



4TH TQM SUMMIT - 2026



5-6 February 2026 at Pune, Maharashtra

Organised by

Centre of Excellence-QCFI HQ

Hosted by

QCFI - Pune Chapter

Quality Governance
Key to transformation

THEME

Quality rooted in Indian Organizations

Venue "

QUALITY CIRCLE EXCELLENCE CENTRE,
Plot No: J/P-10, Telco Bhosari Road,
Ganesh Nagar, MIDC Bhosari, Pune 411 026
Google maps location link:
<https://maps.app.goo.gl/hG6yReeEEo1jEmsd8>

Souvenir



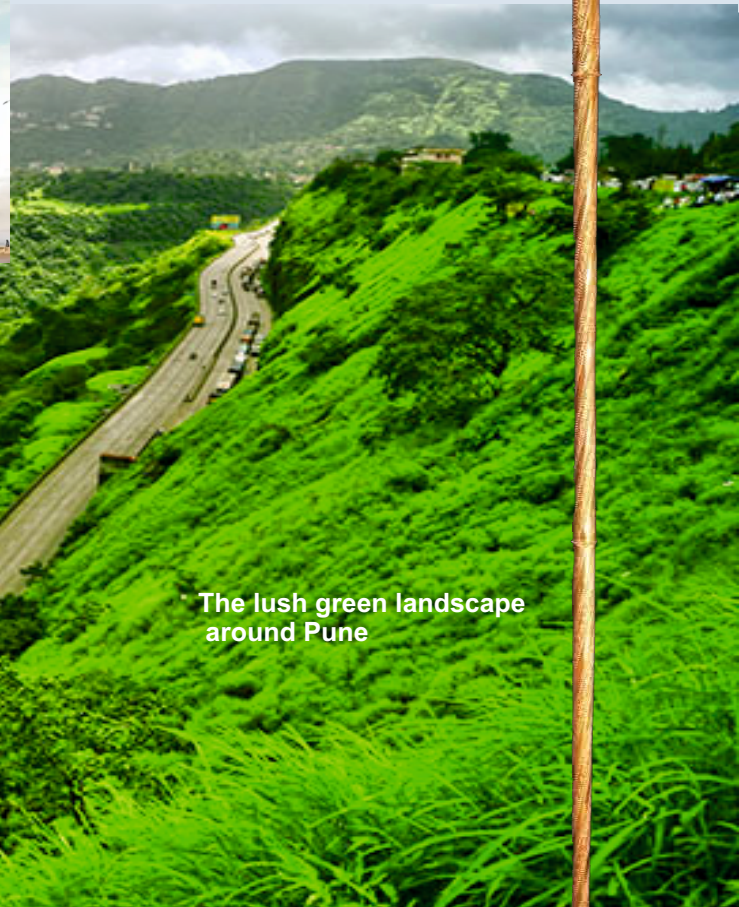
Shaniwar wada
Pune



Gateway of India
Mumbai



Dagdusheth Halwai
Ganpati temple, Pune



The lush green landscape
around Pune



Sengol - Tamil word 'Semmai' - Righteousness
Sanskrit word - 'Sanku' - Shakha - Auspiciousness



CENTRE OF EXCELLENCE

TQM Division - Quality Circle Forum of India

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Quality Circle Forum of India

Pune Chapter

Quality Circle Excellence Centre,
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Chairman and GC Members of Pune Chapter

Welcomes

delegates & Officials to TQM SUMMIT - 2026

*"Acknowledging the teamwork that makes progress possible."
"Your support keeps us inspired every day. Thank you for being part of our journey!"*



Winner of 3 Consecutive Years

Best Chapter Award



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Souvenir

Editorial Board

D. K. SRIVASTAVA

SUNIL SHRIVASTAVA

R. SRINIVASAN

MANOJ REDDY

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TQM SUMMIT - 2026 - TENTATIVE SCHEDULE

5th February 2026

SL No	Time	Event / Topic	Speaker, Designation - Organization
1	8:30 to 9:30	Registration / Breakfast & Tea	
2	09:30 to 11:00	Inaugural Function	
3	11:00 to 11:20	Networking & Tea	
4	11:20 to 11:50	Lecture 1: Pune	Mr. Shrihari Mandovgane, Ex TQM Head, TATA Motors
5	11:50 to 12:20	Lecture 2: WCM	Mr D.K.Srivastava, Executive Director - QCFI
6	12:20 to 12:50	Lecture 3: AI Casestudy	Mr Narasimha Kumar SVN, AGM Corp Quality - BEL Bangalore
7	12:50 to 1:20	Lecture 4: Pune	
8	1:20 to 2:15	Networking Lunch	
9	2:15 to 2:45	Lecture 5 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr.Milon K. Nag, Chairman & MD - K. K. Nag Pvt. Ltd
10	2:45 to 3:15	Lecture 6 : Indian TQM Model	Mr Sunil Shrivastava, Chief Operating officer - TQM, QCFI
11	3:15 to 3:45	Lecture 7 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	
12	3:45 to 4:00	Networking & Tea	
13	4:00 to 4:30	Lecture 8 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr Chandrakant Deoda, Senior Architect (Dev Ops) BMW Techworks
14	4:30 to 5:30	Award Distribution	

6th February 2026

SL No	Time	Event / Title	Speaker, Designation - Organization
1	09:30 to 10:00	Lecture 9 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr Amit Kumar Das, Head TQM, TATA Autocomp
2	10:00 to 10:30	Lecture 10 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr Makarand Joshi, Plant Head & COO, Kirlosakar Oil Engines Ltd
3	10:30 to 11:00	Lecture 11 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr UdaySingh Deshmukh, Plant Head, Lumax Industries Ltd, Plant 2 Chakan.
4	11:00 to 11:30	Lecture 12:	
5	11:30 to 11:45	Networking & Tea	
6	11:45 to 12:15	Lecture 13 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr Jitendra Ahirwar, Head BE & AO, BALCO
7	12:15 to 12:45	Lecture 14 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	Mr S.J.Kalokhe, President Emeritus, Quality Circle Forum of India
8	12:45 to 1:15	Lecture 15 (20 min. Presentation Time, 5 Min Q&A 5 Min Change Over)	
9	1:15 to 2:15	Networking Lunch	
10	2:15 to 3:15	Panel Discussion	President, President Emeritus, E.D.,
11	3:15 to 3:45	Summit Take Aways	By Convenor TQM Summit
12	3:45 to 4:00	Networking & Tea	
13	4:00 to 5:30	Valedictory & Award Distribution	

ABOUT THE HOST CITY :

Pune: A City of Heritage, Innovation and Spiritual Grace Pune's Automobile Industry: **A Powerhouse of Innovation and Manufacturing Major Automotive Companies in Pune**, it is home to several top-tier automotive manufacturers and suppliers:

Tata Motors - One of India's largest automobile companies with a major manufacturing facility in Pimpri-Chinchwad.

Mahindra & Mahindra - Operates key plants and R&D centres in Pune, especially for SUVs and electric vehicles.

Mercedes-Benz India - Headquartered in Chakan, Pune, producing luxury vehicles for domestic and export markets.

Bajaj Auto - A global leader in two- and three-wheelers, with significant operations in Akurdi and Chakan.

Force Motors - Known for commercial vehicles and engines, with a strong presence in Pune

Volkswagen India - Manufacturing plant in Chakan, producing cars for both Indian and international markets.

The Oxford of the East : With a thriving academic ecosystem, Pune hosts numerous prestigious colleges and universities, making it a magnet for students and scholars worldwide.

The information technology: Pune has emerged as one of India's leading IT hubs, hosting global tech giants and nurturing a vibrant start-up ecosystem.

India's Emerging Start-up Hub: In recent years, Pune has become a hotbed for innovation, with booming sectors in Information Technology (IT), engineering, and automotive industries.

A Cultural Power house: The city pulses with creativity - celebrated for its contributions to classical music, theater, sports, and literature.

Smart City Vision: Ranked second-best city to live in India by the Ease of Living Index 2020, Pune is one of 109 cities selected under India's Smart Cities Mission, with a visionary investment of US\$5.2 billion to transform urban living. Pune is not just a city - it's a movement toward excellence, rooted in heritage and reaching for the future.



Editorial Board



Shri D K Srivastava



Shri Sunil Shrivastava



Shri R Srinivasan



Shri Manoj Reddy

Dear Participants / Readers,

Greetings!

At the outset, the Editorial board thanks the QC Fraternity and all those associated with TQM - SUMMIT for their excellent cooperation to make this grand event happen.

Good will messages from the dignitaries encourage the organisers and participants in their endeavour.

The souvenir lists out the events of 4th TQM - SUMMIT besides technical write-ups

The editorial board appreciates and acknowledges the contribution made by the authors for their articles which will add value and learning to the readers.

Our special gratitude to the Pune host Chapter and for their excellent support in making the summit a grand success.

Our thanks to Madurai and Pune Chapters for their Advertisements.

Our sincere thanks to M/s Dhanalakshmi Graphics for bringing out this Colorful Souvenir in an attractive manner.

Editorial team

05-02-2026

Pune



Board of Directors - QCFI



Shri. S J Kalokhe
President Emeritus



Shri. Avinash Mishra
President



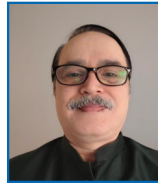
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Director



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Director



Prof. (Dr.) Anukrati Sharma
Director



Shri. S.K. Verma
Director





About the Theme:

Quality rooted in Indian Organizations

The creative and value adding projects take place in most Indian organizations even if they do not use any Quality - Initiatives / systems / tools & techniques! The Summit provides a platform to synergize natural-business-excellence with structured Quality Systems, methodology & tools to propel the country's growth to achieve cherished vision of 'Developed India by 2040'.



Core Organising Group of TQM - SUMMIT - 2026



Shri. S J Kalokhe
President Emeritus



Shri. Avinash Mishra
President



Shri. D.K. Srivastava
Executive Director QCFI



Shri Sunil Shrivastava
Convener – TQM-SUMMIT



Shri. Chandrasekar Rumale
General Manager - Pune Chapter

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Shri D K Srivastava
Shri S J Kalokhe
Shri Sunil Shrivastava

President QCFI
Executive Director QCFI
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Convener & Head, Centre of Excellence

Souvenir Committee

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Shri Sunil Shrivastava
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Shri Y Manoj Kumar Reddy

QCFI - HQ
QCFI - Pune Chapter
QCFI - Pune Chapter
QCFI - HQ





**QCFI - PROUD WINNER
OF 2 MORE
WORLD RECORDS**



Ms Alice Raynaud, Records Manager - World Records Union presenting Two World Records to QCFI President and ED

December 9th 2025 is another red letter day for QCFI as we have achieved two more world record for Largest number of life members in a Quality focused non-profit organization 10,243 members.

Highest number of units certified under the workplace management system '5-S' by a single forum 405 units.

In a zoom meeting organised by QCFI to the Directors and Chapter officials. Ms Alice Raynaud congratulated QCFI for achieving yet another milestone in the Quality Journey for Excellence. President and ED thanked Ms Alice Raynaud for going through the validation of records considering for the elite awards



Message

Shri Satish Kalokhe
President (Emeritus) QCFI



I am happy to know that QCFI is organizing 4th National TQM Summit on Thursday 5th February and 6th February 2026 at Quality Circle Excellence Centre Pune. This TQM Summit is an added attraction for QCFI fraternity in addition to National Convention.

Pune Chapter is rendering a great help towards organizing this Summit with collaboration from Head Quarter Hyderabad. I thank all the governing council members of Pune Chapter for a grand success of this Summit. I also thank Mr. Chandrashekhara Rumale and his team members for their full-hearted support to make this summit a grand success. Mr. Sunil Srivastava, COO (TQM Division) and his team members from QCFI Head quarter worked very hard for the success of this Summit. I thank all of them.

A good number of teams from various organizations from all over India will present their case studies on various Quality Concepts following PDCA. 10 + topics are short listed for experts' lectures from eminent academicians and industry practitioners of Quality Concepts integrated with TQM will be presented in this Summit. Eminent Experts will address this Summit and Panel discussions will give in depth knowledge of TQM to the participants.

The theme of this summit is "Quality Rooted in Indian Organizations" Unleashing India's Potential - From Natural Excellence to Structured Growth. Participants can prepare a Road Map for effective implementation of TQM in their organizations with the help of inputs from this summit. Participants will get inputs in this Summit to become future ready. Many stalwarts from management will share their experiences in this Summit which will help participants to understand what changes are required in the TQM activity of their organization.

QCFI has provided a National Level platform for "Task Performers" in the form of National Convention which recognizes all grass root level employees for their Improvement efforts. Similarly, many middle level and senior level management people are involved in the journey of Continuous improvement. QCFI is providing a National Level platform to such management level people in the form of this "TQM Summit". Middle level and senior level management people will get good opportunity to learn new things through research papers, panel discussions and case study presentation.

