



MQH COMPETITION ..... *The Success Story*

# MQH Competition.....

8 & 9 March 2018

***The Success Story***



## MQH COMPETITION ..... *The Success Story*

### **INTRODUCTION**

Quality is not restricted to any industry, company, process or any other parameters; it's a DNA that runs deep through the veins of any organization. An organization moves towards excellence when it looks at cross industry best practices and adapts the same to bring in improvements.

The MQH Competition was initiated as a platform for this cross pollination of best projects. We are proud to state that we were largely successful in creating the desired effect among all organizations. The zeal and the enthusiasm of each and every participant were unparalleled. To put it more simply, we could see a nation on one platform, the MQH platform.

This year the MQH competition showcased the best projects of 38 organizations in a nail biting 10 min slot for each participating organization. The most unique and noteworthy aspect about all these organizations was the eagerness to learn something new from organizations across sectors. It was learning in true sense.

This booklet aims to capture the essence of the event and cross industry practices. We wish all our readers a very happy learning!



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### *Testimonials*

*"Quality does help People. The MQH Competition has provided a stepping stone for another landmark"*

**Dr. Vijender Singh, Institute of Human Behaviours & Allied Science (IHBAS)**

*"It was a great platform. Sitting on the podium I have made note. Let's see what we can implement"*

**Dr. Shubha Pandit, K J Somaiya College of Engineering**

*"Happy to be home! Its great platform and a forum to share and interact"*

**Ms. Aarti Mahtre, GIIS Tokyo**

*"It was an enriching experience. The program was well conducted and the entire team was very helpful. We look forward to participating again"*

**Mr. Raman Jha, HDFC Standard Life**

*"This recognition from an institution of RBNQA repute, strengthens our belief that adoption of best practices is a gateway to achieve business excellence"*

**Mr. L. Sriram, Bharat Petroleum, Mumbai Refinery**

*"More than winning, this event provided us with a platform to learn from others, small initiatives that we can also implement at our end"*

**Mrs. Avani Oak, K J Somiya Institute of Nursing**

*"It was a wonderful experience presenting in the MQH competition. It was good to see a healthy competition between the corporate and I seriously felt that each of them had presented very different and valuable projects"*

**Mr. Bhupesh Aggarwal, ICICI Bank Limited**



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### **SESSION 1: INAUGURAL SESSION**

The inaugural session began with the dignitaries being welcomed on the podium by Ms. Maya Desai, Director, IMC RBNQA Trust. Mr. Lalit Kanodia, President, IMC Chamber of Commerce & Industry, welcomed the dignitaries and all the participants. Mr. Kanodia walked us through the rich cultural history that IMC Chamber has witnessed over the years as one of the premier apex chambers from the Western Region of India.

Mr. Niraj Bajaj, Chairman, IMC RBNQA Trust presented the introductory remarks. He mentioned that the IMC RBNQA process completed 21 years of recognizing excellence in organizations across sectors of Business, Health Care and Education. Paralleling the MQH Competition also evolved from a platform to showcase best projects of winning organizations to one that provides opportunity to all organizations irrespective of being an IMC RBNQA winner. This has reflected in a good participation of 49 organizations in the 2018 Competition. All the submissions went through a stringent assessment process by members of the IMC Quality Improvement & Technology Committee and senior IMC RBNQA examiners. Thirty eight organizations were the finalists for the MQH Competition.

Mr. Suresh Lulla, Co Chairman, IMC Quality Improvement & Technology committee, in his address elaborated on the importance of Quality to achieve excellence. Quality is not a new concept. It has been there right from the time of Craftsmen. Quality was in the DNA of all the craftsmen who build the Taj Mahal or the Pyramids. Innovative concepts need not be complex, it rather addresses simplicity. It is important that leaders follow the Plan-Do-Check-Act regularly.

Mr. S S Sunderrajan, Managing Director, Bharat Oman Refineries Ltd - Bina, in his key note address spoke on “Managing Change for Excellence”. He shared his thoughts on how some organizations have undertaken change or just a simple paradigm shift. The basic goal is how to conduct business. There could be various reason for change including market situations, change in customer demand, regulatory requirements etc. A key factor would be to maintain a continuous flow of communication with customers and employees.

The session concluded with the presentation of the 2017 Certificate of Excellence to Examiners who participated in the 2017 IMC RBNQ Award Cycle and performed well in terms of team leadership, adherence to timelines, effective feedback report and displayed a dignified approach in all interactions.



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### **SESSION 2: MANUFACTURING CATEGORY**

Manufacturing sector forms one of the main crux for the growth of our country. New initiatives such as “Make in India” bolster the need for continuous excellence in our production. The one common attribute observed in this category was the need to continuously improve process for the benefit of the organization and ultimately the customer.

At the conclusion of the session the Panel of Judges made the following observations:

1. Presentation of the best projects in a simpler format without using too much technicality to enable better understanding of the concept.
2. All results need to be compared with a certain benchmark that helps assessing achievement.

From the manufacturing sector six organizations presented their best projects, where BPCL emerged as winner. Let’s review each of them.

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### ❖ Bharat Petroleum Corp Ltd, Mumbai : (Winner of Session 1)



**Mr. L Sriram, Chief Manager - QMS & Ms. Asawari Kelkar, Chief Manager - Advance Control & Optimization  
Bharat Petroleum Corporation Ltd, Mumbai Refinery, Mumbai**

**Model based Real Time monitoring and optimization of Utilities** - Manufacturing is currently undergoing a great change. This change acts as a catalyst to innovation. BPCL therefore kept this thought process in mind and incorporated artificial intelligence to ensure smooth working. The additional environmental norms, complex power supply and tariff arrangements add additional pressure on the overall utilities. Based on these inputs BPCL came up with an ingenious idea of online monitoring of steam generation and consumption in boilers and process units. With this method the monitoring of power generation in gas turbines and consumption by process plants was simplified. The deployment was trouble free and the transition was exceptionally smoothed due to effective user training and participation of all stake holders during conceptual and design stage.

