

# Newsletter

## Indian Society for Quality

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As we near the ANQ Convention scheduled to be held in Bengaluru between November 5- 7,2025, I hope you have blocked your calendars and registered for attending the Conference. If not please grab the opportunity before early bird discounts expire.

Chapter activities are keeping good pace but as the focus on ANQ Congress increases it is planned to limit other activities till November 2025. All chapters are coming forward for KSS ( Knowledge Sharing Sessions ) and schedules are being coordinated centrally from ISQ secretariat – hardly any weekend goes without such a session. That's great sharing of the wisdom from veterans. Our sincere thanks to the speakers for their voluntary

Bengaluru chapter's Errorfree Manufacturing is scheduled for July 17-18, 2025. Mr Mahesh Hegde will be taking the session at Taj Yeshwantpur. This is one of the highly appreciated and demanded programs for elimination of problems ; meant for senior- Middle management professionals. Please check more details on ISQ website and attend / nominate professionals from your organization.

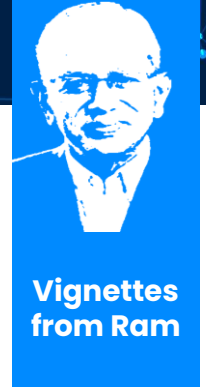
In this issue of the Newsletter we have Mr Ramanathan's Vignette, Quiz from Ms Santoshi and articles from Mr M.A Ramamoorthy and Mr Kishore Das. Hope you will find the same interesting, relevant and useful in your career growth.

We would appreciate if you could pen down your insights to share with ISQ community

Happy Reading !

Ved Parkash

**ISQ Newsletter team: Ved Parkash – Editor in chief,**  
**Editorial Members: Sarika V. Joshi, B. Sundara Rajan, R. Santoshi**



Vignettes  
from Ram



## Durability for Quality and for the Health of Planet Earth

In 2020 I wrote a paper\* consolidating a list of twenty quality dimensions, from the eight of David Garvin (1987), and more from other writers on quality. My purpose was to enumerate five sustainability dimensions – as highlighted in items 16 to 20 in the box here - that also ought to figure in the domain of quality. One can call them quality-sustainability dimensions. The last of the five, recyclability or circularity, can be broken up into another five. It became clear then that there are some quality dimensions too that overlap with sustainability. A big one is durability.

Durability is about how long a product is usable, with its most important quality dimensions in order.

### Flimsy and Toxic:

Companies have sold us the idea that we should change – upgrade – the products we use to the latest technologies and throw away the old. That becomes a planet earth nightmare. Non-durability hits all of the sustainability dimensions.

Take smartphones. Some 20 billion of them have been sold since their first introduction in 2007. That is over double the total human population today, including children. Some 12 billion are said to have been discarded – a billion a year on the average. The phones are designed to function reasonably only for three years or so. What if legislation mandates 10-year warranties, as anthropologist Jason Hickel (2020) has asked? You can be sure the designs will magically metamorphose.

1. Perceived quality
2. Product selection
3. Performance
4. Features
5. Safety in use
6. Ease of use
7. Sensory attributes
8. Emotional attributes
9. Economy in running
10. Durability
11. Reliability
12. Service attributes
13. Technical assistance
14. Relationship
15. Ease of doing business with
16. Freedom from toxins and waste
17. Contribution to greenhouse gases
18. Amount of non-renewable resources
19. Amount of renewable resources
20. Recyclability

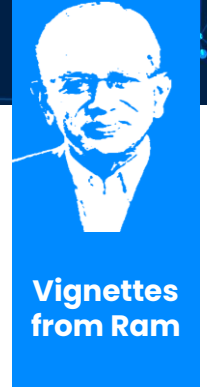
Recycling of phones has a poor record. The devices are designed as composites of some 50 elements. That makes recovery harder. Gold and copper are recovered to a degree, but metals like iridium, tungsten, tantalum, and rare earths, besides plastics and glass, and battery lithium are hardly reclaimed. Robotic recovery of metals has been tried, while scarcely attempting to design long-lasting and upgradeable devices. Similarly, some two billion laptops/Pcs have been discarded in the last 50 years, with poor outcomes for the earth, including from lead, cadmium and mercury.

Only about 22 percent of TV sets are said to be ‘recycled’ in the sense that some precious metals are recovered. Similar percentages apply to refrigerators or washing machines. Defects are the main reason for scrapping them. Most of these appliances go into landfills, after retrieving some sheet metals. Globally, annual e-waste is estimated at some 8 kg per capita.

In India, the government has been promoting the scrapping of automobiles beyond a certain number of years of use. Such a policy is intended to improve the market for vehicles, besides possibly preventing polluting vehicles from plying. But the policy strikes at the root of the five quality-sustainability dimensions.

For consumables including food products, durability relates to shelf life, hopefully parsimonious with synthetic preservatives. The expiry dates of pharmaceutical products are based on loss of just 10 percent of the concentration of the effective ingredient. Can shelf lives be improved?

At home we have a conventional oven bought in 1982. Everything including the indicator lamp still works. It turns out delicious breads, cakes and baked dishes. When I enquired at a shop about the lifespan of current microwave and convection ovens on display, the salesman replied – three years.



Vignettes  
from Ram

Today, the motivation for the manufacturer is to make fragile products that will need early replacement. Heavy advertising spreads feeds on the anxiety of many to keep up with those who flaunt fashionable models. The landfills pile up. What is more, the users are forced to incur unconscionably high lifecycle costs.

## Countermeasures:

**Permanence as Desirable Feature:** Architect Walter Stahel (1976), has coined many impactful phrases - circular economy, closed loop economy, performance economy. He has argued for the design of durable products, reconditioning, and waste prevention. The central concept of wisdom, he wrote, is permanence. This is also what India's Gandhian Economist J.C. Kumarappa advocated in 1945 – he called it The Economy of Permanence, and attracted the attention of the British economist E.F. Schumacher (Small is Beautiful). As an example of permanence, what does it take for parts like filters or tyres to last the life of the vehicle, whose life too may be extended?