In today's competitive world, knowledge is the power. Organization having more knowledgeable employees is going to survive and grow in future. This TQM Summit will enhance the knowledge of the participants.

I wish all the best to participants for their learning in this TQM Summit. Learn new things, make new friends, and enjoy your stay in Pune.

Satish Kalokhe
President (Emeritus) QCFI



Message

Shri Avinash Mishra
National President
Quality Circle Forum of India



It gives me immense pleasure to extend my warm greetings to all delegates, practitioners, academicians, and quality professionals participating in the 4th National TQM Summit, being organised by QCFI Headquarters on 5th & 6th February 2026, and graciously hosted by the QCFI Pune Chapter.

The chosen theme, "Quality Rooted in Indian Organisations," is both timely and deeply relevant. India today stands at a pivotal juncture— aspiring to be a global economic powerhouse while remaining anchored to its rich civilisational values. Quality, in the Indian context, has never been merely a tool or a system; it has always been a way of life— embedded in our philosophy of Satya (truth), Shraddha (commitment), Seva (service), and Nirantar Sudhar (continuous improvement).

As Indian organisations navigate rapid technological change, global competition, and evolving customer expectations, there is a compelling need to re-examine Total Quality Management through an indigenous lens. Blending globally accepted best practices with Indian wisdom, culture, and organisational ethos will be the key to building resilient, ethical, and sustainable enterprises.

This Summit provides a powerful platform for sharing experiences, success stories, research insights, and practical frameworks that demonstrate how Indian organisations— across manufacturing, services, education, healthcare, and the public sector— are internalising quality not just as compliance, but as a strategic differentiator.

I commend the QCFI HQ team and the Pune Chapter for their dedication in conceptualising and organising this important national event. I am confident that the deliberations over these two days will inspire meaningful dialogue, foster collaboration, and strengthen the Quality Movement across the nation.

I wish the Summit grand success and hope it contributes significantly in advancing Indian Excellence through Total Quality.

With warm regards,

Avinash Mishra
President, QCFI



Message

Shri D. K. Srivastava
Executive Director
Quality Circle Forum of India



Season's Greetings to all TQM practitioners,

It gives me great pleasure to welcome you to the 4th TQM Summit, hosted at the Pune Excellence Centre on 5th and 6th February 2026, in association with the Pune Chapter.

As you know, QCFI has been continuously striving to propagate and implement Quality Concepts under the TQM umbrella. I am delighted to note that many organizations are now embedding these concepts into their daily practices through our chapter and national convention. We have witnessed the remarkable progress made by practitioners across the country.

This year's summit theme, "Quality Rooted in Indian Organizations," reflects the commitment of quality professionals who contribute improvement projects and showcase structured systems that strengthen organizational excellence. Eminent business leaders will also share their initiatives, highlighting how quality drives national growth.

A special attraction for case study teams is the opportunity to qualify for participation in the QCFI Offshore Convention in Vietnam later this year, provided they achieve a score of 70% or above.

I extend my heartfelt appreciation to Shri Sunil Shrivastava and his team for their dedicated efforts in organizing this summit. My sincere thanks also go to Mr. Chandra Sekhar Rumale and the Pune team for ensuring excellent participation and providing good facilities at the Pune Excellence centre.

To all participants, I wish you a rewarding experience of learning, sharing, and interacting with fellow teams. Continuous learning is the motto of our forum, and I am confident this summit will further strengthen our collective journey toward excellence.

With best wishes,
D.K. Srivastava



Message

Dr Ashok K Mittal
Chief Advisor
Quality Circle Forum of India



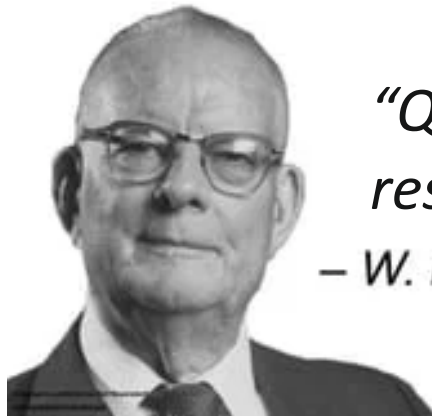
Dear Delegates

Welcome to 4th TQM Summit being held in historical and Industrial city of Pune. TQM is not a methodology but a philosophy of running businesses to satisfy aspirations of all stakeholders which includes consumers, customers, employees, vendors, investors, communities and society. A win win situation can be created only if in all transactions carried out in running the business, are based on understanding, the value and cost of all stakeholders influenced by the transaction. All processes and practices of TQM are based on this philosophy.

This summit will provide you a platform for sharing your stories and learning from the stories of others by listening and participating.

My congratulations to the organisers for providing this platform and to all of you for participating.

Ashok Mittal



*“Quality is everone's
responsibility”*
– W. Edwards Deming



Message

Shri Sunil Shrivastava
Convenor - TQM-SUMMIT-2026 &
Head - Centre of Excellence - QCFI
Secunderabad



Dear All,

It gives me immense pleasure to be with you as Convenor of the fourth successive National TQM Summit propagating cherished Indian TQM concepts of 'righteousness' and 'Auspicious' everywhere all the time by everyone.

The theme of this Summit upholds the above holistic concept of TQM and encourages participation from leaders from all the performing segments of amazing talents. The objective is holistic development which will happen only through Total Quality people who will use their natural brilliance across the hierarchy. The siloed working will compromise on collaboration and effectiveness and therefore seamless TQM mechanisms are the need of the hour. It would be a sheer pleasure to share the TQM+ Model integrating various interventions with innovative tools and seamless mechanisms to deliver solutions faster, better and cheaper in the real sense of the words.

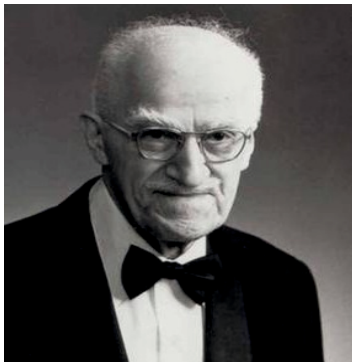
The summit will witness wonderful work and speeches from TQM leaders of varied sectors from all over the country and makes this event a National event in true sense.

The summit will also recognise Indian TQM award winners - Sampoorna - in this summit.

Looking forward to propagation of Indian TQM concepts and approaches through this summit in a more aggressive manner.

with warm regards

Sunil Shrivastava



The Approach to improve ?

"All improvements should
happen project by project and
in no other way"

— Joseph M. Juran —



About Quality Circle Forum of India (QCFI)

QCFI was formed in March 1982 by like-minded people from Industry, Indian Statistical Institute & Local State Government and Registered as a Non-profit body Under Societies Act 1350F of A.P. in December 1982 at Hyderabad.

QCFI's Headquarters is in Hyderabad.

In India, the Quality Circle movement was pioneered by the prestigious Public Sector Industry, Bharat Heavy Electricals Limited in January 1981 at its Ramachandrapuram Plant, Hyderabad, and JK Jute Mills, Kanpur in the private sector.

QCFI has 30 Chapters, 4 Sub-Chapters & 1 Center spread all over the country.

An Executive Board with elected Directors from the members manages the affairs of QCFI. President elected by the Executive Board is the Head and Board also elects two Vice-Presidents and one Honorary Treasurer. Regular administration is with the Executive Director and he carries out the activities as per the Forum's policy and decisions taken by the Board from time to time.

President	- Sri. Avinash Mishra
President Emeritus	- Sri. S J Kalokhe
Advisor	- Prof. A K Mittal
Executive Director	- Sri D K Srivastava
Treasurer	- Sri B Srinivas

Each Chapter has a governing council that functions in line with QCFI policies and procedures. A Chairman, Vice-Chairman, Secretary and Treasurer are elected among its GC members.

QCFI is engaged not only in spearheading Quality Circles in the Member Organisations but also in Quality Team Concepts like 5-S, Kaizen, Simplified TPM, SMED, Lean Manufacturing, Six Sigma, Lean QC and Lean Safety Circle etc., all under the umbrella of Total Quality Management (TQM). QCFI extends service to education, health, the rural sector, etc., for propagating Quality Concepts. QCFI conducts certification audits for 5S and WCM.

QCFI brings out various publications on Quality Concepts from time to time for dissemination of knowledge to its practitioners. Also bi-monthly Journal 'Quality Circle India' is published and circulated to member institutions. This is also sent as E-Magazine. Similarly, chapters also send their Newsletter and E-Magazine to the members.

QCFI Membership Status

1.	Institutional Members	2279
2.	Life individual Members	9809

QCFI has a dedicated group of senior experts to advise, and a younger group of people to execute the plans.

QCFI is spreading its wings to Non-Member Organisations by giving free awareness program so that they can appreciate the usefulness of the concepts in their units. Thrust is now given for propagation, training & skill development thru' Quality Concepts with MSME Industries in India. WCM program is initiated in Parle Group of Industries and Karakuri Kaizen with the





association of Coimbatore Chapter and PSG College of Technology. Faculty and JURY development program are conducted online through video recorded modules on various Quality Concepts.

The Chapters are governed by the elected chairman, Vice chairman, secretary and elected members of the governing council members.

Chapter Conventions on Quality Concepts are conducted annually by the Chapters.

National Conventions by HQs - Annual Feature - 39 National Conventions were organised so far.

QCFI represents India in 14 Nation International Committee organizing International conventions annually by rotation.

4 ICQCCs were also hosted by QCFI India. The last one was conducted at HICC- Hitech City, Hyderabad in Nov. 2021.

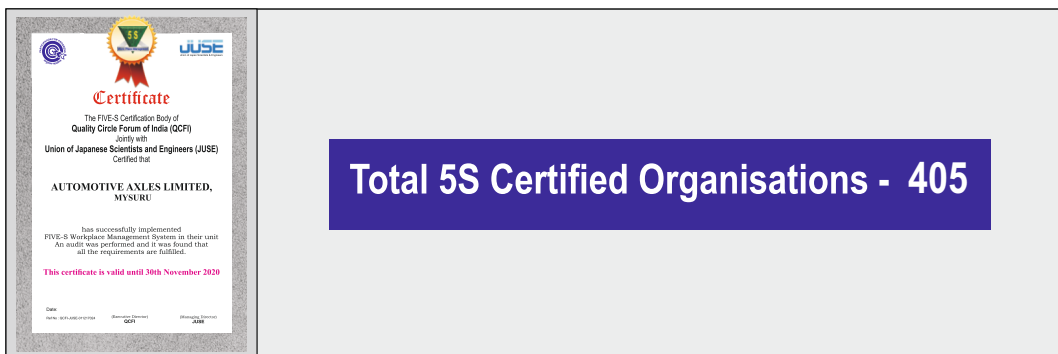
Indian TQM Award system nation wide with high impact has been launched in 2025

QCFI also conducts annual National Conclaves on various topics.

QCFI has recently embarked upon the following thrust areas for TQM promotion across the country

- Developed a central pool of subject matters, imparts to cater to pan India, TQM solutions for WCM, TPM, HR, SAFETY, and EHS for all sectors.
- Launched a few fast-track holistic business solutions to reduce project cycle time by 1-3 months
 - i) Business Performance improvement designs of TQM + which creates critical mass
 - a. Business Yellow Belt
 - b. Business Green Belt
 - c. Business Black Belt
 - c. Total Quality people with "sharpen the saw" tool
 - ii) Agile RCM (Reliability Centred Maintenance) Solutions
 - iii) Agile Behavior Safety, Stress Management Interventions
 - iv) Cross-functional, Cross-level Dynamic small group (DSG) for faster better cheaper solutions

Any other tailor made QC concepts for client organisation as per their requirement.





