

Abstract for the presentation by Janak Mehta

Deming Distinguished Service Award for Dissemination and Promotion (Overseas)
On November 14, 2012

NAMASTASYA (Indian greeting meaning – I bow unto you)

Officers and Trustees of the Union of Japanese Scientists and Engineers, Chairman and Members of the Deming Prize Committee and quality fraternity of Japan and other countries present here today, my heartfelt thanks for the great honor bestowed on me. On this important occasion I would like to share my reflections of my quality journey that has been enriched by my association with many quality gurus from Japan but for whose guidance my work in this field would not have been effective. At the outset I would like to express my gratitude to all of them, including whose name may not be specifically mentioned in the narration that follows.

I believe information about me and the socio-economic environment in India will serve as an appropriate background to explain the influence of quality management in my life and vice versa.

1. Preamble:

I was born in 1941 in Rawalpindi (now part of Pakistan) and migrated to Delhi in 1947 after the partition of India. Living through difficult times created a sense of austere living. My school education was in Delhi and then in Lucknow a town 500 km South-East of Delhi. I completed my undergraduate studies in mechanical engineering from Pilani about 250 Km West of Delhi. Because of ill health of my father and being the eldest child in the family I chose to start work rather than pursue higher education. Even otherwise in those days first choice for students completing under-graduation was to take up work and not post graduate studies as in technical areas the infrastructure for higher education was limited and the remuneration for teachers was not attractive. Mostly those who could not find a job would opt for higher education.

My first job was with Union Carbide, USA for its flashlight plant in Lucknow in 1963 just after my graduation. Mr. Vijay Gokhale was my first boss and I involuntarily adopted his methods of management and it has left an indelible impact on my way of dealing with people. My gratitude to him. I owe it to Union Carbide where in 12 years of work in various plants. I had the opportunity to work in various functions including engineering, maintenance, engineering stores, industrial engineering, projects green field and brown field, vendor development and production. I learnt the art and science of management using management systems in all activities and the application of Management by Objectives (MBO). Focus on quality in whatever we did was a natural way in all functions. For example in project the aim was to attain quality and productivity norms at start up. Non conformities were not acceptable.

My second job (1976 to 1979) was with Hindustan Electro-Graphite Ltd., an Indian company in technical and financial collaboration with Pechiney Ugine Kulhman (PUK) one of the largest multinational companies from France at that time. This was in Bhopal (about 750 km) South of Delhi. As Operations Manager I was responsible for selection, procurement, detailed engineering design, installation and commissioning of all production and quality equipment for the whole operations. I was also responsible for development of local suppliers for all raw materials and process materials, some of these being developed for first time in India. Later as Works Manager I was responsible for the management of the entire plant operations. This job provided me with the golden opportunity to practice what I learnt in Union Carbide in a green field company that had no systems. I was able to recruit the entire team and help them to develop and implement all systems before the start up of production. The result was achievement of stated quality and productivity norms in line with PUK standards within one month of start up. It was very much quicker than the PUK achievements in

Europe. Later in 1988 when I read ISO 9000 set of standards I realized the success was because the management systems we developed in 1976 were in alignment with ISO 9004 guidelines. This plant has grown to be the largest integrated synthetic graphite electrode manufacturing facility in the world. I am obligated to Mr. L.N. Jhunjhunwala, then Managing Director of HEG who gave me the free hand to manage in spite of our different approaches to management.

My third job (1980 to 1985) was with Carbon Corporation Ltd., an Indian company in technical collaboration with Great Lakes Carbon Ltd., USA. This was in Nashik (about 1230 Km South West of Delhi – near Mumbai.) As General Manager I was responsible for entire manufacturing, technical, customer service operations and plant expansion. This is where I started learning through my interaction with the Japanese TQC. I will cover this in more detail later.

