BPM Asia Conference 2018

The largest Business Process Management platform in Asia, brought industry giants from the manufacturing and services industry to provide a cross learning experience and obtain international experiences on "Transforming Business Through Process Based Management".

The concurrent competition saw organisations presenting the good practice they had adopted in managing their business processes expounding its results and outcomes.

Winners included Tata Projects, Fortis Healthcare, Delhi International Airport, Godrej & Boyce, Schlumberger and Hafele India.

Advanced Manufacturing – Building Industry 4.0 Competitiveness in UK

Industry 4.0 training at the University of Warwick, UK will enable CII-IQ train members in the latest Sensor Technology; Big Data/M2M connectivity/IOT/Cloud; Digitalisation and Virtual Simulation; Automation through and Robotic and Additive Manufacturing.

11th TPM Circle Competition

31 Circles and 145 participants benefitted to further strengthen the TPM Circle concept and facilitated them to operate Autonomously with pertinent information exchange.
Global Benchmarks –
Imperative for Improving Competitiveness
23 – 24 November 2018, Taj Bangalore

• 50 Leading National & International Speakers
• 700+ Delegates
• 30+ Sponsors
• 30+ Exhibitors
• Networking

Gala Awards Nite
The Winners of the CII-EXIM BANK Award for Business Excellence will be announced at the Gala Awards Nite during the Summit.

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+91 98453 53135, n.deep@cii.in

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2M X 3 M Stall 50,000 + 18% GST

Contact: Mamta Rai
+91 99860 12818, mamta.rai@cii.in

DELEGATE FEE

CII Member 9,500 + 18% GST
Non - Member 11,500 + 18% GST

Contact: T Hariharan, +91 99019 72781, t.hariharan@cii.in

Register Before 30 September 2018 to avail early bird discount of 10%
In view of the overwhelming response received during the 1st ever National SPC Competition conducted by CII Institute of Quality, we are pleased to announce the 2nd CII National Competition on SPC towards Zero Defect. Since its inception, CII-IQ competitions have focused on some of the best-in-class workpractices by the industry and has provided multifaceted platforms for recognizing, sharing and learning. This has gone a long way in enhancing the quality culture in India and in creating world class companies.

PURPOSE
A national award instituted to recognize best practices in the application of SPC (Statistical Process Control) techniques to attain a zero defect goal in all sectors. The award looks at recognizing sustained and holistic cultural integration of statistical methods in an organization’s Core and Support Processes. The award process will evaluate the extent of SPC application in the organizations’ entire processes.

AWARD CATEGORIES
The SPC Awards will be awarded in the following four process categories

<table>
<thead>
<tr>
<th>AWARD LEVEL</th>
<th>PROCESS TYPE</th>
<th>SUPPORT PROCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOUNDATION LEVEL</td>
<td>1 Core Manufacturing / Service Process – Foundation level</td>
<td>2 Support Manufacturing / Service Process – Foundation level</td>
</tr>
<tr>
<td>ADVANCED LEVEL</td>
<td>4 Advanced level</td>
<td>3 Advanced level</td>
</tr>
<tr>
<td>EXPLANATION</td>
<td>Core processes are those that are deployed for direct manufacturing operations or service delivery operations</td>
<td>Support Processes are those that support product manufacturing or service delivery in the realization cycle</td>
</tr>
<tr>
<td>Note: Processes for quality assurance, maintenance are deemed to be integral to core processes</td>
<td>Examples: Design &amp; Development; SCM, Storage &amp; Handling, Post Supply / After Delivery Processes</td>
<td></td>
</tr>
</tbody>
</table>

OBJECTIVES
- To recognize the best in class SPC techniques that resulted in transformational value to the organization
- To understand and asses how various statistical tools, techniques & approaches are applied by organizations in different scenarios
- To provide a platform for cross learning the best practices from the presented case studies
- To promote and sustain the Zero Defect, Zero Effect (ZED) “Make in India” initiatives launched by the Government of India
- To provide a national level platform to quality professionals to interact with other industry quality professionals to foster process improvements

For all queries on the SPC competition, please contact:

Virender Singh
Senior Counsellor
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Mobile: 78275 67250

Varun Gogia
Email: varun.gogia@cii.in
Mobile: 98710-98716

Parinita Singh
Email: parinita.singh@cii.in
Mobile: 8010566340
CII - TPM CLUB INDIA announces its flagship event “TPM National Conference” with the theme ‘TPM Benchmarking - Powering Industrial Competency’.

