

FOUNDING MEMBERS



IFQM Symposium

Oct 15-16, 2024, Taj Palace, New Delhi

QUALITY & INNOVATION TO MAKE INDIA GLOBALLY COMPETITIVE

A REPORT



Synopsis:

The IFQM symposium spotlighted India's ambitious journey toward becoming a global leader in quality, innovation, and competitiveness. With its GDP reaching \$3.94 trillion in 2024, India is poised to emerge as the world's third-largest economy, aiming to transform into a hub of excellence through a strategic focus on quality, innovation, and leadership.

Central to this vision is cultivating a culture of innovation and quality through the "Big Q" approach, moving beyond quick fixes (jugaad) to embrace systematic and sustainable practices. Industry players are adopting transformative methods like Kaizen, Lean, AI, and Industry 4.0 to ensure global competitiveness across sectors. The symposium highlighted sectoral advancements: manufacturing as a driver of jobs and growth, electronics as a leader in quality-driven production, pharma transitioning to innovation-led practices, and IT leveraging AI to maintain global relevance.

Collaboration emerged as a vital theme, with cross-industry partnerships and leadership accountability seen as catalysts for the quality movement. Partnerships with organizations like JUSE underscored the value of shared learning and mutual trust. The role of education and skilling was also emphasized, with calls for revamped curriculums, vocational training, and leveraging India's "phygital" infrastructure for holistic development.

Sustainability and digitalization are pivotal for India's surge ahead. India's diverse landscape is an ideal testing ground for sustainable, globally scalable solutions. AI and digital tools were acknowledged as transformative forces, reshaping industries and enhancing quality standards. The symposium concluded with a powerful call to action: embedding quality and customer satisfaction as core organizational goals, sharing best practices, and fostering innovation through quality clusters and technology.

Acknowledging Japan's mentorship, the event celebrated collaboration and urged relentless efforts toward excellence. This movement, grounded in innovation and sustainability, envisions India as a global powerhouse in manufacturing, technology, and services, paving the way for national progress and global impact.

The subsequent pages provide the session-by-session summaries and key takeaways.

Welcome Address Setting the context

Mr. Venu Srinivasan, Chairman, IFQM and Chairman Emeritus, TVS Motor Co.

At the Outset: The address outlines India's economic growth, government initiatives, and the importance of quality and innovation for the Indian industries. It emphasizes the need for a leadership led top-down approach to instil a culture of quality and highlights challenges that need to be overcome to be globally competitive.

Key Takeaways:

1. **India's GDP at 3.94 trillion dollars in 2024**, positions it as a **key player on the global stage**, propelling it towards becoming the third-largest economy in the world, and sparking curiosity about the country's future trajectory.
2. **The Indian Foundation for Quality Management aims to transform and catalyse leadership in industries** towards innovation and high-quality services. It will assist in positioning India as a hub for excellence, by rethinking industry standards and the leadership approaches needed to accomplish them.
3. **Innovation is crucial for leapfrogging global competitors.** We need to craft India's unique path to innovation and how a method to surpass traditional growth trajectories by embracing creativity and forward-thinking strategies.
4. **Focus on 'Big Q'** - improving quality across the entire value chain is vital for global competitiveness." This highlights the importance of a quality culture from top management down to operational levels, requiring companies to adopt proven practices like Kaizen and Lean for sustainable improvement.
5. **India's industry faces challenges in quality and efficiency, hindering global competitiveness.** There is an urgent need to address quality improvements to elevate India's position in the global market, to create a favourable impact on business metrics and market demands.
6. **Employee involvement and technology adoption are key to driving quality consciousness.** Advocating employee engagement through quality circles and leveraging technologies like AI and Industry 4.0 are needed to enhance quality standards, and foster a national commitment to excellence.
7. **India's journey from a 4 trillion to a 10 trillion economy offers immense opportunities across sectors.** We need to envision India's growth potential and the role each sector plays in shaping the country's future, while encouraging active participation in driving innovation and quality.

Technology Leaps for Viksit Bharat

Building globally competitive ecosystems, long-term resilience and newer streams of value using modern Technologies

To propel India's economic prosperity, environment sustainability and social advancement

Shri Ashwini Vaishnaw, Honourable Minister for Railways, Information and Broadcasting, and Electronics & IT

Mr. N Chandrasekaran, Chairman, Tata Sons



At the Outset: The session highlights the significant strides India has taken in infrastructure development, inclusive growth initiatives, and manufacturing innovation. It stresses the importance of a culture of Quality to drive economic and social progress. The focus on job creation, ecosystem development, and aligning with global quality standards reflect a forward-thinking approach to nation-building. The Govt is committed to laying a strong foundation for India's future growth and to support a collaborative effort across sectors. It is important to focus on the role of leadership, processes, and ecosystem integration in achieving national development goals.

The session underscores the need for a movement towards quality culture, process excellence, and ecosystem development to realize India's full potential. It calls for a collective movement to embed quality practices in every aspect of the industry, for sustainable growth.

Key Takeaways:

1. **Quality of product is about zero defect, doing right first time, and minimizing waste. Quality of experience is all about customer-driven quality.** We need to emphasize the importance of quality culture in achieving global excellence in products and services.
2. **India's moment for development is driven by rising per capita levels, demographic advantages, and geopolitical opportunities.** – These together highlight India's favourable position for economic growth and global leadership.
3. **Manufacturing jobs are critical for India's economic growth, with the potential to create multiplier effects on job creation.** There is an urgent need to focus on manufacturing for job creation and economic development.
4. **Creating a culture of quality requires process quality, people quality, and ecosystem quality.** These are essential for fostering a quality-centric environment across industries.
5. **IFQM aims to champion the culture of quality and excellence in manufacturing and services, across sectors.** Its role in leading the industry towards world-class quality standards and global recognition, will be key to success.
6. **Collaboration and integration across sectors are essential for achieving national development goals.** This calls for a united effort among stakeholders to drive India's progress towards becoming a developed nation.

Fire-side Chat: Leadership on the critical need for Quality, Excellence and Innovation in India

The small "q" and the big "Q", India in every table of the world

An inside-out perspective on harnessing the richness of the Indian entrepreneurial spirit and global successes across sectors, to create Brand India for Viksit Bharat@2047

Mr. Venu Srinivasan, Chairman, IFQM and Chairman Emeritus, TVS Motor Co.

