

In Loving Memory of Shri. Bishwambhar Mishra



With great sadness,
we announce the loss of our
former President
Mr. Bishwambhar Mishra on
6th June 2020.

Mr. Mishra was the President
of Indian Society for Quality
from 2011 to 2014 and a
board member of Asian
Network for Quality.
Governing Council, ISQ
expresses heartfelt
condolences with his family.
(Tribute to [Bishwambar Mishra in
page 17-18](#))

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Indian Society for Quality



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Dear Readers,

Greetings!

Hope you are safe along with your family and friends.

It's a pleasure, as always, to bring the 2nd Quarter 2020 edition of the ISQ Newsletter to you.

We sincerely thank you for your encouraging comments appreciating the efforts our team that puts it all together. Please do critique us and keep sending suggestions at newsletter@isqnet.org to make it an interesting and meaningful read.

A sad news to share that we lost Mr Bishwambhar Mishra, our president from 2011 to 2014, on June 6, 2020. We pray for peace to the departed soul.

While the Covid-19 situation continues to worsen by the day, India, as rest of the world, is finding ways and means to live with the situation hoping that a vaccine is found sooner than ever. There has been a total upheaval of environment with mass exodus of migrant workforce who are going through a very tough time. Business and Industry is faced with the challenge of continuity with demand vanishing, supply chains becoming dysfunctional, workforce thinning and working with constant fear of infection.

With changes in the environment Govt is focusing on self-reliance. While the pros and cons are being debated, it surely is a reason good enough for introspection to Indian Industry. We need to emerge as competitive alternative not only domestically but internationally as well. Quality is the only vehicle that can make this journey possible.

Industry must reboot its Quality stance and ISQ wants to be a catalyst in the process with all the support from its members and well wishers.

Commensurate with the need, I am happy to share that ISQ started a new initiative of e-Learning, free for the members community, and at very nominal fees for general category. The response has been overwhelming, so far 14 such programs have been conducted.

I thank all the veterans who came forward to conduct the virtual programs. Sincere gratitude to participants who made it a runaway success.

Quality professionals face a daunting challenge in the current scenario where processes have been disrupted, skilled workforce is deficient due to migration – aggravating risks to potential errors in products and services. We hope members find some insights in our features, contributed by country's eminent Quality Gurus, to deal with these uncertain conditions and ensure unpleasant experience to customers.

Happy to inform you that we are adding a feature in the Newsletter viz Member's Corner. Member can share their updates on job change, role change, publications, awards and recognitions. This will help members to connect and network meaningfully.

Stay safe and enjoy reading!

Ved Parkash

‘Vignettes from Ram’

Attuning your QA System to Each Customer Segment



For Ishikawa, Quality Assurance (QA) was the “heart and soul” of TQM. QA meant providing confidence to the customer about the product or service. It was a promise for the entire life of the product.

I got involved with developing QA systems from my days in SRF. My involvement in setting up a Corporate Quality Assurance system in an integrated steel plant with an illustrious history deepened my fascination for QA.

In order to apply for diagnosis or examination leading to the Deming Prize, the applicant company is obliged to send out its QA System. This is intended to be a cross-functional system flow chart that clarifies the role of every department in assuring quality over the entire lifecycle of your offerings. The QA system, in effect, defines your business. What with so many Indian companies challenging the Deming Prize, it is now commonplace to find such “QA Diagrams”, revised intermittently into newer versions. Each diagram carries some 50 to 100 boxes and can be hard to grasp at a glance. Sometimes I get the feeling that the chart is constructed perfunctorily. Thus, its mere existence may not prove any deep practice of QA.

Developing a QA Diagram is best begun by listing the major stages of a product life cycle from product planning to sales and service. Their number can be as low as 5 but could go up to 20, if you are a large organization with deep value-additions. It is useful to define the desired outcome of each step, with one or two key measures, and to name the responsible function. Let us call this document a QA Module Chart. To actualize it, your senior management has to internalize its meaning. The standard method is to form a cross-functional committee or ‘Quality Council’ of top managers, with QA department playing the secretarial role. The advantage of establishing a committee is that your top managers at once get a horizontal view of your organization, from the back-end all the way to the face of the customer.

The full-scale cross-functional QA Diagram is made by blowing up each stages of the Module Chart into 3 to 7 steps. Mark off the points wherever there are to be sign-offs. Indicate the responsible department and the KPI and show references to next level standards. The QA system should be regarded as complete only when the boxes in the QA diagram are backed up by technical standards and SOPs.

Many organizations reach up to this point, with varying degrees of incompleteness. However, though the QA diagram is necessary, it is not a sufficient step. Some 80 percent of all assurance of quality (or the lack of it) happens upstream in the design and development stage. Defect modes in manufacturing may also be to an extent a function of design. Even if manufacturing or downstream functions realize the best intentions of a design, they cannot create desirable features on their own.

To manage and minimize the occurrence of defect modes within a given design, there are techniques like QA Network that take off from FMEA and have been propagated well by Toyota and other companies.

But the work begins upstream. Your QA system should ensure that the designed functions and features meet important customer requirements, known and latent, *during* the development of a service or a product. A company-level QA Diagram is a great guide, but where multiple products are made, next-level QA systems centred on reasonably homogeneous product/market segments are essential. Segmentation can be done innovatively through multivariate analyses, and not depend only on standard ways. When customer needs are understood through voice-of-the-customer-(VOC) tools for each segment and are prioritized through techniques like the analytical hierarchy process (AHP), important needs become clear and can be converted to features and specifications through QFD.

To ensure that nothing is missed out, a useful template would be a listing of Quality Dimensions, or elements. Many thinkers have developed such generic elements – for example, reliability, safety, economy, or ease in use, durability, appearance, and so on. In today's circumstances, societal needs of sustainability in use and disposal would also claim places in the list.

It would be best for your company to build a template of Quality Dimensions – about 20 - of your own. Post the important needs for each product-market segment against relevant dimensions and develop specifications at the earliest stage of product development. In the sign-off stages, confirm these requirements. If attractive quality opportunities in one or more dimensions are identified for every product development project, success becomes more probable. You can apply this method to improving current products too, and thus secure a competitive edge.

A QA system built around the needs of concretely identified segments would be robust and resilient. Your QA system would become attuned to your customer.

About the Author :

N. Ramanathan, 73, known as Ram to friends is a founder member and past President of Indian Society for Quality (ISQ), and has been on the Board of Asian Network for Quality (ANQ). He has been ranked Academician in the International Academy for Quality (IAQ) and serves on its Board, while also chairing its Think Tank on Quality in Planet Earth Concerns. He has been involved in several leadership roles in promoting quality in India. Ram has a degree in Mechanical Engineering and did his Masters from IIM, Ahmedabad (1969). Ram has an industrial background having worked in diverse functions and having headed for six years the joint venture company SRF Nippondenso, near Delhi. He has been in the quality field for over 27 years now, and has counselled and taught companies for the past 14 years. He has been associated with twelve successful Deming Prize challenges to date including Ashok Leyland, CEAT, SRF, Indus Towers, JSW, Mahindra group of companies, Tata Quality management Services, Tata Steel, and two for his parent company, SRF, where he continues as adviser. Ram has received the Dronacharya Award in 2018 from ISQ for his contributions to teaching and counselling on quality, the Ishikawa-Kano Silver Medal of ANQ for long-term contributions to quality, and the Yoshio Kondo Award of IAQ for academic research. Ram is ranked Academician in the International Academy for Quality and serves on its Board, while also chairing its think tank on Quality in Planet Earth Concerns. He is past chairman of the National Accreditation Board for Certifying Bodies (NABCB), and has in the past chaired the TQM Technical Committee of CII for seven years. Ram has been keynote speaker and has authored numerous international papers in the field of quality.

INTEGRATED INNOVATIVE QUALITY MANAGEMENT SYSTEM – THE NEED OF THE HOUR

by

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Retired Executive Director – Lucas TVS
Chief Mentor – UCAL Fuel systems



1. INTRODUCTION

The World is changing at a speed not known / seen for centuries. Every sector is touched by the wave of change. The Market place, Customer expectations, Values and Tolerance levels, Product Configuration, Functions, Technology, Business Rules and Regulations, Governments, Global Policies, People's Value Systems, Labour practices, Loyalty factors – you name it, none of them are stable and changing at a rapid speed. Organisations who do not make changes or participate in these change processes, are exiting the business, as they cannot meet the business requirements.

Added to the above prevailing scenario, we have one of the centuries Worst Pandemic Covid-19. Its attack on Human Race is unimaginable, the whole World is groping in the dark, experimenting preventive disciplines, accelerating Research work on preventive Vaccines, Lock-downs etc. This situation has brought really grinding halt to The Wheel of Production World wide. The Fig. 1 below gives the degree of impact on various Business sectors.

On the Technology side, we see a gallery of Disruptive Technology sweeping the World like : Mobile Internet, Automated knowledge work, Internet of things (Industry 4.0), Cloud Computing, Advanced Robotics, Autonomous and Non-Autonomous vehicles, Next generation Genomics, Energy Storage (size & capacity), Advanced Materials and Composites, 3D Printing, Renewable Energy, Life Cycle Management.