TPM Club India celebrates its 20th Anniversary with 18th TPM National Conference focusing on benchmarking and powering industry competencies. The conference highlights the world-class manufacturing scenario and the impact of TPM methodology in the Indian manufacturing sector. TPM’s role, efficacy and contribution in improving Indian shop-floor practices will be in sharp focus with the current re-orientation in Indian manufacturing, echoed through the clarion call of “Make in India”.

INVITED SPEAKERS
JIPM Japan, JMAC Japan, SKF, TAFE, JTEKT India, NHB Ball & Roller, Eastern Condiments, TATA Chemicals, Carborundum Universal, Larsen & Toubro and many more

SESSONS IN FOCUS
- Robust Engineering – To improve Quality don’t measure Quality
- Value Engineering - The Game Changer
- TPM In Cluster - TPM an accelerator in transition to profitability
- TPM Journey “Advanced TPM Journey”
- New Segments – Foot imprints of TPM In Indian Industries
- HR – An asset of any growing industry (E&T)
- WOW products- an out of box thinking

MASTERCLASS - 18 - 19 Sept 2018
- TPM Special level Award Journey
- Value Engineering from INVEST

FEE (Includes free seat in TPM NC)
Rs. 30,000 + 18% GST / Delegate
Certification Course on
Lean Certified HR Professional

24 - 26 September 2018 | Mumbai & Bengaluru

CII Institute of Quality is pleased to announce a 3 days Certification Course on Lean Certified HR Professional on 24th to 26th September 2018 at Mumbai & Bengaluru. HR processes today are aimed to enhance organisational performance by ensuring employee performance, besides providing transactional HR management services and providing compliance service. Within each of these various heads, HR leaders today perform and execute various processes which are aimed at enhancing employee’s ability to contribute more. Lean principles of management become helpful here for HR professionals. By creating a culture of continuous improvement within itself, HR departments can ensure it people management processes keep updating themselves and eliminate 'waste'.

**COURSE CONTENT**

- Overview of Lean Management
- How to develop a Lean Transformation Model for your company
- Lean principles and basic lean tools
- Developing capability for successful lean implementation
- How to inculcate the lean mind set and behavior
- Right management infrastructure for a lean enterprise
- Change agents skills, values and behavior’s for HR manager to facilitate a lean journey
- Why employees don’t do what they are supposed to do and how to get their commitment for lean implementation
- The application of lean in HR processes
- TWI, OJT and ETHOS process to strengthen HRD strategies
- Why Lean transformation efforts sometimes fail and how to overcome challenges

**CERTIFICATION**

Participants will be assessed and certified during the workshop with their involvements during the program

**DELEGATE FEE**

CII Members: Rs. 25,000/- + 18% GST
Non-Member: Rs. 27,000/- + 18% GST

**CONTACT**

Supriya. P
Phone: 7338286169
Email: iss.mktg@cii.in
Training Programme on

CII Certified Automotive Professional (CCAP)
IATF 16949:2016 – Core Tools
24 - 28 September 2018, New Delhi

CII Institute of Quality is pleased to announce a 5 day Training Programme on CII Certified Automotive Professional- IATF 16949:2016 – Core Tools. The training programme will focus on providing in-depth implementation knowledge on automotive quality management system, latest changes in IATF 16949:2016, core tools and how to practically implement in the organizations with varying scenarios.

COURSE CONTENT

- International Automotive Task Force (IATF) Requirements for clients
- Advance Product Quality Planning (APQP)
- Product Part Approval Process (PPAP)
- Process Failure Mode & Effect Analysis (PFMEA)
- Measurement System Analysis (MSA)
- Statistical process Control (SPC)
- Control Plan
- How to perform Internal Audit

PROGRAMME BENEFITS

- Understanding of latest changes in the IATF 16949:2016 Standard
- Understanding the effective utilization of core tools
- How Organizational processes can be effectively audited
- Working on process approaches
- Gaining confidence to improve the effectiveness and efficiency of the organizational processes
- Capability to play a major role in internal audits (including product & process audits), supplier audits and customer audits
- Become a Qualified Internal Auditor
- Contribute in new development & customer PPAP preparations and submissions

PRE-REQUISITE

Participant should have a minimum of 2 years exposure in the automotive sector industry with an understanding of ISO/TS 16949:2009 or IATF 16949:2016 requirements.

