

ACMA

Automotive Component Manufacturers Association of India

August-September 2021

AUTONEWS

Vol 14 No 92

61st ACMA ANNUAL SESSION

"Best practices in Living with Volatility: Survival, Revival and Growth"

ON DIGITAL PLATFORM

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EDITORS'S NOTE

In this edition of the News ACMA brings to you the information about the 61st annual session held on August 26, 2021, with the theme "Living with Volatility - Survival, Revival & Growth. The session was held virtually and was attended by over 1,500 delegates from the government, industry, and academia.

The session featured presentations from industry leaders on a variety of topics, including the impact of the COVID-19 pandemic on the automotive industry, the opportunities presented by the Production Linked Incentive (PLI) Scheme, and the challenges posed by the recently enacted labor codes.

In addition to the annual session, ACMA also held a number of other events in 2021 to support the automotive industry. These events included: A virtual buyer-seller meet for LATAM aftermarket buyers on September 22-24, 2021, the meet was a success, with 75 new aftermarket buyers and distributors from at least 10 countries attending. A webinar on the Production Linked Incentive (PLI) Scheme on August 12, 2021, the webinar was well-attended and provided valuable information about the scheme, which is designed to promote manufacturing in India. Session on Emerging aspects under Labour Codes & its Impact on September 6, 2021, the session on emerging aspects under Labour Codes & its Impact was informative and provided insights into the recently enacted labor codes.

These events were designed to help the automotive industry survive and thrive in the face of the COVID-19 pandemic and other challenges. ACMA is committed to supporting the automotive industry and will continue to hold events and provide resources to help the industry succeed.

ACMA is a valuable resource for the automotive industry and its events and resources are a valuable tool for businesses in the industry.

Hope you would enjoy the latest updates from the industry!!
To stay up-to-date on the latest industry news, please visit the ACMA website or follow ACMA on social media.

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ACMA
AUTONEWS

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ACMA's

61st

ANNUAL CONVENTION ON

'Best Practices of Living with Volatility:
Survival, Revival & Growth'



A long-term, stable and technology agnostic road map essential for localisation -

- **On 61st Annual Session of ACMA, a study on "Best practices in Living with Volatility: Survival, Revival and Growth" released**
- **Indian auto industry should strive for global leader in electric mobility: Mr. Amitabh Kant, CEO, NITI Aayog**

The **61st ACMA, Annual session on the theme "Living with Volatility - Survival, Revival & Growth"** was held on **26th August, 2021**. The annual session was centered on the Indian automotive industries path to survive, recover, and explore new growth opportunities, amidst the most challenging humanitarian and business crisis due to the pandemic. The sessions brought spotlight on the way the automotive value chain has collaborated to display remarkable resilience and ensured business continuity.

The annual session was graced by Dr. Mahendra Nath Pandey, Hon'ble Union Minister for Heavy Industries and Mr. Amitabh Kant, CEO, NITI Aayog and other eminent dignitaries who shared their views on harnessing newer opportunities for the auto component

sector to evolve in prevailing times. The session organized on a virtual platform, witnessed the participation of over 1500 delegates from the Government and Ministries, OEMs, industry bodies and think tanks.

In addition to the insightful sessions, ACMA in partnership with PwC, released a study on "Best practices in Living with Volatility: Survival, Revival and Growth" to understand how Indian automotive industry is learning to thrive under ever-changing business environment. The study stressed on the need to become more agile, flexible and customer focused to succeed in the new normal. According to the study, the key elements for the survival of the auto component industry is to become financially prudent and efficiently manage the risks. The revival in the industry needs investment towards digital transformation, leadership development, enhanced capabilities, agility in supply chain and stabilize manufacturing as per the demand.

Congratulating ACMA for its 61st Annual Session, **Dr. Mahendra Nath Pandey, Hon'ble Union Minister for Heavy Industries, Government of India**, said, "The last two years have been difficult for the industry due to the global pandemic and therefore we must



take stock of the challenges and prepare for the future. A more concerted effort towards Skilling and Localization can help to navigate through the tough times and solve many problems of the Automotive Industry. ACMA, along with Centre of Excellence is working tirelessly to run clusters programs for the skill development across the country. Simultaneously, ACMA is addressing the issue of high imports in the component space along

with SIAM and have come up with a localization roadmap. Our government is committed to support the automotive industry and its efforts to make the supply chain more robust with increased expenditure in R&D. This will help in closing the technology gaps to make Auto Component sector Atmanirbhar and globally competitive.”



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Mr. Amitabh Kant, CEO, NITI Aayog, said “We are coming out of the crisis of Covid-19 but will soon be confronted by the crisis of climate change. These challenges can be tackled by the industries by going digital, lean, and green. The transition of automobiles towards electric mobility is therefore inevitable and the auto industry should strive to make India a global leader in electric vehicles. The approach of “Make in India” is very clear, that is, to de-risk supply chains by boosting localisation and reducing import dependency. For India to grow as a manufacturing nation, the automobile sector and the auto component sector will be the key drivers of India’s growth story and for the same we have notified the Production Linked Incentive scheme. The Scrappage policy will also be a game changer in driving demand for new vehicles. Technology disruptions are creating opportunities across levels for the automotive sector and must be harnessed by the industry.”



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Commenting on the 61st Annual Session, **Mr. Deepak Jain, President, ACMA** said, “The last two years have been extremely challenging for the industry with two lockdowns in the wake of the pandemic that threatened to derail our economy and industry. The year 2020-21 witnessed the second successive year of contraction in vehicle sales in India and overall vehicle sales fell by over

13.6%. The component industry also witnessed a de-growth of 3%. With the second wave of pandemic, the revival of our industry has again been put to test. However, despite several challenges the industry has fought back with the spirit of collaboration and chart out its future course to sustain and grow. We are now witnessing the gradual resurgence of demand for vehicles, and I am hopeful that we will be able to ensure business continuity and return to pre-covid levels of performance.”