**Product as Service:** Stahel's performance economy calls for reducing the material footprint of products by switching from selling of products to selling the service that the product provides. Lifecycle costs of using products can be reduced greatly in this system. Xerox used to charge companies by copies taken. Toyota or BMW are on to mobility services in place of car ownership. Leasing of furniture, toys, and even clothing has made some inroads. Also being introduced are systems for charging by use-hours is being tried for aeroengines, mining machinery and medical devices. All these provide companies with the motivation to produce reliable and durable products, and to upgrade them periodically. Though nascent, such concepts could be catching on.

**Circularity, with Environmental Pricing and Taxation:** Stahel's idea of a circular economy has had European support, though there are reasons to be skeptical about the program. This is Quality dimension # 20 – and comprises the possibility of reusing, recycling, remanufacturing, re-assembling, and upgrading of products – effectively increasing the durability. In 2008, Michael Braungart and William McDonough (2008) popularized the concept of cradle-to-cradle designs, as opposed to sending used products to their graves. To make durability happen, extraction from land has to be priced, and there ought to be taxes on all forms of effluents and greenhouse gases as well as on solid, liquid or air pollution.

**Right to repair:** Rules and legislations allowing users to get their products repaired outside of the manufacturer's tightly controlled system are making their appearance. These face stout resistance from companies using locked software and proprietary technologies. Still, the right to repair works in favour of durability.

## Conclusion:

Society needs durable products. The economic system is not attuned to these needs, but surely, quality professionals ought to be?

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\* N. (Ram) Ramanathan (2020): *Embedding sustainability concerns into quality assurance*, Total Quality Management & Business Excellence. <https://doi.org/10.1080/14783363.2020.1858712>

### About the author:

**Mr. N. Ramanathan** is a senior counsellor and advisor of TQM. He is a Mechanical Engineer with Masters from IIM, Ahmedabad(1969) with 55 years of experience in industry, and in teaching and counselling. He is the recipient of the Edwards Medal 2021 for outstanding leadership from American Society for Quality (ASQ). Mr. Ram has received the Dronacharya Award in 2018 by ISQ for his contributions to teaching and counselling on quality. He is an Academician in the International Academy for Quality (IAQ) and serves on its Board as Vice President, and as Chair of its Examination Committee. Mr. Ram has been associated with thirteen successful Deming Prize challenges, and has taught and advised Ashok Leyland, CEAT, SRF, Indus Towers, JSW, Mahindra group of companies, Tata Quality management Services, Tata Steel, and other organizations.

## HOPE THROUGH QUALITY

HEALTH OF PLANET EARTH

NEWS

A webinar organised by International Academy for Quality well supported by ISQ.

Speaker: **Mr. N. Ramanathan** Date: 23rd April 2025



The International Academy for Quality (IAQ) hosted a webinar facilitated by Somi Rokhgireh, featuring Mr. N. Ramanathan (“Ram”), a veteran in quality and sustainability. The session emphasized the integration of sustainability into strategic and operational business functions. The webinar was well supported by ISQ,

### Key Insights from the speech of Mr. N Ramanathan:

The webinar focused on integrating sustainability practices into business strategies, featuring a presentation by Ram, an expert in quality management and sustainability. He introduced the concept of “HoPE,” representing the Health of Planet Earth, as a framework for understanding sustainability. Ram discussed the transition from the Holocene to the Anthropocene epoch, highlighting the significant environmental challenges posed by human activities, including population growth, energy consumption, and greenhouse gas emissions. He emphasized the urgent need for sustainable practices to address issues such as climate change and biodiversity loss, noting that only three of nine critical environmental indicators remain within safe limits.

Ram outlined the pressing concerns of resource scarcity, particularly regarding freshwater and agricultural land, warning that food shortages could arise by 2050 due to overconsumption and pollution. He proposed that corporations must adopt strategies to enhance sustainability, focusing on energy consumption and pollution management. Ram stressed the importance of integrating sustainability into product design and development, as 80% of problems originate in these early stages. He presented key performance indicators aimed at reducing material footprints and promoting energy efficiency, while also advocating for the involvement of all employees in sustainability efforts to create organizational momentum.

The discussion also covered the role of Total Quality Management (TQM) in achieving sustainability, with Ram arguing that many organizational challenges stem from upstream design issues. He criticized reliance on external consultants, suggesting that companies can leverage their own knowledge to meet sustainability goals. The conversation highlighted the ethical responsibilities of businesses in the electronic manufacturing sector, addressing the complexities of resource consumption and product disposal. Ram concluded by emphasizing the need for effective communication of sustainability practices and the importance of preventing environmental damage rather than merely addressing it after the fact.

### Quality Sustainability Award Overview

Ram briefed about the Quality Sustainability Award, initiated by the International Academy for Quality in 2020, honours projects that demonstrate substantial improvements in sustainability through quality management principles. Indian Society for Quality, in its fifth year of partnership with IAQ has called for applications for Quality Sustainability Award 2025 (QSA 2025) from Indian contestants. The evaluation process includes a pre-qualification review, followed by assessments from an evaluation committee to select finalists and winners. Criteria for evaluation include the project's impact on SDGs, potential for lateral deployment, and long-term benefits for stakeholders.

# International



**Theme:**  
**Quality Innovations forging a path to a Sustainable Future**  
*“Powered by Asian Synergy”*

Dates: **November 3rd to 7th 2025**  
 Venue: **M S Ramaiah University of Applied Sciences,**  
 M S R Nagar, Bengaluru 560054, India

Last date to submit the abstract extended to **15<sup>th</sup> July 2025**

3rd Nov, Monday	CEC Meeting (based on invitation only)
4th Nov, Tuesday	ANQ Board Meeting (based on invitation only)
5th & 6th Nov, Wednesday, Thursday	ANQ Congress – paper presentations, keynote addresses, Awards
6th Nov, Thursday	Networking and Gala Dinner
7th Nov, Friday	Industry visit in Bengaluru (optional)

The Congress will feature keynote addresses by global experts, technical paper sessions, and recognition of excellence in quality. With participants from across Asia, it promises to be a premier gathering of professionals dedicated to driving meaningful change

We are pleased to invite industry leaders, quality practitioners, quality management experts and researchers to participate and present papers at the ANQ.

