

ACMA

Automotive Component Manufacturers Association of India

October-November 2020

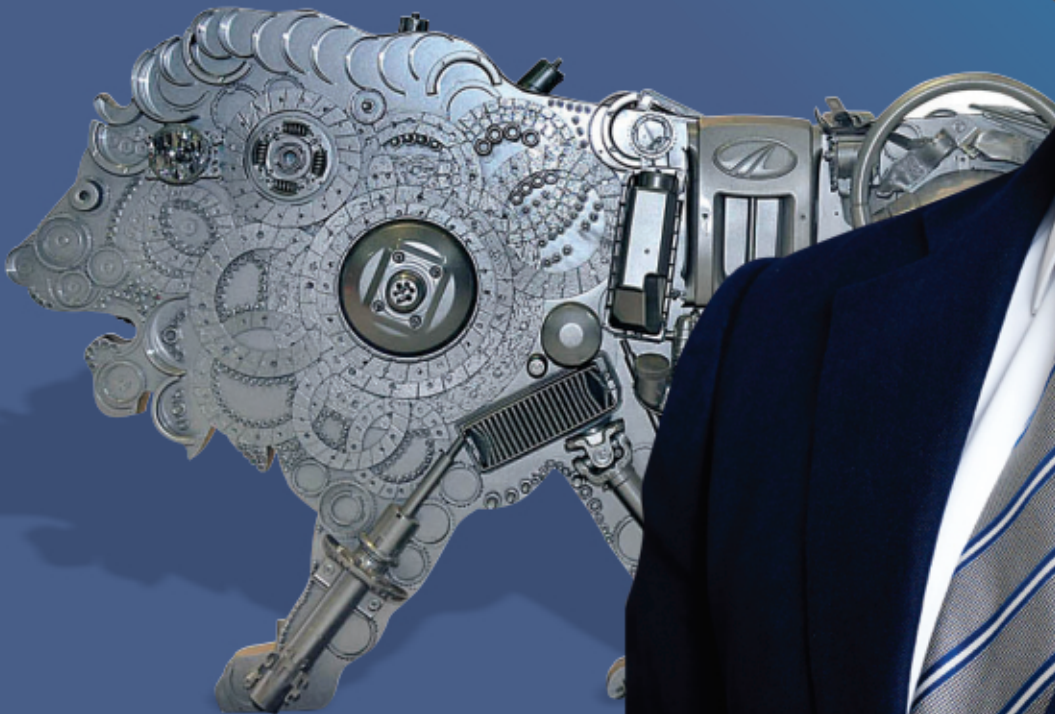
AUTONEWS

Vol 12 No 84

Inside: Interview

Deepak Jain: 'There is a need, and opportunity, to build brand India in the global industry.'

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EDITORS'S NOTE

In this edition of the Auto News we bring to you exclusive insights by ACMA President, Deepak Jain, about how the Covid pandemic and the call for Atmanirbharta (self-reliance) are driving the Indian industry to make new efforts to have a significant position in the global arena.

He also deep dive about the current status of Atmanirbharta in the Indian component industry, and what measures are being taken to strengthen it. How to become competitiveness, increase technical capabilities, have economies of scale and capacity building.

The edition carries the 1st of the series of leadership lesson with Mr. Jayant Davar, CO & CMD, Sandhar Group. And a special session on business opportunity with Srivaru Motors (SVM) on EV Components. It was held in-line with the government of India's mandate on localisation of EV Components under FAME-II (Revised Phased Manufacturing Program) and to reduce imports.

Also find slew of virtual interactions and webinar in the realms of Government advocacy and training & capacity building from various region. Which remained unhindered even during the pandemic.

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23 YBLF (Young Business Leaders Forum)

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“There is a need and opportunity, to build brand India in the global Industry.”

Deepak Jain, President, ACMA, talks about how the Covid pandemic and the call for Atmanirbharta (self-reliance) are driving the Indian industry to make new efforts to have a significant position in the global arena, in a candid interview with Sumantra Bibhuti Barooah.

What is the current status of Atmanirbharta in the Indian component industry, and what measures are being taken to strengthen it?

The honourable Prime Minister's call for Atmanirbharta, for the nation, I think, was primarily on self-reliance. When the lockdown was announced in March, and you had almost zero revenue during the first quarter of this financial year, the industry definitely realised the need of two things. First, to be more self-reliant and not be overly dependent on any one region. The second part was, how do we take this as an opportunity to have a more global presence? That's what we call as the 'China + 1' strategy.

I think there has been an intensive dialogue with all stakeholders of not just the industry, but also the government. I personally have not seen a Cabinet minister (Piyush Goyal) take so many meetings, and intensive meetings, with not just the automobile sector but also all sectors to understand where and how we can be Atmanirbhar. And very clearly so, Atmanirbhar is not to become more inclusive — it is to become more global. And one key thing is to remain and become more competitive. The Covid situation has actually helped the industry to become more resilient. I have often said that this is not the first slowdown which we've witnessed, and this will not be the last slowdown either. I am very happy to note that at least from ACMA's perspective, all our 800-plus membership, no one has gone bankrupt, or has stopped the business. Yes, there has been Tier 2s, Tier 3s, and there could be pain areas there but largely which we constitute 85 percent of the organised sector, we have been resilient. The industry has worked very hard along with the collaboration between supply chain partners as well as the OEMs.

There are three key things which are very key for Atmanirbharta. One is the localisation effort. We do run at high levels of localisation, but the vulnerability of the supply chain is such that again if you are importing, and overly dependent on one region, the disruption in the supply of even one part leads to a problem. I think there is a whole lot of effort on that front.

I am very thankful to Dr. (Pawan) Goenka because he is spearheading this thought. We have looked at the reasons why we are importing. Is it because of better competitiveness, costing of another region, technical capability or capacity? Or, is it just because of economies of scale, where one global manufacturer has put up their facility in one region? So, all these factors have been discussed, deliberated, with OEMs and at SIAM. SIAM always had a sourcing group but we looked at certain aspects of four subgroup categories where we want to see how we can build the localisation efforts. And it's not restricted to components. It includes tyres, toolings, all aspects of localisation have been looked at. So, I would say deep localisation is at least at the forefront of everyone.

Atmanirbharta would not be complete only with localisation. It's talking about a holistic approach towards business. And how do we become more competitive, and dominant? Hence, exports. The



industry and the government talked about how do we enhance our competitiveness so that in the global value chain model the auto components manufacturers in India are able to get a bigger piece of this pie. I think we are less than 1.5 percent of the global trade value of auto components, and the idea is to double or treble it in the future. I think the nation has realised that although manufacturing takes priority there are some disabilities, compared to some competitive economies, when it comes to the Indian ecosystem. The government has stepped in by giving a very strong impetus to the manufacturing sector by motivating them by reducing taxation on the new manufacturing setups. But then there are land reforms, there's land, labour, logistics. There's also the cost of capital, which is high, and hence I think there has been a deliberation on the PLI (Performance Linked Incentive) which will help the Indian manufacturing to become more competitive. We are awaiting all the details to be worked out, but at least the deliberation shows the intent of the government to support the Indian manufacturers so that we can come to a global scale and basically compete at the global arena to get more share of the global value chain.

Among competitiveness, technical capability, economies of scale, and capacity, what were found to be the key reasons for which the Indian industry is not there yet?

