

IFQM NEWSLETTER

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Indian Foundation For
Quality Management

Issue 3

In Pursuit of Quality: Collaborations, Learnings and Growth

In this issue of the newsletter, we highlight strategic activity and meaningful progress across the IFQM ecosystem—from the launch of our flagship Taguchi Methods program to new academic partnerships and a high-impact leadership assessment at Biocon under the JSEM framework.

With fresh members, growing teams, and upcoming initiatives in operations research, digital transformation with TCS, and our annual symposium, this issue captures the collective drive powering our commitment to enterprise excellence.



Highlights

- Taguchi Method Learning Solution
- IFQM Academy Construction Contract
- ZF India MSME Cluster Development
- Building a Digital Backbone for Industry
- 5th CEO/CXO Learning Mission to Biocon
- MOU with BML Munjal University
- Enriched Elective with XLRI
- Biocon JSEM Assessment
- Spouses of IFQM Employees Visit TVSM
- New team members at IFQM

Upcoming

- Decision Science for Enterprise Excellence
- IFQM Symposium 2025
- 6th CEO/CXO Learning Mission at Siemens

Inauguration and Orientation to CEOs/CXOs on Taguchi Methods for Robust Optimization



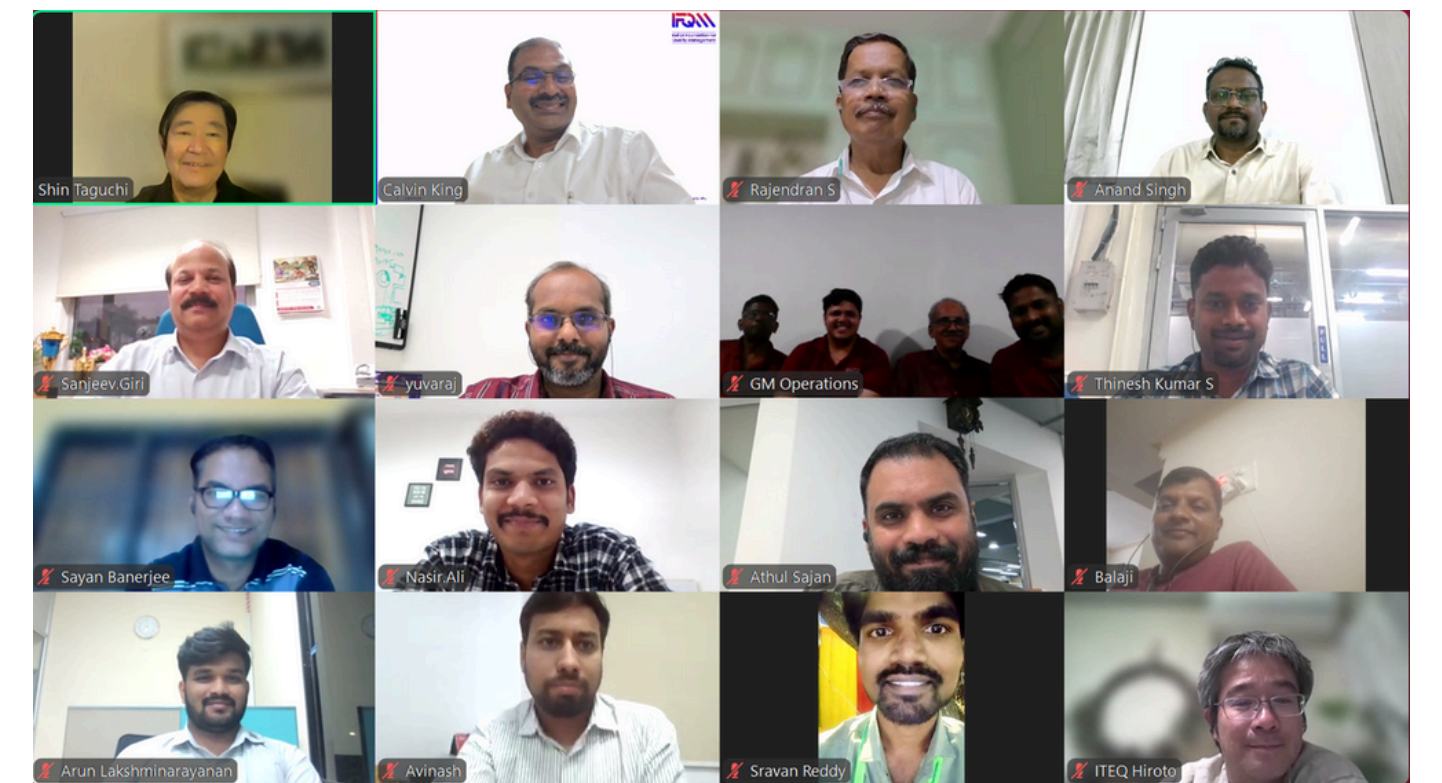
In April 2025, the IFQM Academy launched its first learning solution—Taguchi Methods for Robust Optimization—through an online inauguration session.

