CCPM JOURNEY OF FLEETGUARD,INDIA.

SADASHIV PANDIT
EXECUTIVE CHAIRMAN
FLEETGUARD INDIA.

SADASHIV PANDIT

A MECHANICAL ENGINEER WITH SPECIALIZATION IN HR.

WORKING AS EXECUTIVE CHAIRMAN OF FLEETGUARD

ON THE BOARD OF FILTRUM GROUP OF COMPANIES

SERVED AS TOCICO BOARD MEMBER

Sadashiv S Pandit
Executive Chairman

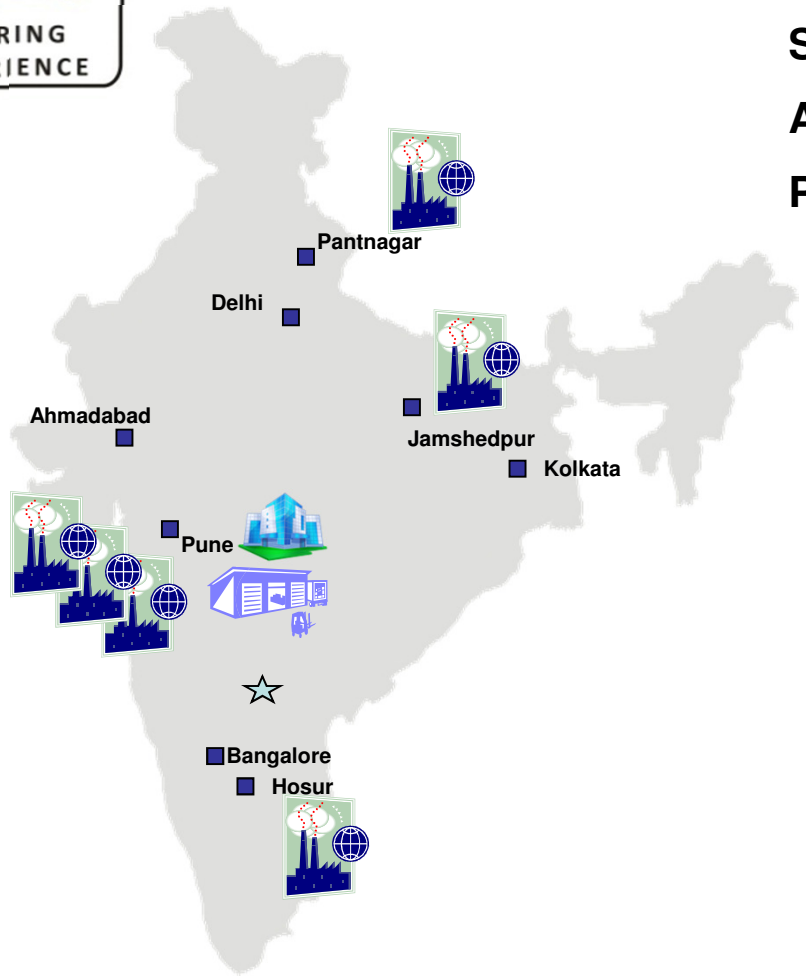
FLEETGUARD FILTERS PRIVATE LIMITED
'Kirloskar House', 100, Anand Park,
Aundh, Pune 411 007 (India)
Tel. (91)(020)66441730 / 66441714
Fax (020)25887428
Mobile 9822023647
Email fflssp@pn3.vsnl.net.in
Web www.fleetguard-filtrum.com

Ultimate Protection Increases Engine Life™

Fifth International TOCPA Conference

6-7 April, 2013, Pune, India

OUR TOC GURU DR GOLDRATT DURING TOCICO BEST ENTITY AWARD CEREMONY.



