



Confederation of Indian Industry



Visionary Leaders for Manufacturing

Batch 8 (2014 - 15)

The VLFM Programme

CII's Visionary Leaders for Manufacturing (VLFM) Programme is a flagship programme under the Indo-Japan Joint Technical Cooperation Agreement. The programme has its genesis in the request that Dr Abdul Kalam, then President of India made to Prof Shoji Shiba, world-renowned expert in Breakthrough Management, to initiate a process to transform India's manufacturing sector. The programme has been endorsed by the Joint Technical Cooperation Agreement signed by the Prime Ministers of India and Japan in December 2006 and thereafter.

This path breaking programme is started by Confederation of Indian Industry (CII) in partnership with Japan International Cooperation Agency (JICA), Government of Japan and National Manufacturing Competitiveness Council (NMCC), Government of India, with support from Ministry of HRD, Government of India. The other partners in the programme include Indian Institute of Management, Calcutta, Indian Institute of Technology, Kanpur and Indian Institute of Technology, Madras.

The objective of CII's Visionary Leaders for Manufacturing (VLFM) Programme is to develop a pool of leaders who would steer the dynamic growth of the Indian manufacturing sector in the coming years. The programme is creating a community of various levels of managers in the industry to build a vibrant Indian manufacturing sector.

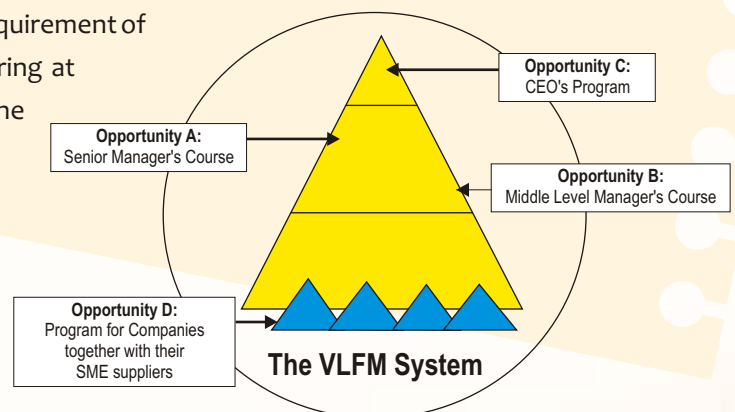
To date, close to 1125 managers from more than 250 companies in India's manufacturing sector have been trained through this programme.

Background

Growth of the manufacturing sector in India has been recognized as a key thrust area by the Government of India. For this, NMCC has drawn up a long-term manufacturing strategy which includes strengthening education and training at various levels. To create the visionary leaders in industry who will bring about the transformation in Indian manufacturing, four different streams (called Opportunities) of programmes are offered under the VLFM umbrella. The four opportunities are as illustrated alongside.

Collectively, as a system this addresses the national requirement of building leaders for the future of Indian manufacturing at different levels. CII-VLFM Initiative offers three of the programmes for the CEO's, Senior Manager's and the Visionary SME programme.

Creating **Locomotive Companies** by the VLFM System



CII-VLFM Initiative

The CII-VLFM Initiative symbolizes a highly successful and unique Industry-Academia-Government (IAG) partnership that was set up with support from Japanese and Indian Government, since 2007. Its aim is to enable breakthroughs in business models, business processes and products, and fostering inclusive growth, while making India globally competitive. It works to build capacities in companies and academia to accelerate diffusion of VLFM concepts and transform mindsets by working with managers across levels and Industry.

Vision: To enhance the competitiveness of Indian Manufacturing by applying transformation technologies and processes for building capabilities of organizations and competence of managers and contribute towards the objectives of India's new National Manufacturing Policy.



VLFM Programmes

- Leadership Skill Development: CII-VLFM Initiative aims to develop leadership skills through three programmes to manage 10X change, become globally competitive and lead breakthroughs. These include:
 - *Senior Manager's Programme*
 - enables managers with over 10 - 15 years experience to sense the latent needs of the customer and 10X changes in the business environment, to arrive at breakthrough ideas for implementation.
 - provides an opportunity to see Indian business from an outside perspective through Japan Visit and "Self-Initiated Research" (SIR).
 - *CEO's Programme*
 - sensitizes CEOs to the skills available with their senior managers and enables them to lead breakthrough projects in their organizations.
 - *VSME Programme*
 - helps build "WIN-WIN relationship" between customers and suppliers, by creating a synchronized flow.
 - changes mindset to "DO-DEMONSTRATE-PRACTICE"
- Research: CII-VLFM Initiative facilitates the development of deeper insights through implementation of VLFM methods in the practicing companies & helping them to understand themselves better and learn from experience and analysis. The programmes of the Initiative also provide opportunity for understanding the societal needs and thus creating new business opportunities.

