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SUPPLIER'S SUCCESS STORY PRESENTATION IN AUTOMOTIVE INDUSTRIES

Prof. (Dr.) Satish Ubale¹ and Sumit Godalkar²
¹Sinhgad Law College, Ambegaon, Pune
²Ph. D Student², SIMCA, Pune

ABSTRACT

To keep long term survival in competitive market, organisation require closely working with its supply base to make sure that expectations or targets in terms of Productivity, Quality, Cost, Delivery, Safety and Morale are clearly understood by Supplier Partner.

'Supplier's Success Story Presentation' is one of OEM's qualitative techniques, which motivates supplier team for achieving predefined targets. Supplier initiates the Quality Circle activity within plant and evaluates the Quality Circle ideas and also monitors the effects on organisational predefined objectives.

This paper explains the relation between 'Quality Circle' activity and 'Supplier Success Story Presentation' competition. It also explains the 7-QC or problem solving tools, which are required to achieve defined target values. This paper focuses on the procedures, which supplier needs to incorporate in the Success Story Presentation activity.

Keywords: Quality Circle, 7-QC tools, Lean manufacturing, 7 wastes, Cost reduction

INTRODUCTION

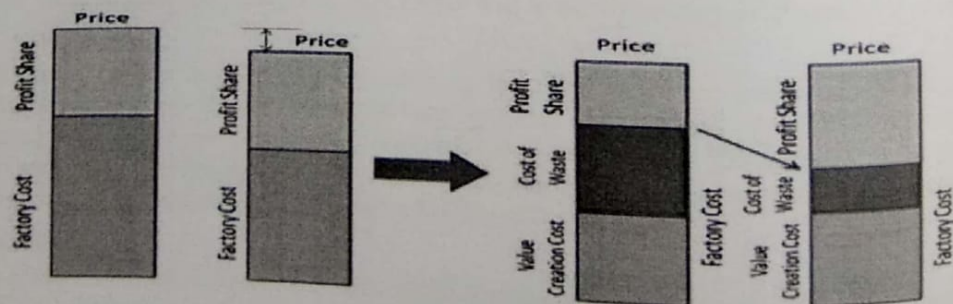
After world war-II, Japan economy had been totally collapsed & most of big industries like Toyota had been forced to cut down their product prices for to survive in the automotive market. Toyota were pressurised for reducing their production resources by 75%. Though many Japanese industries were bankrupted, Toyota had been taken challenge of not to reduce his skill manpower. Toyota considered his skill employee, as a valuable asset for his organisation, so instead of cutting manpower strength, they had decided to utilize spare manpower in products value improvement activity. As per many Japanese experts, the most critical challenge for any organization management is to be increased involvement of their employee in value improvement activities.

In 1950s, Japanese quality guru W. Edwards Deming was described Quality Circle concept to increase the involvement of organisation employee in product value improvement activities. The concept of Quality Circle was later accepted by across Japan and expanded by another quality guru Kaoru Ishikawa. Major objective of forming Quality circle is to motivate employee and increase their involvement in problem solving activities.

Success Story Presentation is extension of Quality Circle concept. Many OEM are organising Supplier's Success Story sharing competition at their end and appreciates with reward to best achievement. Supplier can participate with his success story and give detail presentation about his project journey with tangible and intangible achievements. The purpose of Success Story sharing completion is to reduce non value added activities and improve the value of the products. Every year OEM are deciding cost reduction target for his supplier partner, supplier partner can achieve this target by reducing non value added activity and cost of waste.

CONCEPT OF IMPROVING PROFIT SHARE BY LEAN THINKING

Fig. 1 – LEAN Thinking for increasing Profit share and reducing Product Price.

