



# Deming Distinguish Service Award - Overseas

On November 14, 2012

In Tokyo

Janak Mehta

Chairman & Managing Director, TQM International Pvt. Ltd

President – International Academy for Quality

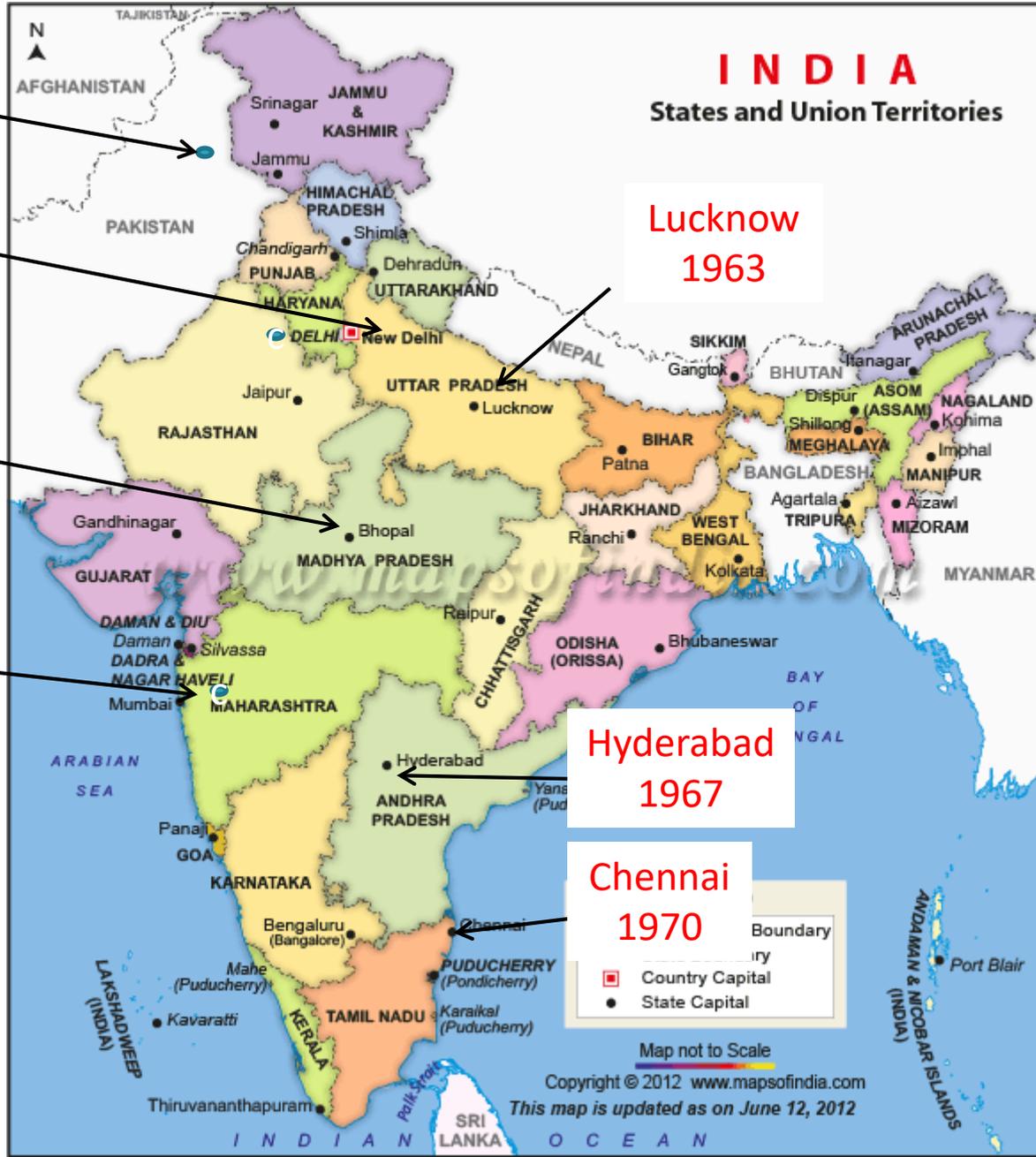
# 1. Preamble

Rawalpindi  
1941

Delhi  
1986 -

Bhopal  
1976

Nasik  
1980



# Experience in Industry - 25 years

Union Carbide, (USA) 1963-1975 – Engineer; Production Manager

Hindustan Electro Graphites (PUK, France) 1976-1979 – Plant Manager

Carbon Corporation (Great Lakes Carbon, US) 1980-1984 General Manager

BECO Engineering 1985-1987 – Chief Executive

## **Key experiences:**

Production, maintenance, project management, industrial engineering and others

**Art & science of management (importance of management systems and MBO)**

**My gratitude to Mr. Vijay Gokhale from whom I learnt basics of management**

## **A Successful Case As Plant Manager:**

Achieved the **rated productivity and quality norms within one month of start up of a green field project** through effective design of management systems in the plant including HR. It is today the **largest integrated graphite plant in the world.**

# 2. Realization of the Need for Quality

- Struggled and found inadequacy in knowledge and methods
- Paradigm:
  - Quality Improvement requires better equipment
  - More cost due to excessive improvement

- High
- Cannot go on for ever;
- Reforms are imminent



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

1982: Trigger

- News about Japan's economic growth based on quality
- An article by Dr. Deming – 14 points and role of JUSE

1982: My business visit to Japan

- Showa Denko October 18, 1982      Osaka
- JUSE October 20, 1982              Tokyo

1982: Bought all English publications

- Guide to Quality Control
- QC Circle Koryo

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

# Phase I: Start up – Learning and experimentation – A Pilot

1983

- Started two Study Groups in Carbon Corporation late 1982
- Invited to become Chairman, Nasik (City) Zonal Committee of AIEI\*
