



4~6, June 2026



**Vedanta,
Bosch Learning Campus**

1277, 15th Main Rd, Near RTO office,
BTM 4th Stage, Near Vijaya Bank Layout,
Bengaluru, Karnataka 560076

CEO THROUGH TQM

Creating the Extraordinary Organization
through
Total Quality Management

A two-and-a half-day program for top managers
(9th in the series since 2019)



By
N. Ramanathan

- ✓ Invest in your own development!
- ✓ Challenge your paradigms!
- ✓ Embrace new ones!

For Whom

- ✓ Top executives of companies.
- ✓ For large organizations, the CEO, Business head, or Functional head; and for smaller organizations, the CEO – in each case, accompanied by chosen senior managers, including Business Excellence or TQM head.
- ✓ For companies whose CEOs and top executives who have already attended this program previously, it is an opportunity to register their senior managers now.

YOUR

OBJECTIVES	<p>If your objectives remain the same as always, can you expect to be extraordinary? Examine how you can change the very nature of your organization’s aims.</p>
STRATEGY	<p>Does your strategy gel with your aims? Is it customer oriented? Is it executed effectively? Can you develop the required capabilities, and deploy your goals and means across and down your organization?</p>
STRENGTH	<p>Does your organization get buffeted by adverse events? Do developments in technology, demands on sustainability, or the explosion of AI trip you up? Do you have trouble being innovative? Learn to develop resilience, adaptability and innovativeness.</p>
LEADERSHIP	<p>Do you lead at the <i>gemba</i>? Do your people trust you? Are they customer-focused? Do they challenge tough objectives? How can you create a purposeful and aligned organization?</p>
PEOPLE	<p>Do your people cooperate with each other and show teamwork? Are their capabilities accumulating continuously in line with your strategy? Do they understand customer needs? Do your people stay? How can you generate momentum?</p>
CUSTOMERS	<p>Are your customers happy with your product or service, or with their interactions with you or your channel partners? Will they buy again? Do they trust you? How can you achieve superior customer experience?</p>
PRODUCTS	<p>Do your new products and services consistently meet customer needs? Are they up to date on technology? Are they trouble-free even after years of use? Are your products or service trusted? How can you powerfully develop products ?</p>
ENVIRONMENT	<p>Are you doing enough to cut your environmental footprint? Do you understand your responsibility to do minimize harm right up to use and disposal? Have you plans to cut specific energy and water consumption, material use, and pollution at all stages?</p>
STEADINESS	<p>Is there much firefighting? Are there month-end or year-end pressures on sales, collections, or production? Are high standards of work maintained everyday, or do they vary? Do you have good standards? Are they followed? How can your organization sustain high standards of work consistently, even with newcomers?</p>

YOUR

IMPROVEMENTS Is everyone involved in making systematic improvements? Do improvements flow from business plan? Is everyone trained? Do QC circles fare well? Are complex problems solved by management?
How can you raise the pace, magnitude and reach of your improvement activities?

PROFITABILITY Are your profits consistent and satisfactory? Are your revenues up and cost down? Do your investments pay you back as planned? How do you check that?
How can you better manage for profits, especially in product development and projects?

Check Your Power!

Are your customers happy?
Your people?
Is your organization trusted?

- How do you rate the power of your brand? Of your products?
- Is your network of partners strong?
- Do your people bring you organizational power?
- Have you built up your financial strength over the years?

Participation Guidelines

This is an intensive, highly interactive program that demands the full attention and presence of every participant. To receive a certificate of participation, please arrange your schedules to attend every part of the program.

For Companies: Please ensure that the persons you register have read this brochure and *want* to attend the program.

Registration

Given the intensive nature of the program, seats are limited and will be allotted on a first-come, first-served basis. To maximize organizational benefit, multiple nominations are encouraged, with CEO participation highly recommended.

Registrations will close on or before Thursday, 7 May 2026. Nominees should carefully review the program brochure and demonstrate genuine interest in participating.

Registration fees

- ₹90,000 + 18% GST per participant (Total: ₹106,200)
- ₹80,000 + 18% GST per participant (Total: ₹94,400) for organizations nominating two or more participants

The fee includes program sessions, lunch and tea breaks across all three days, as well as a cocktail dinner on Day 2.

