

Newsletter

Indian Society for Quality



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Dear Readers,

Greetings from ISQ!

It's my pleasure , as always, to bring this first Qtr. 2022 edition of our Newsletter to you.

Covid situation in India seems to be under control at the moment however China, Hongkong are facing severe surge and several cities are underclock down. UK has reported yet another new variant.



Ved Parkash

Many states have done away with Covid restrictions but let's not be complacent in following the Covid appropriate behavior, especially in closed and crowded environments Experts are not comfortable in removing restrictions as yet. While industrial activity was moving towards normalcy with receding pandemic, a new disruption in the form or war between Russia and Ukraine has unsettled the world adding fresh challenges to the supply chain. An energy crisis is imminent for the world if peace is not restored soon. We hope the situation does not deteriorate as our economy is not insulated from such disruptions much like other countries.

Under Govts FAME II , EVs are witnessing an exponential growth especially 2 & 3 Wheelers. There are concerns created by 4 incidents of fire in last month. These undesirable incidents are part of the teething problems of new technology, some of the manufacturers are blaming customers for not following recommended charging process. I would disagree with this approach because it is responsibility of manufacturer to create awareness and consequences of any shortcuts in the recommended process. Industry along with Govt bodies need to come out with necessary regulations to ensure safety of users. It's a challenge for Quality professionals in this field and an honest knowledge sharing of the learnings will be helpful to society at large.

ISQ is maintaining its growth momentum as we inaugurated Jamshedpur Chapter, first one eastern side. It's very important milestone in ISQ journey as Jamshedpur is one of the oldest industrial hub of India. Jamshedpur is well known in the industry for its Quality culture fostered by pioneers of quality movement in the country i.e., the likes of TATA Steel. We wish them success and hope the Chapter will add to the ISQ growth momentum. Please read on more about it in this Newsletter.

There are regular knowledge sharing sessions organized by respective chapters, I would like to call upon all the members to benefit from these activities and keep themselves updated with current trends. Our editorial team has come-up with guidelines for article submission for publishing in the Newsletter. Same is under GC approval and will be added to ISQ website as well. We welcome articles from non-members too if it meets the criteria.

Very interesting point has been brought up by Mr. Ramanathan in his serial Vignettes about the status of Quality in the country, very thought provoking read.

We are committed to make the knowledge sharing more vibrant and prolific. Please contribute generously and help spread the wisdom. Enjoy the reading, stay Safe.

Best Regards,
Ved Prakash



Vignettes from Ram

Country Quality: A Rough & Ready Ranking

I have often wondered what a Quality Country would look like. What would be its characteristics? Would it simply be rich? If not, would it be possible to quantify and rank countries by their quality? Is it possible to use reliable indices among the already available ones to get a rough-and-ready picture of the quality of countries? Would the results be according to our *a priori* expectations or would there be surprises? Now, I work individually, and have no research support. Can I make a quick estimate of Country Quality ranks, with a bunch of caveats, but within the realms of plausibility?

What criteria should I zoom in on? Perhaps I can even stimulate a capable and impartial organization to launch a respectable Country Quality index in the years to come?

First, a look at some studies. A crowd-sourced database publishes a Quality-of-life index of 87 countries based on eight criteria, evaluated through surveys. Crime rate – and hence safety – is included, but also commute time, property price and so on. It has a Western outlook.

Reported in 2020, the 2018 World State of Quality Report, produced by quality academics from Portugal, scored, ranked, and clustered 118 countries and territories in terms of their level of quality. 17 indicators measured ten criteria – organizations, professionals, research, education health, competitiveness, social cohesion, sustainability, innovation, and satisfaction. Measurements include ISO 9000 or 14000 certifications, articles published, and number of members in International Academy for Quality. The indicators also include competitiveness, life expectancy and inequality. The bottom cluster names 23 countries, 20 of which are from Africa. The top cluster is mainly European. India ranks 79/118.

The Portuguese study is to a degree focused on the practice and study of quality in each country. Unquantified, but in a similar vein, ISQ (2021) has a subjective estimate of the status of quality in India in respect of each sector – industry, government, health care, education and social. It also evaluates the status of quality in terms of topics such as research, certification, university courses, training, counselling, awards etc. Such judgments went into the creation of the Mission and Vision of ISQ.

My objective here is different – to explore if we can judge the Quality of countries from reliable comparative studies, through important *outcomes* rather than activities.

So, here is my own imperfect ranking of countries by quality. Let us say that a Quality Country would have economic wellbeing, low levels of inequality, good life expectancy and education for a number of years for everyone. An index that combines all these is the UNDP Human Development Index (HDI) adjusted for inequality. The HDI covers a lot of ground, and I subjectively give it 50% weightage.

The underlying philosophy of Quality has always emphasized consultation with and participation by everyone, transparency, and freedom to express oneself, and for this I would like to give 25% weight

I have used the Economist Intelligence Unit's (EIU) Democracy index for this purpose, adding the Freedom of Press index of Reporters Without Borders (RWB), as the ranks in these reports vary considerably. I have split the weightage equally between the two indices.

Then comes planetary health, an essential part of country quality, to which I assign the balance 25% weight. The weightage is split equally between the UN Index for Sustainable Development Goals (SDG) and a less known environmental performance index (Yale University). The SDG covers a vast ground including elements that would indirectly be a part of HDI, so its environmental part is strengthened by using the Yale index. The UN Sustainable Development Solutions Network (SDSN) acknowledges that "SDG indicators need to be complemented with additional metrics, particularly for the environment."

Based on data about the criteria comprised in the five indices, with subjectively assigned weights, I took the case of three countries, A, B and C. In the bottom row of the following table, I state the weighted ranks of the three countries in terms of Quality. This method might be construed as mathematically dubious, especially as the number of countries included in each study is different. But remember, this is a rough-and-ready picture. From the ranks, can you guess the names of the three countries? Their ranks of the Purchasing Power Parity (PPP) per capita GDP are given (World Bank) below the Country Quality Rank. So, GDP does not seem to be a perfect indicator of Quality. Can you still guess the countries?

