

Newsletter

Indian Society for Quality

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Dear Readers ,

Greetings from ISQ!

Greetings from ISQ !

We bring you this second issue of our Newsletter for 2023 on a rather sad note.



Ved Parkash

We lost one of our much-celebrated member Mr. B Purushothama, who was awarded "Gyan Bhushan Award" on May 21, 2023 by "Global Scholars Foundation" and felicitated by Karnataka by "Karnatak Vishesh Samman". We requested him to send the details on the award – which he did and included in this issue. ISQ and Textile fraternity will miss his wisdom ! May God grant peace to his soul.

Thankfully , life is normal again and what seemed like recurrence of Covid has waned away. That's great news !

It brings a change in the way we worked for last couple of years. Tech companies are asking staff to return to physical mode rather than virtual. While that is not too pleasing for working mothers , specially, even others find that flexibility and convenience of virtual work was so convenient and comfortable. Physical v/s virtual debate will go on but individual organizations have chosen to spell out their policies , some prefer hybrid – a mix of virtual and physical while other making physical mandatory !

In the manufacturing world too there is subtle impact Covid has brought about and that is the increased use of digitization , automation , AI,ML , VR, AR et al. The term commonly referred for all this is Industry 4.0 .

Many small and medium organizations , though , feel intimidated by the technology and hesitate to venture treading this path. ISQ organized a seminar on the topic in May to create awareness. We also have one article in this issue on how to go about implementing this even in SMEs.

We have very interesting events coming up and our calendar is full like never before , thanks to all members and volunteers who make it possible.

Do share your thoughts on how to make our publication more meaningful and contribute by way of sharing articles. Afterall sharing is caring !

Happy reading !

Regards,
Ved Parkash



Vignettes from Ram

Why Does India Need TQM?

Let us first acknowledge some special features of work life in India.

Gap: Frontline workers speak their own languages while their masters in bureaucracy, education, healthcare and corporations transact work in English. Nowhere outside the sub-continent can we find such a divide permeating everyday life. Talk between managers and workers is often strained. Workers do not feel respected. Trust is low. Adversarial relations with unions abound. Reinforcing the divide, in many organizations, the HR role does not include workers, who are managed through an IR function. Professionals in companies can change jobs and earn high and rising salaries. Frontline wage-increases lag in comparison. The ratio of the top salary to minimum wage commonly exceeds 100. Very few countries have this level of inequality.

Insular: That we Indians are deficient in team-working is widely acknowledged. Between teams, silos are commonplace. The higher up in an organization, the lesser the mutual cooperation. You can notice greater reciprocal support in the bottom tiers.

Data-less: Though we produce many engineers and business school graduates, few can work with facts and data. Opinions rule the roost. Some even disdain data, holding it to be variably interpretable, and thus unusable. A top brain researcher in a pharma company once told me she found the lack of respect for data (and hence the ease with which it is fudged) to be a block in working with her co-researchers.

American Way: Indian corporations and their regulators seem to have adopted American systems. It is considered quite honourable to work mainly for the benefit of stockholders and analysts, rather than for customers and employees. Business schools teach American-style management and their students yearn for high-flying financial careers with big bonuses.

What I have done is to list just a few shortcomings that we exhibit, as a nation. These stop us from realizing the greatness that could be ours, given our high level of intelligence.

The one technology – comprising integrated principles, mechanisms, methods and techniques – which can aid in overcoming these failings is TQM.

Bottom-up: To start with, TQM releases strong bottom-up processes – meaning that we consult with people and listen to them. We give them the space to express themselves by improving their workplaces autonomously. We promote the mechanisms of individual kaizens as well as QC circles that aid mutual development. We break the barriers to engagement between managers and workers, build trust, and draw out everyone's talents. We foster self-esteem, pride in workmanship and ownership.

TQM is based on education forever for everyone. As we train workers better, we help shrink gaps in their education, and their capability rises. Workers can then manage their workplaces. A plant was wondering about translating their work instructions to Tamil. But when they asked the workers, they wanted to be trained instead in English. There was a rush for registering into the program

More examples: One time, a worker in a plant that had turned hostile relationships into trustful ones, grasped my arm and methodically explained what he had improved in his work. He explained how he had been unhappy for decades but was now proud that what he produced was good. Sometime later, another worker in the same plant described how he was managing quality through control charts. He pulled out sheets documenting the countermeasures on causes of occasional abnormalities in the immediate months past. Then he puffed up and said, we can manage the shop on our own. True self-management.

These are not small gains. At one stroke, the obstacles of language, caste, education and economic standing tumble down, so we can start to listen. Wrote Arun Maira (2021):

It is time to press the pause button; put our smartphones on silent. Shut out the tweets, trolls, and soundbites; and stop the windmills in our minds. It is time to listen. To listen to the whispers in the trees, to the caring in our hearts. And most of all, to the voices of People Not Like Us. Then we will learn. And find solutions for living together. On our shared Earth.