RIGHT WAY TO CORRECT PROBLEM

Satish Kalokhe

President Emeritus-QCFI

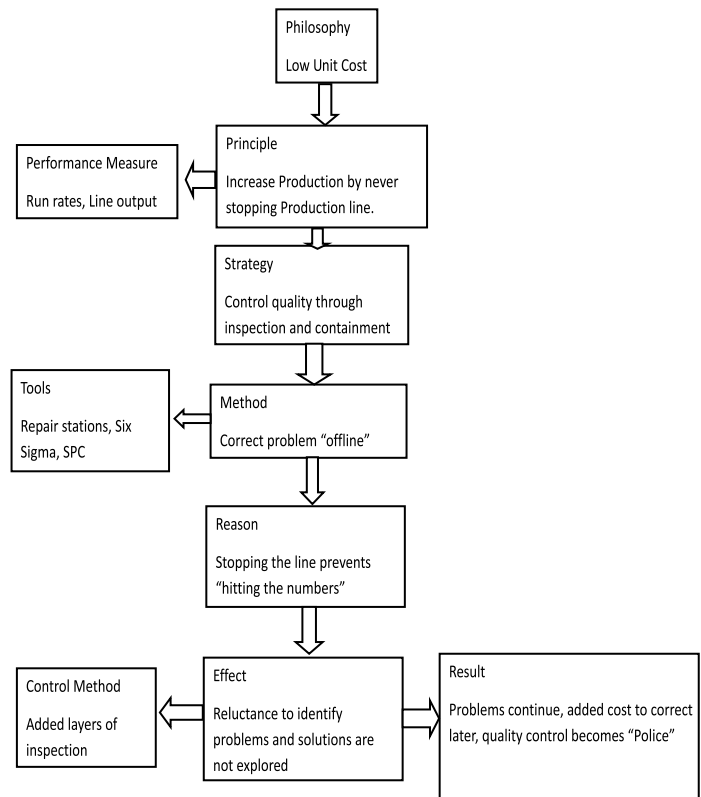


The traditional method of reducing per unit cost creates a mind-set of never stopping the production line because higher production numbers theoretically equal lower cost per unit. Majority of the organizations consider stopping the production line is a SIN. The mind set is any problems that arise can be corrected later, according to this approach, and quality is controlled by additional inspection and containment. This erroneous thinking creates an attitude among the workforce that identifying problems and possible solutions is not important. People may have good ideas to solve the problems, but they won't bother because they have been told: "Don't worry, someone down the line will take care of that. You must worry about your job." In this environment, quality control must accept responsibility for catching problems and resentment often develops since the inspectors are seen as "Police" if they report a problem. In the long run the system does not invite cooperation and mutual respect—the two important ingredients of the Toyota Way. Toyota has developed an extensive support system to provide people the tools and resources to identify problems and solve them. Based on the phenomenal financial performance of Toyota and the legendary quality level they have achieved, there is no question that "stop and fix" process works. For some reason the idea that is better to keep production going at all cost still pervades many organizations today. Often the culture seems to be the scapegoat. Cultures are created overtime. They arise out of need, in response to the system that exists to support them; or there is no support structure, the culture that develops is one of self-sufficiency, "Every man for himself". You don't just announce to people, "Starting today, things will be different!" and suddenly the culture is changed.

The following list includes many of the things you will need to do in order to be able to effectively create a "stop the production line" culture and system. Note that when the production line is stops, it means a machine stops or the work process stops. It means that the work is halted when a problem is discovered.

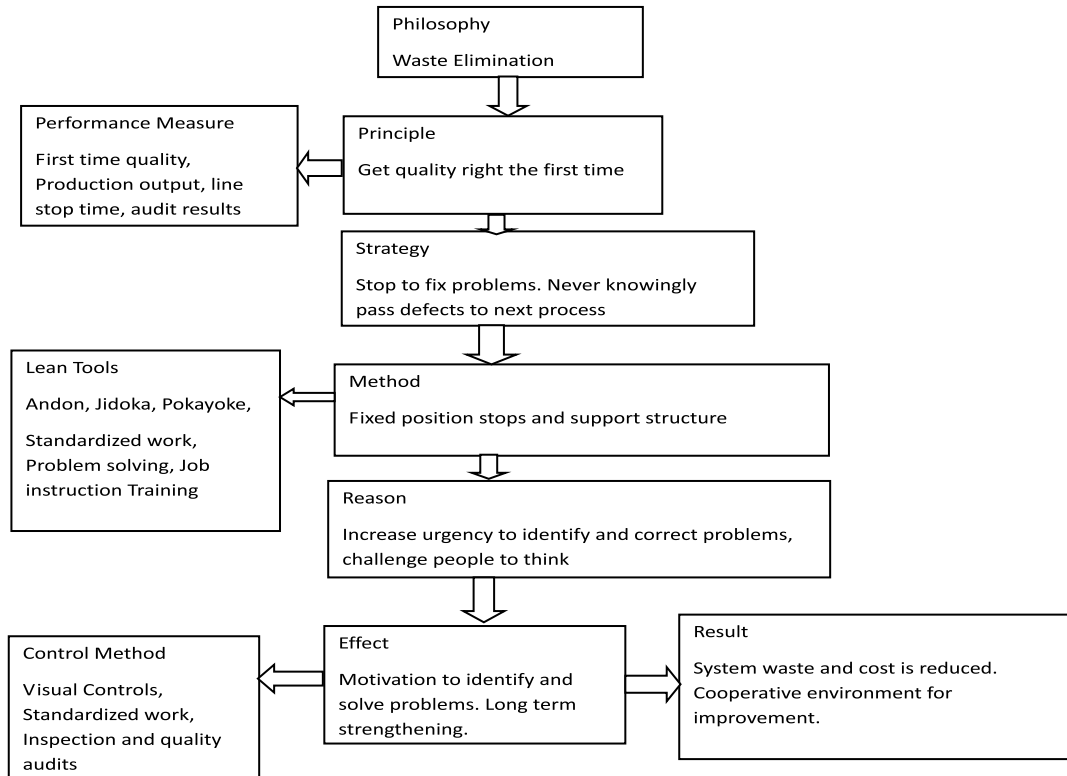
- 1) Understand your current culture and why it is developed.

- 2) Create a clear vision for change.
- 3) Pay attention to the respect and dignity of the people.
- 4) Establish a reasonable degree of stability in processes.
- 1) Have a method to stop the production line.
- 6) The process must provide an audible and visual indication of the exact point of the problem.
- 7) Have people designated to respond when the line stops.
- 8) Define the roles and procedure for response to problems.
- 9) Change the measurement process from just quantity to built in quality.
- 10) Teach people to solve problems
- 11) Increase the urgency, and make it necessary to fix problems





T OYOTA METHOD OF STOPPING TO FIX PROBLEMS



Reference:- Toyota Way Field Book

Total Quality Management (TQM): A Culture of Continuous Excellence



By T R Narasimhan
Former Director, QCFI – South Zone,
Chairman Puducherry Centre

Introduction

In today's highly competitive and customer-driven environment, organizations can no longer rely solely on cost reduction or increased production to succeed. Quality has become a key differentiator. Total Quality Management (TQM) is a holistic management philosophy that focuses on continuous improvement, customer satisfaction, and involvement of all employees to achieve long-term organizational success.

What is Total Quality Management?

Total Quality Management is a systematic approach to managing quality across all functions and

processes of an organization. Unlike traditional quality control, which focuses on detecting defects, TQM emphasizes preventing defects, improving processes, and building quality into every activity.

TQM integrates people, processes, and technology to deliver consistent value to customers while reducing waste and inefficiencies.

Sundaram Clayton Limited (SCL) Experience:

Sundaram Clayton Limited (SCL), a flagship company of the TVS Group, is a pioneer of Total Quality Management (TQM) practices in India. The company embarked on its TQM journey as early as 1985, long before quality excellence became a





widespread movement in Indian industry.

When the Japanese Union of Scientists and Engineers (JUSE) opened the Deming Prize to organizations outside Japan, SCL rose to the challenge. After rigorous preparation and assessment, Sundaram Clayton Limited was awarded the prestigious Deming Prize in 1998, becoming one of the first Indian companies to achieve this global benchmark of quality excellence.

Core Principles of TQM

1. Customer Focus

The primary goal of TQM is to meet or exceed customer expectations. Quality is defined by the customer, not the producer.

2. Leadership Commitment

Top management must actively lead and support quality initiatives. Without leadership involvement, TQM cannot succeed.

3. Total Employee Involvement

Quality is everyone's responsibility. TQM encourages teamwork, empowerment, and participation at all levels.

4. Process Approach

Activities are viewed as processes that can be measured, analysed, and improved for better outcomes.

1. Continuous Improvement (Kaizen)

TQM promotes ongoing, incremental improvements rather than one-time fixes.

2. Data-Driven Decision Making

Decisions are based on facts, data, and analysis rather than assumptions or opinions.

3. Supplier Partnership

Long-term relationships with suppliers help ensure consistent quality of inputs.

Key Tools Used in TQM

- PDCA Cycle (Plan–Do–Check–Act)
- Q7 and M7 Tools & QC story methodology for problem solving.
- Standard Operating Procedures (SOPs)
- Quality Circles, Supervisory improvement, and Cross Functional Teams
- Benchmarking visits
- Statistical Process Control (SPC)

Benefits of TQM

- Improved product and service quality
- Higher customer satisfaction and loyalty
- Reduced waste, rework, and costs
- Better employee morale and teamwork
- Increased productivity and efficiency
- Long-term organizational sustainability

Challenges in Implementing TQM

- Resistance to change
- Inadequate training
- Poor communication
- Short-term focus instead of long-term vision

Successful TQM implementation requires patience, discipline, and cultural transformation.

Conclusion

Total Quality Management is not a program or a department—it is a way of life for an organization. When practiced consistently, TQM leads to excellence, customer delight, and sustainable growth. In a rapidly changing business environment, organizations that embrace TQM are better equipped to survive, compete, and thrive.

Culture for me is the most important determinant of a company's success

- Rishad Premji



Developed India by 2040: A Wholistic Roadmap - "Sampoorn" QUALITY AT ITS BEST - For a Noble Purpose



FOREWORD: This article is an alert for all the leaders /strategists everywhere and is written for the sole purpose of achieving a vision which every true Indian really aspires for. The article is written from actual working experience and hands-on implementation across wide variety of organizations in most organization functions.

Sunil Shrivastava - Head – Centre of Excellence, Quality Circle Forum of India – sunil@qcfi.in

1.0 The Vision

The vision of 'Developed India' is aspired by one and all in the country to achieve much higher per capita income simultaneous to all-round growth, happiness and peace. Everyone cherishes a dream to regain the status of 'Golden Bird' (Sone Ki Chidia) achieving a developed nation status much sooner than planned.

2.0 The Challenge

The challenge is magnanimous. The approaches and recommended solutions are also almost as many as nos. of people in the country. There have been great thinkers and implementers in the country since India's independence in 1947 who contributed towards this 'All-important' vision of wholistic growth! Even after more than seventy-five years since independence, the achievement of this vision remains an uphill task and needs acceptance and efforts by each and every citizen in aligned ways!

There is also a dire need to create **widespread awareness** and sensitize /educate each and every citizen on their **role clarity** to help them gear-up and respond with raising their **achievable productivity by atleast fifty percent every twelve months** without an iota of compromise on their work-life balance and happiness!

There is also a need to evolve a more comprehensive enabling roadmap

encompassing/ addressing all such efforts in large sub-domains of the country's performance-systems to address each and every citizen as well as each and every 'inch' (area) of the country.

The **sustainability of "achieved status"** is also an equally challenging task. It calls for all-pervasive engineered efforts under comprehensive enabling Roadmap to uphold strong performance-fundamentals so that the country's status remains intact as 'constantly improving' GDP. The sustainability of widespread performance systems in the entire spectrum of organizations/entities will face the challenge to keep the variations to minimum addressing all special causes and arresting the performance-slippages. This will need a robust comprehensive roadmap providing common approach to aggressively start turning-around the whole performance everywhere in a sustainable manner.

3.0 Eureka – The countermeasure developed

3.1 The solution evolved steadily, especially in last 40 years, built-up over base period 1945-2002 considering worldwide industrial revolutions. It was evolved by closely observing and questioning everything happening inside and outside the 'formal-organizational-boundaries', across communities from diverse geo-political domains across the globe! The critical inputs for evolving this framework came from extraordinary Indian brains, workers, leaders from all spheres of life, global thinkers, strategists, social dynamics, citizens



of India, and above all, from ultimate rich Indian culture heritage. Since 2002-03, these inputs were gradually synergised into a vibrant roadmap knitting together strengths from most effective interventions/systems and resulting into the gradual evolution of 'Sampoorn' – The wholistic roadmap as solution to achieve the cherished vision.

3.2 A brief connecting background is vital to understand why “Eureka” happened.

3.2.1 Resounding success of the Quality management in Japan proved to many countries that they also should go for it. There were several management concepts and structured improvement systems which were defined for the industries and organizations in eastern and western countries since 1960's targeting wholistic improvements. The word 'Quality' and 'Total Quality' started being perceived as panacea and became the most-wanted interventions for most progressive organizations and helped them to varying extent. The world saw the significant turnaround happening in Japan after “world War – 2”. Japan was proving to be an eye-opener for conservative technocrats who continued to believe that the technical/functional excellence alone can make or mar the business. Japan was actually using “structured problem-solving team-based approaches” under TPM/TQM umbrella, and started revamping its economic growth aggressively leveraging 'people creativity and teamwork' evolving Deming Award. Their nation-wide belief in learning and applying “structured thought process” is often quoted all over the world along with their disciple and values practiced by their citizens. The western world saw emergence of Six Sigma in Mid 1980's and evolution of Malcom Baldrige Awards, EFQM awards and IMEA awards to name a few. India also saw emergence of Quality-Organization Awards like RABNQAs, CII, IMeA etc awards.

