CII INSTITUTE OF QUALITY

ANNUAL REPORT 2016

Building Excellence .....Through Quality
Building Excellence.....Through Quality
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It gives me immense pleasure to present to you my first Annual Report after assuming charge as the Chairman of the Institute of Quality. I look forward to jointly working with all stakeholders to further enhance the qualitative stature and effectiveness of this great Institute.

As I reflect on the year’s performance, I am gladdened that our five business verticals, through their various activities, continued to provide significant value add for their clienteles and maintain leadership position in the Training and Consulting domain. A dedicated and very highly experienced team of technical experts at CII IQ successfully delivered 126 training programmes, 251 counselling assignments and 4 overseas missions, who brought significant value add to CII’s members.

This year, 4 companies from the private and public sector were chosen for the CII EXIM Bank Prize. 25 Indian companies successfully challenged 32 of the prestigious TPM Awards by Japan Institute of Plant Maintenance (JIPM). 13 of these winners with 15 Awards were supported by the TPM Club India of the CII Institute of Quality. India has the highest number of awards outside Japan with 224 Indian companies having won 324 JIPM-TPM Awards. TPM Club India through its consulting and hand-holding support, has till date, supported 103 award winning companies and has helped them get 134 Awards! The first ever CII IQ 3M competition received an overwhelming response and the first CII IQ Service Excellence Mission to Singapore focused on Customer Satisfaction strategies and sectoral best practices. The Institute’s maiden study mission on Lean & Six Sigma to the healthcare industry in UK gave delegates from the medical profession a better understanding and knowledge on the role of Six Sigma in their industry. The two school excellence missions to Singapore focused on the various nuances of Singapore education and their 21st century leadership for 21st century schools.

CII-IQ in cooperation with the Department of Commerce, Ministry of Commerce and Industry, Government of India has recently launched the India Standards Portal, which was inaugurated by Ms Nirmala Sitharaman, Minister of State (IC) for Commerce and Industry. This portal, of national importance, will serve as a one stop centre for all information on Standards, Technical Regulations, Conformity Assessment & Accreditation practices, and their related bodies in India.

Based on the Prime Minister’s call for establishing Zero Defect & Zero Effect standards in Indian manufacturing, especially for the MSME sector, CII-IQ collaborated with the Quality Council of India on a nation-wide propagation of the ZED Campaign (Zero Defect & Zero Effect) and implementation of the ZED Maturity Assessment Model to develop an ecosystem to sensitize MSMEs towards continuous improvement. Ten Assessor and two capacity building programmes were conducted pan-India.

The National Quality Summit has continued to attract leaders in quality and excellence as a forum for thought leadership. This year’s Summit addressed the issues of digital transformation and was addressed amongst others by Shri Suresh Prabhu, Hon’ble Union Minister of Railways.

As part of the CII-EXIM Bank Award for Business Excellence, 15 Organizations were conferred Commendation Certificates. 11 organisations were recognized for SMB Performance Excellence and 8 for BE STAR Icon Recognitions. The annual National Business Excellence Conclave identified the urgent need for Indian manufacturing to adopt industry 4.0. The National Excellence Practice Competition had organisations compete on the application of Tools & Methodologies for Sustainable Excellence. The Institute attended the Global Excellence Model (GEM) council members meet in Brazil to interact, benchmark and provide mutual learning and sharing of good practices.

The 16th TPM National Conference deliberated on leveraging TPM for World Class Manufacturing and 29 Circles competed in the 6th TPM Circle Competition. The 3 Kaizen Conference & Competitions showcased innovative ideas in manufacturing. 3 Facilitator’s Courses and participation in the CII Global Exhibition on Services (GES) helped promote the utility of TPM in Indian Industry.
The Institute partnered the National Accreditation Board for Testing and Calibration Laboratories (NABL) to hold the 5th National Conclave for Laboratories to discuss evolving policies and development strategies in India's laboratory infrastructure. During the year, the Lal Bahadur Shastri National Academy of Administration, Mussoorie (LBSNAA), invited the Institute to address its 377 probationary officers on Total Quality Management. Four critical awareness workshops were held on the revised & updated ISO 9001 Standard.

While the 19th National Summit on Quality in Education focused on preparing thinking institutions for the knowledge era of the next century, there were engagements with Indian Institute of Science and International schools on benchmarking. The Higher Education Conclave, the School Excellence Conclave, panel discussions on making Schools Safer and Smarter, Quality School Leadership Programme helped redefine the delivery of quality education.

The 10th National Competition on Six Sigma, Certification Courses on Lean Manufacturing - The Toyota Way, missions to successful Indian companies, and other engagements with industry helped showcase and assimilate best practices in Lean Six Sigma & Quality, improve Efficiency, Effectiveness and Customer Satisfaction and set new frontiers in operation excellence.

The Institute’s focus remains on creating national competitiveness through its various activities while building an integrated and inclusive society. For this we need to become more driven and focused by continuously providing relevant and value add products and services to build complete credibility with Government and society. I would like to thank Mr N Kumar, Past President CII & Immediate Former Chairman CII Institute of Quality and Vice Chairman, The Sanmar Group for his guidance during the year and a special word of appreciation to CII – IQ’s Secretariat for their dedicated and unstinted support in all of the activities during the year.

R Mukundan
Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Limited
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Institute’s Performance at a Glance

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24th CII National Quality Summit

The 24th CII National Quality Summit 2016 with the theme “The Digital Transformation of Business – Implications for Quality” held at Bangalore 23-24 November brought together a galaxy of eminent speakers, dignitaries and thought leaders. The CII Summit attended by over 400 people, strove to initiate a rethink on the role of IT strategy, from that of a functional-level strategy—aligned but essentially always subordinate to business strategy—to one that reflects a fusion between IT strategy and business strategy.

Addressing the Summit over video-conference from New Delhi, Shri Suresh Prabhu, Hon’ble Union Minister of Railways said that “All operations of Indian Railways are being moved towards digital”. Digital technology, he said, was the common thread underlying the changing and transformative scenario giving them an opportunity to create a new infrastructure and new way for delivering quality in life irrespective of social status.

The Minister added that Indian Railways was changing to keep up with evolving technology. “We have put in place a customer complaint redressal mechanism to provide real-time assistance to people. We are in the process of developing a system whereby any complaints made through different platforms such as SMS, Twitter, Phone etc. are integrated into one,” he said. The Railways was also implementing a GPS monitoring system and setting up public Wi-Fi which would be the largest in the world. It was in the process of implementing ERP to usher in efficiency, accuracy, avoid mishaps and reap monetary benefits besides HR audits to establish efficiency parameters, productivity norms and fix KRAs.

Shri Suresh Prabhu, Hon’ble Union Minister of Railways, Government of India addressing the 24th CII National Quality Summit via video conferencing from New Delhi.
Dr Naushad Forbes, President, Confederation of Indian Industry & Co-Chairman, Forbes Marshall said, “The Make-in-India program cannot happen without Quality. We need to go beyond manufacturing quality to be successful.” Delving much deeper into issues that constituted “good product”, he identified six critical areas that determine perceptions about good quality, including human fit, craftsmanship, emotional connect, aesthetics elegance and sophistication, symbolism and consistency with global constraints. Some of the suggestions he had for achieving such qualitative products included employee sensitivity towards quality, abundance in design freedom and the appropriate ambience to be able to produce quality outputs.

Mr Yaduvendra Mathur, Chairman and Managing Director, Export-Import Bank of India, reiterated his organization’s commitment to quality and its strategic support to the CII Institute of Quality, heralded the transformational times and called upon committing positive ways to usher in experiential inclusiveness with equity in growth. With protectionism hindering existing international trade, he called upon the need to step up varying service sector exports through the use of disruptive technologies. With reports that Europe’s GDP was slated to slide significantly if they were unable to shift out digitally, he noted that India’s GDP could notch up three to four points if the nation were to shift to digital.
Mr R Mukundan, Chairman, CII Institute of Quality & MD, Tata Chemicals Limited underlined the importance of technology impacting quality to establish "customer-centricity" and how consistent seamless customer experiences had been established through compatibility, devices explosion and interconnectivity using real time monitoring. These, he said, besides speeding up time to market cycles, had also paved ways to break interdepartmental coordination in catering to stakeholder requirements. Companies, he said, must prioritise digital for better quality of products and services. He noted that leaders should emphasize the highest standards of quality, whether in government, or in companies. It was important that Quality and Innovation should take center stage for campaigns like Make in India, Swachh Bharat Abhiyan, Digital India, and Start up India to succeed, he added. "The digital revolution is leading to compatibility of applications across a plethora of networks, devices and interfaces. As a result, ensuring impeccable quality and consistent customer experience is pushing companies to expand the frontiers of Quality Assurance. It is imperative for digital business to deliver a rich and meaningful user experience", he concluded.

Presenting the McKinsey & Company report ‘Quality in the Digital Era’, Dr Jaidev Rajpal, Partner, McKinsey & Company noting the evolving, challenging and inspiring digital path, reiterated how digital technologies were conceptualizing and delivering changes in our lives. With significant changes especially in the Banking, Medical and Automotive sectors, he emphasized the importance of ensuring the reliability, traceability and security of data collections, recording and analysis and the need for establishing a “talent strategy” to retain such different skilled employees. “Successful companies are increasingly combining their quality strategy with the digital vision based on their customer needs, while constantly iterating on product development.” Companies needed to emphasize on agility and customer focused cross-functional teams, he concluded.

Mr N Kumar, Chairman, CII Primary Education Council 2016-17, Past President CII & Former Chairman, CII IQ & Vice Chairman, Sanmar Group, in his opening remarks noted that digital would play a significant role in the way business would be conducted, requiring detailed planning and training and a need to redefining learnings for which the Institute of Quality was well geared. Stressing that there would be little room for mistakes in the digital economy, he said that an enterprises’ success would be measured in terms of superior, sustainable performance and value created for all their stakeholders. He called for use of excellence models which build agility, resilience and long term value creation.
The Session on *Disruptive technologies, Disrupting quality* was addressed by **Mr Rostow Ravanan**, Managing Director & Chief Executive Officer, Mindtree Limited; **Dr Chandan Chowdhury**, Vice President - Global Affairs & Business Development, Dassault Systems India; **Mr C V Raman**, Executive Director – Engg. Research & Development, Maruti Suzuki India Limited and **Mr Kuruvilla Markose**, Chief Digital Officer, Titan Company Limited.

The Session, *Industrial Internet : The future of Smart Enterprise* was addressed by **Mr Kamal Bali**, Vice Chairman, CII Karnataka State Council 2016-17 & Managing Director, Volvo India Limited; **Mr Sameer Gandhi**, Managing Director, Omron Automation Private Limited; **Mr Akilur Rahman**, Head – Corporate Research Centre, ABB India Limited; **Mr Ganesh Mani**, Vice President – Production Division, Hyundai Motor India Limited and **Mr Vivek Arora**, Associate Partner, McKinsey & Company.

Mr L Krishnan, Past Chairman, CII Karnataka & Managing Director, TaeguTec India Pvt Limited chaired the session *Game Changers: Cutting through the Clutter known as Industry 4.0*. Others who spoke included **Mr Hiromasa Ohtake**, Deputy Managing Director, Yamazaki Mazak India Private Limited; **Mr Pravin Pathak**, Deputy General Manager, Project Leader Industry 4.0, Bosch Limited and **Mr Mohit Pande**, Country Manager-India & South East Asia, Google Cloud, Google India Private Limited.

The Special Session on *Value of Creativity and Innovation in Entrepreneurship* was chaired by **Mr N Kumar**, Chairman, CII Primary Education Council 2016-17, Past President, CII & Former Chairman, CII IQ & Vice Chairman, Sanmar Group. Other speakers included **Mr Ganesh Krishnan**, Serial Entrepreneur & Chairman, Portea Medical; **Mr Roshan Paul**, Chief Executive Officer, Amani Institute and **Dr Ashish Verma**, Associate Professor-Department of Civil Engineering, Indian Institute of Science.

The Welcome Remarks in the *Special Session on Work Life Balance* was delivered by **Ms Indra Prem Menon**, President & Executive Director, Lakshmanan Isola Private Limited followed by a thoughtful and inspiring talk by Rajyogini Brahma Kumari Sister Asha.

Speakers for the Session *Quality challenges in Multi Location Operations* included **Mr Pravin Rao**, Chief Operating Officer & Member of the Board, Infosys Limited; **Mr A Venkataram**, Managing Director, British Standards Institution; **Mr Parag Satpute**, Managing Director, Sandvik Asia and **Mr Hemant Malik**, Divisional Chief Executive – Foods Business, ITC Limited.

The Session *Big Data and Digital Platforms – The Next Frontier for the Enterprise* was chaired by **Ms Kavitha Mohammad**, Director Sales, Public Sector Asia Pacific Japan, Intel. Others who spoke included **Mr Nageswara Rao**, Executive Director, Vijaya Bank; **Mr Tarun Jain**, Head of Product, Monetization, Flipkart and **Mr Prithvi Chandrasekhar**, Consumer Analytics Practice Lead Asia, McKinsey & Company.

