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Automotive Component Manufacturers Association of India

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September 2020

Maintaining Continuity in Discontinuity



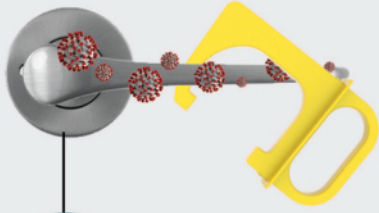
SAKSHAM

ACMA CENTRE OF EXCELLENCE



COVID-SAFE KEY

A CROWDSOURCED PROJECT



During the COVID-19 pandemic, the problem of contamination of common surfaces becomes critical, This can spread virus infections, Keeping your safety in mind, we have developed a safe key in order to tackle these problems, This key will protect you from catching an infection.



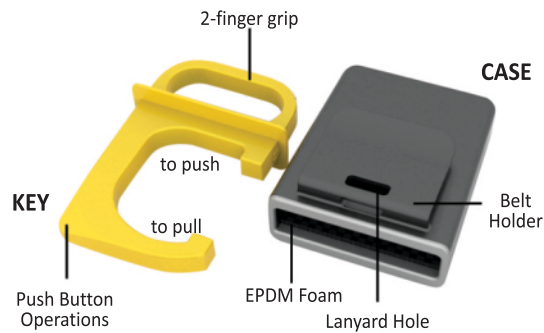
Safe Key ensures protection against coronavirus

PARTS OF THE SAFE KEY

The device consists of a case where the key is slotted into and surrounded by a foam piece which releases disinfectant to keep the key clean,



Spray disinfectant on the foam around 3 times / 10 ml
(CAUTION : Do not exceed above 15 ml)



CAUTION
Avoid hand contact over infected edge or surface of the key

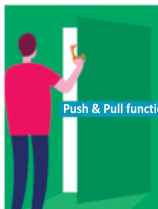
USAGE AND APPLICATIONS



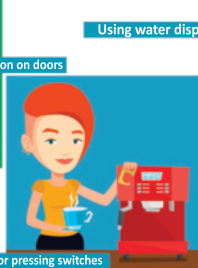
Applications of the safe key are as follows:

- Push / Pull Door
- Using elevator
- Operating devices
- Belt Holder
- Lanyard Tag

The safe key can be fitted onto the card holder or onto the belt.



Push & Pull function on doors



Using water dispenser

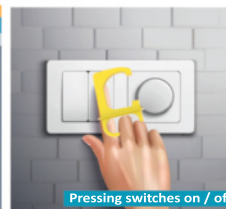
Using devices or pressing switches



Car Opening



Using elevators



Pressing switches on / off

Head Office Address:
208, Abhishek Building,
2nd Floor, C-5, Dalia Estate,
New Link Road, Andheri (W),
Mumbai - 400053.

Plant Address:
Plot No.S-30 & 31, Phase III,
SIPCOT Industrial Complex,
Ranipet, Tamil Nadu - 632405.
INDIA

Contact Details:
Tel: +91-4172 242347
Mob: +91-98848 90007
E-mail ID:
salessouth2@sellowrap.com
bd1@sellowrap.com

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Editorial Team:

Publisher:

Vinnie Mehta,
Director General, ACMA

Chief Editors:

Dinesh Vedpathak,
CEO - Skilling & Training, ACMA

V. K. Sharma,
Head - Cluster Program, ACMA

Editor:

Sangeeta Sharma,
Expert Cluster Program, ACMA

Assistant Editor:

Abhinav Rastogi
Assistant Director, ACMA

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Dear Reader,

I am happy to share with you the Volume 13 - Issue 2 of IMPACT, themed "Maintaining Continuity In Discontinuity".

Year 2020 has become synonymous with uncertainty, in first quarter when everyone was focused on BSVI and EV, out of nowhere COVID struck and crippled humanity and economy like never before. In the second quarter when every pundit predicted unprecedented economic catastrophe with no demand for mobility and supply chain crisis, the demand started picking up riding on back of farm and rural economy, thanks to good monsoon. Considering the current market, we can expect 90 - 100 percent demand of pre-COVID period by year end.

After more than 100 days of COVID induced nationwide lockdown, the automotive manufacturing started limping back to "New Normal" – new safety guidelines for human & materials and new social distancing norms. The cloud covering the automotive manufacturer may be thinning away but the challenge roars in the form of subdued demand and skilled labour shortage, forcing manufacturers to speed-up their plans for process automation, deskilling and reskilling to re-aligning human resources to drive growth. Automation and digitisation till now, considered a niche subject is now at the forefront. Industry is adopting automation as an integral part of manufacturing ecosystem. The buyers have become increasingly dynamic in terms of product choice, they want a quick upgrade and have long list of options to choose from. This has also fuelled the need for innovation as buyers demand for new features and new types of vehicles have gained momentum, resulting in product becoming more complex.

I salute the collective resilience of our automotive industry leaders, who have maintained manufacturing momentum amid all the disruption. It is time to renew our commitment to galvanize collaboration amongst all the stakeholders and to synergize our efforts with national priorities. It is worthwhile, to mention that Automation, Deskilling, Reskilling, Innovation etc., are the most desired attributes in today's scenario and to support the membership, my team of counsellors has designed a whole range of programs (from 100 days to 24 months) to upskill people and upgrade manufacturing processes. These programs are specially designed keeping post – COVID scenario in mind – Break-even point reduction, Working Capital Management, Deskilling & Reskilling, Throughput Rate enhancement to name a few. Irrespective of the size of the unit, these programs are suitable for all component manufacturers. An investment here, will go a long way in maintaining manufacturing continuity down the line.

This issue focuses on efforts by automotive manufacturing industry and ACMA team to maintain the continuity across all fronts and overcome the disruptions. I am sure you will take advantage of the above opportunities and will be part of ACMA's initiatives for all future endeavors.

Lastly, I urge leaders of auto companies, in all domains to take the responsibility of educating their front-line employees whose work continues to occur on-site, regarding safe manufacturing practices.

As always, I wish you all a happy (digital) learning and look forward to receiving your feedback on our publication to improve it further.

Best wishes
FR Singhvi

Digital Launch of ACMA ZED Plus Cluster Program at Minda Industries Ltd. , Pune

For last more than twenty years ACMA is providing technical support to all its members through its signature Cluster Programs. These programs have a proven approach to build manufacturing excellence. In this series, 1st Zero Defect Zero Effect cluster was launched in 2015 to make the component manufacturing companies achieve targets of Zero-defect products and build environmentally efficient processes and systems. In last four years, ACMA has successfully concluded four ZED Cluster programs and twenty-three manufacturing plants have secured world class quality standards from ZED Cluster interventions.

