

ACMA

Automotive Components
Manufacturers Association of India



Issue Sponsored by:



IMPACT

Vol. 15 | No.2

September 2022

ACMA Programs

Transforming Operations for Future Factories

- The Rainfall Model
- Beyond Zero Defect-
A Road to Business Excellence
- Moving Towards Net-Zero
- ACMA Equipment Maintenance
and Optimization Program
- UNIDO-DHI-ACMA
Partnership Program
- ACMA Atmanirbhar Excellence
Awards 2022

www.acma.in

Typical Company

VS

Company Powered by RECON360

Where is the closing balance NOC?

-CFO Patil



Where is supplier ledger for reconciliation?

-Accountant Verma



Where is the supplier payment?

-SCM Head Iyer



This is a really big CHAOS!

-MD Arora



Closing balance NOC



Ledger, GST & TDS recon



Payment to supplier



Great work guys!!
RECON360 has really transformed our business

RECON 360

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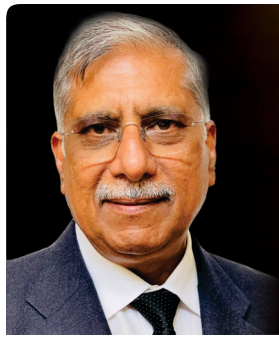
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Chairman’s Message ACMA – Skilling & Mentoring

Dear Reader,

I am happy to share with you the Volume 15 - Issue 2 of IMPACT, “**ACMA Programs - Transforming Operations for Future Factories**” Issue.

Change is the only constant in this universe. The wheels of time have changed one more time. With this comes the very exciting news that Indian component industry have achieved 56.5 billion dollars in revenue. It seems, Indian Auto Component Industry have finally gotten over the tide of pandemic. Two decades ago, ACMA Skilling and Mentoring, started a new initiative 'ACMA Cluster programs' with a mission to transform the Indian auto component industry and to make it globally competitive. Our programs adopted best of global practices, tailored to the needs of Indian automotive industry. In the last twenty-two years more than 1,400 auto component manufacturers have significantly benefitted by the ACMA Improvement journey. ACMA has also progressively developed a pool of talent, value-adding to the benefits of the participant companies who stand as a testimony for our methodology and deliverables. ACMA programs work on building capabilities of organizations from bottom to top.

With the fast-changing needs of automotive component manufacturers, ACMA Pillar – 3 team is matching the pace of change in terms of new technologies and its speed of adoption. Thus, we are continuously designing newer programs - like Engineering Excellence Program catering to the finer nuances of Engineering aspects, Zero Defect Program for defect free products and Equipment Maintenance Program for improving overall productivity. Most recently we have launched, sustainable manufacturing program - our contribution for a clean and green environment. This program will be exploring new technologies for reducing carbon emission and energy stress by leveraging digitalization opportunities in light of a complete paradigm shift at manufacturing. Apart from it, we will be shortly launching a brand new ESG (Environment, Social and Governance) program, supporting automotive industry achieve ESG compliance, preparing our members well in advance, as it becomes mandatory by 2025.

Since the last quarter, ACMA Centre of Excellence has started various training programs for Industry personnel in physical mode and the participation is overwhelming. The programs include - Mechatronics, Step - up Program, Zero Defect Quality, Material Testing with focus on e-Mobility. With a special focus on Skilling, ACMA Centre of Excellence in collaboration of BFZ conducted first phase of Training program for creating Industry Master Trainers. The 2nd phase will be conducted next month at Germany.

It is our constant endeavor to bring new initiatives to bridge gap between industry and academia through programs on internship, training and projects. I am pleased to share that last year, ACMA in collaboration with IIT Palakkad started a 3-credit elective course on Lean Manufacturing for UG students. After successfully completing first batch, the second batch has commenced from August 2022. The same course will also be included in PG program from year 2023. ACMA is in the process of repeating the feat with IISc for a program on Industry 4.0.

With festivities around the corner, I wish you all a safe and happy learning and look forward to receiving your feedback on our publication to improve it further.

Best Wishes
FR Singhvi

The Rainfall Model

ACMA's The Rainfall Model for creating **WOW!** factor – A Total Turnaround Project



Mr. Dinesh Vedpathak
CEO - Skilling & Mentoring
ACMA



Mr. Girish Govande
Head - Supply Chain
Engagement, ACMA



Mr. Sunil Mutha
Dy. Executive Director
ACMA

Quite often the theme-based improvements or area-wise improvements are felt inadequate. The organizations want all around improvement which will not only improve the performance statistics but also improve the engagement levels of the employees. Responding to such a need ACMA has come out with a complete turnaround project, which deploys the rainfall model.

Under this program a comprehensive vision is developed to make a significant change in every part of organization.

The principles of this model are:

- Cover many areas at a time. It is not sequential but a parallel initiation.
- Involve all functions. Everyone is part of the transformation.
- Speed is necessary. Actions are not allowed to procrastinate for decisions.
- Handholding support is given by respective experts. They work with teams on site for few days at a stretch so that the concept is understood and actions start rolling out.
- The performance indicators are displayed in common visible place called War room. This is self-motivating and forum for review and interaction.
- Apart from operational changes attention is given to adequacy of human capital, aesthetics, digitization, flooring and other construction changes which will make the work place better, facilities for workmen etc.
- The approach is unique to each organization. It is based on the synthesis of aspirations expressed by the organization, the physical

data and observations at site. Although the basic elements appear to be same, the intensity, priority and depth of deployment is tailored for each organization.

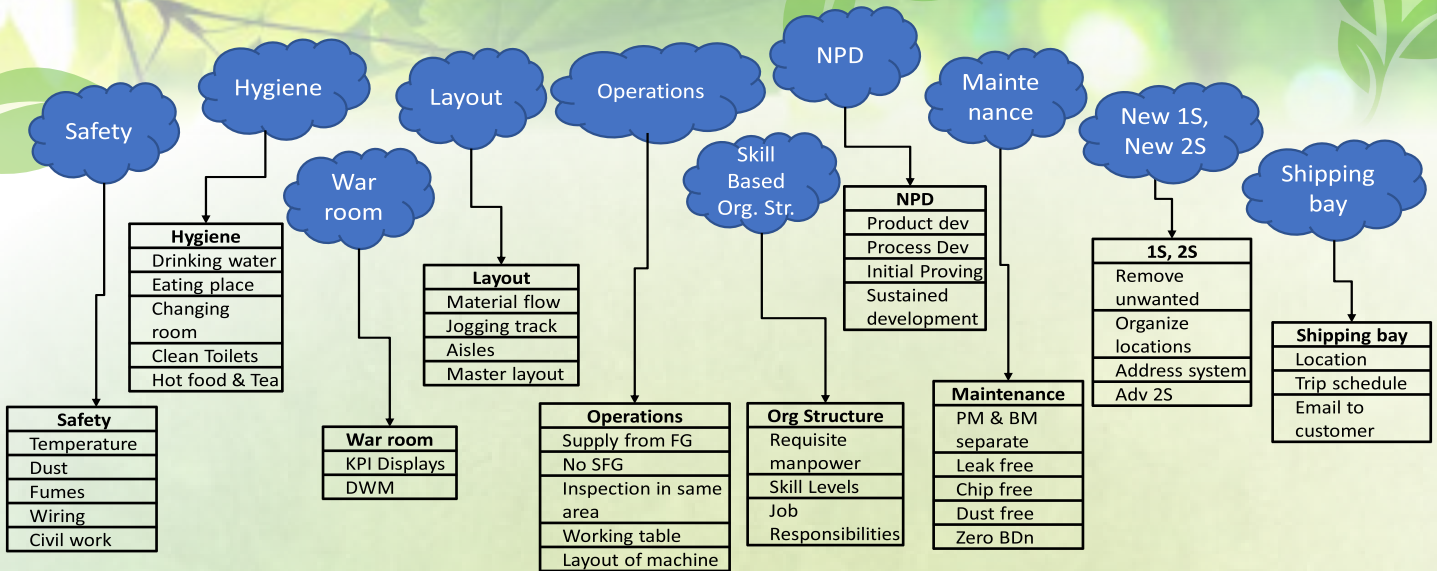
Following is the methodology to deploy this model:

- Current status is assessed on ten facets of operations. This is done by considering the site visit observations, interactions with the respective team and the performance statistics. Some of the areas can be named as Layout, Organization structure, NPD, Maintenance etc.
- Based on the assessment, ACMA team brainstorms internally and proposes the horizon to the organization leadership. The discussion is corroborated with some used cases, data points and aspirations expressed by the management.
- A core team is formed which is expected to work full time on the project. Internal support team is identified which will be participating on call. All these team members are given necessary training inputs for the task assigned to them.
- The tasks are identified and the KPIs are set after initial training. A handholding support is extended wherever the need is sensed. Experts from ACMA's pool of experienced professionals invest their time as appropriate and required to enable the team.
- Initially the progress is reviewed within the organization. It is not compared or shared with other organizations. However, after two quarters of engagement, interaction within different organizations is started.

This is a very high intensity program to bring about the complete change in the organization.

