

AUTONEWS

Vol 9 No 64

3000+

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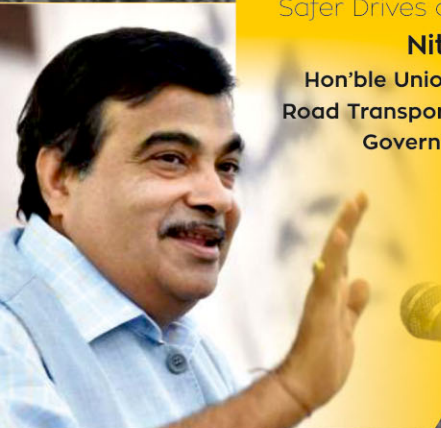
“I am glad that over 3,000 people have taken pledge under ACMA’s Safer Drives campaign.”

Nitin Gadkari

Hon'ble Union Minister for
Road Transport & Highways
Government of India

“ACMA strongly advocates usage of genuine auto spare parts as counterfeits can lead to fatal accidents.”

Rattan Kapur
President ACMA



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EDITOR'S NOTE



Vinnie Mehta
Director General, ACMA
dg@acma.in

India leads the world in road crash deaths and injuries. In 2015, nearly 1.5 lakh people lost their lives to reckless driving. Another reason for road accident that many ignore is the use of counterfeit auto parts that is responsible for 20% of the road accidents. Counterfeit parts pose a grave threat to a vehicle's performance, but more importantly they jeopardize the vehicle safety, consequently endangering lives. In spite of fatalities taking such disturbingly high toll, we are still at a primitive stage of resolving these issues. Our slow pace can be best exemplified by deep apathy towards road accident victims and indifference towards the road safety rules. In a bid to make Indian roads safer and sensitize the public towards usage of genuine auto parts, ACMA, for the first time launched a road safety initiative titled the 'ACMA Safer Drives'. This was in line with the ethos of the National Road Safety Week from 9-15 January, 2017, by Ministry of Road Transport & Highways, Government of India.

One of the key reasons for a thriving counterfeit business in India is the lack of mandated safety standards for aftermarket products, due to which import of counterfeit products cannot be checked, further it practically impossible to estimate the production of the unorganised sector. ACMA's 'Safer Drives' campaign is its maiden initiative of creating public awareness on the usage of genuine auto parts to prevent road accidents using social media as the primary medium of communication. During the week of National Road Safety, ACMA conducted safety pledges, which received an overwhelming response from over 1.1 million.

Mr Nitin Gadkari, Hon'ble Union Minister for Road Transport & Highways, Government of India too pledged for the ACMA safer drives, which was a great honor for us. Under his leadership the government has consciously undertaken several measures to reduce road accidents that include introduction of intelligent transport system, improved road engineering, stricter traffic rules, new active and passive safety regulations, and more.

I urge all our readers to always use genuine parts and support the cause by pledging on www.saferdrives.com.



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ACMA AUTONEWS

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Rattan Kapur

The president of the Automotive Component Manufacturers Association of India and CMD of Mark Exhaust Systems on plans to enable Tier 2 and 3 vendors to upgrade their skills and technologies, why Indian industry needs to develop its own IP and build scale, and how engaging with global institutes can sharpen the focus on R&D. Excerpts - Autocar Professional

Q. You have taken over the reins of ACMA at a time when new regulations on safety are around the corner in India. Vehicle manufacturers are also working on meeting upcoming BS VI emission norms and a cash crunch has put a spanner on automotive sales right now. Against this backdrop, what are your immediate priorities?

This year we have adopted 'Make Quality and Innovation in India' as our theme. Our endeavour is to strengthen our capabilities in new product development, improve quality standards, evolve our technology for meeting the changing emission and safety standards, upgrade people skills to support domestic and global expansion of OEMs, and embrace digital technology in manufacturing to transform productivity, thus enabling our industry and India to become an attractive destination for investments.

Our priorities for the future would be to focus on research and development to help generate IP in India, maintain world-class quality with zero defects and in the process, create the industry's economic profit – greater returns on capital than the cost of capital. All this would draw more investments from the automotive components sector.

Q. As automakers pursue vehicle lightweighting strategies, how open is the Indian component industry to working with new materials, processes and technologies?

Lightweighting strategies are a combination of component design, manufacturing process innovation and substitution of materials.

Vehicle manufacturers have been lightweighting with materials such as aluminium, magnesium alloy, high-performance engineering plastics and high-strength steel. Lightweighting in India is increasingly becoming relevant as the government focuses on stricter emission norms and electric mobility.



'ACMA IS WORKING WITH SEVERAL GLOBALLY RENOWNED INSTITUTES TO ENABLE ITS MEMBERS TO TAP LIGHTWEIGHTING TECHNOLOGIES.'

The auto component industry in India is indeed keen to work in this area and some companies have already started working closely with the OEMs. However, the bulk of the component manufacturers lack access to the right technologies. ACMA is engaged with several globally renowned institutes and is trying to help its members tap the relevant technologies in this area.

Q. With the government's push towards faster adoption of electric and hybrid vehicles, how is the component industry gearing up to support indigenous development of EV components?

As you rightly said, there are major changes taking place in the automotive sector due to the upcoming stringent emission norms, safety regulations, focus on fuel efficiency, sustainable development and changing usage habits of automotive consumers. The future of e-mobility in India will depend on technologies and solutions that



cater to local Indian requirements and operating conditions.

The next 10 years would probably see several disruptive changes in the automotive industry. We are witnessing a move from the traditional internal combustion engine technology towards hybrids, electrics and other alternative fuels in the global market.

ACMA is closely involved with the FAME India scheme (Faster Adoption and Manufacturing of Electric and Hybrid Vehicles in India) of the Ministry of Heavy Industries and Public Enterprises and we do hope that as hybrid and e-mobility gains traction, vehicle manufacturers will support localisation of components.

Q. How does ACMA plan to help Tier 2 and 3 vendors upgrade their skills and technologies? It is understood that a growing number of vehicle recalls could be traced to some of these inadequacies.

The auto component sector in India is largely dominated by the small and medium enterprises; in fact, 70 percent of the ACMA membership consists of SMEs.

The single biggest challenge faced by SMEs in India is access to capital. Furthermore, being small in scale, SMEs have limited access to technology and are also limited in capacity to absorb technology. That apart, they are unable to attract skilled labour and face challenges in retaining skilled workforce. To support the SMEs, ACMA has been urging the government for many years to create a Technology Upgradation Fund for the component sector. I do hope that our proposal will be considered favourably.

It is heartening that the ACMA Centre for Technology (ACT), a technical wing of the industry body, has over the last decade helped upgrade technology within the membership through process intervention in over 600 plants across the country. It has made them world-class. Today, it runs several cluster programs such as the foundation, basic, advanced, engineering cluster programs, new product development cluster and zero defect cluster. Each cluster program has a distinct roadmap wherein best practices are imparted right from the shopfloor to the top management.

To facilitate upgrading of the capabilities of Tier 2s and 3s, ACMA has launched the ACMA-UNIDO cluster program with the support of the Department of Heavy Industries, government of India. I am glad that over 200 small and medium auto component manufacturers are taking advantage of this program.

'TACKLING COUNTERFEITS IS THE SINGLE BIGGEST CHALLENGE FACING THE AFTERMARKET. MUCH MORE NEEDS TO BE DONE AT THE LEGISLATIVE LEVEL TO MAKE THIS A COGNIZABLE OFFENCE.'

Q. Exports continue to be lower than imports. How do you plan to turn around this lacuna? What steps are being taken to curb illegal Chinese imports into the country?

While continuing higher imports over exports is an area of concern, the good news is that the CAGR of exports is 18 percent while that of imports is 13 percent. But with increased emphasis on localisation by

the OEMs and the growing competence of the Indian component industry, imports are expected to decline.

It should also be noted that in a period when the overall exports of India declined by 9.58 percent, the Indian auto component sector's exports grew by 3.5 percent to Rs 70,996 crore in 2015-16 from Rs 68,500 crore during 2014-15, registering a CAGR of 18 percent over a six-year period. ACMA has played a pivotal role in supporting its members in discovering new market opportunities; currently the industry exports to more than 160 countries.

ACMA has been facilitating exports development for its members in both the developed and emerging economies. Last year, ACMA participated at the Automechanika Frankfurt, IAA Commercial Vehicle Show in Hannover and the 11th International Autoparts Exhibition in Iran. It also organised a Buyers Sellers Meet in Indonesia, undertook a CEO's Mission to South Korea and held an Aftermarket Show in Nigeria among others.

To further boost exports, ACMA has been working closely with the Union Ministry of Commerce and Industry, to ensure incentives for a very wide component base for exports under the Foreign Trade Policy 2015-20.

To curb illegal and substandard imports, ACMA is associating with the Ministry of Road Transport and Highways to facilitate standards for aftermarket products. Currently, a significant proportion of goods sold in the aftermarket are counterfeit.

Q. How much success has ACMA and its member companies achieved when it comes to the menace of fake parts? What is the game-plan going ahead?

Tackling counterfeits is the single biggest challenge facing the aftermarket today. While the aftermarket is estimated to be (worth) \$ 6.5 billion and growing, almost 36 percent of the components sold in the aftermarket are counterfeit. It is not very easy to identify counterfeits; added to this, consumer buying habits influenced by purchases without bills or invoices makes traceability difficult.

