

Self - discipline

To make it happen

To take ownership for your actions

To be consistent and dependable at all times

To learn and improve everyday

COMPETENCY MAPPING JOURNEY (SELF EXPERIENCE)

Varroc Group steps on the accelerator

Managing Director Tarang Jain (TJ) reveals game plan to double turnover to Rs 4000 crore by 2012, which involves realigning exports and bagging new clients, says Sumantra Barooah, Sr. Correspondent, CNBC TV 18.

In the midst of the soaring summer temperatures at Aurangabad, a team at component major – the Varroc Group – is working round the clock for the company's first ever participation in an overseas trade event. For Varroc, this makes a key forward in its plans to expand its business.

Speaking to TJ, managing director of the Rs. 2000 crores Varroc Group, one sees that he is keen to expand into new markets... and fast! After all, he has to meet his target of taking his company's revenue to over Rs 4000 crores by 2012-13. And that too from organic growth.

On the fronts, the Group wants to build its electronics/electrical systems business at a faster clip. Towards that

objective, TJ is actively looking around for an acquisition in the domestic market to achieve scale while a tie up or two with international players or even an overseas acquisition will be mainly for technology. TJ says Varroc will look at buying out a company with a turnover of Rs 200-250 crores. Recently, Varroc Engineering, the Group flagship, developed an entire electrical system for an electric two-wheeler, and plans to come out with a range of new products such as immobiliser and electronic tyre pressure monitors. TJ says he wants to have these products in Varroc's portfolio so that OEMs can offer them as options to their customers.

Going forward, a product like the vehicle immobiliser for example can bring in big volumes as the government makes it mandatory.

Four Wheeler Market :

In order to garner more business from our four wheeler OEMs, Varroc is in the

process of developing electrical systems/ electronics. It is adding more products including starter motors, alternators and sunroof switches to its portfolios.

At present, electronic segment contributes Rs 100 crores to Varroc's annual turnover, which TJ expects to grow three fold in the next few years. That growth will also come from the planned increase in the business from the OEMs. Currently these clients contribute 10% of Varroc's total revenue. TJ wants to increase this to 25 percent in the next three years.

Meanwhile, Varroc is on the verge of signing an agreement with Volkswagen to supply plastics parts from its polymer division. And plastics will also play a key role over here. The company mainly supplies bumpers and interiors plastics parts to some OEMs. Varroc's plan is to offer the whole instrument console to its customers.

New Plastics Parts in Pithampur

Another strategy that TJ is pursuing is to make the clients buy an entire portfolio of products - from electricals to plastics to forged components like its biggest customer Bajaj Auto does. Bajaj Auto alone buys components that accounts for estimated 60% of Varroc's turnover.

Varroc recently added a new two wheeler customer - Mahindra Two Wheeler to its client lists. It also now plans to add a new facility to manufacture plastics components in Pithampur, Indore. This facility will cater entirely to M&M's two wheeler plants and will later aim to supply to other OEMs like Eicher and MAN Force in that area.

An investment of 8-10 crores is planned in this facility, which will be built over an area of 8-10 acre plot for which negotiations are in progress. The plant is expected to start operations in a year's time.



Downsizing in Europe

Varroc sees good opportunities in overseas markets but not in Europe. TJ says business is still slow in Europe with car sales expected to dip this year. Due to economic slowdown, the Group's revenue in Europe fell from Rs 450 crores to Rs 190 crores in the year 2009-10. And that is the key reason why Varroc now plans to sell-off one of its two Plants there. Its Forging Plant in Poland is expected to bring in around 12 million Euros after it is sold.

TJ told Auto Car Professional that he plans to sell-off the Plant as it was underutilized. The business has already been shifted to Varroc's Forging Plants in Italy and India. The Polish plant is one of the two plants which Varroc acquired when it bought the Italian forging company IMES SPA in 2007. The Polish Plant was generating 65 million Euros when Varroc took over but its revenue fell significantly with the global recession.

Varroc is, therefore training its sight on new exports markets closer to home such as the Far East. Another compelling reason is the margins it can earn.

In the domestic market, the two wheeler sector continues to be a growth driver. In addition, Valve could be a good business driver. The company wants to scale up its valve business and target exports where margins are almost double that of domestic market. Currently, 60 percent of its valves are fitted in vehicles abroad. Varroc expects a 30 percent growth in the domestic market riding mainly on the back of Bajaj Auto. But it is clear that overseas business holds promise. That is why, the forthcoming trade fair, Thailand Auto Parts Association 2010 (TAPA), in Thailand held from April 28 to May 2 will help Varroc to showcase its expertise to prospective clients. Considering the cool opportunities there, the summer heat is well worth bearing for the Varroc team preparing for that event.

COMPETENCY MAPPING JOURNEY (SELF EXPERIENCE)

The Varroc Competency Model (VCM) measures, through a Development Centre (DC), the competency levels of an employee with respect to his knowledge, skills and attitude (KSA). This is followed by a tailor-made 'Personal Development Plan' (PDP) which is periodically reviewed every 6 months. It may be mentioned that a PDP is based on the philosophy which encourages an individual to 'strengthen one's strength(s)'. Therefore, it boils down to an employee being empowered to develop his own roadmap to bolster those very Varroc competencies which he is strong at. In doing so, a network of allied/similar competencies start to develop as well. For example, development of 'Ability to Track and Monitor Work' leads to the development of 'Bias for Action and Result'. Thus, a virtuous cycle sets in as the individual gets an intrinsic motivation to develop the areas of strength further. The efforts, thus put in, enhance the potential of an employee to shoulder higher responsibilities with greater effectiveness. Thus, having undergone the DC and armed with the above knowledge, I decided to develop the PDP by picking up one of the competencies and working on it.



"Not to have control over the senses is like sailing in a rudderless ship, bound to break to pieces on coming in contact with the very first rock".

M. K. Gandhi - political leader of India

CLARITY OF THOUGHT(COT)

It means ‘the ability to bring in disciplined analysis to data and situation, to see cause and effect and to use this to make effective decisions. At higher level, it is the ability to understand the underlining patterns and trends in asset of apparently unrelated data/information. It also means understanding the totality of the business situation and seeing clearly what needs to be done and how to achieve it’. (Refer to Table 1 for the behaviours associated with this competency).

Action Plan: To improve this competency, I selected a problem area related to my plant and started applying the tips for developing COT (see Table below). At VEPL VI, we were facing frequent Customer Complaints (CC) and Warranty Claims (WC) in Pulsar LED Tail Lamp (PLTL). So, I decided to try applying the inputs received in the DC for converting a problem into an opportunity. Thus inspired, I started working along with my team members on the PLTL to get Zero CC & reduce WC. I tried to link, consciously, all the tips

under this competency to define the twin problems and thereby set the realistic goals to achieve the desired results. Needless to add, it was an exciting learning experience and the results are for you to see.

1. Impact on Tasks:

i. Tangible Benefits:

- CC: Reduction in CC for PLTL from 200 PPM to Zero
- WC: With the understanding of clarity of ‘what’ to do and ‘how’ to do, the nagging problem of warranty also reduced from 20000 PPM to 1800 PPM
- WC reduced from 23 Lac /annum to 2 Lac / annum

There is thus a net benefit of more than 21 lacs/ annum. As per Kaizen SOP, the benefit for three years would come out to be 63 lacs.

ii. Intangible Benefits:

- Saves time, as I have a better understanding of the task to be done.
- Therefore, effectively take

Table 1: Behaviour for competence development and the concurrent Action Plan:

Sr. No.	Behaviours for COT	Actual Action Plan
1	Able to make or detect effects of great subtlety	Identified the increasing customer complaints
2	Breaks down large pieces of work into smaller, simplified and more manageable parts	Selected a product i.e. PLTL
3	Gathers information to identify root cause of a problem and its possible solution	Carried out ‘Happen – May Happen Study’, a method of detection for a problem, at each stage..
4	Builds ideas on the basis of information to get solution for root cause as per relationship of cause-effect	Proposed Kaizens, Poka Yoke, 100% inspection techniques to eliminate failure possibilities.
5	Study of feasible alternatives / options for making decision	Feasible study on concept of Poka Yoke to test an equipment along with the manufacturing cost.
6	Evaluates the pros & cons of the options/ alternatives decided	Keep a check on the possibility of skipping off testing the equipment (Poka Yoke Unit) and thus, Auto Marking for the OK parts.
7	Has a keen insight and judgment	Monitoring on daily basis I/H rejection and Customer Complaints to know what has been left unattended.