CERTIFICATION

An examination will be held on the last day of the programme and successful participants will be awarded CCAP Certificate by CII.

WHO SHOULD ATTEND

- Officials involved in advising management on the introduction or implementation of IATF 16949:2016 into an organization
- Officials involved in customer oriented processes
- Management Representatives
- Product & Process design Engineers
- Officials with functional responsibilities in Marketing, Design, Development, Production
- Engineering, Manufacturing, Quality Assurance, Purchase, Maintenance, Customer Handling Officials
- Officials involved in Supplier Quality Management System Development & Consultants
- Who are willing to start their career in the Automotive industry
- Persons conducting Internal Audits of existing / proposed quality management system
- APQP & PPAP Team members, who are actively involved in the new development

DELEGATE FEE

INR 25,000/- plus 18% GST
- Pre registration & Payment is mandatory
- As this is a non-residential training programme, participants are requested to make their own boarding & lodging arrangements.

CONTACT FOR REGISTRATION & PAYMENT

Parinita: 80105 66340, parinita.singh@cii.in; Varun: 98710 98716, varun.gogia@cii.in; Mamta: 99860 12818, mamta.rai@cii.in
After receiving an outstanding response to its 1st BPM Asia Conference conducted in 2017, CII Institute of Quality jointly with Q3Edge Consulting conducted the 2nd BPM Asia Conference 2018 – “Transforming Business Through Process Based Management” on 8-9 August, 2018 at New Delhi.

The objective of the programme was to discuss and bring industry giants and various corporates, both from the manufacturing and service sectors, on a common platform to share thoughts and views on the subject of “Business Process Management”. The conference not only provided a cross learning experience from the presentations made by the speakers and presenters but also enabled the audience to obtain international experiences.

The conference also featured a competition between organizations which presented the good practices which have been adopted in managing the business processes in their respective organization with their results and outcomes.

The conference was inaugurated by Dr Raj Singh, Vice Chancellor, Ansal University. Some of the other eminent speakers who addressed the audience at the forum were Mr Roger Tregear, a prominent BPM guru and Consulting Director, Leonardo Consulting, Mr A Venkataraman, Managing Director, BSI, Mr Naif A. Sheshah, Director, Business Process, Communications and Information Technology Commission (CITC), Saudi Arabian Ministry of Communications and IT, Mr Jitendra Agarwal, Senior Vice President – Services, HDFC Life, Mr Vipin Sahni, Executive Director, CII-IQ, Mr C V Subrahmanyam, Mentor, Business Excellence, CII-IQ, Mr Anupam Kaul, Principal and Head – QMS, CII-IQ and Mr Amit Chauhan, CEO, Q3Edge Consulting.
Organizations such as Tata Projects, Fortis Healthcare, Delhi International Airport, Godrej & Boyce, Schlumberger and Hafele India participated in the competition and showcased their hand-picked case studies highlighting the best practices.

The well attended Conference & competition, attended by more than 120 delegates from nearly more than 90 companies from 3 Asian nations, was adjudged by the eminent jury members comprising of Mr Roger Tregear, Mr Naif Sheshah and Mr C V Subrahmanyam.

For more information on this programme and other QMS related programmes and consulting opportunities, please contact varun.gogia@cii.in

CII-IQ deputed Mr Virender Singh, Sr. Counsellor, CII Institute of Quality to attend the Training Program on Advanced Manufacturing – Building Industry 4.0 Competitiveness in UK during 9-14 July 2018.

Industry 4.0 experts from The University of Warwick, while giving an overview of Industry 4.0, explained the latest in Sensor Technology; Big Data / M2M connectivity / IOT / Cloud; Digitalization and Virtual Simulation; Automation and Robotic and Additive Manufacturing.

The team also witnessed how Industry 4.0 was implemented in different industry sectors with industrial tours to Jaguar Engine Manufacturing Centre, Wolverhampton, England; Renishaw Manufacturing Plant and Research Centre-UK; Amazon Distribution Centre-UK; KUKA Robotics Research & Training Centre-UK and Labs for Advanced Manufacturing and Additive Manufacturing, WMG, The University of Warwick. The team also got an opportunity to meet and discuss with, Chairman of The University of Warwick, Coventry – UK.

