

Newsletter

Indian Society for Quality



| Contents | Page |
|--|-------|
| Editorial Message Ved Prakash | 1 |
| Vignettes from Ram N Ramanathan | 2-3 |
| Sustainability: parole, parole, parole? Willy Vandenbrande | 4-7 |
| ISQ News | 8-16 |
| National Events – coming up | 16-17 |
| Cross Functional Management (CFM) Learning from Samudra Manthan – Vishwadeepak | 18 |
| International News | 19 |
| Be a Member of ISQ | 20 |

Dear Readers ,

Greetings from ISQ !

We are pleased to bring this 3rd Edition of 2022 of ISQ Newsletter.

It's a matter of great pride for us all to see ISQ activity at a level never seen before, participation from all chapters be it organizing Knowledge Sharing sessions or competitive activity like Tops Convention,

Symposium, our signature training program "CEO Through TQM" curated by our guide and mentor Mr. N Ramanathan. Thanks to all volunteers for making this a happen.

This is pretty much in synch with the current situation as the Industrial activity is back to normal after Covid threat is fading away. Automotive sector is having good traction due to festive season and improvement in chip supply chain. Events at international level especially Russia – Ukraine war are a matter of concern and creating lot of uncertainty as to which way the world economy will go, are a dampener in the growth



Ved Parkash

India, thankfully, is much better off due to its huge market and consumption. Hopefully , we can see an end to this sooner and enjoy high growth once again.

As a part of Quality Month celebrations, ISQ has organized a series of sessions , one session every Saturday of November 2022, by eminent speakers from India and abroad. Do join and get benefitted with the trends as well as wisdom of speakers. You would have received a mailer from ISQ secretariate.

Good news is that our flagship event "Annual Conference" is going to be held in Chennai on Dec 9-10, 2022. Please save the dates and plan your activities accordingly to attend the Conference. This time it will be a physical event. It happens to be the most pleasant time of the year to be in Chennai!

The Editorial team of ISQ express their sincere thanks to Mr. Willy Vandenbrande for sharing his article to be published in the current newsletter which I am sure will be a great reading.

Wishing you all and the families a very happy, prosperous and safe Deepavali!

Happy Reading !

Regards

Ved Parkash

Vignettes from Ram

My Tryst with The Problem Solving



Fifty-five years ago, we students in IIM were told that the objective of the two-year course was to inculcate analytical and problem-solving skills in us. But we were never taught a problem-solving methodology, and it did not occur to any one of us to ask for it.

Twenty years into industrial work life and none the wiser about problem-solving, I borrowed the book *Statistical Methods for Quality Improvement* by Hitoshi Kume from a colleague who had obtained it in Japan. I had asked my colleagues why it was that our Japanese expats seemed to solve problems that then remained solved, while we struggled. The book was a revelation. My colleagues and I formed a study group, and learnt not only the seven QC tools but also the seven-step QC Story methodology. Later, I would know that this book (1985) was the first to bring out the QC Story in English. In 2006, we had the book published in India.

The QC Story:

The QC Story, and all versions of it, constitute a universal problem-solving method. I cannot but feel amazed that there exists such a method that can be applied not only in business organizations but also in health care, education, government or NGOs. It's a gift that we should accept with gratitude and use extensively.

The QC Story originates in QC circles. In 1964 the Awazu plant of Komatsu devised it as a system of presentation for its QC circle teams. Hence the term 'Story'. In the ISQ Annual Conference in December 2008, Tetsuji Ohashi (now Chairman, then Senior Executive officer) presented an eight-step Komatsu 'invention' of the QC Story (though it may have been a seven-step process initially). A little reflection will show that the QC Story is also the problem-solving procedure itself. It is an expansion of the generic PDCA cycle, which was created by the great Shigeru Mizuno based on a cycle presented by Deming in 1950, which in turn he attributed to Shewhart. Demonstrably, the QC Story is both a procedure and an excellent communication tool.

In 1970, the Komatsu steps were reframed by Tatsuo Ikezawa to make them more appropriate for management and for the marketing function.

Though the first 'Quality Circle' (QC circle renamed) in the U.S. was started in Lockheed Corporation in 1972, and these circles peaked in the U.S. by 1982 or so, it does not seem that a QC Story methodology was used – it was more about brainstorming and using simple tools. When TQM entered the U.S. in the 1980s, companies developed their own problem-solving procedures quite similar to the QC Story. Examples may be cited of Xerox, or the Ford 8D model (1987).

A problem-solving research group of JUSE published a 14-step process in 1985, and its English version *TQC Solutions* appeared in 1991. Combining all these, I taught my first group in problem-solving with a 11-step process in 1993. Eventually, we toned it down to a more regular 8-step process.

!

In the U.S., Motorola launched its Six Sigma approach. In 1989, Japan Motorola passed on the QC Story steps to the parent company in America. The problem-solving process in Motorola gelled between 1990 and 1993 as MAIC, later to become DMAIC in 1997 in GE.

One Indian company that I know positions the DMAIC methodology exclusively for advanced problem-solving, while QC story is assigned to simpler problems. This hierarchy is groundless, to say the least.

Task Achieving QC Story:

Around 1987, in the face of the sharp appreciation of Yen, JUSE organized a research group to develop a procedure for breakthrough and creation. The result was a methodology for achieving objectives or tasks (usually flowing from policy management), and it was termed the Task Achieving QC story. Noriaki Kano published two books on the subject, in Japanese – one for QC circles in 1993 and the other for management in 1997.

