



# P3 Consulting

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## Information Brochure

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Productivity  
& Cost  
Improvement



TQM Deployment  
& Deming Prize  
Consultation



Strategic HR  
& Leadership  
Development

Partner





# About P3 Consulting

## Driving Measurable Business Transformation

At **P3 – People & Process Productivity**, we help Organizations:

*Identify Problems → Find Solutions → Execute improvements with low cost & time*

We enable organizations to achieve **breakthrough performance** in *Productivity, Quality, Cost, Delivery and hence, Profitability.*

Through our Total Quality Management, **TQM-driven** Management Systems & Proprietary © Tools, and AI-enabled diagnostics & decisions, we help organizations evolve from *effort-driven* to *system-driven* performance.

## Our Philosophy & Guiding Beliefs

At the heart of P3 is a simple conviction:

*Customers succeed when people grow and processes mature...*

We believe **Excellence in Business** rests on **four pillars**:

1. Customer-first value creation
2. Respect for people & their capability
3. Scientific, principle-based management
4. Continuous improvement as culture, not initiative

Every P3 method, tool, and system exists to strengthen these core beliefs through complex problem-solving capabilities - now enhanced by AI-assisted insight, pattern recognition, and faster learning loops, without diluting human accountability.

We combine 3 decades of experience across Manufacturing, Strategy, R&D, HR, and TQM to *deliver sustainable top-line and bottom-line performance.*

*At P3, we turn Strategy into Action, Ideas into Impact, and People into Leaders...*

## 3 CORE OFFERINGS

01

Productivity  
& Cost  
Transformation

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02

TQM Deployment  
& Deming Prize  
Consultation

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03

Strategic HR  
& Leadership  
Development

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*Each P3 solution works independently, but the real power comes when they operate as one integrated Business Excellence system, connecting Strategy, People, and Processes to enable scalable, sustainable growth.*

# CORE OFFERINGS

## 1. Productivity & Cost Improvement

*Accelerating growth and efficiency through structured improvement.*

We help organizations unlock their hidden potential by applying **OSM** and **4i Methodologies** - a structured approach that converts ideas into impact.

The OSM is a Strategy Deployment Process that helps identify the Strategies & Means to achieve the Business Objectives. **OSM** integrates with **4i** which is an end-to-end Improvement Methodology used to identify bottlenecks & problems, set targets, generate ideas to bridge gaps, and then finally, improve the KPIs to create impact.

### The 4i Process Steps:

- **Identify:** Use custom-built KPI trees to find the right problem or bottleneck – with Benchmarking and data normalization,
- **Ideate:** Generate and prioritize improvement ideas through brainstorming and their evaluation,
- **Implement:** Create Projects Charters, and get them executed with clear ownership, resources, and timeline through structured reviews forums,
- **Institutionalize:** Sustain the new levels of performance, by embedding new standards, SOPs, and practices to make changes stick.

Each of the 4 stages of the 4i process are implemented through **templates and tool-kits**, developed through extensive experimentation and experiences of several companies, across industries, and having learned from the best practices from Lean, Six Sigma, TPM, TOC, CCPM etc.

The approach, successfully implemented in several organizations, has yielded measurable business impact; and has been documented extensively in the Book “*Master of Your KPIs* by Pankaj Lochan”.

## CORE OFFERINGS

### 2. TQM Deployment & Deming Prize Consultation

*Embedding a Customer-first culture of excellence through Total Quality Management.*

During deployment, we start from the customer, ensuring that improved Quality, Delivery, Cost, and Safety create superior customer value.