Individuals interested in presenting a paper are required to submit an abstract first. Upon acceptance, they must complete the registration process, including payment of the registration fees, and submit the full paper. Additionally, registration will be open for those wishing to participate as delegates. For a detailed overview of the process, please visit <https://www.anq2025.in/>

Abstract submission start for paper presenters {speakers}	May 02, 2025
Abstract submission End	July 15, 2025
Registration is open for paper presenters (speakers/ and delegates)	June 7, 2025
Acceptance of Abstracts of papers (Scrutiny) & notification of acceptance	August 15, 2025
Early bird registration and payment of participation fee due for speakers and delegates	August 31, 2025
Full paper submission due	September 05, 2025
Last date for speaker/ delegate registration and payment of participation fee	September 15, 2025

**Block your dates now! Submission of abstracts is open.**

## Upcoming Programs

### TQM for Errorfree Manufacturing

**a Practical Approach** by Mahesh Hegde

Organised by ISQ Bengaluru Chapter



**17-18 July, 2025**

**Venue: Taj Yeshwantpur, Tumkur Road, Bangalore**

#### Why this program!

Achieving Zero Defects is a common goal but a complex challenge. This program demystifies the process by:

- ❖ Shifting mindsets through TQM principles and philosophy.
- ❖ Providing a structured, step-by-step approach to error-free manufacturing—from design and development to shop-floor execution.

The registration is open. Please register by 10<sup>th</sup> July 2025. Limited seats left

### CEO THROUGH >> TQM

Creating the Extraordinary Organization through Total Quality Management

**a 2.5 day program for TOP Managers**

Organised by ISQ Pune Chapter



**7~9 August, 2025**

**Venue: Tata Management Training Centre  
TMTCC Campus, 1, Mangaldas Road, Pune**

- ✓ Invest in your own development!
- ✓ Challenge your paradigms!
- ✓ Embrace new ones!

**The registration is full already**

### Upcoming Knowledge sharing sessions

- ❖ Hyderabad Chapter and Quality Earth forum organise the knowledge sharing session on 5<sup>th</sup> July 2025 in virtual mode on “Extended Producers’ Responsibility (EPR) for Automobile Industry—Regulations and way forward” by Mr. B Vinod Babu, Principal, Integrated Sustainability Solutions, Re Sustainability Limited
- ❖ ISQ NCR has been conducting the program “ Quality for Academia and Small Industries in 4 sessions online.

### Following programs will be announced shortly

1. TOPS Convention 2025 in 4 chapters (Bengaluru, Chennai, NCR and Pune)
2. Quality Month Lectures in last two Saturdays of November 2025
3. ISQ Awards in December 2025

## Knowledge sharing sessions April to June 2025

### The role of KM in supporting innovation

Date: 19<sup>th</sup> April 2025

Speaker: **Prof. Eric Tsui** (Senior Project Fellow at the Educational Research Centre at The Hong Kong Polytechnic University)



The talk explored the crucial link between knowledge management (KM) and innovation in today's digitally driven world.

The presentation examines KM's role in fostering innovation, highlighting how it facilitates knowledge sharing, captures tacit knowledge, and promotes a learning culture. It will also discuss the importance of absorptive capacity, a firm's ability to assimilate and utilize external information, for sustained innovation. The talk concludes by showcasing how KM efforts contribute to creating and sustaining knowledge-enabled and innovative organizations

### Excellence Models – Adopt vs Adapt

Date: 24<sup>th</sup> May 2025

Speaker: **Srikanth Iyengar** AVP – CQH (Quality & Operational Excellence)

#### Gist of the talk

In pursuing business and operational excellence, organizations must balance standardization with contextual relevance when choosing to adopt or adapt an excellence model.

Adopting models like EFQM, Baldrige, or Lean Six Sigma offers structure and benchmarking but may miss organizational nuances. Adapting ensures relevance and flexibility but can dilute comparability. A hybrid approach—adopting core principles while tailoring tools to context—often yields the most sustainable impact.



### The Trust Imperative: The Hard Work of a Soft Science

Date: 21st June 2025 Time: 9 30 to 10 45 AM IST (Online)

Speaker: **Stephen Hacker**, Recognized globally as a visionary and transformational leader

There exists deep understanding and performance measurement of quality methodologies such as Shingo Model, Lean, Six Sigma, Hoshin Kanri, and Kaisen. But when the critical quality culture ingredient of TRUST surfaces, leaders are hard pressed to give a clear definition, process, or measurement. Unacceptable. Simple statements touting the importance of trust are insufficient. The speaker shared original research outlining the elements of trust and key processes for its creation.



### Proactive patient care: (Risk Management through Digital Innovation)

Date: 28<sup>th</sup> June 2025 Time: 10 to 11 15 AM IST (Online)

Speaker: **Ms. Gethsial Kiruba**, Manager Clinical Governance, Kauvery Hospital

The speech focused on the Quality in the health care sector where there is no scope for errors. Cost of poor quality is very high. Hence the focus on the Quality is utmost important.



# International



## IAQ Quality Sustainability Award 2025



IAQ is proud to announce the launch of the sixth Quality Sustainability Award. In previous years over 250 projects have been applying for this prestigious award, that wants to promote the use of quality management to improve the sustainability of organizations. Many excellent projects have competed, and you can find a lot of examples on the website [www.iqaward.com](http://www.iqaward.com).

Don't hesitate to share your project with the world and show good examples to inspire others to commit to sustainability.

Indian Society for Quality, in its fifth year of partnership with IAQ is happy to call for applications for Quality Sustainability Award 2025 (QSA 2025) from Indian contestants.

For Indian contestants, ISQ will hold a domestic contest towards the Quality Sustainability Award.