**Achieving Operational excellence by system driven Interlocks Management Process** - BPCL Mumbai Refinery, recognized that supporting positive attributes of safe manufacturing is the real measure of working safely and believes in proactive risk management and go beyond statutory requirements. This understanding gave birth to development of "Interlock Management System" for achieving reasonable and effective control on harmful energies, high risk potential aspects of manufacturing operations. To ensure process safety in process plants and equipments each system has an "Interlock Management system" that forces an employee to operate only if the system finds no faults or flaws. In response to a query on the benchmarking, BPCL informed the panel that they were the first to adopt this methodology which is now a benchmark in the petroleum industry.

BPCL was ecstatic about winning in this category, stating that *"This recognition from an institution of RBNQA repute, strengthens our belief that Adoption of best practices is a gateway to achieve business excellence"*

***We congratulate Bharat Petroleum Corporation Limited for their contribution and hope they generate many more benchmarks.***

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### ❖ Ultra Tech Cement Ltd, Unit Gujarat Cement



**Alternative Fuels and Raw Materials-** A huge plant requires a good amount of fuel to continuously provide the required outputs of production. Conventional fuels such as coal, petroleum coke, oil and natural gas are used to run the plant efficiently; however this takes a toll on the natural resources, moving them towards scarcity. Ultra Tech cement intelligently tried to move away from this traditional barricade and created alternative fuel. This simple methodology was to analyze the scrap material and residual waste in their backyard. Employees were encouraged and trained to segregate the industrial waste and reprocess this to utilize it optimally. Taking this initiative a step ahead, Ultra Tech even encouraged the local farmers, villagers and communities to contribute to these initiatives, hence building the reach of these local markets.

**Insulator online cleaning without taking shutdown -** This unit of Ultra tech cement is located near the costal side of India, making it more prone to humidity that ultimately causes erosion. To ensure safety and longevity of these equipments, a regular maintenance is carried out. This involves shutting down the machine and carrying out regular maintenance work by workers who are required to climb up the chambers and carry out manual maintenance activities. Shutting the machine for a couple of hours can cause financial damage to the organization and also cause disruptive services to the nearby cities. Hence after some brain storming, the organization devised a mechanism to use a process called Hotline Washing, this ensures that there is no need for power shut downs and has proved to be safer in a more economical way. This effort also ensures safety of the workers who are not required to climb up the machine any more.

*We thank Ultra Tech Cement, Gujarat Cement Works for their valuable contribution.*



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### ❖ Talwandi Sabo Power Ltd (A Unit of Vedanta Resources)



**Steam Turbine Lube Oil Cooling System Modification** - Vedanta uses steam turbines to cool down systems. Every Steam turbine shaft even after unit shutdown needs to be rotated slowly so as to prevent bowing of rotor on account of its heavy mass. Turbine rotor is hydro dynamically lubricated through lubrication oil pump which is kept in service. To keep the machine in service, three pumps are used, out of which only two are used regularly. The third additional pump was shut down, hence saving extra energy. The major contribution from this project was the reduction in green house gases and harmful toxins in the air.

**Additional Manhole installation in boiler pent house** -This practice followed by Reducing unplanned maintenance time is key to improving both Overall Equipment Effectiveness (OEE) and Return on Asset (ROA) for any manufacturing unit. An additional Manhole is introduced to vent out the additional steam which helps in saving considerable amount of time in cooling the system. This practice has saved more that Rs.1.77 core. Moreover, this practice can easily be replicated in other power stations without any hassle. This also ensures that the best of waste is utilized.

*We thank Talwandi Sabo Power Ltd. for their valuable contribution.*



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### ❖ National Steel & Agro Industries Ltd.



#### **Quality yield augmentation of Continuous Alu-Zn coating line by using Quality Maintenance practice**

Coil making requires various runs, each process interlinked to the other. Coating the coil was not up to the required standard and caused erosion in the final output. To create an excellent product and reduce the cost to the process, all the defects that directly affect the yield were identified. New counter measure was created to ensure that these defects are corrected and preventive for all future occurrences. Continuous assessments were carried out of all improved parameters which was associated with overall quality yield of the coating line. Due to this project the yield quality increased from 93% to 96% with lesser utilization of resources.

#### **Quality Improvement in Coating 55% Al,43.5 Zn by Optimizing Processing parameters of base**

**Substrate in rolling stage** - Basic principle for any surface coating is that surface should be cleaned & free from any oxide layers, dust, rust, grease etc. In Cold rolling process of steel, rolling oil is used as coolant. Before going to coating process, traces of oil from steel surface needs to be removed. To overcome this defect of poor adherence the supplier provides the online sheet cleaning/decreasing section. Certain measures were incorporated that ensured the cost of production reduced by nearly 20%. NSAIL by passed the online cleaning section while ensuring a quality output.

*We thank National Steel & Agro Industries Ltd. for their valuable contribution.*

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### ❖ Marico Industries Ltd.



**Creating the Workplace of Future** – Being future ready is one of the main concepts of Marico. Since most of the new joiners belong to generation Y, the organization wanted to create a sustainable workplace that is future. A new concept called “Workplace by Facebook” was introduced in the organization. Workplace has been used by members to communicate, share, collaborate, learn, listen, celebrate, recognize and connect formally and informally across the organization. Close to 900 active members contribute to Marico’s culture and social fabric through Workplace on a weekly basis. There was special care taken for mother such as providing them with ample leave, flexi working hours, and home transport up to the time of delivery. The supervisors are also provided with special booklets that help them deal with the situation better. This ensures 100% return to work for Marico, which is a big achievement for them.

**Fostering Innovation at Marico** – Innovation is one of the core values at Marico. Throughout the year various initiatives are organized by Marico to ignite idea generation among everyone. Being a vast organization, everyone is encouraged to contribute irrespective of their geographic location. Session such as MarVel, Digital Think Tank, Innovation award, ILearn, Maricognize etc. are organized through the year. Due to this organization has stumbled upon some really good concepts that have saved around 209 cores to the organization that were pooled back to the system.

*We thank Marico Ltd. for their valuable contribution.*

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### ❖ Ultra Tech Cement Ltd, Unit Birla



**Internal customer satisfaction survey through Intranet website** – The main focus of Birla white is to promote competitiveness through the use of technology within the organization. Customers such as Supplier, Processor & Customer used to fill up excel forms and circulate this around with their requirement and their achievement. This was now simplified to simply logging this on an intranet and directly updating all the required information. A series of sessions with stakeholders was held to understand their requirement and then these were deployed on the intranet. Measuring Internal Customer Satisfaction on the parameters identified the areas required. The customers are categorized in critical /non critical type, based on the criticality of the services. These get collated and complied by the HOD of each department for monitoring and approving these. Due to this real time monitoring of the expectations and supply can be gauged.

