

# Quality News

NEWSLETTER

APRIL 2013



## from the Chairman's desk

As CII - Institute of Quality proudly marches into the 13th year of its existence on its Founders Day on 9 May 2013, I look back at the success path traversed by us in positioning ourselves as a premier institution for quality related products and services thereby improving the competitiveness of member and non member organisations. Training, Consulting, Assessments, Domestic and International study missions and platforms for sharing best practices form a comprehensive service offering from our institute.

Quality movement and practices provided a significant means of competitive advantage for industries in the 1970s and 80s. The rapid growth of the businesses have established Quality in its strategy and operations as 'given'. Today, 26 years after CII began its TQM journey, Total Quality Management is at the core of the business strategy of any organisation.

Quality is a live thread that cuts across diverse industry sectors, emerging as well as established. Quality is a live thread which cuts across time and evolution process. Quality activities have inherent capabilities to assume appropriate characteristics to the need of the segment, be it manufacturing, Information and Communication technologies. The emerging industries like IT and Communications domains benefit from the experience of proven quality practices of manufacturing industries, suitably adopted. Example to quote are Value Stream Mapping, Lean tenets adaptation, DMAIC in continuous improvement journeys. Mature segments in

manufacturing drive innovation in the quality practices in the form of Data and Information analytics, new practice tools, merging of methodologies and the like. Thus the differentiation in the market place has been and continues to be provided by the true and uncompromised deployment of quality practices in organisations.

Quality at conceptual level consists of eight basic dimensions viz. Performance, Features, Reliability, Conformance, Durability, Serviceability, Aesthetics and Perceived quality. We have served the needs of our member in these dimensions through our services in the BE, TPM, QMS and Education verticals. Our services have extended beyond the domestic shorelines and we have commenced working in Africa and Middle East as a part of our international initiatives. Study missions have been undertaken in Germany, China, Malaysia, Thailand and Taiwan. The last two years have seen us taking long strides in accomplishing our short and medium term goals.

The journey, however, is far from over. We, as an industry support organisation, are interestingly poised in an environment that is challenging the management due to the fast changing economic and competition scenarios. The rich experience we have gathered in our journey thus far, have enabled us to be prepared for extending our services in the emerging sectors like IT and Telecom. To begin with we would focus on Business

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Excellence initiatives and sector specific quality management systems in the IT and Communications domains.

I am sure the members will extend their support to the initiatives as ever and we look forward to your continued participation in the activities of IQ to position the institute as a World Class organisation in all its offering to the industry.

Regards



**N KUMAR**

## Is Customer the King?



**SM Balasubramaniyan (SM Bala),  
Advisor, CII – Institute of Quality,  
Bangalore and Former Vice  
President, Wipro Technologies,  
Bangalore**

The worst face-off one can witness in an organization is the reactions to the demands of a customer in front of and behind the customer!

The sales pitch in any organization has always been that the organization treats the customer as the king and customers are the very purpose of its existence. However, often one finds the people who are responsible for fulfilling the needs and demands of the customer have a largely contrary but silent opinion about it.

Customer Satisfaction goal has always been one of the key business parameter to be accomplished in any business. Various measures, ways of determining it and improving it have been suggested and practiced. But why is that the customer dissatisfied very often in most organizations ?

The answer to this query lies in the fact that most Indian industries have been in an evolutionary path since a significantly long period of time. Supported by Quality initiatives, World Class manufacturing techniques, Problem identification and resolution methods, Continuous and Staged improvement activities and Skill enhancement programs, organizations know what it means to satisfy a customer and what approach can bring the legendary customer satisfaction.

Prof. Kano aptly said, it is the customer loyalty or the customer engagement that is of paramount importance than customer satisfaction in an established industry. What was a delighter yesterday is a basic need today. In such a situation, what would be needed is to keep the customer engaged or find means to sustain the customer satisfaction on a continuous basis.

This opens up the need for a completely new behavioral pattern in the organization's culture. It is not the "You – say – I – do" behavior that works between the customer and the enterprise. The value of these types of engagements starts eroding in the eyes of the customers, over a period of time.

