and Chief Quality Officer Wipro Limited; **R Rajnarayan**, Senior Vice President and Chief Human Resource Officer, Titan Company Limited; **Venkataram Arabolu**, Managing Director, BSI Group India Private Limited; **R Srinivasan**, Past Chairman, CII Karnataka; **Andreas Waldraff**, Managing Director, UBF.B Management Pvt Ltd; **Sivakumar Narayanan**, Regional Vice President – FPS, Xerox Business Services India Private Limited; **Lavanya Uppala**, Practice Head- Data Analytics, Robert Bosch Engineering and Business; **Baskaran Jayaraman**, General Manager, TVS Motor Company and **Ram Dilip Pankey**, Senior Manager- Business Excellence, Mahindra & Mahindra Ltd.

BHILAI STEEL PLANT & RALLIS INDIA WIN CII-EXIM BANK PRIZE, 2015



Bhilai Steel Plant, SAIL receiving the CII-EXIM Bank Prize for 2015 at the Award Ceremony in Bangalore on 5th November, 2015. Seen (L to R) Mr P R Deshmukh, GM (I/C), CO & CCD; Shri Siddaramaiah, Hon'ble Chief Minister, Government of Karnataka who gave away the Prize; Mr N Kumar, Chairman, CII Institute of Quality, Past President, CII & Vice Chairman, The Sanmar Group; Mr S Chandrasekaran, CEO, Bhilai Steel Plant; Mr SPS Jaggi, GM, BE, Bhilai Steel Plant and Mr Yogesh Shastri, DGM, BE, Bhilai Steel Plant.

The Chief Minister of Karnataka, **Shri Siddaramaiah** presented the CII-EXIM Bank Prizes for Business Excellence, 2015 to **Bhilai Steel Plant** and **Rallis India**. Speaking at the CII Award Ceremony on 5 November in Bangalore, he restated his government's commitment to making Karnataka a preferred investment destination, truly representing "One State, Many Opportunities". Karnataka, he said, was already the Knowledge Hub of Asia, the 3rd largest FDI receiving state in the Country and home to the fourth largest technology cluster in the world after Silicon Valley, Boston and London. He recommended delegates to look at it as a pioneer in industrial development with an industry-friendly ecosystem that nurtures the spirit of entrepreneurship and innovation.

CII and the Export Import Bank of India joined together, in 1994, for promoting excellence among Indian Industry through these Awards, which are based on the internationally recognized EFQM Excellence Model.

Mr Yaduvendra Mathur, Chairman and Managing Director, Export-Import Bank of India, receiving the CII Recognition Award to EXIM Bank, on behalf of his



Rallis India Limited receiving the CII-EXIM Bank Prize for 2015 at the Award Ceremony in Bangalore on 5th November, 2015. Seen (L to R) Shri Yaduvendra Mathur, Chairman and Managing Director, Export-Import Bank of India; Mr Pravas Mohapatra, GM, Business Excellence; Dr Prosenjit Bose, VP, R&D; Shri Siddaramaiah, Hon'ble Chief Minister, Government of Karnataka who gave away the Prize; Mr N Kumar, Chairman, CII Institute of Quality, Past President, CII & Vice Chairman, The Sanmar Group; Mr PV Reddy, VP, Mktg.; Mr Kinshuk Bhandari, Mgr. BE; Mr Vibhakar, (Partly seen) and Dr S Mallikarjunappa, GM, R&D

organization, reconfirmed EXIM Bank's commitment to the Award process. CII also recognized **Mr David Rasquinha**, Deputy MD, EXIM Bank for his two decades of contribution to strengthen the CII-EXIM Bank Award process.

Shri Bhupinder S Bhalla, Joint Secretary, Department of Commerce, Ministry of Commerce and Industry, Govt. of India drawing upon his experience of introducing initiatives relating to quality in education in Andaman, Daman, Diu, Dadra & Nagar Haveli, highlighted the importance of always trying, starting, never saying no and reaching ones goal.

The results of the CII-EXIM Bank Award for Business Excellence, 2015, into its 21st year since inception, were announced by the CII Award Jury during the CII National Quality Summit on 5 November in Bangalore. This year's Award ceremony also marked the completion of 21 years of CII's Business Excellence journey.

While Rallis India is the second time winner of the CII-EXIM Prize for Business Excellence, earlier having won in

2012, Bhilai Steel Plant won the Prize for the first time to become the first steel plant in the country to have achieved this distinction. Besides them, 20 organizations were conferred Commendation Certificates for their Excellence journey.

The leadership of both the Prize winners have embedded the “Elements of 'Excellence” to achieve their respective visions. While Bhilai Steel Plant aims “to be a world class Corporation and the Leader in Indian Steel Business in Quality, Productivity, Profitability and Customer Satisfaction”, Rallis aims to “be amongst the leaders in providing agri solutions and in relevant chemistry segments”.

CII-EXIM Bank Award for Business Excellence process recognizes companies for their achievements in quality and business performance, and to raise awareness of these factors in gaining a competitive edge.

CII has been the proud administrator of the BE Award based on the EFQM Excellence Model since 1994 upholding the robustness of the Award process and making technology enabled changes in line with the times and making it a Coveted Award in the Indian Industry.

Mr N Kumar, Chairman, CII Institute of Quality & Past President, CII & Vice Chairman of The Sanmar Group and also Chairman of the Jury of the CII-EXIM Bank Award for Business Excellence 2015, speaking on the 21st Anniversary of CII's Business Excellence journey, said that the outreach of the Awards in the last 20 years has been quite impressive as over 5,000 assessors had been trained with over 500 companies receiving Business Excellence recognitions, 9 of which were Award winners.

This year also saw the launch of CII's **SMB Performance Excellence Recognitions** and the **BE STAR Recognitions** to recognize new entrants in their journeys of excellence.

Mr Shekar Viswanathan, Chairman, CII Karnataka State Council 2015-16 & Vice Chairman and Whole-time Director, Toyota Kirloskar Motor Private Limited congratulating the two Prize winners, the 20 winners of Commendation Certificates and winners of the SMB Performance Excellence Recognitions and the BE STAR Recognitions thanked the Jury for the rigorous assessment process adopted for judging the Award.

CII-EXIM BANK AWARD FOR BUSINESS EXCELLENCE-2015: WINNERS LIST

Prize Winners

- Bhilai Steel Plant, Steel Authority of India Limited
- Rallis India Limited (A Tata Enterprise)

Commendation for Significant Achievement

- CESC Limited
- Rourkela Steel Plant, Steel Authority of India Limited
- Lawkim Motors Group, Godrej & Boyce Mfg Co Ltd
- Kirloskar Ferrous Industries Limited
- Bokaro Steel Plant, Steel Authority of India Limited
- Godrej Precision Engineering , Godrej & Boyce Mfg Co Ltd
- Durgapur Steel Plant , Steel Authority of India Limited
- Godrej Construction, Godrej & Boyce Mfg. Co. Ltd
- JSW Steel Limited , Vijaynagar Works
- Kirloskar Oil Engines Limited
- Godrej Security Solutions, Godrej & Boyce Mfg. Co. Ltd
- Triveni Turbine Limited
- Raychem RPG (P) Ltd
- Appliance Division , Godrej & Boyce Mfg. Co. Ltd
- Godrej Interio , Godrej & Boyce Mfg. Co. Ltd

Commendation for Strong Commitment to Excel

- Wendt (India) Limited
- JSW Steel Limited, Salem Works
- Robert Bosch Engineering and Business Solutions Private Limited
- Godrej Prima, Godrej & Boyce Mfg. Co. Ltd

Commendation for Strong Commitment to Excel (SMBs)

- ASE Structure Design Pvt Ltd



BE STAR Recognitions 2015

Excellence in Operations Management EMERGING LEADER

- Low Power AC Drives Unit, Bangalore-ABB India Ltd
- Turbocharging Unit, Vadodara-ABB India Ltd
- Vacuum Interruptors Unit, Nashik, ABB India Ltd
- Security Systems Division, Pune, Minda Corporation Ltd
- Security Systems Division, Noida, Minda Corporation Ltd

Excellence in Operations Management LEADER

- Security Systems Division, Pantnagar, Minda Corporation Ltd
- Alumina Refinery Plant, Damanjodi, National Aluminium Company Ltd
- Delhi International Airport Pvt Ltd
- Apollo Hospitals, Chennai
- Motors and Generators Unit Vadodara, ABB India Ltd

Excellence in Customer Management LEADER

- Apollo Hospitals, Chennai
- Delhi International Airport Pvt Ltd

Excellence in People Management LEADER

- Apollo Hospitals, Chennai

SMB Performance Excellence Recognition 2015

Significant Progress in Performance Excellence

- Neogi Technologies & Research Pvt Ltd
- Veto Switchgears and Cables Ltd
- Mitcon Consultancy & Engineering Services Ltd
- Gearock Forge Pvt Ltd
- Shakti Cords Pvt Ltd
- Dry Blend Foods Pvt Ltd
- Synergy Cargo Management India Pvt Ltd
- Kashish Panel Works
- Fitwel Tools & Forgings Pvt Ltd

Sustained Performance Excellence

- Janak Healthcare Pvt Ltd

BUSINESS EXCELLENCE

The BE vertical, continued its contribution in building sustainable capabilities to deliver high stakeholder value & recognize high performing organizations as the managers of the prestigious CII-EXIM Bank Award for Business Excellence.

14TH CII-IQ ANNIVERSARY DAY CELEBRATIONS



(L to R): Mr R Mukundan, Co-Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Limited; Mr Chandrajit Banerjee, Director General, CII; Mr Sumit Mazumder, President, CII & Chairman & Managing Director, TIL Limited; Shri Dinesh Gundu Rao, Minister of State for Food, Civil Supplies & Consumer Affairs, Government of Karnataka; Mr N Kumar, Chairman, CII Institute of Quality & Past President, CII & Vice Chairman, The Sanmar Group; Mr Adil Zainulbhai, Chairman, Quality Council of India and Ms Sandhya Vasudevan, Managing Director, Chief Operating Officer – India, Deutsche Bank AG at the inaugural of the CII Institute of Quality's 14th Anniversary Lecture & National Business Excellence Conclave on 8 May 2015 in Bangalore. The theme of this year's Conclave was "Celebrating Excellence in Organizations: A Collective Mandate".

The 14th Anniversary Day of the CII Institute of Quality was celebrated on the 8th of May 2015 in the Institute's premises in Bangalore. The day also marked the hosting of the National Business Excellence Conclave on the subject "Celebrating Excellence in Organizations: A Collective Mandate".

The IQ Anniversary Lecture was delivered this year by **Mr Adil Zainulbhai**, Chairman, Quality Council of India who said that Belief in Quality, as a state of the mind, had the potential to change the Quality of Life for 125 crore Indians. Though there did exist certain pockets of excellence, there was an urgent need to create a culture of excellence in the country, he said. Noting that quality recognitions often motivated organizations, he identified

the improvement in Government services and productivity improvements in the MSME sector as two of the immediate national priorities. Earlier illustrious speakers who have delivered the IQ Anniversary Lecture include **Dr Abdul Kalam**, Former President of India; **Mr Ravi Venkatesan**, Board Member Infosys & Former Chairman of Microsoft India; **Mr Aron Raman**, Research & Innovation Entrepreneur and **Mr Thomas Varghese**, CEO & Business Head - Textiles, Acrylic Fibre & Overseas Spinning Aditya Birla Group.

The CII IQ Anniversary Lecture commemorates the setting up of CII's first Centre of Excellence, the CII Institute of Quality, in 2001.

In his Inaugural address, **Shri Dinesh Gundu Rao**, Minister of State for Food, Civil Supplies & Consumer Affairs, Government of Karnataka, acknowledging the role of quality in the improvement of government services, highlighted how it had aided his department not only in saving money but had also ensured that genuine beneficiaries got the benefit of the various government schemes. He expressed the desire of his government to further engage with the CII Institute of Quality in implementing various quality programmes.

In his address, **Mr Sumit Mazumder**, President, CII reiterating CII's commitment to the Quality movement, together with its multiple international collaborations with reputed peers, traced the various milestones and achievements of India Inc. in establishing Quality at the national level briefly relating the diverse areas of work being done by the Institute. He expressed confidence that with CII's 3 decades of driving a successful Quality Movement at the national level, the recently launched ZED (Zero Defect, Zero Effect) movement jointly with Quality Council of India would prove to be a game changer for India Inc. Heralding the National Business Excellence Conclave as yet another of the Institutes efforts in excellence, he once again reiterated that organizational excellence emanated from collective efforts in quality, compliance and performance. **Ms Sandhya Vasudevan**, Managing Director, Chief Operating Officer – India, Deutsche Bank AG during her keynote address stressed on imbining the human element, which had the potential for change, in the creation of systems as that alone could ensure the long term sustainability of quality systems.