Writing in 1993, Kyoji Ichikawa of Nissan Motor described a practical instance of the application of this methodology. He also cited a number of examples for potential application of the method, such as: "Use customer waiting period effectively" or "Double the market share of a product..."

In 2013, Hiroshi Osada published the book *Kaizen Best Practices for QC Circles*, carrying ten project stories from the Kanto region. It was republished in India as *Kaizen Advantage* in 2019. Remarkably, three of the ten projects applied the Task Achieving QC Story. The book distinguishes between analytical (problem-solving) and design-oriented (Task-achieving) types of methods.

It is disappointing though that we rarely see examples of the use of the Task Achieving method in India, either from QC circles or from management.

Design for Six Sigma (DFSS) as a concept emerged in the 1990s, but it appears that a methodology (DMADV) first appeared around 2001. A number of similar approaches have since been in vogue.

Certification in problem-solving has its origins in the 6-month (5 days a month) JUSE program for QC staff in the 1980s. The most well-known certification today is of course the martial arts based 'Belts' system under Six Sigma. There is no reason why companies cannot develop their own graded certifications. We introduced such a system in 2001 in SRF, along with three methodologies placed side by side – problem solving and task-achieving types (when solutions are not known at first) together with an execution method (when solutions are more or less known).

Problems in Problem-solving:

Having examined hundreds of problem-solving cases at management and QC circle levels from many companies for long, I find common failures everywhere. In 2015, between J. Ravikant and me, we identified at least twenty-five pitfalls that are repeatedly observable. There is clearly a teaching problem here. Of the many reforms that are needed, the standout lacuna is about statistical thinking – poor understanding of variation. For proof, we can cite the pervasively faulty use of control charts.

I hope a group in ISQ will set about bridging such gaps

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.

Guest Writer

Willy Vandenbrande



Sustainability: parole, parole, parole?

1. Introduction

Being interested in sustainability and actively involved in the use of quality management in enhancing the sustainability of organizations, I have followed a couple of courses and attended some webinars. As a result my name and mail address is in the database of several organizations active in that field. This has consequences, the most important being that I get almost daily at least one email about something related to sustainability: a webinar, a course, a book announcement, an article, etc. It is clear that there is no lack of words being spread about the topic.

In this stream of information the Sustainable Development Goals (SDG's) by the United Nations (UN) get special attention and recognition, because they are seen as the best balanced scorecard to evaluate our progress to a sustainable future. It gives a possibility to check the result of all these words.

The UN Sustainable Development Solutions Network (UN SDSN) is publishing a yearly report and the associated data so everyone can evaluate the status. The latest report can be found here: <https://resources.unsdsn.org/2022-sustainable-development-report>.

The data can also be downloaded from the website in the form of an excel sheet SDR-2022-Database.xlsx, with reference: Sachs, J., Lafortune, G., Kroll, C., Fuller, G., Woelm, F., (2022). From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond. Sustainable Development Report 2022. Cambridge: Cambridge University Press.

I am just an interested amateur and I did a little analysis myself using the above mentioned data. For this article I mainly used the data from the "Backdated SDG score" sheet because this contains aggregated world data and also allows an analysis over a somewhat longer period of time, as it runs from 2000 to 2021. The SDG's themselves are designed to cover the period from 2015 – 2030, following the millennium goals that ran from 2000 – 2015.

As most problems are global problems, I limited myself to an analysis of world data. I also looked primarily at the changes in result, in other words the evolution of numbers and not the absolute values. I do not want to challenge the data as such, I accept them to be representative and correct and by only looking at the differences in time the absolute values become less relevant.

2. How are we doing?

Looking at the evolution of the aggregate world SDG score since the start in 2015 as shown in figure 1, the answer to the question above can only be "not very well".

Over a period of 6 years we have seen an increase of 2.2 percent points (pp) or 0.37 pp / year, a snail speed rate. The last two years saw a stagnation directly related to the covid pandemic.



Figure 1: SDG world score evolution in time

But the near future does not promise much improvement as we will now start seeing the impact of the war in Ukraine. The direct effect of exploding energy prices and a huge increase of food prices – including potential shortages – does not offer a very positive outlook. Table 1 gives an idea of the effect of the current improvement rate. Note that we have 9 years left to 2030.

Willy Vandenbrande

Sustainability: parole, parole, parole?

World numbers mask huge differences between countries but as said, I don't want to explore too much detail in this article and a lot of great detailed analyses can be found in the UN SDSN report. Just one observation: apart from the SDG scores, the report also shows spillover effects.

| SDG Target to be reached | Years to go |
|--------------------------|-------------|
| 100 | 92 |
| 90 | 65 |
| 80 | 38 |
| 70 | 11 |

Table 1: Time it takes to reach an SDG target at current improvement rate

On the UN SDSN website the following is stated: International spillover effects occur when one country's actions generate benefits or impose costs on another country that are not reflected in market prices, and therefore are not "internalized" by the actions of consumers and producers. Such spillover effects can undermine other countries' efforts to achieve the SDGs.

We love rankings and the report contains separate rankings according to SDG scores and according to Spillover effects. Most (generally rich) countries will boast about how high they stand on the SDG ranking, but tend to be rather quiet about their position in the spillover column. Figure 2 explains why.

As can be seen, countries that are at the top in the SDG ranking are among the worse on the spillover ranking. In other words: one way to score well as a country, is by dumping your sustainability problems onto other, generally poorer, countries.