Customer Engagement is an Art and a Science. The Science part is the 'What' of the engagement and the Art part is the 'How' of it.

Consider this ... a long standing and a mature engagement between a Truck manufacturer and a customer who is a national goods carrier. The traditional approach of customer satisfaction by the manufacturer would be to engage the customer in their business plan preparations in obtaining annual demand projections, delivery plans, Production Planning and scheduling, Quality in the outcome (the vehicles), Delivery on time and meeting service requirements in time and quality.

Typically the engagement involves periodical meeting of the Vendor's senior management with that of the customer for exchange of pleasantries and overall reviews including pricing decisions. Middle management engagements are in the escalation path and overseeing the accomplishment of plans. The lower management engages with its peers in the client's organization in tactical activities like Design discussions, production variants, support related activities and customer site visits. If these activities

happen diligently at all level, the client – vendor relationship is smooth and operates well in the region of Customer satisfaction.

But what is the evolution path for this engagement ? What can make the Client not to look at alternate truck manufacturers ? How does the manufacturer leverage a satisfied and long tenured relationship for his business growth and objectives. The answer clearly lies in taking the engagement up the value chain.

What are the potential characteristics of such an engagement ? Primarily, the relationship should move from that of 'Client – Supplier' to 'Client – Partner' !

In these evolved relationships, the Client makes the Truck manufacturing partner as part of his team in the business planning appropriately (typically in the strategic and technical discussions). The partner needs to have knowledge of the industry through the wide spectrum of experience working with many goods carriers and propose what would positively impact their business. The partner should be able to make business proposals that could be non - traditional and risk sharing.

At the middle management level, the partner's team could assist in the optimization of business plan roll out by making delivery schedules that are best suited from, say, utilization of the vehicles perspective, suggestion on the mix of variants in the delivery schedules, working out cost effective service schedules and the like.

At the junior management level, the partner's team could suggest design alternatives, custom features in trucks for accomplishing overall business targets, say for example, light body vehicles for fuel efficiency that operate on trunk routes etc.

However, these are easily said than done ! What are the requisites that can move the meter of depth of engagement between the Client and the Truck manufacturer to this level of partnership ?

First and foremost is building the Trust in the relationship. In business engagements, the trust is built solely through achieving the commitments. This is bilateral and does not solely rest with the supplier. The truck supplier should consistently meet the delivery, time and quality commitments and the client should honor the payment, projections and operational commitments. The constant engagement and review of the senior managements on either side is required to accomplish this.

Secondly, the supplier should demonstrate the ability to scale up and be on par with the client in terms of their business understanding. This would require the truck manufacturer to invest time and energy in understanding, extracting and codifying the information from their business operations that becomes the tool for peer level discussions and joint decisions.

Third, the Supplier should build financial stability and cushion in respect of this particular engagement through due diligence that would include a good risk management. The confidence in the senior management to take risk sharing decisions that have non linear returns, comes out from these steps.

Next is the constant engagement between the client and the partner in evaluating the merits of the new scheme of the engagement, not just for sales, issue resolution or on need basis. Periodical senior management review is a basic need of sustaining an evolved engagement. On either side, there should be belief and tenacity to make it work in this mode of engagement.

Finally, is Customer the King ? Yes, a successful king adorned his court with wise and noble men who are knowledgeable and have the ability to advise and support the governance process of the king. Similarly, a successful customer helps to evolve the partners who have the ability to graduate into advisors and accomplishers in the success story of the client.

For more information, he can be contacted at [sm.bala@cii.in](mailto:sm.bala@cii.in)

## India Highest TPM Award Winners outside Japan

The year started with the announcement of results of the TPM Awards by Japan Institute of Plant Maintenance (JIPM) after a detailed assessment of applicant companies for the year 2012. This year too turned out to be very good for the Indian Industry with 19 companies successfully challenging the prestigious Japanese award. With this result, Indian Industry continues to make India the highest number of awards outside Japan for which Indian Industry deserves accolades. Presently there are 220 Awards in India achieved by 156 companies with some of them going for higher level of awards in their TPM journey.