My fourth job (1986-1988) was with BECO Engineering Company, an Indian company in Delhi as Chief Executive responsible for the complete operation of its business of machine tools, cast iron foundry and steel rolling mill. I could try many Japanese TQC methods here. This period coincided with my efforts on quality promotion countrywide.

2. My realization of the need for quality and our current inadequacies:

Until the 1970's I was quite satisfied by what I learnt from the western management practices and my success in its application in India operations. However we struggled to make further improvements in quality and productivity.

As I moved to the ranks of top management I began to realize there was no incentive for the management to improve quality. Due to control on prices by the Government on finished products the rejected product often fetched higher prices due to the non availability of finished products. The customer had no choice as imports were either not allowed or allowed at very high custom duty often going beyond 100%.

I realized the cost of waste generated due to the poor quality of processes, products and services in the form of rejection, scrap, time delays, errors, etc. was actually being passed on to the customer who had no choice. He in turn passed it on to his customers. This resulted in high cost economy leading to high inflation. Finally the cost of poor quality was being borne by the poorest of the poor who constituted the majority of the population. The best way to reduce waste was to reduce, defects, scrap and error in all business processes and the most efficient way to do this was through quality improvement.

As I struggled to improve quality in the companies I worked with, we realized the inadequacy of our current knowledge and methods. There was also a belief that any further improvement in quality means better equipment and materials that were not available in the country. If imported then it would not be cost effective. Some of us began to realize such a situation could not go on forever. India's foreign debt began to rise rapidly and hence some reform in trade policies appeared imminent

We began to learn about success stories of Japanese companies delivering high quality products at competitive prices to customers in USA. We did not know how? While going through this struggle in 1982 I read an article by Dr. Deming about his 14 points and the excellent work being done by JUSE to support Japanese companies in quality improvement. During my business visit to Japan in October 1982 from where we used to buy Green Carbon Electrodes through Mitsubishi Corporation produced by Showa Denko I had my first hand experience of dealing with the Japanese supplier in Osaka and learnt about their practices of quality management. I took this opportunity to visit JUSE office in Tokyo on October 20, 1982 and bought all publications that were available in English. This

included 'Guide to Quality Control' and 'QC Circle Koryo' both edited by Prof. Kaoru Ishikawa. I also brought JUSE course information on training courses for supervisors and engineers. I sensed I have found something new to supplement my past knowledge and experience based on western concepts of management.

3. My journey of discovery of modern quality management and its application in Indian socio-economic environment:

a. Phase I: Start up – Learning and experimentation – A Pilot

Thus 30 years ago I started my journey of discovery of how to adapt Japanese approaches to quality management for application in Indian socio-economic environment in a manner that will benefit all stakeholders but more particularly the poor. Both these books made tremendous impact on me. The key impact points were:

1. Focus on customer and realizing true potential of people.
2. Respect for people and social aspect of Japanese TQC.
3. Quality is to be improved through soft technology i.e. process, methods and people, not necessarily through machine and material.
4. Consciousness for quality, problem and improvement leads to quality improvement that invariably reduces cost and improves productivity.
5. Quality tools and techniques have universal applicability and even 10th grade pass people can use these.
6. Management by PDCA is fundamental to quality

Until then quality management was like the use of quality and statistical techniques. Principles and concepts were not understood.

Another important lesson was method of self study and group study combination mentioned by Prof. Ishikawa.

This was similar to the one used by me since 1980 while promoting study and understanding of Indian philosophy by Chinmaya Mission as President of the Nasik chapter. This was an effective method to bring about social change amongst diverse groups of people. This was being done in various social groupings including industry. Swami Chinmayananda, the Head of the Chinmaya Mission had the most profound influence on me for social change through selfless work. These practices provided me with abundant source of energy and enthusiasm to carry out my voluntary work since then.

Note 1: Chinmaya Mission is a mission to promote Indian philosophy in scientific language founded by *Chinmaya*, a religious Guru of India.