The logic, then, of separating HR and IR crumbles. HR can look after everyone, at every level. Vast wage differentials also becomes indefensible. Dr Jairam Varadaraj, captaining the Deming-Prize-winning Elgi Equipment, has fixed a small multiple of the lowest wage as a ceiling on top salaries. Leave of absence needs no permission, only information, ditto for travel. His managers seem to stay.

Data and Teamwork: As we tackle difficult problems with PDCA-based methods, and as QC circles flourish, a culture of working with data develops, and conversations become less polemic. Together with the mechanism of cross-functional management, this causes silos to wither away, and mutual recriminations decline. Teamwork becomes the new normal.

Management way: Japan has had the advantage that its stock markets and investors have long-term orientation. In contrast, India follows the American way, in which there are no easy solutions to combating short-term orientation.

Though stated with brevity, these points show how TQM can surmount most of our national inadequacies and help build a capable country.

TQM is just about tailor-made for India. In Europe, vocational training is of a high order, and operators are capable at the outset of managing their workplaces, which mainly comprise automated machines. Six Sigma is probably a better fit for the West. It follows the Juran concept of project-by-project improvement. Bottom-up processes are perhaps not critical to them. A Six Sigma professional in the U.S. once told me that QC circles don't work there because 'it is not in our culture.' The TQM model - with tens of thousands of kaizens, and all workers participating in QC circles - creates an amorphous mass of improvements, on top of which project-by-project improvement sits.

Mahatma Gandhi's concept of democracy to uplift the rural poor in India, writes Sam Pitroda (2021), was rooted in decentralization and the principle of bottom-up development.

TQM can be the means by which we operationalize these tenets, throughout India.

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. He is an Academician in the International Academy for Quality (IAQ) and serves on its Board as Vice President, and as Chair of its Examination Committee. Mr. Ram has been associated with 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.

We miss Mr. B. Purushothama

Sad to know passing away of Mr. B. Purushothama, a Life Member of ISQ from inception was active in Bengaluru chapter.

He was recently honored with "Gyan Bhushan Puraskar" from Global Scholar Foundation. A Textile Engineer and an expert in Quality management, has over 43 years' experience in textile and apparel industries.



He has contributed for the development of textile industry by voluntarily giving education to non-qualified people and making them appear for professional examinations conducted by the Textile Association (India) viz. ATA and GMTA, guided various textile engineering colleges like DKTES Textile and Engineering Institute, Textile division of NMIMS University, YCMOU open university. He has worked in the advisory sub-committee of Bombay Textile Research Association and TX-30 sub-committee of Bureau of Indian Standards. He has authored 30 technical and management books relating to textile and apparel industries and has given over 50 technical papers in various conferences. He was honoured by TAI-RATNA Award by the Textile Association, Bharat Gaurav, Bharat Ratna APJ Abdul Kalam Excellence Award and the latest Award is "Gyan Bhushan Puraskar" given by "Global Scholar's Foundation" on 21st May 2023

Global Scholars Foundation is an NGO started by Belgave Group of Companies. It has headquarters at Sangli in Maharashtra. Belgave Group comprises of over ten independent operating companies. The main objective of the Global Scholars Foundation is to give due recognition to individuals and organizations who have done outstanding work in various fields around the world and to make their work known nationally and internationally. Global Scholars Foundation is finding such professional Individuals and organizations working all around the world to build a network, so their Experiences reach out to the Students.

The first Student Chapter

The first ISQ student chapter was inaugurated at SRM Institute of Science and Technology, Chennai on 13th May 2023. Dr. E Vijayaragavan welcomed the dignitaries and the students and briefed about the formation of the ISQ Student Chapter. Dr. Rajkumar S., President, Chennai Chapter, in the presence of Mr. Raajkumar, Mr. KN Gopalakrishnappa, Mr. L Murali, Mr. N Palani inaugurated the student chapter and interacted with them.

Following the inauguration, the team interacted with Prof. C Muthamizhchelvan, Vice Chancellor, SRM IST. The student members and the participants had a discussion with the dignitaries and the inauguration concluded with a vote of thanks by Dr. P Muthamilselvi.



The SRM IST Student chapter currently has four life members and 38 annual Student Members. Dr. E Vijayaragavan will be the nodal person for this student chapter at SRM IST. It was the great step forward by SRM Institute of Science & Technology and Chennai Chapter of ISQ towards ISQ's objective of promoting Quality in Academia.

eLearning programs

Sl no	Date	Place/Chapter	eLearning program	Faculty
1	05 05 2023	Chennai Chapter	Excellence in higher education: Accreditation, Assessment & Institutional research	Dr. Peter Partell, Sr. Associate Dean- Thomas J Watson school of Engg, & Applied Science, Newyork.
2	06 05 2023	Jamshedpur Chapter	Innovation in a VUCA World	Dr. T. Bhaskar, CTO, Tata Steel Long Products
2	23 06 2023	Chennai Chapter	Quality – Unbiased thinking	Selvame Pazhany, GM Engg-Ceat Ltd
4	01 04 2023	NCR Chapter	Quality for academia and small industries – part II	Maharshi Badheka, Amit J. Sharma