Index used	Weightage for rank	Country - Value/Rank		
		Country A	Country B	Country C
UNDP Human Development Index, inequality adjusted, 2020 for 2019, pp 351-353, 170 countries.	0.500	0.808/28	0.869/10	0.639/83
EIU Democracy Index 2021 report for 2020, value. Rank, 167 countries	0.125	7.92/25	8.67/14	2.27/151
RWB Freedom of Press Index RWB, 2021 report, values lower the better, 178 countries	0.125	23.93/44	15.24/13	78.72/177
UN SDSN - SDG index, UN, 2021 report for 2020, 156 countries	0.125	76.0/32	82.48/4	72.06/57
Yale Environmental Performance Index, Yale, 2021 report for 2020, 180 countries	0.125	69.3/24	77.2/10	37.3/120
Weighted Country Quality Rank	1.000	30	10	105
Per capita GDP rank PPP, 2020		12	19	80

I took up three more prominent countries and made a similar table, as shown below. Call them countries D,E and F. From the numbers can you guess these countries?

Index used	Weightage for rank	Country - Value/Rank		
		Country D	Country E	Country F
UNDP Human Development Index, inequality adjusted, 2020 for 2019, pp 351-353, 170 countries.	0.500	0.570/104	0.537/123	0.740/50
EIU Democracy Index 2021 report for 2020, value. Rank, 167 countries	0.125	6.92/49	6.61/53	3.31/124
RWB Freedom of Press Index RWB, 2021 report, values lower the better, 178 countries	0.125	36.25/111	46.56/142	48.71/150
UN SDSN - SDG index, UN, 2021 report for 2020, 156 countries	0.125	71.34/61	60.07/120	73.75/46
Yale Environmental Performance Index, Yale, 2021 report for 2020, 180 countries	0.125	51.21/55	27.6/168	50.5/58
Weighted Country Quality Rank	1.000	87	122	72
Per capita GDP rank PPP, 2020		89	134	57

Now to some caveats. This is just one subjective way of ranking country Quality. I hope more sound methods will be researched upon. Not all the indices included here might have the same level of reliability. Instead of weighting ranks, it might be better to take the actual index values for each country, normalized on a 0-100 scale. Using indices may also better show the gap between top ranking countries and the ideal. Also, ranks do not represent equal distances between successive numbers – what we have is an ordinal scale rather than an interval scale. An important indicator of Country Quality ought to be a sense of safety and security – based on the status of human rights, war, terror, crime, prison headcount, violent deaths. Another facet ought to be the level of pursuit of cultural, artistic, literary, scientific, sporting, intellectual and spiritual pursuits. These aspects are missing here as data on these are scattered and not always dependable. Incorporating these features would make for more credible ranking. If you have not spotted the countries yet, here they are. Countries A, B and C are USA, Germany and China, respectively. Countries D, E and F are Brazil, India and Russia, respectively. These six countries account for nearly 46 percent of the current estimated world population of 7.9 billion. The Country Quality ranks of USA in particular and of China and Russia are worse than their per capita income ranks. Germany in particular and India gain in rank when Quality is considered. Brazil comes out nearly equal on both ranks. The merit order for the six countries in terms of Country Quality would be Germany followed by USA, Russia, Brazil, China and India. Does any of this surprise you?

There is much that countries have to do to improve their Quality!

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 50 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. Mr. Ram has been associated with twelve 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.

Dr. Noriaki Kano

Excerpts from the Annual Newsletters
issued by Dr. Noriaki Kano every year



Introduction:

It is a privilege to print in this issue of ISQ Newsletter an article by Dr. Noriaki Kano one of the foremost contributors to the quality movement in the world over 50 years and probably the most accomplished. Dr. Kano needs no introduction as he is well known to the quality professionals around the world. Dr. Kano's is Professor Emeritus, Tokyo University of Science; Doctor of Engineering (University of Tokyo); Honorary Chairperson Asian Network for Quality and Director of Japanese Union of Scientists and Engineers (JUSE). He is best known for the Kano Model for Attractive Quality Creation that is widely used across the world in various business segments.

To know more about Dr. Noriaki Kano [click here](#).

At our request Dr. Noriaki Kano agreed to share excerpts from his annual Newsletters for the years 2019, 2020 and 2021. Dr. Kano sends these Newsletters every year narrating key aspects of his activities during the year and circulates to his friends, customers and colleagues. Most people eagerly await his newsletter at the beginning of every year. It is interesting to note how Dr. Kano keeps track of his activities and uses his professional quality approach even during his personal site seeing visits to various places in different countries. I have heard him vividly narrate his experience trekking around Mount Fuji on foot during his college days. I have accompanied him on some of these visits where he seeks local culture, eats local food, and surveys local environment. He has uncanny habit of finding something different that most of us tend to overlook. I have learnt something more about some states in India by reading Dr. Kano's newsletters.

I hope the readers will enjoy these excerpts from Dr. Kano's various journeys over the years.

Dr. Kano would like to receive the feedback from ISQ readers, if any. If a reader sends it to ISQ at office@isqnet.org, it will be forwarded to Dr. Kano by ISQ.

Janak Mehta
President ISQ

Dr. Noriaki Kano

Looking Back on 2019

Visit to the Site of the Battle of Imphal

Since completing my End-to-End Project by visiting all 47 prefectures in Japan, the 50 states of the US, the 22 administrative divisions of Taiwan and all the provinces of China, I now have the aim of visiting all 29 states of India, and, as a part of this, in March of 2019 I visited Manipur, one of the three Seven Sister states of Northeast India I had not visited. The state has an area of 22,000 square kilometers and a population of 2.7 million. It is roughly the same size as Shikoku (1.2 times) and has a population of about 70% of that of Shikoku. The state capital, Imphal, is known as the battle site of Operation Imphal, conducted by the Japanese army in 1944 in World War II. Imphal, in northeast India, was a key supply route to China, and nearly 100,000 troops were deployed with the aim of capturing Imphal and blocking this route. As it was believed it would be a short and decisive battle, only a three-week supply of food was provided, and this resulted in the death of over 70,000 soldiers. It was described as “the worst strategy ever” (Ryoichi Tobe, et al., *The Essence of Failure*, Diamond Co., page 124).

https://en.wikipedia.org/wiki/Battle_of_Imphal

Before my trip, I read up on Operation Imphal, and the more I studied, the more I wanted to know. Three quarters of a century have passed since the end of the war, but I hesitated about visiting the area, as I was concerned about becoming the focus of vilification going back generations. Nevertheless, I did not want to stop my “29 State Visit Project”, so I pushed ahead with my trip.