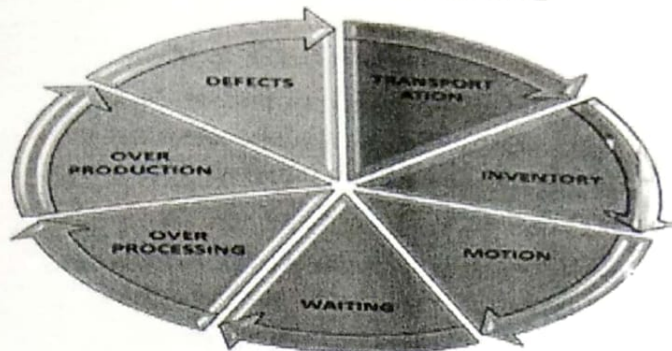


Ref. Lean Manufacturing technique.

Figure explains the Lean thinking in the Profit share improving activity. Lean approach explains, each product's factory cost is always addition of value creation cost and cost of activity. Lean approach explains, each product's waste, then factory cost getting reduced and also profit share will be increased.

Operational excellence has defined; there are seven kinds of wastes available in process.

FIG. 2 - 7 TYPES OF WASTE



Source: Primary

The purpose of Success Story competition is to increase supplier profit by implementing lean thinking approach and also achieve organisation cost reduction target.

PURPOSE OF SUCCESS STORY COMPETITION

As per many process experts, each product process contains almost 90% to 95% activities are non-value added activities. It means, there are lot of scope to reduce these non-value added activities and increase the profit share in the product price structure. Many industries are adopted operation excellence techniques and do efforts to find out areas where improvements are required.

Success Story presentation is summary of suppliers Quality Circle achievements, in which supplier's top management are reviewed Quality Circles ideas and achievements. Those ideas require cost investment; it will be evaluated by calculating payback period or other intangible benefits.

FIG. 3 – STRUCTURE OF SUCCESS STORY PRESENTATION



Source: Quality Circle

Success Story Presentation is one of Management driven activity, in which Top management ask for creative ideas and associates involvement for to improve value of the product.

'Supplier's Success Story Presentation' competition is organised by OEM for their supplier partners. From each supplier plant, only one team can be participated in this competition and share the presentation on journey from 'theme selection' to 'final result achievement'.

Before registering in Presentation event, it is required to evaluate team presentation from Supplier top management and prepare the presentation as per competition guidelines. In presentation competition, three level evaluations are takes place, i.e. Department heads evaluation, Division heads evaluation & Directors evaluation.

PROCEDURE FOR SUCCESS STORY PRESENTATION

Stage 1: Form a Circle

Organise a circle and decide the leader, members and the name of the circle. Assign the expert on Success Story Presentation activities as an adviser. All circle members are responsible for developing ideas and fruitful discussions. It is essential to make summary of internal Quality circles valuable inputs and select the ideas, which are helpful in target achievement activity.

Stage 2: Find Out the Areas, where improvements are required

In the implementation of 'Lean Manufacturing', management can utilize different operational excellence tools and find out the areas, where improvements are required.

"Six most important work areas" in the organisation –

Table no. 1: Important Work Areas

Sr. No.	Area	Remark
1.	P (Production)	Reduction in non-value added activities, Cycle time & increase Production.
2.	Q (Quality)	Maintain or improve Quality.
3.	C (Cost)	Achieve reduction in Cost.
4.	D (Delivery)	Achieve Production Volume and observe delivery date and time.
5.	S (Safety)	Ensure Safety at workplace.
6.	M (Morale)	Create relationships with each other and friendly environment.

Target can be selected by evaluation technique, Pareto Diagram and the relation diagram.

Table no. 2 - Target Evaluation Technique -

Evaluation category Target	Seriousness of the need for an improvement			Capabilities of the circle			Total evaluation score	Graph of the evaluation score
	Degree of importance	Urgency	Economic factor	Whether all the members can participate in the activity	Whether the problem can be solved by the circle on its own	Whether the project can be completed within the specified period		
A	⊙	○	△	○	○	△	16	
B	○	⊙	△	⊙	○	○	20	
C	⊙	△	○	△	△	△	12	

⊙ = 5 points ○ = 3 points △ = 1 point

Stage 3: Choose a Theme

Choosing theme for circle activities is one of challenging task, because it is starting point of Success Story Presentation. Theme can be categorized into the two types

1. Problem-solving Type – When organization are failed to achieve certain standards and need to do improvement in that area for minimising gaps between standard and actual level.
2. Challenge-achievement Type – When organization able to maintain his standards but more scope available for improving performance and for setting new ideal goal.