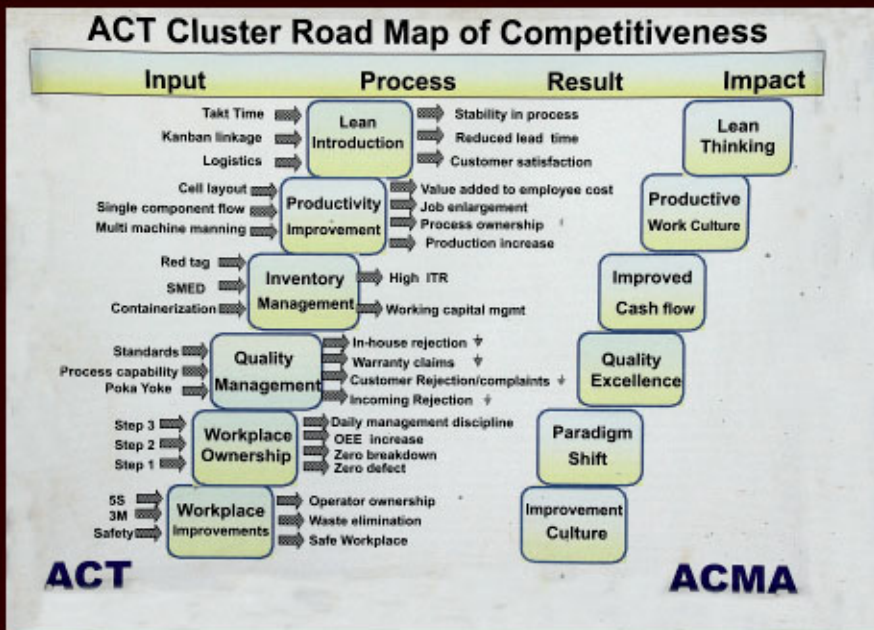
Fast-running parts like filters, condensers and spark plugs, brake linings, clutch facings, gaskets, seals and O-rings, ball bearings, PC linkages and fasteners are some of the products most vulnerable to counterfeiting. Each year, ACMA conducts almost 500 raids on retailers and dealers who stock fakes. Going forward, much more needs to be done at the legislative level to make this a cognizable offence, including awareness creation at the user's end as also conducting raids to curb this menace.

In continuation of its effort to generate awareness about the disadvantages of counterfeiting and on the need for usage of genuine parts, ACMA has, since many years, been running the Asli Naqli campaign which educates people on the ways in which genuine products can be distinguished from their fakes and the implications of using fake products.

Q. AMP 2026 has set ambitious targets for the component industry: \$200 billion turnover, \$80 billion exports, \$32 billion domestic aftermarket and a direct employment of 3.2 million people. At present, where does the industry stand and are these targets achievable?

At present, the component industry has adapted well to the changes in the policy, regulatory environment and the needs of the





'WITH GST, THE SUPPLIER BASE WILL BE REQUIRED TO EVOLVE ITS DISTRIBUTION FOOTPRINT, AND FACILITATE TAILORED SUPPLY CHAIN MODELS.'

have requested the government to reinstate the reduction to 200 percent.

Q. How can the government drive speedier growth for the component industry?

An overall stable economic environment and growth in the vehicle industry will ensure growth for the component sector. The government will soon announce the vehicle scrappage policy which will be beneficial to the industry as it will create demand for new vehicles.

'TO SUPPORT SMEs, ACMA HAS BEEN URGING THE GOVERNMENT TO CREATE A TECH UPGRADATION FUND.'

customers. However, I would also like to point out the need for the industry to develop its own IP and build scale through significant export growth and domestic consolidation. Despite some challenges that we are witnessing in the short run, I am confident that by 2026, the component industry will meet the targets defined in the Automotive Mission Plan 2026.

Q. ACMA conducted an Aftermarket Expo in Guwahati in November 2016. What potential do you see in North East India and how do you plan to tap it?

Currently, the market in the North East is estimated to be around Rs 2,000 crore. The North East has a heavy dependence on roads, which are the primary mode of transportation for passengers and goods, as connectivity through railways is poor. Moreover, the wear and tear of vehicles due to hilly terrain, heavy rainfall and poor roads in the remote areas leads to a faster replacement cycle of components. Therefore, given the current condition of the region, there is a huge demand for the aftermarket for brake and clutch parts, pistons, valves, oil seals, tyres, shock absorbers, leaf springs and wiper arm blades. Looking at this huge upside opportunity, the Expo has served as a perfect platform for both manufacturers as well as sellers, dealers and workshop owners to interact and explore synergies for this unexplored high demand aftermarket.

Q. What are the initiatives being taken to strengthen R&D activities in the industry and promote innovation?

We believe this is the time to invest in technology as the industry is going through significant change. To strengthen R&D activities, ACMA has been engaged with Fraunhofer, MIT, Cardiff University and other research institutes. The government is also encouraging R&D by giving a 150 percent deduction on R&D expenditure. We

There is a need to explore strategic trade agreements which would help increase component exports to countries where India-like vehicles are used – Nigeria, South Africa, Colombia, Brazil, Iran and Russia.

Q. What will be the impact of GST on the automotive component sector?

GST will enable creation of a 'one-India-market'. The overall compliance burden is expected to decrease and bring in efficiency in operations. The Goods and Services Tax is expected to have a big impact on the aftermarket because of the current complex ecosystem of stock-keeping units and requirements for storage and retail penetration.

The supplier base will be required to evolve its distribution footprint to move away from consignment stocking, and facilitate tailored supply chain models while also ensuring high-quality service and availability at a lower cost. Overall, the industry will need to gear up to get the most out of the GST environment.



INTERNATIONAL

AUTOMECHANIKA
SHANGHAI 2016

ACMA participation at the Automechanika Shanghai, the world's second largest Automechanika trade fair for automotive parts, accessories, equipment and services in Shanghai from 30 November - 3 December 2016.

The ACMA pavilion was spread across 142 sq mtrs in Hall no. 2 at National Exhibition and Convention Center, Puxi, Shanghai and was supported by Ministry of commerce.

Twelve Indian companies comprising a mix of small, medium and large displayed their engineering and marketing capabilities.

A total of 5,756 exhibitors from 42 countries participated in a total area of 3,1,200 sqm. In addition to India, Germany, Hong Kong, Italy, Japan, Korea, Malaysia, Pakistan, Poland, Singapore, Spain, Taiwan, Thailand, Turkey, the UK and US also participated.

The India pavilion was visited by Mr. Prakash Gupta, Consul General, Consulate General of India, Shanghai. The enquiries generated were mainly from Stockists, dealers & distributors. Few exhibitors got good business leads.

One company received the enquires for USD 6.5 million while others got new business leads and few enquiries were under correspondence by some of the participants.



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ACMA SAFER DRIVE PLEDGE FOR SAFETY



Ministry of Road Transport & Highways, Government of India observed the National Road Safety Week from 9-15 January, 2017. In support of the cause, Automotive Component Manufacturers Association (ACMA), the apex body of the Indian auto component industry, under its 'Safer Drives' initiative, participated in various events organised by the Ministry.

India leads the world in road crash deaths and injuries. In 2015, nearly 1.5 lakh people lost their lives to reckless driving. In spite of fatalities taking such disturbingly high toll we are still at a primitive stage of resolving these issues. Our slow pace can be best exemplified by deep apathy towards road accident victims and indifference towards the road safety rules. In a bid to make Indian Roads safer and sensitize the public towards their responsibilities on road, ACMA initiated the campaign 'ACMA Safer Drives'.

Mr Nitin Gadkari, Hon'ble Union Minister for Road Transport & Highways, Government of India, accolading ACMA's 'Safer Drives' initiative said, "India has a poor track record in road safety, the government is conscious of this and we have undertaken several measures to address this issue including introduction of intelligent transport system, improving road engineering, stricter traffic rules, new active and passive safety regulations, to name a few. I am glad that over 3,000 people have taken pledge under ACMA's Safer Drives campaign and I am hopeful that much more will come forward to ensure that we do not compromise on road safety."

On the occasion **Mr. Rattan Kapur, President ACMA** said. "ACMA's 'Safer Drives' initiative is its maiden initiative of creating public awareness on the usage of genuine auto parts to prevent road accidents using social media as the primary medium of communication. India with one of the poorest records of road safety witnessed over 1,374 road accidents leading to 400 deaths every day in 2015. Increased number of accidents is primarily due of lack of our responsible behavior on the road. It is the time that human life is valued; this can be achieved by adherence to traffic rules by drivers and pedestrians, adequate safety devices in vehicles and usage of genuine





aftermarket components by vehicle owners. We at ACMA strongly advocate usage of genuine auto spare parts as counterfeit and sub-standard parts can lead to fatal accidents due to malfunctioning.” During the Road Safety Week, a walkathon was also organised which saw participation from auto component manufacturers and school children. In order to spread the message of usage of genuine products, ACMA had also arranged a display of safety slogan banners at the walkathon.



NATIONAL COMMITTEES

MSME COMMITTEE

VISIT BAJAJ AUTO LTD., MINDA CORPORATION LTD & TECHNOCRAT CONNECTIVITY SYSTEMS (P) LTD.

ACMA MSME committee organized visits to Bajaj Auto Ltd., Pantnagar, Minda Corporation Ltd., and Technocrat Connectivity Systems (P) Ltd. on 9th December 2016 for its sixteen ACMA member companies to understand the manufacturing & operational excellence and challenges faced.



Mr. Saurabh Poddar, Co - Chairman, ACMA-MSME Committee led the delegation and facilitated the interaction with the visiting companies.

At Bajaj Auto Ltd. Mr. Anil Mohgaonkar, Plant Head & Mr. Pankaj Batta, TPM – Secretariat along with his team members interacted with the visiting delegation and presented the company's history.

National Committees

Bajaj Auto follows TPM & lean Manufacturing as a policy and culture at their facility. As a de-risking measure, Bajaj has developed multiple vendors for same process capability. As a policy, Bajaj also works with BAVA to develop a roadmap for green procurement.

