Indian Foundation for Quality Management

Symposium 2026 Report

5&6 Oct' 2026

Taj Palace

New Delhi

Be the Force Multiplier





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Executive Summary

The Indian Foundation for Quality Management convened its third annual symposium at Taj Palace, New Delhi, under the theme "**Be the Force Multiplier**," bringing together government, industry, academia and international thought leaders to advance a shared national ambition: making quality and innovation the defining strengths of Indian enterprises and accelerating India's journey towards Viksit Bharat 2047.

From Quality Compliance to a Culture of Excellence

The addresses by Shri Jyotiraditya M. Scindia, Union Minister of Communications, and Shri Kinjarapu Rammohan Naidu, Union Minister of Civil Aviation, underscored the importance of technological self-reliance, indigenous manufacturing, innovation and globally competitive quality standards.

Industry leaders reinforced the need to move quality beyond inspection, certification and compliance towards an embedded organisational culture. Leadership behaviour, customer-centricity, process discipline, prevention of defects and continuous improvement emerged as fundamental drivers of sustained excellence.

The discussions also highlighted the need for India to progress from cost-based competitiveness and assembly-led growth towards higher-value innovation, design, advanced manufacturing and globally trusted products and services.

From Individual Enterprises to Ecosystem Transformation

A defining outcome of the Symposium was the recognition that the supplier ecosystem, rather than the individual enterprise alone, must become the unit of competitiveness.

IFQM's industry-led approach, integrating counselling, assessment, capability development, digital solutions and cluster development, demonstrated how established enterprises can multiply their impact across value chains.

Experiences shared by TVS Motor Company, Titan, Sankara Eye Foundation, Wilton Weavers and Aldica Technologies illustrated the contribution of structured quality practices and leadership development to operational improvement, organisational growth and customer trust.

The participation of representatives from TVS Motor Company's cluster of 132 Tier-2 suppliers exemplified the potential for large enterprises to catalyse transformation among MSMEs through shared learning, systematic capability development and sustained leadership engagement.

From Strategic Intent to Measurable Commitments

The Symposium moved beyond deliberation to articulate ambitious commitments for scaling India's quality movement. 5,000 Quality-driven MSMEs, targeted within three years through cluster development, 3–5X Growth ambition of IFQM, 132 MSMEs for focused transformation within 90 days, 1,10,000 Sq. ft. Academy facility with investment of ₹120 crore towards expanded capability-building infrastructure signal IFQM's transition towards a larger, more systema industry-led movement.

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Global Collaboration and Technology-Enabled Transformation

The Symposium marked an important milestone with the signing of a Memorandum of Understanding between IFQM and Karlsruhe Institute of Technology/Global Advanced Manufacturing Institute (KIT/GAMI), Germany. The partnership envisages collaboration in AI-enabled factory assessments, modular manufacturing solutions, experiential learning and applied research.

The strengthening of IFQM's partnership with the Union of Japanese Scientists and Engineers (JUSE) reinforced the importance of international knowledge exchange, with growing recognition of India's emerging contribution to global quality management practices.

Discussions on artificial intelligence, digital manufacturing and advanced technologies established that technology can significantly amplify organisational capabilities, provided it is supported by sound processes, quality governance, data discipline and skilled people.

Celebrating Excellence and Leadership

A significant highlight was the conferment of the Marcos E. J. Bertin Medal for Quality in Governance by the International Academy for Quality upon Shri Venu Srinivasan, Chairman of IFQM, recognising his enduring contribution to quality leadership, organisational governance and societal transformation.

The Symposium also recognised exemplary industry leadership, institutional collaboration and five organisations embarking on their business excellence journey through the Quality Excellence Prize assessment process.

These recognitions reaffirmed that excellence is a continuing journey, sustained by values-led leadership, respect for people, customer trust and a commitment to continuous improvement.

The Way Forward: Multiplying Excellence Across India

The Symposium established a clear direction for IFQM's next phase: accelerating MSME transformation, strengthening industry-led clusters, expanding learning and assessment capabilities, leveraging international partnerships and mobilising large enterprises as catalysts for ecosystem-wide improvement.

The collective message was unequivocal. India possesses the scale, entrepreneurial ambition and technological potential to emerge as a global leader. Realising this potential requires an enduring quality movement in which leaders create the culture, people build the capabilities, technology accelerates improvement and successful practices are systematically replicated across organisations.

IFQM Symposium 2026 reinforced that the true measure of excellence lies not only in what an organisation achieves, but also in the capabilities and transformation it enables in others. By converting individual achievements into collective progress, IFQM seeks to make quality a national competitive advantage and every participating enterprise a force multiplier for India's growth.

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Force Multiplication at a Glance 2

Symposium 2026

Hosted on 5th & 6th October 2026, at Taj Palace, New Delhi by Indian Foundation for Quality Management (IFQM), the symposium had all the ingredients reflecting force multiplication the theme with 2 ministers, 9 keynote speakers, 25 panelists, 309 delegates representing diverse sectors participating in the deliberations that spanned 1 ½ days.

Registrations	organisations
423	**196**

IFQM

Founded in 2023 to catalyse transformation in the way Indian companies operate, institutionalizing a culture of quality, innovation and excellence that meets and exceeds global standards, cutting across industry sectors and segments, it continues to offer expertise and solutions that enable continuous improvements in products and services, aimed to enhance the respect for Brand India.

- **Leadership mobilisation:** 9 missions engaging 765 CEOs/CXOs.
- **Capability development:** 62 learning solutions reaching 1,120 professionals and 3,000+ students through industry–academia engagement.
- **Ecosystem development:** 61 member organisations, 6 global partners and 12 MSME clusters.
- **Transformation enablement:** 105 companies assessed, 5 digital tools and 5 enterprises recognised through the Quality Excellence Prize.

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Voice of the Nation

Powering Viksit Bharat – 'Scale without boundaries' to Advance Development through Technology, Digital Innovation and Inclusive Connectivity



Shri. Jyotiraditya M. Scindia

Hon'ble Minister of Communications &
Minister of Development of North-Eastern Region
Government of India

Force multiplier doctrine

If 'zero defect, zero effect' became instinct rather than an audit checkbox across 100,000 MSMEs, the gain to brand India would compound, not add. He distinguishes additive from compounding impact on global trust once quality becomes embedded practice rather than a compliance exercise.

- Why: IFQM's train-the-trainer model placed over 1,000 newly trained people back into their own organisations to spread quality practices internally.
- Why: IFQM gives individuals 'a lever and a place to stand' so they multiply rather than add impact.
- Example: India's export push targets direction toward quality, not just scale, as exports approach a trillion dollars next year.

India's self-reliance journey is moving from depending on the world to the world eventually depending on India. He traces a three-stage arc from 'Bharat vishwa par nirbhar tha' through today's Atmanirbhar Bharat to the final goal of 'Vishwa Bharat par nirbhar.'

- Example: India flipped from importing 95% of its mobile phones in 2014 to manufacturing nearly all of them domestically today.

Technology only amplifies human intent rather than acting as an independent force, Scindia argues. He frames technology as a dependent variable in regression terms: its multiplier effect depends entirely on the quality of the signal fed into it.

Indigenous 4G and 6G leadership

India built an indigenous 4G stack to join a club of only four countries that have ever produced a full telecom stack in fifty years. A domestic trinity of C-DOT, Tejas and TCS built BSNL's 4G network from scratch in twenty-two months, now running on 100,000 towers.

- What it means: India plans to build an indigenous 5G stack next, once the BSNL 4G rollout is finished.
- What it means: India aims to lead rather than follow global telecom standards for 6G, af
  following on 4G and marching alongside on 5G.

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Telecom sector transformation

Internet users grew from 250 million to 1.1 billion and broadband users from 60 million to over 1 billion, making India the second-largest mobile market worldwide. The growth came largely from lowering costs while increasing volumes, with 1.35 billion mobile connections and about four lakh crore rupees in annual revenue.

- What it means: Affordable access should become a right in every industry, modeled on telecom's cost collapse.

Northeast growth engine

Krishi Udaan turned empty aircraft cargo bellies into an export channel, flying Tripura pineapple to Germany and Nagaland chili to Dubai. Scindia introduced the scheme after noticing his aircraft bellies flew empty, repurposing unused capacity for fresh produce exports.

A USP policy builds a full value chain, from raw material to branding, around one signature product per northeastern state. Examples include Assam's Muga silk, Meghalaya's Lakadong turmeric, Arunachal Pradesh's kiwi and Tripura's queen pineapple, each tied to a geographical indicator as brand.

Other points

Airbus is localizing aircraft assembly in India, building 40 of 56 ordered C295s domestically versus 16 in Spain. The first India-built C295 has already rolled out and is reaching the skies from India.

Prime minister's insistence on process quality, not just outcomes, rests on better processes yielding better outcomes. He is said to be as insistent on the quality of government processes and bureaucratic thinking as on outcomes themselves.

Intent, quality, innovation, technology and self-reliance interconnect as a chain, each stage converting the previous one's output into greater capability.

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Voice of the Nation

Wings of Viksit Bharat: Transforming India into a Global Aviation Hub



Shri. Kinjarapu Rammohan Naidu

Hon'ble Minister of Civil Aviation
Government of India

Make in India aircraft manufacturing

The engine is the highest-value aircraft component, so India hasn't truly cracked aircraft manufacturing until it masters engines. This is why engine capability, not airframe assembly, is treated as the real benchmark for Make in India aviation.

- Why: Jet engine manufacturing cannot be solved by one private player alone and needs sustained government backing.
- Why: India's engine manufacturing plan starts with MRO expertise and spare parts before attempting full engine production.