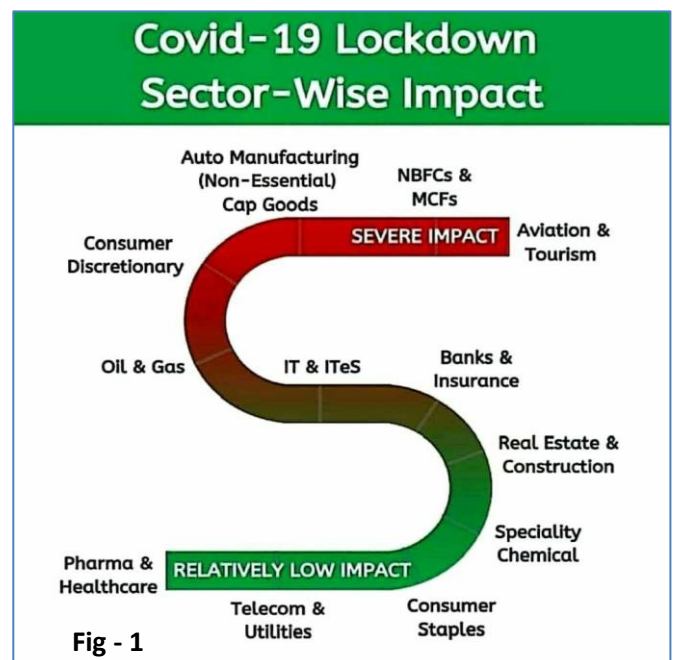
These advances in technology and changing environment are forcing countries now to look inward without diluting Export and Global opportunities. It is expected most nations will try to become **Self Reliant** to a large extent and depend on global supplies, driven by technology and not by cost which was hither to. Customers will be expecting products to be supplied at half the lead time compared to earlier, multi-functional, with significant reduction in costs and meeting National and International standards.

2. THE CHALLENGES AHEAD

Organisations will be facing more and more challenges as we go forward.

PRODUCTS :

Zero Discomfort to Customers (ZDC), Batch sizes almost one that is “No Mass” production, High Variety, Multi Functions, High Reliability (i.e) Fit and Forget, Service “on call” and no waiting.



PRICE :

Highly competitive and year on year price reduction

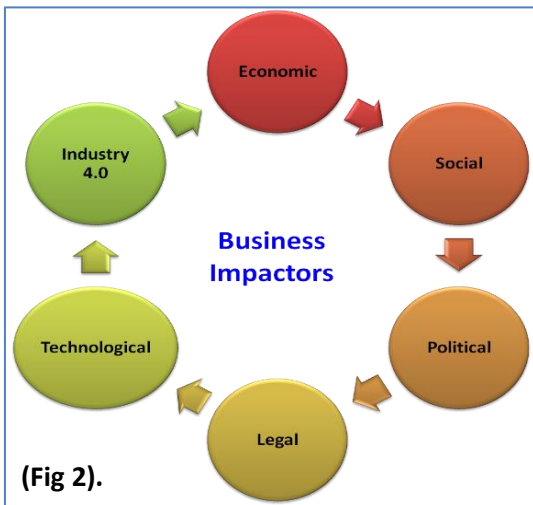
TECHNOLOGY :

State of the art, environmentally friendly Products, Constant innovation, Use of more Electronics Systems

MANUFACTURING :

High precision manufacturing, New composite materials, Near net shape manufacturing, ICT enabled

The whole gamut is changing (**Fig 2 & 3**) and we will be seeing New Market place, New Customers, New Diversified and Complex Products from existing range (More of Health Care Products), New Regulations / Rules, New Relationships, New Contractual obligations, New Value systems of People.



What is our expectation from Manufacturing today?

(Fig 3).

3.0 THE WAY FORWARD

3.1 SAFE LEADERSHIP TO REAL LEADERSHIP

Every organisation have leaders at different levels on the hierarchy. We come across **Real Leaders** who bring effectiveness for the organisation and **Safe Leaders** who follow the Rules book and play safe and trying to be efficient but missing "The Right Direction".

- The Leadership job is to establish a clear Vision / Strategy / Plan and Communication and Guide Employees / Team. Every organisation in our country will start working to become a "**GLOCAL**" (i.e) a combination of "Global & Local".

They need :

- To develop capabilities to become "Self Reliant" to the extent technically feasible and also manufacture products to meet Global Market, Meeting Global Standards in Quality, Price, Delivery and Innovative products.
- Need to be Innovative and ahead of competition in developing products and be present in the market place earlier than their competitors.
- The mind-set change that is needed at Top Management levels:
 - **Customer first approach**
 - The organisation must be equipped with right balance in **Technology / Methodology / Competent / Skilled / Committed Human Resource** to serve customers with "**Zero Discomfort**".

3.2 EXCELLENCE

Every progressive organisation in the World has started looking at a **Total Approach to Excellence** and not a piecemeal approach. These organisations are driving **“People Excellence, Process Excellence, Operational Excellence and Business Excellence (Fig 4 & 5).**



Fig - 4

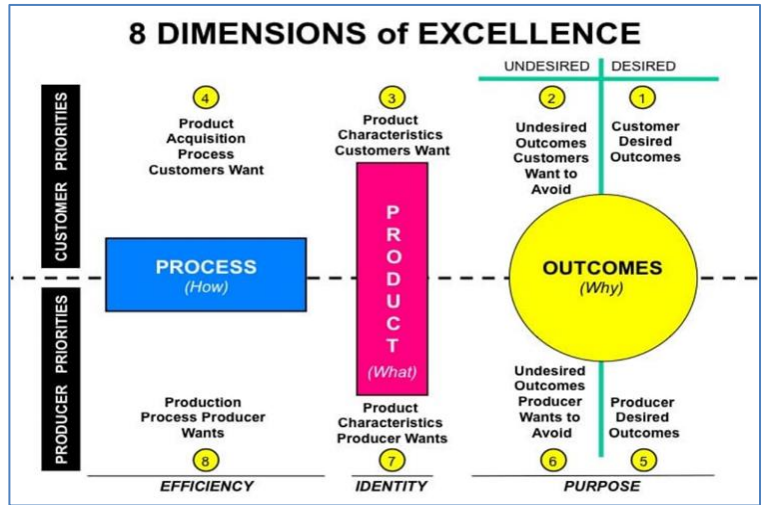


Fig - 5

We see transformation of organisation and have started operating in the domain “Collaborative work and team work”. They also approach these goals by following and adapting some of the world class practices Toyota Production System, TPM, TOC, TQM, Six Sigma, Digital (Industry 4.0 / 1.0T) Lean Digital” but what is important to ensure Zero Discomfort to Customers of the organisation (i.e) Consumers, Customers, Employees, Stakeholders, Society, Government. They need to look at Quality as Big “Q” and Work towards Integrated Quality Management Systems.

3.3 INTEGRATED QUALITY MANAGEMENT SYSTEMS.

An Integrated Quality Management System integrates all of an organisation’s systems and processes into one complete frame work, enabling an organisation to work as a single unit with unified objectives (Fig 6)

Organisations often focus on Management Systems individually often in silos and sometimes even in conflict. Practising IMQS or IMS helps organisations to ensure their Systems and Processes are in line with their objectives and help them maintain their Business Model through ever Changing Business Environment. The very first step of Management Leadership is to “Build A Quality Culture” in the organisation. Quality Culture starts with Leadership that understands and believes the implication of systems views and knows the necessity of serving customers in order to survive and succeed.

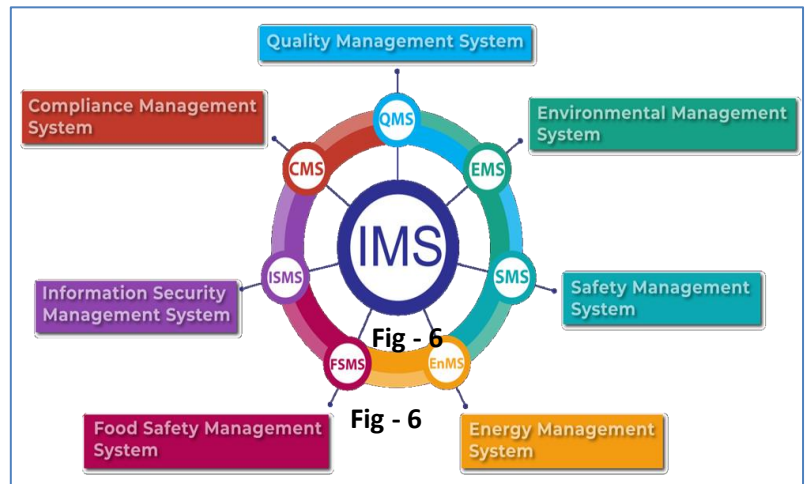


Fig - 6

3.4 BUILDING A QUALITY CULTURE

The result of that understanding is the culture, where positive internal environment and the creation of delighted customers go together(Fig 7 & 8). The culture emphasises continuous improvements of processes and one results in Healthy Work place, Satisfied Customers and a Growing Profitable Company.



Fig - 7



Fig - 8

3.5 QUALITY CHAINS

Throughout and beyond all organisations, whether they be manufacturing concerns, banks, retail stores, universities, hospitals, hotels there is a series of quality chains of customers and suppliers(Fig 9). If the chain is broken at any one point by one person or one piece of equipment not meeting the requirements of the customer, internal or external, it will lead to "Big Discomfort to Customer" and sometimes result in customers going away from the organisation.