Management Commitment

1. Commitment to invest for changes
2. Task Force formation
3. Zone formation
4. Support complete change – for Layout, hygiene, Safety
5. Digitalization



Organization Structure (Skill Based)

MD																		
QA including Labs						MR						CEO / Plant Head						
General Shift (HOD L4 level only)	Production				Maintenance			NPD	Production Engineering		Finance	HR	PPC	Purchase	Stores	Tool room / Pattern making	Sales & Marketing	TQM
	Production area 1	Production area 2	Production area 3	Production area 4	Mechanical	Elect & Electronics	Facilities maint & Improvements		Process / product Drawings	Machine upgradations								
General Shift (Other than HOD)	NA	NA	NA	NA	L3	L3	L3	L3	L3	L4	L4	L3	L3/L4	L4	L3/L4	L4	L3	L3
1st Shift	L3	L3	L3	L3	L2/L3	L2/L3	NA		NA	NA	NA	NA	L2/L3	NA	L2/L3	L3	NA	NA
2nd Shift	L3	L3	L3	L3	L2/L3	L2/L3	NA		NA	NA	NA	NA	L2/L3	NA	NA	L3	NA	NA
3rd Shift	L3	L3	L3	L3	L2/L3	L2/L3	NA		AN	NA	NA	NA	L2/L3	NA	NA	L3	NA	NA
Overall Staff status as of today (Green means 100% available with required skill levels and qty , Yellow means @ 90 % available and red means less than 90% available																		

Note :

1. First fill up required skill levels required or you don't need person in that box ' (NA)
2. Fill up RED colour if respective person is not at all available and fill up Yellow if person is available with one or two skill level below & use green if both conditions are OK
3. Objective is to have all green colour

Skill Levels		How to judge current available person	Performance Levels
L4	Having authority , Can lead teams, take decisions and thinks for improvements	Clean and neat areas , No repeated problems , Self Motivated , Good Team work	Exceeds Expectations (> 100 %)
L3	Works independently	Can take L 4 responsibilities in future	Meets Expectations (=100 %)
L2	Works under supervision / Needs follow-up	Can take L 3 responsibilities in future	@ 70 %
L1	Doer or Working from less than 6 month with you)	Needs strong follow-up , creates mess , keeps issues pending	<70 %

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 GAT No.125, Lonikalbhor
 Pune 412 201, Maharashtra
 India
 Contact No: +91 9850 80 6983



High precision Injection Moulded Products

1K injection Molding
 2K Injection moulding
 Insert moulding
 IML In-Mould-Labeling
 Machines: Engel, Fanuc, Ferromatic Milacron
 Both Thermoplastic & Thermoset material are processed

In-house Mould Manufacturing Facility

Unigraphics for CAD/Cam
 Charmilles EDM/WEDM
 Makino CNC milling
 Studer & Okamoto for grinding
 Capacity of 30 Tools / Year
 Tool life upto 2 Million shots

Post processing

Assembly
 Leakage/Electrical Testing
 Ultrasonic Welding
 Automatic Deburring
 Double Disk Grinding /Pocket grinding
 Curing
 Ultrasonic Washing

General

Machines are equipped with bimetallic screw barrels to process High engineered Polymers like Phenolic, PEEK, PPS 65% GF, PPA, PA66/PA6, POM, PBT, PET, TPE, LCP, PC Standard thermoplastics ABS, PC ABS, PP & HDPE Mobility (2W/4W), Health Tech & Industrial markets



Beyond Zero Defect

A Road to Business Excellence

Time to RESET Systems



Mr. Dinesh Vedpathak
CEO - Skilling & Mentoring
ACMA

Property of ACMA

*Note : "Timelines mentioned are guidelines, All course contents to be delivered within total duration of the program"

Time in Months *	1	2	3	4	5	6	7	8	9	10	11	12	Deliverables
1. Online Data Capture 2. Realtime feedback 3. Realtime support system 3. Trends - Monitoring and analysing								Moving towards Digitalization		Go Live Reduction in delays Realtime problem solving Online health data of business			
1. System audits 2. Upgrade / discard not working systems 3. Design changes for stabilizing systems 4. Self working systems							System health		Know Current weak systems Systems efficiency UP Consistency in various outputs Less follow up				
1. Define all needed (Space, Qty, Quality, Visuals for all resources) 2. Identify Gaps 3. Bridge Gaps 4. Measure effectiveness						New 2 S systems		Losses identification Improvement culture Cost reduction Productivity UP					
1. CTC and CTQ identification with present controls 2. Identifying opportunities for adaptive controls 3. Implementing adaptive controls 4. Revisiting SOPs					Adaptive controls			Understanding gaps in current controls Innovation culture Customer satisfaction UP (Internal / External) Holding gains					
1. Zone wise KRAs (Designing and Implementation) 2. Realtime monitoring of all KRA's 3. Irreversible improvement plans 4. Strengthen weak KRAs				Bottom Up approach <i>(Measuring & Monitoring micro activities)</i>			100 % Clarity of work Faster decision making Losses reduction Employee motivation						
1. New DWM- Definitions, understanding 2. Department wise delay mgmt. 3. Department wise KRAs 4. Department functioning with CFT approach			New DWM <i>(Department Wise Management)</i>			Department ownership Efficiency up Department ownership Faster responses							
1. Identifying process wise issues 2. Categories into - System Stable / Issues fixed / Issues open 3. Make design changes to close 4. Standardize actions and set frequencies					Process Update		Process health UP Improvement culture Defect killing Stabilized Processes						
1. Employee Skill Levels (L1 to L4) 2. Criteria for each skill level 3. Upgrading employees to next level 4. Strengthening routine mgmt.			Skill Health		Know current status of skills Skill ratios Higher ownership and reduced attrition / absenteeism Higher People Efficiencies								

Business Excellence :

For achieving results , we must have best in class practices for Management of organization with strong foundation of values. It takes time to design and implement these things for operating a world class organization.



Skill Health :

For any organization, skill is the health. In opposite way, ill skills will drag us continuously. So let us reset all ill skills to healthy Skills

- Define soft and technical skills for entire organization
- Map skill levels based on tasks and activities
- Design framework for implementation
- Have an organization with all necessary skills for all functions

System Reset :

To align with global requirements, we need to match our systems to global levels and this is difficult to achieve this by incremental changes. Hence, it requires a SYSTEM RESET.



Process Update :

- Same problems – same results
- Update all points which trouble us
- Standards and frequency are the keys



Update...

With this, we initiate Business Excellence journey with various other capsules like New DWM, NEW 1 S and 2 S , bottom up approach , Adaptive controls , digitization to digitalization to finally achieve desired health.

ACMA is offering this complete journey for those companies who wish to reset their current systems and have aspirations to become a best in class organization.

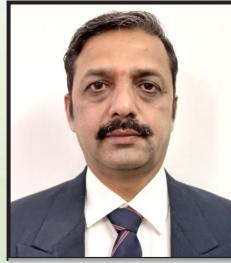
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New ACMA Equipment Maintenance & Optimization Program



Mr. Sunil Mutha
Dy. Executive Director
ACMA



Mr. Jayant Thipse
Expert Cluster Programs
ACMA

Most of the Capital investment in Manufacturing sector is done on Equipment. The optimum utilisation and functioning of Equipment will improve the Asset Turn Ratio and also the Throughput time thus maximising the profits.

The equipment Utilities comprises of – Transformers, Compressors, Cooling Towers, Lifts, Cranes, Machines, Generators, Furnaces to Computers and Material Handling systems.

Any equipment upon usage undergoes wear and tear and it leads to break down when the life of its component is over. Identifying the part failure in advance and acting before its failure, will reduce the cost of maintenance and

loss of productivity & Quality performance. The commonly used term is Break Down. Any breakdown in the equipment will lose the pace and rhythm of the value chain thereby creating variation in quantity & quality. Also, it creates unnecessary stress on the system. Frequent breakdowns on any equipment will also impact operator's confidence and will need high skilled manpower to run the equipment.

ACMA Equipment Maintenance and Optimisation Program focuses on the Breakdown free and Optimal utilisation of Assets. The 'maintenance' aspect is viewed through a holistic approach from Utility maintenance, Spares management, Machines and allied equipment, Team and Human skill development, Optimisation of equipment and performance enhancement of Entire Equipment Maintenance management system.

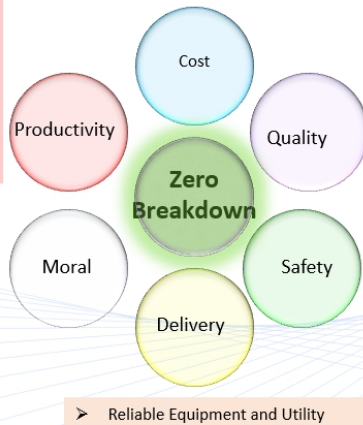
Achieving Zero Breakdown is the ultimate aim of *Equipment Maintenance Program*. A maintenance system should be designed / Restructured to move towards the goal of achieving Zero Breakdown. Many effective tools and techniques are used by various manufacturing plants to move towards Zero Breakdown concept to achieve Optimal utilisation of the equipment.