In this process, 2 mile stones have been crossed. One is the mile stone of 150 companies getting the TPM Awards and the other is the mile stone of 50 awards by the companies supported by the counsellors from CII-TPM Club India.



### PRESENTATION BY

THOMAS A. STEWART  
Chief Marketing  
&  
Knowledge Officer  
Booz & Company, USA

[CLICK HERE  
TO DOWNLOAD  
& VIEW  
PRESENTATION](#)

Topic of Presentation: Knowledge and Strategy:  
Using Capabilities to Earn the Right to Win—and Grow

### CII Knowledge Summit 2013

7-8th March 2013, Mumbai

**Summit Theme:** KM for Double Digit Growth  
with the broad focus on what CEOs should know about  
KM and how CIOs and CKOs can play strategic roles

### Summit Master Class

7th March 2013, Mumbai

“Knowledge Strategy: Don’t Just Manage Knowledge—  
Make It a Competitive Advantage”

## 20th Kaizen Conference & Competition Paradigm of Phenomenal Savings

The 20th Kaizen Conference cum Competition conducted by TPM Club India of the CII Institute of Quality held in Gurgaon during 27-28 February successfully concluded with the announcement of the 8 winners; 3 in the operator level, 3 in the supervisor / manager level and 2 in the senior manager level categories. Besides various process improvements presented, it was estimated that over Rs 27.43 crores of savings had directly accrued from the successful implementation of various Kaizens ! All major companies from different sectors across the country like Oil & Gas, Steel Industries, Auto OEMs & Auto component manufacturing, Cement Industries, Wires & Cables, Infrastructure, Pharmaceuticals, Food &

Beverages, Textiles, Metal, Paints, Plastic, Engineering, Precision Tools from PSUs, OEMs, Tier 1 & Tier 2 suppliers presented their best Kaizens. Over 275 participants from 95 organisations attended the 20th Kaizen Conference in Gurgaon.

This decade long Kaizen Conference cum Competition, with 100 award winners till date, has over the years emerged as a preferred platform for corporates to not only present their improvement initiatives but also compete amongst themselves, through delegate voting, to be declared winners.



*Winners of the 20th Kaizen Competition with members of the TPM Club India*

In his valedictory address, **Mr Yogesh Munjal**, Chairman, CII - TPM Club India recounted the steady growth and implementation of TPM in the country. In 1991, Vikram Cement started TPM implementation in the country and won the TPM Excellence Award in 1995. Sundram Fasteners started in 1995 to win the award in 1998. In the same year, CII and JIPM (Japan Institute of Plant Management) signed an agreement for the promotion of TPM in India and the TPM Club India was born. Since 1995, 156 Indian companies have received 220 JIPM TPM awards; the largest award winning country outside Japan! Hindustan Unilever with 41 awards, Tata's with 13, IOCL with 11 and Mahindra's with 9 Awards top the list of award winners in India.

sector have received the awards. He also complimented the 19 Indian 2012 JIPM TPM award winning companies who would be receiving the awards in Kyoto, Japan on 27th March 2013.

Applauding the 81 kaizens presented during the 20th Kaizen Conference cum Competition, he noted that it "indicates that there has been lots of learning's and takeaways for the participants" as companies practicing TPM have been rigorously pursuing the concept of cost reduction utilizing its proven methodology. Such Kaizen Conference cum competitions of TPM Club India has always been designed considering the industrial scenario and the urgent need of Indian Industry. This year too, the focus has been given on cost reduction, activity reduction and productivity improvement grouped under 18 topics of importance considering 3 levels of engagement in a company like the operator level, Supervisor / Manager Level and Senior Management level. The winners of each Kaizen Conference subsequently go on to contest the 'Kaizen Championship Award-2013', a high level Kaizen competition with a unique process of selecting the best out of the best to be held during the TPM National Conference in Chennai this September.