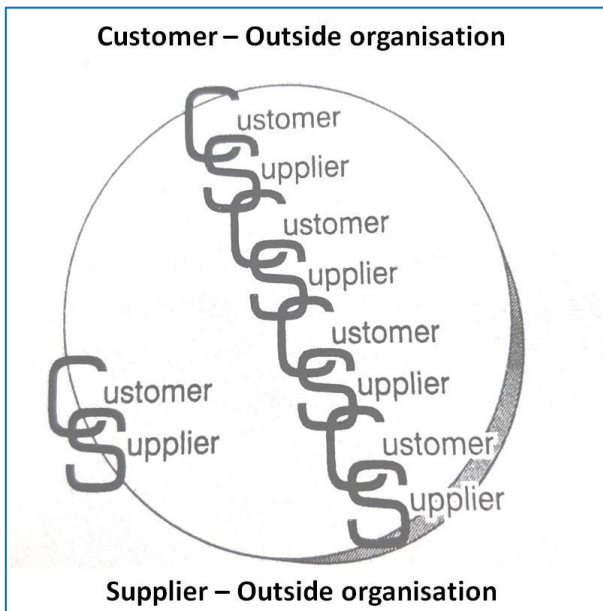


Fig - 9

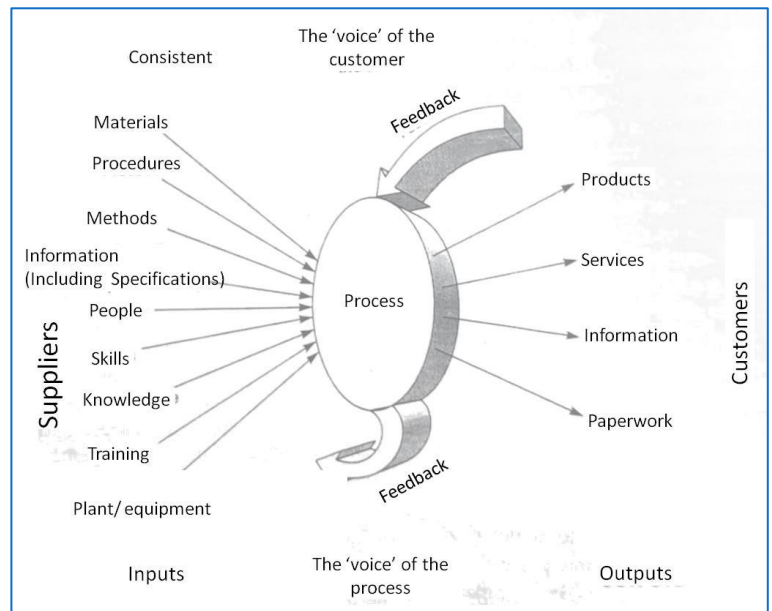


Fig - 10

Quality chain can be traced right through the business or service processes. A process is the transformation of a set of inputs into outputs that satisfy customer needs and expectations in the form of products, information or services(Fig10). Everything we do is a process. The output form the process is that which is transferred to somewhere to someone- the customer.

3.6 QUALITY IS BUILT ACROSS THE SUPPLY CHAIN - QMS

In every organisation quality is engineered and built across the supply chain (Fig 11)

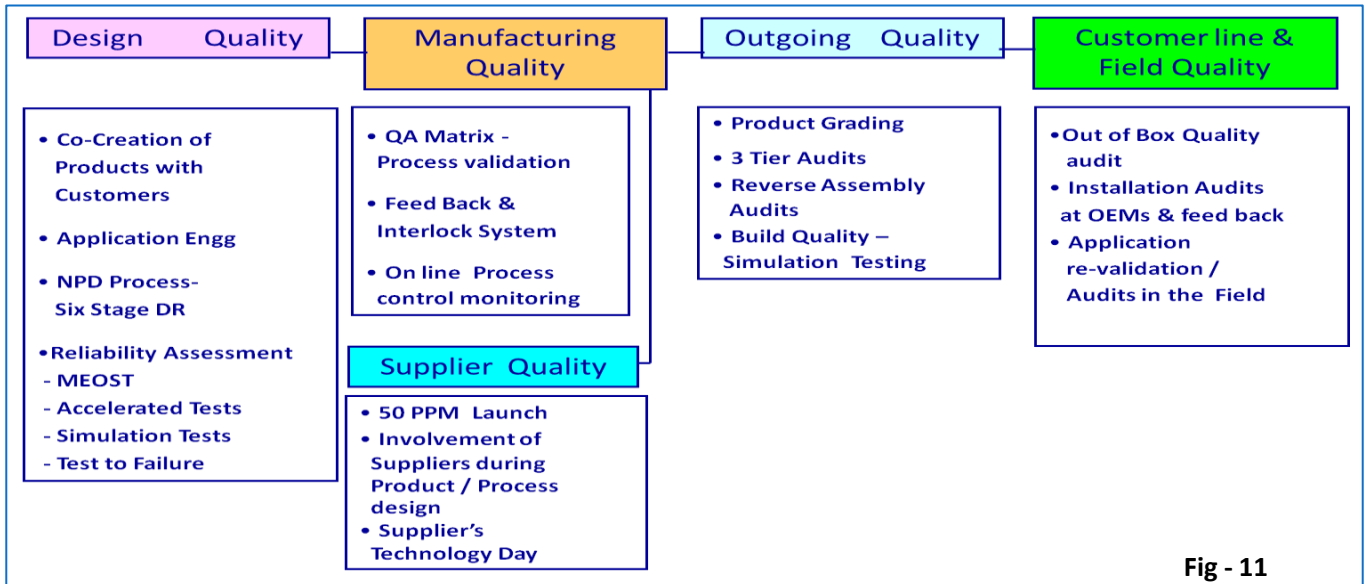


Fig - 11

3.6.1 DESIGN QUALITY

Key Process - New Product Development (NPD)

- Advanced Product Quality Planning
- CFT Approach
- QFD
- Design FMEA
- Process FMEA
- Design standards
- Process Standards
- Design Reviews - Prod. Concept – Mass
- Production (O, I, II, III, IV,V)
- Product Error proofing
- Process Error proofing
- Reliability Studies
- Application Study
- Design Verification & Validation Tests
- Multi Environmental Accelerated Tests
- Launch Team

New Product Development Process (Fig 12)

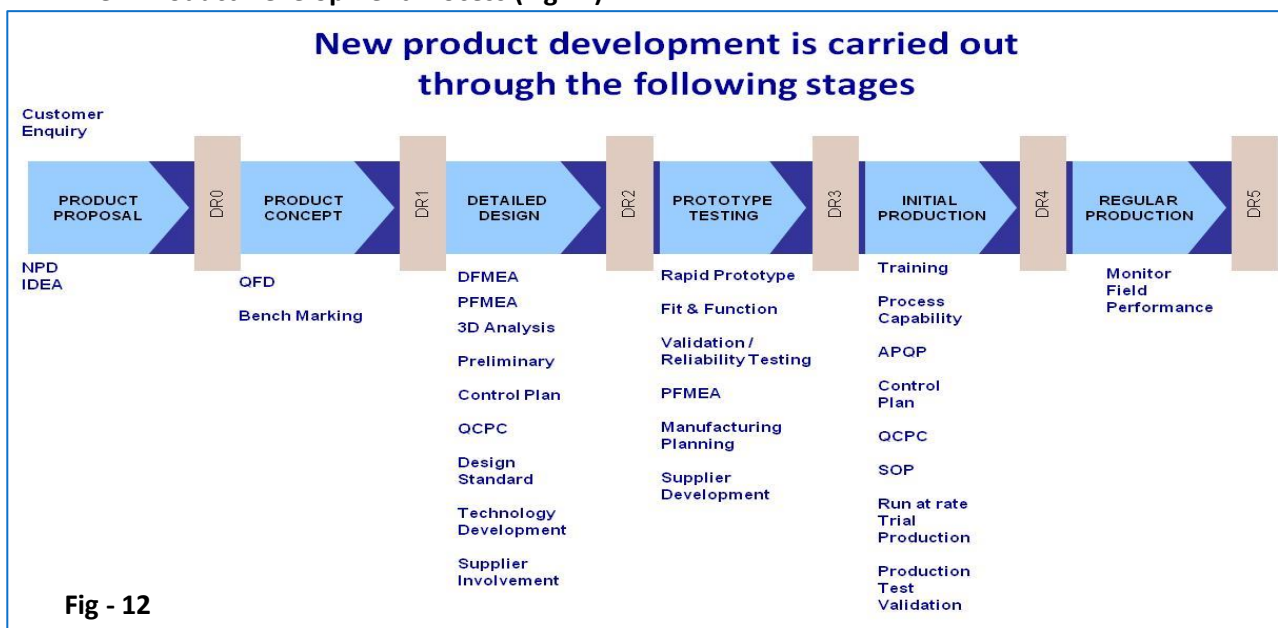


Fig - 12

3.6.2 Supplier Quality

Key Process - Supplier Evaluation, Supplier Part Approval Process (Supplier PPAP)

Major QA Activities

- Agreement of Inspection (AOI)
- Process Flow diagram (PFD)
- Supplier Control plans (CPs)
- Supplier Process FMEA
- Supplier Parts Process Capability
- Initial sample approval
- Parts Submission Warrant (PSW) approval
- Approval for Bulk Supplies
- (Unlock the Computer System for bulk Supplies)
- Feed back to Supplier on PPAP
- Continuous improvement plan

3.6.3 Manufacturing Quality

Key Process - Product Approval Process (PAP).

Major QA Activities

- Compliance to Customer specific System requirements
- Process validation / Component approval
- Initial Process capability
- Performance Tests
- Measurement
- Process Certification
- Capability (R & R)

3.6.4 Assembly Quality

Key Process - Assembly Processes control

Major QA Activities

- Poka- yoke audits
- Reverse Assembly Audits
- Product Audits
- Dock Audits (Packaging & Labelling)
- Product Endurance Testing
- Product grading
- Layout Inspection
- Layered process Audit
- Problem Solving
- Test Equipment calibration
- Quality Monitoring Chart/ 'P' Chart

3.7 Building competency and skills for people :

It is important that organisation functions as a “Knowledge Driven” company. All engineers and technical people must be equipped to possess knowledge in the following areas through continuous training and hands on project exposures and job rotation.