- TQC Conference for Unit Heads on 3 August 1983
- Formed 18 Study Groups; 11 completed projects over 1 year
- Formed Study Groups in Government departments having major impact on industry

Many top executives evinced interest because of my explanation of modern quality management in the context of Indian philosophy and ethos.

This pilot came to be known as “The Nasik Experiment.”

# Phase II: Explore and initiate TQC at national level

1984

- I was invited to Chair the AIEI\* National Committee on Engineering Services to promote quality around India.
- Recognized the need for involvement of business leaders as an imperative
- 31 May 1984 at CII\* Executive Council Meeting: 60 business leaders and many senior Government officers.

I presented the

- Need for change based on economic data
- TQC as a possible approach successfully practiced in Japan and experimented in Nasik
- The role of business leaders and the Government
- Received positive and enthusiastic response.

Association of Indian Engineering Industries (AIEI) later renamed as  
Confederation of Indian Industries (CII)

# Phase II: Explore and initiate TQC at national level



1986

- Needed guidance of top level TQC experts and sent the invitation letters to **Dr. Deming, Dr. Juran and Prof. Ishikawa.** **Only Prof. Ishikawa responded; others did not.**

April 29 & 30, 1986:

- National Conference for Top Management on TQC
  - Addressed by Prof. Kaoru Ishikawa and Mr. K. Matsuda
  - 175 Top Executives
- Conference concluded with the:
  - Formation of National Committee on Quality
  - Dr. V. Krishnamurthy as Chairman with 20 business leaders. Highly respected and recognized (the First President of Maruti Suzuki; the recipient of the Grand Cordon of the Order of Rising Sun - 2009) .
- I was the member Secretary.

# Phase II: Explore and initiate TQC at national level



1986

Most eventful part of my quality journey was the three days with **Ishikawa-sensei**. His **humility and humanness** was an embodiment of what he preached.