Earlier **Mr N Kumar**, in his opening remarks recollecting the significant milestones in the Indian Quality journey and the founding of the Institute, acknowledged the leadership and contribution of Mr K N Shenoy in making it a premiere training and consulting organization with



L to R: Mr Adil Zainulbhai, Chairman, Quality Council of India; Ms Greeta Varughese, Executive Director & Head- CII IQ; Mr N Kumar, Chairman, CII Institute of Quality & Past President, CII & Vice Chairman, The Sanmar Group; Mr Chandrajit Banerjee, Director General, Confederation of Indian Industry; Mr Sumit Mazumder, President, CII & Chairman & Managing Director, TIL Limited; Shri Dinesh Gundu Rao, Minister of State for Food, Civil Supplies & Consumer Affairs, Government of Karnataka and Mr R Mukundan, Co-Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Ltd at the dedication ceremony where CII, on 8 May 2015, dedicated its Institute of Quality premises in Bangalore as The K N Shenoy Centre in memory of Mr K N Shenoy, Past President CII and Founder Chairman, CII Institute of Quality. The dedication and unveiling ceremony was conducted during the Inaugural of the 14th Anniversary Lecture & National Business Excellence Conclave.

aspirations of international footprints. **Mr R Mukundan** thanked Mr Shenoy for creating the “quality foundation” on which the Institute could further build and after the renaming, his persona would always reflect in all the Institute's activities. Similar sentiments were expressed by **Mr N Srinivasan** who recollected with nostalgia his association and work with Mr K N Shenoy in building Brand CII-IQ over the past 34 years.

NATIONAL BUSINESS EXCELLENCE CONCLAVE

The proceedings of the National Business Excellence Conclave 2015 commenced with the opening remarks by Mr L Krishnan, Past Chairman, CII Karnataka and Managing Director Taegutec India Pvt Ltd. Mr C V Subrahmanyam, Head, Business Excellence, CII-IQ welcomed the audience and elaborated on the contours of the two day BE Conclave that was held on the sidelines

of the CII-IQ Anniversary day. Mr Anantha Subramaniam, Former Associate Director - South Asia & Middle East, Manufacturing & Process Consulting, Frost & Sullivan addressed the gathering with their experiences with the Manufacturing Excellence framework of Frost & Sullivan. He also referred to the need of such frameworks so as to embark on the journey of process maturity.

The session on “Quality & Compliance” addressed the issues of how a successful business is ranked high on its ability to comply with requirements that is enabled by a strong focus on Quality. A foundation of Quality and compliance enables clients to deliver on the complex requirements of diverse stakeholders ranging from customers to regulatory bodies.

Mr K V Rama Mohan, VP and Head, Business Excellence, Infosys chaired the session and set the context linking Quality and compliance. **Mr K K Raman**, Partner, KPMG India emphasized that quality was everyone's responsibility and it should not be just limited to Products and Services for the overall success of the business. Presenting some live examples for how lack of quality and standards could impact business and profitability, he also elaborated on the practices and tools such as TPM, Six Sigma etc. These tools acted as strong foundations for quality, need for products and services on time, with quality that is attractive to customers. He also cautioned on the failures stemming from communication gap and lack of involvement. **Mr Ramakrishnan Raju**, Chief Delivery Quality Officer & VP, IGATE Global Solutions Limited spoke of a framework that requires Continuous Improvement, Systems framework, Audits and Assessments, Awareness and Implementation. **Mr Sant Swaroop Sharma**, Associate VP, JSW Steel also spoke on the occasion citing examples from his organisation.

The session on “Organisational Performance Excellence” discussed how Organisational efficiency is built on the foundation of quality without compromising the ability to deliver on requirements. A focus on reducing waste and maximizing productivity becomes essential when building a competitive organisation that can meet the challenges of an ever-changing business environment.

Mr L Krishnan made the opening remarks and the session speakers comprised of **Mr Shyam Motwani**, Executive VP & Business Head, Godrej Locks; **Mr Shirish Bhargava**, Senior VP-Corporate Operations & Business Excellence, Raychem RPG and **Mr Vineet Sharma**, Executive VP-Quality & Service Excellence, Max Life Insurance Company. The presenters from Manufacturing, Service and Engineering sectors presented examples on process and productivity improvements in their companies and stressed on the need to be agile to dynamic requirements to remain competitive.

The central theme of the Session on “Perception of Value – Service Excellence” was how an Organization that aims to become a market leader needs to extend its focus and attention beyond Organizational efficiency to fully understand customer needs and expectations and develop the ability to deliver with increasing agility and create sustained value to its customers.

Mr Sridhar Saranathan, Principal Consultant, Global Media & Telecommunication Practice, Wipro; **Mr Aashish P Somaiyaa**, MD & CEO, Motilal Oswal Asset Management Company and **Ms Usha Rangarajan**, Chief Transformation Officer (Senior Vice President), Tata Teleservices spoke on the attributes of Service Excellence.

The speakers elaborated on the growth in the services sector and the associated challenges of keeping the customer hooked onto them given the fact that customer are ready to experiment, look out for new offerings, new value propositions etc. Some of the main points discussed by the speakers were on the need to address customer expectations of speed, agility, differential value proposition. The concluding session “Sustainable Performance” recognized how Sustainable performance is achieved when Organisational behavior focuses on continuously improving the outcomes delivered to the stakeholders. Excellence models guide Organizations to develop the right process, business model and people behaviors required to sustain performance.

Session speakers included **Mr Devender Malhotra**, VP & Chief Quality Officer, Wipro who opened the session by setting the context of sustainability. **Mr Muralidhar Pundla**, Director – Quality, The Akshaya Patra Foundation gave deeper insights into the mid day meal programme of the foundation; **Mr Prashant Hoskote**, Senior Director –Quality and Service Excellence, Max India spoke on their corporate experience and **Mr Girish Kumar**, GM, Radar & Unit Head, Bharat Electronics elaborated upon the people dimension relating to Sustainability. He elaborated on the aspects of Culture, leadership and a sense of purpose for a cause that drives a person towards the vision.

The day concluded with **Mr CV Subrahmanyam**, Head Business Excellence proposing the vote of thanks by thanking the speakers, delegates for making this annual event a great success.

CII IQ'S 1ST NATIONAL SERVICE SECTOR EXCELLENCE SUMMIT



(L to R) Dr Mukund Rajan, Brand Custodian and Chief Ethics Officer and Member, Group Executive Council, Tata Sons Limited; Mr Uday Kotak, Executive Vice Chairman and Managing Director, Kotak Mahindra Bank; Ms Chitra Ramkrishna, Chairperson, NSSES 2015 & Managing Director and Chief Executive Officer, National Stock Exchange of India Limited; Mr R Mukundan, Co-Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Limited and Ms Greta Varughese, Executive Director and Head, CII Institute of Quality at the Inaugural Session of the CII National Service Sector Excellence Summit 2015 in Mumbai on 25 August.

The critical urgency for organization to embed customer delight in their DNA, while figuring out the revenue models for business growth and sustainability was the underlying theme of CII IQ's first ever well attended National Services Sector Excellence Summit 2015 "Delighting the Always Connected Customer: New Era of Services" held on 25 August in Mumbai.

The Summit highlighted the changing dynamics of how companies are embracing Big Data and SMAC to delivery services to the ever connected customer, developing new business models to create critical differentiator in today's hypercompetitive, hyper-connected global marketplace. Companies that embraced digital technologies and invested in improving customer experiences are able to identify new growth opportunities and enhance performance. The Sessions focused on key areas of impact for services organisations, namely **Building a Service Excellence Culture and High Performing Teams to deliver Superior Customer Experience; Redefining Customer Experience** and Brand Loyalty through SMAC and Big Data, Big Delight: New Era of Always Connected Customer Experiences.



(L to R) Yusuf Poonawala, Vice President – Bharat Deko, Duniya Dekho & Inbound, Cox & Kings Limited; Venkataramani K, Chief Executive Officer- Heritage Brands Division, Arvind Lifestyle Brands Limited; Debjani Ghosh, Vice President- Sales and Marketing Group & Managing Director, South Asia, Intel Technology India Private Limited; Arjun Vaidyanathan, Partner- Sales and Markets, KPMG India; Vishal Bali, Co-founder & Chairman, Medwell Ventures Private Limited; Rattan Keswani, Deputy Managing Director, The Lemon Tree Hotel Company and Sharad Mohan, Managing Director and Country Head- Sales & Distribution, Global Consumer Bank, Citibank at the CII National Service Sector Excellence Summit 2015 in Mumbai on 25 August.

A distinguished panel of practitioners engaged in lively discussions on areas where organizations are reinventing themselves to service the rapidly dynamic aspirations of the always connected customer; how organizations are integrating the power SMAC and the tacit organizational knowledge to transform and strengthen their service and delivery advantage to deliver superior customer experiences and service the omnichannel customer and build brand loyalties; and how businesses are improving their customer service and customer management ecosystem by using Predictive Analytics.



Mr Uday Kotak, Executive Vice Chairman and Managing Director, Kotak Mahindra Bank addressing the Inaugural Session of the CII National Service Sector Excellence Summit 2015 in Mumbai on 25 August. Also seen in the image L to R: Dr Mukund Rajan, Brand Custodian and Chief Ethics Officer and Member, Group Executive Council, Tata Sons Limited; Ms Chitra Ramkrishna, Chairperson, NSSES 2015 & Managing Director and Chief Executive Officer, National Stock Exchange of India Limited; Mr R Mukundan, Co-Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Limited and Ms Greeta Varughese, Executive Director and Head, CII Institute of Quality.

QUOTES

Summit Chairperson, Ms. Chitra Ramkrishna, Managing Director & CEO, National Stock Exchange of India Ltd: "With majority of our GDP coming from the service sector, it's no wonder that we are the second fastest growing service economy in the world. Excellence in service needs to become sustainable and the benefit should spread to people beyond the definition of traditional service sectors like IT, Banking and Finance."

*Mr. Uday Kotak, Executive Vice Chairman and Managing Director, Kotak Mahindra Bank Limited: **User, usage and monetization are the new reality for businesses.** The ability to delight every customer uniformly is the real test for a successful business model. Businesses need to continuously evolve to deliver customer experiences driven by digital as success in market places is becoming increasingly transient.*

Dr. Mukund Rajan, Member, Group Executive Council and Brand Custodian and Chief Ethics Officer, Tata Sons Limited: Consistency in thought of successive Tata Leaders, and complete alignment of values, people and technology are the basis of the Tata brands' reputation through its history. The Tata Code of Conduct represented the organizations' commitment and values to serve the interest of all stakeholders.

3RD CII NATIONAL EXCELLENCE PRACTICE COMPETITION

The Third edition of the National Excellence Practice Competition was held on 18-19 June at Taj Vivanta Bangalore with the theme "Excellence in Supplier Engagement practices and Community Engagement practices". The primary objective was to showcase & recognize the best practices at a National Platform which would motivate the Industry peers to adapt and progress in their excellence journey to enhance stakeholder value. The first edition of this event showcased practices on Customer Engagement, while the second edition showcased People Engagement Practices.

The event was designed in two levels. In Level 1, through a specially created, innovative online platform, the team was required to submit an online abstract of its practices for evaluation by practicing experts. Over 60 entries were received online, of which 23 teams got short-listed from both the manufacturing and service streams to make 30 minute presentations followed by Q&A. Presentations included practitioners such as Godrej & Boyce, Vizag Steel Plant, Delhi International Airport, Wipro, Bosch, NSE, iGate, Mahindra Group, RPG Group, TAFE, TATA, Vedanta, Akshaya Patra Foundation. The event presented a rich

takeaway of good practices for the 120 participants. The experienced jury from diverse sectors, assessed these presentations and declared various winners.

There were two competition themes open to both the manufacturing and services sectors. Under Supplier & Partner Engagement, from the manufacturing sector, Mahindra & Mahindra Ltd was the winner with Tata Steel as the 1st Runner up and Tractors and Farm Equipment Limited as the 2nd Runner up. Delhi International Airport Ltd was the winner in the services sector, with National Stock Exchange of India Ltd as the 1st Runner up and Max Life Insurance Co Ltd as the 2nd Runner up. Under the theme Community Engagement, under the manufacturing sector, Appliances Division, Godrej & Boyce Mfg. Co. Ltd was the winner with Bosch as the 1st Runner up and Tata Housing Development Company Ltd as the 2nd Runner up. In the services sector, the winner



Jury members at the 3rd CII National Excellence Practice Competition

was National Stock Exchange of India Limited followed by Mjunction Services Limited and The Akshaya Patra Foundation as the 1st and 2nd Runner ups respectively.

TOTAL PRODUCTIVE MAINTENANCE

The focus of the TPM vertical was Consulting, training and assessments to promote manufacturing excellence and make companies competitive through TPM practice through various awareness programmes like seminars, workshops, trainings, conferences and competitions.

CII IQ MANUFACTURING MISSION TO GERMANY

A Manufacturing Mission to Germany from the 12-15 October 2015 was organised, which besides visiting the Consulate General of India, Munich also visited BMW Group, Sona Auto Comp, LAPP Group, Robert Bosch GmbH Diesel Systems and Kramski GmbH plants in Munich and Stuttgart. Mission members gained significantly from the visits to these plants to see the best practices being implemented by these manufacturing stalwarts.

The Mission members comprised of **Mr S Hari Ganesh**, Vice President Operations, Snam Alloys Pvt. Ltd (Mission Leader); **Mr Iman Singh**, OSD to MD, Frick India Limited ; **Mr Ajay Shah**, Vice President - Operations, KHS Machinery Private Limited; **Mr Falgun Desai**, General Manager – Engineering, KHS Machinery Private Limited; **Mr Ravichandran M A**, Sr DGM - Manufacturing, L&T Valves Limited; **Mr Swapnil Vyas**, Head Operations,

Mayur Uniquoters Ltd and Ms Jayashree Das, Deputy Director, CII IQ.



