



Confederation of Indian Industry

**INSTITUTE**  
*of* **QUALITY**  
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# BE STRIDES

Volume : 1 Issue : 1 July 2015



Pursue The Path of....  
**BUSINESS EXCELLENCE**  
... Profit From It

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## BE Newsletter; July 2015

The Business Excellence movement across the world has seen more than two decades of adoption in the form of the Malcolm Baldrige and EFQM Frameworks. As you might be aware, CII and EXIM Bank came together to launch the CII-EXIM Bank Award for Business Excellence for the Indian Industry in 1994. Since then, we have seen a host of public and private organisations vying for this prestigious award which is one of the coveted ones in India Inc. considering the fact that there have been only 9 Award Winners in two decades. Much of the aspiration is also attributed to the robust detailed assessment process followed to award the 'Best of Best' companies who make it to the elite group.

Today Business Excellence is being practiced by a few large organisations along with their business units and there

have been efforts by companies who have benefited from this to percolate the same to their supply chain. However, considering the Government of India's ambitious thrust on "Make In India" Initiative, much needs to be done by evangelising the benefits of adoption by the practitioners which can help take the companies to the next level.

The CII-IQ Business Excellence vertical team is actively propagating the Excellence adoption across sectors by way of implementation support, best practice sharing, summits, competitions other than imparting training through its flagship Assessor Training Programme and Facilitator

Programmes. CII-IQ has trained over 5,000 managers on the framework over the years.

To accelerate the adoption of Excellence, CII-IQ is launching a slew of initiatives this year. A unique recognition programme for SMBs has been launched with a document-less, 1 day assessment with an assessor giving actionable points on the way forward. Also, to recognise functional excellence, a 2-day document-less deep dive assessment with two assessors has been launched with the focus areas being customer management, people management and operations management. A group Excellence Award programme has also been launched to recognise the best performers within a corporate group at the National Quality Summit platform.

Our team of Counsellors will be more than happy to engage with you to help you on your

Excellence journey. For any further Information, You may like to get in touch with Ms Greeta Varughese, Executive Director, CII-IQ and Mr CV Subrahmanyam, Principal Counsellor and Head- Business Excellence.

I have great pleasure in bringing this maiden newsletter on Business Excellence to share with you the happenings, initiatives on Business Excellence and an exclusive client speak corner. I trust this will add value to you in keeping yourself updated on the latest.

Look forward to your contribution and support as always in furthering the cause of Business Excellence in India Inc. ■



**R Mukundan,**  
**Co-Chair, CII Institute of Quality**  
**& Managing Director, Tata**  
**Chemicals Limited**

# SMB Clusters on Business Excellence

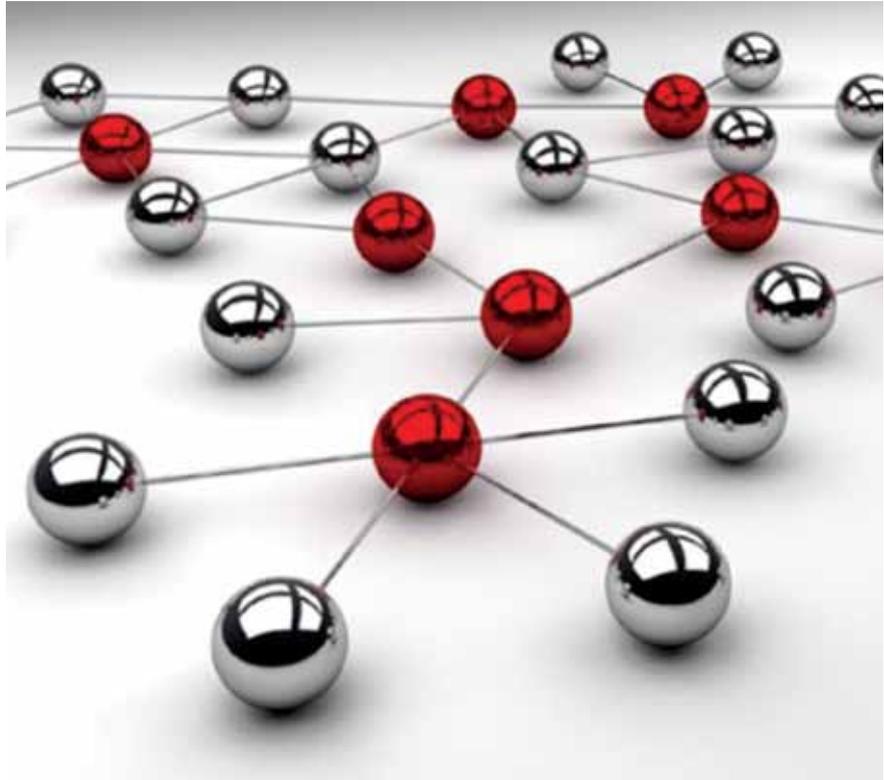
**C**II has been propagating the cluster movement for the benefit of SMBs for long, mainly in the area of manufacturing excellence. Over time, CII has facilitated over 100 clusters in the manufacturing and service sectors. With a view to help companies, the concept of a Bizex cluster was initiated to help them hone their management processes.