3.2.2 Major Roadblocks – Misplaced focus also was visible in abundance in this base period of years 1945-2002. The scene in India was not any different. To mention a few:

I. There continued a technical / functional bias with technocrats that quality approaches are an additional work and hinders their natural analysis, decision making and fast implementation actions. Their bias continues widely still today that their core technical knowledge is sufficient for all business solutions. This bias is still widely prevalent in India and Quality Department is an ornamental entity for various compliances and awards.

II. Trainings and certifications became one of the prime businesses. The trainers' and consultants' world found it a premium business to deliver trainings and certifications only (not followed by facilitation for applying the tools, techniques, methodologies and systems) on these golden concepts everywhere and their mushroom growth happened across the countries.

III. The focus of many trainers and consultants was to market their expertise-areas as per ongoing trends and preferences of organizations and were inadvertently promoting “Quality-trainings as business” instead of 'Quality of business'.

IV. The training and consulting happened for Quality interventions more to cater to organizations preferences as per ongoing trends rather than objective needs-assessment.

V. The quality-jargons were evolved objectively but were practiced inadequately to derive their real benefits.

VI. Organizations also started deriving a pride by being in the 'Trained and certified' category. There was a mad race for 'prestigious awards' by the organizations to



achieve and boast of status of being the best of Quality organizations. In the process, the bigger objectives of Quality-interventions for actual transformation were compromised. **The real benefits from structured approach were not realized** to the desired extent for people orientation, creativity-stretch, workforce happiness, work-life balance etc.

VII. **The force-fitting of ongoing improvements** branding them as Quality interventions started becoming a standard practice and is compromising – rather destroying - the real image and potential-spread of 'quality-approach' in right earnest.

VIII. **The workforce and teams perceive the Quality function as 'Additional Work'** or just an **opportunity to make tours and external visits** for competitions and awards etc.

XI. **Work-life balance took a back seat** and was highly compromised.

X. The expected benefits of quality approaches in **absence of effective trainings with mandatory handholding** at shop floor was highly compromised diluting significance of good quality interventions/systems.

XI. India suffered a big opportunity loss at large especially in past 50 years due to above reasons in absence of an integrating 'Easy-to-understand-and-Do" Quality-solution. India, despite being a rich natural resources country and having best brains in the world, remains an 'Developing Nation'.

4.0 'SAMPOORN' (The 'Whole') FRAMEWORK – The INDIAN 'DIFFERENTIATOR' – An overview

4.1 The essence of word 'Quality' – which is an English imported word – is much more comprehensively represented by the **Indian heritage symbol – SENGOL** – which means as Tamil word “SEMMAI” meaning **RIGHTEOUSNESS**; and Sanskrit word – “SANKU” – SHANKHA – meaning **AUSPICIOUSNESS**.

This Indian perspective of word 'Quality' conveys 'win-win' for all in its true sense upholding the spirit of Indian global concept 'Vasudhaiva kutumbakam' (The whole world is one family) and is fundamental to sustainable collective growth promoting Total People Involvement and wellbeing within and around each and every formal entity (Organization) covering 'all' on earth.

4.2 The Framework SAMPOORN addresses this Indian perspective in true sense and proves as a real differentiator. On one hand, it provides comprehensive implementation roadmap for all necessary noble quality prescriptions including 14 principles by Dr Deming, TPS (Toyota Production System); and on the other hand – it encourages Indian organizations from the entire sectors to participate in our '**Indian Quality Award System'** - **SAMPOORN**, which motivates, improves, recognizes and creates a roadmap for quantum performance jump year-over-year for the entire gamut of industries and organizations by practicing this roadmap termed as “**Business @ Turbo Roadmap**”!

4.3 The Overview of SAMPOORN Framework

4.3.1 Completely aligned to all stakeholders, it is executed to deliver vision, mission, objectives, strategies, long term and short-term goals; addressing people, process, systems and culture in wholistically way expanding the pockets of excellence every day by all involved everywhere in all the 'working' domains of the formal boundaries of organizations across entire Supply-Chain to begin with – And then followed by implementing same in the communities / organizations around!!!

4.3.2 In the Core of it - An IMPROVISED project-based improvement-framework is practiced which is completely aligned and connects directly with / under an overall encompassing TQM framework which is extremely focused.



4.3.2.1 It is executed in most agile ways slicing off redundant traditional quality tools /improving methodologies using innovative Agile Simple tools like 'Agile BSA (Agile Business System Analysis), hybrid brainstorming, TurboAPRM etc.

Few other major differentiating features of 'SAMPOORN' are:

I. This is easily / equally accepted by the leaders and workforce as they are able to easily co-relate these tools and approach with their work to chieve their targets and do not find this 'Quality' initiative a burden or additional work.

II. The business owners and CEOs can clearly see a sharp focus on improvement of business performance numbers simultaneous to people-competence building, processes streamlining, systems and procedures consolidation leading to a vibrant culture of learning and innovations propelling quantum growth on sustainable basis.

III. It creates a much more vibrant learning organizations raising the bar project-by-project every 2-4 months or Kaizen-by-kaizen on daily basis.

IV. The Business System Analysis (BSA) provides vital competency-gaps and strengthens aspects like customer-orientation, Change management, business acumen, entrepreneurship, innovation, etc.

V. The 'SAMPOORN' addresses almost all the issues popped up especially in last five decades in India and practices golden global state-of-the-art management approaches in agile ways without using jargons to keep it simple-to-understand, effective and implementation-oriented.

VI. The SAMPOORN neither excludes the most advanced AI tools, Start-ups, Design for zero defects, Quality 4.0 etc. interventions from its approach nor it loses focus on intrinsic

human values and engagement to make human-growth -thereby not compromising on vital human values/factors of care, respect, trust. Empathy, etc..

VII. The IMPROVISED PROJECT MECHANISM has several milestones following evergreen 'PDCA' roadmap and pauses to address critical competency-gaps emerged from BSA for 'core' and 'extended' teams to evolve 'Model Business Area' as 'Pockets of Excellence' leveraging TQP (Total Quality People).

VIII. The project competencies are inculcated amongst the workforce for measurements, data analytics, implementation and sustenance through effective conventional and improvised tools and techniques.

IX. Smooth linkage for project-team members with Advanced teaming concepts, meeting effectiveness, Team Effectiveness, development of internal trainers from Project team-members for Internal transformation' is provided by 'SAMPOORN'.

X. All the functions and departments are facilitated to define projects with clear measurement of performance-matrix.

XI. Leaders and managers do not need to force-fit any easy solutions into different Quality Methodologies nor need to create unnecessary documents and presentations.

XII. This makes the whole intervention exciting for the entire workforce from CEO to doorman and enables them to participate enthusiastically and happily.

XIII. The intervention creates a natural 'pull' across the entire organization and creates 'Happy Hours' at work place very objectively with a sense of purpose. As a result, the managers at all levels do not need to push workforce any longer after the intervention matures in the organization within a year or





two considering its baseline!!!

XIV. SAMPOORN is executed in five comprehensive 'IMPROVISED' steps using commonly prevailing five English verbs viz. Define, Measure, Analyse, Implement and Control. Its execution is led by critical 'potential' Mass of the organization from higher management-levels to make it really Top-down and Bottoms-Up which makes the drive sustainable.

XV. The teams can participate in all prevailing competitions spreading the vital approaches for win-win for all!

XVI. The unified roadmap eliminates the need of multiple drives in the organization which cause confusions/overlapping of efforts / credit-fight and provides real synergy for the wholistic growth!

XVII. The management Dashboards for reviews also are simplified and nos of management-reviews go down drastically consuming much less time on reviews and adding up to innovation-time.

XVIII. A simplified reward and recognition is created for the required momentum alongwith performance driven growth under a unified system – SAMPOORN.

XIX. The system of SAMPOORN provides opportunity to create own benchmarks to achieve better than the best.

XX. New horizons for new businesses / Customers/markets/Communities

are natural opportunities for vertical integration and horizontal replications contributes by design towards taking forward the momentum across the nation.

XXI. The roadmap is available at practically negligible investment from Centre of Excellence, QCFI and can be started at earliest by the organizations.

XXII. The Indian TQM Awards launched by Centre of Excellence in its 3rd TQM Summit on 6th February 2025 is a phenomenal improvement-vehicle to propel the GDP-growth for the Nation in an unprecedented manner.

5.0 The Way Forward:

All the organizations can take full advantage of this Roadmap “SAMPOORN”; and emerge as a contributing entity for collective-transformation-efforts in their respective influencing-domains to spread the culture across the country as a war against inefficiencies and low-per-capita-income to make our country a developed country by 2040 leveraging Total Quality People in a manner which is faster, cheaper and better than the best.

The organizations can feel free to connect and clarify their doubts to remove any hurdle on way to transform India back into golden era of “Sone ki Chidia” (The Golden Bird). Let us work together.

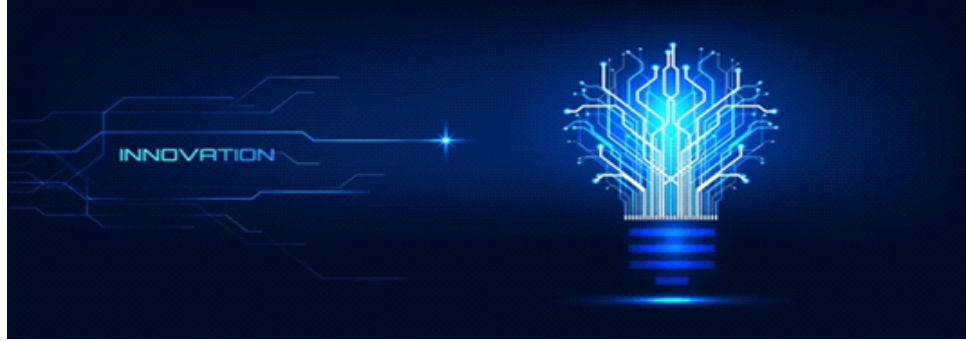
Sunil Shrivastava - Head – Centre of Excellence, Quality Circle Forum of India, Mobile -7894400702



There are four purposes of improvement: easier, better, faster, and cheaper.

- Shigeo Shingo





Innovation-focused Total Quality Management

Kannan Raghavan, Sr. Consultant

Over 62 years passionately involved on Total Quality excellence

Thanks to McKinsey research shows that over 70% of the top performers around the globe drive innovation to grow within and beyond the core.

Their Demonstrating ability as I have witnessed in the recent ICCQC 2025 @ TAIPIE as well in 39th National Convention on Quality Concepts @ New Delhi have been evidenced to innovate and technology integration as the most important TQM strategic factor for generating growth to bring competitive edge in global market

These companies had developed operating models linking fine-tuned to innovation focused TQM and benchmarking the methodology for future ready organizations to fostering cultures of experimentation to achieve breakthroughs.

on this topic I illustrate two main components for its adoption and success

- 1 cultural excellence &
- 2, cultural intelligence

Why do we need to focus on CE and CQ?

- CE- cultural excellence is vital and essential factor for Total Quality Management -as we all know that TQM is the fundamental philosophy that drives a complete cultural transformation to a customer-focused, continuously improving system of total employees as an individual and teams in achieving zero defects delighting customers.
- This is core of the organization not just on machines and algorithms. it's about people, process mind set, embracing training

- , encouraging innovations, and inspiring to take challenges head-on. Cultural excellence shall be achieved through proper mix up of breakthrough technology with human adaptivity staying true to its values

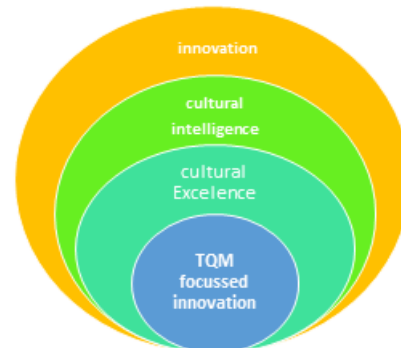
- Cultural excellence transforms new age TQM as the DNA of the organization to create future ready- an adaptive, high-performing organization

• **CI- cultural intelligence**

Bring out innovations and daily idea generation are today's challenges in dynamic business environment, requiring the ability to function effectively in different cultural contexts,

Cultural Intelligence (CQ) is even more important to TQM organizations since it bridges communication gaps, builds trust, drives innovation through varied perspectives, and ensures inclusive decision-making, transforming cultural differences from barriers into strengths for achieving TQM excellence.

• **Cultural Excellence (CE) and Cultural Intelligence (CQ)**





Cultural Excellence (CE) and Cultural Intelligence (CQ) are the key components for innovation - focussed Total Quality Management (TQM) for its adoption, implementation and success.