The Zero Defect Zero Effect Cluster is very well received by the component industry as well as associated OEMs. However, a general observation from OEMs as also from the component manufacturers is that the rejection levels increase when a new product is introduced in mass production. There was a demand from the companies that have completed ZED cluster to extend the gains made in the model lines to all product lines across plant and to integrate the zero-defect tools with New Product Introduction.

In response to this demand, ACMA team designed Zero Defect Zero Effect Plus Cluster program. This program aims to Institutionalise ZED tools across entire plant with integrating a new block in the roadmap to control the initial production quality, when newly developed product goes into mass production. Some of the key highlights of this one-year program are:

- Zero Defect-
 - Institutionalise ZED Tools and Techniques
 - Focus Zero Defect Companywide
 - Zero Defect Culture across all departments.
- Zero Effect – Enhance Gains through 5 tatvas initiative
- NPD – NPI - Application of ZED tools and Techniques to New products at SOP stage.
- Sustaining and integrating the learnings in the existing systems.

Launch of ZED Plus Cluster program

Once the ZED Plus cluster was announced, six

companies enrolled in it:

- JK Fenner India Limited, Madurai
- JK Fenner India Limited, Hyderabad
- Wheels India Limited, FAW, Chennai
- Wheels India Limited, EEPD, Chennai
- Wheels India Limited, Sriperumbudur
- Minda Industries Limited, Pune

ZED Plus cluster was formally launched on 23rd January 2020 at Pune. In last week of February and 1st week of March 2020 it was launched at all the individual companies, except Minda Industries Limited, Pune, when COVID -19 induced lockdown happened. As all the manufacturing activities came to a standstill, ZED Plus Cluster Launch was postponed at Minda Industries, till the manufacturing activities normalises. From June 2020 onwards, company has started manufacturing activity in a phased manner but interstate travel restrictions were still in force. As travel is still not easy between the cities, it was decided to use technology. So, on 8th August 2020, a digital launch was planned. It was first of first for ACMA team and for Minda team also. We appreciate the commitment of the company for going the e-way in this challenging situation. Minda team prepared very well at the shop floor, one by one senior members of Minda team lit the lamp maintaining the social distancing. From ACMA team all senior team members lit one digital lamp at a time. It was a wonderful and beautiful sight to hold and was an excellent experience.

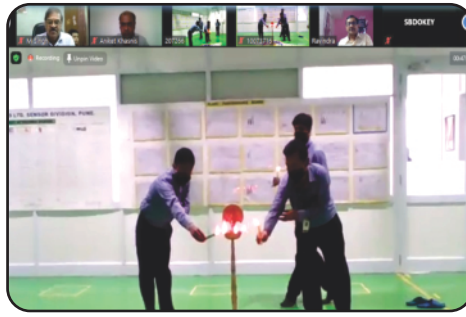


Physical Launch at Wheels India Ltd., Chennai

All the senior team members of ACMA and Minda Industries Limited, graced the occasion and shared their thoughts with the participants:

Team Minda -

- Mr. Trideep Mukherjee - Chief Coordinator



Digital Launch Ceremony --- ACMA 1st ZED Plus Cluster Program at M/s Minda Industries Ltd., Sensor Division, Chakan, Pune

- (Minda) started the program and welcomed all the ACMA team members and other participants at the kick off ceremony.
- Mr. S.N.Tiwari , Plant Head - Appreciated ACMA team for their continuous support and guidance in previously completed ZED – 4 cluster. He stated that he and his team look forward to learn more through ZED plus journey. He found ACMA methodology, approach and Rich program content very unique in nature. He showed his gratitude towards Counselor and Mentor who are highly experienced and full of domain knowledge.
- Mr. V.J.Rao thanked ACMA team for valuable guidance for last two years. He further stated that Minda team is proud to be associated with ACMA. ACMA Programs have long lasting impact on their business and their team is immensely benefited by these programs.
- Zero Defect Quality. He appreciated the new facility of Sensor plant, Pune.
- Mr. Sunil Mutha, Mentor of ZED Plus Cluster Program, appreciated Minda Industries' team for their outstanding performance in the ZED 4 cluster journey. He explained the ZED Plus cluster road map and way forward. In ZED Plus Cluster, the team will be working for eliminating Existing defect, Potential defect, and optimizing Panch Tattvas, New Product development and Sustenance.
- Mr. Arup Kumar Basu, Counselor for ZED Plus Cluster, applauded the young and energetic team of Minda Industries' for their active participation at all the improvement activities right upto the associate level. He acknowledged that a lot of ZED tools (DRVME sheet etc) were made by the shop floor personnel resulting in killing of defects in ZED cluster 4. He thanked ACMA leadership for giving him the opportunity to be the 1st counsellor of ZED Plus Cluster Program.

Team ACMA -

- Mr. Dinesh Vedpathak, CEO - Skilling & Training, in his address, congratulated team Minda on joining ZED Plus Cluster. He asked the participants to work on the most difficult challenges which everybody learnt from COVID – 19 lock down. He also asked them to search for better alternate solutions to everyday challenges.
- Mr. V.K. Sharma, Head Cluster Program, applauded Minda Team members for their dedication, hard work and learning attitude. He suggested them to adopt technology at various processes to achieve

All the speakers and participants from ACMA team wished the Minda Team, a great success in the time to come.



Physical Launch at Wheels India Ltd., Chennai



Physical Launch at Wheels India Ltd., Chennai



Physical Launch at Wheels India Ltd., Chennai



ACMA Standard Cluster Programs

ZED (Zero Defect Zero Effect) Cluster Program (24 Months)

The Zero Defect Zero Effect Cluster aims at quality upgradation of participating companies, leading them to achieve targets of Zero Defect and build environmentally efficient systems so as to preserve environment for future generations.

Key Highlights

- Introduction to ZED
- ZED tools
- ZERO Effect concept
- Developing Employee Skills – deskillling
- Delivering Zero Defect Quality
- Developing ZED Culture

New Product Development Cluster Program (24 Months)

On offer are three level of New Product Development Programs -Foundation cluster / Bridge cluster / Design Cluster – to create first time right new product at initial production and to make a robust design for first time right quality.