Mr. L M Joshi, Plant Head & Mr. Neeraj Sharma, Dy. General Manager from Minda Corporation along with their team welcomed the delegation at their facilities.

Minda plant at Pantnagar had built their own Business Excellence Model called MBEM for achieving holistic excellence. The company shared their views on the critical factor which holds the key to market success as the ability to develop new products in a faster and cost-efficient manner, innovations & VAVE and high customer satisfaction index.

Mr. Roshan Lal, Technocrat Connectivity Systems welcomed the visiting delegates.

TCS have efficient systems for quality control, advance product quality planning, daily work management, daily accountability meetings and a daily accountability board.

Members were impressed to see a very well maintained shop floor. The mission members were fascinated to see the dedication of the companies on vendor development programs.

INTERACTIVE SESSION WITH E&Y ON 'PREPARING FOR GST- SOME PRACTICAL ASPECTS'

The Government of India is committed to replace all indirect taxes levied on goods and services by the Centre and States and implement GST by June 2017. With GST, it is anticipated that the tax base will be comprehensive, as virtually all goods and services will be taxable, with minimum exemptions.



GST will be a game changing reform for the Indian economy by creating a common Indian market and reducing the cascading effect of tax on the cost of goods and services. GST will impact the tax structure, tax incidence, tax computation, tax payment, compliance, credit utilization and reporting, thereby leading to a complete overhaul of the current indirect tax system. Keeping this in mind, the ACMA – MSME Committee organized an interactive session on



Preparing for GST – Some Practical Aspects on 22nd December, 2016 at ACMA Office, New Delhi.

Members got a chance to interact with Ms. Sarika Goel, Partner – Indirect Taxes, EY, India, experienced in advising clients on Indian indirect taxes, and is working extensively on GST projects.

Mr. Amit Mukherjee, Dy. Executive Director, ACMA gave a warm welcome to all the participants. GST is expected to be a critical game changer which will spur growth in the economy. Once introduced, GST will not only make the tax system simpler, but will also help in increased compliance, boost tax revenues, reduce the tax outflow in the hands of the consumers and make exports competitive. It is expected that paperwork will become simpler and there will be a reduction in accounting complexities for businesses. A simple taxation regime can make the manufacturing sector more competitive and save both money and time.

Members found the interaction session very helpful. The overall feedback received from members was very encouraging.

HALF DAY WORKSHOP FOUNDERS & PROMOTERS OF FAMILY MANAGED BUSINESSES

Once companies achieve a certain size and scale, with operations across multiple locations, the founder is not able to manage the organization with the same leadership style that worked well during the startup phase. Now systems, processes and a framework need to be put in place to be able to manage the growth and complexity. At this stage of its lifecycle the organization needs to shift from entrepreneurial management to professional management.



Less than 30% of family managed companies successfully make the transition to the 2nd generation and less than 10% pass on the baton to 3rd generation. With this background ACMA MSME Committee organized a half day workshop for founders & promoters of family managed businesses to share an eight step plan to make this transition on 18th January, 2017.

Mr. J S Rangar, Chairman – ACMA MSME Committee extended a warm welcome to the faculty members along with the delegates attending the workshop. Mr. Rangar briefed that the workshop is based on the topic of family businesses focusing on MSMEs which is a very important topic, because it represents a vital and stable element in any country's economy. In fact, family businesses can contribute significantly to the Indian economic growth and social development.

Mr. Harsh Chopra, Founder & Partner, Partners4 Growth was the faculty. Mr. Chopra is a consultant to promoters of family managed

companies helping them to professionalize and scale up operations.

The workshop was focused on 2 areas Professionalization of Family businesses and Succession Planning & Next Generation Induction

In all 24 delegates participated in the workshop and the feedback received from members was very encouraging.

RAW MATERIAL COMMITTEE

HINDUJA FOUNDRIES LTD, SRIPERUMBUDUR

The 12 member ACMA delegation led by Mr Pravin Malhotra, Chairman Raw Material Committee visited the SIPCOT unit of Hinduja, the latest and the most advanced facility of Hinduja on 12th December, 2016. ACMA delegation were taken on a tour of the castings unit, the machine shop, the tool management section, the pattern manufacturing shop and the core making unit with its Robotic lines. The cores are prepared through shell core and cold box techniques. The delegation also visited the fettling line of the unit. The capacity of the plant stands at an impressive 72,000 MT.



Hinduja Foundries has attempted to equip itself with the best in world technology. The organization relies on robotic manufacturing of cores with the unique Robo Core Line and an automated Fettling line. Apart from the Robo Core Line, the manufacturing centres are equipped with Controlled Charging systems, induction melting furnaces, automated sand plants and controls, 10T press pour, HPML impact squeeze machines, manipulator pickups at knock out and the fettling facilities. Its Advance Engineering Centre is equipped with casting & tool design, rapid proto typing, casting simulations, CEA simulations and CAE mould filling.

The delegation had an extensive interactive session with Team Hinduja, led by Dr Georg Roeth, Chief Operating Officer, Mr K Varatharajan, Plant Director and colleagues from concerned departments. Mr Pravin Malhotra had a special word of appreciation for Dr Gerog and his entire team for receiving the delegation so warmly withering the unexpected bad weather conditions on the day.



FROM THE REGIONS

EASTERN REGION

TRAINING PROGRAM ON ADVANCE PRODUCT QUALITY PLANNING (APQP)

ACMA Eastern Region conducted a training program on Advance Product Quality planning (APQP) on December 9, 2016 at Centre for Excellence, Jamshedpur.



Mr. Ramphal Nehra, General Manager, Sourcing & Supplier Quality Improvement leader, Tata Cummins Ltd., Jamshedpur was the faculty for the program.

The objective of the program was to understand the benefits of APQP and implement it in every day operations.

Session concluded with question-answer round that showed the

enthusiasm of the delegates and captured their grasping of the topic discussed.

The program was attended by Twenty four delegates and the feedback received was very positive.

ONE DAY WORKSHOP ON CONFLICT MANAGEMENT

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of it. The aim of conflict management was to enhance learning and group outcomes, including effectiveness or performance in an organizational setting.



ACMA Eastern Region organised a workshop on Conflict Management on January 20, 2017. The objective of the workshop was to identify and handle conflicts sensibly, fairly, and efficiently as it affects the efficiency level of the functioning of the individual, deal with conflict situations: response styles and conflict resolution behavior by encouraging an atmosphere of cooperation and enhance learning.

Mr. V. N Pandey conducted the workshop providing an insight on the subject through anecdotes and stories with audio- visual aids. Sessions concluded with a feedback session and were well attended by twenty-nine delegates.



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NORTHERN REGION

ONE DAY TRAINING PROGRAM ON BEHAVIORAL QUALITY IMPROVEMENT

ACMA Northern Region organised a training program on Behavioral Quality Improvement for its members of Delhi NCR zone on 09th December, 2016.



The Behavioural Quality Improvement process is the systematic application of the behavioral approach to quality problems and quality improvement.

The objective of the program was to identify the characteristics of a good QI plan, develop or enhance activities that promote quality production and encourage reduction in production errors and systematically address human behavior.

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

The faculty shared many Case Study presentations enabling the participants to understand the framework and ably guided them during the question answer sessions. The participants appreciated the training program.

ONE DAY TRAINING PROGRAM ON MEASUREMENT SYSTEM ANALYSIS (MSA)

ACMA Northern Region organised a training program on Measurement System Analysis at Lumax DK Auto Ind. Ltd., SIDCUL, Pantnagar on Friday 23rd December, 2016 for its members of Uttarakhand zone.



Measurement System Analysis (MSA) is a tool that helps to understand measurement systems, its variance and errors, enabling the process owners to decide the correct system to ensure right measurements and avoid any wrong judgements.

The objective of this program was to explain measurement concepts and fundamental analysis, MSA Terminology, summary of standard and basic equipment Terms, measurement strategy & planning, gage source selection process, Variable Measurement System Study Guidelines and many other topics.

The faculty for the training was Mr. Sushil Sharma.

WORKSHOP ON MANUFACTURING EXECUTION SYSTEMS, PART OF INDUSTRY 4.0 (MES) & VISIT TO HELLA INDIA AUTOMOTIVE PVT. LTD.

It has been our endeavor to provide valuable services to our members. In an effort to strengthen this further, ACMA Northern Region organised a workshop on manufacturing execution systems, on 23 December, 2017, part of industry 4.0 along with a visit to the shop floor of Hella India Automotive Pvt Lt. to provide real-time exposure to the participants.

Industry 4.0 creates what has been called a "smart factory" that promotes the computerization of traditional industries such as manufacturing. The goal is the intelligent factory (Smart Factory) that is characterized by adaptability, resource efficiency, and ergonomics, as well as the integration of customers and business partners in business and value processes.





friendly automobiles set to get a boost, HELLA India has drawn a roadmap for the next three years and is in the process of developing products around this market trend.

The participants appreciated HELLA's presentation of the shop floor and exhibiting their best practices.

ACMA SAFER DRIVES ROAD SHOW, RUDRAPUR

As part of Ministry of Road Transport & Highways, Road Safety Week, ACMA Northern Region participated in the campaign by organising a road show 'ACMA Safer Drives' in the Uttarakhand Zone, on 12th and 13th January, 2017 with the association of ACMA Uttarakhand members and Police.



The objective of the program was to reduce or eliminate data entry time, cycle time, lead times, work-in-progress inventory and paperwork between shifts, lifecycle management strategy, improve product quality and customer service, eliminate lost paperwork/blueprints, empower workers on shop floor, ensure growth of the organization and prepare for collateral damages.

