

# IMPACT

**ACMA**  
Automotive Component  
Manufacturers Association of India

Vol. 13 No. 3

December 2020

## BACK TO RESURGENT GROWTH



**SAKSHAM**  
ACMA CENTRE OF EXCELLENCE

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# FIRST EVER SECTOR SPECIFIC PROGRAM FOR PLASTIC INDUSTRY

## ACMA Lean Process Engineering Program for Plastic Industry

### Highlights

Duration: 18 months

- Rheology & application of General / Engineering Plastics.
- Application of adaptative control 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 & Optimisation 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 Optimisation, 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.

# SPECIAL PROGRAM FOR FORGING INDUSTRY

## ACMA Special Program for Rudimentary Framework for Forging Plants

### Highlights

Duration: 18 months

#### Workplace Ownership

- Reduction in Breakdown
- Quick Response to Issues

#### Forging Plant Fundamental Disciplines

- Improved Parts Handling & ease of Material Flow
- Establish Best forging Practices

#### Energy Efficiency

- Reduction in Energy Waste
- Cost Reduction

#### Productivity Improvement

- WIP reduction
- Improve Productivity per person

#### Sustenance

- Institutionalise learnings
- Continual Improvement



## Chairman's Message

### ACMA – Skilling & Training

## Content

- ROKO (STOP) The Collateral Damage Within Company 4
- 6th Technology Summit & ACMA Awards 7
- Culmination of ACMA NPD Foundation Cluster 8
- 7th National Case Study Competition 2020 9
- Newly Launched Programs / Projects And Future Programs 18
- ACMA Standard Cluster Programs 19
- UNIDO Program 22

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Dear Reader,

I am happy to share with you the Volume 13 - Issue 3 of IMPACT, themed **“Back to Resurgent Growth”**.

The Year 2020 gone by bestowed upon us another surprise from its arsenal, albeit a pleasant one. The industrial growth curve took a V turn across many sectors and Automotive sector was leading the pack. Vehicle sales numbers were very encouraging across all segments, during the festive season with ample support from good monsoon. Automotive industrial units running to their maximum capacities, was enough a reason to bring cheers to an otherwise fearful, tumultuous, and appalling year. This industrial growth, the stock market performance seems to be a parting gift from “Year 2020” as if trying to make up for the losses of previous quarters.

This issue focuses on growth story of automotive industry – “Back to Resurgent Growth” on the face of unprecedented and unimaginable adversity. The numbers are encouraging but we have to be cautiously optimistic, with a fear of second wave of covid looming large. With early signs of recovery in this year and positive signs of demand for the next year, automotive industry might be back to FY19 levels by mid of next year. Though overall sentiment is positive across the value chain, we can expect a more stable recovery with stability of demand. Adequate policy support through – ease of doing business, Production Linked Incentive scheme, overhaul of labour laws would help in a stable recovery. A prevalent geopolitical scenario – shifting manufacturing to India and other south-east Asian countries also present a new opportunity for further growth.

Majority of the industry members who put Capex on hold are now looking at investing in innovation, digitisation, increased R&D investment and greater emphasis on reskilling employees. The positivity that has spread in last few months will definitely pave the way for dream of Atmnirbhar Bharat for more than a billion eyes.

As the automotive industry adapts to working with the “New Normal” of 2020, my team of technical experts at Skilling and Training also adjusted our programs, methodology and medium to changing times. Apart from our standard cluster programs (Zero Defect Quality, Engineering Excellence, Lean Manufacturing, Material flow cost accounting) for shop floor improvements, subject matter experts in ACMA have designed sector specific programs – for Plastic and Forging Industry. I am happy to share that these programs are received very well by ACMA membership companies.

New technology, new machines and new programs are all people driven, so investing in human workforce assumes utmost importance and “Staff Development Program” is first step in this direction. This program will groom value based future leaders in the organisation by aligning them with the vision of present leadership. Investing in human work force to deskill, reskill and upskill them must be made a mandatory part of risk mitigation plan of every organisation. I am sure that you will subscribe to some of these programs for your organisation's growth story and will be part of ACMA's initiatives for all future endeavors.

Occupational Safety and Health are always at the forefront of automotive industry and I urge upon all to follow all safety guidelines at the shop floor and take it more seriously till availability of vaccine – **“Jab tak dawai nahi, tab tak dhilai nahi”**.

Our next issue will be “ACMA Awards Special” which will be held alongside “6th Technology Summit” on 25th February 2021. I wish our readers a very prosperous new year with lots of (digital) learnings. I also, look forward to receiving your feedback on our publication for further improvement.

**Best wishes**  
**FR Singhvi**



**Dinesh Vedpathak**

CEO-Skilling & Training, ACMA

Life can be a series of challenges that come in all shapes and sizes. They test our patience, inner strength, and beliefs. These tough times can be hard, but there are ways to deal with them successfully. If you're going through a challenging time, you are not alone. It wouldn't be a challenge if it wasn't tough or if the solution was obvious and easy. Some people more than others, but we all go through difficult times in life. We cannot escape challenges, but we can choose how we respond to them. We can also choose the meaning that we give to those challenges.

We always wanted to learn from past and improve either at own skill or by support of an external agency. However, there are few basic things which cannot be learned by teaching method but need to build by practice. In this article, I will help you learn how to overcome challenges more easily. On reading this article some useful tips on how to minimize the chances of adversity and challenges happening in your life can be adopted through self-training.

Readers, recently during my visit to one of the companies I noticed, company was trying various tools & means to introduce some manufacturing process changes in its plants. During my talk in said company they came to know about ACMA Programs where they felt, “YESSS!!! These are the programs we wanted to implement in our company which not only extend possibilities of improvement but we will be benefited much in terms of sustenance.

We cannot hope to create a sustainable culture with any “but” sustainable souls in our life. It is very appropriate to mention that we all dream to obtain sustenance in desired things and why not? Let us ask ourselves a straight forward question. HOW?

So, I would like to bring back your attention again to my visit to said company, where entire shopfloor of that company was visited by me, I noticed practices followed in company. After my visit I felt an urge as well as need to curtail numbers of practices adopted by company. I requested team to head towards conference room for discussion and till we reached conference room plethora of thoughts were flooding within my brain; I was murmuring within myself “ROKO”- a very common word from Hindi language which means “STOP”. I meant here, to STOP or ROKO undesired practices and activities. I pondered and arrived at following concept which proved me right after seeing enormous results in various companies.