Key Highlights

- Improved on time delivery of projects
- Reduced rework in tooling and processes
- Reduced rejections during initial and regular production
- Achieving cost committed in RFQ response stage
- Improved RFQ conversion
- Learning culture and expertise development

Low Cost Automation Cluster Program (24 Months)

This cluster program focuses on - Development of Engineering and Technical Competencies in the organization, Establishment of affordable Automation to improve QCD performance, Enhancement of Excellence in Manufacturing Practices, Product Quality improvement through LCA implementation in Parts-Transfer & Logistics.

Key Highlights

- Productivity enhancement with Consistency
- Quality (Through LCA implementation in Parts Transfer & Logistics)
- Fatigue Elimination and achieve Deskillling
- Paradigm shift in supervisory role (From Chaser to Improvement Driver)
- Improve OLE (Overall Line Effectiveness) / OCE (Overall Cell Effectiveness)
- Achieve Automation with Minimum Cost
- Reduce the Automation Running & Maintenance Cost
- Ease in Technology Infusion



**Engineering
Excellence
Cluster
Program
(24 Months)**

An advanced level program aiming to create engineering excellence at the shop floor. This cluster primarily focuses on Engineering aspects of manufacturing set-up to make it overall Lean through design and application of Lean machines, resulting in achieving a greener supply chain.

Key Highlights

- Lean Hydraulic Power packs
- Lean Electrical Panels
- Making the shop-floor environment friendly
- Chip Free Machines, Tooling – Tools & Fixtures, Parts handling
- Lean & leakage free assembly work stations, Material Handling, Logistics

**MFCA
(Material Flow
Cost Accounting)
Cluster Program
(12 Months)**

A unique program based on the concepts MFCA (Material Flow Cost Accounting). This program focuses on laying the foundations for manufacturing excellence and proposes to re-look into the established work practices and systems.

Key Highlights

- Application of MFCA tools
- Improving material yields
- Improving process efficiencies
- Improving tools & dies effectiveness and machine efficiencies
- Optimising energy & resource utilisation.

**Advance
Cluster
Program
(24 Months)**

For companies at an advanced level of operational performance & work practices. Advance Cluster proposes to re-look into the established work practices and introduce all the lean manufacturing.

This results in single piece flow, quality improvement and in-house capability enhancement and resource optimization

Key Highlights

- Advance 5S X 6M Concept,
- Integrated QA and QC
- Introduction of LCA
- Integrated Material Handling
- De-Skilling
- Integrated Flow Manufacturing

For more details please contact:

Ms. Sangeeta Sharma | ✉ sangeeta.sharma@acma.in | 📞 8802848888

New Normal - Virtual Company Visit



Mr. Sanjay Pal

I am counselling one cluster of eight companies of eastern region (Lean Cluster program at various Companies in Jamshedpur, Jharkhand). The cluster started last year and all the cluster companies were making good

progress. As part of cluster activity, I use to visit each company every month for counselling. As COVID 19 struck in March 2020, all my visits to the cluster companies were suspended due to nation-wide lockdown.

I was worried about the gaps occurring in learning of member companies due to absence of visits. So, our team did lot of deliberations as all counsellors were facing similar situation. The solution came in the form of conducting virtual visits via video conferencing. In the month of March 2020, I learnt to conduct video conferencing through various virtual service providers. Once I learnt the details of video conferencing, I contacted all the eight cluster companies and shared my knowledge with them. I suggested, all of them to connect through virtual medium. Initially the members were hesitant but later on they agreed to my suggestion.

During each company visit, training, plant visit and review are done. So, details of training and plant visit are shared as under:

TRAINING

During physical visits, I used to conduct training mostly in conference room or training halls of the companies. In April 2020, I started with first training program for cluster company members. During Virtual training all norms related to COVID-19 like social distancing, wearing of face mask, were taken care by participating members. Due to space constraints to adhere to social

distancing the participants were less and the training was completed in batches with few members each time.

Since then, I am conducting training programs for the members very often and virtual platform have given us convenience to connect at any time with the cluster companies.

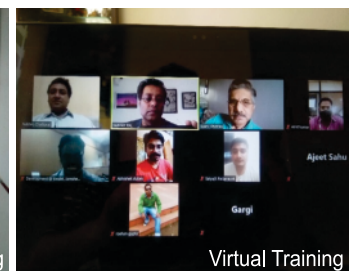
PLANT VISIT

Conducting virtual trainings gave a lot of confidence to me as well as to the participating cluster company members. My next step was to make way for plant visit – virtually. Again, I turned to available virtual technology and after few trials and errors, I was able to conduct digital plant visit. Sitting at my home, I was visiting the shop floor of my cluster companies and providing them the much-needed inputs for improvements.

I firmly believe that where there is a will, there is a way. Of course, one cannot substitute physical visit with virtual visits but still it has allowed me to maintain a connect with all my cluster company members and I am happy that their learning and improvement journey is continued, even in the times of pandemic. This virtual medium has diluted the barriers of connectivity. Though this pandemic has brought a lot of hardship to all of us but I am happy that it has taught me a lot of new things, as well and I will continue using it in future.



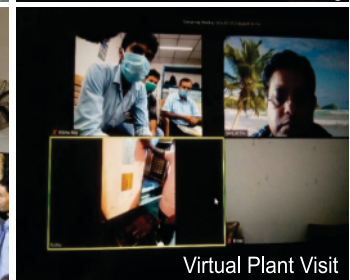
Physical Training



Virtual Training



Physical Plant Visit



Virtual Plant Visit

Fast track 6 Months Programs

Direct on Line (DoL) to Customer

- Improved Inventory Management
- Visual FG Store
- Zero Defect Supply
- Customer Delight

Low Cost Automation (LCA)

- Optimization of repetitive job
- Low cost solutions to Quality Problems
- Productivity Improvement
- ROI < 1 year

Lean Electricals Panel

- Zero B/ down
- Reduction in Panel cost
- Reduction in Panel size/ space saving
- Less Idle running cost

Lean Hydraulics

- Zero B/ down
- Low Oil consumption
- Optimized size of oil tank
- Optimized Motor Rating/ capacity
- Reduction in Running cost

Lean Coolants

- Chip Free Machine
- Improved life cycle of coolant
- Easy to maintain and change over

Green Manufacturing

- Improved life cycle of product
- Low Carbon Footprint
- Cost Savings through Resource Management
- Optimize process to reduce waste
- Optimize process

Value Stream Mapping

- Improved Material Flow
- Improved VAR
- Improved Communication Flow

Special Programs for COVID Times

For more details please contact:

Ms. Sangeeta Sharma | ✉ sangeeta.sharma@acma.in | 📞 8802848888

Company Visit by ACMA Counselor during lockdown



Mr. Mahesh Gupta

Till 2019, all of us urged for life to become still, to let us live, breathe, play with our children, spend time with family at home, enjoy our hobbies, lie down the couch. Here comes March 2020 and after four months, today we are yearning to go back to our

'normal' office routine once again, experience the fast-paced life yet again, getting acquainted with the "New Normal".

