

## **The UDAY-PRIDE programme in the WIL Cluster, India**

UNIDO in collaboration with Auto Component Manufacturers Association of India (ACMA) is running a supplier development programme in India which is funded by the Ministry of Heavy Industries (MHI), Government of India, the **UDAY-PRIDE (UNIDO –DHI –ACMA Yojana - Professionalism, Responsibility & Innovation in Driving Excellence)**. The objective of the programme is to strengthen the capacity of small and medium sized automotive component manufacturers to meet the stringent quality requirements of vehicle manufacturers. The programme further seeks to enhance their productivity and performance levels to facilitate their inclusion into domestic as well as global automotive supply chains.

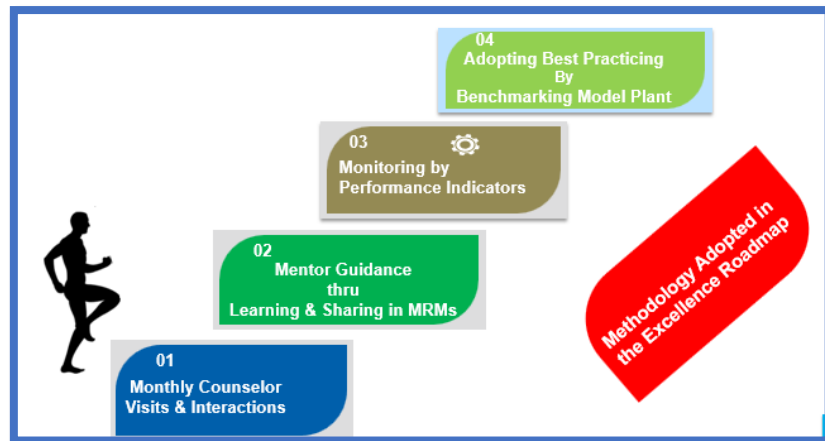
**The UNIDO-ACMA-MHI partnership programme has been running since 1999** and providing its support to small and medium sized automotive firms in India. The previous phase, Phase I, which ran from 2014 to 2017 assisted 152 SMEs against the initial target of 120 (27% more) in 26 clusters at various geographical locations in India that cover the main automotive production hubs in North, West, East and South regions.

The current Phase II of the **UDAY-PRIDE programme (2019-22) which focuses on productivity and innovation seeks to cover 275 companies through shop-floor intervention counseling training programme along with lighter e-Learning online programme across various geographical locations in India.**

The WIL cluster in Chennai, India completed the programme in March 2021. It covered 10 supplier companies of Wheels India Limited that benefitted from the one-year UDAY-PRIDE cluster programme namely, M/s. Blasto Metal Spray Process, Chennai”, M/s. Eskay Engineering, Chennai”, M/s. Microcut Solutions, Chennai”, M/s. Sri Chakra Engineers, Chennai”, “M/s. Sri Krishna Fabricators (India) Pvt Ltd, Chennai”, “M/s. Surf Coat, Chennai”, “M/s. Kay Bee Engg Works, Chennai”, “M/s. Magod, Chennai”, “M/s. Jayam Galvanizers Private Limited, Gummudipoondi”, M/s. SRS Engineering Works, Chennai”. These companies mainly deal in the manufacturing of fabrication, machining and surface treatment, reciprocating air compressor, service station (garage equipments), laser cutting services, boom barriers, traffic barriers, special purpose machines, fabrication and galvanization, threading etc.

Outcomes of the initiative related to creating a sustainable & continuous improvement culture in the Indian automotive component industries and other MSME sectors through the development of skilled manpower, capacity building, Total Employee Involvement, low-cost automation and technology upgradation in enterprises. In addition, the programme has also helped in increasing the share of business with customers and provided greater visibility across the automotive value chain.