CE & CQ are the keys to fostering innovative, agile and sustainability environments where unified and diverse teams can pursue relentless challenges with clarity and clear understandings in building trust, and aligning globalization market strategies with superior performance and competitive advantage

CE involves creating a culture where Quality is embedded, and CQ drives it forward to bring innovations.

• **Cultural Excellence (CE) in New Age TQM:**

Cultural excellence- CE is an essential foundation in new age TQM (Total Quality Management) building a proactive, innovative, and adaptive organizational culture centred on customer focus, employee empowerment, continuous improvement mind set for Kaizen (改善) fostering a culture of continued improvements and gearing up to Kaikaku (改革) (- radical outcomes) breakthrough change into daily atomic improvement habit with strong TQM leadership to achieve new creative height



❖ **How to fine tune TQM to innovative focussed TQM frame work?**

First Revisit and deep think to integrate TQM's core principles (customer focus, continuous improvement, employee involvement) with an innovation mindset by fostering innovation culture, curiosity for experimentation, empowering teams to think and act differently, linking digital tools to drive

sustainable growth, data quality and data integrity, machine learning projects ... to ensuring organization excellence both in Quality and innovation,

• **How relevant and useful is this article for you?**

This article wishes to bring you a better understanding of the cultural excellence and cultural intelligence to the future ready organizations to have innovative driven TQM model for challenging the processes to reap 10x improvements.

• **Supporting Blue prints:**

- ❖ The Baldrige excellence Framework now focusses continuous improvement (CI) to a broader emphasis on innovation, integrating concepts like agility, resilience, digital transformation, and ethics to stay relevant for modern, complex organizations. This shift involves embedding innovation within CI and moving towards a holistic performance excellence model that supports growth and adaptation. Baldrige defines innovation as making meaningful (breakthrough) change to improve products, processes, organizational effectiveness and create new value for stakeholders
- ❖ It is also seen that ISO 9001 With the rise of digital technologies, the new standard is likely to incorporate elements of Industry 4.0 and digital transformation. It's therefore the organizations will have to adapt their QMS to leverage digital tools such as AI, IoT, and big data analytics for quality management. (The revision of ISO 9001- the updated version is expected for release by early of 2026.)
- ❖ TQM 4.0 (Total Quality Management 4.0), focusses into a tech-enabled, sustainable, and agile system that's more integrated and predictive, ensuring quality across the entire digital and physical landscape. It's integrating with Industry 4.0 technologies v like AI, IoT, and Big Data to create smarter, data-driven quality systems for enhanced continuous



improvement, faster adaptation, and greater sustainability in the digital age, focusing on predictive quality, real-time monitoring, and digital transformation. leveraging technology to empower human-centric TQM values

- ❖ Quality 4.0. (Key areas include predictive analytics, robotic process automation, digital twins, and cloud-based QMS for real-time insights and automated improvements.)
- ❖ Industry 5.0 provides the "how" (technology and collaboration) for TQM's "what" (quality culture and continuous improvement), making quality management more powerful and aligned with future demands
- ❖ Industry 5.0 (I 5.0) enhances Total Quality Management (TQM) by integrating advanced tech (AI, IoT, cyber-physical systems) with human collaboration, creating smarter, more responsive quality ecosystems, moving beyond automation to human-machine partnership for superior, customized quality.

• **Key Intersections**

- ❖ Digital Integration for proactive improvements
- ❖ Innovation & Agility: Blending TQM with innovation to exploit new ideas, promoting creativity, process excellence...
- ❖ Holistic Ecosystems: Extending quality beyond internal boundaries
- ❖ Foster Resilience: Build capacity to adapt to changes and challenges, ensuring the culture remains dynamic.
- ❖ Continuous Improvement (Kaizen & kaikaku)
- ❖ -Without losing the momentum of daily kaizen culture, the efforts to be parallelly executed for agility and proactive innovation through I 4,0 / I 5.0 efforts with human centric experience
- ❖ Institute and encourage a learning environment. Love for curiosity and create opportunities to rethink assumptions and think differently
- ❖ Inspire and motivate for Shinkansen thinking - a mindset for achieving ambitious, seemingly impossible goals by focusing on radical innovation Having fine tuned YOUR TQM model, it is indeed to seed CQ across the organization in all levels as today organizations

are structured with culturally diverse environment and essential for generating innovations

- Success is sure! when you adapt cultural intelligence.



- Yes, success is strongly linked to cultural intelligence (CQ) because Cultural Intelligence (CQ) provides the skills / ability to understand relate to work with people work from different cultures and going beyond to bring innovations as their part of the work they do. Cultural intelligence -CQ, is becoming increasingly important as organizations are expanding their operations across borders, necessitating interactions with diverse stakeholders.

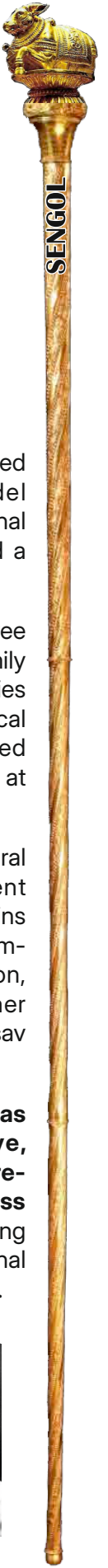


Conclusion :

Traditional TQM focuses on "doing things better", while innovation focuses on "doing things differently" (new products/processes).

An innovation-focused TQM model combines these, using TQM's structure (leadership, customer focus, process management) as a foundation to a culture to consistently generate creative, breakthrough ideas and capabilities to stay ahead.

(References with gratitude: Guided AI, Houda E. Samaha, CMC Lesley school of management, Richard Rogers. Pearn...)



Leveraging Total Employee Involvement (TEI) for Sustainable Growth

Team Name: Excellians

Team Members: Sathishkumar M, Balaji K, Yamini R, Senthilkumar S

Organization: JSW Steel Limited, Salem Works, Tamilnadu, India.

Abstract:

JSW Steel limited, Salem Works (JSWS), part of JSW Group, is **India's largest integrated special steel long products plant** located in Tamilnadu with installed capacity of 1.15 Million Tons Per Annum.

As India's largest integrated special steel long products Plant with a strong legacy of excellence, including winning Deming Prize, ResponsibleSteel Certification, and multiple national & global awards, JSWS has embedded Total Quality Management (TQM) as a cultural foundation for continual improvement.

During pre-TQM period, JSWS faced various challenges; Total Employee Involvement (TEI) is one among them. When employees feel valued and involved in improvement initiatives, their motivation, job satisfaction, and commitment increase, leading to Sustainable business growth. Hence, team Business excellence formulated focused strategies and initiatives to enhance TEI.

The initiative began by identifying challenges across capability building, employee engagement, communication, recognition, and technical competence. Systematic analyses revealed skill gaps, limited cross-functional exposure, inadequate motivation mechanisms, and insufficient visibility of

improvements. To address these, JSWS deployed structured Employee Empowerment Model supported by capability-building programs, internal & external conventions, digital enablement and a transparent Reward & Recognition mechanism.

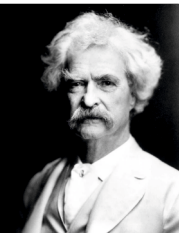
Further, TEI initiative also emphasized employee connect through HR Sampark, sports events, family engagement programs, and stress-relief activities to enhance morale and collaboration. Technical competence strengthened through advanced quality trainings, resulting in upskilling workforce at all levels.

These initiatives significantly improved the cultural transformation. Participation in improvement projects increased multifold, alongside major gains in cost savings, idea generation, and problem-solving capability. Leadership communication, Newsletters, and internal publications further improved transparency and ultimately TQM Utsav helped institutionalize a culture of celebration.

Through this holistic TEI ecosystem, **JSWS has proudly built a resilient and competitive, workforce capable of transforming a future-ready organization with sustainable business growth.** The case demonstrates how empowering employees at all levels fuels innovation, operational excellence, and long-term business performance.

Secret of getting ahead is getting started

Mark Twain



Quality Rooted in Indian Organizations



S C Prasad,
Hony. Secretary
QCFI Rourkela Chapter

Quality rooted in Indian organizations is deeply influenced by India's cultural heritage, philosophy, traditional practices, and modern management systems. Long before formal Quality Management Systems (QMS) like ISO or TQM, India practiced quality as a way of life, ethics and responsibility (Dharma) as well as mandatory Quality Control Orders (QCOs) issued by the Bureau of Indian Standards (BIS).

Quality management has evolved from a mandatory compliance requirement to a strategic competitive advantage. Historically, the "License Raj" era (pre-1991) was characterized by a lack of competition which led to a lower focus on quality. However, the economic liberalization of 1991 forced a radical shift as Indian companies had to compete with global MNCs.

As of now, the pursuit of quality has evolved from mere compliance to a "Quality First" philosophy aimed at making "Made in India" a global symbol of trust and reliability. Our modern strategic frameworks like Atmanirbhar Viksit Bharat 2047 is an essential part of it.

The Theme "Quality rooted in Indian organizations" very apt today selected for TQM Summit by the TQM division of QCFI, Secunderabad. It covers every aspect of quality to meet the Atmanirbhar Vikashit Bharat aiming for 2047.

Why Quality is Rooted in Indian Organizations

- **Global competitiveness:** Indian firms must meet international standards to export.
- **Government push :** BIS and Make in India initiatives make quality mandatory.
- **Customer expectations:** Rising middle class demands better products and services.
- **Cultural emphasis :** Indian organizations increasingly view quality as a core value, not just compliance.

Today, quality is deeply rooted in the Indian industrial fabric through several key pillars:

01. Philosophical Foundations of Quality in India

a) Concept of Dharma

- Dharma emphasizes duty, righteousness, and responsibility
- Work done with sincerity and moral obligation naturally leads to quality
- Quality is seen as doing the right thing, the right way, every time

b) Karma Yoga (Bhagavad Gita)

- Focus on excellence in action without attachment to results
- Encourages – Discipline, Consistency and Continuous self-improvement
- "Yogah karmasu kaushalam" - Excellence in work is Yoga

02. Traditional Indian Practices Reflecting Quality

a) Guru-Shishya Parampara

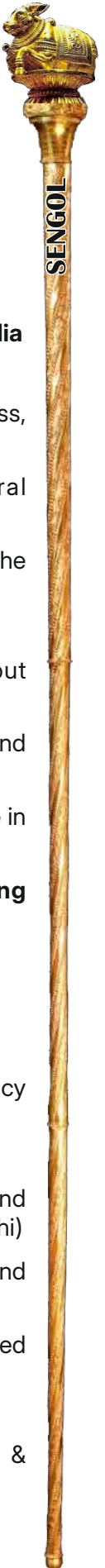
- Strong emphasis on skill mastery
- Zero tolerance for shortcuts
- Knowledge transfer ensured consistency and perfection

b) Craftsmanship and Guild Systems

- Indian textiles, metalwork, sculpture, and architecture (e.g., temples, iron pillar of Delhi)
- Products known for durability, precision, and aesthetics
- Quality built into the process, not inspected at the end

03. Quality as a Cultural Value

- Emphasis on Patience, Attention to detail & Respect for work
- Work is worship (Karma hi Puja hai)





- Pride in workmanship rather than just output quantity

04. Cultural Shift: From Inspection to "Quality First" Indian organizational culture has transitioned itself through three distinct phases:

- **Inspection (1950s–1980s):** Focus was on checking the final product and discarding "rejections."
- **Quality Assurance (1990s–2000s):** Adoption of ISO 9001 certifications became the "entry ticket" to global supply chains. Later on, various other management systems e.g. Environment, Energy, Health & Safety, etc. to make the systems more robust and qualitative as well.
- **Total Excellence (2010s–Present):** Adoption of Six Sigma, Lean Manufacturing and Kaizen and many other concepts (for Innovation & Continuous Improvement). Employees at all levels, including shop-floor workers, are now involved in "Quality Circles" to solve problems.
- **Quality Control Orders (QCOs)**
- ✓ India has introduced 187 QCOs covering 769 products as of March 2025.
- ✓ Ensures both domestic and imported goods meet minimum safety, quality, and performance standards.
- ✓ Covers diverse sectors: **steel, aluminium, chemicals, toys, electronics.**

05. Emerging "Indian TQM" (2026 Trends)

A new quality philosophy tailored for the Indian context is gaining ground, focusing on "Frugal Excellence" -

- Engineered Jugaad: Converting traditional resourcefulness into structured, reproducible engineering improvements.
- Digital-Lite Traceability: Using QR codes and simple mobile interfaces for quality tracking in low-automation environments, ensuring data integrity without high infrastructure costs.
- Micro-Skilling: Delivering job-specific training

in regional languages to ensure a scalable, high-quality workforce across diverse shop floors.