L to R: Mr Asheesh Gupta, Mr Iman Singh, Mr Ajay Shah, Mr Falgun Desai, Mr Sevala Naik, Mr Hari Ganesh, Mr Swapnil Vyas, Mr Ravichandran, Ms Jayashree Das, Mr Ramanathan at the Consulate General of India, Munich office

15TH TPM NATIONAL CONFERENCE



Winners of Champion Trophies, Poster competition & TPM Certification

TPM Club India of the CII Institute of Quality organized the 15th TPM National Conference on 29-30 September in Chennai. **Mr J Srinivasan**, Mentor TTK LIG Ltd delivering the keynote address at the Inaugural session reiterated TPM Club's support for Prime Minister's project ZED, the Zero Defect Zero Effect through the various TPM pillars, especially QM and SHE which would go a long way to supplement the Make in India initiative. While complimenting the programme structuring of the National Conference he noted that the topics covered were very relevant and unique though he did observe that more ladies needed to participate to make TPM stronger in the shop floor. He complimented the launch of the practical guidance book on Planned Maintenance co-authored by **Mr Rajesh Parim**, Principal Counsellor, CII-IQ and **Mr Namachivayam** of TTK as an excellent example of academia and industry collaboration.

Earlier in his introductory remarks at the inaugural, welcoming international delegates from Sri Lanka, Bangladesh and Japan, Mr Rajesh Parim introduced Mr J Srinivasan as a first generation TPM practitioner since 1999 who had significantly contributed to the establishment of TPM practices in India. TPM Club today had well established itself with over 150 companies supporting it.

Mr Ken Otaguro, General Manager, TPM Awards Office, Japan Institute of Plant Maintenance, Japan speaking on

Next TPM and Global TPM Trends emphasized TPMs importance in developing a human centric management technology to use resources effectively and establish a secure, safe and stable production based on equipment, material and information. TPM, he said, had expanded its horizon from total productive maintenance to Total Production Management with assessments focusing on whether TPM results were connected to business results. Giving an international perspective, he said that while Loss Cost Matrix was important for identifying improvement themes, kaizen themes within Japan were centered round Karakuri and energy saving while globally it was on process point analysis. TPM should support growth and sustainability strategies of business and establish a management structure for business profitability and empower knowledge worker and promote their contribution, he concluded.

The session on Advanced Maintenance Technologies for Zero breakdown and Maintenance cost reduction was conducted by **Mr P Sunil Kumar**, DGM –Manufacturing & **Mr A L Rajin**, Manager Maintenance, Carborundum Universal Ltd, Sriperumbudur who explained how assembly of machines were broken down to component level (eg. Packing gland) to understand the function of the component and to know what can happen with deterioration, thus improving the life through Kaizen or design changes.

All the TPM Club counselors, Mr Rajesh Parim, Principal Counsellor & Head, Mr Abdul Wadood, Principal Counsellor, Mr S Narasimhan, Senior Consultant, Mr S Venkateswaran, Senior Counsellor, Mr S Yuvaraj, Senior Counsellor, Mr P M Janagiraman, Senior Counsellor, Mr Ranjit Bhandari, Senior Counsellor and Mr A G Krishnan, Consultant spoke in the session Business profits through TPM pillars – A General understanding from CII – TPM Club India emphasized the correlation between each of the 8 pillar objectives and activities to business bottom line and how the bottom line gets improved through each pillar activity. For example, while the KK Pillar addresses Inventory turns, increased capacity without investment, improvement in yield, the support of OTPM pillar in the organization moved from a high volume low profit zone to high profit low volume zone handling more variety of parts.

The panel discussion on Government Policies and Industrial Growth through TPM was conducted by Mr J Srinivasan, Mentor, TTK LIG Ltd, **Dr B D Yadav**, Executive Director, Indian Oil, **Mr Srikanth Sivaraman**, Director, SNAM Alloys Pvt Ltd and **Mr H T Rajan**, Chief Manufacturing Officer, TTK Prestige Ltd. **Mr. Srikanth** highlighted the Digital India policy and why industries needed to align to this policy. He emphasized on the need for paperless transaction and paper-less internal communications. For factory applications he indicated examples such as using remote controls for switching on servers, furnaces, compressors, office AC etc. Mr. Rajan focused on Swachha Bharat policy and linked it to 5S. He said we need to develop a disciplined and quality conscious work force for achieving this goal. Mr. Yadav talked about Skill India (E&T and JH) and how TPM could support smart cities projects. Mr Narasimhan opined that India was better placed than China in terms of cost and quality. “TPM brings consistency and stability in production system which can make us globally competitive”, he said. Mr. Srinivasan summed up by saying that Govt. need to encourage R&D investment.

The Panel discussion on Challenges in second journey of TPM (Excellence to consistency) was conducted by Mr Amer Hussain, Factory Manager, Hindustan Coca Cola Beverages Pvt Ltd, Ameenpur, **Mr Raj Deepak Chatterjee**, Senior General Manager, (Business Excellence), Mahindra & Mahindra Ltd and **Mr Chandrashekhar M Bhadane**, AGM – Maintenance, Project & EHS, Endurance Technologies Pvt. Ltd. **Mr Hussain** shared that in their

organization, the 8 pillars were rationalized and stabilized by KAls during first level. Then these activities were made wider and deeper. In first level the emphasis is on PQCDMS and in consistency level the focus is on reliability in equipment, process, supply chain etc. As people development and change management is the challenge, the TPM secretariat was elevated to report to CEO. While **Mr Chatterjee** related how the challenge was to involve all functions and aligning them to TPM goals, Mr Bhadane apprised the delegates of the challenge they faced in mapping the flow and shortening the production lead time.

The session on Work Standardization and Reliability improvement was addresses by **Mr A Elavarasan**, TPM Secretariat, Sona Koyo Steering Systems Ltd who spoke on Assembly line balancing and Mr BG Walture, Senior Manager (Plant Maintenance - MCD), Bajaj Auto Ltd, Waluj who spoke on RCM Methodologies and its advantages. Sona Koyo presented an interesting case study on material, information flow mapping through life size card board simulation technique and re-layout for minimum movement. Reliability centered maintenance methodology was presented by Bajaj through 7 step from predictive (CBM) to RCM understanding part function and increasing life of critical parts. The session on TPM Cluster for Supplier Competitiveness had a group of strategic vendors presenting their case studies on TPM achievements. Vendor projects on various topics such as Tool cost reduction, Abnormality cause oriented Kaizens etc. were presented. The session on Visual Management Solutions was presented by Mr S Yuvaraj, Senior Counsellor, CII TPM Club India. VMS which is applicable to information, Raw materials, Consumables, Tools, Machines and processes achieves the purpose of surfacing the hidden issues and make the resources communicate. The transparency index is the measure of VMS system, he said.

Mr Jun-ichi Uchida, Executive General Manager of TPM Development, JMAC-TPM Company, Japan speaking on TPM Expansion to Headquarters explained how the 8 pillars of TPM could be adopted in corporate functions. In every function, work flow has to be mapped and work breakdown standard evolved. The session on 5S & Safety was addressed by Mr S Narasimhan, Senior Consultant, CII TPM Club India who spoke on 5S for Middle & Senior Management in competitive building and **Mr Pramod Kumar Nayak**, Team Leader & **Mr Chandra Sekhar Sethi**,

Executive, Hindustan Coca Cola Beverages Pvt Ltd, Siliguri who spoke on Ensuring Safety using LOTO Concept. KMI, KPI, KAI linkage and review for 1s, 2s, 3s, 4s and 5s were explained. It was explained that Manager were responsible for performance and operators were responsible for action. The success of TPM hinged on 3 factors – Top management commitment, Competent TPM coordinator and effective consultation.

The session on Supply Chain and Marketing was conducted by **Mr Rajinder Singh**, Country Manager and

Chief Mentor, Solving EFESO Consulting who mentioned 4 types of losses happening in supply chains; Strategic, Tactical, Operational and People related. He explained how Service responses were strategic, Inventories were tactical, Delays and defects were operational and rework due to lack of skill was people and training related. This year witnessed the hosting of four Kaizen Conference cum Competition across major metros of New Delhi and Bangalore besides being held in the Tier 2 cities of Aurangabad and Pantnagar for the first time.

24 KAIZEN CONFERENCE CUM COMPETITION

CII - TPM Club India of the CII Institute of Quality organized the 24th Kaizen Conference cum Competition in New Delhi on 25-26 February, 2015 which was attended by over 250 participants from more than 80 companies. A total of 78 Kaizens were presented by 65 major companies from different sectors across the country to compete amongst themselves for the Best Kaizen Award. The Awards were adjudged by a Jury and through delegate

voting's. This year, a new evaluation format comprising of categories covering Restorative, Innovative, Renovative and Breakthrough was introduced to make the competition tougher than earlier years. This new format would foster and create a platform for Indian Industries to grow and become more competitive vis a vis their competitors. The following winners at the 24th Kaizen Conference were each given a Best Kaizen Trophy.

CATEGORY	1ST WINNER	2ND WINNER	3RD WINNER	4TH WINNER
RESTORATIVE	Varroc Engineering Pvt Ltd, VEPL IV Aurangabad	Marico Ltd, Pondicherry	Mahindra & Mahindra Ltd, Igatpuri Plant	-----
RENOVATIVE	Mahindra & Mahindra Ltd, Mumbai	Vardhman Yarns and Threads Ltd, Unit IV, Baddi	Eimco Elecon (India) Ltd	Titan Company Ltd, Bengaluru
INNOVATIVE	Amtek India Ltd, Bhiwadi	TATA Motors Ltd, Sanand Plant	-----	-----
BREAKTHROUGH	Mahindra Vehicle Manufacturers Ltd, Chakan	Bajaj Auto Ltd, Rudrapur	-----	-----

AURANGABAD KAIZEN CONFERENCE & COMPETITION



Winners of the Aurangabad Kaizen Competition

The Aurangabad Kaizen Conference & Competition, organized on 18-19 May 2015 gave opportunity and exposure to the companies in this region to participate and compete in Kaizen Competitions for the first time. A total of 57 kaizens competed in four categories where 11 trophies were distributed. While Mr. Yuvaraj S, Senior Counsellor, TPM Club India, CII IQ announced the winners

of the competition, Mr. Rajesh Parim, Principal Counsellor & Head, TPM Club India, CII IQ, **Mr Sethuraman P**, Consultant, TPM Club India, CII IQ, **Mr. A A Shelke**, Manager, Bajaj Auto Ltd. & **Mr. A S Raodeo**, General Manager, Garware Polyester Ltd presented the prizes to the winners.

RESTORATIVE KAIZEN	RENOVATIVE KAIZEN	INNOVATIVE KAIZEN	BREAKTHROUGH KAIZEN
1st Winner – Varroc Engineering Pvt. Ltd. Plant IV	1st Winner - Godrej & Boyce Mfg Co. Ltd. PED	1st Winner - Badve Auto Comps Pvt.Ltd. Plant 3	1st Winner - Mahindra & Mahindra Ltd.Nashik Plant 1
2nd Winner - SKF India Ltd.Pune	2nd Winner - Endurance Technologies Pvt.Ltd. Transmission Division	2nd Winner - Tirth Agro Technology Pvt. Ltd.	2nd Winner - Badve Engineering Ltd.Unit - V
	3rd Winner - Endress + Hauser Flowtec (India)Pvt.Ltd	3rd Winner - Aurangabad Electricals Ltd.	
	4th Winner - Mahindra Vehicle Mfg Ltd		

PANTNAGAR KAIZEN CONFERENCE



The Pantnagar Kaizen Conference was organized on 25-26 August, 2015 at Pantnagar, Uttarakhand. The conference programme featured the presentation on 34 kaizens ideas, 60 speakers from more than 20 companies & Q&A session with Counselors and Speakers during the program.

25TH KAIZEN CONFERENCE CUM COMPETITION



The 25th Kaizen Conference was organized at Bangalore on 30-31 July 2015. The Silver Jubilee celebration was marked with participation from more than 75 companies and a total of 230 participants attending the Conference. It was very well represented by leading manufacturing players from the Light, Medium and Heavy Engineering, Petro chemical Plants, Automotive sectors etc. The best of the Kaizens implemented in Plants were showcased as various Plants vied for a slot in the selection list to make it up to the National level competition.

The competition was spread out in 4 sessions for 2 days. The companies competed under Restorative, Renovative, Innovative and Breakthrough Kaizen categories. Restorative kaizens were presented, under the topic JH activities, Reduction of Minor Stoppages & Poka Yoke. Restoration being the starting point of all improvements, it was quite evident from the benefits presented by the companies, that there were improvements in production by 30-40% with substantial reduction in cost. In the Renovative Session, Setup Time Reduction, PM Corrective Maintenance - Reliability &

Maintainability, Reduction of in Process Defects, PM - Corrective Maint – Energy, Low Cost Automation, PM - Corrective Maint - Safety & Karakuri Kaizens were presented. In the Innovative Session, Process Razing Activities, Throughput Time Reduction Activities, Innovative Engineering Change, Input Optimisation were presented. The benefits achieved by the companies presented in this category totaled to about Rs.4.48 crores/annum.