ACMA Equipment Maintenance & Optimisation Program

Time In Months	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	Expected Results
	Part 1									Part 2										
1. Refreshing of all the Training & Learning's 2. Holding Gains (Audit) 3. Future Plans																				Re - Training (Sustenance Culture) Clarifications Sustenance Future Plans
1. Maintenance Stores Management 2. Critical Spares , Standardisation and localisation of Spares 3. Usage analysis of spares & Life improvement 4. Spares usage analysis and control 5. Spare part reordering & scheduling																				Maintenance Stores Management Effectiveness & Efficiency of Stores Availability of Spares Reduction in maintenance stores cost Reduction Spares inventory and Optimising Spares Reduction in Maintenance operating Cost
1. Machine Health Monitoring - History card 2. Spindle and Machine alignment 3. Correction standards development 4. Process corrections to avoid forced deterioration of Equipment 5. establish system to monitor Performance - Vibration , Surrounding environment , Un-natural wear and tear of t 6. Countermeasures to avoid Overloading / abuse of equipment - Process correction																				Machine Health Check & adaptive Controls Reduction in Breakdown Product Quality improvement System improvement to reduce MTTR Improve Asset Turn Ratio Predictive maintenance and machine performance enhancement Eliminating forced deterioration of Equipment
1. System maintenance 2. Allied equipment Upkeep 3. Preventive Maintenance 4. Time Based Maintenance 5. Condition Based Monitoring																				Machine Preventive & Predictive Maintenance Improved Uptime & Productivity Improvement Reduction in MTBF Increased Equipment availability Reduction in Breakdown MTTR reduction
1. Compressor Management for Effective and Quality of Air 2. Generator and allied maintenance and control System 3. Electric Power management effectiveness and Control 4. Water Resource Quality and Management Control 5. Other allied utility systems like Gas , Oils and Coolant Management units 6. Maintenance stores and Repair work area control																				Utility Management , Machine Health Control Practices Compressed air cost reduction and MTBF Clean and variation managed Power source Cost reduction and Surge monitoring to avoid component failures due to Quality of power Avoid Rust , Machine deterioration , Fungal formation due to Water Quality System to handle & control allied maintenance services MTTR reduction
1. Breakdown Analysis 2. Maintenance Loss Time & MTTR , MTBF 3. Equipment Step 1 2 3 , My Machine Concept 4. Undesirable Practices in Maintenance 5. maintenance KPI management & control																				Machine Autonomous Maintenance Categorisation and analysis of Breakdown Initiate Ownership concept Reduction in Break Down Trend No of Breakdowns and MTBF Disciplined effective maintenance work culture work culture Effective review system
1. Maintenance facilities and Team 2. Maintenance Data Management system 3. Performance Parameters, Monitoring & early B/D Diagnostic sys 4. Desired Skill Vs Available Skills																				Team , Maintenance Facilities Current Maintenance Management system analysis Data mapping and analysis of data KPI mapping and diagnostic Tools Skill enhancement plan

- Zero Breakdown Support to Autonomous Maintenance
- Implementation of Equipment Step 123 & My Machine
- Start b/d time monitoring, occurrences details and analysis via Why- Why Analysis, Kaizen, RCA etc..
- Preventive Maintenance schedule and adherence and Timely update
- Preventive Maintenance check sheet as appropriate
- MTBF and MTTR monitoring on Weekly basis
- TBM and CBM schedule and adherence

- Reduction in Maintenance Spares cost by Change in design, Life-cycle improvement, Standardisation, Imported to Indigenous, In hose repairs
- Eliminate Forced deterioration by Kaizens / Counter measures



- ZERO Defect due to Equipment Failure by Poka-yokes implementation & audit for CTQ Parameters for sustenance

- Zero Accident due to Equipment Failure by Kaizens
- Counter measures on Unsafe Conditions, Unsafe Act
- Periodic Electrical, Mechanical Safety audit
- SIN number calculation
- Trainings & Awareness building for Safe working Culture

- Competency and capability enhancement
- Reliability, Maintainability Spares cost reduction
- Significant Improvements to increase Productivity , Eliminate defects, Safe Working Area .

- Reliable Equipment and Utility

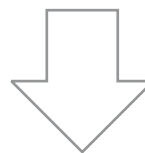
Achieving Zero Breakdown

A Step by Step approach to Maintenance management system supports in achieving Breakdown free equipment a model to move from attending Breakdowns to Preventive Maintenance to Improving the Equipment performance will always give predicted results with consistent performance of the assets.

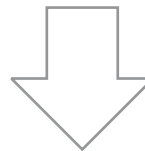
Step by Step Approach to Maintenance Management System

It is always important to focus on overall perspective, ACMA program of Equipment Maintenance has overall system focus and covers entire gambit of Maintenance management system. Utility Management, Equipment maintainability, Stores & Spares Management, Skill and People management.

Corrective



Preventive

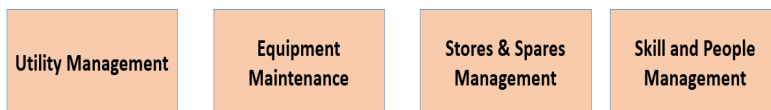


Improvement

- Break down
- Failure parts
- System failure

- Predictive
- Risk-based
- Component
- Condition-based
- Failure
- Finding

- Lean Hydraulics
- Lean Electricals
- Lean Coolant System
- Lean Pneumatic System
- Lean Lubrication System



- | Utility Management | Equipment Maintenance | Stores & Spares Management | Skill and People Management |
|---|---|--|---|
| <ul style="list-style-type: none"> • Compressed Air • Water • Electrical System • Generator • Emergency Power system | <ul style="list-style-type: none"> • Preventive Maintenance • Predictive Maintenance • Breakdown Response Mgt • TBM / CBM | <ul style="list-style-type: none"> • Critical Spares • Storage and control • Resource list • Retrieval System • Alternate sources • Procurement guidelines • Management and Control | <ul style="list-style-type: none"> • Master Engineer Concept • Training and Development of Maintenance team • Roles and Responsibility • Proactive Improvement Mindset • Involvement of User in Maint. |

Step by Step Approach to Maintenance Management System

Finally the best choice is to adopt practices and build strong systems that suits our culture and build organisations that protects the employees and its assets through a Strong maintenance management system.

Dr. W.E Deming said, "If you don't understand how to run an efficient operations, new machinery will just give you new problems and failures. The sure way to increase productivity is to better administrate man and machine"

To Join this program please contact Ms. Sangeeta Sharma at sangeeta.sharma@acma.in

ACMA Lean Process Engineering Program for Fabrication Industry

Duration : 18 Months

This Program primarily focuses on applying concepts of Lean Manufacturing along with Fabrication Engineering.

Objectives-

- * Face the future challenges & grab the opportunities to become globally competitive.
- * Sustain the growth of the organisation & retain profitability.
- * Respond to favourable and unfavourable market conditions competitively.
- * Provide better service to customers in terms of QCD.
- * Improve technological, managerial and operational capabilities through building competence in people & creating World Class Workplace.

Topics to be covered-

- * Total Employee Involvement & Basics of Fabrication
- * Welding Technology (WT)
- * Lean Fixture / Tool Engineering
- * Product Quality (PQ)
- * Process Change Configuration (PCC)
- * Re-Training

Features of the program:

- * Training
- * Hand Holding
- * Guidance and Mentoring



**'For more details, please contact
Ms. Sangeeta Sharma at sangeeta.sharma@acma.in'**

SUMMARY

ACMA Performance Enhancement Program for KACH Motors Pvt. Ltd., Pithampur



Mr. Puneet Gupta
Managing Director
Kach Motors Pvt Ltd.

ACMA, journey for Kach Motors has been a rewarding experience.

The process of continuous growth in all aspects using tools like 5S, Kaizen, VSM, etc. which has started cost saving, increase in efficiency and overall growth in profitability.

It has been motivating for all employees involved and the

spirit of team work was high, these learnings and its implementation in the organisation will go to high levels in success and there off.

I was really pleased for ACMA's extended support to Kach Team to understand their roles better and shaping into a New Team.

Overall Feedback

Sr. No	Particulars	Kach Motors Ltd., Pithampur	
		Score * (on a scale of 10)	Suggestion for Improvements (If score is less than 8)
1	Counsellor Visits	10	-
2	Inputs Received	9	-
3	Relevance of Inputs	10	-
4	Delivery as per Plan (Roadmap)	7	-
5	Learning From MRM	10	-
6	Total score (out of 50)	46	92.00%
Score in % (Out of 100)			92.00%

Overall Rating 92.00%



TEAM



Mr. Sunil Mutha
Dy. Executive Director
ACMA
(Program Mentor)



Mr. Hemant Dike
Expert Cluster Program
ACMA
(Program Counselor)



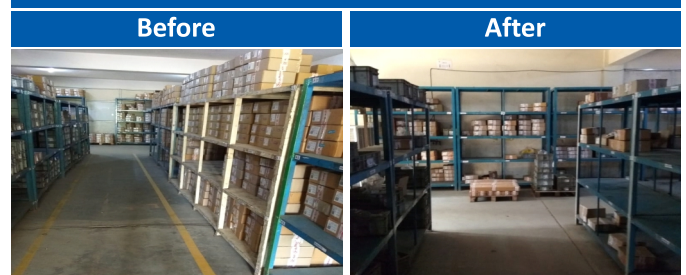
Mr. Ashok Bhawsar
Sr. General Manager
Kach Motors
(Program CEO)

₹ Value for Money

Sr.No		Actual Saving	Proposed through HD	Total Savings
1	Fixture and Process & process parameter modification	-	-	1091666.7
2	Seal ring cost reduction by Rs.7.25/ piece	-	-	1,305,000
3	Depth of cut reduced from 0.050 to 0.030	-	-	276,000
4	Cycle time 136hrs /month	-	-	293,760

**Total Savings ₹ 100.34 Lakhs
ROI 5.5 times**

INVENTORY STATUS



Employee Motivation



Team Recognition



SUMMARY

ACMA Lean Implementation Program For Kusalava International Ltd., Visakhapatnam



Mr. Gopala Rao
Director Operations
Kusalava International Ltd.

ACMA Lean Implementation Program Created Lot of awareness among team members in the topics like 5S, VSM And single piece Flow Concepts.

The Morality of Employees is improved a lot which is helping us in achieving better productivity.

Our Sincere gratitude to the Counselor Mr. Hemant Dike,

Mentor Mr. Sunil Mutha and the Entire ACMA team who has helped us in achieving this goal.

