JUSE-TQMI Experience Sharing Session by
Deming Prize winning companies: December 5, 2018: Pune

Key Learnings

1) CEAT Limited
Mr. C. Y. Ajgaonkar, Senior Vice President-TQM

1. CEAT introduced TQM in 2009. The goal of CEAT was to start with TQM journey not Deming Prize, JUSE examiners recognized the journey and hence Deming Prize

2. CEAT decided to undertake TQM journey for entire company and not any specific plant, also Deming Prize was challenge for whole company

3. Being RPG Group Company, they tried with EFQM model as part of RPG group initiative, but it didn’t work.

4. In 2006-07 CEAT Top management attend JUSE TQM seminar, during 2008 top management conducted TQM awareness workshop for senior management and then decided to go ahead with TQM

5. TQM was adopted as QBM (Quality Based Management) as combination of TQM, TPS and TPM

6. Journey was initiated under crisis including dissatisfied customers, lack of trust of workmen and quality level lower than competition

7. Journey was started bottom-up aiming at enhancing employee engagement through initiatives like Muri elimination and improving trust level with workmen coupled with CFM to improve delivery to customer and quality assurance

8. Next level of TQM journey was Vision based where goal were set with respect to product, market and operations to achieve 10 times profitability

9. In this phase consumer insight, IoT, was strengthened to align diverse geographic spread of operations, PDCA was deployed across processes including improving happiness index of employees.
10. CEAT achieved its market share, customer satisfaction score, employee happiness score, etc., finally EBITDA target.

11. Third stint of its TQM journey is around its Purpose, under which CEAT Way of working, Task Achieving stories (innovation), IoT enhanced towards smart factory, etc are initiated in addition to expanding PDCA-SDCA to all functions and CFM in all customer facing areas.

2) Indus Towers Limited
Mr. Uday Mahajan, Vice President & National Head - Process Excellence & TQM

1. Indus Towers Ltd. is the first company in India and 5th globally in the service sector to get the prestigious Deming Prize.
2. During 2008-2014, telecom sector was expanding and hence there was need for lot of towers. Indus was promoted by Bharti, Vodafone & Idea jointly to cater to their requirements.
3. To be the competitive and market leader, indus opted for TQM Journey.

4. Key features of their TQM Journey:
1) BHAG approach was thoroughly practiced to deploy vision and mission.

2) 2x2 matrix was used for monitoring of Policy Management / deployment.

3) Information Technology (IT) was used extensively. IT enabled process platform was provided for process mapping and roll out. During TQM journey app. 500 processes were documented and the baseline number was 70.

4) IT enabled platform was used for monitoring of MP-CP under the umbrella of Routine Work Management (RWM / DM).

5) Process Excellence (PE) Scorecard was initiated for all the functions / circles to track the performance. This created a healthy competition among the functions / circles.

6) 6000+ QCC Projects, 3800+ Yellow Belt Projects, 60+ Green Belt Projects and 12000+ ideas were completed during the TQM Journey.

7) New Product Development (NPD) process was completely reviewed and revised keeping in view customer.

8) Various indicators like CSS, ESS improved dramatically.
9) It is learnt that role of Top management is most important for such initiative.

3) Ashok Leyland Limited, Hosur Unit II
Mr. M. Thulaseedhara Kurup, General Manager-Corporate TQBM

1) The first non-Japanese Vehicle manufacturer to win the Deming Prize;

2) Exit of IVECO in 2007 was a turning point - AL chose to go independent than collaborate with a new JV partner;

3) Together with this, the entry of global Commercial Vehicles (CV) manufacturers to India, triggered a new direction and hence a new Vision;

4) Established Business Objectives and Strategies (BOS) in line with the Vision;

5) And, chose TQM process as the new route for transformation, aligning the organization and achieving the Business Objectives;

6) To enable/support the implementation/fulfilment of the strategies, focussed initiatives viz Daily Management (DM) and Policy Management (PM) put in place;

7) Took help from TQM gurus from India and Japan;

8) Sought a diagnosis by JUSE - a comment “not sure if the TQM framework you have now will take you to your Vision” triggered a more customer-focussed approach:

9) AAPKI JEET, HAMARI JEET as the umbrella binder was born;

10) Classroom training + Problem Solving + Visit to Deming Prize winning companies together used to enhance managerial skills;

11) Diagnosis and Policy reviews integrated as Top Management culture;

12) Both Top down and Bottom up approaches deployed simultaneously;

13) Old plants - no blaming legacy, but, a unique Skill Development Centre created for not just training of employees but to exploit the existing plant conditions;

14) DM deployed effectively and evaluated through Stability/Capability Matrix;

15) Dealing with abnormalities and problems was given high importance rather than living with them;

16) 4 levels of Problem Solving approaches were used;
17) Huge improvements resulted from disciplined approach to DM;

18) Unique Process reliability enhancement methodology was used to for preventing defect recurrence;

19) Whenever a performance parameter was reaching near-100 or near-zero levels, the definitions were changed and re-standardised;

20) “Effects” of TQM ie fulfilment of Business Objectives and Strategies viz ‘Flexibility’, ‘Wide Variety’ were measured and tracked and improved, as equally important to Profitability.