06. People-Centric Approach to Quality

- Emphasis on Employee involvement, Collective responsibility and Team-based problem-solving
- Quality circles originated in Japan but flourished in India due to cultural compatibility which focuses on grassroots level employees' involvement and their betterment.

07. Quality – Institutional Framework and National Initiatives

The quality movement is supported by robust national institutions that provide the infrastructure for standards:

- Bureau of Indian Standards (BIS): Sets the national standards and provides the "ISI" mark, which is a household symbol of trust in India. It also has a provision of following other international standards side by side for product / services certification
- Quality Council of India (QCI): Established in 1997 as a PPP model, it drives the "National Quality Campaign." It oversees accreditation through boards like NABCB (for industries) and NABH (for healthcare). Similarly, strict adherence to IATF 16949 for global supply chain integration for Automotive sector.
- ZED Scheme (Zero Defect, Zero Effect): Launched by the government to encourage MSMEs (Micro, Small, and Medium Enterprises) to manufacture goods with zero defects while ensuring zero adverse environmental effects towards manufacturing excellence.
- **Make in India:** A national program initiated for global competitiveness through quality. Atmanirbhar Vikashit Bharat by 2047 is another national initiative launched to place India on top globally.
- **Various National Quality Awards** e.g. Prime Minister's Trophy for industrial Excellence, IIM



sustainability Award, Rajiv Gandhi National Quality Award, IMC Ramkrishna Bajaj National Quality Award, Deming Prize etc.

08. Challenges in Indian Organizations towards implementing quality

- Inconsistent implementation
- Skill gaps
- Cost pressure vs quality
- Need for cultural alignment with formal QMS
- Resistance to change among employees.
- High cost of certification and compliance for SMEs.
- Rapid expansion of Quality Control Orders

(QCOs) causing friction in certain sectors

- Need for leadership commitment and training.

09. Challenges in the Ecosystem

Despite the success of large corporations, the "Quality Rooting" in India still faces hurdles:

- The MSME Gap: While large firms are world-class, many smaller suppliers struggle with the high cost of technology and a lack of skilled manpower.
- Labor-Intensive Roots: India's historical reliance on low-cost labor sometimes acts as a barrier to adopting the high-precision automation required for "Six Sigma" levels of quality.

Approach	Focus Area	Impact
• TQM	Customer satisfaction, employee involvement	Higher efficiency, morale, competitiveness
• Six Sigma	Defect reduction, process control	Cost savings, reliability
• QCOs	Regulatory compliance	Standardization, safety assurance
• CQI	Incremental improvement	Flexibility, adaptability
• SCM	Supply chain integration	Export readiness, consistency

Conclusion:

Quality in Indian organizations is not merely a management technique but a cultural and ethical philosophy rooted in Dharma, Karma Yoga, and craftsmanship. When combined with modern quality tools, this heritage gives Indian organizations a strong foundation for sustainable excellence and global competitiveness.



Excellent firms don't believe in excellence - only in constant improvement and constant change.

— Tom Peters —

AZ QUOTES



Centre of Excellence, QCFCI

306, 3rd floor, Navketan Chambers, 62, SD Road, Secunderabad - 500003

Mail: tqmqcfc@gmail.com Call: 7894400702 ; 9391647969



Welcome to Unique Business-Enabler Training Programs

I - FLEXI SCHEDULE MODULES (TTT- Train-The-Trainer Modules for Managers/Internal Trainers)

Can be scheduled on any date(s) with three-weeks prior agreement). Limited Batch Size - 7-15 nos.

SL No	CoE Modules	Duration	Fee per day per participant Physical	Fee per day per participant Online
1	Key QC Tools-Part1 - Brainstorming, six thinking Hats, PPI (project-Pareto-Index) - TTT for managers/internal Trainers	1 Day	1800	1500
2	Key QC Tools-Part2 - CE diagrams - how to make 3 types of CE diagrams, Why-Why Technique, validation, data analysis and prioritization - TTT for managers/internal Trainers	1 Day	1800	1500
3	Making Various Business graphs - Line Graph, Bar Chart, Pie chart, pareto, Pictorial Graph, Z Graph, belt graph, Area Graph, Histogram- TTT for managers/internal Trainers	1 Day	1800	1500
4	Key QC Tools-Part3 - Check list, Check sheet, Data Sheet, Data Types, Data Collection, Scatter Diagram, Histogram - TTT for managers/internal Trainers	1 Day	1800	1500
5	Key QC Techniques - PDCA, Gantt Chart, Milestone Chart, Flow Diagram, SMED Concept and Internal External Activities - TTT for managers/internal Trainers	1 Day	2000	1500
6	Statistical Process Control - Normal Curve, Standard deviation, Control Charts - TTT for managers/internal Trainers	1 Day	2000	1500
7	QC Tools and Techniques - Combo Program for SN1 to SN6 (batch Size 12-17 nos.)	6 Days	1700	NA
8	Quality Circles system /QIT 12 Step methodology, Tools and techniques - TTT for managers/internal Trainers	3 Days	1700	NA
9	Lean Quality Circles system- 5 Step methodology, Key Problem solving Tools and techniques - TTT for managers/internal Trainers	2 Days	1700	NA
10	JURY DEVELOPMENT PROGRAM modules - 20 Nos. Details at QCFCI Portal. Offline Program at QCFCI HQ at Clock Tower, Secunderabad (or Inhouse at Company's Site with Faculty Logistics arrangements)	6 Days	2000	NA

II - Unique Business-Enabler Modules from Centre Of Excellence -

On Mutually convenient Dates with Organizations

SL No	CoE Modules	Duration	Fee per day per participant Physical	Fee per day per participant Online
11	Business @ Turbo Roadmap for Champions - A strategic breakthrough program for Business Owners, Leaders at all levels, decision makers	1 Day	4200	2700
12	Business @ Turbo Roadmap for Trainers - A train-The-Trainer program for Organization Business Excellence Leaders for Plants and Quality Departments for strategic breakthrough results	3 Days	4200	NA
13.A	Turbo-DMAIC LSSGB Training Certification (Lean Six Sigma - Green Belt) - An improvised Training with hands-on exercises	3 Days	2500	2500
13.B	Turbo-DMAIC LSSGB Certification ((Lean Six Sigma - Green Belt) - Training and projects facilitation - GB Certification (project handholding spread over 4 months (batch size 10-20)	9 Days	2500	NA
14.A	Turbo-DMAIC LSSBB Training Certification - LSSBB (Lean Six Sigma - Black Belt Training- An improvised Training with hands-on exercises. includes champions' training (batch size 10-20)	10 Days	3500	NA
15	Turbo-DMAIC LSSBB Certification- LSSBB (Lean Six Sigma - Black Belt) with project	2 Days	2500	2500

16	Business Risk Reduction through cross functional teamwork - using IMPROVED FMEA and concepts of AIAG-VDA FMEA	1 Day	2500	1800
17	Maximizing Operations targets through Design of Experiments (batch size 10 - 20)	2 Days	3000	NA
18	Data Analysis and Minitab software usages for faster project execution	1 Day	2500	1800
19	KAIZEN and SMED - for senior Leaders, managers, frontline leaders - The winning approach is decoded with an actual case study and hands-on excercises.	1 Day	2500	1800
20	Kaizen and basic Lean Tools - Reducing Losses and improving PQCDsME for senior Leaders, managers, frontline leaders - The winning approach is decoded with an actual case study and hands-on excercises.	1 Day	2000	1800
21	Utility Advance data Analysis Tools/ business graphs- Correlation, Regression, Anova, various graphs using Minitab software	1 Day	2500	1800
22	Process Capability for business Transformation - Normal Curve, Standard deviation, Cpk, Cp, Pp, Ppk , Statistical Process Control - Control Charts, Minitab software usages	2 Days	2000	1600
23	5S -JUSE Japan-Certification-System - Productive and Safe Workplace Management system towards zero inventory and zero breakdown. For Internal Trainers and Management- Auditors	3 Days	2000	NA
24	TPM 8 Pillars Introduction and Autonomous Maintenance Overview, 7 steps towards zero breakdown, Managers Model - For Internal Trainers	2 Days	2000	NA
25	Lean Management for business transformation for senior Leaders, managers, frontline leaders(batch size 12-17)	3 Days	2000	NA
26	Seamless Agile SGAs (Small group Activities) - Leveraging strenths of QCs, LQCs, Six Sigma, Lean, TPM) for leaders/senior Managers/Quality Leaders/Business Analysts	3 Days	2000	NA
27	ZERO MISTAKE Methods - The approaches of Poka Yoke elaborated in simple manner with examples for senior Leaders, managers, frontline leaders - The winning approach is decoded with an actual	1 Day	2500	NA
28	PROCESS BENCHMARKING - The approaches elaborated in simple manner with examples for senior Leaders, managers, frontline leaders - The winning approach is decoded with an actual case study	1 Day	2500	NA
29	Project team Dynamics - A transforming experience for competence building. The program unleashes the team potential to deliver towards full potential reducing Losses and improving PQCDsME for senior Leaders, managers, frontline leaders - The winning approach is decoded with hands-on excercises.	1 Day	1500	NA
30.A	Industry Ready Professionals - For Fresh Engineers/Graduates. Comprehensive Orientation on project-based improvement roadmap to develop them as business professionals. Besides vital tools and techniques, the module enriches the participants with essential teaming and leadership attributes with experiential learnings! . On-site program. Batch Size - 20	4 Days	1500	NA
30.B	Industry Ready Professionals - For Final Year Engg./MBA/Science Graduates. Comprehensive Orientation on project-based improvement roadmap to develop them as business professionals. Besides vital tools and techniques, the module enriches the participants with essential teaming and leadership attributes with experiential learnings! On-site program. Batch Size - 20	4 Days	650	NA
31.A	TQM System - Champions Program - Training and handholding to challenge Deming	2 days	3000	NA
31.B	TQM System - Champions and Internal Core Team - Training and handholding to challenge Deming Award - for leaders / Trainers / Initiative Drivers of TQM Program	5 days	3000	NA
31.C	TQM focused intervention - Seamless Agile SGAs (Small Group Activities)- Training and handholding to challenge Deming Award - for Champions and Internal Core Team of Trainers / Initiative Drivers / All Shop Floor Trainers	3 days	2500	NA
31.D	TQM Focused Intervention - Business@Turboroadmap - Training and handholding to challenge Deming Award - Champions and Internal Core Team of Trainers / Initiative Drivers / All Shop Floor Trainers	3 days	4200	NA

CONTACT : Mail - tqmqcfi@gmail.com | Call : +91 7894400702 ; 9391647969 | Faculties : Sunil Shrivastava & Experienced QCFI Trainers

About the Lead Faculty - Mr Sunil Shrivastava - An established Trainer and facilitator, has innovated and practicing effective Business excellence tools and mechanisms for agile implementation of 14 TQM principles given by Dr Deming. He Brings in four decades of improvement experience using his innovative tools and techniques in all functional areas in over twentey Sectors. Was instrumental in training and facilitating over 100 lean Six Sigma Black Belts and over 500 Green Belts with projects worth over 2500 cr per annum. He has improvised designs for all the Training modules of TQM, TPM, WCM, Lean, Six Sigma, Leadership, Teaming, BBS, etc. and a USP of Centre of Excellence, QCFI. These modules are designed especially for Internal Trainers of the Organizations for making quantum value additions faster, better and cheaper. His designs of mechanisms help the CEOs to achieve quantum growth simultaneous to developing Total Quality People,



<https://qcfi.in/tqmcoeregister>



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TQM AWARD - SAMPOORN

by Centre of Excellence, QCFI



Sengol - Tamil word 'Semmai' - Righteousness
Sanskrit word - 'Sanku' - Shakha - Auspiciousness

CENTRE OF EXCELLENCE, QCFI

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TQM AWARD - SAMPOORN

By Centre of Excellence, QCFI

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Foreword from President, QCFI

It gives me immense pleasure to introduce the TQM Award System, a pioneering initiative by the Quality Circle Forum of India (QCFI) aimed at fostering a culture of Total Quality Management across industries and organizations. This award system has been designed to recognize, encourage, and celebrate organizations that exemplify excellence in quality practices, innovation, and continuous improvement.

In today's rapidly evolving world, where adaptability and resilience determine success, the principles of Total Quality Management serve as the cornerstone for organizational growth and sustainability. By integrating quality into every facet of operations, organizations can drive productivity, optimize processes, and, most importantly, enhance customer satisfaction.

The TQM Award System by QCFI is not merely an accolade; it is a testament to an organization's commitment to embedding quality in its DNA. Through rigorous evaluation processes, this system ensures that the awarded organizations set benchmarks for others to emulate, thereby contributing to India's vision of becoming a global leader in quality, innovation, and productivity.

I take this opportunity to extend my gratitude to all stakeholders, including our members, Centre of Excellence, and partner organisations, for their relentless efforts in making this initiative a reality. Let this award system inspire every organization to strive for excellence and adopt Total Quality Management as a way of life.