3. What are we doing?

The overall SDG number is an average of 17 different indices. As we want to see a balanced development in sustainability, ideally all 17 characteristics increase at a more or less similar rate. Figure 3 shows this is not really the case.

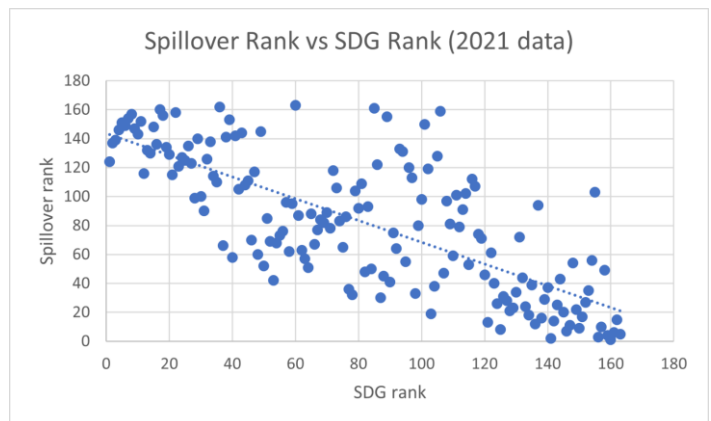


Figure 2: relation between SDG rank and Spillover rank (the lower the better)

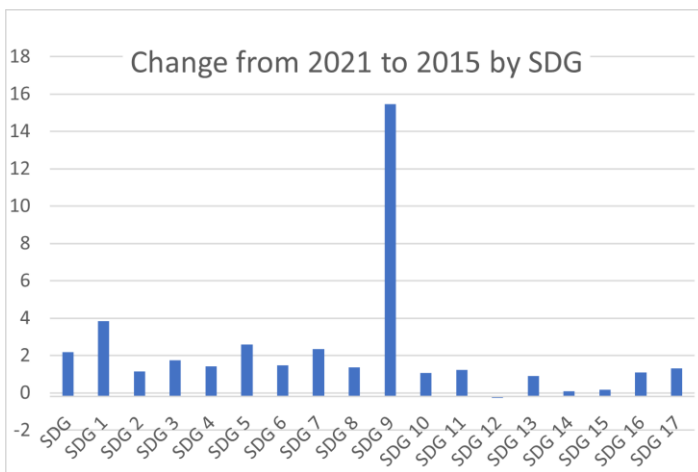


Figure 3: change by SDG between 2021 and 2015

Of the 17 SDG's only 4 have increased faster than the overall average of 2.2 pp: SDG 1 = no poverty; SDG 5 = gender equality; SDG 7 = affordable and clean energy and most of all SDG 9 = Industry, Innovation and Infrastructure. SDG 9 alone had an increase of 15,5 pp. Clearly we have been very active in promoting industry, working on innovation and investing in infrastructure. To put this change in perspective: SDG 14 & 15, respectively life below water and life on land, improved on average 0.15 pp, so about 100 times less. Clearly this enormous increase in SDG 9 has not been leading to much positive outcomes for other characteristics, specifically for the ones relating to the state of the planet.

Willy Vandenbrande

Sustainability: parole, parole, parole?

Comparing 17 indices can be a bit difficult but the SDG's can be combined to cover different aspects of sustainability. Expanding on the famous triple P model (people, planet, profit) formulated by John Elkington in 1994, the UN came up with a 5 P model. They comprise one or more of the SDG's and are composed as follows: People (SDG 1 to 5); Planet (SDG 6 and SDG 12 – 15); Prosperity (SDG 7-11); Partnerships (SDG 17) and Peace (SDG 16). Figure 4 shows how the SDG improvement has been distributed over these 5 categories.

Figure 4 shows we have been putting a lot of emphasis on the economical part, about the same amount on the social part (if you consider peace and partnerships as contributing to social sustainability) and as good as nothing on the environment. If there is one thing we are not, it is balanced!

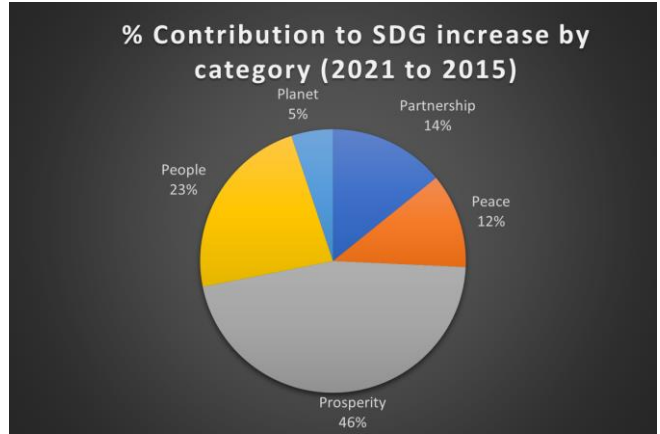


Figure 4: distribution of SDG increase over the 5P categories.

4. But all the attention does help?

The short answer is “no, not really”, the positive answer could be “no, not yet” but I would not bet on it. Using the “backdated SDG index data” I compared the period 2021 – 2015 with the period 2015 – 2009. The overall increase of the SDG index was 3.0 between 2015 and 2009, compared to the 2.2 between 2021 and 2015. We were actually improving faster before the introduction of the SDG's than after them, but this could be attributed to the Covid pandemic. As far as the distribution over categories is concerned, figure 5 gives a good view.