*Mr Yogesh Munjal delivering the valedictory address*

30 Kaizens on 5 subjects contested in the Operator's category for 3 trophies which were mainly relating to shop floor improvements. There were 41 Kaizen presentations on 10 subjects in the Supervisor's/ Manager's categories for 3 trophies. These improvements related to elimination/ reduction of various losses to increase the Production efficiency of the manufacturing processes or to reduce the Cost by reducing consumption of Energy, Consumables & Raw Materials. These improvements represented good examples of the maturity of Indian industries striving to excel through Creativity, Innovation and Technical knowledge. There were 10 companies in the Senior Manager's category vying for 2 trophies who presented their improvements on subjects covering new technologies, process innovation, capital cost reduction and lead time reduction to meet customer demand.

Allaying a common perception that TPM was only relevant to the Engineering Industry and that too specifically for auto industry, Mr Munjal clarified that the results so far indicates that 89 engineering companies; 65 process companies and 2 companies in the service



Over 275 participants from 95 organisations attended the 20th Kaizen Conference in Gurgaon

The 6 Nominations in the Operator's category were Auro Spinning Mills, Baddi; Hindustan Coca-Cola Beverages Pvt Ltd. Ameenpur; Hindustan Coca-Cola Beverages Pvt Ltd, Goblej; Mahindra &

Mahindra Ltd, Igatpuri; Varroc Engineering Pvt Ltd, Plant IV, Aurangabad and Varroc Lighting Systems Pvt Ltd, Pune. The winners in this category were:

Name of Company (Operator's Category)	Subject of Kaizen	Position Achieved
Varroc Engineering Pvt Ltd, Plant IV, Aurangabad	Poka Yoke	3rd Position
Mahindra & Mahindra Ltd, Igatpuri	Easy to Clean, Lubricate, Inspect & Tighten	2nd Position
Auro Spinning Mills, Baddi	Easy to Adjust	1st Position

The 6 Nominations of highest scoring companies in the Supervisor/ Manager's category were Hero MotoCorp Ltd, Haridwar Plant; Hindustan Coca-cola Beverages Pvt Ltd, Khurda; Light Alloy

Products Ltd, Vellore; Mahindra & Mahindra Ltd, Kandivili; Turbo Energy Ltd, Pulivalam and Trident Ltd, Barnala. The winners in this category were:

Name of Company (Supervisor/ Manager's Category)	Subject of Kaizen	Position Achieved
Hindustan Coca-cola Beverages Pvt Ltd, Khurda	Breakdown Elimination or Increasing MTBF	3rd Position
Light Alloy Products Ltd, Vellore	Breakdown Elimination or Increasing MTBF	2nd Position
Trident Ltd, Barnala	Reduction in setup/adjustment time	1st Position

The 4 Nominations for the Senior Manager's Category were Bajaj Auto Ltd., Chakan; IOCL, Barauni Refinery; M & M Ltd., Nagpur and

Titan Industries Ltd., Hosur. The winners in this category were:

Name of Company (Senior Manager's Category)	Subject of Kaizen	Position Achieved
Bajaj Auto Ltd. Chakan	New Technology Introduction/Process Modification	2nd Position
IOCL, Barauni Refinery	Equipment Related Design Changes/ Lean m/c	1st Position

The Trophies were given away by Mr Yogesh Munjal, Chairman, CII - TPM Club India to the proud winners.

For more information, please contact Preeti Peter in CII Institute of Quality at [preethi.peter@cii.in](mailto:preethi.peter@cii.in)

**CII Institute of Quality 12th IQ ANNIVERSARY**  
**1000 - 1135 Hrs: 9 May 2013**  
**CII Institute of Quality, Bangalore**

**PROGRAMME BY INVITATION**

Opening Remarks

**Mr N Kumar**, Chairman, CII Institute of Quality & Vice Chairman, The Sanmar Group

Presentation on Karnataka Need & Gaps

**Mr Soumitra Bhattacharya**, Chairman, CII Karnataka State Council & Joint Managing Director, Bosch Ltd

IQ Anniversary Lecture

*"The story within us all"*: **Mr Aroon Raman**, Research & Innovation Entrepreneur

