



Indian Foundation For
Quality Management



IFQM Academy for *Business Excellence*

Redefining Quality. Building Capabilities. Driving Results.

Mission

Contribute to achieving business excellence with powerful learning solutions for Cultural capabilities and Collective capabilities to support Strategy and Sustainability of IFQM members and industry at large.

Unique Value Proposition through Learning Solutions

Action Learning Projects

- Key business challenges (problems or opportunities) as action learning
- Cross industry learning and support
- Business impact measurement

Communities of Practice

- Capabilities in areas of national importance
- Multiple cohorts in succession to build pool
- Within industry and across industry with consultations by experts

Coaching/Mentoring

- Globally renowned faculty for lessons and coaching of projects
- Black belt in respective areas for handholding of action learning projects

Experiential Learning

- Process driven design and deployment of programs
- Assessments based certifications
- Project reviews with weightage in assessments
- Start learning with ALPs


Learning Solutions


35 in 2025-26	Leaders, Professionals	3 to 15 days	Experiential Learning
44 in 2026-27	Associates, Trainers	Blended	3 to 6 months

Centers of Excellence

 Enterprise Excellence

 Operational Excellence

 Innovation Excellence

 Skilling Excellence

 Supply Chain Excellence



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5S Implementation through Rapid Transformation



Unique Features
Action Learning in Real Areas: Immediate transformation via model area workouts.



Value to Organizations
Cultural Shift: Embeds 5S as a mindset, aligned with strategy.

Purpose

Designed to embed operational discipline and cultural excellence, the program empowers teams to transform workplaces into safe, efficient, and sustainable environments through 5S – Sort, Set in Order, Shine, Standardize, Sustain

Quick Wins +

Long-Term Impact: Visible improvements in days, sustained by audits.

Cultural Shift

Embeds 5S as a mindset, aligned with strategy.

Scalable

Works across hospitals, manufacturing, services, supply chains.

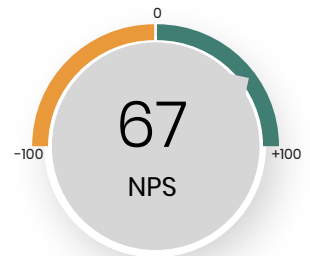
Launched in Pharma and Healthcare.



104 participants across 10 model areas with multiple projects.



High ratings: 3.9/4 on relevance, effectiveness, and engagement.



Strong Net Promoter Scores (NPS) across phases.



3-Phase Approach (5 Months): Implement Sustain Scale.



Rubric-Based Assessments: 10 criteria, 4 maturity levels.



Team Ownership & Recognition: Participation, daily quizzes, recognition culture.



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Decision Science for Enterprise Excellence



Unique Features



Value to Organizations

Structured Format: 9 days classroom + 3 days online coaching + reviews.

Action Learning Projects: 15 live projects, expert-reviewed, moving from problem to solution.

Purpose

Equips managers and professionals to formulate, model, and solve real business problems using optimization, simulation, and analytics – driving both strategic and operational impact.

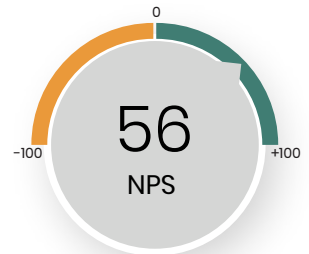
Launched in Automotive, Manufacturing, Healthcare, Pharma.



28 participants | 6 companies | 15 projects



High ratings: 3.5/4 on relevance, Learning, and engagement.



Strong Net Promoter Scores (NPS) across phases.

Transform Decisions

Apply LP, IP, MILP, Simulation, and advanced analytics.

Achieve Results

Direct cost savings, efficiency, and strategic outcomes.

Build Capabilities

Equip leaders to tackle complex business challenges.

Cross-Industry Learning

Benchmark across manufacturing, pharma, and services.

Global-Local Faculty

Purdue University, IIM Mumbai, industry experts, and CoP coaches.

Hands-On Tools

Excel Solver, Python, Gurobi, industry-aligned cases.

Rigorous Assessment

Evaluated on impact, feasibility, cost savings, and insights.