Established in …. 1987

Started Operations in …. June 1992

A JV with Cummins Filtration USA

Plant and Office Locations…

- **Pune**
  - **Nandur** (*Plant*)
  - **Wadki** *(Plant)*
  - **Loni** *(Plant & PWH)*
  - **Aundh** *(Corporate Office)*
  - **Hinjewadi** *(Marketing & Engineering office)*
- **Hosur, near Bangalore** *(Plant)*
- **Sitarganj, Uttaranchal** *(Plant)*
- **Jamshedpur** *(Plant)*

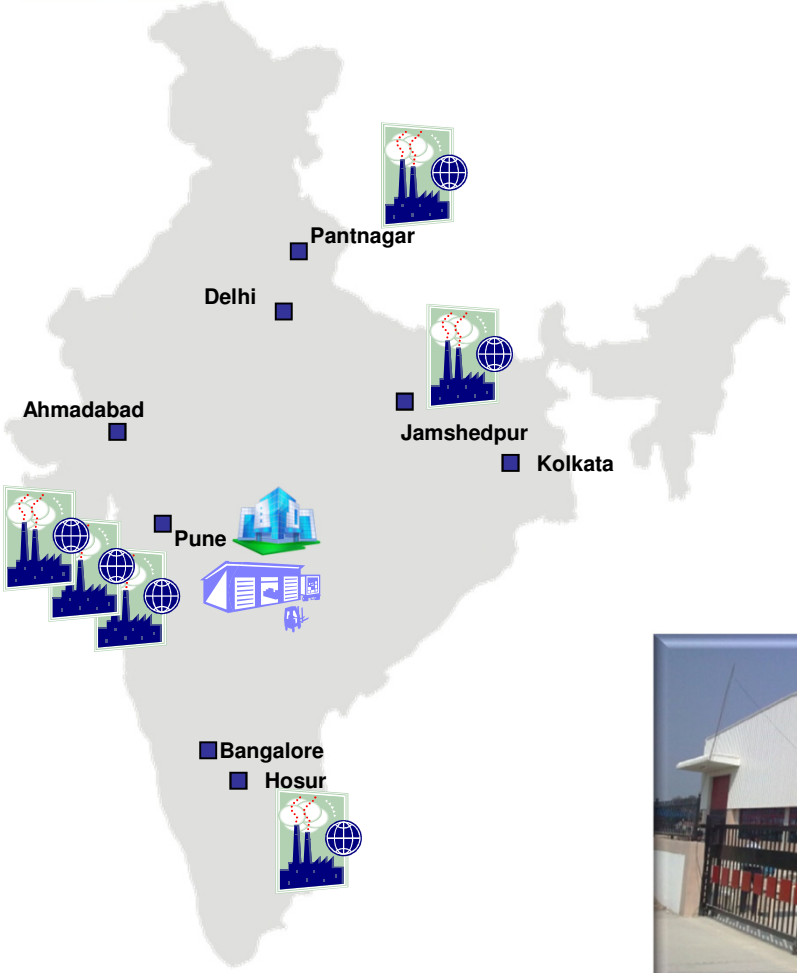
☆ **Dharwad** (*Proposed New)*

Plants : Multi-Location – to cater Customers at minimum costs

www.tocpractice.com

Fifth International TOCPA Conference

6-7 April, 2013, Pune, India



Fleetguard India, A background

CHALLENGES RELATED TO NPD

1. WORK WITH 50+ OEM CUSTOMERS.
2. EACH CUSTOMER WILL HAVE 1 TO 10 DEVELOPMENT ENGINEERS.
3. ALL PRODUCT DEVELOPMENT GOES THRU DRAWING APPROVALS, PROTO APPROVALS, FIELD TRIALS, PRODUCTION LOT APPROVALS.
4. ABOUT 25% OF THE PRODUCTS DROP OUT DURING SOME STAGE OF DEVELOPMENT.
5. ABOUT 25% PRODUCTS RISE TO BUSINESS VOLUMES WITHING THREE TO FOUR YEARS.

Fleetguard India, A background

NPD CHALLENGES….