APQP	DFM/DFA	VA/VE
QFD	BENCHMARKING	Statistical Tolerance
CAD/ CAM	FMEA	Reliability Engineering
DOE	PROE	Tool/ Gauge Design
Product Design	process Design	Advance materials
Design Thinking	Basic materials	

Quality/ Shop floor team

SPC	DOE	SHAININ
PAP	DOE – TAGUCHI	6 Sigma
ISO	8D	SOP
MSA	QC Story	A3 Reporting
Process Audit	Problem Solving – 7QC & 7	
FMEA	New QC Tools	
TPM- Quality Management	Why/ Why Analysis	

3.8 Tools & Techniques to Move Up the Quality ladder

I have indicated 4 levels here on quality journey (Fig 13 & 14)

- L1** - Very basic, Without which company cannot exist
- L2** - Company can claim that they are customer focused and striving to satisfy
- L3** - Company started leading among their competitors and customers prefer to deal with the company
- L4** - Company sets standards other follow

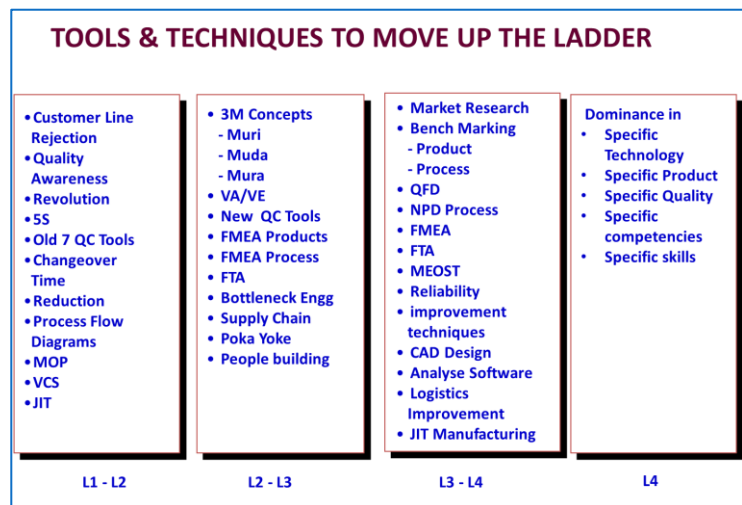
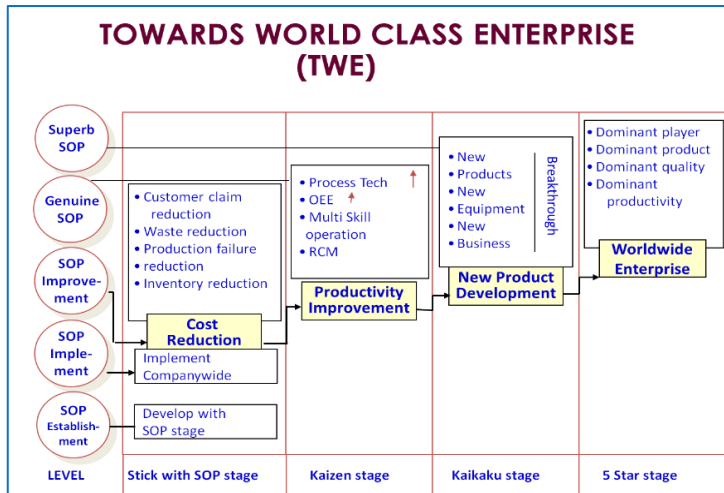


Fig - 13



(Fig 14).

4.0 ROLE OF TOP MANAGEMENT

Top management in every organisation have to lead by example and show their commitment. Some of the key things, they must do are:

Drive in the following :

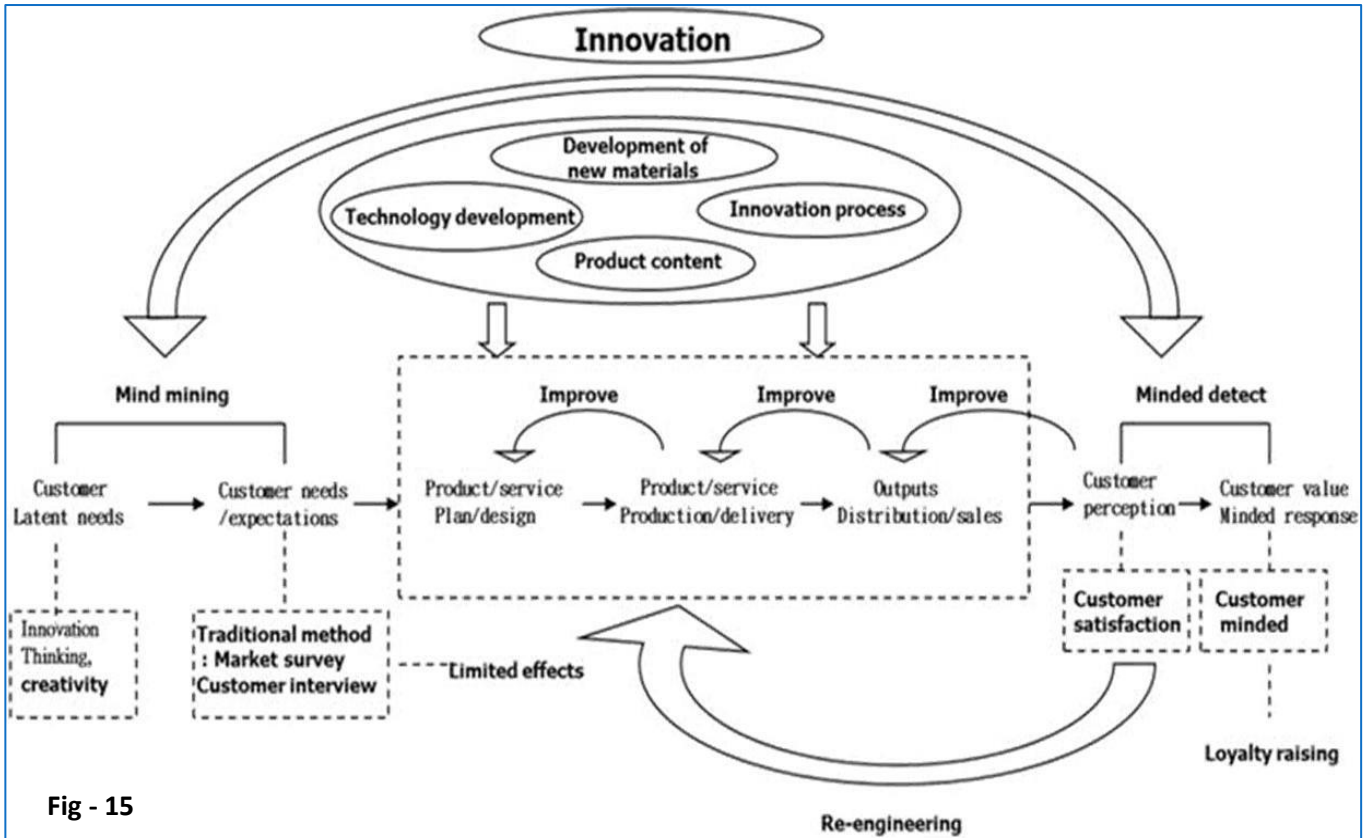
- Create a sense of urgency
- Change the focus
- Develop leaders
- Communicate openly and often
- Focus on your customers
- Encourage and sustain innovation
- Out of box thinking
- Align through policy deployment
- Allocate resources to ensure success
- Measure progress
- Extend the transformation across value chain
- Promote continuous improvement
- Maintain discipline and focus

Drive out :

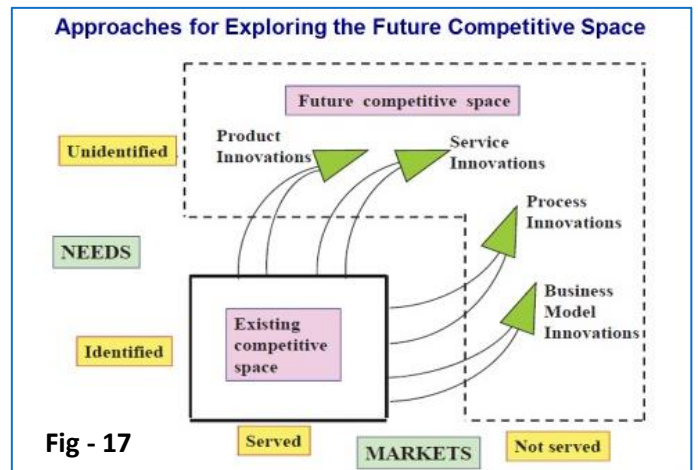
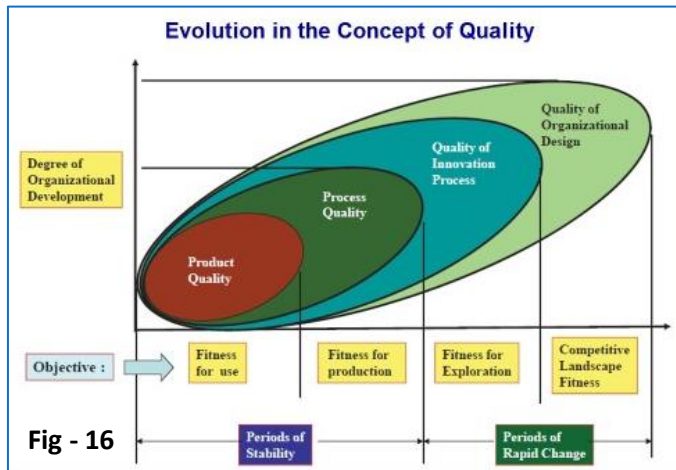
- Frequent change of leadership
- Negative minded leaders
- Inside out thinking
- Short term focus
- Firefighting Heros
- Lack of accountability
- Lack of discipline
- Lack of learning
- Lack of trust

5.0 CONCLUSION

High Quality leading to **Zero Discomfort to Customers** cannot be achieved just by applying some tools and techniques. This is possible only "Building a Quality culture" and supported by world class integrated systems, practiced by highly competent and committed people. Especially in a turbulent environment which is prevailing now, organisation need to be agile and need to make their respective organisations "Innovation Driven Organisation" (i.e) Application innovation, Product innovation, Process innovation, Marketing Innovation, Business Model Innovation. To succeed they need to put an innovation system – Ref Fig 15.



