

This highly respected program for senior management is **back!**

Do you have a burning desire to create a great business organization?  
**Then this program is for you!**

# CEO

THROUGH

# TQM



Creating the Extraordinary Organisation through Total Quality Management *by*  
**N. Ramanathan**

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

## Invited Speakers for the evening

**21 07 2022**

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



**22 07 2022**

Arnab Banerjee, Chief Operating Officer,  
Ceat Limited

**Topic:** QBM capsule: fence-sitter to propagator

21-23, July 2022 • Crowne Plaza Gurgaon



INDIAN SOCIETY FOR QUALITY  
NCR CHAPTER

 21<sup>st</sup>, 22<sup>nd</sup> and 23<sup>rd</sup> July 2022

**Crowne Plaza Gurgaon**

Sector 29, Gurugram, Haryana  
Conference Room: **Orchid**

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

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

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

**Day 3:** 9:00 AM to 1:00 PM

The program ends with lunch on day 3

## Invest time in your own development!

Challenge your paradigms!  
Be willing to embrace new ones!

### Objectives

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

### Are you Resilient

When the economy or market forces slow you down?

- Are you hit by overflowing stocks and negative cash flow in a downcycle?
- Are you forced by slowdowns into 'knee-jerk' reactions like sweeping cost-cuts or VRS?
- Do you find that your operations were run inefficiently in good times, and that it is hitting you now?
- Do you have the suspicion that your facility investments cost too much and they could have been lower?
- Do you find it hard to avoid large fluctuations in production schedules?
- Do your vendors suffer from fluctuating demand and find it hard to ramp up when the upcycle begins?
- Do you find it hard to identify muda (waste) in your operations, distinguishing it from essential costs?
- Do you struggle to increase capacities in small increments, as machines are costly and have large capacities?

## Build a resilient and adaptable organization, generate momentum

Feedback from previous programs at Bengaluru and Pune

- “Advanced concepts of TQM were taught by Ram with different dimension which was not explained in many books with live examples of implementation difficulties and good case studies.”
- “An inspiring program, well structured, interactive with outstanding course material. Sharing and explanations were done in most simple and yet in an effective manner to have a lasting impression.”
- “Several extraordinary concepts practical examples left us to ponder upon and start questioning the traditional. Mr. Ramanathan is an exceptional faculty with immense knowledge.”
- “The content will help us to improve our organisation performance and our analytical skill.”

## Paradigms

If some of these are your paradigms too, would you like to re-examine them, and even replace them with some new ones?

- People are motivated mainly by money, they perform better when rewarded financially.
- The best time to invest is in boom times – pull cash in when there is a downcycle.
- Employees are responsible for productivity.
- Performance of individuals follows a bell curve and the lower outliers are 'deadwoods' who must be removed.
- Cut travel, training, advertising or R&D costs in hard times.
- What is not measured cannot be managed.
- Customers are important, but profit is the primary goal of a business.
- We must have more modern machines or technologies to deliver quality at low cost.
- We need not ask our managers how they would achieve their targets as long as they achieve them.
- We cannot get good prices for materials or parts unless we have multiple suppliers.

## Glimpses of program content

- What is TQM? What is its new narrative? What is Quality?
- How do you instill customer orientation and satisfy customers and society?
- What are the leadership paradigms of the Quality Way?
- How do you build organizational capability around Purpose?
- How is TQM applied in Vision, strategy formulation and deployment?
- How do you assure cross-functional collaboration as a system?
- What are the tasks of senior management? What are they not?
- What are the differences in people paradigms in managing the Quality Way?
- How do you manage for profits? How do you deal with hard times?
- How do you develop products that satisfy customers and society?
- How do you organize for improvements upon improvements?
- How do you ensure clear roles and measures? How do you have challenging targets?
- How do you organize for disseminating TQM?
- How do you understand and use data effectively?
- How do you organize for sustainability?

In short, how do you make your organization truly extraordinary?

### Registration

As the program is intensive, the number of participants is restricted. Registrations will be on first come first served basis. For effective impact, organizations are encouraged to register multiple participants. CEO participation is recommended.

**Note:** Evening Guest Lecture is planned on the first day.

On the second day Evening, Guest Lecture and interaction with business leaders planned with cocktail and dinner.

For registration and further details, please write to [info@isqnet.org](mailto:info@isqnet.org) Or call **8012580850**

### Registration fees

- ₹ 60,000/- + 18% GST per participant. (Total ₹ 70,800/-)
- ₹ 54,000/- +18% GST per participant for organizations registering two or more persons.
- The fee covers programme fees, lunch and tea breaks on all the three days and dinner on 22<sup>nd</sup> July.

### Please provide following details while registering

- Name
- Contact number
- Designation
- Email ID
- Name of the Organization & address
- Brief description about your organization

### Payment through cheque, IMPS/RTGS/NEFT may be made to the following account.

- Beneficiary Bank Account Name: **Indian Society for Quality**
- Name of the Bank: **HDFC Bank**
- RTGS/NEFT IFSC Code: **HDFC0000027**
- Bank Account No.: **00272000001288**
- Branch: **Greater Kailash 2**

GST No.	Cheque/electronic transfer reference	Name of the Bank	Date	Amount (Rs)

## About ISQ

Indian Society for Quality (ISQ) is a not-for-profit society established in 1996 to fill the need for a national forum for interaction among quality professionals, leaders, practitioners and academics. ISQ is a non-partisan, independent body that attracts and invites individual members from business organizations, health care and educational institutions, government agencies and NGOs. Members share their knowledge and learn from each other. ISQ is thus engaged in both creating and disseminating knowledge.