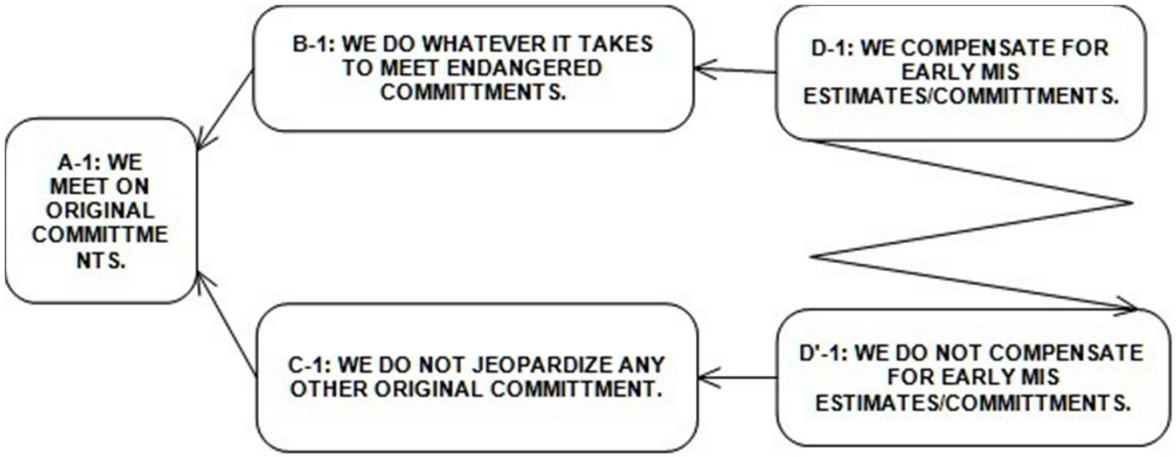
1. URGENCY AT CUSTOMER END CHANGES DAILY.
2. 60 TO 70% LEAD TIME OF THE PROJECT IS RELATED TO WORK AT SUPPLIERS AND TESTING AT CUSTOMER PREMISES.
3. 20% PROJECTS NOTICE FAILURE IN PERFORMANCE AT VERY LATE STAGE.THEY GO FOR ITERATIONS.
4. 20% PROJECT DESINGS UNDERGO MODIFICATIONS DURING DEVELOPMENTAL CYCLE.

TOC JOURNEY AT GLANCE……

MAJOR UDES' OBSERVED…

1. CUSTOMER PRESSURE TO CHANGE THE PRIORITY IS UNBEARABLE.
2. EXPEDITING IS VERY TYPICAL OF AUTO INDUSTRY NEW PRODUCT DEVELOPMENT CULTURE.
3. PROJECT DROP OUTS IS QUITE LARGE IN NUMBERS.
4. CUSTOMERS TREAT ALL ITS SUPPLIERS AS UNRELIABLE FOR NEW PRODUCT DEVELOPMENT.
5. COMPETITIVE ENVIRONMET PUTS PRESSURE ON CUSTOMIZATIONS, MAKING EACH PROJECT A DIFFERENT ONE.

CORE CONFLICT OF A PROJECT MANAGER…..



INJECTIONS…..

1.ADDRESS PROJECT HOLD UPS.

2.CHOKE THE RELEASE.

3.CHECK BAD MULTITASKING.

4.CHECK PROGRESS.

5. SUBORDINATION BEHAVIOURS.

6. DRIVE THE POOGI CYCLE.

ADDRESS PROJECT HOLDUPS…

- THE PROJECT GOES THRU VARIOUS MODES AT THE CUSTOMER PREMISES.
- THIS LEADS TO BLOCKAGE OF THE PROJECT SPACE IN THE PROJECT PORTFOLIO.
- FOR EXAMPLE, A DRAWING APPROVAL CAN TAKE ONE DAY TO 10 DAYS.
- SAME IS THE ISSUE WITH PROTO SAMPLE APPROVAL OR FIELD TESTING.

PROJECT HOLDUPS….

SOLUTION….

THE PROJECT PLANNING IS DONE IN ACCORDANCE WITH CUSTOMER APPROVALS.

PROJECT IS BROKEN IN TO SUBPROJECTS TO SUIT TIME FOR CUSTOMER INTERACTIONS AND FOR UTILIZING THE CCPM CAPACITY.