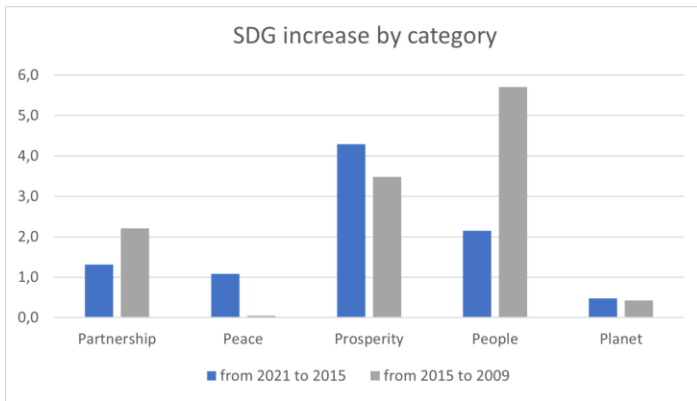


Figure 5: Comparing the SDG increase for recent six year periods.

The conclusion is that the focus has shifted from people to prosperity (from social to economic) and that the planet is constantly neglected. If we called the rate of improvement of the overall SDG index snail like, then the advance in environmental sustainability is to be compared to a very, very slow snail.

5. One comment on the absolute numbers: SDG 12

It is clear that major improvements have been made on SDG 9 = Industry, Innovation and Infrastructure. In fact this SDG scored 29.0 in 2000 and 60.1 in 2021, in other words it doubled over that period. Because it talks about industry, innovation and infrastructure one would expect that this will lead to an increase in SDG 12 = sustainable consumption and production. That is clearly not the case because the value of SDG 12 was 88.8 in 2000 and ...88.8 in 2021, so no improvement whatsoever.

Willy Vandenbrande

Sustainability: parole, parole, parole?

But the fact that this SDG 12 index scored and scores so high, surprises me. On a percentage scale scoring 88.8 is extremely good and it suggests that we, citizens of the world, are consuming and producing in a very sustainable way and have been doing that for the last 21 years. Based on what I see around me, I tend to doubt that very much but of course my anecdotal feeling has little to no value.

One other way of evaluating sustainable consumption is to look at Earth Overshoot Day, the day in the year when we have consumed what the planet can produce in a full year. In 2000 this was September 25, in 2021 it was July 30. In other words, we now consume what the planet can produce in 57 days, almost two months, less than in 2000. And yet, SDG 12 suggests that we are consuming and producing just as sustainable as we always did: close to perfection.

6. Conclusion

In 2018 John Elkington recalled his famous triple P model, for the same reason as car manufacturers recall cars: because they malfunction. He was totally disappointed with the result and saw how in the end it became a kind of giant greenwashing, where profit was maximized and planet got lip service. The SDG results prove him right.

The vast attention to the SDG's and all the webinars, publications and courses have not resulted in any real benefit for the planet part of sustainability. But the profit part (or the nicer sounding prosperity part) has clearly flourished. If we want a balanced improvement to all aspects of sustainability, something will need to change at a system level. At this point in time it seems like the only motivation we have to safeguard our ecosystems is if preserving them brings more money than destroying them.

So far the best description of environmental sustainability is given by a classical Italian song: parole, parole, parole. And this article of course adds some more words to it.

Sources

From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond. Sustainable Development Report 2022. Cambridge: Cambridge University Press. <https://resources.unsdsn.org/2022-sustainable-development-report>

Data source: SDR-2022-Database.xlsx, Sachs, J., Lafortune, G., Kroll, C., Fuller, G., Woelm, F., (2022). From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond. Sustainable Development Report 2022. Cambridge: Cambridge University Press.

List of Earth Overshoot Days: <https://www.overshootday.org/newsroom/past-earth-overshoot-days/>

About the author:

Willy Vandenbrande has been working in the field of Quality Management for over 35 years; first as a quality manager and later as a consultant. In 1995 he founded QS Consult, a European consulting agency that assists organizations in various aspects of Quality Management. As of 2022 he retired from his consulting activities and is now focusing on spreading his thoughts on quality. His main topics are sustainability, the future of quality and service quality.

Willy has delivered many presentations at international conferences (WCQI, EOQ, IAQ) and has written numerous articles on Quality Management. His thought provoking speeches are very much liked by audiences all over the globe.

Willy holds a Masters Degree in Civil Engineering and a Masters Degree in Total Quality Management. He holds a Six Sigma Black Belt Certification from the American Society for Quality (ASQ). Willy is an ASQ Fellow and an Academician of the International Academy for Quality (IAQ). Within IAQ he is the chair of the Quality in Planet Earth Concerns Think Tank. In 2019 he was awarded the ASQ E. Jack Lancaster Medal for outstanding leadership in promoting quality worldwide.

CEO through TQM– NCR *by* N. Ramanathan

21-23, July 2022 • Crowne Plaza Gurgaon

2.5-Day Seminar Program for Senior Management for CEOs, COOs, CXOs, Business and functional heads and for senior counsellors in Business or Process excellence, and Quality.

This is the third program of CEO through TQM conducted by Mr. N. Ramanathan **pro-bono** for ISQ. Much awaited and sought-after program delayed due to Covid 19 related issues for two years could finally be conducted in July 2022. The call for the nominations from organisations received overwhelming response to the extent that few requests for registrations could not be accommodated. 39 senior executives from 22 organisations participated in the program.