**The methodology of the programme included:**



### **Key Achievements:**

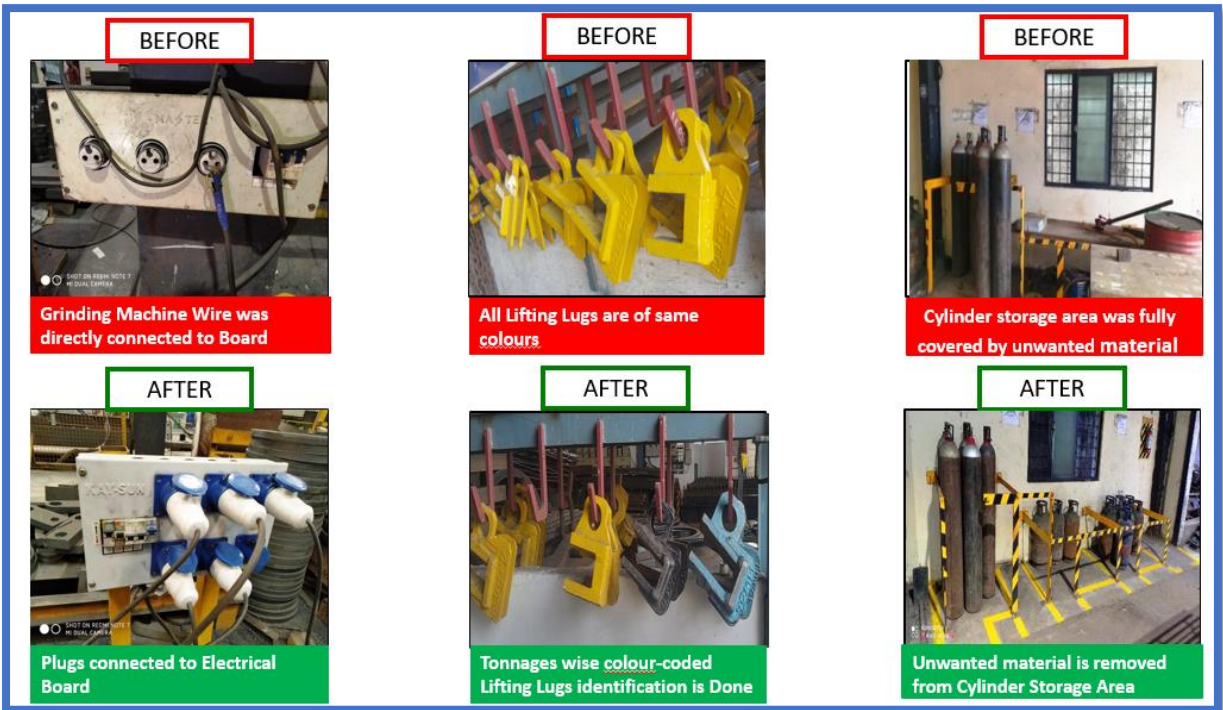
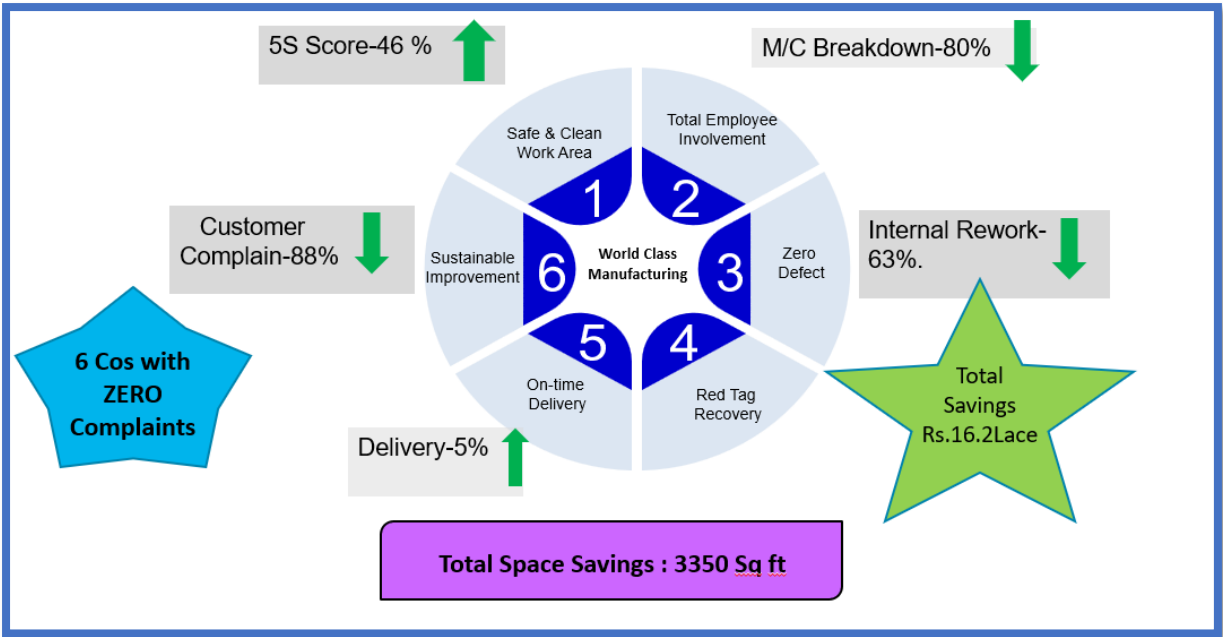
The programme resulted in qualitative as well as quantitative benefits to the companies. Qualitative benefits related to improvements in the involvement and ownership of employees, reduction in customer returns and in-house rejections, reduction in non-value-added activities and improvements in cash flow.

