

Success Story (6): “India-Japan Exchange Activities”

by Mr. Mulvadi Raghupathy Ranganathan / India

Mr. Ranganathan is one of the founding members of the Chennai AOTS Alumni Society and the Federation of AOTS Alumni Associations of India (FAAAI). He started to learn Japanese in 1970 and joined the AOTS Technical Training (host company: Toa Kowan Kogyo Ltd.) in 1972. After returning to India he was involved in setting up the Chennai AOTS Alumni Society and opened a Japanese Language School in 1973. With the support of the Nippon Foundation they could purchase premises for conducting classes in 1991, then expanded space with additional support in 1994 and functions as one of the most well-known schools in Chennai with 450 students today, cooperative with implementation of the Japanese Language Proficiency Test. The Chennai AOTS Alumni Association is committed to Japan-India cultural exchange, out of which “Quiz on Japan”, for young people, has continued for 17 years. They have created a question bank with 6,000 questions and answers and burn them on CDs for distribution to schools in Chennai. In response to

the request from Mr. Suzuki, president of Hiyoshi Corporation in Japan, they host a Japanese language speech contest. Commemorating the 50th anniversary of India-Japan Friendship Relations in 2007, an exchange program was extended throughout the year with demonstration of Japanese culture including flower arrangement, origami and “Hina” doll festival. He also commits himself in promotion of the Japanese management techniques by organizing seminars on the topics of 5S, facility management, 7 tools of QC and shop floor improvement, etc. to Indian business circles. After retirement from Madras Port Trust in 1992, he changed his career to software industry, and started his own software firm. Deepening his understanding of the Japanese way of thinking and business manners through trade with the Japanese companies, he has been invited by a number of forums and corporations like Confederation of Indian Industries (CII) and software houses on the theme of doing business with Japan.

Mr. Mulvadi Raghupathy Ranganathan

A resident of Chennai, Mr. Ranganathan founded his own software company after having worked at a port service company, and currently serves as chairman of Nihon Technology Private Ltd. In 2005 he was awarded The Order of the Rising Sun, Gold and Silver Rays for his contribution of many years to friendly relations between Japan-India. He is the former president of the Chennai AOTS Alumni Association.



Past experience of AOTS training:

Technical Training in 1972 [provided at TOA Harbor Engineering Works]

Management Training Course in 1977 [The Production Management Training Course provided at TOA Harbor Works Co., Ltd.]

Management Training Course in 1985 [The Program for Quality Management]

Success story (6): India-Japan Exchange Activities
Story submitter: Mr. Mulvadi Raghupathy Ranganathan
Country: India
Field of activities: Economic or Cultural Exchange



My role in creating a bridge between Japan and India

I am currently the Founder Chairman of the ABK-AOTS DOSOKAI, Tamilnadu Center, a volunteer organization formed by the ex-trainees from Asia Bunka Kaikan (ABK), AOTS, the Hindu Hitachi scholarship scheme, the Japan Foundation, Japan International Cooperation Agency (JICA), Ministry of Education, Culture, Sports, Science and Technology (MEXT), etc. I am one of the first seven members who were instrumental in forming the Federation of AOTS Alumni Associations of India (FAAAI). Currently I am also the Advisor to FAAAI.

Growth of Chennai AOTS ALUMNI and Present Infrastructure

I started learning the Japanese language in the year 1970 in Chennai from a Japanese friend Mr. Kiyohiko Kumagai and got my first Technical Scholarship to go to Japan under the ABK Alumni Scholarship Program, which was under the AOTS Technical Scholarship Program. While in Japan, I found that, in India, there were 11 ABK Alumni Associations in various states. This provided me with the impetus to start another center in Tamilnadu.

I had series of discussions with Mr. Yu Ogiso in ABK (Mr. Ogiso is current President of the Asian Student Cultural Association (ASCA)), and met Hozumi sensei (Mr. Goichi Hozumi, the first President of ASCA) to discuss my request. I was told that the decision to have an Alumni Society in Tamilnadu would be taken after a period of one year as ABK wanted to confirm the real enthusiasm behind my request. During 1973, after my return from Japan, I met many Japanese who were in Chennai and to these I also expressed my desire to start a new center in Chennai. On their return all of them informed ABK about my earnest interest in starting an alumni association in Chennai. Meanwhile, I started teaching Japanese free of charge to those who were going to Japan on various scholarships or visits on a voluntary basis. Meanwhile I gathered ex-trainees in Chennai and formed ABK-AOTS Dosokai, Tamilnadu Regional Center and formulated the rules and by-laws in 1974 and communicated the same to ABK on 8 March 1975. On 3 July 1975, the official approval was received from ABK to form this new alumni association.