CHOKE THE RELEASE…

LAYER OF RESISTANCE…CUSTOMER ASSUMPTION THAT EARLY START IS EARLY FINISH.

OEM CUSTOMERS TREAT THEMSELVES AS PREVILEDGED ONES.

THEY WANT TO SEE THAT SUPPLIERS WORK ONLY ON THEIR PRIORITY AND THAT TOO URGENTLY.

CCPM PRIORITY IS DECIDED BY THE PORTFOLIO MANAGER.

CCPM PRIORITY AND CUSTOMER PRIORITY DO NOT MATCH IN SOME CASES.

HOW TO PROTECT OUR MARKETING TEAM, WHO GET EXPOSED TO THIS CHALLENGE DAY IN AND DAY OUT?

CHOKE THE RELEASE CHALLENGE…

SOLUTION…..

WEEKLY PROGRESS DATA IS SHARED WITH CUSTOMER WITH AN AGREEMENT ON NO OF SLOTS PROVIDED FOR CCPM.

CHECK BAD MULTITASKING....

NPD REQUIRES RESOURCES LIKE ENGINEERING, PRODUCT DEVELOPMENT, TESTING, PROCESS ENGINEERING,QUALITY AND OPERATIONS.

SAME RESOURCES ARE ALSO REQUIRED FOR SOLVING QUALITY COMPLAINTS, NEW CAPACITY ADDITIONS, KAIZEN IMPLEMENTATIONS, COST REDUCTION PROJECTS.

CHECK BAD MULTITASKING….

SOLUTION…..

ALL THE CROSS FUNCTIONAL PROJECTS WITHNIN THE COMPANY ARE ROUTED THRU CCPM PROJECT HOPPER.

CHECK THE PROGRESS…..

A PROJECT CAN GET IN TO MANY WASTAGES, DUE TO OBSTACLES COMING IN THE WAY…

EXAMPLES….SUPPLIER NOT AGREEING FOR PO RATES, QUALITY OR ENGINEERING ISSUES NOT GETTING RESOLVED AS THERE ARE MORE THAN ONE SOLUTIONS AVAILABLE.

CHECK PROGRESS…

NEW DEFINITION IS MADE….

TASK COMPLETION CRITERIA IS REDEFINED…. DRAWING APPROVED, PO RECEIVED, ACTUAL MANUFACTURING IS HAPPENING, TESTING IS HAPPENING….

RESOURCE MANAGER IS MADE RESPONSIBLE FOR THE PROGRESS.

MAJOR BENEFIT IS…ALL OBSTACLES DO SURFACE OUT AND GET RESOLVED IMMEDIATELY.

BUILD SUBORDINATION BEHAVIOURS..

- CCPM REQUIRES TO WORK AS A SEAMLESS TEAM, IRRESPECTIVE OF RANK AND PROFILE.
- REGULAR MANAGEMENT REVIEWS CAN BRING OUT THE BEHAVIOURS, WHICH ARE NOT CONDUCIVE FOR TEAM WORKING.
- EXAMPLE….I AM NOT GETTING ENOUGH SUPPORT OF HR,UNLESS DEVELOPMENT DELIVERS I CAN NOT MOVE….
- TYPICAL BEHAVIORS OF ‘’WAITING FOR SOMEONE TO ACT’.

SUBORDINATION….

INJECTIONS….

1. TRAIN PEOPLE FOR BEHAVIORAL MODULATION TECHNIQUES….ALL REVIEWS FOCUS AROUND THE PROBLEM AND NAMES/PERSONALITIES ARE NEVER MENTIONED, DISCUSSED.
2. PROBLEM AFFECTED PERSON IS EMPOWERED TO SOLVE HIS/HER PROBLEM.

Poogi monitoring….

CHALLENGE IS TO DEFINE AN INJECTION AND DECIDE ON THE TIME IT TAKES FOR CHECKING ITS EFFECTIVENESS.