At P3, we don't just help deploy TQM – we live it. Our TQM philosophy helps companies transform **Quality Consciousness** into **Improved Business Performance**

#### **We Partner with Clients to:**

- Carry out **Management Diagnosis** to assess the condition of deployment of TQM based Management Systems & Processes
- Implement **TQM frameworks** and Management Systems: build Policy Management, Daily Work Management, and Cross Functional Management systems
- Establish **Continuous Improvement Systems**, both for Strategic Projects and for Shop Floor Improvements
- **Institutionalize** continuous improvement through PDCA and QCC
- Prepare organizations for Deming Prize & Grand Prize evaluations

#### **Our Consulting Experience spans:**

- Hands-on TQM Deployment experience across multiple organizations
- Participating in 5 TQM Diagnoses, Leading 3 of them
- Leading the journey in 2 Deming Prize wins
- One Deming Grand Prize winning experience

The deployment approach, successfully implemented in several organizations has yielded measurable impact, and has been documented extensively in the *TQM Deployment Series* Books 1-7 by Pankaj Lochan.

## CORE OFFERINGS

### 3. Strategic HR & Leadership Development

*Building capable, engaged, and high-performing organizations.*

With over a decade of CHRO experience with large organizations, we brings deep, **practitioner-led** expertise in:

- Manpower Productivity & Efficiency Studies, with cost improvement,
- Job Banding & Role Rationalization,
- Designing Performance Management Systems (PMS),
- Developing JD-KPI-KRA Frameworks, embedding into PMS,
- Designing Employee Engagement Initiatives tied to Continuous Improvement Programs,
- Developing Talent Management Frameworks,
- Leadership Development and Culture Transformation Programs,
- Conducting Development Assessment Centres (DACs) and creating Individual Development Plans (IDPs) for leadership roles.

Our HR transformation model integrates data, design, and discipline to create systems that link **people growth** with **business growth**.

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## HOW DO WE DO IT?

The 3 Core offerings – *Productivity & Cost Improvement, TQM Deployment, and Strategic HR & Leadership Development*, define the Strategic “**WHAT**” of P3’s value offering.

The following pages explain the “**HOW**” – the **Toolkits, Systems, and Proprietary frameworks** that convert these offerings into predictable, repeatable & scalable **Outcomes**. These are structured, battle-tested systems & methods to help organizations achieve sustainable results.

# P3's Systems & Frameworks

*The P3 System transforms  
these Core Offerings into a  
unified architecture – to*

*Identify Problems →*

*Find Solutions →*

*Execute improvements with  
low cost & time*

*Uniquely, each P3 System or  
Framework uses **Live  
Action Learning  
Projects** to deliver  
**Results***

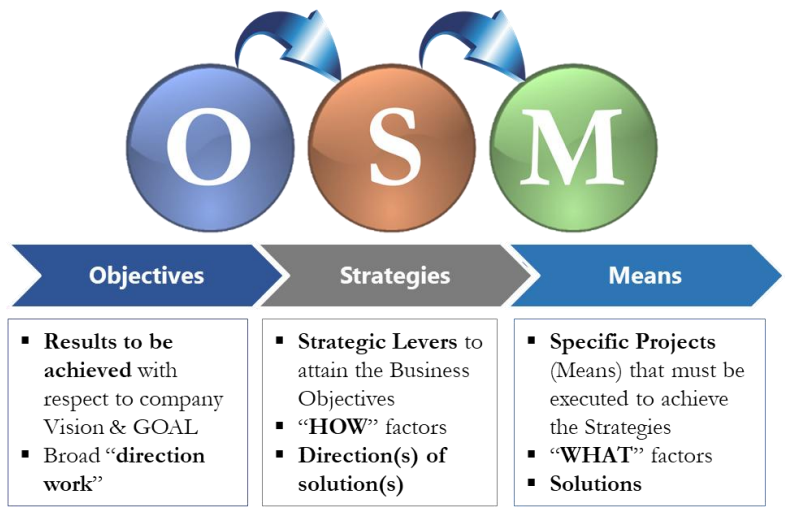


# P3 Systems & Frameworks

## OSM © – Strategy Deployment Framework

*Objectives – Strategies – Means*

*A Strategy Deployment system to connect Mission to LTP to ABP to KPIs to Daily Work Management*