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Assessment Center Observer (ACO) Certification



Unique Features

Role plays, group tasks, and Behavioral Event Interviews (BEI).



Value to Organizations

Scientifically assess & develop managers. Learn and compare across sectors.

Purpose

Builds internal capability to identify, assess, and develop talent through structured, scientific methods. Equips participants to act as certified observers, enabling evidence-based decisions in leadership development and succession planning.

Strengthen Leadership Pipeline

Scientifically assess & develop managers.

Evidence-Based Talent Decisions

Promotions, succession, hiring with confidence.

Scalable Capability

Build certified internal observers; reduce reliance on externals.

Cross-Industry Benchmarking

Learn and compare across sectors.

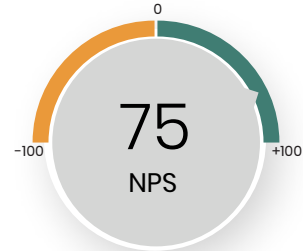
Launched in Academia, Pharma, Healthcare.



30 participants | 28 certified.



High ratings: 3.5/4 on relevance, Learning, and engagement.



Strong Net Promoter Scores (NPS) across phases.

3 Phases of Learning

Orientation
Preparation Action
Learning (8 days in-person + online).

Rubrics-Based Certification

Rigorous evaluation on observation quality and evidence-based assessment.

Rigorous Assessment

Evaluated on impact, feasibility, cost savings, and insights.



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Taguchi Method for Robust Optimisation



Unique Features

Structured Format: : 6-month blended program with 7 seminar sessions (3.5 hrs each) and 5-7 team coaching sessions conducted online.



Value to Organizations

Develop in-house expertise in robust optimization and Taguchi methods.

Purpose

Equips managers and professionals to sense opportunities, define projects, and apply Taguchi Methods to optimize product and process designs. Builds organizational capability in robust engineering, parameter design, and tolerance design, System Behaviour Testing (SBT), Mahalanobis-Taguchi System (MTS) and T-Method to ensure quality, reliability, and cost-effectiveness from the start.

Launched in Manufacturing, Pharma.



18 participants from 4 companies initiated 9 ALPs, with all 18 expected to complete certification..

Expert Faculty:

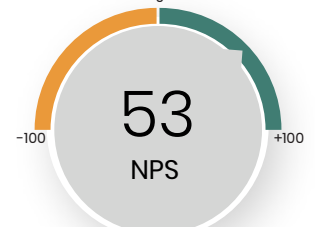
Mr. Shin Taguchi, global authority on robust design with 40+ years of experience and 4,000+ cases across industries.



Participants rated program highly for relevance (3.5/4), engagement (3.6/4), and learning outcomes

Practical Application

Participants conduct physical experiments and/or simulations using real business challenges in R&D, production, or quality.



Net Promoter Score (NPS): +53|

Rigorous Evaluation

Certification based on rubrics covering business impact, robustness achieved, cost savings, and implementation readiness.

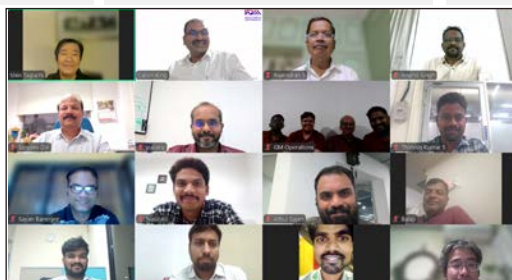
78% participants confident to independently drive robust optimization projects.