A business meeting was also held with SMMT (SMMT IATF Oversite Office UK) on 16th July 2018 at SMMT, London office. SMMT is UK Automotive Industry Association representing IATF UK Oversight Office and responsible for UK region Certification Bodies accreditation & oversight activities on behalf of IATF worldwide federation of automotive industry.

CII Naoroji Godrej Centre of Manufacturing Excellence, Mumbai organized the subject programme in partnership with WMG, University of Warwick.

For more information on this training programme on Industry 4.0, please contact virender.singh@cii.in

The workshop was supported by U.S. Trade and Development Agency (USTDA)’s U.S.-India Standards and Conformance Cooperation Program (SCCP), Phase II and was conducted by ANSI in coordination with CII and the Bureau of Indian Standards (BIS).

During the 2-day workshop, presentations by U.S. and Indian experts from both the private and public sectors were made with focus on standards-related aspects of water supply to point of use, water quality and wastewater management. U.S. private-sector speakers included individuals from the International Association of Plumbing and Mechanical Officials (IAPMO), NSF International, the American Water Works Association (AWWA) and the American Society of Mechanical Engineers (ASME).

Indian speakers representing BIS, CII – Triveni Water Institute, Indian Plumbing Association, Delhi Jal Board among others were also present and addressed the gathering.

The workshop was well attended by more than 150 delegates and dignitaries from various countries pertaining to the sector and was also covered in the national dailies.

For more details on this programme, please contact Varun.gogia@cii.in
CII IQ, TPM Club India conducted 5-Day TPM Facilitators Certification Course from 23-27 July 2018 in Chennai. The faculties for this course were Mr S Narasimhan, Consultant CII TPM Club India and Mr L Ganapathy, Senior Counsellor of TPM Club India CII IQ. There were 14 participants from across the country from manufacturing industries.

The course objective was to equip the participants to understand, assimilate and implement TPM within their organization with in depth principles, activities, and steps of various TPM pillars. Since it is they who have to ensure a structured way of TPM implementation this course was facilitated with a lot of activities, presentations from the participants & with some real life examples.

The program equipped each participant to shoulder TPM responsibility, to drive its deployment across the across the organization, and also to successfully steer the organization to challenge the JIPM Award. The methods, tools, techniques and concepts dealt in this program was strictly in conformity with the JIPMS methodology (consulting division of JIPM).

Take away from the program included Understanding and coverage of TPM Knowledge & its Pillars, Importance of TPM with respect to today’s challenges, TPM facilitator roles and responsibilities, Implementation of TPM from shop-floor to other departments step by step details, TPM methodology by organizing activities, giving training and become a guide, Learning of different tools, techniques & processes for better productivity, higher quality to achieve Zero Defect & Zero Accident status.

The programme concluded with an examination qualifying the participants as TPM in-house facilitators, Certificates were issued to successful participants. The feedback was very positive from the participants with extensive learning’s of TPM methodology for 5 days.

For more information on this programme and other TPM related programmes, please contact vinay.kumar@cii.in
The 11th TPM Circle Competition was held on 25-26 June 2018 in Pune with 31 Circles competing in 5 Pillars of TPM. 145 participants including 27 delegates took part in this prestigious event of CII TPM Club and benefitted from the best practices and case studies of different Manufacturing companies in India.

The objectives of the competition were:
- Strengthen the TPM Circle Concept amongst Indian Industry.
- Facilitate the Circles to operate Autonomously within their term of reference by providing a platform for the exchange of good and useful information
- Recalibrate the Circle KAI’s to facilitate the KMI’s are met
- Change the thought process of circle members as knowledge enhancement happens
- Recognize the best TPM Circle and reward them.

The Jury comprised of Mr Atul Sheth, C.O.O. - SMIL - Western Region, Sharda Motor Ind. Ltd, Mr P. Gopalakrishnan, Senior Manager – Business Excellence, Raychem RPG (P) Ltd. & Mr Abdul Wadood, Principal Counsellor, Mr Biju Raj, Counsellor & Mr Scaria Counsellor from TPM Club India, CII Institute of Quality. The winning teams were decided based on the Jury Marks and the Audiences’ Marks. The final winners are listed below. These companies will again compete in the Champions Trophy Competition in October 2018 at Bangalore/Chennai.