**Autonomous (self) maintenance** – Various equipments are used throughout the day by employees. The core idea of autonomous maintenance is to Empower Operators to allow them to carry out preventive maintenance tasks. Define responsibility for routine maintenance, such as Cleaning, Tightening, Lubricating, and Inspection in the hands of operators. This promotes the concept of “I Operate, I maintain”. This practice has developed a sense of belongingness & ownership among the employees thus reducing the wear and tear of this. In addition this has also increased operator knowledge / Multi skilling. Prevention of equipment failure from forced deterioration through daily autonomous maintenance.

*We thank Ultra Tech Cement, unit Birla for their valuable contribution.*



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### **SESSION 3: HEALTH CARE CATEGORY**

Health care is one of the most prominent sectors of the Indian economy contributing to our national GDP. This sector is continuously evolving to provide unprecedented health benefits to all its patients and is evolving by the day. The unique aspect about this segment was that both the hospitals best projects were focused towards making the patients feel more comfortable during their emotional and physically turmoil. Two organizations presented their best projects in this session and Institute of Human Behaviors & Allied Sciences (IHBAS) emerged as a winner.

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### ❖ Institute of Human Behaviors & Allied Sciences (IHBAS) : (Winner of Session 2 )



Mental health is a very sensitive topic as it comes with a lot of social stigma. IHBAS tried to bring about a change to this age old approach with a modern perspective. They have modified their cells from confined spaces to open free wards that treat this illness like any other medical issue. Very importantly, IHBAS has engaged in educating people the importance of mental health issues by partnering with various NGOs, workshops and many other means. Concepts like OPD treatment, Zero tolerance and community treatments are the major attributes. Special care and treatment is provided to the homeless and the sick. IHBAS was awarded the Best Projects in this category by the panel of Judges for its approach towards a taboo illness.

One of the questions that was asked of IBHAS was how employment opportunities are facilitated for these patients. In response to this, IBHAS informed that various efforts were being initiated by NGOs. The Department of Social Work in Delhi provides opportunities in the best possible way to such patients; however these efforts were negligible. There is still a long way to go in terms of recovery and rehabilitation.

The presenter for the evening, Dr. Vijender Singh was ecstatic about this award. He said *"quality does help people, processes and society. Such events bolster our need for continuous improvements while creating a stepping stone for another landmark. This competition has provided us with a great platform to showcase our best projects. We look forward to more such events"*.

***We congratulate Institute of Human Behaviors & Allied Sciences (IHBAS) for their contribution and hope they continue to spread their quality initiatives to the ones who need it the most.***

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### ❖ P D Hinduja Hospital & Medical Research Centre:



**A Single Point Complaints Management Solution** - Hospitalization can be very emotional and physically taxing for patients. Apart from the turmoil and stress of not being attended can be taxing. P D Hinduja Hospital came up with a simple solution to attend to all complaint in a live time basis. This simply translates to all complaints raised and tracked on a real time basis and has proven effective for the organization. This facility is open to all patients irrespective of their financial status. The new initiative enabled the escalation to come down from 13 days to 5 days. Though this is just the first step they have a long way to go.

*We thank P D Hinduja Hospital & Medical Research Centre for their valuable contribution.*



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### **SESSION 4: EDUCATION CATEGORY**

This category focused on best projects being presented by five institutions in India and Abroad. Each institution brought out the best projects that help their students carve a better future. What we observed was that this session was all about the students. It focused on nurturing students, either through creating a happy environment, creating awareness or through providing inclusive education to everyone. In this session 5 organizations presented their best projects and Global Indian International School, Balestier Campus, Singapore emerged as a winner in this list.



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### ❖ Global Indian International School (GIIS), Balestier Campus (Winner of Session 3)



Ms. Rekha Rachel Vargese, Ms. Asati Mhatre, Manager & Mr. B G Shenoy - Global Indian International School, East Coast Campus, Singapore.

**Happtitude** – It is the amalgamation of two concepts, Happiness + Attitude. The school believes in the principles in allowing all its stakeholders (Students, teachers and Parents) to add delight to the activities performed by them. Happiness is nurtured in students from an early age. This was formulated around general happiness, relationships with teachers and intellectual stimulation by providing varied learning platforms. To ensure that this project is on the right path, the school conducts a happtitude survey through a predetermined format. Based on the results of this survey, the program is modified or tweaked to ensure that the Happtitude quotient is maintained. Due to this practice, the productivity and academic average score of the students increased from 89% to 91%.

In response to a query on the mental well being of the students and the teachers, the school informed that regular surveys are conducted to understand the well being of the child. For the teachers, the school arranges for workshops and collaboration with medical organization in Singapore to focus on physical and mental well being. The school also organizes fun activities such as dinner and dance where families get to interact in a casual environment. The school has a Happtitude score that is directly related to the academic score of the students.

**Wise on Waste** – This project focused on developing the young minds in the age category of 5-10 years and developing awareness towards the environment. Young kids are encouraged to participate in small activities like planting a sapling, recycle management, minimizing use of non renewable resources etc. The judges awarded GIIS Balestier Campus with the best project in this category. Global Indian International School, Singapore was awarded the Best project in this category by the panel of Judges.

The school was ecstatic about their winning stating that *“RBNQ is a home ground for us and coming back to this platform is really fruitful. This platform has also provided us opportunity to share our best projects. We at GIIS always strive to make a difference. We look forward to more such well organized events”* .**We congratulate Global Indian International School (GIIS), Balestier Campus for their valuable contribution .**

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### ❖ Global Indian International School (GIIS), East Coast



**Managing change and being future ready** - Change is the only constant around us and GIIS believes that it is imperative for students to get trained to transition themselves to the changing environment easily. Preparing the children to be future ready and equipping them with the right skill set to achieve their goals. For this purpose children were trained in the 21st century skills like electronics and technology. To further encourage student's events the digital fest or robotics were organized, where children were encouraged to participate and showcase their creativity.