Mr. Jain further added “The interest waiver and loan payment deferment programs for the MSMEs, the announcement of the PLI Battery ACC and the Scrappage policy by the Government of India will auger well for the auto industry. A long-term, stable and technology agnostic road map, that allows sufficient time for localisation of technologies would be critical for survival and competitiveness of our industry. Our focus is in-line with our Hon’ble Prime-Minister’s vision of an ‘Atmanirbhar Bharat’ and we aim to become a net exporter.”

The Special Plenary Session was addressed by Mr Ashwani Gupta COO & CPO, Nissan Motor Corporation and Mr R C Bhargava Chairman, Maruti Suzuki India. The theme session on Living with Volatility - Survival, Revival & Growth was presented by Mr. Kavan Mukhtyar Partner and Leader – Automotive, PwC and the keynote for the session was delivered by Dr. Pawan Goenka Chairman, SCALE Committee and Former MD & CEO Mahindra and Mahindra. The Annual session also had a panel discussion which was attended by Mr Vipin Sondhi Vice President, SIAM and MD & CEO, Ashok Leyland, Mr Hemant Sikka, President, Farm & Equipment Sector, Mahindra & Mahindra, Mr Sunil Kakkar Chairperson, SIAM along with many other dignitaries.





BUSINESS DEVELOPMENT

1 BUSINESS DEVELOPMENT

NORTHERN REGION

BUYERS & SELLERS MEET WITH LATAM AFTERMARKET BUYERS

ACMA, Business Development, initiative organised virtual Buyer & Seller meet for the LATAM Aftermarket Buyers on 22nd to 24th September, 2021. The show was an effort to stay connected with the world through virtual means. The incredibly successful show witnessed the congregation of 75 new aftermarket buyers & distributors from at least 10 countries.

Some of the key highlights of the event remained:

- 24 Indian companies exhibited in the event their latest products line-up
- The event was supported by Consulate General of India, Sao Paulo, Brazil and Ministry of Commerce & Industry, Government of India
- 75 unique Aftermarket International visitors from 10 countries visited the show
- Visitors were from 2 wheelers, 4 wheelers, Tractors, Commercial



vehicles, Trailer components etc.

- More than 200 prefixed B2B meetings took place
- Seminar on opportunities in LATAM was organized, where speeches were given from Mr. Vinnie Mehta, Director General, ACMA, Mr. Amit Kumar Mishra, Consul General, Consulate General of India, Sao Paulo, Brazil, Mr. Hernan Quezada Hormann, President, CAREP AG, Chile, Mr. Roger Flores, President, CANIDRA, Venezuela and Mr. Jose Antonio Salas Esquivel, CRECEX, Costa Rica.

The feedback from buyers & sellers remained excellent.

2

GOVERNMENT ADVOCACY, REGULATION & RESEARCH

WESTERN REGION

OVERVIEW OF PRODUCTION LINKED INCENTIVE SCHEME (PLI)

ACMA, Western Region, in association with Grant Thornton, organized a webinar on Overview of Production Linked Incentive (PLI) Scheme on 12th August, 2021.

Mr. Saket Mehra, Partner, Auto Sector, Grant Thornton, was the keynote speaker and Mr. Krishan Arora, Partner, Indirect tax leader, Grant Thornton, presented the general outline & factors driving the scheme.

Ms. Sonal Jain, Associate Partner, Grant Thornton, Mr. Karan Kakkar, Partner, Grant Thornton, and Mr. Sachin Sharma, Director, Grant Thornton, also presented overview on the PLI scheme.

In his keynote address Mr. Mehra, elaborated upon the aim of the scheme, is to; Promote manufacturing at home by offering production incentives, Encourage investments both from within and outside India, Substitution of imports of specified products and to introduce non-tariff measures to make imports difficult.



Presenting the factors driving the PLI scheme, Mr. Arora, mentioned limited R&D operations, rapidly increasing forex outgo due to imports, limited design capabilities and lack of economies of scale are the key to drive the scheme. He also explained the sectors covered under PLI scheme.

Following key points were also covered and explained while presenting Overview of PLI scheme:

- Automobile - expected structure

- ACC battery storage
- Application process
- Disbursement process
- Products notified in the PLI scheme
- Over 100 participants joined the webinar and the feedback was encouraging.

The webinar was well attended by CEO, COO, CFO, Purchase/Supply Chain/Project Heads, Plant Heads/ Production Heads.

The feedback was excellent and participants thanked ACMA for organizing the webinar.

ACMA - EY SESSION ON EMERGING ASPECTS UNDER LABOUR CODES & ITS IMPACT

ACMA, Western Region, in collaboration with Ernst & Young (EY) organized a session on 'Emerging aspects under Labour Codes & its Impact' on 6th September, 2021. The aim of the event was to give an outline on impact of the labour codes which was recently enacted by the Government of India.



The speakers at the session included, moderator Mr. Hiten Shah, Associate Partner, EY India; Mr. Jagdeep Sadhale, Director, EY India and Ms. Meera Iyer, Senior Manager, EY India.

The session remained focussed on points like:

- Classification of employee
- Wages and employee benefits – Employee Salary Structure

CONFERENCE ON RISK MANAGEMENT IN CURRENT BUSINESS SCENARIO

ACMA, Western Region, organized conference on Risk Management in Current Business Scenario on 17th August, 2021. The aim of the event was to have better understanding about need of risk management in current business scenario, leading practices and tenets of ERM (enterprise risk management)

The conference witnessed speakers of repute from the industry and knowledge partner (Ernst & Young LLP). Addressing the participants, the Chief Guest Mr. Pradeep Mishra, Senior Vice President (Purchasing & Supply Chain), Eicher Trucks & Buses, VE Commercial Vehicles Ltd. said that climate change is the new risk that we in the industry need to pay immediate attention.