Thanks

Overall Feedback

Sr. No	Particulars	Kusalava International Ltd.,	
		Score * (on a scale of 10)	Suggestion for Improvements (If score if less than 8)
1	Counsellor Visits	10	--
2	Inputs Received	10	--
3	Relevance of Inputs	10	--
4	Delivery as per Plan (Roadmap)	9	--
5	Learning From MRM	10	--
6	Total score (out of 50)	48	--
Score in % (Out of 100)		98.00 %	--

Overall Rating 98.00%



BEFORE



AFTER

TEAM



Mr. Sunil Mutha
Dy. Executive Director
ACMA
(Program Mentor)



Mr. Hemant Dike
Expert Cluster Program
ACMA
(Program Counselor)



Mr. J N Suresh Babu
Manager - Production
Kusalava International
(Program CEO)

₹ Value for Money

S.NO.	Item	Savings in Rs Lakhs
01	Red Tag Campaign	4.40
02	Kaizen & Suggestions	76.58
03	Productivity	8.49
04	Equipment Step 123	0.16
05	QCC	14.54
06	SMED	0.45
Total in Rs. Lacs		109.61

**Total Savings ₹ 1.096 Cr
ROI 90 days**

INVENTORY STATUS



Employee Motivation



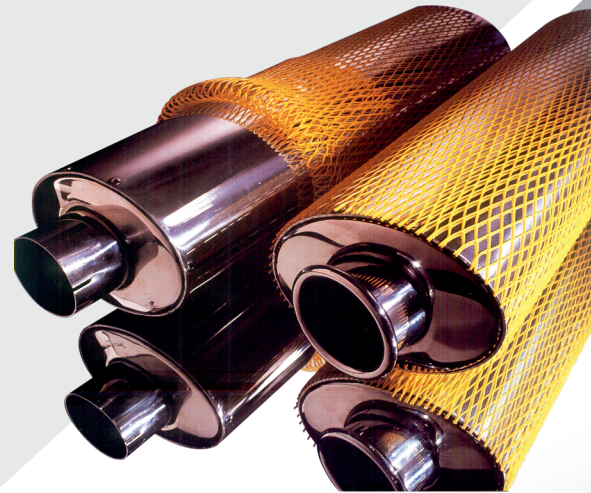
Team Recognition

protective sleeves

Tuflex protective sleeveings made from tough, specially engineered polymer are gradually replacing conventional packaging materials such as blister packs, wax, dippings, corrugated card-board sheets, jute coverings, PVC caps and paper tubes. These new-generation sleeves are better alternatives since they ensure total protection in a more sophisticated and economical way.

Applications

Tuflex sleeveings are specially suited for packaging in Engineering, Ceramics, Bottling and Glassware Industries. They are already very popular with manufacturers of shafts, gears, threaded ends, precision bolts, precision dies and tools, powder coated tubes, bottles etc.



Advantages

- Colourful
- Flexible
- Smart
- Reusable
- Safe
- Innovative
- User-friendly

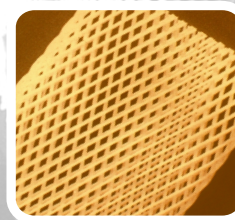
Specifications

Regular Range

10-15 / 15-30 / 30-40
40-50 / 50 - 65 / 65-80
80-105 / 105-130

Special Range

100-200 / 200-400 / 400-800 mm
(All Available in 25 Mtr. Roll)



TUFLEX INDIA

Division of Parry Enterprises India Ltd.

- 📍 H. O. : Plot No. 104/44-55, GIDC Estate, Palej - 392 220, Dist. Bharuch, Gujarat
- ✉️ customerservices@tuflex.murugappa.com
- 🌐 www.polymernets.com



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murugappa

SUMMARY

ACMA Lean Implementation Program for Technovision Auto Components Pvt. Ltd., Jaysingpur



Mr. Nilesh Kulkarni
Managing Director
Technovision Auto
Components Pvt. Ltd.

First of all thanks to ACMA for guiding us in the Lean Implementation Project.

Lean Implementation has transformed our organizational culture to a great extent. The team has started looking at the problems from a different angle and problem-solving capabilities were improved; demonstrating great results.

Our factory has turned to be 'All Time Clean and Any Time Audit' company and we soon strive to make it 'Hospital Clean and Garden Green'. Thanks to ACMA.

Feedback on Lean Implementation Project

Sr No	Particulars	Score * (on a scale of 10)	Suggestion for Improvements (If score is less than 8)
1	Counselor Visits	09	—
2	Inputs Received	09	—
3	Relevance of Inputs	09	—
4	Delivery as per plan (roadmap)	09	—
5	Learning from model company visits	09	—
Total score (out of 50)		45	—
Score in % (Out of 100)		90	—

Overall Rating 90.00%

Employee Motivation



Team Recognition



TEAM



Mr. Sunil Mutha
Dy. Executive Director
ACMA
(Program Mentor)



Mr. Vivek Haridas
Expert Cluster Program
ACMA
(Program Counselor)



Mr. Vinod Kulkarni
AGM Operations
Technovision Auto Comp.
(Program CEO)

Major Cost-Effective Benefits

Sr No	Items	Unit	Shop Saving
1	Red Tag	Monthly	628252
2	Suggestion	Nos	100
3	Kaizen	Nos	43
4	QCC	Nos	11
5	No of POKAYOKE Implemented	Nos	02
6	Productivity Increased NYAB Shop	%	15
7	Consumable Inventory Ratio Minimized	%	25%
8	Sunnen-Tool Cost Reduced	%	10%
9	Others material movement per tray saving	%	39%
10	Reduction in oil use	Nos	01

SAFETY

BEFORE



AFTER



SUMMARY

ACMA Special Program on Lean Introduction For Hitech Corporation Ltd. (Pan India - 7 Plants)



Mr. Mehernosh Mehta
Managing Director
Hitech Corporation Ltd.

It was felt for quite some time that Hitech Operations require a knowledge-based paradigm shift in the working culture. We are happy that we got associated with ACMA to meet this requirement. In the 9 months duration with the ACMA programme, we could realize the true potential of learning.

Wishing ACMA continued enhancement in their endeavor.

Overall Feedback

Sr. No	Particulars	Units						
		Baddi	Rohtak	Swadi	Sgam	SPD	Ugaon	Vizag
1	Counsellor Visits	9	9	9	9	9	10	9
2	Inputs Received	9	9	9	10	9	10	9
3	Relevance of Inputs	10	10	9	9	9	10	10
4	Delivery as per Plan (Roadmap)	10	10	10	10	9	9	10
5	Learning From MRM & Other Unit Visits	9	9	10	10	9	9	9
6	Total score	47	47	47	48	45	48	47
Score in % (Out of 100)		94.00%	94.00%	94.00%	96.00%	90.00%	96.00%	94.00%

Overall Rating 92.66%

MOULD STORAGE



SINGLE PIECE FLOW IN MOULDING



Storage of Moulded Containers, waiting for Printing

Single Piece Flow from Moulding to Printing

LAYOUT CHANGE FOR MULTI MACHINE OPERATION



TEAM



Mr. Sunil Mutha
Dy. Executive Director
ACMA
(Program Mentor)



Mr. Ravindra Kulkarni
Expert Cluster Program
ACMA
(Program Counselor)



Mr. Pankaj Mathur
Expert Cluster Program
ACMA
(Program Counselor)

₹ Value for Money

Sr.No	Unit	Actual Saving	Proposed through HD	Total Savings
1	Baddi	₹ 71.72	₹ 0.20	₹ 71.92
2	Rohtak	₹ 63.51	₹ 0.00	₹ 63.51
3	Sanaswadi	₹ 75.30	—	₹ 75.30
4	Sarigam	₹ 35.20	₹ 5.39	₹ 40.59
5	Sriperumbudur	₹ 29.32	₹ 23.75	₹ 53.07
6	Umbergaon	₹ 27.56	₹ 6.60	₹ 34.16
7	Vizag	₹ 142.15	—	₹ 142.15
	Total	₹ 444.76	₹ 35.94	₹ 480.70

**Total Savings ₹ 4.80 Cr
ROI 10.6 times**

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MONTHS

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The financing is to be done as per extant guidelines of RBI through Godrej Finance Limited. For more details visit website. T&C Apply.

Customers' Feedback About ACMA Programs



Anil Aggarwal
CMD

Sterling Tools Ltd. Prithla

In the present highly competitive market conditions industry growth and profitability index is driven through Total Customer Satisfaction.

ACMA is playing a crucial role in supporting Auto Component Manufacturers for developing quality culture in the Organization.

We have long association with ACMA and our journey started with Foundation Cluster,

thereafter Advance Cluster and now ZED cluster.

I must appreciate the sincere efforts and contribution of ACMA towards achieving manufacturing excellence in our Organization.



Mr. Balbir Singh Chhabra

Management Director,
Right Tight Fasteners
Pvt. Ltd. - Nashik.

I like to express my gratitude to ACMA team

Mr. Sharma and Mr. Dokey who generously guiding and driving us through this ACMA Advanced Cluster Program activities.

We learned and further more learning and improving our manufacturing processes, systems through this program and I am sure this journey will continue.

Our team has started and implemented many good activities under guidance of ACMA team.



Nitesh Minda

Managing Director
Minda Kyoraku Ltd., Bawal

Dear ACMA Team,

On behalf of Minda Kyoraku limited, I would like to thank for continuous Support from ACMA for "ZERO DEFECT & ZERO EFFECT" Activities .

It is a privilege and a great joy for me to say thanks to all those who have contributed in one way or the other to make these activities successful. The Team of ACMA have worked extremely hard, both in the foreground and background & guided us in the right direction to make operations of our organization smooth.

Establishment of SQPCDM System is not at all an easy task. You deserve congratulations for a job well done!

