

**ACMA**

Automotive Component Manufacturers Association of India

April - May 2017

# AUTONEWS

Vol 9 No 66

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**Vinnie Mehta**  
Director General, ACMA  
dg@acma.in

ST is arguably one of the greatest financial reforms that India has ever experienced post 1991. Political scientists have hailed the new "co-operative financial federalism, and "one nation, one tax, one market". With the 01 July implementation deadline fast approaching, businesses are busy completing the migration process from the present value-added tax (VAT), service tax and central excise registration to a GST registration.

While the auto component industry whole heartedly welcomes this path-breaking reform, however I am equally apprehensive of the preparedness of our industry, especially the small and medium enterprises. Needless to say, any non-compliance on any part of the value chain will defeat this reform. As anticipated, there are a slew of challenges businesses are facing today, the most common being the integration and upgradation of existing IT infrastructure to make it GST compliant. Though there is a certain level of IT dependence to file excise and service tax, it will become greater in case of GST. While larger organizations are better equipped to overcome this hurdle, small and medium sized enterprises will need support.

Manual invoicing will soon be a thing of past and even completion of the migration process is an additional task requiring new skills and costs.

The auto component industry categorized as an intermediary industry must attract a lower GST, however such is not the case. 34% of the components will attract 18% while majority are at 28%. ACMA has strongly recommended the government that all the auto components should be at 18%.

To help the industry understand the nuances of GST, ACMA has been constantly organizing workshops across all regions under the aegis of 'ACMA GST Working Group'.

I do hope that you are making good use of this to prepare for the new tax regime. Please to do not hesitate to reach out to the ACMA secretariat should you have any issue or concern regarding GST implementation.

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**ACMA** AUTONEWS

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## Rattan Kapur

President, ACMA

*Where almost 40 to 50% of the USD 40 billion turnover of the auto component industry comes from IC engine power-train industry*

A rapidly changing powertrain technology landscape, stricter regulations, shifting customer preferences, increasing demand for connectivity and digitization have become important factors for shaping the future of mobility. The Niti Aayog recently unveiled the vision document for the Indian automotive industry 'India Leaps Ahead – Transformative Mobility solutions for all', jointly authored by Rocky Mountain Institute. The report is indeed a paradigm shift in the way we think about mobility and is rightly driven by the need to significantly cut down Co2 emission by 37% and energy consumption to 64% by 2030. Automotive industry will be a nodal actor in the scheme of things. It is interesting to note that the report envisages a significant penetration of Battery EVs (BEVs), almost 100% in case of Commercial Passenger Vehicles and 40% Personal Passenger Vehicles, 100% of three-wheeled and 40% of two-wheeled to be electric and the entire public transit system to be electric by 2030. While the target may seem a bit ambitious, it is no doubt that the rollout of the EVs will be much faster than we in the automotive industry expect it to be.

Having said that, speaking from the perspective of the auto-component industry, as we embark on a new journey, we must take into account that we have a very vibrant and flourishing IC engine Power-train industry, almost 40 to 50% of the USD 40 billion turnover of the auto component industry comes from this segment and that apart, engine and powertrain account for over 30% of our USD 11 billion exports. The industry employs 1.5 million people directly and as many indirectly. That apart the industry over the

IS PURE ELECTRIC THE RIGHT SOLUTION FOR FUTURE MOBILITY IN INDIA?

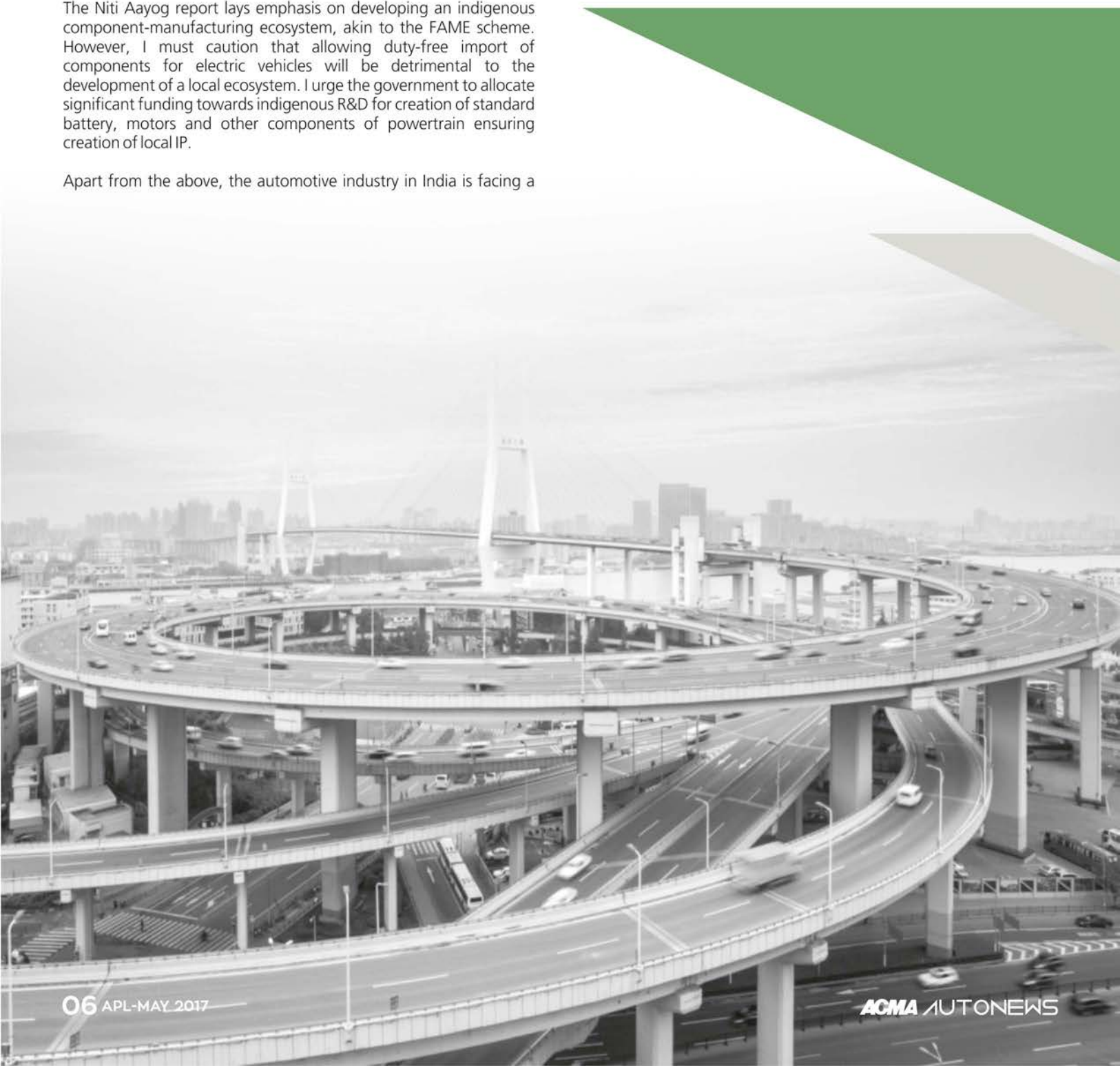
years has a gross block of around USD 12 billion. We must ensure that ushering in of new technologies should not be so disruptive that the entire industry is wiped out, therefore in my opinion it would be logical to take one step at a time, we should encourage hybrid technologies to coexist with pure-electric as it allows for the conventional industry to evolve with the new.

In the same vein, while the entire industry congratulates and stands with the Government on the GST rollout by July 01, we are a bit concerned that the GST rate on the hybrids at 43% is almost penal compared to a benign 12% on the Electric Vehicles. We would like to believe that the high rate on the hybrids is merely a matter of oversight and would be rectified to make it at par with that on the electric vehicles.

The Niti Aayog report lays emphasis on developing an indigenous component-manufacturing ecosystem, akin to the FAME scheme. However, I must caution that allowing duty-free import of components for electric vehicles will be detrimental to the development of a local ecosystem. I urge the government to allocate significant funding towards indigenous R&D for creation of standard battery, motors and other components of powertrain ensuring creation of local IP.

Apart from the above, the automotive industry in India is facing a

slew of new regulations on the front of safety, emissions, and environment including that of graduating from BS-IV to BS-VI. The component industry will witness a major disruption unless we prepare ourselves well to brace these changes. Therefore, the need of the hour for the industry is to embrace these changes well enough and timely enough to the expectations of our customers, the OEMs, else they will be forced to consider suppliers from other geographies! Apart from the changes on the technology front, we all have to gear up for the mother-of-all reforms – the GST. ACMA had strongly recommended to the Government for a rate of 18% for the auto component sector, as it is an intermediary industry and has to combat the menace of Grey and Counterfeit products in the aftermarket. I am glad to report that over 30% of auto components are at 18%, but we are concerned about the rest 70%.



# SFZ AUTOMOTIVE HUB

## ADVANTAGES

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- FTA – Free Trade Agreement with USA.

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- No minimum capital investment or requirement
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- Oman is within 4 hours of South Asia, 5 hours flight of Africa and 6 of Europe

### ROAD

- Direct highway access to GCC markets

### RAIL

- Railway to GCC under consideration



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# INTERNATIONAL EVENTS

## EQUIP AUTO SHOW



ACMA in its continuing efforts to assist members in establishing new linkages, organized group participation with 9 exhibitors spread over an area of 91 sq mtr at Auto Show Algeria 2017 held from 27th February – 2nd March, 2017, at Algiers, Algeria.

