



WPPL Business Update
FY 2013 - 2014

Windals Precision Private Limited

Mumbai • Pune • Nagpur • Rudrapur • Bhopal



■ The year 2013 – 2014 has been the year of change for us at WPPL. A year of transformation of our processes, systems and most importantly the way we think. As a team we were quick to recognize that we needed to change.

■ Our growth initiative **WIN2020** gave us the direction for the change. All the initiatives that we have taken as an organization have been critical and have helped us in our process to become an efficient, steadfast and a more focused and professionally run organization. **While there is still a lot to achieve, we can safely say that we have made a good start.**

■ Being selected as a part of the 56 companies by Mahindra & Mahindra for the Supplier Capability Building Initiative brought in the required momentum we as an organization needed.

■ Our People remained our key focus last year. From recruitment of talent to skill development of our existing team, as an organization we spent dedicated effort to ensure that the team has an expansive learning experience. The ICRA training for the top team, Yoga & naturopathy training for our employees, the quality trainings across all our locations and the focused training towards Safety were some of the key initiatives we took on as an organization.

■ The need to grow has always been there, the need to grow faster has been our singular focus since the launch of WIN2020. We have looked at diversification of products, new geographies and collaborative growth as one of the key drivers that will help us in our journey to achieve the same.

■ With our foray into manufacturing “Banjo Axle” we are now one of the only players with end to end capabilities in producing Banjo Housing. Starting of our Bhopal operations has also been critical to our growth.

■ This year our focus will remain strengthening our current processes & New product development. We will also look at technical partners to take us up the value chain. What will also drive the need to be conservative and bring in best practices for inventory management, Sustainability and Safety.

■ We as an organization have always been sensitive towards the needs of the society. This year we will formally work towards the formation of “**Windals Foundation**” with key focus towards “Education, Health & Environment”

■ It’s going to be an exciting year with many firsts defining the year. It’s like running a “Triathlon” it won’t be sufficient to know just one skill. We will need to build multiple capabilities and drive improvements at every level. We will need to focus towards our gaps more and learn from our past successes and mistakes.

■ We’d like to thank all our customers in helping us identify our gaps and then supporting us in bringing in the change.

■ We would like to also wish all members of WPPL all the employees best of luck for the next lap.

Mr. Vaibhav Vinzaneekar
Director
Windals Precision Pvt. Ltd

Mr. Udaykumar Vinzaneekar
Managing Director
Windals Precision Pvt. Ltd

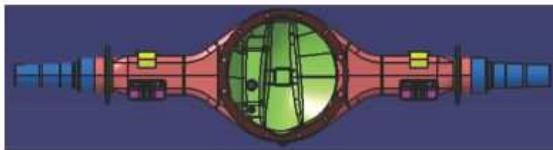


WPPL Unique DNA

New Geography & Expansion



- Bhopal Operations commenced in **January 2014**. Spread over one acre of land, the plant is fully equipped to produce **5000 axle assemblies** per month for our customers. Currently supplying to Eicher Motors & John Deere Devas, the plant is manufacturing axles, support and components. It will be fully operational by June 2014 & reach 100% capacity by January 2015.



- Investments were made at the WPPL Chakan facility for the **“Rear Axle for HCV/LCV/MCV”** (banjo) line. The set up will be fully operational by December 2014 (In Pune & Rudrapur). The new set up will have 2500T press, Robotic welding, Friction welding, VMC (Double column) , CNC turning center , CNC 9 axis grinding machine. The **planned capacity will be 150 axles / day**.



WPPL Unique DNA

Know your customers and Competitors (KYC&C):

- Understand the customer needs, business and expectation
- Benchmark competitors to identify areas of improvement
- Be aware of the industry scenario and technological developments

- Investments were made in the Rudrapur II facility to set up a new manufacturing line for American Axle **“Banjo Axle” for Commercial vehicles**. This set up includes spm’s for rotary welding , linear welding , leakage testing facility , 1200 tons presses. With this installation we will now be able to produce 5000 banjo axles per month for AAM.

Awards and Recognition



- WPPL received the **“Outstanding Contribution & Lifetime Achievement- for Economic and Social Development ”** at the Rashtriya Udyog Award organised by Economic Growth Society of India (EGSI). This award is in recognition of not just the Economic Development but also to recognize WPPL Managing Director, Mr. Udaykumar Vinzaneekar’s contribution in the social field



- WPPL was awarded with the **“Best Supplier Award For New Product development for the year 2013-2014”** by Tafe Motors & Tractor Limited (Eicher Tractors).