Before ACMA ZED Activities started, "ZERO DEFECT" seemed impossible to us, but ZED cluster has taught us ZED tools like DRVME ,AGIP, TTC , PERT Chart etc. which have collectively help us to achieve "ZERO DEFECT" and thinking way by changing of culture of Quality mind.



Kunal Soni

CEO - Meenakshi
Polymers (P) Ltd, Dadri

From the very beginning, we thought that Cluster approach is the best way to continual improvement . We have joined ACMA Advance cluster program to continually improve in all aspects to achieve manufacturing excellence. My Team interacted with counselors and got lot of confidence. Major revolution is the change in mind set across all levels.

Lot of cost saving projects initiated and completed resulting benefit to the company. It has been fantastic journey so far. I would like to thank our counselor Mr. S.B. Dokey and mentor Mr. V.K. Sharma for guiding us in the journey to excellence.



Rajendra S Kulkarni

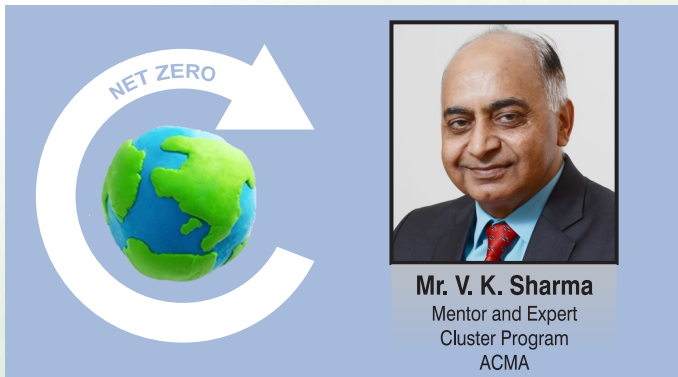
Director Manufacturing
Cummins India Limited

"The ACMA Cluster Journey in Cummins was a wonderful experience. Smart 2 years roadmap of Advance cluster and guidance of counsellor in VSM, Advance 5S, LCA, & other Cellular manufacturing helped KEP team to transform the old assembly setup. Transformation in Model line through ACMA Advance Cluster is excellent and visible . Productivity improvement in

model line and VA/NVA concept has motivated us to identify opportunities and make continuous improvement. Learnings from Model plants visit and idea sharing within the industry has really helped our team to adopt new practices in our plant. Thanks to ACMA counsellor Mr. Hemant Dike and Mr. Sunil Mutha for their continuous guidance."

Moving Towards Net Zero

Transforming Manufacturing and Value Chains



India - the world's fourth biggest emitter of CO₂ after China, the US and the EU - has promised to cut its emissions to net zero by 2070.

Role of Industries in Low-Carbon Transition:

The public and private sectors in India are already playing a key role in meeting the climate challenge, helped by growing customer and investor awareness, as well as increasing regulatory and disclosure requirements.

- For instance, the Indian cement industry has taken pioneering measures and achieved one of the biggest sectoral low carbon milestones worldwide.
- There is greater synergy of India's climate policy with the actions and commitments of its private sector.

What does 'Net Zero' mean?

Net zero is similar in principle to carbon neutrality, but is expanded in scale. To achieve net zero means to go beyond the removal of just carbon emissions. Net zero refers to all greenhouse gases being emitted into the atmosphere, such as methane (CH₄), nitrous oxide (N₂O) and other hydrofluorocarbons.

Net zero emissions' refers to achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere. Think of it like a set of scales: producing greenhouse gas emissions tips the scales, and we want to get those scales back into balance, which means no more greenhouse gas can be added to the atmosphere in any given year than is taken out.

Getting to net zero means we can still produce some emissions, as long as they are offset by processes that reduce greenhouse gases already in the atmosphere. For example, these could be things like planting new forests, or drawdown technologies like direct air capture. The more emissions that are produced, the more carbon dioxide we need to remove from the atmosphere (this is called sequestration) to reach net zero. This involves using machinery to remove carbon from the air, then solidifying it and burying it underground. However, the technology is still emerging, very expensive and as yet unproven.

However, to avoid a climate catastrophe, new emissions of greenhouse gas must be as low as possible. In other words, we need to get as close as possible to a *real* zero and only rely on offsetting when it is absolutely necessary. This means that we need to rapidly phase out fossil fuels – coal, oil and gas – and transition to renewable energy.

Despite this, GHG emissions continue to climb across all sectors – most rapidly in transport and industry, with the latter accounting for a quarter of global emissions. Many countries have already legislated their commitment to emissions reduction, with more expected to follow. *With carbon emission reduction targets passed into law, industries around the world will require major structural changes to secure their licence to operate, competitiveness and market share.*

Forward-looking businesses are anticipating those regulations by committing to net zero targets before 2050. They are designing decarbonization plans, by assessing levers to gain energy and process efficiency; increase the re-use of products and raw materials as part of the 'circular economy'; explore greener alternatives for raw materials; reduce production scrap; or utilize cleaner electricity, hydrogen, greener fuels and other carbon management technologies.

Companies need a holistic framework to define an implementation strategy towards net zero operations. This includes understanding their maturity with regards to sustainability; designing a decarbonization roadmap; and ensuring that they have the skills, process and governance to drive this transformation.

Carbon-neutral manufacturing is possible: here's how

It is clear that businesses globally must step up their efforts to reduce carbon emissions. Engineering and manufacturing can make an essential contribution to achieving net zero, as manufacturing plants, machinery, and sophisticated production processes are at the heart of global value creation everywhere.

The good news is that we can help to significantly limit global warming and reach net-zero emissions, using the technology and know-how we already have. Three key priorities will propel us more quickly on this journey of achieving carbon-neutral manufacturing – if we embrace them consistently.

1. Minimize greenhouse gas emissions :

We will need to question established routines and scrutinize every aspect: can we minimize the amount of stainless steel or other raw material and still get the same performance? How can we reuse more of the waste we produce in production processes, or – even better – avoid it? And this line of questioning doesn't stop within our own operations; we must encourage, or even require, our suppliers to do the same. This is critical given that a significant amount of greenhouse gas emissions are generated in supply chain.



2. Energy efficiency improvements :

In order to achieve carbon-neutral manufacturing, we must put energy efficiency front and centre. There is no doubt that energy efficiency improvements will have to play a crucial role in putting the world on a net-zero pathway. In particular, heating and cooling require our immediate focus, as they account for a large proportion of energy consumption in processing plants – often between 50% and 90%. Highly efficient heat pumps can help manufacturers minimize their energy usage and reduce their CO2 emissions substantially – by as much as 50% or

more. And when green electricity is used, this goes down to zero emissions.

Installation of energy efficient equipment, enhancing dependence on renewable energy are effective methods in transition to net-zero. With financing eased by BEE (Bureau of energy efficiency) MSME companies can replace their energy guzzling dated equipment with new energy efficient equipment. Also, under the recently notified Green Open Access Rules, 2022 by the Ministry of Power, small consumers with transaction limit of 100 kW can now demand green power from their respective discoms.

3. Closer customer relationships :

Just as manufacturing companies must collaborate closely with their suppliers to curb emissions, they also need to engage more deeply with their customers. Developing trusted partnerships offers the best chance for achieving a tailored solution that is both economically and ecologically superior.



Creating large-scale carbon-neutral manufacturing processes is no distant prospect; it is already possible with technologies that are currently on the market. Of course, technology alone cannot solve our challenges. Experience, know-how and the discipline to rigorously improve processes are also required. *And manufacturing companies need partners who are willing to go beyond business as usual – collaborating early on and throughout the duration of projects to achieve the best results.*

Now is the time to take responsibility for our planet and its future generations. Already today, key sectors like engineering and manufacturing can make a big difference. Empowered by close collaboration and technological prowess we can propel the world on a faster trajectory towards net zero. Reversing climate change is everyone's business. For those of us who are engineers, this is a highly motivating challenge.

ACMA Sustainable Manufacturing Program - with guidance from German (GIZ) experts

Sustainable manufacturing is the creation of manufactured products through economically-sound processes that minimize negative environmental impacts while conserving energy and natural resources - positively impacting people, planet and profits.

Key Offerings -

- ❖ Business Support
- ❖ Customized Support for Sustainable Manufacturing
- ❖ Capacity building
- ❖ Awarding the achievers

Outcomes of the Program-

- ❖ Reduce Carbon Footprint
- ❖ Reduce Greenhouse Gas Emissions
- ❖ Improve Energy efficiency – Reduce energy costs
- ❖ Water security – water neutral company
- ❖ Reduce Production costs
- ❖ Improve Gross Yield
- ❖ Reduce Consumables consumption
- ❖ Reduce Logistics cost per kg
- ❖ Atma-Nirbhar enterprise for continuous improvement



Features of the Program:

- ❖ Training by German experts
- ❖ Monthly Counsellors visits - One physical visit per month (If physical visit is not feasible then 4 hours digital review twice a month)
- ❖ Assessment and guidance visits by German experts at cluster company site (2~3 visits during program)
- ❖ Common Training Sessions / E-training sessions
- ❖ Mentor Review Meetings – 1 common review every two months
- ❖ Common virtual review sessions with German experts
- ❖ 2 Model Plant Visits (Virtual company visit for German company, Physical / virtual visit for Indian company)
- ❖ ACMA expert's inputs during common reviews
- ❖ "Access to Finance" support by German/Indian experts for specific sustainability projects



For more details,
please contact Ms. Tanu Ahuja at tanu.ahuja@acma.in
and Ms. Sangeeta Sharma at sangeeta.sharma@acma.in



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Mr. M Devarajan
Whole Time Director
AMREP, Chennai

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tractors catering to domestic OE markets ,after market ,STU and Export markets. The products are manufactured to match the international standards in quality and performance. This journey being conducted by ACMA. Senior Counselor Mr. Aniket Khasnis is well received by our organisation and well received by our members. We have already started getting the benefits originally intended for the program. It is very practical and interactive and with result oriented topics .The savings in terms of space and optimum utilisation of infrastructure avoiding capital expenses are key achievements of this journey so far. I really thank Mr. Aniket and ACMA in our journey of doubling our turnover in short period.