So, before I continue further, let me take you through

expectations in any industry where: A constant desire to hear virtuous news either for increase in production numbers or quality or customer satisfaction or profits or growth of company or what not? Let me be blunt that, “all these expectations will remain in our dreams unless we act upon it”

A company's culture may be expressly and deliberately cultivated within its people. Company culture refers to the attitudes and behaviours of a company and its employees. It is evident in the way an organization's people interact with each other, the values they hold, and the decisions they make. The companies possess primest collaterals is CULTURE which can't be copied. Culture of any company is result of continuous practice of values, ethics or so on.

To achieve cultural values amongst its people, you may try concept of “ROKO”

**R.** Reset Culture, **O.** Observe, **K.** Knowledge, **O.** Open mind

### When to Reset culture?

### Reset Culture...

We commonly think of culture as the “way things are done” in an organization. Culture embodies the vision, values, norms and habits that drive employee behaviours as they complete their day-to-day work. Many employees work habits and experiences have changed in the first half of 2020, and some companies have made dramatic shifts to adapt. There is a good chance culture shift aren't far behind.



The key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. When an organization has a strong culture, three things happen: people would know how top management wants them to respond to any given situation, our people believe that the expected response is the proper one, and these people will know that they will be rewarded for demonstrating the organization's values

You may be wondering, how to identify culture? Very simple. If each morning meeting, if you have almost same fire fighting situations then this is due to your company's culture, just be observant.

Well! to start with prospect to reset culture you may start with collecting data of last few years, take stock of various issues/problems, analyse it and if you note any concern then it is the right time to RESET culture in entire organization.

As we know our industry operating globally needs to take cultural intelligence seriously. The automotive industry is a case in point, as in most cases, a company's reach is often

global. Parts are sourced globally, which requires relationship building with overseas suppliers. Employee bases, from the factory floor to sales forces and dealerships are multicultural, which requires cross-cultural understanding.



What's more, the automotive industry is in a state of change, the ability to recognise trends and respond quickly in different markets is essential., therefore for cultural reset we need a long-term program for one year or 2 years to start with, Complete sustenance culture starts after 4 to 6 years

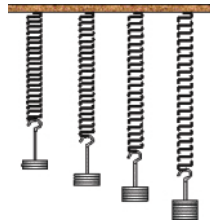
Baby starts walking after 15 to 18 months at its own and to start responding to your expectations it takes 36 to 48 months based on environment and we never provide babies only Training but continuous hand holding. Around age of 7 to 8 years, baby starts not only solving simple problems but also starts suggesting strongly what he or she wants.

This underlines the importance of employers engaging effectively with key providers in each region to ensure that they deliver the right types of learners, with the right type of skills and qualifications, in sufficient volumes, to meet their current and future needs. Similarly, in our auto industry too, hand holding to employees is must which will result primarily in sustenance.

### **Sustenance is possible when there are no routine problems present.**

Inventing is indefinitely more beautiful than having invented-Karl Benz.

I strongly believe in saying came from eminent thought leader Karl Benz and to support new inventions in every aspect, ACMA Cluster programs are designed for 24 months and one can take 4 programs in stretch / continuation for 8 years to reset its culture.



The continued effort is mantra to achieve any target we set , just imagine the state of spring, we stretch it and sets it wherever we want but if we loosen up or leave the spring in process of stretching it , it will automatically come back to its original sate. Getting trained for specific target has no difference. Like you need have continuous weight attached to it for having stretched it and not to come back to where u started.

This example might throw some light on the concept of pivotal role of resetting in company.

A company always complained about lack of employee involvement and tried so many tools and finally exhausted. Company contacted ACMA and understood the “ROKO” concept, they used it & implemented it too and on pondering over areas of concern they could catch hold of pain area which was non clarity of role and responsibility. This company have grown 6 times in just 5 years. This was achieved only through hand holding & Resetting of culture.

In today's hyper-velocity markets, accelerating digital innovation and more demanding customer expectations are

driving profound changes across the automotive supply chain. Customers, competition and distribution are changing. Forever. And, so is our workforce.

Furthermore, the abstract conceptualisation learning delivered by ACMA programs has been a significant predictor of both routine and non-routine problems building organisational culture. So, what are you waiting for? JUST RESET immediately.

ACMA will assist you to RESET - Need help ?

### **Contact right contacts**

**Ms. Sangeeta Sharma, +91 8802848888**  
**(sangeeta.sharma@acma.in)**

### **Observation...**

'Observation plays a fundamental role for the improvement of trainer and trainee both. It is the most exciting and dynamic engine for whole school of thought related to renewal and change, and it is a powerful way to inspire and motivate employees , client , management so on.

We all might have heard “Seeing is Believing” many times, but again question arises what next ? Does it take you to conclusion? If yes, continue. If Not, then we need try another way. Seeing does not have any connection to brain processor directly as it is just like reporting method, like there is a problem. This is known to everyone. Here Observation comes in picture. If we learn and practice “How to observe?” then we are moving in right direction and need not worry.

### **Don't just see; observe**

Our senses, mean not only just vision; I mean all of them, touch, hearing, smell, taste—are powerful forces. Every day, countless items, some glanced, or heard, or felt, or smelled only briefly—perhaps without ever registering in our consciousness—affect our minds and play into our decisions. But for the most part, we don't pay attention; and we fail to realize what it is that is guiding us at any given moment – or fail to note something that would have made a crucial difference to our decision calculus.

Observation is to go beyond seeing and into the realm of observing, take note of what's around you. Take note of how or why it affects you. You might not turn into an expert solution provider for every issue, but I guarantee, you'd be surprised at the difference it can make to the quality of your life and your decisions.

I remember that 20 years back, I have been given a task to visit one production line from a very excellent company where initially I couldn't get anything prominent to observe. However, my mentor simply instructed me to be there for few hours and start looking each activity and to me surprize! I could observe those things which even that company never thought about for example out of 20 operations, 4 operations simply can be removed by little adjustments in other ones and many more ideas came only through Observations.