In last four months, we have experienced tough time, facing lot of restrictions to stay safe, as fear of virus was too dreadful. From June 2020, the lockdown restrictions were eased and slowly, organizations started to resume manufacturing operations. With this me and my colleagues - ACMA counselors also geared up to get back to our work fronts with all the safety measures that we can adopt. Here I am sharing my personal experience about my first visit after lockdown at Lucas TVS Ltd., Pantagar plant-

It all started with acquiring an E-pass which is required for interstate travel. Finally, I got the E-Pass for my visit at Lucas TVS Ltd. plant on 17th July 2020. Traffic on road was very less as compared to the earlier times. I was all geared up with face mask, gloves and goggles along with head cover throughout the journey, though it was uncomfortable but I had no choice. I used taxi as other public transport system were not available. At the mid-point, we took a tea break and found out that the highway restaurant was almost empty.

Around 70% of tables were put aside to maintain social distancing. I also had apprehension about the precautions taken by restaurant but they did a fairly good job as plates and cups were all disposable. After tea break, I headed towards Rudrapur but at the border, I was stopped by the cops and asked to go for corona test and had to be quarantined as per their instructions. Hence, I decided not to enter Rudrapur and cross border. In that situation, I decided to stay at Hotel Ark, Rampur near Uttranchal border. Though the hotel personnel adhered to all safety guidelines, I used my personal bed-sheet that I was carrying along with me for my use at hotel during the stay. Next day, to cross the interstate border, I did an Anti-body test for corona and went to the company with full safety measures.

Since I had my safety gears on, the security at the company gate refused to recognize me but once I introduced myself, he appreciated as I was following their visitor's rules in totality.

Though, it was very difficult for me to wear the safety gear throughout the day but I had to set an example that we at ACMA always follow the rules and take care peoples' safety very seriously.

During the visit, I gave training to all the employees adhering to social distancing rules and following other safety measures.

Mr. V.S. Rana, Plant head, ensured the use of Artificial intelligence at shop floor, as I discussed earlier during our virtual visits to ensure social distancing at shop floor. They have used transparent sheets as partitions to ensure zero touch among the employees, operations staff at shop floor. Gap between lines and operations was increased to 6 feet. Canteen facility was operating in the same safe manner.



The most appreciable thing was that plant management ensured to conduct temperature check for each

employee every 2 hour. After completion of visit, Mr. V.S. Rana, Plant head, Lucas TVS Ltd., Pantnagar appreciated the system of safety adopted by me.

In the end, I was also satisfied that I was able to do my visit effectively and simultaneously, I was able to create awareness about the usage of PPE kits during COVID-19 period at the shop floor.



Company Visit by ACMA Counselor during lockdown



Mr. Mahavir Singh

Visit to M/s Esko Casting & Electronic Pvt. Ltd., Prithila, Ballabgarh, Faridabad on 29th July 2020-

Journey

I visited M/s Esko Casting & Electronic Pvt. Ltd. Prithila, Ballabgarh, Faridabad on 29th July

2020. This company is one of the members of "ACMA-Sandhar Supplier Improvement Program". While traveling from Gurgaon to Prithila, I was filled with lot of emotions – anxiety, worry, uncertainty as this was my first company visit after March 2020, when the pandemic covered entire nation and all manufacturing activities came to a standstill due to nationwide lockdown. As I was visiting within the boundaries of same state, Haryana, I did not require any travel permit. While travelling to Prithila, I took all personal safety precaution, like wearing mask, sanitizing hands, gloves to protect hands, no outside water or eatable and lastly, Aaroyga Setu App in the mobile handset. Armed with all the safety, I completed my journey without any hassle, and reached the company on time.

Plant visit

I was pleasantly surprised at the awareness level of employees of a small MSME like Esko Casting & Electronic Pvt. Ltd. Right at the entrance I observed changes which were in line with the new guidelines laid down by local government. All the dos and don'ts were displayed on the noticeboard, at the entrance. At the main gate, sanitization system was installed and it was mandatory to sanitize our hands, before entering the plant, no exemption allowed. Temperature was also checked with digital thermometer. Wearing mask was compulsory for all the employees and visitors, alike. Social distancing was strictly enforced at all the places, shop floor as well as offices and canteen for all the employees. To maintain social distancing, very less employees were allowed at the shop floor. There was proper demarcation at the entry and shop floor. Sanitization was being done frequently in the plant.

I also made some other observations during my visit throughout the shop floor, which are as follow:

- Non- availability of workforce is a real challenge for all manufacturing units, whichever may be their size.
- People in general are adopting all precautions at the shop floor but are worried. In spite of all the challenges, they were still brave enough to continue to work.
- Management attitude was very positive and they were putting extra efforts to fulfil the customer requirements and taking care of their employees as well.
- I conducted training in batches to maintain social distancing. Also, I gave them inputs for shop floor improvements to carry on in the coming months.

All in all, the present manufacturing scenario may be filled with challenges but I strongly believe that human spirit and resilience will overcome all challenges. These challenges will pave the way for a new and prosperous beginning.