TEAM



Mr. V. K. Sharma
Mentor and Expert
Cluster Program
ACMA



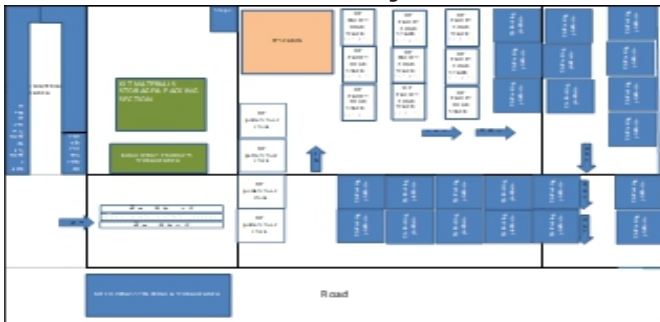
Mr. Aniket Khasnis
Sr. Counselor
ACMA

Background – Why ACMA

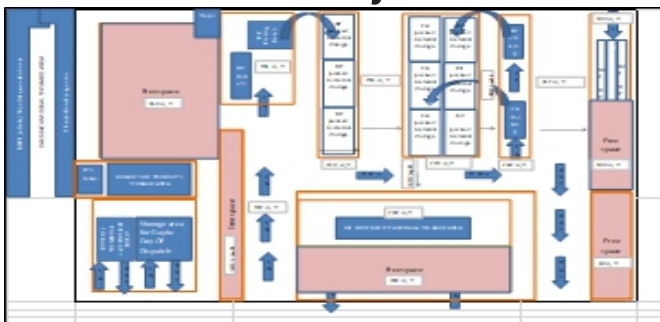
To improve our performance

- Increase the turnover by 40%
- Productivity Improvement
- Driving Innovation in the assembly process
- Lead Time Reduction
- Effective Space Utilization through modernization in the FPS and RMS
- Customer Satisfaction through Quality Enhancement.

Before Layout



After Layout

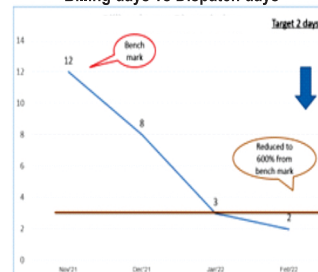


Packing materials are lying in the open area

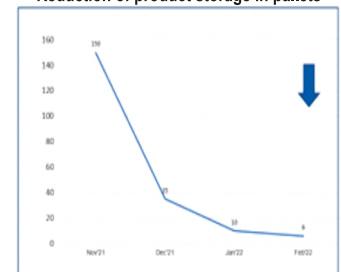


Packing materials kept in the preserved area. Area cleaned

Billing days vs Dispatch days



Reduction of product storage in pallets



Team Members' Feedback

Very insightful and interactive. Presentations were interesting, good topics, and the slides kept us all engaged. A real eye-opener for us all! Thank you.

S Ganapathiappan, QA

The platform for learning new skills and performing better than the existing practice.

P. Kannan, Production RGD

"The workshop is practical and informative. Intensive, but well-paced. Very useful team building exercises."

R Premnath, Production

The optimized truck model for carrying goods from Gujarat to Chennai was useful and implemented. Inventory days were reduced from 4days to 2 days.

D Maheswaran, Purchase

This is a very unique initiative program that helps to improve individual as well as management performance to reach the goal.

S.V.Ramkumar, HR & IR.

SI.No.	Production Activity	Benefits
1.	All materials are kept in packed condition	Dispatch lead time reduced to two days from 12 days
2.	Billing and dispatch details are shared with field executives	Easy to track the dispatched parts.
3.	RP billing parts are dispatched within the next two days.	Order flow of RP products increased.
4.	Packed materials to be billed and dispatched.	On-time dispatch and free space of 1490.5 sq. ft
5.	Products are moved with the delivery note	Stock reliability improved and easy to avoid excess production.
6.	Rack implementation for storage of packed materials	To stack vertically for more free space, easy movement, and to reduce fatigue during loading of packed products.



: Benefits :

1. All products in pallets are packed and stored on the platform and 120 empty pallets are removed from shopfloor.
2. 1490.5 sq. ft. of space freed up out of 7000 sq. ft. (Space saved = 21%)
3. Material dispatch after billing is within two days and an increase in the order flow.



Material on the moving racks resulting into fatigue free material handling

Glimpses of ACMA Program Culminations

Culmination of ACMA Performance Enhancement Program for KACH Motors Pvt. Ltd., Pithampur on 22nd July, 2022

Culmination of ACMA Special Program on Lean Introduction for Hitech Corporation Ltd. on 25th July, 2022



Culmination of ACMA Lean Implementation Program for Kusalava International Ltd., Visakhapatnam on 25th July, 2022

Culmination of ACMA Lean Implementation Program for Technovision Auto Components Pvt. Ltd., Jaysingpur on 29th July, 2022

Glimpses of Recent ACMA Program Launches

Launch of Improvement Culture Program for Metalman Auto, Pithampur on 22nd July, 2022



Launch of Performance Enhancement Project Mutha Spherocast, Satara on 13th June, 2022



Launch of Engineering Performance Enhancement Program in Trio Enterprises, Kolhapur on 30th July, 2022



Launch of ACMA Special Project for Performance Improvement in Dhanashree Engineers, Satara on 27th August, 2022

ON STOP MULTIPLE SOLUTIONS

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- ✓ Belt drive system
- ✓ eAxle Solution
- ✓ Moulded Rubber parts
- ✓ Sealing Solutions
- ✓ Brake Hose solution



Design, developed & manufactured in India

EV Solutions for 2, 3 & 4 Wheelers



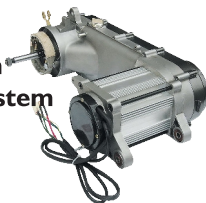
Mid Drive Motor



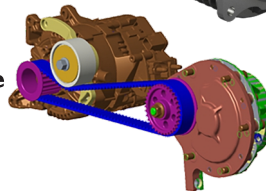
Hub Motor



Traction CVT System



Belt Drive System



Controller



Corporate Office :

Khivraj Complex II, V Floor, 480, Anna Salai, Nandanam, Chennai-600 035.

Tel : +91 44 4399 4666 | Email : eMobility@jkfenner.com | www.jkfenner.com

Glimpses of Programs held in ACMA Centre of Excellence (ACoE), Sonipat

One day physical training on Function-Driven
Generative Designer on 20th July 2022

Achieving Zero Customer Complaints By
Addressing CTC And CTQs With Process
Improvements on 27th - 28th July 2022



Mechatronics - Factory Automation
23rd - 26th Aug 2022

Material Testing for Automotive Industry
with Focus on E-Mobility

ACMA Centre of Excellence : Step-Up Program (6 Days Residential Program at Sonipat)



It is observed that the budding industry professionals (individuals upto 5 years of experience) do not have scientific knowledge of many concepts of operations. Because of this lacuna, although these individuals have potential to grow within organization and contribute to the growth, they keep struggling. Having understood this need, ACMA designed a program called “Step Up” program for Industry freshers.

The program's 1st Batch was rolled out successfully in Jun 2022 with 20 participants. In this program various concepts of following areas were introduced:

Soft skills:

- The presentation skills,
- Developing individual brand value
- Elevator pitch

Operational techniques:

- Layout,
- Quality,
- Production scheduling,
- Low Cost Automation
- 5S
- DVP's 25 wastes
- Zero Defect Quality approach were covered under this area.
- Productivity,
- Data analysis
- Inventory control,
- Poka yoke
- Advance 5 S

Manpower skills:

- Target and goal setting,
- Creativity,
- Conflict management,
- Performance measurement were covered under this area.





Plant Visit :

Virtual plant visit was organized which helped to understand all concepts in details

The subjects were distributed in intertwined sessions so that all three areas were simultaneously covered. A concept was covered in a session of two hours each in which exercises, illustrations, used cases were referred for better understanding.

Because of such design of the program, it did not remain academic, but could give close relevance to day-to-day situations. The participants teamed up well and thereby learnt the effective use of teaming up for a task.

The understanding level of participants on these

various subjects was assessed at the beginning and at the end to evaluate the effectiveness of training inputs. A virtual plant visit was arranged specifically to demonstrate some of these concepts in actual practice. Virtual mode was deliberately chosen over physical visit. This enabled a detailed explanation, close up view of actual practices. Compared to physical gathering of group in the plant standing in crowd and noise, participants got a much better insight of the concepts with virtual mode.

In the end each participant identified a project in his organization, to deploy this knowledge. In the small capsule of Step Up program ACMA has been able to deliver a highly effective program for budding industry professionals.



A Joint Venture between **DENSO** | **Subros** | **SUZUKI**

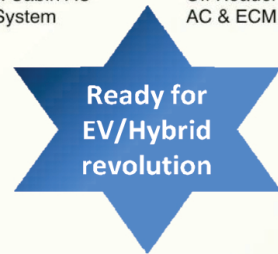
Established in 1985, Subros is the Largest Automotive Air Conditioning & Thermal Products company in India.

Complete thermal solution provider for all automotive applications.