The Session *Challenge of Change: Pathways to Corporate Transformation through Business Excellence* was chaired by **Mr David Rasquinha**, Deputy Managing Director, Export-Import Bank of India. **Mr Girish Kumar**, Director (Bangalore Complex), Bharat Electronics Limited; **Mr Dinesh Bhrushundi**, Chief Quality Officer, Delhi International Airport (P) Limited; **Mr Sirish Bhargava**, Senior Vice President, Corporate Operations and Business Excellence, Raychem RPG Private Limited and **Mr Pankaj Agarwal**, Vice President, Operation Excellence, Lupin Limited also spoke.

**Mr Ajay Nanavati**, President, Grey Gurus Management Advisors LLP chaired the Session on *Quality in Startups: Innovations and New Paradigm*. Others who spoke included **Mr Vishal Bali**, Co-Founder and Chairman, Medwell Ventures; **Mr Amuleek Singh Bijral**, Chief Executive Officer & Co-Founder of Chai Point, Mountain Trail Foods Private Limited and **Mr Anand Talwai**, Co-Founder and Executive Director, Next Wealth Entrepreneurs Private Limited.
The 24th CII National Quality Summit witnessed the presentation of CII-EXIM Bank Awards for Business Excellence 2016 by felicitating companies that showed a high level of maturity in business processes. This year there were four prize winners including Bhilai Steel Plant, Steel Authority of India Limited; Bosch Limited, Diesel Systems, Jaipur; Godrej Interio Division, Godrej & Boyce Mfg. Co. Limited and National Stock Exchange of India Limited. These organizations were chosen for their high levels of maturity in business processes and performance. 15 other Organizations were conferred Commendation Certificates. 11 organisations were recognized for SMB Performance Excellence and 8 for BE STAR Icon Recognitions.

CII-EXIM Bank Award for Business Excellence, jointly established by CII and Export Import Bank of India in 1994, aims at enhancing the competitiveness of India Inc. It is based on the internationally recognized European Foundation for Quality Management (EFQM) Excellence Model 2013. This award is highly coveted and has the most robust qualifying framework, being equally popular with the public and private enterprises, large, medium or small.

Speakers at the Award Ceremony included Chief Guest, Mr D K Hota, Chairman & Managing Director, BEML Limited; Air Marshal SRK Nair AVSM, VM, Air Officer Commanding-in-Chief, Headquarters Training Command, Bengaluru; Mr T Ravindran, Managing Director, Bosch Ltd; Mr David Rasquinha, Deputy Managing Director, Export-Import Bank of India and Mr R Mukundan, Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Limited.
To celebrate International Yoga Day, CII IQ on 21 June 2016 organized a 90 minute Yoga session at its CII IQ K N Shenoy Centre in Bengaluru.

Mr Sindura Isha of the Isha Foundation conducted this very revitalising and energising yoga session for the staff. Beneficial asanas like Yoga namaskara, Nadi shuddhi, Nada yoga, Shambhavi mudra, Namaskar process were presented and practiced by CII IQ staff. They were also initiated on practicing Yoga for Health; Yoga for Success; Yoga for Wellbeing; Yoga for Peace; Yoga for Joy; Yoga for Inner Exploration& Yoga for Love.
CII INSTITUTE OF QUALITY

CII-EXIM Bank Award for Business Excellence 2016: Winners List

Prize Winners
- Bosch Limited, Diesel Systems Business – Jaipur Plant
- National Stock Exchange of India Limited
- Godrej Interio Division, Godrej & Boyce Mfg. Co. Limited
- Bhilai Steel Plant, Steel Authority of India Limited

Commendation for Significant Achievement
- Godrej Appliances Division, Godrej & Boyce Mfg. Co. Limited
- Raychem RPG (P) Limited
- Godrej Precision Engineering Systems Division, Godrej & Boyce Mfg. Co. Limited
- Godrej Construction Division, Godrej & Boyce Mfg. Co. Limited
- Godrej Security Solutions Division, Godrej & Boyce Mfg. Co. Ltd
- Kirloskar Ferrous Industries Limited
- Triveni Engineering & Industries Ltd., Gear Business Group
- CESC Limited

Commendation for Strong Commitment to Excel
- Larsen & Toubro Limited-Power, EPC Division
- Rourkela Steel Plant, Steel Authority of India Limited
- Alupuram Works, Hindalco Industries Limited
- Godrej Storage Solutions Division, Godrej & Boyce Mfg. Co. Limited

Commendation for Significant Achievement (SMB)
- Indelox Services Private Limited

Commendation for Strong Commitment to Excel (SMBs)
- Humming Bird Digital Private Limited
- Inteliment Technologies (India) Private Limited

Excellence in Operations Management LEADER
- Maithon Power Limited
- Security System Division - Noida Plant, Minda Corporation Limited
- Bongaigaon Refinery, Indian Oil Corporation Limited

Excellence in Customer Management LEADER
- Pantnagar Plant - Minda Corporation Limited
- Mumbai International Airport Private Limited
Excellence in People Management EMERGING LEADER
- Maithon Power Limited
- Security System Division - Pune Plant, Minda Corporation Limited

Excellence in People Management PROMISING PRACTITIONER
- Mahindra Intertrade Limited, Vadodara Plant

Significant Progress in Performance Excellence
- Maniks
- Corru Cartons (I) Private Limited
- Futura Apsol Private Limited
- PHI Audiocom Systems Private Limited
- GeoRock Forge Private Limited
- Synergy Cargo Management India Private Limited
- Wudhouse Designs Private Limited
- ASE Design & Structures Private Limited

Sustained Performance Excellence
- Reactive Polymers Limited
- Khutale Engineering Private Limited
- Neogi Technologies And Research Private Limited
The BE vertical continues to build an enabling ecosystem to recognize excellence by building role models, capability and capacity amongst industries including SMBs besides supporting future ready business leaders in creating global organizations through trainings, customized consultings, comprehensive health checks, recognitions and knowledge dissemination. The over two decades excellence promotion as a fundamental management approach has trained over 50,000 managers, incubated 300 assessors annually, recognized over 500 organisations including 19 Prize winning and 9 Award winners of the CII-EXIM Bank award for Business Excellence.

CII Institute of Quality organized its annual National Business Excellence Conclave 2016 and the K N Shenoy Oration as part of its 15th anniversary celebration in Chennai on 9th May. Eminent speakers from different industry verticals stressed on the importance of quality in manufacturing and the urgent need for Indian manufacturing to adopt industry 4.0.

While delivering the K N Shenoy Oration, Mr Sunil Mathur, Managing Director, Siemens India, said that manufacturing continues to evolve and it has become much more complex as customers have become much more demanding and discerning. Today there are Indian manufacturers capable of competing on a global scale but unfortunately for us there are too few. With 1.3 billion people, a workforce of around 500 million and a young intelligent population, India has it all. Yet somehow we are not seen as a country of manufacturers. “India will grow only if its economic model is one of inclusion”, he said identifying Manufacturing as one such area that could achieve this if it were to be moved out of the cities and into the towns. While current manufacturing contributed around USD 300 billion to India’s 2 trillion economy, it had potential to revolutionize the economy of the country with a target to increase the contribution of manufacturing to a trillion dollars by 2025.
With the world moving towards industry 4.0, India will also have to move with it if ‘Make in India’ has to succeed. This would entail the adoption and adaption of new technologies not only in manufacturing, but right through Indian supply chains. The entire supply chain of SMEs will need to start thinking now on how it wants to stay relevant and competitive. Manufacturing in India will only succeed if SMEs step up to the challenge. India’s challenge in stepping up to implement industry 4.0 is going to be skill development. “Without reliable apprenticeship training system, we are teaching our children today technologies that are already outdated”, he concluded.

Mr Kamal Bali, Managing Director, Volvo India Pvt. Ltd., elaborated on five mega trends, which according to him, will shape the future - Digitization, Economic Power shift from West to East, Widening Economic Disparity, Changing relationship between us and our planet and Urbanization. These mega trends have brought into focus digitization and smart manufacturing. We need digital technology to be more competitive, faster to market and improve quality. This will build brand India. There is urgent need for pragmatic policies, adoption of best practices from successful countries, defining a vision for manufacturing and identifying champion industries in order to bring about a positively impact on the entire ecosystem.

Mr Anil Sikka, Master Expert & Partner, McKinsey & Co Inc. while delivering his special address on ‘Smart Factory - Delivering Next Generation of Manufacturing’ spoke on industry 4.0, internet of things and digital manufacturing. According to him, manufacturing companies are on the brink of disruption. Disruptive technologies are coming into manufacturing at a rapid pace. Just as the world is interconnected very soon we will have a scenario where machines in a manufacturing plant will be interconnected across geographies. We will soon have real time data on all aspects of a manufacturing plant, bringing down latency and improving quality.

He enumerated four factors that will transform an organization into a digital company: How we capture the huge amount of data generated by an organization; How you utilize and analyze the data to get meaningful insights; How to bring about human and machine interactions and Robotics and 3D manufacturing. Over the years the cost of capturing and analyzing data has come down significantly and can be easily adopted into an organization and the same applies to robotics and 3D manufacturing. "Technologies like Google Glasses is widely catching on in manufacturing industry", he opined.

Mr R Mukundan, Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Ltd., said that quality must be a holistic approach for business excellence because it leads to improved customer demand, enhanced customer experience and lowering of cost. The key task was to create an organizational culture around quality. According to him, the stage is now set for smart manufacturing and smart factories of the 21st century. The latest manufacturing revelations will fundamentally change how products are invented, manufactured, shipped and sold and this will make zero emission, zero incident manufacturing possible.
Mr N Kumar, Former Chairman, CII Institute of Quality & Past President, CII & Vice Chairman, The Sanmar Group in his opening address termed the CII Institute of Quality as one of the finest Centers for building the competitiveness of Indian Industry. According to him, the reason for its success is the fact that the Institute has always remained relevant and focused on building future-ready skills. Today, the world is aware that by transforming quality culture and embedding the strategic quality mindset throughout an organization, companies can improve their performance and manage risks to address the challenges of the next decade. “Quality today is less about engineering characteristics and more about change management”, he added.

Other distinguished speakers included Dr Vinod P Kumar of GE Global research; Mr Akhilur Rehman of ABB India Ltd; Dr Andreas Wolf of Bosch Ltd.; Dr Shivkumar Kalyanaraman of IBM Research; Mr Sanjeev Balan of TAFE. Topics addressed ranged from Brilliant factory, IoT, SMART resource redeployment, Automation etc. The Conclave had over a 150 people from the Senior Management of leading Indian companies for the deliberations.

The inaugural also saw the ceremonial release of the “CII Stars of Education-Performance Excellence Recognition Programme”. Mr Mukundan, Chairman CII –IQ also spoke on the occasion and also thanked the past chairman Mr N Kumar for his contribution.

The Master class sessions had a deep dive into Customer focus and Operational Excellence practices. Speakers included Mr Pravas Mohapatra of Rallis India Ltd; Mr Shyam Sundar of Delhi International Airport Ltd; Mr Subbiah Viswanathan of Apollo Hospitals and Mr Sudeendra Koushik of TTK Prestige.

A Concurrent plant Visit to Saint Gobain Glass India, Winner of the HR Excellence Award 2015 was planned to see elements of a SMART factory and gain insights into Opex practices and customer focus which had 30 participants.
CII – IQ organized a “Service Excellence Mission” between 4th to 8th September to Singapore focussed on Customer Satisfaction strategies and sectoral best practices from different sectors across companies in Singapore. Mission members hailing from the Steel, Hospital, Textiles, Infrastructure and Bio Energy sectors, assimilated various service Excellence points and key differentiators that had made Singapore a leader in the services sector. Ms Vijay Thakur Singh, the Hon’ble High Commissioner of India in Singapore also impressed upon the delegates the importance of the Service economy in Singapore and the need to transplant best practices back home in India.

The Key Learnings included:

- **TCS**: Focus on the finer points of Key account management; agile response to customer needs; focus on Knowledge management were best practices were shared globally for global business management.

- **Changi Airport**: The 2 hour guided floor walk afforded a visual observation of Customer behaviour, online feedback and control and capturing expectations of customers for superior customer service. The concept behind building a green airport, seamless, superior customer experience, creating an ambience of warmth and hospitality were also explained.

- **ANZ Bank**: A presentation with an interactive session, explained how ANZ used the Business Excellence framework to reorient its business thereby proving value add to all stakeholders as well as differentiating itself with its service excellence by benchmarking different sectors to improve their processes.

- **Makino**: Different facets of Daily Work management. Visual controls. Lean management, unique aspects of people management to deliver high levels of operational efficiencies with a lean workforce.

