

# NEWSLETTER: INDIAN SOCIETY FOR QUALITY

December 2019

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Dear Readers,

It is my pleasure to share this last ISQ Newsletter of 2019 !

The 21st century is moving out of teens into adulthood, everybody having great expectations from 2020 on economic front since 2019 was not so great for business due to multiple factors creating headwinds both domestic and international.

We at ISQ expect that this revered organization comes out of wings and makes its presence felt , the rightful place it deserves in the professional fraternity, in 2020. In fact the foundation has already been laid in 2019 which saw huge increase in its activity, this Newsletter in itself is a testimony to that. We had full time Executive Director Mr. Prabhakar Shettigar to give it the thrust it so badly needed.

Apart from immensely successful 16<sup>th</sup> Annual Conference at Pune in December 2019 , we had Tops convention in NCR and Pune.

The “CEO Through TQM” for senior management was conducted at Bangalore and Pune was much appreciated by participants and many more senior executives are looking forward to attend. The programs were conducted by our Bengaluru Chapter mentor Mr. N. Ramanathan pro-bono , the proceeds accrued to ISQ.

With committed leadership of eminent professionals at ISQ we can only grow from strength to strength.

We intend to keep you up to date with one issue of ISQ Newsletter every quarter covering all activities completed and planned , now on.

The team apart from myself includes Mr Hemanta Chandra Bhatt for NCR , Mrs. Sarika V. Joshi for Pune and Mr Nilesh Zambare for Bengaluru. In addition Mr Nilesh will be coordinating with concerned members and give final shape to the Newsletter.

Members are encouraged to contribute relevant articles from all streams of business they are engaged covering not only Quality but productivity, improvement, innovation et al.

Mr Ramanathan volunteered, to our great excitement, to contribute one article for each issue which shall be published under the title “Vignettes from Ram ...” since the articles will be individual pieces of insight and learning.

We can expect very informative and enriching episodes coming from a professional of exceptional calibre that Mr. Ramanathan is recognised not only in India but internationally for his contribution in the field of Quality.

We express our indebtedness and gratitude to him for taking out time to share his wisdom with us all.

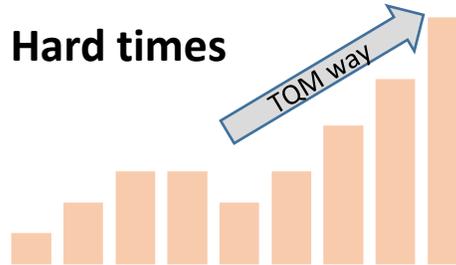
Wishing you all a very happy, healthy and prosperous 2020 !

Enjoy reading,

## “Vignettes by Ram...”

Economic growth has slowed down. With notable exceptions, companies have shown all the typical knee-jerk reactions they always come up with whenever faced with a downturn.

### TQM in Hard times



They sell excessive stocks accumulated in good times, at a discount, even as they shut plants hit by lower demand and stock liquidation. They cut back on capital investments and negotiate deferment of machinery already ordered. They cut costs by attacking discretionary activities like training, R&D, equipment overhauls or advertising, and even TQM. They proclaim a VRS, and order across-the-board cuts of expenses, especially targeting travel, even of salesmen. As they struggle to pay interest on debt, they try to re-negotiate terms but sometimes are forced to seek fresh loans at high interest rates to beat the cash crunch. They defer payments to vendors if they can, and cut their schedules steeply, without warning – in turn forcing vendors to take even more harsh steps to survive.

All this constitutes self-inflicted harm, from which it is hard to recover when better times return. Note that none of these activities help build any capability – not even for recovering from slowdowns in the future!

How differently would we expect TQM companies to act? TQM organizations know that how hard times affect them depends on how they acted in good times.

For one thing, the DNA of a TQM company would be such as to make it prepare a countermeasure plan, probably expressed succinctly in an A<sub>3</sub> sheet. It would have been prepared through bottom-up consultation enriched with top management wisdom. And the company would have reached out to its suppliers as well as its front-end channel partners and even customers, including them all in their defensive plan.

While any down cycle hurts, it is more bearable from a position of strength.

## The Year Ahead - 2020

With support of its members and well wishers, ISQ would like to shift gear in 2020 to add new programs, increase the width by spreading across regions in its objective of promoting Quality for Prosperity.