Mr. N Chandrasekaran, Chairman, Tata Sons

Mr. SN Subrahmanyam, Chairman & MD, Larsen & Toubro

Mr. Vivek Chaand Sehgal, Chairman and Co-Founder Motherson Group

Session Chair: Mr. Jacques Esculier, Member of the Supervisory Boards at Daimler Truck AG and S&P Global



At the Outset: IFQM, a company helping businesses accelerate their growth and success, is launching an initiative aimed at helping Indian companies elevate their growth and success. The initiative aims to boost growth, success, and long-term impact on the lives of all people in India and is funded by Fortune 1000 Indian companies. The session discusses the unique potential of India, including its opportunities, diverse culture, and strong values. They emphasize the importance of leadership and a quality culture to achieve success in various industries and emphasize the need for massive learning and finding one's feet in the

global markets. They also emphasize the importance of customer affinity and the need for achieving excellence and quality in India.

Key Takeaways:

1. **Impressive and Impactful Presence:** We're fortunate to have with us today the chairmen of four of the most distinguished companies, each a global leader in its industry. The panel represents a combined wealth of experience that could probably solve India's challenges if they put their minds to it.
2. **Customer centricity:** Motherson says it is nothing without its customers. In a world obsessed with profits, these industry titans remind us that the customer is the king. Perhaps it's time we all crowned our customers and treated them like royalty.
3. **Skill and Labour:** The labour shortage isn't just a headline; it's a real challenge shaping how India's biggest companies operate. In a lighter vein, maybe it's time we teach AI to lay bricks!
4. **The World with and without AI:** For Factories that are being setting up now, our goal is to be AI first. AI isn't just coming; it's already here and reshaping how India's industrial giants think about the future. Get ready for factories that might be smarter than some of us!
5. **TQM starts with education, ends with education.** Quality isn't just about products; it's about cultivating a mindset. Perhaps we should all go back to school and major in 'Continuous Improvement'.
6. **We are paranoid about certain things of doing things on time, doing things to quality, having the right people being present, the leadership being present.** It seems that even at the highest levels of business, anxiety is a constant companion. Who knew that running a multi-billion-dollar company was just like cramming for exams?
7. **We are known as a NOT YET company.** So, if you ask me, are you making glass and water? I'll say not yet. Embracing the 'not yet' mentality could be the key to unlocking endless possibilities. Maybe we should all start responding to difficult requests with "not yet" instead of "no"!

Panel Discussion: The Global Play and Opportunity for India

Outside-in view of India, overseas Indian business, enablers and disablers of Global competitiveness (Plenary - Shahjahan Hall)

Recognizing the outside-in views and perceptions about India, its products, and services, and uncover potential areas for corrections and re-positioning to leverage current and emerging opportunities

Mr. Jacques Esculier, Member of the Supervisory Boards at Daimler Truck AG and S&P Global

Mr. Harald Kroege, Board member & President Automotive SiMa.ai, former member of the board of management for Bosch

Session Moderator: Mr. Soumitra Bhattacharya, CEO & Director, IFQM



At the Outset: The importance of sharing views on the topic of India and building a strong leadership culture can never be overstated. The need for emotional investment and a strong leadership culture to achieve goals is extremely important. The significance of improving the company's culture and innovation capability is the key to accomplish global standards; and connecting the capabilities to the needs of global markets can elevate the standards of performance. Overcoming the challenges of building a global MSME enterprise is crucial for the nation's progress.

Key Takeaways:

1. **India should play a much louder role in positioning itself.** We are this huge economy, and we are also a democracy. We have this huge potential. India's unique position as a democratic economic powerhouse is its potent weapon. It's time to turn up the volume and let the world hear our roar!
2. **India needs to roar now.** India started as a low-cost workshop for the world, and then the world used it as a workbench in areas like electronics and software. What I see today is a country that is capable of anything. It is time for India to shed its old image and showcase its true capabilities. We're not just the world's back office anymore; we're the front office, the R&D lab, and the innovation hub all rolled into one!
3. **AI is like discovery of fire.** I think it has not been understood how big the change is, and it will change the order of companies completely. Just as our ancestors harnessed fire, we must learn to wield AI. It's not just about staying warm; it's about lighting up the future of Indian industry.
4. **Indian ingenuity isn't just about cutting costs; it's about redefining efficiency.** We got up to 40% of savings in cost and weight for the same functionality, same quality, same reliability. India is not just tightening belts; we're reinventing them!
5. **Indian engineering: where 'Make, Do and Mend' meets 'Make in India'!** We had some CNC equipment that was bought in the late sixties that was more than worn out... our Indian engineers had rebuilt for \$18,000 versus \$450,000. Who needs a time machine when you can turn a 1960s relic into a 21st-century marvel?
6. **The hidden Champions:** Some Indian companies are dominating their little field. Nobody even comes close. Size isn't everything in business. It's time to celebrate our 'hidden champions' – the small giants who are quietly conquering their niches and making a big noise on the global stage.
7. **India's real superpower is their startup world:** When we talk about the big companies in the US, they all have been startups not so long ago. Today's startups are tomorrow's titans. Let's nurture our entrepreneurial ecosystem – it's not just about unicorns, it's about creating a whole new species of success!
8. **The promise of frugal engineering:** People are creative in India. Since there have been scarce resources, people are very resourceful, are very creative, can do things with only a few resources and the world does not know how to do. The 'jugaad' mindset isn't just a survival skill; it's India's innovation superpower. In a world of excess, our ability to do more with less is pure gold.
9. **Huge gap between the capabilities of India and how they are perceived outside:** It's time for India to close the gap between perception and reality. India is not just emerging; it has emerged. The world needs to see the India we know – innovative, capable, and ready to lead. Let's not just tell our story; let's make it impossible to ignore!