The launch event drew 61 participants, including 25 CEOs/CXOs/Senior Executives. The learning journey for the participants began on 5th May 2025.

The program will span six months, comprising seven seminars and seven coaching sessions. It will include nine action learning projects—two proactive and seven reactive—to be conducted with direct coaching by Mr. Taguchi.

This marks the beginning of the learning journey with IFQM member organizations and sets the stage for future capability-building programs grounded in applied quality methodologies.

The program is facilitated by Mr. Shin Taguchi, CTO of ASI Consulting Group LLC, Advisor to ITEQ International, and a global expert in Robust Engineering, Design for Six Sigma Statistics, and Industrial Engineering. With over 40 years of experience, he has coached more than 4,000 cases across 500 companies in Japan, Europe, and the United States.



Inaugural session on Taguchi Methods for Robust Optimization

IFQM Academy construction contract inked

Marking a significant milestone in IFQM's journey, Soumitra Bhattacharya, CEO and Director, IFQM signed the agreement with Gayathri & Namith Architects (GNA) to commence the construction of the IFQM Academy at Devanahalli.

This step sets in motion the realization of IFQM's vision—the birth of an institution that will redefine excellence, innovation, and leadership in various fields of business.



Formal agreement signing with Gayathri & Namith Architects

Another step to make MSMEs more export capable

ZF India has chosen eight distinguished suppliers with the potential to advance from good to great. This initiative employs a cluster approach that encourages collective learning and progression among these cluster of companies. The endeavor is a collaborative effort between IFQM and ZF India.

Our approach combines As-Is understanding and identification of areas for improvement, critical challenge resolution, and deep-rooted TQM culture-building to help companies transform.

A tailored roadmap is then created based on each company's unique needs. These clusters will support in developing a large set of Indian MSMEs as Export Capable and Globally Competitive.



MSME Cluster program launch at ZF India

Building the Digital Backbone for Industry-Wide Quality Transformation

At IFQM, we are in the process of implementing Digital backbone based on the Blueprint which was envisioned with the help of TCS. The Digital platform contains Membership onboarding, Learning management system, Self Assessment for Big"Q" and Daily works management etc.

Our strategy is to use Commercial Off-The-Shelf(COTS) products, than building ecosystem from the scratch. We are also looking at Digital tools which can be made available to MSME on out Digital Toolbox to enhance Quality, productivity, process control. We are in the process of developing specific trainings which will be made available on our Learning Management System(LMS).

We will be looking for Standard trainings from our partner, so that we can host it also through our LMS for benefit of all & drive collaboration across industry sectors.

Please reach out to us if you would like to collaborate in this endeavour.

COLLABORATIONS

Enhanced Quality Focused Electives at XLRI in Collaboration with IFQM

XLRI – Xavier School of Management has strengthened its commitment to fostering academic-industry collaboration through the enhancement of its elective course, Quality Control, Analysis and Management, offered to MBA students at both the Jamshedpur and Delhi-NCR campuses.

With academic inputs from Dr. Dipankar Bose (Faculty, PODS Area, XLRI) and expert guidance from Dr. Pankaj Kumar, Counsellor at IFQM, as well as support from Tata Steel, a founding member of IFQM, the course has been significantly enriched to integrate practical perspectives into the classroom. The enhanced version of the elective will now feature live industry projects, real-world case studies, immersive industry visits and guest sessions by quality professionals from leading organizations.

This initiative marks a significant milestone in IFQM’s growing engagement with XLRI and reflects a shared vision to advance education and practice in the domains of quality, innovation and operational excellence. The updated course will be offered to students in the upcoming academic term.

MOU with BML Munjal University

Taking the industry academia connect further, IFQM entered into a strategic MoU to collaboratively advance quality-focused initiatives. The partnership aims to embed a strong culture of quality among students by integrating quality management, research, education, and training into the academic framework.