In the Breakthrough Session, Product breakthrough through Value Engineering Activities, Lead time reduction across value chain were presented. The company showcased 50% lead time reduction. Value Engineering activity presented by companies, showed a cost saving of Rs.70 crores/annum with a ROI of 3 days.

The results achieved by the companies in the respective categories were phenomenal in the deliverables of Productivity, Quality, Cost, Delivery, Safety and morale. Also, many companies were able to realize the improvement in the bottom-line, with substantial achievements in the Operating Margins.

CATEGORY	1ST WINNER	2ND WINNER	3RD WINNER	4TH WINNER	5TH WINNER
RESTORATIVE	Hindustan Coca-Cola Beverages Pvt Ltd, Bhopal	Indian Oil Corporation Ltd, Pipeline Divn, Rajkot	EID Parry (India) Ltd, Pudukottai	-----	-----
RENOVATIVE	Toyota Kirloskar Motor	Mahindra & Mahindra Ltd, Igatpuri	SKF India Ltd, Pune	Triveni Turbine Ltd	Bajaj Auto Ltd, Waluj
INNOVATIVE	TTK PRESTIGE Limited	Real Talent Engineering Ltd	-----	-----	-----
BREAKTHROUGH	Indian Oil Corporation Ltd - Barauni Refinery	-----	-----	-----	-----

THE CHAMPION'S COMPETITION 2015

Kaizen Conference cum Competition is organised by CII-TPM Club India in conjunction with TPM National conference every year. In 2015, TPM Club India organised 4 kaizen conferences and 2 circle competitions. To motivate the winners of these conferences / competitions, "The Champion's Competition 2015" was

organised on 28th September 2015 at Hotel Hilton, Chennai. 23 kaizens and 15 Circles competed for the Kaizen Championship Trophy and Circle Championship Trophy respectively. 3 trophies were given in the Kaizen category and 2 trophies in the Circle category for the year 2015. The winners were:

CIRCLE CHAMPIONSHIP		
WINNER	COMPANY	TOPIC
1ST WINNER	Bajaj Auto Ltd Chakan	Planned Maintenance
2ND WINNER	Eimco Elecon(I) Ltd	Planned Maintenance
3RD WINNER	Raychem PRG Pvt Ltd, Vasai	Kobetsu Kaizen
WINNER	COMPANY	TOPIC
RUNNER UP 1	Harita Fehrer Ltd	Kobetsu Kaizen
RUNNER UP 2	Endress+Hauser Flowtec India Pvt Ltd	Planned Maintenance
RUNNER UP 3	Raychem PRG Pvt Ltd, Halol	Jishu Hozen
RUNNER UP 4	Godrej & Boyce Mfg Co Ltd, PES	Quality Maintenance
RUNNER UP 5	Badve Engineering Ltd, Unit 16	Quality Maintenance

KAIZEN CHAMPIONSHIP		
CATEGORY	WINNER	RUNNER UP
RESTORATIVE	Marico Ltd Pondicherry	Marico Ltd Pondicherry
RENOVATIVE	Godrej & Boyce Mfg Co Ltd, PED	Mahindra & Mahindra Ltd Kandivili
INNOVATIVE	TTK PRESTIGE Ltd	Badve Auto Comps Pvt Ltd Plant 3
BREAKTHROUGH	Mahindra Vehicle Manufacturers Ltd, Chakan	Indian Oil Corporation Ltd Barauni Refinery

3RD TPM CIRCLE COMPETITION

To continue the journey of further penetrating TPM amongst TPM practicing companies and companies planning to embark in their journey of TPM, CII – TPM Club India successfully conducted the 3rd TPM Circle Competition on 24 April 2015 at Chennai where 22 TPM Circles competed in four categories for 1st Prize & 2nd Prize in each category.

Mr. V Ramesh, Managing Director, E.I.D Parry (India) Ltd, in his valedictory speech congratulated all the circles who presented their case studies. He informed that while decisions were taken at the board meetings, actions happened on the shop floor. Hence it was very important that the circles become more active and vibrant to support the company in becoming competitive.

Mr. Rajesh Parim, Principal Counsellor & Head, CII-IQ TPM Club India announced the winners of the competition. **Mr. Ramesh, Mr. Mayilvahan, Mr. P Masilamani, & Mr. R Anantharaman** presented the prizes to the winners.



Winners of the 3rd TPM Circle Competition

K K CIRCLE	J H CIRCLE	Q M CIRCLE	P M CIRCLE
1st Prize-Bajaj Auto Ltd, Chakan	1st Prize-Mahindra & Mahindra Ltd, Igatpuri Engine Plant	1st Prize-Lumax Auto Technologies Ltd., Waluj	1st Prize-Bajaj Auto Ltd, Chakan
2nd Prize-Badve Engineering Ltd(II)	2nd Prize-Lumax Auto Technologies Ltd., Chakan	2nd Prize-Godrej Precision Engineering	2nd Prize-Eimco Elecon(I) Ltd

WORKSHOP ON WHY-WHY ANALYSIS

A programme on “Why - Why Analysis: TPM Way” was organized on 21st July at Pune as an ideal tool for industries to identify the Real Root Cause of the problems. The Workshop provided detailed instructions on problem solving techniques and how to develop corrective action plans which could be immediately applied on the shop

floor. The two days workshop was designed to cater to each TPM practicing participant from beginner to expert. 26 participants from various industries attended to learn the concept along with tools to find and fix the root causes of incidents, accidents, quality problems, breakdowns, errors in processes and other problems on the shop floor.

RELIABILITY CENTERED MAINTENANCE

27, 28-29 MAY 2015, AT BADVE ENGINEERING LTD, AURANGABAD

Planned Maintenance which principally focuses on the improvement of equipment reliability and maintainability by restoration and sustenance of Optimal conditions, at the most economic cost was the focus of a 3 day intensive workshop on RCM

Methodologies and applications. Mr S Venkateswaran, Senior Counsellor, CII TPM Club India conducted this programme at Badve Engineering which was attended by members from both Engineering and Process Industries.

QMS & LABORATORY MANAGEMENT

The focus of QMS vertical during the year was on providing capacity building to industries in areas of Standards, Quality Management, Application of Quality tools, Risk Management, Laboratory Practices, Legal metrology; sensitising stakeholders with national and international best practices, non-tariff barriers relating to standards; influencing policy on standardisation, conformity assessment and technical regulations with strong interface with relevant Ministries & National bodies and forging strategic partnerships with international and foreign standards bodies

FOURTH NATIONAL CONCLAVE FOR LABORATORIES



L to R: Mr Anupam Kaul, Principal Counsellor & Head, QMS, CII Institute of Quality; Mr Anil Relia, Director, NABL; Dr S.K.Saxena, Director, Export Inspection Council; Dr. Arti Kapil, Professor, Dept. of Microbiology, All India Institute of Medical Sciences; Dr Vandana Lal, Accreditation Officer, NABL at the Inaugural of the Fourth National Conclave for Laboratories held in New Delhi

The CII Institute of Quality in partnership with the National Accreditation Board for Testing and Calibration Laboratories (NABL) held the 4th National Conclave for Laboratories in New Delhi on 14th and 15th September, 2015.

The Conclave brought together the vast community of scientists and engineers engaged in managing industrial and medical laboratories in India to discuss and evolve policies and development strategies for strengthening India's Laboratory infrastructure and support the national conformity assessment programme that is vital both to trade as well as consumer protection.

The Indian Accreditation Board, NABL, operates the second largest Accreditation scheme in the world with more than 2600 accredited Laboratories. The Institute of Quality of the Confederation of Indian Industry is deeply involved in the development of policy initiatives with regard to conformity assessment schemes in India, due to their increasing relevance to trade as well as consumer protection, and has also been disseminating the importance of accreditation among industry and users of products and services.

The Fourth conclave was held on the theme "India Laboratory Infrastructure: Fostering Economic Growth & Sustainable Development". This theme was chosen to emphasize on the strong linkage of a sound laboratory eco-system with national growth as well as with the environmental impact of industrial development. Volumes of testing, calibration, diagnostics are expected to grow many times the current capacity.

A key feature of the Fourth Conclave was to highlight the growth sectors within the Indian economy and how these will generate demand for laboratory services as well as pose fresh challenges. To facilitate this, key experts from several sectors such as renewable energy, infrastructure and projects, Food and agriculture, health care etc were invited to project development in these areas.

The 2 day Conclave covered sessions on Emerging Schemes such as Energy Efficiency, Water quality, Diamond & Gems testing. Advanced Technical Tools for Quality Services, Bridging the Capability Gap with emphasis on resource management in the laboratory segment, Compliances with accreditation norms, Emerging Demand in Electro-Technical Sector and Engineering Projects, Technical Innovations and quality improvements, Some of the key speakers who addressed the conclave included Dr Arvind Lal, Chairman, Dr Lal Path Labs Pvt Ltd and Dr S.P. Vasi Reddy, Executive Chairman, Vimta Labs Limited, both pioneers of organized laboratory services in India, Dr R P Singh, Secretary General, Quality Council of India, Mr. K P Chandy, ED (Lubes), Bharat Petroleum Corporation Limited, Mr Anil Relia, Director, NABL, Dr S.K.Saxena, Director, Export Inspection Council, Mr Anupam Kaul, Principal Counsellor, CII, Mr N Kalyan, CEO, Elca Laboratories, Mr Saibal Mukhopadhyay, Country Manager, Canadian Standards Association, Mr U Thanu, Director General, National Test House, Dr Sarita Nagpal, Principal Adviser, CII, Mr Arun Sachdeva, Senior Director, DEITY, Dr S.K. Raza, Director, IPFT, Mr Anil Jauhri, CEO, NABCB, Dr. Anil Handoo, Senior Consultant, BLK Super Specialty Hospital, Mr N. Venkateswaran, Technical Manager, NABL.

RISK MANAGEMENT WORKSHOP IN THE GULF



Senior Management participants of Gulf Medical Company, Jeddah in the 3 day Training Workshop on Enterprise Risk Management

CII Institute of Quality conducted its first 3 day Training Workshop on Enterprise Risk Management for the Senior Management of Gulf Medical Company, at Jeddah, Saudi Arabia during 27 -29 May. The Training involved an interactive process of Risk profiling the Company linked to its objectives with an objective to identify its top business risks and how risk prone each business objective that the company has set.

CII Institute of Quality has developed a proprietary Risk Assessment Tool which links risks to company objectives such that the risk profile that is generated, presents genuine and current concerns of the organization needing

appropriate mitigating actions. Such Workshops train the participants not only in identification but also the appropriate methods and approaches for risk mitigation.

Gulf Medical Company is the leading medical equipment supplier in the Gulf Region with a turnover of almost 1 billion USD. The training conceptualized and delivered by Mr Anupam Kaul, Principal Counsellor, CII-IQ received exceptional reviews from the Company management who requested for a full report for the risk profile and for long term continuation of engagement with CII Institute of Quality.

CAPACITY BUILDING FOR QUALITY & INDUSTRY PROFESSIONALS



Participants at the Four day training programme on Laboratory Management & Internal Audit as per ISO 17025 held on 6-9 January, 2015 at Bangalore

The QMS Division conducted more than 60 trainings addressing over 1000 industry professionals on Quality

Management Systems Laboratory Management & Internal Audit, Global 8 D Problem Solving Technique, Internal Auditing for Inspection Bodies, Uncertainty Measurement in Testing & Calibration, Enterprise Risk Management and a Seminar on the Legal Metrology Act and Packaged Commodity Rules greatly helped in both capacity and capability building.

The Division also completed the second One year Certification Course on Quality Management & Analytical Techniques at Bharat Forge Limited with 23 candidates declared successful following a rigorous project evaluation and end of course examination.

A new activity of Industrial study visits to premier manufacturing organizations in India was initiated. Two such visits were organized to TVS Motors, Chennai and Toyota Kirloskar Motors, Bangalore. The visits were hugely successful in terms of both demand as well as the learnings made through the visit.

ONLINE CERTIFICATION COURSE ON QUALITY ASSURANCE & ANALYTICAL METHODS



The Institute's unique online Certification Course on Quality Assurance and Analytical Methods continued to receive excellent Industry response with more than 100 participants taking the course from BHEL, Mahindra Group and Coromandel Group. The course design, content and presentation tools received excellent reviews from the participants. 70 candidates who undertook the Course were successfully certified as CCQP (CII Certified Quality Professional) –Level A.

ADVISORY SERVICES

The QMS Division was engaged by the Agricultural and Processed Food Products Export Development Authority (APEDA) for comprehensive counselling project involving development of Organizational Strategy, establishing a Citizen's Charter, developing a Public Grievance Redress mechanism and implementation of a Quality Management Systems for Public Services. Most of the Project Components were completed, especially the Grievance redress mechanism was made operational on-line.

The Laboratory sub vertical was engaged by Reliance Power for counselling services for two of their captive laboratories at Sasan Power Plant to attain accreditation from NABL. The counselling services are underway.

The QMS Division also completed two consulting assignments for American Systems Registrar, India and Conformity India International to attain accreditation as Management Systems Certification and Product Certification respectively.