I think all the four reasons would play a role, but the point is that there would be certain low-hanging fruits. And there would be some long-term milestones and actions which the industry will have to take. Lowhanging fruits obviously means capacity building, or basically in terms of just cost. I think we need to sensitise the industry that what merits it actually takes for doing localisation. A very simple fact is that the rupee depreciates 10-15 percent every five years. So, if you don't localise, the cost of imports will go up by that much, just on the same parity level. That's basically always been a high motivating factor for basically localisation. However, today the intent is to become self-reliant as well.

In the automobile industry, India needs to take its rightful place in the world order, because no one denies that India will be in the Top 3 in any segment in the future. That means scale would always be present in India, and we just need to basically backup with good, competitive things. The industry is very competitive. India is one of the most price-sensitive markets. But, again, to take it to a global level we need to really refocus upon brand India. I think that was a realisation which I believe this whole Covid world and the Covid era has brought and dawned upon us. That there is opportunity, we need to build the brand, we can export out, but we need to take it not in silos but as an industry-wide focus in partnership with the government. That's where when you talk about localisation, there are low-hanging fruits. Simple tyres, electronics, steel, certain raw materials. We are talking about components and also about toolings. So, we are looking at a more holistic manner. We at ACMA have also put in a very stiff challenge where we have said that we would like to become a net exporter, instead of a net importer. If Indian manufacturing is more competitive, it will obviously help in the whole \$5 trillion (Rs 37,005,000 crore) economy drive. If that doesn't happen in terms of competitiveness, there could be a problem. It's actually linked to a national goal.

What do you think needs to be done to enhance the equity of 'Made in India' when compared to 'Made in Germany' or 'Made in Japan'?

I think it's a long-term process. Let's look at components. I think almost one-third, or maybe more, of our components are exported to Europe and to the US. So, I don't think there's any compromise on the quality aspect or the cost aspect. But what I think we need to do is work on our brand-building strategy, as to what does brand India, or 'Made in India' stand for. Is it quality, is it affordability, is it technology, is it robustness, what is it? I think that is the key. If Indian industry's share in the global value chain was a lot larger, if exports were a lot larger, brand building then comes automatically. I think it's a parallel discussion, a parallel effort, and that's where we are trying to build. Let's say you want to get a 5 percent share of the global trade; then, you need to build the brand. That's why I have said before, we have worked a lot in silos. You will see a lot of excellent companies, but as an industry, as a nation, I think that's where we are aspiring to reach.

The stringent deadline for transition to BS VI seems has turned the clock back for the industry, in terms of localisation. Could the government's focus on electrification also challenge the industry in localisation?

There was a regulatory framework, a regulatory commitment which we need to follow, and hence we had to fast track BS VI. It is not a desirable thing that we keep on continuing to do that, and hence I

think most important today is to have a stable, accepted and agreed regulatory framework which basically talks about when and how the regulations need to be rolled out. While we are doing that, in terms of the timelines and other things, the industry needs to deliberate that what is the localisation content and readiness that the industry is able to achieve. I think when the regulators are making that framework, we need to take into cognisance that if we are to fast track some regulations, how much will it impact the economy in terms of localisation or the 'Atmanirbharta'. I think that is the new aspect which I am sure the regulators and the industry will look into and make a sustainable roadmap for regulations.

“Atmanirbhar is not to become inclusive - it is to become more global. And one key thing is to remain and become more competitive.”

Electrification is a global trend. As and when the scale starts coming in, I am sure people will also be ready to invest in electrification. We have to look at impact, and make sure localisation efforts or at least more value add coming to India is not compromised. It's very clearly mandated by the government that it would like electrification and other new trends of mobility which impact positively on the environment. So, while you are basically doing that, now you know, people will look at scale and then opportunity to invest.

How does 2020-21 look for the industry? How's the business sustainability looking after the festive months? Is the Covid impact over for the industry?

When the Covid pandemic started, there were estimates from a best-case scenario to a worst case scenario by SIAM, where we were looking at 20-40 percent fall for the industry. Fortunately, we are not at that — 40 percent. We are seeing a recovery. Obviously, the visibility is still low because Covid is still there and hence everyone's being very cautious. Yes, there was a festive season which was better than expected basis on what the Q1 was a complete washout. Hence at least if I look at nine months, we are recovering but we are still negative because of Q1. We'll see going into Q4 how basically the trend changes, but overall annually as an industry we would see it contracting.

As an industry, we need to be very careful on all fronts and continue to take the safety protocols that we had started at the beginning of the pandemic. We were probably the first in the manufacturing sector to follow this extremely stringently, because the human safety, the safety of our associates is paramount. As you rightly said, you go out you may feel everything is normal, but I would take this opportunity to urge the industry to continue to follow the safety protocols, because Covid is not over. It is very much prevalent. Whenever there's any festival or other such occasions where people get out and meet other people, we need to reset our safety protocols of the shopfloor. As far as the sustainability of demand is concerned, we hope and expect that the demand is robust and healthy enough, and therefore there is no unforeseen disruption. I think the government has also done a good job is supporting that. But we are still very wary about regional hotspots happening. But I think we are in a better position to plan our disruptions better. Be it international, or domestic.



BUSINESS DEVELOPMENT

1 BUSINESS DEVELOPMENT

LEADERSHIP LESSON WITH MR. JAYANT DAVAR & LAUNCH OF ACMA MENTORSHIP GROUP

ACMA, Strategic Partnership Forum, organized Leadership lessons for members to explore new opportunities and enhance capabilities through technical tie-ups / JV / Partnership, M&A and build affordable & innovative technological competencies to stay relevant on 25th September, 2020.

The 1st of the series' lesson was organized with Mr. Jayant Davar, CO & CMD, Sandhar Group. The session was moderated by Mr. Ashish Gulati, Partner - Deal Advisory - M&A, KPMG.

Mr. Davar, while speaking at the session, shared about how Sandhar came into existence. He emphasized on getting the strategy & context right for Partnerships. He also specified the nitty-gritty of dealing with partners from countries like; Japan, Korea, SE Asia, Europe and the US.

He also elaborated upon needs of M&A / partnerships in post COVID world and shared the key learnings & experiences on M&A / partnerships / JVs of Sandhar Group.

ACMA Mentorship Group was also launched during the session. The group supported by KPMG as knowledge partner, and is a pool of representatives from large Tier-1 companies to help SME's for directional support (in a limited way) in clarifying doubts with respect to JVs, TA and M&A and help them graduate to the next level.

The well attended session had senior leadership and participation by over 70 delegates.

It was well received by the audience and garnered encouraging feedback.

The recording of the session is made available on ACMA website: www.acma.in

BUSINESS OPPORTUNITY - SESSION WITH SRIVARU MOTORS ON EV COMPONENTS

ACMA Southern Region together with the Sub-Pillar 1 on xEV & Future Mobility organised a special session on 'Business Opportunity - Session with Srivaru Motors (SVM) on EV Components' on 26th November, 2020. It was held in-line with the government of India's mandate on localisation of EV Components under FAME-II (Revised Phased Manufacturing Program) and to reduce imports.

NEW BUSINESS OPPORTUNITIES

Introducing the company, Mr. Mohan Ramasamy, Founder, Sri Varu Motors mentioned that the company was founded in August 2014, as a startup, manufacturing Electric Motorcycle.