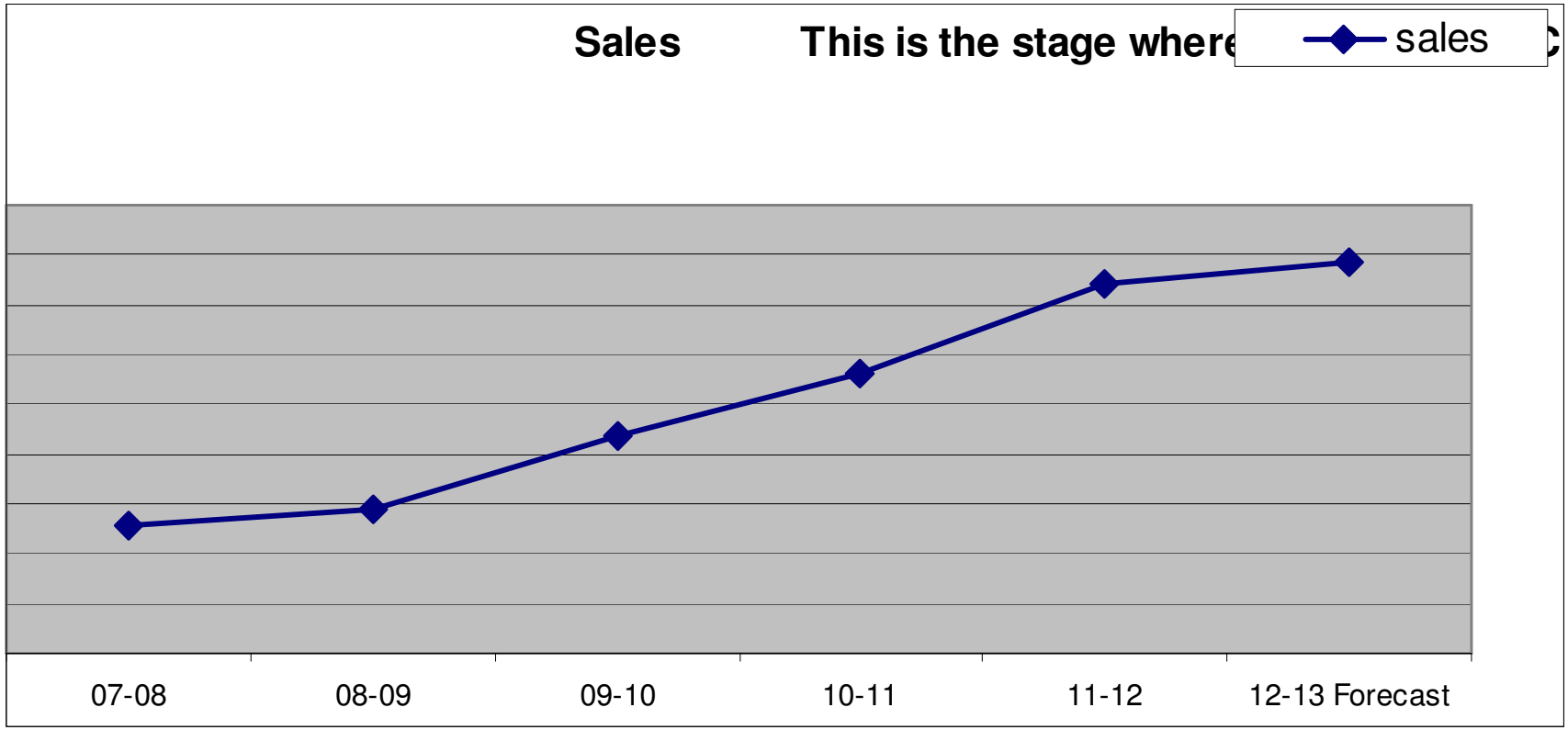
BY GETITNG A TIME SCALE, WE CAN THEN SEQUENCE THE INJECTIONS PROPERLY FOR THE FRT.

Poogi monitoring….