### WHAT DOES IT DO?

- Aligns boardroom to shopfloor, helps visualise Strategy Deployment
- Vision-Mission-Values workshops, LTP (Long-term Plan) formation
- Driving ABP – with KPI trees to last levels, Tracking & Review Forums
- Catch-ball communication to create employee ownership of Targets

### BUSINESS OUTCOME

*Strategy becomes Action, Roles are Clear, and Results are Predictable.*



# P3 Systems & Frameworks

## 4i © – Problem Solving & Execution Methodology

*Identify → Ideate → Implement → Institutionalize*  
*A structured problem-solving and improvement engine for Quality, Cost, and Delivery Improvement.*



### WHAT DOES IT DO?

- Designs & Develops a Continuous Improvement System,
- Establishes Data-driven and Kaizen culture at Shop-floor,
- Trains Leaders on Strategic & Analytical Problem-solving Tools,
- Executes Projects for results with Cross-functional Project Charters

### BUSINESS OUTCOME

*Breakthrough Improvements + a Culture of Continuous Improvement.*

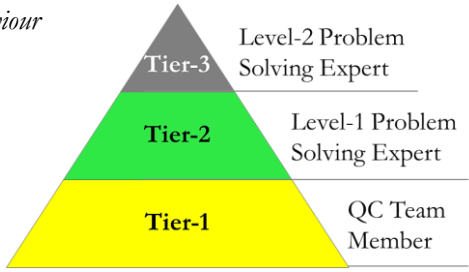


# P3 Systems & Frameworks

## T1-T2-T3 © - Capability Building Framework

*Skill – Competency – Leadership Behaviour*

*A 3-tiered Capability Building System that builds functional, managerial, and leadership capability. Covers all levels of the Organization*



Program Content \ Training Series	Series-A <i>Basic Problem Solving Tools</i>	Series-B <i>Basic Management Tools</i>	Series-C <i>Quality Management Tools</i>	Series-D <i>Productivity Tools</i>	Series-E <i>Decision Making Tools</i>	Series-F <i>Statistical &amp; Analytical Tools</i>
T1 for Workmen	●	●	○			
T1 Plus for Line Managers	●	●	○	○		
T2 - for Middle Managers			●	●	○	○
4i-T3 - for Change Leaders			○	●	●	●
	● Advanced Level		○ Basic Level			

### WHAT DOES IT DO?

- Creates a 3-Tier Capability Development, from Leadership to Frontline: *Skill → Workmen, Competency → Managers, Behaviour → Leaders*
- Provides a complete Capability Building Solution for the organization
- Provides specific Analytics Took-kits for Problem Solving Tasks
- Embeds Problem Solving Methods & Tools across levels



# P3 Systems & Frameworks

## BUSINESS OUTCOME

*Improved People Capability across Levels: Skill (Workmen), Competency (Managers), Behaviour (Leaders).*

*A workforce that solves complex & cross-functional problems*

## 4i-T3 Program © - a part of T1-T2-T3

*A transformation journey for developing Analytical Change Leaders.*



## WHAT DOES IT DO?

- Ambidextrous approach: Works on a) *Personal development* + b) *Execution & Analytical Capability*
- Develops Execution Capability and Analytics *with KPI-based Live Breakthrough projects*
- Develops Personal Attributes through *Live Individual Development Plan (IDP)* with reviews & coaching