Companies should give enough time to employees to observe and reflect on it as this an effective tool to start building culture.

For achieving this, Next step from ROKO ... is very important

### Knowledge...

Knowledge is most important aspects for workplace growth as well as most important factor of one person's career. The word knowledge, skill and ability these three is very often confused and used interchangeably. And, the more the skills gap is growing, the more important these three aspects become. This is because we need to clearly understand that it is knowledge, that needs to be developed which will support skill and ability.



Knowledge is both the theoretical and the practical information, facts or skill which we acquire through experience or through learning. Our knowledge increases as we gain more experience.

Knowledge management is the base for any organization's culture. Management role is to provide right and needed knowledge as per the need of cultural levels today. What is working for others may not exactly work for you directly as there are other factors rather than just issues like weather, location people knowledge levels, infrastructure, and facilities by management and most important. The atmosphere of company decides the directions for its employees to either solve problems, themselves or just simple handover to others even when they can solve.

Here I am not talking about disseminating knowledge to employees about how things were made in the past rather focus should be on knowledge on building current systems of companies & management's expectations from workforce. The gap between these two is opportunity for improvement. We need to provide knowledge for this area first and then we can add other topics.

Best knowledge can be transferred by hand holding approach, showing lots of case studies, witnessing improvements not just by seeing but also time to be given for observations also.

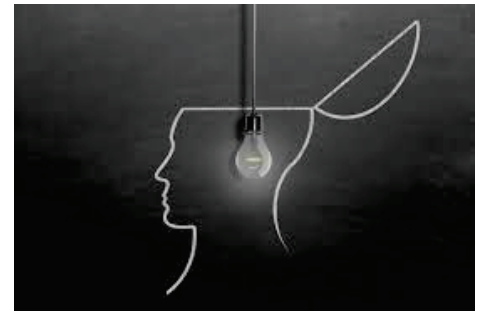


### **Along with Right people, Right knowledge Management is must**

Knowledge will help people to observe in more depth and move constantly forward to our set goals. However, if our mind is already full, nothing new can be added and hence we all should have.

### Open Mind...

We all feel that we are open minded and ready to accept other ideas. No issues, as per study, around 49 % people in Manufacturing sectors responded to survey that they enjoy atmosphere of open Mindedness. This simply means that remaining 51 % are not feeling the same.



### **Open Mindedness not only make organization progressive, but growth of an individual also becomes must faster**

I am sure that, yet your minds are not opened to accept above few points. This is a common phenomenon generally as being open minded is a result a of large practice and it cannot be just taught and learned, this is an integral part of organization's culture and which need to be built gradually and it has its own soaking time like Concrete – if not soaked as per standard, it becomes brittle and not strong.

Asking people to follow too many practices at a time will simply make people to close their minds. some time permanently and it takes really a longer time to reopen again.



Where people ideas are listened and implemented (may not be 100 %), I feel that you are having an open-minded atmosphere which will be helping you in your growth journey.

You may have to get wet sometimes to get new knowledge by using your own hands make you more confident.

To conclude about ROKO, let us have an open mind to embrace new technologies, new ways of working and also trying non-conventional approaches also as sometime a proven approach may not work as it does not suit our current culture.

If you are facing challenges for cultures, best practices, bottom line ... then have an open mind and contact us and you will see us standing beside you.

Best Wishes

## 6th Technology Summit & ACMA Awards

Summit Theme

### Towards “Atmanirbhar Bharat” Disruptive Technologies for Sustaining Growth

Block Your Diary For

February 25, 2021

#### Highlights

- Listen to the opinion of leaders from – Auto Industry, academia, researchers, Investors & start-ups with the latest trends in the technological world so they can stay ahead of the curve
- A platform to extend unrivalled access to Technology & Business insights from Pioneers of Auto Sector.
- Sharing best technology solutions and practices proven to increase the corporate level of innovation and drive the business towards greater commercial success.
- Bringing together Industry Leaders, Policy makers, researchers, thought leaders, investors & start-ups.
- Celebrating success of ACMA award winners - ACMA Awards 2020 (Celebrating Excellence)

#### For Brand Promotion, please contact

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- Mr. Rakesh Kumar      ✉ [rakesh.kumar@acma.in](mailto:rakesh.kumar@acma.in)      📞 9050415286

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**Date: 28th December, 2020**

**Venue: Virtual, Hosted by  
Harita Fehrer Limited, Hosur**

ACMA cluster journey started in the year 2001 and since then, the ACMA pillar 3 team is writing “Cluster success stories” year after year. 1st edition of ACMA New Product Development Foundation cluster was launched in September 2014. The aim was to establish an efficient product development process within build to print companies and provide support in business growth and sustenance. This 3rd edition culminated on 28th December 2020.

ACMA NPD Foundation Cluster 3, Mentored by Mr. S Narayanan (Expert Cluster Program) and Counseled by Mr. Vishal Saxena (Counselor) and Mr. Selvamani S (Mentor NPD Clusters), comprised of three companies, namely:

- Harita Fehrer Limited, Hosur
- Sankar Sealing Systems, Chennai
- Magnum MI Steels Private Limited, Gurgaon

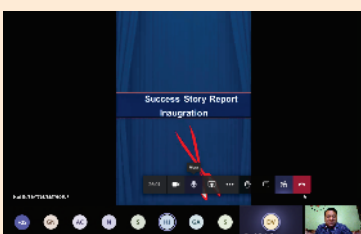
However, due to unpredictable auto industry business and internal challenges caused two companies to leave this journey of improvement and finally only Harita Fehrer Limited graduated this program.

The results achieved by Harita Fehrer team in their twenty-four months journey are summarised in the tables as:

The culmination ceremony of this event was organised virtually. The program was attended by following people.