The faculty for the training was Mr. Aiyappan Ramarmurthi, Mr. Srinath Koppa, Mr. Adil Ameen Sajid, Mr. Parvez Pinjari, Mr. Ram Kumar N D and Mr. Joshi who possess more than one decade of experience in Siemens.

The shop floor visit to Hella was led under the leadership of Mr. Sahu, Head Operations, and Mr. Abhishek, Manager (MES & Testing), explained best practices followed at HELLA India Automotive Pvt. Ltd., Gurgaon which manufactures lighting technology and electronic components and systems for the automotive industry and also has one of the largest retail organizations for automotive parts, accessories, diagnostics, and services within Europe.

The participants were then guided to the Demo room displaying various products of HELLA, wherein Mr. Karan Anand (Dy. Managing Director) mentioned that, with new emission regulations coming into force in India by 2020 and electric vehicles along with eco-

The program focused on spreading awareness on driving behaviour and safety for vehicle owners to reduce accidents. The Ministry launched two mobile apps – e-Challan and m-Parivahan during the week. These mobile apps aim to provide a comprehensive digital solution for enforcement of traffic rules.

Speaking at the roadshow, the Uttarakhand police representative said "Our aim is to ensure each person riding on two wheels is wearing helmet, those in four wheels are wearing the seat belts and all should be driving with a valid licence, especially scooters and bike drivers. He also praised ACMA along with its sponsors".

The major attraction in the roadshow was the safety pledge undertaken for road safety, in that more than 200 people registered their names and mobile phone numbers in manuscript.



ACMA (Northern Region)

Annual Meet with ACMA President & Vice President and Special Interactive Session with Mr. Anupam Mohindroo Honda Motorcycle and Scooter India Pvt. Ltd.

January 2017
New Delhi



ANNUAL INTERACTION WITH ACMA PRESIDENT & VICE PRESIDENT AND AN INTERACTIVE SESSION WITH MR. ANUPAM MAHINDROO, SR. VP & DIRECTOR HMSI INDIA & DIRECTOR, BANGLADESH HONDA

The Northern Region of ACMA organised an interaction of its members with Mr. Rattan Kapur, President & Mr. Nirmal K Minda, Vice President, ACMA on 24th January 2017 in New Delhi.

Welcoming the ACMA leadership and the members of Northern Region, Mr. Sunil Arora, Chairman – Northern Region emphasized on Zero Defect Quality which should be the integral core for component manufacturers. He highlighted that ACMA (NR) has been working towards the upscaling of its members and in doing so, time and again organizes events, like the concluded McKinsey's Virtual Model Factory, Training on TOC and Industry 4.0 workshop with Siemens with a visit to Hella Automotives.

Addressing the participants – Mr. Nirmal Minda, Vice President, ACMA highlighted that the industry requires to focus on Quality and Technology. He also mentioned about the new initiatives of ACMA 'New Product Design and Development Cluster', which is among the sought after cluster programs. He brought special notice to ACMA tie up with Cardiff University of UK for documenting the cluster work of ACMA and MOU with 'Dupont' for providing training program in safety to the Auto Component Industry. He quoted that the ACMA membership base as approx. He reiterated that the T2s & T3s being the weakest links in the supply chain therefore all T1s and the other large companies in the membership must adopt at least couple of T2s / T3s in hand-holding them and providing them the required technological, financial support to these companies in the interest of the entire Indian automotive industry as the entire global OEs are looking at India for sourcing.

Addressing the participants, ACMA President – Mr. Rattan Kapur,



stated that ACMA's interaction with government has its aim in presenting a proposal to have lower duty on raw materials, reinstatement of the 200% weighted deduction on R&D expenditure and maintaining auto components at a moderate rate of 18% in the forthcoming GST. He said that the need of the hour is to ready ourselves by investing in people, in R&D, in technology and new product development to meet the OEMs expectations as the deadline to meet the regulatory compliance on safety and emission. He further emphasized on the new initiatives at Auto Mechanika



2017 for Aftermarket promotion and strengthening the global supply chain.

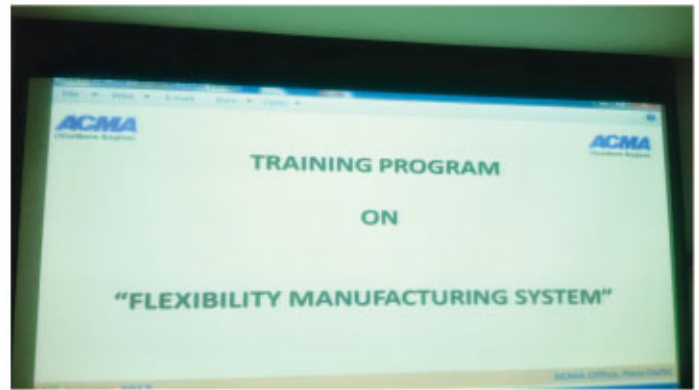
Addressing the participants Mr. Anand Mohindroo, Sr. VP & Director HMSI India & Director, Bangladesh Honda expressed his delight for the growth of the Indian market and in particular of the Indian automotive industry. He praised ACMA saying that it is the catalyst, working hard to keep the growth momentum of the component industry.

He informed that Indian manufacturing companies can aspire to be at par with global players, and challenge new business in world markets, by maintaining the growth momentum through QCD competitiveness.

The evening interaction was concluded with vote of thanks by Mr. Deepak Jain- Co-Chairman, ACMA NR.

One Day Training Program on Flexibility Manufacturing System (FMS) ACMA Northern Region organised a training program for its members of Delhi NCR zone, this time on Flexibility Manufacturing System on January 31, 2017.

ACMA's Flexibility Manufacturing System training aimed at, improving machine condition thereby 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.

Most FMS systems comprise of three main systems. 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. The faculty covered the following topics during the course of the Flexibility Manufacturing System included; definition, evolution of FMS, type of flexibility provided by FMS, different types of manufacturing systems and their comparison, components of FMS, different types of FMS and their areas of application, types of FMS layouts, problems with FMS, benefits and limitations of FMS. Apart from this Case Studies and Technical and Motivational Videos were also shown.

The course emphasised Flexibility Manufacturing System as a methodology to improve the Production Process and also provides a buffer for last minute changes as well as flexibility for planned changes to quantity, parts type, or order of processes. The faculty, shared many case study presentations enabling the participants to understand the framework and ably guided them during the question answer sessions.



SOUTHERN REGION

CERTIFICATE PROGRAM ON ENHANCING EXPORT CAPABILITIES THROUGH PROJECT MANAGEMENT, PHASE 2

ACMA Southern Region organized the phase 2 of the certificate program on enhancing export capabilities through project management from December 1-2, 2016. Mr B K Bose, CEO of AND Consulting was the faculty for this program.

The participants who had identified projects within their company were asked to frame the project steps and present in front of the workshop team. The interactive session thereafter gave more clarity and implementation insights for the participants. The program was interactive and many implementable ideas were generated out of the program. The participants also found the program relevant to their companies.

14 delegates from 9 companies participated in the Phase 2 of the Certificate program.

TRAINING PROGRAM ON LEAN MANAGEMENT PRACTICES AT BIMETAL BEARINGS LIMITED

ACMA Southern Region conducted a training program on Lean Management Practices at Bimetal Bearings Limited for its members in Coimbatore on December 5, 2016. The faculty for this program was Mr K Nagarajan, Zero Defects Consultants.

12 delegates from 5 companies attended this program. This program gave insight to the participants to improve their processes through elimination of waste, to also use lean thinking to continuously improve quality and meet customer demand. Many implementable ideas were cited by participants on completion of the training.

A test was conducted at the end of the training to gauge the effectiveness of training.

08th Kaizen Contest

The 8th Kaizen Contest of ACMA Southern Region was held on December 10, 2016 at Bangalore. The contest showcased breakthrough Kaizens done in various companies by the junior and middle management of ACMA member companies in the areas of Quality, Cost, Delivery, Productivity and Safety.

59 Kaizens from 25 companies were presented during the day which included 1 team from an SSI member company, and had 20 delegates.

The eminent Jury panel comprised of senior officials from OEMs and was led by Ms. Anuradha Dhamodharan, Senior Manager, TQC, TVS Motor Company Ltd, Mr Raja Singh, Head, Quality, Caterpillar India Private Limited. Mr Ramesh D, Senior Manager, Quality, Honda Motorcycle & Scooters India Pvt Ltd, and Mr Girish Durwas, Senior Manager, Supplier Support Centre, Toyota Kirloskar Motor Pvt Ltd.



Ms Anuradha Dhamodharan who donned the hat of Chief of Jury, addressing the participants spoke about the key strategic position of the Auto Sector in terms of contribution to GDP and employment. Ms Anuradha of TVS went on to say that OEMs are big, but as a matter of fact component suppliers are the key success to OEMs to excel, the main engine, blood stream lies with the suppliers. OEMs



COST CATEGORY :

1 ST PRIZE	WABCO (INDIA) LTD
2 ND PRIZE	MADRAS ENGINEERING INDUSTRIES PVT LTD, (MWC)
3 RD PRIZE	SUNDRAM FASTENERS LTD, PADI

DELIVERY CATEGORY :

1 ST PRIZE	J K FENNER (INDIA) LIMITED, MADURAI
2 ND PRIZE	DELPHI-TVS DIESEL SYSTEMS LTD, ORAGADAM
3 RD PRIZE	WHEELS INDIA LTD, SRIPERUMPUDUR

SAFETY CATEGORY :

1 ST PRIZE	WHEELS INDIA LTD , BIDADI
2 ND PRIZE	ADVIK HI-TECH PVT LTD
3 RD PRIZE	DELPHI-TVS DIESEL SYSTEMS LTD, MANNUR

A special certificate of appreciation was also given to JM Frictech, the only SSI member who contested at this edition of the Contest.