NOTE: As one can easily see the behaviours marked in ORANGE colour are the Defining behaviours and the behaviours marked in RED colours are the Discerning behaviours.

decisions by methodically studying the options/ alternatives.

- Can provide better clarification to peers/subordinates of the task to be done.

2. Impact on Self:

In nutshell, this exercise helped me in areas of:

- building and enlarging my self-confidence,
- learning from peers/ subordinates/ superiors,
- tracking & monitoring work,
- alignment of responsibilities & team building,
- building morale of the team,
- earning respect from the colleague/ professional
- to continue to use learning from this project in future opportunities.

3. Spin Off Benefits:

While working on COT, other networking competencies, as mentioned earlier, also developed significantly. Some of those were:

LEADING BY MOTIVATING AND INSPIRING(LMAI)

To achieve the results, it is essential that a team works with enthusiasm. And that is possible only when there is someone to motivate and inspire the team. So, while working on COT, due attention had to be paid to monitor individual performance at regular intervals and then offer positive stokes. LMAI is defined as ‘leading current, day to day work context by focusing on performers’ and non performers’ motivation’. (Refer to Table 2 for the behaviours associated with this competency).

Table 2: Behaviour for competence development and the concurrent Action Plan

Sr. No.	Behaviour for LMAI	Actual Action Plan
1	Focuses on team effort and enthusiasm to achieve goal	Formation of a Cross Functional Team (CFT)
2	Secures behavioural commitment (by stating ‘to-be-done’ and ‘not-to-be-done’) of team members for goal attainment	Decision of CFT
3	Positive communication to maintain morale method of detection at each	Provides support from management for approvals such as Capex etc.
4	Recognises contribution and achievement of people.	Recognises people contribution irrespective of their level.
5	Recognises performance improvement	Encourages information sharing among subordinates & line associates.
6	Rewards individual employee	Distribution of gifts/sweets in get-together, within the company.

NOTE: As one can easily see the behaviours marked in ORANGE colour are the Defining behaviours

*** ABILITY TO TRACK AND MONITOR WORK (ATMW)**

By working in focused manner, results are bound to come. But, we must have the ability to track and monitor that work. ATMW is defined as ‘the ability to disburse execution responsibility efficiently, in the manager or team leader role. A person high in this

competence has (a) the ability to identify performance criteria and its measure and (b) positive attitude (readiness) or natural liking for reviewing work and soliciting feedback’. If we can develop this competency in us then achieving results are not far away from us. (Refer to table 3 for the behaviours associated with this competency)

“With self-discipline most, anything is possible.”
Theodore Roosevelt quotes (American 26th US President (1901-09), 1858-1919)

Table 3: Behaviour for competence development and the concurrent Action Plan

Sr. No.	Behaviour for ATMW	Actual Action Plan
1	Holds self & team accountable for complying with performance and procedures	Taking self ownership for the worst & giving credit to team for success. Working like an umbrella.
2	Develops and implements tactics/ strategies that optimize individual performance within the organisation	Selected a product i.e. PLTL
3	Identifies work-related performance criteria that needs to be measured for individual and team performance	Making targets while planning & reviewing team performance.
4	Asks subordinates for facing problem during work-in-process and encourages, support them in finding out solution for problem reported / noticed	Discussing & providing solution in CFT for problems. Providing additional support, if required. Having continuous dialogue with members
5	Frequent progress review monitoring with team making decision	Regular review of meeting to monitor work and performance
6	Conducts after-reviews upon task completion to identify lessons learned and generate ideas for more effective task completion in the future	Vertical/ Horizontal deployment of ideas
7	Conscientiously monitors downstream consequences of work to ensure tasks are completed correctly and have intended consequences	Evaluating tangible & intangible benefits after successful completion of task

NOTE: The behaviours marked in ORANGE colour are the Defining behaviours and the behaviours marked in RED colours are the Discerning behaviours.

*** CUSTOMER CENTRIC**

In today's scenario, it is acknowledged that the 'Customer is the King'. It is now that another step is taken from customer satisfaction. We have to go one step beyond 'Customer Satisfaction' to 'Customer Delight'. Customer Centric is defined as 'the willingness & ability to give priority to the internal and external customers; delivering quality on time with honesty and responsibility that meet their needs; takes proactive approach in meeting customer needs; establishes 'partner' relationship to help customers achieve goals and maintain customer goodwill'. (Refer to Table 4 for the behaviours associated with this competency)

Table 3: Behaviour for competence development and the concurrent Action Plan

Sr. No.	Behaviour for Customer Centric	Actual Action Plan
1	Anticipates customers' needs & meets them	Preparing time plan during early stage of development itself for customers' needs
2	Notes customers' specific requirements / thinking	Noting down all specific customers' requirements & incorporating in Control Plans for regular audit / verification purposes
3	Treats all customers' with respect	Providing due respect & taking care of customers during their visits
4	Do not make assumptions about customers' needs, but clarifies them	Trying our best to clarify needs & taking customer in confidence, if required

Continue...

Sr. No.	Behaviour for Customer Centric	Actual Action Plan
5	Improves service	Providing response within short time
6	Takes action to add value to the customers	Providing & assisting customers for finding solution & taking actions
7	Builds "Partnership" relationship with customers	Trying our best in building PR and building up family relations up to some extent
8	Gets feedback from customers to ensure satisfaction and share results	Making regular dialogues with customers and taking their feedback for further improvement of our team
9	Knows when & how to politely decline inappropriate customers' request	Continuous learning through regular dialogues with customer / peers / subordinates / superiors

NOTE: The behaviours marked in ORANGE colour are the Defining behaviours and the behaviours marked in RED colours are the Discerning behaviours.

To sum up, more one ventured into competence development/ PDP, it became clear to me that it was a very easy thing to do but had a lot of impact all around. Good part was that the results were both profit as well as personal. I could gain lot of self- confidence and satisfaction and could easily see how I and my team could improve ourselves and become a learning team which is very well knit also. Frankly, it was an intoxicating experience Therefore, during the 2nd review of PDP, we decided to work on developing "Persuasive Communication".

I personally feel that suddenly I have been exposed to an ocean of knowledge through DIY kit. Now, I can improve my competencies and therefore the potential at my own pace through this structured approach. DC showed me where I stood. DIY kit explained where I should be and PDPs graphically illustrated how to reach the destination. I have never seen anything like this before in my career.

Editor's note: Prof. A. K. says " I am really impressed by this article contributed by D.D. Bansal. This is the best experience of how to go up the 'learning pyramid' from

data to information then to knowledge and finally to wisdom. Well done my friend!"

Dau Dayal Bansal
Plant Head
VEPL VI



THE 10 SECRETS OF SELF-DISCIPLINE

Dedication – It forms the foundation of self-discipline. So great is the dedication of a self-disciplined man that everything he does, from the smallest to a herculean task, he does it with the same devotion.

Inspiration – Inspiration is what that breathes life into self-discipline. It is the burning desire to achieve one's goal. What fuel is to car, inspiration is to self-discipline.

Steadfastness – Self-discipline gives us the ability to work continuously towards our goals and overcome any obstacle in the world. Edison failed 10, 000 times before he made the electric light. Imagine what would have happened if Edison did not have the steadfastness to invent an electric bulb after so many successive failures?

"In reading the lives of great men, I found that the first victory they won was over themselves... self-discipline with all of them came first"

Harry S. Truman - the 33rd President of the United States (1945–1953)

Commitment – It is the commitment that helps a person to stay focused. Self-discipline helps in staying committed and not being distracted by the external forces. Peter Drucker, the Management Guru says, “Unless commitment is made, there are only promises and hopes; but no plans”.