2. Nasik: a name of a town near Mumbai

The most remarkable aspect was commonality between the principles and concepts of Japanese TQC and the Indian philosophy which I believe could be due to common heritage of Buddhist culture. Recognizing these similarities I started two study groups amongst executives in Carbon Corporation and took up projects for implementation in early 1983.

On learning about this experiment the Association of Indian Engineering Industry (AIEI) now known as Confederation of Indian Industry (CII) (all India organization of business organizations) requested me to be the Chairman of their Nasik Zonal Committee (about 40 industries as active members) in May 1983. We organized the first conference on TQC for Heads of Units in Nasik on August 3, 1983. Eighteen companies volunteered to start a collaborative effort to improve quality through Group Study in their respective companies at the middle management level meeting once a week. TQC Panel was formed to coordinate this work through monthly meetings and conduct of training programs. Eleven companies continued this work for over a year completing respective projects and then starting QC Circles at the workmen level. Some of the Government organizations including the

Labor department, industries department, electricity distribution department, defense establishments and schools formed similar study groups under the guidance of volunteers from industry. Since these departments had a major impact on the performance of industry it was in our self interest to promote such initiatives. This came to be known as the Nasik Experiment and many top executives around India evinced interest in its working, particularly because they could relate to my explanation of modern quality management in the context in Indian philosophy and ethos.

b. Phase II: Explore and initiate TQC at national level

Thereafter in 1984 I was invited by AIEI to Chair the Engineering Services Committee at the national level to promote quality management around the country. I recognized involvement of the business leaders was imperative for success. This provided me with the opportunity to interact with business leaders during the national executive council meetings that often had discussions with various top level Government officers. I gathered economic data to highlight the need for quality for the competitiveness of industry and the economic growth of the nation. One such paper titled "Fundamental Approach to Education, Training and Development for National Growth was submitted to the office of the Prime Minister.

Thereafter at a meeting of the Executive Council of CII on 31 May 2004 attended by about 60 business leaders and many senior secretaries of the Government of India (GOI) I made a data based presentation on the need for change based on economic factors and a possible approach of TQC as successfully followed by Japan and experimented in Nasik. As the members accepted the need I explained the role to be played by the Business Leaders and the Government to initiate and sustain this process. I received a positive and enthusiastic response.

As the need was established I needed some top level experts to guide us and share their experience. I wrote invitation letters to Dr. W.E. Deming, Dr. J.M. Juran and Prof. K. Ishikawa to address the top management in India. Dr. Deming and Dr. Juran did not respond.

At my invitation Prof. Kaoru Ishikawa visited India to address the first National Conference for Top Management on TQC in India on April 29 and 30, 1986. He also brought with him Mr. K. Matsuda, Deputy General Manager of Nippon Steel to address the conference. This was a historic conference attended by about 175 top executives from all over India.

Spending three days with Prof. Ishikawa was probably the most eventful part of my quality journey. One day travelling to Agra to see the Taj Mahal with Prof. Ishikawa was a good informal setting for general discussion. His humility and humanness was an embodiment of what he preached in his books. The most important lessons for me were:

- People have innate goodness and immense potential. Train and empower them.
- Do not be overawed by problems however difficult those may be. Many of these could actually be converted to opportunities.
- Choose to work with those organizations that impact more number of people through their products/services and have a long future potential.
- Company can be called TQC Company only when the neighbors say so.

This conference concluded with the formation of National Committee on Quality under the aegis of CII with Dr. V. Krishnamurthy, the most prominent and respected management professional in India as the Chairman and twenty business leaders. His leadership ensured the involvement of many top businessmen. I was the member secretary of this committee. This in a way was an inflection point for the quality movement in India that helped many companies to enhance their competitiveness. Dr. Krishnamurthy has been honored with the second highest civilian award by the Government of India and later the 'The Order of the Rising Sun - Grand Cordon' by the Emperor of Japan in 2009. Dr. Krishnamurthy has since then been my mentor who guided me and whenever necessary obtained the support of the Business community in support of the quality movement in India.