## BUSINESS OUTCOME

*Develops Change Leaders for Succession into High Impact Roles*



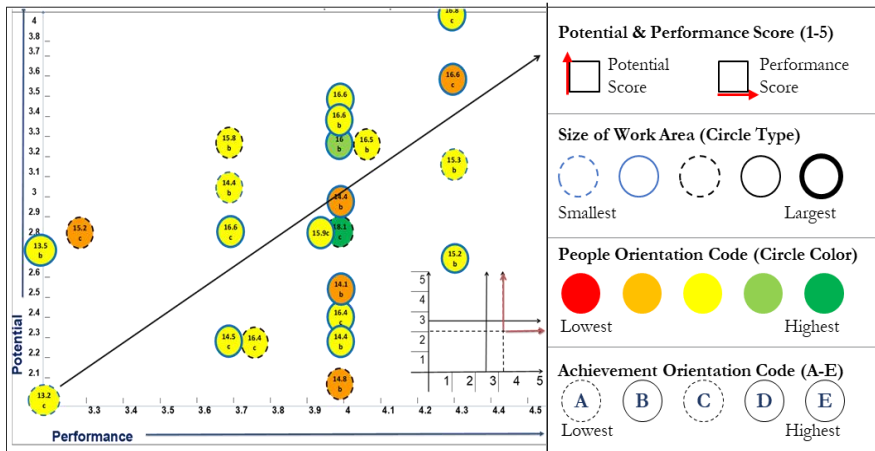
# P3 Systems & Frameworks

## 5D © - Leadership Capability Assessment Model

*Evaluation of Performance, Potential, and Promise.*

### WHAT DOES IT DO?

- Develops Objective Leadership Behaviour Analytics (5 Attributes)
- Identifies the Future Fit Leaders based on the data Analytics
- Creates Succession & Role fitment clarity for identified leaders
- Maps Leaders to challenging to High-Impact Roles, to create IDPs



*The 5 Dimensions of “5D”: 1) Performance Level, 2) Potential, 3) Size & Complexity of Role, 4) People Orientation Level, and 5) Achievement Orientation Level*

### BUSINESS OUTCOME

*Maps Leadership talent bench-strength aligned to both Company values & growth plans*



# P3 Systems & Frameworks

## 0757 © – Shopfloor Excellence System

*“0 Injury, 0 Defect, 0 Waste, 0 Breakdown” culture at shop-floor*

*0757 is a Shop-floor Excellence System that uses employee engagement to improve shopfloor productivity, quality, safety, discipline, and ownership.*



### WHAT DOES IT DO?

- 0 – Creates a Zero-loss culture - takes up improvement projects or Kaizens aimed at reaching at “0 Injury, 0 Defect, 0 Waste, 0 Breakdown”
- 757 – uses 7 QC tools to problem-solve, implements 5S, and targets removal of all 7 types of wastes through these Kaizens
- Creates employee participation at shopfloor grass-root levels, embeds Kaizen & Continuous Improvement Culture

### BUSINESS OUTCOME

*Develops a High Reliability, High Capability Shopfloor connected to business results.*

# P3 Systems & Frameworks

## 8S © - Employee Engagement System

*A structured engagement architecture linking “employee communication → employee capability → employee contribution → celebration of success”.*



### WHAT DOES IT DO?

- Carries out surveys to assess employee engagement & culture issues,
- Identifies Engagement Elements and metrics to be worked upon,
- Addresses basic elements of Engagement: Communication, Learning & Development, Empowerment, Rewards & Recognition
- Develops forums for Capability building & coaching, managing Suggestions and Kaizens, Rewards & Recognition Systems
- Institutionalises Knowledge Management Systems