Panel Discussion: Innovative India for Global Reach

Best of the Best - Context and Purpose led Customisation, Institutionalisation

The cultures, methods and mindsets that can exponentially scale the value creation capability of India. Also, learning how Indian organizations have established thriving businesses overseas, and distilling some key lessons for replication

Mr. Suresh Narayanan, Chairman and MD, Nestlé India

Mr. Satyaki Raghunath, COO, Bangalore Airport

Ms. Nivruiti Rai, MD and CEO, Invest India

Session Chair: Mr. Vivek Chaand Sehgal, Chairman and Co-founder of Motherhood Group

At the Outset: Indian leaders have begun to demonstrate trust and a grounded approach to business and sustainability practices. The industry has a resolve to face challenges and are willing to use of expertise and experience to solve problems. There is emphasis on operational efficiency, quality, and collaboration across the software industry, as well as the importance of safety and compliance in their culture. The need for sustainability and partnerships for IP and technology growth is clear. There is an ambition for a culture of continuous improvement, growth and quality manufacturing; and how to manage business environment, political risk, and capital & technology partnerships.



Key Takeaways:

1. **There is no jugaad in quality.** Either you get it right or you get it wrong. When it comes to quality, there are no shortcuts or quick fixes. It's a call to action for businesses to commit fully to excellence, no matter the challenge.
2. **Import and Export is Strategic:** What we are looking at is there any strategic country that I'd rather import from and build an export import partnership? We need to rethink our global trade relationships strategically. It's about crafting strategic partnerships that can propel India's manufacturing sector to new heights.
3. **Quality and safety is your armour in crisis.** Maintaining high standards isn't just good business—it's a form of protection. In times of crisis, your commitment to quality could be the difference between sinking and swimming.
4. **Zero defects, 1 team and 100 percent commitment.** This simple yet powerful slogan encapsulates the essence of quality management. It's a reminder that achieving excellence is a team sport, requiring unwavering dedication from every member.
5. **Believe for India:** The invisible hand of technology will rise in every single sector to drive the growth. India's future suggests that technology will be the secret ingredient in India's recipe for success. It's time to embrace innovation across all sectors and let technology be our guiding hand.
6. **Safety is Paramount:** Factory managers have been known to be fired on the spot if they have been caught not holding the railing. Though this might seem extreme, it drives home a crucial point. In matters of quality and safety, even the smallest of details matter.
7. **Be prepared for Unpredictability:** The invisible hand of the market that rises is something which you cannot explain nor can economics. Despite all planning and strategizing, there's always an element of unpredictability in business. It's a humbling thought, but also an exciting one - who knows what unexpected opportunities might arise?

Panel Discussion: Reality Check #1 Auto, Engineering, Defence and Aero

Sector orientation - Current state, must win battles and bold plays in Manufacturing

Mr. Jayant Damodar Patil, Member of Executive Committee and Former Whole Time Director, Larsen & Toubro Ltd

Mr. Kamal Bali, CEO & MD, Volvo India

Dr. Jairam Varadaraj, MD, ELGI Equipments Limited

Session Chair: Mr. Salil Gupta, President, Boeing India

At the Outset:

Key Themes of discussions:

- *The importance of quality in manufacturing*
- *Challenges in meeting global quality standards*
- *The importance of developing a quality-centric culture*
- *The need to focus on value creation rather than just price competition*

Key Insights:

1. **If you trigger and fire the weapon first, you have a chance of survival.** It's not survival of somebody else. Your survival depends on, you fight it first time, it works. The stakes of quality in defence manufacturing are literally life and death. This sobering reality underscores why India's exacting standards aren't just about national pride—they're about protecting those who protect us.
2. **When was the last time we truly sat in our partners' shoes?** We have a belief that we need to go and sit in the Supplier Partner's workshop if we want our job to be done well. An approach to supply chain management isn't just about contracts—it's about relationships. Perhaps we should all consider.
3. **We cannot build a company on the back of something being cheap in India:** Need to have an audacious goal that challenges the notion that India's competitive advantage lies in low-cost labor. It begs the question: What if we focused on making our workforce more valuable instead of just cheaper?
4. **How wide can Diversity be? Look at India:** The highest battle altitude, it's in India. The worst of the salinity of seas, it's in India. The worst of the desert is in India. India's diverse and extreme conditions make it a natural testing ground for global products. Perhaps we should rebrand from "Made in India" to "Tested in India, Ready for Anywhere"?
5. **Price is an easy sale, value is a difficult sale:** In a price-sensitive market, selling value is an uphill battle. However, it might be the key to unlocking India's global manufacturing potential. Are we ready to shift from being price-takers to value-makers?
6. **Jugaad needs to be channelled through a System's approach:** When you do a jugaad, the jugaad happens in minutes. Now you need a system which anybody else will use for absolute reliability. The journey from 'jugaad' to world-class quality is India's manufacturing story in a nutshell. It's not about abandoning our innovative spirit, but about channelling it into systematic excellence. Who's ready to take their 'jugaad' to the next level?



Panel Discussion: Reality Check # 2 Electronics

Sector orientation - Current state, must win battles and bold plays in Manufacturing

Mr. Sushil Pal, Joint Secretary, MeitY, Govt of India

Mr. Savi Soin, President, Qualcomm India

Session Chair: Dr. Randhir Thakur, MD, Tata Electronics



At the Outset: In the backdrop of an exciting period in India which is seeing unprecedented investment and interest in Electronics and semi-conductors, the discussion focused on quality in the electronics manufacturing industry in India, featuring perspectives from the industry, the Government and manufacturing.

1. Quality is crucial in electronics, affecting both manufacturing capabilities and product performance. The Indian government is implementing policies to promote quality in electronics manufacturing, including incentive schemes and quality control orders.
2. Cost remains a significant factor for Indian customers, challenging manufacturers to deliver high quality at competitive prices. The importance of design capabilities alongside manufacturing is key to improving overall product quality. We need to build a reputation for high-quality manufacturing, like countries like Japan by overcoming challenges of maintaining quality across the complex supply chain in electronics manufacturing.
3. There's a need for strong emphasis on developing talent and skills in the electronics sector, with initiatives for curriculum development, internships, and industry-academia partnerships. A stronger academia-industry collaboration, and involvement of professors and students in quality initiatives will be a great enabler.
4. It is cardinal to make quality a pervasive focus throughout organizations and highlight the importance of learning from successful companies to replicate best practices. The Indian Foundation for Quality Management (IFQM) was mentioned as playing a crucial role in raising quality standards across industries in India.