The feedback from the participants was encouraging who termed the opportunity as a valuable platform to showcase their projects and also a good learning from other presentations.

ONE DAY WORKSHOP ON VALUE ENGINEERING – A WAY TO ENHANCE COMPETITIVENESS

ACMA Southern Region, Karnataka & Hosur Zone organised a one day workshop on value engineering – A Way to enhance Competitiveness for ACMA members on December 28, 2016, in Bangalore.



are more turning into assembly, therefore suppliers play a very crucial role. Component manufacturers should keep excelling as they are bringing success to the OEMs. The supplier community should become more capable and competent in view of the automotive sector becoming more economical and environmental stringent with new regulations on emissions and safety in particular, she opined. The following were announced as winners in various categories;

PRODUCTIVITY CATEGORY:

1 ST PRIZE	TURBO ENERGY PVT LTD
2 ND PRIZE	BILL FORGE PVT LTD
3 RD PRIZE	INDIA JAPAN LIGHTING PVT LTD

QUALITY CATEGORY:

1 ST PRIZE	SUNDRAM FASTENERS LTD, PADI
2 ND PRIZE	WABCO (INDIA) LTD
3 RD PRIZE	PRICOL LTD





Value Engineering and Value Analysis is a proven Technique for cost reduction of products. This is very essential for the company to remain competitive. Systematic analysis of the function and its Value to remove redundant functions and features is addressed in Value Engineering. The basic objective of value engineering is to achieve equivalent or better performance at a lower cost while maintaining all functional 7 quality requirement. It does this largely by identifying & eliminating hidden, invisible & unnecessary costs. Value engineering helps in improving efficiency as well as effectiveness of products, system & procedures.

This workshop was aimed at giving an understanding on how customer perceives value and learn on the analysis of functions and applications of VAVE Techniques.

Mr. Satish P.S., promoter of Saraswati Industrial Services, an M. Tech (IIT) with over 30 years of Industrial Experience was the faculty for the workshop.

Mr Satish spoke about the benefits of VAVE, difference between VA & VE, Value and types, Different phases of VE, Benchmarking in VE, capturing customer needs, importance of creativity, target costing and Action plan. The contents were explained through case studies and videos. Mr Satish shared his experience on this topic and encouraged participants to share their problems and how VAVE approach could help them in problem solving.

The 10 participants attended the program and found it very interactive and valuable

2nd EDITION OF SAFETY CONVENTION, COIMBATORE

ACMA Southern Region organized the 2nd edition of the Annual Convention on Safety on January 24, 2017 in Coimbatore. The convention witnessed safety presentations and experiences sharing



on plant & machinery safety, electrical & fire safety and behavioral safety.


Mr L Prabhu, Director Plant Manager, Hanon Automotive Systems India elaborated on the need for a safety culture, he also emphasized on the need to measure safety. Mr. Prabhu's presentation dwelled upon Machinery safety and elements of machinery safety. He also introduced the concept of Process Hazard Analysis which aids in Identifying, Evaluating and controlling the hazards of Process. He further explained this through various case studies citing before and after improvement. His presentation also touched upon what is industrial safety, what is a plant safety system working cycle. He also illustrated many safety initiatives implemented at Hanon Automotive Systems. He elucidated the emergence of a new system ISO 45001



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Mr Ravichandran Rangasamy, Consultant, J K Fenner (India) Ltd presented on Electrical and Fire safety. Statistics on Electrical and fire hazards were presented. Dangers of Electricity, Electric shock how it occurs, current v/s time effect on human body, severity of shock – influencing factors, arc flash / flash over and arc blast, electric burns and fire explosion and passive dangers were explained to the participants. Further mitigating the electrical dangers through design, process and technology was explained. Case studies on before and after for electrical hazards was pictorially represented for clearer understanding. On Fire safety, how we can prevent/ control fire, fire deduction and suppression system, practice followed at J K Fenner (India) Ltd, fire fighting system, what to do in case of a fire were presented.

Mr Senthil Kumar R M, DGM – Safety from Hyundai Motor India Ltd presented on Behavioural based safety. He gave an overview of Hyundai Motor India Ltd. He also presented on the six pillars of Behavioural Based safety and discussed each pillar in detail. He further elaborated on seven components of Safety Management system. He went on to explain the Broken window theory and elements necessary for implementation of Behaviour based safety.

The convention's was well received by members, with participants citing take aways from every presentation. Implemented ideas were also cited by participants. The event was supported by Roots Industries India Limited as sponsors to the event.

ACMA'S CHANGING DYNAMICS OF EXPORTS CONFERENCE EPITOMIZES CHALLENGES FOR INDUSTRY IN EXPORTS

ACMA organised a conference on Changing Dynamics of Exports held on the 25th of January in Chennai. The conference touched upon key elements and the drawbacks that exist in the auto component sector, which needs to be plugged.

The topics covered included opportunities, threat and impact of "Trade Agreements" by Govt. of India, vendor managed inventory, packaging, documentation importance – Customs to Customer, product liability, ease of business through port logistics and export finance.

Making the keynote presentation at the conference Mr. Hans-Otto Heijne, Purchasing Director, Scania CV India Pvt. Ltd. mentioned that since end customers/consumers were becoming demanding, as manufacturers the industry had to respond and become demanding. Hence, he mentioned that Scania was demanding as it perceived it important that the industry looks at high quality, reliability with right price and technology to consider sourcing to Scania. Mr. Hans-Otto shared the success story of the company's "bio-fuel bus" in Nagpur which was running for close to 5 years offering delight to customers without hampering the environment. Talking about the company, he mentioned that only 4% of its produce was sold in Sweden while the rest was exported, showcasing the demand, commitment and response of customers.

As a policy, "safety comes first, quality is a must and cost is only very important," he mentioned.

Earlier, welcoming the delegates, Mr. Ram Venkataramani thanked members for their presence and participation and gave an overview



of the industry to the participants. Highlighting the potential of the industry, especially in the area of exports, he opined that with the implementation of Euro VI by 2020, the industry would be on a new pedestal to address world markets. However the industry needs to gear up to the technical challenges to adopt and adapt to the changes. He also urged members to make use of special platforms of ACMA which gave opportunities to explore and target global markets. One such event was the Buyer Seller Meet in Ecuador and Chile. Chairman also mentioned of ACMA's initiative – autoDX – an EDI platform.

Over 43 participants attended the conference and found it valuable.

WESTERN REGION

2nd ZONAL QUALITY CIRCLE COMPETITION IN GUJARAT ZONE

The 2nd Zonal Quality Circle competition in Gujarat was organized on December 10, 2016. Ten leading component manufacturers participated in the event.



The OE Customers were invited as jury to witness the problem solving ability of the component industry. Mr. Sandeep Deswal, Team Manager Manufacturing Engineering, Ford India Pvt. Ltd. and Mr. Anil Palhade, Head Supplier Quality, Tata Motors were part of Jury panel at the competition.

Addressing the participants at the valedictory session, the Chief Guest, Mr. Dhiraj Dixit, Site Plant Manager- Sanand Vehicle and Engine Assembly Plant, Ford India Pvt. Ltd., Sanand said that in present competitive world the customers expectation is very high. In order to meet the expectation we need to adopt and use the advance technology as we need to change otherwise become the victim of the change.

The following teams were announced winners :
Top three :

POSITION	TEAM NAME	COMPANY NAME
1 st	Innovation	Yazaki India Pvt Ltd., Bhayala
2 nd	Drift	BadveEngineering Ltd., Vithalapur
3 rd	Udaan	Supreme Treon Pvt Ltd., Sanand

Runner-up:

POSITION	TEAM NAME	COMPANY NAME
1 st	Innovation	Minda Industries Ltd., Vithalapur
2 nd	Manthan	FAG Bearings India Ltd., Vadodara
3 rd	Techpirates	Mahle Behr India Pvt. Ltd. Sanand

in all 13 case studies were presented in the competition which was attended by 65 participants.

The jury members congratulated the participants and mentioned that the case study presentations were very enriching.

7th KAIZEN COMPETITION

Kaizen activity is one of the benchmark tools that not only enhances the growth of any organizations but also uplifts the morale of the employees, setting a good example of employer-employee relationships' as it calls for collaboration, commitment, and team work from top to bottom. Therefore, ACMA Western Region organised 7th Kaizen Competition on 20th December in Pune.



The competition saw 64 case study presentations on improvements carried by ACMA member companies in their respective plants in the Western Region. Leading member companies such as Anand Group,





Aurangabad Electricals, Bharat Gears, Bosch, Endurance Group, GKN, Menon & Menon, Mahindra CIE, Minda Stoneridge, NRB Bearings, Polyplastics, Shaffler Group, TACO Group and, Yazaki participated at the competition.

The Jury panel included the industry experts from OE Customers, Mr. Vivek Vedpathak, DGM- Paint Shop, Bajaj Auto Ltd, Mr. Naresh Hans, AGM- Engine Shop, General Motors India, Mr. Imran Nabab, Executive Manager – Quality, John Deere India Pvt Ltd, Mr. Ravindra Borawake, Sr. Manager, Mahindra & Mahindra Ltd, Mr. Dnyaneshwar Shimpi, Manager Kaizen, Tata Motors and Dr. Sanjay Arole, Head – Central Laboratory, Volkswagen India.

The Jury members were impressed to see the kaizen implemented by the ACMA member companies and appreciated the team work and efforts made for continuous improvements.