Mr. Ramasamy, while sharing his background mentioned of his



experiences in Tesla, where he was part of the core team. He also informed that they have signed MoU with the state of Tamil Nadu, in 2020. He further informed that there are ample opportunity in the EV sector in India; Throttle (that control speed), CHARGERS/Controllers/ Motors/Battery electronics, Suspensions-

adaptable, LED Lights, disc brakes, chassis and plastic parts.

Earlier, Mr. Satish Machani, Member Executive Committee, Zonal Coordinator – Karnataka & Hosur and Co-Chairman, xEV & Future Mobility, ACMA, gave welcome remarks and set the context. Mr. Nishant Arya, Chairman-xEV and Future Mobility addressed on the Indian EV Ecosystem and the new Government PLI Scheme.

Mr. Prashanth Doreswamy, Member Regional Committee, ACMA Southern Region and Country Head Continental India and Managing Director Continental Automotive summed up and presented the vote of thanks.

The highly interactive session was well received by more than 80 participants.

2 | GOVERNMENT ADVOCACY, REGULATION & RESEARCH

WESTERN REGION

ONLINE GST CERTIFICATION PROGRAM

ACMA, Western Region organized Online GST Certification Program from 13th October to 4th November, 2020. The certification program was organised in view of post pandemic world, where 'Vocal for Local' is fast turning into necessity.

The 18 day session was conducted by CMA Rahul A Chincholkar, a Cost Accountant and a prominent faculty of GST at Pune Chapter with rich experience in GST & its issues.

The motive behind organizing the GST Certification program was to impart knowledge in the area of GST in a systematic manner & enhancing analytical and problem-solving skills for decision making.

It was also held to help participants become well versed resource person for all the GST procedures & practices in the organization, and to help the peers for preparing the tax planning, tax management, payment of tax, as well as filing of tax returns.

Following topics were covered during the tenure of program:

- Day 1: Constitutional Background of GST, Concepts of GST & Definitions in GST, Taxable event.
- Day 2: Meaning of Supply, Scope of Supply under Schedule I, II, III
- Day 3: Valuation under GST, Valuation rule

- Day 4: Place of Supply of goods and services
- Day 5: Time of supply
- Day 6: Zero Rated Supplies, Mixed Supply, Composite Supply, Imports and Exports
- Day 7: Zero Rated Supplies, Mixed Supply, Composite Supply, Imports and Exports
- Day 8: Composite supply, mixed supply, Composition Scheme, Composition rules, persons not eligible for composition
- Day 9: Classification, HSN, SAC
- Day 10: Input Tax Credit
- Day 11: Input Tax Credit
- Day 12: E way Bills
- Day 13: Basic Procedures and Registrations
- Day 14: RCM, ISD, TDS, TCS and other misc. provisions
- Day 15: Return under GST
- Day 16: Penalties and Prosecutions
- Day 17: Annual Return and Audits under GST
- Day 18: Payment, Tax invoice, Debit Note credit note etc., Transitional provisions, Assessment

A total of 24 participants attended the program, and encouraging feedback was received.





ACMA & KPISOFT WEBINAR ON 'EVOLVING PERFORMANCE MANAGEMENT PRACTICES IN THE AUTOMOTIVE INDUSTRY'

ACMA, Western Region & Digital Committee in collaboration with KPISOFT organized a webinar on 'Evolving Performance Management Practices in Automotive Industry' on 26th November, 2020.

The webinar was held in view of evolving performance management, where companies have started to strip down traditional hierarchies in favour of more equal working environments. They are ditching the annual performance reviews and are preferring continuous feedback system. This has led to an open, egalitarian and constructive performance management system, which seeks multiple feedback while reviewing an employee's performance.

Mr. Manish Padharia, Managing Director, A Raymond Fasteners India Pvt. Ltd and Mr. Mohan Patil, Country Head HR, Bosch Chassis System Ltd. were the panelist for the discussion.

The session was moderated by Mr. Suman AM, Lead Partner and Global Digital Delivery Head, KPISOFT. During the discussion Mr. Padharia mentioned that due covid-19 people management process was impacted greatly during initial phase. But slowly the things are back to normal. He further added that due to rapid change in technology, industry is facing challenges, however the same is being handled with aplomb by the industry.

Sharing his views Mr. Mohan Patil, said Industrial Revolution 4.0, IoT, AI & Robotics, connected vehicles is fast changing the fact of industry and is impacting people practices. But the industry is embracing the changes fast.

The online session was appreciated by all the participants and received encouraging feedback.

SESSION ON 'OVERVIEW OF LABOUR CODES AND ITS IMPACT'

ACMA, Western Region in collaboration with Ernst & Young organized a session on 'Overview of Labour Codes and its Impact' on 27th November, 2020.

The session was organized to give an outline on impact of recently introduced Labour Codes, by the Government of India, to bring in simplicity and facilitate ease of compliance.

The following four codes are:

- 1) The Code on Wages, 2019
- 2) The Code on Social Security, 2020
- 3) The Occupational Safety, Health and Working Conditions Code, 2020
- 4) The Industrial Relations Code, 2020

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

Below given points were discussed during this session:

- Whether the employee compensation structure is compliant with

the new definition of 'wages' under the Codes?

- What is the impact of the new definition of 'wages' on the overall cost structure of the organization? Likely increase in the cost of gratuity payout as gratuity becomes payable for Fixed Term Employments as well.
- Whether the time and leave management system of the employer organization is compliant with the new norms relating to a regular working day, rest day, substituted rest day and overtime pay under the Code?
- Whether there is possibility of over time being applicable for all employees? Whether the current time management systems could fasten a liability on the employer to pay overtime pay?
- Whether the process of recovery of employee loans and advances will need to be changed to adhere to the proposed threshold for maximum deduction from the employee's wages?
- Whether there is a need to review compliance required in relation to contracted employees or third-party staff?
- Whether the HR systems are geared to comply with full and final settlement of wages to be done within 2 days of employee's exit?
- Whether HR Compliance systems have adequate governance and controls in place to ensure unintended non-compliance can be prevented?

This online session was appreciated by all the participants and was attended by a total of 136 participants.

3

EDUCATION, SKILLING, TRAINING & MENTORSHIP



EASTERN REGION

ONLINE SESSION ON STATISTICAL PROCESS CONTROL - SPC

ACMA, Eastern Region organized an online Training Session on 'Statistical Process Control (SPC)' on 12th October, 2020. The SPC is a method of quality control which employs statistical methods to monitor and control a process. This helps to ensure that the process operates efficiently, producing more specification-conforming products with less waste.

The faculty for the training was, Mr. V. Thiagarajan, with more than 35 years of experience in companies like HAL, Sundaram Clayton and Wabco.

Welcoming the participants and the faculty, Mr. Anil Kumar Unni, Regional Secretary, ACMA (ER), thanked the management of all the companies for having deputed their personnel for the training, thereby affirming the intent of the industry for continuous improvements through skilling and upskilling. He also mentioned that in the changing business environs, error free and zero defects are the need of the hour. And tools like SPC helps in ensuring customer satisfaction through stabilization of the processes.

