

# INTERACTION

## VISIONARY SMALL & MEDIUM ENTERPRISES (VSME)

### Transforming the Quality of Delivery

Visionary Small and Medium Enterprise (VSME) Programme nurtures manufacturing transformation. It aims to create a win-win relationship between customers and suppliers.



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**effective-LEARNING**

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# Message from the CEO



Dear Team Anand and Friends,

Welcome to this latest issue of "Interaction". We have been really overwhelmed by the appreciation and positive response we received from you, our readers and stakeholders from all over the globe, about our last issue, which was a special souvenir edition of the magazine dedicated to ANAND Founder Chairman and our Chief Mentor, Mr. Deep C Anand and to the evolution of ANAND. My grateful thanks to all of you.

The wheel slowly but surely is turning in the right direction for the Indian economy and the automotive industry. The current Government has been taking several steps to revive the economy, improve investor sentiment and restore consumer confidence by keeping inflation in check, stopping slide of the Rupee, reviving overseas investor confidence, kick starting stalled infrastructure projects including road building, restarting reforms programme and reviving domestic demand for industrial products. With borrowing costs which are still high, expecting to start coming down in 2015, we are expecting the economic revival to pick up momentum by the next couple of quarters.

It was a delight for me and other colleagues, customer and supplier partners from Pune hub to gather, like in the past years, at the immaculate Talegaon Estate near Pune on December 6, for our sacred annual ritual, hosted by our Chief Mentor, Mr. Deep Anand, to celebrate and felicitate the graduating Batch 5 and to welcome new Batch 6 of VSME (Visionary Small and Medium Enterprise) supplier partners. We all had a wonderful evening with thought provoking messages from Mr. Anand, Padamashri Prof. Shoji Shiba and ANAND Executive Committee member Sunil Kaul, recognitions for VSME Batch 5 and Introduction of Batch 6, followed by cocktails and dinner in the very fetching ambience of this beautiful estate.

At ANAND, we are very proud to be the first Industrial group in India to have initiated five years ago, the VSME journey under the pioneering VLFM (Visionary Leaders for Manufacturing) umbrella programmes supported by Governments of Japan and India through CII and JICA guided by Padamashri Prof. Shoji Shiba. VSME programme for ANAND, supported by Prof. Shiba and Prof. Furuhashi, has now spread to almost all ANAND hubs, has taken root. Its combination with AHPS (Anand Heijunka Production Systems) is helping us to achieve transformation in our mind sets as well as at our shop floors and in our manufacturing and supply chain processes, thereby harnessing efficiencies in our and our suppliers' operations. This issue of Interaction tries to reflect the passion which has gone into making this journey so fruitful.

It is with mixed feelings of joy and sadness that we share with all of you, the Superannuation, after a meritorious innings of 35 years with ANAND, of a very dear colleague Pravesh Srivastava, Group President- EIM and Business Group 2 and a member of ANAND Executive Committee. While we are sad that we will be missing Pravesh's friendly, gregarious personality and his vast knowledge and experience of business, we are very pleased to recognise his immense contribution to ANAND and many of ANAND companies, over the years and happy to wish him and his wife Poonam, the very best for the next phase of his life.

I am also pleased to share that ANAND Executive Committee, which I chair and which is responsible for Strategy formulation under the guidance of ANAND Supervisory Board, for Strategy Deployment and overseeing Operations, Growth and Stakeholder relations, has been strengthened by adding three young and talented leaders of Anand. We bring you the profile of this leadership team.

At ANAND we continuously endeavour to make our companies a Great Place to Work. Spicer India was recently awarded "2nd best place to work in the Auto Component industry in India". This recognition endorses our commitment and determination to create an environment of learning, fun, belonging and personal and professional growth for our people.

Nurturing talent and providing continuous learning opportunities has been one of the core values at ANAND. With this aim, our corporate university, ANAND U has recently launched an online learning platform. This e-learning portal offers more than 100 e-learning courses in 8 categories to ANAND people across all employee levels.