SAF's higher cost than regular jet fuel creates a tension that ultimately feeds into airfare prices. Bringing in more private producers is meant to lower SAF cost, since whatever price is charged gets passed through to passengers.

- Why: Government is first steering public refiners IOCL, BPCL and HPCL into SAF production before widening the door to private players.
- Example: Air India already faces costs to meet global sustainable aviation fuel commitments in the coming years.

India aims to produce a Make in India civilian aircraft within two years through a joint venture. The plan starts as a joint venture rather than a wholly domestic build, framed as a first step toward full indigenous manufacturing. (Shri. Kinjarapu Rammohan Naidu)

- Why: The push for a Make-in-India aircraft rests on India's growing reputation as a trusted, stable manufacturing partner.

Equipment manufacturing components are targeted to grow from $4 billion today to $10 billion by the end of the decade. Global OEMs like Airbus and Boeing are supporting Indian MSMEs' quality and product-value improvements because they see India as a strategic advantage, given how Europe and West Asia are dealing with crises.

- Why: A proposed OEM summit would have Airbus, Boeing and others directly specify which parts and quality levels India should supply.

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MSMEs should enter aviation manufacturing at tier-three supply before attempting bigger components. Over 300 MSMEs already supply Boeing at tier-three level; the path up requires proving precision quality before partnering into tier-one.

- Why: Aviation manufacturing leaves no margin for error, forcing MSMEs to prove precision before scaling up.

Quality as national mindset

Quality depends on consumers demanding it, not just manufacturers supplying it. A 100-rupee toy that fails in four months versus a 300-rupee one lasting three years shows why Indian consumers must learn to value durability over price.

- Example: The auto industry's quality leap, driven by customer demand and OEMs handholding suppliers, offers a template aviation could replicate.

The government has set a target of 100 more airports in a decade, reaching 350 by 2047. This follows growth from 74 airports in 2014 to 166 today, with a new airport opening roughly every 45 days.

- What it means: UDAN's viability gap funding enabled 693 regional routes that would not have started otherwise.
- Why: UDAN has added a new airport roughly every 45 days, taking India's airport count from 74 in 2014 to 166 today.

Aerospace manufacturing is constrained by reliance on imported specialist alloys, not just component capacity. High-grade aluminum, titanium alloys and specialized steels needed for aircraft manufacturing are still largely imported into India.

Aerospace manufacturing quality depends on skilled manpower at every level, not just better materials. Skilling must extend from design engineers to factory-floor workers, alongside quality materials and processes, to capture the manufacturing opportunity.

Jet engine manufacturing and MRO

MRO ecosystem growth rests on concrete policy levers: easier airport land allocation and 5% GST on imported aircraft parts. These specific changes, not just general encouragement, are what the government credits with attracting MRO players like Safran.

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Sustainable aviation fuel

Steel industry CO2 emissions could become a feedstock for sustainable aviation fuel as India scales steel output. At roughly two tons of CO2 per ton of steel, hitting a 300-million-ton steel ambition would mean 600 million tons of CO2, which conversion-to-SAF work could absorb, though the technology is still early-stage.

India has set a phased SAF mandate of 1% of international flights by 2027, rising to 5% by 2030, to force the market to respond. Certification bodies are being brought into India itself because only three or four global certifiers, mainly in the US, had been causing delays.

A cross-industry carbon credit mechanism is being worked out to let steel and aviation share decarbonization costs. The aim is to stop airlines bearing the full initial burden of SAF adoption by letting credits transfer between industries like steel.

India as global aviation hub

Hub-and-spoke immigration pre-clearance now lets passengers from cities like Varanasi, Chandigarh and Ahmedabad clear customs before reaching Delhi. Previously, transit passengers had to exit the Delhi airport, collect baggage and re-check in, adding friction to international connections.

India's wide-body fleet of about 65 aircraft lags far behind Emirates' roughly 260, limiting its hub ambitions. More wide-body, long-range aircraft are being ordered to capture international transit traffic currently routed through hubs like Dubai and Singapore.

India is working to capture aircraft manufacturing, MRO and engine value now flowing abroad by building capability in phased steps.

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Leadership Perspectives

Inaugural Address



Mr. S N Subrahmanyan

Chairman and Managing Director
Larsen & Toubro

Robotics and digital transformation

Demanding clients across the world push L&T to keep advancing digital twins, robotics and BIM. If L&T does not offer these capabilities, competitors will, so adoption becomes a condition of winning work.

- Example: A co-director who once told Subrahmanyan that digital 'is not infrastructure' and to keep out of it now tells him about his digital and robotics work every time they meet.
- What it means: Automation flipped worker behaviour at Hazira: staff who once demanded strict nine-to-five hours in 45-50°C heat now resist going home.

Quality should be judged by first-time-right work, rework incidence and complaint counts, not just schedule. Finishing on time is only one measure; whether it was built right the first time and how many quality complaints followed matter more.

- Why: The impact of quality work is judged by perception, not just achievement, and getting every employee including contract staff aligned will take considerable time.

Ratan Tata house story

Fifty people were put on the job grinding a sixty-foot plastered wall, but the waves would continue to be there. The failed fix illustrates that once a quality defect is built in, it can be nearly impossible to correct after the fact.

- What it means: Offering a cosmetic fix for a quality defect can backfire if the client turns out to be a technical expert.

Plastering flaws invisible in normal light can surface as waves under direct sunlight, so inspection conditions matter. The team had not checked that the client's flat caught early morning sun, which exposed defects they had missed.

- Example: Ratan Tata arrived at the inspection with a rival contractor, signaling trouble before a word was spoken.

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Dubai flyover lesson

Indian practice of patching defects with a simple repaint, rather than fixing the underlying error, explains why multiple white lines or none at all are common on roads. The contrast with the Dubai relay-and-remeasure approach is offered as the reason India's infrastructure quality lags.

- Example: On a Dubai–Abu Dhabi flyover, the Mubadala client rejected a quick repaint of an off-centre white line, asking for the two kilometres to be milled, relaid and remeasured before redoing the line.

Quality for MSMEs

Extending quality improvements to India's roughly twenty million MSMEs is a challenge that will not be easy. IFQM has only begun with about five hundred enterprises inside its existing ecosystem, a small fraction of the total.

Quality as culture

Aesthetic pride in infrastructure design is rare and hard to achieve in India. Some of his own bosses traveling abroad would stop to admire a flyover column's beauty, a standard very difficult to replicate in Indian infrastructure work.

Other points

Highly delegated culture at L&T lets each business vertical pursue bold ideas, succeeding nine times out of ten. Each vertical acts in its own way to do what it considers best, pursuing ideas few dare to attempt, and nine out of ten times they succeed, as the speaker put it, "touch wood, thank God for that."

Quality must become a culture and innovation a habit, embedded in India's industrial ecosystem rather than demanded case by case.

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Leadership Perspectives

Enabling Viksit Bharat: Quality as National Force Multiplier



Mr. N Chandrasekaran

Executive Chairman
Tata Sons

Quality as a driver of competitiveness

Quality is more than the final product outcome. Toyota used quality as a foundation for innovation, productivity and competitiveness, not simply as a means of checking finished products.

National advantage can be built on quality. Germany strengthened its engineering, standards, precision and supplier ecosystem, including its Mittelstand, through a sustained quality focus.

India needs a comparable transformation. Quality should be embedded in manufacturing practices and treated as a tool for scaling products competitively in global markets.

Three essentials for sustained economic growth

Energy security. Reliable energy is fundamental to sustaining long-term growth.

Advanced and precision manufacturing jobs. India needs to shift more workers from low-productivity agriculture into highly productive manufacturing and modern services.

Human-resource investment. Education, skill development and vocational capabilities are critical alongside investment in physical infrastructure.

From assembly-led growth to end-to-end capability

Move beyond assembly. Assembly-led growth is valuable for building an SME base, but India must progress towards full domestic product capabilities.

Invest in R&D and intellectual property. End-to-end capability requires product development, proprietary knowledge, equipment manufacturing capabilities and a close understanding of market needs.

Develop the required skills. Vocational skills and quality-centred work practices must grow alongside investments in automotive, aerospace, semiconductors, batteries and telecom infrastructure.

Infrastructure, institutions and intellectual property

Three reinforcing foundations, infrastructure, institutions and intellectual property as critical to delivering the Viksit Bharat 2047 vision.

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IFQM's catalytic role

Build capability through partnerships. IFQM can contribute through training, academic partnerships, vocational skilling and embedding quality practices in SMEs.

Expand the network effect. Learning exchanges should connect large companies and SMEs in both directions through company visits, knowledge sharing and practical exposure.

Raise enterprise ambition. Beyond capability-building, IFQM can help firms develop larger visions and prepare to compete on a global scale.

Sustainable manufacturing and India's global reputation

Build a trusted India brand. India should become known globally for quality, innovation, productivity and competitiveness.

Embed sustainability from the outset. Manufacturing processes should be designed for future needs, avoiding the mistakes of earlier industrial development.

Create leaders who multiply impact. Leadership in large firms and the wider SME/Mittelstand ecosystem can shape not only India's progress but also global manufacturing practice.

Closing message

Celebrate progress, but raise the aspiration and accelerate the pace. Achieving India's manufacturing ambition requires "moving the needle" every year.

Quality must be at the centre of India's manufacturing transformation—not only to assure product outcomes, but to drive innovation, productivity and global competitiveness.

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Leadership Perspectives

Concluding Remarks



Mr. Venu Srinivasan

Chairman
IFQM

IFQM's single-minded purpose is to create five thousand quality-driven MSMEs within three years using a cluster model.