Key Learning from Ishikawa-san

- 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 **have the greatest impact on people** through their products/services and have a long future potential. **Yagna spirit**
- Company can be called TQC Company only when the neighbors say so. **Societal focus**

# Phase II: Explore and initiate TQC at national level

**1988**

I was invited to become full time **advisor to CII for setting up TQM Division** for rapid promotion of TQC in the country. I took this up as a **mission for quality and for the country.**

- 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.

# Phase II: Explore and initiate TQC at national level



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. Continued my relationship with JUSE.

My gratitude to Key facilitators:

- CII – The then Presidents; Tarun Das – Secretary General; counselors and the staff
- Venu Srinivasan – Managing Director of TVS Motors and Sundaram Clayton
- Sundaram Clayton – Deming Prize in 1998 – First in India
- JUSE - Mr. Ichiro Kotsuka, Ken Takatori and the staff



# **4. My journey of Dissemination and Promotion of Quality Management**

# A. TQM Dissemination as Professional through TQMI:

- 1992: Formation of **TQM International (TQMI)**.  
Established cooperation arrangements with:
  - British Standards Institution, UK 1992-1996
  - RWTUV, Germany 1992 - 1995
  - Westinghouse Productivity & Quality Centre, USA: 1995 - 2000
  - Komatsu Career Creation Ltd., Japan: 1996-2001
  - Motorola University, USA
- Continued to maintain excellent relationship with Japanese counselors.
- Prof. Hitoshi Kume played an important role as an Advisor
- We have served over 1200 organizations

# A. TQM Dissemination as Professional through TQMI:



- 1995: Prof. **Yasutoshi Washio**  
Worked with our clients **M&M (FES)** and **Lucas TVS**
- 1997: Prof. **Hitoshi Kume**  
Guided our client **SRF Ltd.**
- 1996: **Komatsu Career Creation Ltd.**  
Sent 7 **TQM/TPM/TPS Study Missions to Japan**  
**Mr. Kaoru Shimoyamada** made generous contribution particularly on Policy Management. **Mr. Sasahara** was another important contributor

- Gratitude to all companies that hosted the Study Missions, particularly **Toyota Group** and **Komatsu**

## B. TQM promotion through voluntary activities – (ISQ)



### 1996: Promoted Indian Society for Quality (ISQ)

- Primarily Individual Members
- I was President from 1996 to 2001
- Member of the Governing Council since 1996
- Helped publish two books by **Prof. Kume**, who offered the royalty to ISQ and provided time for events whenever requested.

### 2003:

- Contributed to establishment of Mahindra Institute for Quality (MIQ) with support from Prof. Kume- Chuo University

- **My sincere gratitude to Prof. Kume**

**2004:** Instituted recognition for quality professionals such as Dronacharya Award - Jamsetji Tata Award - Ashoka Award

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

# Asian Network For Quality and Dr. Noriaki Kano



- 2002, July: Decision to form **Asian Network for Quality (ANQ)** by the leadership of Dr. Noriaki Kano
- 2002, November: ANQ Established; Along with a team I established **ANQ Way that became a benchmark**
- 2002 – 2010: I was a Board member on behalf of ISQ
- 2009-2010: Chairperson, ANQ; Started many new initiatives
- 2011-2012: Continued to Chair Board meetings on behalf of CAQ
- Supported all ANQ Congresses including two in India
  
- **My gratitude to all ANQ members. More particularly to JSQC, Prof. Yoshinori Iizuka and Mr. Yukihiro Ando.**
  
- **All this was possible due to unstinted support and guidance from Prof. Noriaki Kano**

# My involvement with (IAQ) International Academy for Quality



- 2008: Dr. Kano nominated me for Academician at IAQ
- 2008: Became an Academician
- 2009: Elected as Board Member as proposed by Dr. Kano
- 2011: Elected as President for 2012-2014

It is a challenge after Greg Watson who set a fast pace and a new direction. **My gratitude to Mr. Watson for his contribution.**