Program Schedule:

Day 1: 9:30 AM to 6:00 PM

Day 2: 9:00 AM to 5:30 PM

Day 2 – Evening interaction with business leaders over cocktail and dinner

Day 3: 9:00 AM to 1:00 PM concluded with lunch

Objectives of the program

- Learn, from a senior management viewpoint, the principles, the mechanisms and the methods which lead to great organizational performance.
- Learn to recognize the problems that come in your way, and the paradigms and methods that can lead you out of them
- Learn about the kind of leadership that energizes and mobilizes everyone to challenge tough objectives with alignment and cooperation
- Learn the application of Quality to the new challenges and opportunities of sustainability and digitalization

Invited Speakers for the evening

21 07 2022

Bimal Dayal, MD & Chief Executive Officer, Indus Towers Limited



22 07 2022

Arnab Banerjee, Chief Operating Officer, Ceat Limited

On 22nd October evening, participants of the program had an opportunity to interact with business leaders. Mr. Kartik Bharatram, Joint MD, SRF Limited, Mr. Vikram Kasbekar, Executive Director, Hero Motocorp, Mr. Raghu Madhekar, CEO at RBMSS– RBMSS, Mr. Sushil Ramola, Social entrepreneur and civil society volunteer, Mr. Ravi Gilani, Founder & Managing Consultant, Goldratt Bharat, Prof. Prem Motwani, Professor of Japanese Studies (Retired) Independent Consultant on TPM/TQM, Mr. Arnab Banerjee, COO, Ceat Limited, Brigadier Bajaj, Mr. Janak Mehta, President ISQ and GC members were present during the session.

CEO through TQM– NCR *by* N. Ramanathan contd....

Feedback from the participants

About the program:

1. Excellent interactive program
2. Simplicity and linkages to various aspect of TQM
3. Well structured integrated program on TQM with leadership and sustainability
4. Sharp and relevant content under each topic and pace.
5. Motivating and participative
6. New insights of HoPE in the TQM framework
7. Experience sharing by Deming award winning companies by well chosen speakers
8. Sequencing, time management
9. Two books, brief notes we can always refer to.

About the faculty:

1. Excellent coach Mr. Ram and well crafted capsule learning on TQM
2. Ease with which explained and knowledge of Guru
3. Passion and energy of the trainer throughout 2.5 days



TOPS Convention 2022 – Bengaluru Chapter

Subsequent to the TOPS Convention 2022, Chennai organized by ISQ Chennai Chapter in June 2022, ISQ Bengaluru Chapter successfully organized TOPS Convention 2022 Bengaluru on 9th August 2022 at PES University, 100 ft ring road, BSK III Stage, Bengaluru.

ISQ is thankful to Dr. K. S. Sridhar, Registrar of PES University and Dr. N. Rajesh Mathivanan, Professor & Chairperson, Dept of Mechanical Engineering and for sponsoring the venue and other facilities for the event.

The event was inaugurated by Dr. K. S. Sridhar, Registrar of PES University. The inaugural session was graced by Dr. N. Rajesh Mathivanan, Mr. Chandra Mouli, President, ISQ Bengaluru Chapter, Mr. Prakash G, Vice President, ISQ Bengaluru Chapter, Mr. Ameet Gaonkar, Hon. Secretary, ISQ Bengaluru Chapter.

Dr. K S Sridhar in his keynote address stressed the need for the collaboration of industry and academia. He offered all the support to ISQ in its mission.

100+ participants participated in the event. Students of PES University supported the event as volunteers.

Mr. N. Ramanathan was the keynote speaker in the evening session. He spoke about “My Tryst with Problem Solving” and took the audience through the “Evolution of a Universal Problem Solving Method”, common mistakes being done by the organisation during problem solving and how it can be improved across organisation.

28 teams participated in the contest in two parallel sessions.

ISQ is thankful to the Jury members Dr. Gijo, Mr. M C Ramakrishnan, Mr. Prakash G. Mr. Lokesh Venkataswamy, Mr. Jagadeesh Kumar R., Mr. Vinod Venkatesh for their valuable time and selection of the winners.

And the Winners are:

Category: Basic Problem-Solving Projects

| Results | Organisation | Project |
|---------------------------------|--|--|
| Winner | SAA AB Engineering Pvt Ltd, Bengaluru | Elimination of crack in shaft |
| 1st Runner Up | Sundram Fasteners Ltd, Chennai | Elimination of defect in phosphating process |
| 2nd Runner-up | Macer Automotive Systems Pvt. Ltd. | Resolution of Customer Complaint |
| Special Jury Award | Indus Towers Ltd, Bengaluru | Self Supporting Pole Design by using SRN materials |
| Special Jury Award | ASHOK LEYLAND LTD. HOSUR-3 | Reduction of Customer complaint |
| Special Jury Award | Owari precision products (india) Pvt Ltd | Process rejections reduction |

Category: Advanced Problem Solving Projects

| Results | Organisation | Project |
|---------------------------------|--------------------------------------|---|
| Winner | Bosch Limited, Bidadi | Elimination of pump delivery issue |
| 1st Runner Up | ASHOK LEYLAND LTD. HOSUR-1 | Cost Reduction |
| 2nd Runner-up | Sundaram Auto Components Ltd, Mysore | MTTR reduction |
| Special Jury Award | Sundaram Clayton Ltd, Hosur | Reduce rejection in cylinder head apache castings |

Some images, TOPS Convention Bengaluru



TOPS Convention 2022 – NCR Chapter

Date: 17 09 2022 **Place:** . Tata Power-DDL Learning Centre, Pocket F, Sector 11, Rohini, Delhi, 110085

Tata Power DDL came forward to host the TOPS Convention NCR sponsoring the venue, facilities and supported the event with the team members of Business Excellence group who planned and executed the event flawlessly.