Mr Abdul Wadood, Principal Counsellor and Head – TPM Club India announced the winners and Mr Pravin Shirke, Corporate Operations - Projects & WCM, Raychem RPG & Mr Atul B Patil, TPM-Manufacturing Excellence, MVML, Chakan distributed the Awards to the winners.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Winner 1</th>
<th>Winner 2</th>
<th>Winner 3</th>
<th>Winner 4</th>
<th>Winner 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>EPCOS India Pvt Ltd</td>
<td>Godrej &amp; Boyce Mfg Co Ltd, Lawkim Motors Group, Shirwal</td>
<td>Owens Corning India Pvt Ltd</td>
<td>Mahindra &amp; Mahindra Ltd. – Auto Division, Zaheerabad Plant</td>
<td>Mahindra &amp; Mahindra Ltd. Nasik, Tool &amp; Die Plant</td>
</tr>
<tr>
<td>2nd</td>
<td>Mahindra &amp; Mahindra Ltd, Nashik Plant 1</td>
<td>NA</td>
<td>Mahindra &amp; Mahindra Ltd, Kandivli</td>
<td>Sigma Electric Corporation Pvt. Ltd</td>
<td>NA</td>
</tr>
<tr>
<td>3rd</td>
<td>JK Paper Ltd Unit: CPM Gujarat</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

For more information on this programme and other TPM related programmes, please contact vinay.kumar@cii.in
CII Institute of Quality (CII-IQ) organized a Two-Day Workshop on Global 8D – Problem Solving Technique on 26 and 27 July, 2018 in Bangalore which was conducted by Mr Virender Singh, Senior Counsellor, CII-IQ.

8D is a problem-solving methodology for product and process improvement. It is structured into eight disciplines, emphasizing (MDT) team synergy. The team as whole is better and smarter than the quality sum of the individuals. Each discipline is supported by a checklist of assessment questions, such as "what is wrong with what", "what, when, where, how much".

The workshop benefitted 19 participants from more than 10 organization including ITC Ltd, Mistbushi Heavy Industries, Triveni Turbine Limited, Tafe Motors & Tractors Limited, Bajaj Auto Ltd, Exa Thermometrics India Private Ltd., Volvo Group India Pvt Ltd, Titan Company Limited, Kennametal India Limited & Champion Extrusions in this problem solving methodology for product and process improvement.

For further information on this programme and for other QMS programmes and consultancy, please contact parinita.singh@cii.in

The two-day workshop on Developing Right Metrics-connecting lead & lag indicators was held on 30-31 July at CII Institute of Quality in Bangalore which was attended by 12 participants.

The workshop had participants from multiple industry sectors including - IT, Engineering, Manufacturing, Oil & Gas. The workshop deliberated Individual, Functional & Cross Functional Group Work & Discussion. The training was spearheaded by Mr. P M Krishnan- Principal Counsellor, Business Excellence.
CII Institute of Quality organized a **2 Day Workshop Producing Zero Defects through Statistical Techniques using SPC & MSA** on 14-15 June 2018 at CII Gurgaon.

The workshop benefitted more than 15 participants from over 9 organizations including SMR Automotive Systems India Ltd, V-Guard Industries Ltd, Omax Autos Ltd, Brakeparts India Ltd, Tenneco Automotive Ltd, Tata Hitachi Construction, Allied JB Friction Ltd, Kova Fasteners and ITC Limited who appeared for the training programme.

The workshop addressed different statistical methods which are used for evaluating and analyzing the capability of the measurement systems as well as controlling manufacturing process variations to achieve zero defects in mass production environment.

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Planned Maintenance (a salient Pillar of TPM), is a specialized activity performed by the plant Maintenance team members, which principally focuses on the improvement of equipment reliability and maintainability by restoration and sustenance of the optimal conditions, at the most economic cost. With the rapid improvement of equipment technologies, varieties and the number of physical assets, higher expectations of the management for increased asset utilization combined with several internal and external challenges, plant maintenance as a niche discipline has evolved with great expertise in the past twenty years.