The event was evenly divided into three sessions. Session-I was on 'Managing Financial Risks' by Mr. Ashish Agarwal, Finance Controller, Eaton India Innovation Center, Ms. Priya Hardikar, Senior Vice President & Head Corporate Finance and Governance, KPIT Technologies Limited and Mr. Rajendran A, Group CFO, Thermax Ltd

Session-II, was on 'Managing Operational & Strategic Risks' and was moderated by Mr. Mahim Chaturvedi, Partner, Consulting, Ernst & Young LLP. The Panel Members include:

While the session – III was on 'Managing Compliance Risks' and was attended by -



- Impact on provident fund
- Impact on gratuity
- Impact on employees' state insurance contributions
- Impact on Statutory bonus
- Contract labour additional aspects
- HR & Payroll Policy
- Focus on enforcement

It is to be known that the effective date of the new Labour Codes is

deferred from 1st April, 2021 due to the delay in notification of State rules as well as the second wave of the COVID-19 pandemic. However, reports in the media on this subject indicate that the Labour Ministry plans to implement the said codes in the next few months.

This session was appreciated by all the participants, and there were 172 participants and the feedback received remained encouraging.



ONLINE CERTIFICATION PROGRAM ON DIRECT TAXES

ACMA, Western Region, organized comprehensive course on taxation, on Direct Taxation on 07th to 22nd September, 2021. The course aimed at the skilled tax professionals, capable enough to deliver the expected results in the field of 'Direct Taxes' which will ultimately benefit both the organizations as well as the aspirant.

The program was conducted by Mr. Hrushikesh Chincholkar (CA), a fellow member of Institute of Chartered Accountants of India.

Following topics were covered during 10 days session:

Anatomy of TDS & TCS



Day 1: Section wise understanding of TDS (along with TDS of Purchase of Goods)

Day 2: Section wise understanding of TCS (along with TCS on Sale of Goods)

Day 3: Practical aspects of TDS, TCS payments and return filing, knowing OLTAS and TRACES, Form 16, Form 16A

Day 4: DTAA in correlation with Section 195 and importance of form 15CA and 15CB

Profits and Gains from Business or Profession

Day 5: Implications of relevant provisions for effective conduct of Tax Audit

Day 6: Schedule preparation for 3CD and inputs expected by Tax Auditors

Day 7: Walk through for preparation of Trial Balance (TB) to Computation of Statement of Total Income (STI)

Day 8: Know new Income tax Portal 2.0

Day 9: Overview of Other Heads of Income (Salary, Income from House Property)

Day 10: Overview of Other Heads of Income (Capital gains, Income from Other Sources)

The program was attended by Business heads, CEO, CFO, Finance Directors, Tax Directors, Analysts, Department Heads, Project Heads, Finance and Accounts Officers and Individuals/beginners seeking career opportunity in the taxation domain.

This online program was 21 participants and the feedback remained encouraging.



3

EDUCATION, SKILLING, TRAINING & MENTORSHIP

EASTERN REGION

TRAINING SESSION ON TIME MANAGEMENT SKILLS

ACMA, Eastern Region, in an effort to engage its members and to skill the workforce, organised a training for employees on Time Management Skills on 10th August, 2021. The objective of the training was to help in managing time for a particular activity.

Welcoming the participants, Mr. Anil Kumar Unni, Regional Secretary, ACMA, Eastern Region mentioned that 'time is an asset', it is the process of planning, exercising with conscious control spent of specific activities specially to increase effectiveness.

Mr. Unni also welcomed the faculty, Mr. Ranjan Vasishtha, who holds a Bachelors in Mechanical Engineering from BITS Pilani (Rajasthan) and a Diploma in Management from IGNOU.

"Time is determined by our feelings and our psychological conditions and not by clock. Time is slow when we wait; time is fast when we are late" said Mr. Vasishtha. He asked all participants to calculate their hourly cost, explained the ways & objectives to managing time



effectively. He further explained each step in detail and elucidated with examples / exercises on time management.

The involvement of person and managing time is the key to success. There should be realization in one's mind that time is slow when you wait. We need to balance our time. Time is the fundamental aspect of physical world, said Mr. Vasishtha.

Mr. Anil Kumar Unni proposed vote of thanks and encouraged participants to manage time.

The highly interactive session had an interesting combination of theory and audio-visual aids, and was attended by 58 delegates from six companies. The feedback received remained excellent.

ACMA-SAP WEBINAR ON EQUIPPING MSMEs TO COMPETE GLOBALLY

ACMA, Southern Region, jointly with the Digital sub-Committee, organized webinar on Equipping MSMEs to compete Globally on 19th August, 2021. The event was organised alongside SAP India, where they launched their Global Bharat initiative.



In his welcome address Mr. J S Rangar, Managing Director, Stork Rubber Products Pvt. Ltd. welcomed the participants and mentioned that MSMEs are the major contributor to GDP & socio-economic development. With Cabinet, amending the definition of the (MSMED Act 2006) industry are set to benefit from this change as this was a long-standing demand of the auto component industry, he further added.

Addressing the participants Ms. Rochika Bhatia, Regional Manager, SAP India Pvt Ltd officially launched the Global Bharath, initiative and covered the following topics:

- Innovation as a competitive edge
- Doing business in uncertainty
- Intensified cost pressures
- The dynamic pace of change
- Growth opportunities in the cloud

This webinar witnessed highly interactive Q&A session, over 100 participants from the member companies joined in, meanwhile feedback received remained informative & useful.

SESSION ON STATISTICAL PROCESS CONTROL (SPC)

ACMA, Eastern Region, organized online training session on Statistical Process Control (SPC) on 27th August, 2021. The session was held to help ensure that the process operates efficiently, producing more specification-conforming products with less waste.

The faculty for the training was, Mr. V. Thiagarajan, who has more than 40 years of experience.

Mr. Anil Kumar Unni, Regional Secretary, ACMA (ER) welcomed the faculty and thanked the management of all the companies for having deputed their personnel for the training.