As a part of our activities during initial stage, we started teaching Japanese in a small way. I was the first teacher. We started conducting classes from our members' houses and weekend classes were conducted in one of the colleges (one of our members owned a college and hence he gave us space free of charge). After then, we started conducting regular weekend classes from rented premises. Then from there we moved to a rented place and then again to a bigger rented place as the students were increasing in number. Some of my students and alumni members joined hands to become volunteers in teaching Japanese. The Consulate General of Japan, Chennai, AOTS, the Japan Foundation and JETRO were our supporters, donating books and motivating us to promote our activities to create awareness about Japan in the minds of People in Tamilnadu.

In 1977 I was invited to participate in the 4th Convention of the ABK Alumni Societies in Bangkok as a representative from India. I attended the 2nd Convention of the AOTS Alumni Societies in Yokohama at which the important decision to form the national federation was initiated by the late Mr. Nagaaki Yamamoto, then President of AOTS. I played a key role during the discussions, too.

In 1989 we became the first alumni society to be registered in India under the Societies Registration Act of Tamilnadu (State Government) and also under the Foreign Contribution Registration Act (Government of India). We also registered ourselves with Income Tax Department. All these initiatives were taken and completed by me.

On 6 March 1991, thanks to the support of the Sasakawa Foundation (now the Nippon Foundation) we could purchase our own premises for conducting our classes. The Nippon Foundation also provided us with additional funds in 1994 to buy additional space as our activities had increased and the number of students touched almost 300.

During 1994, I made a funding proposal for equipment, books and videos to the Osaka EXPO Fund and the grant was awarded to us in 1994, which enabled us to enhance our potential to a great extent.

During 2004, with our internal funds and bank loans we bought additional space and infrastructure in the same building in which we have our Japanese Language School. With this we have now 1200 square meters of space (six classrooms, one auditorium, one seminar hall / gallery and one library and office). The total planning and fund arrangements were done with the excellent cooperation of all our members.

Japanese Language School and Promoting Japanese Language Learning

I have always felt that Japanese, a language of feeling and situation, is the best way to reach my Japanese friends. My teacher, Mr. Kumagai, who passed away last year, remained my best friend till his death and because of his teaching I started to love the Japanese language. So I felt that it was my responsibility to promote this language in this part of India. With limited resources, but only with love and passion to promote Japanese, I started teaching Japanese in 1973. Today we are one of the most well known schools in Chennai, with approximately 450 students. We have an excellent library

and also NHK television program at our center for students to view and learn. We organized Spoken Japanese Courses based on the AOTS methodology, and also prepare them for the Japanese Language Proficiency Test (JLPT) of the Japan Foundation. I have been playing the role of coordinator for organizing infrastructure to conduct the JLPT examination (including hall ticket issuance) on behalf of the JLPT Test Organizing Committee for South India for the last six years.

The QUIZ on Japan and Promoting Awareness of Japan

To promote awareness about every aspect of Japan in young minds, in Chennai we started a Quiz Program called “Quiz on Japan.” I initially authored the questions and played the role of lead Quiz Master, while developing another 5 Quiz Masters. We started in a simple way, using Q and A cards, but today we have started using a personal computer and video projection system using Power Point presentations for the question and answers. We have covered areas like religion, geography, history, sports, festivals, people, war, technology, and education. We have created a question bank with 6000 questions and answers and burned them on 200 CDs and distributed them to all the city schools (free) with provisions for them to bring the CDs to get the contents updated any time. This program is now 17 years old and every year nearly 100 to 120 students participate.

“Talk Your Way to Japan Program” and Contribution to Environmental and Ecological Issues

As one of my ambitious and favorite projects to promote goodwill and understanding between Japan and India, myself and my close friend in Japan Mr. Suzuki, President of Hiyoshi Corporation in Japan, started the “Talk Your Way to Japan Program” for the students of Tamilnadu state 12 years ago. These young goodwill ambassadors talk extempore on topics related to the environment and ecology and the 1st Prize winners in all the 4 categories get a TWO weeks free educational trip to Japan. One student is selected from the Corporation Schools in Chennai, where children from the poverty line and below go to study, one from all other schools in Tamilnadu State, and one from all the colleges in the state. The First Prize Winner from our Japanese Language School goes as the coordinator of the group. Since they all speak only on the areas of the environment and ecology, it also creates an awareness and social responsibility in young minds. All these winners who have gone to Japan on their return are motivated to join the “Hiyoshi Alumni Club” as a part of our activities to promote ecological awareness in the student community by going to various institutions and talking about their experiences in Japan and explaining students’ responsibilities.