Key Takeaways:

1. **India is the number one data consumption market in the world.** ARPU, which is the average revenue per user, is point point three x of what is elsewhere. This staggering statistic highlights the unique challenges and opportunities in the Indian market. It's a testament to our appetite for technology, but also a call to action for innovative, cost-effective quality solutions.
2. **We can build Quality:** We already have less than 1 PPM for some of the auto grades. When it comes to quality in automotive electronics, we're not just meeting global standards - we're setting them. It's time to bring this level of excellence to all sectors of electronics manufacturing in India.
3. **Getting the right capability in this complicated industry is going to be very, very important:** Talent is the secret sauce in our quality recipe. Let's cook up a storm by blending academia, industry, and government initiatives to create a workforce that's not just skilled, but also innovative and quality driven.

4. **Made in India should mean top quality:** We're not just aiming to compete; we're aiming to redefine global perceptions. Let's make 'Made in India' synonymous with uncompromising quality, just like 'Made in Japan' for badminton rackets!
5. **Value for Money - Breaking the code of cost:** The environment in India is such that the customer doesn't make that much money, and they want to get the best quality at cheaper price. This isn't just a challenge; it's our unique selling proposition. If we can crack this code, we'll not only dominate the Indian market but become a global powerhouse in value-for-money, high-quality electronics.
6. **Cross pollination of cross industry best practices can be a great enabler:** Quality isn't a solo sport; it's a team game. Let's break down silos and create a quality ecosystem where pharma can learn from semiconductors, and automobiles can teach smart homes.
7. **Made in India must mean premium quality product:** This isn't just a goal; it's our battle cry. Let's make 'Made in India' a mark of pride, a seal of quality, and a promise of excellence that resonates across the globe.

Concurrent Panel Discussion: Reality Check # 3 Pharma, Life Sciences and Health (Shahjahan Hall)

Sector orientation - Current state, must win battles and bold plays in Manufacturing and Services

Dr. Peter Bains, Group CEO, Biocon

Dr. Devi Shetty, Chairman & Founder, Narayana Health

Mr. Dilip Shanghvi, MD, Sun Pharma

Session Moderator: Mr. Neeraj Sagar, Founder / CEO, Wisdom Circle



At the Outset:

1. Quality in Healthcare and Pharma:
 - Defined as trust, patient safety, and a license to operate
 - Emphasized the importance of digital platforms and data in improving quality
 - Discussed the need for a culture of continuous improvement
2. India's Role in Global Healthcare:
 - India supplies 40-50% of generic products consumed worldwide
 - Potential to become not just the "pharmacy of the world" but also the "lab and healers of the world"
3. Innovation and Research:
 - Need for India to move up the innovation curve in pharmaceuticals
 - Increasing focus on early-stage discovery and research in India
4. Challenges and Opportunities:
 - Balancing quality with affordability, especially in government-controlled pricing
 - Importance of electronic medical records and patient data accessibility
 - Need for more clinical pharmacists in Indian hospitals
5. Learning from Other Industries:
 - Importance of cross-industry learning (e.g., pharma learning from Formula 1 for supply chain management)
 - Emphasis on data-driven decision making
6. MSMEs and Supply Chain:
 - Need for better auditing and support of suppliers
 - Learning from automotive industry practices in managing MSMEs

7. Future Directions:

- Focus on specialty pharmaceuticals and rare diseases
- Increasing innovation and research in drug discovery
- Potential for India to become a major provider of healthcare professionals globally

The discussion emphasized the need for collaboration, continuous improvement, and leveraging technology to enhance quality and innovation in the healthcare and pharmaceutical sectors in India.

Key Takeaways:

1. **Getting admitted to an American hospital is 10 times riskier than skydiving:** This startling comparison highlights the critical need for improved patient safety in healthcare globally. It's a wake-up call for us to rethink our approach to quality in hospitals.
2. **India supplies more than maybe 40% of the generic products consumed all over the world:** Though this showcases India's pharmaceutical prowess, we cannot rest on our laurels – it's time to ask how we can evolve from being the world's pharmacy to becoming its medical innovation hub.
3. **Learn from Everywhere:** We looked at our supply chain management with the Formula 1 McLaren team. This anecdote about Pharma partnering with a Formula 1 team proves that sometimes, the best solutions come from unexpected places. Who knows, maybe the secret to better healthcare lies in your favourite sport or hobby!
4. **Data Everywhere:** We have data on everything what is happening in the hospital. We can tell you how many times the patient's heart was beating at any point of time, the throughout their stay." Emphasis on data shows that in modern healthcare, Big Brother isn't watching you – but your doctor certainly is, and it might just save your life!
5. **From Treatment to Healing:** An Indian doctor should become the healers of the world. As the countries become affluent, medical profession remains less attractive for bright, smart people. However, in India, we are all genetically designed to become healers. This vision paints a future where India not only provides medicines but also medical expertise to the world. It's time to start thinking of "Brain Gain" instead of "Brain Drain"!
6. **The cheapest option isn't always the best:** The moment you drive the price to such a low level that it becomes unsustainable for the pharmaceutical company, we have to act on it jointly. Otherwise, the quality of medicine will suffer, and the patient's life is at risk. Many times, paying a bit more for quality can be a life-saving investment.



Concurrent Panel Discussion: Reality Check # 4 IT / ITES / Engg R&D (Concurrent – Mumtaz Hall)

Sector orientation - Current state, must win battles and bold plays in Service Offerings

Ms. Ipsita Dasgupta, SVP & MD – HP India

Mr. Dattatraya Salagame, MD, Bosch Global Software Technologies

Mr. Debashis Chatterjee – CEO & MD, LTI Mindtree

Session Moderator: Mr. Gaurav Gupta, Partner at Egon Zehnder

At the outset: The panel discussion focused on the IT industry, manufacturing, AI, and the intersection between technology and productivity.

1. **Opportunities and Challenges in IT and Manufacturing:** – Software technology, IT services, global standards, innovation, platforms, products, manufacturing, quality control, China speed, India stack.
2. **AI and Its Application:** – AI, automation, efficiency, revenue, prompt engineering, skilling, digital divide, applied AI, AI adoption.
3. **India's Position in Global IT and Manufacturing:** – India for India, integration, talent, skilling, productivity, global customers, consumption economy, competitiveness, employment.
4. **Quality and Innovation:** – Quality assurance, software development, agile, hygiene, process quality, ecosystem, digital payments, UPI.