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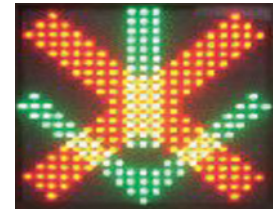


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12057	Jan Shatabdi	15:23	A	02
12472	Swaraj Exp.	19:25	A	03

AT-A-GLANCE DISPLAY BOARD

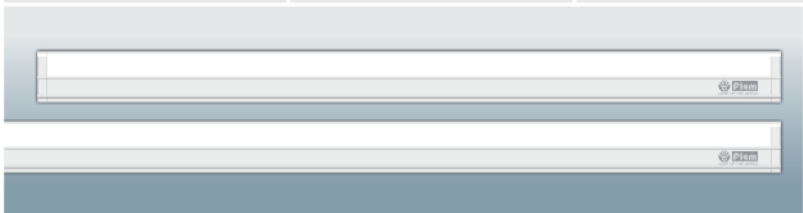
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12057	जन शताब्दी रक्सप्रेस		
14033	जम्मू मेल		
12990	अजमेर मुम्बई रक्सप्रेस		

नी स्वयं डिफाजत करें

LED Display Inside AC Coaches



Coach Guidance Display Board



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Company Visit by ACMA Counselor during lockdown



Mr. SB Dokey

I am SB Dokey, Expert Cluster Program, counseling for manufacturing excellence project at HIM Teknoforge Ltd., Baddi. HIM Teknoforge is a manufacturer of gears for tractors. This project started in November 2019. Everything went

smooth for first five months, till COVID 19 happened. From March 2020, all manufacturing activities came to a standstill and nationwide lockdown came into force. The resultant lockdown brought my monthly visit to plant a complete stop. Since then, I have been keeping a connect with the HIM Teknoforge team through video conferencing. Every week I was conducting training programs for the plant personnel from the relevant topics from the roadmap. Later on, when the plant opened and resumed manufacturing activities, I started giving them counselling tips to maintain the learning continuity including safety, in the new work environment. Once the plant personnel settled with the new manufacturing guidelines, I planned my plant visit. I gained all necessary clearances from all relevant government agencies (need travel pass from Himachal Pradesh government, through company) and informed the company about my visit.

On 2nd July 2020, along with my colleague Atul Gupta, we started our journey from Gurgaon to Baddi. For safety reasons, we hired a taxi as against public transport. Throughout our travel, both of us wore face masks, sanitized our hands regularly. I am happy to share that authorities were very vigilant and at entry point of Himachal Pradesh, our passes were checked and we reached Baddi. My hotel stay was comfortable

as the hotel staff was well trained and carried out all safety precautions, as prescribed by government authorities.

Next morning, I proceeded to the company. When I reached at the entrance gate of the plant, the security persons checked my temperature, mask, shield and sanitizer was given to me. I was happy to note the extent of awareness of security staff. After entering the plant, I observed that all shop floor employees were keeping the distance of two meters. I had the meeting in conference room, and I was pleasantly surprised to note that layout of furniture in the conference room was changed to comply social distancing during meetings. I conducted the meeting with plant team and discussed about the progress on improvements made by the HIM teknoforge team. I gave them trainings and then, I visited plant with senior team leaders. One remarkable change was very few people in the plant (only 50% of earlier strength) but still plant was working and things were moving in right direction. After this, we again came back to conference room and shared my observations with the plant team and gave them tasks to be completed before my next visit next month. I spent full day in plant and in the evening, I was headed back to Gurgaon.

While traveling back to Gurgaon, I observed that people in general were aware of the safety precautions to be taken and crowd on the road was also taking care of themselves.

For me, over all it was a very satisfying experience but with all the safety precaution. I understand that wearing face mask, face shield, gloves and constant sanitizing, whole day is very uncomfortable but it is price of safety we have to pay to survive in COVID-19 – peaceful coexistence.



Company Visit by ACMA Counselor during lockdown



Mr. Atul Kumar Gupta

First Physical visit to Highway Industries Ltd., On 3-4th July 2020 post COVID lockdown Journey-

My journey started from Gurgaon to Ludhiana on 2nd July armed with full safety precautions. Though I followed all

guidelines but still I had little fear and nervousness about going out. I opted to travel with my personal car for safety reasons. Throughout the journey, I didn't remove my mask & kept sanitizing my hands, frequently. During entire journey, I avoided outside food.

Stay-

I was happy to note that hotel also followed all safety guidelines. They sanitized our luggage, measured our temperature, checked Aarogyasetu app in our mobile and also, sanitized our hands.

During hotel checking and stay, hotel staff ensured all safety measures & followed the guidelines.

Plant visit-



Next morning, I reached the company & at the entrance company security person also checked our temperature & sanitized my hands. This time lot of things had changed in the company because of the COVID-19 panic-

- They modified the company canteen so that social distancing can be maintained.
- All toilets were modified, for social distancing.
- Doors open/close system was modified, s per new guidelines
- Meeting/Training system was also changed, no mass gathering was allowed.

To accommodate new guidelines, I also changed my counselling method (avoided all staff gathering at one place for training). I started my visit to shop floor with individual line leader & guided them accordingly. In next two days visit I did four separate meetings in small batches, with a smaller number of plant people (4-6 maximum) by maintaining complete social distancing. I also followed safety protocols while returning to home.

Finally, I can say it's was a good learning experience for me as well to adopt a new normal for counselling.



Programs to Overcome COVID Induced Challenges

Reducing Break Even Point (15 Months)

Key Highlights

- Create cost conscious culture across company
- Challenge current cost structure
- Fixed cost reduction (Employee productivity, Depreciation, Utilities, Routine Premiums)
- Variable cost reduction (Sub-contracting, Packing/Energy, Primary & secondary materials)
- Convert waste to sale, Maintain productivity levels.

WORKING CAPITAL MANAGEMENT (12 MONTHS)

Key Highlights

- Zeroing in on suitable working capital management policy / strategy
- Direct inventory management
- Indirect inventory management
- Reducing lead time of production
- Reducing lead time of procurement
- Reducing total cash flow cycle time

Express NPD (6 Months)

Key Highlights

- Restructuring NPD organisation
- Agile project management (Alignment with Customers, Suppliers)
- Compressed lead times
- First time right samples
- Burst mode development

Program on Desking (12 Months)

Key Highlights

- Identifying skills needs for future requirement throughout plant
- Mapping present skill status
- Improve productivity & rhythm in Repetitive cycle
- Reduce dependence on human effort & fatigue elimination
- Ease of multi-tasking.
- Uptime Improvement, Reduction in MTTR
- Material cost Reduction
- Error elimination & consistency in quality.

Improving Throughput Rate (12 Months)

Key Highlights

- Understanding basic concepts of throughput rate
- Identify Bottleneck and target setting
- Throughput, inventory, Operating Expense Analysis
- Managing Bottleneck
- Establish system for ongoing Bottleneck management

For more details please contact:
Ms. Sangeeta Sharma
✉ sangeeta.sharma@acma.in
☎ 8802848888

Embracing Change – Digital transformation for MSME



Mr. V.K.Sharma

Manufacturing executives have been bombarded by new terms and acronyms over the last few years:

We are in the fourth Industrial Revolution,

Smart Manufacturing and Industry 4.0, not to mention Internet of Things (IoT),

Industrial Internet of Things (IIoT) and a plethora of three and four letter acronyms.