Visit to the State of Manipur

Visit to the State of Manipur: In early March, I took a three-night, four-day trip to Manipur, including land entry into the country from Tamu, a town on the Myanmar-side of the border that faces India. From my own observations and the explanations of my guide, it was different from my expectations before visiting.

a. In 2017, I visited the Indian state of Mizoram, which is made up of steep mountains covered in tall trees. The state capital, Aizawl, is also built on a ridge. As Imphal, the capital of Manipur, is directly 100 km to the north of Mizoram (about 400 km by road), I imagined the terrain would be similar, but before landing at Imphal, the view from the plane showed a different landscape from Mizoram: a vast basin with a lake.

b. The Myanmar border town of Tamu through which the Japanese army passed heading to Imphal is 25 degrees north and has a subtropical climate. It is basically at the same latitude as southern Nepal, and I thought the land would be dark jungle-like terrain spreading towards India. In fact, it was made up of gently sloping hills and sparsely growing shrub.

**While the longitude of the three state capitals of Mizoram, Manipur and Nagaland are the almost same around 93-94 degrees east, the latitudes of the following three capitals such as Aizawl, Imphal, and Kohima are 24, 25, and 26 degrees north latitude, respectively. This means the distance of the two capitals from south to north is around 110 km.*

- c. c. The one-way journey from Tamu in Myanmar to Imphal is 150 km. There is no line demarking the central reservation on the road, but cars travelling at 30 km per hour can pass each other on the paved road without slowing down. The road was built by the British before the war to aid with the administration of their colony of Burma, and nothing has changed much to this day. I thought that the Japanese troops had advanced through the jungle, but, owing to the lack of vehicles, they seemed to have mostly marched on foot; however, trucks and tanks also advanced to the suburbs of Imphal.
- d. d. I thought the Japanese army's attack on Imphal was a surprise attack, but the British had control of the air over the area, anticipated the coming attack, and made considerable preparations to stop the Japanese invasion.
- e. e. As a reference with regard to the local procurement of food, there is a picture displayed in a local museum showing Japanese soldiers receiving rice from a local farmer under the eaves of a farmhouse. From this picture, it can be seen that the Japanese troops were short of food, but it also shows that the local procurement of food seemed to have been done in a peaceful manner.

When I asked the guide how the local people viewed the Japanese military, he, as a man who was very interested in local development after the war, proudly told me he would soon publish a book summarizing the results of interviews with villagers who experienced the Japanese invasion. A friend, Janak Mehta, later gave me a copy of the book..

Title: *Forgotten Voices of the **JAPAN LAAN****: *JAPAN LAAN means "Japanese War"
The Battle of Imphal and the Second World War in Manipur (157 pages) (2019)
 Author: Yaiphaba Meetei Kangjam, Publisher: Aryan Books International
<https://www.amazon.co.jp/Forgotten-Voices-Japan-Laan-Manipur/dp/8173056188>

The author conducted the Interviews in 2015 to 2017 with 30 local people aged between 85-98 years of age who were between 13-26 years of age at the time of the war. The results of the interviews are summarized and the author gives his opinion at the end of the book.

The book shows that the fighting took place between Britain and Japan on the land of the local people, and these people moved from place to place to escape the fighting. Some of them personally cooperated with the Japanese or British forces, but no entire village seemed to have cooperated with the Japanese or British forces.

The common impression the interviewees had of the Japanese soldiers was that they were "always demanding food" and were so hungry that they stole curry while it was still cooking and even ate the locals' livestock. This would seem to prove that the operation was performed under extremely poor logistics.

I was concerned that Japanese soldiers begging for food must have created a bad impression amongst the locals, but this wasn't always the case, and some also said, "Yes, but they were good people." The Japanese military seemed to be in control of its men and dealt with the villagers in good faith, giving medicine to sick villagers and strictly reprimanding soldiers (slapping them on the face) who were rude when procuring food, and apologizing to the villagers who experienced this.

A common question asked by the interviewees was "Why did our village become a battleground?" And this question pierces my heart. The Japanese operation also included the Indian National Army (INA) under Subhas Chandra Bose, who called for liberation from British colonial rule. "Together, let us win freedom from the British" the Japanese military would announce from loudspeakers. There are also stories of American, Canadian and Australian soldiers.

The author concludes with the following words:

"The cultural mindset of the people of Manipur got a new awakening after the Japan Laan."

For my End-to-End of India Project, I have the two remaining Seven Sister States to visit: Arunachal Pradesh and Nagaland. I want to complete this in 2020.

New Year's Eve

2020 Newsletter: Reflections on 2020 by Noriaki Kano

COVID-19 Like everyone else in the world, the unexpected spread of COVID-19 has made this year a completely unexpected one. Following my completion of the visits to all the 47 prefectures in Japan (1984), 50 states in the USA (2002), 22 counties in Taiwan (2014) and all the provinces in China (2017), my two main goals for this year were to visit 29 states in India by visiting Nagaland and Arunachal Pradesh in North East India in March and April, and to visit 32 countries in Western Europe (28 EU countries + 4 EFTA countries) by visiting Ireland and Cyprus in June and August. However, all these plans have been blown to smithereens. This was the first year after 45 years that I did not travel abroad.

December, 2021

Reflections on the Year - 2021 by Noriaki Kano

◆ **Our First Grandchild Was Born, The One We Had Dreamed Of, and We Are in Ecstasy**

My second son, 50 years old now and his wife were married in the fall of 2020, had their first son in September 2021. It was the birth of our first grandchild we ever dreamed of! My wife and I are crazy about him and were jumping with joy because we had completely given up on having a grandchild. However, since it is in the middle of Corona disaster, we have only been able to hold him in our arms once so far.

◆ **COVID-19**

For two years in a row, there was no overseas travel due to Covid-19. The fifth wave in Japan in July and August, when the Olympic and Paralympic Games were held, was terrible but the number of infected people dropped sharply in September. I went on just one overnight business trip to Osaka in October when the Omicron strain was in the international news. Other than this, I went to neighboring prefectures such as Chiba, Saitama and Kanagawa to attend funerals of a relative and a friend, and to participate in a symposium. Other than that, I spent most of the year in Tama City, which covers a narrow area of about 20km².

◆ **From Walking to Picking Up Trash**

Nearly 10 years ago, when I reached the age of 70, I started walking on the treadmill at the gym to compensate for my lack of exercise, because I felt that it would be dangerous to fall on the uneven road while walking. However, with the spread of Corona, the gym became unsafe, and I took a look around and found that the promenade on both sides of the Kotta River, which flows about 200 meters away from our house. The river is usually several meters in width and 20 cm in depth, while it becomes about 10 meters in width and several meters in depth on a heavy rainy day. I found it has considerably improved in the past ten years, much safer than before, so I started walking along this promenade. It was comfortable, but not interesting. In case of the treadmill, data such as kilometers and time spent on the treadmill gives me encouragement. I started walking on the promenade a couple of times a week, but it gradually slowed down to a couple of times a month. 10 years ago, I was motivated by the number of bags of trash I collected each day and continued to pick up trash, mainly because picking up trash was the main activity and walking was the secondary activity, so I thought about restarting. In order to do the same, I needed to use volunteer bags that only registered volunteers can get for free to have the collected trash taken away by city's collection trucks free of charge. Fortunately, my old registration was still valid and I was able to get the bags from community center.