Payment & Confirmation

Registration will be confirmed only upon receipt of the applicable fee in the ISQ account prior to the commencement of the program.

Refund & Substitution Policy

- Substitution of participants is permitted if a registered nominee is unable to attend.
- Alternatively, the fee may be carried forward to the next CEO through TQM program.
- In the event of an emergency withdrawal due to unforeseen circumstances, ISQ will process a refund of the fee.

Payment through cheque, IMPS/RTGS/NEFT may be made to the following account.

- Beneficiary Bank Account Name: **Indian Society for Quality**
- Name of the Bank: **HDFC Bank**
- RTGS/NEFT IFSC Code: **HDFC0000027**
- Bank Account No.: **00272000001288**
- Type of account: **Current account**
- Branch: **Greater Kailash 2**

To register scan the QR code or click the link below



[CEO through TQM, Bengaluru – Fill out form](#)

The Faculty

N. Ramanathan, soon to be 80, has an industrial background, having worked in diverse functions and having headed for six years the joint-venture auto-components company SRF Nippondenso, near Delhi, which introduced him to Japanese TQM. His experience spans 57 years, including 32 years to date in the quality field. He has guided companies for the past 20 years as an independent counsellor in quality-based management and has been associated with twelve successful Deming Prize challenges including two for his parent company, SRF, where he continues as adviser. He has taught and advised Ashok Leyland, CEAT, Indus Towers, JSW Steels, the Mahindra group, Tata Quality Management Services, Tata Steel and other organizations.

Ramanathan is a founder member and past President of ISQ with which he continues to be actively engaged. He has been on the Board of Asian Network for Quality (ANQ). He has played leadership roles in promoting Quality in CII, the Quality Council of India (QCI) and the Indian Machine Tool Manufacturers' Association.

Ramanathan is an Academician in the International Academy for Quality (IAQ) and serves on its Board as Vice President, and as Chair of its Examination Committee. He founded the IAQ Think Tank on Quality in Planet Earth Concerns in 2015. In 2021, Ramanathan wrote, together with co-author Dr Gregory Watson, a Quality Manifesto for the 21st Century, which was adopted by IAQ. It is endorsed by twenty-one national Quality Bodies and institutions and has been translated into fourteen languages including Chinese, Spanish and Arabic.

Ramanathan has conducted many training programs, including a series on *Creating the Extraordinary Organization*, for CEOs and top managers, and a series of Webinars *HoPE through Quality, which deals with sustainability*. He has spoken at many international conferences, and has published numerous articles and papers in both academic and lay journals.

Ramanathan has received several awards:

- 2021: Edwards Medal from the American Society for Quality (ASQ) for outstanding leadership
- 2018: Dronacharya Award from ISQ for leadership in guiding Indian organizations
- 2017: Ishikawa-Kano Award – Silver Medal of ANQ for long-term contributions to quality
- 2022: Outstanding Jury Selection Award of QCI for groundbreaking initiatives ...
- 2022: Founders Medal for extensive contributions to the furtherance of the IAQ goals
- 2017: Yoshio Kondo Award of IAQ for academic research
- 2012: CII Cluster Champion award for championing the cluster method of TQM dissemination

About ISQ

Indian Society for Quality (ISQ) is a not-for-profit society established in 1996 to fill the need for a national forum for interaction among quality professionals, leaders, practitioners and academics. ISQ is a non-partisan, independent body that attracts and invites individual members from business organizations, health care and educational institutions, government agencies and NGOs. Members share their knowledge and learn from each other. ISQ is thus engaged in both creating and disseminating knowledge.

Its mission is to contribute to the thriving of humanity in a healthy planet.

ISQ is well linked to similar national quality bodies in other countries. It is a board member from its very inception and has represented India in the Asian Network for Quality (ANQ). ISQ is a national partner to Quality Sustainability Award promoted by International Academy for Quality. ISQ is the face of India in the world of quality.

To know more visit <https://isqnet.org/about-us/index.html>