Download the brochure [here](#). To upload your application visit <https://www.isqnet.org/QSA25/>

ACTIVITY	DETAILS/REMARKS	TIMELINE
Apply for QSA 2025 (from Indian contestants)	Refer footnote to download applications. Fee per application: (Rs. 4,250/- + GST (18%)) Total Rs. 5,015/- inclusive of tax	Last date to submit the application: <b>15 07 2025</b> <b>Account details(current a/c)</b> Indian Society for Quality Account No: 00272000001288 IFSC Code: HDFC0000027
Evaluation and selection of the projects for online national competition (presentation round)	Well experienced team of evaluators and Jury members – the best in the subject with relevant knowledge and experience.	First level evaluation of projects by ISQ: 16 08 2025
<b>Final presentation round at national level &amp;</b> announcement of national winning projects who can apply for global contest.	Only the contestants who confirm their participation in global contest if selected, will be allowed to participate in the presentation round)	Presentation round: 15 09 2025 Announcement of Projects for Global Contest and submission by 15 10 2025
Registration for global contest to IAQ by the National Winners and payment of fees. (USD 400)	Fees for global contest is to be paid directly to IAQ along with application and one page summary. (In English only)	On or before 01 11 2025
Presentation Video of 10 minutes to IAQ by National Winners with a high resolution picture of the project team.	(Contestants to accept the video to be posted on IAQ YouTube Channel. Team pictures can be published in IAQ communications)	Before 15 11 2025
Global Award Evaluation and Ceremony	By IAQ.	DECEMBER 2025



# AUGTRAVELER

An immersive augmented reality-based travel experience to explore the cultural heritage of Bharat!



Dr. Shreyas Srivatsan

## Measurement Matters for Startup

AUGTRAVELER is an innovative Artificial Reality (AR) enterprise that has disrupted the travel and exploration industry by seamlessly blending the digital and physical worlds.

This case explores the company's journey, challenges, and successes as it pioneers a new era in immersive travel experiences. It also provides a comprehensive view of AUGTRAVELER's evolution, its impact on the travel industry, and the challenges and opportunities associated with pioneering Artificial Reality in the realm of exploration and adventure.

Get ready for a journey that goes beyond the limits of our imagination! Get ready for an adventure that blends history, technology, and our own curiosity!



Pankaj Manchanda, the visionary Founder and CEO of AUGTRAVELER, is a dynamic entrepreneur, with a mission that goes beyond the realms of business, with a commitment to transforming the landscape of travel and exploration through responsible tourism envisions an audacious vision. He envisions AUGTRAVELER not merely as an innovative AR enterprise but as a force for positive change. Pankaj's mantra, "Making Our Impact with Responsible Tourism," reflects a pioneering attempt to integrate scalable technology-based interventions that positively influence travelers, partners, host communities, and students alike. His goal is to evolve a sustainable and resilient tourism model that transcends conventional boundaries, making AUGTRAVELER a catalyst for a more responsible and enriching travel experience. In Pankaj Manchanda's hands, AUGTRAVELER becomes not just a business venture but a platform for social and environmental impact in the world of travel.

Pankaj and his team at AUGTRAVELER drive their utmost mission of connecting travelers into Bharat with the local host communities and the provide knowledge about the intangible cultural heritage of the regions they visit, while also promoting sustainable livelihood and preservation.

Pankaj being an expert member of the ICOMOS International Cultural Tourism Committee and a member of the VRARA Asia Pacific Digital Heritage Community of Practice, is playing an active role in contributing to the global discourse and practice of heritage tourism and culture accessibility.

With a background in designing immersive technologies, program management and capability building for a myriad audience segments across the globe, Pankaj is championing the techno cultural disruption in the sustainable travel tech domain.

“If you visit Hawa Mahal at Jaipur today, you will find many tour guides, who would be around to pass on hearsay as ‘history.’ While hearing the history right at the site will create a powerful and a long-lasting impact compared to a classroom textbook session, the experience is just not good enough. AUGTRAVELER, however, bridges this gap by seamlessly integrating Augmented Reality (AR) into the historical exploration process. Imagine standing amidst the ancient walls and windows of the Hawa Maha, and through your smartphone or AR glasses, witnessing historical events unfold before your eyes. The jharokhas whisper their stories, the past comes alive through the winds, and learning becomes an immersive adventure. With AUGTRAVELER, history isn’t just taught; it’s experienced. AUGTRAVELER revolutionizes the way we engage with our heritage, making it more accessible, captivating, and memorable.” – says Pankaj



# AUGTRAVELER – contd

Dr. Shreyas Srivatsan

## AUGTRAVELER Vision

The core fabric of a nation or society is intricately woven from its history and culture. When exploring new places, historical monuments and cultural and natural sites often top the list of attractions for visitors. AUGTRAVELER, with a global mandate, has embarked on its first phase in India. The Indian government allocates substantial funds to conserve World Heritage Sites, as well as cultural, spiritual, and natural landmarks. However, the visitor experience at many of these sites has fallen short of expectations. The primary reason for this discrepancy lies in the scarcity of skilled expert guides who possess both subject knowledge and fluency in local languages. While a few heritage sites still rely on hardware-based audio guides, these are insufficient to accommodate the high tourist footfall and lack scalability. AUGTRAVELER'S vision is to collaborate with globally recognized knowledge partners specializing in historical narratives and heritage conservation techniques. Additionally, the platform aims to engage with local communities, who serve as custodians of our rich cultural heritage. Together, they will co-curate enhanced visitor experiences and provide deeper insights into these sites for visitors of all ages and backgrounds. Through Augtraveler, visitors can interact and engage at Points of Interest within heritage sites or along cultural and natural trails. This approach ensures a more engaging and interactive exploration of the rich history, heritage, and culture, aligning perfectly with our vision: "Travel; Explore; Learn."