Intrepidity – The greatest barrier to success is the fear of failure. Intrepidity is the courage to follow your dreams without any fear of losing.

Perspiration – Perspiration is making use of every bit of one’s strength to achieve the goals. To quote Thomas A. Edison, “Genius is one percent inspiration and ninety-nine percent perspiration”.

Leap of faith – A self-disciplined man has complete faith in himself and a positive attitude towards life. He takes every obstacle in right spirit and converts it into a lucrative opportunity.

Internal focus – A person who is internally focused finds the zeal within himself. He does not need extrinsic motivation to move ahead. Such ignited minds follow the path of self-discipline to pursue their dreams.

Never say die attitude – A self-disciplined person never gives up. To quote Vincent Lombardi, the famous American football coach and a motivational speaker, “Winners never quit and quitters never win”. They always manage to stand up every time they fall with the same enthusiasm.

Effectiveness – Effectiveness not only reflects the end result, but also the means adopted to achieve the end results. To quote Peter Drucker, “Efficiency is doing things right; Effectiveness is doing the right things”.



C. S. Singh
Dy. Manager-Eng.
VEPL VI

THE ESSENCE OF SELF-DISCIPLINE

“Self-discipline is a form of freedom. Freedom from laziness and lethargy, freedom from the expectations and demands of others, freedom from weakness and fear and doubt. Self-discipline allows a pitcher to feel his individuality, his inner strength and his talent. He is the master of, rather than a slave to, his thoughts and emotions,” quotes H.A. Dorfman, consultant at Scott Boras Corporation, in the book ‘The Mental ABCs of Pitching’.

The purpose of self-discipline is not living a limited, or a restrictive lifestyle. It does not mean being narrow-minded or living like a fakir. It is one of the pillars of success and power. It endows us with the inner strength to focus with all our energies on a goal and persevere until it is accomplished.

The ability to focus and persevere are a sine qua non for daily actions and decisions.

Aristotle had said, *“The self-controlled (i.e. self-disciplined) man was neither cowardly, nor foolhardy but courageous. He is neither ignorant, nor a bookworm, but learned. He is neither a drunkard, nor abstemious, but social. The goal for the development of*

self-control was to feel the right amount of pleasure at the right things to the right degree. The problems arise when they desire too much pleasure, pleasure at the wrong things, or when they have no fear of pain. This is what self-control looks like”.

D	-	4
I	-	9
S	-	19
C	-	3
I	-	9
P	-	16
L	-	12
I	-	9
N	-	14
E	-	5
<hr/>		
TOTAL = 100.		
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Discipline gives 100% results.		

People asked Plato and Aristotle, "Why people choose pleasurable things that is bad for them? Why is it that they continue down a path they know is going to hurt them, even if it is momentarily intoxicating?" They said it was because people didn't understand the nature of the 'Good Life', or we might say the 'Life Well Lived'. This is why philosophy is so important. It gives you a chance to reflect on the well ordered life and then to use reason to properly develop the right habits to attain the right goals. In the *Gita*, Arjuna had also asked Sri Krishna about the same puzzle where knowingly we end-up committing acts of unethically. Sri Krishna replied more categorically, "*When anger (krodha) and desire (kama) go unharnessed under the influence of rajas (blind dynamism) we commit ourselves to unethically*". This implies that lack of self-discipline is the root of problems.



Kundan Kumar Choudhary
VEPL-VII (V)
Production

SELF-DISCIPLINE FOR SUCCESS

The prerequisite for an ordinary man to be successful is the inculcation of 'self-discipline' in one's life. The word discipline implies more than just the effective use of the time. It means self-restraint. In particular, it is the ability to resist the temptations of indulgence. Such indulgence not only ruins the health of a person but also degrades him morally. It adversely affects his family. Self-discipline is the ability to inspire oneself to do away with such temptations.

All sages and saints, thinkers and philosophers from Buddha to Gandhi have preached and practiced the virtues

of self-discipline. Gandhiji had rightly said, "*Be the change you want to bring about*". If one wants to excel, he/ she has to first inculcate the attitude of self-discipline towards his/ her goals.

The sum and substance of the teachings of all religious and scriptures is: Be a good human being. Self-discipline is not akin to rigid and ritualistic behaviors which at times borders along eccentricity and fanaticism. On the contrary, it means the spirit of tolerance and living in harmony with all creatures and nature. A sort of mental discipline, not to treat plants and animals as mere resources meant for exploitation. If the path of discipline is followed, can success be far behind?



Rutuja Santosh Todarwal
D/O Santosh Todarwal
Std : 9th, Podar
International School

SELF DISCIPLINE- IT'S WITHIN

The Oxford Learners' Dictionary defines 'self-discipline' as, "the ability to control one's feelings and overcome one's weaknesses; the ability to pursue what one thinks is right despite temptations to abandon it".

Self-discipline is the companion of will power. It endows us with the stamina to persevere in pursuit of our goals – material and spiritual. It bestows on us the ability to withstand hardships and difficulties, whether physical, emotional or mental. It makes the mind strong enough from within to reject immediate satisfaction for a higher order gain in the long run.

Self-discipline is one of many personal development practices available to us for

"Self-discipline is crucial to a simpler, more contented life."
Tenzin Gyatso, The 14th Dalai Lama quotes (Dalai Lama, b.1935)

solving quite a few of our personal and professional problems. A self-disciplined individual is never seen complaining over lack of time and trying to justify inability to meet the deadlines. The obvious outcome is that he earns a lot of respect from his colleagues and is thus deemed more reliable and professional.



Dayal Sulane
Officer –HR
DIPL

SELF DISCIPLINE

Self-discipline is the assertion of will power over basic desires, and is usually understood to be a synonym for 'self control'. It is the adeptness to control one's weakness and to pursue what one think is right despite temptations to abandon it. Self-discipline is to some extent a substitute for motivation, when one uses reason to determine the best course of action.

Self-discipline has been the most pronounced humanitarian principle followed by many Indian leaders. To cite an example, Mahatma Gandhi evangelized 11 vows which are *Ahimsa* (Nonviolence), *Satya* (Truth), *Asteya* (Non-stealing), *Brahmacharya* (Self Discipline), *Aparigraha* (Non-possession), *Sharirshrama*, (Bread Labour), *Aswada* (Control of the Palate), *Sarvatra Bhayavarjana* (Fearlessness), *Sarva Dharma Samantva* (Equality of the religions), *Swadeshi* (Use Locally Made Goods) and *Sparshbhavna* (Untouchability). Among the above 11 vows, it is the virtue of self-discipline which strengthens a man to follow the other principles. It forms the hub of the wheel. To quote M. K. Gandhi, "*Brahmacharya (Self-Discipline) means*

control of all the organs of sense. He who attempts to control only one organ, and allows all the others free play is bound to find his effort futile"- *Bapu's Letters to Mira, p.257.*

At Varroc, Self-Discipline, one of the core values, has been institutionalized as the rejection of instant pleasure and satisfaction for a higher and better goal. It is manifested as the ability to stick to actions, thoughts and organizationally acceptable behaviour, which lead to improvement and success. Thus, self-discipline is an act of cultivation which requires one to connect today's actions to tomorrow's results.



Taruna Mishra
Management Trainee (HR)
VEPL VII

LOW COST AUTOMATION

Low Cost Automation (LCA) is the introduction of simple pneumatic, hydraulic, mechanical and electrical devices into the existing production machinery with a view to improving their productivity. These would also enable the operation of an equipment by even a semi-skilled or unskilled labour with a little training. It involves the use of standardized parts and devices to mechanize or automate machines, processes and systems.

The main aim of LCA is to increase productivity and quality of products and reduce the cost of production and not to reduce labor. The Automation and Quality department has added new dimensions to LCA by successfully integrating it with *Poka Yoke* concept.