Taking a cue from the success of the manufacturing excellence approach, the CII Business Excellence vertical decided to set up a business excellence cluster. The first such cluster was launched in Bangalore for key partners of M/s Bosch Bangalore. Bosch, being a practitioner as well as an award winner in 2009, chose to percolate the concept by nominating their strategic partners for the programme.

A customised 1-year roadmap was developed along with the Bosch Team covering modules, such as, visioning, process management, business planning, people planning, strategy deployment, etc. The programme had elements of consulting with handholding and training with a review mechanism to assimilate learning. While this was defined as a cluster due to the proximity of the companies selected, the approach was distinctly different by way of customised training given only to the company personnel to address issues of confidentiality and conflict of interest. Reviews were held quarterly at the OEM Premises to evaluate the progress.

Encouraged by the success of the initiative, CII-IQ started a new cluster for the Godrej Interio unit of the Godrej & Boyce Mfg Company at Vikhroli, Mumbai. This was a step ahead with an 18-month cluster with additional topics to cater to the specific-sector requirements.

As a part of this cluster, CII Counsellors aided the development



of a vision, helped companies map their processes, identify and improve key processes associated with their business strategy. Companies were also helped in preparing organisational level scorecards / dashboards which were subsequently used for cascading goals and linked to the performance management system.

With the completion of the two clusters and with the associated learning, CII-IQ is now looking forward to scale up the initiative to its full potential. Companies that are looking

at developing strategic suppliers can aim to implement this customised intervention. ■

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## Business Excellence Conclave, May 9-10



The Annual Business Excellence Conclave was held on the sidelines of the "Anniversary Day" of the Institute at Bangalore on May 9-10. The theme of the conclave was "Inclusive Performance Excellence". Conclave was well attended from delegates across sectors and had around 20 speakers over two days addressing session themes on quality & compliance, organisational performance excellence, perception of value-service excellence, sustainable performance. The speakers represented organisations like iGate, Tata Teleservices, Akshay Patra Foundation, Frost & Sullivan, KPMG etc. ■

(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 in Bangalore. The theme of this year's Conclave was "Celebrating Excellence in Organizations: A Collective Mandate".

## Winners Conference, June 13

The Business Excellence Vertical organized the Winners Conference as part of sharing the Journey of Award Winning companies. The Godrej Locks & Locking Solutions (GLSS) won the prestigious and coveted CII-EXIM Bank Award for Business Excellence 2014. The sharing session held at Marriot Bangalore had more than 65 Senior Management personnel attending the session to understand the Journey of a winner who started the Excellence journey in a focussed manner from 2009. Mr Shyam Motwani, Executive Vice President & Business Head, Godrej Locking Solutions & Systems shared his insights on the transformation and the route to Excellence elaborating on the various initiatives and challenges faced and overcome that spanned the entire value chain of the company with its Pan-India presence. Organizations desirous of starting the Excellence journey can get in touch with the team of Counsellors at CII who help Organizations prepare for a Self assessment and a subsequent roadmap and also introduce them to successful practitioners. The counsellors can be reached at [c.v.subrahmanyam@cii.in](mailto:c.v.subrahmanyam@cii.in) , [k.r.shivakumar@cii.in](mailto:k.r.shivakumar@cii.in), [krishnan.pm@cii.in](mailto:krishnan.pm@cii.in).