*We thank Global Indian International School (GIIS), East cost for their valuable contribution.*

### ❖ K. J Somaiya College of Engineering, Mumbai.



**Creating a culture of inclusive education** - Many skilled training institutes are not able to accommodate the most talented students due to certain financial or physical constraints. K J Somaiya College of Engineering believed in

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education for all. For this purpose they constituted a provision that cover students from financially struggling homes to differently abled students. The students in need of financial assistance are provided up to 50% discount on the tuition fees. They receive funds from Corporates, NGOs, and Alumni students who would have obtained this facility at one point of time. Differently abled students are also accommodated by tweaking the curriculum and changing the infrastructure to create an inclusive environment.

*We thank K. J Somaiya College of Engineering, Mumbai for their valuable contribution.*

### ❖ **Symbiosis Institute of Operations Management**



**Achieving operations excellence-** Apart from gaining educational knowledge, students of Symbiosis are encouraged to move out of their comfort zone and apply these principles in real life scenarios. Students visit organizations to apply their learning based on a 6 sigma methodology to various manufacturing or operational projects with different industries. Students achieve training experience in technology and enhance their learning abilities. These projects are monitored on a regular basis and have a bearing on their assessment. Students scoring more than 70% are awarded Green Belt Certification as well. Apart from the students various organizations have also benefitted from these small projects in operations management. Few of these organizations have even absorbed the students creating employment opportunities for them.

*We would like to thank Symbiosis Institute of Operations Management for their valuable contribution.*

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### ❖ Manipal Institute of Technology, Manipal



**Green Campus** – Apart from imparting quality education to its students, Manipal also has a practice to give back to the environment in return to the abundant offering that they have provided. Various initiatives were carried out by the campus to ensure the green quotient is maintained through the institute. Initiatives such as reduction in water consumption, waste diversion, rain water harvesting have been implemented. Students have planted around 10,000 saplings in the local area to increase their green footprint. The university invests a good amount in installing these systems; however tangible results are visible in terms of total cost saving of more than 35 lakhs. The Campus now boasts of nearly 90% green campus.

*We thank Manipal Institute of Technology for their valuable contribution.*



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### **SESSION 5: SERVICE CATEGORY**

The service industry in India is growing by leaps and bounds. This session invited participants from major service providers from India. Every organization focused on enhancing customer satisfaction by simplifying their processes or adding value to the already existing systems. The section saw a very strong tone of customer centric focus while ensuring company goals are achieved. In this session 5 organizations shared their best projects with us and Rallis India Ltd. emerged as the winner.



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### ❖ Rallis India Ltd (Winner of Session 5)



Mr. Pravas Mohapatra - Head of Business Excellence, Mr. Kinshuk Bhandari - Manager & Mr. Anuj Goel - Manager, Rallis Indian Ltd, Navi Mumbai

**Rallis Samrudh Krishi (RSK)- A unique differentiator for Indian Farming** – Rallis India supports agriculture through unique and innovative technical concepts. The main objective is to provide agricultural support to enhance the farmer's productivity. New direction or "Dhristi" has been given to farmers on the various aspects that affect their crops. For example information such as weather conditions, rains, fertilizers etc are provided to them on a timely basis. This reach is not limited to a certain section but is very beneficial to farmers from the other states. Currently this system provided information in 12 different languages. Due to this farmers have experienced increase in yield in productivity of paddy, cotton which reduced the cost of production etc. Though its reach is quite spread out, Rallis want to touch the lives of 1 million farmers by providing them these beneficial services. In response to a query on the damaged crops faced by farmers, Rallis India informed the jury that appropriate information on types of pest and the remedy are informed to farmers well in advance. The team shared an example of crops in Warangal region that grows paddy crops. Brown paddy hopper is one of the major infestations that affect crops. The timely communication on the infestation and remedial measures helped the farmers immensely.

**Daily Work Management – Rallis Way** –Rallis India Limited, Dahej plant deals with the manufacturing of agrochemicals used by farmers for protection of their crop from unwanted weeds. Chemical manufacturing is a very sensitive & hazardous process which needs close process control as each stage of operation has many of the processes which are irreversible in nature. The root cause for any production or quality loss due to any variability was only figured out at the end of the month and by that time many batches used to suffer with loss in quantity or rejection due to quality. Therefore, to overcome these issues, we came up with the idea to measure & monitor all critical parameters like temperature, pressure, ingredient quantity etc on spot at regular intervals using DWM as a practice on floor.

After winning in this section Rallis India shared a few words with us. *"The competition was excellent. We came to this podium after a few years and it is definitely rewarding. The platform provided an inclusive approach from all the other participants who belong to different sectors of business and everyone's presentation was very good. The overall competition was well organized".* **Rallis India Ltd was awarded the Best Project in this category by the panel of Judges. We congratulate and thank them for their valuable contribution.**

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### ❖ SBI Life Insurance



**Renewal Predictive Analytics** – For an insurance Industry it is very crucial that insurance premiums are renewed by customers on a regular basis. Sometimes the customer either forgets to issue the insurance premium or refuses to continue with the policy. In such scenarios, SBI life insurance has developed a mechanism to identify the renewals through their predictive tool. This tool helps in bifurcates the policy renewals in three major buckets. Based on this the company formulates its strategies to ensure the team's efforts in the right direction, ensuring maximum convergence. Due to this methodology the organization has managed to add the saving back to their pool.

*We thank SBI Life Insurance for their valuable contribution.*

### ❖ HDFC Life Insurance co. Ltd.







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**Reducing E2E Medical TAT in Term Policies by implementing Kaizen** – In an insurance industry, issuance of a policy gets delayed due to certain medical procedures not being completed by the customer. This led to a lot of unprecedented delay in issuing the policy while increasing their TAT's. The team conducted a brainstorming session to come up with various countermeasures to arrest this situation. This ideation led to a new process called End to End TAT (E2E TAT). Various initiatives were introduced such as convenient time slots, medical home visits, reminder calls and SMS etc that helps bridge this gap. In addition to this they also introduced Robotic Process Automation (RPA) that automated various manual activities done by the team. By implementing Kaizen a substantial reduction was seen in E2E Medical TAT (64% to 73% closure); Customer TAT (54% to 66% closure); Report TAT (65% to 82% closure) and Report errors (12% to 3.8%).