COLLABORATION ON STANDARDS

Following the success of the first round of the Standards Conformance Cooperation Programme with the American National Standards Institute (ANSI), the premier Standards body recognized globally, CII has entered into a second Memorandum of Understanding with ANSI to work in the area of Standards and Conformity Assessment. A major deliverable of this cooperation will be the development and launch of Standards Portal that will be the one stop information center for all Standards, technical regulations and conformity assessment activities. This portal would not only facilitate trade but also serve the 'ease of doing business' campaign. Both parties also identified three critical sectors for standards cooperation which are – Smart Cities, Water & Sanitation and Renewables.

This MOU has been recognized as an official component of the Strategic & Commercial Dialogue between India and USA.

The QMS Division also collaborated with the Manufacturing divisions of CII and through them with the Departments of Chemicals, Heavy Industry, Commerce and Textiles. In the area of Chemicals, CII IQ assisted in the launch of 'Chemsource', a comprehensive database on industrial chemicals offering complete physical, chemical and toxicological information about every chemical in use globally. It also provides information on the international regulations applicable to the chemicals. In the area of Textiles, CII IQ helped arrive at policy consensus and later develop draft Quality

control order for mandatory compliance of fire retardant standards for technical textiles used for tents, upholstery and furnishings. For the Department of Heavy Industry is providing guidance on developing a policy for standards on Capital Goods.

In recognition of his significant contributions, the Bureau of Indian Standards designated Mr Anupam Kaul, Principal & Head, QMS as the Chair of Management Systems Standards Committee (MSD 2), which is also the National Mirror Committee of ISO TC 176 responsible for publication of Standards such as ISO 9001.

EDUCATION EXCELLENCE

The Education Excellence vertical through various Training, consultancy, seminars, workshops and conferences continued its advocacy in creating national awareness in Education excellence together with the convergence of assessments, accreditation & institutional effectiveness.

NATIONAL SUMMIT ON QUALITY IN EDUCATION



From L to R: Dr A Senthil Kumaran, Principal Counsellor and Head, Education Excellence, CII IQ, Mr L Krishnan, Past Chairman, CII Karnataka & Managing Director, Taegutec India Pvt. Ltd., Mr S Chandrashekhar, Chairman, Education Excellence Committee, CII IQ & Managing Director, Boruka Power Corporation, Mr B Muthuraman, Past President, CII & Ex-Chairman, Tata International Ltd., Dr Yaj Medury, Ex-Chairman & Managing Director, EdCIL and Dr Revathi Reddy, Regional Director - Southern Region, NCTE at the Inaugural session of NSQE 2015, CII IQ, Bangalore.

The National Summit on Quality in Education was organized in Bangalore on the 22-23 of September to necessitate a thorough and fresh look at empowerment of teachers in the endeavor to ensure that tomorrow's teachers are competent to meet the challenges that they face as life-long learners.

The two-day summit, which had the presence of more than 400 delegates, saw active participation from principals, teachers and lecturers from schools and colleges across the country.

Over 50 reputed national and international speakers deliberated on effective student engagement strategies, innovative approaches, and continuous professional development of teachers and also presented case studies of inspirational teachers.

Mr. Muthuraman, Past President CII delivered the keynote address and **Mr. Chandrashekhar**, Chairman CII IQ Education Excellence and MD Borukha Power Corporation delivered the welcome address.

Dr. Yaj Medury, Vice Chancellor Designate, Bennett University & Director – Higher Education Bennett Coleman and Company Limited delivered the special address in which he stressed upon the important role teachers had to play in preparing students for livelihood as well as life.

Dr. Revathi Reddy, regional Director NCTE, shared with the audience, the progressive measures taken by NCTE to strengthen the Teacher Education system in the country.

REGIONAL SUMMIT ON QUALITY IN EDUCATION



Mr Vijay Thadani, Chairman, Special Task Force on Skills, Education and Entrepreneurship and Vice Chairman and Managing Director, NIIT Ltd and Co Founder NIIT University on the podium, Mrs Kamna Raj Aggarwalla, Co Chairperson, Special Task Force on Education and Skills and Director, GDPA Fastners, Prof. Santosh Panda, Chairperson, National Council for Teacher Education, Ms Suvi Tuominen, Second Secretary, Embassy of Finland, Dr Senthil Kumaran, Principal Counsellor, CII Institute of Quality.

CII IQ & CII Northern Region jointly hosted a one day Regional Summit on Quality in Education at the India Habitat Centre, Lodhi Road, New Delhi on 9 October with the theme 'Attaining School Excellence through Teacher Empowerment'. The event was attended by delegates from different managements, government, private and government aided school teachers across the Northern states.

Setting the context **Mr Vijay Thadani**, Vice Chairman and MD NIIT Ltd, mentioned that the student of this era would be far more informed and may be more knowledgeable than the present day teacher due to easy availability and access of information. Hence the teacher needs to be far more equipped and much more focused and updated.

Prof Santosh Panda, Chairperson of National Council for Teacher Education (NCTE) graced the occasion & shared his thoughts on the regulations, modifications to National Curriculum framework and changes in NCTE. He mentioned that if improvement in education in India has to occur then we need to raise the bar of basic qualifications from teachers from just B Ed to post graduation in education. He recommended that all the institutions should be transparent and regulations should be clear to all private and government

institutions.

Ms Suvi Tuominen, Second Secretary, Embassy of Finland while speaking during the session introduced how the Finnish education system has managed to make its place in the top ten in PISA ranking in the world and referred to the continuous effort towards professional dignity and social responsibility that the system has been tuned to.



Left TO Right Mr DTS Rao, Joint Secretary (Academic & Training) I/c, Central Board of School Education, Mr Vijay Chadda, CEO, Bharti Foundation, Dr Yaj Medury, Director (Higher Education) Bennett Coleman and Co. Ltd., Ms Rittika Chanda Parruck, Assistant Director Schools, British Council India

In the first session Teacher Excellence: Challenges and Avenues, erudite speakers like **Mr DTS Rao** of CBSE shared that a passionate teacher will put an effort to develop self and the students. He also shared how guru in yesteryears was inclined to professional development of teachers. **Dr Yaj Medury**, Director Higher Education Bennett & Coleman spoke about how the teacher of today has to be entrepreneurial in this century. With the changing student needs and different classroom situations, a teacher has to be quick to relate, recognize the need and resolve it. **Ms Rittika Chanda Parruck** of British Council India shared the extensive work of British Council in remote villages of India and the difference they made in 5000 government schools through teacher educators.

During the session on Teacher Empowerment for Effective Student Engagement, speakers shared

solutions on how technology could be used to enhance quality in schools. **Mr Ashutosh Khurana**, Co Founder & CEO of THOTS Labs ensured the educators understood why creative thinking is essential and how technology can make learning more interesting. **Mr. Abhinandan Kumar**, Google Certified Trainer introduced a different perspective to the session with his google apps that suit the school scenario. **Mr Harneet Singh**, Principal Sri Prakash Vidyaniketan shared his perspective on how to make classroom teaching interesting.

The last session was a Masterclass session by Dr Senthil Kumaran, Principal Counsellor and Head of Education Excellence vertical of CII IQ, with real classroom examples which enthused the educators. He also mentioned that implementation of ideas within the institution was key to achieving excellence.

HIGHER EDUCATION CONCLAVE



Dr C Swaminathan delivering the inaugural address at the Higher Education Conclave (HEC) at Salem on 13 July. Seated (L to R) are Mr Senthil Kumar, Mr KMS Rajesh Kumar, Dr SK Patnaik, Dr N Gopukumar and Dr PSS Srinivasan

CII Institute of Quality & CII Salem jointly, hosted a one day Higher Education Conclave (HEC) at Salem on 13 July 2015 with the theme 'Technology Integration for Higher Education: A Paradigm Shift'. The event was attended by over 175 delegates from different managements, government, private and government aided teachers across Salem.

The conclave commenced with the welcome address by Mr K M S Rajesh Kumar, Chairman, CII Salem & Managing

Director, Sri Jayashree Food Products who said that the holding of the HEC was testimony to the various initiatives taken by the CII Salem in improving the quality of education through integration of technology. He emphasized the vital role of education in the development of a nation. The nation's GDP depended on contributions from various sectors like manufacturing, agricultural etc and all this was possible through quality education.

The theme address was delivered by **Dr PSS Srinivasan**, Mentor, Education Panel, CII Salem & Principal, Knowledge Institute of Technology. Briefing on the various themes of the conclave, he differentiated between technology of education and technology in education. Whilst explaining to the audience about incremental technology and disruptive technology, he highlighted that the quality of education and the cost of education were directly related.

Dr N Gopu Kumar, Joint Secretary, University Grants Commission delivered the special address and spoke about the Twelfth Plan: Expansion of Skill Based Programmes which had a triple objective of equity and inclusion; access & expansion and finally quality and excellence. He highlighted the gap between the education and workplace requirement and how the UGC has initiated programmes such as Community Colleges, Bachelor of Vocation (B. Voc.) courses and Deen Dayal Upadhyay Kaushal Kendras. He also briefed about the National Skills Qualifications Framework (NSQF).

The keynote address by **Dr S K Patnaik**, Director AICTE, highlighting the six goals based on the National Policy in Education, gave an insight into the various realms of higher education. He said that higher education had yet to see concerted efforts for improvement in access and quality as the Gross Enrolment Ratio was only 18%.

In the Inaugural address, **Dr C Swaminathan**, Vice Chancellor, Periyar University explained how traditional universities such as the Periyar University has integrated technology into their processes, particularly the examination process and hence was able to save time and man power.

The session 'Integrating Technology into Higher Education', was chaired by **Mr A Dhirajal** of Dhirajal Gandhi College of Technology. While **Mr M Sivakumar** of ICT Academy of Tamil Nadu shared his experiences in Government Educational Institutions, **Mr K Senthil Ganesh** of RVS Group highlighted the opportunities and challenges faced by private educational institutions.

The session 'Technology for Curriculum Design - Fulfilling Stakeholders' Needs and Expectations' was chaired by **Dr Samson Ravindran** of Mahendra Engineering College. **Major Karthik Panchapakesan** of TVS Motor Company



Engrossed delegates at the Higher Education Conclave (HEC) at Salem on 13 July

spoke on assuring stakeholder participation in curriculum design. **Mr Premjith** of Meritrac Services presented how to measure learning effectively. **Mr Solaikutty Dhanabal** of National Instruments gave his insight on how to integrate technology for effective delivery.

Dr Tholkappia Arasu of AVS Engineering College chaired the session on 'Technology for Enhancing Educational Delivery'. **Mr Ashok Emmanuel** of Christ University gave his experience on using technology platform for the delivery of education. **Mr Arun Raveendran** of Foradian Technologies spoke on how to integrate technology for effective institutional governance.

The panel discussion on 'Technology in Higher Education - Change Initiatives for Effective Implementation' had panelists **Mr Thyagu Valliappa** of Sona Group of Institutions, **Dr Visagavel** of Knowledge Institute of Technology, **Mr Muthuvel Ramasamy** of Muthayammal College of Arts and Science and **Dr Khaja Nazeemudin** of Salem Polytechnic College giving their perspective on change initiatives for effective implementation of technology.

Dr A Senthil Kumaran, Principal Counsellor and Head of Education Excellence vertical of CII IQ while moderating the panel, chalked the way forward and the take aways of the conclave. The conclave concluded with a positive note that such events were useful in ushering in a culture of change among the participating institutions to aspire to become globally competitive.

CII IQ'S TWO SCHOOL EXCELLENCE MISSIONS TO SINGAPORE

In the wake of changing international school leadership and education standards, CII Institute of Quality, Education Excellence Team collaborated with National Institute of Education (International), Singapore and organized two school excellence learning missions to Singapore; on 11th -15th May and on 24th - 28th August. The first delegation comprised of 22 School Managements, Principals and Administrators from South India representing schools having over 1.5 lakh students. The Mission included 3 days of Training Workshop on 'School Leadership in the 21st Century' conducted by National Institute of Education (NIE), Singapore and visits to schools and Singapore Science Centre. The delegation for the 2nd Mission comprised of 17 School Managements, Principals and Administrators from South India having student strength of over 2 lakhs. The Mission included 5 days of Training Workshop on 'School Leadership in the 21st Century' by National Institute of Education (NIE), Singapore, visit to a Junior College, Secondary and Primary school and Ministry of Education Heritage Centre.

The objective of these missions were to Create awareness on role, expectations of 21st Century School Leadership from a global view point for the future development of students and integration into society; Learn and gain practical insights on Best Practices adopted by some of Singapore's leading Schools in Curricular and Co curricular activities; Empower the



school leaders in the administration of 21st century schools with governance frameworks for institutional effectiveness; Embrace change and innovation by the schools to meet local and international challenges; Nurture professional dialogue with counterparts overseas and Encourage the transfer and application of new ideas which could be adopted/adapted.

These missions opened doors for mutual collaboration between CII and NIE International for working in the space of school leadership, governance and many more learning missions in future.



Prof. Oon-Seng Tan, Professor & Director, National Institute of Education addressing the delegation



CII SCHOOL EXCELLENCE MISSION TO FINLAND



Delegation visiting Viikki Teacher Training School (primary, lower and upper secondary school), Helsinki, Finland

CII Institute of Quality, Education Excellence team organized its 3rd International School Excellence Mission and First to Finland from September 28 - October 1, 2015 in association with the Centre for Continuing Education, University of Helsinki.

