

ANNOUNCING BATCH 19

VISIONARY LEADERS FOR MANUFACTURING

Programme for Senior Managers
2026-27

18 Years Legacy of Transforming
Indian Industry

Transforming Senior Managers into Visionary
Leaders through mindset change in a unique,
innovative learning environment



Join the National Mission
to Take Your
Organization to the
Next Level of
Growth



Leading and Driving Change

Over 1400 Visionary Leaders are driving breakthroughs across 250 organizations, helping and guiding them to navigate the changing business scenario.

Inspiring Success Stories

Graduates created 450+ success stories by implementing VLFM learnings. Programme led to development of award-winning breakthrough products.



“ONCE IN A LIFE” OPPORTUNITY

- Empower senior leaders with a deeper understanding of Breakthrough Management and enhance their leadership skills.
- Become part of 6000+ strong community of visionary business leaders acting as Real Change agents within their companies and society.
- Join the national mission to establish an ecosystem to nurture companies for sustainable growth in manufacturing and service sector.



INNOVATIVE LEARNING ENVIRONMENT

Designed with a vision to take your organization to global benchmarks. VLFM aims to create “Leaders” with holistic perspective on value creation, to lead breakthrough projects.



Transforming Mindset:

VLFM imparts the vital tools and techniques while creating right Mindset to diffuse breakthroughs and realize business results.



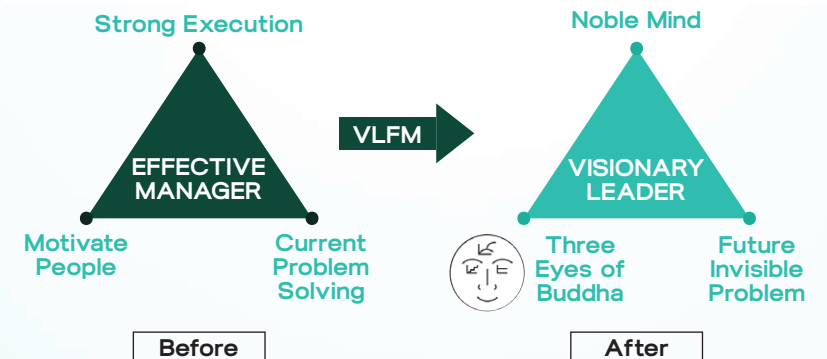
Building Skill:

VLFM equips individuals with essential tools and techniques. It cultivates the right mindset, that fosters innovation, drives breakthroughs and delivers tangible business results.



Creating Holistic Value:

See manufacturing beyond Big ‘M’, leading to Industry 4.0 & Society 5.0.



The programme transforms effective manager into visionary leader

LEARN FROM BEST LEADERSHIP SHAPERS

VLFM faculty serve as role models, embodying the programme's core values and principles. A distinguished pool of about 100 senior leaders from Indian industry supports the programme as Module Directors, Co-Module Directors, and Module Demonstrators. VLFM graduates from leading companies such as ANAND Group, Godrej Enterprise Group, Sona Comstar, TVS Motor Company, TechNova Imaging Systems, Blue Star, Pidilite industries, Minda Group, Sundaram Clayton, Titan Company have been continuously contributing as faculty.

VLFM follows a unique cycle of engagement for graduates: Learn, Practice, and Demonstrate. After graduation, VLFM participants first practice their learning in their organizations, then return to contribute to the programme in various roles. This cycle of Learn, Practice, and Demonstrate empowers them and deepens their expertise. This expertise enriches the learning journey of future leaders.



DRIVE BREAKTHROUGH BY VALUE CREATION IN YOUR COMPANY

Implementing best practices of VLFM has empowered graduates to transcend ideation and take actionable steps for



Identifying latent requirements of customer and developing innovative products/services with a business case.



Creating tangible business results to support growth in the era of global competition and exponential change environment.



Building leadership skills to enable organisation wide transformation.



Jamshyd N Godrej

Chairman, CII VLFM Governing Board
Chairman, CII Naoroji Godrej
Centre of Manufacturing Excellence.
Chairman & Managing Director,
Godrej Enterprises Group

VLFM programme is helping Indian Industry to become more innovative and competitive.

I observed remarkable transformation of mindset amongst manufacturing managers after attending the programme. VLFM has led to a substantial change in perception of manufacturing amongst Indian companies. Indian manufacturing is gaining attention of global leaders.



Chandrajit Banerjee

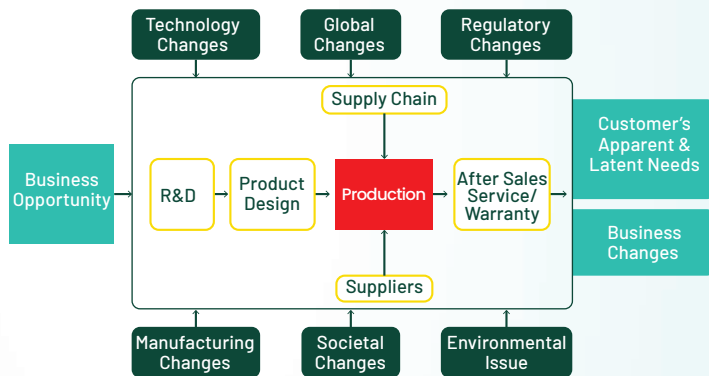
Director General
Confederation of Indian Industry

VLFM programme has become an industry wide movement in India and has created a pool of inspired leaders to initiate and implement breakthrough projects in manufacturing, with a focus on making larger societal impact. With the support of all the stakeholders, I am very confident of making this impact even bigger in the years to come.