Achieve Results

2 projects achieved solution-ready status

4 projects in advanced optimization stages

3 projects refining design parameters



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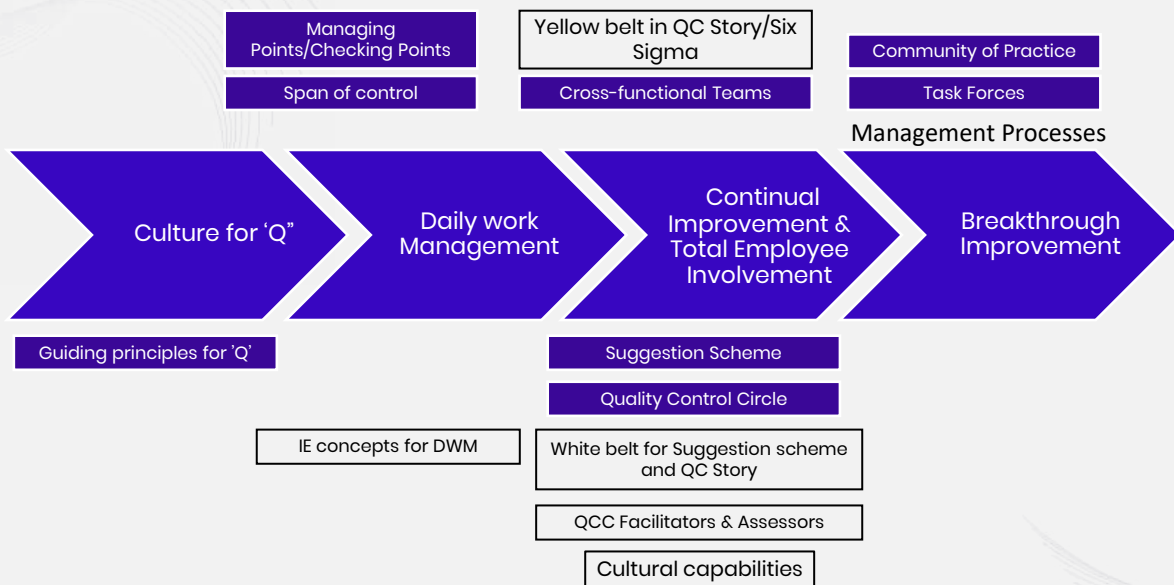


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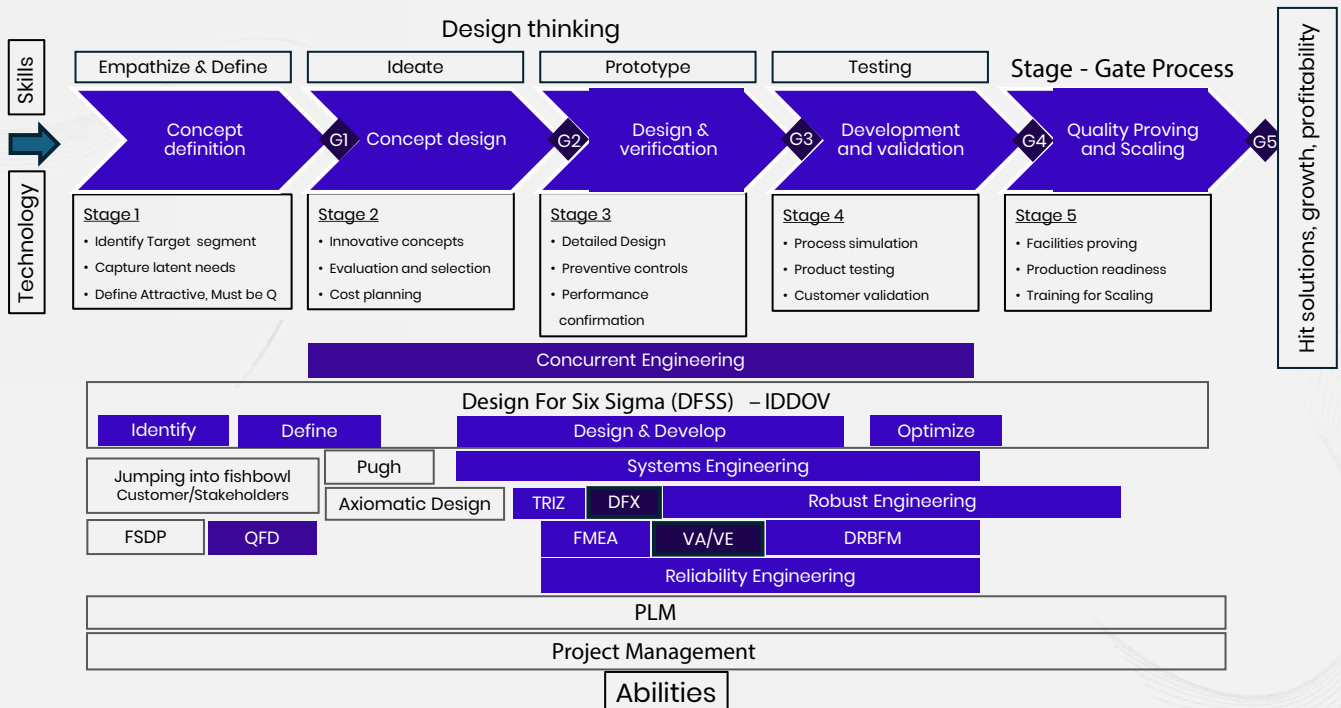
IFQM Academy Learning Solutions