As announced during 16<sup>th</sup> ISQ annual conference, **17<sup>th</sup> ISQ annual conference 2020** will be held on **11-12, December 2020 at Bengaluru**. We will keep you updated on the venue and the theme soon. Please block your dates.

The **18<sup>th</sup> Asian Network for Quality (ANQ) Congress** will be held in Seoul, Korea on **19<sup>th</sup>-23<sup>rd</sup> October 2020**. The theme is “New Quality & New Responsibility”. It will be an opportunity to present papers and learn from international quality fraternity.

**Coming up:** CEO through TQM at Delhi, TOPS Convention NCR, Pune and Bengaluru and many more, Stay tuned. Visit [www.isqnet.org](http://www.isqnet.org) for updates and upcoming events.

## CEO through TQM, Pune

7-8, November 2019 – A REPORT



In view of very encouraging feedback and support received during the first program of CEO through TQM at Bengaluru in July 2019, ISQ with the support of Mr. N. Ramanathan conducted the second seminar at Pune. Again, thanks to the participants, the second 2-day seminar program CEO through TQM at Pune held at Radisson Blu Kharadi on 7-8 November 2019 received the overwhelming response too. The program was designed and delivered by Mr. N. Ramanathan founder member and past President of ISQ on a *pro bono* basis.

### Objective of the program

To expose the participants and learn from a senior management viewpoint, the principles, the mechanisms and the methods which lead to great organizational performance. The program is designed to the senior executives who believe that they have problems which come in the way of company becoming truly exceptional and have a burning desire to create an extraordinary organization and are willing to embrace new paradigms in management especially in an economic down cycle.

Against the initially planned 25, 33 participants registered and attended the program. We are sorry that some of the request for the registration could not be considered because of overbooking.

### Preparation for the program

ISQ with the support of Mr. N. Ramanathan wants to reach to all corners of India with its objectives. For the 2nd program, Pune was chosen as location with active involvement of Pune Chapter at Radisson Blu. The invitations with brochures received quick response exceeding expectations in a short time. Mr. N. Ramanathan painstakingly made a well-designed study material.

### Programme Schedule

After a welcome address by Prabhakar, Mr. Snehilkumar gave a fitting introduction of Mr. N. Ramanathan (NR) NR then took over and had 2-day interactive session with the participants with well-structured slides and presentation. Mr. Snehilkumar and Mr. Mahesh Hegde supported NR with some case studies and experience complimenting the subject.

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Following was the program structure

- Orientation (Problems, paradigms, purpose, contents)
- What is TQM? (History, customer first, quality, PDCA)
- Managing people, the TQM Way (Paradigms, development, participation, kaizen, QC circles, willingness)
- Strategy, Policy, Improvement (Vision, strategy, policy management, improvement)
- Handling data and variation (Type of causes, responsibility, trend data and their interpretation)
- Managing for hard times (Building resilience in good times, countermeasures in hard times)
- Cross-functional Management (Quality assurance, managing for profits, delivery control, NPD, Projects)
- Daily Management (Clarifying roles, setting KPI and targets, reviewing)
- Managing the Upstream (NPD, projects, early stage instability)
- Implementing TQM (Role of senior management, structuring, Deming Prize)

The process of recap through coin drops was well appreciated by the participants.

Mr. Kulbhushan from Dr. Reddy's Laboratories and Mr. Swami from J K Tyres spoke at the end of the session and gave positive feedbacks on the 2-day session on behalf of participants.

The program was well received with overwhelming participation, interactive with good takeaway for the participants.

It was also a good fund-raising program for ISQ similar to CEO through TQM, Bengaluru with Mr. N. Ramanathan deciding to transfer entire surplus generated to ISQ.

As an open TQM program for senior managers, it helped in enrolling more committed members to ISQ. We are receiving further enquiries and requests to conduct this seminar program in north – Delhi/NCR region which is proposed to be held during April 2020.

[For more details click here.....](#)

## Enhancing business value of Enterprise-wide Excellence Programs

An article by Hemanta Chandra Bhatt – Life member ISQ

Modern day enterprises find themselves in a situation where, every day, they must run faster than yesterday even to stay where they are. Enterprise-wide excellence programs can play a crucial role in addressing the challenges that arise due to this reality.

The business value of enterprise-wide excellence programs needs to be viewed through a prism consisting of business context and business connect.