- **SPRING**: As a nodal governmental agency, propagating and advocating the use of Excellence models had helped establish competitiveness and larger stakeholder benefits by PSEs. Small and medium businesses.

- **BCA (Building and Construction Authority)**: Insights as to how Singapore plans, manages and sustains its Infrastructure within its land availability constraints without compromising on complaint and safety norms. Details of process audits throughout the life cycle of any building construction were an eye opener.
• **Jet Airways**: Operating on foreign soil, norms of various Customer orientation practices for various operating processes without compromising on traditional Indian warmth were explained.

• **Nestle Corporate**: Insights into how Nestle analysed demographics, planned product pipelines and managed complex logistics. The role of Nestle R&D, Quality Assurance departments also showcased the stringent quality checks and certifications to make it a brand leader.

• **Ritz Carlton Hotel**: Benchmarked for its fabled personal touch and service practices, besides explaining various hospitality processes, they shared real time experiences of staff that walk the extra mile displaying tenets of the Ritz Carlton value systems.

The 4th edition of The National Excellence Practice Competition 2016, organized by the CII Institute of Quality with the theme ‘Application of Tools & Methodologies for Sustainable Excellence’ received over 100 entries from over 50 organizations at the first level across various states. Among these 71 entries were shortlisted and 65 teams participated in the Regional Level Competitions that was held in Chandigarh for Northern & Eastern Region, Pune for Western Region and Hyderabad for Southern Region from both, Manufacturing & Services streams.

Further to the Regional level competitions, 32 teams got shortlisted and participated in the National Level Competition that was held during 18-19 August 2016 in Bangalore. Apollo Hospitals, Bharat Bijlee, Motilal Oswal Financial Services, Tata Teleservices, HP, CGI, Tata Housing, Brigade Enterprises, Bosch, Toyota Autoparts, Brakes India, Tata Chemicals, TAFE, L&T, Godrej, Mahindra and many more were part of the National Competition.

L&T - Electrical & Automation and, Motilal Oswal Financial Services were the winners at the National Level Competition.
This year’s Global Excellence Model (GEM) council members meet was held at Sao Paulo, Brazil from 18th to 20th October 2016. The meeting was hosted by FNQ (National Quality Foundation), Brazil and was coinciding with the silver jubilee celebrations of FNQ.

The Global Excellence Model (GEM) Council consists of organisations that are recognised globally as the guardians of premier Excellence Models and Award processes in their specific geographical region/area or trading block. CII’s Institute of Quality, is a GEM Council member from India These not-for-profit organisations provide mutual learning and sharing of good practices and initiatives, and maintain direct access to the private and public sectors. They place their Excellence mission above short-term commercial exploitation.

CII’s Institute of Quality, was represented by Ms Greeta Varughese, Executive Director, CII and Mr P M Krishnan, Principal Counsellor, Business Excellence. CII IQ is the award manager of the prestigious CII-EXIM Bank Award for Business Excellence in India. This award has come to be respected as one of the benchmark award processes in excellence. Till date there have been 9 Award winners of this prestigious award which represents some of the most respected names of India Inc.
BUSINESS EXCELLENCE

On October 18th, the International Best Practice Forum (IBPF) and celebrations of the FNQ silver jubilee was organized. Mr Jairo Martins, Executive President & CEO of FNQ and also the GEM Council Chairman of 2016, welcomed the delegates. Ministry of Planning, Development and Management presented the lecture “Managing for Excellence—the path to a better Brazil”. Organisations who had gone through the journey of excellence, shared their success stories. The GEM council members presented on the evolution of the world management model and also discussed various aspects through the panel discussion. Mr P M Krishnan, CII IQ presented the India story.

On October 19th and 20th, each GEM council member presented updates on the excellence programs and discussed in detail about the progress, challenges and way forward. India was represented by Ms Greeta Varughese. Potential members presented their programs as part of entry process to GEM council. The program ended with a lecture session by Mr Jairo on Cachaca and Caipirinha: culture and pleasure of Brazil followed by dinner.

GEM Council members support and promote the interests and activities of GEM by participating in cross-national working groups and acknowledge the mutual benefits of sharing and learning activities. The ambition of the GEM Council is to ultimately secure membership from each significant geographical region/trading block across the globe.

CII IQ was part of this mutual learning and sharing of good practices and initiatives among the group of GEM Council Members representing Singapore, Malaysia, Japan, Mexico, America, Brazil, and Europe. CII IQ by virtue of this association is privileged to have access to the latest thinking on Business excellence being practiced internationally.

CII IQ has been promoting excellence in India, since 1994 to build globally competitive Organisations and has been recognised by many global role model organisations through the prestigious CII-EXIM Bank Award for Business Excellence. Even SMBs through their participation in the Award process have benefitted significantly. The next GEM Council will meet in India in Nov 2017 and CII will host and Chair the same.
The First Assessor Training Program for 2016 was held at the L&T Leadership Development Academy at Lonavala during 20-22 Jan 2016. Participants from the Raychem RPG Group, JSW Steel Salem Works, CESC Kolkata, NSE, Hydac, Sansera Engg, Sterlite, and Asian Paints attended.

The Program was based on the renowned EFQM Excellence Model. Adoption of this framework helps Organizations remain competitive, agile and is used to assess process and result maturity. The Program was aimed at training Assessors from the Industry to support the Prestigious CII EXIM BANK Award for Business Excellence. Participant profiles included senior management roles in their Industry with a minimum work experience of over 20 years spanning different functions.

The Faculty for the Workshop were Mr Shivakumar K R & Mr Krishnan P M, both Principal Counsellors. BE from CII-IQ Bangalore.

CII IQ Business Excellence team organized a Business Excellence Assessor Workshop at Hotel Orchid, Mumbai from 20 April to 22 April 2016. The 3 day program discussed the need to focus on Inclusive, Comprehensive. Sustainable and Predictable success to transform an Organisation into world Class. The highly interactive sessions deliberated various facets of Assessing the Maturity of the Organisation in order to understand the progress and to take appropriate action. CII-EXIM Bank Award Process. its journey since 1994. examples of great Organisations. assessment process and great personal enrichment experience of participating Assessors, their passion, Commitment etc., were discussed in detail with great focus. There were many examples, experience sharing, simulated assessments using case studies and dealt with the discussions on day-to-day challenges faced by the Organisations & its Leaders in particular in building a Customer centric Organisation.
The program was attended by Senior Leaders from Bosch, Reliance, NSE, Blue Star, L&T –S&L, Grasim Industries, Excelsior Education Society, Dr V N Baedeker Institute of Management Studies etc. and was conducted by Mr P M Krishnan, Principal Counsellor, CII IQ.

Another Three-day Business Excellence Assessor Training was conducted in Bangalore, 7-9 December, 2016. Concurrently, a similar program was held for the BHEL Bhopal unit. A one-day sensitization program on Business Excellence was conducted for ABB in Bangalore who are new entrants into the Business Excellence fraternity.

Yet another Assessor Training Program on Business Excellence was conducted during 27-29 June 2016 by CII Institute of Quality Bangalore. The faculty was Mr Shivakumar K R. Principal Counsellor, CII Institute of Quality, Bangalore and was attended by 20 participants.

During 2016, the BE vertical has trained over 200 Assessors who were empanelled and engaged in external assessments. As a precursor to the maiden Customer Obsession Award, Assessor Trainings and a series of Webinars were also organized in Bangalore at CII Institute of Quality to facilitate the participants to get a clear insight into the Assessment Model and Framework and also to enrich their learning through external assessments.

A Program on Service Excellence was conducted by the CII Institute of Quality for the Ace Micromatic Group at Bangalore on the topic “QC Tools for Systematic Problem solving” on 28-29 of July 2016. The faculty was Mr Shivakumar KR, Principal counsellor CII IQ and was attended by 25 participants.
CII Institute of Quality’s Business Excellence vertical throughout the year organized many programs for capability building across different Organizational processes and functions including programs in the areas of HR, Coaching & Mentoring.

A unique one-day focused workshop on “How to benefit from Business Coaching & Mentoring” was organized on 12th December 2016 in Bangalore. Entrepreneurs, CEOs and Business Heads actively participated in the workshop deliberations on the conceptual differences between Coaching and Mentoring and its application to Business coaching and Business Mentoring. The unique aspect of the workshop was the presence of 5 Ex CEO faculty members who shared their experiences. The workshop was led by the Lead Facilitator, Mr. Ganesh Chella, Vice Chairman & MD, Coaching Foundation India. Mr. Fausto Cardoso, Business Coach and Mr. S Viswanathan, Director and Business Coach led the session on clinics to understanding business needs. Mr. R Mahendran, CEO, Mahendra Pumps shared experiences on how their organisation benefitted from business coaching during the workshop. Taegutec India also shared their experiences.

A two-day intensive workshop on HR Metrics and Analytics was also held in Hyderabad on 12-13 December for the HR fraternity which dealt in detail on HR Processes. Audits and associated metrics. The faculty also deliberated on the usage of data in the form of analytics.
The TPM Club India of the CII Institute of Quality continues to build World Class ‘future ready’ Manufacturing capabilities in India including SMBs manned by a critical mass of change leaders adopting globally proven management philosophies.

Its training and consulting services and partnership with JIPM & JMAC has supported over 160 companies in India & abroad, trained over 12,000 TPM delegates, held 16 TPM National Conferences, 28 Kaizen Competitions, 6 TPM Circle competitions and has overseas footprints in Egypt, Iran, Oman, South Africa, Sri Lanka, Bangladesh & Sudan.

India has highest number of awardees outside Japan with 224 Indian companies having won 324 JIPM-TPM Awards till date. TPM Club India has till date supported 103 award winning companies and has helped them get 134 Awards!

The announcement of results of the TPM Awards by Japan Institute of Plant Maintenance (JIPM) after a detailed assessment of applicant companies for the year 2016 brought cheer for the Indian Industry with 25 companies successfully challenging 32 of the prestigious Japanese award. 13 of these winners with 15 Awards were supported by the TPM Club India of the CII Institute of Quality.

With this result, India has the highest number of awards outside Japan for which Indian Industry deserves accolades. Till date, 224 Indian companies have won 324 JIPM-TPM Awards, with some of them going for higher level of awards in their TPM journey.

TPM Club India of the CII Institute of Quality, through its consulting and hand-holding support, has till date supported 103 award winning companies and has helped them get 134 Awards!
The TPM Club of India CII IQ Bangalore organized the 16th National Conference on 7th and 8th December in Bangalore with the theme “Leveraging TPM for World Class Manufacturing”.

Mr Ashok Rao. Convenor, CII Karnataka Manufacturing Panel and MD, KGK Engineering Pvt Ltd in his opening remarks on the Conference theme expressed the importance of the twelve potential economically disruptive technologies which would be the center pieces of future transformational change. He indicated that Manufacturing conditions were improving with greater workforce safety, better working conditions, increased collaboration opportunities, greater data availability and increased resource utilization which industries would leverage to improve overall efficiency.
### Certificate of Significant Achievement for TPM
- Hindustan Coca Cola Beverages Pvt Ltd, Hospet
- Madras Radiators & Pressings Ltd (under TAFE Cluster)
- Caparo Engineering India Private Limited (under TAFE Cluster)
- Nelcast Limited (under TAFE Cluster)
- Amalgamations Repco Limited (under TAFE Cluster)
- Napino Auto & Electronics Ltd.
- Ashok Iron Works

### Certificate of Strong Commitment for TPM
- Neel Industries Pvt Ltd (under TAFE Cluster)
- Surin Automotive Private Limited (under TAFE Cluster)
- Federal Mogul Goetze India Ltd
- Godrej & Boyce Mfg. Co. Ltd, Lawkim Motors Group
- Mahindra Intertrade Ltd
- Greaves Cotton Ltd, Plant I & V

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Chief Guest **Mr Kamal Bali**, Managing Director, Volvo Group – India talked about the growing share of India & China in the overall global economy though India’s manufacturing share in global GDP was a mere 2% versus China’s 24%. Citing the nation’s three top challenges as Job Creation (and entrepreneurship), Education, Skills & Human Development along with Infrastructure Development (Physical & Digital), he indicated that TPM methodologies and practices were excellent integrators to derive manufacturing excellence.

**Mr R Mukundan**, Chairman, CII Institute of Quality & Managing Director, Tata Chemicals Ltd. noted that Total Productive Maintenance (TPM) had emerged as a significant philosophy which had been ably adopted by India manufacturing industry in its quest to become globally competitive. Information exchange, In-house Counselling, Training & Handholding Implementation, Seminars & Workshops, Plant Visits to TPM practicing companies and Kaizen conferences, Champion’s Competition, TPM Circle Competitions and such TPM National Conferences had been instrumental in promoting manufacturing excellence and competitiveness amongst Indian manufacturing Industry, he concluded.

