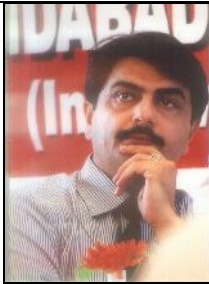


E-Circular dt Monday, July 07, 2008



Rajive Chawla
President, FSIA



Sangeet Kr Gupta
Hony Consultant, FSIA

Dear Members,

Last week was yet another Milestone in the history of Faridabad Small Industries Association. For the first time ever, an Industrial Association of Faridabad, conducted a well organized study tour of a top-notch corporate, MINDARIKA Pvt Ltd for the benefit of the members.

FSIA – GTZ cluster visit to Mindarika.



We are pleased to share with you that on behalf of FSIA – GTZ cluster and QCFI – DC – Faridabad Zone that **Mindarika Manesar plant** has kindly agreed to our request and had invited all the cluster members for a plant visit on **5th July 2008, Saturday**.



(Our FSIA – GTZ cluster Members , on the visit to Mindarika Plant at Manesar, Gurgaon)



Mindarika is a top Notch, Tier-1 Supplier to Maruti, Toyota, GM etc. It is also a direct Exporter even to Markets like Japan and USA. It has received Maruti's Best Performance Vendor Award, Implemented a ERP package, gets best supplier award from Toyota and others regularly. → And our visit showed, us **“Why ? It is simply the Best”**

	
<p>Maruti Car Switch (Controls for Wipers and Lights), made at Minda-rika</p>	

The exposure visit was for the top management i.e Entrepreneurs/ MD/ CEO, accompanied by one Senior person per unit (maximum two per unit).

The benefit was getting exposed to the shop floor and best practices of the leader i.e Hero Honda would be a great learning experience and would provide real insight on certain improvement areas applicable to our workplace.

Here are some of the minutes of the meeting

(Things we could all Learn)

1. **Visual Process Management** : (for all processes, the attempt be made to make the things visual), rather than just data → This leads to better understanding and better reaction, and better corrective action.
 - a. Chart of Rejections
 - b. Chart of Collections
 - c. Chart of Breakdowns
 - d. In Mindarika, there were charts and graphs, and datasheets everywhere.

2. **“For all processes you must have a target”**
 - a. Without a target, nothing can be expected
 - b. Example – morning office time start at 9.00 am, This is also a target
 - c. Similarly, in Mindarika, there are targets to measure everything
 - i. for sales
 - ii. for exp
 - iii. for ratio of expense
 - iv. for breakdown
 - v. for maintenance
 - vi. for production
 - vii. even for waste Food generated at the canteen = They measure the kilograms of waste generated everyday, and if on any day, the weight is high, it means they understand that food was not “tasty” / fit / combination was bad, or something, and proceed to change the menu / recipe, → that is a great corrective action too.

3. When there is a quality problem

a. Concept

- i. Think of this as a “murder”
- ii. Your money is lost
- iii. Go to that place of problem – moka-e-vardat
- iv. Ask the operator, ask the QC, ask the Production , ask the foreman (take bayan)
- v. Find problem
- vi. Investigate
- vii. Find the curprit process
- viii. Solve it
- ix. Check after some days again.



b. In Mindarika

- i. As soon there is a “NG” – Not Good production piece detected
- ii. Line has to stop immediately
 1. Worker (called Associate) has 5 minutes to solve it
- iii. If not, in the 6th Minute, the Line Leader has to be called,
 1. she has 10 minutes to solve
- iv. If not solved, in the 16th Minute, the Group Leader has to be called,
 1. He/She has 15 minutes to solve
- v. If not solved, in the 31st Minute, the Floor Leader has to be called,
 1. He/She has 30 minutes to solve
- vi. If not solved, in the 61st Minute, the Production Head has to be called,
 1. He/She has 10 minutes to react
 2. and whatever action required, has to be taken in that much time

4. “Each Worker as a manager”

- a. When that worker (juniormost operator) can manage this house,
- b. He can be a best manager, for his Lathe / his table / his workstation too.
- c. Now you have to encourage him to manage his own job.
- d. We found a great environment at MINDARIKA

5. **Gender Equality** → Infac, almost 50% of the staff at Mindarika were female.

6. **Ambience** → of the Factory was as good as that of a Hotel. 100% Clean, Yet Hundreds of workers(called “Associates” doing auto-part manufacturing, , with not a spec of dirt on the floors.

