

The UDAY-PRIDE programme in the Lucknow Cluster, India

UNIDO in collaboration with Automotive 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 MSMEs 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 Lucknow cluster in Uttar Pradesh, India completed the programme in December 2020. It covered 5 supplier companies of TATA MOTORS that benefitted from the one-year UDAY-PRIDE cluster programme, namely, “M/s. Berrys Auto Ancillaries Pvt Ltd, Lucknow”, “M/s Engineering Enterprises, Lucknow”, “M/s Jagjit Enterprises Pvt Ltd, Lucknow”, “M/s. Micro Industries, Lucknow” and “M/s. Singh and Sons Industries, Lucknow”.

These companies are mainly engaged in the manufacturing of sheet metals components, U Bolts, Thread rolling and zinc plating, Cross members, cross members assembly, bumper cross members assembly, Assy air tanks, power steering brackets, steering gearbox mounting and brackets, Spindle, precision tools, FRP (Fiberglass Reinforced Plastics), thermo plastics, Rexene and sheet metals.

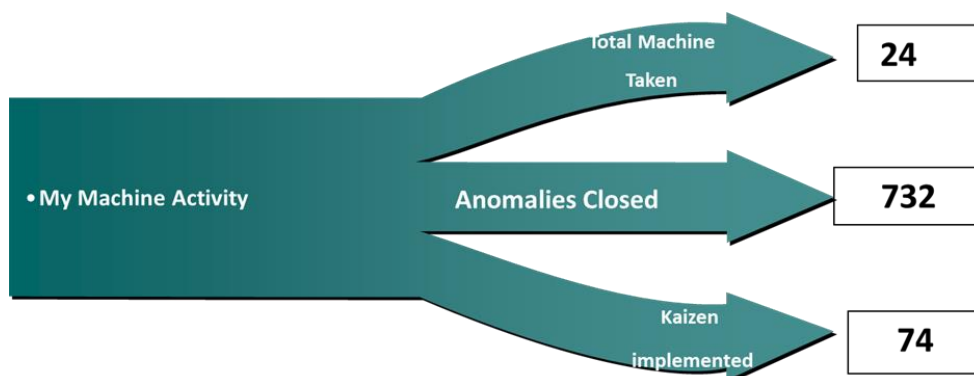
Outcomes of the initiative related to creating a sustainable & continuous improvement culture in the Indian automotive industries and other MSME sectors through the development of skilled manpower, capacity building, Total Employees Involvement, material flow cost accounting, web-based e-learning module, software and app-based system, 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 key elements 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.