1. Mr. A Giridharan, President, Harita Fehrer Limited, Hosur
2. Mr. Dinesh Vedpathak, CEO - Skilling & Training, ACMA
3. Mr. Sunil Mutha, Dy. Executive Director, ACMA
4. Mr. Selvamani S, Mentor NPD Clusters
5. Mr. S Narayanan, Mentor, NPD Foundation Cluster
6. Mr. Vishal Saxena, Counselor, ACMA

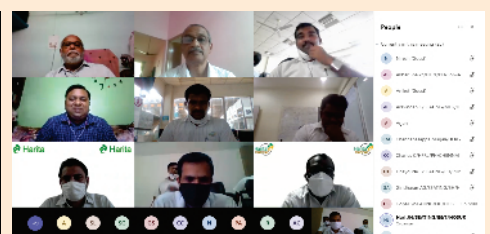
Some glimpses of the culmination event:



Launch of Culmination book



Appreciation ceremony



Group Photo



**Vishal Saxena**  
Counselor, ACMA



**Sunil Mutha**  
Dy. Executive Director, ACMA

### Improvement in NPD Metrics

Business growth and profitability	Measure	Improvement made
	New Product Sales Perpetuity ratio	25%
	RFQ Conversion ratio	40%
	Cost deviation (negative beneficial)	100%

Quality improvement	Internal New Product Quality	70%
	New Product Customer Quality	100%
Lead time reduction	Lead Time for Samples	30%
	Lead Time for SOP	45%

### Business Growth

Cost Saving - More then Rs. 30 Lakhs		
NPD sales during cluster period - Rs. 210 crores		
Business Forecast	UOM	2021-22 (forecast*)
Sales from new products	Rs. Crores	340
RFQ pipeline	Rs. Crores	526

### Organisational competence Building

Design guidelines	9
Book of knowledge	8



ACMA Skilling & Training activities are resulting into upgrading its membership to manufacture global quality products through excellence in Manufacturing, Product Design and Development, Automation and Zero-Defect Quality.

To achieve excellence, we need competent people, robust systems and processes and ACMA Skilling & Training Case Study Competition is the right platform to bring these improvements on surface which motivates the entire working force for benchmarking and learning from this, we have conducted 7th edition of National Case Study Competition on 4th December 2020 virtually.

Competition details are as follow:

Categories:

Category A: Plant\* Turnover < INR 100 Cr

Category B: Plant\* Turnover > INR 100 Cr

(\* Plant = A part of group company)

Streams: Projects done between April 2019 to October 2020

(Projects submitted in previous case study competitions were not eligible)

**Stream 1-** Digitization

**Stream 2-** New normal working methods (Preparedness to restart operations post COVID 19)

**Stream 3-** Activities for becoming self-reliant (Low cost Automation, Localization, R&D activities & similar to become ATAMNIRBHAR)

**Stream 4-** CSR Activities for supporting society & stake holders during COVID 19 times

## Chief Guest



**Mr. Sunil Arora**  
Co-Chairman, Skilling & Training, ACMA  
Managing Director - Abilities India Pistons & Ring Limited

## Esteemed Jury



**Mr. Alok Saxena**  
Former Vice - President,  
Purchasing & Supply Chain,  
Tata Motors Limited  
Total 44 years of Experience,  
Expert in Business Excellence  
processes



**Mr. V Gandhi**  
Former General Manager,  
Tata Motors Limited  
Total 42 Years of Experience,  
Manufacturing &  
Business  
Development

## Benefits/Discounts/Prizes-

Winners were given below mentioned amount as discount in ACMA clusters of one year & above / Staff Development programs fees (for joining between Nov 2020 – Feb 2021) (Not applicable for UNIDO programs)

1st Prize - Rs. 1,00,000/-

2nd Prize – Rs. 75,000/-

3rd Prize – Rs. 50,000/-



## 1st Prize (Category A)

### Project Name :-

Best Application & use of Digitization for Human Safety

### Stream :- Digitization

### Project Objectives :-

- As per the COVID-19 norms it is necessary to examine all the employees health conditions before entering into the factory premises.
- Through this app we can examine all the employee self declaration and their localities whether they are coming from containment zones or not and many more information's which on a single click.

### Presented By:-



Mr. HK Sharma



Mr. Uttam Chand

### Key Features (Employee Safety App) :-



### Benefits of Project

- Employees can know about the accurate exposure time of the employees if they come in contact with a COVID-19 Patient.
- Social distancing alert to the employees when they disobey the norms
- Maintain the social distancing within employees as per norms.
- Awareness among the employees regarding containment zones.

### Key Features (Visitors App) :-



## 1st Prize (Category A)



### Project Name :-

Designing of Low Cost Production System capable of manufacturing at the Desired Production Rate with Zero Quality Concerns .

### Stream :- Activities for becoming self-reliant

### Project Objectives :-

**Reduction In Cycle Time** The line will be automatic with Zero Manual Material Transfer, Identification of Processes that can be automated & Poka Yoke to ensure Elimination of Potential Problems resultant to reduced Inspection Time and Maximum utilization of space

### Presented By:-



Mr. Pankaj Bhardwaj



Mr. Digvijay Pratap

### Benefits of Project (Tangible)

R.O.I. CALCULATION SHEET				
Unit : Lumax Ancillary Limited - Chakan				
Project Description :- Piaggio Tail Lamp Assembly Line - Redesigning for Muda Elimination				
Expenses Done in Project				
Sr. No.	Material / Item	UOM	Cost in Rs	Remarks
1	Indexing Plate	1 Nos	18000	
2	Plating of the Fixture	1 Set	4500	
3	Color sensor	1 Nos	12000	
4	Electrical accessories	1 Set	6500	
Total			40500	
Savings Achieved in Project				
Sr. No.	Description	UOM	Before	After
1	Manpower	Nos	6	4
2	Manpower Saved	Nos		2
3	Cost of One Manpower	In Rs	18000	18000
4	Cost of Manpower saved per Month	In Rs		32000
5	Cost of Manpower saved per Year	In Rs		384000
6	Cost of Assembly getting rejected per month	In Rs		11000
7	Annual Rejection cost Saved	In Rs		132000
8	Total Savings per year	In Rs		516000
6	Investment Done	In Rs		40500
7	Return of Investment	in Month		0.9

### Benefits of Project (Intangible)

- Auto Indexing ensures Uniform Hourly Output
- Reduction in Breakdown due to Preventive approach for all kind of stoppage, breakdown and accident. (OEE Improve)
- Error description can be easily checked on the HMI screen
- Easy process controlling and Minimized movement of supervisor. (Skill Upgrade)