TQM International Pvt. Ltd., Delhi, India

In 1988 I was invited to become a full time advisor to CII for setting up the TQM Division for rapid promotion of quality movement in India. I took up this Mission because of my commitment to quality and to India and then conducted various activities including:

- Formed the TQM Division of CII in April 1988 with a membership of 23 prominent business organizations from India. This rapidly grew to over 100 organizations in 4 years.
- On behalf of CII I attended the first TQM Seminar in English by JUSE and developed a cooperation arrangement with JUSE in 1988. Since then, I led three TQM Study Missions for top management to JUSE.
- Invited many quality professionals from JUSE like Mr. Banteru Kurahara, Prof. Yasutoshi Washio and Prof. Yoshikazu Tsuda to work with various industries in India.

TQM Division of CII has since then become the main driver of quality movement in India even after I completed my mission and left CII in 1992. I have continued my relationship with JUSE ever since and I have been provided valuable support by Mr. Ichiro Kotsuka and Ken Takatori. My gratitude is to them and through them to all the staff of JUSE.

I thank many Presidents of CII during that period who supported this work. The then Director General of CII Mr. Tarun Das played an important role in realization of this dream. I owe gratitude to all of them. In particular I thank Mr. Venu Srinivasan then Managing Director of Sundaram Clayton and TVS Motors who demonstrated exemplary leadership by engaging the Japanese counselors on regular basis from 1990 onwards. He was the first one to do so and on regular basis. He provided me the opportunity to learn alongside these counselors. Sundaram Clayton winning Deming Prize in 1998 motivated many companies in India to redouble their efforts using Japanese TQC practices.

Maruti Udyog in collaboration with Suzuki Motors under the leadership of Dr. V. Krishnamurthy as Chairman played an important role in pursuing their suppliers to improve quality and later take help from JUSE counselors to adopt Japanese TQC and challenge Deming Prize. Thus was born the cluster approach where many small and medium enterprises (SME) come together to work jointly under the guidance of a sensei to improve quality. This was in a way an extension of the Nasik experiment but on a large scale. Since then over 240 clusters have been formed helping over 2500 SME's. After the initial phase most of these clusters are guided by Indian counselors.

1992 was a watershed period when the Government of India (GOI) with persuasion from International Monetary Fund (IMF) started the process of liberalization of Indian economy allowing foreign investment. It started with the automotive sector and then followed in consumer durable and other sectors. This provided additional motivation to top management of Indian companies to work for TQM as a means to enhance competitiveness and survive.

c. Phase III Contribution to Introduction of ISO 9000 to India in parallel with phase II

With the need for harmonization of international standards the next wave of quality management initiative started. I introduced the ISO 9000 series of quality assurance system standards in India from 1988 and was amongst the first trainer and auditor to conduct such programs and joined in certification audits by International Certification Bodies.

I was invited as an expert to be a member of the TC176 Sub Committee 2 in 1991 for revision of quality management system standards. This is where I got to know Prof. Hitoshi Kume even though we met earlier at some of the CII JUSE Top Management Study Missions in Japan. I continued to meet him every year at the TC176 committee meetings until 1994. I learnt a great deal through my association with him over the years.

In January 1992 GOI set up an Inter-Ministerial Task Force to engage with an Expert Group from the European Economic Community (EEC) to set up a system for 'quality, standardization and conformity assessment.' I was the only non government member of the Task Force on behalf of CII. I learnt a

great deal from the European Expert Group and jointly recommended setting up a national organization titled Quality Council of India (QCI) for this purpose. This was setup in 1996 and is playing that role since then with primary focus on conformity assessment.

4. My journey of consolidation in realizing the benefits of Quality Management

a. TQM Dissemination as Professional through TQM International (TQMI):

Having completed my mandate of nationwide launch of quality management in India, obtaining top management commitment and establishing cooperation with JUSE I decided to move on.