The Mission had 15 Delegates representing Senior Leadership Team viz. School Managing Committee Members, CEOs, Principals, Administration Heads, Academic Director, Training Coordinator & others across the country

The objective of this maiden mission was to Understand the role of Ministry of Education during times of change; Explore the Finnish Phenomena and gain insight to the Finnish Education System; Understand the role of School Leadership in enhancing School Effectiveness; Enhance understanding of the Good Practices on School Governance and Administration and Learn the Modern Techniques in School Management.

The Mission was designed 4 days presentations, interactions and School visits on 'Exploring the Finnish Phenomena in Education and School Leadership'.

PRESENTATIONS AND INTERACTION SESSIONS

The Educators, Policy makers, Former Principals and Researchers shared their experiences on various topics :
Session on the Finnish Educational system by **Ms Kirsi**

Kettula, PhD, Head of Transnational Education, Centre for Continuing Education University of Helsinki ; Session on Educational reform in Finland (historical and social background) by **Mr. Jari Salminen**, PhD, Department of Teacher Education, University of Helsinki

Session on Challenges during the change program: Good practices on School Governance & Administration; Modern techniques in School management by **Mr Atso Taipale**, Former Principal and Interactions with the National Board of Education, Finland on the tasks of the National Board of Education, challenges during times of changes, new curricula, future trends.

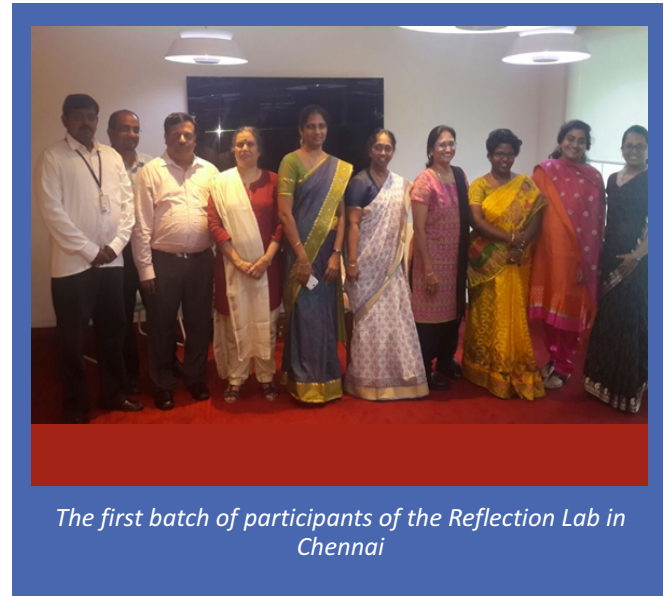
SCHOOL VISITS

To understand the Theory in practice the team visited 3 Schools which included Viikki Teacher Training School (primary, lower and upper secondary school), Munkkiniemi Co-educational School (Lower and Upper Secondary School) and Normal Lyceum of Helsinki, one of the two teacher training schools of the University of Helsinki, lower and upper secondary school.

The school visits had three components, interaction with the School Leadership Team, class room observations and walk through of the campus.

REFLECTION LABS FOR SCHOOL LEADERS

CII-IQ launched this niche program to build the senior line of leadership through human lab process methodology on 15th -17th October 2015 in Chennai. The objective of the programme was to equip the school Leaders with better understanding of their real world through a small group laboratory setting. The participant delegates were from 5 different management groups stepping into leadership roles. They went through discussions on case studies, role plays, and simulated school situations, to act and evolve as a leaders. The participants understood their own personality profile through two tools; Johari Window and MBTI and the use of the same to enhance awareness of intricate interpersonal issues. Decision making and goal setting for self and their organization had the group putting forth number of questions. All the participants had a chance to receive feedback of their perception from the people around them in the laboratory setting which replicated their actual work environment.



The first batch of participants of the Reflection Lab in Chennai

SCHOOL EXCELLENCE CONCLAVES



L-R: Students of Vellamal Vidyashram, Chennai, Dr A Senthil Kumaran, Principal Counselor & Head Education Excellence CII IQ, Mr. S Chandrasekhar, Chairman CII IQ Education Excellence Committee & Managing Director, Bhoruka Power Corporation, Prof. Anita Rampal, Chairman, B.Ed Committee NCTE, Former Dean and Faculty of Education, Delhi University, Mr Ravi Sam, Managing Director, Adwath Lakshmi Industries at the Invocation at the School Excellence Conclave at Chennai

CII IQ with the mission of creating School Excellence through Teacher Empowerment, conducted a series of five School Excellence Conclaves across the country. The first was in Ahmedabad on 12 February followed by Chennai on 11-12 August, Kolkata on 22 August,

Hyderabad on 30 October, concluding with Pune on 3 December.

The School Excellence Conclaves saw the congregating of various School Principals, senior teachers and school



Ms. Sejia Kinni Counsellor / DHM , Chargé d' Affaires, Embassy of Finland, New Delhi addressing the delegates at the conclave. Others L-R: Dr. Saughat Mukherjee, Regional Director, CII Eastern Region, Mr Pranab Ray, Secretary, School Education, Government of West Bengal, RAdm (Retd) A K Verma Chairman CII ER, Dr Mahua Das, President, West Bengal Council of Higher Secondary Education, Dr Indu Singh, Chairperson, CII Eastern Region Sub Committee, Dr. A. Senthil Kumaran, Principal Counsellor & Head Education Excellence, CII IQ

management officials. The Conclaves touched upon the importance of continuous professional development of teachers, effective student engagement strategies in the classroom, ways of adopting strategies used by other sectors in developing human potential in organizations, effective use of technology in the classroom and by teachers to upgrade their skills. Over 180 participants attended the Chennai Conclave, 200 in the CII Eastern Region collaborated Kolkata Conclave, 75 in the Pune Conclave supported by Karadipath Education Company Pvt. Ltd and Bennett University with participants from Pune, Solapur, Baramati, Mumbai and adjoining areas, 120 in the Hyderabad Conclave and 100 in the Ahmedabad Conclave.

Dignitaries who addresses these Conclaves included **Mr. S. Chandrasekhar**, Managing Director, Boruka Power Corporation and Chairman of the CII IQ Education Excellence committee; **Prof Anita Rampal**, Chairman of the B.Ed Committee of the National Council for Teacher Education (NCTE) and Faculty of Education Delhi University; **Mr Ravi Sam**, Managing Director, Adwaith Lakshmi Industries; **Mr Arnab Ray**, Secretary, School Education, Government of West Bengal; **Ms Sejia Kinni** Counsellor / DHM Chargé d' Affaires, Embassy of Finland; RAdm (Retd) **A K Verma Chairman**, CII Eastern Region; **Dr Mahua Das**, President WB Council of Higher Secondary Education **Dr Indu Singh**, Chairperson, CII

Eastern Region Subcommittee on Education; Brig (Retd) **S K Lahiri** Convener, III Panel CII Pune & Director, Army Institute of Technology, Pune; **Mr Nitin Gawhane** Co-convener – III Panel - CII Pune & Head - Learning & Development; **Dr Yaj Medury**, Director Higher Education Bennett & Coleman; **Prof Subrata Rath**, Head - SQC & OR Unit, Indian Statistical Institute, Pune; **Mr Pradeep Lokhande**, Founder & CEO, Rural Relations; **Mrs Vimala Oak**, Teacher Developer, Royal Society of Chemistry; **Ms Vanitha Datla** , Executive Director & CFO Elico Ltd, **Ms Suvi Tuominen** Second Secretary, Embassy of Finland, New Delhi; **Dr G Immanuel**, Chairman, Council of Indian School Certificate Examinations; **Mr Yatindra Sharma**, Past Chairman, CII Gujarat State Council & Managing Director KHS Machinery Pvt. Ltd; **Ms Manjula Pooja Shroff**, Chairperson, Calorx Foundation & Chairperson, Indian Women Network, CII Gujarat; **Dr Balasubramaniam**, Former Director, Central Board of Secondary Education; **Mr Neeraj Lal**, Head CSR, Arvind Ltd; **Mr Anomitra Das**, Regional HR Head, Tata Consultancy Services; **Mr Sudhanshu Aggarwal**, National Program Head, THOTS Lab; **Mr Adil Jehangir Mirza**, General Manager, SMART Technologies; **Mr Sohail Sarkazi**, Senior Manager, Research & Development, Mexus Education Pvt Ltd; **Ms Kiran Amol Angane**, Global Teacher Accreditation Programme, British Council & Head -Socio-Emotional Department, Mukhtangan & others.



L-R: Dr Yaj Medury, Vice Chancellor, Designate, Bennett University & Director – Higher Education, Bennett Coleman and Company Limited, Ms Sangeeta Gole, Mentor & Facilitator, British Council India, Mr Nitin Gawhane, Co-convener – III Panel - CII Pune & Head - Learning & Development, ThyssenKrupp Industries India, Ms Kiran Amol Angane, Head – Socio-Emotional Department, Mukhtangan, Mr Willibrord George, Chairman & Principal, St. Willibrord International School at the Pune Conclave

SCHOOL EXCELLENCE PROGRAMMES IN NTPC, UNCHAHAR

Two School Excellence Programmes to benefit teachers in the NTPC Campus at Unchahar were organized by the Education Excellence team of CII Institute of Quality jointly with Chinmaya School and DAV Public School on 16 & 17 April; facilitated, supported and sponsored by NTPC. The team of **Mr Sanjay Madan, GM (Project)**, **Mr Vinod Chaudhary, GM (O & M)**, **Mr S C Soni, AGM(HR)** & **Dr Udayan Tiwary, Senior Specialist, NTPC Hospital**, who besides gracing the Inaugural session, was rather keen on the success and optimum benefit of the programme to the teachers as well as students.

Mr Sanjay Madan GM (Project) inspired the teachers with his speech on the importance of training as a continuous need for all professions. Principal **Mr A K Tiwari** of Chinmaya Vidhyalaya and Principal **Mr V K Chandel** of DAV Public School coordinated and ensured the smooth conduct of both the programmes. Over 50 Teachers from three schools participated in the activities and attended the training. These teachers shared their views on quality as a component in school education. They challenged the customary norms and suggested solutions beneficial to the location specific needs and the peculiar concerns of Unchahar.

NTPC took a proactive step since the feedback from students and parents to the schools over the past few years had been that students completely lacked exposure to the multiple professions available to them upon finishing school. Only Unchahar School students



NTPC Officials and School Principals lightening the lamp at the Inaugural function, 16th April 2015

had the option of selecting Science as a stream till Standard XII before moving on to pursue their under graduate courses. These students were only aware of the two traditional courses of Engineering and Medicine due to the predominant culture of the place.

A one day Awareness Session on Career Counselling and Future Prospects was also designed and delivered to 515 students of these two schools from classes IX to XII. on how to select a career by realizing their personal requirements and personality types. Multiple Audio visual clippings, videos of relevance were used to keep the session interesting and hold the attention of the young audience.

WORKSHOP ON MAKING SCHOOLS SAFER AND SMARTER

Focusing on the pertinent subject of keeping schools safer and getting them to become smarter, CII IQ conducted two workshops; 6-7 April in Bangalore and 17 November, Jamshedpur.

The workshops deliberated on issues for better school child safety standards, closer monitoring of the safety of children, scrupulous screening of school staff, stronger enforcement of safety standards, active participation of parents in the safety of their children, and increased use of training and technology to improve school child safety. Given the background that there were no clear guidelines for schools on identification of abuse,

reporting, referral, investigation, treatment and follow up, and appropriate judicial involvement.

The Bangalore workshop was inaugurated by **Mr. Mohammad Mohsin**, Commissioner Public Instruction, Govt of Karnataka. **Ms Suchitra Rao**, Consultant to Govt of Karnataka and an expert on Child Issues delivered the special address. Both, Mr. Mohsin and Ms. Rao stressed on the importance of safety in schools and delved on the various safety aspects that will be included in the safe draft school policy to be tabled in the next session of the Karnataka Assembly. The 2-day Bangalore workshop was attended by over 30 Principals / Teachers / Educators /

/ Management committee members from Schools who were keen to make their schools safe havens.

A similar workshop organized by CII IQ in partnership with CII Jharkhand in Jamshedpur, was attended by over 50 Principals, management committee members and other school staff members.

“Not just school authorities, but all sections of society, including parents, must come forward and join in such an exercise. We cannot take our children's safety and lives for granted,” said **Ms. Indu Singh**, Chairman, Education Sub Committee, CII Eastern Region. She also mentioned that “Safety is not only about dealing with physical aspects but also the impact of the environment around us including the quality of food, water, cleanliness etc.”

Mr. Adarsh Agarwal Chairman, CII Jamshedpur Zonal Council and MD Jamipol Ltd said that “School is one of the best institution to inculcate the best practices in children since childhood and these practices make them safer and smarter throughout their life and that is why Schools should devote a lot more time, energy and



L-R Mr. Adarsh Agarwal Chairman, CII Jamshedpur Zonal Council and MD Jamipol Ltd, Dr A Senthil Kumaran, Principal Counselor & Head CII Institute of Quality, Mr. Tapas Sahu Convener CII Jharkhand Education Panel, Ms. Indu Singh, Chairman, Education Sub Committee, CII Eastern Region, Ms Loveleen Bharadwaj Head CII Jamshedpur Zonal Council

money to monitoring and screening through modern technologies”. He also mentioned that school should provide training session to their student to deal with the increasing Cyber crime.