With best wishes for continued success,

Avinash Mishra

President

Quality Circle Forum of India





Foreword from Executive Director, QCFI

Dear participants and Quality fraternity, celebrations, awards and recognitions are the Hall mark of our Forum which we practice since long with the main objective of enhancing “performance excellence” in every sphere of human activity and across organizations.

Most of you have experienced in our National conventions and conclaves, where every participating team is recognized with an award which gives the team a sense of achievement and propel them to excel in their job assignments. In a similar manner organizations are recognized keeping their motivating spirit, as we believe in people building philosophy through self-development, mutual development and organization development as core value. Centre of Excellence-QCFI has come out with an innovative award system known as “Sampoorn TQM Award” for organizations.

I am sure that every organization will take up this opportunity and benefit through the award process for overall development. TQM award system assessment details are furnished in the inner pages of this Souvenir.

I would like to mention that as a winner getting award is no doubt a joyous event, but we would like that this should kindle other organizations, to practice or who are yet to start Quality concepts to follow suit as this will serve in the larger interest towards our goal to make our country 'Quality India Products'

Hope all Indian entities with an aspiration to excel and achieve customer delight as motto, will avail this opportunity.

With Best Regards

D.K. Srivastava



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FOREWORD From Head- Centre of Excellence, QCFI

Dear All,

It gives me immense pleasure to share with you our 'Indian Quality Award System', which motivates, improves, recognizes and creates a roadmap for quantum performance jump year-over-year for the entire gamut of industries and organizations across the nation!

Designed as a breakthrough instrument, this Award system will prove to be one of the most significant turnaround strategies for the nation to achieve its vision of achieving 'developed nation status' because it can enable and transform even much-smaller organizations across the nation to raise their bar and redefine the benchmarks thereby raising per capita income to required levels!

The medium and large organizations will find this award system more fulfilling and challenging on their way to achieve highest level of awards. The organizations will need to make focused resilient efforts under their visionary leadership to achieve and sustain prime human values embedded in rich Indian culture of values and ethics. The jury members in the award-assessment panel will be having hands-on thorough experience on human values interventions to provide meaningful insights to the organizations in their feedback reports to the organizations!

The Site-assessment provides a unique learning and growing opportunity for the participating organization to relook and revitalize their approach, systems, processes,

performance trends for much greater achievements. The site-assessment enables them to improve upon in a wholistic and sustainable way!

A wonderful opportunity has been created for organizations of all sectors and sizes with launch of this award system to redefine the way of their delivery of products and services towards the true delight of all stakeholders – most importantly – upholding the prime human values.

There is a dire need for an extremely positive response from Indian Organizations to participate in this Indian Quality Award System and inspire all around to make it a National Movement!

I appeal all the organizations to participate in this process, take its full advantage and emerge as a contributing entity for collective-transformation-efforts to make our country as developed country by 20240 leveraging Total Quality People in a manner which is faster, cheaper and better than the best.

Please feel free to connect and clarify your doubts to remove any hurdle on way to transform India back into golden era of "Sone ki Chidia" (The Golden Bird). Let us work together.

Best Regards

Sunil Shrivastava



Sengol - Tamil word 'Semmai' - Righteousness
Sanskrit word - 'Sanku' - Shakha - Auspiciousness



INDIAN TQM AWARD

Award Cycle - 2025-26

By Centre of Excellence (CoE)
Quality Circle Forum of India

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1.0 The Need: Awards are accelerators to create new benchmarks within and across the organizations thereby propelling the all-round growth motivating everyone around! The TQM Award System from Centre of Excellence (CoE), QCFI is made easy and affordable for all organizations to understand, appreciate and take an active part to get benefitted by the Award-process to improve across their entire business processes for quantum gains in shorter time to the delight of all stakeholders.

2.0 Expanding QCFI Horizons, QCFI decided to take quality concepts to each and every organization of the nation by providing them a structured platform to learn and use for their growth. As a result, this TQM Award system has been evolved which not only recognizes their significant achievements and best practices at National level; but also gives them a detailed feedback report on specific areas for improvements alongwith enablers for effective sustainable solutions.

3.0 The Quality Award Evaluation - Experts from Business Excellence and respective domains will be active part of this TQM award system which will help the organizations to grow in a wholistic way! There will be three levels of examination by CoE for an Award application as follows:

1. Initial examination of Unit Award application by CoE Examiners to determine eligibility for Site Assessment.
2. Review and Assessment of Unit-application alongwith Site-Assessment-Report (SAR) by Examiners and panel made by Head – CoE to bridge up the gaps in completeness of the SAR.
3. Final Examination/Approval by Apex TQM Award Steering Committee to decide the Award-Level for the Unit.

4.0 Applicant-Categories

There can be **4 applicant categories** for the QCFI TQM Award under Large , Medium and small organizations :

1. Business Excellence: It will have 3 categories of organizations :
 - A. Manufacturing organizations
 - a) MSMEs
 - b) Large Organisations
 - B. Service organizations
 - C. Overseas Organizations (Headquartered in India)
2. Education
3. Health Care
4. NGOs and Others
5. Rural





5.0 The Levels of Awards will be for achieving different levels of scores out of maximum 1000 score -

1. Base Level – Aspirant applications Required	<300	Basic housekeeping /5S practices , PDCA
i. Level 1- Nascent	300-400	Basic housekeeping /5S practices, PDCA visible
ii. Level 2- Developing	401-500	Basic housekeeping /5S, PDCA practices visible as a system in few areas
iii. Level 3 – Foundation	501-600	Basic housekeeping /5S, PDCA practices visible as a system in all areas
iv. Level 4 -Progressive	601-700	Basic housekeeping /5S, PDCA practices visible as a system in all areas with CAGR growing in last 3 years in various functional indices in few areas
v. Level 5 - Advance	701-750	Basic housekeeping /5S, PDCA practices visible as a system in all areas with CAGR growing in last 3 years in various functional indices in all areas
Level 6 - Excellence	751-800	Basic housekeeping /5S, PDCA practices visible as a system in all areas with CAGR growing in last 3 years in all target matrices alongwith defined systems of organization values implementation measurements
vi. Level 7 - Apex Award	801-900	Basic housekeeping /5S, PDCA practices visible as a system in all areas with CAGR growing in last 3 years alongwith defined systems of organization values implementation measurements and Human Values scoring started for atleast 2 years
Level 8 - Supreme Award	901-1000	The award will be ensuring sustenance for 3 years in Level 6 and Level 7 criteria very objectively

An organisation can re-apply next year to raise their level of award

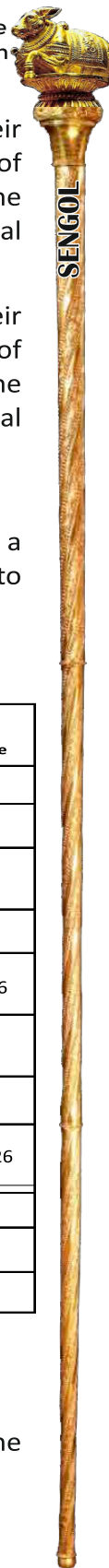
6.0 Award Criteria – Framework in Focus

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis and Knowledge Management
5. Workforce
6. Operations
7. Organization Values and Human values :
8. 5 S System, Small group Activities and PDCA approach across entire system :
9. Results

There are key questions framed to address above criteria status in the organizations which need be answered and supported by evidences by the organizations in their Award-Applications.

The supporting data should include trends for recent past three years showing Year-Over-Year growth on organization-defined key Financial and departmental/functional indices.

The questions/Aspects for submitting Award Application are placed at Annexure-A.



7.0 Selection of Examiners for site assessment

Nominations of Examiners can be made preferably in January-April period sharing their details including hands-on work experiences. An Apex Panel constituted by Centre of Excellence, QCFI will shortlist the examiners for the Assessors' Alignment Workshop for the Site-Assessment. The examiners successful participation in this workshop will lead to final allocation of examiners for Site Assessment Work.

Nominations of Examiners can be made preferably in January-April period sharing their details including hands-on work experiences. An Apex Panel constituted by Centre of Excellence, QCFI will shortlist the examiners for the Assessors' Alignment Workshop for the Site-Assessment. The examiners successful participation in this workshop will lead to final allocation of examiners for Site Assessment Work.

8.0 Alignment of Selected Examiners

The examiners selected will be further aligned with Award System approach through a detailed interaction to create consistency of examination and feedback report to organizations on different aspects of Business Excellence.

9.0 Award Cycle Dates

SN	Milestones	Date(s) / Duration Consering Mutual Convenience
1	Award Cycle Announcement and invitation for Registration and Award Applicatkion	15-28 February, 2026
2	Award Application Submission by registered units	5 May, 2026
3	First stage assessment of Award Applications by SAGs (Site Assessment Groups) formed by COE, QCFI, Secunderabad formed for each of the Unit seeking Awad	6 May - 31 May 2026
4	Consensus Review / assessment by SAGs with Site to seek clarifications, if any	1 Jun - 20 JUN 2026
5	Intimation of Site -assessment Schedule by COE and Site-asesment / application-details provided by the Unit.	21 JUN -30 SEPTEMBER 2026
6	Site Assessment report prepration by SAGs after considering all new supporting details provided by the Unit	30 JUN - 10 OCTOBER 2026
7	Assessment Reports Submission by SAGs to Head - COE, QCFI-HQ	10 JULY - 20 OCTOBER 2026
8	Final Review / Clarifications/Assessment by Apex Award Steering Committee, Chaired by President - QCFI including various functional subject Matter Experts, formed by COE, QCFI - HQ (in monthly review meetings)	15 SEPTEMBER - 15 DEC 2026
9	Announcement of Awards	15 DEC - 25 DEC 2026
10	Sending Site Assessment Reports to respective Organizations	15 DEC - 25 DEC 2026
11	Feliciatation of Awards at Annual National TQM Summit	By 10 FEBRUARY 2027

10.0 Registration and Eligibility Determination Form

(Available at www.qcfi.in)

Kindly enter below the details pertaining to your one Business Entity (one Plant of the Organization/Business)

1. Business Entity Name:
2. Site Address:





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3. Overall Organization Name (if applicable):

4. Organization Headquarter Address (if applicable) :

5. Highest-Ranking Official at Site:

Name :

Address :

Telephone:

Mobile – Direct –

Mobile – Office -

E-mail:

6. Highest-Ranking Official at Headquarters:

Name :

Address :

Telephone:

Mobile – Direct –

Mobile – Office -

E-mail:

7. Applicant-Category for TQM Award – (pl tick as appropriate):

1. Business Excellence (Manufacturing (For Profit only) / Service (For-Profit only) / Indian Overseas Business (For-Profit Only)

2. Education

3. Health Care

4. NGOs / Others

8. Size and Location of Applicant

A. Total Number of Employees (Business): (this includes contract workforce)

B. Total Site area under administration (Sqft) -

9. Sales in the preceding fiscal year (in Crores) (pl tick as appropriate):

a. 0 - Rs.100 Cr

b. Rs.100 Cr - Rs 1000 Cr

c. 1000 Cr.- Rs.10000 Cr

d. More than Rs.10000 Cr

10. Number of Sites in overall organizations: Pl write - (1 2 3 4 5 or more) -





11. Please find attached is brief organization-introduction giving brief details of products, processes, Supply Chain, markets, Turnover, profits, management systems, people practices, improvement systems, certifications and awards, efforts on Safety, environment, digitalization etc. A brief insight into Growth journey of the organization need be attached (maximum 600 words / 2 pages).

12. The participating organisation should be a permanent member of QCFI. The enrollment form is at www.qcfi.in

13. Details of Registration fee: (as per organization size as in Point No. 11)

14. Undertaking:

I state and attest that I have reviewed the information provided by my organization in this page to the best of my knowledge. No untrue statement of a material fact is contained in this declaration, and no omission of a material fact has been made. I understand that at any time during the Award Process cycle, if the information is found not to support eligibility, my organization will no longer receive consideration for the Award. We will be driving all adeptable improvements emerging from the assessment report towards our journey to full potential.

