

## TAFE Motors & Tractors Ltd

Empowering people for change

TAFE is a leading tractor manufacturer incorporated in 1960 at Chennai in India, in collaboration with Massey Ferguson, USA. TAFE acquired the Eicher tractors business in 2005 through a wholly owned subsidiary "TAFE Motors and Tractors Limited (TMTL). Renoir Consulting has a long history with TAFE and collaborated again as an implementation partner for improving the overall Product Quality of Eicher Tractors manufactured at its TMTL Bhopal Plant.

"People involvement at all levels has improved tremendously and there is a noticeable cultural change. Renoir Processes especially SCG & MAT meetings and Short Interval Control at Supervisory levels have resulted in the achievements for all the KPIs defined. The Information Flow has clearly streamlined and I get the consolidated reports for review on my desk daily."

**Anil Sharma**  
**Plant Head (Project Sponsor)**

### ANALYSIS

Renoir conducted an Analysis at TMTL to identify areas of improvement in overall Product Quality. The survey revealed that there were opportunities to improve motivation levels on the shop floor and supervision, need for training effectiveness, plan changes on a daily/shift basis and gaps between vendor-TMTL quality expectations. These issues had a direct impact on the Quality of the product and productivity.

Renoir's Analysis identified 30-50% improvement in the following:

- Incoming defects PPM
- Stage wise Process PPM
- Manufacturing improvement (First Pass Yield)
- Customer complaints

In addition, a redesign of the entire Supplier Quality Process, Change Management Training across all levels, and realignment of management planning and control systems were identified as improvement levers to achieve the value identified.

### PROJECT

The overall objective of the 30 weeks Project "TopGear" was to eliminate the NVA activities by implementing best practices for sustaining results and continuous improvement, empowering all employees and carrying out a change management program through Renoir's Focus Process™ across the organisation.

The project team consisted of a Project Manager and two Consultants from Renoir, as well as seven TMTL employees (4 Task Force & 3 Management Action Team (MAT) Chairman). The Project structure was comprised of a Steering Committee headed by the Plant Head, Head - Quality, Head - Operations, Head - Business Excellence, Head - Stores, VP Purchasing, the Chairmen of the three MATs that were formed to drive the changes, and the Project Team. Extensive training was carried for all Task Force and MAT members to become the key change agents for the organization.

Quality, Vendor and Planning Management Action Teams conducted extensive process studies and detailed data analysis across key processes and identified the key improvement levers. After the study phase (8 weeks), all MATs were asked to quantify their own objectives,

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“The experience of working with the Top Gear project by Renoir was an unforgettable unlearning and learning curve in all interactions. It gave me an insight to unearth improvement opportunities and opened myself to change thoughts and actions.”

**V Ganapathy**  
**Quality Head (VMAT Chairman)**

deliverables and detailed road maps with the guidance of Renoir. Next were extensive brain storming sessions for finalizing enablers for the deliverables of all MATs. A detailed realization plan for all deliverables was finalized by the team with clear responsibilities and due dates for all activities.

*Quality MAT:* Detailed Studies and past performance data analysis identified huge improvement scope in overall process Quality. Audit Process, audit checksheets, audit findings & their action plans were revisited and Short Interval Controls were introduced to ensure efficacy. Department Structure, Roles & Responsibilities(R&R), and the merits of Permanent vs Temporary workforce were studied, redefined and implemented. The major wins were in the area of inter-department Communication, Repeatable Root Cause Data Analysis, streamlined Key Process Controls and timely Audits. The entire solution facilitated reduction in overall process defects by creating a proactive and sustainable environment with focus on Preventive measures.

*“The project has empowered us to think methodically and enabled us to plan in detail. The learning has been immense and the results are visible on the Shop Floor. I would love to work with the team in future”*

Sunil Chopra, Production In-charge (QMAT Chairman)

*Vendor MAT:* Initial studies and analysis of the existing Vendor quality systems revealed that there was a clear disconnect between TMTL’s and their Vendor’s quality expectations. Also, the communication channel for Non Conformance (NCs) identification and closure was weak. To enable timely communications of Quality NCs and closure, the existing Vendor Quality Team structure and their R&Rs were redefined. A representative set of Suppliers was shortlisted based on well defined selection criteria to pilot the entire Approach which translated into the Vendor Quality Blue Print. To ensure sustainability, Management Control Systems with an MIS based approach were designed to monitor Vendor Quality performance on a daily basis at all levels. A revised organization structure with clearly defined Roles & Responsibilities ensured that a system for continuous improvement for all KPIs was identified.

*“The Renoir Approach has ensured a focused approach on high priority issues and timely review at higher levels. There is a clear, defined accountability for all purchase officers and now reviews are more based on facts than on assumptions. On vendor perspective, TMTL quality needs are clearly emphasized and quality communications are through a centralized channel and not through individuals.”*

Ashwani Gautam, Procurement Head (PMAT Chairman)

*Planning MAT:* The Planning MAT was established to support the Vendor and Quality MATs to ensure that promised deliverables are met in given time frame. A Deviation Process and a process to ensure Minimum Inventory Norms were installed with clear accountabilities and transparent functions. Key front line executives were trained to adapt to the changes using classroom sessions, on the job training and then measuring training effectiveness. A total of 2194 man hours was spent to train about 200 participants. Also, HR retention methodology was developed with special focus on Recruitment, Joining, Induction and Training processes.

## THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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