At the valedictory session, the certificates and award were handed over by Chief Guest Mr. Nitin Kalamkar, Head Business Excellence Services, Tata Motors Ltd., Pune plant.

The following were declared winners.

Best Presentation Category wise:

COST CATEGORY:

POSITION	TEAM NAME	COMPANY NAME
1 st	Endurance Takwe	Endurance Technologies Ltd., Pune
2 nd	Achievers	FAG Bearings India Ltd., Vadodara
3 rd	Adarsh	Advik Hi-Tech Pvt. Ltd.

DELIVERY CATEGORY:

POSITION	TEAM NAME	COMPANY NAME
1 st	Phoenix	Abhijeet Plastics India Pvt. Ltd. Unit III., Pune
2 nd	Blitz	York Transport Equipment (India) Pvt. Ltd.
3 rd	Chaitanya	Gabriel India Ltd., Nashik

SAFETY CATEGORY:

POSITION	TEAM NAME	COMPANY NAME
1 st	Innovators	Fairfield Atlas Ltd., Kolhapur
2 nd	Green Strikers	Polyplastics Industries (I) Pvt Ltd, Pune
3 rd	Kranti	Sansera Engineering Pvt. Ltd., Pune

PRODUCTIVITY CATEGORY:

POSITION	TEAM NAME	COMPANY NAME
1 st	Roaring Lion	Badve Engineering Ltd., Khalumbre, Pune
2 nd	Stability Achievers	GKN Sinter Metals Pvt. Ltd., Ahmednagar
3 rd	Avengers	Aurangabad Electricals Ltd., Pune

BEST TURN-AROUND CATEGORY:

POSITION	TEAM NAME	COMPANY NAME
1 st	Spicer Synergy	Spicer India Pvt. Ltd., Satara
2 nd	MCIE Strikers	Mahindra CIE Automotive Ltd., Forgings Division, Chakan
3 rd	Vijeta	Menon & Menon Ltd., Kolhapur

OVER ALL POSITION:

POSITION	TEAM NAME	COMPANY NAME
1 st	Vijeta	Tata Autocomp Systems Ltd. (Hendrickson Division), Pune
2 nd	KSPG	KSPG Automotive India Pvt Ltd, Pune
3 rd	Diamond	Lumax Industries Ltd., Chakan

ONE DAY WORKSHOP ON 'EMOTIONAL INTELLIGENCE'

The term emotional intelligence refers to the way in which we process the emotions that we experience. Few researchers define it as an individual differences in identifying, expressing, understanding, regulating, and using emotions.



ACMA Western Region organized the workshop on "Emotional Intelligence" on 24th December 2016 in Pune. The workshop was aimed for executives, managers, front line sales, maintenance, operational excellence and, customer service personnel.

Ms. Deepali Patrikar, subject matter expert and corporate trainer was the faculty. During the workshop Ms. Patrikar first explained about Self-awareness and understanding emotions that occur and as they evolve. It is wrong to think of emotions as either positive or negative. Instead it should be seen as appropriate or inappropriate.

Self-motivation which includes the personal drive to improve and achieve commitment towards goals, initiative, or readiness to act on opportunities, and optimism and resilience.

The workshop was a Class room session coupled with tutorial session, group exercise and stimulation games.

There were 24 participants, program was appreciated by participants and the feedback was encouraging.

WORKSHOP ON APQP- ADVANCED PRODUCT QUALITY PLANNING

ACMA Western Region organised two day workshop on APQP- Advanced Product Quality Planning for Mungi Engineers Pvt Ltd from 28-29 December, 2016 at Chakan Pune.



The training was aimed for shop floor executives, engineers/managers from Tool room and quality heads & Supervisors executives from Pune, Nashik and Zaheerabad Plant.

Mr. K Vishwanathan, from World Class Manufacturing Solutions was the faculty for the training.

The topics covered in the workshop included APQP – Purpose & Benefits, Plan & Define Program, Process & Product Design and Development, Product & Process Validation, Feedback, Assessment & Corrective Action

Mr. Vishwanathan further mentioned that the benefit of implementing APQP is Effective communication, on-time delivery, minimal or no quality problems, Minimal launch quality risks, continual improvement, customer satisfaction, early identification of changes and cost reduction.



The program was appreciated by participants and the feedback was encouraging.



CERTIFICATE PROGRAM ON ENHANCING EXPORTS THROUGH EFFECTIVE PROJECT MANAGEMENT – PHASE -1

ACMA along with the support of International Purchasing Offices Forum (IPO) conducted a workshop on Enhancing Exports through Effective Project Management. The workshop has two phases. The phase -1 was held on 9th & 10th January 2017 at ACMA Pune office.

The workshop was aimed for Junior to Senior level management personnel who are responsible for managing project.

The objectives of this Workshop was to take benefit through a narrow down focus, reach out the goals within the set timeline and cost perimeters.

The workshop was conducted by Mr. B.K. Bose, CEO & Chief Consultant of AND Consultants and former head of the India IPO for Cummins Inc., USA and the corporate India ABO Purchase team for the Cummins group in India.

During the workshop Mr. Bose explained what is a Project Management and why should we have Project Management process. Mr. Bose mentioned "The application of knowledge, skills, tools and techniques to project activities to meet project requirements is called Project Management". A team based approach to meet project objectives allows for excellent organization and tracking, better control and use of resources, reduces complexity of inter-related tasks, allows measurement of outcome versus plans and early identification of problems and quick correction, Mr. Bose added.

At the second day of the Phase – 2, the participants made the project presentations which was reviewed by the faculty. The certificate of participation was distributed to each participant on the same day.

8th Annual HR Summit

ACMA Western Region hosted its 8th Annual HR Summit in Pune on January 13, 2017. The summit was theme "Business Excellence through People – Realizing the "Make in India "Dream" and attended by Academia, HR & IR professionals, Industry Leaders and Decision makers.



The speakers at the inaugural session included Padmashree Mrs. Lila Poonawalla, Chairperson Lila Poonawalla Foundation, Chief Guest for the Event, Dr. Aravind Chinchure, Chair Professor–Innovation & Entrepreneurship - Symbiosis International University, Guest of Honour for the Event, Dr. Santosh Bhawe, Mentor, ACMA –HR, IR & Skill Development & Sr. Vice President – HR, IR & Admin, Bharat Forge Ltd. and Mr. Piyush Munot, Co-Chairman ACMA Western Region & Director – KCTR Varsha Automotive Pvt. Ltd.

Emphasising on Make Innovative India Padmashree Mrs. Lila Poonawalla, Former CMD Alfa Laval-Tetra Pak India & Chairperson Lila Poonawalla Foundation, Chief Guest at the event said, “without innovation culture, desire from within -have to do it and try for beyond excellent, the Make in India dream cannot be achieved. HR has to evolve innovation culture and make people realize that they have potential to accept disruption and use it as innovation.”

Presenting the global economic trends and its impact on India Dr. Aravind Chinchure, Chair Professor, Innovation & Entrepreneurship – Symbiosis Innovation University, Guest of Honour for the event said, “over the past decade income levels of middle class in the USA, Canada, Europe, Japan, Australia have stagnated and their purchasing power has shrunk. It is predicted that 75% of the existing companies in the S&P 500 will not be in the list by 2027.”

He further added, “it is going to help India to be third largest economies in the world by 2050 from current 9th largest economy and HR will play critical role in realizing Make in India Dream.”

In his welcome address Mr. Piyush Munot, Co-Chairman ACMA Western Region & Director – KCTR Varsha Automotive Pvt. Ltd. mentioned that as per the Automotive Mission plan 2026 the Indian auto component industry aspire to touch USD 200 billion by 2026. This can be achieved only by developing required skill and competency.

Explaining the thought process that went to design and select the theme for the 8th HR Summit - “Business Excellence through People – Realizing the Make in India Dream”, Dr. Santosh Bhawe, Mentor ACMA –HR, IR & Skill Development & Sr. Vice President – HR, IR & Admin, Bharat Forge Ltd. mentioned that in current scenario HR professionals need to innovate, connect with business plan and vision of the organization. These days HR has not remained a departmental function but has gained the importance of business necessity requiring its strategic alliance in collaborative manner, he added.

The feedback received was excellent and participants thanked ACMA for providing such a high profile knowledge sharing platform.

INTERACTION & VISIT TO GUJARAT LOCATIONS - EMERGING NEW AUTO HUB

The presence of leading global automobile manufacturers such as Tata Motors, Maruti Suzuki, Ford India, HMTI, HERO MotoCorp is a clear indication that Gujarat State is all set to become a global automotive hub. In view of this many leading auto component manufacturers have already invested in the state and others are planning to invest.



Looking at these developments in the State and as suggested by Mr. Nirmal Minda, Vice President, ACMA and Chairman – HR, IR & Skill Development Committee, an Interaction & Visit to “Gujarat locations (Ahmedabad) - Emerging new auto Hub” was organized by ACMA Western Region in association with HR, IR & Skill Development Committee, ACMA on 18 January, 2017.

The visit was organized for the member companies to understand the growth potential of Gujarat and to know the upcoming locations, infrastructure in Gujarat for Automobile/Auto component industry. Additionally, sessions with OEMs and ACMA member companies who have already invested and set-up plant in Gujarat was also arranged to have the idea of challenges and opportunities in the state.

25 delegates from ACMA member company comprising of CEO’s, HR Professionals and Plant Heads from Northern, Western and Southern Region participated in the visit.





Following locations – emerging new auto hubs, were covered during the visit

- GIDC (Sanand) surrounding of TATA MOTORS and FORD Plants.
- Vithlapur surrounding of HONDA 2 Wheeler Plant.
- Mandal – Bechraji surrounding of MARUTI Plant
- HONDA 4 Wheeler proposed site, JETRO PARK

In order to guide, explain and provide the correct information about the availability of land and infrastructure facilities Mr. Ashish P Gondia , Project Executive , iNDEXTb , Industrial Extension Bureau (A Government of Gujarat Organization) was invited to join the visit .