Chief Advisor



Professor Shoji Shiba, a globally-acclaimed authority on **Breakthrough Management**, is the **Chief Advisor** to the programme.

Prof Shiba, Professor Emeritus, University of Tsukuba, Japan and Advisory Professor, Shanghai Jiao Tong University, China, was also the Adjunct and Visiting Professor at Massachusetts Institute of Technology (MIT) from 1990 to 2004. In 2002, he was awarded the Deming Prize for Individuals and nominated as member of the International Academy for Quality in 2003. He has been honored by the Emperor of Japan with the Order of the Sacred Treasure for his work with Indian academia and industry in 2011. He received Padma Shri Award from President of India in 2012 for his significant contribution to Indian manufacturing industry.

He has authored many books and manuals including **"Breakthrough Management"**, **"Four Practical Revolutions in Management"**, and **"Five Step Discovery Process Manual"**. His more recent contributions are epic-like book **"Creating Visionary Leaders in Indian Manufacturing"** which captures the complete history of the VLFM Initiative, and the best-seller publication from Penguin Books, titled **"7 Dreams to Reality – Transforming Indian Manufacturing"** in 2013.

Professor Shiba has been associated for more than a decade with the very successful programme "Leaders for Manufacturing Program" (now known as Leaders for Global Operations) at the MIT.

Faculty

For about a decade, Professor Shiba has been working in India to create an innovative learning environment for developing Indian manufacturing industry, with help of noble and like-minded Indian and Japanese experts. Japanese subject experts visiting India under JICA's support also transfer leading edge manufacturing management knowledge and skills to the senior Managers of Indian manufacturing industry.

Accomplished manufacturing professionals from leading companies in Indian Industry who have been mentored by Prof Shiba over the last many years will be the 'Module Directors'. A pool of about 50 senior manufacturing managers from Indian Industry, who have been trained by Prof Shiba, support the programme as 'Demonstrators'.

VLFM Principles

The VLFM programme believes in enabling learning by creating an innovative and learning environment. Further, the programme reinforces skill building rather than conceptual training alone and focuses on mindset change. To develop the skills required by leaders for achieving breakthrough outcomes and results in business, 70% of the programme is focused on hands-on, practical learning and skill development. Only 30% of the programme is centered on classroom inputs and learning. Course delivery is done through an appropriate mix of class room lectures, case studies, class room exercises, field visits, guest lectures by dignitaries and luminaries, and individual and team assignments.

Modular structure of the programme

For effective learning, the programme is delivered in five classroom modules, conveniently spaced over eight months. In addition, there will be a Japan Visit Module, which comprises of learning by observation. Details of the modules are given elsewhere in this brochure.

Japan Visit Module

An International Study Visit to Japan is an integral part of the programme. This has an objective to understand national / global business and manufacturing environment and build skills for learning through cross cultural study opportunities.

The overall objective of Japan visit module is to see India from outside, study cultural aspects of Japanese society and develop insights on Japanese manufacturing.

Innovative Learning Environment: Japan Visit



Success Stories

The Senior Managers who have completed the programme are implementing the learnings from the programme in their respective companies. They share their success stories with a larger audience in a **Learning Convention** held annually.



Significant Achievements



Godrej 'Chotukool': A small portable refrigerator suitable for rural applications.



SONA 'EPAM': A low cost electric power assist module for off-highway vehicle applications.



Kirloskar 'Submersible Pump': Helping farmers to reduce consumption of power.

Recognition of participants

Successful participants of VLFM Senior Manager's course will receive a certificate during the flagship event "Annual Session", organized by CII-VLFM Initiative.



Credentials

Most CEOs of participating companies believe that:

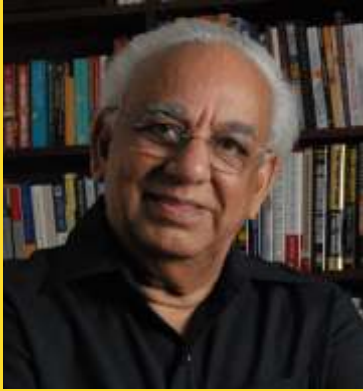
- VLFM participants develop a systemic thinking process and are beginning to approach real-life situations with the BIG M perspective.
- They are maturing into leaders, capable of taking on challenging responsibilities and leadership role.
- They are more confident of themselves, due to the methodology of participation and networking used in the VLFM Programme
- They are more focused and have developed the mind-set to listen.

Alumni Speak

"Japan visit was a life time opportunity for me. We observed and learnt so many things which were unique to implement. Now I am trying to chalk out the plan to share and implement the learnings in Japan in my organization".