A **record 48** teams with about 120 participants attended the event. Mr. Kunal Pareek, Hon. Secretary ISQ NCR Chapter was the Chair of the program well supported by Mr. Virendra Atre, EC member of the chapter.

Mr. Ganesh Srinivasan, CEO, Tata Power DDL was the Chief Guest and the event began with the Chief Guest lighting the lamp who gave a keynote address. The inaugural session was also attended by Mr. Uday Mahajan, President, ISQ NCR Chapter.

The presentation of the projects were done in 4 parallel sessions in 4 halls.

Mr. Janak Mehta, President ISQ was Chief Guest for the evening session who addressed the gathering and shared his thoughts on the problem-solving methods being followed and make it effective.

Mr. Janak Mehta gave away the awards to the winners of the contest in the presence of Jury members and ISQ team.

And the Winners are:

Category: Basic Problem-Solving Projects

| Results | Organisation | Project |
|---------------------------------|---|--|
| Winner | Neel Metal Products Limited, Haridwar Tata Power DDL | Elimination of Bolero BIW Q issue. Unnati 3.0 |
| 1st Runner Up | Bosch Ltd, Jaipur, Tata Power DDL, Indus Towers Ltd | Elimination of washer missing, Raksha Kawach 2.0, Reduction in Complaints |
| 2nd Runner-up | Dr. Reddy's Laboratories Ltd, Solan, Roop Automotives Ltd, | Elimination of glass particals generation, To eliminate serration orientation out |
| Special Jury Award | SRF Ltd. Bhind, HDFC Life Insurance Company Ltd | Reducing idle time of looms, Service to Recruit |

Category: Advanced Problem Solving Projects

| Results | Organisation | Project |
|---------------------------------|---|--|
| Winner | Bosch Ltd, Jaipur, Roop Automotives Ltd | Elimination of perennial customer complaint through Shainin approach, To eliminate customer complaint |
| 1st Runner Up | Tata Steel Ltd, Jamshedpur, Tata Motors Limited, Pantnagar, Bosch Ltd, Jaipur | Reduce Camber Defect, Engine Misfire Issue elimination, Elimination of Leak off Angle issue |
| 2nd Runner-up | Swaraj Engines Ltd, Ashok Leyland Ltd, Alwar | Eliminate Warranty Concern, Resolution of 3 MIS Failure |
| Special Jury Award | Roop Automotives Ltd, TATA POWER-DDL, | High Set-up/Changeover time reduction, Enhancement in Cycle Time Compliance, Ujjwal |

Some images, TOPS Convention NCR



ISQ 1st Symposium 2022

Date: 23, 24, September 2022 **Place:** . R V College of Engineering. Mysore Road, Bengaluru

The idea of conducting a symposium, 2-Day program with presentation of papers to advance the discipline of Quality by providing a platform for both academicians and practitioners to present original, high-standard technical and scientific papers describing their research or practical implementation was first mooted by Mr. N. Ramanathan former President of ISQ and well know Quality Guru. However, Covid 19 affected plans to realise the plan for two years. Thanks to the support of Dr. K. N. Subramanya – Principal, R V College of Engineering, Bengaluru and support of Sponsors the 1st Symposium successfully concluded on 24th September.

An organizing committee led by Mr. Anil Sachdev with the members Dr. Ashis Chakraborty, Indian Statistical Institute, Prof. R. Jayaraman, SPJIMR, Dr. S G Deshmukh, Dr. Pankaj Kumar, Tata Steel, Mr. Rohit Pathak, M&M, Mr. Sachin Goel, Dr. N S Narahari, RVCE, Mr. Prakash G, TKAP joined hands in organizing the event.

Call for study papers from Industry and academia received good response. Total 62 abstracts were received from academia and industry out of which 34 abstracts were shorted listed by a team of experts for submission of papers and presentation round during Symposium.

In the two parallel sessions conducted during the event, 4 papers were selected by a team of Jury members as follows.

Winners of best paper award

| Results | Title of the paper | Author |
|-----------------------|---|--|
| 1st Best Paper | Estimating Availability of a Repairable System Considering Multiple Change Points | SUBRATA RATH |
| 2nd Best Paper | AMRIT Improve Value Realization from Co-Product Steel through Intelligent Sales & Operations Planning powered by Advanced Analytics | SAIBAL NANDI |
| 3rd Best Paper | Optimum Software Release Time under Cost-Reliability set-up using Size-Biased Sampling | Anisha Das |
| 3rd best paper | Reliability Improvement Journey | Team from Power Delhi Distribution Limited |

Silver Sponsor:



Venue Sponsor:



Sponsor:



ISQ is thankful to the whole hearted support by the Dr. K N Subramanya, Principal, for sponsoring the venue and facilities for the event. Dr. C K Nagendra Gupta, HOD, IEM and its professors, Session Chairs, Jury and Student Volunteers and the support staff of R V College of Engineering for making the event successful.

ISQ is grateful to the support by Tata Steel as Silver Sponsor and Tata Power DDL.