To have the OEMs perspective on their investment and set-up in Gujarat, interactive session with Ford and TATA Motors (in Sanand) was organized. Also, from ACMA Membership, an interaction with Badve Group company in Vithlapur was organized.

Based on the interaction with three companies as referred above, the key takeaways are as follows :

- There is no Labor union issue
- Uninterrupted power supply
- 85% local employment only if taking government subsidy
- Friendly political system
- Areas like Vithlapur Industry culture to be developed

Members appreciated the interaction and visit arranged by ACMA Western Region.

TRAINING PROGRAMME ON "STRATEGIC IMPLEMENTATION OF COST OF QUALITY"

Cost of quality is a methodology that allows an organization to



determine the extent to which its resources are used for activities that prevent poor quality, that appraise the quality of the organization's products or services, and that result from internal and external failures. Having such information allows an organization to determine the potential savings to be gained by implementing process improvements.

To create awareness on the subject ACMA (Western Region) organized Training program on 'Strategic Implementation of Cost of Quality (COQ)' on January 24, 2017 at Ahmedabad.

The training was aimed for operation and quality managers and executives, TQM, six sigma & business excellence practitioners.

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

The faculty covered topics related to identifying and collecting cost and COQ, identify major cost components related to the Cost of Non-Conformance (CONC) and Cost of Conformance (COC), Calculating COQ, COQ methodology and analyze the obtained COQ information and relate the data to possible solutions.

16 delegates attended the training and the feedback was encouraging.



To create bonding among ACMA members, Northern Region HR Forum organized खेलकूद - 2nd Indoor Games Competition on Saturday, January 14, 2017 in Gurugram. It was the second edition of the games competition organized by the Forum under the leadership of Mr. Anadi Sinha, President – Group HR, Minda Industries Ltd.

There was an encouraging response and players participated enthusiastically. Total 71 players participated in all three games – Chess, Table Tennis and Carrom. Chess had the highest players – 30 followed by 23 in Carrom and 18 in Table Tennis.

The details of the winners are as follows:-

Category : Chess

POSITION	NAME	COMPANY NAME
1 st	Mr. Deepak	Sandhar Technologies Ltd.
2 nd	Mr. Sunil Kumar	Pranav Vikas India Pvt. Ltd.
3 rd	Mr. Sourabh Taneja	Shriram Pistons & Rings Ltd.

Category : Carrom

POSITION	NAME	COMPANY NAME
1 st	Mr. Rajesh Sharma	Pranav Vikas India Pvt. Ltd.
2 nd	Mr. Vikas Sajwan	Minda SAI Ltd.
3 rd	Mr. Akash	Horizon Industrial Products Pvt. Ltd.



Category : Table Tennis

POSITION	NAME	COMPANY NAME
1 st	Mr. Sudhir Kumar	Lumax Industries Ltd.
2 nd	Mr. Vinay Sharma	Gabriel India Ltd.
3 rd	Mr. Vikas Malhotra	Minda Silca Engg. Pvt. Ltd.

Next खेलकूद - 3rd ACMA Indoor Games Competition will be held on Saturday, 9th December 2017.



2nd SUMMIT OF ACMA CETRE FOR TECHNOLOGY 'INNOVATIONS IN MANUFACTURING - MAKE IN INDIA'



ACMA Center for Technology hosted the 2nd Summit of ACT in Pune. Spread across two days from January 9-10, 2017 the summit focused on 'Innovations in Manufacturing- Make in India' as its theme.

The summit focused on strategic discussions, addressed by noted industry luminaries, on topics ranging from Automation, Digitization, Future Manufacturing, Innovative business models, Optimizing resources, Zero defect quality and various others. The summit was graced by eminent personalities and dignitaries Mr Anant Geete, Hon'ble Union Minister for Heavy Industries & Public Enterprises, Government of India was the Chief Guest at the inaugural session on 09 January 2016, while Mr. Baba Kalyani, Chairman & Managing Director, Bharat Forge Ltd. was the Chief Guest at the valedictory session on 10 January 2016.

The summit focused on strategic discussions, addressed by noted industry luminaries, on topics ranging from Automation, Digitisation, Future Manufacturing, Innovative business models, Optimizing resources, Zero defect quality and various others. The summit was graced by eminent personalities and dignitaries, like Ashok Taneja, Managing Director & CEO, Shriram Pistons & Rings Ltd, Erich Nessel Hauf, Managing Director & CEO, Daimler India Commercial Vehicles Pvt. Ltd., T. Sarangarajan, Sr Vice President, TAFE, Peter Wells, Head of Logistics and Operations Management & Co-Director at the Centre for Automotive Industry Research, Cardiff University, UK, Abhay Deshpande, Technical Services and Application Development Manager, El DuPont India Pvt. Ltd., Jayant Dawar, Co-Chairman & Managing Director, Sandhar Technologies Ltd., Dr S. Devarajan, Sr. Vice President, Production Engineering, TVS Motors Ltd., Ganesh Mani S, Vice President – Production, Hyundai Motors India Ltd., M. S. Unni Krishnan, Managing Director & CEO, Thermax Ltd., among others.



On the occasion, Mr. Anant Geete, Hon'ble Union Minister for Heavy Industries & Public Enterprises, Government of India said, "I acknowledge the unparalleled efforts put in by the ACMA Centre for Technology (ACT) in guiding the auto component industry to adopt international best practices and bring about awareness on path-breaking technologies and development processes. The issues of environment and technology are becoming critical as we evolve and this summit, is certainly the apt forum to advocate innovation in manufacturing. I congratulate ACMA on their efforts to drive the industry forward in a responsible manner and assure that the government will extend full support to ACMA in realizing the Prime Minister's vision of 'Make in India'."

Mr Baba Kalyani, Chairman & Managing Director, Bharat Forge Ltd., speaking on the evolution of the auto component industry in India remarked, "Years of sustained efforts by the auto component sector and a pro-active government policy framework have transformed a relatively small domestic industry into one with world-class manufacturing practices and a global footprint. The rapid developments in the fields of automation and the robotics in recent times have helped the automotive industry to significantly improve quality, productivity, delivery and at the same time reduce cost. Therefore, it is imperative that higher levels of automation will be integral to manufacturing. This is critical to the growth of the sector to meet global quality and productivity levels. Moreover, with India being a volume driven market, high automation will allow of appropriately sweating the assets."

Commenting on the success of ACT's role in promoting the auto component industry, Mr. Nirmal K Minda, Vice President, ACMA said, "The Indian Auto Component industry is at a point of inflection, quality and technology will be the key differentiator for industry's competitiveness. With the 'Make in India' initiative and thrust on increased localization by OEMs, the component industry is actively focusing on delivering enhanced quality products, as well as, on R&D and innovation. In the backdrop of this summit, ACT has signed two MoUs in the area of higher education with Cardiff University, UK and with DuPont on 'Train the Trainer on Safety' respectively. ACT is playing a major role in industry upgradation and I am happy to note that 300 companies including Micro, Small, Medium, Large industries and OEMs, are part of the present running clusters."

At the session Mr. Srivats Ram, Past President ACMA, Chairman ACT & Managing Director, Wheels India Ltd. said, "ACT Clusters are now considered as a proven approach to building manufacturing excellence in the auto component sector. Over the years, ACT has successfully transformed more than 650 manufacturing plants with a special focus on upscaling the SMEs in the area of productivity, quality and manufacturing competitiveness, energy savings, better inventory management, space optimization and total employee involvement. Besides, ACT is driving various other programs to optimize resources in such a way that there is 'zero effect' on the environment."



LAUNCH OF 2nd ZERO DEFECT & ZERO EFFECT CLUSTER AT SANJEEV AUTO PARTS MANUFACTURING PVT LTD



The Launch of 2nd ZERO Defect & ZERO Effect Cluster was held on January 12, 2017 at Sanjeev Auto – Aurangabad.



CULMINATION OF ACT ADVANCE CLUSTER 5



The Culmination ceremony of ACT Advance Cluster 5 was organized on January 10, 2017 at Pune. The event was attended by Mr. Srivats Ram, Chairman ACT who congratulated all participating companies for successfully completing the improvement journey and wished them the best for future sustenance.

All companies made substantial progress in overall improvements and their concerted efforts resulted in overall saving of INR 1212.3 Lakhs in the cluster. The overall feedback received from the cluster participating companies was very encouraging and the satisfaction level was 96%.