Model for Enterprise Excellence

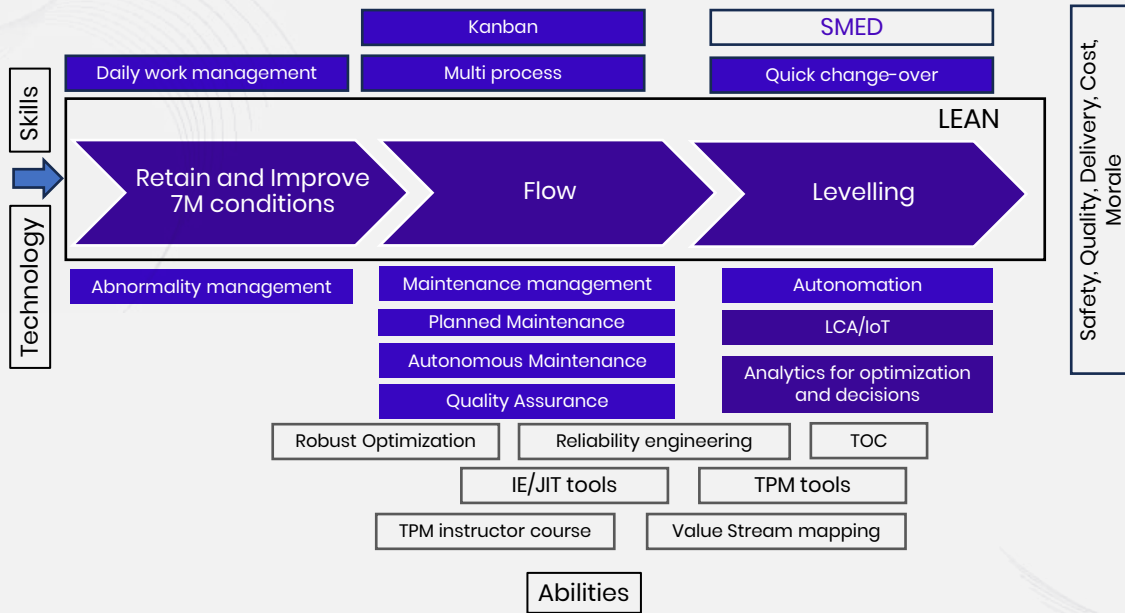


Model for Innovation Excellence

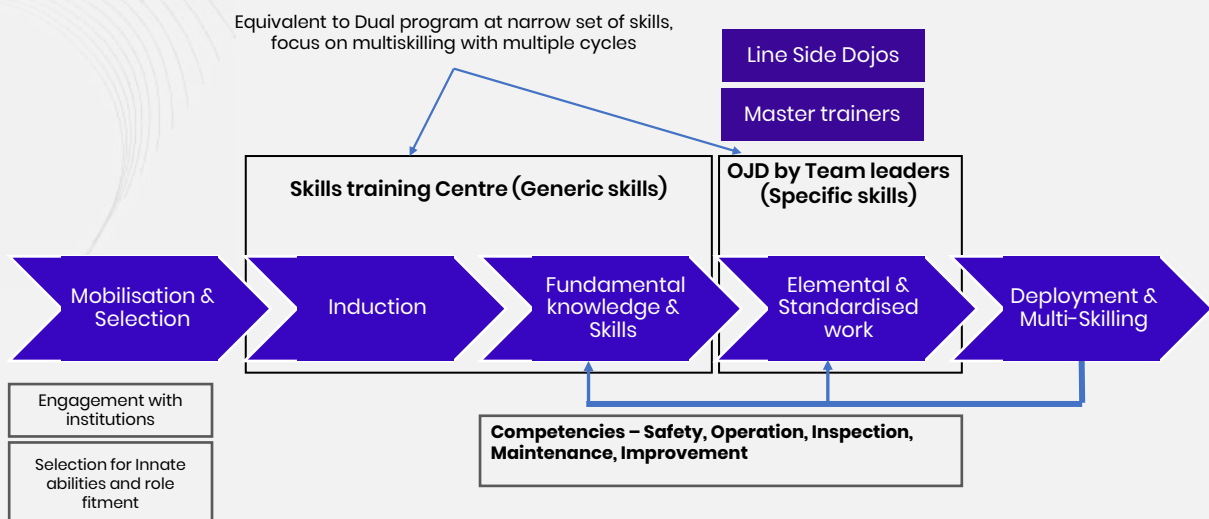




Model for Operational Excellence



Model for Skilling Excellence



Learning Solution Schedule 2025-26

#	Code	Learning Solutions	Audience	Duration	Engagement (In-person and/or Virtual)	Launch
				Months	Days	
1	ENPT2116	Governing Council for CoP	Professionals	4	8	Jan-27
2	ENAT2117	CoP Facilitators	Professionals	4	8	Jan-27
3	ENAT2118	CoP Assessors	Professionals	4	8	Jan-27
4	JPAT3001	Program for Quality Management for Top Management (JUSE)	Leaders	6	12	Jul-26
5	JPAT3005	Japan Study Mission	Leaders	6	12	Jul-26
6	INPT2201	Innovation models – Design thinking, Stage-Gate, Concurrent engineering, Product Life Cycle Management	Professionals	4	8	Jun-26
7	INAT2202	Assessing the Skills and Technology for Capabilities	Professionals	3	6	Jul-26
8	INPT2203	Concept Definition	Professionals	3	6	Aug-26
9	INPT2204	Concept Design	Professionals	3	6	Aug-26
10	INPT2205	Design and Verification	Professionals	3	6	Jun-26
11	INPT2206	Development and Validation	Professionals	4	8	Jul-26
12	INPT2207	Quality Proving and Start of Mass Production	Professionals	4	8	Sep-26
13	INPT2208	Gate Review System	Professionals	3	6	Apr-26
14	INAT2209	Design For Six Sigma (IDDOV)	Professionals	6	12	May-26
15	INPT2210	Concurrent Engineering	Professionals	5	10	Jun-26