The faculty provided a brief introduction of SPC and explained What is a quality characteristic? He also elaborated on topic like:

- i) What are the sources of data?
- ii) Methods of data collection
- iii) Benefits of check sheets
- iv) Summarizing data
- v) What is numerical summary?
- vi) Mean or Arithmetic mean
- vii) Median and Mode



- viii) What are measures of dispersion?
- ix) Range and Standard deviation
- x) Histogram and What is a normal distribution?

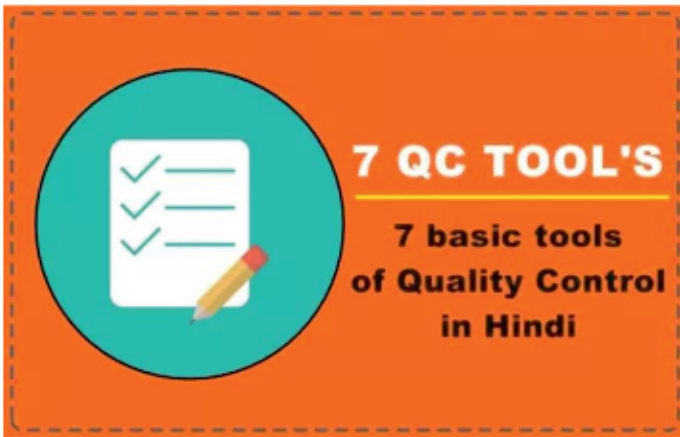
He showed various graphs and explained about the applicability & interpretation.

The highly interactive session was attended by over 39 delegates and ended with a quiz and vote of thanks.

TWO DAY TRAINING ON 7 QC TOOLS IN HINDI

ACMA, Eastern Region, organised a two day online training on the 7 QC Tools in Hindi on the 10th and 11th November, 2020. The session was specifically held in Hindi to encourage and engage with members and skilled workforce of eastern region.

The objective of the session was to help in carrying out systematic 'Root Cause Analysis' and finding out right solutions for Problem Resolution.



The faculty for the training program was Mr. Ranjan Vasishtha, a Bachelors in Mechanical Engineering from BITS Pilani (Rajasthan) and a Diploma in Management from IGNOU.

The 7 QC tools can be applied across any industry starting from product development phase till delivery. These tools could be implemented by any person with very basic training in statistics and were simple to apply to solve quality-related complex issues.

Mr. Vasishtha explained the steps in detail in Hindi to all participants. The training deliberated with examples on:

- What is creative problem solving?
- Approach to Improve Work Place
- Japanese Principles - 5S, 3G, 3M, 3K, 3Nai
- 5S Workplace Organisation
- Daily Work Management
- 3M Work Balancing Approach -
- 3K Workplace system Adherence
- 3R Workplace resource conservation
- 3 Nai Workplace Quality Approach
- Basic Seven QC tools
- What is the difference between between QC and QA ???
- Mistakes we commit while Problem Solving
- Accuracy of data
- Data Collection
- Data Analysis
- Inability to use 7 QC Tools
- Inability to carry out RCA
- Team Work missing
- The way explained was very interesting.

The program was attended by 22 delegates and the feedback received remained encouraging.

NORTHERN REGION

ADOPTING TECHNOLOGY FOR PRODUCTIVITY

ACMA, Northern Region organised Virtual training program on 'Adopting Technology for Productivity' on 30th October, 2020. The webinar was organised with a focus on productivity tools, best

practices and technology adaption.

The training was conducted by Mr. Ankur Dhir, with an experience of more than a decade, in Corporate Training, Consultant and Trainer for Management standards and Lead Assessor for ISO Standards such as 9001, 14001, 45001, 27001, 13485. He is an Approved Trainer for NPC on Industry 4.0 Initiative's for MSME and have been empanelled by various Govt PSU, MSME for Productivity Improvement.

The key take-aways from the session are:

- Technology tools understanding & application for Implementation
- How to design technology tools deployment for auto component industry
- Overview on techniques used for preparing future ready processes.



The faculty covered the following topics during the course of the training:

1. Role of Technology in Productivity
2. Productivity Tools in the technology age
3. Switching from Work-Life Balance to Work-Life Integration (Paas And Saas)
4. Standardizing processes & workflows improve productivity- a case
5. Understanding application of productivity multiplier tools RFID, HMI, PLC, Smart Digital Assistants
6. Understanding tools of Smart factory equipments, wireless inventory trackers, shipping container & logistics tracker, intelligent material handling, storage & retrieval etc. for SCM process automation.
7. Robotic Process Automation (RPA)- an Introduction with a case
8. Low cost automation techniques- an introduction with cases

SPECIAL INTERACTIVE SESSION WITH MR. HEMANT SIKKA

ACMA, Northern Region organised a 'Special Interactive Session with Mr. Hemant Sikka, President – Farm Equipment Sector, Mahindra & Mahindra Ltd. on 18th November, 2020 on a Virtual WebEx Platform.

Welcoming Mr. Hemant Sikka, Ms. Shradha Suri Marwah, Chairperson- Northern Region, ACMA congratulated him for resuming his new role as President- Farm Equipment & also for his

achievement during his on-going journey with Mahindra & Mahindra Ltd. & being awarded as Procurement Excellence award in Singapore.

Ms. Suri also welcomed all 6 Past Presidents of ACMA who had joined the Interaction as also all the delegates who had joined in large numbers. She opined that she and other participants were keen to hear Mr. Sikka's ever-inspiring speech on Industry & its revival during this Covid era & implications on the entire supply chain.

Mr. Sunjay J Kapur, Vice President, ACMA added brief welcome to Mr. Sikka and conveyed the entire community's thanks to him, for his continued support and guidance to the Indian Auto Component Industry. He emphasized that he was keen to hear from Mr. Sikka about the current demand situation & issues of auto component industry had during this challenging times & also looking forward to work closely in support to develop T1, T2 members for Farm segment & future endeavors.

Mr. Sikka with his new role as President- Farm Equipment Sectors, remained optimistic towards his approach & his comprehensive thoughtful address covered a wide spectrum of challenges and opportunities for the Auto component industry.

During his speech, following important points were made to the Component fraternity.

- Focus on 4 Keys – Mobility, Urbanisation, Farm Tech and Info Tech
- Democratize Farm mechanization for farmers to transform their lives and help them Rise
- Government's support to the farmers by having brought-in the new Farm Reform Bills and how Corporates could make their entry into the agri sector and how it could be supportive to the farmers at large
- Govt. insurance to increase farmers' incomes and to provide technology at competitive costs



Mr. Sikka highlighted about Mahindra Group rolling out the "Krish-e" centres as also announced the manufacturing of new tractor series called the 'K2' – a collaboration between Mitsubishi Mahindra Japan and Mahindra Research Valley India which should open up new opportunities for existing Mahindra suppliers.

Ms. Anjali Singh, Co-chairperson, Northern Region, ACMA concluded the Interactive Session and thanked Mr. Sikka for sharing the in-depth insight of the Farm Sector & also proposed for more interactive opportunities with the members of ACMA & in particular with the Northern Region members in the near future.

INTERACTION WITH RIICO MD - MR. ASHUTOSH PEDNEKAR ON INVESTMENT OPPORTUNITIES IN RAJASTHAN

ACMA, Northern Region in collaboration with Rajasthan Government's RIICO officials organised an interactive session for its members on 23rd November, 2020.