This is highly important because quality itself is redefined in the current environment and companies must learn to operate in unknown territories and succeed (Fig 16 & 17).



Senior management need to make the organisation :

- R - Responsive to key customer needs
- R - Reliability to deliver quality solutions all the time and on time
- R - Rhythm to match customer needs/ demands
- R - Responsibility to all stake holders to use resources wisely
- R - Relevance to adapt changing customer needs through innovation
- R - Raise the bar continuously

No doubt organisations have to shift from “Misalignments” which lead to poor performance, to “Alignment” which sustains and grow the company, Ref Fig 18 & 19.



Fig - 18

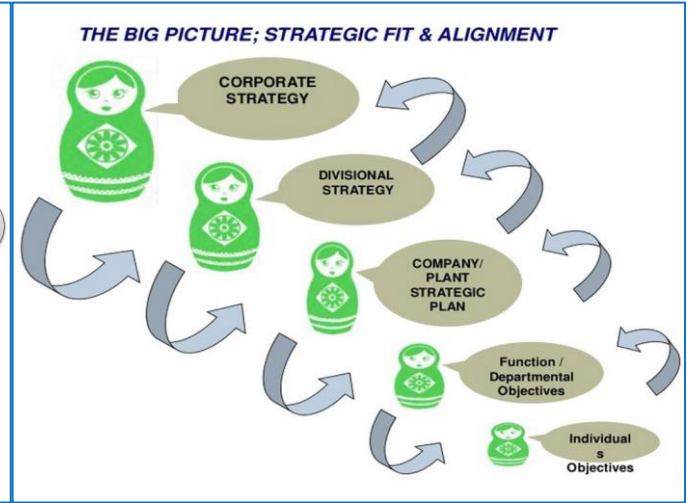


Fig - 19

It is suggested those who are occupying leadership role in the organisation to move from “Screen to Scene”. Instead of touching key boards, mouse, mobile all the time please start touching & feeling People, Product, Processes and customer and imbibe a culture of **Changing the Way We Do Thing**.

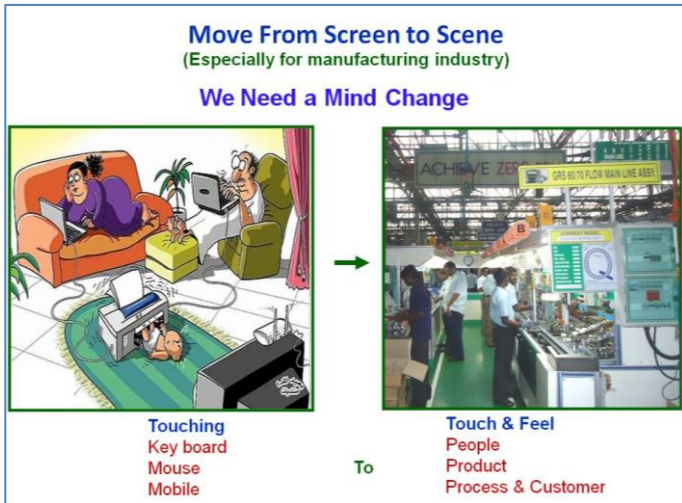


Fig - 20



Fig - 21

IF ALL OF US UNDERSTAND THE CURRENT TURBULENT ENVIRONMENT, DYNAMIC MARKET PLACE, OPPORTUNITIES AND CHALLENGES AND DEVELOP APPROPRIATE STRATEGIES, WELL RUN BY COMPETENT AND SKILLED HUMAN RESOURCES, COMMITTED AND PASSIONATELY ENGAGED BY ADAPTING WORLD CLASS PRACTICES, MAKING THE ORGANISATION GROW CONTINUOUSLY SUPPORTED BY HIGHLY SATISFIED CUSTOMERS THEN THE WORLD IS OUR MARKET PLACE

Dr. N. Ravichandran

About the Author :

Dr. N Ravichandran, former Executive Director of Lucas TVS Ltd, Chennai, was born on November 27, 1947. He graduated in Mechanical Engineering from the College of Engineering, Guindy, University of Madras. Further, he obtained his post graduate diploma in “Statistical Quality Control and operation Research” from Indian Statistical Institute and Master of Business Administration from University of Madras. He was awarded PhD degree from Anna University. He completed professional training in Manufacturing Management from M.I.T., Boston, USA and also in Japan and Korea. Dr Ravichandran has more than 50 years experience in various spheres of Manufacturing Management in Lucas TVS Ltd.

Dr. Ravichandran was conferred many prestigious awards namely, Distinguished Leadership Award from ABK- AOTS Doshai (2012), Man of Excellence Award from Vinayaka Missions University (2012), ‘ACADEMICIAN’ Award from the International Academy for Quality (IAQ) , USA (2010), “Ashoka Award” for Quality from the Indian Society for Quality(2007), “NIQR – Bajaj Auto Award” for Outstanding Quality Man for the year 2006, “Life Time Achievement Award” from Frost & Sullivan (2006), “Outstanding Contribution Award” for the growth of QC Movement in Manufacturing Sector from QCFI, Chennai chapter(2005), “Distinguished Leadership Award” in Quality & productivity from ABK – AOTS , Doshai , Chennai (2004). “Udyog Rattan Award” from Institute of Economic Studies, New Delhi (2002), “All India Management Award” in the National Competition for Young Managers (1981) and “Kirloskar Award” of Indian Association of Quality & Reliability (1980) etc.

Dr. Ravichandran is a Fellow of Indian National Academy of Engineering, Institution of Engineers (India), Quality Council of India (QCI). Indian Institution of Production Engineers and National Institution for Quality & Reliability.

Inspiring leader Dr Ravichandran has been the primary driving force behind the many awards received by his company LUCAS TVS . These include the prestigious Deming Prize in 2004, the Front & Sullivan Manufacturing Excellence Award in 2005 and the JIT Grand Prix from JIT Management Laboratory Japan in 2006 – 2007, and coveted Deming Grand Prize (“ Japan Quality Medal “) in 2012 , joining a group of top 30 companies in the world , recognized for Quality Practices.

Eminent engineer DR N Ravichandran continues the professional work by advising and mentoring many companies in India and outside , in the areas of Lean , TQM , Management Leadership & total Employee Involvement. He is also in the academic council of many Engineering colleges & Institutions and also guiding research scholars.

Business and Quality in the Post-COVID-19 World

COVID-19 has proved to be a black swan event that no one ever saw coming. Organizations that were not comfortable, or even sceptical, about work from home model were left with no choice but to use it, or were rather forced to leverage it, wherever possible and to the extent possible.

What does this portend for the world of business? And for the field of quality?

For businesses and employees, here are certain things which were always important but came into sharper focus and may have resulted in some fundamental changes to how they will be perceived henceforth.

- Business continuity, no matter what, is an imperative and every business should always be in a state of complete preparedness for the next disruptive event.
- Employee trust and engagement is a sine-qua-non, for trusted and engaged employees work as productively from home, when no one is watching them closely, as they would from office.
- Net speed and reliability as well as data security and privacy are concerns of paramount significance when accessing in-house data centres or cloud-based services through cellular networks or home broadband.
- Working from office is certainly about work but not limited to that and is also about getting the opportunity to socially and emotionally connect with other professionals.
- Maintaining personal health and motivation is extremely important for professionals to stay physically and mentally fit and to maintain high work productivity.

The points mentioned above are related to focus areas which are relevant either at the individual-level or at the organization-level or at both. They have profound impact on the various parameters related to employee and organizational productivity eventually and hence a consequential impact on the field of quality. Since the very beginning, there are two key tenets for making the quality program in an organization successful and make them stick along for as long as one can possibly imagine:

- Deep and passionate commitment to quality management and process improvement activities and initiatives in the entire rank and file.
- Existence of high-trust environment and excellence-driven culture in the organization through the efforts of the entire rank and file especially the top leadership.

It must be noted that the above points relate to the subject of organizational culture. Henry Ford famously said, “quality means doing it right when no one is looking.” Above would only be possible if the right culture, the “culture of quality” is firmly in place in the organization. This is quite true more so when virtually most or all the employees of an organization need to work remotely. An organization with a positive and progressive culture will have a high quality of culture and will be able to very naturally and easily instil the “culture of quality”.

“Culture eats strategy for breakfast” is a famous quote from the legendary management consultant and writer Peter Drucker and is very apt in providing the direction in which things should move. In the days to come, the focus in the field of quality must extend beyond the mechanics (like methods, tools, techniques, etc.) and optics (like posters, slogans, banners) to encompass thoughtful investments and interventions (like creating high-trust environment, promoting excellence-driven culture, empowering authority-accountability matrix, etc.) that truly deepen the “culture of quality” even further. There also needs to be increasingly higher focus on encouraging and inspiring the rank and file including the top leadership to imbibe the philosophies such as zero-defect (ZD) and first time right (FTR) as the underpinning expectations for building the “culture of quality”.