Promoting cultural activities

We have been taking the role of a Cultural Bridge between Japan and India in this part of India for the last 30 years. However, the year 2002 was an important milestone in our cultural journey. 2002 was the 50th year of India and Japan signing a diplomatic treaty. The center launched year-long programs planned by the core group headed by me. I would like to introduce some of the example as below:

- A video show was organized every a month to introduce Japan through various themes like Manners and Customs, Tastes of Japan, Living in Japan, etc. In all 24 videos were screened for common public viewing and 6 for industrial workers.
- Ikebana Exhibition by SOGETSU School: We conducted year-long Origami Classes for the children studying in the corporations/schools in Chennai, ending with an Origami Competition. Madam Makiya, Wife of the Consul General Japan in Chennai, Mr. Makiya was one of the two instructors.
- For the first time in India, we celebrated its Philatelic Week of Japan with an exhibition of exclusive Japanese stamps.
- The traditional “Hina Matsuri”(Doll Festival) was celebrated with a doll exhibition, with the kind support of the Consulate General of Japan’s Office.
- A traditional Indian dance recital was organized by us, in which Ms. Keiko Watanabe of Japan, who has been studying this dance from Andhra Pradesh, gave a wonderful performance of her skills in mastering this Indian art.
- We organized a demonstration of Japanese Martial Arts, Karate, the Okinawa style with the Indian teacher and students exhibiting their skills in this Japanese art.
- We organized an Art Exhibition of Mr. Dinakar Sundar, a Student of Kyoto Soka Gakko, showing his “Views of Japan” paintings.
- We also organized a Photo Panel Exhibition where 400 color photographs of Japan, the People of Japan and Life in Japan were exhibited and through which vivid images of Japan were brought to the people of Tamilnadu.
- We organized an Ukiyo-e Print Exhibition of 500 reproduced prints of leading Ukiyo-e masters. This was the first time for the people of Chennai and Tamilnadu to have a glimpse at such a wonderful art from of Japan.
- 2007 was the 50th year of India-Japan Friendship Relation. In commemoration of this our center launched year long programs planned by a core group headed by me and approved by the Japan - India Friendship year Executive Committee.

Also during year 2007, we conducted the following events:

- Two Ikebana(*) Exhibitions, one by the Ohara School of Ikebana and the other by the Sogetsu School of Ikebana . (*Ikebana: the Japanese traditional art of arranging cut flowers)
- Japanese doll exhibition (in tandem with Hinamatsuri (Doll’s Festival) in Japan)
- Comparative cultural / historical study through multi-colored Indian & Japanese Stamps (in celebration of Philatelic Week in Japan)
- Exhibition and demonstration of Edo crafts & arts (by Edo Artist International Association, Japan)
- Two Day Japanese Language Teachers Seminar Program
- Fusion performance of Bharathanatyam Dance & Ohayashi and Shodo Performance
- Demonstration and performance of Koto (Japanese Veena) & Shakuhachi (Japanese Flute) by Mr. Tim Hoffman (Director, India-Japanese Music Exchange Association, Japan)
- Two day workshop on Excellence in Manufacturing – Application of Japanese Methods in Indian Industries jointly organized with the Federation of AOTS Alumni Association of India (FAAAI)

- Iwami Kagura Dance Performance
- Japanese Doll & Photo Panel Exhibition in association with the Consulate General of Japan, Chennai
- “Japan in the Eyes of an Indian Artist” Exhibition Ukiyo-e Prints & Paintings
- Ikebana Exhibition, “Beauty in Nature,” in association with Sogetsu Study School Circle of Chennai Chapter.
- Photo panel exhibition for introduction to Japan

Promoting Japanese Management Practices

I am very well known in this part of India as a teacher of Japanese Management Practices and Shop Floor Improvement Techniques. I was Instrumental in starting successful functioning of the Japanese Quality Circle movement in Madras Port Trust, where 13,500 employees worked and 13 different labor Unions existed. I was a faculty to a number of organizations like Madras Refineries, Futura Polymers, Indian Bank, Neyveli Lignite, Lucas TVS, TAFE, etc., in Japanese management methods for nearly 20 years.