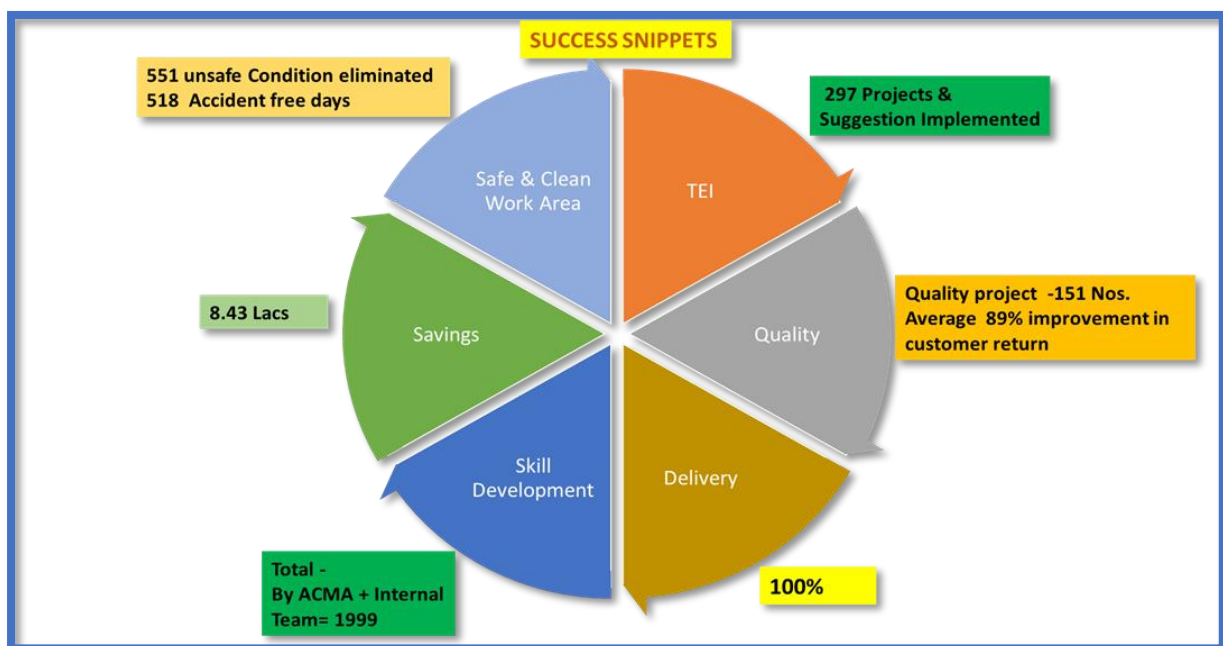


The companies are now stress free, accident free and fear free. The shopfloors are now a safer place to work, during the programme they have registered 518 accident-free days, space improvements by 3551 square feet. These companies have shown a significant improvement on various KPIs.

Some of the benefits that the company achieved are as follows:

- Total Employment Involvement- 297 projects and suggestions were implemented.
- Improvement in Quality – a total of 151 quality projects have been implemented and the customer return has been improved by 89 percent with zero customer return.
- On time Delivery: a record of 100 percent on time delivery has been achieved in these companies.
- The work area is safe and clean with 551 unsafe conditions eliminated and 518 accident-free days were recorded.

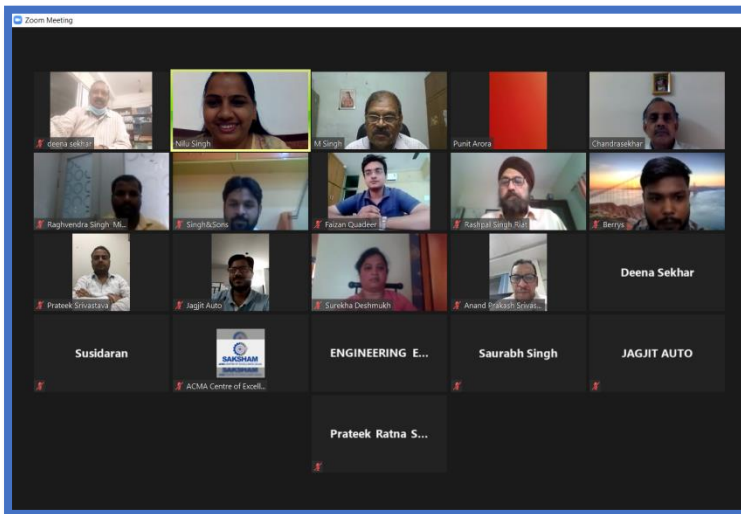
Overall, the programmed resulted in a total savings of Rs. 8.43 lakh~ US \$ 11,254.



Cluster Closing:

The culmination ceremony of the programme was held virtually on 24th July 2021 in the presence of Mr. Anand P Srivastava, Centre Head Quality, TML, Lucknow, Mr. K. Chandrasekhar, Sr. Technical Advisor, UNIDO, MDs & CEOs of cluster companies and the Ms. Nilu Singh, counselor of UDAY-PRIDE programme.

Testimonials:



Mr. Anand Srivastava, Centre Quality Head, Tata Motors, Lucknow mentioned that he was impressed with the performance of these cluster companies and gave compliments to the UDAY-PRIDE team.

He also mentioned that he has not seen this kind of structured movement earlier and we can also learn from the universal brotherhood cluster journey. He acknowledged the drastic change

in these cluster companies and best part is employee involvement. Also, these companies have become the brand ambassador or role model for the other companies across this industrial area.

He further thanked Ms. Nilu Singh for their support and emphasized that true strength is when we sustain these improvements and suggested to keep this journey continued.

Customer Voice:



Mr. Punit Arora, MD, Engineering Enterprises, Lucknow

Mr. Punit Arora, MD, Engineering Enterprises, Lucknow mentioned that we (his company) are extremely thankful to Tata Motors team for initiating such improvement drive. It's a great honor to be associated with ACMA-UNIDO Cluster Improvement drive.

According to Mr. Arora *“The company has gained Total Employee Involvement, Behavioral Changes, Employee motivation, Focus on Women Empowerment, Focus on Safety Improvements, Learning on Waste elimination, SMED, 7QC tools, My machine My Responsibility and Knowledge & Skill Development etc.”*

We are thankful to ACMA-UNIDO Team for their excellent guidance to initiate this continual improvement Journey. We promise to take this journey forward and sustain this journey of continual improvements with utmost customer satisfaction. Keep flying high Sky is the Limit! All the Best!