CII IQ REPRESENTED AT INTERNATIONAL CONFERENCE FOR TEACHERS IN CHINA



Delegates at the International Conference for Teachers at Kunming, China

Under the broad theme, “Globalizing School Education – Agenda for Action”, this conference aimed to make a modest attempt to analyze and identify actionable areas with a view to improve the overall quality of academic delivery. In the process, the conference focused on the impact of globalization not only on elementary, secondary & higher education but also made an attempt to look into the new challenges posed by globalization of inclusive education, educational technology and governance, pedagogy and curriculum. It also focused on the role of teachers and community participation in the new globalized world of education as well as the relevance of value education, vocational education and scientific attitude. Assessment and evaluation was also identified as another important focus area.

Dr A Senthil Kumaran, Principal Counsellor – Education Excellence CII Institute of Quality was invited as an Indian Expert to share his views on the topic 'Enhancing Indian School Effectiveness for Globalization : The Role

of Senior Leadership Team'. This International Conference for Teachers was organized by Kunming University, China with the Jyotirmoy School of Education, India on 23rd & 24th April, 2015 in Kunming, China. The Conference was held to brainstorm on the topic of “Globalizing School Education - Agenda for Action” as this was a challenging issue of utmost significance for all countries more so for Asia. The conference was attended by 50 dignitaries across the globe. The conference highlighted the need for the learning community to spread education in a globalized structure to all strata of society.

The topics of presentation at the conference included Globalization in Indian School: myths and reality; India opportunity with potential surplus population; Measurements in School effectiveness: Challenges in measurements; School Governance models: Role of Senior leadership with UMEED model and Indian Schools - Globalization: Way forward, with action points.

LEAN & SIX SIGMA

The focus of this vertical during the year was on delivering transformational changes through capability building and Certification in Lean Six Sigma.

9TH CII NATIONAL COMPETITION ON SIX SIGMA

CII-IQ organized the Ninth National Competition on Six Sigma on 9-10 October 2015 at Bangalore. Mr Anurag Seksaria, Principal Counsellor, CII-IQ welcoming the participants complimented the participants for making through the Regional rounds and coming to the National level competition which was tougher this year as the number of project applications have gone up from 45 to 63. He also shared that over 60% of the projects had used LSS methodology to Increase Revenue, Profitability Improvement, Customer Satisfaction Improvement rather than working on rejection/rework alone which had been the past trend.

This two-day competition was inaugurated by Mr K Kulbhushan, SCM Head – Pharma of Jubilant Generics Limited who spoke on innovation and shared insights on how his company, driving Operational Excellence, had recorded almost 100% growth in the past 5 years. He

provided couple of interesting examples on how industry could get influenced by limitations of the past and lose the opportunity of making breakthrough improvements to provide higher customer value.

The Competition had 180 participants from various industries and regions out of which 48 were from presenting companies and 10 were from non presenting companies. Participating Organizations included Dainik Jagaran; Tata Consultancy Services Limited; Ashok Leyland; Rashtriya Ispat Nigam Limited; 3M India Ltd; Sterlite Industries; Max Life Insurance Company Limited; Amara Raja Industrial Battery Plant; TAFE, Doddaballapur; Mangal Industries; Medreich Limited; Hindustan Coca-Cola Beverages Ltd; Amara Raja Automotive Battery Plant; Dr Reddy's Lab; Society Generale; Mahindra and Mahindra Ltd; Reliance Infrastructure Ltd; ITC Ltd; Quest Global; KSPG

Automotive India Private Limited; NTPC Limited Sipat; Bajaj Finance Ltd; Silver Spark Apparels Ltd. (Raymond); BPCL-Kochi Refinery; HDFC Bank; Amara Raja Two Wheeler Battery Plant; Federal Bank; TAFE, Madurai; Infosys BPO; Times of India; TATA Chemicals Ltd, Mithapur; TAFE Motors & Tractors Limited(Eicher); TATA Chemicals Ltd, Haldia; Xerox; Sharadha Terry Products Ltd and Fiat India Ltd. Presentations were selected by a 7 jury member comprising of **Mr Ramachandran VK**,

Assistant General Manager & Head QA, Larsen & Toubro, **Mr Sachin Goel** , Head Lean Six Sigma, Ashok Leyland, **Mr MC Ramakrishna**, Ex VP Quality, Bosch India Limited, **Mr Nilesh Kumar**, Sr Director, Cognizant , **Mr Patangi Maharaj Kumar**, Head-Global Infrastructure Business, Wipro Ltd, **Mr Asheesh Chopra**, Leader- Business excellence, ANZ and Mr Jitendra Agarwal, Head of BE, HDFC Standard Life Insurance.

AWARD WINNERS: 9TH CII NATIONAL COMPETITION ON SIX SIGMA

New Product Development / Client Facing



Service, IT and ITES





Quality Improvement Continuous and Bulk Organizations



Quality Improvement Discrete Manufacturing Organizations



*Winner Under Large Scale Manufacturer:
Amara Raja Industrial Battery Plant*



*Winner Under Small Scale Manufacturer:
KSPG Automotive India Private Limited*



*Runner up:
Ashok Leyland*

SIX SIGMA REGIONAL LEVEL COMPETITIONS

The CII Institute of Quality also organized Regional Level competitions on Lean Six Sigma at New Delhi on 11th September, Pune on 14th September, Mumbai on 15th September and Bangalore on 24-25 September.

The broad objectives of the Competition were to share the best in class projects which have delivered transformational value to the organization, share best practices through the successful case studies and provide a platform to professionals from the field to interact with six sigma practitioners. The program also gave an opportunity to the participants to present their work and learn from other organisations. 50 Best

projects at the Regional level were selected for the national level competition where the best projects would be awarded trophies. Each location was represented by 14 participating companies comprising about 40 delegates. Each regional level competition commenced with the welcome address by Mr. Anurag Seksaria, Principal Counsellor & Head Six Sigma, CII Institute of Quality, explaining the rules and guidelines for the presentation.

The Jury for this competition, across allocations, were **Mr Praveen Arora**, Sr Vice President and Head – BPEX, Motilal Oswal Securities Ltd, **Dr Deepak Kumar**, Head of

BE, Bharti group, **Mr KP Agashe**, HOD Manufacturing Quality, Siemens Ltd, **Mr Abhishek Nambiar**, Asia Head-Systems and Process Improvements, Oxford University Press, **Mr Lokesh Rajashekaraiah**, Head of QMS/WFM, Maersk Global Service Centres (I) Pvt. Ltd, **Mr Rohit Kumar Gupta**, Head- Quality & Operations Excellence (QOE), Sodexo India On-Site Services, **Mr Sameer Jadhav**, Asst. Vice President, Aditya Birla Group, **Mr Satish Dhingra**, Vice President, Operational Excellence, Macquarie Global Services Private Limited and **Mr Subrata Mitra Majumdar**, Asia Pacific Operational Excellence, Kennametal India Ltd.



Participants in the Regional Competition in Bangalore on 24-25 September

LEAN SIX SIGMA FACILITATORS CERTIFICATION PROGRAMME WITH IIM, INDORE

For the first time, a Lean Six Sigma Facilitators Certification Program was jointly designed and conducted by CII IQ and IIM, Indore during 16-19 February at the IIM Indore Campus. The program was lead by Mr Anurag Seksaria, Principal Counsellor, CII-IQ and Prof Harshal Lowalekar from IIM Indore. The program was attended by 10 participants from L&T Mutual Funds, Madura Life Style and Retail, Birla Furukawa, Vodafone and Madurai Mission Hospital.

The program was successful in building leadership capability on Lean Six Sigma (LSS) Concept and Methodology amongst the participants. Besides the usual LSS tools, the program included some advanced topics like Analytics and Theory of Constraints. The learning methodology included Class Room Instructions, team exercises among the participants besides analysing 4 Case Studies from industries. It is expected that participants who underwent the programme would be instrumental in delivering 15-10% improvement in Efficiency, 30-50% improvement in Effectiveness (Turn Around Time, First Time Right, Straight Through Put) and Significant Value unlock (reduction in Working Capital, Receivables, Interest Charges or increase in realisation) for their respective organisations.

CII-IQ has been continuing its efforts in further propagating the benefits of Lean Six Sigma for the benefit of Indian industry. CII-IQ was invited for the first time by Birla Furukawa, Goa (an M P Birla Group

company) to conduct a 3 Day Lean Workout session during 24-26 March with an objective of identifying high impact improvement opportunities and building Value Stream Maps. Earlier, CII-IQ engaged with Rastriya Ispat Nigam (Vizag Steel Plant) to drive their Continuous improvement culture which involved identification of opportunities, building capability and mentoring teams to deliver results. 14 of the 18 projects have been completed so far during which 28 managers have been trained on Quality Improvement Techniques. 2 days workshops, covering 50 participants, were also conducted for Head of the Departments which emphasised on a structured approach to identifying projects based on business impact and feasibility. Addressing these workshops, **Mr S.S Kumar**, Executive Director, RINL and **Mr D N Rao**, Director Operations, and **Mr R N Nagarajan**, General Manager emphasised the need for Stable Operations, Achieving Breakthrough Results and building capability. The workshop identified 20 such Projects which are underway.



Participants in the IIM Programme

QUALITY LEADER & LEAN SIX SIGMA MASTER BLACK BELT PROGRAMME

CII-IQ organized a Quality Leader & Lean Six Sigma Master Black Belt Program at Chennai from 17th to 22nd August 2015 which was conducted by Mr Anurag Seksaria, Principal Counsellor, Lean, Six Sigma, CII Institute of Quality. The program was meant for already certified black belts and was aimed at building leadership capability in the field of Lean Six Sigma. Participants of the Quality Leader & Lean Six Sigma Master Black Belt Program at ChennaiThe program was attended by 12 participants from Dell, IBM, Xerox, Apollo Tyres Ltd, Brakes India Ltd, Carborundum Universal Limited and Siemens Ltd. The QL & MBB Certification was awarded, post completing the requirement and undergoing a panel assessment. There were experiences sharing sessions from 3 M and Tata Chemicals too.

The training program was structured in three segments; Self Assessment by participants on their current capabilities; an interaction call with participants on preparation before the program and Six Days Class Room training.



Participants of the Programme

Post training, participants submitted a brief of work done by them. This included evidence of Training, Coaching and Mentoring of teams in the organization, identifying improvement opportunities leading to higher stakeholder value and Business Results, application of advance tools learnt during the training, all this is reviewed by a panel of industry experts who are leading strategic change programs in their current roles.

SIX SIGMA BLACK BELT CERTIFICATION



Participants in the Six Sigma Black Belt Certification Programme

CII-IQ organized a Six Sigma Black Belt Certification program on 15-19 June in Bangalore with 20 participants from 15 companies; 10 from southern region and 5 from western region. Till date CII IQ has conducted 15 such batches with 375 certified Black Belts. Mr Anurag Seksaria, Principal Counsellor and Head, Lean and Six Sigma, CII, Institute of Quality was the faculty for this programme.

The Lean Expert and Six Sigma Black Belt Certification Program is a 10 days program spread over 2 phases of 5 Days each. The program is aimed at capability building in Lean Six Sigma Concept and Methodology where the Certified Black Belts acquire skills of Problem Solving and doing Process Improvements in a scientific and objective way.

They prove to be great resources to their Organisation with their Process/Design trouble-shooting skills and can help in making Process Improvements very fast and

effective. During the BB certification module, each participant is required to complete “Two” Process Improvement Projects using the tools taught which benefits their organization.

The unique features of the Six Sigma BB modules are that Process Improvement tools are taught in a very simple and effective manner for real-life application and there are no fancy jargons and statistics. All the tools are taught with respect to Shop floor (Gemba) application. A compilation of the case studies from various processes are given on a CD as part of the course material for easy understanding & implementation of the methodology.

The module concludes with a 2-day review and presentation module, in which the Projects are reviewed and decision taken on the Black Belt Certification. Participants are provided support through e-mail and telephone during the program for application of the techniques in their processes.

BEST PRACTICES MISSION TO SUCCESSFUL ORGANISATIONS

CII-IQ organized two Best Practices in Lean, Six Sigma & Quality Improvement – Mission to Successful Organisations.

The first on 1-2 July to Hindustan Coca Cola Pvt Ltd, Raymond Ltd and Kennametal Ltd in Bangalore had 20 participants from 14 companies. 10 participants were from Western region and 10 from Southern region. A half day Master class was also conducted on Emerging Practices in Lean at the Hindustan Coca Cola Plant.

The Study Mission was lead by Mr Anurag Seksaria, Principal Counsellor and Head, Lean and Six Sigma, CII, Institute of Quality who has over 28 Years of experience, in organizations like Indian Statistical Institute, Asea Brown Boveri, Aditya Birla Management Corporation and Deutsche Bank Group.

The second was on 17-18 August to Saint Gobain India Limited Sekurit Business, J.K. Fenner (India) Limited and

TI Diamond Chain in Chennai with 22 participants from 15 companies. 14 participants were from Southern region and 6 from Western region. A half day Master class on Emerging Practices in Lean at TI Diamond Chain Plant was also conducted. The Study Mission was lead by Mr Vasudev Pawar, Senior Counsellor, Lean and Six Sigma, CII, Institute of Quality.