Quantitative benefits included that the companies now register less absenteeism, shopfloors are now a safer place to work, space improvements, and many more. These companies have shown a significant improvement on various KPIs. For instance; the KPI for SMED and OEE have improved from zero to 15% and 80% respectively in the last month of the programme. Similarly, there has been improvement in Quality, On-time delivery etc. Other benefits that the company achieved are as follows:

- Total Employee Involvement- Machine breakdown has been reduced by 80%.
- Zero Defect- there has been reduction of Internal Rework by 63%,
- All cluster companies have 100% on-time delivery.
- Customer complaints have reduced by 88%. Six companies have registered zero complaints.
- Customer Defects have reduced from 1501 PPM to 84 PPM.
- The work area is safe and clean with 46% improvement in 5S score.
- Waste Elimination – 95 Waste elimination projects have been implemented.

**Overall, the programme resulted in a total savings of Rs. 16.2 Lakhs ~ USD 21,446 and total savings in terms of space is 3350 square feet.**

The programme resulted in Total Employee Involvement, marked change in the “Organizational Culture”, satisfied stakeholders and most favorable Supply Chain partner.



*Safety and 5S improvements done in cluster companies*



*5S improvement done in cluster companies*

Daily Work Management System has been put in place; where all Safety, Delivery, Quality and Absenteeism are monitored through daily display pictures, charts & trend charts. Operators & first level supervisors participate to improve Total Employee Involvement.

As a way forward, WhatsApp group along with e-mail communication would continue after the completion of the programme to get info about KPIs. Cluster companies are also encouraged to participate in ACMA Award and Competitions.

### **Company Feedbacks**



*Mr. Vinodh Pandian. A, MD, M/s. Sri Chakra Engineers*

Mr. Vinodh Pandian. A, MD, M/s. Sri Chakra Engineers mentioned that “My Machine Campaign” has led to excellent benefits like preventive maintenance being carried out regularly and machines are kept clean.

Our employees have seen the benefits of 1S, 2S and are following it by default.

Everyday mandatory Morning Production meetings have made sure every single employee is aware of the schedule, commitment and happenings of the previous day.

Recording of “Near-Miss” have prevented major accidents from happening. Employees have corrected it and seen huge improvements.

After Training of 7QC (Quality Check) tools, we have got knowledge and now we focus on improving quality component and reducing the problem.



*S. Suresh Kumar, MD, SRS  
Engineering*

Mr. S Suresh Kumar, MD, SRS Engineering mentioned that the employee involvement in the process has increased.

Overall, there has been improvement in the 5S and safety inside the factory. Productivity has increased by preparing OEE, doing SMED projects.

Our employees have learned new systems like My Machine Campaign, 7 QC Tools, Waste Elimination project etc.



*M/s. MAGOD LASER MACHINING PVT  
LTD.*

Feedback received from M/s. MAGOD LASER MACHINING PVT LTD mentions that “Our aim was to improve our existing manufacturing practices and processes to the global standards. With the continuous efforts of our counselor to the UDAY-PRIDE programme, in providing training on the various best practices and review mechanism, we have achieved significant improvements in the various performance indicators of PQCDMS during the last one year.

We have realized benefits in terms of problem solving, good housekeeping, space saving, employee involvement and reducing rejections. The work places are much cleaner, safer and organized. We thank the ACMA-UNIDO Counselor for their valuable guidance and support in implementing the best manufacturing practices for bringing improvement in our company.

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