## My work as IAQ President so far

- Revised the IAQ **Purpose and Values** in line with changing environment (ANQ Way was a good benchmark)
- Established a **public website of IAQ** for the first time.
- Aim is to establish **Consultative Status with United Nations**

# Learning from Dr. Kano in India



- 2004 – Working with **Tata Steel & Tata Motors**

Key learning:

- New perspective to TQM, Daily and Policy Management, PDCA
- New perspective on Quality Assurance through vertical and horizontal evaluation
- Unusual and wide business perspective
- Appropriate use of American and Japanese way of decision making
- Remarkable how he comes out with new ideas on same subject
- Prof. Kano supported ISQ activities at his own cost and offered his fee for public programs in India be given to ISQ
- Influenced integration of various organizations of quality professionals
- **He has been an excellent mentor and a guide, true Sensei**
- **My deep gratitude to Dr. Noriaki Kano**

# Contribution by my colleagues and the customers

## My Gratitude to:

- **To all my colleagues at TQMI particularly Mr. Pradeep Lahane and Mr. Anil Sachdev**
- **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: **Mahindra Group, Tata Group, SRF in India  
And IFFCO Group in UAE**

# In Conclusion – My Perception

## West: USA

Rate of quality improvement seems stable with focus on

- Innovation
- Lean Six Sigma
- Baldrige

## Europe: Not much information

Appears Germany is focusing on quality through technology

## Japan

	1960's, 1970's & 1980's	1990's	2000's
Rate of quality improvement	High	Low	Moderate

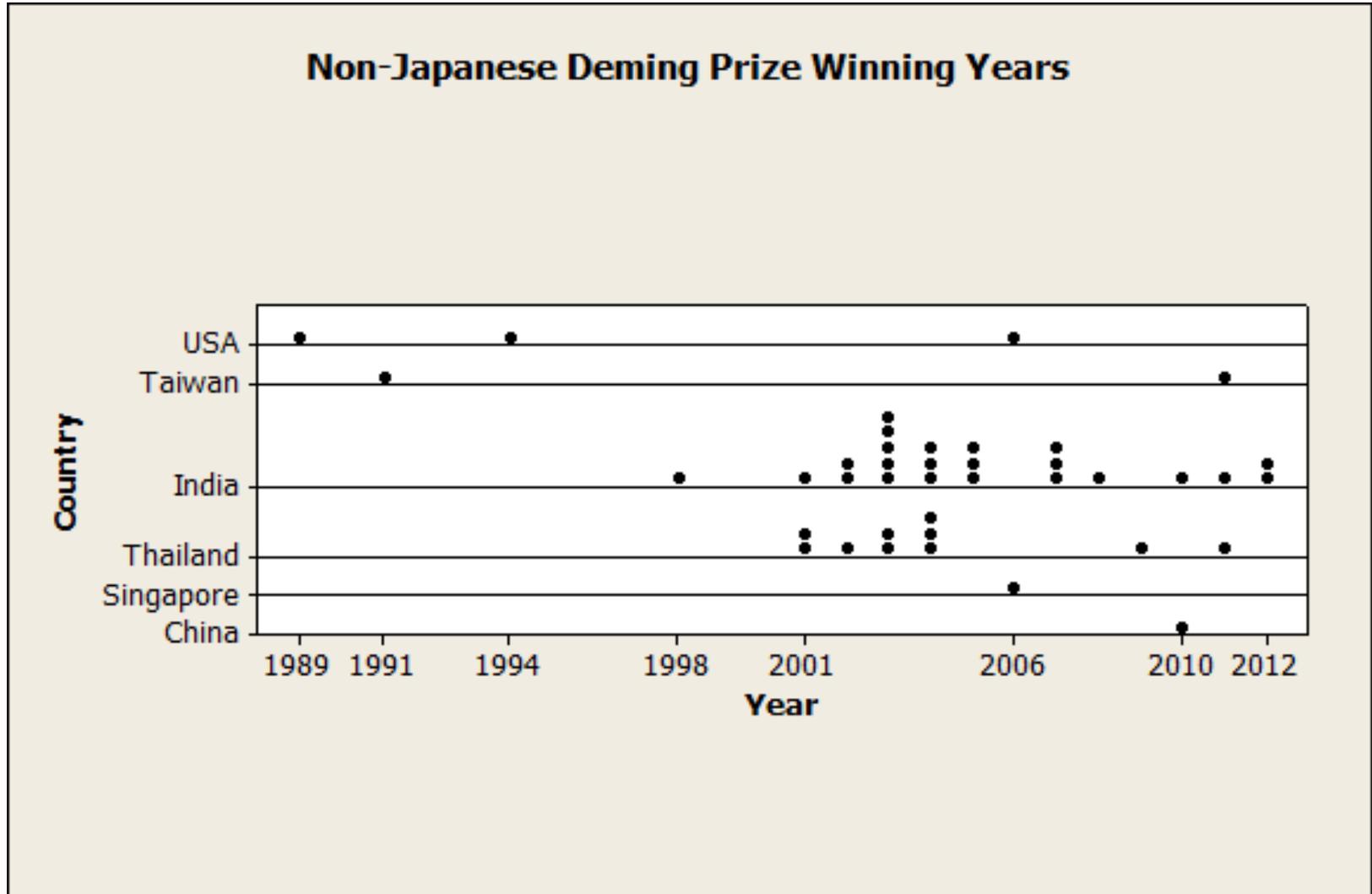
- After slackness of 1990's more top executives seem to be getting involved in quality
- Learnt from the Americans about decisions with immediate impact. Category 'A'