**Tele Underwriting: The convenient way of medical risk assessment** - The medicals are an inseparable and inevitable part of a policy conversion. It not only helps to gauge the risk associated with the case for the insurance company but also satisfies the risk appetite of the re-insurer. With every customer rooting for a different solution, delays in issuing the policies are inevitable. To arrest this situation HDFC Life introduced a concept of tele-underwriting for low risk cases that allows customer to issue a policy at their convenience by simply picking up the phone. This saved the organization Third Party Cost (TPA), thus providing great saving to the company. The call abandon rate is very less as every call is picked up within a specific time.

*We thank HDFC Life Insurance Company for their valuable contribution.*

### ❖ **TATA Housing Development Company Limited**



**Complaints to Compliment** - Tata Housing believes in delighting customers by providing quality life spaces through continuous improvement and innovation. The objective of developing this project was to ensure a proper redressal of complaints which leads to compliments from the customers. To achieve this, a cross functional team was

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formed to understand, develop policies and procedures to achieve this goal. A proper strategy was developed with resources being allocated defining various roles and responsibilities. Appropriate training sessions were carried out ensuring successful deployment of the project. To monitor this process, regular audits and performance reviews were conducted ensuring regular monitoring of this. Due to this project a considerable reduction in complaints were observed thus enhancing the customer satisfaction.

*We thank TATA Housing Development Company Limited for their valuable contribution.*

### ❖ ICICI Bank Ltd (Mumbai)



**Simplification@Cardstatus/Card Info -** With the ever evolving technological scenarios, simplification of the banking processes is imperative. Being one of the most preferred channels for customer engagement, ICICI bank constantly thrives to keep simplifying processes from time to time. Through their evaluation process it was observed that most of the call received by the call centre was around card information. The efforts involved the officers to check multiple screens, accumulating information and then informing the customer. This consumed lot of time and around 5% errors were also observed during this process. To tackle this, ICICI adapted a single screen approach to capture all the information. This initiative created visible results for the organization by reducing its call handling time and reduction in errors. We thank ICICI Bank Ltd (Mumbai) for sharing their best project on this platform.

*We thank ICICI Bank Limited for their valuable contribution.*



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### **SESSION 6: EDUCATION CATEGORY**

The education session had speakers from 6 different schools to share their best projects with the audiences. The most prominent feature observed in this section was the pure focus on students. While faced with different challenges, students were provided good opportunities to excel. We also observed that a few schools focused on building a strong foundation with students by inculcating values and principles from a young age. The Judges awarded Global Indian International School, Queenstown Campus as the best project in this category.

## ❖ Global Indian International School, Queenstown Campus (Winner of Session 6)



Mr. B G Shenoy, Director, Ms. Ananya Joshi, Student IB - Year 1 & Ms. Madhu Khanna, Principal, Gloabal Indian Internation School, Queenstown Campus, Singapore

**Community Integration: Care & Connect –** GIIS, Queenstown Campus believes in nurturing through their peace curriculum Model. This presentation was made special as one of its students presented this to the school principal. The school developed unique curriculums of inclusiveness by creating small projects on social awareness and responsibilities. Students are encouraged to follow simple basic principles of cleanliness of the premise, social responsibility and community integration programs. They also help families to settle down in their new environment. GIIS has a special club called the interact club which allows students to interact with the locals thus absorbing and encouraging students to blend in.

In response to a query on how one judges the Peace index to understand the success of this program. The school informed that results were compared to the initial stage and then finally compared to the final outcome. Various videos, images are published to showcase the success of this event.

**Nurturing Kindness through Peace Curriculum -** The curriculum designed is a collaborative effort to direct the education of every child to prepare him/her for a responsible life in a free society, in the spirit of understanding, peace, tolerance, equality of sexes and racial harmony. Thereby mould them into being ambassadors of peace and well balanced global citizens. Students are encouraged to participate in simple events like the Singapore kindness movement, Donation drive, exhibition and panel discussion etc. All these efforts ensure that students interact with other communities and develop a mutual respect for each other. This initiative ensures safety on campus, good attendance, and increase quality time in nation building. *Due to their unique approach, the judges awarded them the best project in this category. We congratulate them and we hope to see more initiatives from GIIS, Queenstown Campus.*

For GIIS Queenstown, this was another feather added to their hat. *"Its students first! We wanted to showcase the deployment and our management approach towards our students. The MQH Competition has provided us with an excellent platform to showcase our best project and more so to learn from others".* **We congratulate GIIS, Queenstown Campus for this award and thank them for sharing their best project.**

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### ❖ Global Indian International School, Tokyo Campus



**SEWA -Serving Education With Agility** – The school was facing a high turnover due to certain natural calamities, language barrier and various other factors. Keeping this in mind the school conducted a SWOT analysis of the gaps and opportunities with this system. The school realized the necessity to be agile and adaptable to the changing scenario. They focused on agility with customers and invited Japanese nationals to the school as they were interested in our Math Science and English subject. Also the curriculum was modified to accommodate these students. Safety measure such as earthquake drills, were developed to ensure that students are prepared. Along with the students even the teachers were monitored to ensure that they stay happy at all the times. Regular feedback from all stake holders were conducted to ensure the school was on the right path.

**Drive the Pantry** – As per the school philosophy “Eating when hungry is PRAKRUTI. Eating whilst not hungry is VIKRUTI. Sharing whilst hungry is SANSKRUTI”. The school observed a lot of wastage of food in and around the premise. The students were taught to understand the importance of food even for the needy, single parents, old age homes etc. A new concept called drive the pantry was created. In this each student were supposed to contribute Rice and Sugar (most popular among the locals). In case students wished to contribute more than they had earned money. Simple work such as watering the plants, help with shopping, laundry etc were carried out by students in their homes. The school received a positive feedback from parents on this contribution of children. The school collected a whopping 480 kg of Rice and Sugar from a school having strength of 617.

*We thank Global Indian International School, Tokyo Campus for their valuable contribution.*



## MQH COMPETITION ..... *The Success Story*

### ❖ **Thakur College of Engineering, Mumbai**



**Techworld – Preparing Future Generations of Technocrats –** providing quality education is imperative in today's world and making that extra leap is what differentiates the institution from others. Thakur College of engineering took this leap ahead and included simplification in their teaching. Students of the initiative identified various projects that could simplify difficult electronic topic in a much lucid way. The methods identified cater to students from standard 1st to standard 8th. In this project a topic is identified and set up is designed to make this simpler. This involves process of feedback and continues improvements to make this more suitable. Various workshops and competitions are held to increase the reach of these initiatives. Specialized kits were created by the college students to make it simple. Teachers and students in this school were trained to use this kit to their advantage. Every 6 months a review is conducted to understand the outcome or to plug any gaps.