### BUSINESS OUTCOME

*High-ownership, high-energy, learning culture.*

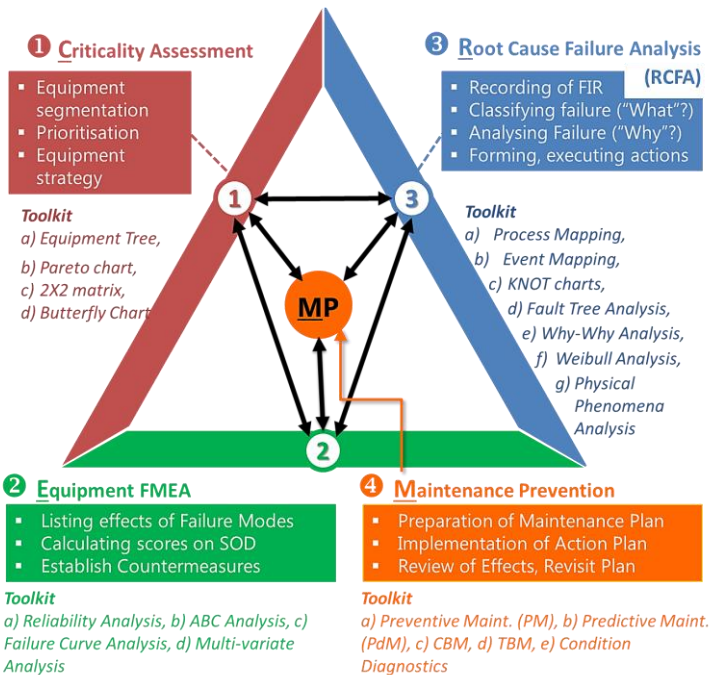


# P3 Systems & Frameworks

## CERM © – Reliability Excellence Framework

*A closed-loop  
Asset  
Reliability  
improvement  
& governance  
Framework  
for improving  
Manufacturing  
Plants.*

*CERM  
Runs Live  
MTBF and  
MTTR Projects*



### WHAT DOES IT DO?

- Moves the team from “Availability” mindset to “Reliability” mindset
- Establishes Zero-failure approach with Maintenance Managers & Technicians by coaching on *Equipment Criticality Analysis, EFMEA, RCFA*, facilitates Live ‘*MTBF and MTTR Improvement Projects*’