**Mr S Devarajan**, Sr. Vice President, TVS Motors Company speaking on the session *Business transformation through TPM* mentioned how products could take over the market through good Manufacturing practices leading to low cost manufacturing. **Mr S N Shahane**, Vice President, TPM at Bajaj Auto related how TPM was instrumental in creating a systemic culture fostering growth and the competitiveness to improve shop floor productivity through safety. **Mr Sirish Bhargava**, Head Corporate Operations, Raychem RPG Ltd. spoke on the interrelation between various TPM tools as a perfect team building tool in improving shop floor productivity.

**Mr Abdul Wadood**, Principal Counsellor and Head TPM Club India stressed on the importance of Awards. underlined the challenges faced in the Award process and the need of a new approach for the Award process. **Mr Prem Motwani**, Professor JNU in the session *Key Speciality of the journey to Special Award & World Class Award* detailing the way-forward in the Award process and the efforts needed to be world-class, called upon Indian Industry to gear itself for new challenges. **Mr Ashok Rao**, Convenor, CII Karnataka Manufacturing Panel and MD, KKG Engineering Pvt Ltd. speaking on the session *Integrating Flow and Quality for Unique Production Systems*, cited this as the new and upcoming challenge to all manufacturing industries, called upon a new look at various new method to face competition. **Mr Sadashiva Baligar**, VP Manufacturing, Toyota Kirloskar Parts Pvt Ltd while explaining the integrating of various tool to form a new method of implementing to meet production requirements, also explained how they had through team work achieved ZERO defects. TPS, a strong system to audit and the vision of Toyota had significantly helped them find new ways to improve quality.

**Mr Pravin Pathak**, Deputy General Manager & Project Leader Industries, Bosch Ltd speaking on Industries 4.0 buzz, explained their BPS – Bosch production system which married the group’s innovation and production capability, connecting industry to the real potential for Smart Factories; from a concept to reality. Industry 4.0 which was highly dependent on connectivity with the entire value creation process of suppliers and manufacturers, would be successful only with cooperation and the exchange of ideas and a solutions approach. **Mr G Sunderraj**, Head-Production & VPS, Volvo Construction Equipments expressed similar views on VPS detailing various components of their system.
Mr H T Rajan, Chief Manufacturing Officer, TTK-LIG Ltd. spoke on innovation in TPM and the use of the latest technology to bring out the best out of the box thinking and the use of simple tools like JIT, TQM, visual control. Implementation of Kaizens at different levels in their organization. Mr Kishore Sonawane, Manager, BE Automotive Division, Mahindra & Mahindra shared his views on the use of the latest tech to improve the output through less resource for the highest output. Mr Suresh Nagesh, PESIT Chair Professor in Computational Mechanics. PES University spoke on ways of using 7 visual tools for TPM problem solving; developing other tools for development and empowerment of TPM and TPM change management requirements.

In the session TPM a 21st Century Business tool and not mere Manufacturing Excellence, Mr Jun-ichi-Uchida, Chief TPM Coach, JMAC- TPM Company Japan, recognizing the challenges in the digital world, underlined the need to look beyond the simple ways of kaizens as one needed to use technology to work for us. Artificial Intelligence and interaction with internet usage and using virtual reality were some of the suggestion he made. The advantages of and the disadvantages of AI v/s Humans were deliberated at length. He explained, what an AI could do and what it could not.

Having a real time clocking for each function through AI would assist TPM to support the 21st century growth improvements through kaizens. TPM, he said, would have a challenging role in developing AI through kaizens and IoT. He also mentioned that the technology of On line coaching was to be explored and informed that JIPM was working on it and will be getting it on-line soon.

Mr S Venkateswaran, Senior Counsellor, TPM Club India, speaking on Integrating Tool and Accelerating TPM opined that just implementation was not a goal and that sustenance was more important with people involvement to bring about a culture change into the 21st century. Dr N Muthukumar, President & Whole time Director, Automotive Axles Ltd. opined that while TPM as a tool had established itself in the market, the challenge was to sustain in the market through people, training and hand holding them to put the learning to practice. Motivational schemes needed to be put in place and benefits accruing to the company shared equitably.

Mr A Santhanamm, Vice President –Operations, Axles India Ltd spoke of laying down a robust and sustainable platform in bringing in the culture change. Mr T Rajasekhar, Sr. Vice President & Head Manufacturing, EID Parry spoke of creating a cultural change to bring in team work and harmony where making profit was not the goal but to be able to sustain in the long run. Ms Supriya Shrikant Badve, Director Badve Engineering Ltd. touched upon issues relating to growth, Loss reduction, Improvement plans. Kaizens implementations and their benefits besides use of TPM as a CSR tool.

Chairing the session on Continuous Improvement through Lean, TPM, TQM, Six Sigma, Mr Ramesh N, Head Quality and Material R&D Business Excellence, Taegutec India Pvt Ltd. mentioned the use of the best industrial tools in the industry and the benefits of using them. Mr Hussain Shariyarr, Sr. Vice President Operations Godrej & Boyce Mfg. Co. Ltd. Appliance Division expressed the methodology of using TPM for the benefit of the cluster, down to the local village level. Mr Vasant Jain, Senior Scientist GE Energy mentioned the need for Robust Design – a Key component to design for Six Sigma and its evolution.

Champions Trophy Competition

This competition was held on 6th December in Bangalore where the winning teams from the Kaizen competition and the Circle competition took part. A jury comprising of industry representatives adjudged the winners

Circle Category Winners

Winner
• Raychem RPG (P) Ltd – Kobetsu Kaizen

Runner up 1
• Bajaj Auto Ltd. Motorcycle Division, Aurangabad- Jishu Hozen

Runner up 2
• Brakes India Ltd - Jishu Hozen

Kaizen Category Winners

• Mahindra Vehicle Manufacturers Ltd.- Source of Contamination Elimination - Restorative
• Auro Spinning Mills Ltd –Low Cost Automation / 3R- Renovative
• Godrej Precision Engineering Pvt. Ltd, Plant 9- Throughput time Reduction Activities –Innovative
• Toyota Kirloskar Motor Pvt. Ltd - Process breakthrough through change of technology-Breakthrough
WINNERS LIST

**Muri**

**Winner**
- Delphi – TVS Diesel Systems Limited
  Plant 3

**1st Runner Up**
- BLUE STAR LTD - WADA

**2nd Runner Up**
- IOCL - Western Region Pipelines, Gauridad, Rajkot

**Muda**

**Winner**
- IOCL - Digboi Refinery

**1st Runner Up**
- Bajaj Auto Ltd. Motorcycle Division, Aurangabad

**2nd Runner Up**
- Robert Bosch Starter motors Generators India Pvt. Ltd Bangalore

**Mura**

**Winner**
- MRF Ltd. Motor Cycle Plant, Arkonam

**1st Runner Up**
- Mahindra Steel Service Centre Limited, Kanhe, Pune

**2nd Runner Up**
- Godrej & Boyce Mfg Co Ltd. Plant 25

CII-IQ TPM Club India’s maiden 3M Competition of CII IQ was held during 15-16 November 2016 at the Taj Mahal Hotel, Delhi. The competition received an overwhelming response with over 100 entries on MUDA, MURI, MURA; out of which, around 70 entries were shortlisted by the Jury, for final presentation.

The companies that successfully participated include Bajaj Auto Ltd., Blue Star Ltd., Wipro Ltd., Mahindra Steel Service Centre, Alstom Transport India Ltd., MRF Ltd., Triton Valves Ltd., IOCL, SKF India Ltd., Delphi – TVS Diesel Systems Ltd., Godrej & Boyce Mfg Co Ltd., Raychem RPG Pvt Ltd., Napino Auto & Electronics Ltd., Mother Dairy Fruit & Vegetable Pvt Ltd., Tata Bluescope Ltd., Sartorius Stedium India Pvt Ltd., Mahindra & Mahindra Ltd., Hella India Lighting Ltd., Kaynes Technology India Pvt Ltd., TAFE Motors & Tractors Ltd., Triton Valves Ltd., Robert Bosch Starter motors Generators India Pvt. Ltd., Aditya Birla Fashion & Retail Ltd., Pricol Ltd.

The juries were Mr. Satya Prakash, TPM Co-ordinator, Mother Dairy Fruits & Vegetables Ltd and Mr. Harish Sharma, TPM Co-ordinator, Sona Koyo Steering Systems Ltd, Gurgaon. Mr. Abdul Wadood, Principal Counselor & Head, CII TPM Club India gave the awards to the Winners.

![Winners of the 1st 3M Competition launched in Delhi](image)

**Winners of the 1st 3M Competition launched in Delhi**
The 6th TPM Circle Competition was held on 7th and 8th November 2016 at Hotel Taj Club House in Chennai and had 29 Circles competing in 5 Pillars of TPM.

Around 140 participants including 30 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 to 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 and Recognise the best TPM Circle and reward them.

The Juries were Mr Anantharaman, Mr S Venkateswaran, Senior Counsellors, CII IQ and Mr Ganapathy Subramanian, Counsellor, CII IQ. The scores were also given by the participants. These companies again competed in the Champion Competition held on 6th December at Vivanta by Taj, Bangalore. Mr N Muthukumar, President, Automotive Axle India presented the Awards to the winners.

All winners of the Circle Competition held on 7-8 November 2016, Chennai.
Kaizen Conference cum Competition has emerged as a multifaceted acknowledged forum for Indian Industries to showcase their innovative ideas in the field of manufacturing improvements. They are designed to bring together TPM implementers across companies along with experts on TPM subject to stimulate presentations, discuss and to spread cutting edge innovative ideas. Presentations by companies are on topics selected by TPM Club India based on contemporary and emerging issues.

With these objectives, CII – TPM Club India organized three such competitions. The 26th Kaizen Conference cum Competition was held on 1-2 March, 2016 at New Delhi; the 27th on 14-15th June in Chennai and the 28th on 25-26th August in Pune.

The New Delhi competition saw 43 companies present 70 innovative kaizen ideas to boost the knowledge of 230 participants who attended the conference. The Chennai competition saw 50 companies present over 110 kaizens of which 70 Kaizens were shortlisted under 4 categories for the tough competition. Mr Sivakumaran, Senior Vice President, Manufacturing, Carborundum Universal Ltd was the Chief Guest who gave away the Awards to the winners. 40 companies sent around 85 kaizens of which 50 Kaizens were shortlisted under 4 categories to compete in these 2 days. Mr Hussain Shariyarr, Sr. Vice President – Operations, Godrej & Boyce Mfg. Co. Ltd., Appliance Division, was the Chief Guest who distributed the Awards.

**WINNERS LIST**

**Restorative**

**Winner**
- Mahindra Vehicles Manufacturers Ltd, Chakan

**1st Runner Up**
- Vardhman Yarns, Satlapur

**2nd Runner Up**
- Mother Dairy Fruits & Vegetables Ltd, New Delhi

**Renovative**

**Winner**
- Delhi International Airport Ltd, GMR

**1st Runner Up**
- Auro Spinning Mills Ltd

**2nd Runner Up**
- Hindustan Coca-Cola Beverages Pvt. Ltd, Srikalahasti

**Innovative**

**Winner**
- Varroc Engineering Pvt. Ltd, Plant 1, Waluj

**1st Runner Up**
- Godrej Precision Engineering Pvt. Ltd, Plant 9

**2nd Runner Up**
- Napino Auto & Electronics Ltd, Haridwar

**Breakthrough**

**Winner**
- Indian Oil Corporation Ltd, Gujarat Refinery

**1st Runner Up**
- Tirth Agro Technology Pvt. Ltd
Winners of the 27th Kaizen Conference cum Competition

**WINNERS LIST**

**Restorative**

**Winners**
- Mahindra & Mahindra Ltd.- Auto Division, Zaheerabad Plant.
  *Source of Contamination Elimination*
- Titan Company Ltd – Watch Division
  *Poka Yoke*
- Carborundum Universal Limited. Bonded Abrasives
  *Source of Contamination Elimination*

**Innovative**

**Winners**
- NRB Bearings Ltd.
  *Reduction of In-process defects*
- Varroc Polymers Pvt. Ltd. – Technical Center
  *Product Innovation through Value Analysis*
- Toyota Kirloskar Motor Pvt. Ltd
  *Process Razing Activities*
- Godrej &Boyce Mfg.Co. Ltd
  *Process Innovation*

**Renovative**

**Winners**
- Triveni Turbine Ltd
  *Setup time reduction*
- Mahindra & Mahindra Ltd.- Auto Division, Zaheerabad Plant.
  *Karakuri Kaizen*
- Mahindra and Mahindra Ltd - AS - Kandivli
  *Speed loss reduction*
- Indian Oil Corporation Ltd. Panipat Refinery
  *PM Corrective Maintenance for Repetitive Breakdowns in Equipment*

**Breakthrough**

**Winners**
- Toyota Kirloskar Motor Pvt. Ltd
  *Process breakthrough through change of technology*
- Mahindra Vehicle Manufacturers Ltd
  *Process breakthrough through change of technology*
Winners of the 28th Kaizen Conference cum Competition

**WINNERS LIST**

**Restorative**

**Winners**
- Wheels India Ltd, Pune
  - Poka Yoke
- Mahindra Vehicle Manufacturers Ltd, MVML
  - Source of Contamination Elimination

**Renovative**

**Winners**
- Mahindra & Mahindra Ltd, Nashik
  - Karakuri Kaizen
- Titan Company Ltd, Watch Division
  - Setup Time Reduction
- Bajaj Auto Ltd, Chakan
  - Karakuri Kaizen

**Innovative**

**Winners**
- Godrej & Boyce Mfg Co. Ltd, Process Equipment
  - Throughput time reduction activities
- Raychem RPG Pvt. Ltd
  - Throughput time reduction activities
- Godrej & Boyce Mfg Co. Ltd
  - Process Innovation

**Breakthrough**

**Winners**
- Mahindra & Mahindra Ltd – AS Kandivli
  - Process breakthrough through change of technology
The TPM Facilitators Course equips each participant to shoulder TPM responsibility, to drive its deployment 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 are strictly in conformity with the JIPMS methodology (consulting division of JIPM). TPM Club India organized 3 such Facilitators course during the year.