Hemanta Chandra Bhatt
Delhi NCR Chapter

About the Author :

Hemanta Chandra Bhatt is a business excellence and process management professional with over two decades of experience. He is currently working as the Head of Quality with a Hughes Group company. Hemanta is a Master Black Belt and M. Tech. in Quality from the Indian Statistical Institute. Hemanta is also a life member of Indian Society for Quality and Quality Council of India. He is highly passionate about improving business systems and processes. He is also deeply interested in economics, finance and investing.



News:

In Memory of Shri. Bishwambhar Mishra:

It saddens us to announce that Mr. Bishwambhar Mishra passed away on 6th June 2020. Mr. Mishra was **President of Indian Society for Quality** from 2011 to 2014 and a board member of **Asian Network for Quality**. Governing Council, ISQ expresses heartfelt condolences with his family.

He was an organizational transformation and change management catalyst and facilitator. He was a Bachelor of Science in mechanical engineering with post-graduation in Business management from XLRI Jamshedpur, having 46 years of work experience in Automobile industry at various levels including corporate level. He retired from Mahindra and Mahindra, an Indian Multinational after serving for 17 years in critical roles like Chief Executive of Tractors, Farm mechanisation and Earth moving Equipment business, MD and CEO of erstwhile Punjab Tractors, now Swaraj division of Mahindra and Director of Mahindra Institute of Quality, an organisation devoted to the development and promotion of TQM and capability building.



Bishwambhar Mishra receiving Deming award on behalf for Swaraj Divn of M & M (FES) in 2012

As COO he led the change management project of the Farm Equipment business in Mahindra which not only thwarted the serious challenges posed by world's largest Tractor companies, but enhanced M&M's leadership position and won prestigious recognitions like Deming prize, Japan Quality medal and became world's largest tractor company by volume. As MD and CEO of Punjab Tractor, an ailing business acquired by Mahindra in 2007, he started the transformation initiative and within four years under his leadership the company morphed in to a performance powerhouse, surpassing all expectations of the stakeholders. Punjab tractor transformation was developed as a case study by IIMC and Business Today featured it a near perfect case of acquisition.

Tribute - In Memoriam to Bishwambhar Mishra

Mr. Bishwambhar Mishra fondly known as Bish former President of Indian Society for Quality (ISQ) passed away on Saturday June 6, 2020 while taking morning walk in Mohali near Chandigarh where he settled down after retirement.



I have known Bish since 1997 when he was working with the Tractor business of Mahindra & Mahindra with whom we had consulting assignment. I had the opportunity to work with Bish closely when he was the President of ISQ from 2011 to 2014.

Bish was always smiling and cheerful even under difficult circumstances. He was full of life and considerate to people. He was passionate about quality and made exceptional contribution wherever he worked. These attributes helped him to turn around Swaraj Tractors as its CEO. His colleagues and subordinates respected him for his caring but demanding ways.

Even though I have lost a friend I feel he left this world the way he lived - in harness and not in sickness. Even though it is inevitable he left behind his legacy of honest, hard and diligent work with humility and sense of service. We pray for his soul to rest in peace and for his family and dear ones the fortitude to bear the loss with equanimity.

Janak Mehta, President Indian Society for Quality



News:

Tribute

It has been my privilege to know Mr Bishwambhar Mishra for some 30 years, and more particularly in the last ten years. Despite being busy in responsible positions in the Mahindra Group, he agreed in 2011 to succeed me as President of Indian Society for Quality. He performed this role for three years. In parallel, as the head of the Swaraj Division of M&M, he had his hands full turning around a hard-pressed company with a long history. Mishra-ji was always a man of action. Yet his fundamentals were strong – he had learnt his management ways well from his Japanese mentors in DCM Toyota in the Nineties.



Bishwambhar Mishra's address in
10th ISQ Annual Conference
as President ISQ

Combining soundness of thinking with the ability to act decisively, with incredible speed he transformed Swaraj to a world-class unit, winning the Deming Prize in 2012. What he did in Swaraj was miraculous.

After his retirement, Mishra-ji was appointed Director of the young Mahindra Institute of Quality (MIQ). Here his leadership qualities were much to the fore – increasing the activities of the institute, broad-basing the assessor base, and including more companies in the TMW assessments. As a warm hearted person, he led his talented team, who performed, and were happy at the same time. Subsequent to his stepping down from this position, Mishra-ji continued to assess companies for TMW, and it was a real pleasure for me to join him in one such assessment.

Mishra-ji cared little for sophistication, his way was robust, direct, warm and genial. It is hard to believe that Mishra-ji is no more with us. He had much more to offer the world, but has been snatched away from us. We will remember him and his contributions fondly.

N. Ramanathan, Sr. Counsellor, Advisor – TQM

I was deeply saddened to learn from Samir Khachane of Mahindra & Mahindra that Bish Mishra passed away due to a heart attack. He was a profound man who taught me many things during my work with him on three TMW cycles. He also was an excellent guest at one of our GQFW sessions. He and I became friends and I'll miss him greatly.

Charles Liedtke

You empowered us with the power of knowledge. You enriched us with extraordinary tutelage.

You taught us the fine art of being firm with care. You simplified our growth through Sow, Nurture, Harvest metaphor. You helped us move ahead with unending motivation.

As a leader and a human being.....

You were and remain a true inspiration While we bid you final adieu with tears, you continue to live forever in our hearts.

Rajinder Singh, Mahindra Institute of Quality

Very sorry to hear the sad demise of Mr. B. Mishra. I had long association with Mr. Mishra, working with him when he was part of Mahindra FES, Mahindra Swaraj and more closely during his tenure at MIQ and as President of ISQ. Mr. Mishra was a thorough gentleman and a great leader, quick turnaround of Mahindra Swaraj and taking 'The Mahindra Way' to the next higher level, being just two of the many examples of his leadership.

Although we will miss his presence, but his thought process & learnings from him will always be with us.

I pray that his soul rests in peace !!"

Anil Sachdev, Hon. Secretary, Indian Society for Quality



News:

Change in Governing Council:

Mr. Kiran Deshmukh expressed his desire to step down as President of ISQ because of professional pre-occupations. Mr. Janak Mehta, founder President of ISQ has consented to be the interim President as per request of Governing Council from 1st April 2020. Mr. Kiran Deshmukh will continue to be the member of Governing Council.

Consequent to relinquishing the chair of President, Mr. Kiran Deshmukh sought to be relieved as board member of ANQ. Mr. N. Ramanathan, former President, ISQ has consented to represent ISQ in ANQ board. Mr. Anil Sachdev Hon. Secretary will be the second member from ISQ in ANQ board and will replace Mr. J. Ravikant based on his request to be relieved from ANQ board.



Janak Mehta & Kiran Deshmukh



N. Ramanathan

Continued pandemic of Covid 19 has ensured uncertainties world over with concerns on socio-economic developments. Like all the organisations ISQ is observing the situation to plan events needing face to face interactions.

It was also an opportunity to explore new avenues of communication to keep the quality fraternity together and pursue ISQ's objectives. Amidst adversities, ISQ could make reasonable progress in reaching out to the professionals.

Formation of NCR Chapter:

NCR Chapter was launched on 29th April 2020 through web meeting, the third chapter after the launch of Bengaluru and Pune Chapter in 2019. Three prominent life members of ISQ Mr. Uday Mahajan, Mr. Hemanta Bhatt and Mr. Amit J. Sharma led from the front and got the regional member together to form the chapter.

The inaugural meeting was attended by 20 enthusiastic members including a student member from IIT Delhi. Members present participated in the constructive debate on the road map for the chapter with valuable suggestions on how NCR Chapter can contribute to the Quality Management, help professionals and academia and support ISQ's objectives.

Mr. Uday Mahajan, Mr. Hemanta Bhatt and Mr. Amit J. Sharma were selected as President, Vice President and Hon. Secretary of the chapter. NCR Chapter members Deepak Bansal, Deepak Kulshrestha, Kishore Das, Amit Sharma and Anil Sachdev, Hon. Secretary contributed by conducting eLearning programs for the benefit of quality fraternity.

eLearning Programs

In order to keep the Quality fraternity together and motivated, ISQ initiated eLearning Programs for the professionals. Experts and well known trainers who are ISQ members came forward to conduct the programs on pro-bono basis. The first 2 programs were conducted open to all professionals. Subsequent programs were made free for members with the option for others to enrol as members and then register. Eleven programs are conducted so far details of which are mentioned below. The positive feedbacks being received from the participants has been motivating to organise more and more programs to the benefit of members.

On 19 05 2020, Pune Chapter organised a Guest talk by Mr. Shrikant Sarda, MD, Accenture Technology, Pune on value realisation through software quality for Pune chapter members and senior members of ISQ as a part of quarterly knowledge sharing session. The guest address was received very well by the participants.