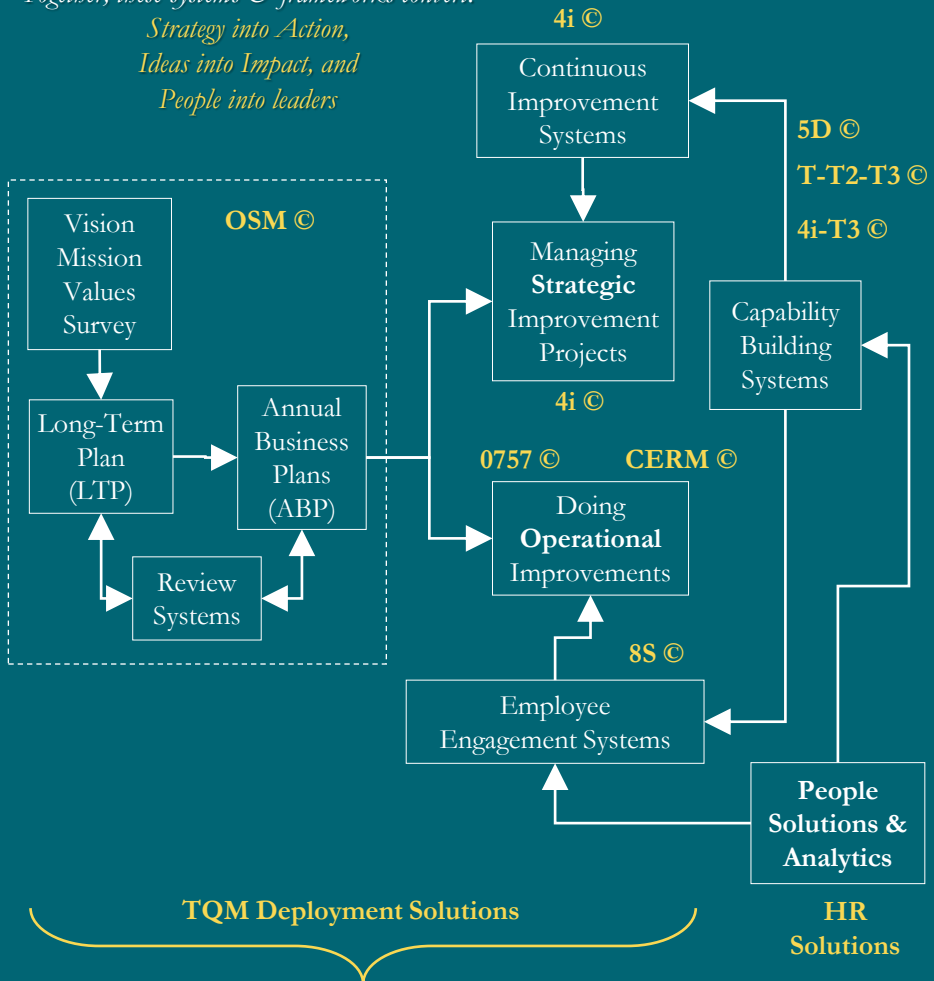
### BUSINESS OUTCOME

*Predictability of Asset Performance, Higher Uptime & Safety, Lower Maintenance cost*

## P3 Systems & Frameworks – Network

*Together, these systems & frameworks convert:*

*Strategy into Action,  
Ideas into Impact, and  
People into leaders*



*Each of these frameworks is brought to life through **P3's Curated Training Programs**, which teach the methods, tools, and their real-world application. The next pages present the **Programs** and the **Toolkit** thereof. Together, they form a holistic **L&D Architecture** for Organizations.*

## P3 Systems & Frameworks – Impact Matrix

Product	Purpose	What does it do	Action Projects
<b>OSM Framework</b> ©	<b>Strategy Formulation &amp; Implementation</b> –Mission, LTP, ABP	Aligns corporate goals with daily management; ensures strategy becomes a living system	✓
<b>4i Framework</b> ©	4-step <b>Problem-Solving Methodology</b> for KPI improvement	Drives structured improvement – from idea generation to measurable impact; fosters collaboration, ownership & breakthrough thinking.	✓
<b>T1–T2–T3 Framework</b> ©	3-Tier <b>Capability development</b> Structure for all levels	Builds functional, managerial, and leadership maturity; converts skill into sustainable capability	✗
<b>4i–T3 Program</b> ©	Program for Development of <b>Analytical Change leaders for future</b>	Creates Leaders for Managing Succession for key High Impact Roles – balancing execution excellence & analytical depth with behavioural excellence	✓
<b>5D Leadership Model</b> ©	5-Dimensional Scientific <b>Assessment of</b> leadership capability	Maps Readiness through Performance, Potential, and Promise (Size of Work, People Orientation, Aspiration) to build leadership pipeline & succession readiness	✗
<b>8S Engagement Framework</b> ©	Integrated system for holistic <b>Employee Engagement</b>	Creates Engagement Forums to improve Communication, Empowerment, Capability, Rewards, Knowledge Management etc.	✓
<b>0757 Framework</b> ©	<b>Shop floor excellence</b> through Employee empowerment	Creates zero-defect, zero-waste workplaces; energizes the frontline through structured improvement	✓
<b>CERM Framework</b> ©	<b>Asset Reliability &amp; Maintenance</b> excellence Program	Builds a culture of Reliability Centred Maintenance (Preventive). Improves Asset Utilization.	✓

# Curated Action Learning Programs

## STRATEGY MASTER-CLASS

**STRATEGY MASTERCLASS PROGRAM (SMP)**

Duration: 45 hours (15 sessions / 15:30 hours over 6 months)  
Faculty: Pankaj Lochan

## KPI MASTER-CLASS

**KPI MASTERCLASS PROGRAM**

Duration: 18 hours (6 sessions / 2 hours, once a month)  
Faculty: Pankaj Lochan

## LEAN MASTER-CLASS

**LEAN MASTERCLASS PROGRAM (LMP)**

Duration: 60 hours (20 half days sessions)  
Faculty: Pankaj Lochan

**4I-T3 ANALYTICS MASTERCLASS PROGRAM**

Duration: 112 hours (14 full days over 6 months)  
Faculty: Pankaj Lochan

Transformation Capability Program

## 4I-T3 CHANGE LEADERS PROGRAM

**Reliability Centred Maintenance (RCM)**

Duration: 18 hours (over 6 days)  
Faculty: Pankaj Lochan

## RELIABILITY CENTRED MAINTENANCE

Programs curated to address real needs of manufacturing & process industry

Each Program is followed up with **Action Learning Projects**, ensuring measurable Business Impact