16	INPT2211	Product Lifecycle Management	Professionals	5	10	Aug-26
17	INAT2212	Project Management	Professionals	5	10	Jul-26
18	INAT2213	Target Costing	Professionals	4	8	Oct-26
19	INAT2214	Jumping into the Fishbowl	Professionals	3	6	Nov-26
20	INPT2215	Five Step Discovery Process	Professionals	3	6	Nov-26
21	INPT2216	Quality Function Deployment	Professionals	5	8	Dec-26
22	INPT2217	Pugh Matrix	Professionals	4	8	Apr-26
23	INAT2218	Systems Engineering	Professionals	5	8	Feb-27
24	INAT2219	Innovation tool – TRIZ (D)	Professionals	6	12	Apr-26
25	INAT2221	Reliability Engineering	Professionals	6	12	May-26
26	INPT2222	Integrated FMEA (D)	Professionals	5	8	Jul-26
27	INAT2223	Design Review Based on Failure Modes	Professionals	5	8	Jul-26
28	INAT2224	Value Engineering, Value Analysis	Professionals	5	10	Aug-26
29	INPT2225	APQP	Professionals	5	8	Sep-26
30	INPT2226	Production Part Approval Process (PPAP)	Professionals	5	8	Oct-26
31	SKAT2401	Identification of innate abilities (Traits, Motives, Values, Dexterity) fundamental knowledge and skills with task analysis	Professionals	3	6	June-25
32	SKAT2402	Mobilization and Selection	Professionals	3	6	June-25
33	SKAT2403	Induction of New Employees	Professionals	3	6	Oct-25
34	SKAT2404	Development of Fundamental Knowledge and Fundamental Skills	Professionals	3	6	Oct-25
35	SKAT3405	On the Job Development with Line Side DOJO	Professionals	4	8	Dec-25