In July 1992 along with like minded quality professionals I formed TQM International Pvt. Ltd. (TQMI) an organization to experiment with many other initiatives in the arena of TQM. I established cooperation arrangements with RWTUV - Germany; British Standard Institution - UK, Westinghouse Productivity & Quality Centre - USA, Komatsu Career Creation Ltd. - Japan and Motorola University - USA. I continued to maintain and build relationship with many top level Japanese quality professionals. Prof. Hitoshi Kume was particularly helpful in our early days as he became an advisor to us from the beginning.

Through TQMI along with my team of quality professionals over the last 20 years we worked with about 1200 companies large and small, multinational and local; public sector and private sector in India, to improve quality of products and services for enhanced customer satisfaction while reducing cost. Their clients include some of the top multinationals operating in India from USA, Europe and Japan. The Indian clients include many of the top 100 companies. TQMI has helped companies in using the Baldrige model from USA, EFQM Model from Europe and Deming Prize from Japan. As of now of 22 companies, in seven I have been directly involved, have won the Deming Prize and six companies have won Deming Grand Prize in India as of November, 2012.

I would like to explain more in detail my experiences in Japanese TQM and its application in India and some comparison with other approaches. Prof. Yasutoshi Washio worked with two of our clients Mahindra and Mahindra (Farm Equipment Sector) and Lucas TVS Ltd. since 1995. We learnt a great deal by working along with him particularly in the area of daily management, problem solving and new product development. We used that experience to help many other companies. Both these companies have since then won the Deming Grand Prize. Prof. Washio thereafter got involved with many other companies on his own.

Prof. Hitoshi Kume offered his time to guide one of our clients SRF Ltd. in 1997 and we have been working together ever since. This company's two divisions have won the Deming Prize since then. Working with Prof. Kume has been a great experience especially in enhancing our knowledge on daily management with different perspective, guidance on how to conduct audits and policy management through business perspective. His incisive questions make people think of innovative solutions. His mild and gentle manners endear him to the clients. Over this period we have become good friends. Mr. Arun Bharat Ram and Mr. N. Ramanathan played an excellent facilitative role.

In 1996 I established a cooperation arrangement with Komatsu Career Creation Ltd. (KCC) to promote Japanese TQM integrated with Total Productive Maintenance (TPM) and Toyota Production System (TPS). Some of our clients where we were providing guidance on TQM started asking for help in TPM and TPS. With KCC we designed TQM/TPM/TPS Study Missions to Japan to learn how to integrate these three approaches. These missions became quite popular and we carried out 7 missions in all over 5 years. This helped to avoid conflict that sometimes arises in using these approaches. This was integrated under the umbrella of TQM. KCC training in Daily Management and Policy Management was also helpful in enhancing effectiveness. During these study tours leadership of Prof. Noriaki Kano brought in new dimensions and deeper understanding of TQM. Mr. Kaoru Shimoyamada, whom I met for the first time in 1988 JUSE TQM Seminar where his training on Policy

Management was very effective, contributed a great deal towards the success of our cooperation with KCC. I offer my sincere gratitude to him.

My gratitude is to all those companies in Japan who allowed the Study Missions to visit their plants and provided valuable inputs. In particular I thank Komatsu and Toyota Group as these were the most frequent plants to visit.

b. TQM promotion through voluntary activities – Indian Society for Quality (ISQ)

Through my experiences in CII, I started to think of the need of an organization based on personal membership for quality professionals because CII is an organization on the basis of company membership. At the request of many quality professionals I founded the Indian Society for Quality (ISQ), a not-for-profit organization in 1996 with the cooperation of quality professionals to come together as individuals and share their knowledge and experiences. I contributed to ISQ growth as founding president till 2001 and subsequently as former president. It is a premier organization of quality professionals in India.

We helped Prof. Kume to publish two of his books in English in India to bring down its cost and make it affordable to quality professionals in India. One book is 'Management by Quality' and the other is titled 'Quality Management in New Product Development.' Prof. Kume very kindly offered the royalty of these books to be paid to ISQ. We are ever so thankful for his gracious gesture. I offer my gratitude to him.

