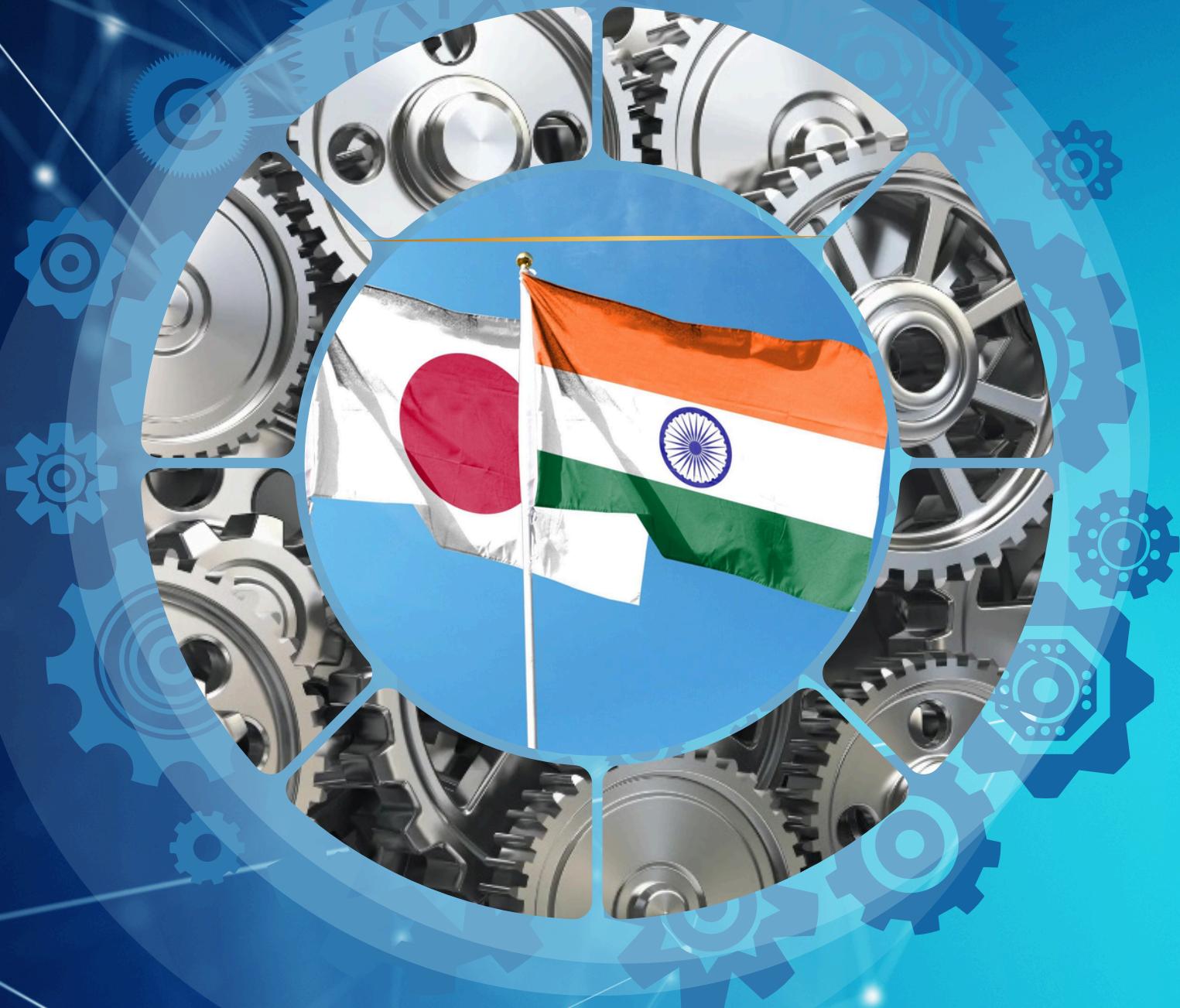


CII Manufacturing Excellence Leaders Delegation to Japan

“Advancing World-Class Manufacturing Excellence”

15-21 March 2026



The Confederation of Indian Industry (CII) invites CEOs and Senior Leaders to participate in an exclusive high-level delegation to Japan, the global benchmark for manufacturing excellence, quality culture, and operational discipline. This delegation is designed to provide first-hand exposure to world-class Japanese manufacturing practices, foster business collaborations, and enable deep learning from best-in-class organizations that have shaped global competitiveness