The session started with a brief introduction of all participants. Introducing SPC, Mr. Thiagarajan explained "What is a quality characteristic?" Quality characteristic is the output characteristic of a process, which we want to measure and improve, he opined.

Using various graphs on the applicability and interpretation, faculty explained the quality characteristics with tolerance graph. Explaining on the fundamental principles and the sources of variation. The variations in process occur either due to common causes or due to assignable causes, he added.

Quality Control



Statistical Process Control

The program was attended by 70 delegates from eight companies, who complimented ACMA and the faculty for an excellent explanation of the concept of SPC.



ONLINE SESSION ON PROCESS CAPABILITY

ACMA, Eastern Region, organised an online session on Process Capability on 24th September, 2021.

The faculty for the training was, Mr. V. Thiagarajan, who has more than 40 years of experience in companies like HAL, Sundaram Clayton and Wabco.

The process-capability study can be used to assess the ability of a process to meet specifications and to estimate the percentage of items (products, parts) that fall outside the specification limits, he explained.

The training included & clarified doubts on:

- How to define process?
- How to select measures?
- Collect & interpret Data
- Assessing Process Capability.
- Counting Measures
- Defectives & Defects
- Instrument measures
- CP & CPK
- Short term & Long Term Data
- Use Of SPC to maintain Current process

The training was highly interactive and was attended by 46 participants from six companies.

VIRTUAL JOINT TRAINING BY ACMA – TOYOTA (TQM)

ACMA, Eastern Region, in continuation to the series of Toyota – ACMA joint training modules, training programs organised virtual training session on 'Eliminate Muda in Daily Jobs'. A total of three batch training was organised on 24 September 2021; 29 September 2021 and Batch 3: 6th October, 2021 respectively.

Welcoming the participants Mr. Anil Kumar Unni, Deputy Executive Director & Regional Secretary, ACMA – Southern Region, thanked the management of the companies for deputing them to the training program.

The faculty from Toyota Kirloskar Motors Pvt. Ltd. for the batches included: Batch 1 & 2: Mr. Mandar Katekar, Dy. Manager, Vehicle Assembly Division, and for Batch 3: Mr. Raghavendra S, Assistant Manager, Body Manufacturing Division.

The training covered the following concepts & aspects of:

- What is Muda
- 7+1 types of Muda
- Ways to eliminate Muda

During the sessions case studies & examples were shared & explained. It was followed by a quiz session, on the topic covered during the session, to gauge the understanding of the participants. A total of 111 participants from 25 companies in three batches took advantage of this learning platform, feedback remained excellent.



FIT FOR FUTURE - ENTERPRICES SUMMIT, 2021

ACMA, Northern Region, organized 'Fit for Future – Enterprises Summit 2021' with a focus on Making India's Small & Medium Enterprises future ready' on 7th August, 2021. The summit focussed on getting growth back on track, managing costs & efficiency and transforming business and sharing learnings from Germany's Mittelstand.

The chief guest for the session was Mr. Manoj Bhat, Group CFO-Mahindra & Mahindra Ltd. He, in his address complimented ACMA for addressing one of the most important & relevant topics at the forum. He articulated on various topic in his address like; compounding on innovation, prospective on product cycle, focus on design with personalization, agile & flexibility, digitization in form of Data Analytic , AI & machine learning, investment on sustainable business and importantly on Environment & Climate change.



Before, the chief guest and participants were welcomed by Mr. J S Rangar, Chairman, SME & SCM Sub-Pillar, and Mr. Vikrampati Singhania, MD, JK Fenner (India) Ltd. Ms. Angela Mans, Head of Foreign Trade & International Relations, VDA, Germany also joined the session from overseas despite early morning hours.

In her closing remarks of the inaugural session Ms. Shradha Suri Marwah, Chairperson, Northern Region, ACMA thanked the chief

guest for his candid address.

The summit was followed two sessions, moderated by Mr. Vicky Bahl, Partner, Growth Advisory, Grant Thornton Bharat LLP on Atmanirbharta: Pivoting Imperatives for the Automotive Cluster and learnings from Germany's Mittelstand.

The panellist of the session I were:

- Mr. Sachin Kulkarni, Head Purchasing, Volkswagen India
- Mr. Michael Weis, CEO, Bharat Forge Global Holding
- Ms. Angela Mans, Head of Foreign Trade & International Relations, VDA, Germany
- Mr. Vikrampati Singhania, MD, JK Fenner (India) Ltd.
- Mr. J S Rangar, MD, Stork Rubber Products Pvt. Ltd.

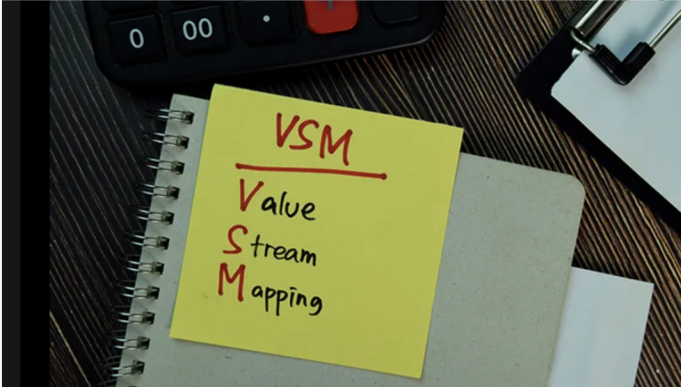
The panellist for the second session deliberated on operational excellence: next level levers for Resurgence – Getting back growth, manage costs & efficiency and transform your business purpose and model.