I was a founder member of the “Quality Circle Forum of India Chennai Chapter.” Since 2002 we have introduced the following Japanese Management Practice topics as our Annual calendar for the small and medium scale enterprises. Since the SME segment wishes to get these inputs at affordable prices we launched this scheme of educating them by our own alumni members who have worked as trainers. The topics covered are as follows:

- Best of “5S” practices
- Achieving Excellence through Line Management Facilitators
- Improving Efficiency through Single Minute Exchange of Dies
- Success through 7 QC Tools
- Elimination of 7 Types of Waste in Production System and Canon Production System
- Deming’s QC Approach
- 5S for Shop Operatives
- Achieving Zero Defects through Poka Yoke (failsafe device)
- Gemba Kaizen
- Successful Leadership in Workplace through Gemba Kanri.
- TPM for Supervisors
- Manufacturing Excellence through the 7S approach
- Seven Steps to Create a Visual Factory
- Eight Steps to Create a Total Quality Culture
- Best Kaizen Practices
- Creativity in Problem-solving
- Doing Business with the Japanese
- TPM for Shop Floor Operatives
- The 3M, 3K, 4 M, 5 W 9 wastes - for Shop Floor Operatives
- Shop Floor Challenges and Creative operators

Other activities for disseminating Japanese style management

- Professional Consultancy: As a part of our professional services apart from recommendations for the AOTS Scholarship, we also provide to companies translation and interpretation services, in-company Quality Audits, “5S” Audits, Corporate in House Training in Japanese Language and Japanese Management and General Management Program.
- QC Circle Convention National Final: I was also a Judge for the National Finals of the 16th Quality Circle Convention National Finals held on 7th May 2004 by the Confederation of Engineering Industries, Southern Regional Headquarters.
- Seminar in Sri Lanka: During the Seminar in Sri Lanka organized by JASTECA, I presented a paper on Marketing Strategies for Japan.

I was the Founder Member of the “AOTS Alumni 5S Forum of India,” which along with the ABK-AOTS DOSOKAI Tamilnadu Center conducts the Annual “AOTS CUMI 5S” Award scheme.

As a part of the 50th year celebrations we invited Dr. Hany Mahmoud El- Hifnawi for a two-day Productivity Seminar on 21 and 22 January 2002, from Egypt, again an ex-AOTS alumni, and as a part of the Inter Alumni Cooperation Program.

Thanks to the active support of AOTS, we organize very successful Overseas Lecturing Tour Programs in Chennai, by inviting great teachers from Japan, including Prof. Kondo, Prof. Ando, Prof. Sasaki, Prof. N. Murata of Chu san Ren(*), Prof. Tsuda, Prof. H. Kume, Prof. Ikawa, Prof. Mikami, Prof. Kadota, Prof Aida of JMA(*), Prof. Horibe, Prof. Akiyama, Prof. Mamoru Sato, Prof. Tanaka, Prof. H. Murata, Prof. S. Gotoh, Prof. Yamamoto, Prof. Asai, Prof. Mario Imanari, and Prof. Fujita.

We organized an Overseas Training Program for the garment Industry and also in the environmental areas by active participation of JUKI, Hiyoshi etc.,

*Chu san Ren: Central Japan Industries Association *JMA: Japan Management Association

Leading the Federation of AOTS Alumni Associations of India (FAAAI)

As the President of FAAAAI, I brought the 8 Alumni societies in India under one banner to carry out a lot of inter-alumni cooperative programs as follows:

- We brought an Egyptian team of 18 technocrats to undergo a week of technical training from 20th to 26th January 2003, under the “Quality Management Training Program for Egyptian Entrepreneurs.” We took a team of 16 Indian entrepreneurs from India, nominated by various Alumni Societies, to Egypt for a one week program on “Quality Management for Indian Entrepreneurs” at Cairo and Alexandria, Egypt, between 10th to 19th October 2003. I was the team leader from India
- We also brought a team of 20 people for the “TPM Facilitators Training Program” for the African and South Asian Federation AOTS Alumni Societies (SAFAAS) between 21st to 28th February

2004. All these 3 Programs were funded by the World Network of Friendship (WNF) Fund and Coordinated by ABK-AOTS DOSOKAI, Tamilnadu Center on behalf of FAAAI.