During the virtual business meet. **Mr. Ashutosh Pednekar, IAS, MD RIICO**; **Mr. Renu Raj**, Asst. General Manager, Bureau of Investment Promotion (BIP) & **Mr. Lokesh Vijay**, General Manager, RIICO interacted with ACMA members.

Welcoming the RIICO MD & his team of officials, ACMA NR **Co-Chairperson Ms. Anjali Singh Executive Chairperson, ANAND group** emphasized that the objective of the meeting was to build stronger relations of ACMA members with the RIICO officials as also to understand the Investment opportunities and the Investor friendly facilities being offered by the Rajasthan State government as also to understand the possible opportunity for members of ACMA to have an hassle free investment in Rajasthan.

Addressing the participants – **Mr. Asutosh Pednekar, MD RIICO** urged the industrial community to take initiative in developing skill centers in Rajasthan. Mr. Pednekar, recommended that industries should combine providing manufacturing services along with social services, like units having their shop floors in first floor and skill centers in the ground floor.

He assured everyone at the session that it would be his responsibility to provide all the essential initiations best for Rajasthan's development to the ACMA members with minimal intervention from government bodies.

LAUNCH OF SIX SIGMA GREEN BELT LEVEL – 1 'USING NON-SATATISTICAL APPROACH

ACMA, Northern Region launched the 'Six Sigma Green Belt Certification Program Level 1' on 18th November, 2020. The course Modules I & II will be held for 10 days period starting from 18th November to 28th November, 2020.



The Training was conducted by Mr. Ram Narayan, who has already conducted 45 batches of 'Black Belt Training' programs for ACMA

SOUTHERN REGION

TRAINING PROGRAM 'DESIGN OF EXPERIMENTS'

ACMA, Southern Region, organized an online Training Program on Design of Experiments (DoE), 9th October, 2020.

The faculty for the program was Mr. V Thiagarajan, with more than 35 years of experience in the automotive industry and aerospace industry. As a training faculty, he has trained engineers in the area of Lean, Six Sigma, 7qc tools, Design of Experiments, Statistical Policy Control, Policy management & Total Employee Involvement.

- 4.2 Levels
- 4.3 Treatment
- 4.4 Response
- 4.5 Effects (Main and Interaction effects)

5. Basic principles of conducting DOE

- 5.1 Randomization
- 5.2 Replication
- 5.3 Local Control

- 6. Full factorial experimentation and fractional factorial experimentation
 - 7. Taguchi method and Orthogonal arrays
 - 8. Linear graphs
 - 9. Four phases of conducting DOE
- This session saw a highly interactive Q&A session which helped the

PROCESS
DESIGN OF EXPERIMENTS (DOE)

DESCRIBE SPECIFY DESIGN COLLECT FIT PREDICT

In his presentation he covered the following points:

1. What is Design of Experiments (DOE)?
2. Purpose and objectives of DOE
3. Experimental design process?
4. Terminologies of DOE
 - 4.1 Factors

participants to understand and implementation guidance to practice DoE concepts in their organisation.

The program was attended by 43 delegates from 7 companies, who mentioned as feedback that the explanation given by the trainer was good & case studies presented is useful.

AWARENESS PROGRAM ON IATF 16949 – AUTOMOTIVE QUALITY MANAGEMENT SYSTEM

ACMA, Southern Region, organised an online awareness program on IATF 16949 'Automotive Quality management System' on 15th October, 2020. The webinar witnessed participation by over 48 participants from six different companies join.

Mr. T. Vadamalaiappan, former QA Head & TQM Coordinator, TVS Sundram Fasteners Ltd. with more than 37 years of experience in Automotive Ancillary in the Automotive Mechanical Engineering Field remained the faculty for the session. Mr. Vadamalaiappan, started his session with the introduction to IATF and its objectives and briefed about the other Standards being used in the automotive



industry and then went on to explain the 16949 certification on Automotive Quality Management System and its applicability and uses.

The topics that were covered in the training included:

- Plan Phase
- Do Phase,
- Check Phase,
- Act Phase,

He explained the topics with suitable examples for the better understanding of the participants.

Post the presentation, the session saw a highly interactive Q&A session. This session was found very useful and received positive feedback from the participants.

10th ACMA HELP KIOSK - TAX COLLECTED AT SOURCE (TCS)

ACMA, Southern Region, organised the 10th edition of ACMA Help Kiosk - 'Tax Collected at source'. The initiative was launched on 24th January, 2020 and was held on 16th October 2020.

In her welcome address Ms. Shuba Kumar, Managing Director-Natesan Synchrocones Pvt Ltd & Chairperson- ACMA (SR) mentioned that TCS has created a lot of ambiguity in the industry since its implementation. There are many doubts that have been raised on TCS and to address these, the Help Kiosk was organized with Ernst & Young as knowledge partner to provide insights and inputs on TCS.



Mr. Sanjay Malhotra, Managing Director Jumps Auto Industries Ltd & Chairman - ACMA Taxation CFT appreciated the efforts of ACMA secretariat for organizing the kiosk forums to address the issues of member companies. He also mentioned that TCS is being implemented by the Govt. of India for grouping the unorganized sectors.

Mr. Swathanth R, Partner, International tax & Transaction Services & Mr. Ashish K Jain, Partner, Tax Technology & Transformation from Ernst & Young LLP were invited as facilitators at this edition to give us an overview on TCS by decoding the law & what are its implications on the Automotive companies.

Case studies were presented around the topic for better understanding of the participants. EY team also shared a survey finding on the feedback shared by tax payers & CFOs on TCS conducted in September, 2020.

Some of the findings included:

- 80% considered technical nuances of new TCS provision & updating systems & processes as biggest challenges.
- 65% agreed that their ERP/IT Systems will not be fully ready for TCS regime within 1st October 2020



- 65% recognized the need for digital solutions to automate their TCS Compliance & reporting life cycle.

This session was attended by around 85 participants from Member & Non-Member Companies, virtually as required by the situation of Covid19 keeping in view of the social distancing norms and safety.

BEST PRACTICES SHARING SESSION ON INDUSTRY 4.0 AT WABCO

ACMA, Southern Region organised its 1st virtual 'Best Practices sharing session on Industry 4.0 for Auto Component Industry on 21st October, 2020. The WABCO India Ltd. shared their journey on Industry 4.0, the session saw over 72 participants joining in from 16 different companies.

Ms. Neeraja Raj, Director, ACMA-Southern Region (Karnataka & Hosur) welcomed all the participants and introduced the panelists **Mr. J Sridhar**, Zonal Coordinator – Chennai & Nearby ACMA (Southern Region) & CEO, Magal Engg Tech Pvt Ltd, **Mr. Kaniappan**, Managing Director, WABCO India Limited, **Mr. Ravikumar**, India Integrated Supply Chain Leader, WABCO India Limited, **Mr. Sriram**, **Mr. Rajkumar**, **Mr. Radhakrishnan**, **Mr. Viswa Mihir Pannala**, **Mr. Murugannadam**, **Mr. Saravanan**, **Mr. Pandiarajan**, **Mr. Karthikeyan**, **Mr. Sureshkanna**, **Mr. Venugopal**, **Mr. Ramanathan**, **Mr. Ramakrishnan**, **Ms. Mythili**.