It was observed that Plannum Appliqué, an auto component part of Mahindra Scorpio, was constantly incurring some

technical glitches. A child part named 'metal clip' is fitted on the long plastic part named Plannum Appliqué. 6 such 'metal clips' are fitted to the Plannum Appliqué. Many a times, either less than 6 clips were fitted or the clips were fitted with loose fitments. Thus, the rejection rate for the Plannum Appliqué used to come up to 40 ppm. Naturally, customer complaints started to pile up. Hence, a cross-functional team comprising Sethu Chandran, Mahesh Gulve and Sukhpal Bansal from Automation and Vimal Tikku from Quality started studying the problem.

The team used the Ishikawa / Fishbone or Cause-and-Effect Diagram, to systematically analyse the main reason for the rejection of the parts. Generally, the problems arise due to the 3 M (Man, Material and Method) associated with the 4th M - Machine. After a brief brainstorming session, the team reached to the conclusion that among the 4Ms, unconscious human error by Man was the root-cause for the rejection.



Front view of the unassembled 'Metal Clip'

It came to light that, as there were no check-points to administer the number of clips being fitted, the workers working on the 'metal clip' were fitting less number of such clips as against the standard of 6.

Meanwhile, SN Patil suggested providing some poka-yoke device at the operators' workstation. (A poka-yoke is a mechanism in the manufacturing process that helps an operator to 'avoid' (yokeru) 'mistakes' (poka). The team started thinking on the same line and came out with an 'Assembly Fixture' device, with sensors, to check 'metal clip' fitting. This improvisation will let the worker know the no. of defective pieces of the 'metal clip', so that they are once

again checked for irregularities before reaching the customer. The team had also arranged training programmes for the workers to familiarize them to use the 'Assembly Fixture'.



An extended view of the 'Assembly Fixture'

Benefits from LCA (in general):

- (1) 0% Quality rejects
- (2) Alarm sounds, if unassembled part removed from fixture.
- (3) Alarm also sounds, if maximum permissible time for assembly is exceeded.
- (4) Easy fitment of assembly parts.
- (5) Loose fitment not possible.
- (6) Every product comes out with OK mark.
- (7) No need of quality inspection

Benefits to VARROC (in particular):

- (1) Gain Customer goodwill
- (2) Gain more business by getting orders for Plannum Appliqué for Mahindra Xylo.

Pay Back Period (PBP)

Variables used for PBP calculations

- Production quantity – Approx.4000 units/ month.
 - Product Price – Rs. 238 per part
 - Approx. Profit - @10%
 - Manpower rate – Approx. Rs. 125 per day
 - Rejection rate – Approx. 40 PPM
 - Cost of this Automation – Rs. 52000/-
- (1) Annual Cost of Retaining existing business due to this automation - approx. Rs. 11,50,000/-
 - (2) Annual Cost of Gaining new business due to this automation -

"The highest possible stage in moral culture is when we recognize that we ought to control our thoughts".

Charles Darwin - English Naturalist and author

- approx. Rs. 11,50,000/-
- (3) Annual Cost of Manpower saving – Approx. Rs. 40,000/-
 - (4) Annual Cost of Quality rejects - Approx. Rs. 600/-
 - (5) With above variables the PBP achieved in approx. – 7 Days



Sukhpal Singh Bansal
Sr. Manager
Low Cost Automation

CUSTOMER RECOGNITION

Bajaj Auto, ranked as the world's fourth largest 2-Wheeler and 3-Wheeler manufacturing giant, has the following new-age *mantra*, 'Understanding the cost behavior at various stages of a product's life cycle and devising ways to control the fluctuations in cost'. For Bajaj Auto, the efforts started almost a decade ago when its promoter Rajiv Bajaj mandated managers to produce "Japanese-quality" motorcycles at frugal Indian manufacturing costs. Thus inspired, the Management adopted the strategy of outsourcing non-critical manufacturing functions to the core group of vendors. The move helped Bajaj Auto to drastically cut down the variable costs.

The selection of the vendors is carried out through a stringent evaluation

process in terms of the vendors' ability to meet BAL expectations on a continual basis. This is followed by grooming the vendors to be Bajaj Auto's single-source suppliers. Against this backdrop, for encouraging the vendors, it initiated the 'Bajaj Vendor Convention' in October, 2005 with two sets of awards for sustainable quality performance i.e. Quality Award and TPM Award.

The 4th 'Bajaj Vendor Convention' was held on May 28, 2010 at Hotel Radisson, Pune wherein all BAL Vendors were present. This time, Varroc Group won the day with 12 Quality / TPM awards (Bronze Q Award – 02, Silver Q Award – 06, Gold Q Award-01 and TPM Award – 03) for the year 09-10. The last four years have got 30 awards to Varroc Group, which is the highest amongst all other BAL's vendor . As the TPM *Guru*, Prof. Yamaguchi San, observed, "Excellence is nothing but doing the routine activity consistently in an excellent way." Hence, the aforementioned achievement is a reflection of the disciplined efforts put in by the Varroc's BAL vendor team, TPM team and the TPM consultants steered by the top management.



Mukesh B. Deshmukh
Deputy Manager
Corp. TPM

Year wise various quality and TPM Awards for BAL vendor partners are mentioned in below table.

BAL Vendor-Group	Year 2006	Year 2007	Year 2008	Year 2009-10	Grand Total
Varroc Group	1	5	12	12	30
Endurance Group	2	9	10	4	25
Minda Group	1	5	5	8	19
Bagla Group	-	2	2	5	9
Badve Group	-	-	1	5	6
Star Engg.	-	2	1	2	5
Dhoot Transmission	-	-	2	3	5
Engineering Technologies	1	1	2	1	5
Exide Industries	2	2	1	-	5
Federal Mogul	2	2	1	-	5
Other Companies	24	42	50	44	160
Grand Total	33	70	87	84	274

"It is better to conquer yourself than to win a thousand battles. Then the victory is yours. It cannot be taken from you, not by angels or by demons, heaven or hell."
Buddha - the founder of the Buddhist religion

VARROC POLYMERS:

ONE OF THE TOP 100 SUPPLIERS OF THE VOLKSWAGEN GROUP

The world's 3rd largest car maker, Volkswagen (VW), has already made a foray into the Indian market with an array of launches like VW-Passat, Polo, Jetta, Vento, New Beetle, Phaeton, etc. The VW Group is headquartered at Wolfsburg, Germany. The Group consists of brand names like Bentley, Bugatti, Lamborghini, Scania, Seat & VW Commercial vehicles along with Skoda and Audi as its flagship products. With a promise of world class design, elegant driving experience and absolute reliability, the Group plans to debut Polo (VW 250), Vento (VW 251) and Fabia (SK 250) to take over the roads in CY 2010 along with SK 251 (Badge) next year.

Varroc Polymers has won business from the VW Plant Pune to supply same parts of Vento to its 2 new models - Skoda Badge & Vento Exports lined-up for the next year. With this global recognition Varroc is now poised to become a name to reckon with in the global arena.

VW Group has a long tradition of inviting their top 100 suppliers every year and then awarding the very 'Best Suppliers'. For the year 2010, Varroc Polymers was one of the invitees among the top 100 suppliers to attend glittering function at Wolfsburg. The theme of the function was 'Night of the Best'.

The function was graced by the presence of Prof. Dr. Martin Winterkorn, Chairman of the Board of Management of Volkswagen and Dr. Francisco Javier Garcia Sanz, Member of the Group Board of Management. Varroc Polymers was represented by S. N. Patil, Polymer Business Head. The chief guests handed

over the "Group Award 2010" to the 17 winners (details given below). The winners of the award have outmatched others on factors namely innovative strength, services, product quality, environmental compatibility, competent project management, globalization and development expertise.

In his speech, Prof. Dr. Martin Winterkorn expressed his gratitude to the suppliers for their successful co-operation during the year 2009. He said, *"The Volkswagen Group has set the ambitious goal of becoming the leading automaker worldwide both economically and ecologically by 2018. To achieve that, we need innovative, efficient & reliable suppliers."* Volkswagen is now looking forward to market leadership in electro-mobility (electric cars). In this context, the VW Group is counting on its suppliers for a strong partnership in innovation and quality.