## 1st Prize (Category B)

### Project Name :-

Life Saving Equipment Support to Society

**Stream :-** CSR Activities

### Project Objectives :-

- To provide life saving equipment by continuous supply of masks to our employees and their families and needy people around the company

### Presented By:-



Mrs. K Nagalakshmi

Mr. P Ajithkumar

### Benefits of Project (Tangible)

Issue Details	Single Layer	Three Layer
Across Group Companies	55220	67150
Internal Employees	15450	16570

CSR Details	Single Layer	Three Layer
Police Station, M.M.Nagar	2000	1000
Public near the Company	4000	3000
Collector Office	500	500
Health Department	2000	1500



### Benefits of Project (Intangible)

- Employees felt their Safety is highly protected
- Able to Ensure Safety Care and Human Care
- Giving Employment to Garment Workers
- Employee Satisfaction
- Pride to the Company for safeguarding the society with our Global Standard masks

## 1st Prize (Category B)



### Project Name :-

Implementation of Central SPC stations to review all Machine shop's process capability in one go.

**Stream :-** Digitization

### Project Objectives :-

- Auto Updation of Control Charts
- Auto report generation
- Weekly reviews and drive improvements at identified sections.
- Become benchmark in online SPC module

### Presented By:-



Mrs. Nilam Nehe

Mr. Mahesh Shenolkar

Mr. Vijay Ambarkar

### Benefits of Project (Tangible)

- Warranty reduction by average 24% over 2019.
- Customer complaints BIS PPM reduction from 65317 to 56317 PPM and improved by 14 % over 2019.
- Internal Rejection PPM reduced from 3134 to 2563 PPM which is improved by 18 % over 2019.
- Scrap reduction cost reduced from 188.88 to 68.5 Cr which is 64 % improved over 2019.

### Benefits of Project (Intangible)

- Enhanced Customer satisfaction.
- Enhanced Employee Morale.
- Organization upliftment /upgradation with ref to Technology
- Brand image of Cummins.
- More business
- Satisfied management.

**1st Prize (Category B)**Lucas TVS Limited  
Padi, Chennai  
Established : 1962**Project Name :-**

Asthra

**Stream :-** New normal working methods**Project Objectives :-**

- LTVS strongly believes in implementing the well-defined System & Process for achieving zero defect
- Educating & Imparting SOP in all sub-Systems to ensure 100% adherence
- Meeting the Customer Demand on priority

**Presented By:-**

Mr. NR Mani



Mr. S.Velu



Mr. C.B.Rajeswari

**Benefits of Project (Tangible)**

- SOP Adherence & PPE compliance 100%
- 100% - SDF Adherence
- 100% - Fool proof Entry & Exit system
- 100% - SMS Adherence
- Created Self-confidence for the business continuity

**Benefits of Project (Intangible)**

- Zero Defect Achieved - Employees and their Families Not Involving in High-risk Activity are minimized
- "0" – Risk of Exposure for Infection @ LTVS
- Cultural Transformation – Resulted in Business continuation
- Teamwork
- Well showcased the Organizational core values across the system

**1st Prize (Category B)**Lumax Industries Limited  
Bangalore  
Established : 2012**Project Name :-**

Productivity improvement through LCIA to Enhance the customer demand

**Stream :-** Activities for becoming self-reliant**Project Objectives :-**

- Auto Updation of Control Charts
- Auto report generation
- Weekly reviews and drive improvements at identified sections.
- Become benchmark in online SPC module

**Presented By:-**

Mr. Sudeep Kumar S



Mr. Saurabh B Shetty

**Benefits of Project (Tangible)**

- Output increased from 510 to 850 per shift.
- Line Efficiency improved from 81% to 95%.
- Customer Requirement fulfilled in 1 shift compared to 1 shift & 5 hours before, resulting in:
  - Cost Saving of Rs. 42,000/- per month in M/P & Admin.

- Cost Saving of Rs. 9,600/- per month in Start-up Testing.
- Energy Saving of Rs. 12,800/- per month.
- First Part Yield increased from 88% to 96%. Resulting in a Return on Investment of 10 Months.

## 2nd Prize (Category A)

### Project Name :-

Reducing NVA Activities in Calibration Planning and Preparation System

**Stream :-** Digitization

### Project Objectives :-

- Reducing the Leadtime Period in Calibration Activities.
- Eliminate Manual Errors In Calibration.
- Tracking of Instruments stock.
- Tracking of Error Reports.

### Presented By:-



Mrs. Krishnaveni K



Mr. Naseer A



Mr. Kavitha S R

### Benefits of Project (Tangible)

S.No	Description	Work Timing in Minutes Per Annum	
		Before	After
1	Calibration List Preparation	360	60
2	Collect the Instruments	720	720
3	Verify the list & Instruments	540	180
4	Generation of delivery Chelan	540	60
5	Send Instrument to calibration Lab	120	120
6	Receive Calibration Instrument & Report from Lab	120	120
7	Verify The Certificate & Instrument Result for Error	360	360
8	ID No & Due Date Sticking to the Instruments	1080	0
9	Certificate No & Calibration Value Update to excel	720	180
10	Instruments Rearrange the same Location	540	540
11	Certificate Endorsed a Rubber Stamp & Rearrange to the file	360	360
12	Obsolete Stamp endorsed to the OLD Certificate	240	240
<b>Total Time</b>		<b>5700</b>	<b>2940</b>

### Benefits of Project (Intangible)

- Easy Work flow.
- Quick track on any instruments or reports/history.
- Human Mistakes are negligible.
- Data will be secured in a electronic format
- QR Code System is 30% faster than a manual system.
- No Manual Entry in Ledgers or Excel Sheets.

## 2nd Prize (Category A)

### Project Name :-

Design and Fabrication of Productivity Improvement in Compression Mold

**Stream :-** Activities for becoming self-reliant

### Project Objectives :-

- Productivity Improvement
- On Time Delivery to Customer
- Optimizing Existing Resources
- Improving Customer Satisfaction
- Enhancing Employee Morale
- Lowering Overhead Cost

### Presented By:-



Mr. J Karthikeyn



Mrs. R Lakshmi

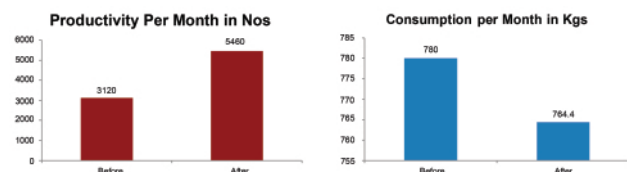


Mr. S Uma Sankar

### Benefits of Project (Tangible)

- Lower operational cost
- Increasing Profitability
- Productivity Improvement
- Shorter Delivery Times
- Improved Employee satisfaction/morale
- Higher Turnover rate
- Machine Utilization for other products
- Price reduction also Offered to customer.