MSME foundation and cluster mission

Stable daily-work discipline must precede any breakthrough innovation, like a launchpad before a rocket. Without standardize-do-check-act and plan-do-check-act discipline, even successful breakthroughs will not be sustainable.

- Example: China's willingness to launch imperfect products and fix them fast gives it an edge on 'attractor quality'.

IFQM expects its MSME programme to scale through peer diffusion inside associations, not top-down push. Once a cluster's MSMEs learn and share results within their trade associations, wider replication beyond the initial 5,000-company target is expected to follow.

Other points

AI and digital technology will significantly challenge how Total Quality Management is practiced going forward.

Employees who openly raise problems should be rewarded, reversing the historical punishment of bad-news bearers. Kings once punished those who brought bad news; instead such employees should be treated as an organisation's greatest allies.

Leaders must listen to customers first, then employees, and create an environment free of fear. The test is whether people will stand up and tell leadership what is wrong in the company without fear.

IFQM's scale-up strategy rests on six concrete levers, from counseling to digital adoption. These include counseling, assessment, a learning academy, a quality excellence framework, digital adoption, and industry-academia collaboration, meant to create a force multiplier using IFQM's capabilities.



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Thematic Session Takeaways

Keynote Address: Leading with Quality - Creating Sustainable Competitive Advantage in a Rapidly Changing World



Mr. Euisung (Ernie) Kim

Executive Vice President & Head of Quality Division
Hyundai Motor Group

Safety and quality strategy

The safety and quality 'DNA' runs on three behaviours: early detection, early notification, and early action. Detection means catching warning signs before customers do; notification means sharing issues openly rather than containing them within one team.

- Why: Hyundai likens its detection-notification-action DNA to the Korean concepts of mirimiri and pallipalli.
- Why: Hyundai manages quality continuously across the entire vehicle lifecycle rather than at one checkpoint.
- Example: The annual Standdown Day pairs a top-leaders forum with organisation-wide employee initiatives.
- What it means: Embedding a defect-free culture is meant to stop issues before they occur and keep them from recurring.

Customer trust foundation

Hyundai Motor Group's vision of 'uncompromising perfection' bars trading safety or quality against cost, schedule, or KPIs. The word 'uncompromising' is deliberate: nothing, including cost or development schedule, can override safety and quality decisions.

- What it means: A single quality issue can affect customer safety, cause significant financial losses, and damage trust that may have taken years to build.
- In numbers: Modern vehicles now run around 120 million lines of code, making them more complex than fighter aircraft.

Standdown Day video

Process and strategy alone cannot deliver best-in-class quality without embedding culture and mindset. This is why Hyundai built a 'defect-free culture' reinforced by an annual leaders' forum, rather than relying on systems alone.

- What it means: Consistent quality requires teams to work across organisational boundaries or customers stop choosing the brand.

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Future plans in India

By 2030, Hyundai Motor Group plans to expand India manufacturing, deepen its partnership with TVS Motor, and bring Genesis to Indian customers. The plan pairs capacity growth with a commitment that responsibility to customers grows as the business expands.

An integrated ecosystem of HMIE, HMI/KIN, and INQC links product design, production quality control, and customer feedback to support India's growth. HMIE develops products for Indian customer needs, HMIKIN ensures production meets quality standards, and INQC feeds market feedback back into development.

Hyundai's journey in India

Winning India's Car of the Year award eight times matters less as a trophy than as evidence of customer trust. Hyundai Motor Group has won the ICOTY award more than any other group in its history since 2005.

Hyundai global overview

Hyundai Motor Group's integrated value chain lets it respond with agility to a changing market. The group operates fifteen regional headquarters, 29 manufacturing facilities, and 12 R&D centers globally, with a combined production capacity of around nine million vehicles.

Other points

Cross-business synergy across Hyundai Motor Group's value chain is credited for maintaining its position as the world's third-largest automaker. Integrated operations from materials to customer service created synergies that have kept the group ranked third-largest globally since 2022.

Safety and quality are Hyundai Motor Group's uncompromising foundation for customer trust and sustainable growth, including its future in India.

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Thematic Session Takeaways

Keynote Address: Smart Construction - Building the Future with Intelligence & Innovation



Mr. Akinori Onodera

President & CEO
EARTHBRAIN Ltd.

Smart Construction launch

The session argues that construction must shift from isolated machine productivity to whole-process, data-driven optimisation (Smart Construction), and that this approach is now needed in India to meet its massive infrastructure demands.

- Why: Japan's infrastructure crisis stems from aging concrete meeting a shrinking workforce at the same time.
- Why: India faces the same core challenge that drove Japan to Smart Construction: building massive infrastructure in a very short period.
- In numbers: Full-scale Smart Construction adoption can deliver at least 30% productivity improvement, based mainly on Japan data.
- Example: An Indian airport project with Larsen & Toubro showed a 54% productivity increase using Smart Construction.

Despite 11 years of development, customers still call Smart Construction too difficult or time-consuming to use. That persistent feedback drove Onodera's recent decision to stop selling software and instead sell process as a service.

- Why: Half of an eleven-year development effort went into studying customer workflows in Germany, Japan, Australia and America.

The ultimate goal is an entire unmanned construction site, not just individual autonomous machines. This requires vertically integrating autonomous machines with construction management and fleet management systems.

- Example: A December 2025 test remotely operated a machine in Japan from Bangalore, 6,700 kilometers away, without failure.

Smart Construction keeps remeasuring the site during construction to close the gap between plan and actual. Because plans and real terrain always diverge, continuous data updates let teams keep adjusting the construction plan until the project finishes.

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A 2016 presentation to Japan's Prime Minister helped Smart Construction gain government-driven momentum nationally. Onodera credits that government endorsement as one reason the methodology became widely adopted across Japan.

A newly launched AI agent is meant to let customers build their own capability rather than depend on distributor training. The agent guides customers to learn the correct process themselves, aiming to let them standardize and grow on their own.

Komatsu history in India

India is also Komatsu's manufacturing and global export base, not just a market Komatsu sells into. Excavators and dump trucks are manufactured and developed in Chennai for export worldwide, alongside domestic sales.

Quality and brand management

Komatsu's brand management model commits to a customer until their final goal is realized, not just to a one-time sale. The framework requires understanding the customer's long-term vision first, then integrating internal and external assets, with sustained commitment until the customer's goals are met.

Other points

New Edge hardware pairs Sony technology with an NVIDIA GPU for near-instant point-cloud creation. That processing speed underlies Smart Construction's ability to turn a drone survey into a construction-ready design within thirty minutes.

Komatsu's quality philosophy locates value creation at the customer's job site, not the factory.

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Thematic Session Takeaways

Keynote Address: Strategy to Execution - Frontline lessons from China



Mr. Frank Sieren

China Specialist and Bestselling Author

Targeting weak spots

China's strategy of targeting competitors' weak spots, not matching their strengths, made it the pace-setter in car innovation. Rather than build a better German-style diesel, Chinese firms focused on batteries, digitalisation and autonomous driving where the West was weak.

- Example: Huawei now runs about 1.5 million autonomously driving cars in China versus roughly 4,000 for Waymo.
- Example: Chinese diesel engines now run about 20% more efficient than Germany's best truck diesel, an area once seen as unbeatable.
- Why: A German-trained engineer turned China's innovation minister pushed early focus on EVs, batteries and autonomous driving.
- Why: Western 'bashing' of China as uninnovative, repeated for about two decades, was only a short-term strategy, not a long-term one.

India should target competitors' weak spots, like Huawei's gaps in 5G, rather than trying to out-build them from scratch. Sieren questions a minister's claim that India will lead in 6G, suggesting it's more efficient to exploit Huawei's weak spots in 5G first.

This is India's century

This century belongs to India and the rising world, while Europe may become little more than a tourist destination.

- What it means: Europe has sidelined itself globally by choosing sides and ignoring that most of the world disagrees.
- What it means: Security Council seats held by France and England should go to India and Brazil instead.

Leapfrogging means jumping into action, not endless discussion, using the German soccer team's loss to Greece as a cautionary example. Being too organised to actually act, like the team that forgot to score, defeats the purpose of leapfrogging.

Learning from China's model should be selective, not wholesale, since some problems have better solutions elsewhere. Sieren adds that in other areas it is not worth learning from Ch because different approaches already work better.

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China's rise and re-emergence

Shenzhen's lesson is that cooperating and improving on others' ideas beats isolating and trying to beat them alone. "If we can't beat them, we join them" worked better than refusing to engage with foreign expertise. (Mr. Frank Sieren)

- Why: Deng Xiaoping reversed course by admitting China was too weak to recover alone and needed foreign capitalists' help.
- In numbers: The Shenzhen experiment grew a fenced rural area from 30,000 peasants to 25 million people in just forty years.
- What it means: China's re-emergence began by manufacturing Western-invented goods for export and its own growing middle class.

China's 19th-century collapse came from assuming no one else could innovate as well, missing the Industrial Revolution elsewhere. Calling itself the Middle Kingdom, China's share of world economy fell from about 30% around 1830 to about 3% by Mao's death.

Government-business hand in hand

Unlike Germany, which sets rules before understanding new innovation and ends up stifling it, China avoids rules until the market matures. Germany's early rules discourage investment because innovators can't yet play in the direction they need; China waits until it knows the weak spots before regulating.

- Why: Setting rules before understanding new innovation drives investors away because compliance becomes too complicated.
- Example: China's roughly 130 car producers are a 'totally stupid' side-effect of having no rules during early innovation, before rules are set once the business matures.

Russia remains the one Western country aligned with India, China and Brazil in the rising multipolar bloc. Sieren notes German students were surprised that Russia still counts as Western rather than Asian despite joining this group.

- Example: India and China's past rivalry didn't work, prompting a BRICS-meeting shift toward partnership that is easier said than done.