Stage 4: Designing of Action plan

In order to smooth carry out of Circle activities, it is essential to design Action Plan. What kinds of activities need to be performed, who will be responsible for actions and monitoring of impacts are the essential elements in the action plan. In this action plan, as per circle member's strength works are allotted.

Timeline is also one of important factor in the action plan. Everyone should submit and compile report within defined time period.

Stage 5: Data collection and analysis

In order to understand any situation, it must to available right information. To decide any counter measures, first step is to analysis current situation. Below are the important QC tools, which are used to analysis purpose.

1. Check Sheet – A check sheet allows Circle members to collect, record and compiles data in a form that makes it much simply to analyze. Types of Check Sheets
 1. Counted Check sheets – for to collect counted data.
 2. Measured Check sheets – measurement in varying over time.
 3. Location Check sheets - recorded within the work place.
2. Flow charts – Flow chart is a pictorial presentation of the process. It determines the start, finish and boundaries of the process.

Flow chart is very useful tool to understand the process and find out the change points by comparing with current process flow.

3. Pareto Diagram – Pareto graph reviews the data that has already been collected. Pareto diagram guides to focus accurately on key problems. Pareto diagram highlights the problem that occurs most often or is costing the most.

4. Run Chart – Run chart explains the behaviour of the process. In the run chart, work out an average for the data and plot a horizontal line at the average level. By this way, the data can be easily compared to the average value.

5. Histogram – Histogram can be plotted for measures like temperature, time, dimensions, weight or speed. Histogram explains the behaviour of process.

1. Centering – Is process running centered or either too high or too low.

2. Variation – Is process running either within requirement or out of specification.

3. Shape – Is the histogram a normal, bell shaped distribution, skewed or does it have multiple peaks.

6. Scatter Diagram – It gives the information about independent and dependant variables.

Stage 6: Setting the goal

In this stage, decide which areas to target from among the problems. Identified in the previous process and also decide the target value to be achieved and the deadline.

"4WH" is one of technique used in the goal setting process. When, Why, Where, Who and How are the questions explain the goal achievement journey.

Stage 7: Analysis the relevant factor

It is an analysis conducted for finding potential causes for the problem area. Cause and Effect diagram or Fish Bone diagram is an important tool, in which

All four "M" elements are examined and understand the actual situation.

Stage 8: Implementation of Countermeasures

It is essential to remove all the true causes of the occurrence of the problem and to implement fundamental counter measures to prevent recurrence of the problem.

All circle members are thinking hard and suggest new ideas for countermeasure. Suggested countermeasures are evaluated by reviewing feasibility, cost and effectiveness. Top rank ideas are implemented and results of these ideas are to be monitored.

Stage 9: Monitoring effects of countermeasures

In monitoring stage, effects of countermeasures are to be checked. Effects of Countermeasure may include direct and indirect effects.

If countermeasures are unable to achieve target values then again need to do study of procedures and check the causes, reasons, why there was no effect and then try once again.

Stage 10: Standardization

The Process of incorporating effective countermeasure into daily operation rules and of taking measures to avoid reversion to the previous condition is called Standardization.

It is necessary to ensure that everyone involved knows the new method of doing work through standardization.

Stage 11: Presentation

Success Story presentation should cover

1. Introduction to the Circle area.
2. Reasons behind theme selection.
3. Procedure for setting goal.
4. Understanding current situation.
5. Analysis factors.
6. Counter measures.

7. Prevention of recurrences.
8. Future plans for remaining problems.

CONCLUSION

Suppliers Success Story Presentation competition is one of OEM's Qualitative technique to motivate supplier partner. To maintain competitive position of products in the market, OEM are setting Cost Reduction target for his Supplier partner. Supplier partner are formed internally small quality circles and motivates his associates for generating new ideas, which are ultimately beneficial to achieve reduction in non-value added activities.

Success Story presentation is one of knowledge sharing activity, in which supplier summarised his internal quality circles achievement.

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