### Benefits of Project (Intangible)



All this Improvements can contribute to the Overall Cost Saving Stream

## 2nd Prize (Category B)

Fairfield Atlas Limited  
Kolhapur  
Established : 1992-93



### Project Name :-

“Tacking Care of Working & Helping Hands”

**Stream :-** CSR Activities for supporting society & stake holders during COVID 19 times

### Project Objectives :-

- Identify real Needy families & Individuals. Identifying of families, individuals & supporting them on moral & basic needs
- Role of Communication Creating awareness on the false myths being portrayed
- Helping hands to frontline Warriors A sense of care and support to be provided to the COVID warriors & frontline defense individual's

### Presented By:-



Mrs. Saroja Hangirgekar Mr. Anant B. Patil

### Benefits of Project

- Where Kolhapur district was facing increase in the number of COVID cases including Chandgad Taluka the focused area had only few cases where they were from out of the station.
- No Community spread in focused villages.
- Villagers were happy using mask provided by us because mask was created and distributed by villagers only.
- Mask Making knowledge was shared to every student home due to online stitching classes.
- We focused on total 30 migrant workers who work in nearby area and none of them had been to their native place during lockdown period because of which all the necessary provisions were done by us.

## 2nd Prize (Category B)

Lumax Industries Limited  
Bengaluru  
Established : 2011



### Project Name :-

Smart Manufacturing Process Control

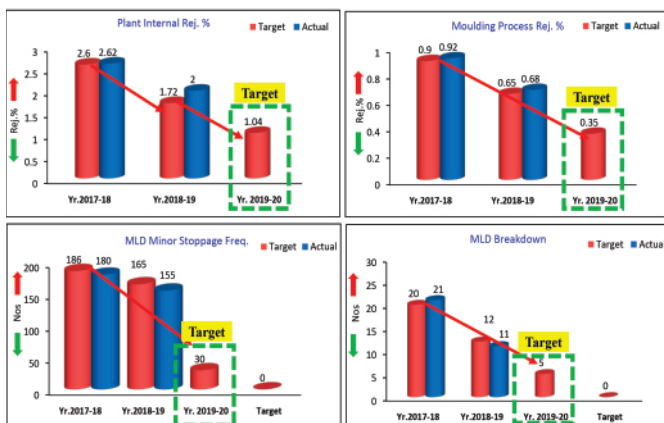
### Stream :- Digitization

### Presented By:-



Mr. Dharamraj Mr. Golak

### Project Objectives :-



### Benefits of Project

**INVESTMENT**

- One time Investment had done for Hardware & Software Tool ₹ 150,000

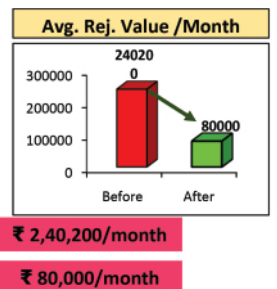
**COST**

- Avg. Rejection value in every month Before =
- Avg. Rejection value in every month After =
- Estimated Rejection Reduction in Value

**Total Cost Saving ₹ 1,60,000/Month**

**MORALE**

- Customer Satisfaction
- Elimination Of Operator Fatigue.
- Knowledge Enhancement.



## 2nd Prize (Category B)

Cummins India Limited  
Kothrud, Pune  
Established : 1962



### Project Name :-

Implementation of Physical Controls to Curb Covid 19 spread for Smooth operation startup.

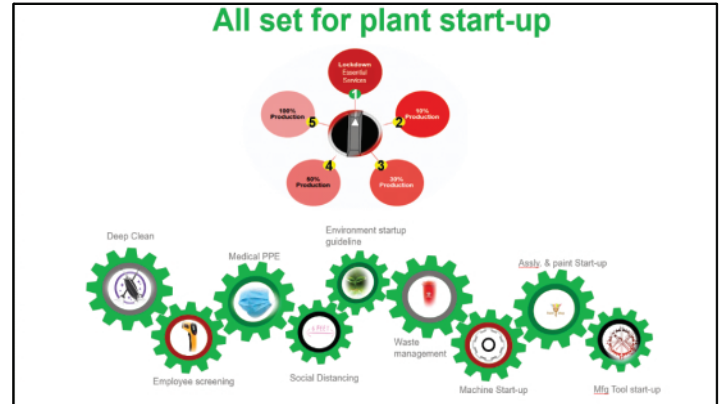
### Stream :- New Normal Working Methods

### Presented By:-



Mr. Santhosh Kumar V Ms. Vaishali Toke Mr. Santosh Pasalkar

### Project Objectives :-



## 2nd Prize (Category B)

Fair Field Atlas LTD  
Kolhapur  
Established : 1992-93



### Project Name :-

LCA for Manual to Auto Burr Polishing

### Project Objectives :-

- To Eliminate Unsafe Work Conditions
  - To Improve Productivity
  - To Reduce Energy Cost
- Corporate Guideline of " ZERO Incident & ZERO Defect "

### Presented By:-



Mr. Sachin Patil Mr. Vijaykumar Ambi

### Stream :- Broaching

### Benefits of Project (Tangible)

- Productivity improved from 192 Qty to 960 Qty per shift.
- Cost reduction by power saving as 5 parts done instead of 1 part in 1 cycle
- Units consumed before per part – 0.36 & After – 0.07
- Cost saved for power per Annum – 2.35 lacs INR

### Benefits of Project (Intangible)

- Eliminated unsafe work condition by eliminating manual burr removing operation.
- Operator moral improved as fatigue is eliminated



