

Quality info

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HAPPY INDEPENDENCE DAY TO ALL OUR READERS



**Learning points from IMC's Making Quality Happen
best practices competition
Compiled by B. Banerjee, Trustee, NCQM**

1. Four paradigms of Quality as detailed by Mr. Rajiv Bajaj, Managing Director, Bajaj Auto winner of this year's Dr. Juran Quality Medal.

Background :Mr. Rajiv Bajaj had a major spine injury in an accident. All renowned doctors advised surgery. Under the advise of his father Mr. Rahul Bajaj, he met Yoga Guru Iyanger who gave him the assurance that it can be cured by regular practice of particular types of Yogasana provided he has patience and belief in it. He agreed to do it including the practices of Shirsasana. Through it was time consuming, he got completely cured. This is the back ground to his four paradigms of quality as applied in his motor bike business.

- **Quality of “Belief&Faith”**

He ventured into a new high-tech motor bike business rather than pursuing their age old scooter business.

- **Quality of “Positioning”**

With regular Shirsasana, his skull became quite tough and saved him from breaking it during diving in shallow water to save his little daughter. With this principle, he positioned his motor bikes to most of the advanced countries in the world.

- **Quality of “Direction”**

In Yoga, structure follows function rather than function following structure.

In business, it is the ability to create excellence through inhouse R&D which fetched rich dividends in his new venture.

- **Quality of “Alignment”**

It is an established fact that Yoga is all about alignment. It helps in synchronising functions of all organs in the body.

In business all employees must work together as an orchestra towards a common goal.

This according to him was the main pillar of success.

2. Quality of Health and Medical Ethics by Padmasree Dr. Farokh E. Udwardia

According to him, quality of health is never static. With advancement in Science & Technology it is ever changing for the better. It should be combined with great ethics, responsibility and social awareness. Good health combines physical, mental and social well being.

Unfortunately according to him, in recent times medical ethics is at its lowest ebb. Large number of tests are recommended, most of them are not made use of in decision making for prescribing curative & preventive medicines. Unwanted operations are carried out. Number of antibiotics are pumped in. With some individual target, physicians advise prolonged stay in hospital.

However, as the proverb goes 'prevention is better than cure', he advised all to exercise heart & brain regularly, and remain healthy.

3. Status of IMC-RBNQA– Mr. Neeraj Bajaj, Chairman of Award Trust

According to him IMC-RBNQA has become a catalyst for nation building. Performance excellence journey is no longer a matter of choice, it is now a matter of survival. Due to constant innovation, products are having shorter life cycle. So far 749 organisations are exposed to this model of which 549 applied. As many as 1300 certified examiners are now available of which IMC needs maximum 250 of them in a year.

From the 2018 cycle “**Milestone Merit Awards**” have been introduced in four categories as follows:

Leadership (includes Strategic Planning), Customer Focus, Workforce Focus and Operations Focus (includes Measurement, Analysis and Knowledge Management) a comprehensive awards retain all the four categories. To recapitulate they are : Commendation Certificate, Certificate of Merit, Performance Excellence and the Trophy in Business, Small industries, Education, Healthcare and Overseas categories

4. Inaugural address by Mr. Suresh Lulla, Co-Chairman of Award Trust

Mr. Lulla mentioned that in most of the Indian Industries COPQ (Cost of Poor Quality) is minimum 20% of which 60% comes from SCM (Supply Chain Management). Then he narrated an experience, Mr. R. C. Bhargava, M. D. of Maruti in a Vendors' meet of their 200+ A class vendors, complimented them for their sustained effort in quality improvement with a concluding remark of 3% reduction in price in the next financial year.

Mr. Lulla, who was present in this forum, made a statement that organisations buy “Process Capability” from vendors. Transparency in joint costing is considered as another best practice.

5. Glimpses of best practices in Manufacturing Sector.

Sl. No.	Company	Best Practices
5.1	Marico, Mumbai	<ul style="list-style-type: none"> • Excellence in CRM process through 4 Is eg Interact, Influence, Intimacy and Involve. • Proactive visits to customers by top management with a rolling plan for 3 months and a firm plan for next month.
5.2	Kansa Nerolac Paints, Haryana	<ul style="list-style-type: none"> • Kaizen drive system for Quality & Non Quality areas under PQCDMS umbrella. • Kaizen scores accumulated for rewards & recognitions. • Zero tolerance on safety
5.3	Aditya Birla's Madura Clothing	<ul style="list-style-type: none"> • Daily 10 minutes morning meeting of workers facilitated by a supervisor. • Through project five star 85% OEE is achieved. • For repeat problems proper RCA is mandated.
5.4	Gujarat Fluro Chemical –Dahej	<ul style="list-style-type: none"> • Reduce, recycle & reuse vent gases • Starting with salt as raw material, performance polymers are obtained
5.5	Marico, Himachal Pradesh	<ul style="list-style-type: none"> • Reduce oil loss by strictly controlling process CTQ (critical to quality) such as temperature, vibration, pressure etc.
5.6	Ultratech Cement, Gujarat	<ul style="list-style-type: none"> • Cost effective way of desalination of sea water using DMAIC approach.
5.7	Asian Paints, Tamil Nadu	<ul style="list-style-type: none"> • Significant reduction of microbial count by Employment Engagement & Empowerment of people. • Strict control of process CTQs such as UV, schedule for cleaning filters. • Technology : Self-cleaning filter, recycled water, cleaned compressor air monitoring bioburden, with a well defined check list are by experienced Corporate Audit team
5.8	Castrol India, Mumbai	<ul style="list-style-type: none"> • Increase NPI don't find customers for your existing products but find new products for existing and potential customers. Follow "Gate System" for technical & more importantly commercial success of any new product development.