Chinese politicians are measured by startups created, investment raised, patents filed and IPOs generated, unlike in Germany. This KPI structure means Chinese mayors and provincial officials actively call businesses asking how to help them make money.

The West should join rising powers rather than resist them, as smart 19th-century aristocrats did with the bourgeoisie. The aristocrats who built banks and factories and joined the Industrial Revolution stayed successful; those who resisted went down.

- China's two-thousand-year administrative tradition gives it unusual organisational follow-through once it commits to a direction.

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India-China cooperation

Countries should treat cooperation like couple therapy, focusing on common interest rather than differences. Despite thirty years living in China and finding the Chinese 'not easygoing,' Sieren argues there is no alternative to this approach.

- Why: Trust with China must be built slowly step by step, despite real friction over visas and knowledge-sharing.
- Qualification: Cooperating with China is hard partly because doing business there requires a balance of power that may not exist yet.

Other points

Chinese buyers now choose domestic cars over German ones even when the technology and design are equally matched. Sieren likens this to German consumers favouring German cars, a loyalty shift hurting Porsche's China sales.

- In numbers: Porsche's China sales fell from about 100,000 cars a year to below 30,000 this year as buyers shifted to Chinese brands.

Quality strategy can't be set in isolation; ignoring global shifts risks real competitive blindsiding. Understanding the competitive and global environment is necessary, or a company will be caught off guard by its competition.

This century belongs to India and other rising powers, who can leapfrog ahead by cooperating and targeting rivals' weak spots.

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Thematic Session Takeaways

Keynote Address: From Quality to Credibility - Building Trust at Global Scale



Dr. Masahiko Mori

President & Group CEO
DMG MORI

Digitalization and edge AI

DMG MORI digitalized quality data collection specifically to remove human and cultural interpretation from the process. Sensors capture alarm data, vibration and machine behaviour directly, feeding an AI-driven database instead of relying on customer self-reporting.

Defining customer quality

The claim that 'the customer defines quality' breaks down because operators, procurement and the CEO inside one customer firm often disagree. Operators fear integrated machines will cost their jobs, procurement optimizes for lowest price on a spreadsheet, and the CEO only tracks total investment as a percentage of turnover.

Shift to aerospace and space

DMG MORI's customer base has pivoted sharply from automotive toward aerospace and space over twenty years. Automotive dependency fell from about 34% to under 10% while aircraft grew from 4% to 12% and space from 0% to 7%, as SpaceX, Blue Origin and Ariane became customers.

- What it means: India should skip China's automotive-heavy industrialization path and go straight to aerospace and data-driven manufacturing.

Other points

- Only 5,000 of DMG MORI's 13,500 employees work in factories because decades-long machine lifespans tie up far more staff in R&D and lifetime support. Machines average 25 years in service, so 8,500 people sit in headquarters, research and MRO engineering to keep them running and upgraded.
- Mori sees strong competitors as necessary to push quality and technology forward across the whole industry, not just as a threat. Comparing the market to football or hockey leagues, no single company can or should dominate the entire machine tool market.
- Machine utilization above 4,000 hours a year already turns a profit for customers. Beyond 6,000 hours automation multiplies that profitability, yet today's machines are designed for manual operators working under 2,000 hours.

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- Ball screw production dropped from five conventional steps to one machine using autonomous moving robots. This single-machine, single-process line is Mori's concrete illustration of how integration eliminates manual handling between production stages.
- Process integration also shrinks customers' working capital and work-in-progress, lifting their profit margins. Beyond solving worker shortages, fewer machines and faster throughput free up capital tied up in production, directly benefiting the customer's CEO.

organisational quality systems

- DMG MORI extends its internal QC-circle talent system to train customers' own operators, via 20 years of World Skills sponsorship. Customers need educated operators to run DMG MORI's machines properly, so the company treats customer skill-building as part of its own quality system.

Mori's central mission is consolidating the world's five million machine tools into one million through process integration and automation.

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Thematic Session Takeaways

Keynote Address: Quality as a Leadership Agenda — Instilling Culture of Quality Excellence, Boardroom to Shop-floor

Mr. Stefan Grosch

Member of the Board of Management and Director of Industrial Relations
Robert Bosch GmbH



Quality leadership philosophy

Bosch treats quality as combining three levers (people/behaviour, process governance, and data/AI) rather than as a standalone tool. The model links empowered associates and leadership attitude, a quality governance process compass, and AI-driven data to raise customer value together.

- Why: The 'digital daily routine' gives plants a repeatable three-step structure for managing quality.
- Why: AI on the shop floor is shifting from correcting defects to predicting whether lines can meet quality standards.

Bosch's supplier partnership strategy reaches tier three and four suppliers, not just direct vendors, to build supply chain resilience. Extending technology sharing, network access and financing support down the value chain, including raw-material suppliers, is positioned as the mechanism for resilience.

- Example: Bosch offers financing support to suppliers facing cash-flow shortages as part of its quality partnership.
- Example: European suppliers in critical ramp-up phases get daily delivery tracking and weekly on-site support to meet tight customer commitments.

Bosch cut supplier-related quality incidents by nearly 90% over 15 years. The reduction is framed as evidence that treating quality as business value, not just a tool, drives measurable customer-facing improvement.

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Indian supplier development

- Developing an Indian casting supplier's quality capability enabled it to quadruple growth and start exporting. The supplier moved from a purely domestic player to supplying Bosch entities worldwide and external customers after quality-management empowerment.

Leadership determines whether quality becomes embedded organisational culture, running from the boardroom to the shop floor, or remains merely an ambition.

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Thematic Session Takeaways

Keynote Address: From Incremental to Breakthrough - Reimagining Kaizen at Scale



Mr. Yugo Miyamoto

Managing Director
Kaizen Saudi Arabia
Abdul Latif Jameel

Burning platform urgency

Leaders must create a 'burning platform' explaining why change is urgent even when business looks strong. On the same day Toyota's record 2.49 trillion profit made headlines, management told all employees the company could disappear within ten years without changing its business shape.

- Example: Toyota treats success as 'half empty,' deliberately surfacing risks to keep improving.

Other points

Leaders who only instruct get compliance; leaders who explain the vision and empower people get Kaizen. An instruction gets ticked off and finished, but asking people to determine how to reach a goal forces thinking, experimenting and improving.

Kaizen culture ultimately rests on three things: respect for associates, empowerment, and coaching. This human side of Kaizen matters more than any individual Kaizen tool used to drive improvement.

Hiring an outside expert to build Kaizen culture on the CEO's behalf will fail. Consultants can provide knowledge, coaching and systems, but owners and CEOs must personally lead the cultural initiative and be involved in the details.

Promotion systems that explicitly reward Kaizen competency make the culture self-sustaining over time. As people who repeatedly engage in Kaizen rise into management, the culture reproduces itself through who gets promoted.

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Missing Kaizen ecosystem

Imported Kaizen tools die not because they are flawed but because the surrounding ecosystem cannot sustain them. Like planting a Japanese sakura tree in the Indian desert, companies import tools such as QC circles and Hoshin Kanri without building what keeps them alive.

Kaizen is fundamentally a leadership responsibility, not a frontline activity: leaders must build the culture that makes genuine improvement possible.

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Thematic Session Takeaways

Panel Discussion: Pharma & Life Sciences, Moving Beyond Generics — Pioneering Global Leadership in Innovative Medicine

Mr. Dilip Shanghvi – Executive Chairman, Sun Pharma,
Dr. Kiran Mazumdar Shaw - Executive Chairperson, Biocon & Syngene Intl.
Mr. Glenn Saldanha - Chairman & Managing Director, Glenmark Pharma
Mr. Vikas Dandekar - Editor (Pharma & Healthcare), Economic Times



India's pharma industry now has the scale and capability to pivot from generics to innovation-led drug development, building a credible, quality-led ecosystem to compete globally.

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Benchmarking against China

China pivoted from generic to innovative pharma over roughly the last 20 years, and it is now India's turn. Saldanha frames the next decade as the critical window for India to move from being the world's pharmacy to an innovation-led country.

- In numbers: Even though generics constitute the largest volume, they are still less than maybe close to twenty percent of the pharma market; the largest part of the market is innovative products.
- What it means: Innovation-led drug development lets India access new therapies early rather than at the end of the global cycle.
- Why: India's strength in late-stage clinical trials gives it an edge for the next decade.

India needs a credible, quality-led ecosystem to be taken seriously as an innovation-capable country, benchmarked against China. Global comfort in drug innovation depends on compliance with global standards in review and approval processes, built rapidly given limited time.

China's rapid rise came from accelerating regulatory pathways to move molecules from lab to clinic faster. Shaw argues India needs accredited research hospitals with strong ethics committees to enable first-in-human trials domestically.

- Why: India should accredit research hospitals with strong ethics committees to enable first-in-human trials domestically.

Pivot from generics to innovation

Indian pharma companies pursue three distinct business models: pure generics, mixed generics-biosimilars, and innovation-led. Innovation-led firms are racing to reach around 70% of revenue from innovative products via acquisitions, licensing, or organic pipelines.

Dr. Kiran Mazumdar Shaw said the long review and approval process and risk aversion, as a regulatory system and as a society, hamper trials in India; she said she is sure Glenn, Dilip bhai and she have veered towards first-in-human trials outside India, bringing them back only if necessary. Expectations of zero adverse events, which is not realistic in clinical trials, make trials so tedious and long drawn out domestically.

Indian CEOs and promoters need more confidence to invest in innovation despite delayed, high-risk returns. Innovation investment only pays off after several years, but government schemes like PRIP and BioShakti are structured to accelerate this transition.