Dr. Francisco Javier Garcia Sanz added, *"A global market presence is one of Volkswagen Group's main strengths but it is also coupled with special challenges. A stable supplier relations, efficient networking of production and procurement and effective risk management are the essential prerequisites for mutual success of business."* He further went on to thank the winners for their uninterrupted service delivery conjugated with unparalleled reliability of their products.



Mukund Haval

DGM

Marketing – Non Bajaj Group



SELF-DISCIPLINE:

A SINE QUA NON FOR SUCCESS

An interview with Dipender Singh Makhija.

Nisha Singh(NS): What had motivated you to take the Post Graduate Programme (PGP) course in Supply Chain, that too, when you are already employed?

Dipender Singh Makhija (DS): The motivation for me to pursue the Post Graduate Programme (PGP) course in Supply Chain sprung when, after 2-3 months of my joining Varroc, I was nominated as a prospective candidate to attend the POV training to be held in France. However, the nominated employees had to successfully qualify a selection process, developed by the POV, to finally make it to France. Subsequently, as a part of preparation, we underwent an In-house Training under the Senior Group Vice President – HR, Prof. Anjani Koomar of Varroc on *Managerial Excellence*. This provided to me the further impetus to upgrade my knowledge. The importance of 'continuous learning' had then dawned on me.

Though I could not successfully qualify the selection process, yet I was determined to continue learning. It was with this central idea that I decided to go for higher studies, took up this course and cleared it.

NS: Could you describe the course in brief?

DS: The course on Supply Chain Management is a 1 year Post Graduate Diploma (PGD) from the Symbiosis University. There are all together 8 subjects covering Operation Management, Materials Management, Logistic & Distribution, Legal Aspects and Project Management. The final exams are held in the month of May every year.

NS: How important is it to continue learning and upgrading one's knowledge along with working?

DS: Working gives one an exposure to implement what one has studied. It is only in the workplace that one gets an opportunity to apply one's knowledge. Hence, logically speaking, if the sources of acquiring knowledge are shunned then gradually atrophy sets in and we start moving to our level of incompetence. Moreover, the *rate of change of knowledge* is faster than the *rate at which we learn*. Therefore, apart from working, one has to constantly upgrade oneself. This not only facilitates self-development but also is an added advantage to the organization.

NS: As a working person, how did you manage to take time out of your busy schedule and prepare yourself for the course?

DS: I am a firm believer of the adage, "When time doesn't wait for someone, why should one wait for time?" It is indeed a bit difficult to juggle simultaneously with study and work. But the trick is to prioritize one's objectives, chalk out a schedule and follow it meticulously. My mantra was simple. While at office focus only on work and back at home put one's heart and soul to study only. Socializing can wait for a year. Such a single-minded 'self-discipline' enabled me to come out with flying colours.

NS: What all challenges did you face during the one year of your course and how did you overcome them?

DS: It was an experience worth-cherishing. I had to blend hard work with the passion for leanings at each step. For instance, the last quarter of the financial year is also very demanding as it is year closing time. Naturally, one has to slog out for extra hours. Similarly, Diwali is the season customer demand peaks. Obviously, these were some of the inevitable hurdles on my way. But then, however demanding the days schedule was, I made it a point to study for 1-2

hours daily. I must admit that there was tremendous support from my colleagues and my seniors. I was even allowed a couple of days off as preparation leave.

NS: What do you attribute your success to?

DS: Well, work hard and have belief in yourself. Everything is possible. I am not an exceptional person. It is all about 1% inspiration and 99% perspiration. Also, I would like to place my gratitude to the management of Varroc for generating the spark to learning and extending their support to make it happen.

NS: What are your future plans?

DS: My next aim is to strive for the Certified Supply Chain Professional (APICS-CSCP) certificate. There are 944 companies in India who have CSM certified managers working for them. "I wish to see Varroc's name in the drop down list of companies on the APICS website."



Dipender Singh Makhija

Asst. Manager
VPPL Corp.

QUARTERLY TPM REVIEW @ VARROC

Customer Recognition by Winning Customer Awards:

Our prime customer, BAL has declared 6 categories of Awards for its Business Partners during BAJAJ Vendor Convention 2009-10 held at Hotel Radisson in Pune on May 28, 2010. They were:

- 1) BAL TPM Award
- 2) BAL "Q" Award - GOLD
- 3) BAL "Q" Award - GOLD (Consistent)
- 4) BAL "Q" Award - Platinum
- 5) BAL "Q" Award - Silver &
- 6) BAL "Q" Award - Bronze

In the above categories, 12 BAL Quality

& TPM Awards were bagged by the Varroc Group of Companies. In the year 2008 too, Varroc had received 12 Awards. This achievement is highly commendable and incredible for our Group as it truly reflects the success of the TPM Way of Approach adopted by the Group in the year 2006.

TPM Pillar Head Meet at Varroc :

'First KK Pillar Head Meet' was conducted at VEPL-IV in Aurangabad on June 26, 2010. All the KK Pillar Heads and TPM Coordinators from Aurangabad and Pune Plants had participated. The central theme of the session was to highlight the 'Importance of cross sharing of information'. The objectives of the Pillar Head Meets, as shared by Pradeep Sheshadri, were:

- Having a common platform to share & exchange knowledge as well as new ideas
- Improving the understanding about pillar methodology & approach
- Reducing duplication of work
- Speeding-up TPM implementation activity
- Developing pillar champion on BU (Business Unit) basis
- Inculcating a team player attitude among the individual

It was followed by the TPM Topography session. During the session, Laxmikant Bhenki explained to all the participants the various questions and answers asked in the CII-TPM National conferences.

The KK Pillar Heads, Kumawat Shailesh from VPPL-IV and Jami Rao from VEPL-V, explained the various KK Pillar initiatives taken in their respective Plants along with the learnings during implementation of such initiatives. At the end, there was a question answer round to clarify doubts of the participants.

"We all have dreams. But in order to make dreams come into reality, it takes an awful lot of determination, dedication, self-discipline, and effort".

Jesse Owens (American Athlete, 4 time Gold Medalist in Track and Field at the 1936 Olympic Games, 1913-1980)

4th Inter Varroc Kaizen Competition (IVKC)

Moving ahead with the Kaizen culture in the Varroc Group, the 4th IVKC was successfully conducted on April 14, 2010 at Hotel Citrus in Pune. IVKC started with the primary was to create a culture of 'coming together, staying together and working together.'

Kaizen means 'Continuous Improvement'. Kaizen philosophy involves a systematic approach to analyse a problem and try to improve efficiencies related to breakdown/ defect/ accident/ losses etc.

Major highlights of the 4th IVKC were:

- Kaizen participation entry is restricted to 1 best entry/ Plant.

- 5 kaizen topics were selected for submission:

1. Defect Prevention



Mr. D V Ranganath lighting the inaugural lamp

- (IHR/CC/EFR/Warranty)

2. Energy Conservation

(Electrical, air, fuel, water)

3. Cost Reduction (Variable conversion cost).

4. Loss Reduction (Equipment failure, Set up, Tool change, start up, Measure & adj loss, Mgt loss).

5. Productivity Improvement (Output/hr & Output/man).

- Each Plant has to sent 2 kaizen entries on priority ranking P1/P2. Evaluation as per Kaizen selection criteria which is also known as Kaizen Eye.

- All Kaizens were evaluated by Kaizen Evaluation Committee and those with a rating of more than 6 out of 10 were only shortlisted for the competition. Finally, 16 teams were shortlisted from the 17 Plants.

- Physical Audit of the shortlisted

kaizens was carried out for checkin-out the sustenance parameters.

The competition was roll-out by DV Ranganath, the Chief Guest, along with SN Patil, Naveen Singh, Vineet Tyagi and M P Sharma by lighting the inaugural lamp. The welcome note was delivered by PM Sheshadri. It was followed by a speech from DV Ranganath where he emphasized on customer centricity and defining benchmarks in quantifiable terms for the kaizen (where you are presently). He also expressed his desire that more themes for kaizen be added in the 5th IVKC.

This Kaizen competition was judged by a panel of 2 jury members - NH Saraf and SC Anand (both from BAL).