As a FAAAI President, I have initiated several activities as follows:

I concluded a contract in 2003, to conduct a Quality Circle Programm for the GAS Authority of India, nationwide, in all their 16 locations with the help of the 8 AOTS Alumni Societies in India.

- I concluded with Federation of Chambers of Commerce and Industry, India (FICCI) a correspondence course for a Professional Diploma in Japanese Management. The technical content and contact classes were carried out by FAAAI and marketed by FICCI.
- For the first time FAAAI brought out a handbook of Indian experts from the AOTS Trained Alumni, whose services can be utilized by all the 44 Alumni Associations under the Inter Alumni or Inter Regional Cooperation Programs either under funding World Network of the Friendship (WNF) or even without it.
- FAAAI also brings in trainees from African nations for technical training in various Indian companies.
- FAAAI has also been actively involved in Japanese Language Promotion through one of its wings, Japanese Language Promotion Center (JAPROC), in Delhi, following the AOTS methodology of teaching. I took the responsibility of revamping JAPROC after I took over as President with the help of my colleague Ashok Chawla.
- Under my leadership, FAAAI undertook the responsibility of coordinating the South Asia Federation of AOTS Alumni Societies (SAFAAS) 6th Convention in Chennai, carried out by the ABK-AOTS DOSOKAI, Tamilnadu Center. Though AOTS had a tight budget, FAAAI funded the major portion of the convention, which was held in Chennai on 19th and 20th January 2004. FAAAI also coordinated the 5th WNF (World Network of Friendship) Management Committee Meeting, also held in Chennai on 21st January 2004.

Working towards a Social Cause

- In 1994, with financial cooperation by the State Government Tamilnadu Corporation for Women Development and the Norwegian Agency for Development Cooperation (NORAD), we organized a Computer Literacy Program for girls. These girls are all on the poverty line and we started to train them for the Government O level Examination so that they could become employable. We also could get placements through our own alumni members for 100 girls out of the 250 girls trained.
- In 1995 we got a grant from the Nippon Foundation for this Program where the number of girls trained was increased to 300 and we could get nearly 250 girls opportunities for jobs out of the total 550 girls trained.
- A short-term certificate course was conducted in Desk Top Publishing (DTP) for girls on the poverty line along with the Rotary Club of Anna Nagar, West.
- Through my good contacts in the Nippon Foundation, I could help the Spastic Society of India Chennai to get funding for a building project.

- Again using my relationship with the Nippon Foundation I could get funding for a mentally retarded children home, Path Way, in Chennai.
- Due to usage of tobacco in many forms many people in southern India suffer from cancer of the mouth and throat, which can even disfigure their faces. So working as a catalyst, with the TSURUMI Dental College, Prof. Seto and Madras Dental Association, Cancer Hospital, Apollo Hospital, Ramachandra Medical College, Raga's Dental College and the ENT Surgeons Association of South India, we formed the "Asian Fight against Oral Cancer," Chennai chapter. This chapter regularly invited Doctors from TSURUMI Dental College to come to Chennai to perform facial surgery on selected patients and teach Indian doctors and students various techniques.
- When Fukui University, Japan, wanted to become a sister university with an Indian university to have a Post Graduate Students Exchange Program, I and our Center, working as catalysts, brought Fukui University and Annamalai University in Tamilnadu together and one student from Annamalai University went to Fukui and completed a master course. He is now employed in Japan.
- Recently another NGO was created with us as a catalyst and I as one of the three directors created Solidarity and Action against the HIV Infection in India (SAATHII) with a focus on rehabilitee women and children infected with HIV and AIDS.
- In 1984 we conducted a Painting Competition for School Children in Chennai. The theme was Japan seen through Indian Children's Eyes. The best paintings were sent for exhibitions in schools in Kumamoto Prefecture and Kita-Senju, Tokyo, as well as for AOTS Tokyo Kenshu Center. Thus developing a relationship with the school in Kita-Senju we sent them indian comics as a donation to their library.
- FAAAI and the Hippo Family Club Home Stay Program: The FAAAI with the help of AOTS coordinated with the Hippo Family Club, Japan, Home Stay Program. Many AOTS alumni have enjoyed the Home Stay Program with the Hippo Family Club Members in their homes when they were in Japan. As a reciprocal measure FAAAI started working with Hippo Family Club and the members have had Home Stay Programs with our alumni in Delhi, Mumbai, Pune, and this year in Chennai. This really makes a true Cultural Bridge between India and Japan.
- Standard Chartered Bank and Japan Week: The Standard Chartered Bank is planning to Celebrate Japan week starting from 23rd to 28th May 2004 I have been asked to help the bank in planning the week long Program and also deliver half a day lecture on Doing Business with Japan.
- Japanese Coins and Currency Exhibition: We also held a Numismatic Exhibition of the following Coins and Currencies of Japan on 10th and 11th June 2004.