Some images, ISQ Symposium 2022



Knowledge sharing sessions – Q2 2022 – 23

| Date | Event | Organized by | Speaker |
|------------|--|------------------------|---|
| 02 07 2022 | Excellence in School Education | ISQ Jamshedpur Chapter | Ankur Gondotra, Head TQM Tata Steels |
| 06 08 2022 | Insights on Circular economy | ISQ QEF | Mr. Palaniappan P V& Mr. Ashish Bhagra, Mahindra Waste to Energy Solutions Ltd, Mahindra MSTC Recycling Pvt. Ltd |
| 13 08 2022 | Nurturing performance excellence | ISQ Jamshedpur Chapter | Subhrajit Basu |
| 27 08 2022 | Demonstrating your relevance in Quality | ISQ Pune Chapter | J D Marhevko |
| 30 08 2022 | Smart factory in digital way | ISQ Chennai Chapter | Mr. Gopalakrishnappa K N, Head Quality Based Management Academy, CEAT Ltd, Chennai plant |
| 03 09 2022 | Emergent Mindset for Innovation and Sustainable Growth | ISQ Pune Chapter | Dr. Richard Lobo Tata Chemicals |
| 10 09 2022 | Panel Discussion TQM | ISQ NCR Chapter | Dr. Pankaj Kumar Chief TQM & CQA. Tata Steel. Raj Deepak Chatterjee, Head- Business Excellence at M&M Farm Equipment, Uday Mahajan, National Head Process Excellence at Indus Towers Ltd, Amit J. Sharma, Head – Operational Excellence, Re Sustainability Limited |
| 25 09 2022 | TPS for organisational competitiveness | ISQ Chennai Chapter | Shunsuke Tsuda, Lean Mgmt consultant Mr. S K Manna, Founder Director & CEO – Torque Mgmt Services Pvt Ltd |

National Events - coming up:

Pune Chapter Presents

TOPS CONVENTION 2022

Download [brochure here](#) for information and registration



4th November 2022



IICMR, Nigdi, Pune

National Events - coming up:

Month Lectures 2022

11 AM to 12 30 PM every Saturday
November 2022

Like every year, we have invited thought leaders from different segments to share their

“Vision on the role of Quality for building competitive India”

These inputs will be of high value addition to the professionals, academicians, and entrepreneurs in achieving their individual and organizational goals.

5, November 2022



Pedro Saraiva
Vice-Rector,
NOVA University of Lisbon

12, November 2022



Mr. Som Mittal
Former President & Chairman
NASSCOM

19, November 2022



Karsten Mueller
Executive Vice President
Manufacturing, Bosch India

26, November 2022



Hemant Nerurkar
Former Managing Director,
Tata Steel

Let us celebrate Quality Month - November 2022 learning from experts and resolving to pursue quality initiatives that add value to the customer and the society, thereby achieving business goals.

Please use the link <https://forms.gle/nEjgaBsAko536cVh9> to register.



9th & 10th December 2022



Le Royal Méridien, **Chennai**

Theme:

Quality & digitalization for

Sustainability & Innovation

Business leaders and Quality Experts from overseas and India will be speaking at the Conference sharing their experience in successfully making this transition and the role they have played within the company and at the national level.

It is expected to be a value adding experience for the participants, speakers, and the organizers. Professionals who practice quality in their respective function eagerly look forward to such annual conference of ISQ.

We invite executives from top management and all professionals who are responsible for quality in their respective discipline to participate in the ISQ Conference 2022 to learn and share their rich experience thereby contributing to the quality of products and services being offered by Indian entities.



Visit www.isqnet.org for updates

Cross Functional Management (CFM) Learning from Samudra Manthan

By: Vishwadeepak Khandelwal



Cross Functional Management is an approach by which various departments work together to achieved a common objective which was Goddess Laxmi (Final objective) during Samudra Manthan.

This approach helps to discourage the silo mindset in departments to get exponential achievements. Devta understood that they alone can't do the Samudra Manthan to bring goddess Laxmi out of ocean so they invited Aasuras to help them. Nectar which was one of the potential outcomes of Samudra Manthan, was the key of interest for Aasuras and hence they agreed to be part of this Cross Functional Committee. Same way in organizations also various department finds common interest to execute the task by work together.



After formulation of Cross Functional Committees and setting up the objective, identification and allocation of right resources is the next challenge. Identification of "Mandaar" Parvat (mountain) and snake "Vasuki" were such resources without which the churning was next to impossible and leadership helped to identify the same.

During Samudra Manthan, work has been allocated based on the strengths and weaknesses of team members. Aasuras were deployed towards the mouth side of snake Vasuki and Devtas on other side.

Management is always there to keep a watch on progress and review the status and support the team from back. One such example during Samudra Manthan was the tortoise who has given a support to Mandaar parvat from bottom and Lord Vishnu itself took the incarnation (Avtar) of tortoise to do the same. Same way when Cross Functional Committees works, management support them in various ways whenever team face difficulties.

During the process of churning there were many rewards came out from ocean such as Kalpa Vruksham (Tree), Kamadhenu (Surabhi), Uchchai Sraavan (Horse), Airavat (Elephant) etc. which got distributes amongst the various team members which shows the importance of **reward and recognition** in Cross Function Management approach.

But many a times some adverse results may also appear during the process such as "Kaalkooti Halahal" (Poison) during Samudra Manthan. Leadership demonstrated by **Lord Siva** by absorbing the same by himself. Same way in organization leadership takes a bit more to own the adverse results and a bit less to own the achievement credit.