The feeling of needing to do something, but not knowing what, can lead to paralysis by confusion. Some manufacturing companies are taking a lead in these new technologies since they are already well automated, partially integrated, and work in a mode of continuous improvement across the enterprise.

However, there are a vast number of manufacturers whose journey is less mature or has yet to start. We at ACMA are committed to help those less mature to gain confidence and begin the journey to a digitized world.

As the fourth revolution takes hold, it will impact everything that we do; manufacturers and their extended supply chains will change forever as the virtual and real world come together to deliver Smart Manufacturing.

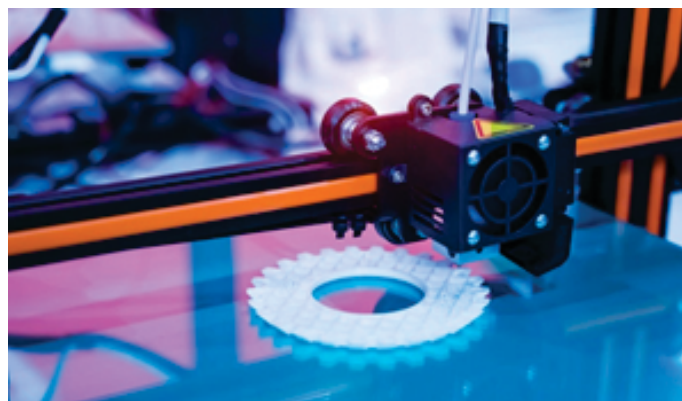


What is Smart Manufacturing? Smart Manufacturing is a term used to define the complete digital manufacturing universe including:

- The extended supply chain,
- New product introduction – from idea to design, virtual world, 3D
- The digitized (or smart) factory
- New manufacturing technologies such as additive

manufacturing (3DPrinting)

- Standards of communication and data to allow Interoperability. Smart Manufacturing will reach most businesses in phases, and the first step is the move to an integrated manufacturing environment. Companies should start the move by considering the level of data collection and cross plant integration that will define a suitable starting point. Simply collecting data and making it available to a wide audience within a plant and across the business will lead to almost immediate returns.



If everyone from business leader to shop floor operator has access to appropriate information at the relevant time, they will do a better job. More productive people lead to better business decisions and more profit.



Once information becomes available, analysis, feedback, and action deliver new value, and safer, cleaner factories. This is only the first stage of Smart Manufacturing with no hype or expectation of instant transformation.

We need to conduct multiple transformation initiatives in an organized and structured environment with respect to **People, Process, and the required Technology.**

Small & medium enterprises should start a digital transformation journey with limited ambition and build the basis for further Digital Transformation in the future.

Manufacturing Data is the Enterprise Heartbeat :

One rapidly growing trend is manufacturers using data in an IoT environment to address very specific issues. Companies are starting to question the use of data they already have but don't use. In particular, those that have complex machines for the manufacturing process often gather no information from the machine other than production numbers. Operations engineers would highly value more information about the performance of each machine and, indeed, the means to improve that performance. The need for more data and information and the desire for progress are two factors that meet perfectly in early stage Smart Manufacturing transformation. A good early project will include:

- Collect information (perhaps including special IIoT devices for data acquisition) from the machine(s),
- Analyze it using IoT Big Data Analytic applications,
- Derive actions to improve machine performance, and Make the information available to more people in a timely and relevant manner



Set the Strategy

The journey must start at the top of any organization. The strategic objectives must include Digital Transformation from the current state to a more mature one where manufacturing delivers more value to the enterprise.

For many, initial objectives will be around improving communication and use of data. The top of the list will also include analytics that can feed back into manufacturing for improved performance and quality.

The most important first step is to ensure top management is fully committed to the objectives and that Smart Factory projects can meet those objectives in one or more plants. Building the business case is always the best way to secure executive buy-in for the improvement program.

In the case of digital transformation, there is no option; companies that fail to change will be overtaken by more agile, disruptive players.



UDAY-PRIDE (UNIDO-DHI-ACMA Yojana – Professionalism, Responsibility & Innovation in Driving Excellence) came into existence after the success of its predecessor projects which started in 1999 and most recently after the successful completion of the UNIDO-ACMA-DHI Partnership Programme Phase-I (2014-18).

Objectives

To strengthen the capability/competency of Indian small and medium-sized automotive component and other allied manufacturers to meet the stringent quality, delivery and cost requirements of OEM/Tier-1s.

To also enhance their productivity and operational performance levels so as to facilitate their inclusion into domestic as well as the global supply chains.

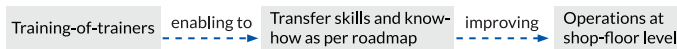
We help in creating a sustainable & continuous improvement culture in your organization

Project Information

- PURPOSE**
Cluster intervention and other support programmes to build competency in selected SMEs
- LOCATION**
All over India
- PARTNERS**
United Nations Industrial Development Organization (UNIDO) and Automotive Component Manufacturers Association of India (ACMA)
- DONOR**
Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises (Government of India)
- COUNSELLING CYCLE DURATION**
3-12 months (depending on programme offering chosen by participants)