A pioneering event THE ANAND RUN was conducted recently by the Pune Hub of ANAND. It was like an ANAND carnival and was indeed an awesome experience. I was personally there to Flag Off the event and could witness immense enthusiasm, camaraderie and team spirit amongst the 750 participants. We are really proud of the Pune Hub team and of course the Corp Com team for conducting a very successful team building and fun event with a social message to boot. This issue carries a write up and images of the event. Some other highlights of the issue are the flagship HR programmes like ALDP (Anand Leadership Development Program) and ATA (Anand Talent Acquisition) Program.

Year 2014 was again a tough year for Indian Economy and the Auto Industry, like the previous two years. Two major reliefs from the previous years were; a more stable and much less volatile currency and the emergence of a stable government at the centre, capable of shaking off the effects of policy paralysis, which the previous government was stricken with. As I mentioned earlier, we perhaps need to wait a couple of more quarters for a steady revival trend to emerge. However, it is heartening that despite this difficult economic environment and a small shortfall in budgeted sales, ANAND this year has met its budgeted margins and returns on sales and on capital. I must hasten to add that these margins and returns are still much short of our stakeholders' expectations and of what Team ANAND is really capable of or our potential, so to say. As I have always believed and done, even in these difficult times, we at ANAND have not compromised on any actions or investments which were necessary for our long term sustenance and growth. We do hope to benefit from these actions once the demand revives. 2015 therefore looks promising and fills us with renewed hope.

On this note, I would like to thank each one of you from Team ANAND to have contributed your best to make 2014 a successful year for the group and would like to extend my and my family's best wishes to you; our colleagues, friends and stakeholders and your families for a very happy, healthy, promising and fulfilling 2015.

Warm regards

Deepak

Mr. Deepak Chopra

Chief Executive Officer, ANAND

# Key Highlights

A quick recap of activities held at ANAND Group of companies



Mr. Srinivas Duwuri, Mr. Rajeev Gera, Mr. Pravesh Srivastava & Mr. Sumit Bhatnagar at Chang Yun India Gurgaon Plant

A steel forging facility to come up at the new Chang Yun India Gurgaon Plant

Chang Yun India, Gurgaon is set to come up with a new plant along with the much awaited new steel forging facility. This 20,000 square feet large facility is anticipated to be ready by the end of the third quarter of FY14-15. The new plant will be a compact version of two existing Chang Yun India plants with a total capacity of 12 million synchro rings/annum, starting from FY 2015-16. This major event will help Chang Yun India to establish a broader market reach. Chang Yun India, with its strategic partnership with CY Myotec, Korea visualizes capturing 20% market share by FY 2016-17 in steel synchro ring segment, which is currently dominated by a single player in India.



Executives from Suzuki Motor Corporation and Maruti Suzuki India conducting a pre assessment audit at Spicer India Manesar plant

Spicer India starts operating from its Manesar plant

Seventh Spicer India plant at Manesar commenced its operations from July, 2014. This state of the art facility was developed, keeping VSME concepts in mind. The Manesar team was formed by transferring employees from various plants of Spicer India under the leadership of Mr. Ramchandra Sonawane as the plant manager.

On 7th Aug'14, executives from Suzuki Motor Corporation (SMC) - Mr. Nakaishi and Mr. Tsuruoka San and from Maruti Suzuki India Ltd. (MSIL) - Mr. Gaurav Rastogi and Mr. Azhagu Prakash visited the plant to conduct a pre assessment audit. SMC and MSIL were satisfied with the audit and the interaction they had with the team. The first batch of 32 axles produced at the plant were released in September and supplied to MSIL.



Mr. Christophe Schmitt, Mr. Thierry Depoux, Mr. Gilles Corbell & Mr. Deepak Chopra inaugurating Faurecia Chennai plant

Brand New Faurecia Emissions Control Technologies Plant in Chennai

Faurecia Emissions Control Technologies (FECT) inaugurated its plant in Chennai this February in the presence of Mr. Christophe Schmitt, Executive Vice President FECT, Mr. Thierry Depoux & Mr. Gilles Corbell, Vice President FECT - IOP division, Mr. Senthil Kumaran, Country General Manager, FECT India and Mr. Deepak Chopra CEO, ANAND. The new 16000 sq mt complex is designed to Faurecia excellence system standards and will directly cater to Ford, Hyundai, Renault - Nissan and Toyota. The new production facility has brought two existing FECT sites (Chennai 1 and Chennai 2) under one roof. Adding new business and bringing more synergy is the vision behind the Chennai setup.