Business context refers to the environment in which business gets conducted.



The key lever in this case is the fact that organizations need to operate in an environment that has become extremely uncertain and volatile due to several factors such as:

- Competitive edge that an organization has can get eroded and evaporate into thin air (which was the top search engine before Google?)
- Strategic blunders in reading tectonic market shifts can result in an organization stalling and crashing from “a perfect flight situation” (ever heard of Kodak?)
- Corporate governance issues can make an immensely successful organization bite the dust on the ground (did you also think of Enron?)
- Vision and direction of the organization if left fuzzy and ambiguous can lead to slow but sure stall mid-air (Yahoo, anyone?)

On the other hand, business connect refers to the linkage with the business objectives like customer satisfaction and profitability.

The key lever in this case is the fact that an organization needs to not only provide high level of customer satisfaction by ensuring and assuring the quality of the products and services they deliver but also serve its customers profitably by ensuring and improving operational efficiencies.

Both aspects, quality of the products and services delivered and operational efficiencies, are necessary conditions but do not guarantee customers will stick with an organization.

What if no one wants to buy a best quality product or service that is created with the highest possible operational efficiency?

A good example of the above is the mobile handset market where feature phones got replaced with smart phones.

As a result, even the organization manufacturing the best quality feature phone with the highest possible operational efficiency will not be able to sell that many pieces as it would wish to. Remember Nokia?

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Considering the above, the focus of any organization should be as follows, and necessarily in the order given:

- Ensure it establishes a crystal-clear vision and direction
- Ensure it eliminates all governance, strategic and operational risks to its future existence
- Ensure it develops and delivers the “right” products and services
- Ensure it develops and delivers products and services of high quality
- Ensure it does the above with highest possible operational efficiency

What that means is that the enterprise-wide excellence programs in organizations must transcend the boundaries beyond quality of the products and services and operational efficiencies to focus on the aspects related to organization’s vision and direction, de-risking future existence and “right” products and services. Enterprise-wide excellence programs can employ a systems and process-driven approach to handle the above important factors beyond those related to assuring quality of the products and services delivered and improving operational efficiencies.

The “business case” for enterprise-wide excellence programs to transcend the traditional boundaries gets much more pronounced and enhanced given the business context explained in this article and the business connect required of the enterprise-wide excellence programs.

Once that happens, the business value of enterprise-wide excellence programs is expected to increase exponentially in ensuring the “sustained success” of an organization, not for a few years but for several decades and perhaps forever.

The organization’s enterprise-wide excellence programs would obviously need to constantly transform and align with the changes in the business context and connect to stay relevant.

## About the author

**Hemanta Chandra Bhatt** is working as the Head of Quality and MR with a Hughes Group company. In the past he was associated with the business and operational excellence programs at several companies such as Novell, NTT Data (Keane), Caneum and Eaton that operate across various types of businesses – software development and maintenance outsourcing, IT infrastructure management, BPO/KPO, software products and engineering services. Hemanta is Six Sigma Master Black Belt and M. Tech. in Quality from the Indian Statistical Institute. Hemanta is also a life member of the Indian Society for Quality and the Quality Council of India. He is deeply passionate about improving business systems and processes.

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## REPORT ON 16<sup>th</sup> ISQ ANNUAL CONFERENCE 2019

16<sup>th</sup> ISQ Annual Conference 2019 received overwhelming response and was successfully completed on 12-13, December 2019 at Hyatt Regency, Pune.

**Felicitation**



Quality Management to felicitate Dr. Venu Srivastava for his contribution in being a role model in the industry.



**ISQ**  
Quality for Prosperity

**Pune Chapter**  
**16<sup>th</sup> Annual Conference 2019**  
Hyatt Regency, PUNE, 12-13; December 2019

**Theme** Quality: Shaping the Future of India

**Ashoka Award**



**TQM Dissemination and Promotion**



Thank you Guests of Honor, Invited Speakers, Sponsors, Delegates and Case study Presenters for the support and overwhelming response to make the 16<sup>th</sup> ISQ Annual Conference a memorable one.