Subros has manufacturing plants across India strategically placed nearby customer locations backed by a well equipped R&D and Tool Engineering Center.



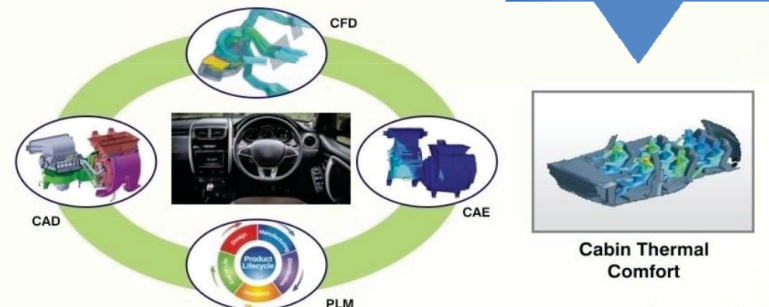
VISION We aim to provide comfort by adopting new & innovative technologies, while strive to make the planet a better place.



Our Presence



R&D Capabilities



Manufacturing Capabilities



Presence of world class manufacturing infrastructure



Equipped with all infrastructure required for thermal system design & validation

ACMA-SINADE Master Trainer Program

By ACMA in association with BFZ (Munich, Germany)
from 29th August to 9th September, 2022



ACMA Atmanirbhar Excellence Awards, 2022

The brief details about ACMA Atmanirbhar Excellence Awards:

Table- "A" (ACMA Atmanirbhar Excellence Awards 2022 Specifics, Categories, Criteria, Norms & Fee)

Sr. No.	Company / Group Sales Turnover	Category		
	(April 2021 to March 2022)	SME(Small & Medium Enterprises Category)	Large Category	Very Large Category
		Up to INR 250 Cr	> INR 250 Cr to 500 Cr	> INR 500 Cr
(A1) CORPORATE LEVEL AWARDS				
	Application Total Marks	-	500	500
	Award Fee (18% GST Extra)		INR 1,65,000/-	INR 2,20,000/-
1	Excellence in Exports	Not Applicable	Applicable	
2	Excellence in NPDD & Localization (NPDD) New Product Design & Development)			
Note: For Corporate Level Awards: Fees mentioned is for Exports and NPDD& Localization Category. Corporates may like to apply for one or for both categories by paying award fee as mentioned.				
(A2) PLANT LEVEL AWARDS				
Sr. No	Company / Group Sales Turnover	SME	Large Category	Very Large Category
	(April 2021 to March 2022)	Up to INR 250 Cr	> INR 250 Cr to 500 Cr	> INR 500 Cr
	Application Total Marks	500	500	500
	Award Fee (18% GST extra) for all applicable plant level awards (Max 5)	INR 30,000/-	INR 45,000/-	INR 55,000/-
1	Excellence in Exports	Applicable	Plants are eligible to apply under said category only if company has not applied under same categories through Corporate Level Awards	
2	Excellence in NPDD & Localization (NPDD) New Product Design & Development)	Applicable		
3	Excellence in Sustainable Business	Applicable	Applicable	Applicable
4	Excellence in Manufacturing	Applicable	Applicable	Applicable
5	Excellence in Digitalization	Applicable	Applicable	Applicable

Table - "B"

To support understanding of companies looking forward to apply under various categories of ACMA Atmanirbhar Excellence Awards, 2022, ACMA will be organizing complimentary virtual awareness sessions with an intent to provide overview of entire awards process. These sessions are designed to assist / support applicant companies to understand application contents, process, timelines, Site Assessment Scheduling and actual assessment requirements from companies, benefits of awards and application online system.

For the benefit of industry, the complimentary virtual sessions will be organized on two different dates. Applicant Plant may like to attend session on both days or on any given date mentioned as under to gain better understanding on entire process of award

**Table B : Virtual Session on ACMA Atmanirbhar Excellence Awards Processes (2 Sessions)
(For Applicant Corporates Companies / Plant)**

Date	8 th July 2022 (Friday)	18 th July, 2022 (Monday)
Time	1500 hrs. to 1630 hrs.	1500 hrs. to 1630 hrs.
Registration link –	https://acmaindia.webex.com/acmaindia/j.php?MTID=mbb51e4077ac81088e333a321e9180668	https://acmaindia.webex.com/acmaindia/j.php?MTID=m687f3fc05171e90a21226f974a9692dd

C) ACMA Atmanirbhar Excellence Award Process - Timeline

Release of circular & calling for applications online & Online Systems opens	ACMA Awards Awareness Virtual Sessions for companies (Optional)	Online application submission Last date	Virtual Site Assessment of all applicant Corporates/ plants	Submission of reports to ACMA Awards Jury Panel	Evaluation of final shortlisted application by OEM (Jury Panel)	Announcement of winners
7 th July, 2022	8 th & 18 th July 2022	30 th Sep 2022	15 th July – 31 st October, 2022	Dec 2022	Dec 2022- Jan 2023	Feb/ Mar, 2023

D) Company Group turnover – Basis of classification of companies as per turnover

There are 3 categories based on Company Group Turnover Criteria. Each plant can apply by choosing correct Group Company turnover (FY 2021- 22) criteria as below:

SME Category	Large Category	Very Large Category
Up to INR 250 Cr	> INR 250 to 500 Cr	> INR 500 Cr

CONDITIONS

- i. The company group sales turnover for the FY 2021-22 (including all registered plants) of ACMA Member company will be considered for ascertaining categories like SME, Large or Very Large.
- ii. To apply for awards, applicant company must be a member of ACMA on or before 30th November 2022.
- iii. The Non-ACMA member companies are encouraged to apply for ACMA Atmanirbhar Excellence Awards, 2022 by becoming ACMA member through express membership process. Please contact ACMA Awards administrative team for processing ACMA membership application. (Contact details mentioned on last page)
- iv. Past & Present participant Companies of ACMA-UNIDO Cluster Program can apply even if they are non-members of ACMA. However, they are encouraged to become ACMA member to avail higher benefits.
- v. VDA Member companies in India (Component Suppliers) are eligible to apply for ACMA Atmanirbhar Excellence Awards even if they are non-members of ACMA.
- vi. Virtual Site assessment of applicant plant / Corporate is mandatory under award process evaluation for every category mentioned in Table “A” (A1 & A2) above. Approval for online site assessment is deemed consented by applicant company once Award application is submitted.
- vii. **Table E** is applicable only for last year gold Award winners for this year's eligibility, however, they can apply to other categories.

**Table E – INFORMATION FOR
ACMA Atmanirbhar Excellence Awards Gold Winners of 2021**

GOLD winners in 2021 (Last year) Categories of Awards for Last year(2021)	Last year's gold winners can't apply for respective categories in this year (2022) Categories of Awards for current year(2022)
Corporate Level	
Excellence in Exports	Excellence in Exports
Excellence in NPDD (New Product Design & Development)	Excellence in NPDD & Localization (New Product Design & Development)
Plant Level	
Excellence in Exports	Excellence in Exports
Excellence in Manufacturing	Excellence in Manufacturing
Excellence in Digitalisation	Excellence in Digitalisation
Excellence in (NPDD) New Product Design & Development	Excellence in (NPDD) New Product Design & Development & Localization
Excellence in Localisation	Excellence in NPDD & Localization (New Product Design & Development)
Excellence in HR (Human Resource)	Excellence in Sustainable Business
Excellence in HSS (Health, Safety & Sustainability)	Excellence in Sustainable Business

vii. Special Encouragement (Award application fee is waived* off for **Plant level awards** if the plants meet one of the following criteria)

- a. Plants who have employed 30 % or more female employees at shop-floor. The 30% of women Employment is to be calculated considering complete and overall strength of plant
- b. Plants who employed 10 % or more differently-abled employees across plant. The 10% of differently-abled employees across plant are to be calculated considering complete and overall strength of plant

Note: * Waiver of fees as mentioned above is applicable for plant level awards only and **not applicable for the corporate level awards 2022.**

F) ACMA Atmanirbhar Excellence Award, 2022- Evaluation Criteria

- Key Performance Indicators (KPI), Customer feedback, Process to achieve results, Leadership drive as mentioned in the application. Information about contribution towards nation building, hygiene factors, environment sustainability and sensitivity, employee Involvement and business results, will help during assessment.
- Each application is evaluated out of 500 marks

G) Benefits of ACMA Awards

- Key Performance Indicators (KPI), Customer feedback, Process to achieve results, Leadership drive as mentioned in the application. Information about contribution towards nation building, hygiene factors, environment sustainability and sensitivity, employee Involvement and business results, will help during assessment.
- Each application is evaluated out of 500 marks

G) Benefits of ACMA Awards

1. Opportunity to explore potential of the organisations

- a) While filling application organisation reveals the strengths and opportunities for Improvements.
- b) During assessment, ACMA's seasoned and learned assessors give brief feedback to the plant which highlights current & Existing industry-based practices in vogue.
- c) On completion of detailed assessment of plant / company, ACMA provides detailed report wherein point by point observations are documented and plant / company may refer same for improvement purpose.



- d) Meet industry experts and gain contacts - While we don't like to admit it, the ACMA's awards ceremony isn't only about the prizes and the accolades. The day we spend on award away from our shopfloors and computer that is spent communicating with players in the industry and potential customers can be more vital than you think.