There was no recognition program for excellent quality professionals in India while CII had a recognition scheme for companies. ISQ established the following prestigious awards for quality leaders in India starting from 2004.

- Dronacharya Award is for Quality gurus from outside India who make unique contribution to growth of quality in India. As of now this award has been given to Prof. Y. Washio, Prof. Y. Tsuda, Prof. Hitoshi Kume, Prof. Noriaki Kano and Prof. Shoji Shiba
- Jamsetji Tata Award is for Business leaders – So far eight leaders have been recognized
- Ashoka Award is for quality professionals – So far six professionals have been recognized.

I particularly thank Mr. N. Ramanathan who took over from me as President of ISQ in 2002. He has provided unstinted support to me ever since we met in late eighties in all my endeavors on quality through his wise counsel. He has been by my side in ISQ and ANQ activities besides providing various opportunities as customer. My gratitude is to Ram.

I was fortunate to be involved in starting of Mahindra Institute for Quality (MIQ) another not for profit organization. Mr. K.J. Davasia who was the President of Mahindra and Mahindra Farm Equipment Sector (FES) after winning the Deming Prize in 2003 was keen to set up an institute for quality for the company and requested me for help in getting an appropriate collaboration with a Japanese University to start offering courses. I introduced him to Prof. Kume and thus started the formation of MIQ offering courses in collaboration with Chuo University. My colleagues continue to provide training at the institute. Mr. Davasia played an important role in promotion of TQM to various other organizations through MIQ in India. My gratitude is to him.

5. My role in integration of India's quality movement with global community of quality professionals. And consolidation of gains of Japanese TQM

While I continued to deepen my relationship with the Japanese counselors, in order to enhance my learning across various parts of the world so as to adapt relevant approaches to India I became a member of Institute of Quality Assurance, (IQA – now called CQI) UK in 1992 and American Society for Quality (ASQ) in 1993.

I started sharing my experiences in the international forum in 1992 with a presentation at EOQ, Congress in Brussels. Since then I have frequently participated in various congresses of ASQ & EOQ, and I have been regularly invited to give keynote speeches and presentations in different parts of the world. I have shared my experience in 28 countries through various interactions/presentations and out of this 23 have been keynote speeches. I have traveled to 50 countries mostly on voluntary work sharing my experience, business and sometimes leisure. In 1995 I got involved in promoting TQM through my colleagues in the Middle East and have guided over 40 companies there until 2005. I have been to Japan about 18 times and every time it has been a good learning opportunity.

My deeper involvement with the international community of professionals has been linked with my association with Prof. Noriaki Kano. Let me describe this as follows:

Though I met Prof. Noriaki Kano for the first time in 1993 EOQ Congress in Helsinki and thereafter periodically at various international events of ASQ, EOQ, TC-176 committee etc. I became his student when I took many TQM/TPM/TPS Study Missions through KCC to Japan from 1996. I got to know him better when I was admitted as a member of Global Quality Futures Work Group (GQFW) an informal grouping of about 25 quality professionals from Japan, USA, UK and India that meets once a year. Amazing part of this interaction was Dr. Kano always had something new to share even if the subject was the same. So there was something new to learn from every interaction.

a. My involvement with Asian Network for Quality (ANQ)

In 2002 July I received a call from Dr. Kano at about 10 pm India Time requesting me to check my email and call him back after an hour. I called back had a long discussion and Dr. Kano persuaded me to come to Tokyo in 10 days for a meeting with other like minded organizations from Japan, China, Korea and Taiwan for the formation of Asia wide quality organization. That started a new relationship and I got used to midnight calls. ANQ was formed in November 2002 and I was a nominee of ISQ on the ANQ Board from the meeting during that visit and have since then been involved in every meeting except one. ANQ has grown in strength to 17 members, two affiliate members and one partner organization. ANQ members represent 50% of the world's population.