Mr. Yukihiko Ando  
Japanese TQM Counselor



Dr. Ajiram Varadaraj  
MD, Elgi Equipments Limited,



Mr. Shekhar Sarda  
MD Accure Technology



Mr. Vivek S. Joshi  
President & CEO  
Sundaram-Clayton Limited



Mr. Sunil Kaul, Group President,  
Mfg. Excellence, Innovation & Technology,  
Head Business Group I, Arvind Group



Dr. Ashis Kumar Chakraborty  
Head, SQ & OR Division  
Indian Statistical Institute



Mr. Rajiv Vashisth  
Vice President, New Projects  
Mahindra & Mahindra Ltd



Dr. Sumit Roy  
Counselor, Joyful Workplaces -  
Lean Six Sigma & BPM

Theme: Quality: Shaping the future of India

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## 16<sup>th</sup> Annual Conference a report

Day -1, 12<sup>th</sup> December' 2019

### Inaugural Session, Welcome Remarks & Theme Address

16<sup>th</sup> Annual Conference began at 9 30 AM with Mr. Mahesh Hegde as master of ceremony. Mr. Janak Mehta and Mr. Kiran Deshmukh gave a warm welcome to the Guests of Honour Mr. Venu Srinivasan and Mr. G. Parthipan followed by lighting of lamps by Mr. Venu Srinivasan, Mr. G. Parthipan, Mr. Sunil Kaul, Dr. Ashis Chakraborty, Mr. Vivek S Joshi, Mr. Kiran Deshmukh, Mr. Janak Mehta, Mr. Anil Sachdev, Mr. Kanade and Mr. Arun Balimane.

Mr. Kiran Deshmukh, President ISQ gave a warm welcome to the guests and delegates and spoke on ISQ and the theme "Quality: Shaping the future of India".



### Felicitation

**Mr.Venu Srinivasan**, Chairman and Managing Director, Sundaram- Clayton & TVS Motor Company was felicitated by Mr. Janak Mehta on being awarded with **"The Deming Distinguished Service Award for Dissemination and Promotion Overseas"** which is one of the highest awards in the field of quality management in the world.

The gathering felt fortunate to have both the two individual Deming Award winners under one roof. Mr. Janak Mehta gave an introduction of Mr. Venu Srinivasan and his achievements. In his acceptance speech and presentation, Mr. Srinivasan recapped the history of TVS group and how Quality played key roles at crucial junctures. Quality not only helped TVS group establish themselves but also helped them come out of crisis situations and take leaps of growth. The presentation was concluded by a profound statement "The Deming Prize is not an achievement; it is rather a ticket to the Quality journey. it has just begun for us"



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## Ashoka Award

The ISQ felt elated to honor **Mr. G. Parthipan** – CEO, Rane TRW Steering Systems with Ashoka Award for his unending contributions to the cause of Quality. Mr. Kiran Deshmukh read the citation which was then handed over to Mr. Parthipan by Mr. Venu Srinivasan. Ashoka award was then given to Mr. Parthipan by Mr. Janak Mehta.



In his acceptance speech, Mr. Parthipan gave an overview of the role of Quality in shaping the Rane TRW Steering Systems. He gave multiple examples when complacency was setting in his organization and how through customer feedback the company bounced back and marched towards being a world class organization. He also gave an important example of how one instance of poor Quality can take away significant portion of business from a company.



Dr. Abhay Firodia could not attend because of ill health. In the time slot a joint talk was organized by the two Deming Prize winners in the room, **Dr. Venu Srinivasan** and **Mr. Janak Mehta**. The talk was centered around the challenges that India is facing in terms of Quality. Despite various investments on Quality, the country is not known to deliver best Quality products and services to the world. India has the largest number of Deming Prize winning companies, outside of Japan. Despite this we need to go a long way in establishing ourselves as a nation committed to Quality.

They drew some contrasts between India and China in terms of socio-political systems, commitment by individuals and corporations, and Quality being a part of fundamental education, etc., that are widening the gap between two nations. They advised the audience to demonstrate high level of commitments towards Quality and engage all levels of hierarchy to embrace the principles of Quality. This enlightening discussion was very thought provocative and received appreciation from the delegates.

## Address by Invited Speakers

The first invited speaker **Dr. Jairam Varadaraj**, MD, Elgi Equipments Limited, drew logical connections with the preceding talk by the Deming Prize awardees and demonstrated why an organization should not only follow some principles but embrace Quality in its true spirit.