Mr S Yuvaraj, Senior Counsellor and Mr S Narasimhan, Senior Consultant from CII TPM Club India were the faculties for the 21st TPM Facilitators Course held in Kerala 18-22 April which was attended by 19 participants. 10 of whom were international participants from China, Egypt, Saudi Arabia, and Dubai. Participants were exposed to TPM through classroom training and case study presentations and had excellent feedback. The programme ended with an examination qualifying the participants as TPM in-house facilitators. Certificates were issued to successful participants too. The 22nd TPM Facilitators Course was held from 19-23 September in Chennai and was conducted by Mr S Venkateswaran and Mr P M Janagiraman CII TPM Club India with 20 participants, also certified as internal TPM Facilitators. Takeaways 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, Lead in 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 23rd TPM Facilitators Course was held in Gurugram from 7-11 November and was conducted by by Mr Abdul Wadood and Mr Ranjit Bhandari from TPM Club India with 10 participants.
With the objective of promoting the utility of TPM in Indian Industry as a successful service, CII - TPM Club India organized a seminar on “TPM for Global Development: Preparing Indian Companies for Global Requirement” concurrently to the 2nd Edition of the Global Exhibition on Services (GES) on 21 April at India Expo Centre & Mart, Greater Noida.

40 delegates from 16 companies attended the program to appreciate the methodologies adopted by industries for improving Productivity, Quality and Cost. These were vital to the needs of the Indian Industry to adhere to Global requirements. The seminar also focussed on leadership imperatives for emerging India, its various facets and dimensions and brought together thought leaders from various organizations to share their perspectives and experiences and to enable deliberations among the various stakeholders. Presentations on successful case studies through TPM methodologies were also presented by Bajaj Auto Ltd - Pantnagar, Harsha Engineers Ltd - Gujarat, IOCL – Gujarat Refinery, Munjal Showa Ltd - Gurgaon, Lumax DK Auto Industries Ltd - Panstnagar and Sona Koyo Steerings Systems Ltd. – Gurgaon.

TPM Club India organized the training workshop on "Why - Why Analysis: TPM Way" during 22-23 January at Bangalore which can be considered as the best tool for the industries to identify the REAL ROOT CAUSE of the problems. The Faculty for the programme was Mr P M Janagiraman, Senior Counsellor, TPM Club India and Mr L Ganapathy Subramanian, Counsellor, TPM Club India of the CII Institute of Quality.

The Workshop provided the participants detailed instructions on problem solving techniques and how to develop corrective action plans which could be immediately applied to their shop floors. The two days' workshop was designed for each TPM practicing participant from beginner to expert. Participants, besides appreciating the concept, learnt the tools to find and fix the root causes of incidents, accidents, quality problems, breakdowns, errors in processes and other problems on the shop floor.

The programme was suitably designed for TPM Pillar Chairman, Plant Head, Functional Heads, Senior Managers & Managers from Production, Maintenance and Shop Floors.
CII TPM Club India organized a Seminar on Achieving Zero Breakdown through a unique approach on 16-17 February at Chennai.

The Workshop focused on issues covering What is TPM; How to develop planned maintenance; Seven step procedure for planned maintenance; Understanding the PM systems; Understanding equipment model and past model approach; Understanding the load sharing between maintenance and manufacturing teams; Understanding the overall support activities to Jishu Hozen team; Equipment maintenance control system; Periodic maintenance work system; Predictive maintenance work system; Information management system; Spare parts control system; Lubrication and oil supply control system; Maintenance cost control system and MP activity (Equipment Initial Control).

23 participants from 12 companies attended this Workshop. Mr S Venkateswaran, Senior Counsellor, CII TPM Club India was the faculty.
QUALITY SYSTEMS, METROLOGY & STANDARDS

The QMS vertical continued to facilitate, design & establish professionals to adopt business Quality Systems which are globally compliant and to establish a Zero defect culture.

The vertical also works with Governments to improve Quality Standards in Public Services & Regulation, build a robust Conformity Assessment System, build World Class Laboratories and Build risk assessment capabilities

Fifth National Conclave for Laboratories

The CII Institute of Quality in partnership with the National Accreditation Board for Testing and Calibration Laboratories (NABL) held the 5th National Conclave for Laboratories in New Delhi on 27th and 28th October, 2016.

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 lab 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 3000 labs accredited. The Institute of Quality of the Confederation of Indian Industry is deeply involved in development of policy initiatives with regard to standards and conformity assessment schemes in India, due to their increasing relevance to trade as well as consumer protection, and has been providing capacity building services to conformity assessment bodies in India and the South Asian Region to improve their services reliability and attain accreditation that is recognized globally.

From L-R: Mr Anupam Kaul, Principal & Head-QMS, CII-IQ; Dr Vijay Narain Ojha, Chief Scientist, National Physical Laboratory; Dr R P Singh, Secretary General, Quality Council of India; Mr Peter Unger, Chair, International Laboratory Accreditation Cooperation & Mr Anil Relia, Director, National Accreditation Board For Testing and Calibration Laboratories (NABL) at the inaugural session of 5th National Conclave for Laboratories
The Fifth conclave was held on the theme “Increasing Significance of Testing & Calibration in Global Supply Chain”. This theme was chosen to emphasize on the strong linkage of a national laboratory infrastructure with the stringent global regulatory requirements for products and increasing quality expectations from them. As the foundation of all conformity assessment efforts lies in reliable testing and calibration practices, laboratories play a critical role in building the credibility of national quality infrastructure and trade potential.

The Fifth conclave was deliberately timed to coincide with the holding of the joint General Meetings of International Accreditation Forum (IAF) and International Laboratory Accreditation Cooperation (ILAC) that were held in New Delhi to enable the participation of the visiting overseas experts in the Conclave deliberations. The delegates benefitted immensely from the sharing of best practices and latest developments from the presence of the overseas experts.

For the first time, the National Physical Laboratory, which is the national metrological institute of India, participated in full measure as a Platinum sponsor with intensive participation of its senior scientists in the deliberation.

Mr Peter Unger, Chairman, ILAC in his keynote address spoke on the importance of Managing Integrity and Ethical practices in Laboratory Services. He outlined the detailed steps laboratory management need to take to ensure that they not only ensures reliability of results from technical viewpoint but also on the integration of ethical practices in the laboratory management system that enhance confidence among clients and regulators.

Speaking in the inaugural session Dr R P Singh, Secretary General, Quality Council of India informed the important development of NABL moving under the umbrella of QCI following a Union Cabinet decision of the Government of India. He said this development would significantly assist in consolidating the accreditation framework and services in India as all Accreditation Boards for conformity assessment would be able to work in harmony and bring in the synergies for the emergence of a sound and globally respected quality infrastructure in India.
Dr V N Ojha, Chief Scientist, NPL made a detailed presentation of the significance of metrology in conformity assessment and in particular on the accuracy of generating reliable test and calibration results. He informed the key role played by NPL in ushering the International System of Units (SI) in India that had helped India integrate its technical development with the rest of the world by ensuring traceability to international standards. India is a signatory to the Mutual Recognition Arrangement (MRA) drawn up by the International Committee of Weights and Measures (CIPM) that enables automatic recognition of national measurement standards and for calibration and measurement certificates issued by the member NMIs. Dr Ojha highlighted how correct measurement results have a deep impact on diverse uses such as diagnostic tests, safety of industrial workers, road safety and food safety.

Mr Anil Relia, Director, NABL traced the different stages of evolution of conformity assessment in India and the world beginning from the late 1980s when testing and certification were required more to improve the quality of domestic products to the current emerging scenario, where regulations and international trade would be inconceivable without accredited conformity assessment. He expressed happiness on the National Conclave for Laboratories developing into a permanent signature event for Laboratory professional.

Mr Anupam Kaul informed the launch of the CII Laboratory Professional Certification Scheme and the certification of the first batch of CCLP Professionals in collaboration with Hindustan Petroleum Corporation Ltd in the Oils and Lubricants Sector. 5 Laboratory staff of HPCL was conferred with the CCLP Certificates during the Conclave.

Mr Sean MacCurtain, Secretary, Conformity Assessment Committee, ISO informed on the development taking place on Standards for conformity assessment bodies and practices. In particular he highlighted the important changes in the key standard for Laboratories, ISO 17025 that is currently undergoing a revision after a gap of more than 10 years. Mr Jeff Gust, Chief Metrologist, Fluke Corporation USA gave further details on the upcoming standard and the expected timelines by which it would be published.

Mr Vu Xuan Thuy, Director, Bureau of Accreditation, Vietnam mentioned how the trade between India and Vietnam had significantly increased in the last 5 years due to confidence generated by the Conformity assessment programmes both countries had established.

In the Valedictory Session, Mr Rajeev Kher, Former Commerce Secretary, Govt. of India and Member Competition Appellate Tribunal spoke on how Government has recognized the significance of Standards and conformity assessment as necessary levers in trade negotiations. He said it was time India came up with a formal regulatory regime to support a holistic framework of conformity assessment.

Dr G N Singh, Drugs Controller General of India while mentioning the challenges India was facing about 10 years ago in the acceptance of its products and compliance assurance systems, acknowledged the efforts of the scientific community and the policy makers. Most of these challenges had been overcome and Indian drug industry was now recognized at par with the developed world.

The 2 day Conclave covered sessions on Role of testing and calibration services in meeting demands of global supply chains, Business growth sectors for laboratory services, Key global developments in metrology, testing, calibration, reference materials and PT programmes, New technologies in testing and calibration contributing to global value chain, Managing integrity and ethical management of laboratory services.
Some of the key speakers who addressed the conclave included

Mr. Raj Nathan, Senior Vice President, International Accreditation Service, USA; Ms Dana Leaman, Chief, NVLAP, National Institute of Standards and Technology, USA; Dr. S K Saxena, Director, Export Inspection Council of India, Dr. K.M. Chacko, Director, Shriram Institute of Industrial Research, U K Nandwani, Director General, STQC, Dr. R. K. Kotnala, Chief Scientist, National Physical Laboratory, Mr N Kalyan, CEO, Elca Laboratories, Mr Saibal Mukhopadhyay, Country Manager, Canadian Standards Association, Mr U Thanu, Director General, National Test House, Ms Asha Nangia, Senior Director, DEITY, Dr. Anil Handoo, Senior Consultant, BLK Super Specialty Hospital, Dr. Sukesh Chandran Nair, Professor & Head, Christian Medical College, Vellore, Dr. Ms. Ranjana Mehrotra, Chief Scientist, National Physical Laboratory, Dr. M S Qureshi, National Chemical Laboratory.

A panel discussion on the Conclave theme with Heads of Public and Private sector organizations lead to the following Conclave recommendations:

a) In order to enhance the participation level of laboratories in accreditation programmes, a less prescriptive laboratory recognition model and a matching scheme may be developed that can be quickly implemented that can be later expanded for subsequent accreditation

b) Laboratories should be accorded the status of a business sector and a support and development policy be formulated at the Government level. This policy needs to support the expansion of the laboratory segment to match with some of government’s own policy initiatives such as food safety, environment protection etc. Another aspect is to promote the sector for testing of samples from overseas markets thereby increasing its competitiveness. Some of the other aspects that need attention are the impediments in import of test and calibration equipment as well as samples for testing

c) Developing a strong programme to raise the competence level of people working in the laboratories

d) Indian PT providers should explore overseas markets especially the middle east countries that offer huge market potential for such schemes

Lal Bahadur Shastri National Academy of Administration, Mussoorie (LBSNAA) invited Mr Anupam Kaul, Principal & Head – QMS, CII Institute of Quality to address 377 probationary officers of 4 All India Services and 12 central services attending the 91st Foundation training programme at the Academy. Mr Anupam Kaul spoke on Total Quality Management, especially as it applies in governance and public services. LBSNAA, the country’s premier civil services training academy, conducts such induction as well as Mid-career training programmes for officers of the IAS and other All India and Central Services.