Drug innovation requires outsourcing across a broader ecosystem, creating an economic multiplier effect beyond any single company. No company can pursue innovation alone, so building this wider ecosystem expands the biopharma economy nationally.

The drug pipeline must be treated as a continuous lifeline, not a one-off investment. Innovation requires consistent, ongoing replenishment of the pipeline rather than isolated bets, to sustain a value-led pharma business.

Technology investment and AI

AI and automation investment in manufacturing and quality systems is now mandatory for leading pharma companies to stay relevant. Smaller companies will take longer to adopt these technologies because of resource constraints.

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Thematic Session Takeaways

Panel Discussion: From Scale to Excellence - Reimagining Infrastructure for India's Global Leadership

Mr. S N Subrahmanyan - Chairman & Managing Director, Larsen & Toubro,
Mr. Anjum Pervez - Managing Director, National High-Speed Rail Corp. Ltd.
Mr. Vinayak Chatterjee - Founder & Managing Trustee, The Infravision Foundation



New technology adoption and legacy infrastructure modernization must advance together, not be treated as a trade-off.

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L1 versus QCBS bidding

Over 50% of L&T's turnover now comes from abroad, a direct consequence of India's L1 bidding culture. Clients want L&T on their projects but insist on L1 pricing, pushing the company to seek work overseas instead.

- Why: Bidders who truly understand a job's real cost often lose tenders to those who underprice it unknowingly.
- Why: COVID-era dilutions of prequalification rules, bank guarantees and retention money proved hard to reverse once relaxed.

A graded prequalification system, as used in parts of the Middle East and West, could replace blanket L1 bidding. Companies would start at lower-value jobs and earn access to higher-value contracts over five to ten years based on track record.

The notification caps technical scoring at 30%, far below the 80% used by World Bank and FIDIC standards. The moderator has criticized this 30% cap in print as too low to make quality-based selection meaningful in practice.

Attempting to float a QCBS tender led to a court challenge, forcing cancellation and a split into five separate tenders. The government's fail-safe culture, where officials want to be seen as procedurally safe on paper, keeps pulling procurement back toward L1.

Tenure of government implementers

Government project implementers should get roughly five-year tenures instead of one or two years to properly conceive and complete major projects. Short tenures mean incoming officials are waiting out their term rather than planning long-term, and successors often change direction, hurting cost, time and quality.

- Example: Private firms retain project directors for years, while rotating government officials disrupts project continuity.

Quality culture and process standards

Without inbuilt quality processes, designers default to over-engineering structures out of caution, raising costs unnecessarily. On a 4,000-kilometre high-speed rail programme, optimal rather than oversafe designs depend on quality being treated as a cultural issue inculcated at every level.

- What it means: Over-engineered 'safe' designs would be unaffordable across the planned 4,000-kilometre high-speed rail network.

India relies on end-product testing while international practice has shifted to process standardization and process testing. Moving away from testing only the finished product is expected to meet resistance, since it is itself a cultural shift for the industry.

New technology adoption

L&T chose to manufacture 1,400-tonne-capacity girder and straddle carriers in India rather than import them from China for the bullet train. This decision was a fundamental innovation enabling the speed needed to execute the high-speed rail project within four to five years.

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Thematic Session Takeaways

Panel Discussion: IFQM as Force Multiplier — Measurable Impact Across Sectors

Dr. Kaushik Murali – President, Sankara Eye Foundation
Ms. Malini Gautham – CEO, Wilton Weavers,
Mr. Senthil Kumar - VP Central Purchasing, TVS Motor Company
Mr. Deepak Bagrecha - Managing Director, Aldica,
Mr Tapasvi Sahane - Div. Head Movement Mfg. and R&D, Titan Company
Mr. Srikanth Padmanabhan - Independent Director, IFQM



IFQM acts as a force multiplier, helping organisations build quality and leadership capability to achieve measurable business and social results.

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Quality as social movement

Healthcare quality cannot just be a metric reported after the fact; it must be an operational imperative built into every step. A visit to TVS Motor exposed that doctors traditionally 'do and learn' rather than 'learn and do,' unlike manufacturing quality practice.

- Why: Sankara deliberately avoided creating hospital quality departments, instead naming a trusted 'quality champion' in each unit.
- Why: Healthcare quality carries higher stakes than manufacturing because mistakes cannot be inspected out or recalled.
- In numbers: A hypothetical 3% defect rate in eye surgery would mean about 9,000 patients not regaining the vision they needed.

organisation-wide quality systems

At million-unit scale, inspecting every watch component is impossible, so quality must be built into supplier systems instead. Titan is scaling from 18 million watches sold last year toward a 30 million target by 2030, making supplier-level standardization essential rather than optional.

- Why: Titan uses the Taguchi model to develop suppliers who proactively propose solutions, not just comply with specs.
- What it means: Titan must hold product returns below 2% while still launching new designs every month amid rapid growth.

IFQM as force multiplier

Sankara's quality culture rests on community trust built over fifty years, which could collapse if lost. Operating across ten states means grappling with ten cultures, making trust, in Murali's words, 'the only currency' the organisation has.

- What it means: Sankara is moving from a founder-personality-driven culture to quality hard-coded into process as it scales.
- Why: Framing IFQM's Deming standards as a neutral 'common enemy' helped staff accept hard quality changes without personal blame.

A cluster meeting led TVS Motor to consider Aldica as a supplier after learning it already supplied WABCO and ZF. The informal cross-cluster connection is offered as a concrete example of how networking inside IFQM's cluster model can turn into real business and job growth.

Titan's six-year-old mechanical watch line is pushing to cross one million units against intense competition and high quality demands. The quality bar for mechanical watches is especially high, which is why Titan is working with IFQM to help meet that quality requirement.

India's urban hospitals rival global quality, but care quality drops sharply once you leave the cities. Murali said travelling just a hundred kilometres away turns healthcare into 'a completely different ballgame,' leaving a gap still unaddressed.

Supply chain quality cascade

Tier-two supplier capability gaps, not tier-one issues, are the real root cause of product reliability problems. Tier-two suppliers often don't know the end-customer requirement their part serves, which ultimately affects final product quality and safety.

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IFQM's cluster approach builds supplier capability systematically instead of only monitoring individual suppliers. With 1,800 tier-two suppliers, OEMs cannot directly monitor each one, so clustering shares common methods like quality thinking and process discipline.

- In numbers: 132 tier-two suppliers have now joined TVS Motor's cluster alongside tier-one suppliers, reaching a supply base otherwise outside focus.
- What it means: Strengthening tier-two capability cascades upward into a stronger tier one and safer end products.

Leadership transformation

Wilton Weavers targets growing from about 100 crore to roughly 170 crore within a year, after tripling output in three years. Output tripled, headcount doubled and SKUs nearly quadrupled over three years, setting up the next growth leap.

- What it means: Wilton Weavers tripled output, doubled its team and nearly quadrupled SKUs in three years, straining quality consistency.

Breaking self-imposed 'mental barriers' freed Bagrecha to spend more time thinking strategically instead of firefighting daily. He said IFQM helped him see problems as 'a feature of the game' rather than a bug, enabling deeper organisational thinking.

- Why: Bagrecha learned to treat problems as a feature of the business, not a bug to be hidden.

Other points

Entering aerospace forced Wilton Weavers to shift from craftsmanship-based quality to organisation-wide, repeatable systems. Customers in aerospace demanded safety, quality and traceability rather than just skilled craftsmanship, driving the change.

- Why: Taguchi-trained engineers helped Wilton Weavers cut tolerances by about 50% of the global average for a key metric.

Aldica is targeting a tenfold revenue jump, from about 50 crore to 500 crore, within seven years. The plan includes doubling in the first three years before reaching the full tenfold target.

- Why: Learning missions gave MSME leaders direct access to companies like Siemens, Bosch, L&T and Japanese body AOTS that they would otherwise never reach.

Tailoring leadership, operations and performance-management frameworks specifically for MSMEs, not just scaling down large-company practices, was the real differentiator. Structures, metrics and review mechanisms were adapted to MSME scale rather than copied from big companies.

Bold MSME ambition sometimes has to be nurtured by large anchor companies like TVS Motor. Padmanabhan argued that as the whole supplier ecosystem improves, it also lifts the anchor company's own global brand standing.

Titan already hit 60% of its 21-million-watch target within six months, showing the pace toward 30 million by 2030. Having sold 18 million watches last year, Titan is tracking well ahead of its annual goal en route to a much larger 2030 target.

Padmanabhan urged MSME CEOs to write down their own 'moonshot' goal for the decade, by 2035. He framed this on JFK's 1962 moon-landing pledge, asking each leader present to set a bold decade-end ambition.

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Thematic Session Takeaways

Panel Discussion: Humble Beginnings to Global Standards - The Force Multiplier Playbook

Dr. Amit Dixit - JMD & Co-founder, Sedemac Mechatronics
Mr. Rahul Dhoot - Founder & Managing Director, Dhoot Transmission
Ms. Zeena Philip - COO, Rossell Techsys
Dr. Jaskiran Arora - Prof. & Dean, Education Quality, BML Munjal University
Mr. Ashwani Bhargava - Senior Director India Supply Chain, Boeing



Credibility built through consistent quality and customer trust, rather than contract terms or revenue, is what let these companies scale into globally competitive businesses.

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Customer trust and credibility

An internal 'customer first' decision culture, not contract terms, pushed the company from adequate to globally competitive. Every decision on cost, quality, delivery or investment is weighed against what the customer needs first, ahead of organisation or employee interests.

- Example: A caricature named 'Sue' occupying a literal boardroom chair keeps customer-centricity visible at every meeting.