Key Takeaways:

1. **Enhance AI Adoption and Skilling:** – Focus on creating structured skilling programs to bridge the gap between knowledge and application of AI. – Develop AI use cases tailored for MSMEs to prevent a digital divide and encourage broader adoption.
2. **Promote India-Designed Solutions:** – Encourage the development of an "India stack" for technology solutions, emphasizing local needs while maintaining global competitiveness. – Leverage India's large market as a testbed for innovative technologies that can be exported globally.
3. **Strengthen Quality and Process Management:** – Embed quality into the DNA of organizations, ensuring that it is part of every team member's role rather than a separate function. – Use AI to enhance quality assurance processes, making them more predictive and preventive.
4. **Address Complacency and Foster Continuous Learning:** – Combat complacency by encouraging a culture of continuous learning and adaptation to new technologies and methodologies. – Implement programs for unlearning and relearning to keep the workforce agile and adaptable.



Conversations: **Quality in Life – Education and Skilling** (Shahjahan Hall)

Quality as a part of the curriculum in the education system of India

Building quality consciousness right at the roots of the future talent of India

Mr. Sunil Kant Munjal, Chairman, Hero Enterprise

Mr. Sourav Roy, CEO, Tata Steel Foundation

At the Outset:

The importance of quality education and skilling in India's development, considering the country's diversity and economic levels, can never be understated. With the advent of technologies, there is a need to integrate physical and digital infrastructure development, to create education and skilling systems that can value-add at scale and with quality. To add to the challenge, the gap between industry/business and education/research, need to be bridged. At Munjal's university, incorporating practical and experiential learning from day one, with 40% visiting faculty from industry, is being experimented.

The importance of embedding quality principles in curriculum design and infrastructure is paramount. This calls for a broader concept of quality in education, including ethics, empathy, cross-disciplinary learning, and soft skills. Alongside, it needs to embrace technology and innovation in education. Vocational skills need to be a significant **component** of traditional education. Continuous learning and recognition of diverse skills in the professional world, can add to impact. We need to experience the learning journey rather than just focus on the destination.

The session also included an award ceremony for student essays on equipping students with quality concepts and tools for industry readiness.



Key Takeaways:

1. **Many Indias in one:** This stark reality highlights the need for a multifaceted approach to education and skilling. How can we ensure our quality initiatives cater to all segments of our diverse nation?
2. **Unique Phygital Infrastructure:** We are probably one of the only countries in the world which has developed physical infrastructure and digital infrastructure at one time. This unique position offers us unprecedented opportunities. How can we leverage this dual development to revolutionize our education and skilling systems?
3. **Curriculum needs a big make over:** We review and renew 25 to 30% of the curriculum of the university every single year at Munjal university. In a world that's changing at breakneck speed, perhaps our educational institutions should take a page from this book. It is time for a 'continuous improvement' approach to curriculum design.
4. **We have no quality department:** The idea was, if you think about what is the role of quality, it is actually to reject. This challenges our traditional notions of quality control. Could making every individual responsible for quality lead to better outcomes in education and industry?

5. **Coding literacy from age two:** Coding will be what the language they'll be using for everything they do. As we prepare our youth for a digital future, should we be treating coding literacy with the same importance as language literacy? It's food for thought – or should I say, food for code?
6. **We are the largest consumer of digital data in the world today:** With great data comes great responsibility. How can we harness this digital appetite to fuel our quest for quality education and skilling?
7. **The Journey is more important than the Destination to world class Quality:** We also must remember to focus not on the destination, on the journey in this case. We have to enjoy what we do because if it becomes a punishment, if you're not going to do it well. In our race towards quality and innovation, let's not forget to enjoy the ride. After all, who said quality improvement can't be fun?

Keynote Address: Creating a Sustainable Movement
Governance of National Quality movement for Viksit Bharat@2047
 Industry led movement for Global competitiveness
Shri Piyush Goyal
Honorable Minister for Commerce and Industry

At the outset:

The government's focus on quality, centred on "zero defect and zero effect" in manufacturing, has resulted in a significant increase in quality control orders in India, from 14 covering 106 products before 2014 to 174 covering 732 products in the last decade. For Ex: Implementing quality standards in the toy industry, despite initial resistance, has ultimately led to increased domestic manufacturing and exports. The importance of changing the mindset regarding quality is stressed, both for consumers and manufacturers. The auto component sector is a success story in terms of global competitiveness due to quality and cost-effectiveness. The industry leaders need to continue to partner with the government in extending the quality ecosystem to MSMEs and smaller providers. They also need to participate in technical standards committees to keep standards up-to-date and aligned with global benchmarks. Govt schemes such as the 1 lakh crore rupee Anusandhan NRF initiative to support innovation through industry-academia partnerships, needs to be championed. The quality mission envisages bringing to life PM's five commitments for India's development by 2047, including becoming a developed nation, erasing colonial mindset, going back to roots, maintaining unity and integrity, and fulfilling one's duty. Export competitiveness will need to come from self-confidence and high-quality products rather than subsidies or protectionism. There is a dire need for a cultural shift towards quality consciousness from childhood, positioning it as a duty for all Indians to make the country globally competitive.



Key Takeaways:

1. **Importer turns Exporter:** From a mere importer of substandard toys, we are manufacturing toys in India that are being exported. This illustrates how quality standards can transform industries. It's not just about toys – it's about India's potential to shift from importer to exporter across sectors when we prioritize quality.
2. **Initial Reluctance needs to be compulsively overcome:** We often face a lot of initial difficulty when we are introducing these quality control orders. Change is never easy, but it's necessary. As we push for higher standards, let's remember that short-term discomfort often leads to long-term gains. Who knows, maybe one day we'll have a "Quality Control Order" for politicians too!