This Foundation Course was the flagship training programme conducted for all the new entrants to the All India and Central Civil Services of the country.
CII IQ organized a Study Mission to Toyota Kirloskar Motor Private Limited, Bangalore, on 6th December to showcase good manufacturing practices “The Toyota Way”. This study mission was specifically designed to provide opportunities to participants to understand the best manufacturing practices – TPS (Toyota Production System) and adopt methodologies which would help sustaining results in today’s competitive world. This study mission was valuable as participants got first-hand insight and experiences from the company on TPS including Toyota Kirloskar Gurukul practices, Gemba visit and case study presentations by the company.

10 Participants from Aerospace (Airbus Group India Pvt. Ltd.), Petrochemical (Nandan Petrochem Limited), Manufacturing (Disa India Limited, Norican Group) and FMCG (Marico Limited) sector companies participated and benefitted from this mission.

CII Institute of Quality organized a four day Training Programme on Laboratory Management & internal Audit as per ISO/IEC 17025:05 at Pune & Bangalore. The programme was held on 19-22 January 2016 in Pune with 17 participants by Mr Vivek Ghodke, Consultant CII-IQ and on 27-30 January 2016 in Bangalore with 15 participants by Mr Sudhindra, Consultant CII-IQ as the faculty for the program. In order to achieve more business success in the open market, Indian Industry is following the Total Quality Management (TQM) approach for which the manufacturing sector has to establish an efficient and effective control in measurement system that includes Laboratory Measurement System. This results in production of products with lesser and lesser rejection and more acceptances to customers. The main objective of this course was to enable participants to understand the requirements of all clauses of ISO/IEC 17025:05 for personnel competency and lab capability so that they could be implemented and maintained by laboratories intending to generate testing and/or calibration report/certificate acceptable by customers, nationally and internationally.
CII Institute of Quality organized four One Day Awareness workshops on revised & updated ISO 9001 Standard. The programme was held on 6 January, Gurgaon; 12 January, Mumbai; 19 January 2016, Bangalore and 8 March, Bangalore. Mr Anupam Kaul, Principal & Head - QMS, CII-IQ was the faculty for these programs which was attended by 59 participants from 44 organisations. The evolution of ISO 9001 standard from 1987, through four version changes, has seen a constant endeavor in making Quality a key driver for business success. While the first two versions successfully introduced and embedded the philosophy of organization wide participation and discipline, the next two versions brought process quality and the improvement cycle as core concepts. However organizations continued to see quality as an additional effort to the normal business process flow. The link of quality management with business outcomes was still missing. The revised and updated ISO 9001 standard attempts to overcome these perceived shortcomings by emphasizing on the need to align the QMS with the external and internal contexts of the organization, while continuously attending to related risks and opportunities that have a bearing on sustainable success. These two critical approach changes coupled with more flexible and participative quality management, higher emphasis on people resources, recognizing the importance of break-through improvements and creating a knowledge centered organization, redefine the new QMS.

CII Institute of Quality also organized training on "Uncertainty Measurement in Testing & Calibration" on 14-15 March 2016 in Bangalore. The program was attended by 21 participants from 10 organizations. The faculty was Mr Vivek Ghodke, Consultant CII-IQ and Lead and Technical assessor of different calibration and testing laboratories.

The workshop covered the basic principles of uncertainty measurement and their specific application in various measurements. In addition advices on approaches for specific queries raised by participants were also provided. Participating companies included Bharat Seats Tamil Nadu Waste Management Ltd, Robert Bosch Engineering and Business Solutions Private Limited, Tech Mahindra, GAIL India Limited, Brakes India Private Limited, BHEL, ITC Ltd and JK Tyre & Industries Ltd.

CII Institute of Quality conducted two workshops on "Global 8D - Problem Solving Technique". The programme was first held in Bangalore on 21-22 July 2016 and subsequently on 23-24 August 2016 in partnership with CII Naoroji Godrej Centre of Manufacturing Excellence in Mumbai. 36 participants from 22 organizations get benefited from this problem solving methodology for product and process improvement.
A Workshop on Internal Auditor Training based on ISO/TS 16949:2009 was held on 28-30 April 2016 at Mysuru. This preparatory programme proved to be very crucial for the Indian Industry in light of the new version IATF 16949:2016 that was released on 3rd October 2016, defining the revised requirements in line with ISO 9001:2015 version.
Four workshops on “Producing Zero Defects through Statistical Techniques” were conducted across the country from 12-13 April 2016, Coimbatore; 28-29 June 2016, Gurgaon; 27-28 September 2016 Bangalore and 20-21 October 2016, Mumbai. 79 participants from 39 organizations benefited from the workshops which gave a new perspective by different statistical methods to be used for evaluating and analyzing the capability of the measurement systems as well as controlling manufacturing process variations to achieve Zero Defects in a mass production environment.
The Education Excellence vertical promotes & encourages capability and capacity building amongst future ready School Administrators in building World Class Educational Institutions & Excellence. It has through its various Training, Counselling, Assessment and Recognition Programmes supported 17 School Excellence Clusters covering over 160 schools from Government & Private sectors while drawing upon internationally accepted best practices. It also supports the on-line CII TEN: Online Teacher Engagement Network and INCITE: Certification in Teaching Excellence.

The 19th National Summit on Quality in Education hosted by Confederation of Indian Industry - Institute of Quality was held in Bangalore on the 18th and 19th November. Themed 'Preparing Thinking Institutions for the Knowledge Era', the summit witnessed deliberations on various aspects of quality in education as required by the 21st century institutions.

Mr Ajay Seth, IAS, Principal Secretary - Primary & Secondary Education, Government of Karnataka, said that the need of the hour for the education sector in the country was to convert the huge demographic dividend into a demographic opportunity. The parameter that needs to be addressed was quality.

Mr Ramji Raghavan, Founder and Chairman, Agastya International Foundation in his special address said that curiosity inspired education and each learner goes through their ‘aa’ ‘Aha’, ‘oho’ moments. When curiosity is stirred, attitude and motivation towards learning is transformed. The primary attitudinal shift that must take place for India to become a knowledge power is the focus from ‘Yes’ to ‘Why’.

Mr Aroon Raman, Co-Chairman, National Summit on Quality in Education 2016 in his opening remarks stated that education was one area in which both progress and immense continuing challenges prevail. According to him, better teacher education can improve learning in India’s schools and there was a need to build and upgrade teacher capacities. Mr Anil Kher, Co-Chair, CII Primary Education Council 2016-17, in his address said that investment in a child was precious. He advocated an amendment to section 24C of the RTE act to guarantee minimum level learning to every student to be enforced by the head of the educational system.
Tata Class Edge as knowledge partners developed the program to cover important topics of “Curriculum for the 21st Century”, “Pedagogical Experiences: Achieving Quality at Scale”, “The Evolution of Learning Spaces” and “Teacher, Teacher Education and Teaching practices” saw experts like Mr Sandeep Menon from Rishi Valley emphasizing on the seamless integration of pedagogy with technology, Ms Jyoti Thiagarajan stressing on social good as an important factor for scaling up. Teaching at the right level with the right methods was highlighted by Ms Pershad of Pratham, Dr Renu Singh of Young Lives India, who elaborated on their experiences of teaching practices across several states. Mr Subir Shukla pointed out ‘what to do’ and ‘how to do’ in teacher – student – institution engagement model. Mr C P Viswanath emphasized the role of language in enhancing critical thinking and creativity.

The Summit also saw interactive master classes on topics including: Invoking the Culture of ‘Change’ in Institutions; Integrated Learning for all kinds of learners in Class; Creating a value base in School through Cinema as a Medium and Language as a tool for transformation in the 21st century: The Way Forward by experts. The learning’s from this session provide significant material for the educator community for application in their institution with a step by step model. The knowledge required to build future institutions with student’s having civic responsibility, along with appropriate life skills came up as a prominent aspect. The institutions needed to rethink on culture and how it could be set right from the early years of a student’s life.
School Excellence Missions to Singapore

The education excellence vertical of CII Institute of Quality and NIE International, the official consultancy arm of National Institute of Education, Singapore jointly organised two School Excellence Missions to Singapore during the year.

The 5-day executive training workshop for Indian school leaders during the 3rd CII-IQ School Excellence Mission to Singapore from May 09 - 13, 2016 was titled “School Leadership in the 21st Century”. The 18 delegates who took part in the third mission represented school leaders and top management representatives from various schools across India such as National Public Schools Chennai and Bangalore, National Academy for Learning Bangalore, NPS International Chennai and Mysore, Birla High School and Sushila Birla Girls’ School Kolkata, New Digamber Public School Indore, The Ashok Leyland School Hosur, Velammal Vidhyashram, KRM Public Schools and Shree Niketan Group of Schools Chennai.

The mission members with the Director of NIE, Prof Tan Oon Seng during the 3rd CII-IQ School Excellence Mission to Singapore.
Prof Tan Oon Seng, Director, NIE and Dr Goh Chor Boon, Associate Dean and General Manager, NIE International launched the programme and welcomed the delegates. The sessions focused on the case study of Singapore education and 21st century leadership for 21st century schools. The delegates also visited the Ministry of Education Heritage centre which showcased the Singapore education story from the early 19th century to the present followed by seminar on strategic planning and change management for school leaders. The delegates also visited the Edgefield Primary School followed by session on performance management together with visits to the Naval Base Secondary School followed by a seminar on branding and marketing schools of excellence. The Mission concluded with a visit to the Serangoon Junior College, followed by a debrief session facilitated by Dr Goh. The Mission provided the participants with the essential knowledge, skills and values of “21st Century school leadership”.

The 4th CII IQ’s School Excellence Mission to Singapore between July 11th-15th, 2016 comprised a delegation of 20 School Leaders and Administrators from across India representing 15 schools that were a mix of legacy schools, new age schools and Chain/Group Schools. 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 heterogeneous group added great value to the Mission at large, through the sharing of good practices and school cultures which resulted in enriched exchange of ideas during the training sessions at NIE. The exclusively designed workshop for this delegation by NIE International, Singapore was delivered by renowned faculty like Mr. David Ng, Professor, National Institute of Education, Singapore. Mr. Jimmy Tan, Trainer, MOE. Mr. Jumaat Bin Masdawood, Education Expert, National Institute of Education & MOE and Mr. Jonathan Goh, Associate Dean (Research Support), Office of Education Research (OER) National Institute of Education. The topics covered were 21st Century School Leaders for 21st Century Schools; Strategic Planning & Change Management for School Leaders; Performance Management: Unlocking Your Team Potential and Branding and marketing Schools of Excellence.
A workshop on “Teaching – Learning Strategies for a Learner Centric Classroom” at the Indian School, Al Wadi al Kabir, Muscat, Oman, was simultaneously conducted by 4 counsellors from the IQ Education Excellence team for 238 teachers in the Al Wadi al Kabir School campus in Oman. This 2 day workshop held in 23-24 January 2016 was attended by teachers from all sections of the school and was conducted in an activity based style. The teachers learnt of newer strategies to engage the students in an effective manner.

India’s highest ranked Institute, the Indian Institute of Science, Bangalore invited the Education Excellence Counsellors of the Institute for Administrative Process Optimization/Re-engineering of their multiple departments. In terms of a MoU signed between IISc and CII Institute of Quality, this ongoing project which commenced on 1 September 2016, involves a long term, in depth analysis of each of the allotted processes of the Institute with all its stakeholders and revision of the system to create an efficient functional process with heightened intensity and optimal results.
The Institute conducted three such Conclaves with the theme ‘Redefining Curriculum: Critical Components of School Excellence’ attended by delegates from different managements, government, private and government aided school teachers.

The Pune conclave, held on 5 August, was attended by over 70 delegates. While the Kolkata conclave was held on 24 September and attended by 110 delegates from all over West Bengal who shared their experiences and best practices, the Chandigarh conclave held on 7 October was attended by 120 delegates from three locations of Punjab, Haryana and Chandigarh.

The inaugural of the Pune session was graced by Dr Shashikala Gurpur, Professor of Law & Director, Symbiosis Law School, Pune motivated the teachers through her special address. She inspired the teachers through examples of gurukul system where a curriculum was comprehensive and robust. Ms Seija Kinni, Minister Counsellor, Embassy of Finland, graced the occasion & delivered a keynote address in the inaugural session. She shared in detail how the Finnish Curriculum is developed and their upcoming new policy with seven thematic principals as well as teacher autonomy affecting performance. The inaugural set a stage for the conclave and emphasized on the need for a changed outlook towards the complete schooling.