*We thank Thakur College of Engineering for their valuable contribution.*

## MQH COMPETITION ..... *The Success Story*

### ❖ Bannari Amman Institute of Technology, Sathyamangalam



**Exam Wrapper** – Exams can be very stressful for the students. Apart from completing their exams, waiting for the results is equally stressful. The institute introduced a new concept called exams wrapper. As per this practice students would receive the results of their exams within two days. In case of a disparity with the results the students can apply for revalidation and the results of that too arrive in two days. All these projects have lead to transparency and faster turnaround time. The judges made an observation about the teachers and wanted to know how the school manages the stress of the teachers. The institute informed the judges that they conduct workshops with teachers and students thus reducing conflicts. This is also a partnership between the students and the teachers and hence the transition has been smooth.

**Extension (Outreach) Activities for Community Upliftment** - Apart from creating a vibrant educational environment, the institute also works beyond its premise. Such projects created awareness among the local communities and various tribes set up in the vicinity. The students from the NSS unit of the college assist the villagers understand various initiatives carried out by the government like Jan Dhan, Digital India, Skill India, Start Up India, Swachha Bharat and Desilting of Water Bodies. Even though the schemes are available, people still require assistance in completing formalities. The unit continuously monitors the various requirements and translated this for the tribes and villages. Few results include seeing the village living a comfortable life style along with various awards that the school receives.

*We thank Bannari Amman Institute of Technology for their valuable contribution.*





## MQH COMPETITION ..... *The Success Story*

### **SESSION 7: SERVICE SECTOR**

This session invited participants from service providers to showcase their best projects. Each organization focused on enhancing customer satisfaction by simplifying their processes or adding value to the already existing systems. The flavor of the session ranged from being customer centric to simplification of routine tasks. In this session 5 organizations shared their best projects and ICICI Bank Ltd emerged as the winner.

## MQH COMPETITION ..... *The Success Story*

### ❖ ICICI Bank Ltd (Delhi) (Winner of Session 7)



Mr. Bhupesh Aggarwal, Dy General Manager, ICICI Bank Limited

**Robotic Arm In Note Sorting (RAINS)** - In banking industry, there are many tasks that are repetitive in nature but still required complete due diligence while performing these tasks. ICICI bank came up with an ingenious idea of automating this process by introducing a robotic arm. One robotic arm operates on 3 note sorting machines simultaneously. Robotic arm feeds unprocessed cash in the note sorting machines picks up processed cash from the output stackers, aligns the loose notes, binds the packets and finally drops them in the respective trays. This method has proved beneficial to the organization as it has reduced the manual intervention and the risk of pilferage.

In response to a query on the number of robots currently deployed and the regulatory acceptance, the bank informed that there were 6 such robotic hands in 6 currency posts within the north. The plan of action is to install such robots in other locations as well. With respect to the regulatory authorities, the Reserve Bank of India was very supportive and is looking at emulating this concept in their process as well.

*Due to their innovative approach the Judges awarded this project as the best in this category.*

ICICI Bank was happy to win the award in this category and stated that *"It was a good platform where corporate shared their best projects and am really keen to visit couple of them to understand and then replicate their best projects to suit our requirement. The Panel of judges also really dived deep into the concepts and quizzed with very sharp / logical questions. Felt really triumphed to end the contest as a Winner...!! "*

**We congratulate ICICI Bank Ltd for this award and thank them for sharing their best project.**

## MQH COMPETITION ..... *The Success Story*

### ❖ **Reliance Nippon Life Insurance Co. Ltd**



**Learning through Facebook** – Technology in today's times has evolved into a new form of communication called social media. Learning has now become convenient and engaging. Reliance Nippon Life Insurance has leveraged this medium and created workshops that enhance team performance. An exhaustive and innovative content is uploaded at 9.30 am and the team is required to create a huddle with the team lead to achieve the task. They may perform it through a role play or group discussion. These are live streamed to the team manager for analysis. Within 30 minutes 3 questions are sent to the team members to complete the survey. The survey closes by 11.30 am. This approach has created a new form of learning within the team. This encourages active participation and out of the box thinking.

*We thank Reliance Nippon Life Insurance Co. Ltd for their valuable contribution.*

### ❖ **GMR Warora Energy Ltd**



**Auxiliary power consumption monitoring management system at GWEL** -GMR Warora Energy Limited (GWEL) focused more on managing energy and conserving water through various projects that were incorporated. To achieve the maximum result each equipment was monitored and measured. The unit conducted external audits to

## MQH COMPETITION ..... *The Success Story*

understand the gaps and further increase their cost savings. Due to this initiative they were able to implement 26 energy improvement projects that have resulted in huge financial savings for them and fuel reductions.

**Real Time Monitoring Of Water Management System At GWEL –** The plant is located in Warora district of Maharashtra which is known to face water shortages. The organizations initiated certain projects like Water flooded layout across the plant, monitoring integrated with technology, analysis specific water consumption and leakages if any. This data is available at all times through ready charts. This is monitored daily and at the management level every month. This resulted in significant consumption of water reduction to up to 40%.

*We thank GMR Warora for their valuable contribution*

### ❖ **Aditya Birla Health Insurance**



**Care managers –** Hospitalization can be emotionally draining for the families and relatives. Aditya Birla life insurance introduced a new concept in health care called “Care Managers”. During hospitalization, each patient is assigned a care manager who is responsible to complete all the hospital formalities, from admission to discharge. This relieved the family of all stress and gives them scope to just focus on the patient and his well being. This projects has helped the organization reduce customer complaints and has helped in generating leads for the organization. This has also helped in reducing fraudulent claims. A few customer testimonials were shared on this platform that cemented their claim.