Sl No	Date	eLearning Program Details	Faculty
1	13 04 2020	Daily Management and Breakthrough Management	Mr. Mahesh Hegde
2 & 3	21,23 04 2020	Importance and Use of Problem-Solving tools	Mrs. Sarika V. Joshi
4	30 04 2020	Management systems in TQM	Mr. Kishore Kr. Das
5	02 05 2020	Operational excellence awareness	Mr. Kishore Kr. Das
6	04 05 2020	7 New QC Tools	Mr. Deepak Bansal
7	07 05 2020	Annual Planning – TQM Way	Mr. C Y Ajgaonkar
8	15 05 2020	Do it First Time Right with world class FMEA	Mr. Mahesh Hegde
9	19 05 2020	Guest talk- Value Realisation through Software Quality- Pune Chapter (for invited participants only)	Mr. Shrikant Sarda
10	20 05 2020	TQM Journey of a Deming Award Winning Company	Mr. C Y Ajgaonkar
11	26 05 2020	Lean Concepts	Mr. Deepak Kulshrestha
12	04 06 2020	Quality & Digital Transformation	Mr. Amit J. Sharma
13	06 06 2020	VSME Program and VSME journey of ANAND Group from Pune Chapter (for invited participants only)	Mr. Himadri Shekhar Mukherjee
14	13 06 2020	TQM and Deming Prize	Mr. Anil Sachdev
15	27 06 2020	Basics of Technical Statistics	Mr. Chandra Mouli,
16	28 06 2020	TQM Basics for student community	Mr. Uday Mahajan Mr. Amit J. Sharma

Chapters and its activities

Bengaluru Chapter:

As a part of promotion of TQM in grassroot, the chapter members are in discussion with an University to introduce subjects of Total Quality Management and introduction to Six Sigma in the engineering curriculum with intension of creating industry ready students with a passion towards quality.

Another event to bring industry and academia closer, i. e the Symposium planned in October 2020, is unfortunately is being cancelled because of Covid 19 pandemic. It will be scheduled in 2021.

Mr. Chandra Mouli, Vice President , Bengaluru Chapter and Mr. Hemanth Kumar, SEG Automotive chipped by conducting one program each for the eLearning initiative of ISQ.

Pune Chapter:

Pune chapter pioneered the eLearning program by its President Mr. Mahesh Hegde and its Governing Council Member Mrs. Sarika V. Joshi, Mr. C. Y. Ajgaonkar who came forward to conduct the first three sessions of program. The initiative set the tone for the future eLearning programs with 50+ new participants enrolling as members of ISQ and got benefitted on the programs along with others.

The chapter led by its Chairman Mr. Sunil Kaul, is planning a program to reach out to micro and small scale industries and the institutions and support them to take them in the path of quality management. Mr. Himadri Mukherjee, Anand Group and Mr. Valmik of Magna Automotive India Pvt Ltd are going to lead the initiative in creation of curriculum, identifying the target group of Micro and Small Enterprises who will be supported by the members of the chapter.

Mr. Raghavendra Deolankar, ZF India Pvt Ltd will be leading the academia connect from Pune Chapter.

TQM Basics for Student Community – an eLearning program from NCR Chapter

In line with Indian Society for Quality's vision of spreading quality awareness, the NCR Chapter made a successful attempt of spreading quality thoughts within the student community by conducting its first-ever webinar on Total Quality Management and Continuous Improvement for 130+ students from IITs, IIMs, NITs, NITIE and other great institutions of the country.

The session was full of enriching content delivered by highly experienced speakers including Mr. Uday Mahajan, (President-NCR Chapter) VP and National Head Process Excellence and TQM, Indus Towers and Mr. Amit J Sharma, (Honorary Secretary-NCR Chapter) Chief Mentor and Senior Vice President, Quality and Operations, Purple West Institute of Quality.

The Webinar was hosted by Mr. Hemanta Bhatt, (Vice President-NCR Chapter) Quality Head and MR, Hughes Systique Corporation along with Mr. Aakash Sachdeva (Convener-Educational Institutions, NCR Chapter), M.Tech Industrial Engineering student, IIT Delhi. All the attendees also received an unexpected amazing opportunity to interact with none other than Mr. N Ramanathan- Founding Chairman of ISQ. His presence and his words took the session to a whole new level.

The session started with a brief ISQ introduction and its objectives by Mr. Prabhakar Shettigar (Executive Director-ISQ) and an interactive quality Q&A session to understand the awareness level of students. Mr. Prabhakar well managed the back system and logistics of the whole activity. Q&A session was followed by Dr. Janak Mehta's (Chairman-International Relation Committee) video on Quality awareness in India which motivated the students even more.

After the main topic discussion phase, 30 minutes of one to one Q&A sessions also took place where students got the opportunity to directly interact with the speakers and Mr. N Ramanathan. After the final Q&A session, the webinar was closed by Mr. Hemanta, summarizing effectively all the learnings.

Complete webinar flow kept the students engaged in interesting interactions, doubt clearing sessions, and most importantly effective learning. The NCR Chapter plans to take more such initiatives for the student community to realize its dream of having a strong quality base at the grass-root level i.e. the academic level.

Members Corner:

A paper co-authored by an ISQ Life Member, Hemanta Chandra Bhatt, has been published by Springer, Singapore in the internationally recognized Asset Analytics book series in a volume titled "Strategic System Assurance and Business Analytics". Hemanta Chandra Bhatt is a business excellence and process management professional with over two decades of experience. He is currently working as the Head of Quality with a Hughes Group company. Springer is the world's most comprehensive online collection of scientific, technological, and medical journals, books and reference works. This paper titled "Improving Customer Satisfaction Through Reduction in Post Release Defect Density (PRDD)" presented a case study illustrating how improvement in PRDD eventually resulted in increased customer satisfaction. This paper was earlier presented at the 9th edition of International Conference on Quality, Reliability, Infocom Technology and Business Operations (ICQRIT-2018) organised by Dept. of Operation Research, the University of Delhi. It was subsequently selected for peer review and consideration for inclusion in the conference proceedings by Springer. The abstract and other details of this paper are available at https://link.springer.com/chapter/10.1007/978-981-15-3647-2_29.



Congratulations to Mr. Hemanta !!!



Looking ahead with cautious optimism

ISQ is monitoring the situation as the world does and will let the members know. We hope for early restoration of normalcy to have a face to face connect. We will keep you informed about the following programs.

TOPS Convention:

A contest of team oriented problem solving projects for supervisors. This program will be organised web based. Details are being worked out. ISQ will extend this program to include Bengaluru chapter along with NCR and Pune Chapters.

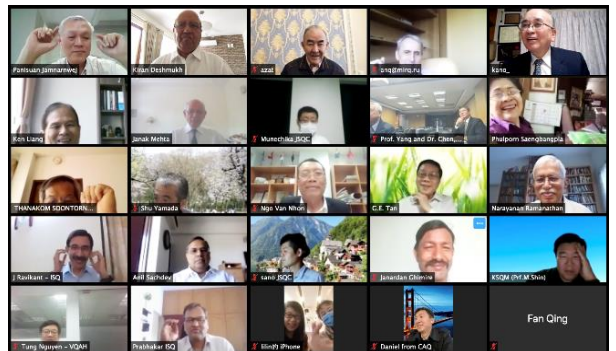
Symposium:

The program of Symposium to promote industry institute interaction and Quality Management has been deferred due to Covid-19 pandemic. Symposium was planned to give an opportunity to present papers on Quality based study/ research and showcase the hard work done in the field of Quality.

International News:

ANQ CEC and Board meetings (8, 9 April 2020)

ISQ hosted the ANQ CEC and 36th Board meeting of Asian Network for Quality through video conference. The meeting was originally planned to be held in Delhi from 8th to 9th April 2020. However the face to face meeting had to be cancelled and ISQ organised the meeting through webinar. It was ANQ's first board meeting organized through video conference and hosted by ISQ.



The full day event of two days was productive and all the board members and member countries of ANQ appreciated the well organised meetings. Eminent personalities like Dr. Narioki Kano and several heads of organisations of Asian Countries attended this web meeting. India was represented by Mr. Janak Mehta, President ISQ, Hon. Board Director of ANQ and CMD- TQMI, Mr. Kiran Deshmukh, former President of ISQ and board member ANQ and CTO, Sona BLW, Mr. N. Ramanathan founder member, past President of ISQ and Senior Advisor, Counsellor of TQM and Deming awards, Mr. Anil Sachdev, Hon Secretary of ISQ and President, TQMI, Mr. J. Ravikant. GC member ISQ and board member of ANQ, Mr. Prabhakar Shettigar, Executive Director ISQ and Mr. Vineet Sharma.

Following are some of the decisions taken during the CEC and board meeting.

Mr. Kiran Deshmukh and Mr. J. Ravikant who were earlier board members on behalf of ISQ expressed the desire to step down because of other engagements. In place of them Mr. N. Ramanathan, and Mr. Anil Sachdev, will be representing ISQ after the 36th board meeting. Mr. Vineet Sharma will be part of ANQ CEC (Certification and Examination Centre) committee on behalf of ISQ.

After the successful board meeting through video conference, members expressed that number of meetings may be increased from 2 to 3 or 4 using the video conference to enable close follow-up of planned actions.

Indian Society for Quality

Call for Papers for the 18th ANQ Congress 2020

Your organisation ISQ is a board member in Asian Network for Quality (ANQ).

Organisers of the ANQ Congress ANQ, Korean Society for Quality Management (KSQM) have decided to conduct the ANQ Congress 2020 through webinar.

Papers are invited from Indian Industries to participate in the event. Last date for submission of the abstract has been set as 15th July 2020.

Visit <https://www.isqnet.org/category/events/international/index.html> or contact info@isqnet.org for further details.

Proposed dates: October, 2020.

Theme : New Quality & New Trust: Measuring and Sharing of QTI (Quality Trust Index).

Through this ANQ provides an opportunity for quality experts, practitioners, and academicians, to share their creative ideas and approaches for preparing the upcoming decade of Industry 4.0. and exposure to international experts and examples.