# TQM Deployment Programs

## TQM MASTER-CLASS



## POLICY MANAGEMENT



## DAILY WORK MANAGEMENT



## QA & NEW PRODUCT DEVELOPMENT



## CROSS FUNCTIONAL & CHANGE MANAGEMENT



## STATISTICAL PROCESS CONTROL

Each Program is followed up with **Action Learning Projects**, ensuring measurable Business Impact

# The T1-T2-T3 Training Tool-kit & Modules

## Series-A Basic Problem Solving Tools

- A-01 Flow Charts
- A-02 Cause & Effects Diagram
- A-03 Stratification
- A-04 Scatter Diagram
- A-05 Control Charts
- A-06 Check Sheets
- A-07 Histogram
- A-08 Pareto Charts
- A-09 Graphs

## Series-B Basic Management Tools

- B-01 Brainstorming
- B-02 Affinity Diagram
- B-03 Arrow Diagram
- B-04 Tree Diagram
- B-05 PDPC
- B-06 Matrix Diagram
- B-07 Matrix Data Analysis
- B-08 Relation Diagram

## Series-C Quality Management Basics

- |                                  |                             |
|----------------------------------|-----------------------------|
| C-01 Quality Management Basics   | C-12 Quality Assurance      |
| C-02 Basic Statistics            | C-13 MSA                    |
| C-03 Statistical Process Control | C-14 PFD, FMEA, CP          |
| C-04 KPI Drill Down              | C-15 Cost of Poor Quality   |
| C-05 KPI Benchmarking            | C-16 Improvement Systems    |
| C-06 Strategic Analysis Tools    | C-17 4i Methodology         |
| C-07 Policy Management           | C-18 5S                     |
| C-08 Policy Diagnosis            | C-19 Quality Circles        |
| C-09 Daily Work Management       | C-20 QC Story Approach      |
| C-10 DWM in Maintenance          | C-21 Kaizen, OPL, Poka Yoke |
| C-11 Cross Functional Management |                             |

# The T1-T2-T3 Training Tool-kit & Modules

## Series-D

### Productivity & Efficiency Tools

- D-01 Value Stream Mapping
- D-02 Time & Motion Study
- D-03 SMED
- D-04 Wrench Time Analysis
- D-05 Queuing Theory
- D-06 Inventory Management
- D-07 Linear Program. Problem
- D-08 Game Theory
- D-09 OEE
- D-10 PERT & CPM

## Series-E

### Decision-making Tools

- E-01 Quality Function Deployment
- E-02 Fault Tree Analysis
- E-03 AHP & Paired Analysis
- E-04 Pugh Matrix
- E-05 Time Motion Series

*Series-A & B: Tier-1  
 Series-C: part of Tier-2  
 Series-D,E,F: part of Tier-3  
 (ie. 4i-T3 Program)*

## Series-F

### Statistical-analytical Tools

- |                                   |                              |
|-----------------------------------|------------------------------|
| F-01 Sampling & Distribution      | F-08 Conjoint Analysis       |
| F-02 Hypothesis Testing           | F-09 Discriminant Analysis   |
| F-03 Regression                   | F-10 Factor Analysis         |
| F-04 Basics of DoE                | F-11 Response Surface Method |
| F-05 Factorial DoE                | F-12 Taguchi DoE             |
| F-06 Principal Component Analysis | F-13 Weibull Analysis        |
| F-07 Cluster Analysis             |                              |



## PANKAJ LOCHAN

*Author | Business Transformation Leader | Ex-CHRO |  
Ex-P&L Head*

**P3 - People & Process Productivity**



Pankaj Lochan is a business leader, author, and transformation consultant with over three decades of experience across India's leading organizations. A graduate in Mechanical Engineering from IIT-BHU and an alumnus of IIM Ahmedabad, Pankaj has held senior leadership positions at Tata Steel, JSW Group, Dr. Reddy's, Ambuja Cements, Jindal Steel & Power, and Padmanabh Mafatlal Group.