1. Name of the Business Head at Site *

Signature with date

Mobile*

Email address*

2. Name of TQM/ BE / Innovation Dept Head*

Signature with date

Mobile*

Email address*

3. Name of TQM Coordinator*

Signature with date

Mobile*

Email address*

SN	Fee	SMALL Organizations Turnover < 500 Cr.	Medium Organizations Turnover < 1000 Cr., > 500 Cr	Large Organizations Turnover >1000 Cr.	Remarks
1	Registration Fee	Rs 15000 members Rs 18000 non members	Rs 20000members Rs 25000 non members	Rs 25000members Rs 35000 non members	Towards Establishment and organizing expenses
2.	site assessment and detailed Business-Gaps Report	2 days onsite by 2 Faculties Rs 110000 Actual expenses on Travel and Stay for 2 faculties	3 days onsite by 2 Faculties Rs 150000 Actual expenses on Travel and Stay for 2 faculties	4 days onsite by 2 Faculties Rs 200000 Actual expenses on Travel and Stay for 2 faculties	Extensive detailing at Site assessment by the elite panellists from CoE and an insightful 'Gap -report' preparation for the organizations to make significant improvements.
		Rs 130000 non members	Rs 170000 non members	Rs 240000 non members	

10 % Discount can be availed from April - October by way of books, training for trainers and other online programs on registration fees





12.0 Award Assessment Process

Centre of Excellence, QCFI invites organizations to submit their application for the Award. The applications need to provide organizational performance and growth report in form of answers to prescribed questions elaborating on related support systems, their performance Indices, growth trends and its widespread implementation across the organization!

Various steps of Awards process are evident from the Award-Cycle dates for the period February 2025 – February 2026.

13.0 Guidelines for preparing Award Application

1. The application report should include evidences, performance-trends including financial impact/Cost / intangible gains for recent 3 years in brief.
2. The report should include objective graphs for better communication, understanding and evaluation.
3. The report should highlight performance-impact on people, process and Waste-reduction in each key performance areas of each function of the site.
4. Pls share in brief TQM Quality journey, special achievements/ awards / certifications & systems in maximum 1000 words.
5. Please share the process of establishing, sharing, pursuing Values, Vision, Mission, Key Objectives, Goals (Long term, Short Term) and related evidences of last three years.
6. Please share in brief the organization Work-Management System practices to pursue Annual Business Plans using well defined policies through various Check points and measurements for various functions.
7. The flow of P-D-C-A (Plan-Do-Check-Act) should be brought out in writing about any best-practice / intervention / system.
8. The report should indicate the nos. of areas where any best practice was implemented alongwith area-wise performance nos.
9. Please share the various improvement systems/ practices /process (TQM/TPM/WCM/QC/5S etc.), engagements/ results of last 3 years
10. Please share efforts on Safety, Environment, Occupational Health and sustainability
11. Please share efforts on Quality 4.0/ QA4.0/Industry 4.0 or on AI / digitalization in respective functions.

Please elaborate as necessary on following points:

12. Is your product quality recognized as a benchmark by your industry and you consistently enjoy a sizeable market share?
13. Does everyone in the company know who the key customers are and what differentiates the company's products and services from the competition?
14. Do you ship to your customers on time in full (OTIF), more than 99% of the time, against their latest schedule or delivery agreement?
15. Do all staff who are in contact with customers have the authority and empowerment to resolve customer problems?



16. Have you eliminated the central storage of direct material and is purchased material supplied to the point of use without routine inspection?
17. Have you laid out the majority of your machines and equipment so as to minimize the distance between sequential operations?
18. Have you reduced or are you reducing the set-up time between products to the point when it is economical to make your product in the quantities required for customer shipments?
19. Have you an ongoing education and communication programme to inform existing employees and educate every new employee, whatever function he or she performs, in the value of world class manufacturing?
20. Do employees take the initiative to move to the point of need?
21. Is there is a programme in place to progressively reduce non-value-adding costs?
22. Is there a programme in place to reduce your supplier base to a small number of qualified suppliers integrated into your business?
23. Are there SGA small group activities in operation?
24. Do you audit the product and process quality inside the test limits?
25. Does everyone have authority to "stop the production / process line" in case of critical deviation?
26. Have you 'mistake-proofed' critical processes.?
27. Are the majority of people responsible for the maintenance of the equipment they use?
28. Do you have an active policy to help keep work areas clean, tidy and uncluttered?
29. Does the design of products include a consideration of the manufacturability of the product?
30. Is there a culture of continuous improvement in the organization.
31. Is there a mechanism to quickly and effectively receive and evaluate suggestions from customers and employees? Are people motivated in the organization?
32. Is there a defined document stating vision, mission, long term short -term goals:
33. Is the SWOT analysis done & reviewed periodically?
34. Is the organization policy for various functional areas defined?
35. Are the managing points & check points defined for all roles in the organization?
36. Is the Daily Work Management concept in practice at all levels
37. Are the interventions in place for encouraging Total Employee Involvement & for development of Total Quality People.
38. Is there a defined plan towards Zero Breakdown
39. Is there a safety System including "Behavioural Based Safety" in place?
40. Is the organization having any TQM performance review and awards system?
41. Do the processes in all functions have stable performances measurement systems and support.
42. Are the organisation values defined, measured, tracked and improved under a system-please support
43. Please share system to embrace emerging technological innovations in core and allied areas for greater stake holders satisfaction.
44. Please share on ESG / Sustainability aspects.





14.0 Application Writing guidelines:

1. The Award Application Should not exceed 60 Pages of A4 size.
2. The font can be used as Times New Roman/ Arial. The running font size should be 12, the headings should be 14 Font Size. The sub-script should be readable.
3. The Header, Footer can have 1 inch space, and Side margins as .8 inches. The running matter should have line spacing as 1.5.
4. The pictures, graphs can be fitted along the text in the report.
5. There will be additional opportunity to give supporting documents/Pics/Graphs during the site-assessment. As such, primary report should be as brief as possible.
6. Please try not to use abbreviations in the main report unless very repetitive in nature with proper referencing.
7. Broad Understanding of Key dimensions of Award system Criteria

a. Leadership

The leadership category examines how your organization's senior leaders personal action guide and sustain your organization. Also examined are your organization's governance system and how your organization fulfils its legal, ethical and societal responsibilities and support its key communities.

b. Strategic Planning

The strategic planning category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are implemented and changed if circumstances require and how progress is measured.

c. Customer Focus

The customer focus category examines how your organization engages its customers for long-term marketplace success. This engagement strategy includes how your organization listens to the voice of its customers, builds customer relationships, and uses customer information to improve and identify opportunities for innovation.

d. Measurement, Analysis and Knowledge Management

The measurement, analysis and knowledge management categories examine how your organization selects, gathers, analyses, manages and improves its data, information and knowledge assets and how it manages its information technology. The category also examines how your organization reviews and uses reviews to improve its performance.

e. Workforce Focus

The workforce focus category examines your ability to assess workforce capability and capacity needs and build a workforce environment conducive to high performance. The category also examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall mission, strategy, and action plans.

f. Operations Focus

The operations focus category examines how your organization designs, manages, and improves its work systems and work processes to deliver customer value and achieve organizational success and sustainability. Also examined is your readiness for emergencies.

g. Organization Values and Human values :

Organization Values are the guiding light in all activities of the organisation and need to be nurtured through conscious efforts and mechanisms. Human values like care, respect, trust etc also need to be in focus to nurture them with the workforce through definite interventions or organization design.



h. 5 S System, Small group Activities and PDCA approach across entire system :

Organizations can demonstrate best practices for sustainable 5 S system considered as Gateway to Total Quality Management. Another vital area is 'Total Employees Effective Involvement'(TEEI) engaging entire 'workforce' objectively in 'Small Group Activities' across the hierarchy demonstrating PDCA thought-process and its deployment.

I Results

The results category examines your organization's performance and improvement in all key areas—product and process outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and financial and market outcomes. Performance levels are examined relative to those of competitors and other organizations with similar product offerings.

Indian TQM Award - Score Guidelines

CATEGORIES AND ITEMS		POINT V
Leadership		
1.1	Senior Leadership	50
1.2	Governance, Societal and Environmental Contributions	30
Strategy		
2.1	Strategy Development	30
2.2	Strategy Implementation	30
Customers		
3.1	Customer Expectations	30
3.2	Customer Engagement	30
Measurement, Analysis and Knowledge Management		
4.1	Measurement, Analysis and Improvement of Organizational Performance	30
4.2	Information and Knowledge Management	30
Workforce		
5.1	Workforce Environment	30
5.2	Workforce Engagement	30
Operations		
6.1	Work Processes	30
6.2	Operational Effectiveness	30
Values, People Practices		
7.1	Organization Values - Evolution, deployment, Measurements, improvements(EDMI)	90
7.2	Human Attributes / People practices and Behavioural Competencies (EDMI)	60
5 S System, Small group Activities and PDCA approach across entire system		
8.1	5 S System - People Engagement and sustainable execution	90
8.2	Small group Activities and PDCA approach visibility	60
Results		
9.1	Product and Process Results	90
9.2	Customer Results	55
9.3	Workforce Results	55
9.4	Leadership and Governance and Environmental Results	55
9.5	Financial, Market, and Strategy Results	65
TOTAL POINTS		1000

15.0 Registration Link and Award System Details at : www.qcfi.in

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“THE QUALITY CIRCLE FORUM OF INDIA (QCFI) – MADURAI CHAPTER

warmly welcome all delegates to the 4th TQM Summit 2026 and thank you for being part of this journey toward excellence and continuous improvement.”



QUALITY CIRCLE FORUM OF INDIA MADURAI CHAPTER

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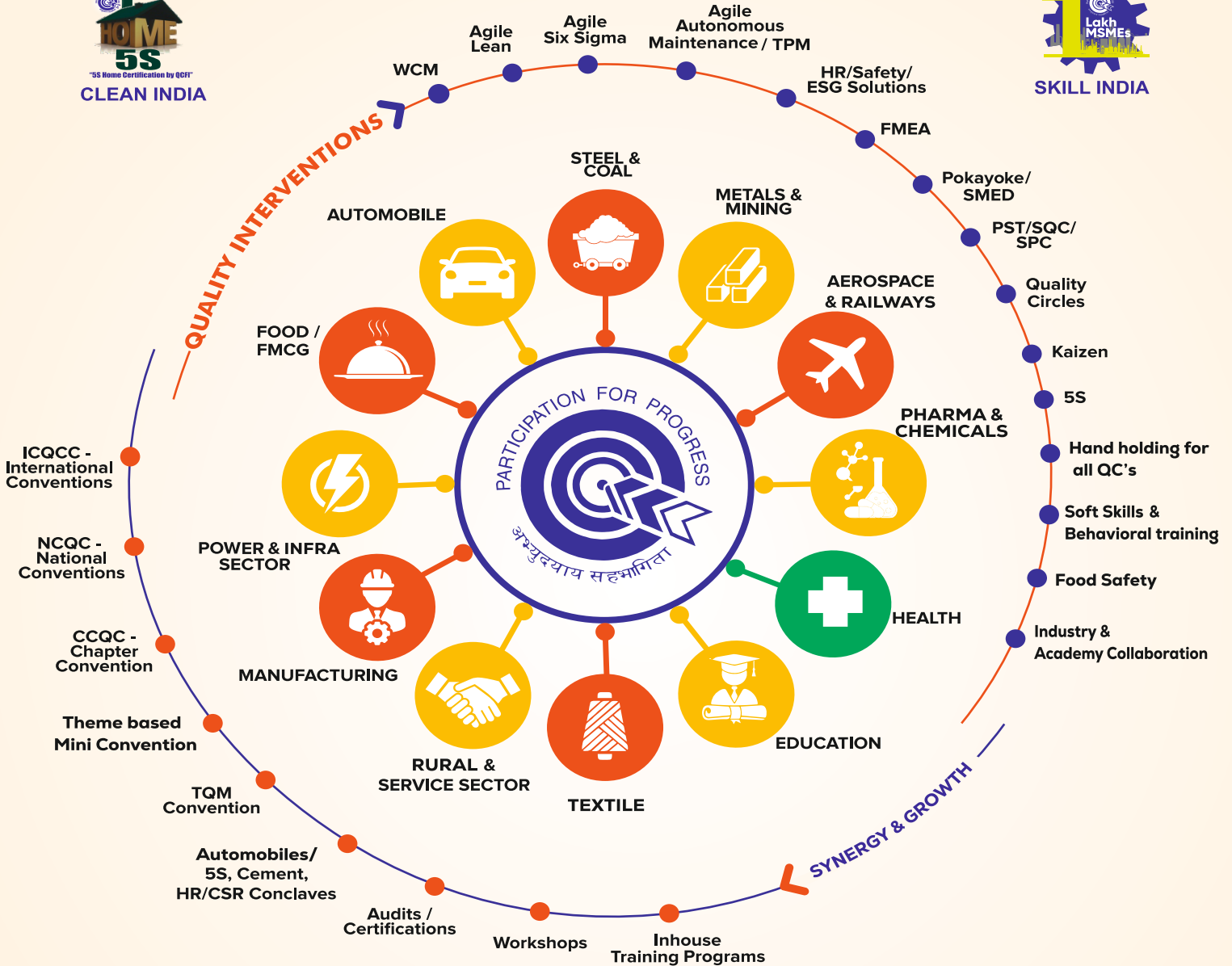
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34

Chapters / Sub Chapters

10000+

Individual / Institutional Members

600+

Faculty

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