Bringing the Shine Back:
Does Quality Implementation Lead to Organizational Turnaround?

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EXECUTIVE SUMMARY

This case traces the quality movement throughout NIIT that was supported by Phil Crosby Associates, one of the leading quality companies at the time. Along with this, a personal quality initiative (PQI) was also unleashed throughout the company to ensure that not only the organizational processes improved but individuals' performances also improved. PQI was propounded by Harry V. Roberts, professor at the Graduate School of Business, Chicago University and also the author of the book, Quality is Personal. All these initiatives not only helped NIIT reduce its price of nonconformance (PONC), which is the price a company pays for not doing things right the first time, but also helped create and establish system and processes to sustain the organization through its journey of more than 35 years.

INTRODUCTION

Having finished the last round of a Business partners' meet at Delhi, where most of the business partners from north India participated, Rahul Patwardhan, CEO, NIIT limited, popularly known as Pat was ensconced with senior members of his team at the hotel lobby. He was with Prakash Menon, President Skills and Careers Group(SCG),Sunil Dahiya, National Head, Urban Network Centres (UNC) and Sanjay Bahl, President Channel Business(SCG) along with other senior functionaries.

NIIT has just embarked upon a move to bring the shine back on NIIT Brand which it enjoyed during it's hey days.

Pat joined NIIT as CEO in April-2014, but he was not new to NIIT, having spent almost 20 years as his first employment after graduating from IIM and helped the company launches a large number of initiatives in its formative years. Before coming back to NIIT he came across an interview by Vijay Thadani, then CEO and one of the founder promoters. This interview by Mr. Thadani, was given to one of the leading English newspaper (see Appendix, figure 2) in 2013 and that interview was Pat's reference agenda today with his team.

It is the response to the last question of the interviewer that provides insight into NIIT's quality journey over the years and may help the reader in reaching his own conclusion in his search for an answer to the question this case is trying to address i.e. 'Does Quality Implementation Lead To Organizational Turnaround ?'

As quoted by Vijay Thadani *"as the scale grew, we felt the need to introduce a strong quality and process orientation."* He also states that *"it was a very successful movement, but somewhere we lost the balance between process and innovation."* He continues in the same jest and reiterate that " in the last few years, we made course correction and introduced a series of innovative learning solutions, with NIIT Cloud Campus being the most recent."

ORGANIZATION BACKGROUND

NIIT is a leading Global Talent Development Corporation, building skilled manpower pool for global industry requirements. The company which was set up in 1981, to help the nascent IT industry overcome its human resource challenges, has today grown to be amongst world's leading talent development companies offering learning solutions to Individuals, Enterprises and Institutions across 40 countries. Leading IT journal Dataquest has conferred upon NIIT the 'Top IT Training Company' award successively for the past 20 years, since the inception of this category.

NIIT's training solutions in IT, Banking, Finance and Insurance, Knowledge Process Outsourcing (KPO), Business Process Management (BPM), Executive Management Education, Vocational Skills, School Learning Solutions and Communication and Professional Life Skills has impacted over 35 million learners since inception. NIIT's expertise in learning content development, training delivery and education process management make it the most preferred training partner, worldwide.

Research-based Innovation, a key driver at NIIT, has enabled the organization to develop programs and curricula that use cutting-edge instructional design methodologies and training delivery.

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