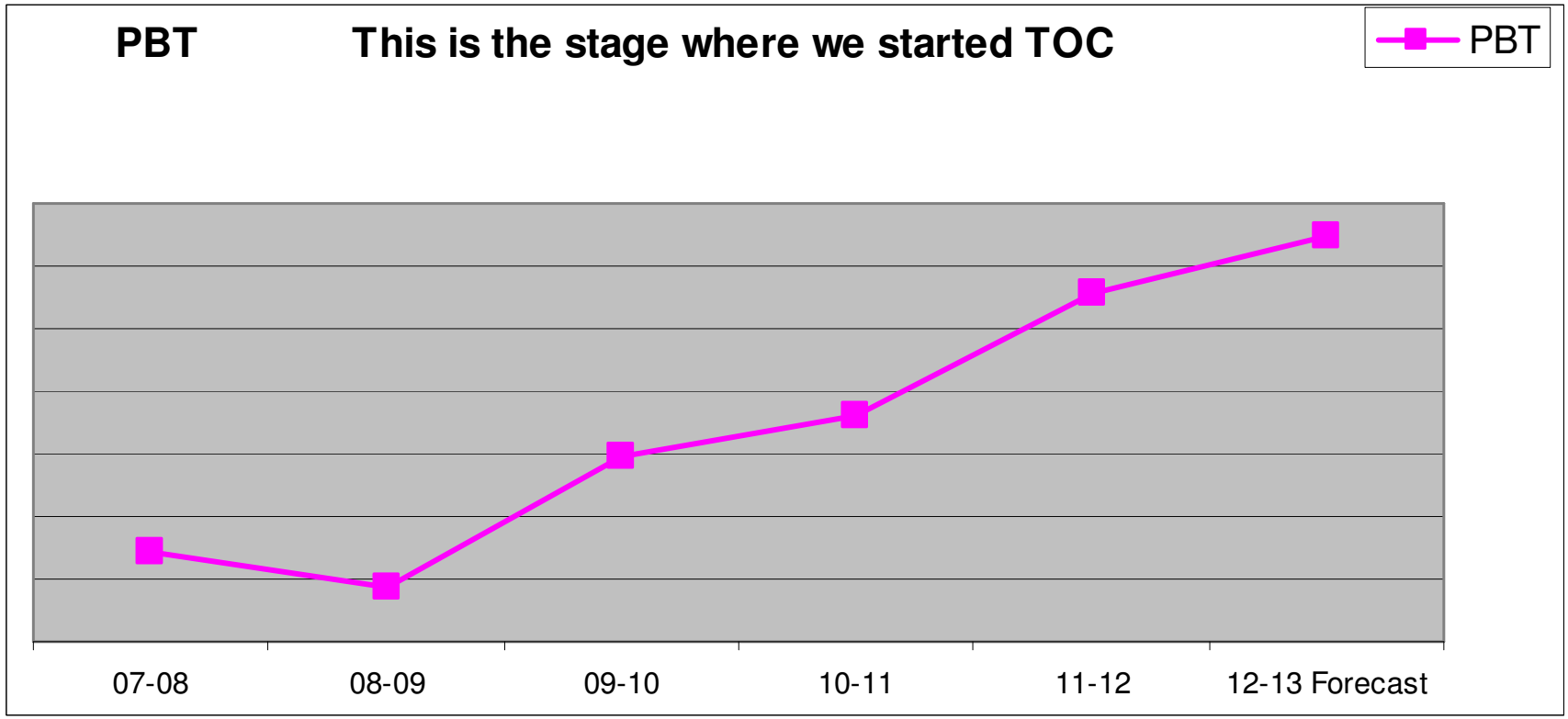
EXPLOITATION AND REMOVING OF THE OBSTACLES ARE THE ONLY ACTIONS TAKEN. THE ORIGINAL SOLUTIONS EVOLVED BY DR.GOLDRATT ARE NEVER CHALLENGED.

POOGI IS NOT ABOUT EVOLVING A TOTALLY NEW SOLUTION BUT TO PROVE THAT CURRENT SOLUTION WORKS.