◇ **Was Amazed at the Drastic Reduction in the Amount of Trash!** Plastic bags, which used to be everywhere, are nowhere to be found. This is probably because plastic bags are now charged for. There are two types of volunteer bags: 20-liter and 45-liter. 10 years ago, I used to collect trash in 45-liter bags because the 20-liter bags filled up quickly. I used to pick up an average of 5 bags a day with the 45-liter bag, or about 11 bags in the 20-liter bags while walking about 4 km on the promenade and, in addition, down to the river to pick up trash floating on the surface of the water. Now, however, it takes about four days on average to fill up a 20-liter bag, so the amount of trash is about a quarter of a 20-liter bag per day, as a result of picking up trash only on the promenade during a 2km walk. In order to make a comparison with ten years ago, if we include the water surface and double the distance of collection, we should be able to collect about four times as much trash, which means the amount of trash is equivalent to one 20-liter bag. Therefore, we can say that the trash amount nowadays is one eleventh or very roughly one tenth of what it was ten years ago.

◇ **Analysis of the Contents of the Trash and Observation of Pedestrians:** How was this drastic reduction of trash achieved? We can't deny the hypothesis that "the residents around the Kotta River have become cleanliness-lovers." in the past 10 years, but let's analyze the contents of the trash. The largest number of pieces is cigarette butts, followed by snacks and sweets packages. Third is plastic drink bottles, and fourth is empty drink cans. On the other hand, looking at pedestrians, the number of people seems to be similar to before, but there are more people walking busily. 10 years ago, in July and August evenings, you could see young people walking leisurely in the cool of the evening, sometimes stopping, hanging out on small bridges or near stairs, puffing on cigarettes, drinking and chatting. But today, everyone was busy coming and going, with almost 100% of them wearing masks.

◇ **Model for Trash Generation and Reduction: "Use of Mouth => Trash Generation, Wearing of Mask to Stop Use of Mouth => Trash Reduction":** While picking up a bit of trash, it suddenly hit me "Yes! The factor is the mask! As mentioned above, the trash on the promenade of the Kotta River consists of cigarette butts, food wrappers, beverage bottles and cans, in order of increasing frequency. What all these have in common is that they are generated after using mouth. Therefore, if a person wears a mask that has the function of stopping the functions of sucking, eating, and drinking, no trash will be generated, and if the mask is removed, the possibility of generating trash will be created. In other words, the result of using the functions of mouth will cause the generation of trash, while wearing a mask will reduce the generation of trash associated with the functions of mouth. This can be called the "mouth use => trash generation, but mask wearing => trash reduction" model for trash generation and reduction.

By the way, since this is a simple model, I wonder if anyone has already proposed it. Let me ask the readers of this newsletter whether you know of anyone who has already proposed a model similar to the one described here, please let me know.

The number of people taking off their masks has been increasing slightly as the infection has died down from September to October in Tokyo, and the amount of trash collected by me has also increased slightly. However, compared to 10 years ago, the amount of trash has decreased significantly as far as I can see in the Kotta River basin. This means that the hypothesis that people have changed their behavior to become more cleanliness-loving cannot be ruled out, but the above hypothesis may provide an explanation.

As a side note, the function of the mouth includes talking, and from the perspective of preventing Coronary infection, how to prevent the transmission of spit is the primary goal of wearing a mask, and the primary goal of wearing a mask is to screen the spit that is incidentally generated by the "talking" function. However, in COVID-19 times, it is important, to wear the mask, not to eat and drink in public places, thereby preventing generation of trash.

◆ **Speeches and Greetings at the Anniversary Celebration**

I have been receiving an increasing number of requests to deliver speeches, commemorative lectures, or to write messages for the 25th, 30th, or 50th ... anniversaries. The greeting at the 70th Anniversary of the Deming Prize Memorial Conference last November and the 50th Anniversary of JSQC Memorial Symposium of May 2021 are some examples. In addition, in March next year, I have been asked to deliver a special lecture at the 75th anniversary meeting of the Union of Japanese Scientists and Engineers (JUSE). This is quite a heavy load. I used to keep a calm expression and say that it was the work of my seniors, but I found myself standing on the front line. I can't afford to cut corners since there is an audience of a certain level coming to listen to me. It's a good way to prevent blurriness.

It's great to celebrate the 10th and 20th anniversaries as a point of passage, just like a child's birthday, and use it as an opportunity to appeal for unity among members. However, when it comes to the 30th and 50th anniversaries, we should first be grateful that the organization has survived until then, and think about what we should do for the next 30 or 50 years.

◇ **I was the President of the Japanese Society for Quality Control at the Time of its 30th Anniversary.** Since the time of Dr. Matabee Maeda (Chairman of Maeda Corporation at that time), who was the chairman of JSQC before me, we had a series of discussions along with Mr. Takeo Yamaoka (Chairman of JUKI Corporation), who was the vice chairman of JSQC. We decided to develop activities that would be attractive to members from industry as the centerpiece of our 30th anniversary project. Until then, the organization had been operated mainly for members from academia, and its activities for members from industry had been weak. This was seen as a problem, and the focus of the 30th anniversary project was to develop activities that would be attractive to members from industry. As a "first step," we established the Quality Control Promotion Achievement Award for "industrial" members. We also developed activities for those who qualified as ISO 9000 auditors. When I took over as president, the number of members was just below the 2,600 mark, but when I left office two years later, the number had increased by 30% to 3,411, the highest number since the founding of the society. It is a pity that this record has not been broken since then, although records are meant to be broken.

◇ **Balance between Academia, Industry and Consultants:** When we look at the membership of quality organizations internationally, we find that one quality organization has a strong university affiliation but a weak industry affiliation, or a weak consultant affiliation, while another quality organization has a strong industry affiliation or consultant affiliation but a weak university affiliation. Considering the future development of quality, it will be important to find a balance between academia, industry, and consultants. For each quality organization, the XX anniversary will be a good opportunity to review their own organization from the perspective of this balance.