## AUGTRAVELER Strategy and Challenges

The platform is also evolving to offer curated self-guided walks of different natural, cultural and spiritual circuits across the country. It is on a journey to author curated AUGTRAVELER visitor experiences for all 42 UNESCO World Heritage cultural sites and monuments in India in phase 1, with subsequent consecutive phases of expansion to international sites. AUGTRAVELER's current strategy, (which is also its differentiator) has been to build associations with renowned knowledge partners from the cultural heritage conservation and historical interpretation domains, who provide authentic sources via their documented work on the identified sites.

This authenticated source content will then be curated by AUGTRAVELER team to build their experiences on the platform. Our adoption of AR technology on mobile devices for both Android and Apple has brought in some level of stabilization in core technology components. The platform is also continually evolving to induct extended experiences of geotagged heritage walks and to build a curated marketplace (ecommerce) for onboarding the local communities to help promote their unique products and services. A proprietary CMS that we have recently developed will eventually help speed up the content development and delivery for rapid scalability.

Furthermore, our tech stack has a mandate to evolve the next generation features of introducing Analytics; Personal Assist Bots; Wearable Immersive device integration; and Gamification. As a bespoke platform - we have continued to evolve our backend tech stack for ensuring scalability and enhanced user experience. Adding new features of analytics, personalization, etc. as per our roadmap. We have time and again spent significant effort, and also diligently aligned our product focus to test the Augtraveler experiences and the platform with our identified user groups/audiences. The feedback collected has resulted in numerous iterations to the platform.

AUGTRAVELER has also been aligned with Delhi government (DTIDC) and Mizoram Tourism who have adopted the platform to curate visitor experiences in Delhi and Mizoram. The promotion of these experiences by the government helps the platform in building its brand.



# AUGTRAVELER – contd

Dr. Shreyas Srivatsan

At this stage, the AUGTRAVELER project is bootstrapped not breaking even. However, the team has been successful to raise some project revenue and cash through these revenue drivers. AUGTRAVELER employs a multifaceted approach to revenue generation and these diverse revenue models demonstrate AUGTRAVELER's commitment to enhancing cultural heritage experiences while engaging with various stakeholders in the travel and education sectors. Through Institutional Partnerships, the platform collaborates with State Government Tourism Boards and other entities to curate heritage and cultural experiences. These experiences receive fixed revenue from the government while being offered as complimentary experiences to end users. AUGTRAVELER enhances visibility and provides a curated freemium experience, allowing users to purchase additional paid experiences. In its B2B Partnerships, AUGTRAVELER follows a Revenue Share model with online booking platforms. When customers book destinations on these platforms, they are prompted to explore relevant AUGTRAVELER experiences. Additionally, a Strategic: Advance Licensing model targets DSA's, Inbound Tour Operators, and Hospitality Chains. B2B partners procure "advance licenses" for AUGTRAVELER experiences, enhancing cross-selling and brand recall. The Culture Haat initiative promotes local community-level authentic products and services. Onboarding partners contribute cultural offerings, and AUGTRAVELER charges a percentage transaction fee for items sold on the platform. The AUGTRAVELER Education Series caters to schools. It bundles a physical book with AUGTRAVELER experiences, offered as a per-user subscription model to schools. Successful testing has been conducted and additional pilots are underway.

AUGTRAVELLER faces a blend of content, technology, marketing, and investment challenges as it strives to create authentic and enriching heritage and cultural experiences for travelers.

As Pankaj, the Founder and CEO of AUGTRAVELER, sat down with his team, he couldn't shake off the feeling of restlessness. AUGTRAVELLER had been making waves in the industry, but Pankaj felt the need for a more structured approach to track its performance and ensure alignment with its goals. He reached out to his mentors for a few suggestions to help him navigate this challenge.

Pankaj is seeking answers to some of the Questions whose answers can help him and AUGTRAVELER.

- Explore alternate channels for Revenue maximization for AUGTRAVELER.
- What do you think are the Performance Measurement challenges for a Startup like AUGTRAVELER?

**Kindly email your responses to Dr. Shreyas Srivatsan (Email: [shreyasvatsan@gmail.com](mailto:shreyasvatsan@gmail.com)), who is the author of this case study on behalf of Pankaj.**

## About the author:

**Dr. Shreyas Srivatsan** is a distinguished professional dedicated to advancing business excellence within the Tata Group. His 2-decade career is marked by a deep commitment to Business Management, Business Excellence, Business Strategy, Business Analytics and Data Analytics across multiple industries including Automobile and Hospitality sectors.

He is a Mechanical Engineer, with double Post graduations and an advanced diploma. He holds a Doctorate in Business Management. He is an avid writer and a thought leader. He has presented at many national and international forums. He is the recipient of Super Power Author Award for his short stories book titled "Dasha Avatar: Awaken the Divine Within."



# Quiz Quest

 by R Santoshi**1. Which of following is not a core principle of TQM?**

- A. Customer focus
- B. Continuous improvement
- C. Profit maximization
- D. Total employee involvement

**2. What does “Kaizen” refer to in TQM?**

- A. Cost reduction only
- B. Large-scale system change
- C. Continuous small improvements
- D. Supplier audits

**3. Which TQM principle focuses on eliminating silos and fostering collaboration?**

- A. Systematic approach to management
- B. Process approach
- C. Mutually beneficial supplier relationships
- D. Factual decision making

**4. The process of comparing your performance with industry leaders is called:**

- A. PDCA
- B. Benchmarking
- C. Poka Yoke
- D. Re-engineering

**5. Fill in the Blanks**

- a) In TQM, decisions should be based on analysis of \_\_\_\_\_.
- b) \_\_\_\_\_ is the Japanese term for mistake-proofing a process.