GETTING BUSINESS RESULTS BY SYSTEMATIC APPROACH

Program enables participants minds to think differently and transforms their mindsets from small “m” (only production oriented) to BIG “M” (entire manufacturing environment) thinking, towards creating unique value and improving the value chain of business.

Small “m” to BIG “M” Thinking

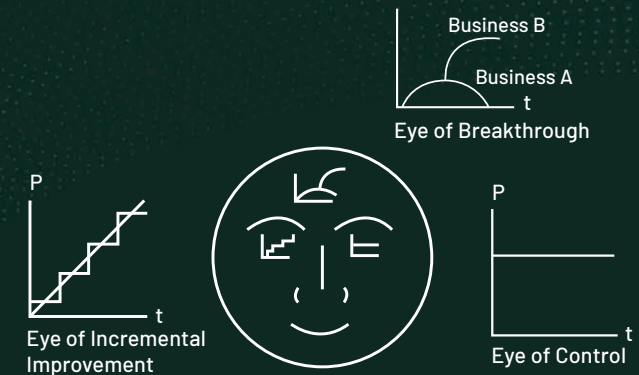


Senior Managers learn about the tools to proactively sense societal changes for capturing new business opportunities. They attain an innovative mindset for developing breakthrough products, services and creating new businesses.

The big push towards innovation comes from the concept of making customer the epicentre of breakthrough. They gain deep customer insights by jumping into fishbowl, identifying latent requirements, creating unique products / services to exceed customer expectations. They learn to think beyond product innovation, to create unique user experiences.

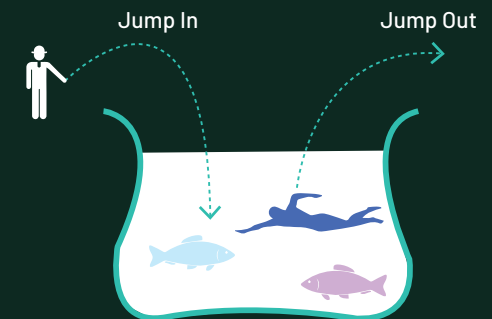


Three Eyes of Buddha



VLFM Philosophy draws from the three eyes of Buddha concept balancing control, incremental and breakthrough eye to nurture holistic leadership vision.

Jump Into Fishbowl



Global Learning Visit - Immersive experience for a life transformation journey

The international learning visit is a key component of the programme, offering an unparalleled experience of learning and exploration. It enables participants to view India from a global perspective and gain fresh insights. The visit emphasizes the importance of cultural understanding in international business. In addition to site visits and interactions, participants undertake a Self-Initiated Research (SIR) project on a topic of societal significance, further enriching their transformative journey.



Driving India's Global Leadership

VLFM is a unique example of successful collaboration between Industry, Academia, and Government. Launched in 2007, the programme continues to drive leadership excellence, strengthen economic relationships, and promote goodwill and cooperation. It is designed to catalyse advancements in business models, products and processes. VLFM continues to foster inclusive growth, and enhance India's global competitiveness.



Developing Global Ambassadors

VLFM graduates are global ambassadors of new Indian manufacturing in the face of global disruptive forces. Visionary leaders are skilled to lead in an exponentially changed business environment and equipped with a mindset to see opportunities even in a crisis. By proactively sensing future opportunities, companies benefit through new business creation and drive transformational changes within existing organizations.

UNIQUELY DESIGNED WITH FIVE INTEGRATED MODULES, IN-COMPANY APPLICATION AND GLOBAL LEARNING VISIT

Designed in a modular format to enable learn-apply-learn approach, program helps participants to understand the global business environment. The learnings are spread across five Modules and Global Learning Visit over one year. Interconnected modules offer participants the opportunity to learn pertinent tools for changing their mindsets and developing leadership skills, thereby enabling transformative changes within their company.