Following companies were part of this cluster:

1. Autofit Pvt. Ltd., Dharuhera
2. Delux Bearings Pvt. Ltd., Wadhwan
3. Gold Seal SaarGummi India, Daman
4. J. K. Fenner (India) Ltd., Hyderabad
5. Nipman Fastener India Pvt. Ltd., Bawal
6. NTF (India) Pvt. Ltd. Unit-III, Manesar
7. Setco Automotive Ltd., Kalol
8. Setco Automotive Ltd., Sitarganj



Overall Value for Money (Value in INR lacs)																	
S.N	Head	Autofit	Delux	Gold Seal	J.K.Fenner	Nipman	NTF(India)	Setco	Setco	Setco							
1	Red Tag	7.0	2	8.5	10.1	4.26	3	17.82	1.7	1.95	18	10	40	10	16	4	
2	Energy / Toolings	2.6	1.2	4.0	3.5	16.90	10	7.40	3.3	10.68	17.6	1	1	6	4	6	3
3	Kaizen	4.86	4	36	45	66	60	11.26	2.75	1.27	2.97	6	6	12	10	15	20
4	QCC	6.24	5	11.1	16.5	330	100	43.27	10	0.975	1.67	3	5	5	5	4	6
5	Productivity	31.7	16.74	6.5	8.5	63	45	10.45	5.2	2.8	7	9	4	12	7	7	5
6	Quality	6.43	2	6.0	5	205	100	13.69	6.6			3	3	8	4	13	5
7	Other	21	18	2.9	4	60	15	9.45	45					9	5	5	4
8	Total Savings	76.83	48.94	76	92.5	736.75	333	113.34	74.46	17.382	22.44	41	33	84	60	66	49.5
9	Cluster Fees	16.50	-	16.50	-	16.50		16.50		17.382							
10	Net Savings	62.33	48.94	59.5	92.5	720.3	333	96.84	74.45		22.4	24.5	33	67.5	50	49.5	49.5
Over all Net Saving During Cluster Program = 1212.3 lacs.		Expected Saving in the year 2017-18 = 703.83 lacs															

Score *(on a scale of 10)										
S.N	Head	Autofit	Delux Bearing	Gold Seal	J.K. Fenner	Nipman	NTF(India)	Setco (kalol)	Setco S.Ganj	Over All Score
1	Counselor Visits	10	10	10	10	10	10	9	10	10
2	Training hours provided	10	9	10	10	10	10	9	10	10
3	Training topics coverage	10	10	10	9	10	10	9	10	10
4	Delivery as per plan (roadmap)	10	10	10	9	10	9	9	10	10
5	Learning from MRMs	9	9	9	9	9	9	10	10	9.5
6	Learning from model plant visits	9	9	10	10	9	9	10	9	9.3
7	Total score (out of 60)	58	57	59	57	58	57	56	59	461
Score in % (Out of 100)		97	95	98	95	97	95	93.3	98	96



LAUNCH OF ZERO DEFECT & ZERO EFFECT CLUSTER AT FAIRFIELD ATLAS LTD.



The inauguration commenced with unveiling of "display board" of the 2nd ZED Cluster Road Map.

Mr. Jacob appreciated the contribution of ACT team in total transformation of the company, through previous three cluster initiatives, to one of the best company in world. To continue the success, Fairfield accepted the challenge of implementing ACT driven ZED Cluster. He appealed to all the team for full cooperation in implementing ZED cluster learnings in the company at all levels. He also mentioned that this learning will help to develop competencies of each individual.

Mr. Dinesh Vedpathak explained the importance of keeping the pace with fast changing word, severe competition and high expectations of customers. Through various live examples, he stressed that acceptance of concept REWORK is major deterrent to achieve ZERO defect. He further gave thrust on achieving zero defect in every activity we do in performing our all task. Achieving zero defect is a

step towards fulfilling the dreams of the making the India a Quality Brand. He wished that Fairfield Atlas will grow its turnover 10-fold of this years in coming future. This can only be achieved by supplying zero defect products to the customers.



ACMA-UNIDO ONE YEAR LEVEL 1 CLUSTER, JAMSHEDPUR

UNIDO-ACMA organised a competition on improvement project based on Level - I Cluster program for Easterner Region at Sudisa Foundry Pvt. Ltd, Jamshedpur on 23rd Jan'17.

Mr. Sanjay Sabherwal, Co-Chairman, ACMA Eastern Region expressed that Kaizen is best way to involve employee. He congratulated all participating companies for excelling and improving Kaizen in their respective companies.

Sudisa Foundry was the winner of the competition and ASL Industries was the runner-up.



INDUSTRY NEWS

Automation to impact 90% organisations: Survey

The findings of the report titled 'The Skills Revolution' are based on a survey of 18,000 employers across all sectors in 43 countries, published today at the World Economic Forum (WEF).

Excerpts from ET.Auto



More than a quarter of employers in India are expected to reduce their headcount on account of automation, which is expected to impact majority of companies worldwide, says a report.

In a report released today, leading HR consultancy ManpowerGroup said new technologies would require increasingly specialist skills for people and organisations.

"Over a quarter of employers in India expect to reduce headcount," the report said, adding that Bulgaria, Slovakia and Slovenia are close behind.

The findings of the report titled 'The Skills Revolution' are based on a survey of 18,000 employers across all sectors in 43 countries, published today at the World Economic Forum (WEF).

"More than 90% of employers expect their organisation to be impacted by digitisation in the next two years," it said.

On the other hand, employers in Italy, Guatemala and Peru are the

most optimistic about the impact of automation on jobs.

"We cannot slow the rate of technological advance, but employers can invest in their employees' skills so people and organisations can remain relevant," the report added.

It noted that technology would replace both cognitive and manual routine tasks so people can take on non-routine tasks and more fulfilling roles.

"Creativity, emotional intelligence and cognitive flexibility are skills that will tap human potential and allow people to augment robots, rather than be replaced by them," it said.

For people, employability the ability to gain and maintain a desired job no longer depends on what you already know, but on what you are likely to learn.

"In this Skills Revolution, learnability - the desire and ability to learn new skills to stay relevant and remain employable - will be the great equaliser," said Jonas Prising, ManpowerGroup Chairman & CEO.

"It's time to take immediate action to up skill and re skill employees to address the gaps between the Haves and the Have Nots - those that have the right skills and those that are at risk of being left behind," Prising said further.

Globally, the report said in the short term, the future of work is bright as most employers expect automation and the adjustment to digitisation will bring a net gain for employment.

"Eighty-three per cent intend to maintain or increase their head count and up skill their people in the next two years. Only 12% of employers plan to decrease head count as a result of automation," the report said.

Deferring GST roll out pragmatic, industry gets clarity: Experts

Excerpts from ET.Auto

In a significant breakthrough in implementation of India's biggest tax reform, the deadlock over administration of GST was broken today after Centre agreed to allow states control over most of small tax payers but the rollout date was pushed back by three months to July 1.

NEW DELHI: The consensus at the GST Council meeting on jurisdiction over assesseees as well as fixing roll out date as July 1 gives industry the much-needed clarity and additional time for preparing for the indirect tax reform, experts said.

Dubbing the meeting as watershed moment for GST, Deloitte Haskins & Sells LLP Senior Director (Indirect Tax) M S Mani hoped that the final legislation with relevant rules is available to business at least three months ahead of the roll out.

"With indication of revised implementation date of July 1, 2017 for GST, industry gets much needed clarity and some additional



time for preparation for this huge reform. It appears that government would be able to get the central GST laws passed by Parliament in the second half of budget session now," PwC Partner and Leader (Indirect Tax) Pratik Jain said, adding uncertainty surrounding GST is gone now.

BMR & Associates LLP Leader (Indirect Tax) Rajeev Dimri said, "Even to achieve the deferred roll out date, finalisation and publication of GST laws without further delay would be important for India Inc to effectively prepare for migration to the new regime."

Mani said that GST roll out from July 1 instead of April 1 is welcome as it ends the anxiety of industry to have a firm roll out date in place.

"Industry would be delighted that there has been a consensus in today's meeting of the GST Council and a definitive announcement of the roll out date. This would enable businesses to move ahead with preparing for the roll out from now itself," Mani said, adding it is now imperative that all businesses complete their GST roll out preparations.

EY India National Leader (Indirect Tax) Harishanker Subramaniam said the development is "very positive" and takes GST journey forward. "What remains now are the rates for various goods and services which I am sure will be decided in March 2017".

In a significant breakthrough in implementation of India's biggest tax reform, the deadlock over administration of GST was broken today after Centre agreed to allow states control over most of small tax payers but the rollout date was pushed back by three months to July 1.

"The decision on deferment of GST to July is pragmatic. A well thought through implementation post meticulous discussion on the draft legislations is far more desirable than a premature rushed through roll out," Dimri said.

PE/VC investments in auto components hits all-time low in 2016

Investors exited with \$1.35 bn in 2016, for the first time crossing the billion mark in last 6 years.

Excerpts from ET.Auto

Private Equity, Venture Capital investments in the auto component industry are at a six-year low of \$38 million in 2016, a steep decline from \$144 million in four deals during 2015.

On the contrary, investors exited with \$1.35 billion in 2016, crossing the billion mark for the first time in last six years.

According to Venture Intelligence data, PE and VC investors invested \$38 million in 2016 as against \$144 million in 2015 and \$158 million in 2014. The value of investments stood at \$58 million and \$633 million in 2012 and 2013 respectively. The year 2013 was a blockbuster year for auto component industry with KKR making an investment of \$460 million in Alliance Tire Group. Top deal in 2016 was \$17 million, lowest since 2011.



Representatives from PE funds have said that auto and auto components sector have not been favourite for many years now, but during the recession period, distress in automotive sector opened many opportunities for investors because of cheaper valuations. Some of those PE exits have happened in the last 2-3 years and have generated stellar returns for the investors. But, some of the successful exits will open more doors going forward.

This was helped by the \$1.05 billion exit of IFC and KKR from Alliance Tire Group in March 2016, when the shares were acquired by Yokohama Rubber Co. KKR reported 2.38X in this exit.

The other two major exits were Actis through IPO in Endurance Technologies in October 2016 and Navis Capital selling its investments to promoters in Classic Stripes in April 2016.

The two investors made 2.46X and 0.42X respectively.

The investors have focused mainly on OEMs and Tier-I suppliers and going forwarding key things that would determine the future of includes consolidation in the Indian auto ancillary space, expanding global businesses of Indian OEMs/auto suppliers and emergence of niche growth segments.

A senior official from a PE firm said that investors are positive on the automotive space and companies, especially the auto-component manufacturers also believe a fund infusion can help them expand their bandwidth not only within the country, but also outside India.





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