Mr Shyam Motwani, Executive Vice President & Business Head, Godrej Locking Solutions and Systems addressing the conference

## National Excellence Practice Competition, June 18-19



Prize distributions ceremony at the National Excellence Practice Competition

The Third edition of the National Excellence Practice Competition was held on June 18-19 at Taj Vivanta Bangalore. The year's theme was Excellence in Supplier Engagement practices and Community Engagement practices. A total of 13 teams showcased their practices which included the manufacturing and service streams. Presentations ranged from practitioners such as Godrej & Boyce, Vizag Steel Plant, GMR, iGate, Mahindra Group, RPG Group, TAFE, TATA, Vedanta, Akshay Patra foundation, to name a few. The event was attended by over 120 participants who had a rich takeaway of good practices. ■

# Godrej Locking Solutions & Systems: In Pursuit of Excellence



**Mr Shyam Motwani Executive Vice President & Business Head Godrej Locking Solutions and Systems**

Premier locking solutions firm Godrej Locking Solutions & Systems has successfully traversed the path to Business Excellence by professionally engaging the consulting services of CII Institute of Quality (CIHQ). The firm assessed the criticality of achieving business excellence transformation way back in 2004-05, and assiduously worked towards achieving the goal. In 2010, Godrej Locking Solutions & Systems tied up with CIHQ to undertake the transformational journey, and by 2014 the key objectives were met.

Mr Shyam Motwani, Executive Vice President & Business Head, Godrej Locking Solutions & Systems, recalls how in 2004-05 the firm decided to switch from manufacturing of discreet locks to offering comprehensive locking solutions in order to overcome increasing business pressures triggered by the entry of global locking solutions players in the Indian market, gyrating global commodity prices –

especially that of non-ferrous metals like copper and zinc alloy, increasing cost of electricity and erratic power supply, limited access to various inputs necessary for manufacturing, among others.

Godrej Locking Solutions & Systems, which was then known as Godrej Locks, aimed to become a single window locking solutions provider to large business sectors like the real estate. Mr Motwani says the shift in the firm's business focus and the imperative to strengthen its competitiveness mandated a total transformation of the organisational make-up. This entailed revitalising the internal teams, creating business excellence champions,



facilitate handholding of the employees, and above all, communicate the firm's vision for transformational business excellence across the board.

Godrej Locking Solutions & Systems engaged the services of CIHQ in February 2010 to drive the transformation as the team did not have the expertise to achieve business excellence. Mr

Motwani explains that in adopting the CIHQ EFQM Model, the firm set various milestones to be surpassed along the transformational journey:

- Expose all employees to the EFQM framework – conduct customised workshops for employees handling the frontline, operational and back-end functions
- Institute a process management system
- Work with communities in meeting their expectations as stakeholders
- Develop in-house capabilities through career planning, career conversations, rewards & recognition, competency development, recruitment, selection & onboarding, etc.
- Meet customer expectations

In a span of four years, Godrej Locking Solutions & Systems outpaced locking solutions industry growth, achieved increasing profitability YoY, lowered the break-even point, improved the receivables management, reinforced internal team capabilities, recorded higher employee satisfaction scores, tackled competition from unorganised players, and consistently grew the firm's market share.

Looking ahead, Mr Motwani says the firm aims to build on the gains from the transformational business excellence by realising the sustainability goals, and by continuing to challenge the teams' capabilities to deliver greater goals. The management is now identifying growth opportunities leading up to 2022.