African Automotive Market is one of the emerging markets in the world where Algeria is the 2nd largest market in Africa, next to South Africa. Algeria has the highest GDP in North Africa and 2nd highest in Africa. Algeria has the Gas Reserves of 600 years. It has huge foreign exchange reserves due to its vast oil and gas reserves. Algeria has highest number of vehicles in Africa, estimated at over 6 million and over 99% of replacement parts are imported. Although the vehicle population is highest, but none of the vehicles are manufactured in Algeria.

His Excellency Mr. Satbir Singh, Ambassador of India in Algeria, visited the India Pavilion on 28th February 2017. He emphasized that Indian Auto Component Industry should come forward and explore the available potential of the demand of auto components in Algeria. The year 2012 was a historic moment for Algeria that recorded a substantial import of vehicles that was nearly 600,000 vehicles with an import bill of USD 8 billion increasing the fleet to nearly 6 million units. The sudden fall in import volumes decided by the Algerian state in 2014 prompted the manufacturer Renault to set up a production factory at Oran level followed by other world-renowned manufacturers (Mercedes, Hyundai, Volkswagen and Volvo)

Leading vehicle that are imported in the country are Peugeot, Renault, Dacia Logan, Mercedes, and BMW. Other major brands of India, viz., Hyundai (i10, Accent), Maruti (Swift Dezire, Alto, Maruti 800), Fiat, Volkswagen, Skoda, are also present.

At the exhibition over 300 exhibitors from 20 countries participated with 5 official national pavilions, viz., China, France, Morocco, Poland and Turkey. The show exhibited spare parts, garage equipment, lubricants, car wash etc.

The business enquiries generated during the show were mainly from importers and dealers. The feedback from members was positive. Several visitors were interested in setting up joint ventures in Algeria to target the local aftermarket. Most of the visitors to the show were from passenger cars, heavy duty and tractor industry.





# BUYERS SELLERS MEET - ECUADOR & CHILE



ACMA has been making concerted efforts to explore business opportunities in the overseas markets for its members as well as creating new linkages with the global supply chains. Looking at the huge upside opportunity ACMA for the first time organized a buyers Sellers Meet in Ecuador and Chile on April 18 & 20, 2017 respectively to develop strong business linkages between auto component manufacturers of these countries.

In Chile the total aftermarket stood at USD 1402 million in 2015. An ageing vehicle fleet and a decreasing share of vehicles under warranty offers aftermarket opportunity to the Indian auto component manufacturers to increase their presence.

It is estimated that the Chilean Passenger Vehicle industry market will grow at a CAGR of 5.5% in the next 5 years. Most of the PV imports are from Japan and South Korea while 85% of PV exports from India are from Maruti Suzuki followed by Hyundai, Mahindra and Tata.

Ecuador imported 82,000 vehicles in 2015 and the top 6 vehicles exporters to Ecuador were Korea-24%, Japan-15%, China-13%, Mexico-13%, Colombia-11%, and USA-6.4%. In 2015 of the 33,640 vehicles imported, 32% were Passenger Cars, 0,08% were LCVs, 32% were SUVs and Vans, and 27% were Heavy Duty (including buses).

The country has presence of General Motors, Kia, Hyundai, Mazda, Fiat Chrysler, Jeep Dodge, Ram and Ford and Great Wall Motors.

This initiative of ACMA was supported by Ministry of Commerce & Industry, Government of India, The Indian Embassy in Bogota and Santiago, which gave 14 Indian auto component manufacturers a platform to showcase their capabilities and wide range of products to 34 importers in Ecuador and 30 importers in Chile, which resulted in 188 B2B meetings.

ACMA had also invited importers from Quito in Ecuador and Bolivia and also organized a visit of the Indian companies to the aftermarket in Guayaquil and Santiago.

The overall assessment of exhibitors with regard to their participation was good and most of the participants expressed their desire to participate in such events of ACMA in future.



# NATIONAL COMMITTEES

won Gold Trophy in HR Excellence Awards in Small category and Silver Trophy in Excellence in Quality & Productivity in 2016.



Members cleared their queries during Question & Answer Sessions after both the presentations. Excellent feedback shared by the participants.

## HR COMMITTEE

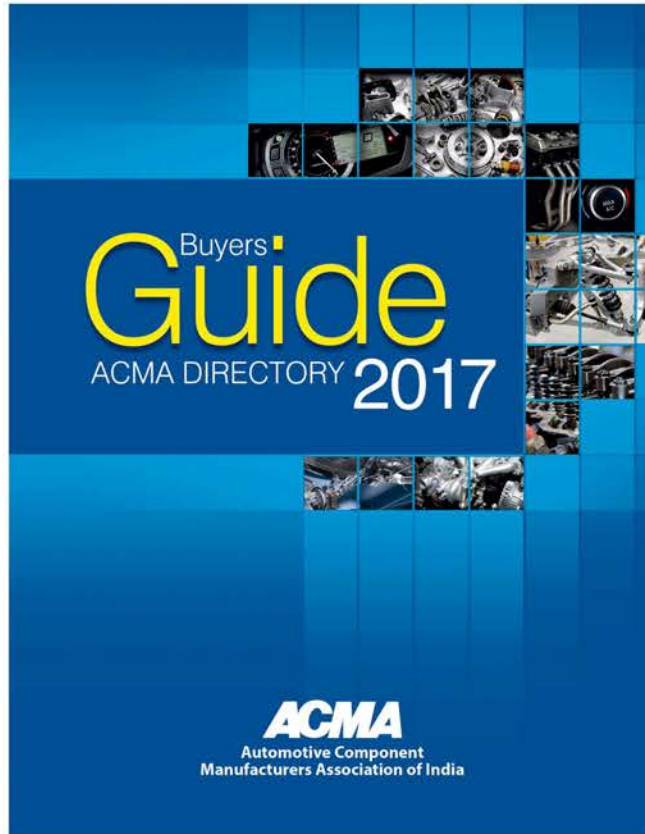
### GYAN DARSHAN AT ANAND CY MYUTEC AUTOMOTIVE PVT. LTD.

As per the practice, the knowledge visits to HR Award Winner Organizations are organized for sharing their success stories and best practices. It also gives platform to members to learn from each other.



therefore Northern Region HR Forum organized Gyan Darshan and visit to Anand CY Myutec Automotive Pvt. Ltd., Gurugram on 5th April 2017. Anand CY's stands with a turnover of Rs.93 crores that

# "Indian Auto Component Industry Buyers Guide" 2017 edition



Released at the 3<sup>rd</sup> ACMA  
Automechanika New Delhi  
2017 in Hard & Soft version

Initiative to change the traditional Disc (CD) version of Source India database to a Pen Drive.



**NEW LAUNCH**



The hard copy of Buyers Guide 2017 is available for purchase through all ACMA Offices across India & the Source India Pen Drive (the soft version) is only available from ACMA Head Office, New Delhi

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E-mail: [vikram.saigal@acma.in](mailto:vikram.saigal@acma.in)

# IT COMMITTEE ACTIVITIES

## autoDX – update

AutoDX has achieved 5 Million transaction and 2 Million in the last 6 months. The autoDX contract with IBM was renewed in January 2017 where 4 OEMs (Hero, Tata, Bajaj and TVS) and 41 suppliers have renewed contracts with IBM. 4 OEMs and 31 suppliers have gone live on this platform.



## GSTN

IT- committee is working very closely with GST Council for IT and Compliance side of the GST implementation. We are in discussion with KPMG. A meeting with SAP was held on 25th April 2017 at New Delhi. SAP is keen to work with ACMA as they are Application Service Provider (ASPs) and they will be able to connect to GSTN Suvidha Provider (GSPs). A sizeable portion of our members are on SAP and therefore this will benefit our members. A similar discussion with Tally will also help as a major chunk of our membership use Tally. We are in discussion with Tally and will update members in this regard shortly.



## 11<sup>th</sup> Governance Committee meeting – autoDX

The 11th GC meeting was set-up on 11th April 2017 in Bangalore. IBM presented the status update report and the members deliberated on how to bring more OEMs on board and discussed on GST as well.

The SIAM-ACMA-IBM engagement completed 3 years and this was celebrated with Ms Vanitha Narayanan- Chairperson- IBM India Ltd. Ms Vanitha Narayanan addressed the group and ensured IBM's commitment to this initiative. Ms Vanitha also emphasized the need to onboard more OEMs. She is keen to meet OEMs and drive autoDX. IBM also made a presentation on Block Chain- a new solution developed by IBM.

The next meeting is planned in New Delhi in June 2017.

# FROM THE REGIONS

## EASTERN REGION



### MEMBERS' INTERACTION WITH PRESIDENT, ACMA

ACMA Eastern Region organized the annual meet and interaction with Mr. Rattan Kapur, President, ACMA, with the members on April 14, 2017, Jamshedpur.

Mr. Killol Kamani, Chairman, ACMA (ER) stated that under the present regime of globalization and liberalization, it has become imperative for manufacturing organizations to inculcate ethos of competitiveness by achieving high productivity and quality. Large MNC's with tremendous financial strength, technical leadership and worldwide market are better equipped to retain leadership. But deploying similar resources and initiatives may not be feasible for many organizations in developing countries such as ours and especially for MSME's. This segment is often constrained by low levels of finance and absence of the best technical leadership. In addition they have to operate on a smaller market, and also contend with relatively low labour productivity. To remain in the race, the Indian auto component manufacturers will be required to develop in-house design capabilities, harness frugal engineering and create product differentiation through innovation. Further, the industry will be required to focus on Quality and Innovation more than ever before.