Publication works I was instrumental in bringing out the following publications from the ABK-AOTS DOSOKAI, Tamilnadu Center:

- Japanese Malayalam Dictionary: The Book "Japan - Living Tradition," by Mr. S.A. Swamy, who was the recipient of the Sacred Treasure Gold and Silver Rays by His Majesty Emperor Akihito, was published by ABK-AOTS DOSOKAI, Tamilnadu Center.

- We brought out 6 posters and 3 books (one in Tamil and 2 in English) for implementing Shop Floor Improvement using “5S” techniques.
- I also started a Newsletter for ABK-AOTS DOSOKAI Tamilnadu Center, with a separate editorial board and it is now being brought out as a printed Newsletter.
- We are in the process of printing Yasunai Kawabata’s “Thousand Cranes” in Tamil. The manuscript is ready and we have been corresponding with the publishers for permission to publish in Tamil.
- I also authored a book called “Survey School to Tech Temple - a 200 years History of My College,” College of Engineering Guindy, during the Bicentennial celebration of the college. The Book was released by the President of India and the first copy was received by the Chief Minister of the state, who is also the current Chief Minister, Ms. Jayalalitha.

Awards I have received so far:

- I received the highest award bestowed on foreign nationals “The Order of the Rising Sun, Gold and Silver Rays,” on 6 July 2005, conferred by His Majesty the Emperor of Japan as the only Indian to receive this award out of the 34 foreign nationals who were selected for the year 2005.
- I received the Distinguished Leadership Award given by the American Biographical Institute in their Ninth Edition in 2000 for Outstanding Contributions to the Society.
- On 21 December 2002, the Consul General of Japan, Mr. Makiya, gave me a Commendation Certificate in recognition of my distinguished service in contributing to deepening of mutual understanding and friendship between Japan and other countries.
- The National Institution of Quality Assurance gave a certificate of Commendation in recognition and deep appreciation for my valuable service rendered to the Institution in promoting quality on 15th August 1987.
- The Indian Institute of Plant Engineers, Tamilnadu Chapter, gave me a certificate to place on record its deep appreciation in recognition of my committed and dedicated service to the plant engineering fraternity during 2001-2002.

My other positions:

- Member, Academic Council Meenakshi College for Women for Computer Science
- Member, Academic Council Bharat Deemed University, Chennai
- Member, Academic Advisory board Meenakshi Sunderrajan College of Engineering
- Member of South India Philatelic Association, Chennai

My career in the software industry and connections with Japan:

I have been visiting Japan since 1972 for various training programs through AOTS, and the Japan Foundation. In 1992 I changed my job from Government service to the private sector and moved to the software industry. From 1993 onwards I started to visit Japan frequently to carry out my

company's marketing activities. In the process I interacted closely with leading companies, OEM manufacturers, and software houses. Some of my clients were NEC, OKI Electric, Unisiajecs, CSK Corporation, Tokyo Information Systems, Nippon System Ware, IBM Japan, Shigeru Information Systems, Yamaha Music System, Nissen Mail Order Shopping Systems, Hiyoshi Corporation, Hoya Information Systems, and Hitachi Unisia, and I also interacted with Hitachi Information Systems, Toshiba Information Systems, and many more. These interactions gave me an insight into the Japanese business world. This marketing experience with Japanese customers gave me an idea about the Japanese way of thinking, their quality concept, and their way of productivity and performance improvement.

With this experience I have been invited by a number forums and corporations like CII and software houses in India on Doing Business with Japan. During this Period of 5 years I have been traveling to Japan very frequently almost once 3 months.

By the way, the Year 2003 was a very sad year as my best friend, Mr. Kiyhiko Kumagai, passed away. My last visit in March 2004 was to accompany my best Japanese friend and Teacher Kumagai San's daughter Jun, who was born when Kumagai san was living in Chennai and whom I gave away during her wedding. This visit was the most memorable one, when I missed my teacher in every step I walked up the aisle during the wedding.