Objectives

-  **Benchmark against Japanese Manufacturing Practices**
-  **Learn advanced practices in TPM, Lean, TQM, Kaizen, and Digital Manufacturing**
-  **Take-away the management philosophies that integrate into continuous day-to-day improvements.**
-  **Translate global best practices into Indian Business Context**
-  **Learn the philosophy, tools and systems of TPM & TQM Production System in action**



Who Should Attend

This is a Mission for people who intend to make a difference at their own plants when they return.

The Mission is intended for:

- CXO's
- Plant / Factory / Works Heads
- Factory Supervisors / Team Leaders / TPM Heads
- Manufacturing / Industrial Engineers / Heads
- Continuous improvement Heads

Highlights

- Visit to Shop Floor of World Class companies
- Visiting the JIPM Award winning companies
- Interaction with real implementers
- Learn about unique features of these companies
- Witness the JIPM Award Ceremony and Sustainability Management Week Expo
- Interaction with Japan Productivity Council

Proposed Itinerary*

Day	Date	Time	Activity	Stay at
Day 0	15th Mar (Sun)	Afternoon	Arrival in Tokyo and check into hotel	Tokyo
		Evening	Briefing Meeting	
Day 1	16th Mar (Mon)	Morning	Visit to Yuken Kogyo Co. Ltd.	Tokyo
		Afternoon	Visit to NISSAN/Omron Automation Center	
Day 2	17th Mar (Tue)	Morning	Visit to Hitachi - Tsuchiura Plant	Tokyo
		Afternoon	Visit to Hitachi - Kasumigaura Plant	
		Evening	Dinner Meeting with Indian Ambassador	
Day 3	18th Mar (Wed)	Full Day	Visit to Sustainability Management Week Expo (Tokyo Big Sight)	Kyoto
		Evening	Travel to Kyoto by Train	
Day 4	19th Mar (Thus)	Morning	Visit to Toyota Plant/Honda Cars Plant	Kyoto
		Afternoon	Visit to Toyota Museum	
Day 5	20th Mar (Fri)	Full Day	JIPM Award Ceremony	
Day 6	21st Mar (Sat)	Morning	Shopping / Site seeing	---
		Afternoon	Departure	

*Itinerary is tentative and subject to revision

Administrative Details

REGISTRATION

- **Delegate Registration to be done online.**
- **Delegates also need to fill in and return the attached Registration Form along with passport copy of the delegate.**
- **Delegation program and other details will be sent to the delegates after receiving their confirmation.**
- **Prior registration along with the fee is a must.**
- **The maximum number of delegates would be restricted to 20 on first come first serve basis.**
- **Delegate fee is not refundable. However, change in nomination is accepted.**
- **The last date to receive the registration along with payment is 20th February 2026.**

REGISTRATION FEE

- **The registration fee is Rs. 1.20 Lacs + 18% GST per delegate.**
- **Registration fee covers administrative charges, interpreter charges & local transport.**
- **Registration fee does not include airfare, accommodation, food, inter-city travel and any sort of expenses that not covered in the registration fee.**
- **Registration fee should be paid online in advance.**
- **CII will provide a certificate of participation to each delegate.**
- **Duly filled-in registration form should be sent to Mr K K Sudarsan, Manager, CII Institute of Quality, Near Bharat Nagar 2nd Phase, Magadi Main Road, Vishwaneedam Post, Bengaluru-560091; Phone: 99727 11066; Email: sudarsan@cii.in**
- **Please note that your nomination will be confirmed only on receipt of the payment along with the Registration form.**

TRAVEL INSTRUCTIONS

- **Air Tickets, hotel and visa to be booked/arranged by delegates. CII will support with invitation/document for visa.**
- **Delegates must have passport with minimum 6 months validity from the date of travel.**

For Registration/further details, please contact:

Mr K K Sudarsan

Manager

CII Institute of Quality

Near Bharat Nagar 1Ind Phase, Magadi Main Road, Vishwaneedam P.O.

Bengaluru - 560091,

Mob: 91-9972711066

Website: www.cii.iq.in Email: sudarsan@cii.in