While the panelists at the session included :

- Mr. V Sridhar, Head – SC, Honda Motorcycle & Scooter India Pvt. Ltd.
- Mr. Nirmal K. Minda, Chairman & MD, Minda Industries Ltd.
- Mr. Manoj Kolhatkar, Group Co-COO, ANAND & MD, Gabriel India
- Mr. Sunil Arora, MD, Abilities India Pistons & Rings Ltd.
- Mr. Ram Kewalramani, Founder and MD, CredAble

E-CERTIFICATION PROGRAM ON LEAD TIME REDUCTION THROUGH VALUE STREAM MAPPING

ACMA, Northern Region, organized two days virtual session on E-Certification Program on Lead Time Reduction through Value Stream Mapping on 30th August to 31st August, 2021. The Value Stream Mapping Workshop is a practical experience that focuses on the seven types of waste and the difference between value-added versus non-value-added activities in a process.



Mr. Ranjan Vasishtha, was the faculty for the session. He explained in detail, how to understand the meaning of value stream mapping and the purpose of making a value stream map, how to prepare the current state map, how to identify wastages, how to identify improvement opportunities; how to prepare future state map and how to prioritize & prepare future action plan to improve value added percentage.

The team were advised to identify a particular and then follow that product right from raw material stage to finished goods stage. The complete lead time for that particular product to be calculated by observing the process stage by stage.

The participants were also exposed to various symbols used to prepare a value stream map, also case studies were shared with them for improved learning.

TRAINING PROGRAM ON TIME MANAGEMENT

ACMA, Northern Region, organised a training program for its members on Time Management for efficient working on 8th September, 2021. The objective of this program was to emphasise on; Greater productivity and efficiency, Less stress, A better professional reputation, and Increased chances of advancement.

The program was conducted by Mr. Krunal Ramesh Kalbende, having proven performance in leading a profitable technology development business from start up to its development.

The faculty covered the following topics during the course, which included:

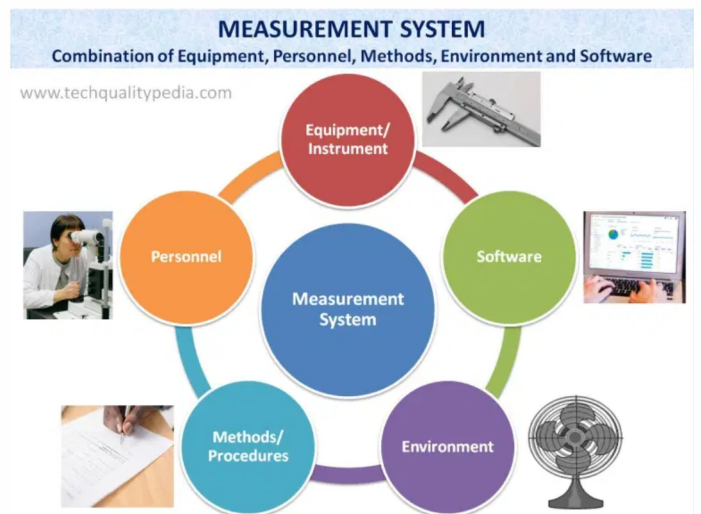
- Taking care of oneself



- Identifying your most important objectives
- Making a connection between time and your goals: both short and long term
- Making use of methods for planning and scheduling
- Make use of the four Ds to ensure efficient workflow.
- Creating SMART objectives
- Techniques for dealing with procrastination and time wasting
- Taking charge of your surroundings
- Managing the flow of information — through emails, phone calls, and text messages
- Managing the expectations and priorities of others is an important skill.
- Interruptions and how to deal with them
- Effective delegation is a skill that can be learned.
- Managing meetings is a difficult task.
- Role of HR and Manager
- Case study from Top Corporates
- Start-up case study for effective time management

The faculty, shared case studies to enable the participants understand the framework and ably guided them during the question & answer session.

E-CERTIFICATION PROGRAM ON MEASUREMENT SYSTEMS ANALYSIS



2 DAYS E-CERTIFICATION SESSION ON ENTERPRISE RISK ASSESSMENT

ACMA, Northern Region, organised virtual training for two day on E-Certification Session on Enterprise Risk Assessment (ERA) on 21st to 22nd September, 2021. The ERA is a systematic and forward-looking analysis of the impact and likelihood of potential future events on the achievement of an organization's business objectives within a stated time horizon.



The session was conducted by Mr. GN Sridhar, who has over 25+ years of experience. He also a certified auditor for ISO 9001-2015, IATF 16949, AS 9100 'D', ISO 50001, CMMI- L5 and a qualified Six Sigma Master Black belt.

The Course was thoughtfully designed with emphasis on Risk Assessment & Control and following topics were discussed during the course of the trainings:

- Q(Quality)- Risk assessment & controls
- E(Environment)- Risk assessment & controls
- S (Health & Safety) - Risk assessment & controls
 1. Risk Introduction (Financial, Legal and IT)
 2. Risk assessment Objectives.
 3. Risk assessment terminology.
 4. Risk assessment principles
 5. Risk assessment framework
 6. Risk assessment process

In the well-attended session case study videos were shared for increased learnings.

SOUTHERN REGION

AWARENESS SESSION ON RECALL NORMS

ACMA, Southern Region, organised session on 'Recall Norms' to spread awareness amongst its membership and enable them prepare better to deal with the updated norms, to be mandatory with effect from 1st April 2021.

Welcoming the participants & speakers Mr. Vinnie Mehta, Director General, ACMA briefed that to make the Automotive Industry world class and promote a culture of safety for pedestrians, driver, occupants and vulnerable road users, Motor Vehicle Amendment Act 2019 was revised and accordingly various Rules have been

mandated. The recall norms are not new to the Industry but now it has become mandatory with some definitions. This session is dedicated to gives us understanding on the nuances of the Recall norms, he added.

Mr. P. Kaniappan, Chairman, ACMA Sub-Pillar, Regulations & Managing Director, WABCO India Ltd. proposing his welcome address mentioned that the clause on Suppliers' Responsibility have created a lot of apprehensions & challenges for the suppliers. He highlighted a few pointers from ACMA representations, submitted to MoRTH.