3. **Export Quality is a misnomer:** Switzerland does not make watches differently for its own market than for the world. It's time we stopped distinguishing between "export quality" and "local quality." When we make quality our default setting, we not only serve our nation better but also position ourselves as global leaders.
4. **Self-confidence drives Global competitiveness:** Our export competitiveness is not going to come from subsidies or government support. It's not going to come from our closing the doors to the rest of the world. True self-reliance comes from self-confidence. Let's aim to compete on the world stage not by protectionism, but by the sheer force of our quality and innovation.
5. **Quality is not our job. It's our duty:** We need to reframe our approach to quality. It's not just about business – it's about nation building. So, every time you overcome the temptation to cut corners, you're not just doing your job, you're actually fulfilling your duty to India!

Key-Note: The Global Context

Global Experiences, India Imperatives

Mr. Punit Renjen, Global CEO Emeritus, Deloitte

An outside-in perspective on the journey of nations that leveraged Quality, Innovation and Excellence to build and sustain global competitiveness and the imperatives for India



At the Outset:

The session touched upon significant components of India's potential to be a Global powerhouse.

1. **India's Economic Goals**
 - Aim to become a \$30 trillion economy by 2047 (12 times current size)
 - Need to increase participation in global value chain from 2% to 10-15%
2. **Demographic Advantage**
 - 50% of India's 1.4 billion population is under 29 years old
 - By 2030, India will have the largest workforce globally
3. **Quality and Innovation as Enablers**
 - Essential for leveraging India's demographic dividend and market potential
 - Need to develop a uniquely Indian approach, not just imitating the West
4. **Lessons from Japan's Quality Movement**
 - Emerged post-World War II to rebuild the economy
 - Key interventions: a. Establishment of METI (Ministry of International Trade and Industry) b. Formation of quality organizations like JUSE c. Support for SMEs through legislation d. Leadership-driven quality management e. Focus on services sector alongside manufacturing
5. **Lessons from Germany's Quality Revolution**
 - Rebuilding economy and reputation post-World War II
 - Key learnings:
 - i. Mittelstand ecosystem (SMEs)
 - ii. Dual vocational training system

- iii. Cross-sector collaboration
- iv. Industry 4.0 initiative
- v. Focus on emerging sectors (e.g., pharmaceuticals, renewable energy)
- vi. Sustainable product solutions

6. Recommendations for India

- Make the quality movement industry-led and owned by leaders.
- Bring quality and innovation to executive suites and boardrooms
- Encourage cross-learning and sharing across sectors and globally
- Leverage data and technology to leapfrog
- Create a unique "Indian way" of quality and innovation

The session emphasizes that this is "India's century" and that the country must accelerate its quality and innovation revolution in a way that is inclusive, non-exploitative, and sustainable.

Key Takeaways:

1. **This is India's century:** This isn't just optimism—it's a call to action. We're not just witnessing history; we're writing it. How will you contribute to making this India's century will be an exciting journey.
2. **We cannot pollute our way to development:** This aspect redefines progress. In our quest for growth, let's not forget that true development is sustainable development. Who's ready to innovate for a cleaner, greener India?
3. **Quality must be assured for Tangibles and Intangibles alike:** In a world where software is eating everything, even our cars for that matter, how do we measure the quality of the intangible? It's time to redefine quality for the digital age. We need t get ready to trgger this paradigm shift.
4. **Vocation Training is the crux:** Over 50% of the students choose vocational training over university education in Germany. Imagine the prospect of half of India's youth being skilled craftspeople and technicians! We might have fewer engineers, but we'd certainly have better roads! We need to celebrate vocational skills like never before.
5. **Renew energy for Renewable energy:** The share of renewable energy generated in Germany in the total load is close to 60% in 2023. Germany has moved from bratwurst to solar wurst! If a country famous for its autobahns can do this, what's stopping us? Let's turn 'Surya Namaskar' into 'Surya Shakti'!
6. **Quality cannot be outsourced:** You cannot outsource Quality into the bowels of the organization. Quality isn't like your appendix—you can't just forget about it until there's a problem. It needs to be at the heart of everything we do. We need bring quality from the basement to the boardroom.
7. **Create the Indian way:** We've heard about the German way and the Japanese way. Now it's time for the Indian way. Let's not just think outside the box—let's redesign the box, make it biodegradable, and sell it globally!



JUZE and IFQM Collaboration

A Perspective

Mr. Koichi Obara – Director in the Board of JUZE

At the Outset:

JUZE (Union of Japanese Scientists and Engineers) has recently entered into a partnership with IFQM. The interest of India in Japanese quality practices, including the Deming prize and QC circles, is heartwarming. There's a shift in Japanese business thinking: the idea that improving quality leads to better sales is becoming outdated. There is an urgent need to connect quality improvement not just to products and services, but to overall business strategies. The JUZE-IFQM partnership is viewed as a mutual learning opportunity, not a one-sided teaching relationship. JUZE plans to develop customized programs for Indian companies through IFQM. This leadership conclave or symposium is focused on quality management and is keen to strike international collaborations between Japanese and Indian organizations.

Key Takeaways:

1. **Quality in Products and Services alone is insufficient for success:** In Japan today, the conventional wisdom that improving quality will lead to better sales is becoming outdated. This challenges our traditional understanding of quality management. How can we reimagine the role of quality in business success beyond just driving sales?
2. **Our relationship is about Give and Take:** JUZE views the partnership with IFQM not as a one-sided teaching relationship but as a mutually beneficial opportunity where we can learn from each other. In our globalizing world, cross-cultural partnerships are evolving. How can we foster true reciprocity in international collaborations, moving beyond the mentor-mentee dynamic?
3. **Quality in Strategy:** We believe that the new challenge ahead is to connect quality not only to improvement of product and services but also to the overall business strategies. Quality is no longer just about the end product – it's about the entire business ecosystem. How can we integrate quality thinking into every aspect of our organizations?
4. **Looking Forward to more engagements:** We are very much looking forward to establishing a truly trusted partnership with Indian companies and working together towards new heights. Trust is the cornerstone of any successful partnership. What unique strengths can Indian and Japanese businesses bring to the table to reach these "new heights"?
5. **JUZE deeply appreciates India's interest in Japan:** What specially moved us was that your dedication is not just studying theories and books, but also coming all the way to Japan to visit leading companies like Toyota, especially directly learning from your shop floor, Gemba." Sometimes, the best learning happens outside the classroom. How can we encourage more hands-on, experiential learning in our professional development programs?



