

CII Lean Six Sigma Summit Proceedings

CII's Lean Six Sigma Summit concluded in New Delhi on 10th September, 2009. The event attracted over 180 participants from diverse industries and was appreciated by one-and-all. The entire day's Summit was logically grouped in 4 sessions, based on the topics covered.

Session I

The Opening session set the context of the Summit by industry leaders addressing the august gathering.

- Mr. Arvind Kapur, Conference Chairman & MD, Rico Auto Industries inaugurated the session and his opening remarks included examples of economic revival as seen in the past few months and how we could take advantage of the situation. He emphasized the need for implementing Lean Six Sigma in all functions in the organization across the entire value chain.
- This was followed by the Theme Presentation on **"Lean Six Sigma – Transforming Businesses, Big or small...."** by **BMGI, the Knowledge Partner to the Summit**. Mr. Naresh T Raisinghani, CEO & Executive Director, BMGI India, shared how various methodologies have evolved over time and highlighted the fact that while the manufacturing sector has delivered a productivity improvement of >800% using these methodologies, the opportunities available in the Services sector are comparatively much higher since the delivery improvement in the services has been only 150% to date. He also shared how different organizations in India customize various methodologies to suit their organization culture and increase effectiveness of implementation with the objective of meeting their business and customer requirement.
- Mr. SK Bijlani (past Chairman, CII Northern Region), Professor of Practice, University of Maryland and President, Magnus Consulting, highlighted that while all companies have great Mission and Vision statements and strategies related to the same, not all companies are successful, since most companies fail to implement their strategies. He highlighted that organizations in India need to invest in training of manpower and in developing their skill-sets to enable their people to create benchmarks, rather than aspire to reach a set benchmark. 'I' for Innovation, 'Innovate' or 'Perish' were his concluding remarks.
- Mr. Jayant Davar (President ACMA and Vice chairman & MD, Sandhar Technologies Ltd), defined 'Quality' as 'Delivering to customer, what is promised'. He highlighted the fact that ACMA had over 300 Black Belts and their expertise were now being utilized in a new improvement initiative targeted exclusively for SME sector, based on the concept of 'Cluster Approach'. He informed that Mr. K Mahesh of Sundaram Group had earlier implemented this approach successfully using the concept of 'Optimizing Flow' in all the companies under the formed cluster.
- Dr. Amit Kapoor (Honorary Chairman, Institute for Competitiveness, India) said that "Competiveness is all about Productivity and how well we are using the resources". He explained how 'Quality' creates 'Branding' for an organization and highlighted that if we are able to stack the processes well across the entire value chain, it creates a differentiator for your organization.

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Session II

The opening session was followed by experiential sharing from Business Excellence Leaders of both Manufacturing and Service sectors.

- Mr. Swetal Desai, Global Quality Leader, Genpact, shared the need to have an "End-to-End" approach for identifying solutions to any problem by having a complete process view of upstream as well as downstream operations in order to create a high business impact and enhance overall business performance. He shared an interesting thought process of working on effectiveness rather than efficiency, considering the fact that the customer is only interested in the final output i.e. effectiveness and not on how efficiently the organization manages the process internally. Finally, he emphasized the importance of 'Leadership involvement in Project selection, making Lean Six Sigma as a part of organization's DNA, making investments in Training, building domain expertise and high client engagement for sustenance of the initiative.
- Mr. Sukesh Jain, COO, Bharti Airtel Ltd., under the topic "Growing in Challenging Times", shared a Project case study to demonstrate how 'Lean' enabled them to bring down their pre-sales internal Order Processing time from 14 days to 3 days and order-to-Service commissioning time from 77 days to 35 days, thereby improving their CSI significantly and saving in excess of Rs 50Cr. for the organization from this single Project which was launched Pan India.
- Vineet Sharma, Executive Vice President, Quality & Business Excellence, Max New York Life Insurance, discussed on the importance of "7 Critical Aspects" to ensure effective implementation of Lean Six Sigma initiative in an organization, namely, Organization Structure, Resources, Training, Measures, R&R, Communication and Information Systems.
- Sumeet Kumar, Vice President – Business Development, BMGI, shared findings of a recent survey conducted by BMGI to understand the current state of Six Sigma in India. He compared the Critical Success Factors of 'Leadership Involvement', 'Infrastructure Requirement' and 'Full Time Black Belts' in Benchmarked companies with the rest of the companies surveyed to demonstrate why these Benchmarked companies were a notch above the rest in their deployment and in maximizing the overall benefits derived from the same. Some findings were a real eye-opener as they provided benchmarks on certain critical parameters that organizations need to administer for effective implementation of any initiative.