- WPPL Rudrapur 2 plant was awarded the **“Best Quality Performance Award for PPM improvement”** by Ashok Leyland



- WPPL Managing Director **Mr. Udaykumar Vinzanekar** was conferred as the **First Cluster President** for the cluster formed for Supplier capability Enhancement by Mahindra & Mahindra

Industry Certifications

- Rudrapur 1 successfully completed the re-certification of TS 16949: 2009.
- WPPL has engaged with Nathan and Nathan for supporting us with our sustainability initiative. As a part of this all four plants were assessed and audited with the initial requirement of EOHS & EMS & OHSAS

Events / Exhibitions



- WPPL hosted the first cluster meet at WPPL Chakan Plant. It was a moment of pride for WPPL as we hosted the entire top team of Mahindra & Mahindra consisting of **Mr. Prince Augustin , Mr. R Sridhar ,Mr. Nandkumar , Dr. Iyer & Team of M&M Supplier capability development** along with 26 of other cluster members.
- WPPL celebrated Quality through our yearly quality event **“Quest”** by focusing on **“First Time Right , Every time Right”** across all our locations.

Systems, Process and Automation:

- WPPL developed and launched its internal operational tracking tool **S.P.R.I.N.T.** With this tool in place we now have our daily operations tracked closely and data based decisions are now being made. This tool has helped us make informed and objective decisions and track our performance against the AOP on a daily basis.
- WPPL has now successfully transition into using its **HRMS tool Imanage**. The tool is an end to end tool for all employee needs from joining to exit. WPPL has successfully used Imanage for the H2 appraisal for all staff across all locations. Employee rating & training needs are both through the system only.

Treat people with respect and fairness:

- Respect people irrespective of role and designation
- Encourage different opinions
- Ensure no personal biases are the cause for discrimination
- Ensure Performance is the only criteria for growth



WPPL Unique DNA

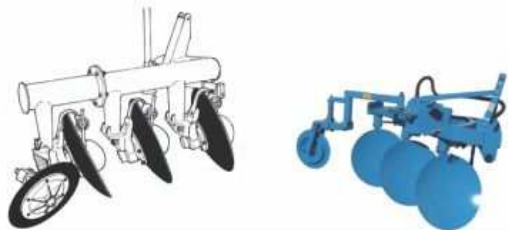
WPPL Operations

■ New verticals:



■ Foray into Banjo Axles:

WPPL made a foray into manufacturing of Banjo Axle Housings for the HCV/LCV & ICV space. With agreements in place with two of the key global players, WPPL will manufacture its first housing by September 2014. This is a significant win and a critical step towards achieving the **WIN2020** vision and a part of our diversification strategy.



■ Foray into Implements:

With markets shifting towards OEM designed and manufactured implements, WPPL sees it as a huge potential for WPPL leadership in this space. We have signed up for manufacturing implements for the largest tractor manufacturer in the world.



WPPL Unique DNA



■ Building design capabilities:

As a part of our vision WIN2020, WPPL aspires to be a company with in-house design capabilities. We took our first step towards the same by the design of an in-house axle for a mid size company that are new entrants into the tractor space. The design currently into IP will be available for manufacturing by Q3 of 2014-2015.

Improvement Projects:

- WPPL has invested in machinery and technology that will now allow us to manufacture products using processes such as Heavy stamping, hot forming, friction welding & machining under one set up
- **New Induction Heating Furnace** was commissioned to improve productivity, reduce rejection & rework and to reduce cut weight.
- Over 41 nos. of Kaizens are Implemented across the organization in the year 2013-2014. This has resulted in various improvements related with productivity, reduction in rework and rejection thus improving customer satisfaction.
- 5S has been implemented across all our plants. All efforts are being made to sustain the same through **K Card implementation**.

Readiness towards change:

- Openness towards new ideas that will drive improvements
- Suggest ways for continuous improvements
- Build teams that drive change
- Change and adapt to change quickly with the need of the organization



■ Last year, with the support of team Windals & our Customers, we were very successful in creating the **Brand Quest**. The effort was also appreciated by all our stakeholder's across all our locations. Each plant took a lot of effort to ensure that participation was 100%.

■ Celebrated every year in the month of November, the theme for **Quest in 2013 was "First Time Right, Every time right & Delightful customer experience"**. As an organization we focused on deeper issues & on challenges we face at work. We spent effort in creating skills (operator & staff), Showcase improvement to customers, analyzing past data of rework and rejection to understand trends and to reduce errors by educating operators, Develop better supplier relationship & practices and focus on activities that will improve Quality of life.

■ **Focus Quest 2013:**

- Quality
- Safety
- Employee skills development
- Improving Quality of Life of our people

■ **Quest Calendar across all locations:**

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1. Launch of Quest / Talk by Plant head & Customer	2.
4 Holiday	5 Holiday	6 Holiday	7 operator training (related with quality Dept)	8 Plant Housekeeping audit	9 Implementation of Live Skill Matrix	
11 Problem Solving & Rejection Control Day 1	12 Problem Solving & Rejection Control Day 2	13 Improvement (related with safety training)	14	15	16 Fing "Improving Quality of Life"	
18 Supplier Quality audit	19 Plant Housekeeping audit	20 training identified by line with customer enrol	21 Visit of Inspector & check @ quality checkers at customer enrol	22	23 Cross Plant Audit	
24	25 -Kasser from operators	27 Plant Housekeeping audit	28 First Time right operation data collection & updation	29 Best Slinger & posters competition	30 -Closing Ceremony - handing over of trophy to winners	