One needs to believe that a customer does not buy a product or service but hires it to get a job done, it is important to understand that 'job'. This mindset automatically facilitates customer empathy and drives an organization to deliver differentiators in their products and services. He also emphasized on focusing on high value proposition as opposed to low labor cost. Cutting costs may yield a small temporary gain but a high value proposition will always go a long way in establishing and maintaining customer trust.



Mrs. Sarika V. Joshi was the MC after lunch session. The first case study was by **Mahindra & Mahindra**, Igatpuri on Visual Factory. The best of creativity was witnessed by the audience as we saw interesting caricatures and artefacts being used on machines, making the floor lively and engaged. This demonstrated the passion with which the employees get engaged with their workplace.



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This was followed by a presentation on Software Quality Engineering by our invited speaker **Mr Shrikant Sarda**, MD - Accenture Technology. There is always a dilemma in software testing, we want it to be flawless and the testing requires resources, analogous to cost of inspection. The rate at which the world is changing is accelerating with each passing day causing shorter release cycles and no chance of errors.

**Mr Sunil Kaul**, President, Anand Group, the next invited speaker; spoke very passionately about the Anand House of Quality Culture (AHQC). In addition to all the best practices and methodologies, AHQC also emphasizes on **office Quality** including but not limited to Etiquette, Humility, Respect, etc., that the employees across levels demonstrate. AHQC believes that the best in class Quality cannot be delivered consistently by focusing on manufacturing processes alone. In the true spirit of TQM, heartfelt mutual respect will always keep an organization transparent, lean and therefore build a culture that delivers nothing but the best.



Mr. Ved Parkash, President, Bengaluru Chapter of ISQ announced **17<sup>th</sup> ISQ Annual Conference at Bengaluru on 11-12, December' 2020.**

The announcement was received with loud applause.



**Dr. Sumit Roy**, Joyful workplaces, next invited speaker, shared his experience on addressing transformation challenges with SMEs. Any change in SMEs will invite a quick reaction. Reasons to resist change spread faster and so does employee dissatisfaction. It is therefore important to involve them in the process of change. It calls for a change in mindset from 'managing' to 'mentoring' and decentralizing the ownership. An operator is not just to be treated as an operator but as Workstation Manager and Supervisor as a Mentor. This goes a long way in not only fostering belongingness but also invites brilliant ideas of improvement.

The next case study presentation was from **IAC international Pvt Ltd** on Best in class DWM practices. The accountability boards to facilitate daily meetings improved the efficiency and shortened the meeting time. Daily meetings through visual walls containing data on performance metrics enable everyone to see the same thing at same time thereby bringing everyone on same page faster.



A case study presentation by **HDFC Life** followed on Happy employees for Happy customers. A concept of Human Sigma was introduced to enable sharp focus and comprehensive actions around the 6 aspects of employee engagement viz., R&R, Career pathing, Compensation, Connect & Communicate, Work Life Balance and Training. The resulting improvement in employee satisfaction score correlated with corresponding improvement in CSAT.

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Day -2, 13<sup>th</sup> December' 2019



Day-2 began with an inspiring and energetic presentation by a very special guest **Mr. Yukihiro Ando**, a well-known TQM consultant from Japan. His years of experience transforming dozens of companies, was evident in the depth of knowledge and wisdom, that he shared with extreme humility. Andosan spoke on "Downturn as an opportunity".

He opposed the desperate cost cutting measures that organizations often resort to. Acts of random cost cutting, make the best employees to leave first and when the economy comes back again, the organizations struggle to keep pace with the market as an effect of the cost cutting measures. Similarly, random targets on reducing inventories to improve the cash flow, lead to 'out of stock' situations affecting the customer trust. He advised to start with the aspirations of the company and then scientifically arrive at the improvement targets using the Policy Management and execute those by rotating PDCA. Downturn should not be taken as an excuse but rather an opportunity to realize the long-term aspirations. A downturn situation can actually be a game changer, if dealt with smartly.



**Mr. Vivek Joshi**, CEO -Sundaram-Clayton, the next invited speaker spoke about the journey of TEI at Sundaram Clayton. It was inspiring to see the importance accorded to the employees as family members. The basic needs including free healthcare when taken care of well, employees also treat the company as their own and give their heart and soul to it. Employees' belongingness was evident in multiple parameters including the data points that indicated 100% participation in suggestion scheme.