Mr Motwani signs off by stating that Godrej Locking Solutions & Systems will look to work with CIHQ in many other critical areas in the future. ■



# RINL Scales New Peaks of Business Excellence

**L**aunch of Project Utkarsh at RINL signaled the management's intention of bringing in integration and alignment of Business Excellence efforts in various functions and create a culture of excellence in the organisation. In order to give shape to such a lofty goal, we partnered with CII-Institute of Quality (CII-IQ) for their guidance in terms of

counselors from CII-IQ. Some of the major interventions made by CII-IQ include:

- Development of KPI Trees for creating clarity on hierarchy of indicators in major functions
- Bringing visibility to the efforts for continuous improvement through leadership involvement
- Capability building and driving of Quality Improvement Projects for breakthrough improvements in the plant, etc.



Mr P C Mohapatra, Director (Projects) & Leader of Core Team for Excellence, RINL

**Today, as we reach out to new markets through our expanded capacity and are looking at drivers of sustainable growth, we are also strengthening the cultural infrastructure of our company.**



As we are in the process of consolidating the above benefits, we are also working closely with CII-IQ in areas, such as, deployment of Balanced Scorecard and an independent assessment by CII-IQ during 2015, using the EFQM framework which will lead to a new wave of improvements at RINL.

Today, as we reach out to new markets through our expanded capacity and are looking at drivers of sustainable growth, we are also strengthening the cultural infrastructure of our company. We are sure that CII-IQ through their valuable insights would contribute a lot in this endeavour.

—As stated by Mr P C Mohapatra, Director (Projects) & Leader of Core Team for Excellence, RINL ■

training and implementation support for Business Excellence related initiatives. The engagement since November 2012 has helped RINL in base line assessment of maturity of various ongoing initiatives and taking further concrete measures for driving improvements and phasing of new initiatives.

The engagement has helped RINL to pursue Business Excellence more rigorously and move on to higher bands of significant achievements.

This was made possible through various training interventions for senior management team and development of Business Excellence facilitators in all our major departments. This was done concurrently with astute guidance and implementation support by the

## Training (Offered as Open Programmes and In-Company mode)

- 1 Day Appreciation Management on Business Excellence Framework
- 3 Day Business Excellence Assessor Training Programme (Oriented towards training assessors for internal and external assessments)
- 3 Day Business Excellence Facilitators Programme (implementation oriented workshop for functional heads)
- 3 Day BE Practitioner Workshop (Certification programme)
- 3 Day Strategy Management Workshop (Incorporates elements of business planning)
- 2 Day Functional Excellence Modules (For HR, Supply Chain, Sales and Marketing functions and Operations Focus)
- 1 Day Process Management Workshop

## Counselling / Consulting Support

- CII-IQ Business Excellence Counsellors also provide handholding / consulting support for various initiatives under business excellence
- Project-based initiatives for defined outcomes with fixed timelines
- Internal Assessments on Business Excellence (CII led and managed for organisations)
- Joint Assessments on Business Excellence ( CII led, host Assessor supported co-assessments)

## Events

- Business Excellence Conclave
- National Excellence Practice Competitions
- Winners' Conference
- Missions

## Upcoming Programmes

Assessor Training Programme for Large Organizations, Bangalore, July 27-29, 2015

## Awards & Recognitions

- **CII-EXIM BANK Award for Business Excellence**
- **Star Icon SMB Performance Excellence Recognition Programme (for organisations below Rs 100 cr turnover)**
- **BE Star Recognitions (Excellence in People, Customer and Operations Management -- for large organizations exceeding Rs 100 crores turnover)**
- **Group Business Excellence Recognition Programme 2015**



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# ABOUT US



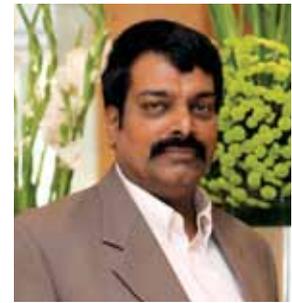
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## CII Institute of Quality

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-IQ 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-IQ provides the best of its kind training and consulting services to organisations to help improve their performance and set a standard of excellence.

CII-IQ 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.

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