Mr. Rattan Kapur, in his address to the members requested them to prepare themselves for the future that is Electric Vehicles. He informed that Tesla USA is going to sign an agreement very soon to set up their plant in India and are ready to make electric vehicle that will run 500 Km after a charge of one hour. So, it is right time to





prepare ourselves well in advance to support such vehicle manufacturers.

Besides the government has also proposed to build a multi-mode Bangladesh-China-India-Myanmar (BCIM) Economic Corridor that includes a highway from China to Bangladesh through Myanmar and India which is proposed to originate from Kolkata. The proposed East-West Industrial Corridor Highway, Arunachal Pradesh and the Arunachal Frontier Highway would be connected to the BCIM Economic Corridor Highway giving an added advantage to the industries in east.

The component manufacturers were very happy to hear Mr. Kapur who was clearly very optimistic about the growth of the component industry. Mr. Sanjay Sabharwal, Dy. Chairman, ACMA proposed the vote of thanks. Thirty five MDs/CEOs attended the interaction.

**SESSION ON LOW COST AUTOMATION**

LCA as automation assures quality, provides flexibility, increases productivity, and reduces cost. At the same time, it is easy to implement and affordable for small and medium enterprises. Financial and technological factors are major obstacles to the adoption of full automation by the SMEs. LCA provides a way out of this dilemma.



ACMA Eastern Region organised a session on LCA on April 27, 2017 in Jamshedpur where the faculty for the program was Mr. Rahul Saini, a lean manufacturing professional with over ten years of rich experience in production, setting up of engine plants and implementation of various lean manufacturing practices at Maruti Suzuki.

Mr. Saini started the session with the basic information on lean manufacturing and discussed how it simplifies the work and



improves the quality of product. LCA is a part of lean manufacturing and means any compact, cheap, simple but very effective manufacturing piece of equipment which is designed and assembled internally by a group of employees.

Different case studies were presented and the delegates were asked to give solutions to the problems shown. With the help of audio-visual aids the faculty made the session very interesting and interactive. A test was also taken to capture the grasping of the delegates. The session was attended by forty delegates who found the session meaningful.

**SESSION ON GST**

Introduction of Goods and Services Tax (GST) is a step in the reform of indirect taxation in India. Amalgamating several Central and State taxes into a single tax will mitigate crusading or double taxation, defoliating a common national market. From the consumer point of view, the biggest advantage would be in terms of reduction in the overall tax burden on goods, which is currently estimated at 25%-30%, free movement of goods from one state to another. After much wait, the new tax is likely to get implemented from July 1, 2017. However, there are still a lot of confusion around the new tax which needs to be clarified to help the industry stakeholders understand what it has in store for them.

ACMA Eastern Region organized a session on GST on May, 12, 2017 where MR. Avisekh Jaiswal, Senior Manager, Ernst & Young gave a presentation. Goods and services tax (GST) will subsume various indirect taxes including central excise duty, services tax, additional customs duty, surcharges, state-level value added tax and Octroi. Other levies which are currently applicable on inter-state transportation of goods are also likely to be done away with in GST regime. The program was very interactive and total thirty three delegates attended the program. Delegates requested for another session on GST in June when they start implementing it in their respective companies and will require some hand holding to resolve issues related to GST.



## NORTHERN REGION

### ONE DAY TRAINING PROGRAM ON FLEXIBILITY MANUFACTURING SYSTEM (FMS)

ACMA Northern Region organised a training program for its members of Uttarakhand Zone, on Flexibility Manufacturing System on April 10, 2017, at Minda Industries Ltd. (Acoustic Division) Sidcul.



ACMA's Flexibility Manufacturing System training aimed at, improving machine condition hence achieving zero breakdown, zero defects and zero accidents. The work machines which are often automated CNC machines are connected by a material handling system to optimize parts flow and the central control computer which controls material movements and machine flow.

The faculty for the training was Mr. Sushil Sharma shared many case study presentations enabling the participants to understand the framework and ably guided them during the question answer sessions.

### TRAINING PROGRAM ON FIXTURES & TOOL MAINTENANCE SYSTEM

ACMA Northern Region organised a training program for its members of Delhi NCR zone, on Fixtures & Tool Maintenance System 11th April, 2017. The training session on Fixtures & Tool Maintenance System aims to equip participants with the knowledge and understanding to implement, the training, in order to employ unskilled employs for saving in the labor cost and to achieve reduction in unit cost.

Tool Management system facilitates the fast traceability &



interchangeability of the tools, jigs & fixtures near to the work place so as to have reduced changeover / breakdown times, which improves the OEE of the equipment & finally the productivity of the plant.

ACMA's Fixtures & Tool Maintenance System training aimed at, improving smooth working, safety, productivity, quality, machine maintenance, and motivation of employee.

Mr. Sushil Sharma, was the trainer for the program. The faculty covered the following topics during the course of the Fixtures & Tool Maintenance System, which included definition, importance and procedure of maintaining the tools & fixture management. The training program also included case studies and technical and motivational videos.

### 17<sup>th</sup> BATCH OF SIX SIGMA BLACK BELT CERTIFICATION PROGRAM (LEVEL 1)

The Six Sigma Certification Program has been receiving an excellent response from the ACMA Members, and Northern Region has successfully completed its 16 Batches thereby creating 269 Black belt personnel out of 522 from overall ACMA members.





The Northern Region Black Belts, trained in 16 batch, have done a saving of 186 millions in their companies put together, through 457 shop-floor problem solving projects undertaken by them.

With this background, ACMA (NR) launched its 17th batch on 17th April and the Module I of this 6 Module Certification Program was held from 17th to 19th April 2017 in New Delhi.

Mr. K. Vishwanathan a Mechanical Engineer, a qualified Lead auditor and a holder of various consulting and industrial experiences was the faculty.

There were 22 personnel from 9 NR membership companies, joined this prestigious training program who will undergo this training for another six months, spending 2 -3 days of class room training every month uptill October 2017. The Six Sigma training is imparted with an objective to inculcate a culture within the organisation to eliminate defects as it is an accomplished, information guided approach and technique for cancelling defects in any process – from manufacturing to transactional and from product to service.

**The dates for the subsequent modules are as below:-**

**Module – III:** June 06 - 07, 2017

**Module – IV:** July 03 - 04 - 15, 2017

**Module – V:** August 02 - 03 - 04, 2017

**Module – VI:** October 11 - 12 (Factory Visit on October 11-12)

## TRAINING PROGRAM ON PACKAGING MATERIAL & SUPPLY SYSTEM

ACMA Northern Region organised a training program for its members of Delhi NCR zone, this time on Packaging Material & Supply System on April 26, 2017.

The training session on Packaging Material & Supply System, aims to equip participants with the sufficient knowledge and rigour to the packaging processes.

In the automotive industry, it is crucial to have packaging solutions that deliver ultimate protection for high value goods and parts. From the engine to small mechanical elements and decorative interior items, the production of a vehicle requires thousands of different components. Therefore, it should come as no surprise that the vehicle industry accounts for over 40% of all the industrial and transport packaging that is needed worldwide.

Packaging is now generally regarded as an essential component of our modern life style and the way business is organized.

ACMA's Packaging Material & Supply System training aimed to identify important factors for efficient packaging management from the perspective of suppliers, sub-suppliers and OEMs.

The faculty for this program was, Mr. Sushil Sharma.

## ONE DAY TRAINING PROGRAM ON PROBLEM SOLVING & CORRECTIVE ACTION AND PREVENTIVE ACTION (CAPA)

ACMA Northern Region organised a training program for its members of Uttarakhand zone on Problem Solving & Corrective Action and Preventive Action (CAPA) on May 4, 2017 at Tata Autocomp Systems Ltd.

CAPA is a concept within good manufacturing practice that focuses on the systematic investigation of the root causes of non-conformities in an attempt to prevent their recurrence (for corrective action) or to prevent occurrence (for preventive action).







Corrective actions are implemented in response to customer complaints, undesired levels of internal nonconformity, nonconformities identified during an internal audit or adverse or unstable trends in product and process monitoring such as would be identified by SPC. Preventive actions are implemented in response to the identification of potential sources of non-conformity.

The faculty for the training was Mr. Rahul Saini, Lean Manufacturing Professional, shared many case study presentations to enable the participants understand the framework and ably guide the participants during the question answer sessions.

### TRAINING PROGRAM ON NEGOTIATION SKILLS

ACMA Northern Region organised a training program for its members of Uttarakhand zone on Negotiation Skills on May 12, 2017 at Roop Polymers Ltd. Negotiation Skills, are improvements to an organization's processes for, finding balance between accomplishing business objectives and nurturing and building relationships with clients for long-term mutual success.



The faculty for the training was Dr. Praveen C Srivastava, who shared many case study presentations to enable the participants understand

the framework and ably guided the participants during the question answer sessions.

### ACMA MEMBERS INTERACT WITH RIICO

ACMA Northern Region members had a state level Interaction with Rajasthan State Industrial Development and Investment Corporation (RIICO) officials on May 12, 2017. Ms. Mugdha Sinha-IAS, MD RIICO; Mr. Anil Sharma, Chief General Manager; Mr. Lokesh Vijay, Additional General Manager RIICO; interacted with the members of ACMA.



The delegation was led by Mr. Sunil Arora, ACMA Northern Region Chairman & Managing Director (Abilities India Pistons & Ring Ltd.) emphasized that the objective of the meeting was to build stronger relations of ACMA member representations with RIICO, as also to showcase ACMA members' strengths and capabilities in manufacturing.