2020 ANQ Congress important dates as of now.

30 Jun 2020 : Last date to submit abstract

15 Jul 2020 : Notification on abstract acceptance
and start submission of Full Papers.

15 Aug 2020 : Last date for submission of full Paper

24 Aug 2020 : Notification of acceptance of paper

31 Aug 2020 : Early Bird Registration ends



Conference Program : To be announced. For further details visit <http://anq2020.org>

Quality Innovation Award- www.qualityinnovation.org

ISQ is happy to be national partner in international Quality Innovation Award which is premier international innovation competition initiated by the **Finnish Quality Association, Finland** since 2007. The concept of the award is for promoting the number, quality and international visibility of national innovations. All together this helps to increase the competitiveness of each participating country.

QIA identifies innovations of the highest level through our rigorous process of assessment, expert opinions and authoritative jury. QIA's criterial focus is on hallmarks of a true quality innovation: novelty value, usability, learning, customer orientation and effectiveness.



Quality Innovation Award
2020 Award Ceremony - Belgrade, Serbia
04.02.2021

Indian Society for Quality

Why should I participate in this competition?

This competition enables you to:

- benchmark your innovation at the national and international level.
- Receive professional feedback from an independent body

Benefits of participating in this competition include:

- Raising public awareness of your innovation
- Help opening new markets
- Motivate to increase the innovativeness in your organisation
- National and international recognition

A Round Table meeting of national partner countries was held on 29 05 2020 chaired by Mr. Tani Järvinen, Chair of the Round Table, CEO & president, Finnish Quality Association to make key decisions on QIA 2020. Mr. Kiran Deshmukh, previous President and Governing Council member participated in the meeting.

ISQ will initiate the process of calling for the innovative papers from India under the categories mentioned below.

Key dates

- ✓Application period opens – will be decided by soon by ISQ
- ✓Application period ends – will be decided by soon ISQ
- ✓International jury submission period **26.10.-1.11.2020**
- ✓Material delivered to the Jury latest **6.11.2020**
- ✓International jury between **12.-27.11.2020 (2 weeks)**
- ✓Award ceremony **4.2.2021** & Round Table meeting **5.2.2021**

Categories of awards

Category	Description
Potential innovations	For all innovations that are "still on paper" and have not been tested in the market yet
Responsible & renewable innovations (Circular economy innovations)	For innovations that have a clear environmental focus
Health care sector innovations	For innovations in the health care sector
Education sector innovations	For innovations in the education sector
Public sector innovations	For innovations in the public / municipal sector
Business innovations (Micro & startup companies)	For companies with turnover less than 2 million EUR and less than 10 employees
Business innovations (Small and Medium Sized Enterprises)	For companies with turnover less than 50 million EUR and less than 250 employees
Business innovations (Large companies)	For companies with turnover more than 50 million EUR and/or more than 250 employees

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. Those whose membership has ended in March 2020, it is time to renew the same.



Networking
(share & learn)



Volunteer/lead
Activities/events



Concessional fee
for conference, seminars
training, contests



Get Newsletters
Articles, update from experts
Enhance writing skills



Annual Conference

A flagship event of ISQ with Eminent invited speakers,
Best of case studies/ papers



Local chapters

Organise events, Knowledge sharing sessions,
Bench mark factory visits, as member of local chapters



Showcase your talent

through case studies, papers, project presentations at member
concessions in Annual Conference, Symposium,
Contests and Asian Congress



Network with international community

like Asian Network for Quality,
Quality innovation award etc.

Welcome to the new Life Members

Prof. Pinaprolu Kesava Perumallu	Retired Professor, Indian Statistical Institute, Bengaluru	Retired Professor
Mr. Mahaveer Kumar Jain	J K Tyres Industries Ltd	VP- Corp (QA & QMS)
Mr. Uday Mahajan	Indus Towers Ltd	VP- Process Excellence &TQM
Mr. Hitesh Dattaram Raikar	Mahindra & Mahindra Ltd	Manager
Mr. Manish Gupta	SRF Ltd, Bharuch, Gujarat	Manager
Mr. Shrikant Sarda	Accenture Technology, Pune	Managing Director
Mr. Himadri Shekhar Mukherjee	Anand Automotive Pvt Ltd	Vice President Quality
Dr.Suparna Mukhopadhyay	NTPC Ltd Farakka	Dy. General Manager

Welcome to the new members (Apr'20-Mar'21)

Mr. Nilesh Zambare	Bosch Ltd	Manager
Mr. Venkata Narayana T.	Force motors Ltd	Dy. Div. Manager (Quality)
Mr. Jitender Satija	Minda Industries Ltd	Dy, Manager

Indian Society for Quality

Mr. Shriram Dattatray Kulkarni	Force motors Ltd	Dy. Manager Quality
Mr. Sagar Jijabhau Chavan	Crompton Ltd	Associate Quality Manager
Mr. Pravin Kanal	ZF INDIA PVT LIMITED, Chakan, MIDC	Sr. Manager Head Quality
Mr. Mohammad Arif Kamaruddin Bagban	Mindarika Pvt. Ltd	Head Quality
Mr. Atul Jain	Mindarika Pvt. Ltd	Dy. General Manager
Mr. Laxmi Kant Misra	Mindarika Pvt. Ltd	Business Quality Head
Mr. Subhash C Sirsat	Force motors Ltd	Assistant Manager
Mr. Virendra Rameshchandra Atre	Motherson Automotive Technologies and Engineering, Pune	Senior Manager
Mr. Shishupal Agarwal	TATA AUTOCOMP HENDRICKSON SUSPENSIONS PVT. LTD	Asst Manager QA
Mr. Santosh Sahebrao Barabde	Tata Motors Ltd	DGM
Mr. Amit Ashok Gafane	Motherson Automotive Technologies and Engineering	Engineer
Mr. Samir Suresh Devlekar	Specialist Services LLC, DUBAI, UAE	Operations Excellence Engineer
Mr. Sourabh Bhati	Force Motors Ltd Indore	Sr. Engineer
Mrs. Sunanda Ashok Desar	ZF INDIA PVT LIMITED, Chakan, MIDC	Asst. Manager
Mr. Gokul H. Shinde	Samsonite South Asia Pvt. Ltd. Nasik	Asst. Director
Mr. Uttam B. Wagh	Ceat Ltd, Satpur, Nasik	Sr. Manager- Production
Mr. Vinayan E. P	VESTAS WIND SYSTEMS, CHENNAI	LEAD QSE ENGINEER
Mr. Mohan Krishna Chapate	Tata Motors Ltd. Pune	Senior Manager – Supplier Quality
Mr. Rajesh Kumar Makhija	Force Motors Ltd, Indore	General Manager Quality
Mr. Shubham Pandey	Tega Industries,	QA Engineer
Mr. Gajanan Narayan Dhore		
Mr. Kiran Krishnaji Kulkarni	BFW LTD, BANGLORE	General Manager- Opns
Mr. Prashant B. Mahadar	Involute Technologies, IGW, Pune	General Manager
Mr. C.Thomas Mathew	Apollo Tyres Ltd, Chennai	Unit Head
Mr. S. Soundarapandian	Apollo tyres Ltd, Chennai Plant	Head – Human Resources
Mr. Balasubramanyam , G.	Apollo tyres Ltd, Chennai Plant	Head Commercial
Mr. S.A. Ahamed Shareef	Apollo Tyres Ltd, Oragadam, Chennai	Head – QA & Business Excellence
Mr. Pradeep Prabhu	Apollo Tyres Ltd, Chennai	Head Engineering
Mr. Abhilash D Varghese	Apollo Tyres Ltd, Chennai	Head Mfg
Mr. Mushtaq Mohamed Khan	Apollo Tyres Ltd, Oragadam, Chennai	
Mr. Bino John	Apollo Tyres Ltd, Oragadam, Chennai	Head Technology
Mr. Mohd Shahid	Apollo Tyres Ltd, Oragadam, Chennai	HEAD – IE PPC
Mr. S Antony Raja	Apollo Tyres Ltd, Oragadam, Chennai	Head - TBR manufacturing
Mr. Siby Jose	Apollo Tyres Ltd, Oragadam, Chennai 603002	Head – PCR Technology
Mr. Vishwadeepak Khandelwal	Apollo Tyres Ltd, Oragadam, Chennai	DIVISIONAL HEAD -TQM
Mr. Rajesh J R	Apollo Tyres Ltd	Manager Business Excellence
Mr. Earnest Koilraj	Apollo Tyres Ltd	Group Manager - HR
Mr. Ajay Kumar Sharma	Force Motors Ltd, Indore	Sr. General Manager
Mr. Sachindra Pratap Singh	IIT Delhi	Student M.Tech Ind eng
Mr. Poorvank Sharma	IIT Mumbai	Student M.Tech
Mr. Akash Diwakarrao Somkuwar	MICROTEK INTERNATIONAL	Head – BE & QMS
Mr. Arnab Dey	TEK COMPONENTS PVT LTD, PUNE	TEAM LEAD
Mr. Ramagouda Patil	ISEEE, Navi Mumbai	Promoter & Head – Consulting Services
Mr. Abhijit Sunil Shinde	Track Components Ltd Pune	Sr Engineer
Ms. Shubhangi Mahendra Gadekar	JSW STEEL COATED PRODUCTS LIMITED	ASST. MANAGER
Mr. K. Nagesh Prakash	Self employeed	Consultant TQM
Mr. Mr. Rajendra Gopal Mhalgi	Tata Motors Ltd, Car Plant	DGM – Quality
Mr. Prasad Sawant	Mahle Anand Thermal Systems Pvt Ltd, Chakan, Pune	Mananger- Supplier Quality