Session 1 had the educators engaged by Dr Balasubramanian, Director of National Education Society & Saraswathi Vidya Bhavan, Jasmine Madhani, Head of School, Jamnabai Narsee International School, Mumbai and Dr Chitra Sohani, Advisor, Bajaj Education Initiative, all the three touched the pedagogical aspects in schooling and the methodology to inculcate effective learning in classroom.
The next session on Design and Interpretation had erudite Speakers sharing solutions on how components and selection of curriculum is extremely important. Ms Mononita Paul from Popcorn Furniture spoke about the first step of looking at the ambience in curriculum designing. Supporting role of language was the talk by Mr Viswanath, who through rich experiences shared research and his journey of Karadi tales and the analysis of how language plays a critical role in classroom education. Dr Jeremy spoke on pedagogies in pre school curriculum and their link to the future classes.

The last session brought in real time examples from both the speakers Mr David Bzdak, Fulbright scholar, The United States – India, Educational Foundation (USIEF), New Delhi and Ms Annie Gregory of Centre for Environmental Education effectively engaged the audience and shared best practices on elevating the teacher with a coherent curriculum.

Paryavaran Mitra program was explained by her, which has brought a number of schools across India under its effort to spread importance of concern for environmental education.

Thus the Conclave gave the educators a satiated thought and craving to do more with their own school curriculum and the possibilities widened for redefining at their end.
Confederation of Indian Industry - CII Visakhapatnam & Institute of Quality jointly, hosted a one day Higher Education Conclave (HEC) on 23 August at Visakhapatnam with the theme ‘Innovate, Lead and Share: Redefining Delivery of Quality Education’. The event was attended by over 120 delegates from different managements, government, private and government aided teachers across Visakhapatnam.

The conclave commenced with the welcome remarks by Mr G S Shiv Kumar, Chairman, CII Andhra Pradesh & Managing Director. Maple Software Pvt Ltd. He said that according to statistics, 68 million skilled workers were required by 2050 and hence there was need to start the journey of the filling the gap from today onwards.
Mr V Rajanna, Vice Chairman, CII Telangana and Vice President & Regional Head, Tata Consultancy Services Limited highlighted about skills for today and tomorrow. He briefed that there are two dimensions to enhance the skills: by changing the learning process and by defining collaboration between the two schools - industry and academia.

Mr Prakash Menon, President, Global Skills and Careers Group (SCG), NIIT Limited said that the universities have to teach for tomorrow by taking into account the various innovations that are happening around. He quoted from the McKinsey report that 80% of the occupations that we are doing today will not exist in the next 10 years.

Mr Ninad Karpe, MD & CEO, Aptech spoke about three trends in the digital world: students can choose courses that they want to pursue across various universities, learning with big data and finally digital transformation of education using mobile technology.

The first session was on Industry Institute Interface for Quality Improvement through Culture of Innovation. The session was chaired by Mr G S Shiv Kumar. Mr Ninad Karpe spoke on industry - institute collaboration and called universities as “fundamental research hubs”. Mr V Rajanna highlighted that faculty should be equipped with digital technology and must focus on innovation. Mr Prakash Menon briefed about innovative ways of public private partnership. Prof K Siva Rama Krishna, Pro Vice Chancellor, GITAM University briefed on the new delivery of quality education from the receivers’ perceptive and the institutions have to understand the expectation of the stakeholders and accelerate the process of industry- academia collaboration. Ms Piya Bahadur, Regional Officer, United States India Educational Foundation (USIEF), Hyderabad spoke on changing the culture and it can be achieved by the process of selecting the student. Prof V V Nageswara Rao, Director, Aditya Institute of Technology and Management highlighted on industry sponsored courses based on the requirements of the industry. Mr Dhaneendra Prasad, Principal, Government Polytechnic, Vizag stressed that the basic challenge is in the curriculum design and there must be memorandum of understanding with the college and industry.
The second Session focussed on Quality in curriculum design, delivery and evaluation through innovative practices and leveraging technology for quality improvement. This session was chaired by Prof K Siva Rama Krishna. Dr Prathap Haridoss, Coordinator, National Programming on Technology Enhanced Learning (NPTEL) and Professor, Department of Metallurgical and Materials Engineering IIT Madras spoke on the online certification process and explained about employee training, co-offer/co-certify a course model, scholarship and identifying the best student for the benefit of the industry. Mr Ashok Immanuel, IT Coordinator and Associate Professor, Department of Computer Science, Christ University spoke on how to leverage technology for quality improvement and discussed various innovative practices in the Christ University.

The conclave concluded with a positive note that such events will bring in a culture of change among the participating institutions to become globally competitive.

CII Institute of Quality initiated an important Panel discussion series in Mumbai, “Making Schools Safer and Smarter... a beginning” from January 2016 to June 2016. Conducted in three phases, it covered seven different topics related to safety and smart operations in schools. Over 27 experts and 80 educators, from 25 schools across India under different managements, attended the interactive sessions.

Safety in schools has become a topic of concern and an area which can assess the school’s functionality as well as the comfort of its stakeholders. It also projects that in the 21st Century other than academics, the environment of the school affects the stakeholder perception & health of the school.

Panel discussing “Context of a Safe School (Why)”. Left to Right: Mr Vinayak Sudhakar Senior Manager, Central India, Cambridge International Examinations ; Dr. Ranjini Krishnaswamy, Director-Principal, Billabong High International School, Thane; Dr Harish Shetty, Social Psychiatrist and Prof Sakshi Pai, Vice Principal, CP Goenka International School on 30 January at Mumbai.

Panel discussion: Inspection, Affiliation, Accreditation (What Difference does it make). Left to Right: Dr Paramita Mukherjee Mullick - NABET Trainer, Quality Council of India; Mr B D Puri – Deputy Education Inspector, North Zone of Greater Mumbai, Chembur; Mrs Josephine Vas - Senior Advisor, Training & Projects, EUMIND Chairperson (India), Jamnabai Narsee School; Dr Ruchi Goyal - Independent Consultant & Life Skills Coach on 18 June 2016, Mumbai.
Increasingly the need for safe schools is becoming self evident. UNICEF reports that 19 out of 100,000 children in India die of safety-related accidents – the highest in the world. The Times of India reports that one in every two children is subjected to child sexual abuse in India while 80% of the cases go unreported. The WHO reports that 41% of deaths of children are because of a lack of road transportation safety – again the highest in the world. And yet we avert our eyes to the travesty that is child safety in schools across India. The recent incidents of rape and physical abuse reported in schools of Bangalore and other Metros has compelled schools to revisit the safety and security practices followed by them.

The objectives of these interactive and brainstorming discussions were to bring out safety specifications with the help of experts which schools should adopt. The Inaugural session saw Inspector General of Police (Cyber), Women and Child Atrocities prevention, Mr Brijesh Singh, talked about the venture and encouraged schools to collaborate together, create guidelines which the state would be ready to vet and disseminate to all. Schools in this era, not only require safety policy but also needed to become technology conscious, encourage life skills and holistic development for students.

Panels’ discussions brought out relevant issues revolving around green environment and sustainability. It also stated the legalities that became a mandate for school post the Right to Education Act, 2009 and action points to be followed by school for disaster & crisis management of any kind. Child protection policy, safety committee, transport committee and need of inspection were discussed through these panels and a few presentations, not only for primary and secondary schools, but also the pre primary section was presented. Experts encouraged schools to build in systems and sound techniques for incorporating differently abled children and mainstreaming them. Such discussions supported the analysis that efforts in this direction of safety in schools are pertinent and need to be consistent.

CII IQ Education Excellence team organised the Quality School Leadership Programme (QSLP) in Bangalore on April 18 - 23, 2016 for Next Generation Leaders and in Lavasa for pan India delegates during 20th – 25th June 2016. This programme provided an insight into the philosophy of “Total Quality Management in Education”.

The six - day programme helped them to understand the various principles and practices of TQM and its applicability in education institutions. It laid emphasis on Quality & Total Quality Management, Leadership, Excellence Frameworks, Planning for Education Excellence, Educational Processes, Creating learning schools, Cleaner & safer Campus, Quality Tools & Other Management tools for effective decision making, Quality Improvement Projects and Change Management Initiatives. The sessions were made lively with lot of examples, case studies and dealt with the discussions on day-to-day challenges faced by the school leaders.
The QSLP Bangalore was attended by 27 delegates across India and abroad including representatives from Global City International School, Indian School Muscat, KRM Group of Schools, New Horizon Gurukul, Peevees Schools from KSA, Shree Niketan Patasal, Shree Niketan Matriculation School, The Oxford School, St Miras High School, Velammal Vidhyashram and Vidhya Matriculation School. QSLP Lavasa was attended by 16 delegates from institutions like the Sunshine World School, Goa. The Heritage School, Rohini. The Jaihind Public School, Udgir, Maharashtra, Christ College & University, Bangalore. Shri Ram Centennial School, Dehradun. Stem World School. Kolkata. Poddar Innovation Centre. Mumbai and DPS, Panvel.

CII IQ Education Excellence team was invited to assess the Teaching Standards of St Josephs Institutions managed by the Mysore Diocese Educational Society (MDES) and design the Teacher Enrichment Programme for them. A huge number of 182 teachers from 3 schools including the Headmistresses of these schools were included in the exercise.

The approach adopted for the profiling of teachers was very inclusive. All teachers were taken on board at the beginning of the intervention with a half day orientation program. The objective of the orientation exercise was to put the teachers at ease and build acceptance to change within them. Subsequently, a team of counsellors from CII IQ Education Excellence engaged with teachers and the Head Mistresses of the schools, understanding the teaching learning processes, the governance model, practices that were unique to the school, the mindset of teachers and the culture of the school – all factors making up the school eco system.

CII IQ has designed the Teacher Enrichment Programme approach and developed customized data collection tools in line with the requirements expressed by MDES. This comprehensive effort to assess the teaching standards in MDES schools will serve as a model which could be replicated in all the other schools under the MDES banner. The assessment process concluded in April.
The Right to Education bill has been introduced to boost education in India, but study reports suggest that the standard of teachers and teaching is not up to the mark. Implementation of the National Curriculum Framework 2005 places demands and expectations on the teacher, which need to be addressed by both initial and continuing teacher education.

To address this growing concern, CII Institute of Quality has introduced a certification program in collaboration with Christ University Bangalore that will have both a scale an impact in upskilling in service teachers to improve quality in education. The Memorandum of Understanding between CII Institute of Quality and Christ University was signed by the Vice Chancellor of Christ University Rev Fr. Thomas and Greeta Varughese, Executive Director CII Institute of Quality on the 18th of July 2016.

The In service Certification in Teaching Excellence named CII INCITE, an exclusive programme designed by CII IQ Education Excellence, aims to reinforce concepts through online e-learning content and face to face sessions from Education experts from Christ University which will give the teacher an exposure to a structured, result-oriented program, in order to become upskilled and efficient in his/her profession.

The programme will help teachers understand their learners to make the learning facilitation more effective; provide an in-depth understanding of curriculum planning and implementation; nurture and develop Critical Thinking in students; suggest ways for creating a positive learning environment in the classroom for students; help teachers become an effective communicator in a classroom and enable teachers to assess students effectively and modify instruction based on assessment outcomes.
The Lean Six Sigma vertical strives to build a critical mass of Operational Excellence change leaders supporting Lean Six Sigma Green Belt to Master Black Belt in organizations including SMB’s and establishes analytics using industry data.

CII Institute of Quality organized the Tenth National Competition on Six Sigma on 1-2nd September 2016 at Bangalore which was inaugurated by Mr L Krishnan, Managing Director, Taegu Tec India Pvt Ltd. The competition was attended by 190 participants from various industries & regions; all winners of earlier Regional competitions. Of the total of 75 projects submitted, 54 were selected for the competition.

Two special guest speakers were invited. While Mr Rajesh Agarwal, Head Delivery Excellence & Risk Management- BPS, Tata Consultancy Services, spoke on improvements in Delivery Excellence, Risk Management in IT service sector. Mr Nagaraju Sriram, President and Director, J.K. Fenner (India) Limited, spoke on improvements in Six Sigma, Lean Manufacturing, TQM concepts & Theory of Constraints which helps the organizations to achieve world class levels.

The 6 member jury comprised of Mr. Ashok Muthuswamy, Asst. Vice President – Continuous Improvement, Tata Chemicals Limited; Mr. Bibhuti Nath Jha, Senior Vice President, Aditya Birla Group; Mr. Mohan Begur Vasanthakumar, Lean Six Sigma Coach, 3M India; Mr. Nilesh Kumar, Sr. Director, Cognizant Technologies; Mr. R Vasu, Vice - President - Corporate QHSE Systems & Corporate Management, Brakes India Private Limited and Mr. Vasant Kumar Jain MBB. Sr. Staff Software Engineer, General Electric.