Mr. Vinnie Mehta, Director General, ACMA, eluded on the possibility of ACMA members to have an access to a hassle free investment in Rajasthan.

Addressing the participants Ms. Mugdha Sinha, MD RIICO; urged the gathering to take initiative in developing skill centers in Rajasthan. Ms. Sinha highlighted that RIICO provides finance schemes for industries, in terms of loan for procurement of land, no labour problem as in other States and among others.



## NATIONAL CONFERENCE ON GOODS & SERVICES TAX (GST)

Over the past few months GST has been the talk of the town and the need of the hour for the industry. In order to provide the complete details on GST, ACMA took the initiative and organized a conference on Goods & Services Tax on 17th May 2017 in New Delhi.

Mr. Sunil Arora, Chairman – Northern Region welcomed the Chief Guest, Mr. Vishvajit Sahay, Joint Secretary, Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises, Government of India, and the members of Northern Region.

Addressing the participants Mr. Sanjay Malhotra, Chairman, ACMA GST Working Group highlighted that the industry is on the threshold of major expansion mode with the implementation of GST from 01st July 2017. Mr. Malhotra requested each member company official to visit CBEC and ACMA website for the latest updates on GST.

Addressing the participants, ACMA Vice President – Mr. Nirmal Minda, stated GST is one of the greatest reforms since Independence, he also put across that Department of Heavy Industry, had considered ACMA's recommendation for 18% GST rate for the Auto Components.

Chief Guest Mr. Vishvajit Sahay, Joint secretary, MOHI stated that for GST the point of tax levy is 'Supply', the task for each type of businesses would be to identify whether supply has been made or not.. He informed that GST is a destination based tax and educated the audience about which all businesses need to register for GST. Mr. Sahay in brief mentioned that manufacturers stand to benefit by registering, enabling them to adjust tax paid on inputs against GST on outputs. The benefits of Voluntary Registration under GST regime was also put across the audience.

Addressing the participants the Session One Speaker – Ms. Sarika Goel, Partner – Indirect Taxes, Ernst & Young, India expressed a detailed impact of GST on Levy of Tax and Exemption from Tax, Registration : Law, Business Process and Transitional Provisions and Payment of Tax.

Mr. Amit Bhagat, Partner (Indirect Tax), PWC, voiced the presentation in which Meaning and Scope of Supply, Time and Valuation of Supply of Goods and Services, Place of Supply of Goods and Services and Electronic Waybill was discussed. Mr. Karan Kakkar – Director (Indirect Tax), Grant Thornton India, explained the invitees the Job work, Input Tax Credit, Concept of Input Service Distributor in GST and Cross Utilization of CGST/SGST/GST and Fund Transfer.



Mr. Sundeep Gupta, Partner (Indirect Tax), ASA & Associates highlighted the impact of GST on Refunds, Exports and Government Schemes, Returns under Goods and Services Tax and Matching of Input Tax Credit and Assessment, Provisional Assessment and Audit. R/o Colonel Pankaj Dikshit, Senior Vice President, Goods and Services Tax Network (GSTN) and Mr. Brijesh Ranawat, Sr. Business Development Manager –GST, Adoption, SAP India, emphasized on GSTN – Purpose and Role of GSTN (Filing Returns, Challenges



**TRAINING PROGRAM ON VISUAL MANAGEMENT**

ACMA Northern Region organised a training program for its members of Delhi NCR zone on 9th May 2017 at New Delhi and on 26th May 2017 at Minda Industries Pantnagar on Visual Management.



Visual control is a business management technique employed where information is communicated by using visual signals instead of texts or other written instructions. The design is deliberate in allowing quick recognition of the information being communicated, in order to increase efficiency and clarity.



Mr. Ranjan Vasishtha, ex-DGM, Maruti Suzuki India was the faculty for the training program. The faculty covered the topics on definition of visual control, objectives of visual control, 5S & andon system, foot prints, signages, poka yoke, SQDC boards, floor control and basic japanese principles (3G/3K/3M).

**ONE DAY TRAINING PROGRAM ON WORLD CLASS MANUFACTURING**

ACMA Northern Region organised a training program for its members of Delhi NCR zone on May 31, 2017 at New Delhi on World Class Manufacturing.



The training session on World Class Manufacturing aims to continuously improve production performance, seek a progressive elimination of waste, ensure product quality and maximum flexibility in responding to customer requests, through the involvement and motivation of the people working in the establishment.

WCM is developed in 7 steps for each pillar and the steps are identified in three phases: reactive, preventive and proactive. WCM is based on a system of audits that give a score that allows getting to the highest level. The highest level is represented by "the world class level."

Mr. Ranjan Vasishtha, ex-DGM, Maruti Suzuki India was the faculty for the training program.

# SOUTHERN REGION

## ACMA PRESIDENT AND VICE PRESIDENT INTERACT WITH MEMBERS AND OE PLAYERS IN SOUTH

Mr. Rattan Kapur, President and Mr. Nirmal K. Minda, Vice President interacted with Southern region members, potential members and invitees from the OE fraternity on February 15, 2017.



Mr Kapur, President, ACMA commended the industry's efforts and patience for bearing the onslaught of demonetization and for gradually coming back to normalcy. He urged companies not to lay



off workers in such a situation, as once normalcy returns - getting skilled workers will be a challenge. We also need to ready ourselves by investing in people, R&D, technology and new product development to meet customer expectations as the deadline to meet the regulatory compliances draws near, he added.

Mr. Minda, Vice President, while addressing the members and the invitees apprised on the membership of ACMA's recent signing of MoU with the Cardiff University, UK for upgrading its content for cluster programmes. He also mentioned of ACMA working on a white paper on IR which will focus on the challenges being faced by members and also give recommendations to the Government.

Mr. R. Sivanesan, Vice President – Sourcing and Quality, Ashok Leyland Ltd., the guest speaker at the event talked about the economic trends, Indian automotive industry, Challenges in CV industry and Ashok Leyland's future readiness along with its expectations from suppliers.

Earlier, Mr. Ram Venkataramani, Chairman ACMA Southern Region welcomed and thanked the membership for their support and briefed on the various initiatives of the Region including the Industry-Academia platform aimed at building a cohesive environment for working together and for industry ready people.

Mr. P. Kaniappan, Co-Chairman ACMA Southern Region while thanking members sought their active participation and support to the Regional services. He also mentioned of the proposed "Skill Olympics" a new initiative of the Region to promote skill sets for the auto component sector.

The interactive session saw participation of members' senior officials from Ashok Leyland, Ford, Volkswagen, Isuzu, Simpsons, SIAM officials and officials from few academic institutions.

## ANNUAL REGIONAL SAFETY CONVENTION AT TOYOTA KIRLOSKAR AUTO PARTS PVT LTD & TOYOTA KIRLOSKAR MOTOR PVT LTD

ACMA Southern Region (Karnataka & Hosur Zone) organised its Annual Regional Safety Convention on March 23, 2017. The program was hosted at the facilities of Toyota Kirloskar Auto Parts Pvt Ltd & Toyota Kirloskar Motor Pvt Ltd. The company also showcased its safety practices during the plant visit.

Mr Baligar, VP Manufacturing, Toyota Kirloskar Auto Parts Pvt Ltd



(TKAP) and also the Zonal Co-ordinator, ACMA, Karnataka & Hosur Zone, welcomed the participants and emphasised the need for safety in all aspects. He spoke about how in Toyota safety is being inculcated as a way of life!!

The delegation then went over to Toyota Kirloskar Motor to understand the safety aspects at Toyota. In TKM Mr Viswanath – Head – HR welcomed the delegation and spoke about importance of safety and how much commitment is required to follow safety not only at work but also beyond work.

Mr Senthil, Head – Safety made a presentation on the safety at TKM. He spoke about how knowledge is key to safety. However he also mentioned about Human safety is based on the mind, sense and knowledge. Machine safety basically starts from planning stage, continues with Commissioning stage and goes upto Delivery management. Here he mentioned that safety does not stop at any point. It has to happen every moment. MrSenthil also spoke about the Ergonomics, the work habits that is major factor for safety.

### ANNUAL SAFETY CONVENTION AT BORGWARNER COOLING SYSTEMS INDIA PVT LTD

The sixth edition of the Annual Safety Convention of ACMA (Southern Region) was held on March 24, 2017 at Borgwarner Cooling Systems India Pvt Ltd, Chennai.

Borgwarner Cooling Systems India Pvt Ltd hosted the Annual Safety Convention gave an overview of the company. Mr. Sivakumar, Sales Lead covered during the presentation the various locations of Borgwarner and also their product portfolio.



This was followed by the Best Safety practices presented by Mr Praveen – HR Lead. Mr Praveen presented on Global Star Safety Framework which included 20 elements in safety assigned and taken care by a cross functional team. He also shared information on employee safety audits, which is carried out by cross functional audit teams, three audits per employee per year which has been successfully implemented for the past two years. He further explained on how these audit observations are closely tracked by area owners and reviewed on a monthly basis. He further highlighted the 8D approach for safety incidents and critical near misses. The existence of safety council and safety week celebrations was also highlighted.

Mr R M Senthil Kumar, DGM – Health & Safety, Hyundai Motor India Ltd. presented on the topic Behavioural Based Safety. He emphasized on Awareness training and rewards including analysis of root cause for accidents which improves safety. He showcased the update model of safety triangle followed at Hyundai. He also explained the six pillars of Behavioural Based Safety and how it could develop a safety culture in the workplace. Emphasis was given by Hyundai Motor on 100% safety as its core values.

