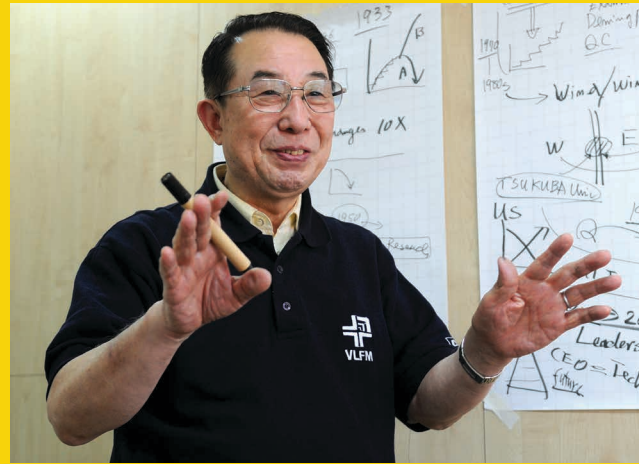


THE CONFEDERATION OF INDIAN INDUSTRY is one of India's top industry organizations, representing thousands of large and small firms across sectors. Tracing its origins to 1895, it has been closely involved in the progress of Indian industry—especially since 1991—by giving industry perspectives on economic policies and working with firms for competitiveness and international connectivity.

THE JAPAN INTERNATIONAL COOPERATION AGENCY (JICA) is Japan's sole development agency and it supports the resolution of issues of developing countries by using the most suitable tools of various assistance modalities such as Official Development Assistance (ODA) loan, Technical Cooperation and Grant Aid. JICA is the world's largest bilateral development donor agency and India is its largest development partner. JICA is extending its assistance to contribute to stronger relations between Japan and India.



Shoji Shiba was Chief Adviser to the Visionary Leaders for Manufacturing (VLFM) programme, launched by the Japan International Cooperation Agency, since its inception in 2007 till March 2013. He initiated the Learning Community in India in 2004, which formed the bridge to the VLFM activity.

He was awarded the Padma Shri by the Government of India in 2012 for his contribution towards the transformation of India's manufacturing sector in becoming globally competitive. He was honoured with the Order of the Sacred Treasure, Gold Rays with Neck Ribbon by the Emperor of Japan in 2011. Since April 2013, Prof. Shiba has been Chief Adviser to the Champions for Societal Manufacturing (CSM) programme.

Cover design by Haitenlo Semy



7 DREAMS TO REALITY

PROF. SHOJI SHIBA



From Padma Shri awardee and acclaimed Japanese management guru

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7 DREAMS TO REALITY



TRANSFORMING INDIAN MANUFACTURING

What will it take to transform manufacturing in India?

Prof. Shoji Shiba, renowned Japanese management guru and Padma Shri awardee, gives us the answer by telling us the stories of seven exemplary locomotives of change for Indian manufacturing. The book relates the work done by Prof. Shiba—who began his tryst with Indian manufacturing in 2004, when he travelled to India at the invitation of the Confederation of Indian Industry (CII)—with top Indian management and engineering schools and CII to create the Visionary Leaders for Manufacturing (VLFM) programme, with support from the Japan International Cooperation Agency.

Focusing on the principles of Breakthrough Management in the VLFM programme—including simple things like listening to the customer, anticipating and preparing for change, and dealing with employees and the society at large—the book tells us about a manufacturing model that is more responsible and responsive, more evolved and ethical. In an easy, chatty style divorced from management jargon, Prof. Shiba, the pioneer of Breakthrough Management, shows us how the seven entities that applied these principles blazed new trails in product development and organizational transformation, and also set the foundation for creating a new generation of leaders—India's first management of technology programme. The inspiring stories in this book will resonate—beyond the manufacturing sector—with each one of us aiming to achieve Breakthrough success.