Module	Unique Learnings	Leadership Skills	Session Title	Date	Place
Module 1 Breakthrough Management	Five Step Discovery Process Jump into the fishbowl	Creating ability to see the invisible beyond the obvious	Orientation Session	19 Mar 2026 (Thu)	CPS*
			Pre-Session M1	2 Apr (Thu) & 3 Apr (Fri) 2026	CPS*
			Module 1	7 Apr (Tue) - 10 Apr (Fri) 2026	Mumbai
			Learning Convention	11 Apr (Sat) 2026	Mumbai
Module 2 Horizontal Exploration of Flow Manufacturing	Visual Map (VMap) 7 Infrastructure Tool	Understanding manufacturing as a flow through the value delivery network	Pre-Session M2	24 Apr (Fri) 2026	CPS*
			Module 2	9 Jun (Tue) - 12 Jun (Fri) 2026	Chandigarh
Module 3 Vertical Exploration of Customer's Latent Needs	Observation and Interview Skills Concept Creation	Conceptualizing unique product / service with attractive features that address user's latent needs	Pre-Session M3	7 Aug (Fri), 11 Aug (Tue) & 12 Aug (Wed) 2026	CPS*
			Module 3	18 Aug (Tue) - 21 Aug (Fri) 2026	Ahmedabad*
Module 4 Co-Creation and User experience	Co-Creation Model User Experience Life Cycle Map	Learning to Co-Create with users and stakeholders in the entire value delivery network	Pre-Session M4	25 Sep (Fri) & 29 Sep (Tue) 2026	CPS*
			Module 4	6 Oct (Tue) - 9 Oct (Fri) 2026	Hyderabad
Module 5 Realizing Tangible Business Results	Nine Step New Business Development Process	Preparing a comprehensive Business and investment case for new Products/ Services	Pre-Session M5	1 Dec (Tue) & 3 Dec (Thu) 2026	CPS*
			Module 5	8 Dec (Tue) - 11 Dec (Fri) 2026	Bengaluru
Global Learning Visit	Self Initiated Research	Developing a global business perspective	International Visit	April 2027	TBD

*Orientation Session for incoming batch 19, Pre-Sessions for respective Modules will be delivered in an innovative cyber physical learning environment to enhance the learning of participants. These sessions are interconnected with respective modules and are compulsory to attend. Participants can join these sessions from their respective locations. Post Sessions would be planned and announced as per needs.

*Note : Cyber Physical Learning System (CPS)

VLFM Cyber Physical Learning System (CPS)

Each module has been uniquely designed as an integrated environment with online pre-sessions, followed by in-person sessions, and reinforced through online post-sessions. This hybrid delivery, combining in-person and virtual access, enables dynamic group interaction and real-time feedback. The VLFM Cyber-Physical Learning System (CPS) enhances collaborative learning. The system fosters engagement through innovative tools that blend digital and traditional learning methods. These tools allow participants to apply their skills both in physical settings and in simulated interactive contexts, ensuring stronger retention and practical application. It creates a continuous learning cycle that supports reflection, practice, and implementation in real business scenarios.



LIFE LONG JOURNEY OF TRANSFORMATION



VLFM Learning Convention

The VLFM Learning Convention is the flagship annual event of the vibrant VLFM community, comprising more than 6,000 visionary leaders. It serves as a collaborative forum to celebrate achievements, exchange insights, and share success stories and innovations. The event marks a dual milestone—the launch of a new batch and the graduation of the outgoing batch—symbolizing the continuous journey of learning, practice, and leadership within the VLFM ecosystem.



TARGET ORGANIZATIONS

Growth Oriented small to large organisation in the manufacturing and services sectors.

PROFILE OF PARTICIPANTS

High potential managers with over 15 years of experience, taking up business breakthrough and leadership roles in their career.

PROGRAMME FEE

6,00,000
(Rupees Six
Lakhs only)

*Excluding taxes, per participant, on a non-residential basis. Professional fees for the five modules and International Learning visit. The fee doesn't include the cost of travel, boarding and lodging within India or outside. For International visit, participants need to bear airfare, local travel, accommodation, meal and other incidental charges.

A 5% discount will be offered to organizations nominating 3 or more participants. Advance payment of fees is to be made along with the nomination. Participation fee is non-refundable, non-adjustable against any other programme of CII.

ADVIK
Passionately Innovative

allcargo
LOGISTICS

ANAND

ASHOK LEYLAND

AUROLAB

BOSCH

CavinKare
Making Lives Happier

Cummins

Danfoss

EH
Endress + Hauser

FORBES MARSHALL

Godrej

Hero MotoCorp

JCB

Mahindra

Nilkamal
India's Favourite Furniture

Pidilite

Pratibha

Rane
Expanding Horizons

Reliance Industries Limited

SONA COMSTAR

SIEMENS

TAFE

TATA
TATA CHEMICALS

TATA
TATA MOTORS

TITAN
COMPANY

TVS

UPL

VLFM Batch 18



Embark on a journey of leadership transformation and organizational success.

Nitin Sharma

M: 9871159797 | E: nitin.sharma@cii.in

Avinash Kumar Lohia

M: 9873764694 | E: avinash.lohia@cii.in

Deepak Gautam

M: 98109 66070 | E: deepak.gautam@cii.in

Nishigandha Avinash Rasal

M: 996724 8381 | E: nishigandha.rasal@cii.in

Confederation of Indian Industry

249F, Sector-18, Udyog Vihar, Phase-IV, Gurugram-122015

www.cii.in | www.vlfm.org

Explore more at

www.VLFM.org

CII Naoroji Godrej Centre of Manufacturing Excellence

Godrej Station-side Colony

Vikhroli (E), Mumbai-400079