The Keynote speaker Mr. C V Raman, Sr, Executive Director & CTO, Maruti Suzuki India, shared OEMs perspective, their expectations from suppliers and suggested approaches to be adopted by Suppliers, to mitigate the challenges associated with Recall.

Mr. Kaushik Madhavan, Vice President- Mobility Practice, Frost & Sullivan and Knowledge partner for the Session, presented the global best practices & framework for a comprehensive recall framework for vehicle manufacturers & suppliers.

Mr. Zakir Merchant, Partner – Corporate and Commercial Practice Group Khaitan & Co. – Legal Councils, presented from the legal perspective on how the vehicle manufacturers & suppliers can mitigate the risks of Product liability & Recall.



Mr. Himadri Mukherjee, Sr. GM – Head CV Quality, Tata Motors, gave an OEM perspective on the recall norms. He highlighted key points on the Product Recall & how Recall can be considered as an opportunity. He also shared the TMLs strategy on recall preparedness & way forward.

Mr. Deepak Shankar, Vice- President, Tata AIG shared his insights on mitigating the recall costs through Insurance covers, where he shared the common causes of loss, how to map risk & what are the insurance solutions. He also shared some of the best practices under recall norms.

The session was attended by over 220 participants from the members & Non-member companies, who as feedback thanked & appreciated the efforts of ACMA for organizing this informative session.

SESSION ON CHALLENGES ON EXPORT LOGISTICS

ACMA, Southern Region, organized session on 'Challenges on Export Logistics' on 11th August, 2021. The objective of the session was to understand the uncertainties over the logistics, which has led to exports and imports hits for all businesses in India.

To understand the challenges of the situation, under the chairmanship of Mr. Satish Machani, Mr Girija Shanker, Chief Sales & Solutions Officer, TVS Supply Chain Solutions was invited to talk to the members.



Mr Shanker, covered the following issues during the session:

- Increased supply capacity remains a concern for the container shipping industry
- International maritime trade under severe pressure
- Economies of scale Primarily of benefit to shipping carriers
- Positive performance of freight rates despite the pandemic
- COVID impact on rates- 4X jump in rates compared to last year
- Market Outlook – Trends of various geographies (Euro, North America, South America, MENA, Asia Pacific)



- Long Term Trends – Increasing Private Investment, Technology driven Supply Chains, Digital Enablement, Supply Chain Integration
- Advantage India – Increasing Investment, Policy Support & Competitive Advantage
- Buyers Consolidation Service – Purchase order management, Vendor Management, Account Management, Reduced Shipping costs, fees and other Costs, consistent and predictable schedule & Faster Transit Times

The presentation covered all aspects of the logistics, thereafter, a Q & A session was held to gauge the clarity of participants. The feedback remained excellent.

ACMA-SAP WEBINAR ON EQUIPPING MSMES TO COMPETE GLOBALLY

ACMA, Southern Region, jointly with the Digital sub-Committee under the pillar 2, organized a webinar on 'Equipping MSMEs' to Compete Globally on 19th August, 2021. The session was held in collaboration with SAP India, where they also launched their Global Bharat initiative.

Proposing his welcome address Mr. J S Rangar, Managing Director, Stork Rubber Products Pvt. Ltd. & Chairman –ACMA Pillar 1(SME & Supply chain) welcomed the participants & mentioned MSMEs to be the major contributor for GDP & socio-economic development.



This session was organised to give members on what and how the 'Global Bharat initiative' of SAP will support the MSME Ecosystem through digitization.

Addressing the participants Ms. Rochika Bhatia, Regional Manager, SAP India Pvt Ltd officially launched the Global Bharath initiative, where she covered on the following topics:

- Innovation as a competitive edge
- Doing business in uncertainty
- Intensified cost pressures
- The dynamic pace of change
- Growth opportunities in the cloud

This webinar witnessed Q&A session, where over 100 participants joined from the member companies.



3 BATCHES OF ACMA – TOYOTA JOINT VIRTUAL TRAINING ON 4M MANAGEMENT ORGANISED.

ACMA, Southern Region, in continuation of the Toyota – ACMA joint training modules, organised two days long training program on 4M Management. The training of three batches were held subsequently on Batch 1: 24th & 25th August 2021; Batch 2: 31st August & 1st September 2021 & Batch 3: 13th & 14th September, 2021 respectively.



Mr. Anil Kumar Unni, Deputy Executive Director & Regional Secretary, ACMA – Southern Region, welcomed member companies to the training program and thanked the management of the companies for deputing them.

The faculty from Toyota Kirloskar Motors Pvt. Ltd. For the 3 batches included:

Batch 1: Mr. H K Mohan Kumar, Asst Manager, Vehicle Assembly Division

Batch 2: Mr. Nagesh N V, Senior Officer

Batch 3: Mr. Harish A C, Deputy Manager

The training covered the concepts and aspects of; HRD, Importance of HRD, Floor Management of Toyota, Management of Toyota's GENBA, Abnormality management, What is the role of leader?, Ensure Production pre-conditions, 4M- Man and Machine, Material & Method.

The sessions included case studies & examples for better understanding of the topics covered, apply their learning & get their doubts clarified.

This session was found very useful and received positive feedback from the participants. A total of 67 participants from 26 companies were part of the three batches.

ACMA – TOYOTA KIRLOS KAR MOTOR PVT. LTD. JOINT TRAINING ON KANBAN IN SUPPLY CHAIN

ACMA, Southern Region, with Toyota Kirloskar Motors Pvt. Ltd. (TKM) organised a training on 'Toyota Way of Learning' on 11th June, 2021. The overwhelming response saw ACMA & TKM rolling out four batches of the training module viz. Batch-1 on 6th August



2021, Batch-2 on 11th August 2021, Batch-3 on 19th August 2021 & Batch-4 on 27th August, 2021 respectively.