## 3rd Prize (Category B)

Lumax Industries Limited  
Bawal  
Established : 2011



### Project Name :-

Nirantar Shiksha

**Stream :-** CSR Activities for supporting society & stake holders during COVID 19 times

### Project Objectives :-

- Effective Continuation of programs during and post lockdown
- No benchmark existed, we created our own!!
- Maximize our student reach despite the disruption and limited resources

### Presented By:-



Ms. Priyanka Sharma Ms. Manpreet Kaur

### Benefits of Project (Tangible)

- Life Skill Sessions for Primary School – Reach 200 Students
- Life Skill Sessions for Sr. Secondary School – 400 Students
- Career Counselling – around 2500 students
- Integrating into 200 Girl Child
- Dry Ration – 750 Ration kits

### Benefits of Project (Intangible)

- Continue connect with schools & students – helping overcome challenges posed by uncertainty & fear
- Building their morale through lifeskills
- Supporting all partners

## 3rd Prize (Category B)

Lumax Industries Limited  
Bawal  
Established : 2011



### Project Name :-

Elimination of chances (potential risk) of Wrong Product Supply to Customer

**Stream :-** Digitization

### Project Objectives :-

Designing of New Dispatch Process with online delivery assurance for Right Product With Right Quantity Delivered to Customer.

### Presented By:-



Mr. Gaurav Jaggi Mr. Sudeep Choudhary

### Benefits of Project (Tangible)

R.O.I. CALCULATOR SHEET				
Unit : Lumax Industries Limited -Bawal				
Project Description > Elimination of Instances of Wrong Product Supply to Customer Through Digitalization				
Expenses Done in Project				
Sr. No.	Material / Item	UOM	Cost in Rs	Remarks
1	Scanners	8 Nos	45000	
2	Software Development	1 Set	40000	
3	Miscellaneous	1 Nos	12000	
Total			86200	
Tentative Savings Targeted in Project				
Sr. No.	Description	UOM	Before	After
1	Manpower Savings	Nos		
	Data Entry Operator	Nos	3	1
	Finish Goods Inspectors at Fire Wall	Nos	18	12
2	Manpower Saved	Nos		
3	Cost of One Manpower	In Rs	12000	
4	Cost of Manpower saved per Month	In Rs		9000
5	Cost of Manpower saved per Year	In Rs		115200
6	Total Savings per year	In Rs		115200
6	Investment Done	In Rs		86200
7	Return of Investment	in Month		8.98

### Benefits of Project (Intangible)

#### Additional Benefits

- Real time Updating of Finish Goods Inventory in the Dispatch area
- Better Coordination between different departments
- Dependency over the Operator skill minimized
- Moving Steadily Towards Industry 4.0 in a phased manner



## 3rd Prize (Category B)

Lumax Industries Limited  
Bawal  
Established : 2012



### Project Name :-

New Normal Working Methods at Bawal Plant

**Stream** :- New Normal Working Methods

### Project Objectives :-

- To minimize Health Issues due to COVID-19 Epidemic
- Timely Uninterrupted Supply to Customer

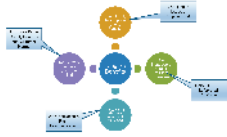
### Presented By:-



Ms. Jyotish Kumar

Ms. Ramesh Rohilla

### Benefits of Project (Tangible)



### Benefits of Project (Intangible)



## 3rd Prize (Category B)

Fairfiled Atlas Ltd  
Shinoli – Kolhapur  
Established : 1992-93



### Project Name :-

Localization Of Paint & Secondary Tooling

### Benefits of Project (Tangible)

Commodity	Previous Spend	New Spend	Saving
Secondary Tooling	3,208,053	1,437,705	1,770,348
Paint	17,141,421	9,781,918	7,359,503

**Stream** :- 3- Activities for becoming self-reliant

### Project Objectives :-

- Reduce Plant Inventory
- Cost Reduction

### Presented By:-



Mr. Pankaj Ghodake

Mr. Amit Singh Rajput

## 3rd Prize (Category A)

Abilities India Pistons & Rings Ltd.  
Ghaziabad , Uttar Pradesh  
Established : 1968



### Project Name :-

Integration of multi operations in one M/C with automation

### Project Objectives :-

- Improve the number of parts/hrs. from 66 to 120
- Saving of 1 manpower and machine to enhance profitability
- 20% automation is transformed to 80% in the manufacturing process
- Non value added activity is replaced by gantry pick and place

### Benefits of Project (Tangible)

- Productivity improvement = 81%
- Cost saving through man power saving and cycle time reduction
- Machine manufacturing cost saved

**Stream** :- Activities for becoming self-reliant

### Presented By:-



Mr. Priyanshu Pant

Mr. Punit Sharma

Mr. Mohit Malik

### Benefits of Project (Intangible)

- Team moral boost up
- Operator fatigue reduced

## Newly Launched Clusters / Project (during COVID-19 scenario)

Sr. No.	Date of Launch	Cluster/Project Name	Project/Cluster Duration
1	13.10.2020	Zero Defect Quality Cluster in Dana India Pvt. Ltd., Pune	18 Months
2	14.10.2020	Advance Cluster - 15 in Trinity Forge Ltd., Mumbai	24 Months
3	27.10.2020	Lean Implementation Program For JK Papers Limited, Rayagada, Orissa	24 Months
4	27.10.2020	Lean Implementation Program For JK Papers Limited, Songadh, Gujarat	24 Months
5	28.11.2020	NPD Design Project for BestKoki, Bilaspur	24 Months
6	02.12.2020	Rudimentary Framework for HIM Teknoforge, Baddi	24 Months
7	10.12.2020	Performance Enhancement Program for Kach Motors, Pithampur	18 Months
8	10.12.2020	Zero Defect Quality at Harita Seating, Ranjangaon	18 Months
9	11.12.2020	Advance Cluster - 15 at Super Craft foundry	24 Months
10	11.12.2020	Advance Cluster - 15 at Swift Enterprises	24 Months
11	12.12.2020	ZED Plus Cluster at DANA Belgaum	12 Months
12	14.12.2020	Program of Special Issue based Improvement at Kirloskar (KFIL)	18 Months
13	22.12.2020	Project on Initiating Sunrise Plant in Moonlight, Chennai	12 Months
14	23.12.2020	ACMA Zero Defect Quality Cluster Program for I M Gears, Chennai	18 Months