**6. Which quality guru emphasized the importance of customer delight in TQM?**

- A. Crosby
- B. Ishikawa
- C. Juran
- D. Kano

**7. What is the main goal of a Control Chart?**

- A. Schedule resources
- B. Reduce cost
- C. Monitor process stability
- D. Track employee attendance

8. The 8. Deming emphasized that \_\_\_\_% of problems are due to the system and management, not employees.

**9. Quality circles are \_\_\_\_\_ teams formed to solve work-related quality issues.****10. What is the core message of Deming’s System of Profound Knowledge?**

- A. Focus on rewards and punishment
- B. Maximize short-term profits
- C. Understand systems, variation, psychology, and knowledge theory
- D. Increase inspection levels

To know the answers, please refer page no. 20



## Learning to Lead Change: Reflections from My Experience at Tata Steel

In 1992, Tata Steel began a pivotal leadership transition when Dr. J.J. Irani succeeded the legendary Russi Mody as Managing Director. Although his appointment officially began in 1992, it was by 1994 that Dr. Irani had fully assumed control and began implementing his vision in earnest.



**Kishore Kumar Das**

This marked the start of a bold and systemic transformation that would reshape the company's future. I had the privilege of working in the TQM Initiatives Cell under Dr. Irani's office and witnessing this transformation firsthand, under the mentorship of Mr. C.S.P. Sastry.

### **The Context: From a Relationship-Driven to a Performance-Led Culture**

Russi Mody, known for his charisma and people-first approach, defined Tata Steel's culture for decades. However, liberalization in the 1990s brought global competition, demanding modernization and sharper performance focus. Dr. J.J. Irani, a UK-educated technocrat and Mody's protégé, was chosen by Mr. Ratan Tata to lead this shift. Though perceived by some as reserved, his structured leadership aligned well with the evolving business environment. In the TQM Initiatives Cell, supporting the MD's office, I contributed to change programs through documentation, presentations, and analysis. Our systems-thinking and TQM-driven approach supported Tata Steel's successful cultural and operational transformation.

### **The Transformation Framework: Observations from the Inside**

#### **1. A Personal Mandate: Dr. Irani's Thirteen Principles**

On his first day as MD, Dr. Irani penned thirteen personal transformation principles—by hand. These were not symbolic gestures; they became the blueprint for change. I had the rare opportunity to see this handwritten note myself.

1. Define a personal vision – what I want to accomplish in life
2. Tell the truth about current reality
3. Do the tough things no one else wants to do
4. Restructure the top team, if necessary
5. Build a powerful guiding coalition – Management and Board
6. Guide the creation of a shared vision
7. Take responsibility as the lead change agent
8. Create endless opportunities for two-way communication
9. Encourage innovation at every level
10. Maintain focus
11. Realign HR systems and overcome obstacles
12. Model the desired leadership behaviour—above all, maintain credibility
13. Preserve the core values of Tata—and my own

This mandate reflected Dr. Irani's strategic foresight, deep self-awareness, and moral clarity. It laid the foundation for Tata Steel's cultural and operational transformation.

#### **2. Daily Communication & Employee Engagement: The Power of the PPT Deck**

Dr. Irani's daily PowerPoint presentation was a powerful communication tool. It clearly addressed:

- Why Tata Steel needed to change
- What specifically needed to change
- How the change would be implemented
- What he expected from employees, unions, and managers



# Learning to Lead Change: Reflections contd...

from My Experience at Tata Steel

Kishore Kumar Das

He presented this deck to over 1,000 employees each day—across Joint Departmental Councils (JDC), the Tata Management Development Centre (TMDC), the Savak Nanavati Technical Institute (SNTI), union meetings, and informal plant gatherings. Delivered in both English and Hindi, the presentations were rich in data, visual evidence, and clarity.

In a bold move, Dr. Irani even invited major customers to speak directly to employees—helping them understand external expectations and global competitive pressures.

## Key Messages Repeated Across Forums

- **Modernization of the Mind** – Positioned as the fourth and most critical phase of modernization. By then, Tata Steel had already completed three phases of plant, equipment, and technology upgrades. The next transformation required a shift in mindset—encouraging new ways of thinking, behaving, and collaborating. Modernization had always been part of Tata Steel's journey, but this marked a cultural inflection point.
- **Rumour Control** – Dr. Irani upheld a zero-tolerance stance on misinformation, believing that facts are the foundation of trust. He proactively shared accurate data, plans, and financials across platforms—through meetings, newsletters, and shop-floor interactions—to ensure alignment and transparency.
- **Learning Investments** – Frequently stating, "We don't have 'faltu' money, but we do have money for modernization and learning," Dr. Irani emphasized strategic investments. Cost control was essential, but so was building capability. This approach helped Tata Steel become one of the world's lowest-cost steel producers by 2000.
- **The Triangle of 3Cs** – A visual model used to align the organization around key transformation priorities:
  - Change – Embrace continuous evolution
  - Cost – Eliminate inefficiencies
  - Customer – Foster lasting, trust-driven relationships

Tata Values and the Tata Code of Conduct anchored this model—non-negotiable principles guiding every step of the transformation.

## Reflections and Legacy

Both Russi Mody and Dr. J.J. Irani were ideal leaders for their times. Mody flourished in an era of protectionism and personal relationships. Dr. Irani thrived in a globalized, competitive landscape that demanded systems, speed, and sharp execution.

Dr. Irani's leadership was marked by calm authority, methodical execution, and principled behavior. It wasn't flamboyant—but it was focused, grounded, and transformational.

The key insight is this: leadership style must evolve with the context. What works in one phase of an organization's journey may not work in another. As environments shift—due to policy, market, or technology—leaders must adapt their style, structure, and strategy.

## Conclusion: The Right Leadership at the Right Time

Tata Steel's journey in the 1990s and early 2000s offers a timeless leadership lesson: strategy is essential, but leadership fit is decisive. Dr. Irani didn't just manage change—he led it from the front. He inspired belief, imposed discipline, and built systems that delivered enduring value



# Learning to Lead Change: Reflections contd...

from My Experience at Tata Steel

Kishore Kumar Das

## Key Takeaways for Business Owners and Leaders to Start a Transformation Journey

### 1. Craft a Personal Leadership Mandate

Clearly define your transformational intent—what you stand for, what change you seek, and how you will lead it. Firm up your personal vision to guide and inspire your leadership.