ENGAGEMENT METHODOLOGY

1. COMPETENCY BUILDING through



2. LONG TERM SKILLS DEVELOPMENT via

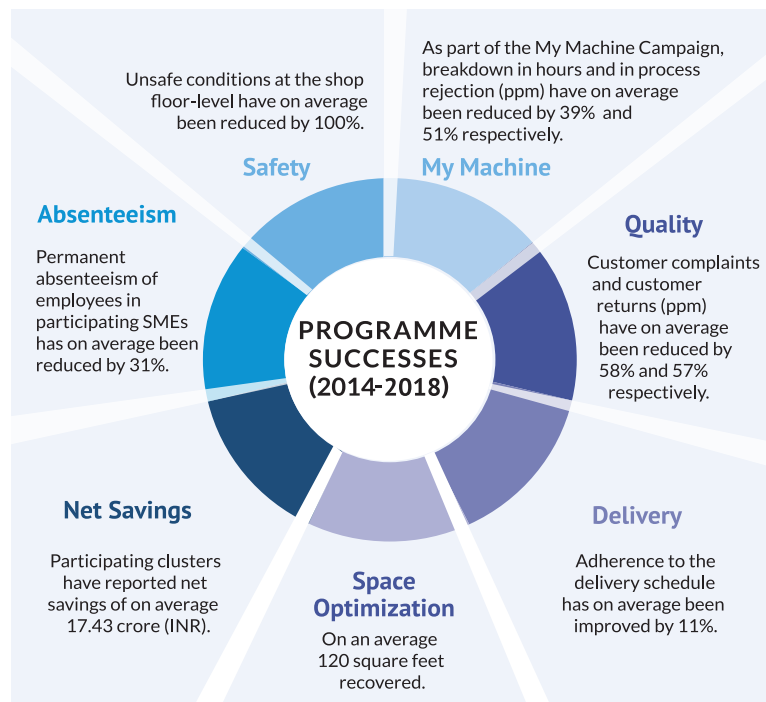
- Shop-floor visits
- Direct shop-floor assistance
- Counselling
- Trainings
- Performance review meetings
- Inter-company competitions
- Model plant visit



Success Snippets

Projects successfully implemented in conventional method across India

Phase-I: 25 clusters, 152 companies
Phase-II: 17 clusters, 106 companies



IMPACT



Programme offerings

LEVEL ONE

BASIC PROGRAMME

For fresh participant companies

CORE MODULES (Mandatory)

12 Months

- Visual Factory
- My Work My Place (Garden Green Hospital Clean)
- Quality
- Waste Elimination
- Productivity
- Material Management

ELECTIVE/SPECIALIZED MODULES (Optional)

3-9 Months

- Resource Efficiency & Cleaner Production (RECP)
- New Product Development (NPD)
- Special Processes (Plating/Foundry/Metal Finishing)
- Know Your Cost
- Future Leaders Development
- Supervisory Development Programme
- Project Based Interventions
- Second Party Audit
- Problem Solving/Continuous Improvement
- APQP-PPAP

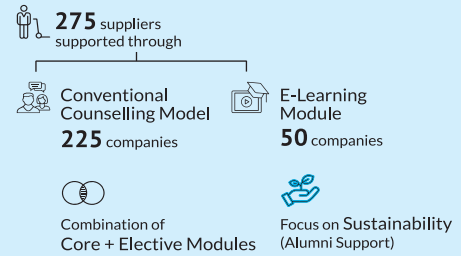
LEVEL TWO

ADVANCED PROGRAMME

For participants of earlier UNIDO-ACMA-DHI Partnership Programme or similar programme

KEY features

DUAL PROGRAMME DELIVERY MODEL



TECHNOLOGY UPGRADATION & INNOVATION

- Enhancing usage of ICT
- Introducing innovation components
- Technical/awareness workshops on Industry 4.0, Electric Mobility, 3D Printing and next generation technologies

STRENGTHS



TRAINED & MOTIVATED TEAM

- Pool of national and international experts, consultants, innovators, technologists and engineers to bring the future into focus for manufacturers.
- Counselors trained by international experts.



INTERNATIONAL EXPERTISE

- Well established Monitoring & Evaluation Framework developed by UNIDO Vienna to monitor the day-to-day progress.
- International inputs on Industry 4.0 and other related technologies.
- Environmental management and cleaner production upgrading and methodology.
- International experts for seeking linkages with other UNIDO projects and experts in the automotive industry in other countries.



3-LAYERED EVALUATION SYSTEM

- Programme review by Steering Committee members, chaired by Joint Secretary, MoHI, Govt of India every 6 months.
- Regular update to ministry nodal officer every month.
- Independent evaluation performed by government appointed evaluator at the end of the project.
- Terminal evaluation of the project by UNIDO appointed third party evaluators.



CUSTOMER CENTRIC MODULES

- The participant companies have the choice to pick courses from elective modules and training/workshops as per their needs.



TOWARDS MANUFACTURING EXCELLENCE

MANPOWER

- Job satisfaction & improved ownership
- Employee engagement

MATERIAL

- Waste reduction & yield improvement
- Reduced customers returns & in-house rejection

MACHINE

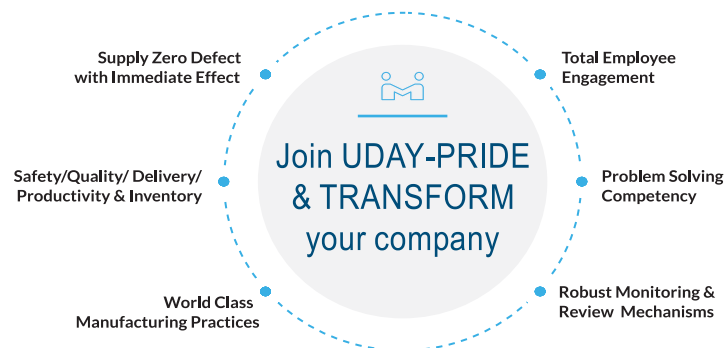
- Machine health & operator ownership

METHOD

- KAIZEN approach to foster a continuous improvement culture

MONEY

- Reduced non value added activities
- Improved cash flow



For more details please contact: Ms. Surekha Deshmukh | +91 95525 99463 | surekha.deshmukh@acma.in

For more information, contact:

Automotive Component Manufacturers Association of India (ACMA)

6th Floor, The Capital Court, Olof Palme Marg, Munirka, New Delhi 110 067, India. Tel: +91-11-26160315 Fax: +91-11-26160317

ACMA Awards

ACMA Excellence Awards 2020 (Supported by VDA)

Hurry up to apply in most awaited Challenging Quest

Amongst the many industry awards, today the ACMA Awards are the most coveted in the Auto Component Industry. ACMA Awards have a glorious history of over 50 years.

The awards process has been continuously refined and honed to truly reflect aspects of current best in class manufacturing practices. As a step towards 'Greening ', the ACMA Awards Online Management System was introduced from 2014. Today ACMA awards are one of the few in the country, which are completely digital, right from applying until the final jury meeting.

Considering the current challenging situation being faced by the industry, we have considerably simplified the ACMA Awards application's contents and number of categories have been reduced. Each Award Application has two areas – 1) Result area (Quantitative) and 2) Process to achieve results (Qualitative). The contents of the application are revised to reflect areas of Excellence. The simplified applications will also take much less time to fill up. Further, the site assessment this year will be conducted virtually.