Hence, the demands placed on the maintenance team has also increased manifold for ensuring smooth functioning of the equipment/ machineries. Newer techniques, tools and methodologies need to be integrated along with the daily maintenance practices. In today’s scenario of functioning macroeconomic factors, compiled with increasing customer expectations for lead time reduction, such high end tools are playing an increasing role for asset reliability and cost reduction. To address these requirements, a 3 day intensive workshop on RCM Methodologies and applications, was conducted by the TPM Club India, CII IQ. Mr S Venkateswaran, Senior Counsellor, CII TPM Club India conducted this workshop at JTEKT India Ltd, Chennai on 23-25 May. 20 Participants from both Engineering and Process industries attended & were certified by CII TPM Club India.

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For more information on this Workshop, please contact vinay.kumar@cii.in
CII Institute of Quality conducted a Certified Lean Implementation Expert program 18-21 June in Gurugram. The objective of this programme was focused and spread over 4 days at Lean Implemented companies such as Maruti Suzuki India Ltd; Hero Moto Corp and Delhi International Airport and was specifically designed to present Lean methodologies in line with original source with many practical tools, techniques, concept and working methods.

The participants were from companies such as Perfetti Van Melle India Pvt. Ltd, Avery Dennison (India) Pvt Ltd, KSB Pumps Limited, John Deere India Pvt Ltd, Anusham Industries, Wipro Limited, Vardhman Special Steels Ltd, Central Electronics Ltd, Titan Company Limited, QH Talbros Pvt Ltd, Talbros Automotive Components Ltd and JSW Steel Ltd participated.

CII Institute of Quality organized two Manufacturing Excellence Study Mission on 25 - 26 June 2018 to Hindustan Unilever Ltd, Huber Group India Pvt Ltd & Gulf Oil / Castrol India at Silvassa and 28-29 June to ACC Ltd, TVS Motor Ltd & Titan Watches Ltd at Bangalore.

The objective of this programme was to learn, refresh and understand the best manufacturing practices from these companies.

The participants were from companies such as VST Industries Limited, Sterlite Technologies Limited, SaarGummi India Pvt Ltd to the Silvassa plant and Otto Bilz India Pvt Ltd, Brakes India Pvt Ltd, Neel Auto Private Ltd, TE Connectivity, Indian Roofing Industries Pvt Ltd and National Aluminium company Ltd to Bangalore plant.

For more details on this programme, please contact mamta.rai@cii.in
QUALITY LEADER to STRATEGIC QUALITY LEADER
23 - 24 July, Bengaluru

The Second Session of the Two Day Workshop on Quality Leader to Strategic Quality Leader was held on 23-24 July 2018 in Bangalore which was attended by 15 participants.

The Workshop encouraged interactions, experience sharing, peer learning through cross functional group discussion using the study material & case study. The workshop was also supplemented with a sharing session from an experienced industry leader who emphasized on the need for the transformation of the Quality Professional.

The workshop had participants from multiple industry sectors including - IT, Engineering, Manufacturing, Food, Oil & Gas who appreciated the overall training. The training was spearheaded by Mr. P M Krishnan- Principal Counsellor, Business Excellence and Mr. K R Shivakumar-Deputy Head & Principal Counsellor, Business Excellence, CIIQ.

For more information on this programme and other CII-IQ’s Business Excellence programmes, please contact sudha.s@cii.in
CII Institute of Quality

CII Institute of Quality is the leading authority in Quality Enhancement among organisations and industries. Over the past century, CII has provided Indian Industries with the support, systems and tools to make a mark in the competitive world. It is realised that the best way to enhance an organisation’s competitiveness is through the quality route. What started as the Total Quality Management Division (TQMD) of CII in the mid-eighties, has now evolved as CII Institute of Quality. As a champion of the Quality movement, CII-Q is powered by the responsibility of enriching the lives of its members, improving their workplaces and making the world at a large, a better place by applying quality tools, techniques and systems. CII-Q provides the best of its kind training and consulting services to organisations to help improve their performance and set a standard of excellence. CII-Q has tied up with several international organisations to bring their best practices to India. It has helped several organisations improve their Total Quality Management Systems besides helping them win recognitions such as the Deming Prize and the Japan Quality Medal.

Confederation of Indian Industry
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