Mr. J Sridhar, welcomed member companies to the 1st virtual best practices sharing session on Industry 4.0 for Auto Component Industry and mentioned that the simplest definition for industry 4.0 is smart manufacturing for the future. To enhance business efficiencies and competitiveness, there is definite need for the industry to understand various solutions & platforms in leveraging the digital technology he added.

Mr. P. Kaniappan in his address briefly explained the company's journey which was coined as "Journey of Excellence" and the advantages India has in the global supply chain and How India can leapfrog.

Mr. Ravikumar, in his presentation mentioned that their objective was to "Unify data across the value chain to optimize process and generate more value" and also explained the various areas of digitalization which was supported by case studies that were presented.

Mr. Rajkumar, in his presentation explained the perspective on Industry 4.0 and the Drivers and need in the new normal and how it



enables lean transformation and promote agility in manufacturing/supply chain. He also explained the technologies being explored such as Blockchain, Digital Twin, AR/VR for mechanics, Connected Workforce.

Members found this session useful and appreciated the efforts of ACMA. While the feedback remained encouraging.

SESSION ON 'ELECTRIFICATION: STRATEGY FOR PRESENT & FUTURE INDIA'

ACMA (SR) organised a special session with Mr. Sudeep S. Dalvi, Senior Vice President - Technical & Purchase, Toyota Kirloskar Motor Pvt. Ltd with members of Southern Region & CFT on Electric Mobility - "Electrification: Strategy for Present & Future India" on 29th October, 2020.

Setting the context for the session, Mr. Satish Machani, Member-National Executive Committee (ACMA), National Co-Chairman Sub-pillar on xEV, Chairman-Pillar 1 (ACMA-SR) & Managing Director, Stumpp Schuele & Somappa Springs Pvt. Ltd. mentioned that with Govt. of India's has an intention of reducing import dependency from China and other countries and also of localizing EV products.

He also added that the session on "Electrification: Strategy for Present & Future India", during this time of disruption is very important. Toyota, always being ahead in

their thinking, will help the industry to align their strategy for future, said Mr. Machani.

Mr. Sudeep S. Dalvi, Sr. Vice President- Technical & Purchase, Toyota Kirloskar Motor Pvt. Ltd. addressing the participants gave both the global perspective & also specific to India in his presentation.

He also spoke about how Toyota has opened this technology to market & ready to share their Hybrid powertrain with other OEMs or Indian Suppliers.

A highly interactive Q&A session followed the presentation by Mr. Dalvi. The session saw more than 65 delegates from the industry.



NATIONAL WORKSHOP ON E-INVOICING & GST COMPLIANCE

ACMA, Southern Region, organised an online workshop on E-Invoicing & GST Compliance with Ernst & Young LLP as Knowledge partner, on 3rd November, 2020.



Mr. Saurabh Agrawal, Partner- Indirect tax Services, EY & Ms. Parul Nagpal, Director- Indirect Tax, EY were the facilitators at this workshop.

Mr. Sanjay Malhotra, Member- National Executive Committee, ACMA & Taxation Group of CII ASCON & Managing Director, Jumps Auto Industries Ltd in his address mentioned that this E-invoicing is mainly introduced to tighten the noose around the unorganised businesses.



He mentioned that the session was being organised nationally in order help member companies to ensure smooth implementation of E-invoice/IRN, e-way bill and GST compliances.

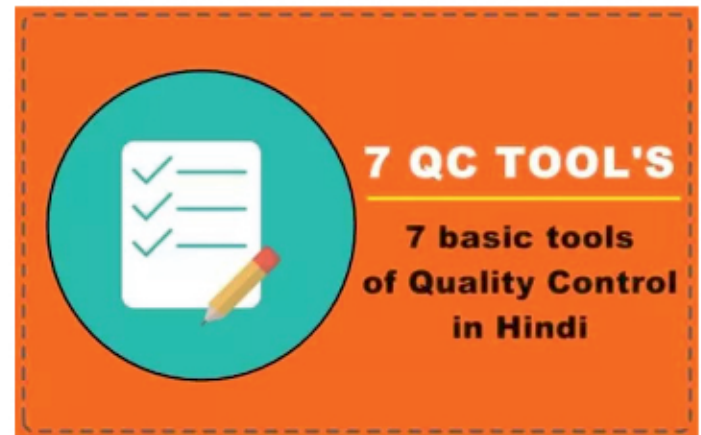
This workshop was attended by around 100 participants from Member Companies participating virtually as required by the situation of Covid19 keeping in view of the social distancing norms and safety.

This workshop saw a highly interactive Q&A session which was moderated by Mr. Sanjay Malhotra.

TWO DAYS TRAINING PROGRAM ON 7 QC TOOLS IN HINDI

ACMA, Southern Region, organised a two day online Training Program on 7 QC Tools in Hindi on 4th to 5th November, 2020. The intention was to help members in addressing the issues faced during COVID with migrant labours.

Mr. Suriya Nambisan, Executive, ACMA-Southern Region, welcomed member companies to the training program and mentioned that The 7 QC Tools are simple statistical tools used for problem solving. Subsequently he introduced Mr. Ranjan Vasishtha, a Bachelor in Mechanical Engineering from BITS Pilani (Rajasthan) and Diploma in Management from IGNOU.



Mr. Ranjan, in his training session mentioned that the 7QC tools are the basics as they are the suitable for people with little formal training in statistics and can be used to solve the vast majority of quality related issues. He further explained the concepts in Hindi and the participants were able to relate much better.

The training saw sessions including quiz pertaining to the topics covered to gauge the level of understanding. Companies were asked questions individually and saw all the participants participate actively.

This was followed by a highly interactive Q&A session.

The webinar saw over 31 participants from 4 companies and and was held on digital platform in view of the Covid-19 Pandemic.

2nd REGIONAL BEST HR PRACTICES COMPETITION 2020

ACMA, Southern Region, organized the 2nd Regional Best HR Practices Competition 2020 virtually on 20th November, 2020. The theme for the Competition was "Employee Engagement during COVID-19 Pandemic".

The eminent juries included Mr. Natwar Kadel, Asst General Manager & Department Head-ER Planning Hyundai Motor India Ltd and Prof Sridhar Narayanan - strategic Advisor to Vivikta Naturals and Grand Alliance for Management Excellence and Consulting.

Mr. P Kaniappan, Member - National Executive Committee (ACMA),

Best HR Practices



Chairman Pillar-3 (ACMA-SR) & Managing Director, WABCO India Ltd in his address mentioned stated that HR Competition was initiated by ACMA (SR) in the year 2018 with the aim of appreciating the efforts & cross leaning platform amongst industry. It is was encouraging to see more teams competing in this edition.

He also mentioned that HR Fraternity has made remarkable efforts during this unprecedented pandemic situation by keeping connected with employees across the levels & boosting positivity through their communication & activities which helped them bouncing back.

He also thanked JK Fenner (India) Ltd, Lucas TVS Ltd, Roots Industries Ltd, WABCO India Ltd & Gabriel India Ltd for extending their support to ACMA by way of sponsorship & wished good luck to all the competing teams.

During the valedictory session Mr. Joesph J Panakkal, Co-Chairman, HR Forum -ACMA(SR) & Human Resources Leader India, WABCO India Ltd thanked juries for their valuable time & points for improvement areas. He mentioned that it was overwhelming to see the efforts taken by HR from various organisations in overcoming this pandemic situation.