Fire-side Chat: **Tilt to India** (Shahjahan Hall)

Orbit shifting paradigms, drivers of Innovation, role and readiness of leadership

Business Models, approaches and methodologies that can help embed innovation in products, services, solutions and sustainability to enable the global tilt towards India

Mr. Bhaskar Bhat, Chairman, Vistara

Mr. Ramesh Ramadurai, MD, 3M

Mr. Guruprasad Mudlapur, MD and President, Bosch Ltd and Bosch India

Session Chair: Mr. Romal Shetty, CEO Deloitte South Asia

At the outset:

The panel featured leaders from major companies, discussed innovation and quality in the Indian context.

1. The need for India to shift its focus towards quality and innovation to compete globally.
2. Examples of innovative practices in companies:
 - Tata Group's "Innovista" program encouraging innovation across all levels
 - 3M's "15% rule" allowing employees to work on innovative projects
 - Bosch's emphasis on manufacturing excellence and engineering prowess
3. Challenges in innovation:
 - Balancing quality with market demands and pricing
 - Adapting global products to local conditions
 - Empowering frontline employees to improve customer experience
4. India's potential:
 - Large consumer market attracting global companies
 - Success stories like UPI and low-cost data
 - Need to focus on global integration and infrastructure improvement
5. Future opportunities:
 - Building an "India innovation stack"
 - Leveraging India's engineering talent and research institutions
 - Encouraging collaboration and best practice sharing in innovation

The discussion emphasized the importance of leadership in fostering a culture of innovation and quality, and the need for India to build its brand as an innovation destination globally.



Key Insights:

1. **Consumption driven Indian Market:** We are a strong consumption led economy, and companies achieve a level of quality that the consumer wants, willing to pay for, not what the consumer deserves. This challenges us to consider how consumer expectations shape innovation in India. Are we settling for 'good enough', or can we push for excellence beyond market demands?
2. **Tech enabled Manufacturing capability is a key differentiator:** A vast proportion of the new and emerging technology platforms relate to manufacturing. This often-overlooked aspect of technological advancement needs to be leveraged. Perhaps the next big breakthrough isn't just in the product, but in how we make it!
3. **Innovation is about Pride:** The idea of the slimmest watch in the world fuels pride when the world takes note that India can do something like this. Innovation isn't just about functionality – it's about national pride and proving what India can achieve on the global stage.

4. **India has unique problems to solve:** Nobody bothers about a rat ingress in washing machine in Germany. The need to customize products for the Indian market showcases the unique challenges and opportunities for innovation in our country.
5. **Emulating the Chinese Growth trajectory:** We are, in terms of economy, where China was in 2008. This offers tantalizing template for India's economic trajectory. The question is, are we ready to take the same leap forward in the next decade?
6. **Luxury as a driver for export growth:** Indian creativity and a sense for aesthetics is second to none. Perhaps it's time we start thinking of India as a luxury goods exporter, not just an IT powerhouse!
7. **Collective Innovation:** How do we collaborate in triggering block buster innovations? How do we share best practice in innovation processes? Answers to these questions collaboration and competition in innovation. In our quest to protect intellectual property, are we missing out on the power of collective innovation?

Engagement: A Quality Journey with Dr. Noriaki Kano (Concurrent – Mumtaz Hall)

Products, Production Systems and Services - Design and Delivery

Dr. Kano's interaction with 40 CEO/CXOs supported by Prof. Prem Motwani, Independent Consultant on TPM/TQM

A deeper understanding of drivers of quality and the role to be played by leadership team in instilling a Quality Culture in organizations.

Dr. Noriaki Kano, Professor Emeritus, Tokyo University of Science, conducted a captivating session, highlighting the role of Quality in everything we do.

With interesting anecdotes and challenging questions, he emphasised the importance of techniques of TQM and how they can be applied to achieve Quality excellence. For example, He asked the participants 'How many states are there in India? and, who has visited all of them?'... while mentioning that he has himself completed visiting all, this August. Besides other things, it emphasised Gemba, a uniquely Japanese practice of understanding the ground realities.

He tracked the history of Quality in Japan, including the formation of JUSE, and the seminal roles played by legendary quality gurus like Dr. Deming, and Dr. Juran. Japan realised the importance of involvement of the Top management very early in the journey, and the used SQC widely to understand, control and eliminate defectives. Japan grew in prominence with its unique TPC promotion, which evolved into TQM.

He elaborated on Attractive Quality, a key component of the globally known Kano Model to drive Innovation. He narrated numerous examples from India and abroad on how quality was systematically understood and improved. He emphasised that Quality Improvement is an essential step for innovation and reiterated the importance of Standardisation as a stepping stone for building a Quality culture. By treating the next process as Customers, he underlined the importance of customer delight; and how relentless efforts in problem solving using well established quality Tools can generate world class quality leading to customer loyalty.

Note: Since Dr. Kano's presentation is proprietary and is subject to copyright, this summary merely describes the contours of his immeasurably impactful presentation.



Key Take Aways (Shahjahan Hall)

Actionable insights and milestones

Inspiration, Ideas and Resolutions from the Symposium

Mr. Soumitra Bhattacharya, CEO & Director, IFQM

Mr. KN Radhakrishnan, Director & CEO, TVS Motor Co.

At the Outset:

1. The event was organized by IFQM (Institute for Quality Management), which was founded about a year ago with the mission of promoting quality and excellence in Indian industry.
2. IFQM's approach is based on 7 pillars, including:
 - Sound corporate governance
 - Counseling and assessment using a "Gurukul" approach
 - Learning and development
 - Events and symposiums
 - Role Model awards based on assessments
 - Industry-academia connections
3. The session emphasized the importance of:
 - CEO-led quality initiatives
 - Sharing best practices and failures openly
 - Collaboration between companies and with academia
 - Focus on both product and process quality
 - Addressing the "big Q" (overall quality) and "small q" (specific quality)
 - Using data and technology to improve quality
 - Creating an "Indian way" of quality management
4. There was a call for companies to join IFQM's movement, with a suggested "95-5 formula": 95% focus on one's own company, 5% on giving back to the nation through quality initiatives.
5. The importance of addressing attractive quality (AQ) goes beyond just meeting basic quality requirements.
6. The session acknowledged the influence of Japanese quality management experts and their selfless contributions to India's quality journey.
7. Future focus areas mentioned include:
 - Embracing innovation through digital and technological enablement
 - Addressing the challenges and opportunities presented by AI
 - Creating clusters to spread quality practices to more Indian companies, especially MSMEs
8. A call to action for attendees to become ambassadors for the quality movement in India and to continue participating in future IFQM engagements.