Rossell shifted from merely meeting defense manufacturers' offset obligations to changing that dynamic as a supplier. Early on, Boeing and other Indian defense manufacturers sought suppliers mainly to satisfy offset requirements before Rossell changed that game plan.

- Why: Working with a demanding customer like Boeing forced efficiency gains that built the customer's confidence.

Going beyond contract terms, like hand-carrying a part from Bangalore to a US site, is what earns lasting customer trust. Meeting the written contract wasn't enough when a customer had urgent needs outside agreed terms.

Defining global standard

Global relevance is defined by rapid, large-scale adoption rather than revenue, because volume markets won't tolerate bad quality. Rising numbers of vehicles or equipment using a company's parts signal both differentiation and sustained quality at scale.

- Example: Sedemac built all its technology in-house with no external technical partnerships, reaching massive scale.
- Why: Sedemac entered the two/three-wheeler market because it was the most accessible entry point for its deep-tech ambitions.
- Example: Focusing narrowly on two-wheeler wiring harnesses made the company a global leader in that niche.

Witnessing customer pain over quality and warranty problems at a dealership reshaped his founding mindset. Six months handling service complaints under his father's Force Motors dealership convinced him to make quality the day-one focus at Dhoot Transmission.

Role of IFQM

Entrepreneurs today have support systems like IFQM that earlier founders on this panel built without any help. The moderator urged aspiring MSME leaders to reach out for the mentorship and resources now available rather than going it alone.

- What it means: For MSMEs, where a company started doesn't define where it can end up.

Scaling companies struggle to prioritize among many quality tools, which is where bodies like IFQM add value. Proven, practiced methodologies help turn scattered continuous-improvement attempts into a sustained cultural movement instead of isolated trials.

- Why: Assuming that what worked at a smaller scale will keep working is a recurring mistake while scaling fast.
- Example: Rossell still has not fully solved how to embed quality culture across its scaled-up workforce.

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IFQM-style organisations turn academic MOUs into real joint research projects, not just paperwork. Partnerships with IFQM have moved beyond signed agreements into actual research initiatives and industry-informed courses.

Academia-industry bridge

Problem-based education at BML Munjal University produced over 100 patents and 130 student startups. Nearly 3,000 students have been involved, with 45 of the 130 startups having women founders.

- Example: A lab frustration over importing lithium batteries led students to found a company that later won multi-million funding.
- Why: BML Munjal pulls industry onto campus so students start thinking like professionals before graduation, not after.

Mistakes and failure

Fear of failure is real when attempting something genuinely ambitious, requiring belief in yourself and others.

- Why: Surviving early failures depends on responding fast enough to keep the customer's confidence.

Assuming that what worked at a smaller scale will keep working is a recurring mistake while scaling fast. Growing from 350 to over 1,000 people made it hard to maintain the same quality culture across every employee touching the product.

Failure is relative: some products simply fail, others are just ahead of market demand. The company absorbs two to three failures out of seven to eight new products launched every year as routine.

- Why: Fear of failing is what pushes a team toward stronger engineering competence.

Founder origin stories

Sedemac's founders set out to build deep tech in India before 'deep tech' was a recognised term. The question driving the IIT Bombay academic group was why technology was always built elsewhere and not in India.

BML Munjal University was founded on the belief that education itself could drive social change. The Munjals believed education could be a catalyst for social impact, using the example of how their cycle business gave mobility that let a milkman or worker get employed.

It took two years of investment and preparation before Rossell could even become a qualified Boeing supplier. The company started with only 25 people, a leased building and no revenue when it entered aerospace and defense in 2011.

Closing leadership message

Striving to be world-class is hard partly because only someone already world-class can confirm you've achieved it.

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Thematic Session Takeaways

Panel Discussion: Transforming India into a Trusted Global Electronics Hub

Mr. Amitesh Kumar Sinha - Addl. Sec., MeitY & CEO, India Semiconductor Mission
Mr. Rajen Vagadia - Head of Qualcomm India, Global Carrier Strategy & Distribution Channel, Qualcomm
Mr. Rod Morgan - Head of Industrial Strategy, ASML
Dr. Randhir Thakur – Managing Director and CEO, Tata Electronics



India is moving from assembly and design toward becoming a trusted, end-to-end global electronics and semiconductor manufacturing hub.

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Supply chain resilience

No country can be fully self-sufficient, so India needs 500 to 1,000 companies across supply chain segments. Broader localization builds resilience and trust, letting companies keep operating through global disruptions without stoppages.

- Example: Just the gloves, gowns, shoes and glasses required for semiconductor clean rooms could support five separate Indian industries.
- Why: Geopolitics, not just economics, now drives supply chain decisions, opening an opportunity for India.

Ease of doing business and skilling

Multinationals are asked to set up curricula and training infrastructure, with government support, to close skills gaps. Industry-led training through academia partnerships would benefit global talent pipelines too, not just India's own workforce.

- Why: Skilling is being pushed into classrooms first rather than taught on the factory floor.

Government aims to resolve most ease-of-doing-business and regulatory bottlenecks within the next two to three years. This includes emulating global best practices in customs, taxation and state-level facilitation measures.

- What it means: Full policy implementation aims to close India's cost and capability gap with China.

Qualcomm design to manufacturing

Qualcomm's automotive module, QAM, is being built at Tata for global markets, not just India. This reflects India's shift from a pure design hub to a manufacturing node inside Qualcomm's global supply chain.

- Example: Qualcomm launched two global Snapdragon chips, 6 Gen 5 and 4 Gen 5, directly out of India.
- Why: India's scale let Qualcomm test and launch global chips before scaling local manufacturing.

OSAT packaging and fab manufacturing remain the harder stages still ahead for India. Phone assembly, called the easy part, is already achieved; OSAT and fab work are the next bigger challenges.

Five-year target: 10 fabless firms at $100 million revenue and two at $1 billion each. India to lead in packaging and compound semiconductors, exporting beyond domestic needs.

Quality and lithography precision

ASML's supply ecosystem has historically clustered near its own headquarters, a model it must now adapt for India. Extending trusted supplier relationships and engineering collaboration to Tata Electronics' semiconductor arm is a new kind of commitment for ASML.

- Why: ASML's lithography equipment must run twenty-four hours a day, 365 days a year, demanding uninterrupted parts supply.

India already has much of the mechanical precision ASML needs but must raise clean-room standards to qualify. ASML's equipment must run 24/7 year-round; separately, mechanical accuracy and milling equipment are already largely present in India, while clean rooms still need to be built up to meet semiconductor industry standards.

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AI and market scale advantage

India's billion-plus connections and cheap data could give it an outsized role in global agentic AI workloads. This could shift India from a consumption economy toward playing a bigger role in the global AI market.

- What it means: India needs hundreds of thousands of AI startups within five years, not reliance on big corporates alone.

Strong IP protection is a major advantage drawing multinational investment to India. Fear of intellectual property leakage elsewhere makes India a safer bet for multinational investment.

Electronics policy journey

SEMICON India drew 600 companies, half of them multinationals, signaling serious global interest in Indian semiconductors. Multinationals made up half the 600 attending companies, showing serious global interest in India's semiconductor space.

India's electronics manufacturing is shifting from labor-arbitrage assembly to deeper component and semiconductor production. The sector's current achievements are expected to at least double within five years as policy deepens the value chain.

Sinha aims for India to host all varieties of compound semiconductors and eventually lead that segment globally. SEMICON 2.0 has only just begun compound semiconductor work, with a long-term ambition to take global leadership.

Other points

An estimated 20% of global semiconductor design talent is Indian, largely based in India itself. This means design capability is largely settled, shifting focus toward market scale and local manufacturing.

- In numbers: Qualcomm's India team of over 19,000 people is its second-largest engineering base after San Diego.

India must move from catching up to leading in semiconductor research and development. Beyond manufacturing, originating new R&D is framed as the next phase after current catch-up efforts succeed.

Sinha wants legacy and display fabs meeting most of India's own demand by 2030, then leading globally. The further goal is global leadership in legacy and display fab segments over the following five to ten years.

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Thematic Session Takeaways

Panel Discussion: Making Business Smart - Deploying AI for Manufacturing and Services

Dr. Gopichand Katragadda – Founder and CEO, Myelin Foundry,
Dr. Lucas Bretz - General Manager, KIT/GAMI
Mr. Girish Krishnamurthy – MD and CEO, Tata MD



AI adoption promises major value in manufacturing, but organisations must build structure around security, quality, and IP protection before major initiatives.

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Vibe coding reliability and quality

Vibe-coded apps are less reliable than fully engineered software but valuable for rapidly materializing ideas into working 80-90% solutions. At some point the prototype needs to be handed off for proper engineering, since software engineers cannot be hired fast enough to fill every needed role.

AI should be split into 'core AI' without human-in-loop and 'operating AI' that manages workflows via agents. In core AI areas, human-in-loop review becomes a problem because the real value comes from processing volumes of data beyond human capacity.

Quality in non-deterministic AI systems comes from separating fixed workflows and deterministic tools from the agentic element, then minimizing that element's scope. Industrial processes need repeatable workflows with deterministic operations, letting AI build and reuse those while limiting the non-deterministic part as much as possible.

Making AI accessible to MSMEs

Rising cloud and GPU costs make edge-based AI, sending only necessary data to the cloud, the economically viable path for MSMEs. Sending all camera feeds from multiple lines and factories to the cloud for low-reject-rate operations would not justify the return, so only regions of interest or event data should go to the cloud.

AI should be positioned as a core business driver, not a subset of the IT department. Girish argued AI is an integral part of the business itself, more than just an enabler, as a way to help MSMEs meaningfully and quickly adopt it.