This competition was held on Webex platform keeping in view the

safety of all the participants, in view of the pandemic caused by the COVID-19 and to maintain Social distance, as required by the situation.

The following teams were adjudicated winners at the competition:

PRIZE	COMPANY NAME	TEAM NAME
1st	CONTINENTAL AUTOMOTIVE INDIA PVT LTD	Ms. Vaishnavi Tekumalla Mr. Nawal Singh Yadav
2nd	WABCO INDIA LTD TEAM-1	Mr. Subash G Mr. Sailesh TB Mr. Raju P
3rd	LUCAS TVS LTD	Mr. Mani N R Ms. C B Rajeswari Mr. Velu S

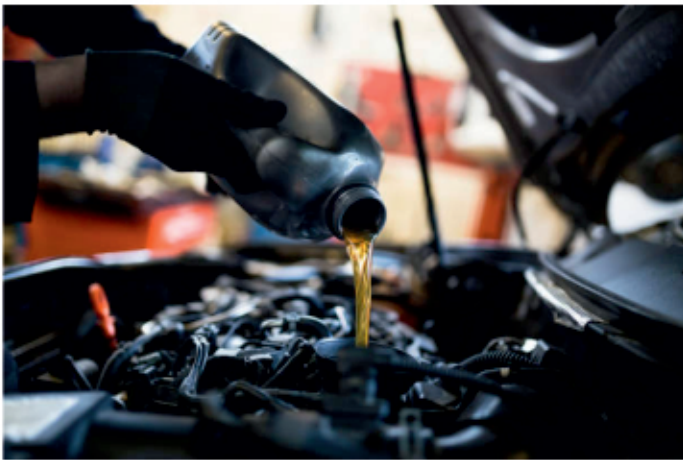
Over 41 participants from member companies including teams & delegates participated in this regional.

WEBINAR ON HIGH PERFORMANCE SPECIALITY LUBRICANTS

ACMA, Southern Region, organised webinar on 'High performance Speciality Lubricants: Enabling higher reliability & comfort through improved component life, noise dampening and effort reduction for Auto Component Industry on 24th November, 2020. Bechem Lubrication Limited was invited as the Knowledge Partner at the webinar that saw over 150 participants join.

Mr. Anil Kumar Unni, Regional Secretary, ACMA-Southern Region introduced the panellists Mr. NP Thimmiah, Vice President India and Australia, Managing Director and CEO Meritor India and Meritor CVS India Pvt. Ltd., Mr. Thomas Brexeler, Global Head, Special Lubricants, BECHEM Germany, Mr. Thomas Miessner, Dipl.Ing, Core Market – Automotive, BECHEM Germany, Mr. Hariharasubramanian, Business Head – Speciality Lubricants, BECHEM India.

Welcoming the participants, Mr. N.P. Thimmiah mentioned that the



automotive industry is witnessing greater expectations & reliability of its product going up with the end customer. They are demanding extended miles of break-down free vehicle performance, thereby

making their vehicle and components work harder and last longer.

Considering the variety of materials used, operating conditions of high & low temperatures, loads and repetitive cycles, selection of the lubricant plays a crucial role in the reliability and performance of the automotive components, he added.

Mr. Thomas Brexeler in his presentation broadly introduced Carl Bechem. He showcased the various products provided by them for the auto component industry and the complete portfolio for all 4W & 2W parts for the automotive sector.

Mr. Thomas Miessner, began by explaining various trends and challenges to the near future related to lubricants. The topics covered included Anti Friction coatings with ceramics, Greases for future interior applications, Noise Damping lubricants, Transparent Anti squeak coatings, Holistic Approach to reduce friction, Hydrophobic cousins for Corrosion protection, Thermal pastes. The session was followed by the Q&A session.

TRAINING PROGRAM ON MEASUREMENT SYSTEM ANALYSIS (MSA)

ACMA Southern Region, organised online Training program on 'Measurement System Analysis (MSA)' on 27th November, 2020. The webinar witnessed participation by over 48 participants from six different companies.

Mr. V Thiagarajan, remained the faculty for the training, he comes with more than 35 years of experience in companies like HAL, Sundaram Clayton and Wabco and has expertise in TQM, Lean, Six Sigma and various other fields.

Mr. Thiagarajan, in his training session mentioned that

Measurement System Analysis (MSA) is the first step of the measure phase along the Six Sigma DMAIC pathway to improvement. He stated that "Large measurement error will prevent assessment of process stability and capability, confound Root Cause Analysis and hamper continuous improvement activities in manufacturing operations."

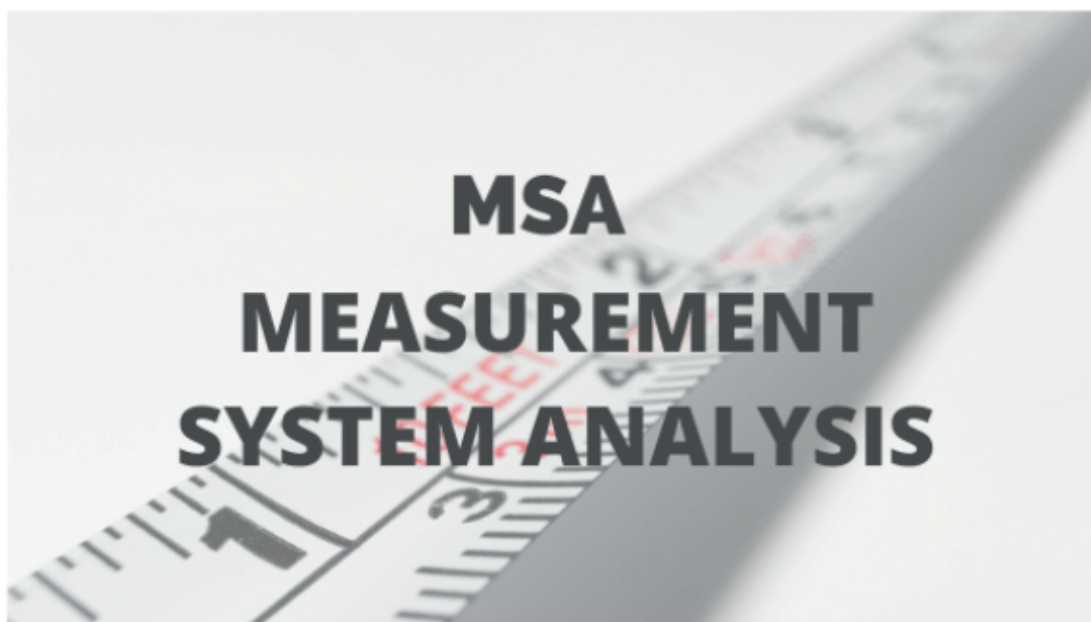
The topics that were covered in the training included:

- Definition of terms
- Reference value
- Resolution
- Precision
- Accuracy (Bias)
- Linearity
- Stability
- Measurement error
- Possible sources of variation
- Repeatability and Reproducibility
- Measurement capability and capability index (Gauge R&R %)
- Measurement system acceptance criteria

The training saw sessions including quiz on the topics covered, to gauge the level of understanding

Companies were asked questions individually and saw all the participants participate actively.

This session was found useful and received positive feedback from the participants.