◆ **ANQ Will Celebrate its 20th Anniversary in 2022 as an International Quality Organization Encompassing 20 Major Quality Organizations in Asia.**

Now, on December 30, 2021, just as I was finishing this newsletter, Professor Wan Seon Shin, President of the Asian Network for Quality (ANQ), sent an email to Dr. Wong Wei Kiang, President of IQM (Malaysia), informing them that "IQM has been approved as a member organization of Asian Network for Quality (ANQ). his mail arrived at my PC as ANQ Honorary Chairperson via c.c.. "Hooray! It's great!" ANQ was founded in November 2002 with KSQM (Korea), CSQ (Taiwan), JSQC (Japan), and CAQ (China), all of which were members of the Asian Quality Symposium (AQS), as founding members, and added HKSQ (Hong Kong), ISQ (India), SQAT (Thailand), IQMA (Indonesia), ISQM (Iran), and VQAH (Vietnam). Later, SQI (Singapore), BSTQM (Bangladesh), DOG (Dubai), QPSP (Pakistan), ROQ (Russia), NQPCN (Nepal), and KOQIM (Kazakhstan) joined by 2010, taking total membership to 17. Now, we are very happy with SLAAQP (Sri Lanka) and PSQ (Philippines) joining respectively in 2020 and with IQM (Malaysia) having been approved for membership at the end of 2021. In 2022, we will celebrate the 20th anniversary of ANQ with 20 organizations.

In 2001, when I was the president of JSQC, the Steering Committee after the Asian Quality Symposium (AQS) held in Daecheun, Korea, resolved to expand the number of AQS member countries. The first thing I had to do was to send invitations to join AQS to quality control organizations in each country, but I needed information on which organizations in which countries to send the invitations. Fortunately, thanks to Dr. Kaoru Ishikawa, I have been involved in international cooperation and exchange in quality in Asia for more than 30 years since 1970 through JUSE (Union of Japanese Scientists and Engineers), AOTS (Association for the Development of Human Resources for Overseas Industry), APO (Asian Productivity Organization), and the International QC Circle Conference. I discovered that I had inherited a huge human network from Professor Ishikawa. By making full use of these connections, I was able to make contacts with many organizations and use them to establish ANQ.

After the founding of ANQ, I was appointed as the first chairperson of ANQ. We had the great task of compiling and codifying the valuable opinions expressed by the board members into a Bylaw. Professor Yoshinori Iizuka of the University of Tokyo, who served as the first Secretary-General, made a great contributions in this regard. He made the base of today's system of ANQ administration. Also, the contribution of ISQ President, Janak K. Mehta, who has been advising us for the past 20 years to ensure that our operations are always balanced and not unilateral, is significant. We also cannot forget his great efforts to restructure the Ishikawa-Kano Award.

◆ **What I Learned while Accompanying Dr. Ishikawa on his Overseas Trips:** Incidentally, I would like to add that amongst the many things I learnt experientially while accompanying Prof. Kaoru Ishikawa on his trips to Taiwan, Iran, Thailand, Malaysia and various Western Countries, what has left most lasting impression in my mind are (1) not to be overbearing and (2) to talk based on case studies rather than generalizations. No matter how high our social status is, or what economic powerhouse we come from, we must pay close attention to (1).

◆ **KOSHY Research Group ⇒ SHOKy Research Group**

Around May 2020, when the first wave of the Corona pandemic settled down, I discussed with Dr. Kazuyuki Suzuki, Professor Emeritus, University of Electro-Communications, who was my student nearly 50 years ago, about what we could do for Corona pandemic from the standpoint of quality. We agreed to begin a joint analysis on the number of infected people and deaths from the international comparative perspectives. Since it was necessary to handle a large amount of data, we asked Yoshihisa Okamoto, my old student of 20 years ago to join our activities. Some time later, Dr. Tomonori Hasegawa, Professor at Toho University School of Medicine, agreed to advise on our activities as one of our research members. We took the initials of the four and Yoko Oyama, who was in charge of arranging the data, and named the team "KOSHY". Then, we presented our research progress at the ANQ Conference and the Annual Meeting of the Japanese Society for Quality Control. Around the time when the third wave subsided, the name of the project was changed to SHOKy by rearranging the initials, so that Professors Suzuki and Hasegawa would take the lead and Kano would support the project from behind. As one of the manifestations of its achievement, a paper on the effect of wearing masks using data from 50 states in the U.S. was published in an academic journal as follows.

<https://www.emerald.com/insight/content/doi/10.1108/PAP-08-2021-0046/full/html>

The paper is characterized by its use of descriptive statistics to visualize the effects of masks without using any formulas. We are eagerly looking forward to feedback from not only Americans but also my friends who live, work, and have ever traveled in the U.S..

◆ Lectures 2021: 17 in English, 22 in Japanese, and 0 in Chinese for a total of 39 lectures) .
(Lectures 2020: 8 in English, 12 in Japanese, 1 in Chinese, for a total of 21 lectures)

◆ Overseas Business Trip in 2021: (zero like 2020)

Overseas business trip in 2019: (14 business trips, 123 days of business trips, 14 countries visited)
Total number of overseas business trips to date: 417, 84 countries, 4,575 days (12 years + 195 days)



News

ISQ Jamshedpur Chapter launched



Indian Society for Quality (ISQ) –Jamshedpur Chapter was launched in presence of members from various industries of Jamshedpur on Saturday, March 12.

In the event, Avneesh Gupta, VP (TQM and E&P), Tata Steel addressed the participants.

Many eminent Indian TQM Professionals namely Janak Mehta–President, ISQ , N Ramanathan–TQM Consultant , Mahesh Hegde– President ISQ Pune Chapter and Pankaj Kumar , Chief (TQM & CQA), Tata Steel also shared their inputs on the occasion.

Anil Sachdev, President, TQMI, Delhi, Subhrajit Basu, GM, Tata Business Excellence Group, Basab Jana, Head–Quality Plant, Tata Motors, Jamshedpur and Prabhakar, ISQ and Presidents of other chapters were also present. Nishith Kumar Sinha, Head (Statutory Compliance Management & Societies), Tata Steel conducted the session.

Following are the office bearers which were declared unanimously.