Tenth National Competition on Lean Six Sigma

Participating Companies

Winners of the National Competition

Category 1: New Product Development & Customer Facing Projects

Winner
- Tata Motors Limited.
1st Runner up
- Kirloskar Oil Engines Ltd
2nd Runner up
- Max Life Insurance Co. Ltd

Category 2: Improvements in Service, IT and ITES

Winner (Large)
- Tata Consultancy Services Ltd
Winner (Small)
- HDFC Bank Ltd
1st Runner up
- ICICI Bank Limited

Category 3: Improvements in Continuous and Bulk Organizations

Winner (Large)
- Lupin Ltd
1st runner up
- ITC Ltd. PSPD
2nd runner up
- Times of India

Category 4: Improvement in Discrete Manufacturing Organizations

Winner (Large)
- Ashok Leyland Ltd
Winner (Small)
- Vishay Components Ind. Pvt. Ltd
1st runner up
- Amara Raja-Two wheeler battery Plant
2nd runner up
- Tata Motors Ltd.

Besides the above The Akshaya Patra Foundation and one of the Projects from Tata Consultancy Ltd. were awarded special recognition for the uniqueness in their approach.

Lean & Six Sigma Mission to United Kingdom for Health Care Industry

Members of the Lean & Six Sigma Mission to United Kingdom from the Health Care Industry
CII Institute of Quality organized a study mission on Lean & Six Sigma to the health care industry, UK from 17th to 22nd April. This mission brought understanding & knowledge on how Six Sigma plays a major role in the health care industry. The program was conducted by various senior Doctors / consultants with considerable subject matter knowledge and experience in health diagnosis. Topics covered presentation on quality, process innovation, customer satisfaction and programs in Theatre Management. Session on KCH’s approach and experience of service & process transformation.

Participants visited King Edward VII’s Hospital, St George’s University Hospital, King’s College Hospital NHS Foundation Trust, University of Liverpool, School of Medicine, Royal Liverpool Hospital and Pall Mall Medical and clarified various doubts.

This Mission was attended by 12 participants including Senior Consultant Pediatrician, CEO, Head of Clinical Services, Managing Director, Chairman, Practitioner and Directors of Narayana Hrudayala Hospital, Anexas Europe, Manipal Hospitals, Medical Trust Hospital, SKS Hospital, KLE University’s Jawarharlal Nehru Medical College, Belgaum Karnataka, Narayana Health, Star Hospitals, Yashoda Super Speciality Hospitals and Anexas Consultancy.

CII Institute of Quality organized two Certification Courses on Lean Manufacturing - The Toyota Way in plant environment at Volvo Constructions Equipment Pvt. Ltd on 15-18 February at Bangalore and from 25th April to 28th April at Mahindra & Mahindra, Mumbai. The faculty for the February programme was Mr Anurag Seksaria – Principal Counsellor and Head, Lean Six Sigma. Institute of Quality and the program was attended by 14 participants from 10 organizations which included ACG Worldwide, ACG Pam Pharma Technologies Pvt. Ltd, Johnson Matthey India, A.T.E. Enterprises Private Limited, Roop Polymers Limited, JK Fenner (India) Ltd, Tata Global Beverages Ltd, Tecumseh Products Company, Q-source International Pvt Ltd. and SKF Technologies India Pvt Ltd. The April programme was led by Mr Anurag Seksaria- Principal Counselor, Lean Six Sigma & Mr Anand Deshpande (external faculty) and was attended by 30 participants from Larsen & Toubro, Electrical & Automation, J.K.Fenner (India) Ltd. Johnson & Johnson Aurangabad, India Nippon Electricals Ltd, Veer - O - Metals Pvt Ltd, Innova Rubbers Pvt. Ltd, Pricol Limited, JK Tyre & Industries Ltd, NTTF Bangalore, Endress + Hauser Flowtec (India) Pvt. Ltd, Siemens Technology and Services Private Limited, Godrej & Boyce Mfg. Co. Ltd and Andrew Telecommunications India Pvt. Ltd.

These 4 day intensive courses were designed to present Lean Methodologies in line with its original source with many of the practical tools, techniques, concepts and working methods. During the course case studies were presented, one from manufacturing and one from non-manufacturing environment.

Highlights of the course included in-depth explanation & application of lean tools & techniques. Guidelines for Lean value stream, Simulation Plug Game (to eliminate waste), Process Standardization, Value Stream Mapping, Quick Changeover (SMED), Production Levelling by mix and volume, Pull System types, Skill Management, 5 Why – Root Cause Analysis, Sustaining a Lean Culture, A3 Problem Solving, Lean Deployment Framework, plug games, shop floor visit, handover of certificates and course material.
CII IQ organized a two day training workshop on Lean – The Toyota Way during 1-2 December in Pune coupled with visits to best practicing Lean Companies: Vishay Component India Pvt Ltd. & SKF India Pvt Ltd, Pune. The objective was to teach various concepts of Lean Manufacturing and to showcase its Practical applicability. Concepts like Lean Principles, Lean Characteristics, 5 D approach, Stability of a process, Value Add, Essential Non-Value add and Non-Value Add. Seven Types of Manufacturing Wastes, Lean Principles. Guidelines to Create a Lean Value Stream. Value Stream Mapping (VSM). Skill Matrix were discussed. A Lean Simulation Game was played during this workshop to bring out various wastes in the process, non-value addition activities, variations from team to team. 5S Management. Layout arrangements were also discussed as a part of improvements in the Process.

Vishay Component India Pvt Ltd. & SKF India Pvt Ltd showcased their best Lean Six Sigma Case Studies. During the plant tour, participants were able to see all the process, their assembly line, production, Lean applicability, automation, visual managements, Poka-yoke and safety precautions.

19 participants from Manufacturing and Service Sectors participated which included representatives from John Deere, Vantage Consulting, MASO Group, Cap Gemini, Sandvik Asia Private Limited, Godrej & Boyce Mfg. Co. Ltd. and Finolex Industries Ltd.

CII IQ organized Missions to Successful Organizations-Best practices in Lean Six Sigma & Quality in TAFE –Doddaballapur & TVS-Hosur & half a day master class on Lean manufacturing during 19th and 20th May. The Master class covered Lean and its Characteristics, Stability of a process. Value Add. Essential Non-Value add and Non-Value Add. Seven Types of Manufacturing Wastes, Lean Principles and Guidelines to Create a Lean Value Stream. TVS & TAFE showcasing one of their best case studies, discussed methodology & approach on how 2 sigma level of process capability was brought to six sigma level. Eleven participants from Tata International Ltd, Umesh Processors Pvt Ltd, SRF Ltd and TAFE were able to see all the processes, their assembly line, production and safety precautions during the plant tour.

Earlier, CII Institute of Quality also organized a study mission to the Toyota, Bidadi plant solely for L&T company employees from Mumbai & Mysore on 19th of April for a half day visit. The Program was attended by 15 members. The plant visit brought insight on Lean manufacturing, Toyota Manufacturing System. Takt time. Safety rules. The mission also visited the on campus Gurukul training center. TTKI-Toyota Technical Institute.
The Lean Six Sigma Team continues to support Infosys BPO in deployment of Lean for select accounts from define to delivery stage. The on-going assignment, which commenced on 15 September, involves Leadership Engagement Workshops, Lean Practitioners and Lean Expert workshops and actual mentoring of projects in the workplace. The objective of the program is to improve Efficiency, Effectiveness and Customer Satisfaction. The rigor and speed of deployment has been appreciated by one of the end clients. With the results delivered so far the assignment has got extended to Pune and Chennai locations. Besides Lean, the team is also in touch with the client organizations to provide solution on Advanced Capacity Management & Optimization Practices.

CII Institute of Quality organized a Certification Course on Lean Six Sigma Green Belt at Pune on 1-5th August. This certification Course was a 5 day intensive program which was aimed at building capability on Lean Six Sigma Concept and Methodology. The objective of the training was to give the participants an insight on Lean, Lean tools, Lean principles, DMAIC approach, SIPOC, various tools like Graphical analysis TOH, ANOVA, Regression, Advanced Lean Concepts, Change Management, Factorial Designs, Control Chart and Control Plans. Participants were made to solve case studies on the above tools & techniques using MINITAB software. Dr. Sumit Roy and Mr. Anurag Seksaria conducted this training Program which was attended by 14 participants from Microfinish Valves Pvt Limited, Godrej & Boyce, Sandvik Asia Pvt Ltd, HINDALCO INDUSTRIES LIMITED, Taloja, NMTronics India Pvt. Ltd., Sartorius Stedim India Pvt. Ltd.
Lean Six Sigma Green Belt Phase – I Program

CII IQ did a Lean Six Sigma Green Belt Phase – I Program from 9 to 11 November 2016 in Mumbai for Aditya Birla Financial Services Limited for 21 participants from various group companies. Each of these participants adopted an improvement project in their respective work area which will lead to significant improvement in Efficiency, Effectiveness and Customer Satisfaction. Post the satisfactory completion of two phases of training and project, participants will be awarded the CII Institute of Quality Green Belt Certificate.

Participants at the Lean Six Sigma Green Belt Phase – I Program for Aditya Birla Financial Services

Lean Manufacturing Workshop at VKC, Coimbatore

An in-house training Program was conducted at VKC Group on Lean Manufacturing from 28-29 July at their Coimbatore campus which was attended by 25 participants. The objectives of the training Program was to enhance the knowledge of Lean Manufacturing among the participants, how Lean tool can be used in footwear industry to simplify the variation in their manufacturing process. The topics discussed in the training programs are Lean and its Characteristics Value Add, Essential Non-Value add and Non-Value Add, Seven Types of Manufacturing Wastes, Lean Principles, Guidelines to Create a Lean Value Stream, Practical examples to show the variations in the process through game, Production Levelling by mix and Volume and how to sustain Lean Culture plant wide.

Participants of the Lean Manufacturing Workshop at VKC, Coimbatore

Participants at the Lean Manufacturing Workshop at VKC, Coimbatore
Safety standards may be drafted for students

The Maharashtra Police, along with Confederation of Indian Industries, is planning to draft safety standards for all schools to ensure there is a drop in crimes against children on school premises. Brijesh Singh, inspector general, cyber and women atrocity prevention, said on Saturday, “We have asked school principals to work with CII and build guidelines which can help.”

CII Conclave on Digitization & Smart Manufacturing to build Brand India

The National Stock Exchange has won the CII-Exim Bank Award for business excellence in Banking, Financial services and Insurance (BFSI) segment. The exchange has become the first corporate to win CII-Exim Bank Award for business excellence for the second time in BFSI segment, NSE said in a release. The award was conferred upon NSE during 24th CII National Quality Summit held in Bengaluru on Wednesday.

Digitation, smart manufacturing will power Brand India: experts

Creating trust, national business Excellence Conclave

The National Business Excellence Conclave 2016 held in Bengaluru was a platform to celebrate and learn from best practices and to strengthen the spirit of excellence. The conclave was organized by the Confederation of Indian Industry (CII) in collaboration with the Ministry of Industry and Commerce, Department of Industrial Policy and Promotion, Government of India.

SAFETY STANDARDS

CII & Schools will set safety standards for schools

CII & Institute Of Quality (CII IQ) in the News

The Asian Age

CII IQ IN THE NEWS

Mumbai: CII Institute of Quality organized an exclusive session on ‘Making Schools Safer and Smarter’ – A Beginning in Mumbai for School Leadership Team (School management committees, principal, teachers and senior staff).

The way forward by experts: The session had Kirstineh Education Company, Pvt Ltd & Pearson India as Gold Sponsors, LXL Ideas Pvt Ltd as Silver Sponsor, Bazaar Sponsored Wская Global School. The Knowledge Partner was Times Class Edge and Media partner The Hindu.

Safety standards for schools, buses soon

Priti Patkar

Safety standards for schools, buses soon

Murphy: The Ministry of Education (MoE) has proposed amendments to the Indian Education Act, 1989, to make it compulsory for all schools to implement child safety guidelines. The amendments are being considered by the Cabinet Committee on Legislation (CCL). “We are happy that the government is taking steps to ensure the safety and well-being of children in schools,” said Priti Patkar, a former child welfare activist and rights advocate.

“Though there is a plethora of safety-related regulations on the safety of children, it would be useful to have a standard checklist available that can be followed by schools in India.” She added.

Child protection experts and city school officials have welcomed the move, saying that it will help in identifying and addressing safety issues.

Rlys take digital route, more change coming

EMS @ Bengaluru

Rlys take digital route, more change coming

FROM apps to manage ticketing to WiFi networks in train stations, the Indian Railways would soon be strengthened further through a host of digital initiatives. Union Railways Minister Suresh Prabhu said on Wednesday.

He was addressing the audience through video conference at the 24th edition of CII National Quality Summit organized in the city under the theme — The Digital Transformation of Business — Implications for Quality.

Prabhu said the government is working in coordination with state governments. “We are trying to make sure that the system is user-friendly and accessible to all,” he said. He added that the government is also working on ensuring that the system is secure and data protection is a priority.

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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.

Active Downdraft Environmental Cooling (PDEC)

At the very outset, CII decided to introduce environmental cooling instead of costly and energy hungry air conditioning. Accordingly, PEDC 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 10 °C, 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 win 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

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

2016
- Lean & Six Sigma Mission to United Kingdom
- Service Excellence Mission to Singapore
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.

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