Mr G Sriram, Senior Manager and Mr N Sujith – EHS officer from Rane TRW Steering Systems Ltd presented on Electrical & Fire Safety. Mr Sujith shared the Health, Safety and Environment policy followed at Rane. He listed the types of Electrical hazards. The various Electrical and safety practices followed by Rane was explained to participants. The following safety practices were explained

- LOTOTO ( Lockout Tag out & Try out )
- 3rd party Electrical Safety Audit
- Thermography Testing's
- CAPEX – Electrical Safety for Machines
- Low cost - Temperature Gun testing
- Electrical Work permit systems

- Electrical Safety Check sheets.

Many implementable ideas formed takeaways from the Annual Safety Convention attended by 22 delegates from 7 companies.

## IN HOUSE TRAINING ON MEASUREMENT SYSTEM ANALYSIS

ACMA Southern Region conducted an in house training on Measurement System Analysis for USUI Susira International Pvt Ltd on March 25, 2017. The faculty for this program was Mr V V Iyer from Athreya Consultants.

Training model included case studies and examples and mock project to understand the implementation and applicability of the tools.

20 delegates from USUI Susira International Pvt Ltd participated in the in-house program.

## CONFERENCE ON ROAD AHEAD FOR THE INDIAN AUTOMOTIVE INDUSTRY

Siemens Industry Software organized a conference in association with ACMA on "Road ahead for the Indian Automotive Industry: Realizing systems of systems for boosting high-end exports and revitalizing global supply chain" on April 10, 2017 at ITC Grand Chola, Chennai.



The Indian government and industry incumbents are seeking to define the trajectory of evolution of automotive ecosystem through increased focus on research, design, technology, testing, manufacturing, components, and services. The need was felt for Indian Automotive OEMs and suppliers to align with the ongoing trends, including new fuel economy standards, increased dominance of electronics and embedded software, and product launches for global markets – including systems and subsystems of vehicles and aftermarket. With contemporary vehicle technologies, automakers and suppliers are increasingly relying on integration of mechanical and electrical systems with embedded software and electronic components to enhance performance. The need for Suppliers to expand their capabilities to understand and manage such interactions, while introducing contemporary vehicle technologies aimed at designing and developing integrated systems.

The conference elaborated on this approach to realizing profitable innovations, and discuss how Indian automotive players can leverage



a systems approach to develop and manufacture cutting-edge automotive products, components, and critical systems domestically.

Mr. P. Kaniappan, welcomed the participants on behalf of ACMA, mentioned that the industry should never deviate its customer focus and should have a "0" defect mindset.

Delivering his Key Note address Dr. M. Sathya Prasad, Vice President – Vehicle Systems Simulation & Methods, and Computer Aided Engineering, Ashok Leyland Ltd. emphasized on the attitude for learning and creating. Urging the industry to learn shamelessly, he mentioned that reverse innovation was a step towards creating new innovations as in the process the innovator understands the thought process. He mentioned that the industry should "export thoughts and not thinkers".

The panel discussion on "Road ahead for the Indian Automotive Industry : Realising systems of systems for boosting high end exports and revitalizing global supply chain" had the following panelists

- Dr Sathya Prasad Mangalaramanan, VP – Product Development, Ashok Leyland
- Mr Paul Sundar Singh – Sr Technology Architect, Products Industrial Segment, Accenture
- Mr Rajeev Chopra, GM – Materials COE Die, Body Engineering & Development, TAFE
- Mr P Kaniappan, Co-chairman, ACMA (Southern Region) and MD, WABCO India Ltd
- Dr T Sundararajan, Head – R&D, Wheels India Ltd.

This conference brought out the need to change the mindset – "Export thoughts and not the thinkers". It also focused on challenges faced in product development. The need to boost innovation and how to engage the suppliers. Innovation came out as a strong point overthrowing quality. The need to get the product first time right and with lesser lead time was seen as a challenge. One more thought that evolved at the conference was to make a reliable product. Any technology should support theory. Adhering to regulatory compliances cannot be ignored as well. What we design should differentiate what we manufacture. Further thoughts that came up during the panel discussion were to trust your suppliers, meet global standards, improve engineering capabilities, project management and managing talent. Focus should be on high fuel economy improvements, vehicle electrification, ID modelling, systems engineering, product lifetime, improving Hardware and software development process.

Over 115 participants joined the event.

## MEETING ON CLARIFICATIONS ON GST

ACMA Southern Region – Karnataka and Hosur zone organized an interactive session on clarifications on GST with Mr. Vinod Kumar, IRS, Commissioner of Central Excise and Service Tax on April 11,

## WORKSHOP ON HOW TO ACHIEVE SUCCESS IN SALES & MARKETING

The ACMA Southern Region organized a training on how to achieve success in sales & marketing in Bangalore and Chennai on April 12, 2017 and April 19, 2017 respectively. The program focused on dealing with customers to build relationship, strategies to approach new customers, communication & presentation aspects, dealing with soft issues of customer, handling enquiries & offers and so on.



2017 at Bangalore.

Mr. S P. Baligar, Zonal Coordinator – Karnataka & Hosur, ACMA Southern Region thanked Mr. Vinod Kumar and his team and thanked members for joining the interactive session. Mentioning that the GST was a path breaking and welcome move by the Government, there were clarifications that the industry may need from time to time as the rules get frame and rolled out.

Mr. K.G. Mohan Kumar, Joint Managing Director, Toyota Kirloskar Auto Parts thanked Mr. Vinod for accepting the industry's request through ACMA and for having agreed for an interaction with his team of officers.

Mr. Vinod Kumar urged the industry to get into compliance mode and mentioned that one the system is adopted and settles down, seamless and hassle-free facilitation of GST and its benefits can be reaped by the industry. He mentioned that the industry would be positively impacted with lower rate and shall be able to pass the benefit to the customer/consumer.

He also mentioned that there may be a possibility of overlap of old and the new system, though for a very brief period. Government was yet to give clarity on Transporters, he mentioned.

Mr. Baligar thanked Mr. Vinod Kumar for his time and for clarifying members concerns. About 20 participants from member companies and OEM joined the interactive session.



Faculty for the workshop was Mr. P S Satish, with 30 years of industry experience and handled various roles and importantly handled customers emphasized the need to understand the basics of Sales and Marketing.





Mr Satish gave the classic example of Mahindra and Mahindra, the Scorpio story and its marketing strategy which was a classic hit. He also spoke about 4Ps, & 4Cs Product (customer benefit), Price (cost), Place (Convenience) & Promotion (Communication).

17 participants in Bangalore and 15 delegates participated in Chennai who found the program valuable and interesting that provided many implementable ideas as takeaways

### BUILDING HUMAN CAPITAL FOR FUTURE BUSINESS TRAJECTORIES

ACMA Southern Region organised its Annual Regional HR Conclave 2017 themed 'Build Human Capital for Future Business Trajectories' at Chennai on April 25, 2017.



The HR Forum members of Southern Region led by Prof. S. Ramadoss, Chairman, HR Forum South and CHRO Lucas-TVS Ltd. designed the theme for an interactive conclave.

Complementing on the theme, Mr. Ram Venkatramani, Chairman (Southern Region) & Managing Director, IP Rings Ltd said the theme chosen was appropriately aimed at addressing the dynamic needs of the business.

Addressing the delegates, Prof. S Ramadoss, Chairman - HR Forum



and CHRO, Lucas-TVS Ltd advocated the need for innovative people centric approach to attract and retain the right talent who could add value to the organization. Organizations should get on a branding exercise to attract and motivate talent, engage with employees at different levels, which in turn would drive performance.

Mr Narayanan Ramaswamy, Partner & National Lead for Education & Skill Development, KPMG set the context on the Changing Business Environs and its impact on future of HR. He covered industry trends as well as trends affecting HR in automotive industry, other ecosystems and HR imperatives. Some of the points that emerged out of his presentation was recruitment, training and retaining talent, need for multiple talents and flexibility in adoption,





transparent performance appraisal process, temporary workers, skill development, adjunct faculty and academic collaboration, CSR as a vehicle to develop community connect, leadership and successful planning and multi-cultural environment.

The session “Beyond Recruitment Engine to HR as an Entrepreneur” was addressed by Mr B. Venkataramana, Group President - Human Resources, Landmark Group India and Ms Uma Rao, Vice President, Ashok Leyland Ltd.

81 delegates participated in this Annual Regional HR Conclave from 43 companies. The learning from the presentation was fairly high and many implementable ideas formed part of the takeaways from the program.

**TRAINING ON HR COMPLIANCES AND AUDIT AT GRACE INFRASTRUCTURE PVT LTD**



ACMA Southern Region organized a training program on HR Compliances and Audit at Bimetal Bearings Ltd, Coimbatore and at Grace Infrastructure Pvt Ltd, Puducherry on April 21, 2017 and May 23, 2017 respectively. The faculty for this program was Mr R Kumar from Transform Management Solutions

The program covered the following Acts :

- Factories act
- Payment of wages act
- Payment of Minimum wages act
- Payment of Gratuity act
- Payment of Maternity benefit act.
- Contract labour (R&A) act
- Misc provisions act.
- Sexual harassment to women at workplace act
- Inter state Migrant labour act
- Private security act
- ESI & EPF

10 delegates from 6 companies attended the training in Coimbatore and 8 delegates from 6 companies attended training in Puducherry. Members found this program very useful with fairly high learnings from the presentation.