## Case study Presentations



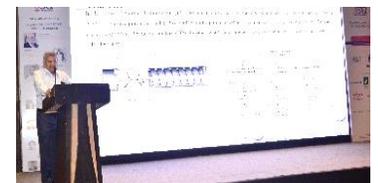
**Anand Group** on Anand Heijunka journey. Inefficiencies of any organization multiply with those of its suppliers, thereby presenting extremely inefficient performance to the customer. It is therefore important to engage suppliers in the Quality journey. Anand group did not succeed at this in the first attempt and then with guidance of Prof Shoji Shiba, they launched systematic campaign on Mindset Change, having win-win propositions and defining crucial role of CEO in the change process. The results were pleasantly surprising.

A case study from **Motherson Automotive** on human error prevention demonstrated thorough utilization of FMEA.



This was followed by an enlightening session by **Dr. Ashis Kumar Chakraborty**, the next speaker from Indian Statistical Institute. He talked about the big data analytics and how 7 aspects viz., Volume, Velocity, Variety, Variability, Veracity, Visualization, and Value are changing the paradigm of analytics. He then introduced us to his research work and soon to be published book on 7 steps in data analytics.

We saw a crisp and meaningful case study by **Indian Statistical Institute** on improving reliability of Scotch Yoke Actuator. A thorough in-depth usage of DFSS methodology was demonstrated through the case study.



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A case study on Paint Transfer efficiency improvement by **Tata Motors**, Lucknow on usage of DOE to optimize the paint process was presented.



The next case study was by **APTIV** on best practices of associate development. It was encouraging to see passionate involvement of HR in understanding the dexterity in manual operations and using FMEA to arrive at the training and development plan for the operators. The factors such as physical fitness, muscle memory and state of mind were given due importance. As a result, the Quality levels of the unit showed significant improvement.



A case study by **Toluna India Pvt Ltd** on enabling customer empathy through data was presented. Traditional data collection to understand customer needs is too slow for the new age. Usage of Real-time On-demand insights to accelerate new product development and product improvements is key to stay competitive. The mechanisms that facilitate these insights can also be enhanced to engage with customers, suppliers, employees, dealers, etc., on a real time basis and accelerate the corrective/ preventive actions. The presentation gave inputs on the tools available in the market towards this direction.

**Mr. Rajneesh Vashisht**, VP, New Projects, Mahindra & Mahindra, the next invited speaker. emphasized on the importance of Total involvement of all stakeholders in achieving the dream of 'Zero defect', in addition to having a robust design, effective testing and validation and robust DWM. The supplier upgradation journey demonstrated committed efforts from M&M including but not limited to training, demonstrating the product usage, improving dexterity, scientific problem solving, etc. As an outcome they were able to convert most of their suppliers to A-Category in quick time. These actions cumulatively resulted in actually realizing their dream of zero defect.



A case study by **Mahindra logistics** on implementation of Lean in logistics was next one to follow. The usage of Makigami analysis and implementation of creative solutions such as autonomous vehicle and SMART storage enabled them to achieve a significant improvement in VAR and a whopping 48% reduction in inventory at the location.



Last Case study presentation was from **Mindarika** on their journey towards Zero defect. The usage of advanced analytics to prevent the defects from occurring was demonstrated.

They also demonstrated how "Quality is not an act but it is a habit" was not just a statement but their moto.

ISQ expressed its gratitude towards the contribution made by all the Sponsors by giving a memento to the companies' representatives.

At the end of both the days, Mr. Amit Sharma summed up crisply the entire day's event. Mr. Prasad took the role of MC on the 2<sup>nd</sup> day.

Mr. Mahesh Hegde enthralled the audience at the end of the 2<sup>nd</sup> day with his magic tricks bringing cheer to the participants before leaving. Mrs. Sarika Joshi gave Vote of thanks to all the people who had contributed for the successful conduct of the annual conference and made it a memorable one.

ISQ thanks the Sponsors, delegates, Guests of Honour, Invited Speakers, Case study presenters, volunteers, for making the event fruitful.

Hard work put by Pune Chapter led by Mr. Sunil Kaul and Mr. Mahesh Hegde well supported by the team, Program Conference Committee, members of ISQ in meticulous planning, executing effectively and getting overwhelming response; need considerable appreciation.

For more details please [click here](#)