



Mr. Sandeep Deshpande, Senior Manager, Employee Relations, Mahindra and Mahindra, Mumbai visited IMT Nagpur on 25 August, 2014 and addressed second year students. His topic of discussion was Practical aspects of Quality Management

The discussion started with a brief history about Quality Management Practices that originated in Japan Automobile sector and how the same has been adopted in Mahindra Automotive and Agriculture/Farm Sector. The core business of Mahindra comes from these two sectors, which account for almost 75% of revenues. Mr. Sandeep is associated with the Agriculture/Farm Sector. Mahindra tractors have rural domination with over 1400 dealers and service outlets. Established in 1963, Mahindra has grown exponentially owing to operational efficiency and now has international presence with acquisition of Jianling Tractor Company (China), and establishment of subsidiaries in USA and Australia.

Mahindra implemented Quality Control in 1950's and brought about continuous improvement in the system with development of Quality Management in 1970's and eventually Total Quality Management (TQM) in 1990's. Mr. Sandeep also explained how initially the company was focussed on the production shop specific control measure (q) and how it has now extended to company wide application (Q). Mahindra focusses on delivery, customer and aims for cost leadership. In doing so, Mahindra also aims at excellence, execution and employee empowerment. With the help of applying an organization wide TQM, the focus of Mahindra is to reduce variable cost including cost of poor quality. This is established by adopting efficient operations and reducing waste at each step. The TQM philosophy as described by Mr. Sandeep follows the following structure - Design Studio, Factory, Dealers, and Customers. This implies that the quality management is not just about making the product excellent but also about making an excellent value chain system. The three pillars of Mahindra are - product, process and society.

The process approach of TQM is spread into three steps:

- Evaluating the customer expectations
- Laying efficient process cycle
- And delivering customer satisfaction

In the end, Mr. Sandeep talked about the vision of Mahindra of being among Top 50 Global Brands by 2021. He also shared how HR and Operations are closely knit and how Balanced Score Card (BSC) is used to measure critical success factors with the help of few examples.

The five pillars/fundamental of TQM at Mahindra are:

- Policy Development (Hoshin Kanri)
- Daily Works Management
- Plan-Do-Check-Act (PDCA) policy
- Kaizen
- Standardization

The lecture ended on a very high note with the students actively participating in the session by asking questions pertaining to the scope of the subject and the company.