IFQM and BMU team at MOU Signing event

Biocon institutes an Assessment of its Leadership and Strategy processes against the high standards of the John Shaw Excellence Model

A highly valuable and insightful assessment was conducted by IFQM experts for Biocon Group, focusing on their leadership and strategy processes. The assessment leveraged the John Shaw Excellence Model (JSEM)—developed by Biocon Group's Center of Excellence as a framework to drive enterprise excellence through continuous improvement, innovation, and leadership—and involved seasoned IFQM experts MK Nagabhushan, Samir Banerjee, and S. Sambasivam (external consultant), each with extensive assessment experience in the Tata Group, bringing depth and expertise to the evaluation.

The main goal was to assess the leadership and strategic planning processes at the company level, as the previous assessments had been focused primarily on SBU (Strategic Business Unit) levels. The need for company-level leadership evaluation was identified by Biocon Group COE, for the Biocon Group. The assessment was conducted under the framework of JSEM, specifically focusing on Enabler 1.0 – Visionary Leadership and Strategic Planning. This provided a structured way to evaluate the effectiveness of leadership and strategy at the top organizational levels.

The approach for this assessment was unconventional, relying heavily on virtual interactions with 24 key senior leaders from the three Biocon Group companies over a two-month period, rather than traditional document reviews. This allowed for a more personal and in-depth understanding of the leadership processes. The engagement resulted in company-specific reports and executive summaries, along with scores on leadership and strategy processes, based on the JSEM GRADER scoring system.

The feedback from Biocon was overwhelmingly positive, with the leadership team showing interest in potentially repeating the assessment in the future. The senior leaders involved in the assessment were open, candid, and receptive to new ideas. This provided an excellent environment for constructive feedback and insights that can be actioned to further enhance leadership practices.

The robustness of this process was further confirmed when Group COE received Organization wide acceptance of these assessment findings which will be translated into focus areas to be worked upon by the various leadership teams. This further reiterates Biocon's strong commitment towards Continuous Improvement.

LEARNING AND SHARING

5th CEO/CXO Learning Mission at Biocon Group

After the success of CEO/CXO Learning Missions to Tata Steel, TVS Motors, Motherson Group, and L&T, the 5th Learning Mission was hosted by Biocon Group, Bengaluru, India's leading biopharmaceutical company known for innovation and impact in healthcare, on 14-15 May 2025.

More than 60 delegates from large corporations, MSMEs and academia observed that at Biocon, a quality mindset is deeply embedded in the fabric of the organization. From leadership to shop floor, teams demonstrated an unwavering commitment to continuous improvement, scientific rigor, and compliance.



Delegates at Biocon campus, Bengaluru

Spouses of IFQM employees visit TVS Motor

The visit to TVS Motor’s facility offered a powerful view of how quality is woven into every aspect of the organization. Kaizen practices have extended beyond the shop floor, with employees’ families and children also participating in improvement initiatives, reflecting a culture of continuous learning and ownership. Inside the plant, participants witnessed advanced automation, digital systems, and robotics at work in a space that was clean, well-lit, and thoughtfully designed. It challenged traditional ideas of factory environments and left a lasting impression of professionalism, discipline, and a company deeply committed to excellence.



Spouses of IFQM Employees hosted at the TVS Motor factory in Hosur, Tamil Nadu

THE JOURNEY GROWS



Soumitra Bhattacharya, CEO and Director of IFQM signs the first IFQM membership certificate



IFQM Membership Gains Momentum

Since the announcement of the membership program at the Symposium last year, IFQM has enlisted two lifetime equity members in Lucas TVS and VNA Padmini Mechatronics.

Equally significantly, IFQM has 20 subscription members from multiple-sectors across large organizations and MSMEs, from Indian companies to MNCs operating in India, from manufacturing to service organizations including from the critical segment of Healthcare.

Another six organizations are in the advanced stages of joining the IFQM eco-system, and the pipeline is growing. This adds immeasurable diversity, enthusiasm and energy to the journey towards a Quality and Innovation centric India that is globally competitive.