Same way CFM works and all the aspect/Characteristics of Samudra Manthan is present in this approach.

"TQM is a Dharma of Organization" - Vishwadeepak

About the author:

Vishwadeepak is a TQM Practitioner with around 20 years of experience in Strategic and Operational Excellence. He is a mechanical engineer & a MBA in TQM. Currently serving TVS – Sundaram Clayton Ltd., as head – TQM. He began his career with Mahindra & Mahindra Ltd., tractor division, worked in various plants establishing TPM & TQM practices. Established TQM practices at Ashok Leyland and Apollo Tyres; which have got the prestigious Deming Prize. He is a certified DWM Trainer by Prof. Y. Ando and TPM Facilitator from CII and closely worked with renowned Japanese Gurus like Prof. Y. Washio, Prof. Yukihiro Ando and Dr. Noriaki Kano and gained the expertise in Policy Management, Daily Work Management etc. He presented his papers at "International Quality Conference"- Tokyo Japan on "DWM & Standardization" in year 2012 and at "ANQ Conference"- Thailand on "TQM for sustainability" in 2020

International Events :



ISQ Quality Earth Forum (QEF)

presents



Quality Sustainability Award 2022

There was good response to the call of applications for QSA 2022. 49 applications were received which were assessed as per the laid down process by a team of 10 assessors and two Jury members.

Ten applications have been shortlisted for the final round (presentation round) to be held on 15th October 2022 were six national winners will be selected who will be eligible to apply at international level.



ANQ CONGRESS 2022

Theme: Together for a Shared Future of Quality

Digitalization, Sustainability and Ecosystem

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

15 papers from India shortlisted will be participating in the paper presentations in ANQ Congress.

Quality Innovation Award

35 applications were received for the QIA 2022 in 4 categories of innovations.

The applications were assessed by the Jury team at two levels to finalise the one winner in each category.



| | |
|---|--|
| Business innovations (Large) | |
| Tata Steel Limited Jamshedpur (Sinter Plant) | Online Quality Monitoring & Control at Sinter Plant – First Time Ever |
| Business innovations (Small and Medium) | |
| Vikrant Tyre Plant, JK Tyre & Industries Ltd, Mysuru | A Novel Test Method for Truck Tyre Bead Area Failure |
| Health care sector innovations | |
| Sascan Meditech Pvt Ltd | OralScan is a hand-held multispectral imaging camera for oral cancer screening and biopsy guidance |
| Potential innovations | |
| Tata Steel Limited, R&D, Tata Steel Ltd, Jamshedpur | Healthy steel |

Congratulations to the new committee members of Bengaluru Chapter

Bengaluru Chapter gave a good beginning on creation of regional chapter. Under the leadership of Mr. Ved Parkash, the chapter grew strongly and gave a structure to how a chapter can plan its activities and operate.



Chandra Mouli
President
Sr. GM – Quality,
SEG Automotive



Prakash G
Vice President
VP – Technical,
Toyota Kirloskar Auto Parts



Dr K N Subramanya
Vice President
Principal,
RV College of Engineering



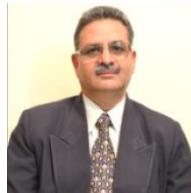
Ameet Gaonkar
Hon. Secretary
Manager, Quality
TKAP



Dr. E V Gijo
E C Member
Professor,
Indian Statistical Institute



Lokesh Venkataswamy
E C Member
CEO & MD,
Innomantra



Ved Parkash
E C Member
Advisor-Quality,
Ather Energy



Rajesh Raman
E C Member
Head – Quality,
TTK Prestige, Hosur

Be a member of ISQ

[Download the membership form here](#)

Welcome to the new Life Members

| | | |
|--------------------------------|---|--|
| Ashwani Pratap Singh | Engineer | Heromoto Corp Ltd, Gurugram |
| Ankur Gandotra | HEAD TQM, TEEP AND BUSINESS ASSESSMENTS | Tata Steel Limited, Jamshedpur |
| Sourabh Sharma | Senior Manager | Tata steel Limited, Meramandali. |
| Sunil Pedgaonkar | Consulting Engineer | Akalkot 413216 |
| P R Harihara Subramanian | Head-Corporate Quality | SAA AB Engineering Private Limited, Bommasandara, Bengaluru |
| Udaya Kumar S. | Sr. VP & BUSINESS HEAD | SRF LIMITED, GURGAON, HARYANA |
| Shrinivas Patki | Vice President, Plant Operations, Nashik | Ceat Limited, Satpur, Nashik |
| E. Narasimman | Group Manager -Industrial Engineering | Apollo Tyres Ltd, B25, Sipcot Industrial Centre, Sri Perambadur TN |
| Mohammad Sadique Lalbhai Patel | General Manager, Technical | Yokohama OHT |
| G. Krishnasami | Head, Corporate Quality TQM/ TPM Consultant | RSB Transmissions (I) Ltd, Hadapsar, Pune |
| Unnikrishnan Govindan | Principal Consultant | Self - employed |
| Gaurav Mathur | Vice President, IIoT, Connected Cars Industries | BizViz Technology, Bengaluru |
| J R Rajesh | Group Manager Business Excellence | Apollo Tyres Ltd , Oragadam, TN |

Welcome to the new Annual Members 22-23

| | | |
|----------------|-------------------------|-------------------------------------|
| K. Venkatraman | Dy. Manager, Operations | M/s Rane Engine Valves Ltd, Chennai |
|----------------|-------------------------|-------------------------------------|