"A significant impact that the VLFM programme has made on me relates to my behavior. I have become very conscious of the fact that as a responsible leader of a department in the organization, non-verbal communication is also very important. Also that all my actions are being watched 360 degrees. This has brought in enormous energy and enthusiasm in my way of working".

"I feel that the five modules of five days each, scheduled over about 9 months, is the best balance between our busy work life and the need to rejuvenate ourselves with new knowledge and skills. In hindsight, it is the best thing that has happened to me to prepare me for future leadership role. I am very thankful to my company to give me this privilege".



Dr V Krishnamurthy
Chairman, National Manufacturing
Competitiveness Council (NMCC)

Japan is a role model for many in the world, for excellence in manufacturing. India values Japan as a good partner in the dream of achieving breakthrough success in the manufacturing sector. VLFM is acting as a bridge to bring this competence to India, under the Indo-Japan Technical Cooperation.

VLFM mission to transform Indian Manufacturing and a strong drive to give back to Indian Society is surely supplementing India's National Manufacturing Policy (NMP) which looks at enhancing the share of manufacturing in the GDP to 25% within a decade and creating 100 million jobs in the manufacturing sector.

We hope to further intensify these efforts and facilitate even higher and beneficial outcomes from this unique example of successful collaboration model between Industry, Academia and Government.



Mr Venu Srinivasan
Chairman, CII-VLFM Initiative, and,
Past President, CII

The Visionary Leadership for Manufacturing (VLFM) programme is yet another pioneering and path-breaking initiative of CII towards enhancing the competitiveness of Indian manufacturing industry. After the highly successful TQM movement, I am sure that the VLFM programme will help India move some more distance towards becoming a global manufacturing hub.

The programme, structured as five Classroom modules in India and a Japan Visit module, over a period of 10 months is an ideal offering for raising the competence of senior managers who are being groomed for leadership positions. The approach of the managers after attending the programme bears testimony to this.

On behalf of CII, I express my sincere thanks to Padma Shri Prof Shoji Shiba, who, along with the founders of VLFM, have pioneered a programme of such profound value.



Mr Chandrajit Banerjee
Director General, CII

The twin imperatives of raising the manufacturing GDP and the need to provide jobs for the Indian youth calls for developing new leadership skills to transform Indian Manufacturing. I am very happy to state that the VLFM Programme that was started in 2006, as a process for bringing about transformation in the manufacturing industry in India, has, within a short span of seven years, created a pool of over 1125 inspired leaders, consisting of CEOs and managers across various levels, to initiate and implement breakthrough projects in manufacturing.

The programme emphasizes skill building over conceptual learning in an innovative and learning environment, leading to a transformational mindset change amongst the participants.

We are very grateful to NMCC, JICA, Ministry of HRD - GoI, Prof Shoji Shiba, Mr Takeyuki Furuhashi and other stakeholders who have created this unique programme for developing the leadership that is necessary for Indian manufacturing.

Participating Companies

Companies benefited from the VLFM 'A' Programme

DIVERSIFIED GROUP COMPANIES



AUTO OEM



NEW PARTICIPANTS



Leadership with trust



Tata Yazaki Autocomp Ltd
Automotive Stampings & Assemblies Ltd



Manipal Technologies Ltd. formerly Manipal Press Ltd.



AUTO COMPONENTS



ENGINEERING



Enriching Lives



PUBLIC SECTOR UNDERTAKINGS



OTHERS



Nominations_____ooo

Target Organisations_____ooo

Medium to large-sized organizations in the Manufacturing sector will benefit most from the programme.

Profile of Participants_____ooo

This is a Leadership development programme for Senior Managers. Organizations are, therefore, encouraged to nominate such senior executives who are being groomed for taking up business transformation roles in the future.

Guidelines for Nominations_____ooo

1. CEOs are requested to engage themselves actively in the identification of the participants.
2. The following guidelines may be useful to identify candidates who can bring good results for the organization, after attending the programme.
 - The participant must have a working experience of 10 - 15 years
 - The participant must have a holistic business perspective
 - The participant must be open to change himself / herself
3. CEOs are encouraged to clarify the post-programme expectations with the participants, at the time of nomination itself. It is recommended that the CEO and the participant agree on a 'business project' which the participant should engage in during and/or after the programme.
4. It is important that an organization has at least two persons trained in the VLFM principles and practices to effectively set the internal transformation process rolling. Therefore, it is recommended that organizations nominate at least two participants to the programme, to get best returns from the programme.
5. CII will facilitate to set up interactions for the senior leadership of the participant companies with Prof Shiba, in order to explore company-specific projects that could be assigned to the nominated participants.