The MD of Varroc along with Sanjiv Kumar and a few senior management people attended this event. 16 plants were shortlisted from 17 entries. All presentations were followed by question and answer session. Later on, D Chakraborty explained the progress of Kaizen data bank and Knowledge Management portal to the participants followed by a presentation on 'Kaizen Journey - Varroc Group' by Joseph Abraham. He highlighted the avg 'Kaizen Eye' score achieved by all the teams was 3.75 as against 3.25 in the 3rd IVKC.

Sanjiv Kumar released the "Varroc Energy Conservation Booklet" (ENCON). The booklet covered 170 ENCON ideas from all 17 Plants and other companies, as well, for cross-sharing of knowledge.

The winning Kaizen teams were:

- 1) Winner - VEPL-III, Chakan Plant (Kaizen theme - To prevent inhouse defect in rotor assly and bring down customer complaint with a saving of Rs 1800 / year.

- 2) 1st Runner up - VEPL-VI, Takve Plant (Kaizen theme - To reduce potential

customers' complaints with a saving of Rs 96,000 / year.

3) 2nd Runner up – VPPL-IV, Chitegaon Plant (Kaizen theme - To increase productivity with a saving of Rs 3,75000 / year.

The Awards were distributed by MD, DV Ranganath, Sanjiv Kumar and Arvind Gupta (TPM Consultant).

Congratulations to Kaizen Winning Teams!!!

The award distribution ceremony was followed by the MD's address where he emphasized on 'Quality' being one of the most critical success factors in today's competitive world and how TPM's expedition to discover new ways of quality improvement is helping Varroc. He laid stress on the enhancement of productivity through upgradation of process technology and increased automation.



Laxmikant Bhenki
Deputy Manager
Corp TPM

BALANCE OF LIFE

Birth is our Opening Balance,
And Death is the Closing Balance.
The prejudiced views are the Liabilities,
And the creative ideas are our Assets.
The Heart is our Current Asset,
And the Soul our Fixed Asset.
The Brain is our Fixed Deposit,
And the ability to Think our Current Account.
Our Achievements are our Capital,
And Character forms the Stock-in-Trade.
Friends are our General Reserves,
And Values form the cornerstone of Goodwill.
Patience forms the corpus of Interest

Earned And Love our Dividend.
Children are our Bonus Issues,
Whereas Education constitutes Brands.
Knowledge is our Investment,
And Experience is the Premium Account.

The Aim is to tally the Balance Sheet,
And the Goal is to get the Best Presented Accounts Award.



Pravin D. Mirge
Executive - Finance
VEPL I

PASSION

A child playing cricket in the street, when asked what he wants to become when he grows up, he promptly replied, "I want to become Sachin Tendulkar". His response makes me wonder. Give it a thought. It is nothing but the child's passion in cricket. And Sachin is his role model and driving force for treading that path and thus follow his passion. The child would also watch Sachin and try to include his actions in his own game. It is an excellent example of passion.

A person, who has great interest in a particular work, art, subject, sports etc. gets fully involved with the same. Such wholehearted devotion and dedication toward a particular activity is called 'Passion'. Passion makes a person come out with a vision. If a person works passionately, he will convert the obstacles into opportunities. Nothing can stop him/her from fulfilling his/ her dream.

A person who works with passion achieves many milestones in his life time. Mahatma Gandhi, Mother Teresa, Florence Nightingale (Lady with the

Lamp) are some of the outstanding examples. Florence, who was born in a rich upper-class British family, chose the difficult path of nursing in those days. She worked incessantly to look after the injured persons in the Great War of Europe.

We can also learn an excellent lesson of passion from the Indian mythology. We all know the famous story of Eklavya and his Guru Dronacharya. Eklavya, a passionate archer who gave away his thumb finger as *Guru Dakshina* for his passion for archery, was at par with Arjun. Who taught him archery? No one. He himself practised archery by keeping the statue of Dronacharya by his side. It is an excellent example of passion.

To follow one's passion, it boost's one's self-confidence. It gives immense pleasure and inner happiness. It directs us to choose the right path. It leads us to Excellence, Perfection and Simplicity, Humility automatically accompany these.

As sunshine is to flowers, passion is to heart.

One person with passion is better than forty people who are merely interested in doing a job.



Mrs Rukmini Padmanabhan
W/O B.Padmanabhan
CFO Varroc Group

व्हेरॉक की शान

व्हेरॉक मेरा बड़ा महान,
नाम के जैसी है शान,
काम करे यहाँ हर इंसान,
काम से बढ़ कर सबकी ज्ञान।
यहाँ पर जितने भी हैं आते,
एक नया परिवार सजाते

प्यार ही यहाँ सबकी भाषा,
व्हेरॉक से है सबकी आशा।
जहाँ हैं तरंग सर जैसे इंसान,
वहाँ पर हो सब खुशहाल।
काम ही पूजा धर्म है अपना,
व्हेरॉक हो ऊँचाई पर हम सबका सपना।
खुब ख्याति नाम है व्हेरॉक,
आओ हम सब देखें,
व्हेरॉक को बढ़ता देखे,
आओ हम सब कदम बढ़ाएँ,
व्हेरॉक की पहचान बढ़ाएँ



Lakshman Mastud
DIPL
QA

स्वयं अनुशासन काम करण्यासाठी

आज जागतिक पातळीवर सर्वात प्रभावी असणारी संकल्पना म्हणजे व्हॅच टि. पी. एम मध्ये येत असलेली पड्ड प्रणाली आणि याच प्रणालीतील शेवटचा स्वयं अनुशासन काम करण्यासाठी

आज जागतिक पातळीवर सर्वात प्रभावी असणारी संकल्पना म्हणजे व्हॅच टि. पी. एम मध्ये येत असलेली पड्ड प्रणाली आणि याच प्रणालीतील शेवटचा 'ड' म्हणजे सेल्फ-डिसिप्लिन - स्वयं - अनुशासन आपण कुठल्याही क्षेत्रात काम करत असतांना स्वतःला स्वःतासाठी बदलणे म्हणजे स्वयं - अनुशासन होय. याकरिता जगात अत्यंत उपयुक्त अश्या पद्धती आहेत. त्यांचा वापर करून आपल्या कामात अनुशासन आणणे म्हणजे आपल्या प्रगतीचा मार्ग सोपा करणे होय.

देशात अनेक अंतरराष्ट्रीय कंपन्या आलेल्या आहेत. त्यांना आपल्या देशात कोट्यावधी रुपयांची गुंतवणूक केली आहे. अश्या कंपन्यांच्या अनुशासन पद्धती अंत्यत प्रभावी असतात. त्याप्रमाणेच आपल्या व्हेरॉक गुपने टि.पी.एम. या प्रणाली वापर केलेला आहे. आपल्या दैनंदिन जिवनात सुद्धा अश्या पद्धतींचा उपयोग करते. फायद्याचे ठरू शकते. आपण जर एखाद्या ठिकाणी नोकरीसाठी मुलाखत देण्यात गेलो तर तेथे आपल्यातली शिस्तबद्धता,

आपली योग्यता, आपला कामाच्या बाबतीतला आत्मविश्वास या सगळ्या गोष्टींची केली जात असते तेव्हा आपणास नोकरी मिळते आणि म्हणून आपणास अनुशासन लावून घेणे महत्त्वाचे आहे.

आपल्या ५'ड प्रणालीची संकल्पना जर डोळ्यासमोर ठेवून काम केल्यास कुठलेही काम डोळ्यासमोर ठेवून काम केल्यास कुठलेही काम कठिण वाढणार नाही याची खात्री वाटते आपली ५'ड प्रणाली पुढील प्रमाणे आहे.

Seiri - Take out unnecessary items

वर्गीकरण नको असलेल्या वस्तु टाकून घ्या.

Seition - Arrange necessary items in proper order

नितनेटकेपणा कामाला लागणाऱ्या तरक योग्य पद्धतीने योग्य जागी ठेवणे.

Seiso - Clean up your workplace,

Sanitise completely

स्वच्छता तुमची कामाची जागा पूर्णपणे स्वच्छ ठेवा

Seiketsu - Use standard method to maintain Seiri, Seition & Seiso

सुसूत्रता वस्तुचे वर्गीकरण, नितनेटकेपणा व स्वच्छता ठेवण्यासाठी प्रमाणित कार्य पद्धतीचा वापर करा.