SN	Name	Designation	Company	ISQ Designation
1	Avneesh Gupta	VP TQM and E&P	Tata Steel	Chairman
2	Pankaj Kumar	Chief TQM & CQA	Tata Steel	President
3	Subhrajit Basu	General Manager	Tata Business Excellence Group	Vice President
4	Basabdutta Jana	Plant Quality Head	Tata Motors Jamshedpur	Vice President
5	Nishith Sinha	Head Stat. Compliance Mgmt & Svcs	Tata Steel	Hon. Secretary

Let us wish all the success to the newly formed Jamshedpur Chapter.



News

Knowledge sharing sessions

It was a happy moment to QEF and the sustainability effort of Indian organisations when a project initiated by SRF Limited, one of the six national winners of QSA was declared one of the two winners at International level announced by IAQ. QEF continues to facilitate knowledge sharing sessions to the members of ISQ and professionals for free to disseminate the knowledge on successful implementation of sustainability projects from well known industries

8th January 2022

Sustainability Journey at Hero MotoCorp

by Mr. Sharma Rajesh and Mr. Anirudh Kumar

Guided by Dr. Pawan Munjal’s philosophy of “Sustainability is at heart of everything we do”, business goals are aligned with SDGs, HMCL is committed to incorporating sustainability into the DNA and all facets of its business, community, value chain and stakeholders encompassing the “We care” philosophy.

The meeting was well attended with 170 participants.



Sharma Rajesh



Anirudh Kumar

5th February 2022

Driving climate action, fast

By Avinash Acharya, Manager, Energy Transitions – India, The Climate Group

The Climate Group is an international non-profit, publicly launched in 2004, with offices in London, Amsterdam, New Delhi, and New York. Its mission is to drive climate action, fast. The group’s goal is a world of net zero carbon emissions by 2050, with greater prosperity for all. They do this by forming powerful networks of business and government, unlocking the power of collective action to move whole systems such as energy, transport, the built environment and industry, to a cleaner future. Together, the group is helping to shift global markets and policies towards faster reductions in carbon emissions. About 120 people participated in session.



Avinash Acharya

26th March 2022

ISQ Chennai Chapter – Management by Process Performance Indicators

By Mr. Amit Lunia, Director QMS India

The session clearly brought out the stratification of Performance measures and the simple ways to measure and utilize the critical ones.

The Knowledge sharing session received a good response from the audience



Welcome address
Dr. S. Rajkumar
Sr. VP Operations,
Rane Engine Valve Ltd.



Speaker Introduction
Mr. Sundar Rajan B
Principal Consultant at BSR's
Peepal Tree Consulting



Question and Answer
Mr. Vishwadeepak
Divisional head - TQM
Apollo Tyres Ltd



Vote of thanks
Mr. Thomas Mathew
Unit head , Chennai Plant -
Apollo Tyres Ltd



ISQ
Quality for Prosperity

KNOWLEDGE SHARING SESSION
**TOPIC : "MANAGEMENT BY
PROCESS PERFORMANCE INDICATORS"**



Speaker
Mr Amit Lunia
Director QMS India

26TH MARCH : 06: 30 PM IST

ISQ Mission : "Contribute to the thriving of Humanity in a healthy planet"

Committees, Forum and Divisions

As an effort to diversify its mission and objectives, with the help of volunteer members, ISQ has formed committees, forums and divisions apart from regional chapters.

Awards committee

Awards committee was formed in June 2021 with Mr. Sunil Sinha, former Resident Director, MENA region, Tata Sons as its Chair. The committee is now further strengthened by Dr. V. Kovaichelvan, Director - TVS Institute for Quality & Leadership at TVS Motor Company and Mr. Avneesh Gupta, Vice President TQM and Engineering & Projects at Tata Steel both Life Members of ISQ joining the committee along with Mr. Vivek Talwar Former Business Excellence & Transformation Head, Tata Power.

Certification and Examination Committee: (ISQ-CEC)

Glad to announce initiation of ISQ-CEC. Mr. Surender Kumar Kakkar, former Head of CII-IQ has consented to be the Chair. The team, charter and the activities are being given shape.

Quality Earth Forum (QEF)

QEF was formed in August 2021 under the leadership of Mr. Vijay Kalra, Head MIQ as its Chair and following as Committee Members. Snehil Kumar, Independent Counsellor, Nasir Deshmukh, VP Mfg Operations M& M, Head, Chakan, Aditya Srivastava, Sr Vice President & Head of Operations, VE Commercial Vehicle Ltd Manish Manek, Chief Plant Officer, MG Motor India Pvt Ltd, Vikas Matta, Plant Head, Hero Motocorp Ltd, Gurugram and Avinash Belamkar, Sustainability Manager at Mahindra & Mahindra Ltd. as Convenor. The Forum has already established and conducted many events including the international award of Quality Sustainability Award of IAQ and monthly knowledges sharing sessions.

Counsellors' Forum

Mr. R. Sivanesan, former President and Head Quality, Service and parts has come forward to chair the counsellors' forum. Further discussions are on to take it forward with induction of executive members and preparation of charter etc.

Program Calendar 22-23

More knowledge sharing sessions will be planned by chapters and sections of ISQ during the course of financial year.

Apr 2022	May 2022	June 2022
23 04 22 -HoPE through Quality by Mr. N Ramanathan Symposium – call for papers	Knowledge sharing sessions – Pune NCR Chapters Call for papers for ANQ Congress 2022, Quality Sustainability Award, Quality Innovation Award	TOPS Convention Chennai Chapter
July 2022	Aug 2022	Sept 2022
21-23' 07 22 CEO through TQM by N. Ramanathan at Gurugram	TOPS Convention NCR Chapter TOPS Convention Pune Chapter	TOPS Convention Bengaluru Chapter, Symposium 2022
Oct 2022	Nov 2022	Dec 2022
ANQ Congress 2022 Quality Innovation Award 2022, Quality Sustainability Award 2022	TOP Convention Finals Quality Month Lectures	Annual Conference 2022
Jan 2023	Feb 2023	March 2023
Knowledge sharing sessions	TOPS Convention 2023	Knowledge sharing sessions



Balakumaaran Puyalnathan

Change is CONSTANT and is TRUE in QUALITY too!

Industry 4.0 – or the fourth industrial revolution – refers to a new phase of technological and industrial development which focuses on automation, connectivity, real-time data and machine learning. Does the age old methods / tools of Industry 3.0 still hold good?

With changing Industrial conditions and demanding market, the technology has moved ahead in leaps and bounds to support the manufacturing process thus producing high quality goods at the highest efficiencies achievable.

