



# VALUE TALK

A MONTHLY NEWSLETTER BY ADD VALUE CONSULTANTS

Add Value Consultants is a leading Management Consulting Firm serving Indian Industries. This Newsletter is an endeavor to provide updates, understanding and sharing of global practices to the Business Owners, Mangers, Academicians and Executives.

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## Editorial Note

Dear Readers,

Wishing everyone a very Happy Diwali!

This festival of lights reminds us that progress is ongoing. In today's dynamic business world, ISO standards are just the starting point.

Our featured article explores what lies beyond compliance - how organizations can shift from process-driven systems to culture-driven excellence, fostering growth, innovation, and lasting impact.

As we celebrate, let's remember: success isn't just meeting standards, but continuously raising them. May this Diwali inspire every organization to illuminate its path to meaningful progress.

Have a Great Time....!!!

Regards,  
Chetan Bhojani

BEYOND ISO STANDARDS

Industries, Service houses and organizations aspiring to improve their performance, **generally** adopt ISO Standards.

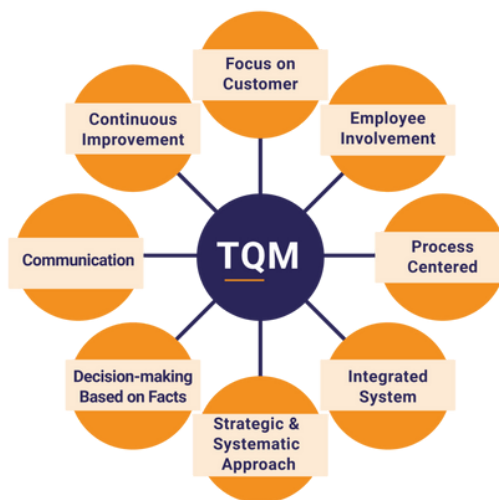
**ISO standards** are useful in a way that they inculcate the organizations to work with a proven process and in systematic way. There are different standards to achieve different purposes. E.g. the most popular **ISO 9001 Quality Management Standard** is used to demonstrate the organization’s commitment to quality and meet customer expectations. **IATF 16949** is QMS Standard for automotive units. **ISO 14001** is used to demonstrate commitment to regulatory compliance and environmental improvements. **ISO 45001** is used to assess risks, improve workplace safety and occupational health. Most of the units just feel contented after adopting one or more of these standards.

There are standards available according to the purpose to be achieved with each standard having specific purpose. **However, standards are not designed to meet all major requirements of an organization.**

For this, certain comprehensive Management philosophies and frameworks like **TQM** (Total Quality

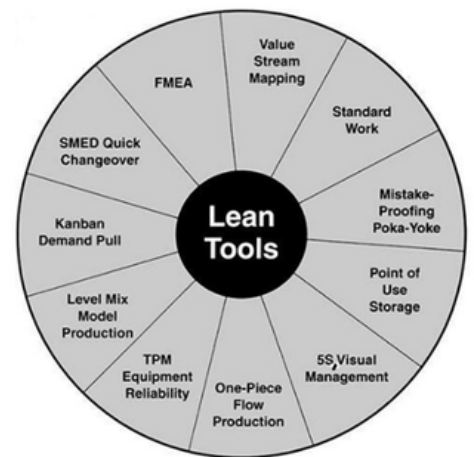
Management), **TPS** (Toyota Production System or Lean Manufacturing), **TPM** (Total Productive Maintenance) and **WCM** (World Class Manufacturing) are used to achieve larger purposes and thorough groundbreaking improvements, which involves each and every employee of an organization.

**TQM** is used to improve the internal processes of an organization to provide quality product/services to the satisfaction of its customers with minimum errors and delays, involving all employees. Its framework is influenced by work and thinking of Quality Gurus Ishikawa, Dr. Edwards Deming and Dr. J M Juran. Eight principles of TQM are as follows –



**TPS/ Lean** is another Management system adopted by organizations to improve their performance. Car manufacturer Toyota’s industrial engineers **Eiji Toyoda and Taiichi Ohno** developed this between 1948 and 1975.

The basic objective of TPS or **Lean Manufacturing** is to eliminate 8 types of wastes in the production system. Detailed work methods and principles are described in the book: **The Toyota Way: 14 Management Principles from the World’s Greatest Manufacturer”** Jeffery Liker (2003: McGraw – Hill)



Thousands of Indian manufacturing companies, large and small, are following **Lean Mfg.** system and have benefitted immensely. **Quality Council of India** helps industries technically and financially for its adoption and recognizes their efforts.

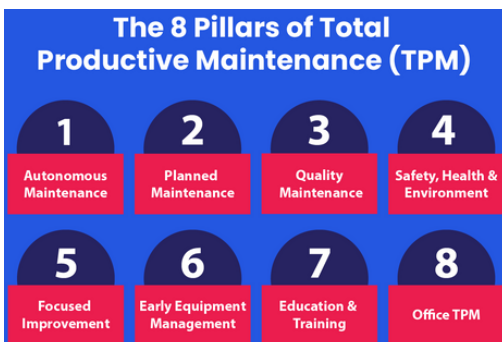
## VALUE WAVES :

**TPM (Total Productive Maintenance):** In any production unit, availability of its machines and equipment, its performance and qualitative output are vital for uninterrupted operations. Its importance was established by **Seiichi Nakajima** in Japan in 1971.

This necessitates involvement and participation of all frontline operators and technicians. In fact, they take full ownership of the machines they work with for its optimum performance.

The goal of **TPM** is to enhance the volume of the production, job satisfaction and heighten the employee morale.

For improving equipment reliability, eight proactive and preventive techniques are identified, which are called **Eight Pillars of TPM**.



### **WCM (World Class Manufacturing)**

**WCM** is actually amalgamation of all earlier systems described, Viz. TQM,

TPS and Total Productive Maintenance (TPM). It emphasizes Top down, i.e. Higher management involvement. WCM has a very structured approach, having 10 Managerial and 10 Technical pillars.



There has to be an audit every 6 months and departments has to earn 50 Points, measuring Continuous improvement. **Japanese Institute of Plant Maintenance (JIPM)**, periodically revise the criteria to keep it current according to the industrial and technological advancements.

Foreign organizations like Unilever, Fiat, Chrysler, Whirlpool and Indian organizations like **Aditya Birla group** has adopted **WCM** to implement change throughout the organization by systematic efforts.

ISO-certified organizations shouldn't stop at ISO implementation but should adopt additional management frameworks for continuous growth and sustainability.

### **About the Author**



**Mr. Dinesh K. Kakkad**

He is a CEO Mentor, Coach, Guide, hand-holder and all level trainer for Organizational transformation.

**Faculty Development Program (FDP) held at Christ College, Rajkot with Chetan Bhojani as a speaker, bridging academia, industry, and entrepreneurship!**