6. Glimpses of best practices in Services Sector

Sl. No.	Company	Best Practices
6.1	Aditya Birla Life Insurance.	<p>Problem : 60% of long term policy holders leaving after 5 years due to lack of customer engagement</p> <p>Approach :</p> <ul style="list-style-type: none"> • Voice of business (VoB) Vs Voice of Products (VoP) studied • Started proactively visiting customers third year onwards which helped convincing the customers for long term benefits <p>Result : Attrition rate of policy holders reduced to 40% Level.</p>
6.2	Aditya Birla Sunlife Insurance	<p>Problem : Low payment rate of premiums</p> <p>Approach : As is Analysis first, Pareto Analysis next followed by DMAIC approach. Also used FMEA & VSM</p> <p>Result : Rate of payment of premiums increased from 79% to 95%</p>
6.3	HDFC Life insurance	<p>Problem : Analysis of medical records for diagnosis of disease</p> <p>Approach : Used Normal Distribution and Multiple Regression Analysis</p>
6.4	SBI Card – Gurgaon	<p>Problem : Performance improvement</p> <p>Approach : Ideation training for finding end to end solution.</p>
6.5	KP Transport Co. Pune	<p>Problem</p> <ol style="list-style-type: none"> a) Accidents by drivers particularly when working overtime that too at night b) Non adherence of delivery schedule c) Absenteeism of drivers due to sickness. <p>Approach : Instituted “Drivers' rotation” plan</p> <p>Result : Apart from improvement in (a) & (b) above sickness rate of drivers also reduced</p>
6.6	Maintenance department of GMIR- Baroda	<p>Problem : Increase MTBF of coal mill from 10,530 hrs to 24,000 hrs</p> <p>Approach : DMAIC methodology and extensive use of RCA carried out. Rotated through PDCA cycle.</p> <p>Controls : Dash board for important KPIs I-MR charts used</p>

7. Glimpses of best practices in Education Sector

Sl. No.	Company	Best Practices
7.1	Global Indian International School (GIIS) Singapore	Towards overall personality development of students Tech Gen 4 used which comprised Innovate and introspect into what you do <ul style="list-style-type: none"> • Recognition • Alignment of pedagogy • Ease of replication • Also in this school robots assist teachers in non teaching activities.
7.2	GIIS, Malaysia	<ul style="list-style-type: none"> • Kindness leads to happiness • Spread kindness to make a difference • Nurture culture of innovation – Be a learning organisation • Happiness index elements include care & empathy
7.3	Ramratan School, Thane	Happy SchoolWeek's schedule : 10 mts on each day in the morning Monday : Dancing Tuesday : Appreciation Wednesday : Smiling Thursday : Thank you Friday : Foregiveness Saturday : Service
7.4	Banaria Institute of Technology, Tamil Nadu	<ul style="list-style-type: none"> • 'Stress on employability' as a result Industrial projects receive priority.
7.5	Ambassador School, Dubai	<ul style="list-style-type: none"> • Brain Gym technique used to activate right brain 'Inclusion', Peer mentoring and my buddy's program and care to share are few other initiatives to enhance performance excellence.
7.6	Thakur College of Engineering, Mumbai	<ul style="list-style-type: none"> • Mathematical model developed to fore cast final exam results from initial • student validation.

8. Glimpses of best practices in Healthcare Sector.

- 8.1 Ruby Polyclinic Pune religiously follows colour coding for different blood groups. Being a Blood Bank of repute their priority is “on time delivery of right quality blood”

9. Techniques used

- 9.1 Lot of emphasis could be seen on application of Six Sigma following DMAIC approach through SIPOC process.
- 9.2 Number of organisations were found to follow Kaizen in PQCDSM areas
- 9.3 Ideation training for inculcating innovativeness and Brain Gym training for activating creative right brain are being imparted by some of the organisations.
- 9.4 Thrust on MTBF, MTTR, OEE has gained momentum
- 9.5 FMEA, RCA & VSM techniques have started taking roots
- 9.6 Balanced Score Card (BSC) is still being used by some organisations.
- 9.7 To bring different perspective on customer centricity. Kano Model has been used by couple of organisations
- 9.8 Of course Pareto Analysis & Ishikawa diagram found their way is many presentations. Why-Why analysis was mentioned by couple of them.
- 9.9 Forecasting technique was used by couple of organisations.

10. General observations :

- 10.1 Marked improvement noticed on quality of power point slides
- 10.2 This time not much emphasis on ISO could be seen in most of the presentations.
- 10.3 Not even one organisation talked about any of the RRCA techniques such as Nominal Group Technique (NGT) Why-Verify-Why analysis, Differential Diagnosis technique etc.
- 10.4 'Safety first' was slogan of many.
- 10.5 The ugly side of ethics in medical practices was brought out by the Chief Guest in unambiguous terms.
- 10.6 The long term benefits

Readers may please note that D. L. Shah Trust brings out two e-journals on a fortnightly basis. These are mailed to those persons or institutions who are desirous of receiving them: These two e-journals are:

1. Safety Info
2. Quality Info

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