Sheitsuke - Bring about self - discipline among the employees

शिस्त-बद्धता कार्य पद्धतीचा वापर करा या पद्धतीनुसार आपण आपल्या कामात अनुशासन आणू शकतो. आपला देश विकसीत होण्याचा मार्गावर आहे यासाठी प्रत्येकाने जर स्वतःला बदलले, स्वतःला स्वयं अनुशासित बनवले तर देश विकसित झाल्याशिवाय राहणार नाही. पर्यावरण बचावणासाठी सुद्धा आपल्यात बदल करणे आवश्यक आहे. आपल्या हव्या असलेल्या गोष्टींचा वापर करा. नैसर्गिक साधन - संपत्तीचा गैरवापर करू नका त्याकरीता स्वयं अनुशासन निर्माण करा आणि आपल्या देशा उच्चार करा .



श्री. दिपक गिरधर निकुमे
व्हीईएसपीएल
पी.पी. ज, पुणे

घडा और जीवन

एक कुम्हार था. वह रोज जमीन से मिट्टी लेता था, उस मिट्टी को कूट कर उसमें पानी डालता फिर कूटता था. इस प्रकार उस मिट्टी में लचीलापन पैदा हो जाता था. उस के उपरान्त

कुम्हार उस मिट्टी को एक घड़े का रूप प्रदान कर, इस घड़े को धूप में सुखाता था. आखिर में उस घड़े को अलाव जलाकर उसकी तेज आँच पे रखकर उसे पकाता था.

इस क्रिया से तड़पकर घड़े ने प्रभु को याद किया और कुम्हार से कहा - "हे मालिक ! आपने मेरे साथ ऐसा अन्याय क्यों किया? मुझे धुप में झुलसाया और अंगारों पर तपाया, ऐसा क्यों प्रभु?"

घड़े के इस करुणा भरे निवेदन को सुन कुम्हार ने उत्तर दिया - "ऐ मेरे प्यारे घड़े मेरी इस क्रिया में तुम्हारा ही हित है. तू आज रो रहा है परंतु कल तुम सोलह श्रृंगार युक्त एक युवती के सिर पर होगे या किसी पथिक को पानी पिलाओगे और हर घर की शोभा बनोगे."

मनुष्य का जीवन भी इसी प्रकार पूरा होता है. मनुष्य अपने जीवन काल में हर प्रकार की मुश्किलों का सामना कर, काटा और गीला किया जाता है, फिर अनुभव की आग में जालाया

जाता है जीवन के इस काल चक्र में कुछ ऐसे लोग होते हैं जो हमारी मदद करते हैं। वे हमारे सच्चे साथी होते हैं। अतः हमें अपने इन साथियों का शुक्रगुजार होना चाहिये. अपने इन विचारों से हम जीवन को सुखमय और समृद्ध बना सकते हैं.



Harsh Kohli
Business Head
VEPL-PN

यशाची दशसूत्री

१. दुसऱ्यांना आपल्याशी जसे वागावे असे वाटते तसेच आपण इतरांशी वागावे.
२. कोणतेही काम अवघड आहे म्हणून सोडून देण्याऐवजी ते करून पाहावे.
३. कष्टाचा नेहमी सन्मान करावा. मोलकरीण व नोकर यांच्या कष्टाची कदर करावी.
४. आपली चुक मान्य करण्याची सवय लावून घ्यावी.
५. क्षमा मागण्यास कचरू नये.

"Respect your efforts, respect yourself. Self-respect leads to self-discipline.

When you have both firmly under your belt, that's real power."

Clint Eastwood - American film actor, director

६. अवघड काम अशक्य समजु नये.
७. दुसऱ्याचे म्हणने ऐकून घेण्याची सवय ठेवावी. त्यामुळे बरे वाईट अनुभवाचा लाभ होऊ शकतो.
८. संतापाने कोणतेही कृत्य करू नये. रागावर नियंत्रण ठेवावे.
९. चांगल्या कामाची प्रशंसा करावी.
१०. परमेश्वराकडे शक्ती साठी प्रार्थना करावी व छोट्या मोठ्या गोष्टीसाठी साकडे घालू नये.

Narayan Prabhakar Mahajan
VPPL-IV
Packing Dept.



PLANT NEWS UPDATES VEPL - VI

VEPL – VI Team once again rocked the stage by winning the 1st Runner up award in 4th IVKC. The Kaizen presentation was given by Shailesh Raut (QA - Eng.). The presentation theme was “to prevent the possibility of Customer



The winning team with the Prize

Complaint in K 60 Tail Lamp assembly line”. Before Kaizen, there were 2 different stages - Fitment stage & Bulb testing stage and after Kaizen - Lens Fitment Interlinked with Bulb Testing Continuity Testing of Bulb such that if Bulb is not glowing then Lens Fitment can not be done. With this simple Kaizen, we not only minimized the possibility of customer complaint but also increased

the output / man / shift by 35 % and saving were around Rs 96,000 pa. The team behind this Kaizen is Nilesh Dhanokar, Shailesh Raut, Amol Tambe, Dattanand Kulkarni, Balajee Srivastava, Girish Bhegade and Hiralal Barge. VEPL – VI has already marked its presence by winning the 1st IVKC (1st Position with Rolling Trophy) , 3rd IVKC (2nd Runner up Award) and 4th IVKC (1st Runner up



The winning team with the Prize

Award).

After winning the 2nd Runner up Award at 3rd IVKC , VEPL – VI Team Kaizen was selected for participating in 14th Kaizen Conference held at New Delhi on 22- 23 April . The Kaizen presentation was given by Hiralal Barge. Our plant competed with 25 teams at Supervisor Level Category. Though we could not win this competition, but it was a great learning experience. The Kaizen was one of the most Innovative Kaizen from our Maintenance team headed by Rajendra Kapote with team members M Mangalgatti, S Nikhal and Balbir Jadon (Mrg - Production).

The existing High Vacuum Metallizing machine has been running with full capacity from last few months. 5,80,000 nos. / month (approx). Initially we focused on increasing the capacity of existing machines by Cycle Time Reduction and increasing the Loading Qty / Jigs by 10 %. Due to constant increase in production volumes, we were forced to go for Second Metallizing

Machine. Before the purchase of this Metallizing machine could be made, all necessary improvements till date was made in the existing machine as well as horizontally deployed in new machine so that we can achieve a vertical start up from first day. The improvements are as follow:

- (a) Full utilization of jigs area for loading maximum no of components - productivity improvement kaizen.
- (b) Actuator Modification having no rubber inside - MTBF Kaizen.
- (c) Guards provision over polycold shaft to prevent deterioration of seal, hence no vacuum leak.
- (d) Change in profile of tungsten filament (Spiral in place of Straight) - Reduction in tool change time.

The main advantage of this new machine is its larger chamber area which would allow loading of 10 Jigs at one time as compared to 06 Jigs in old machine. This will definitely help us to deal with increase volumes in near future too. This machine has been successfully installed and the production started on May 7, 2010 after carrying out the traditional 'Puja' by the operator followed by our Plant head, D D Bansal.



Hiralal Barge
Plant TPM Coordinator
VEPL-VI

VPPL III

In an attempt to make every Varrocian empowered towards safety of his own and his colleagues, VPPL III had arranged a one day



Demonstration on Fire Emergency by M.A. Pujari

training programme on Industrial Safety on March 31, 2010. The training programme included awareness sessions on activities such as fire fighting training, training on combating oil spillage followed by a mock drill on medical emergency.

As a vital part of PMS process, we conducted a half day workshop on May 8, 2010 Goal Setting programme. Targeted group was HODs of all department and their reportees in grades O1 & above.



Mahendra Pujari
(Plant HR) VPPL III



Ajay Kulkarni
(QA) VPPL III

VEPL PN

Beat the Heat (Get together Party)

The employees at Pant Nagar chilled out and danced to the beats of the



Harsh Kohli (Plant Head) enjoying the rain with employees at the party.