Mr. Anil Kumar Unni, Deputy Executive Director & Regional Head, ACMA – Southern Region, welcomed member companies to the training program and gave a brief background on the TKM & ACMA partnership, to extend its training and skilling to the component industry – learning the Toyota Way which was a big milestone achieved by ACMA.

The faculty for the training was, Mr. Sheshachal K Kulkarni, Asst. Manager: Production - Control & Logistics. In his presentation, he covered the purpose, functions & Types of Kanban.

He explained that the main purpose of Kanban is to reduce the cost by eliminating the waste, Creating work sites that can respond to changes quickly, to facilitate the methods to achieve & assure quality control & to design work sites in accordance to human dignity.

The topics were explained with numerous examples consisting of videos, Photographs & animations which gave the participants better understanding.

Participants were encouraged to share instances of KANBAN at their workplace and cleared numerous doubts and queries that arose in the process.

The session was by a highly competitive quiz session, to gauge the understanding of the participants. The sessions were well appreciated by all the participants, they were also presented with the E-certificates.

A total of 132 participants from 48 companies joined the training sessions.

WESTERN REGION

CERTIFICATION PROGRAMME ON WELDING TECHNOLOGY - (WINDALS PRECISION PVT. LTD.)

ACMA, Western Region, in association with International Automobile Centre of Excellence (iACE) organized online training on



Welding Technology, for the Windals Precision Pvt. Ltd. on 5th & 8th August, 2021.

The training was conducted by Mr. Rahul Mishra, having 10+ years of experience in welding domain and an expert of robotic welding applications.

Some of the topics covered during the training were:

Day 1: Welding Technology-An Overview

- History of welding
- Evolution of welding process
- Brief introduction of all type of welding processes
- Effects of welding on health
- How to prevent from welding hazards
- Work place safety for welding

Day 2: Welding Equipment

- Basic welding equipment
- Evolution of welding equipment technology
- Types of welding joints
- Types of welding position
- Best welding practices
- Advanced welding equipment

Day 3: Welding Process

- GMAW process description
- Characteristics of GMAW
- Effect of process parameter in GMAW
- FCAW process description
- Type of gases in GMAW & FCAW process Filler wire in GMAW & FCAW

Day 4: Gas Metal Arc Welding (GMAW)

- GMAW
- Metal transfer modes
- Equipment

- Types of welding current
- GMAW variables
- Welding Positions
- Safety
- Weld defects

A test was conducted the participants to gauge their learning and certificate were issued to the candidates who successfully completed the exam.

ONLINE TRAINING ON MACHINING TECHNOLOGY

ACMA, Western Region, in association with International Automobile Centre of Excellence (iACE) organized online training on Machining Technology on 17th to 21st August, 2021.



The training was conducted by Mr. Padam Solanki, a machinist expert in machining domain with over 35+ years of experience under his belt.

Following key topics were covered during the training:

Day 1: Fundamental of Machining

- Functional Codes:
 1. Functional Codes (G,M & Alpha)
 2. Virtual Simulation of Machine
- Coordinate System & Controlled Axes
 1. Theory & Terminology
 2. Coordinates Vs. Axis definition of the Machine
 3. Points recognition exercise
 4. Practical on Coordinates conversion with Dimensions
- Incremental or absolute positioning
 1. Coordinate Value & Dimensioning

Day 2: Metal Cutting Techniques & Tool Function

- Metal Cutting Techniques
 1. Basic methods of Metal Cutting -Applications & Advantages
 2. Work piece material categories
 3. Physical characteristics of PMKNSH,
 4. Basic cutting tools

- Tool Function
 1. Tool Nomenclature and tool parameters
 2. Spindle speed & Feed

Day 3: Program Configuration for VMC

- Tool path & plotting motions
- Block Designing (Program Interpretation)
- Operation Sequence
- Part programming

Day 4: Interpolation Functions for VMC

- In-depth understanding of Interpolation functions Linear with circular & Canned Cycles with examples from automotive industry
- Virtual Simulation of the programs developed by the participants

The four day online program was appreciated by all the participants, and a total of 28 participants participated.

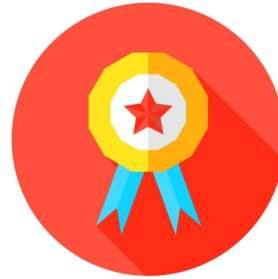
16th NATIONAL QUALITY CIRCLE COMPETITION

ACMA, Western Region, hosted the 16th Edition of National Quality Circle Competition on August 20th, 2021. This year ACMA, Eastern Region, had also initiated the QC movement and organized QC Competition. For the first time competition was led between the top 3 winners of all ACMA Regions.

the regions as Jury to witness the case study presentation. The eminent jury panel comprised of - Mr. Saurabh Bhandari, Hero MotoCorp Ltd.; Mr. Sanjay Sinha, Tata Motors; Mr. Snehil Ganguly, Mahindra & Mahindra; Mr. P Balakrishnan, Renault Nissan Automotive India Pvt. Ltd.

The chief guest for the valedictory session was Mr. Rajdeepak Chaterjee, Vice President (Business Excellence) Automotive & Farm Sectors, Mahindra & Mahindra Ltd.

The competition witnessed a total of 12 case study presentations, following teams were announced winners:



Winners:

PRIZE	COMPANY NAME	TEAM NAME
1st	RANE BRAKE LINING LTD., PONDICHERRY	RANE WINNERS
2nd	YAZAKI INDIA PVT. LTD., JAMSHEDPUR	SAMARPAN
3rd	MOTHERSON SUMI SYSTEMS LTD., NOIDA	JUNOON

The virtual presentations went off well as per schedule without any technical glitch.

Continuing the tradition, the OEM customers were invited from all

TRAINING ON GLOBAL 8 DISCIPLINES - G8D

ACMA, Western Region, organized training on Global 8 Disciplines (G8D) on 21st September, 2021. G8D is a methodology to find root cause of any problem & then its corrective actions. It is followed worldwide to resolve internal quality issues of any industry & customer complaints analysis & resolution.