**“PRESENTATION TO AND PARTICIPATION AT THE PARLIAMENTARY STANDING COMMITTEE ON COMMERCE” – INDO-ASEAN FTA**



ACMA was invited for a presentation to the 15-member



Parliamentary Standing Committee on Commerce with a focus on the Indo-Asean FTA on April 24, 2017 in Chennai.

Mr. Srivats Ram, Past President, ACMA made a brief presentation on the industry and ACMA's analysis on the impact on trade with ASEAN.

Examples and data on the impact of Indo-ASEAN FTA was cited which showed the Indian auto component industry having been adversely affected.

**Impact of ASEAN Trade Agreement included:**

- Trade amongst ASEAN countries at zero duty
- ASEAN-India trade agreement has not given significant benefit to Indian Auto Component Industry
- China, Japan and Korea dominance in ASEAN region impact India's export to ASEAN
- Indian auto component industry losing share in domestic market due to surge of imports
- Inverted duty structure
- Lowering of custom duty impacts FDI and technology inflow

ACMA's recommendations included country/market specific trade

barriers, NTBs within ASEAN region and some suggestions for trade negotiations."

**QUIZ ON MANUFACTURING & BUSINESS LEADERS**

ACMA Southern Region organized a quiz on May 27, 2017 at its office in Chennai focusing on general manufacturing, technology, safety, TQM, quality and business leadership



The objective of the quiz was to test, educate and enhance the knowledge levels of employees of member companies on the subject.

A preliminary written test was conducted for 16 delegates of which 10 were shortlisted for the final round of the Quiz based on scores. The Quiz Master, Mr. T.R. Narasimhan, shared and explained the answers of the written test with the delegates to make them understand.

The final round of the included 5 rounds of questions planned for the participants with questions passing over to the next team if the first team could not answer the question correctly. The winners were finally arrived at after a buzzer round which saw two teams from Wabco who were on a tie.

The winners of the Quiz Competition :

1 <sup>st</sup>	Wabco India Ltd.	Mr. Iyappan and Mr. Dinesh Kumar
2 <sup>nd</sup>	Wabco India Ltd.	Mr. P Ramesh and Mr. Mohammad Rabeek
3 <sup>rd</sup>	Lucas-TVS Ltd.	Mr. Padmakumar C and Mr. Iniyar R

The quiz master was Mr T R Narasimhan, Chairman QCFI, Tamilnadu and Hon'ble Secretary and Executive Member in Quality Circle Forum of India Chennai. 16 delegates participated in the quiz and found the quiz well organized and found learnings from the presentation as fairly high.

# WESTERN REGION

## WORKSHOP ON SALES PROCESS AND EFFECTIVE SELLING SKILLS FOR FRONTLINE SALES REPRESENTATIVES

There is an old adage in business that ‘nothing happens until someone sells something’. This is as true today as it ever was, and the most important strength in an organisation is sales people’s ability to engage with customers. While a few of the necessary skills are innate in some people, most of them are learnt.



In line with this thought ACMA Western Region organized a workshop on sales process and effective selling skills for frontline sales representatives on April 7, 2017 in Mumbai & on April 20– 21, 2017 in Pune .



The workshop was focused at understanding the sales cycle, develop a pattern in sales pitch, impart selling skills, train participants

successful qualities of a salesperson.

Mr. Benhur Thakur, trainer from ISTD (Indian Society of Training and Development, New Delhi), conducted the workshop. He said there is no perfect product & there is no perfect pricing”. Product is sold at 30% on its feature and 70% of sales person acumen and skills. Best products with best pricing failed in market due to poor sales strategy.

The workshop was a class room session coupled with case studies and related activities. Overall 26 delegates participated in the workshop. The feedback was very encouraging.

## TRAINING PROGRAM ON ADVANCED TPM

With the objective of understanding the concept and management philosophy of TPM as a foundation for Lean Transformation, ACMA Western Region organized two day training program on “Advanced TPM and its Effective implementation process on 12th & 13th April 2017 at Ahmedabad



The training was conducted by Mr. Ravindra Biswas an Ex-Tata Group Company Business head.

10 delegates attended the training and the feedback was encouraging.

## GST IMPLEMENTATION "HANDHOLDING FOR SMOOTH TRANSITION"

India is currently undergoing the biggest indirect tax reform on manufacture/ sale/ supply of goods/ services by introducing a common Goods and Services Tax (GST). To apprise the changes in the indirect tax regime ACMA Western Region conducted a knowledge session for its members on April 11, 2017 in Pune.



To help members especially small companies, to ensure smooth transition to the indirect tax regime of GST, ACMA Western Region in association with I+B (Inamdar & Bhlerao a Pune based Chartered Accountants) designed a program on GST implementation - "Handholding for smooth Transition".

The program will assisted the company with GST enrolment/migration, carry out GST impact assessment for the company and assist with first 3 months of GST returns.

There would be progress monitoring meeting periodically to check the effectiveness of the handholding. The participating companies are finding it very useful whereas many more companies are showing interest to join this handholding program.

## CONFERENCE ON 'ROAD AHEAD FOR THE INDIAN AUTOMOTIVE INDUSTRY: HIGH-END EXPORTS AND REVITALIZING GLOBAL SUPPLY CHAIN'

The present scenario requires Indian automakers and suppliers to align with the ongoing industry trends, like new fuel economy standards, increased dominance of electronics and embedded software, and product launches for global markets – including systems and subsystems of vehicles and aftermarket. Moreover, with contemporary vehicle technologies, automakers and suppliers are increasingly relying on integration of mechanical and electrical systems with embedded software and electronic components to enhance performance.



To deliberate on the subject, and discuss how Indian automotive players can leverage a systems approach to develop and manufacture cutting-edge automotive products, components and critical systems domestically, while also concentrating on the building global supply chains to address the aftermarket opportunity, ACMA Western Region associated with Siemens Industry Software in organizing conference on "Road ahead for the Indian Automotive Industry: Realizing systems of systems for boosting high-end exports and revitalizing global supply chain" on April 11, 2017 at Pune.

The conference was address by eminent keynote speakers – Mr. Martin Jones, Head - Quality Engineering Department of ERC Tata Motors Ltd. and Dr. Sanjay, Arole, Head (QA-Materials Technology Laboratory)Volkswagen India Pvt. Ltd. Pune.

Additionally, the panel comprised of other luminaries such as, Mr.

Piyush Tamboli , Chairman -Western Region ,ACMA and Chairman & Managing Director Investment & precision Castings Ltd., Mr. M.S. Shankar, Sr Director – Technology and Innovation, Anand Automotive Pvt. Ltd. , Mr. Kamakshya Prasad Prusti, Director Management Consulting – Automotive, Pricewaterhousecoopers Pvt. Ltd., Mr. Alope Palsikar, Digital Strategist, Sr. VP & Global Head – Manufacturing Vertical, Tech Mahindra, Mr. Amol Deshpande, Head IT Services – Mahindra Auto, PowerTrain, Truck, & Bus Divisions, Mahindra Electric, MVML, Mahindra & Mahindra and Dr. Mohan Godse, Executive VP of New Product Development – Casting Division, Endurance Technologies deliberated on how Indian automotive players can overcome to the growing technology challenges and disruption.



In his inaugural address Mr. Piyush Tamboli, Chairman -Western Region ,ACMA said as per the emerging trend and to meet the expectation of OEMs automotive suppliers require to adopt state-of-the-art technologies for continuous upgradation and stay abreast with global requirements, as well as relevance to local requirements.

Need of the hour is to identifying specific automotive solutions and New Product Innovation' (NPI) process , said Mr. Martin Jones, Head - Quality Engineering Department of ERC Tata Motors Ltd. delivering keynote address.

In his keynote address Dr. Sanjay, Arole, Head (QA-Materials Technology Laboratory)Volkswagen India Pvt. Ltd. emphasised on product development and testing .

Summing up the discussion, moderator Mr. Kamakshya Prasad Prusti, Director Management Consulting – Automotive, Pricewaterhousecoopers Pvt. Ltd. said the auto component suppliers need to focus on adapting product specific advance/new technology, become solution provider, demonstrate the ability to perform all tasks on-time, within budget, and with high-quality successful launches.

### GYAN DARSHAN VISIT TO MENON & MENON LTD.

ACMA Western Region organized a visit to Menon and Menon Ltd. Kolhapur on 13th April, 2017. The company is also the winner of ACMA HR Excellence award (Gold Trophy under Large Category).

Menon and Menon Ltd. is India's first QS 9000 certified manufacturer of grey iron automotive components like cylinder



blocks and cylinder heads. Its operations are certified by ISO 9001: 2008 and TS 16949:2009 standard by UL DOS INC.

The visit was aimed for HR Professionals, COOs and Plant Heads of the organization. Seventeen member delegation comprised of HR professionals, Quality managers, COOs visited the company.

Welcoming the delegation Mr. Ramesh Sabnis, COO, Menon and Menon Ltd. Kolhapur said that the company believes in continuous learning and adapts to new technologies.

Mr. Joshi said that HR strategy is a part of business strategy. He further mentioned that we have identified the organizational goals and objectives related to people practices. People practices involve identifying and developing future leaders, policy for job rotation and internal job postings to maintain organizational culture and the individual, policy for reward & recognition & WLB Policy, retention policy to maintain low attrition ( Last 3 yrs 2.3 %), have Mentor – Mentees concept , employee communication and Leadership Development program for HOD's as 6 months project.

The members of the delegation were impressed to see how the company is able to sustain these HR best practices. Members thanked ACMA for organising such an enlightening visit.

### 3RD KAIZEN COMPETITION IN AURANGABAD ZONE

The 3rd Kaizen Competition in Aurangabad zone was organized on May 4, 2017 at Aurangabad.