Current IFQM Members

(Alphabetical)

- Bangalore International Airport Limited
- Bosch Limited
- Brigade Foundation
- Cummins India Limited
- ELGi Equipments Ltd
- Greaves Cotton Limited
- Indivillage Tech Solutions LLP
- Kennametal India Limited
- Kirloskar Brothers Limited
- Kripya Solutions Private Limited
- LG Balakrishnan & Bros Ltd
- Nestle India Limited
- Siemens Limited
- Sankara Eye Foundation
- Sri Srinivasa Engineering
- Tata Chemicals Limited
- Tata Motors Limited
- Titan Company Limited
- Wilton Weavers Private Limited
- ZF Commercial Vehicle Control Systems

More in the pipeline



NEW TEAM MEMBERS AT IFQM



A.M. Muralidharan joins IFQM as consultant

Mr. A.M. Muralidharan joins IFQM as a Consultant. Over a distinguished 40-year career—including 27 years with Volvo—Murali has played pivotal roles in building new businesses, launching product lines, and developing global distribution networks. He has served as Managing Director for Volvo Group India, Vice President for Region International based in Europe, and later as MD for Asia based in Singapore.



Samir Banerjee joins IFQM as Senior Executive

With nearly four decades of experience in engineering, business excellence, and organizational transformation, Samir brings deep expertise in assessment, strategy implementation, and quality systems. He spent 16 years at Thermo, followed by over a decade at Tata Sons' Business Excellence Group, and later held leadership roles at CMC Ltd. and TCS.

Fresh Perspectives: Interns from ISI Bangalore and BMU joins IFQM

We have two bright sparks who have joined IFQM as interns, contributing fresh academic perspectives to ongoing initiatives. Assigned across key functional teams, they bring analytical rigor and youthful energy to the quality movement.



ANMOL SINHA

Indian Statistical
Institute (ISI),
Bangalore



UJJWAL CHAURASIA

BML Munjal
University,
Haryana

2nd IFQM Symposium on 18th and 19th Sept 2025 at Taj Palace, New Delhi

Industry Led – Nation First movement: The Symposium 2024 saw the successful launch of an ambitious and resurgent journey for the global eminence of the Indian industry.

The event saw **300+ leaders** from **over a hundred companies**, revisiting the imperatives for becoming a developed nation under a theme **Quality and Innovation for India's Global Competitiveness**.



Symposium 2025 will feature **Fire-side chats, podium speeches, panel discussions in plenary and as breakout sessions**, maximising opportunities for interactions and networking. The event will include heightened emphasis on bringing **granular insights** that can enable quicker adaptation and execution towards **global levels of Quality, Innovation and Excellence**.

Key attributes and expected take-aways of the forthcoming Symposium:

- Insights from high quality introspection on aspects that have worked well for the industry and those that did not.
- Sectoral perspectives that assist transformational efforts in Auto, Engg, Aero, Infra, Pharma, Health, IT, ITES, Electronics, Hospitality and more.
- Curated Case studies and Best Practices to highlight drivers of meaningful change and the resultant impact.
- Progress on efforts in MSME Clusters, Industry-Academia interfaces, and Impactful learning interventions.

6th IFQM CEO/CXO Learning Mission planned at Siemens

At the close of the 5th CEO/CXO Learning Mission hosted at Biocon, Siemens officially announced the 6th IFQM Learning Mission, to be held on 3–4 November 2025 in Mumbai—reinforcing its commitment to collaborative leadership and quality-led transformation.

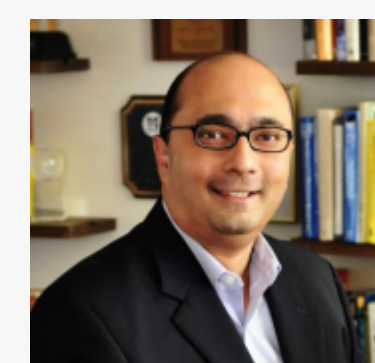
Decision Science for Enterprise Excellence

Learning Solution from IFQM Academy

IFQM Academy will soon roll out its next learning solution: Decision Science for Enterprise Excellence. This in-person course will be hosted at TVS IQL, Bengaluru, and will focus on building capabilities in objective, data-driven decision-making across enterprise systems. Dr Abhijit Deshmukh, Professor Emeritus, Purdue University, will be facilitating the module 1 of this course followed by Dr Vivek Khanzode, Dr Debrata Das and Dr Khanapuri from IIM Mumbai for subsequent modules.

Program Details

- **Module 1:** Objective Decision Making for Enterprise Excellence
- **Dates:** 9th to 12th June 2025
- **Venue:** IQL, Bengaluru (In-person)



Module 1 Faculty
Dr. Abhijit Deshmukh
Purdue University