Upcoming programs 2023

Date	Program	Speaker	Hosted by	Venue
06 ~08 04 2023	CEO through TQM	N Ramanathan	Pune Chapter	TMTC, Pune
25~26, 05 2023	Quality 4.0 Seminar jointly organized by ISQ & R V College of Engineering	Invited speakers	Bengaluru chapter	R V College of Engineering, Bengaluru
07~09, 062023	Error free manufacturing	Mahesh Hegde	Bengaluru chapter	Will be announced soon
September 2023	CEO through TQM – a 2.5 day program for Sr Management	N Ramanathan		Dates & Venue will be announced soon
June 2023 to November 2023	TOPS Convention 2023		All chapters	Dates & Venue will be announced at the earliest
November 2023	Quality Month Lectures by eminent speakers every Saturday of November	will be announced by September 2023		Online
08~09, 12 2023	ISQ Annual Conference 2023	Invited speakers	Jamshedpur Chapter	Will be announced soon
As decided by chapters	Elearning sessions from chapters, forums & committees		Chapters will announce	Online

Special training programs 2023

CEO THROUGH >> TQM

Creating the Extraordinary Organization through Total Quality Management

Mr. N. Ramanathan, well known to our readers, popularly known as Ram in professional circles has been conducting a specialised training program for senior management, pro bono, since 2019 which has seen top leaders in attendance.

Considering the popularity of the program, Ram came forward to conduct for the 4th time, pro bono between 6~8, April 2023 at Tata Management Training Centre, Pune. 38 senior executives from 16 organisations of repute attended the program.

The program commenced well before the actual event through pre discussions on the issues faced by the organisations and expectations from the program, through a blog and a WhatsApp group.



Thanks to Mr. Ramanathan, the content of the program was being constantly updated in every program. Participants of the 4th program had a great experience and takeaway which reflected from the feedback received after the program.

ISQ News
Quality for Prosperity

In the evening of 2nd day networking and dinner was organized. It was an opportunity to interact with the industry leaders invited for this session like Mr. Arvind Goel –Chairman, Tata Autocomp systems, Mr. K Srinivasan, MD – Kirloskar Pneumatics, Mr. Shrikant Sarada – MD Accenture Technology, Mr. Atul Kulkarni–Head Mfg, Mr. Navneet Sethi, Executive Committee members of Pune Chapters of ISQ etc.



HOPE THROUGH **QUALITY**
HEALTH OF PLANET EARTH

ISQ redefined its mission as “Contribute to the thriving humanity in a healthy planet.” The third program of HoPE through Quality by Mr N. Ramanathan was organised by ISQ Quality Earth Forum with the objective - to learn about the types of concerns about the health of planet earth, and their sources, approaches to countermeasures to prevent harm, such that humanity can thrive, Quality-based management approaches to making improvements to sustainability and provide some guidance for those applying for the Quality Sustainability Award 2023.

Held on 3rd June 2023, it received overwhelming response with 255 participants attending through MS Teams indicating the popularity of the program and the faculty.



Mr. Avinash Murugan from M&M anchored the program. Mr. Vikas Matta, Heromotocorp gave an introduction to ISQ and the program. Mr. Vijay Kalra, Chair – Quality Earth Forum introduced Mr. N. Ramanathan. Mr. Hesam Aref Kashfi joined from Iran and appreciated the speaker and the program. Mr. Sunil Sinha, Chair – Awards committee gave concluding remarks. The session was very interactive with two sessions from, 9 AM to 1 PM.

Seminar on Quality 4.0



ISQ Bengaluru Chapter in association with R V College of Engineering and with the support of Bosch Limited successfully completed the seminar on Quality 4.0 held on 25~26, May 2023 at Telecom seminar hall of R V College of Engineering, Mysore Road.

The seminar attracted 123 participants including professionals, academicians and students. The two-day seminar included

- Excellent presentations from industry, Quality professionals, in addition to the one by the principal of R V College of Engineering, Dr K N Subramanya.
- It also had a panel discussion on the topic "Q 4.0 – hype vs reality"
- An expert from overseas, Dr. Nicole Radziwill spoke online sharing her global experience and making it very interesting with humor.
- The highlight of the second day was the half day visit to Bosch plant at Bidadi, Bengaluru to get a glimpse of implementation examples of Quality 4.0
- Two stage quiz programs by students which generated interest in delegates as well as the students.

ISQ Bengaluru Chapter is thankful to staff and students from R V College of Engineering, Bosch Limited, Guest Speakers and participants.