Programme Fee

The Participant Fee for the programme is Rs 5,00,000/= (Rupees Five Lakhs only) per participant, on a non-residential basis. This covers the professional fee for the five modules of five days each, general course material, vegetarian lunch / dinner and tea / coffee during the programme. The fee does not include the cost of travel, boarding and lodging, local transport in Mumbai / Gurgaon for the modules, nor to Japan and other locations within India. Applicable Government taxes and levies (eg. Service Tax) will be payable additionally, at the prevailing rates.

A discount of 5% will be offered to organizations nominating 3 or more participants to the programme.

Payment of fees is to be made along with the nomination, by Demand Draft / Cheque, drawn in favour of "Confederation of Indian Industry", payable at New Delhi. Electronic Payment option is also available.

Other Terms and Conditions

- Participation fee is non-refundable / non-adjustable against any other programme of CII. However, change in nominations may be considered.
- The Programme is non-residential for Modules 1 to 5.
- 100% attendance in all the modules is mandatory. Absence from the module may result in termination of participation in the programme.

Last date for Registration

3rd June 2014

For Registration, please use enclosed Nomination Form

For enquiries and nominations, please contact

S D Puranik

Executive Director

Confederation of Indian Industry
CII Naoroji Godrej Centre of Excellence
Godrej Station-side Colony
Opp Railway Station, Vikhroli (East)
Mumbai - 400 079
Tel : 91 (022) 2574 5146 / 5148
Fax : 91 (022) 2574 3361
ciicoe@vsnl.net / s.d.puranik@cii.in

Ms Madhu Arya

Deputy Director

Confederation of Indian Industry
Plot No 249 F, Sector 18
Udyog Vihar, Phase IV
Gurgaon - 122 015
Tel : 0124- 4014084
Fax : 0124- 4014057
madhu.arya@cii.in

website: www.vlfm.org

Visionary Leaders for Manufacturing Programme

Batch 8: July 2014 to May 2015

NOMINATION FORM

We are happy to nominate the following senior executives of our organization for the above programme.

I. Nominee details

Name/s	Designation	Mobile	E-mail
1			
2			
3			
4			

Our Cheque / Demand Draft No dated.....

for Rs..... drawn in favour of "Confederation of Indian Industry", payable at New Delhi, is enclosed herewith.

Name: Designation:

Organisation.....

Address.....

Telephone: Mobile:

Email:

Signature and stamp of the Nominating Authority:.....

Schedule of Modules : Batch 8

Module	Objective / Content	Location	Dates
Module 1 <i>Orientation & Breakthrough Management</i>	Objective Introduction to achieving Breakthrough (10X Change)	Mumbai	Group 1 : July 26 to 30, 2014 Group 2 : Aug. 1 to 5, 2014
Module 2 <i>Expanding the Horizontal Perspective</i>	Objective Expanding the horizontal perspective of business with focus on efficient flow	Gurgaon	Group 1: Sep. 17 to 21, 2014
Module 3 <i>Vertical Exploration of Customer's Latent Needs</i>	Objective 1. Expanding the Leader's horizon from small m to BIG M 2. Understanding the Customer's Latent Needs	Mumbai	Group 1: Nov. 5 to 9, 2014
Module 4 <i>Strategy for Business Growth</i>	Objective Setting the Business goals and formulating strategy	Mumbai	Group 1: Dec. 6 to 10, 2014
Module 5 <i>Realizing Business Results</i>	Objective Drive tangible results through breakthrough projects.	Mumbai	Group 1: Feb. 4 to 8, 2015
Module of <i>Japan Visit</i>	Objective See Indian Business from outside perspective	Japan	May 2015



Accelerating Growth,
Creating Employment



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has over 7200 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 100,000 enterprises from around 242 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues.

Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

The CII theme of 'Accelerating Growth, Creating Employment' for 2014-15 aims to strengthen a growth process that meets the aspirations of today's India. During the year, CII will specially focus on economic growth, education, skill development, manufacturing, investments, ease of doing business, export competitiveness, legal and regulatory architecture, labour law reforms and entrepreneurship as growth enablers.

With 64 offices, including 9 Centres of Excellence, in India, and 7 overseas offices in Australia, China, Egypt, France, Singapore, UK, and USA, as well as institutional partnerships with 312 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

Confederation of Indian Industry

The Mantosh Sondhi Centre

23, Institutional Area, Lodi Road, New Delhi - 110 003 (India)

T: 91 11 45771000 / 24629994-7 • F: 91 11 24626149

E: info@cii.in • W: www.cii.in

Follow us on :



[facebook.com/followcii](https://www.facebook.com/followcii)



twitter.com/followcii



www.mycii.in

Reach us via our Membership Helpline: 00-91-11-435 46244 / 00-91-99104 46244
CII Helpline Toll free No: 1800-103-1244