National award winner 'DJ Virus' in the rain dance party organized at Hotel Ark on May 16, 2010. This theme of the party was "Beat the Heat". The party started at 11am on Saturday morning where, people took a break from their routine work and let themselves go free. This party is the first of its kind in whole of SIDCUL (Pant Nagar).

'World's Environment Day'

A million around the globe celebrated the 'World's Environment Day' on June 5,

2010. For a positive, environmental action, Pant Nagar had organized a Tree Plantation Program under the guidance of Business Head, Harsh Kohli. To evangelize the notion of shared responsibility and the power to become change agents for a sustainable environment, 'Lets Plant a Future' slogan was captioned for the month.



The Plant Head with other members sowing a plant

1st BAVA Kaizen Competition for Pant Nagar Vendor Clusters– VEPL PN plant bagged the 2nd runner-up Bronze prize in the '1st BAVA Kaizen competition 2010-11', held at BAL-PN on June 22, 2010. Altogether, 40 Kaizens were presented by the BAVA –PN vendors and BAL PN vendors out of which 2 Kaizens were shortlisted and presented by VEPL –PN. The winning Kaizen details are given below:

Kaizen Theme- 'To increase the production/hr of Cap Air Filter component on mould machine.

Kaizen Results –Production/hr of Cap Air Filter increased from 60 to 80 in numbers.
Team Members- Bhupal Ram, Saroj Kumar, Kanta Singh, Gurnam Singh and Anil Chaudhari. Congratulations to all!



Purna Sadashiv
Plant Head HR
VEPL PN

**TPM Quiz "Striving for Excellence"
Testimonials of Employees**

"TPM Quiz Competition" से हमारा न सिर्फ TPM knowledge बढ़ा है बल्कि हमारा काम के प्रति मनोबल भी बढ़ा है। इस "TPM Quiz Competition" से TPM

के 8 pillars के बारे में मेरी समझ बेहतर हो गई है जिस पर अमल करने से हमारा उत्पादन और बढ़ गया है।



Ravi Kondke
VEPL IV
Production

Varroc के values - Sincerity, Humility, Passion, Integrity और Self - discipline को समझने व उस पर अवलंबन करने में TPM Quiz की भूमिका अहम रही है।



Lakshman Panchal
VEPL IV
Production

VPPL IV

अनुशासन

अनुशासन हमारे कार्यरत् जीवन में परम आवश्यक है। इस तत्वज्ञान का विवरण हमें S. S. Y के प्रशिक्षण के दौरान "passing the buck" के उदाहरण से समझाया गया। इसका अर्थ है – अपने कार्य के परिणाम के लिए स्वयम् को ज़िम्मेदार न बताकर दुसरो को ज़िम्मेदार ठहराना। इस तरह अपने कार्य के असफलता का उत्तरदायित्व स्वयम् न स्वीकार कर, दुसरो के असक्षमता पर थोपकर अपने कर्तव्य से मुँह मोडना होता है। यह एक अनुशासन रहीत जीवन का प्रदर्शक है।

इस संदर्भ में अमेरिका के राष्ट्रपति हैरी एस. ट्रूमेन ने एक वाक्य गढ़ा है "The buck stops here" अर्थात अपने कार्य और व्यवहार के लिए स्वयम् को कर्तव्यवद्ध मानना और परिणाम स्वीकार करना। यह एक स्व-अनुशासित व्यक्ति के गुण है।

एक स्व-अनुशासित व्यक्ति अपने आप में एक नायक होता है और दुसरो के लिए एक सम्मानित व्यक्तित्व की भांति उजागर होता है।



Manisha Jagadale
VEPL IV
Production

MAHATMA GANDHI ON TRUSTEESHIP

October 6, 1934

My Dear Srirangasayi,

I have your letter. It is refreshing to know that the Socialist Party in Andhra appreciates all the amendments suggested by me. I say the Socialist Party because I take it that your letter is the representative of the Party's opinion as you have signed it in your capacity as Secretary. But you know in what unmeasured terms the meeting in Banaras has condemned the amendments. Even when I first conceived spinning franchise as a token of the dignity of labour and its universal recognition, a friend had shown me a booklet containing the constitution of the Soviets and drawn my attention to the fact that in Russia labour franchise had a definite place. But here I do not know whether you represent the general body of Socialists. What about those who have passed the resolution of condemnation?

You take exception to my wish that the rich should regard themselves as trustees for the whole of society rather than as owners of the wealth they might possess. Of course, it is an uphill task, but by no means impossible. Indeed I see definite signs of that idea spreading and being accepted. You suggest that the poor should be regarded as trustees for the rich. But you forget that is implied in the proposition I have laid down. Because, have I not said in that labour is as much capital as metal?

Therefore, workers instead of regarding themselves as enemies of the rich, or regarding the rich as their natural enemies, should hold their labour in trust for those who are in need of it. This they can do only when, instead of feeling so utterly helpless as they do, they realize their importance in human economy and shed their fear or distrust of the rich. Fear and distrust are twin sisters born of weakness. When labour realizes its strength it won't need to use any force against moneyed people. It will simply command their attention and respect.

The Hindu, 11 Oct. 1934.

INTELLECTUAL WAY TO ACHIEVE YOUR GOALS OR AIMS

One can set and achieve goals more effectively with the help of a simple acronym - make all your goals 'SMART'.

Let us explore the acronym-

S-Specific: The specificity of a goal is the very first prerequisite that needs to be defined. Clarity in terms of exactly what is to be accomplished, in details, is required. To set a specific goal one must answer the 5 'W' and 1 'H' questions:

- Who? Who is involved?
- What? What will happen?
- Where? Where will it take place?
- When? When will it take place?
- Why? Why should it happen?
- How? How will it happen?

M-Measurable: Next, decide how the efforts and the results achieved would be measured. Also, most importantly clearly define and communicate the parameters or the criteria on which the progress would be measured.

A-Achievable/ Attainable: When one identifies goals, one begins to figure out ways one can make them come true. This is complimented by developing pertinent attitudes, abilities, skills and financial capacity to achieve them.

R- Relevant: The goals must have a touch of realism and relevance to the overall business strategy or objective of the organization.

T-Time Bound: A clear time line for the achievement of goals should be created.

For example, the goal set by a Customer Support Manager is -'Decrease the time to respond to customer queries from 15 minutes to 3 minutes in three month's time for the year 2010.'

For example, goal set by a recruitment officer -'To increase the diversity of applicant pools by 10% by June 30, 2011 by working with a cross functional team to implement diversity recruitment practices.'

EXERCISE YOUR BRAINS!

1. Read backward, I am someone who does not tell the truth. I am essential for the movement of a connected series of carriages. What am I? _____
2. Which one of them is correct and why?
 - 1) He wore a white trouser.
 - 2) He wore white trousers.
3. It takes two gardeners 8 days to mow a lawn. One is lazy and one is energetic. The energetic one would only take 12 days to mow it on his own. How many days would the lazy gardener take to mow the lawn on his own?
4. I am a compound word and a popular snack. My first word means bust or explode. My second word is also edible. What am I?
5. Which one of them is correct and why?
 - 1) I saw two females.
 - 2) I saw two women.
6. You have a basket containing ten apples. You have ten friends, who each desire an apple. You give each of your friends one apple. After a few minutes each of your friends has one apple each, yet there is an apple remaining in the basket.

Note: Send us your replies to the e-mail address - singh.nisha@varrocgroup.com and win exciting prizes. You need to answer all the questions correctly.



DID YOU KNOW

- It takes **70% less energy** to make recycled paper.
- A single tree on an average absorbs **1000 kg of CO2** annually.
- If every family in India changed **three bulbs into CFLs**, it will be equal to taking off **3.5 million cars** off the road.
- One fully grown tree produces oxygen worth **Rs. 5.5 lakh** in 50 years.
- It removes air-pollution worth **Rs. 10.5 lakh**.
- It takes **6,000,000 trees** to make one year's worth of tissues for the world.



Keep the earth going green and conserve the green energy!

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