Seminar on Quality 4.0



Chief Guest
N Ramanathan
 Senior Counsellor & Advisor of TQM



Keynote speaker
Dr. Nicole M. Radziwill
 SVP and Chief Data Officer, Ultranaughts



Dr. K N Subramanya
 Principal & Professor
 R V College of Engineering



Chandra Mouli A. N.
 CEO at ANCM Management Consultants



Sreekanta Aradhya. B
 GM | Head of Business –Industry4.0
 Bosch Software and Digital Solutions



Madhusudan Kestur
 Director AmiT



Narayan Rangarajan
 Head of Agile R&D at Ather Energy



Keshavamurthy N L
 HOD -Digital transformation and
 Industry 4.0

Panel discussion

Moderator
Lokesh Venkataswamy
 CEO & Managing Director, Innomantra Consulting



T.R. Parasuraman
 Past President, BCIC and
 External Affairs & Govt
 Connect, Toyota Group



Vineet Saxena
 Director and CEO
 Dalisoft Technologies



Sudhakar Kumaravel
 Regional Manager
 Industry Solutions Divn South
 Mitsubishi Electric India



Ved Parkash
 Advisor- Quality
 Ather Energy

ESG as a dimension of Quality

Indian Society for Quality, as part of its objectives of dissemination of knowledge through sharing, brought out its first of best practices sharing seminars on ESG (Environment, Social and Governance) on 16th June 2023.. ESG is an emerging area of importance in the corporate community.

Mr. Arun Bharat Ram, Chairman Emeritus – SRF Ltd was the Chief Guest. Seminar involved, address by the Chief Guest, panel discussion on “2030 agenda for Sustainable Development & Role of Quality” with panelists Dr. Aditi Haldar, Director, GRI South Asia, Dr. Sarita Nagpal – Partner – Kaizen Institute and Mr. N Ramanathan as the moderator.

Esteemed speakers Nitin Gupta, VP – Head of Sustainability Advisory, Capgemini Invent, India, Ashwani Kumar, Head of Ethics, Tata Group Ethics Office, Ms. Gurpreet Kaur- DGM, Swaraj Engines and D P Singh, Vice President, Delhi Divn, Re Sustainability Ltd spoke about various aspects of ESG with practical implemented examples.





International News

ANQ CONGRESS 2023

Date: 18-19, October 2023

Place: Ho Chi Minh City, Vietnam

Host organisation: Vietnam Quality Association of Ho Chi Minh City (VQAH)

Mode: Physical



ISQ called for papers as a member of ANQ from Indian professionals and academicians. Fifty nine applications (abstracts) have been received. After assessment by experts, the authors of selected abstracts will be eligible to send their technical papers to ANQ and register for the ANQ Congress,

For more details about the ANQ Congress 2023 visit <https://www.anq2023.org/>

Quality Sustainability Award 2023



Quality
Sustainability
Award

International Academy for Quality



INTERNATIONAL
ACADEMY for
QUALITY



The Quality Sustainability Award recognizes **projects** with positive results in sustainability corresponding to the UN 17 Sustainable Development Goals, through the use of quality management principles, methodologies & techniques.

Advantages of participating include:

- Demonstrate project contribution to sustainability.
- Inspire others to integrate quality and sustainability.
- Be recognized for your achievements.

ISQ has invited applications from Indian professionals for the QSA 2023. Please visit <https://isqnet.org/category/events/international/index.html> to download brochure, application formats and apply. The last date for application has been extended up to 15th July 2023.

The selected projects will have the opportunity to compete at international level.

It is a good opportunity to showcase the Sustainability projects achieved through Quality journey and have international exposure, win/ learn from the some of the best projects from the world.

Visit <https://iaqaward.com/> to know more about the award.

A Roadmap for Effective Industry 4.0 Implementation in MSME

Backbone of Industry 4.0 – Data

by- Raghudeep Madineni
 Industry 4.0 | Electric Vehicles



Attaining optimal quality is paramount for every manufacturing unit. Data assumes a pivotal role in achieving this objective. It entails collecting data from machines, processes, and the shopfloor crew. Ensuring data readiness marks the initial step in the digital journey, fostering a 100% quality-focused approach.

However, the mere presence of data does not guarantee improved efficiency. Without proper integration, data remains fragmented and siloed, limiting its usefulness. Data integration plays a crucial role in factories by consolidating information from diverse systems, providing a comprehensive view of operations. This unified data empowers manufacturers to identify bottlenecks, optimise workflows, predict maintenance needs, and make informed decisions. By embracing data integration, factories can unlock the true potential of their data, driving efficiency, improve quality and productivity.