Key Insights:

1. **Courage to accept presence of Problems:** "Houston, we have a problem." This famous quote reminds us that acknowledging problems is the first step towards solving them. In our pursuit of quality, let's have the courage to identify and address issues head-on, whether they're in hospitals or boardrooms.
2. **The 955 approach:** This quality mission is Industry led, Nation First. While devoting 95% of the time and energy to one's company, we are inviting you to give that balance of 5% to the nation. We need to think beyond our company walls. What if every business in India dedicated just 5% of their efforts to national progress? The collective impact could be revolutionary.

3. **Everyone is in the Quality assurance department.** It is important to turn the traditional idea of quality on its head. Imagine a world where quality isn't a department, but a mindset embraced by every employee. It's not just thinking outside the box; it's realizing there is no box!
4. **Ownership is always at the top:** Quality isn't just about products; it's about leadership, learning, and lived experiences. So, the next time you're sipping your morning chai, ask yourself: how can I make this experience even better?
5. **AI Everywhere:** No part of your business will remain untouched by AI and digitalization. This isn't just a wake-up call but a full-blown alarm. AI isn't coming; it's here. So, let's embrace it, innovate with it, and use it to redefine quality in ways we've never imagined before.



Valedictory Address (Shahjahan Hall)

Call for Action

Keeping up the continuity of purpose

Mr. Venu Srinivasan, Chairman, IFQM and Chairman Emeritus, TVS Motor Co.

Transcript:

I have a humble duty to first pay respects to my guru, my teacher of quality, professor Shoji Shiba and to the other sensei, professor Washio, Professor Kano, and many more, all of whom have so selflessly given to us their time, their knowledge and energy to build India. They are the most selfless teachers I have known in my life.

When I asked Professor Shiba, Professor, why are you coming to India? He said, Venu san, I have enough people who want my time, but Japan has already progressed. Countries like India need to progress, therefore, I'm coming to India.

I asked Professor Washio, why did you come to India, Professor? He said, Venu san, after the war, I could not study in Japan. So I came to the Indian Statistical Institute. Now it is my duty to give back to India. From then, Professor Shiba ran the Visionary Leadership for Manufacturing, a program of leadership, well known as VLFM. Professor Kano has given us an enormous amount of time. There are other professors such as Professor Ando, Professor Kubota. It is the great trait of Japan that the Sensei there are like Indian gurukul teachers. They selflessly give to the students. They are not consultants, and I know that my friend, Chand, does not believe in consultants, but teachers we all believe in because our gurus own us, take responsibility for us, guide us every step of the way. Therefore, with that, I would like to, before we conclude, thank everyone with deepest gratitude to all of you for your valuable contribution, for your time and commitment.

So many of you have come from abroad, and so many of you have come, in spite of absolutely busy schedules, to be with us. Over the last two days, I think we've had one of the most defining conclaves in India where all the CEOs have stayed, right till the end.

We have done three Learning Missions last year to Tata Steel, to TVS and Motherson. Never has before in India, companies thrown open their doors to show their best practices, their failures, and their challenges in such an open way because it is about nation building, sharing, and caring. Like what professor Tsuda , Professor Washio and Professor Kano have all done till now, for the first time, Indians are doing to help each other to build a nation.

Our collective focus on quality, excellence, innovation has definitely strengthened India's potential. I think we are trying to create a movement, and I do want to say that aspect of quality that Professor Kano repeatedly says, professor Shiba also has told me, that the only way for countries and future to go ahead and leapfrog over other countries is to the intercept. And the intercept is that line towards which technology is leading and that line which society's aspirations are also leading. And if you capture that point, then you have that moment like an iPhone or any other product. We can take more examples of Elon Musk, the SpaceX, and more.

But human ingenuity has always created that attractive quality by seeing an intercept point in space, which does not exist in the world today. So, as we reflect on the sessions, I would like to take a few critical points, the trends we have explored that will uplift India's position in the global economy. The leadership for quality is extremely important. Leadership must come from the chairman and the boardroom. In our own humble way, I think we can say that at TVS Motor, quality is the first accountability for the top leaders.

The first managing points are quality and customer satisfaction, not profit, not sales. Sales growth and profitability are second and third. The first and foremost accountability is customer satisfaction and quality.



All of you now have a duty to be an ambassador of this movement to help IFQM go forward in its journey. As I already said, the cross learning between our companies is very critical to accelerate this process of change in India. And even more important is the clusters. You must create a 1,000 and then 10,000 Indian companies which will be of quality.

This can only be done by the leadership of the member companies and others who will join our movement to take this forward that you will create clusters, and you can certainly. We have our several sensei here who have been generous to give their time. And when they retired, they believe their greatest contribution is to give back to society, and that's why they are here with us. We have to make it a broad movement. The future will lie in engagement and collaboration, not only within India, but also outside India.

Again, I want to thank JUSE. Japan has been the most generous nation I have seen in sharing their quality. Be it TQM or TPM or lean Toyota production system, Japan has really stood out in the way they offer the collaboration. And I must talk about Toyota company in particular. Toyota has offered their TPS training to any company that comes forward, and that is so rare in the world. And finally, all this quality is going to be, as has been repeated many times, just the entry ticket. The winning must come from embracing innovation through digital and technological enablement. We talked about AI, which is everywhere. No part of our business will remain untouched by AI and digitalization. So that is a huge challenge. It is not what is going to happen, but which has already happened in many companies. We talked about Germany and industry 4.0. Digitalization is rapidly spreading, and I think that is a very, very important part of this journey.

Thanks to every one of you, we've had a very successful conclave symposium, we hope to see you again next year, year after year again and again and again. Thank you for your participation, your generosity, your ideas, and your unwavering support.

Finally, I would like to thank the entire team at IFQM, Deloitte – our knowledge partner and many others who worked tirelessly with us to make this Symposium happen.

We have miles to go before we go to sleep, miles to go before we go to sleep.

Thank you very much.