The Kaizen case study presentation made by companies focused on rejection control, man power cost, reduction in noise level, reduction in re-work, safety and reduction in set-up time.

The OE customers were invited as Jury to witness the case study presentation. The Jury comprised of Mr. Yogesh Patil, New Project & Process Quality Škoda Auto India Private Limited, Aurangabad and Mr. Pramod Gadkar , Greaves Cotton Ltd., Aurangabad.



Addressing the participants at the valedictory ceremony, the Chief Guest Dr. Ravi Damodaran, President, Technology & Strategy, Varroc Group, said that mere shop floor kaizen will not work. We need to do kaizen in each area of the business, he congratulated the winners and presented the awards.



Following teams were announced winners :

**Under Non –Engineer Category :**

POSITION	TEAM	COMPANY NAME
1 <sup>st</sup>	URJA	NRB Bearings Ltd.
2 <sup>nd</sup>	AEL III	Aurangabad Electriclas Ltd.
3 <sup>rd</sup>	GRIND MASTER	Grind Master Machines Pvt Ltd

**Under Engineer Category :**

POSITION	TEAM	COMPANY NAME
1 <sup>st</sup>	VICTORY	Aurangabad Electriclas Ltd. GDC Div
2 <sup>nd</sup>	MIRROR	NRB Bearings Ltd
3 <sup>rd</sup>	PASSION	Varroc Engineering Pvt. Ltd.



In addition to the above, the presentation made by Team Challengers from Sanjeev Auto Parts Manufacturers Pvt. Ltd., Team Innovation from Varroc Engineering Pvt. Ltd. and Team Udaan from Badve Engineering Ltd. unit 16 were judged the best under safety, energy and cost category.



#### 4<sup>th</sup> BUYERS SELLERS BUSINESS MEET

The State of Gujarat, is fast emerging as the Detroit of Asia. Today it has the presence of leading vehicle manufacturers such as Tata, Ford, Toyota, HMTI, Maruti Suzuki among other leading auto component players. The government of Gujarat plans to increase the share of automotive industries overall engineering output to 10% by 2020, from the current 3.7%. It is expected to surpass the production capacity of top car manufacturing states like Haryana, Maharashtra and Tamil Nadu.

The two day event from May 19-20, 2017 provided a meaningful platform to engage with the business linkages within the supply system at different tiers and also encouraged companies to look at new business potential in terms of new technology, quality, cost, delivery and capacity utilization. At the meet 45 auto component manufacturers from all over India showcased their state-of-the-art products

In his inaugural address, Dr. J N Singh, Chief Secretary, Govt. of Gujarat, Chief Guest for the event said Gujarat Government is fully committed to support the auto industry and such meets portrays the potential of Gujarat. We will continue work on ease of doing business in Gujarat and welcome the auto industry in the state.

In his Address, Mr. Rattan Kapur, President, ACMA congratulated The Government of Gujarat for proactively addressing all concerns of the industry.

Drawing the attention towards impact of new regulations, Mr. Kapur said, on the front of safety, emissions norms from BSIV to BSVI and continuous governments push to introduce xEVs in the country, we are witnessing a complete paradigm shift in the entire concept of mobility in India. The component industry will witness a major disruption unless we prepare ourselves well to brace these changes.

Speaking on the positive response at the meet in Ahmedabad, for the fourth year in a row, Mr. Deepak Jain, Chairman -Supply Chain Committee ACMA said strengthening the Supply Chain through hand holding with Tier 2/3 is the is one of top most priority for



ACMA. I strongly believe that this platform will be a great opportunity for participants to showcase not only their strengths and capabilities to OEMs and Tier1 companies through product display but will also provide a unique opportunity to interact directly with those responsible for sourcing as well as explore new business opportunities.

ACT

## ACMA AWARD AWARENESS SESSION



ACMA Awards are today among the most coveted recognitions of the Auto Component Industry. The ACMA Awards are today among the most coveted recognitions of the Auto Component Industry. The awards process has been continuously refined and honed to truly reflect aspects of current world-class manufacturing practices.

This year ACMA is inviting applications for below categories:

Excellence in Export
Excellence in Technology - Product Innovation
Excellence in Technology - Process Innovation
Excellence in Quality and Productivity
Recognition in Manufacturing Excellence
Excellence in HR (Human Resource)
Excellence in Supplier Development
Best ACMA Company of the Year
Excellence in HSE (Health, Safety & Environment)
Small Category Awards

#### While the selection process is

- Invite nominations through online submission
- Application awareness Meetings for ACMA Members
- Scrutiny of Applications & first shortlisting of applications for Site diagnosis
- Site diagnosis of the shortlisted companies
- 2<sup>nd</sup> shortlisting of applications and submission of report to the Jury
- Jury Meeting for selection of Awardees
- ACMA Awards distribution

ACT conducted awareness session in five key locations; Chennai, Pune, Jamshedpur, Delhi and Gujarat





# TRAINING ON SAFETY BY DuPont SUSTAINABLE SOLUTIONS



ACMA Centre for Technology organized a training program on safety along with DuPont. This was done on the behest of the MoU that ACMA and DuPont signed for training its counselors to upgrade present safety training modules by in-depth learning of Safety Management system, Hazard Identification & its Risk Assessment, Safety Audits, Safety Training Effectiveness, Safety basic principles, Safety Rules, Emergency Response Procedure. This training is spread out over 6 months.



## INTRODUCTORY MEETING OF ACMA-UNIDO FOR ZF SUPPLIER CLUSTER



ACMA UNIDO organized an introductory meeting for ZF Supplier cluster on April 10, 2017 at Pune. The objective of the meeting was to explain the methodology, key deliverables, introduce the counsellors and finalise the date of first visit.

Mr. Aniruddha Pandit, GM, Materials, M/s. ZF India, initiated the session by briefly introducing the background of starting the cluster and mentioned the benefits of the program. The cluster program helps in improving productivity, smoothens material flow through re-layout of machines, improves quality and brings total employee involvement.

Mr. K. Chandrasekhar presented ACMA UNIDO intervention methodology and its benefits through showcasing the results obtained by cluster companies. The participants discussed their challenges and priority from the programs such as variation in schedules leading to difficulty in production planning, tool life management, space constraint, break down and quality issues and resource utilisation.



# INDUSTRY NEWS

## Levy 12 per cent tax on hybrids at par with electric vehicles: Auto component makers

Automotive Component Manufacturers Association of India President Rattan Kapur described the 43 per cent tax on hybrid vehicles as "penal".

*Excerpts from ET.Auto*



Auto component manufacturers today urged the government to rectify the steep 43 per cent tax levy on hybrid vehicles proposed under the GST and bring it at par with the 12 per cent rate on pure electric vehicles.

Automotive Component Manufacturers Association of India President Rattan Kapur described the 43 per cent tax on hybrid vehicles as "penal", observing that ushering of new technologies should not be so disruptive that the entire industry is wiped out.

"We should encourage the hybrid technologies to coexist with the pure electric as it allows the conventional technologies to evolve with the new," he said while addressing an Automotive Conclave organised by industry body CII here.

Kapur said the automotive industry is concerned as the GST rate on hybrid vehicles at 43 per cent is almost penal compared to the benign 12 per cent on electric vehicles.

"We would like to believe that the high rate on the hybrids is

merely a matter of oversight and would be rectified to make it at par with that of the electric vehicles. I strongly urge the government through Girish Shankar Secretary Department of Heavy Industry to kindly take it up with the concerned authorities," he said.

Under the Goods and Services Tax (GST), the tax incidence on hybrid vehicles will go up to 43 per cent from the current level of effective tax rate of 30.3 per cent.

In comparison, pure electric vehicles will attract 12 per cent tax under the GST.

## Indian Auto Component Industry Could record \$50 Billion in revenues by FY'18: ACMA

In an interview with BW Businessworld, Vinnie Mehta, Director General, ACMA reveals that the Indian auto component industry is projected to clock \$50 Billion in revenues by the financial year 2018-19.

*Excerpts from Business World*

Automotive Component Manufacturers Association of India (ACMA), the apex body representing the interest of the Indian Auto Component Industry, has the vision to develop a globally competitive Indian auto component Industry and strengthen its role in national economic development as also promote business through international alliances. In an exclusive interview with BW Businessworld, Vinnie Mehta, Director General, ACMA reveals that the Indian auto component industry is projected to clock \$50 in revenues by the financial year 2018-19.



**How has the industry performed during the last financial year and how do you foresee its performance during this FY?**

The auto component industry works in tandem with the vehicle industry. The vehicle industry had a mixed performance last year. The PV industry, especially UV segments, had an upward growth in volumes. Even though the figures for the auto component industry are awaited, we believe that we would comfortably have grown by 10 per cent during FY 2016-17. Last financial year (FY 2015-16), the industry clocked around \$39 billion and during FY 2016-17 we are expecting to post around \$43-45 billion. Out of the total turnover posted during FY'16, exports contributed around US\$ 11

billion and is expected to be higher during this fiscal (FY'17). Considering that we are expecting normal monsoons during this year, the entire economy will do well. So the bottom line is we are expecting a healthy growth during the next financial year (FY 18) too. That is despite the fact that the industry is undergoing a lot of changes due to a whole lot of regulatory matters.