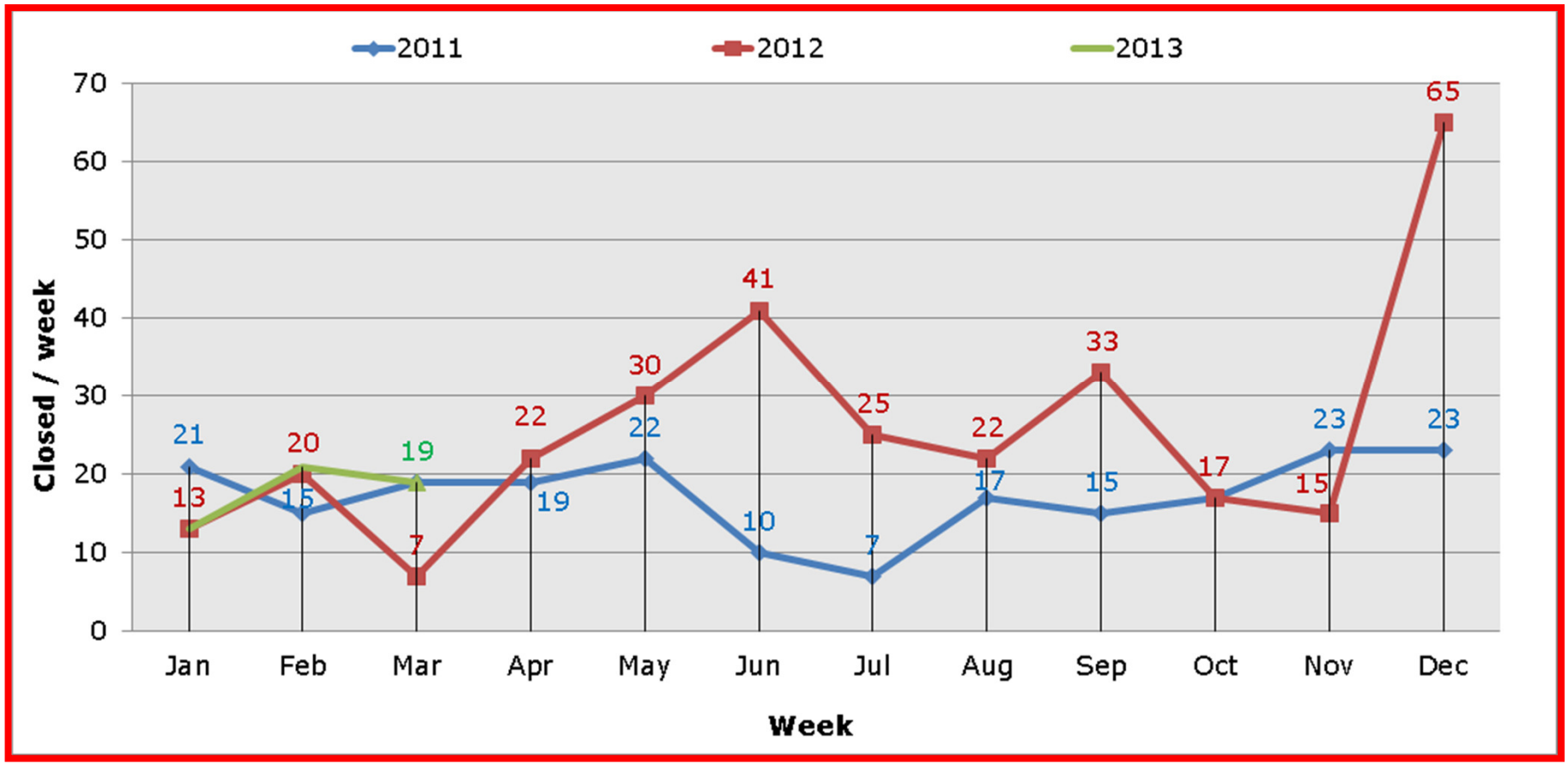
TOC JOURNEY AT GLANCE……



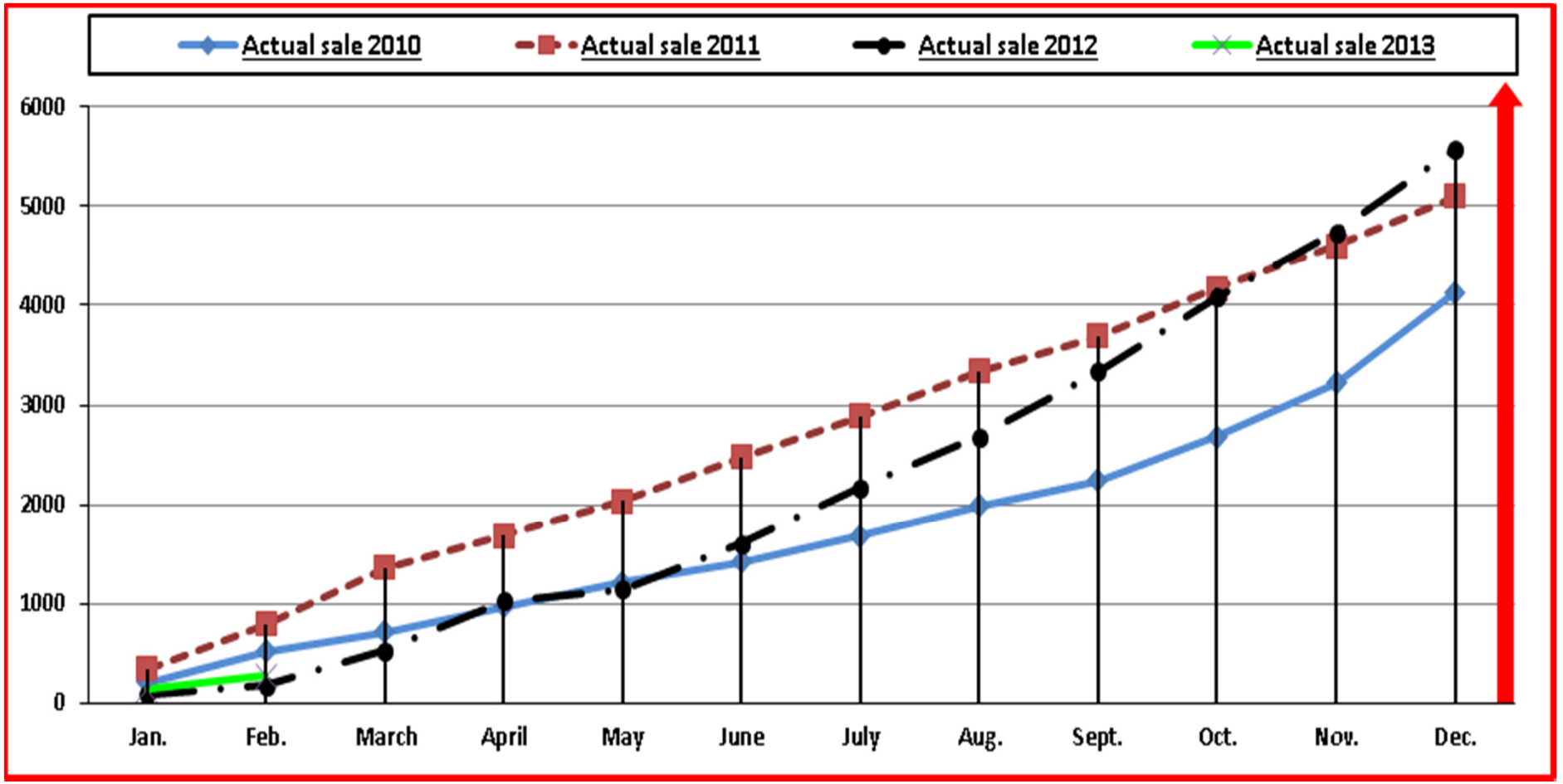
TOC JOURNEY AT GLANCE……



TOC JOURNEY AT GLANCE……



TOC JOURNEY AT GLANCE……



TOC JOURNEY AT GLANCE……

THANK YOU.