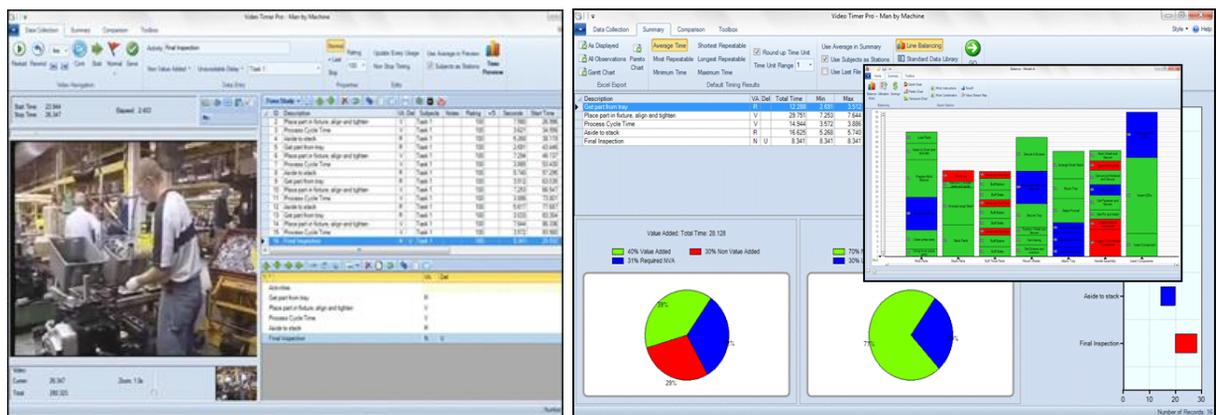
The question that still lingers in mind is that, "Have we really moved ahead in applying the tools and techniques in our factories?" Quality Control, Quality Circles, 7QC tools (old and new), Six Sigma methodology are those that has taken a shape during the last century and has been the pivotal points for many organizations to work around in a profitable environment.

But do these methodologies, tools and techniques still hold good for Industry 4.0?

For example, the first of the 7QC tools - Check sheets. Those times are gone when the operators record the data on production, quality rejection, breakdown, etc., in different types of check sheets and then we spend days / weeks to analyze the data. Now, IOT is the primary platform on which the organizations are going to work around in this 4th Industrial Revolution, where the data collection through check sheets is obsolete, as every data is going to be recorded, stored, retrieved, arranged, stratified and analyzed by the IOT.

If we take another example in Industrial Engineering:

Times when Industrial Engineers running around the process to conduct Time Study for hours together are over and we are entering an era where things can be done with an ease and with the help of commercial software, which help to capture the data, stratify them and help to slice & dice the data collected through further analysis as per our requirement.



Picture Example : Time study & analysis using software like Timer Pro

The real skill that needs to be developed by the professionals is to understand the data acquired through the IoT, stratify the data based on the actual requirement and to develop solutions considering the factors concerned. Let's see an example in the Quality Control

In a standard reactive quality control process, manufacturers produce an item, their quality control unit tests it, and they hope to catch and rectify the flaws before the product reaches the market

IoT makes this process proactive with thermal and video sensors collecting complete product data through different stages of a product cycle. The products can also be tested at each manufacturing step to check if their attributes are within specifications. In addition, instrumentation and monitoring of manufacturing equipment help quality control personnel to check if and where equipment calibration diverges from standard settings – such inaccuracies must be thwarted in time to avoid misalignment of products

The Internet of Things (IoT) is a key component of global industrial transformation, and the manufacturing sector leads in leveraging this technology. As per IDC Data, the sector had invested \$178 billion in IoT in 2016¹. Operations accounted for the main spending user case, followed by production asset management, maintenance and field service.

I still don't put aside the old methods and tools. Those will be the alphabets of a quality professional, however, we don't linger into alphabets anymore. We are still hanging on to Juran / Deming / Ishikawa, who were there during the different age of Industrial Revolution, and it is time that we start contributing to the quality tools and techniques in this new age of Industrial Revolution and who is going to be the Juran 2.0 / Deming 2.0 / Ishikawa 2.0?!!

“There are 4 purposes of improvement: easier, better, faster & cheaper. These 4 goals appear in the order of priority” - by Shigeo Shingo

About the author:

Mr. Balakumaaran Puyalnathan B.E(Mechanical Engineering, from PSG College of Technology), MBA(Technology Management from College of Engineering, Guindy). He has 15+ years of exceptional expertise in Lean Implementation & Six Sigma Strategy deployment. Has completed successful DMAIC Six Sigma projects for several National & International clients which includes Alstom T&D, Michelin India, Ball Beverage Packaging Pvt Ltd. He is certified Lean Six-Sigma Black Belt, Lean Guide & RPA practitioner & Licensed practitioner of MOST from Accenture, Pittsburg, USA. His area of Expertise includes – Lean Tools and Advanced Quality Tools. He is currently a Continuous Improvement Leader in Ball Beverage Packaging Indian Pvt. Ltd.

International Events – coming up:

ANQ CONGRESS 2022



Host organisation: China Association for Quality (CAQ) **26– 28, October 2022**

Theme: Together for a Shared Future of Quality:
Digitalization, Sustainability and Ecosystem

CAQ, one of the board members of ANQ like ISQ, will be hosting the ANQ Congress 2022.

ISQ will be calling for papers from India. Papers may be classified into Technical / Application Papers, Research Papers, Case Studies, Conceptual Papers & General Review.

For more updates stay connected with us.

Quality Innovation Award



After the association with international Quality innovation award, as a national partner for two successful years, ISQ, for the third year in succession, will be calling for applications for the Quality Innovation Award 2022 from India.

Stay connected for updates and call for applications.



ISQ Quality Earth Forum (QEF)

presents

Quality Sustainability Award 2022

Call for applications	16 th May 2022
Receiving applications for the award	1 st June to 31 st August 2022
Assessment at national level begins	1 st September 2022
Announcing the national winners	By 20 th October 2022
Confirmation to participate in international level	1 st November 2022
Submission of presentation video and information required to IAQ	20 th November 2022
Presentation and Award Ceremony- Announcing global winner(s)	15 th December 2022

Be a member of ISQ

[Download the membership form here](#)

ISQ look forward to you to introduce professionals with passion for quality, align with its objectives willing to contribute; as members of ISQ.