*We thank Aditya Birla Health Insurance for their valuable contribution.*

## MQH COMPETITION ..... *The Success Story*

### ❖ HDFC Standard Life Insurance Co. Ltd.



**Unconventional Thinking in a conventional Business-** HDFC moved away from the traditional paper insurance format to demating such request called as e-insurance account. This was a one stop shop for viewing policies without wasting any paper. Though this process was available, it failed to catch on. After analysis the team realized that this was due to the lack of awareness. Certain awareness programs were carried out and this initiative was rolled on. This project saved the organization the cost of printing, dispatching and storing along with reduction in manual errors, lesser processing time and cost saving up to Rs. 14 lakhs. The Team wants to replicate this to other teams like payouts.

*We thank HDFC Standard life for their valuable contribution.*



## MQH COMPETITION ..... *The Success Story*

### **SESSION 8: MANUFACTURING SECTOR**

This Session saw the manufacturing sector show their best work. Though this session spoke about operational excellence, there was also an aspect observed about employee focus. Where some organizations focused on improving their operation productivity by tweaking or introducing new systems, the others tapped the underlying potential with the employees to extract the best out of them and achieve company goal. Some focused on environment related issues. Larsen & Toubro, Electrical & Automation IC (EAIC) was judged the best in this category and awarded the trophy.



## MQH COMPETITION ..... *The Success Story*

### ❖ Larsen & Toubro, Electrical & Automation IC (EAIC) (Winner of Session 8)



Mr. Ashish Kumar Malik, Dy General Manager, Larsen & Toubro, Electrical & Automation IC (EAIC), Mumbai

**ELITE - Electrical & Automation's (E&A) Lean Initiative Towards Excellence** – ELITE fosters continuous improvements across all operations for achieving high quality processes, products and services. The management team sets certain goals called “Lakshya” which are aligned with the overall goals of the organizations. ELITE target note is released by Head of Corporate Centre at the beginning of every year. This note details the focus area, changes made, target guidelines and the scoring criteria. Based on this each line manager finalizes their targets and presents to the top management during the ICSCM in April. Details of all ongoing and completed projects are available on the ELITE website. A knowledge management portal encourages knowledge sharing through discussion forums, wikis, document library wherein customized training modules are created and published on a dedicated ELITE channel. The Corporate centre publishes ‘ELITE’ magazine every month and arranges for various initiatives such as top management & employee involvement, structured target setting mechanism aligned to the business objectives, unique scoring mechanism for each line manager and the reward & recognition mechanism.

In response to a query on replicating this project everywhere and the time taken for this replication; the organization informed that this process has been replicated in two of their internal units. Though one unit showed positive results within one year, the other unit is still taking time to implement due to cultural hindrances. The team is therefore trying to customize the module and make it more effective.

*The Panel of Judges awarded this as the best project in this category. On receiving the award said “The experience as always was of learning a lot of things from various organizations”*

**We congratulate Larsen & Toubro, Electrical & Automation IC (EAIC) for their award and thank them for sharing their best projects.**



## MQH COMPETITION ..... *The Success Story*

### ❖ Ultratech Cement Ltd. Sewagram



**Utilization of AFBC Boiler fly ash as a fuel in CFBC-** Reduction in cost was one of the major objectives to start this project. Any TPP power failure leads to complete black out of Cement plant which has huge impact on the cement business therefore reliability of the power is critical. The formulated think tank came up with a solution to recycle the un-burnt carbon and receive reasonable amount of energy and enhance boiler efficiency. These were monitored through regular graphs and readings provided by the system. It was observed that the efficiency increased from 84.9% to 88.1%. This also does not incur any additional cost.

**Green and Clean Clinker Production-** Due to the scarce nature of the natural resources it is important to be on the lookout for alternative fuel. One of the options was Lignite, a fuel available nearby, but very risky to operate as it catches fire on its own. It also hampers quality of the product. Lignite has very high volatile matter, very low calorific value, contains very high ash and moisture. It was decided to use this keeping in mind the volatile nature and ensuring sufficient safety measures implemented through the plant. This plant is the first to use lignite without affecting the quality. And this project saved the company nearly 975.6 lakh in 9 month.

*We thank Ultra Tech Cement Ltd. Sewagram for their valuable contribution.*

## MQH COMPETITION ..... *The Success Story*

### ❖ Tata Power Solar Systems Ltd, Bengaluru



**Shop Floor and Business Excellence Through Laser** –The Company faced with crucial issues “Are Good results leading to happy employees or happy employee leading to good results”. LASER is an acronym that stands for Learn Apply Share Enjoy Reflect. The organization set up a small project that would help individuals sort unresolved issues within to result in positive impact on their lives and in turn benefit the organization. To create a sense of balance, the team created 4 day program where three days was focused on personal issues. The fourth day was working in the workshop. Finally a presentation is made to everyone including the CEO, Senior Manager on their learning. This project helped the organization to tap the best potential within the individuals by understanding the personal issues. The organization benefitted as output improved.

*We thank Tata Power Solar Systems for their valuable contribution.*

### ❖ Bharat Oman Refineries Ltd –



## MQH COMPETITION ..... *The Success Story*

**Fostering operational excellence through Energy Management System-** The main focus of this project is to reduce the cost of consumption and optimization of energy keeping in mind the environmental needs. The refineries and petrochemical companies that invest in energy efficiency gain a competitive advantage through improved operating margins, production flexibility and better carbon footprints. Improving energy consumption should be seen as a business opportunity and embedded within all activities of the organization. To achieve this various small steps such as setting up an energy department, using alternative fuel, safety measures. Extensive monitoring of Energy Management System and energy performance results into significant performance improvement over the period.

**Inculcating a culture of continuous improvement through Business Plan using PDCA cycle –** Crude oil refining is a complex process requiring support from all the functions to ensure Safe, Smooth, Reliable and Cost-effective operations with detailed & proactive planning of all the activities. Activities in refinery can be divided into major areas viz. Safety, Process, Maintenance, Inspection, HR, Finance, Information Systems, Project and Procurement. Business plan development process in BORL commences in the month of October. This project is launched by the MD along with the targets. Each of the defined processes is monitored regularly and the heads of each department are accountable for the progress. Due to this they have achieved timely completion of projects and turn around activities, improving year on year financial performance and many other such results.