Learning Solution Schedule 2026-27

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				Months	Days	
1	INPT2217	Pugh Matrix	Professionals	4	8	Apr-26
2	INAT2219	Innovation tool – TRIZ (D)	Professionals	6	12	Apr-26
3	INPT2201	Innovation models – Design thinking, Stage-Gate, Concurrent engineering, Product Life Cycle Management	Professionals	4	8	Jun-26
4	INAT2202	Assessing the Skills and Technology for Capabilities	Professionals	3	6	Jul-26
5	INPT2203	Concept Definition	Professionals	3	6	Aug-26
6	INPT2204	Concept Design	Professionals	3	6	Oct-26
7	INPT2205	Design and Verification	Professionals	3	6	Jun-26
8	INPT2206	Development and Validation	Professionals	4	8	Jul-26
9	INPT2207	Quality Proving and Start of Mass Production	Professionals	4	8	Sep-26
10	INPT2208	Gate Review System	Professionals	3	6	Apr-26
11	INAT2209	Design For Six Sigma (IDDOV)	Professionals	6	12	May-26
12	INPT2210	Concurrent Engineering	Professionals	5	10	Jun-26
13	INPT2211	Product Lifecycle Management	Professionals	5	10	Aug-26
14	INPT2222	Integrated FMEA (D)	Professionals	5	8	July-26
15	INAT2224	Value Engineering, Value Analysis	Professionals	5	10	Aug-26
16	INAT2213	Target Costing	Professionals	4	8	Oct-26
17	INAT2214	Jumping into the Fishbowl	Professionals	3	6	Nov-26
18	INPT2215	Five Step Discovery Process	Professionals	3	6	Nov-26
19	INPT2216	Quality Function Deployment	Professionals	5	8	Dec-26
20	INPT2217	Pugh Matrix	Professionals	4	8	Apr-26
21	INAT2218	Systems Engineering	Professionals	5	8	Feb-27
22	INAT2219	Innovation tool – TRIZ (D)	Professionals	6	12	Apr-26
23	INAT2221	Reliability Engineering	Professionals	6	12	May-26
24	INPT2222	Integrated FMEA (D)	Professionals	5	8	Jul-26
25	INPT2227	Innovation Metrics and Measurement	Professionals	4	8	Mar-27
26	INAT2212	Project Management	Professionals	5	10	Jan-26
27	INPT2222	Integrated FMEA (D)	Professionals	5	8	July-26
29	INAT2223	Design Review Based on Failure Modes	Professionals	5	8	July-26
30	INAT2224	Value Engineering, Value Analysis	Professionals	5	10	Aug-26
31	INPT2225	APQP	Professionals	5	8	Sep-26
32	INPT2226	Production Part Approval Process (PPAP)	Professionals	5	8	Oct-26
33	INPT2227	Innovation Metrics and Measurement	Professionals	4	8	Mar-27
34	OPPT2303	Concepts of flow and design for flow	Professionals	6	12	Apr-26
35	OPAT2305	Reliability Centered Maintenance – RCM	Professionals	6	12	May-26
36	OPAT2310	OR optimization for decision enablers – Level 2	Professionals	6	12	Aug-26
37	OPPT2307	Concept of Levelling and design	Professionals	6	12	Jul-26
38	OPAT2320	DOE for Practicing Professionals	Professionals	3	3	Jan-27
39	OPAT2321	Beyond DOE-Robust optimization Technique	Professionals	3	3	Mar-27
40	OPAT2322	Industrial Engineering for MSME-Cell design	Professionals	4	8	Jun-26
41	OPAT2323	Industrial Engineering for MSME-Process design	Professionals	6	12	Jun-26
42	OPAT2324	Industrial Engineering for MSME-Manpower deployment	Professionals	5	10	Jun-26
43	OPAT2325	Wastology	Professionals	3	6	Apr-26
44	JPPT2004	Accelerated TPM for MSME (JIPM)	Professionals	5	10	May-26

Learning Solution Deployment Process



Founding Members





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