 <p>Networking (share & learn)</p>	 <p>Volunteer/lead Activities/events</p>	 <p>Concessional fee for conference, seminars training, contests</p>	 <p>Get Newsletters Articles, update from experts Enhance writing skills</p>	 <p>Annual Conference A flagship event of ISQ with Eminent invited speakers, Best of case studies/ papers</p>
 <p>Local chapters Organise events, Knowledge sharing sessions, Bench mark factory visits, as member of local chapters</p>	 <p>Showcase your talent through case studies, papers, project presentations at member concessions in Annual Conference, Symposium, Contests and Asian Congress</p>	 <p>Network with international community like Asian Network for Quality, Quality innovation award etc.</p>		

Welcome to the new Life Members

Indraneel Sarkar	SENIOR MANAGER	TRF Ltd.
Avneesh Gupta	Vice President TQM and E&P	Tata Steel Ltd, Jamshedpur
Dr. Pankaj Kumar	CHIEF TQM & CORPORATE QA	Tata Steel Ltd, Jamshedpur
Subhrajit Basu	GENERAL MANAGER,	Tata B E Group, Tata Sons Jamshedpur
Nidhi Basu	Head CQA	Tata Steel Ltd, Jamshedpur
Samir Suresh Devlekar	Operations Excellence Engineer -	Specialist Services LLC. A Centurion Group Company, Dubai, UAE
Basabdutta Jana	Plant Quality Head	Tata Motors Limited , Jamshedpur
Ajinkya Vikas Deo	Head, TQM and CQA, TSK	Tata Steel Ltd., Jajpur, Odisha
Ramani Subramaniam	Former Associate Vice- President (R&D)	at SRF Ltd, Manali Industrial Area, Chennai
Murali L.	AVP - PROCESS & QUALITY ASSURANCE	Equitas Small Finance Bank, Chennai
Dr. K. N. Subramanya	Princial & Professor	R V College of Engineering, Bengaluru

Welcome to the new Annual Members – 22-23

Prabhat Kumar Singh	Head Digital & TQM (Flat Products, Marketing & Sales)	Tata Steel Limited 43 Jawaharlal Nehru Road, Kolkata
Suresh Chandra Mishra	Head Organisational Learning & Innovation	Tata Steel Ltd, Jamshedpur
Shiwangi Sinha	Head HRBP Engg & Projects(Jharkand)	Tata Steel Ltd, Jamshedpur
Loveleen Mishra	RELATIONSHIP MANAGER	Tata Business Excellence Group, Tata Sons Jamshedpur
Santosshi R.	Head of Business Excellence	JAMIPOL Ltd., Namih Road, Jamshedpur
Barathkumar Sekar	Quality Assurance Engineer	SQUAD Forging India Pvt. Ltd Belgaum
Manoj Hande	GM- Corp QA	Panasonic Life Solutions India Pvt. Ltd Thane
Rajesh Kumar	Head – Direct Purchasing and Supplier QM	BMW India Pvt Ltd, Chennai
VENKATA NARAYANA. T	Dy. Divisional Manager (Quality)	Force motors Ltd
ARIJIT DAS	SENIOR MANAGER, QUALITY ASSURANCE	TATA MOTORS JAMSHEDPUR
Venkata Udaya Kumar K	VP Sales and Marketing	4E Software, Pune
Divyanshu Srivastava	Head, Total Quality Management	Tata Steel Ltd. Jamshedpur
C. Murali	Sr.GM	Amara Raja Batteries Ltd
G. Balaji	Associate Vice President	Amara Raja Batteries Ltd
D. Chidambaram Naidu	DGM	Amara Raja Batteries Ltd
R. Nagendran	DGM	Amara Raja Batteries Ltd
K. Reddisree	Manager	Amara Raja Batteries Ltd
M. Anantha	Manager	Amara Raja Batteries Ltd
A. Munikrishnama Raju	Dy.Manager	Amara Raja Batteries Ltd
M. Prasad	Manager	Amara Raja Batteries Ltd
S. Naveen	Engineer	Amara Raja Batteries Ltd
N. Mohankrishna	Asst.Manager	Amara Raja Batteries Ltd
R. Satyanarayana Reddi	DGM	Amara Raja Infra Pvt Ltd
N. Prasad Reddy	Manager	Amara Raja Infra Pvt Ltd
S. Mohana Lakshmi	Asst.Manager	Galla Foods Division
S. Hari Babu	DGM	Mangal Industries Ltd
K. Doraswamy Pillai	Dy.Manager	Amara Raja Power System Ltd
S. Sankara Narayanan	Sr.Manager	Amara Raja Electronics Ltd
Nitin Bhopale	DGM QA	MSL Driveline systems Ltd
Prasanna D	Assistant Manager	Toyota Kirloskar Auto Parts.Pvt Ltd. Bengaluru
Hemanth Kumar L.	Manager	SEG Automotive India Pvt Ltd, Bengaluru
Sagar Ashok Ambekar		TATA AUTOCOMP HENDRICKSON SUSPENSIONS PVT. LTD. Pune

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Venkata Narayana T	Dy. Divisional Manager (Quality)	Force motors Ltd
Sagar Ashok Ambekar	Sr Manager Quality Assurance	TATA AUTOCOMP HENDRICKSON SUSPENSIONS PVT. LTD. Pune
Ameet Anant Gaonkar	Manager	Toyota Kirloskar Auto Part Ltd, Bidadi, Bengaluru
Ashik Appanna M.P	Head of Key Accounts	Carl Zeiss India (Bangalore) Pvt Ltd, Bengaluru
Sowmesh Chandran	Manager- Business Excellence	Kauvery Hospital, Trichy
Mohammad Arif Kamaruddin Bagban	Manager	Mindarika Pvt. Ltd
Shivaraju C. G.	Quality Manager	Rajamane Industries Pvt Ltd, Bengaluru
Pratyush Mandal	Quality Manager	Ryse Energy UK Ltd
Rajendra Mhalgi	Freelance professional	Nila Madhava Consulting
Abhijit Sunil Shinde	Asst Manager	Track Components Ltd Pune
K. Guru Saran	Sr Partner & Manufacturing Vertical	Easy Problem Solving P Ltd Udaipur
Saravanan K.	Senior Manager TQM, TPM and Management systems	CARBORUNDUM UNIVERSAL LIMITED – Sipcot Indl Complex Hosur -635126 TN
Sudheendra G.	Deputy Manager	Toyota Kirloskar Auto Part Ltd, Bidadi, Bengaluru
S. Sivaraman	Manager Lean Sigma	Carborandum Universal Ltd, Chennai
Rohit Pathak	Dy. General Manager	Mahindra Institute of quality, M &M
Umesh Kulkarni	Senior Manager	Tata Autocomp Herndrickson Suspensions Pvt. Ltd, Pune