Other points

A PCB machine-builder used AI to convert design bills of materials to manufacturing BOMs with over 99% accuracy after training on just ten machines. One engineer performed the transformation manually once, then again for five machine groups; AI learned the pattern and kept the engineer only to fill the remaining gap.

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Partnership Milestones

MoU between KIT/GAMI and IFQM

Dr. Gisela Lanza – Professor, Karlsruhe Institute of Technology (KIT), Germany
Mr. Venu Srinivasan – Chairman, IFQM, & Chairman Emeritus, TVSM
Mr. Soumitra Bhattacharya – CEO and Director, IFQM



Partnership between KIT/GAMI and IFQM reinforces IFQM's role as a force multiplier in catalysing Indian organisations towards global competitiveness.

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Strengthening Global Strategic Partnerships

The partnership establishes a framework for connecting academic research, technological expertise and industrial practice. It seeks to accelerate the adoption of globally benchmarked manufacturing approaches while addressing the practical challenges faced by Indian enterprises.

AI Factory Assessment

Enabling Transformation Readiness: The collaboration envisages assessing manufacturing maturity and AI readiness through structured benchmarking. These assessments would help organisations identify capability gaps, prioritise improvement opportunities and develop customised roadmaps for lean, digital and AI-enabled transformation.

Plug & Play Solutions

Accelerating Value Realisation: The partnership proposes rapidly deployable, modular solutions integrating lean manufacturing and digital technologies. The emphasis is on enabling industries to adopt proven solutions with shorter implementation cycles and realise measurable operational improvements.

Learning Factory

Building Future-Ready Capabilities: Experiential learning environments are envisaged to strengthen practical competencies in lean manufacturing, digitalisation and artificial intelligence. By integrating conceptual learning with hands-on application, the initiative aims to develop industry-ready professionals capable of leading transformation within their organisations.

Production Academy

Advancing Collaborative Innovation: Joint research and development consortia are proposed to address emerging and complex manufacturing challenges. The objective is to connect industry requirements with advanced research capabilities, facilitate knowledge exchange and develop globally relevant innovations.

Globally Benchmarked, Modular and Sustainable Approach

Three strategic imperatives underpin the proposed collaboration: adherence to globally benchmarked standards, modular approaches enabling rapid deployment, and sustained capability development. Together, these principles aim to make advanced manufacturing expertise more accessible, scalable and relevant to Indian industry.

Creating a Force Multiplier for Indian Manufacturing

By combining international research expertise with IFQM's industry-led ecosystem, the partnership has the potential to extend advanced manufacturing capabilities across enterprises, including MSMEs. It exemplifies how collaborative institutional efforts can accelerate knowledge transfer, talent development, technology adoption and industrial competitiveness.

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Partnership Milestones

Strengthening Partnerships Globally: IFQM - JUSE collaboration

Mr. Masato Onodera – Managing Director, JUSE



JUSE-IFQM relationship represents a genuine two-way partnership where Japan and India learn from each other to advance quality and societal value.

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Evolving meaning of quality

Echoing Venu's remark, the Deming Prize is framed as the start of a quality journey, not its destination. Onodera urges organisations to keep this in mind and pursue the Deming challenge rather than treat winning it as an endpoint.

- What it means: Attendees are directly urged to pursue the Deming Prize in their own organisations, not merely to view it differently.

Ishikawa Sensei's principle that quality management begins and ends with education still holds regardless of how far AI advances. However much AI evolves, the centrality of learning and education to quality management is treated as a constant.

- What it means: Customers must learn to dissect AI-provided information rather than accept it blindly.

India's rapid growth and innovation are giving rise to a distinct 'Indian way' alongside Japan's established quality management approach. After eighty years building the Japanese way through TQM and people development, JUSE now sees India producing globally impactful companies and its own emerging approach.

Two-way JUSE-IFQM partnership

JUSE will reciprocate by showcasing Indian companies guided by Kano Sensei to Japanese industry at next February's JUSE Quality Forum. Having presented Japanese companies in India this time, JUSE plans to introduce Indian companies to a Japanese audience next.

Other points

JUSE treats its eightieth anniversary as a launchpad for new initiatives, not a milestone to rest on. This framing sets up the subsequent announcement of deeper, two-way engagement with IFQM rather than closing the chapter.

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Pulse of Participants

7

Insights from Audience Polls and Real-Time Reflections

The IFQM Symposium 2026 captured participants' perspectives through live polls and WhatsApp-based reflections across the two days. The responses revealed a strong emphasis on quality culture, people capability, leadership behaviour, innovation and technology as critical enablers of India's global competitiveness.

KEY POLL INSIGHTS

94%
Consistent reliability
foundation of global trust

75%
Sustained culture change
evidence of capability impact

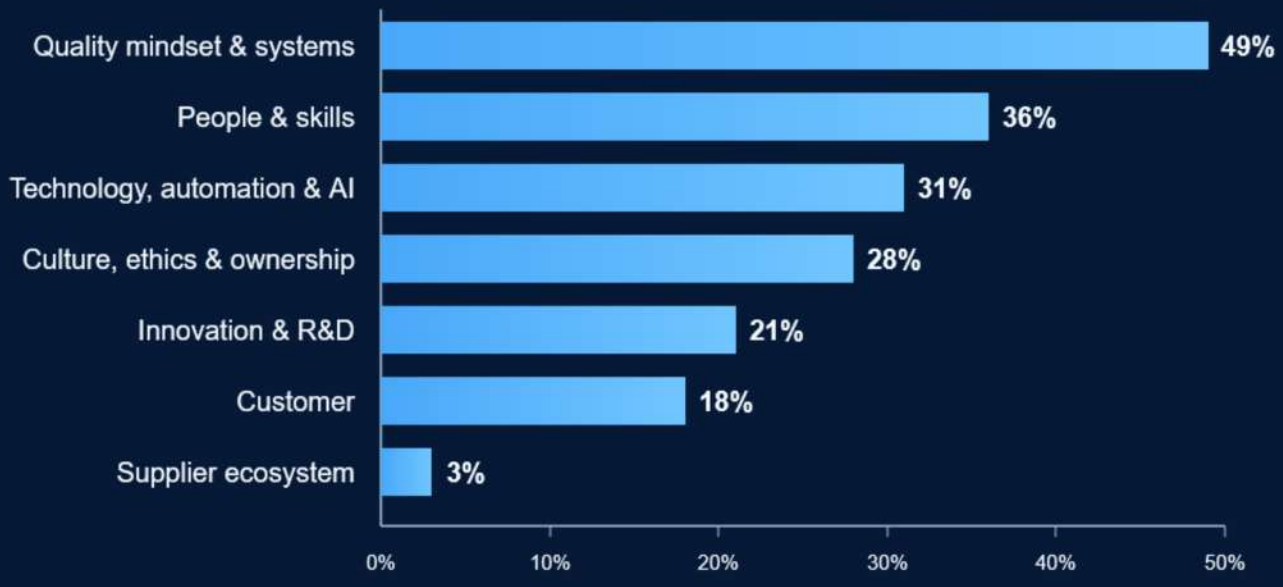
75%
R&D and risk-taking
pharma innovation priority

68%
AI in operations and quality
first business-value focus

67%
Leaders walking the talk
from commitment to action

64%
Employee involvement
driver of quality culture

CAPABILITIES INDIA MUST BUILD



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Celebration of Excellence

Felicitation of Mr. Venu Srinivasan by IAQ for his contribution to Quality



Marcos E. J. Bertin Medal for Quality in Governance
presented to Shri. Venu Srinivasan, Chairman Emeritus, TVS Motor Company
by Mr. Raúl Molteni, President, IAQ

Quality becomes a lasting force for business excellence when it is embedded in governance, leadership behaviour and organisational culture—not treated as a one-time achievement.

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Quality and governance reinforce one another

Governance gives quality continuity. Mr. Sunil Sinha explained that quality brings evidence, discipline, learning and improvement, while governance provides direction, legitimacy and continuity.

Quality must reach the boardroom. When leadership and governance reinforce quality, it becomes an organisational characteristic rather than a personal practice or an elusive aspiration.

The IAQ perspective: Quality for humanity

Beyond quality management. Mr. Raúl Molteni described IAQ's mission to develop and share knowledge, recognise exemplary contributions and advance quality for the benefit of organisations and society.

A role model for values-led governance. The recognition acknowledged Shri Venu Srinivasan's sustained practice of quality, respect for people, strong values, organisational development and community contribution.

India's quality movement and international recognition

Quality adapted at scale. Mr. Molteni highlighted India's application of Total Quality Management (TQM), training of managers and achievements such as the Deming Prize.

A contribution beyond one enterprise. The speakers recognised the wider influence of Shri Venu Srinivasan's quality journey on Indian industry and the international quality community.

Excellence is a continuing journey

The Deming Prize is a beginning. In his acceptance address, Shri Venu Srinivasan stressed that the Deming Prize should mark the start of a continuing TQM journey, not its destination.

Progress requires renewal. Products, processes, services and organisations are continually overtaken by new developments; excellence therefore requires ongoing improvement.

Trust, governance and the future of Indian manufacturing

Trust begins at the top. Shri Venu Srinivasan connected quality in governance with maintaining stakeholder trust and consistent company-wide quality practices.

Compete through innovation and design. He argued that Viksit Bharat 2047 cannot be built on cost alone; India must strengthen innovation, product design and manufacturing capability.

Make India synonymous with quality. He called for Indian products to earn global confidence because they are trusted, not merely because they are competitively priced.



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Celebration of Excellence

Force Multiplier Leadership in Action



Mr. K N Radhakrishnan – Director & CEO, TVS Motor Company,
Mr. Anil V Parab - Whole Time Director & Sr. Exec. VP, Larsen & Toubro
recognised for leadership commitment towards the IFQM movement.