Its mission is to contribute to the thriving of humanity in a healthy planet.

ISQ is well linked to similar national quality bodies in other countries. It is a board member from its very inception and has represented India in the Asian Network for Quality (ANQ). ISQ is a national partner to International Quality Innovation Award initiated by Laatukskus Excellence, Finland and Quality Sustainability Award promoted by International Academy for Quality. ISQ is the face of India in the world of quality.

**To know more visit** <https://isqnet.org/about-us/index.html>

## The Faculty

**N. Ramanathan**, 75, has an industrial background, having worked in diverse functions and having headed for six years the joint-venture auto-components company SRF Nippondenso, near Delhi, which introduced him to Japanese TQM. His experience spans 53 years, including 29 years to date in the quality field. He has guided companies for the past 16 years as an independent counsellor in quality-based management and has been associated with twelve successful Deming Prize challenges including two for his parent company, SRF, where he continues as adviser.

Ramanathan is a founder member and past President of Indian Society for Quality (ISQ) with which he continues to be actively engaged. He has been on the Board of Asian Network for Quality (ANQ) in the past, a role he has resumed in 2020.

Ramanathan has been involved in several leadership roles in promoting quality in India.

Currently, Ramanathan 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. He founded the IAQ Think Tank on Quality in Planet Earth Concerns in 2015, chaired it till 2020 and continues as its member. He is also a vice-chair of the IAQ Quality 4.0 Think Tank. In 2021, Ramanathan wrote, together with co-author Dr Gregory Watson, a Quality Manifesto for the 21st Century, which was adopted by IAQ. It is endorsed by many national Quality Bodies and has already been translated into thirteen languages including Chinese, Spanish and Arabic.

Ramanathan received the Edwards Medal from the American Society for Quality (ASQ) in 2021. He is a recipient of the Dronacharya Award in 2018 from ISQ the Ishikawa-Kano Award – Silver Medal of ANQ for long-term contributions to quality, and the Yoshio Kondo Award of IAQ for academic research.

## Invited Speakers

### **Bimal Dayal**

Bimal Dayal is currently the Managing Director & CEO of Indus Towers Limited.

Bimal has been associated with erstwhile Indus Towers for more than 12 years in two different roles and has over three decades of overall leadership experience. He took over as CEO of Indus Towers in 2016 and since then has led the company towards becoming a Deming Prize winning company, an ET best place to work in Telecom, a Gallup Best place to work awardee for eight consecutive years.

Bimal has worked with prestigious organizations such as Tata Telecom Ltd. where he gained rich experience at a time when India opened itself up to foreign investments and got exposure of enterprise across the length and breadth of the country; Ericsson India, Ericsson in Sweden and as MD and Country head for Sri Lanka, where he gained insights into cellular technology and operations both in India and abroad. He served as the key interface during the first managed services deal in India, and went on to serve as the Country Manager and VP – Business Development at Qualcomm India and South Asia. Although it was a short stint, Bimal developed a keen insight into cutting-edge technologies and the fascinating world of handsets and devices.

Bimal's educational qualifications include an Engineering Degree in Electronics and Communication. Bimal holds the alumni status for Harvard Business School, where he pursued the Advance Management Program in 2014.

Arnab is a Mechanical Engineer from IIT KGP and did his PGDM from IIM Calcutta before starting his corporate career with Berger Paints. His corporate career spanning over three decades started off with the core function of sales and marketing over three industries – paints (Berger Paints), consumer goods (Marico) and automotive tyres (CEAT). His passion is working at the customer interface, along with his team, identifying opportunities for improvement and growth. He believes in brands and loyalty and has never switched companies within the same industry.

### **Arnab Banerjee**

Arnab now heads the Operations at CEAT spanning manufacturing, R&D, QA, Digital initiatives, and all projects in addition to sales and marketing and is excited about aligning the entire organisation to work at customer interface. He is a member of the CEAT Board of Directors.

Arnab champions TQM philosophy inside and outside the organisation and is passionate about bringing about a collective mindset on improvements, especially with new joiners at senior level. He was part of the leadership team that enabled CEAT to successfully challenge the Deming Award in 2017.

Arnab has completed the Harvard Advanced Management Program (AMP190), which was tailored for senior executives from around the world. This has further enhanced his quest for learning. He has an interest in behavioural economics in the context of employee and consumer behaviour. Arnab is a member of an angel investing platform, primarily for his curiosity of knowing what is going on in the start-up ecosystem, while investments are a secondary objective.

He has taken to coaching as a capability development for himself because he believes that individuals realising their potential, improve faster and make the world a better place to live in. He is an accredited coach from International Coaching Federation (ACC from ICF).

Like a true Bengali, he enjoys unadulterated adda, where anything can be discussed as a possibility. He enjoys running as a hobby and likes to go on high altitude treks. Rest of the time, he is a grounded individual.