Special Address

*"Quality in Education"*: **Mr Bhupinder S Bhalla**, IAS, Hon'ble Administrator, UTs of Daman & Diu & Dadra & Nagar Haveli

Keynote Address

*"Quality in Safety"*: **Mr Alex Botha**, Chief Executive, British Safety Council, UK

Inaugural Address

First CII IQ National Excellence Practice Competition 2013 – *"Delighting the Demanding Customers"*: **Mr V Shankar**, Managing Director & CEO, Rallis India Ltd

Concluding Remarks

**Mr L Krishnan**, Past Chairman, CII Karnataka State Council & Vice President, IMTMA& Managing Director, TaeguTec India Pvt. Ltd.



Mr N Kumar



Mr S Bhattacharya



Mr Aroon Raman



Mr Bhupinder Bhalla



Mr V Shankar



Mr Alex-Botha



Mr L Krishnan



Confederation of Indian Industry

## CII IQ-British Safety Council NATIONAL SAFETY CONCLAVE 2013



9-10 May 2013: Hotel Royal Orchid Resorts & Convention Centre, Yelahanka, Bangalore

### PROGRAMME

#### Objectives

Participants will be exposed to thought leadership in SHE and production management – with a view to introducing subjects that assist companies to continually lower operating costs, improve safety performance, and reduce the environmental footprint. Technical issues will be addressed in detail during the Technical Symposium aspect of the eve.

#### Who should attend

Office Managers, Human Resources Representatives, Senior Managers / Managers / Supervisors, Safety Managers / Coordinators / Officers / Engineers, Union Safety Representatives, Safety Committee Representatives, Health Care Providers, Risk and Loss Managers, Occupational Safety or Industrial Hygiene Professionals, Contractors, Government Representatives.

#### Take Aways

Join peers who design and implement OHS in workplaces across sectors to discuss how you can embed OHS planning into core business strategy and integrate it into all business systems and processes.

Explore how ongoing risk assessment, management and response can drive financial gain and promote a positive organisational culture in your workplace while enabling broad health and safety outcomes for employees.

Examine the factors that influence the design and application for the Model OHS act and legislations.

Hear case studies from industries across sectors as they share real solutions in areas of high risk including manual handling, falls and hits by moving objects, working at heights, occupational diseases, fatigue and stress management. Gain insights into how effective OHS strategies can enable productivity and the reduction of claims. The tentative programme is attached for your reference.

#### Speakers

##### Mr L Krishnan

Past Chairman, CII Karnataka State Council  
Vice President, IMTMA  
Managing Director, TaeguTec India P Ltd

##### Mr Alex Botha

Chief Executive  
British Safety Council, UK

##### Mr B S Ramachandra

Director Department of Factories  
Boilers, Industrial Safety and Health  
Government of Karnataka

##### Mr A S Lakshmanan

Chairman  
National Safety Council (Karnataka Chapter)

##### Mr Sanjib Bezbaroa

VP HSE,  
ITC Ltd

##### Mr Suresh Tanwar

Corp HSE Head,  
Tata Motors

##### Mr Suhas Sathe

Director, Manufacturing - Operations  
3M India Limited

##### Mr Sudhir Kumar

Executive Director (Customer Service,  
Quality Assurance and Flight Operations)  
Hindustan Aeronautics Limited

##### Mr Sai Golla

General Manager - Quality, Environment,  
Health, Safety and Sustainability  
3M India Limited

##### Mr Jacques van Niekerk

Head Supply Chain  
Ambuja Cements Ltd

##### Dr Kameswar Rao AV

Senior Director-EHS  
Biocon Group of Companies

##### Mr M L Jain

Corp HSE Head  
ONGC

##### Mr Shashank Singh

Head, Transportation Safety and HSE  
Business Transformation  
Centre for HSE Excellence,  
Reliance Industries Limited