■ **Some of the snapshots of Quest:**



■ Mr. VijayKumar Anantpur conducted a 2 day training on **Problem solving and reducing rejection** across all our locations. A total of over 50 Production Supervisors & above / Quality Team attended this workshop. Over two days the training covered the following Types and Sources of Problem, Causes of Problem, Approach to Problem Solving, Principles of Problem Solving (Deming, Juran), Problem Solving Methods (8 -D, Kaizen), Tools for Problem Solving (Why - Why Analysis, RAT-CAT Analysis, Drill Down, CATWOE, Fault Tree Analysis, Cause-Effect Diagram etc.)

■ Operators underwent a training on **"Welding defects and Safety precautions during welding"** The training covered importance of orientation, gun position, and operators hand. Problems during radius welding & their remedies, Operators safety during the welding operation.



WPPL Unique DNA

Knowledge & Meritocracy:

- Drive excellence
- Create a culture of learning
- Increase and upgrade skill sets
- Involvement in stretch assignments (next level)
- Drive development through constant feedback



- Operators being made aware on last one year Customer Complaints and repeated errors to drive zero defect



- Mr. Neeraj Sharma from Ashok Leyland taking a session on Welding Technique, Welding Parameters, Welding Defects & their prevention & Safety Instruction.



- Mr. Shashikant Gadkari of Mahindra Trucks and Buses Ltd. taking a session on 7QC Tools at Pune facility as a part of Quest 2013. Other sessions conducted were **Basics of Metallurgy & Heat Treatment & APQP Trainings.**

Over **25 Technical Trainings** were implemented across all our locations where over 500 operators/staff underwent various training.



- Ms. Kirtee of Nathan & Nathan Explaining about **Industrial Safety, Safety Policy, Organization structure of safety, types of hazards, types of fire, how to control fire.** Details on unsafe condition & unsafe act & near misses report. Gaps identified during training were closed.

Maintain high level of transparency and communication:

- Document all communication – Internal and external
- Provide people with information when they need
- Share company and customer information and vision at all levels
- Share big picture with employees at all levels



WPPL Unique DNA

Employee Initiatives :



- For **improving the quality of life** for our employees, we partnered with “Vikalp” a social charitable trust which is promoting an alternative treatment concept for maintaining better health of an individual through seminars.

- A **2.5 hrs interactive session** was followed by a boot camp at the plant where employees (staff & operators) got one on one counseling for health issues faced by them and their family members. The seminar focused on “Managing work stress & illnesses “ caused due to the same and simple ways of cure through pranayam , meditation , yoga and naturopathy. At the end each employee will receive a personal file on their health and how they can improve it. **Over 900 employees** across all are location attended the workshop.

- ICRA Team address our Leadership Team on **“Corporate Ratings and role of leadership team in organisations to drive the same”**
Overview of Auto component Industry Scenario : Challenges & opportunities



WPPL Unique DNA

- WPPL Rating : Analysis and understanding Credit ratings , its meaning & its importance for Organisations Steps an Organisations must take to better their ratings : Rating agencies perspective

- WPPL Nagpur Quality team successes fully completed **“Yellow Belt Training”** from Mahindra Institute of Quality, Nashik

■ WPPL Internal Awards:

In the month of April 2014, we concluded our WPPL Annual Plant Heads Meet for the year FY2013-2014. The objective of this meet is to review past years performance and to create the roadmap for FY2014-2015 & to celebrate the achievements of the year gone by. Below is the snapshot of Winners for the highest achievement for the year FY2013-2014.

■ Best Plant Performance for the year 2013-2014 : Rudrapur 1

Achieving Highest Revenue * Zero customer complaint escalation to management * Achievement of maximum parameters in the AOP



Rajesh Chhibber : Plant Head Rudrapur 1
Accepting the award on behalf of the team.

Build best teams:

- Create leaders at all levels
- Develop a high performance team
- Identify potential leaders and provide platform for performance
- Highlight and reward performance



**Award for Individual Contribution For
FY 2013-2014**
Building Quality Culture & Driving excellence
through learning
Deepak Thakoor : Nagpur Plant



**Special recognition For
FY 2013-2014**
Showcasing organizational commitment &
going beyond the call of duty
Manohar Bhabal : Chakan Plant



**Individual Contribution For
FY 2013-2014**
Fastest Transition in the role of Plant Head &
Crossing Plant AOP Targets
Naresh Deshmukh : Nagpur



Award for Maximum Contribution by an
Operator for achieving Zero Defect.
Parvesh Kumar : WPPL Rudrapur Plant II

Passion towards achievement:

- Make strong commitment and goals
- Drive the need to succeed
- Create solutions despite setbacks
- Document success as best practice for others to follow



We at WPPL would like to thank all our customers for supporting us with our growth initiative.



* Indicative List

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