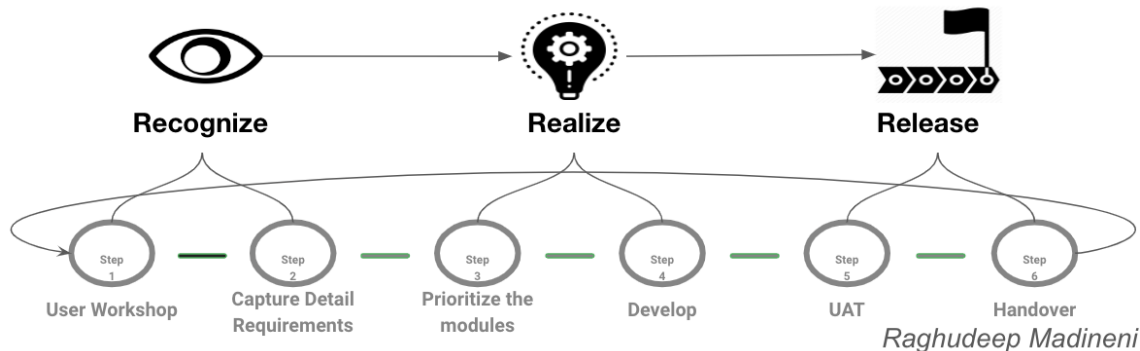
Debunking few myths on Industry 4.0 Implementation

Studies reveal that the primary hindrance to Industry 4.0 adoption is a lack of understanding regarding the technology and its promising use cases. Overcoming this obstacle is achievable by starting with small-scale projects, creating a learning environment, and gradually scaling up.

The perception that Industry 4.0 projects are inherently failure-prone is a common myth that can be shattered. By adopting an iterative approach, organisations can significantly increase the probability of success. Iteration allows for continuous learning, adaptation, and improvement throughout the project lifecycle. Breaking down complex initiatives into manageable phases enables the early identification and rectification of issues, ensuring better alignment with objectives and stakeholder expectations. This iterative mindset fosters innovation, agility, and sets the stage for successful Industry 4.0 implementations.

The 3R framework for effective smart factory implementation.

This framework has 6 key steps as explained below:



Raghudeep Madineni

Step 1: User Workshop

Conduct user workshops and engage in informal interactions to gain a comprehensive understanding of problem statements. Valuable insights into the daily challenges faced by shop floor operators, line leads, supervisors, and other stakeholders can be obtained. By actively listening to their perspectives and experiences, organizations can identify pain points, gather requirements, and tailor solutions to address specific needs. This user-centric approach ensures that implemented solutions effectively solve real-world problems and contribute to overall project success.

Step 2: Detailed Requirement Study

A detailed requirement study is vital for project success. Through problem deep dive, stakeholder engagement, and precise documentation, this approach fosters clear communication, accurate planning, and proactive risk mitigation. It streamlines processes, reduces delays, and enhances the probability of achieving project goals.

Step 3: Prioritise Use Cases

Effectively prioritise use cases based on criticality and return on investment (ROI). Avoid the common mistake of underestimating project complexity and attempting to solve all problems simultaneously. Focus on addressing high-impact issues first, ensuring a systematic and manageable approach that maximizes efficiency and the likelihood of project success.

Step 4: Solution Development

Develop the solution with an internal digital team or seek support from ecosystem partners. Remember that better technology does not always translate to a better solution. Success lies in effective implementation and alignment with business objectives. Understanding the unique needs and challenges of the organization is key to harnessing the true value of technology in Industry 4.0. Create a solution architecture that blends open source and standard products for flexibility, innovation, collaboration and seamless integration.

Step 5: User Acceptance Test

Conduct at least two rounds of user acceptance tests to ensure the implemented system aligns with requirements and empowers users. Seek active feedback from users and implement necessary improvements based on their inputs.

Step 6: Handover

Create sufficient training materials and documentation for users and obtain formal sign-off. This signifies acknowledgment of the implemented solution. Continuously follow the above steps for further improvements or new solutions.

Conclusion:

Industry 4.0 is no longer a luxury but a necessity for organizations aiming to thrive in the digital landscape. It transforms data from mere noise into actionable insights, enabling informed decisions, enhanced efficiency, and driving innovation. By harnessing the power of integrated data, businesses can unlock their true potential and gain a competitive advantage in an increasingly data-centric world. By following the roadmap outlined here, small and medium-scale factories can effectively implement Industry 4.0 technologies, maximize value, and pave the way for long-term success.

Raghudeep Madineni
Head- Digital Manufacturing
Ather Energy

Conclusion:

Industry 4.0 is no longer a luxury but a necessity for organizations aiming to thrive in the digital landscape. It transforms data from mere noise into actionable insights, enabling informed decisions, enhanced efficiency, and driving innovation. By harnessing the power of integrated data, businesses can unlock their true potential and gain a competitive advantage in an increasingly data-centric world. By following the roadmap outlined here, small and medium-scale factories can effectively implement Industry 4.0 technologies, maximize value, and pave the way for long-term success.

Raghudeep Madineni
Head- Digital Manufacturing
Ather Energy

About the author:

Raghudeep Madineni leads Digital Manufacturing at India's most innovative Electric Scooter company-Ather Energy. An Alumnus of National University of Singapore and a rich experience of over 18 years in the industry with top organizations like Fanuc, ABB & Bosch, he brings in the expertise and in-depth knowledge across the arena of Digital Transformation in Manufacturing.

His passion is to use next gen technology to make manufacturing sustainable and hence make a positive impact on the economy and environment.