### 2. Align Leadership Style with Organizational Context

Ensure your leadership approach aligns with your organization's phase, environment, and challenges. Effective leadership is shaped by context—what works in one situation may not work in another.

### 3. Build a Strong Leadership Coalition

Surround yourself with a team that shares your values and vision. Sustainable change is always a collective effort—create a leadership core that drives transformation together.

### 4. Communicate Relentlessly

Change cannot happen in silence. Communicate the purpose, process, and progress consistently across the organization. Transparency builds trust, alignment, and momentum.

### 5. Invest in Capability Building

Nothing changes without developing people. Transformation needs mindset shifts and new skills. Invest deeply in training and development—from behavioral change to technical capabilities—to build long-term capacity.

### 6. Lead with Purpose, Values, and Integrity

Revisit and reaffirm your core beliefs—the "why" and "how" of your business. Purpose-led leadership drives resilience, inspires others, and sustains meaningful impact.

### 7. Take Full Ownership of the Journey

Own both the successes and setbacks. Transformation is rarely linear—it involves trials, adaptation, and time. Be patient and persistent. Like agriculture, it requires sowing seeds, nurturing growth, and waiting for harvest.

**"Leadership is not about charisma—it's about commitment, clarity, and courage. As the context evolves, so must the leadership style. Great leaders recognize when to adapt their approach—or when to empower new leadership."**

#### About the author:

Kishore Kumar Das is an independent management consultant and trainer, operating under ROOTS Consultancy. He is also the Co-Founder and Director at UniTol.in, which provides training and technology solutions in the field of learning and development. An alumnus of XLRI (HRM) and BIT Mesra (Production Engineering), Kishore brings over 33 years of industry experience. His core strengths include:

HR transformation (including the TQM Way), Leadership development, Talent strategy, Change management, and Building learning organizations.

He has successfully facilitated transformation and development programs across large, medium, and small organizations, primarily in the manufacturing sector.

Kishore has also served as a visiting faculty at prestigious institutions such as XLRI (NCR Campus), IIM Lucknow, MDI Gurgaon, and IMI Delhi. Outside of work, he is passionate about sports and music.



# 9-P Model: Path to Success

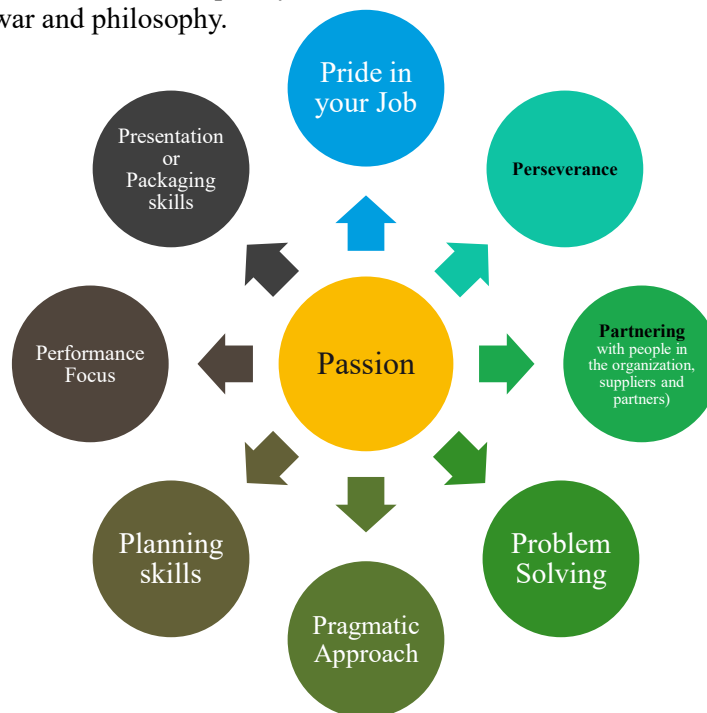
(Authored by: Dr M A Narasimha Murthy)



## Introduction

Success is the result of intentional effort, strategic thinking, and a commitment to growth. To navigate the complexities of a professional career, one must cultivate key qualities that foster excellence. At the core of this journey lies professional ethics, which serves as the foundation for sustained success. Ethical integrity ensures that individuals uphold honesty, fairness, and accountability, refusing to compromise on values in the pursuit of their goals.

The "9Ps" framework offers a structured approach to career success, emphasizing the traits that define high achievers across industries. These 9Ps—Passion, Pride in Your Job, Perseverance, Performance Focus, Problem-Solving, Planning, Pragmatic Approach, Partnering, and Presentation (Packaging Your Outcome) serve as pillars for professional success. Passion is the central driving force that energizes the remaining eight 'P's. By mastering these principles while adhering to ethical standards, individuals can overcome challenges, build trust, and leave a lasting impact in their fields. This document presents why each "P" matters, along with two relevant examples: one from contemporary times and another from the Mahabharata or Ramayana, the ancient Indian epics of war and philosophy.



## 1. Passion

**Why It Matters:** Passion fuels sustained motivation, creativity, and a relentless pursuit of excellence. Professionals who are passionate about their work inspire others and push boundaries to achieve greatness.

- **Example 1:** A legendary figure in the Indian film industry, Amitabh Bachchan embodies passion through his decades-long career. His dedication to excellence, both in films and as the host of Kaun Banega Crorepati at 82, demonstrates how passion drives perseverance and helps individuals redefine success, regardless of challenges or age.
- **Example 2:** Arjuna from the Mahabharata showcased passion through his intense focus during Guru Drona's archery test. While others saw distractions, Arjuna concentrated solely on the bird's eye, proving his deep passion for mastery and excellence.



# 9-P Model: Path to Success

(Authored by: Dr M A Narasimha Murthy)

## 2. Pride in Your Job

**Why It Matters:** Taking pride in one's work leads to job satisfaction, credibility, and professional fulfilment. It drives individuals to deliver their best, regardless of challenges or recognition.