*We thank Bharat Oman Refineries Ltd for their valuable contribution.*

### ❖ **Vedanta Ltd, Sesa Iron Ore Goa (IOG)**



**Integrated Mining Command and Control Center (IMCCC) –** This is a Central location from where complete mining operations can be operated. A new system called “Dynamite” has been introduced. This is a GPS based truck



## MQH COMPETITION ..... *The Success Story*

dispatch system and works as an intelligent operating system. This feature helps the organization to understand real time display of the trucks, planning and monitoring, maintenance, creates a Warning when dumpers entered into blasting zone / Danger zone etc. This system has helped the organization achieve their goals well.

**Mine reclamation in SESA Goa Iron Ore, India –** Mining is an activity that takes away from the system. SEA Goa started a project where they have restored the lush greenery of the place. Simple activities such as herb garden, Biodiversity Management Plan, plantations, green forest, and restoration of Lake Etc are carried out by the organization. In order to assess the reclamation status, it is very important to regularly carry out various biodiversity studies. Various studies have been carried out from time to time which indicates that if reclamation is carried out scientifically, it can help to convert the area in to more positive land scape. A small initiative has helped the organization give back to nature what they have received.

*We thank Vedanta Ltd, Sesa Iron Ore Goa (IOG) for their valuable contribution.*



## MQH COMPETITION ..... *The Success Story*

### **SESSION 9: EDUCATION**

The session on Education observed that schools and institutions introduced different methodologies of connecting with students. A paradigm shift was observed from education to training. Students were encouraged to participate in extra circular activities, assisting the weaker students to keep them motivated. Maintaining connect with students who have left from the institution was also highlighted during the presentations. The Panel of Judge awarded K. J Somaiya College of Nursing the best project in this category.

## MQH COMPETITION ..... *The Success Story*

### ❖ K J Somaiya School & College of Nursing, Mumbai (Winner of Session 9)



Mrs. Avani Oak, Principal & Mrs. Sushma Pandey, Assoc Proffessor, K J Somaiya School & College of Nursing, Mumbai.

**ACE (Active Clinical Empowerment)** – The student and faculty both need to be responsible for preparing a nurse who has right knowledge, good attitude and skillful. With the view of preparing efficient nurses, the institute formulated the program, “ACE”. This activity is a culmination of various small initiatives taken with the institution. To ensure that these activities are correctly driven certain objectives are set in place such as Practical learning, sharpen skills, and providing quality education were a few of them. These objectives were monitored through various reports, assessments, supervision and evaluation. Due to this initiative the students are able to link the conditions and nursing implications by co-relating it with the patient.

In response to a query on identifying the right faculty for the process, the college informed that teachers are taken good care of and that’s why the turnover ratio is very less in the institution. However whenever a situation arises, there is a structured recruitment process. In addition to this the college is required to follow the nursing counsel norms along with the requirement for candidates to a presentation. This helps in identifying teaching ability and attitude.

**STEP (Success to Educational Progress)** – It was observed that the first year results of the institute were not up to the standard. There were many failures which resulted in drop outs and increased the stress levels among the students. For this purpose they first assessed the knowledge of the students along with identifying gaps in the teaching. Weaker students were assigned a mentor. Students were segregated as per their needs and academic issues. Weaker students were provided with extra study material. A few more such initiatives helped.

*The Panel of Judges awarded this as the best project in this category. The school was very happy with this victory, it stated “Winning defiantly makes us happy and motivates us to continue performing better. The two day session was well organized with everyone following their time limits. More than winning, this event provided us with a platform to learn from others, small initiatives that we can also implement at our end. We did get to connect with other institutions off the podium. Thank you RBNQ for providing us this platform”. **We congratulate K J Somaiya School & College of Nursing, Mumbai for this award and thank them for sharing their project.***



## MQH COMPETITION ..... *The Success Story*

### ❖ J H Tarapore School –



**100% participation of students in Activities-** the school strongly believes that along with academics it is important to work on the all round development of the child to make them feel confident and competitive (vision). Various activities such as sports, elocution, poetry dramatization, ted talks (for middle school students), dance classes are conducted. Students have to select one activity as part of their curriculum. This has encouraged students to be more confident. They have achieved overall success while participating in various other events.

*We thank J H Tarapore School for their valuable contribution.*

### ❖ Shri Parashurambhau College



## MQH COMPETITION ..... *The Success Story*

**Evaluation of Carbon Footprints and its Sequestration Strategies** – S P College has focused its attention to reducing carbon footprint by analyzing resources used within the organization and reducing the use of natural resources within the premise. Almost 50% of the campus is covered with trees and green blanket, which may act as a sink for emitted carbon. This is done by visiting all the stakeholders and sharing the vision of the college with them. Strategizing a plan to ensure minimum usage of resources and follow that up with a review analysis. This will help them in their future endeavors’. Indirectly they became aware of the factors and practices leading to high carbon footprints. The practice resulted in the fulfillment of ‘green college, clean college’ mission.

*We thank Shri Parashurambhau College for their valuable contribution.*

### ❖ **Global Indian International School, Bangalore.**



Ms. Aracha Singha, Academic Coordinator, Global Indian International School, Bangalore.

**Class of the Week** – The class of the week is one of the most unique practices followed by the school. Class of the Week is conducted for all Grades from 1-9 and the categories are predefined by the management. There are guided parameters that have to be followed strictly in order to claim this recognition. Class cleanliness and discipline is the core competent determinant that should pervade in all the classrooms on all the days. To achieve the desired results inspections such as cleanliness, discipline in class, maintenance of books and records etc are inspected. The scores of the “Class of the Month” for the entire academic session give the “Class of the Year” result. Students of the respective class with “Class of the Year” receive a token of appreciation. To get parent involvement and maintain the happiness

## MQH COMPETITION ..... *The Success Story*

quotient the school conducts a survey with the parents to understand if their system is in the right direction. We thank Global Indian International School, Bangalore for their value contribution.

### ❖ Manipal Academy of Higher Education (MAHE)



**Alumni Community Management Model at MAHE** – It is the endeavor of the Alumni Relations of MAHE to bring all their Alumni on one platform to create a global group of Manipalites. The initial phase would focus on creating value for the alumni versus leveraging the alumni for placements, admissions, brand building, donations etc. They digitalized their records from 1954 and connected with various students through social media. This one-of-its-kind package has redefined the way alumni engagement can be nurtured by colleges.

*We thank Manipal Academy of Higher Education for their valuable contribution.*

**Organised by IMC Ramkrishna Bajaj National Quality Award Trust**