He has successfully implemented Industry 4.0 at various top global automotive OEMs. He strongly believes that a unique blend of technology know-how, manufacturing domain, people skills and systems mindset go together for a successful implementation of Industry 4.0.

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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.

Welcome to the new Life Members

Shrikrishna Bhaurao Nighot	General Manager - Service Technical Cell	Tata Motors Ltd; Mumbai
Girish Raghavendra Rao	Assistant Vice President	Saurya Urja Company of Rajasthan Ltd. Jaipur
B Palaniappan	Chief Consultant	Anna Nagar West Extension, Chennai
Amit Kumar Das	Dy General Manager - TQM Promotion and Business Excellence	Tata AutoComp Systems Limited - Composites Division, Pune
Vasanth Subramanyam	Principal Technologist	Automation Division, Tata Steel, Jamshedpur
Pawan Khandelwal	Senior Manager- QBM and IE	CEAT Ltd
Sharath Chandra Peddi	Independent Quality Management Consultant	
Kulbhushan Gupta	Head Operational Excellence & Strategy, Continuous Improvement	Dr Reddy's Laboratories Ltd, Sy No 41, Bachupally, Madchal Malkajgiri
P Muthamil Selvi	Assistant Professor	SRM Institute of Science & Technology, Kattankulathur, Chengal Pattu Dist
Manish Padharia	Managing Director	ARaymond India Pvt Ltd, Pune
Rajesh Raman	GM Quality Systems & Processes	Elgi Ultra Pvt Ltd, Coimbatore
Nagamaniammai Govindarajan	Associate Professor	Dept Food Process Engineering, CET, SRM Institute of Science & Technology,
Mahesh Thambushetty	Asst Manager	M/s Toyota Kirloskar Auto Parts Pvt Ltd, Ramanagara District
P Vasanth Kumar	DGM – Quality Assurance	Simpson &Co. Ltd, Chennai
Manoj Kumar Chandrasekharan Nair	General Manager	CEAT Ltd, Bhandup Tyre Plant, Village Road, Bhandup West, Mumbai
Natesan Palani	General Manager (Quality Head)	Nexteer Indian Private Limited
Sriram V	Head Quality Assurance	Ace Designers Ltd, Plot No 7 & 8, II phase Peenya Industrial Area, Bangalore
Chithra Prasad Rao	Senior Director, Global Operations	Indegene Limited, Bengaluru
Narinder Singh Saini	Asst General Manager	Hero Motocorp Ltd, Gurugram
G Murali	Retired Vice President Operations	JSW Steel Ltd Salem Works

Welcome to the new Annual Members

Nawal Kishore Khulbe	AGM - HoG (FM Services - I) Sr. Manager-EAC	Tata Power Delhi Distribution Ltd, Delhi Tata Power Delhi Distribution Ltd, Delhi
Sandeep Kumar tiwari	Addnl. GM - HoD - Quality Assurance	Tata Power Delhi Distribution Ltd, Delhi
Satish Kumar	Officer - BE-Continual Improvement	Tata Power Delhi Distribution Ltd, Delhi
Anuj Sharma	Officer - BE-TQMEC	Tata Power Delhi Distribution Ltd, Delhi
Ratika Thakur	Sr. executive - BE- Continual Improvement	Tata Power Delhi Distribution Ltd, Delhi
Bhupender	Sr. Officer - BE -TQMEC	Tata Power Delhi Distribution Ltd, Delhi
Jyoti	DGM - HoD-NEG & PEG	Tata Power Delhi Distribution Ltd, Delhi
Amit Bansal	HoD (AM & Compliances, PMA & Insurance)	Tata Power Delhi Distribution Ltd, Delhi
Hariom Singh	DGM-E&Q-GIS & EAG	Tata Power Delhi Distribution Ltd, Delhi
Dhruba Banerjee	Assist. Manager-STs	Tata Power Delhi Distribution Ltd, Delhi
Badri Lal Lodhi	AGM-DM-MDT	Tata Power Delhi Distribution Ltd, Delhi
Manmeet Singh	HoD (TD - Business Dev & Collaboration)	Tata Power Delhi Distribution Ltd, Delhi
Anoop Nandi	HoD (Sub Transmissions)	Tata Power Delhi Distribution Ltd, Delhi
Raj Kumar Sharma	HoD (EHV Projects)	Tata Power Delhi Distribution Ltd, Delhi
Manoj Kumar	HoD (MC,TC & CC)	Tata Power Delhi Distribution Ltd, Delhi
Anil Kumar Meena	HoD (FS,AM&C,PMA,BD PA & Insurance)	Tata Power Delhi Distribution Ltd, Delhi
Banwari Lal	HoD (COS & Maintenance Planning Grp.)	Tata Power Delhi Distribution Ltd, Delhi
Ravi Bharti	HoD (EAC - Recovery)	Tata Power Delhi Distribution Ltd, Delhi
Keshav Raghav	HoD (Power Mananagement & BESS)	Tata Power Delhi Distribution Ltd, Delhi
Lalit Kumar Wasan	HoD (RRG,MRG,RCG Front Off, PB & LS)	Tata Power Delhi Distribution Ltd, Delhi
Anurag Khurana	HoD (IT Infra,Security & User Services)	Tata Power Delhi Distribution Ltd, Delhi
Vasanth K Prabhu	HoD (Payroll,Reimb.,costng & Taxation)	Tata Power Delhi Distribution Ltd, Delhi
Avinash Chander Dhawan	HoD (Contracts)	Tata Power Delhi Distribution Ltd, Delhi
Ajay Agarwal	HoD (MMG-Stores,QA & Meter Testing)	Tata Power Delhi Distribution Ltd, Delhi
Deepak Singh	HoD (CEM, CSG, VAS & Eaas)	Tata Power Delhi Distribution Ltd, Delhi
Dipanwita Ray	HoD (Talent Acqui. & Workforce Planning)	Tata Power Delhi Distribution Ltd, Delhi
Jawed Salim Khan	HoD (HRB, KCG, Express & PA)	Tata Power Delhi Distribution Ltd, Delhi
Meenakshi Arora	HoD (CEM & CSG)	Tata Power Delhi Distribution Ltd, Delhi
Manisha Wadhwa	HoD (Communication Tech & Architecture)	Tata Power Delhi Distribution Ltd, Delhi
Sanjeev Rana	HoD (G&I, NBS & Street Light Project)	Tata Power Delhi Distribution Ltd, Delhi