##### Dr S Sarangadharan

Chief Medical Officer  
Chennai Petroleum Corporation Ltd

##### Mr Manjunath Kodagali

Sr Manager – Safety  
Jubilant Life Sciences Ltd

#### Participation Fee

Types of Organisation	Fee Per Participant(INR)	Service Tax @12.36%	Total Fee Payable
CII Members (Large & Medium)	10,000/-	1236/-	11,236/-
CII SSI Members (Small Scale Industries)	9,000/-	1112/-	10,112/-
Non CII Members	11,000/-	1360/-	12,360/-

#### Sessions

- The View from the Top
- OHS planning into core business strategy and integrate it into all business systems and processes
- Best Safety Practices in Public Sector
- Best Practices in Safety Management
- The benefits, design and implementation of effective EHS systems from the Indian perspective
- Create a safety culture: Through effective leadership, training and stakeholder engagement
- Valedictory Session: Safety in Public Places

Organisations nominating 3 or more nominations to the programme would be entitled to a 10% discount on total delegate fees payable. All discounts are valid only if the delegate fee is received before the commencement of the programme.

For registration, please contact Ms Jayashree Das at [jayashree.das@cii.in](mailto:jayashree.das@cii.in), CII Institute of Quality, Bharat Nagara 2nd Stage, Magadi Main Road, Vishwaneedan Post, Bangalore – 560 091

## First CII-National Excellence Practice Competition “Excellence in Customer Engagement Practices” “Share & Learn for Building Competitiveness” 9-10 May, 2013: Bangalore

Many of our members have expressed the need of a platform for Sharing and Learning of Best Practices. CII-IQ has been taking various initiatives to facilitate this need of our members. Latest in this direction is the “Excellence Practice Competition”.

CII-IQ has been championing the widespread adoption of the EFQM Business Excellence framework across Indian Industry. The Excellence Framework is a holistic, generic business management tool which can be adopted by Organizations regardless of size, sector and complexity.

Today in the Indian Industry, we have more than a hundred Organizations using this framework as an improvement tool in their pursuit of Excellence amongst the Large, Medium and Small Businesses.

In order to share & learn the successful practices of Organizations and also to network among the community, CII-IQ is organizing this National Level Competition at Bangalore. The response to this maiden event has been overwhelming with participation from Indian conglomerates and MNCs across sectors like Manufacturing, IT, Healthcare, Consumer Products, Financial services, Infrastructure etc.

This is the platform wherein forward looking organisations could witness the presentations on ‘Excellence in Customer Engagement Practices’ to gain a perspective of various sectors and also to use the learning for improvements within your organisations.

### Why an organisation should participate in the competition?

- An opportunity to showcase their best practice in front an elite corporate audience
- Providing an opportunity for others to learn the Practices that worked for you
- Benchmarking your performance with others, within and outside your sector
- An opportunity to listen to Practicing managers, who will be delivering guest sessions during the program

### Delegate Takeaways

- An Opportunity to listen to Senior Practicing Managers
- An opportunity to learn the best practices of Organisations from Various sectors
- To network with peers
- Use this opportunity to bridge the gap in your journey of excellence
- An opportunity to listen to Practicing managers, who will be delivering guest sessions during the program

Participation from Both Public sectors, Private sectors, MNCs with **overwhelming number of entries from all sectors.**

**Competing sectors include: Manufacturing, Banking, Financial Services, IT/ITes, Power, Steel, Healthcare, Hospital, Educational Institutions**

**Top 10 shortlisted entries adjudged by the Jury will be making presentations on their excellence journey**

**COME,  
LISTEN,  
LEARN !!**



Confederation of Indian Industry



EXPORT-IMPORT BANK OF INDIA



## Are you passionate about Excellence?

If Yes, we invite you to **participate** in the

# CII-EXIM Bank Award for Business Excellence-2013

- Most Prestigious Award on Business Excellence in India.
- Recognised by Global Excellence Model Council.