My first task was to work with a team including Prof. Shoji Shiba and develop the ANQ Way during our meeting on November 14, 2002 exactly 10 years ago to the day. We worked that evening and I presented the draft next morning. It went through a couple of iterations and at the next Board Meeting on April 5, 2003 at Seoul it was finalized after incorporating all the suggestions from various members given the previous day. ANQ Way has established a new standard of conduct based on fundamental natural laws of humility, austerity, self discipline and belief in immense potential of people that is the hall mark of Japanese TQM. Many organizations around the world are using ANQ Way as the reference. With participation fee of USD 150 to 200 for a two day ANQ conference it is 10% to 20% of what other regional organizations charge.

ISQ was privileged to hold the 2nd ANQ Congress in Delhi in 2004 and it was the most successful congress until the next one held again in Delhi in 2010 with about 800 participants and over 200 high quality presentations. By then I was the Chairperson of ANQ from 2009 to 2010. I introduced many participative approaches like Regional conferences and communication meetings to get the non-board members more deeply involved. Even after that when CAQ became the Chair organization for 2011 to 2012, I was requested to continue to chair the ANQ Board Meetings and manage the secretariat in order to provide requisite support. ISQ has also been hosting and maintaining the ANQ website since 2005.

It has been a pleasure to participate in the rapid progress of ANQ and see it grow so successfully. I thank all ANQ members for this and particularly JSQC for excellent support I received from their members and the secretariat. In particular I am indebted to Prof. Yoshinori Iizuka who gave sound

advice and I could count on his support always to resolve difficult issues. Another person I would like to mention is Mr. Yukihiro Ando who provided unstinted support under difficult circumstances particularly when guiding the planning and conduct of ANQ Congress in 2011 at Ho-Chi-Minh-City. ANQ starts the second decade on good foundation and can look forward to build a dynamic, responsive and humane organization.

During various visits to India and a few of those on his own initiative and at his own cost Dr. Kano supported ISQ in its various activities and has strengthened its working. He has helped and promoted the integration of various organizations promoting quality in India through a network. I have admired his voluntary spirit and untiring effort for quality promotion in different regions through his visits to Nepal, Bangladesh and Sri Lanka besides India.

Dr. Kano has offered to conduct public training programs in India and the fee for such program to be paid to ISQ. This is indeed a very generous offer and in the spirit of Dr. Kano's philanthropic nature that he has so often demonstrated. He has been a motivating and inspiring force for me.

b. My involvement with International Academy for Quality (IAQ)

In 2008 Dr. Kano nominated me for the position of Academician in International Academy for Quality (IAQ) and I was accepted in that hallowed organization as the first one from India. In May 2009 I was inducted in the Board and to my utter surprise I was requested and then elected to be the President of IAQ in June 2011. It happened too suddenly and too fast. I sense Dr. Kano had something to do with this. It is indeed a privilege and an honor to be the President of the most prestigious international organization of eminent quality professionals. It is a challenging task considering I have taken over from Mr. Gregory Watson who set a scorching pace with his dynamic leadership developing a long term strategy to enhance the relevance of IAQ. It is also an onerous responsibility, I hope I will be able to fulfill with the support of my colleagues.

To start with the vision and values of IAQ have been revised in tune with the changing world environment. A public website has been established for the first time in the history of IAQ making it visible to general public. Some of the Think Tanks are making reasonable progress. The aim is to establish a consultative status with United Nations as advisor on quality related policies and use the collective wisdom of Academicians for the benefit of the people and to meet the emerging challenges being faced by the world.

c. Learning from Dr. Kano in India

Since 2004 I have the opportunity to work under the guidance of Dr. Kano in two companies on TQM promotion for challenging Deming Prize. It has been a tremendous learning experience for me as he has given new dimension to TQM on the whole, daily management and policy management. Even basic concepts of quality assurance he has brought different perspective through horizontal and vertical view. His ability to bring business perspective and challenging strategies has been a great help to clients. It is remarkable how he comes out with new ideas on the same subjects. It has enriched my knowledge and experience. He strongly urges people to think on their own and then guides them. He has been an excellent mentor and a guide, true Sensei for me. I offer my deep gratitude to him.