***So will it be fair to assume that the Indian auto component industry will be worth \$50 billion during FY 2017-18? And will GST be a key enabler?***

Yes, that could very much be a possibility. If the macroeconomic indicators are positive, then we could easily attain the figure by FY 18. Moreover, the mother of all reforms is the GST which is very much long awaited. We do hope that the GST will be an enabler for our industry. We have of course requested the govt for a benign rate since we are an intermediary industry. We have requested the govt to put us at an 18 per cent rate. But what we find is that not all auto components are at that rate. About 30 per cent of the components are slotted at 18 per cent (GST) rate, the remaining 70 per cent are slotted at 28 per cent (GST) rate. Our plea to the govt is that the entire industry should be bracketed under 18 per cent (GST) rate because we have a large aftermarket to service in almost all categories of products. The aftermarket is dominated by smaller players and is adversely affected by counterfeit products and spurious parts. We are afraid that a higher GST rate will compel a lot of players to gravitate towards non-compliance and survive by means of under-invoicing.

***As the Defense and Aerospace industries are opening up, will there be more investments flowing in towards making components for these industries?***

Yes, these are definitely high-margin markets and would be interesting to explore. Many companies have diversified themselves in order to de-risk their existing business. In fact, ACMA runs a Committee on Aerospace & Defence Industry. But again, one has to understand the dynamics of these industries vis-à-vis automotive industries. Though they look similar when it comes to components, they are as separate as chalk and cheese. Serving defence or aviation is a slow process and one needs to graduate and acquire high levels of skills and precision. Their quality benchmarks are very stringent and there is no scope for defective parts.

***As there is a major thrust by the govt on environment-friendly vehicles, will the component industry be realigning its product lines?***

There are two ways to look at it. One is the aspiration of the govt to curb pollution and making the environment conducive for living which is very much appreciable. One also has to see whether pure electric mobility is the only solution or there are viable solutions that exist in the market. Our industry, which has deployed around \$13-14 billion in capital expenditure over the years, employs 3 million people. There is a lot of stake in IC-engine-powertrains today as 40-50 per cent of ACMA members falls into this category. The domestic component industry doesn't have the kind of technologies (for Zero-emission Vehicles). We at ACMA believe that the logical progression will be to move from IC-engines to hybrids to finally pure electrics. That gives an opportunity for the local industry to develop and acquire technologies for electric

mobility. So the (technological) progression should not be disruptive but evolutionary.

***As the automotive industry is leapfrogging from BS-IV to BS-VI emission norms by 2020, are your members geared up accordingly to serve them?***

Everybody has to prepare them to meet the deadline. If they don't do it from a component's perspective, then the OEMs will have to import (BS-IV) technologies. So if they need to survive, they have to brace up for the change in a short span of time. Secondly, it is a very big challenge because we are not only skipping a generation of technology (BS-V) but also squeezing the timelines rather radically. We have just about three more years left for BS-VI implementation. I think the industry has to take it upon a war footing as there is no room for complacency.

***What are the potentialities in the automotive aftermarket in India?***

The Indian automotive aftermarket, comprising spare parts sales and support systems, is set to grow at a consistent 10.5 per cent over the next two years. The automotive aftermarket, which stood at Rs 56,098 crore (\$8.4 billion) in 2016-17, is expected to reach Rs. 75,705 crore (\$13 billion) by 2019-20. By 2026, the auto component industry per se could be worth \$200 billion and our exports will scale up to \$70-80 billion and the aftermarket vertical will be pegged at \$32 billion. We definitely have a definite roadmap on the milestones to achieve when it comes to all segments of the industry, including the aftermarket.

## **Auto stocks cheer RBI policy outcome, gain nearly 1%**

**Shares of Bharat Forge, Eicher Motors and Mahindra & Mahindra were among top gainers.**

*Excerpts from ET.Auto*



Interest rate sensitive NSE Nifty Auto were trading higher by 0.69 per cent, 10,923.75 at around 03:03PM on Wednesday as RBI decided to not change the repo and the reverse repo rate from 6.25 and 6 per cent, respectively.

The index fell from 10,915.10 to 10,899.55 as an immediate reaction to the announcement but climbed to its current level within 30 minutes.

Shares of Bharat Forge (up 2.18 per cent), Eicher Motors (up 1.90 per cent), Mahindra & Mahindra (up 1.66 per cent), Hero MotoCorp (up 1.16 per cent) and Maruti Suzuki India (up 1.15 per cent) were among top gainers.

while Tata Motors (down 0.80 per cent), Exide Industries (down 0.31 per cent), Amara Raja Batteries (down 0.23 per cent), Tata Motors (down 0.09 per cent) and Bajaj Auto (down 0.05 per cent) were among top losers in the index at around the same time.

## Auto majors take GST load off dealers, to absorb losses

**ET has seen emails that the companies have sent to dealers promising financial support, the quantum of which depends on factors such as meeting sales target.**

*Excerpts from Business World*

Leading automobile companies including Maruti Suzuki, Bajaj Auto and Hyundai Motor India have agreed to absorb losses to dealers on inventories at their stockyards as the country transitions to goods and services tax.



ET has seen emails that the companies have sent to dealers promising financial support, the quantum of which depends on factors such as meeting sales target.

Dealers are expecting a loss of 2.5-5% of the basic price of inventory at their premises on July 1, the date set for the rollout of the new all-encompassing indirect tax. Several levies that have already been paid on the vehicles lying at dealerships will not be refunded, as they aren't GST-creditable, but sales will have to be taxed under GST from next month.

Dealers are fearing the loss to be Rs 1,000-3,000 per two-wheeler and Rs 8,000-40,000 on each passenger car.

According to GST rules, a dealer cannot avail of input tax credit against the central sales tax, infrastructure cess, auto cess, entry

tax which is not set-off against the local tax (levied in Madhya Pradesh, Chhattisgarh, Odisha and West Bengal) and local body tax in Maharashtra for stock landed in their stockyards before July. Input tax credit means that a firm can reduce the taxes it has paid on inputs from the taxes it has to deposit on output. In cumulative levy, input tax credit is 3-5%, depending on the state in which a vehicle is sold.

The strategy of each vehicle maker is different and quite innovative to deal with the loss to dealers, show their communication to dealers. The companies, however, didn't respond to ET's queries.

India's largest carmaker, Maruti Suzuki, has come up with a target-based compensation formula for dealers.

It will compensate dealers for all vehicles which were dispatched after January 2017. Models such as the Vitara Brezza, Baleno and the New Dzire, which are currently in waiting period, are not included in the compensation formula as dealers will be able to liquidate the stock quite easily.

According to Maruti's formula, a dealer should sell 1.3 times his sales target to recover the entire loss incurred due to the tax transition. A dealer who will sell between 1.15 and 1.3 times of its target will get 85% of the loss reimbursed.

Meeting the target means 75% reimbursement, and missing it means no compensation.

Bajaj Auto, in a June 5 circular to dealers, said the company would bear any loss for unsold dealer inventory for three months before the commencement of new taxation regime. The company's support will be limited to unsold inventory at the dealers' end and will not be compensated for any vehicle sold by a dealer to a sub-dealer. Bajaj Auto will also not reimburse any loss incurred on spare parts by dealers since they make sizeable margins on them.

YK Koo, managing director of Hyundai Motors India, wrote to dealers that the company would compensate the dealers for any loss occurred due to non-credit of tax levied during invoicing, and shared a formula that will be followed to calculate the loss.

Volkswagen adopted a different tack. The carmaker in a communiqué informed its dealers to discontinue their regular stock till June 2017, which is typically one month. Thierry Lespiaucq, the German carmaker's India MD, wrote to dealers to focus on the sale of current stock.

## Honda to focus on self-driving cars, robotics, EVs through 2030 Auto majors take GST load off dealers, to absorb losses

**Japanese car maker Honda Motor Co on Thursday spelled out for the first time its plans to develop autonomous cars which can drive on city streets by 2025, building on its strategy to take on rivals in the auto market of the future.**

*Excerpts from ET Auto*

HAGA: Japanese car maker Honda Motor Co on Thursday spelled out for the first time its plans to develop autonomous cars which can drive on city streets by 2025, building on its strategy to take on rivals in the auto market of the future.

Unveiling its mid-term Vision 2030 strategy plan, Honda said it would boost coordination between R&D, procurement and manufacturing to tame development costs as it acknowledged it must look beyond conventional vehicles to survive in an industry which is moving rapidly into electric and self-driving cars.

Honda has already spelled out plans to market a vehicle which can drive itself on highways by 2020, and the new target for city-capable self-driving cars puts its progress slightly behind rivals like BMW.



"We're going to place utmost priority on electrification and advanced safety technologies going forward," Honda CEO Takahiro Hachigo said.

Developing new driving technologies, robotics- and artificial intelligence-driven services and new energy solutions also would be key priorities for Honda in the years ahead, the company said.

Honda established a division late last year to develop electric vehicles (EVs) as part of its long-held goal for lower-emission gasoline hybrids, plug-in hybrids, EVs and hydrogen fuel cell vehicles (FCVs) to account for two-thirds of its line-up by 2030, from about 5 percent now.

By 2025, Honda plans to come up with cars with "level 4" standard automated driving functions, meaning they can drive themselves on highways and city roads under most situations. Achieving such capabilities will require artificial intelligence to detect traffic movements, along with a battery of cameras and sensors to help avoid accidents.

BMW has said it would launch a fully autonomous car by 2021, while Ford Motor Co has said it will introduce a vehicle with similar capabilities for ride-sharing purposes in the same year. Nissan Motor Co is planning to launch a car which can drive automatically on city streets by 2020.

Honda has been ramping up R&D spending, earmarking a record 750 billion yen (\$6.84 billion) for the year to March. (\$1 = 109.6400 yen)



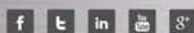
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