Based on  
2013  
EFQM Model

### In the words of a Business Leader



**Adi Godrej**  
Immediate Past  
President, CII,  
endorsing the Business  
Excellence framework

"CII-EXIM Bank Award for Business Excellence follows a very rigorous and professional assessment process. I am very happy that CII has maintained the rigour of the process and not succumbed to the temptation of diluting the evaluation process to enable more companies to get the award. In fact, companies are benefiting from trying to match the high standards demanded by the Award's model.

I strongly feel that any CEO who is in pursuit of Excellence must get an independent and holistic perspective on his organization through participation in the assessment process conducted by CII Institute of Quality.

Finally, I would like to suggest to all CEOs that they should seriously consider adopting the Business Excellence Model for sustained competitiveness."

#### KEY DATES

Submission of Application Form	30 <sup>th</sup> April 2013
Submission of Position Report	15 <sup>th</sup> June 2013
Onsite Assessment	July - Oct. 2013
Results Announcement	Nov. 2013

#### Benefits to Participants

- External perspective on your organisational performance for sustainable growth, based on 800 to 1000 hours of review by a team of senior trained managers.
- Detailed feedback report outlining strengths and opportunities for improvement that can be used in strategy planning and review.

#### Who can participate?

- Whole organisation or its SBUs/Operating Units.
- Small and Medium Businesses.
- Overseas units of Indian companies.
- Higher Education Institutions.

## ACTIVITIES & PROGRAMMES CONDUCTED DURING JANUARY - MARCH 2013

- **Upgrade Programme on BE Model 2013**  
3 January, Bangalore, 12 January, Hyderabad, 19 January, Bangalore  
4-5 February, Pune, 15 February, Bangalore, 16 February, Pune,  
18 February, Nashik, 22 February, Pune, 23 February, Jaipur,  
2 March, New Delhi, 20 March, Pune, 23 March, Chennai
- **School excellence programme**  
1-2 February, Raipur, 10-11 & 15-16 February, Madurai
- **Developing New Machines and Products With least cost in short time**  
15-16 February, Chennai
- **Assessor Training Programme**  
20-22 February, Jaipur
- **Upgrade and Refresher Programme at Bhilai Steel Plant**  
26-27 February, Bhilai
- **Four day training programme on Laboratory Management & Internal Audit as per ISO / IEC 17025:2005 for NABL accreditation**  
6-9 March, Bangalore
- **Laboratory Management Systems and Internal Audit programme based on ISO/IEC 17025:2005**  
16-19 January, Chennai
- **ISO 9001 Lead Auditor Course**  
4-8 February, Gurgaon
- **Conference on Maintenance Practices**  
16 February, New Delhi
- **CII-British Safety Council Program on Advanced OHSMS Auditing**  
21-22 February, Pune
- **20th Kaizen Conference**  
27-28 February, Gurgaon

## FORTHCOMING PROGRAMMES

### April - May 2013

21-27 April,  
2013

CHINA

CII-IQ Business Excellence Best Practices  
Mission to China

23-26 April,  
06-09 May,  
21-24 May, 2013

HYDERABAD  
NEW DELHI  
BANGALORE

Four Day Training Programme on Laboratory  
Management & Internal Audit as per  
ISO / IEC 17025:2005 for NABL Accreditation

25-26 April,  
2013

NEW DELHI

Workshop on Accreditation Criteria for  
Inspection Bodies based on ISO 17020

26-27 April,  
2013

BANGALORE

Two Day Training Programme on  
Understanding of Estimation of Uncertainty  
of Measurement in Testing and Calibration

29-30 April,  
2013

NEW DELHI

Workshop on Planned Maintenance

9-10 May,  
2013

BANGALORE

CII-National Excellence Practice  
Competition-2013, CII-IQ Anniversary &  
National Safety Conclave 2013

10-11 May,  
2013

CHENNAI

How to Improve Business Competitiveness  
through KK Methodology

13-15 May,  
2013

NEW DELHI

Assessor Training Programme

16 May,  
2013

NEW DELHI

Journey towards Excellence with TPM

21-22 May,  
2013

COIMBATORE

Workshop on Setup Time Reduction

[Click to Download  
CII-IQ Brochure](#)

### CONTACT DETAILS

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