7. How to implement Quality Circles (called New-Hero-Honda Circle in HHML now) : as advised by Mr Gandhotra = Our Chief Host at Mindarika

- a. Inauguration
- b. Selection of leader
- c. Collect data
- d. Situation analysis
- e. Counter meastures
- f. Collect dta
- g. Feedback
- h. Next theme → must continue

8. Broad objectives

- a. Proper understanding (Japanese philosophy) – tested correct
- b. Effective application
- c. Prepare yourself
- d. Prepare concerned for playing roles
- e. Timely guiding pit falls
- f. Scientific approad
- g. 1 hour everyweek for documentation and mutual training

9. Also required

- a. Training of Top mgmt, from chairman to each manager
- b. Must be involved themselves

10. Guard against pit falls

- a. Lack of interest
- b. Lack of intt in facilitators, etc
- c. Resitance from trade unions
- d. Rewarding cash rewards'
- e. Improper evaluation
- f. Sudden formation

News ! Congratulations

Our President, Mr Rajive Chawla has now been nominated at Zonal head of Faridabad chapter of QCFI – Quality Circle Forum of India

Some Photographs from the occasion



Seen above is Presentation under progress.
Mr. A K Verma, DGM Quality, HHML
They have renamed Quality Circles as New-Hero-Honda → Now, something even more pervasive



A Section of the Audience
(FSIA member unit representatives)



Mr. Rajive Chawla, handing over a memento to
Mr. Rajiv Gandotra, Plant Head.

Also seen is Mr. Madhekar, Director, Maruti
Centre of Excellence
And Vice Chairman, QCFI-Delhi Chapter



Mr. AK Verma DGM Quality Hero Honda
Addressing the delegates

Mr. S. B. Purohit, HHML, Honorary Secretary of QCFI, Delhi chapter, also addressed the FSIA members. QCFI – Quality Circle Forum of India, promotes enhancement of quality in every sphere of life, every institution, every organization can take benefit of higher quality.



The Core vision is to “Ensure best quality”.

Through implementation of “Quality circles”. And this is the best way to implement top management vision and plan through involvement of grassroots level.

Mr Madhekar, Director, Maruti Centre of Excellence, And Vice Chairman, QCFI-Delhi Chapter, also invited the FSIA members to factory visit at Maruti Suzuki India Limited (Formerly, Maruti Udyog Limited – MUL)

Future visits are expected to Hero Honda, Munjal Showa Limited, and many other Top Quality Conscious organizations.

For queries, suggestions and feedback , you can e-mail us at :

	<p><i>Sangeet Kumar Gupta</i> FCA, ICWA, PGDMM, B.Com(Hons) Honorary Consultant, Faridabad Small Industries Association 93126-08426 groupmlg@eth.net Camp Off : 63, Sector-15, Faridabad FSIA Off : FSIA Park, Opp. Plot No.23, Sector- 24, Faridabad- 121005</p>	
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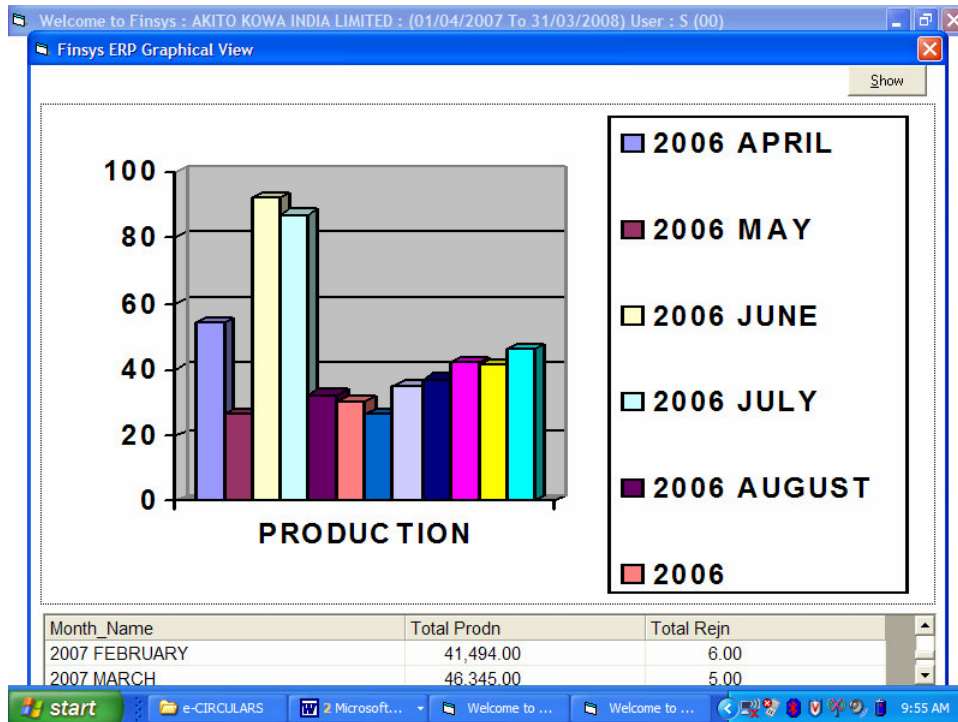
Notes & disclaimer

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Production Charts– Budget v/s Actual



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