He has led and scaled strategic functions including Maintenance, Operations, Manufacturing, Projects, TQM, HR, R&D, and Safety. He has served as Head of TQM at Tata Steel and JSW, Head of P&L at Ambuja Cements, and CHRO across three organizations over 11 years. The signature program *Kar Vijay Har Shikhar* at Tata Steel delivered an EBITDA impact of ~₹2,500 Crores during his tenure as Chief of Business Performance Enhancement.

Pankaj is a Master Black Belt in Lean-Six-Sigma, trained in TQM by JUSE (Japanese Union of Scientists & Engineers, Tokyo), and certified in Innovation from the Haas School of Business, Berkeley. He has driven large-scale improvements in productivity, cost, culture, and capability; leading multiple TQM Diagnoses, two Deming Prize wins, and a participated in a successful Deming Grand Prize journey.

He also holds patents, copyrights, and citations in Manufacturing, TQM, and HR.

As a founder of **P3-People & Process Productivity**, Pankaj focuses on his three core strengths: 1) *Cost & Productivity Improvement*, 2) *TQM Deployment & Deming Prize Consultation*, and 3) *Strategic HR Transformation & Leadership Development*. He applies proprietary methodologies refined over three decades of hands-on industry experience.

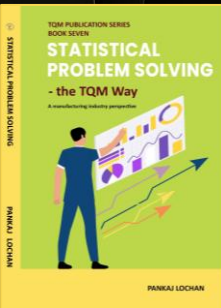
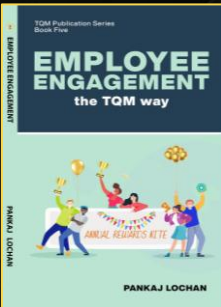
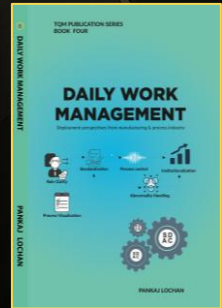
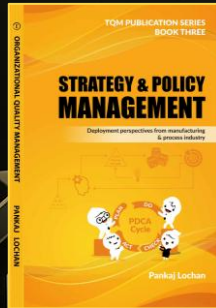
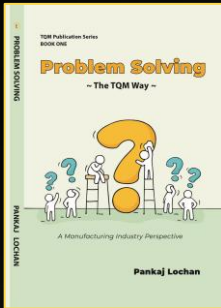
Pankaj also works with **KPMG** and **Competence Curve** as a Consultant.

An author of 12 books, his writing spans management, leadership, analytics, and civilizational studies. His body of work includes the 7-book *TQM Deployment Series*, the *Manufacturing Productivity Series* featuring the bestseller *Master of Your KPIs*, and the 3-book *Karmic Trilogy*. He also wrote the *Sanatana Education Series*, where his books blend Indian civilizational wisdom, contemporary science & management.

His work reflects a rare harmony of first-principle clarity, execution discipline, and cultural depth.


Pankaj's philosophy is simple: *"Create disproportionate value for organizations at low cost."*

## Books by Pankaj Lochan



*A 7-Book Series on TQM Deployment*

With a foreword by Mr Anil K Jha,  
Former Chairman, Coal India



**THE MASTER OF YOUR KPIs**

A Comprehensive Guide to Building, Managing, and Mastering Your KPIs

**PANKAJ LOCHAN**

THE MANUFACTURING PRODUCTIVITY SERIES

+ 4 more books on History & Civilizational Studies

*At P3, we turn Strategy into Action, Ideas  
into Impact, and People into Leaders...*



**People  
& Process  
Productivity**




2018 Deming Prize,  
JSW Steel Vijayanagar Works





2019 Deming Prize,  
JSW Steel Salem Works

## Connect with Us

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