Welcome to the new Annual Members

Shashank Sharma	HoD (G&I, NBS & Street Light Project)	Tata Power Delhi Distribution Ltd, Delhi
Harleen Kaur	HoD (Talent Dev. & Emp Engagement)	Tata Power Delhi Distribution Ltd, Delhi
Prabal Das Gupta	HoD (Pre Audit & Accounts Payable)	Tata Power Delhi Distribution Ltd, Delhi
Shrinjoy Bagchi	HoD (Automation & P & T Distribution)	Tata Power Delhi Distribution Ltd, Delhi
Arti Garg	HoD (Applications Delivery)	Tata Power Delhi Distribution Ltd, Delhi
Yogesh Gupta	HoD (PSC & BD Implementation)	Tata Power Delhi Distribution Ltd, Delhi
Kopal Verma	HoD (Analytics - Enforcement, MTL & EAC)	Tata Power Delhi Distribution Ltd, Delhi
Ganesh Srinivasan	Chief Executive Officer	Tata Power Delhi Distribution Ltd, Delhi
Vivek Gupta	Head Engineering	TVS Srichakra LTd, Pantnagar
Suresh Chandra Mishra	Head Organisational Learning and Innovation	Tata Steel Ltd, Bistupur, Jamshedpur
T. Bhaskar	Chief Technology Officer & Sr. GM	Tata Steel Long Products Limited
Divyanshu Srivastava	Head, Total Quality Management	Tata Steel Ltd. Jamshedpur
Shishupal Agarwal	Asst Manager QA	TATA AUTOCOMP HENDRICKSON SUSPENSIONS PVT. LTD. Pune
Sudhir Manglick	Plant Head (DGM Production)	Secure Meters Limited
Shivaraju C. G.	Quality Manager	Rajamane Industries Pvt Ltd, Blre
S. R. Ithal	MANAGER - PURCHASE QUALITY	SEG Autmotive India Pvt Ltd Blre
Rajendra Mhalgi	Freelance professional	Nila Madhava Consulting
Amresh Kumar	Consultant	National Council for Vocational Education and Training, New Delhi
Laxmikant Misra	Business Quality Head	Mindarika Pvt. Ltd
Ajinkya Vivek Dagaonkar	Senior Manager	Tata Motors LTd, Pune
K. Venkatraman	Dy. Manager, Operations	M/s Rane Engine Valves Ltd, Chennai
Pandu Ranga B	Manager	SEG Autmotive India Pvt Ltd Blre
Sanjay Tukaram Mergal	Principal Trainer	Sohaum Quality and Mangement Services
B Sundara Rajan	Partner & Principal Consultant	BSR's Peepaltree Consulting, Chennai
Riya Majumdar	Head, Business Improvement	Tata Steel Downstream Products Ltd
Belsam Jeba Ananth M	Associate Professor	SRM Institute of Science and Tech, Chennai
V Sriram	Senior Manager	ELGi Equipments Ltd, Coimbatore
C.Murali	AVP	Amara Raja Batteries Ltd
D.Chidambaram Naidu	DGM	Amara Raja Batteries Ltd
R.Nagendran	GM	Amara Raja Batteries Ltd
K.Reddisree	Sr.Manager	Amara Raja Batteries Ltd
M.Anantha	Manager	Amara Raja Batteries Ltd