## Planned Cluster / Project Launch till March -2021

S.No.	Cluster / Project Name	S.No.	Cluster / Project Name
1	Project in Ring Plus Aqua, Nashik	11	LCA Cluster Launch in Alfa Cotec
2	ZED Plus Cluster at JK Fenner, Sriperumbudur	12	Launch of ACMA Lean Project for Suprajit Industries, Bommsandra
3	ZED Plus Cluster at JK Fenner, Madurai	13	EEC Cluster at Paranjape, Shirwal
4	LMW Supplier Cluster	14	ZED Cluster at Paranjape, Satara
5	Advance Cluster Launch in Atharv Foundaries Pvt. Ltd.	15	Advance Cluster at SCF, Jaisighpur
6	De Skilling at WIL, EEPD, Chennai	16	ZED Cluster at Menon & Menon, Kagal
7	Lean Project Launch in Neokraft	17	Advance Cluster at Netalkar
8	Advance Cluster Launch in Yoshika Eng. Pvt. Ltd.	18	QA Project at JK Fenner, Sriperumbudur
9	ZDQ Cluster Launch in Stumpscheule Somappa, Bangalore	19	MFCA Project at JK Fenner, Sriperumbudur
10	ZDQ Cluster Launch in Dana India, Ahmedabad		

# ACMA Standard Cluster 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

## 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 Deskilling
- 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](mailto:sangeeta.sharma@acma.in) | 📞 8802848888



Launch of ACMA Program for Rudimentary Framework for HIM Teknoforge, Baddi on 2<sup>nd</sup> December, 2020



Launch ACMA Performance Enhancement Program for Kach Motors, Pithampur on 10<sup>th</sup> December, 2020



Launch of ACMA Program for Special Issue Based Improvement in Kirloskar Ferrous Industries Ltd., Hospet on 14th December, 2020



ACMA Advance Cluster Program Launch in Supercraft Foundry, Jayasingpur on 11th December, 2020



Launch of ACMA Program for Special Issue Based Improvement in Kirloskar Ferrous Industries Ltd., Solapur on 15th December, 2020



Launch of ACMA Zero Defect Quality Cluster Program in IM Gears, Chennai on 23rd December, 2020

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.

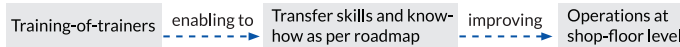
**We help in creating a sustainable & continuous improvement culture in your organization**

## Project Information

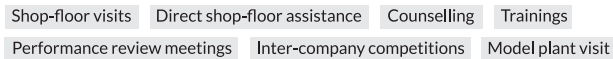
- PURPOSE**  
Cluster intervention and other support programmes to build competency in selected SMEs
- LOCATION**  
All over India
- PARTNERS**  
United Nations Industrial Development Organization (UNIDO) and Automotive Component Manufacturers Association of India (ACMA)
- DONOR**  
Department of Heavy 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

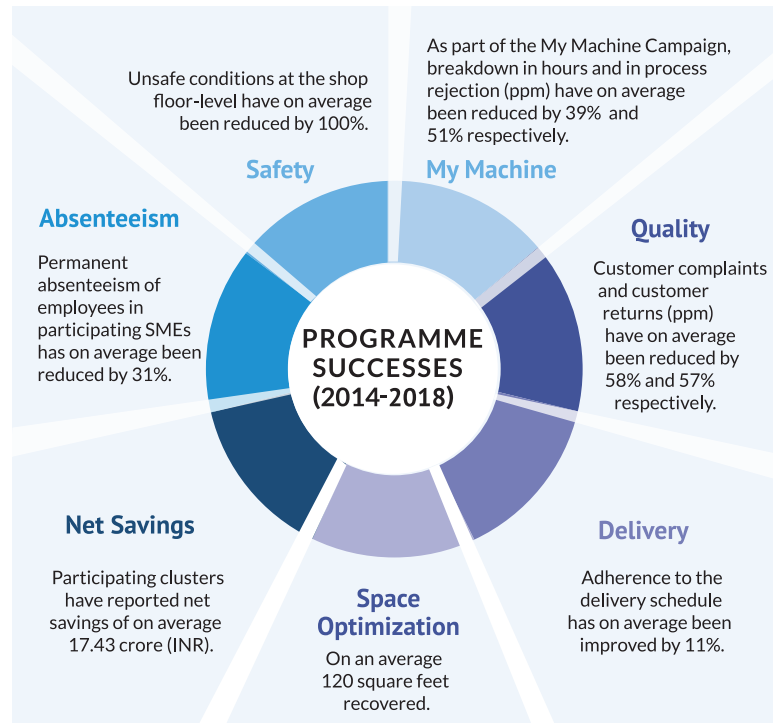


**We help SMEs to steer their way to remain competitive and improve margins**

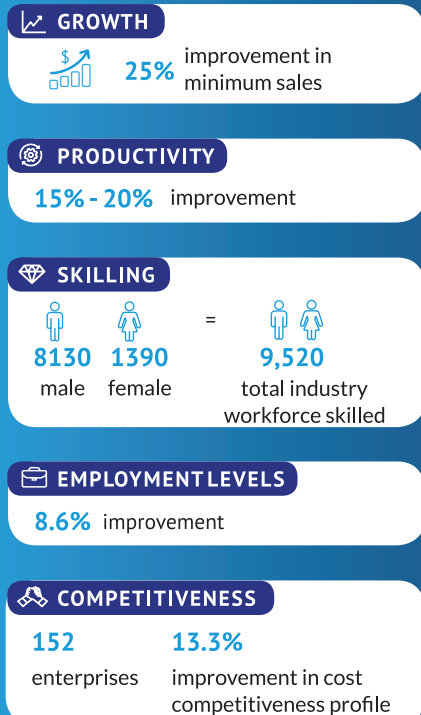
## Success Snippets

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

LEVEL TWO

### ADVANCED PROGRAMME

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

#### 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

## KEY features

### DUAL PROGRAMME DELIVERY MODEL

275 suppliers supported through

Conventional Counselling Model  
225 companies

E-Learning Module  
50 companies



Combination of Core + Elective Modules



Focus on Sustainability (Alumni Support)

### 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

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