- **Example 1: Dr. A.P.J. Abdul Kalam** took immense pride in his role as a scientist and as President of India. His integrity, dedication, and humility left a lasting impact, inspiring generations.
- **Example 2:** In Mahabharata epic, **Bhishma Pitamaha** exemplified pride in his duty through unwavering loyalty to Hastinapura. Despite personal sacrifices, he upheld his vow to protect the throne, demonstrating the power of pride in one's role. However, his rigid adherence to duty highlights the fine line between noble pride and inflexibility.

## 3. Perseverance

**Why It Matters:** Success rarely comes on the first attempt. Perseverance ensures resilience in the face of failure, enabling individuals to learn, adapt, and continue progressing toward their goals.

- **Example 1: Thomas Edison** conducted over 100 failed experiments before inventing the light bulb. His relentless perseverance turned setbacks into stepping stones for ground-breaking success.
- **Example 2:** In the Ramayana, **Shabari** epitomizes perseverance by rising early each day with steadfast hope, patiently waiting for ages to behold Lord Rama's divine presence. Her unwavering commitment demonstrates that persistent dedication ultimately leads to fulfilling one's deepest aspirations.

## 4. Performance Focus (Result Orientation)

**Why It Matters:** A strong focus on performance and results drives professionals to set ambitious goals and remain committed to achieving them.

- **Example 1: Sergey Bubka**, a world-renowned pole vaulter, repeatedly broke his own world record, proving that sustained effort leads to extraordinary results.
- **Example 2:** In the *Ramayana*, **Ravana** demonstrated unwavering focus by carrying the **Atmalinga** from Lord Shiva. Despite obstacles, his determination to secure the Atmalinga and become Shiva's supreme devotee highlights the power of performance focus.

## 5. Problem-Solving

**Why It Matters:** Any job, will throw up problems, the ability to analyse problems and find innovative solutions is crucial for overcoming obstacles and creating value in any profession.

- **Example 1:** Ratan Tata revolutionized the automobile industry with the Tata Nano, making car ownership accessible to India's middle class.
- **Example 2:** Lord Krishna in the Mahabharata was a master problem-solver. His strategic guidance helped the Pandavas navigate war tactics and ethical dilemmas, altering the course of events.

## 6. Planning Skills

**Why It Matters:** Effective planning minimizes risks and maximizes opportunities by ensuring efficient time, resource, and priority management.

- **Example 1:** The Indian middle-class mother is a master planner, efficiently managing budgets, family responsibilities, and daily tasks.
- **Example 2:** In the Ramayana, Lord Rama faced the monumental challenge of crossing the vast ocean to reach Lanka. Rather than succumbing to the enormity of the task, he approached it with meticulous planning and strategic foresight, gathering resources and leveraging the Vanara Sena, ensuring a well-executed strategy.



# 9-P Model: Path to Success

(Authored by: Dr M A Narasimha Murthy)

## 7. Pragmatic Approach

Why It Matters: A pragmatic mind-set balances idealism with practicality, enabling professionals to navigate challenges with realistic solutions.

- **Example 1:** ISRO exemplifies pragmatism through cost-effective, innovative space exploration, successfully launching Chandrayaan and Mangalyaan despite budget constraints.
- **Example 2:** Lord Hanuman demonstrated pragmatism while searching for the Sanjeevani herb. Instead of wasting time identifying it, he lifted the entire mountain, ensuring a swift solution.

## 8. Partnering (Collaboration & Stakeholder Engagement)

Why It Matters: Collaboration fosters innovation, builds trust, and drives collective success by effectively engaging stakeholders. Teamwork is essential across all levels in the organization

- **Example 1:** The Ram Mandir project in Ayodhya exemplifies large-scale collaboration, uniting government bodies, architects, engineers, artisans, and technology experts like L&T, TCS, IITs, and NITs.
- **Example 2:** In the Ramayana, Rama forged alliances with Vibhishana (Ravana's brother), Sugriva, the Vanara Sena, and various kings. These partnerships were vital in defeating Ravana, proving the power of strategic collaboration.

## 9. Presentation (Packaging Your Outcome)

- Why It Matters: Strong presentation skills or Packaging the outcome of the work enhance the impact and perceived value of an idea or product.
- **Example 1:** For example, while a samosa may cost just INR 15 from a street vendor, it can be priced at INR 500 when elegantly presented in a five-star hotel. This stark contrast highlights how presentation shapes perception. Ultimately, effectively packaging the final product is crucial to enhancing its value.
- **Example 2:** In the Mahabharata, Sanjaya, the narrator for the blind King Dhritarashtra, provided vivid battlefield descriptions that shaped the king's understanding and influenced his decisions. Through his live commentary, Sanjaya effectively created a virtual experience of the war, allowing the blind king to perceive the unfolding events as if he were witnessing them first-hand.

## Conclusion

The 9Ps framework is a powerful guide to professional success. By embodying Passion, Pride, Perseverance, Performance Focus, Problem-Solving, Planning, Pragmatism, Partnering, and Presentation, individuals can navigate challenges, drive impactful results, and achieve sustainable career growth. Those who embrace the 9Ps not only excel in their own endeavours but also inspire excellence in others. The author illustrates the framework using examples from contemporary life as well as from the ancient Indian epics—the Mahabharata and Ramayana—which blend elements of war and philosophy. Additionally, professionals are encouraged to customize the framework based on their roles by either replacing one of the original 9Ps or incorporating extra pillars, such as Point of View, Perception, Process in Mind, Proactiveness, and Patience.

### ACKNOWLEDGEMENT :

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C V Krishnakumar	Consultant IT	Kalpavruksha IT Solutions

## Answers to the Quiz Quest

- |   |  |
|---|--|
| 1. C. Profit maximization               | 6. D. Kano   |
| 2. C. Continuous small improvements     | 7. C. Monitor process stability  |
| 3. A. Systematic approach to management | 8. 94%   |
| 4. B. Benchmarking                      | 9. Voluntary / small cross-functional                                  |
| 5. a) Data and facts<br>b) Kaizen       | 10. C. Understand systems, variation, psychology, and knowledge theory |