Welcome to the new Annual Members

A.Munikrishnama Raju	Dy.Manager	Amara Raja Batteries Ltd
KM Gajendra	Manager	Amara Raja Batteries Ltd
R.Satyanarayana Reddi	DGM	Amara Raja Infra Pvt Ltd
N.Prasad Reddy	Sr.Manager	Amara Raja Infra Pvt Ltd
S.Mohana lakshmi	Asst.Manager	Galla Foods Division
K.Doraswamy Pillai	Manager	Amara Raja Power System Ltd
S.Sankara Narayanan	Sr.Manager	Amara Raja Electronics Ltd
Abhishek Bajpai	Senior Manager	Hero Motocorp Ltd, Gurgaon
Lovish Dhingra	Assistant Manager	Hero Motocorp Pvt Ltd
Manikandan G	Assistant Manager	Ashok Leyland Ltd, Unit 2, Hosur
Prathap S	Senior Engineer	India Nippon Electricals Ltd, Hosur
Srinivasan Gopi	Sr Manager	Endurance Technologies Ltd, Chakan, Pune
Susidaran C	Engineer	India Nippon Electricals Ltd, Hosur
Kulkarni Amol Babanrao	Manager TQM	Cosmo First Limited, Aurangabad, Maharashtra
Kumar R.	Sr. General Manager	Bosch Limited
Hemanth Kumar L.	Manager	SEG Automotive India Pvt Ltd
Bhushan Badgujar	Head of Operations	
Prashant Alekar	Director	QLeNPro Consulting & Training LLP
Shashidhar Ranganath	Founder CEO	Digital Gemba Software Pvt Ltd, Bengaluru
Rishabh Baid	Student Coordinator	IIT Delhi
K. Guru Saran	Sr Partner & Manufacturing Vertical	Easy Problem Solving P Ltd Udaipur
Chidambar V Dixit	AM	Toyota Kirloskar Auto Parts, Bidadi Industrial Area, Bangalore Rural
Ravindra Gharat	General Manager	Tata Motors, CVBU
Chidanandaswamy S	Senior Production Manager	JBM Ogihara Automotive India Ltd, Ramanagara District

Welcome to the new Student Members

Vattikuti Sivahari	UG	SRMIST, Chengalpattu, District
Aritra Majumdar	UG	SRMIST, Chengalpattu, District
Soumya Kanti Maiti	UG	SRMIST, Chengalpattu, District
Aditya Somalapuram	UG	SRMIST, Chengalpattu, District
Yashowardhan Singh	UG	SRMIST, Chengalpattu, District
Girubakar P	B Tech	SRMIST, Chengalpattu, District
Ankit Kumar Kapse	Diploma	SRMIST, Chengalpattu, District
Mohammed Bilal	B Tech	SRMIST, Chengalpattu, District
Aravind Ajay	B Tech	SRMIST, Chengalpattu, District
Ayush Singh	B Tech	SRMIST, Chengalpattu, District
Naveen Rathore	B Tech	SRMIST, Chengalpattu, District
Jesvin Sam Thomas	B Tech	SRMIST, Chengalpattu, District
Harshit Jain	B Tech	SRMIST, Chengalpattu, District
Jagarshi Mridha	UG	SRMIST, Chengalpattu, District
Pratap Krishna Salgar	B Tech	SRMIST, Chengalpattu, District
Mohit Mishra	B Tech	SRMIST, Chengalpattu, District
Bikkina Bhagavan Narayana	B Tech	SRMIST, Chengalpattu, District
Abhinand Maniyanthottil	B Tech	SRMIST, Chengalpattu, District
Shreyas Vadrewu	Undergraduate Student	SRMIST, Chengalpattu, District
Gowsicknath S	B Tech	SRMIST, Chengalpattu, District
Prema Chandru K	B Tech	SRMIST, Chengalpattu, District
Sheik Ashiq Muhammad	Student	SRMIST, Chengalpattu, District
Isha Kashyap	B Tech	SRMIST, Chengalpattu, District
Sutharsan	Student	SRMIST, Chengalpattu, District
Johnson Reddy Karra	Student	SRMIST, Chengalpattu, District
Bobbali Shivakumar	Student	SRMIST, Chengalpattu, District
Abhinav Adithela	Student	SRMIST, Chengalpattu, District
Guvvala Tharun	Student (mechanical engineering)	SRMIST, Chengalpattu, District
Basith Shaik	Student (mechanical engineering)	SRMIST, Chengalpattu, District
Sirigiri Venkata Rohitha	Student (ECE)	SRMIST, Chengalpattu, District
Prasannan K	Student	SRMIST, Chengalpattu, District
Sriram S	Student	SRMIST, Chengalpattu, District
Jenish L	Student	SRMIST, Chengalpattu, District
Mayuri Singh	Student	SRMIST, Chengalpattu, District
SHAAD ANSARI	Student	SRMIST, Chengalpattu, District
RAVI TEJA THENTU	Student	SRMIST, Chengalpattu, District
Vajrapu Raghu Ram	Student	SRMIST, Chengalpattu, District
Battagani Vijaya Sathwik	Student	SRMIST, Chengalpattu, District
Chenmey Shandilya	Student	SRMIST, Chengalpattu, District