The Study Mission to the companies provided opportunities for participants to generate new ideas by seeing the tools and techniques in action, understand how Lean Six Sigma practices are fundamental for the success of a manufacturing enterprise in today cut throat competition.

They also observed how different organizations leverage Lean Six Sigma practices to achieve success. The Mission also gave participants an opportunity to have exclusive access to company good practices and expand their networks.

STUDY MISSION TO TOYOTA ON GMP



Members of the Study Mission to the Toyota Kirloskar Plant

CII-IQ organized a Study Mission on Good Manufacturing Practice to Toyota Kirloskar Motor Pvt Ltd and Toyota Boshoku on 8th October 2015. Total Participants were 38 from 25 companies. 15 participants were from Western region, 13 from Southern region and 10 from Northern region and 6 from Eastern region. Mr Bapugouda. S. Patil, Deputy General Manager from Toyota welcomed the CII delegates and updated them

on his organizations Journey towards Zero Effect / Zero Defect. The Study Mission to the companies provided opportunities for participants to absorb best practices by seeing the tools and techniques in action and understand how Toyota Production System (TPS) is implemented and is instrumented for the success of a manufacturing enterprise in today's competition.

MASTER CLASS ON ACHIEVING BREAKTHROUGH RESULTS

CII Institute of Quality organized a One Day Master Class on Emerging Practices to Achieve Breakthrough Results on 8th October 2015 at Royal Orchid Resorts, Bangalore. The objective of the program was to enable participants enhance their effectiveness in Lean Six Sigma initiatives which they were driving in their respective organizations. The program was attended by 42 participants from 15 organization.

The Speakers were **Dr Harshal Lowelekar** - Professor in Operations at IIM, Indore, **Mr Rupesh Lochan** - Associate Vice President leading Lean & Six Sigma Centre of Excellence for BPS division of Tata Consultancy Services, Mr Anurag Seksaria – Principal Counsellor and Head, Lean Six Sigma, Institute of Quality, CII, Bangalore, **Mr Lavanya Uppala** –Practice Head, Robert Bosch Engineering and Business Solutions, Bangalore and **Mr Bimal K Kesh**, Sr. Statistician & Training Manager – Cubic Quality.



Master class participants on Achieving Breakthrough Results

The topics covered were: Application of Theory of Constraint (TOC), An Innovative approach for Lean Deployment in Business Process Services, Process Optimisation and Forecasting using Simulation, Analytics for Manufacturing and Process Optimization and Forecasting with Devizetm by Minitab and Simplifying Quality Initiatives with Soft Tools.

ANNUAL EA CONVENTION 2015



Participants in the Annual EA Convention 2015, Bangalore

The CII Institute of Quality organized the CII Annual EA Convention on 4-5 June 2015 at Bangalore with the theme “The Dance of Change - Building Value for the Organisations” which was attended by 85 participants from various industries and regions.

Mr Viswanathan, Past Chairman, CII Karnataka & Managing Director, John Fowler (India) Private Limited in his welcome address noted that executive assistants were often the eyes and ears of the CEO as his job profile involved diverse assignments such as overseeing key projects such as mergers and acquisitions to understanding new businesses for investment. Most importantly, it often was a stepping stone to bigger things.

The two-day event was addressed by **Mr Rajesh Tolia**, Chief Executive Officer, International Finishing Academy. The Keynote address was delivered by **Ms T S Ushasri**, Senior Vice President and General Manager, Manhattan Associates India and the Inaugural address by **Dr Kalpana Gopalan**, Principal Secretary, Food, Civil Supplies & Consumer Affairs Dept, Government of Karnataka.

The aim of this programme was to help meet the demand for highly skilled EAs who possess the range of

skills needed to manage, build and promote effective working practices and relationships within organisations.

There is a growing demand in both the public and private sectors for highly skilled EAs who understand current management theories and practices and how these could be applied to support, co-ordinate and manage individual managers and/or groups of managers.

The topics covered included Shadow Leaders: The Dance of Change in the EA's role, Building Value for the Organisations; Reinvigorating Life' - Panel Discussion-How Does Technology Affect Family Communication?; Is Balancing a Challenge only for Women?; The Assistant Evolution: It's a Marathon not a sprint; Leadership: Improving your leadership effectiveness on the job, Management by Self Mastery and Movers & Shakers'- Health & Fitness & Grooming.

ABOUT THE CII IQ BUILDING



The CII Institute of Quality Bangalore has been sponsored by ABB Ltd and is spread over 4 acres of scenic land on the western outskirts of the garden city. The Institute is a modern piece of eye-catching architecture blending into the hilly terrain in which it is located. The building has been designed to be eco-friendly, with minimum impact on the environment and using green energy saving technologies. The landscaping has been designed to enhance the beauty of the surroundings and provide a peaceful ambience suited to an institute of learning. The Building has some unique features.

Passive Downdraft Environmental Cooling (PDEC)

At the very outset, CII decided to introduce environmental cooling instead of costly and energy hungry air conditioning. Accordingly, PDEC was integrated into the architecture at the design stage. This system has been developed after study of ancient public buildings and palaces in India, which were instrumented to record all aspects of indoor air quality. The data recorded over a period of one year was then used to design a CAD programme, for adaptation and design of cooling systems for buildings. Basically, the system consists of 15-meter tall wind catchers, which are towers that capture and deflect airflow into a large plenum chamber, which is located adjacent to the main building. From the plenum chamber, the air is fed into the various training halls. The warm air rises and is bled away through vents. During hot weather, micronisers, located at the top of each tower dispense an atomized spray of water, which mixes with the incoming air, evaporates and produces cooling. Incoming temperatures can be

thus lowered by 10c, which is sufficient to bring indoor air temperature into the comfort zone. More importantly, the air being fed into the building is always new and not re-circulated. Therefore it is always fresh and oxygen rich. No one feels sleepy and drowsy during sessions, even after a sumptuous lunch!

Day lighting

The entire building has been designed to use natural light. There is no need to use power for lighting even on the dullest day. On bright days, excess light is filtered through specially designed blinds. Together with power saved from air conditioning, this represents huge energy savings during normal operation of the institute.

Water Management

Since water is not provided by the civic authorities, CII-IQ accesses and treats ground water from bore wells to meet its requirements. The water used is of very good quality and all of it is recycled through septic tanks and re-fed into the environment through soak pits. Rainwater falling on the building and site is also channeled into natural reservoirs and absorbed as ground water.

Building Materials

In order to save costs and energy, all materials in the building have been obtained from local sources. Further, no polished granite / marble has been used. Only eco-friendly materials like rough granite, local stone, recycled wood, cement and steel comprise the building. Yet, the unique design and beautiful landscaping provide a unique experience for the participants who come to the institute to imbibe its ambience and learning.



OUR QUALITY JOURNEY

1988

- Division for promoting TQM set up
- First Monthly Quality News published
- CEI Code for Operation on TQM published

1989

- First International Mission on TQM to JUSE, Japan
- Awareness and Counselling Services on TQM and ISO 9000 begin

1990

- World Quality Day celebrated

1991

- First-ever TQM Seminar with two Japanese experts viz. Prof. Miyauchi and Prof. Washio conducted in India

1992

- Sundram Fasteners Limited, Chennai becomes the first company to obtain ISO 9000 certification with the support of CII's TQM Division

1993

- First Quality Summit organized
- Work in the area of Quality in Governance begins
- CII recommends the setting up of Quality Council of India (QCI) for providing a mechanism for national accreditation

1994

- CII adopts the EFQM Model and introduces the Business Excellence Model and the CII-EXIM Bank Award in India

1995

- Training & Counselling services for Education Sector begin
- CII Centre of Excellence (COE) on Quality announced

1996

- Foundation Stone laid for CII Institute of Quality

1997

- First CII-EXIM Bank Award for Business Excellence won by Hewlett Packard, India
- Training & Counselling Services for Laboratory / Measurement commence

1998

- The TPM Club India established
- First TQM Cluster in the Manufacturing Sector starts with Prof. Y Tsuda
- First Summit on Quality in Education organized

1999

- Clusters on TQM started
- CII sets up the Institute of Quality in Bangalore

2000

- Tata Steel wins the CII-EXIM Bank Award for Business Excellence
- CII IQ Advisory Council set up

2001

- CII Institute of Quality inaugurated
- Training Programmes on General Management introduced

2002

- Infosys Technologies wins the CII-EXIM Bank Award for Business Excellence
- Training & Counselling Services for Food Sector introduced

2003

- Services in Food Sector extended to Bangladesh
- CII Institute of Quality becomes a member of GEM (Global Excellence Model) Council
- The Lean concept introduced

2004

- Breakthrough Management concept with Prof. Shoji Shiba introduced
- School Cluster established
- HACCP Cluster on Food begins
- Six Sigma services introduced

2005

- Tata Motors (CVBU) wins the CII-EXIM Bank Award for Business Excellence
- The First Tea Cluster constituting 7 tea units certified to HACCP Food Safety Management Systems

2006

- Legal Metrology Training introduced
- Tata Consultancy Services wins the CII-EXIM Bank Award for Business Excellence
- BHEL, Haridwar becomes the first Prize Winner of the CII-EXIM Bank Award for Business Excellence

2007

- CII certified as Assessment Agency for TPM Excellence Award
- Lean Management Division set up
- Food Safety & Quality extends its HACCP consultancy services to the Hotels & Restaurants Sector

2008

- Business Excellence Award among Small & Medium Businesses initiated
- Education Excellence Model launched
- Business Continuity Management Services launched

2009

- World Food Day Celebrations
- Launch of Road Safety Initiative
- 6-month Certificate Course on Quality Management & Analytical Techniques launched

2010

- Maturity Model for Excellence in Food Safety Launched
- Business Excellence Model updated on 2010 revisions
- First ever Lean Mission to Japan Organized
- First National Conference on Quality in Healthcare held

2011

- Dr A P J Abdul Kalam, Former President of India delivered the IQ Anniversary Day Lecture in the Institute premises

2012

- First National Lab Conclave is 2012

2013

- First National Excellence Practice Competition & First TPM Circle Competition

2013

- First National Excellence Practice Competition & First TPM Circle Competition

2014

- Launch of CII's national ZED (Zero Defect & Zero Effect) campaign and ZED Maturity Assessment Module
- First-time launch of IQ's web based learning programmes

2015

- Launch of BE Star Recognition Programme and Star Icon Recognitions for SMBs
- International Training Workshop on Enterprise Risk Management in Saudi Arabia
- Lean Six Sigma Facilitators Certification Programme with IIM, Indore
- First School Excellence Mission to Finland





Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 8000 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 200,000 enterprises from around 240 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme for 2016-17, Building National Competitiveness, emphasizes Industry's role in partnering Government to accelerate competitiveness across sectors, with sustained global competitiveness as the goal. The focus is on six key enablers: Human Development; Corporate Integrity and Good Citizenship; Ease of Doing Business; Innovation and Technical Capability; Sustainability; and Integration with the World.

With 66 offices, including 9 Centres of Excellence, in India, and 9 overseas offices in Australia, Bahrain, China, Egypt, France, Germany, Singapore, UK, and USA, as well as institutional partnerships with 320 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

Contact Details

**INSTITUTE
of QUALITY**

(Sponsored by ABB Limited)

Confederation of Indian Industry

CII Institute of Quality

Bharat Nagara 2nd Stage
Magadi Road, Vishwaneedam Post,
Bangalore- 560 091
T : +91 80 23286085 / 7690/9391
F : +91 80 23280314

Chennai

Confederation of Indian Industry
Southern Region
98/1, Velacherry main road
Guindy, Chennai 600032
T : +91 44 42444555
F : +91 44 42444510

Gurgaon

Confederation of Indian Industry
Plot No. 249 F, Sector- 18
Phase IV, Udyog Vihar
Gurgaon- 122015
T : +91 124 4014060-67
F : +91 124 4014069 / 80

Pune

Confederation of Indian Industry
Pune Zonal Office
10th Floor, Office D, Godrej Eternia-C,
'B' Wing, 3, Off Pune Mumbai Highway
Wakdevadi, Shivajinagar, Pune 411 005
T : +91 20 66075800 / 01
F : +91 20 66075822

Mumbai

Confederation of Indian Industry
105, Kakad Chambers, 1st Floor
132 Dr Annie Besant Road
Worli, Mumbai- 400 018
Tel : 022-24931790
Fax : 022-24945831 / 24939463

For further details, please contact

t.hariharan@cii.in
www.cii-iq.in

CII Headquarters : Confederation of Indian Industry

Mantosh Sondhi Centre, 23 Institutional Area, Lodi Road, New Delhi 110003. Phone : 91-11-24629994 - 7 Fax :91-11-24626149 / 24633168



CII Institute of Quality

The K N Shenoy Centre
Bharat Nagara 2nd Stage
Magadi Road, Vishwaneedam Post, Bangalore - 560 091
T : 91 80 23286085 / 7690 / 9391
F : +91 80 23280314
W : www.cii-iq.in

Confederation of Indian Industry

The Mantosh Sondhi Centre
23, Institutional Area, Lodi Road, New Delhi - 110 003 (India)
T: 91 11 24629994-7
F : 91 11 24626149
E : info@cii.in
W : www.cii.in