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The India Opportunity

02 - 05 February, 2021

9 am to 1 pm & 4 pm to 10 pm (IST)
(Virtual Expo will be LIVE 24 Hrs. for Visitors)

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Collaborating for Global Competitiveness

With the objective of harnessing the Indian Automotive opportunity through partnerships, ACMA is organizing its first -ever Auto Technology Partnership Summit & Expo (on virtual platform).

This event will provide a platform for ACMA member companies to expand their business.

Country / region specific days - A series of webinars highlighting Investment avenues and opportunities to harness the Indian market are being organized in partnership with ACMA's counterparts in Japan, Europe and North America.

- **02 February, 2021: Japan Day**
India- The Investment Opportunity
(10:30 am to 12:10 pm)
- **03 February, 2021: Europe Day**
Harnessing the Indian Opportunity through Technical Collaborations
(2 pm to 3:50 pm)
- **04 February, 2021: North America**
India Partnership Day
(7 pm to 8:30 pm)



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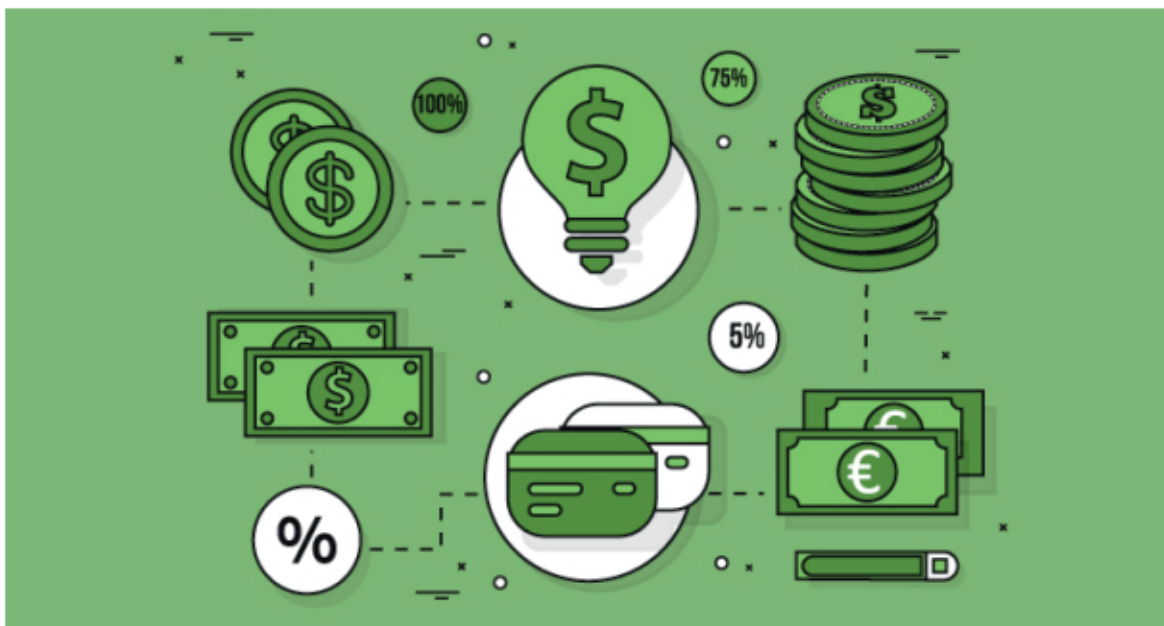
WESTERN REGION

SESSION ON 'COST AND CASH MANAGEMENT'

ACMA, Western Region, in association with Yagna Entrepreneur organised **Webinar on 'Cost & Cash Management'** on 9th October, 2020. The session was held to share the solutions on how control Cost, Cash and Constraint for increased efficiency.

The program was ably led by **Mr. Imran Shaikh**, a Business leader with 20 plus years of industry experience & TOC Expert and CA **Mr. Aniruddha Joshi**, who is a tough leader in TOC applications of Operations, Supply Chain & Finance with 10 plus years of experience. Following topics were discussed with the participants:

- Cost & Cash – Cause & effect of various Interdependent variables
- Financial Measures – Theory of Constraints way
- Cost world Vs. Throughput (Contribution) world
- Process to Build, monitor & control Cash – 13 weeks
 - Cash Buffer



The workshop led the participants to the understanding of cause & effect, Cash Buffers, Framework & key tactics. The also learned how and why to build substantial cash & monitor, control daily cash, designing 13-week cash flow statement and Smart Cost Management.

This session was appreciated by all the 18 participants and feedback remained encouraging.

YBLF (YOUNG BUSINESS LEADERS FORUM)

INTERACTIVE SESSION WITH MR. DEEPAK JAIN

ACMA, Young Business Leaders Forum (YBLF) organized an interactive session with Mr. Deepak Jain, President, ACMA and CMD, Lumax Industries Ltd., on 16th October, 2020.

Mr. Jain who became ACMA President in the year 2019 also holds the positions of Vice President of Toyota Kirloskar Supplier Association (TKSA), Executive Committee Member of Maruti Suzuki Supplier Welfare Association (MSSWA) and Tata Motors Supplier Council.

The session was moderated by Mr. Yuvraj Kapuria, Chairperson, YBLF and Vice President, The Hi-Tech Gears Pvt. Ltd.



Takeaways from the session:

- Candid talk of personal experiences and great insights about managing growth in the auto component space.
- Brahma - Vishnu - Mahesh was a good anecdote to the generations/succession issue.
- Learnings from different work cultures are important to apply that to your business.

- Work Ethics like Discipline and Punctuality are important to do justice with any business.
- Never say No to a customer, no matter how big or small is the size of the customer.
- Let the professionals manage the vision given by promoters.
- Quick action at hiring top talent when available.
- Build a customer centric oriented entity with certain values and excelling in its field.
- Pursuit the creating of an impactful legacy that will motivate yourself.
- Always keep a close connection with your customers which helps in understanding and fulfilling their requirement.
- For a successful family business, always respect your Youngers and treat them equally responsible for growing the organization.
- In family businesses, it is important to collectively take suggestions / inputs and build an executive team to work on it.
- When families bond together it will create magic, despite being of different working personality.

A total of 71 members attended the session and shared excellent feedback.

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ISO16949 by DQS
ISO9001 by DQS

WESTERN REGION Ordinary Membership

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Industrial Area, MIDC Rabale, Navi
Mumbai-400701, Maharashtra**

SSI/Large & Medium/Etc.: SSI
Products Manufactured: Electric Horns.
Certification to ISO 9000 & QS 9000:
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SOUTHERN REGION Ordinary Membership

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Chengalpattu Dt. Tamilnadu -
603209

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9000: IATF 16949:2016 by TUV SUD
Management Service..

Searock Precision Products Pvt. Ltd.
1st Phase, Kumbalagodu Ind. Area,
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Products Manufactured: Precision
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ISO 9001:2015 by DNV-GL

NSK Bearings India Pvt. Ltd.
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Growth Centre, Mathur(Vil),
Sriperumbudur(Tal),
Kancheepuram- 602105
Tamil Nadu

SSI/Large & Medium/Etc.: Large
Products Manufactured: Ball Bearings,
Hub Bearings, Wheel Bearings,
Transmission Bearings.
Certification to ISO 9000 & QS 9000:
ISO 9001:2015 by DNV GL AS
ISO 45001:2018 by DNV GL AS

**COFLE TAYLOR INDIA CONTROL
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