2. Getting visibility and exposure to customers

- a) Award finalisation is done by eminent (OEM) Original Equipment Manufacturers, leaders as our esteemed Jury Panel.
- b) In the Award ceremony (ACMA Technology Summit), there is net opportunity to get connected with OEM's and other component manufacturing companies
- c) Detailed information of Award winners is published in special edition of ACMA periodical "IMPACT". IMPACT is distributed to component manufacturers as well as OEM's. It is also showcased on prominent location at ACMA website <https://www.acma.in/impact.php>

3. Benefits to the applicant organization

- a) Recognition of excellent performance in the industry
- b) It is a motivation to organisation and employees who are striving for the excellence
- c) Clear understanding of improvements needed to elaborate performance to next level
- d) Motivates organisation to aspire for winning awards in various areas

4. Why ACMA ATMANIRBHAR EXCELLENCE Awards

- a) ACMA is a neutral body conducting this Award process since 1966
- b) Entire award process is independent and shortlisting and finalisation of winners are done by OEM leaders as Jury.
- c) The Award is one of its kind and follows transparent & complete digital process which makes the application process easy, robust and user-friendly.

H) Application Submission Procedure-

- ACMA Atmanirbhar Excellence Awards Application Templates for prescribed for 5 (Five) categories for the year 2022. Details are available in online system www.acmaawards.com
- Awards application(s) to be submitted through (DAAS) Digital ACMA Awards System, online systems only. Applicants are advised to go through the revised application templates before filling online application carefully.
- Detailed guidelines for filling online applications are available on home page of www.acmaawards.com
- Companies, while submitting online applications for ACMA awards, be certain to furnish all relevant information correctly and as per best of their knowledge and records. The submitted applications will be considered as final for further processing.
- Applications submitted online with incomplete, incorrect data & without customer details will not be processed and will be liable to disqualification from the participating in Award process.
- ACMA Atmanirbhar Excellence Awards 2022 –(DAAS) **Digital Application Awards System** can be accessed by using URL www.acmaawards.com from **7th July 2022**.
- In case of any queries, you can contact ACMA Awards Team

Note: ACMA reserves all rights to accept / reject applications without assigning any reason thereof.

I) ACMA Awards team contact details

Technical Queries	Administrative Queries		
Deepak Jain deepak.jain@acma.in +91 9810606125	Smita Kulkarni Smita.kulkarni@acma.in +91 9922922500	or	Raginee Singh raginee.singh@acma.in +91 9999197693
Abhinav Rastogi Abhinav.rastogi@acma.in +91 8800446702	Sanket Jadhav Sanket.jadhav@acma.in + 91 8180909401	or	Rakesh Kumar rakesh.kumar@acma.in +91 9050415286

UNIDO-DHI-ACMA Partnership Program

A) The team of UDAY-PRIDE programme participated interactively in a workshop with a broad theme on “Gender Equity in India’s Manufacturing Sector as it Transitions Towards Clean Technology” that held virtually on 22nd July 2022. The objective of the workshop was to discuss the barriers and opportunities in inculcating gender equity as the Indian manufacturing small and medium enterprises (SMEs) decarbonise their operations and to brainstorm policy recommendations that can aid the development of a gender equitable green workforce for this clean transition.



B) The All India Sectorial System of Innovation (AISSI) Survey was launched in July 2020 as part of the UNIDO-ACMA-DHI Partnership Programme which emphasises the role of knowledge, science, technology, and innovation (STI) and the linkages between system actors (Government, Industry, Knowledge based Institutions (KBIs), Arbitrageurs and Intermediaries) in the IASSI. UNIDIO had organised a workshop on the “Sectorial System of Innovation” at the UN House, New Delhi on 27-28th July, 2022 with the various stakeholders like ACMA, ARAI, Infosys, IIT Delhi. Based on the findings of the analysis conducted as a part of the mapping of the Indian Automotive Sectorial System of Innovation (IASSI) the session aimed to look into drafting specific recommendations and actions.



ACYM



CY Myotec

AM-EM



ANSYSO



ANCHEMCO

DANA

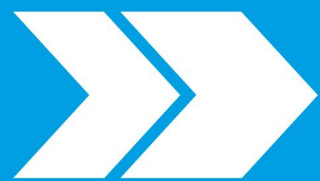


faurecia



GABRIEL

ANAND



20 COMPANIES | 13 JOINT VENTURE COMPANIES | 14,000 EMPLOYEES

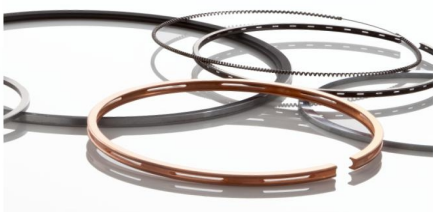
Haldex



Henkel



POWER



JOYSON SAFETY SYSTEMS



MAHLE



Mando



Valeo



ACMA Programs on Offer

Futuristic / Upcoming Programs	
1	Industry 4.0 / AI
2	Special Program on Robotics & Automation - maintainability & Optimization
3	Enhancing Innovation
4	Electric Vehicle Support Program
List of Clusters Programs	
1	ACMA Environment, Social & Governance (ESG) Program
2	Zero Defect Quality Cluster
3	Engineering Excellence Cluster
4	Advance Cluster - Lean Manufacturing
5	Sustainable Manufacturing Cluster - Carbon Footprint reduction
6	Tool Engineering Cluster
7	Zero Defect Plus Cluster - Zero defect in NPD process
8	BFZ SINADE - TVET Skill Development Cluster
9	Low Cost Automation Cluster
10	Rudimentary Framework Program
11	New Product Development Foundation Cluster
12	New Product Development Design Cluster
List of Projects	
1	Daily work Management Program
2	Deskilling of Manufacturing Activities
3	Special Lean Process Engineering for Polymer Industries
4	Special Lean Process Engineering for Forging Industries
5	Special Lean Process Engineering for Foundry Industries
6	Special Lean Process Engineering for Fabrication Industries
7	Uptime Improvement
8	Lean implementation Program
9	Special Projects on Zero Defect
10	Asset Turn Ratio Improvement Project
11	Productivity Improvement Project
12	Quality Adherence Project
13	Breakeven Point Reduction Program
14	New Plant Initiation Project
15	Material Flow Cost Accounting - MFCA program
16	Management By Objective - Improvement Project
17	Paint shop Optimisation & Modernization Project
18	Through Put Rate Improvements Project - Bottleneck Management
19	Working Capital Improvement Project
20	Performance Enhancement Project
21	Employee Participation, Involvement and Engagement Project
22	Manufacturing and Process Engineering Project
23	Safe Working Culture development program
24	Engineering Improvement Project
25	Inventory Improvement Project

For more details please contact Ms. Sangeeta Sharma at sangeeta.sharma@acma.in

ACMA Programs

ZDQ (Zero Defect Quality) Cluster Program (18 Months)

The main objective of this cluster program is to strengthen the quality in the organization and control the defects at the source itself and make a defect free product line. This program also integrates deskilling at the shop floor to make the process, independent of skilled manpower.

Key Highlights

- Keep House In Order
- Introduction to ZDQ
- ZDQ Tools
- Deskilling
- Deliver Zero Defect Quality
- Holding Gains

Engineering Excellence Cluster Program (24 Months)

An advance 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
- Deliver Zero Defect Quality
- Holding Gains

ACMA Lean Process Engineering Program for Plastic Industry (18 Months)

Highlights

- Rheology & Application of General/Engineering Plastics.
- Application of adaptive and artificial intelligence in injection moulding machines for Quality Improvements.
- Creation of guidelines to procure Lean Machines resulting in improved Asset Turn Ratio.
- Tool cost reduction by application of Lean Tool Engineering concepts – My Tool Concept, Modular Approach, SMED, Mould Machine Matrix, Tool Life Enhancement & Optimization techniques.
- Product Quality Improvement by Reduction in Rejection, Reduction in Customer Complaint, Reduction in COPQ, better weight distribution throughout part, Optimization in Pre-Heating, Optimization in removal of internal moisture.
- Process Change Configuration (PCC) through – Capacity Optimization, Productivity Improvement, Waste Management and Control, Basic MFCA (Material Flow Cost Accounting), VA-VE, Lean Electrical System, Flow Manufacturing.
- Routine Cost Management audit on Gemba.

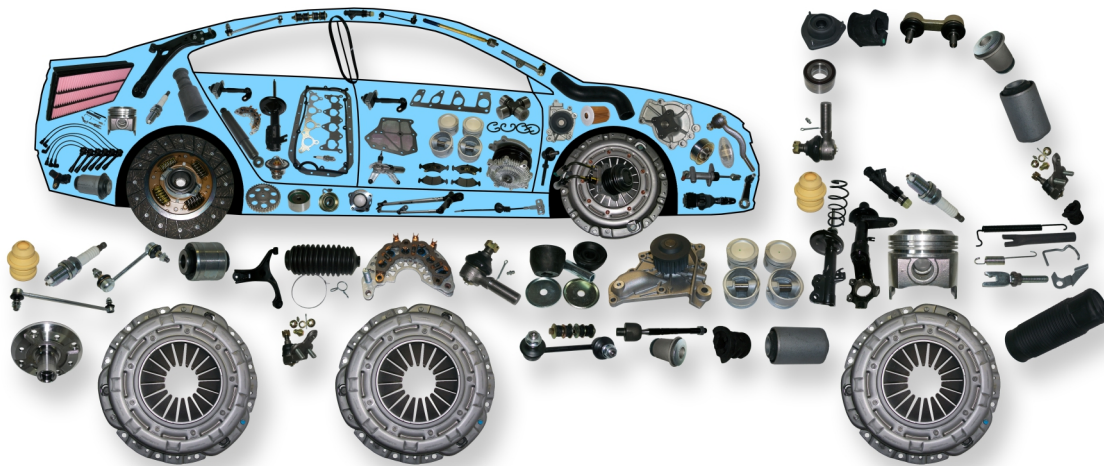


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