Session III

A unique and interesting element of the Summit agenda included, **CEO's panel discussion on "Business Excellence for Sustained Growth"**. The panelists included senior leaders such as Mr. Feroze VR (MD, SAP Labs), Dr. Ashok Seth (Chairman Cardiology Council, Fortis Hospitals), Mr. Parmeet Ahuja (President & Country GM, Agilent Technologies), Mr. VS Kasbekar (Head Ops & Supply Chain, Hero Honda Motors), Mr. Sukant Srivastava (Country Manager & MD, Convergys) and Mr. Naresh T Raisinghani (CEO & Executive Director, BMGI India).

Mr. Ashok K Taneja, Managing Director and CEO, Shriram Pistons and Rings Ltd. moderated the session extremely well by engaging not only the panelists but also the audience. The panelists shared their views on the thought provoking questions raised by the moderator and also answered to queries of the enthusiastic participants, as a part of the session.

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Session IV

Business Excellence Leaders from both Manufacturing and Service sectors continued to share their experiential learnings in this session.

- Mr. Devender Malhotra, Head – Quality & Customer Advocacy Group, Wipro BPO, demonstrated how lean is applicable in the Services environment. He showcased how lean had helped them in improving efficiencies in transportation of employees and saving several Crores for the organization, considering that ‘transportation’ is the second highest expense in P&L after salaries for any BPO.
- Mr. Kulbushan, Sr. VP - Business Excellence & OD, Jubilant Organosys Ltd., shared how a combination of Lean and Six Sigma has helped in transformation of a loss making contract manufacturing site that Jubilant had acquired in Canada last year.
- Mr. Asoke Das, VP – Transformation, TCS BPO, shared how Structured Problem Solving (SPS) approach had helped them in generating breakthrough results in breakthrough times, building problem solving capability across various levels in their organization and in spreading the culture.
- Mr. Arvind Gupta, Deputy Director, ACMA, shared that how ACMA Centre for Technology (ACT) as an Industry association has recently started an initiative for driving Lean Six Sigma in the SME sector of Auto Component manufacturers through the concept of a “Cluster” approach. As a part of the initiative, clusters of auto component manufacturers are identified across India and then training and hands on implementation are provided by ACMA to these clusters. He showcased the benefits of the recently concluded 1st Phase of the 1st Cluster Program comprising of 11 organizations, which included significant improvement in productivity, Inventory Turnovers, Energy cost and overall cost savings.
- Mr. AK Jain, Chief GM, Rico Auto, showcased how Lean, Six Sigma and TPM methodologies synergistically exists together and complements each other. Lean helps them to make their processes faster & efficient; Six Sigma makes their processes accurate & precise and TPM helps them to make equipment reliable. RICO’s strong belief in Lean Six Sigma as their core strategy for Improvement for meeting their Business Goals & Objectives was demonstrated by a project case study where they have improved the Rolled Throughput Yield in Compressor Housing from 77.5% to 92.5%, thereby resulting in reducing rejections, enhanced customer satisfaction and substantial savings for RICO.

Conclusion

The summit provided a platform,

- For demonstrating how Lean Six Sigma enables Business Transformation
- For practicing companies to share their success stories to internalize the concept
- For motivating other companies to initiate the Excellence initiatives in their organizations.

Overall, the above event provided a great learning experience for the participating organizations, which are currently at different milestones in their “Journey of Excellence”.