A) Details of ACMA Awards categories-

Table A - ACMA Awards Category, Criteria and New Fee Structure 2020					
Sr. No.	Award Category	ACMA Award - sub category			
		Small Category	Medium Category	Large Category	Very Large Category
	Company Group Sales Turnover: Apr 2019 to Mar 2020	Up to INR 50 Cr	> INR 50 to 250 Cr	> INR 250 to 500 Cr	> INR 500 Cr
	Application Total Marks	500	500	500	500
	Award Fee (18% GST will be levied)- for all applications single fee per plant	No Award Fee for all 5 application	INR 15000 for all 5 application	INR 25000 for all 5 application	INR 35000 for all 5 application
1	Excellence in Exports	Applicable	Applicable	Applicable	Applicable
2	Excellence in New Product Design & Development	Applicable	Applicable	Applicable	Applicable
3	Excellence in Manufacturing	Applicable	Applicable	Applicable	Applicable
4	Excellence in HR (Human Resource)	Applicable	Applicable	Applicable	Applicable
5	Excellence in HSE (Health, Safety & Environment)	Applicable	Applicable	Applicable	Applicable

B) Eligibility Criteria for Awards-

1. From this year, all applications will be eligible for virtual site assessment, hence it is mandatory to pay award fee as applicable for all submitted applications to process your application to next stage.
2. The applicant company should be a member of ACMA on or before September 2020, the company group sales turnover of registered ACMA Member company, including all its registered plants will be considered for deciding applying category like Small, Medium and Large.

ACMA Awards

ACMA Excellence Awards 2020 (Supported by VDA)

Hurry up to apply in most awaited Challenging Quest

3. Past & Present ACMA UNIDO Cluster Companies (manufacturing commodity only) - (but non ACMA member) are also eligible to apply for ACMA Awards without becoming ACMA Member.
4. Non-ACMA members can also apply for ACMA Awards either becoming ACMA member through express membership process or can join ACMA UNIDO cluster program on or before September 2020
5. If a plant has won Gold trophy in the year 2018 or 2019 in any of the above categories, then that plant will not be eligible to apply in the same category, however, they can apply for any other applicable categories.
6. Applicant company submission of application will be considered as their deemed agreement to go ahead for virtual site assessment of that plant.

C) Benefits of ACMA Awards

- Winners will be awarded as per Jury final decision with a Trophy / Certificate of Appreciation in last quarter of FY 2020-21.
- All ACMA award Winner's list & their synopsis will be published in ACMA award Special Issue of IMPACT magazine (Circulation to ACMA members, OEMs, Government departments in India). Kindly click on the link to access last year IMPACT magazine <https://www.acma.in/impact.php>
- Recognition by OEM
- Company brand Image uplift.
- Continuous improvement culture building
- Enhancing morale of employee
- Self-evaluation by filling application.
- Gap analysis by Industry Experts during virtual site diagnosis and through complimentary feedback report from ACMA. This supports to identify focus areas of strategic and business planning.
- This year a detailed report is designed wherein applicant company can get input each key result area and process for achieving results area.

D) Schedule for ACMA Awards-

Award Activity	Timelines
Release of Circular	Jun 2020
ACMA Awards Awareness Virtual Sessions for companies (Optional)	Jul 2020
Deadline for receipt of online applications along with customer feedback	15th Sep 2020
Virtual Site assessment of applicant companies	Sep to Nov, 2020
Submission of reports to ACMA Awards Jury Panel	Nov 2020
Jury Meeting for selection of Awardees	Dec 2020
Award ceremony – Celebrating Excellence	Jan to Mar 2021

ACMA Awards

ACMA Excellence Awards 2020 (Supported by VDA)

Hurry up to apply in most awaited Challenging Quest

E) Application Submission Procedure-

Only Completely filled applications through 'ACMA Awards Online Management System' will be accepted.

- ACMA Awards Online Management System can be accessed at <http://www.acmaawards.com/>
- Last date for submission of ACMA Awards applications online is 15th Sep 2020. Applications received with incomplete data & without Customer feedback will not be processed.

F) Jury Panel for ACMA Excellence Awards 2020

ACMA Excellence Awards 2020 – Jury Panel

Jury	Name	Company Designation	Company
Chairman	Mr. Kenichi Ayukawa	President, SIAM and Managing Director & CEO	Maruti Suzuki India Ltd.
Member	Mr. Raju Ketkale	Senior Vice President & Director	Toyota Kirloskar Motors Pvt. Ltd.
Member	German Association of the Automotive Industry (VDA) representative *		
Member	Mr. Rajendra Petkar	President & Chief Technology Officer	Tata Motors Ltd.
Member	Mr. Sunil Kakkar	Executive Director- Supply chain	Maruti Suzuki India Ltd.
Member	Mr. V. Sridhar	Group Vice President & Director, Purchase	Honda Motorcycle & Scooter India Pvt Ltd
Member	Mr. Ranganath D V	Head Materials	Bajaj Auto Ltd.
Member	Ms. Sowmya Chaturvedi	Supply Chain Head – India Area Business Organization	Cummins India Ltd.
Member	Mr. Lalit Verma	Sr. Vice President, Component Development & Materials Management – Automotive Sector	Mahindra & Mahindra Ltd.
Member	Mr. Ganesh Mani S.	Director- Production	Hyundai Motor India Limited
Member	Mr. Anuj Kathuria	Chief Operating Officer	Ashok Leyland Ltd.
Member	Mr. Rajesh Uppal	Member Executive Board (HR, IT & Safety)	Maruti Suzuki India Ltd.

* Being confirmed

G) For any technical and administrative queries, contact:

For Technical Queries:	For Administrative Queries:
Mr. Vishal Saxena Email – vishal.saxena@acma.in Mobile – 9650988154	Ms. Smita Kulkarni Email – smita.kulkarni@acma.in Mobile – 9922922500
Ms. Ekta Agrawal Email – ekta.agrawal@acma.in Mobile – 9657657258	Ms. Surekha Deshmukh Email- surekha.deshmukh@acma.in Mobile- 9552599463

Corrigendum IMPACT Vol. 13 No. 1; April-May 2020 :
Page No. 18, in place of 48.1, 96.2, 96% please read 8.1, 56.2, 93.6% respectively.
Page No. 20, in place of 44, 44, 94, 95.8 please read 47, 48, 96, 96 respectively.
Typo error is regretted.

We look forward to receiving your award applications online and wish you all the best.

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