21) TPM methodologies and tools were used to fulfil the new business objectives, as integral part of the TQM process;

22) People with their passion and motivation was the key asset;

23) Bottom 90%’s participation is very important; everyone’s voluntary participation in improvement is fostered; an environment for this was created;

24) A unique “gemba system’ was deployed to sympathetically recognize and be sensitive to workmens’ (Employee Union’s) concerns.

25) New and higher level challenges taken up for continuing and staying the TQM course.

4) Sundram Fasteners Limited

   Mr. S. Ramesh, Vice President, Manufacturing, Power Train Components Plant

   1) TQM implementation framework & best practice sharing mechanism standardized at all 17 plants across 3 business divisions

   2) Driving knowledge management & best practice sharing/replication in a strong way. Have an online platform for best practice sharing across 17 plants.

   3) Very good management focus & engagement of employees in Quality Circle activities - 100% employees are engaged.

   4) Strong focus on standardization of all SOPs. Company has invested 8-10 months for this exercise covering all front & back end functions with special focus on 'how' part & 'QCPC' covering all critical processes.

   5) Dedicated programs around Skill & Competency development.

   6) Starting practice of Win-Loss analysis has helped in quick decision making & helped in improving market share.
7) Company has put special focus & drive to reduce in process rejection & rework. Rework which was around 30% 6 years ago is now reduced to Zero.

5) Rane NSK Steering Systems Private Limited  
Mr. Rajesh Raghavan, Chief Operating Officer

- Rane NSK annual turnover was Rs. 80 Cr when it was incorporated in 1997. Now the company turnover is Rs. 1300 Cr in 2018 when the company focus shifted to Deming Prize Journey - breakthrough improvement from 2008.

- Top Management believed that it is essential for Rane NSK to have total Re-appraisal of Competencies and Business processes which is possible only by TQM Implementation.

- 5 Years Road map was planned by Top Management to ensure major elements of TQM Implementation like;
  - Customer Focus
  - QC Ways thinking (Focus on processes, fact-based control of processes and standardization)
  - Daily Routine Management
  - Policy Management
  - Total Employee Involvement

- **Pre TQM-Status:**
  - Lot of Fire fighting against Market requirements and every function was operation on Strong Silos.
  - Top down direction only and macro level operations
  - Struggling on Daily Management
  - Failed to keep Customers happy

- **Major TQM Activities by Rane NSK:**
  - Breakthrough improvement from “Closed Innovation model” to “Open Innovation Model”
    - Open Innovation model through Collaborative Approach to improve the level of TQM Practices to support Business Goals.
    - Innovation boundary extended beyond Organisational boundary (like Domain experts, Universities)
    - Development of Advanced technologies, collaboration, Problem resolution Lead time reduction. Etc..
  - Phase wise Objectives and major and minor level activities planning done
    - Introduction Phase
Promotion Phase
Development Phase
  
- Every phase was illustrated by Rotation of PDCA & SDCA.
- Structured Training programs to improve Total Employee participation in all levels including Technical and Non-technical functions.
- Listening to Problems
- Encouraging Problem solving by Work force
- Promoting Competition between Rane plants
- Collaborated Audits
- Fixing Benchmarking between Rane Plants
- Tangible benefits
- HR playing key Role in getting brilliant solutions from work force
- Keep listening, engage work force, total employee contribution. continues...

6) Panel Discussion
Panel consisted of Dr. Noriaki Kano, Mr. Janak Mehta and representatives of all Deming Prize winning companies.

Key points:

- TQM/ Deming journey can help Industry and Indian economy grow and can help realise the Make-in-India drive of the Government of India
- TQM is for business and not other way. TQM is like golf club which is used to play Golf better. Similarly, TQM is an enabler and should help promote the business of the company. TQM should not be used for the sake of it or just for the sake of Deming Prize.
- All panellists unanimously agreed that TQM has helped the business performance enhancement.
- There is no standard approach, each company should adapt to suit its business needs.
- There is a need for stronger QA system. Need to check if a problem is due to non-observance of SOP (abnormality) or despite complying with SOP. First focus is to implement SOP and if still problem persists, use PDCA/ QC story for improvement.
- New product development is key component of TQM for future growth of the business. NPD requires experimentation and trying new things. Every trial may not be successful and hence sometime NPD may lead to higher defect rate. It is good to stratify defect data from current products and that from introduction of new products. A challenge for NPD team is early detection of defects and tools like T-Matrix can be useful. Dr. Kano was happy to see application of TQM in NPD and suggested use of capturing VOC, Kano Model for attractive quality creation and quality function deployment (QFD)