132 Tier 2 Suppliers of TVSM being developed by IFQM, 50 of whom attended the Symposium in person, while others participated online.
Infrastructure sector development activities of IFQM being supported by L&T.

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Celebration of Excellence

FIVE Organisations Embark on their Business Excellence Journey through **Quality Excellence Prize Assessment**













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Celebration of Excellence

Recognition for "Collaboration and Contribution" to the industry-led IFQM transformation movement















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Emerging Insights

Creating Force Multipliers for the Industry-led Movement - Key Takeaways from the CEOs Session

Mr. Salil Gupte - President Boeing India and South Asia
Mr. Neeraj Sagar – Founder & CEO WisdomCircle



Shared wisdom on leadership, culture, trust and long-term focus must now be translated into concrete action for India's quality movement.

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Leadership and culture

Employees quickly see through leaders who say one thing but prioritize something else on their calendars. If leaders claim to focus on quality but their calendars show otherwise, people notice and quality mindsets fail to take hold.

- Example: Promoting people focused on quarterly numbers over quality undermines a leader's credibility on the quality mission.

Compliance sets the floor for quality, but culture defines the ceiling of how good an organisation can be.

Wellness versus healthcare analogy

Quality should function like a wellness industry that prevents problems, not a healthcare industry that cures them after the fact. The thermometer-versus-fever framing suggests current quality metrics often treat symptoms rather than addressing root causes from day one.

- Qualification: Salil Gupte cautioned the healthcare-versus-wellness analogy might not hold up if stretched too far.

Customer-defined quality

True quality is built into the customer experience, not demonstrated through awards and metrics. Citing Steve Jobs' 1990s observation that Japanese companies built in quality rather than marketing award-winning metrics, unlike companies that chase recognition.

Innovation and fast responsiveness to customer needs are themselves a measure of quality, not just manufacturing precision. Connectivity to the customer that lets a company pull their needs in quickly was raised as part of the quality experience, beyond the factory floor.

Trust in supply chain

Breaking bad news to customers early, without delay, was raised as a disciplined practice for quality reviews. Teams were encouraged to surface problems immediately in customer complaint reviews, since delaying bad news doesn't improve it.

The CEO session room included large companies, OEMs, and tier-one suppliers, but did not include the MSMEs. The reality is that building capability and trust flowing down the chain is going to be a journey throughout the entire ecosystem, from OEMs to tier ones to tier two and tier three.

Force multipliers for India

CEOs in the session refused to make excuses for India's quality gaps, choosing to look forward rather than backward. Discussion covered attitude and the newness of the Indian supply chain, but the group focused on addressing issues rather than explaining them.

Even the CEOs' seating plan broke down as people moved around, which Sagar read as a sign of India's struggle with structured systems. The conference-room seating didn't hold because attendees kept shifting, prompting the observation on how India as a whole approaches structure.

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Emerging Insights

Key Takeaways from Symposium 2026

Mr. Soumitra Bhattacharya – CEO and Director, IFQM
Mr. T V Narendran – CEO and Managing Director, Tata Steel Ltd.
Mr. K N Radhakrishnan – Director and CEO, TVS Motor Company



Personal visits to 10 MSMEs showed they want to change but lack know-how, not will.

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MSME transformation and clusters

132 MSMEs will get intense CEO focus to transform within 90 days, reviewed quarterly. Focus on basics (waste, safety, and quality definitions) aims to produce role models among them by next year's symposium.

Governing council members should mobilize their own 100 to 150 associated MSMEs before scaling further. Each council member's clout can bring a minimum 100 to 150 MSMEs into a cluster approach using a consolidated IFQM methodology.

IFQM spent only 7 crores in three years but is now committing 120 of 220 crores to a new academy facility. The shift from cautious spending to a one lakh ten thousand square foot academy marks a major capacity investment funded by governing council contributions.

Quick MSME wins can come from three basics: cutting waste, achieving zero accidents, and defining quality. MSMEs are aware of these issues but lack formal education on how to act, so simple, repeated themes rather than broad training can unlock fast progress.

Other points

Building a quality culture requires citizens, not just corporates, to demand quality in daily life. As customers, people need to expect and pay for quality and show greater civic discipline, beyond their professional roles.

India sits in a 'comfortable zone' unlike countries forced into quality reform by crisis, so IFQM aims to create a 'burning platform.' Without that urgency, India risks losing competitiveness against the external world.

Tata Steel's Dr. Irani quality award pushes Jamshedpur schools to compete on quality, forcing them to define who their customer is. Schools had to work out whether the parent or the student is the customer and how to quantify the experience, not just results.

Force multiplier commitment

IFQM targets 3X to 5X growth next year, requiring commitment beyond the governing council. Most promises on metrics such as 200 MSMEs and 62 learning solutions are already met, but force-multiplier growth needs members and non-members too.



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Symposium in Pictures





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Symposium in Pictures

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Symposium in Pictures

















DOKRA

ANCIENT CRAFT. TIMELESS VALUES.

A handcrafted Dokra artwork, rich in heritage and artistry, presented to our valued sponsors as a token of gratitude. It celebrates India's enduring traditions and our shared commitment to a better tomorrow.

A CRAFT FROM INDIA

Practised by artisan communities across Jharkhand, Chhattisgarh, Odisha, West Bengal and Telangana.

A HERITAGE OF OVER 4,000 YEARS

One of the oldest continuously practiced metal-casting traditions in the world.

ORIGIN

Dokra is one of India's oldest metal-casting traditions, using the lost-wax method. Its roots trace back to the Indus Valley Civilization, and the famous bronze "Dancing Girl" figurine excavated at Mohenjo-daro is considered the earliest known example of this metal-casting technique — making Dokra a craft with a history stretching back roughly 4,000–5,000 years, making it one of the oldest continuously practiced art forms in the world.

WHO MADE IT

The craft gets its name from the **Dhokra Damar tribes**, nomadic metalsmiths who traditionally moved from village to village offering their casting skills. The artisan groups are spread across the states of Jharkhand, Chhattisgarh, Odisha, West Bengal, and Telangana, with each region's style and workmanship varying slightly.

WHY IT WAS MADE

Dokra objects were originally crafted for practical, ritual, and social purposes:

- **Religious/ritual use** — deities, votive figures, and temple items for tribal and folk worship.
- **Domestic use** — oil lamps, boxes, and utensils, often called "bell metal" ware.
- **Adornment** — jewelry and decorative figurines.
- **Cultural expression** — motifs drawn from mythology, nature, tribal daily life, animals, and rituals, reflecting the community's worldview rather than being purely decorative.

HOW IT'S MADE

The signature lost-wax process: artisans sculpt a basic clay core, coat it in wax where fine details are etched, then add another clay layer to form a mold. Molten metal — typically brass or copper — is poured in; the heat melts the wax away, and the metal takes its shape.

Once cooled, the outer clay mold is broken to reveal the finished piece. Because each mold is used only once, no two Dokra pieces are ever identical — every item is a one-off.

CURRENT STATE

Dokra art occupies a fragile but not extinguished position today:

- **Recognition and prestige** — it continues to serve as a symbol of Indian heritage on the world stage: the Indian Prime Minister has gifted Dokra pieces, like a Brass Peacock Boat with a Tribal Rider, to foreign dignitaries.
- **Economic vulnerability** — studies describe it as a "dying art," with artisans in Bikna and Dariapur struggling economically despite the craft's global recognition: Production remains entirely manual — welding, claying, and finishing done by hand — meaning large orders can take two to three months to fulfil.
- **Emerging opportunities** — the same research pointed to growing demand for natural/handmade products, supportive government policies, and eco-tourism as pathways to revive the craft, alongside natural resource availability and a skilled artisan base.

Dokra survives today mainly through niche/heritage markets, government promotion, and gifting culture, but its artisan communities remain economically precarious, and the craft is widely characterized as endangered without stronger institutional support.

THIS PIECE:

Born in the hands of the women artisans of **Navjeevan** from the tribal communities of **Kalinganagar, Jajpur**, this creation carries the soul of **Odisha**'s rich artistic heritage.

Inspired by the timeless **Soura Art** fused with Gond art and Dokra coming together in a beautiful contemporary expression with it's motifs echo a tradition passed down through generations, while its contemporary form invites you to see it anew.

The stories they carry.
The traditions they preserve.
The dreams they weave into every creation.

With the enabling support of the **Tata Steel** Foundation, every piece becomes more than something to own— it becomes a small act of keeping heritage alive.

Look at the art. Feel the story. Carry the tradition forward.

TRADITIONS INSPIRE PEOPLE. PEOPLE MULTIPLY IMPACT.



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The Indian Foundation for Quality Management (IFQM) extends its sincere gratitude to the Hon'ble Ministers, distinguished speakers, moderators, panelists, and facilitators whose insights, experiences, and perspectives enriched the IFQM Symposium 2026 and inspired meaningful dialogue on advancing quality and business excellence in India.

We thank our organising teams, partners, and volunteers for their dedication and meticulous efforts in making the Symposium a success.

Above all, we express our heartfelt appreciation to the delegates for their enthusiastic participation, thoughtful engagement, and commitment to the cause of quality.

The organizations and vendors that supported the IFQM Symposium include CONFIAS, TAJ Palace New Delhi, Sameety, Helios Event Productions, Moshi Moshi, Brand Verse, Geetha Textiles, TSF Gifts, N Collections, and SOTC, contributing across event management, venue services, digital coordination, stall preparation, video production, apparel branding, gifts, travel, and symposium materials.

We extend our sincere appreciation to our sponsors for their generous support and commitment to advancing the cause of quality and business excellence in India.

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