The Eight Disciplines of Problem Solving



Goals” is going to be very helpful for the industry to understand how to effectively deploy goals and motivate the teams so that they will be able to meet the objectives of the company for driving the Digital transformation.

Mr Saurabh Gupta, Anand Group, was the speaker of this session. His topic for the session was “Engaging people and Establishing Clear Goals”. He discussed the following topics with the participants:

- What is Digital Transformation ?
- What is a clear Goal?
- Why Goals are needed?
- Why defining clear goals is critical?
- Why can't we transform without Clear Goals?
- Why an organization stumbles at defining clear Goals?
- Why engage with Employees?
- What is Employee Engagement?
- Engage People - How
- What to communicate? Tackle the mindset

During his presentation he mentioned that Digital Transformation is the integration of Digital Technology into all areas of a business, fundamentally changing how we operate and deliver value to customers. He said that if we want to transform we should always focus on small things first, Transformation is very time consuming activity that is why we need to have clear goals to identify what needs to be done at what time. He said that 70% of the total transformation projects failed and the reason is that there is no clearly defined goals. Therefore, Goal setting is a core element to your transformation/ strategy. He mentioned that before embarking on a digital change program, it is essential to have a clear understanding of what your starting point is and the direction you need to travel.

The reasons behind “Why an organization stumbles at defining clear Goals” are:

- Past success can cloud the future goals
- Earnings pressures
- Too much reliance on customer feedback
- New products/process may hurt existing ones
- Processes that maximize efficiency
- Not enough will power to change/ Agility
- Unavailability of talent pool

Mr. Saurabh Gupta further explained the common Digital Transformation Goals of an Organization.

The session was conducted by Mr. Milind Dhere, a Six Sigma Green Belt and IATF – 16949 Certified Internal Auditor, Consultant & Trainer. In this session he, explained the basic fundamentals of Global 8 Disciplines and applicability of G8D. He also explained the difference between G8D, PDCA, DMAIC & Kaizen Methodologies.

This interactive session was appreciated by all the participants, and a total of 52 participants participated and have given excellent the feedback.

4th EDITION: SHARING OF BEST PRACTICES OF DIGITAL INITIATIVES – ANAND GROUP

ACMA Digital Committee organised its 4th virtual session on “Sharing of Best Practices of Digital Initiatives” on 2nd September, 2021. Anand Group shared their journey on Digitization.

Ms. Neeraja Raj, Director, ACMA, welcomed all and introduced Mr. Nishant Jairath, Co-Chairman, ACMA Digital Committee & Director Metalman Auto Pvt. Ltd.

Mr. Nishant Jairath, welcomed all the participants and introduced the speaker Mr. Saurabh Gupta, Vice President & Head Information Technology, Anand Group. He mentioned that there has been a tremendous amount of learning and takeaways from past 3 sessions of Sharing of Best Practices of Digital Initiatives. He also mentioned that today's session on “Engaging people and Establishing Clear



5th EDITION: SHARING OF BEST PRACTICES OF DIGITAL INITIATIVES - ABILITIES INDIA PISTON & RINGS LTD.

ACMA, Digital Committee, organised its 5th virtual session on 'Sharing of Best Practices of Digital Initiatives' on 24th September, 2021. The Abilities India Pistons & Rings Pvt. Ltd. shared their journey on Digitization.

Ms. Neeraja Raj, Director, ACMA, welcomed and introduced Mr. Nishant Jairath, Co-Chairman, ACMA Digital Committee & Director Metalman Auto Pvt. Ltd.

Mr. Jairath, in his address welcomed all the participants and introduced the speaker Mr. Tushar Arora, YBLF Member, & CEO, Abilities India Pistons & Rings Ltd.

Mr. Arora, shared the roadmap of manufacturing digitization, to begin with one requires online details for production, quality, in process parameter monitoring/inspection and live WIP, he explained.

At Abilities, to achieve this, we selected one person from each department, and the implementation journey was started way back in 2018.

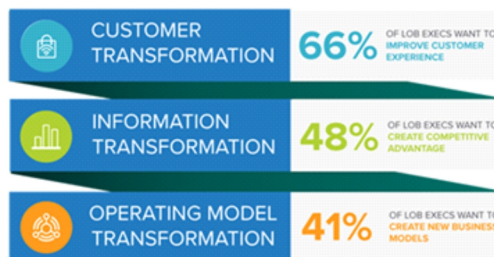
Firstly, we implemented for production data only and faced many issues. Thereafter, demos from 4-5 companies were showcased to the all HODs. Subsequently, the decision was left to them, as to which software to choose from.

The management also took employees in confidence and they were explained the idea is to make their job easier with less data entry, faster way to showcase their improvements and lesser issues of data loss.

Further, Mr. Rakesh from AIP, gave a live demo of Think 7. In which he covered: how they managed their day- to-day activities by using Think 7. He mentioned that they are collecting data at one place such as problems, solutions, interlocking, user name & password of the employees, Think 7 device LED status, implementing schedule, follow-up sheet etc.

In his next part of presentation 'HR Initiatives through ACMA – HR cluster' he re-visited their vision, and wanted to add technology and cost innovation in their vision. They also revisited our mission and core values.

TOP 3 GOALS OF DIGITAL TRANSFORMATION (DX) IN THE ENTERPRISE



Based on results from the line of business sentiment study, Fall 2016, n=302

Further, Mr. Saurabh Gupta explained the people part in the Digital Transformation. He cited the example of Abraham Lincoln 'Democracy is of the people, by the people and for the people'. He said every 'Digital Transformation' is similarly, for the people, who are the most important part of your transformation and if you are not taking this part in consideration then there are high possibility that your transformation is going to fail.

He discussed more on people engagement by explaining the steps for better conversations and after this the Q & A session began which was highly interactive.

A total of 32 participants joined the event and encouraging feedback were received.

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