# In Conclusion – My Perception

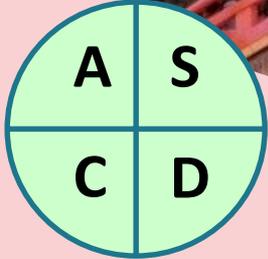
	Western Approach Six Sigma	Japanese TQM
Manufacturing	Quick results but Difficult to sustain	Takes time but Sustainable
Service	Popular Effectiveness?	Not popular
Education/ Healthcare	Lack of competition leads to superficial application	

	1985 to 2003	2004 -
Rate of quality improvement	High	Moderate

# In Conclusion – My Perception



# My View on TQM Through Quality Journey



Systems  
Specialists

Daily Mgmt.

Q,C,D,S,M

Taylor  
1910's

QC Circles

SQC

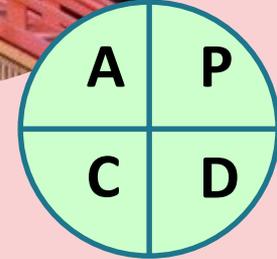
**True Empowerment**

West ⇨ Japan ⇨ World

- Principles, concepts & tools are known around the world

- Driver is the competition for Survival; occasionally Vision

- Sweat We Must



Creativity

Ind. Kaizen

Policy Mgmt.

Herzog &  
Carnegie  
1930's

Respect for People-Customer Focus-Self Control-Intellectual Honesty

# Future of Quality as I see

- **Quality has relevance only when it touches people's life.**
- From all accounts the future is expected to be ever more challenging, especially with respect to quality in health, education, environment and ageing.
- Quality as a profession has undergone change and likely to change further. In future there will be no such people as quality professional as we know today. Everyone in every function is responsible for the quality of output.

Technological solutions will probably find the answers for sustenance.

- Relevance of quality will only enhance as we struggle to reduce waste.
- Quality principles will be more important to follow.
  - Quality concepts will change in relation to the environmental changes.
  - New quality techniques will be needed to address the needs of new technologies, products and services.

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 contribution to the best of my ability so that all may prosper.

# Domo Arigato Gozai Mashita

Janak Mehta