6. Contribution by my colleagues and the customers

Last but not the least my achievements are based on two other factors:

- Excellent work done by my colleagues at TQMI who keep the organization running while I am engaged in voluntary work more than half the time. In particular Pradeep Lahane and Anil Sachdev have led the organization admirably.

- Our clients who provide us the gemba where we try our ideas and concepts and from whom we learn a great deal. Many of them have some outstanding practices. At some of the multinational clients we actually learn more than what we teach. What we learn at one place we try at another client and act as catalyst of mutual learning that is the hallmark of natural ecosystem that is so inter dependent. In particular I refer to the Mahindra Group, the Tata Group and SRF in India with whom we are associated for about 20 years; and the IFFCO Group in UAE for a ten year association.

My gratitude is to my colleagues and all our customers without whom none of this achievement would have been possible.

7. Conclusion:

May I offer my assessment of the status of quality around the world as I perceive it?

In India:

In the manufacturing sector we have observed early success in using western approaches for quality improvement but long term sustainability is in doubt. More sustainable results over a period of time have been achieved using the Japanese TQM but overcoming management impatience for early success has been a challenge.

In the service sector it has been difficult to introduce Japanese TQC while the western approach of Six Sigma has been very popular but its effectiveness over long term is yet to be established. Service sector continues to have very high cost of quality. Those sectors like education and healthcare where the environment is under control and lacks genuine competition none of this works.

The rate of growth in quality improvement that went quite high in India in the 1990's and early 2000's because of top management engagement in quality seems to be declining in last 8 years or so as quality does not appear to be a priority on the agenda of top management.

In the Western World:

I am more familiar with USA (because of English language) where I find considerable work is being done to find new ways and we can find lots of new thoughts and ideas being shared with focus on innovation. Many new approaches are being tried in new product development. Lot of information is available on internet. Dr. Kano's description of the Category A decision at which USA is very good continues to give them advantage. I sense Germany is relying more and more on hard technology while they have learnt from Japanese way too. Because of language issues we do not seem to know enough about Europe.

In Japan:

After a struggle in the 1990's Japan seems to be learning the art of Category A decision making and making good progress. After a while it seems the top management is beginning to engage with quality once again as it was in the 1970's and 80's. Because of the language we do not get much information on the website or in English literature and hence we get the impression new thoughts and ideas are not as forthcoming as in the USA and as it used to be in the past. Earlier we could get some information through JUSE research publications in English language.

My personal belief is what I see being taught in the business schools and also by many multinational consulting companies seem to be some variation with different names of what evolved as a practice in Japan in 1960's to 1980's. No reference is made to the origin of the method. Key points are:

TQM International Pvt. Ltd., Delhi, India

- Customer focus; process orientation; fact based management; PDCA and use of appropriate statistical techniques
- People involvement and responsibility for quality of my output, maintenance of my machine, safety of my environment and development of my subordinate
- Development of application of many new techniques that are widely used everywhere
- Ability to develop new products in shorter cycle time.
- Derivatives of Daily Management and Policy Management

I accept the Deming Distinguished Award offered to me with humility and with gratitude to all my mentors present here or not; all my colleagues from ANQ, IAQ, ISQ and TQMI; all my customers' and above all my wife Sheila and the two sons Vinay and Jayant who have stood by my side even when I have been too busy to give them enough time?

This award motivates me to continue my endeavor of my voluntary work to learn more and to share what I learn in the spirit of contributing to the best of my ability so that all may prosper.

Domo Arigato Gozai Mashita -

Pranam (Hindi word for Obeisance – deference / respect)

Janak Mehta