Mr. Ramneek Jain switching on the electrical power supply to 4XCEL Line

4XCEL Line at Mahle Filter Systems India Parwanoo

Mahle Filter Systems India Parwanoo installed the fastest spin on their filter manufacturing line, which includes a powder coating shop and a production rate of 80 pieces per minute. An element and seaming line make 40 pieces per minute. The line is named 4XCEL as it has 4 times higher productivity (4X) as well as 'Excellence in Lean', that is, EL.

Safety Audit by NSC at Coating plant

Safety Audits are performed by experts in the respective fields to examine management systems, facilities and activities of the organization on aspects of safety. These subsequently prepare a recommendation to upgrade safety inputs to avert mishaps and limit consequences.

NSC - a pioneer in carrying out Safety Audits for various industries visited Mahle Coating plant in October. The auditing panel was highly impressed with the level of prevention, protection and emergency management at the plant.



Mr. A. Shaikh presenting paper on Performance Management System and Employee Development

Anis Shaikh bags first prize for HR presentation at NIMA

HR professionals truly are the cornerstones of organizations. They tide over tough times and look after collective interests within the organization. To fully appreciate the contributions of Human Resource professionals in today's dynamic marketplace, HR Day is celebrated across industries every year.

On the occasion of HR day, Nashik Industrial Manufacturing Association (NIMA), organized a HR presentation competition. All participants were asked to present papers on topics related to Human Resource Management. Mr. Anis Shaikh, Senior Manager - HR at Haldex India bagged first prize at the contest. The topic was Performance Management System and Employee Development.



Gabriel India co-sponsoring Volkswagen India Polo R Cup

Gabriel India participates in Volkswagen Polo R Cup as an associate sponsor

Volkswagen India, an esteemed customer of Gabriel India, organizes the Polo Cup every year. This year, Gabriel India was an associate sponsor for the Volkswagen Polo R Cup 2014, which has already kicked off on June 1, 2014 at Coimbatore and is slated to end in December, 2014. The event is India's largest One-Make Racing Series that will be attracting over 20,000 spectators at each event. This event, started by Volkswagen Motorsport is revolutionising Indian motorsport since 2010. These one-make racing vehicles will be driven by well-known international as well as domestic drivers. Sponsoring this event has ensured greater visibility for the Gabriel brand, both before and during the event.

# Key Highlights

A quick recap of activities held at ANAND Group of companies



Volunteers initiating the 'Swachh Bharat Abhiyaan' drive

'Swachh Bharat Abhiyaan' by Spicer India at Jodalli village

Ten volunteers from Spicer India, Jodalli plant initiated Prime Minister Narendra Modi's nationwide cleanliness campaign, the 'Swachh Bharat Abhiyaan' on 12th October 2014 at Jodalli village. More than 70% of India's population inhabits rural areas. The involvement of rural populations is therefore crucial for the success of this movement.

Local youth and self help group members joined Spicer volunteers in cleaning the areas around Gram Panchayat head office. The team met the Gram Panchayat President and requested her to take the initiative in carrying this work forward. Volunteers have decided to do this activity every month to cover twelve villages in the year.



Launch of Elite Retailer Programme for recognizing brand loyalty

Elite Retailer Programme - a first of its kind in the industry

The Gabriel India Aftermarket Team has launched a unique initiative to strengthen the Gabriel brand and customer relation by launching "Elite Retailer" programme. Five Hundred premier retailers across India have been selected for felicitation in the first phase. Elite Retailer programme is designed to build a personal touch with customers, which involves:

- Certification (recognizing loyalty for Gabriel brand)
- Direct access and interaction with Gabriel Aftermarket Head
- Elite Retail point branded with customised design and publicity items
- Visit to Gabriel's manufacturing facilities
- Customised training and knowledge-sharing programs for mechanics related to elite retailers.



Mr. D C Anand interacting with Plates Plant team

Mr. Anand visits Anand I-Power Limited Plant

Our Chief Mentor Mr. Deep C Anand visited Anand I-Power Limited. Team Anand I-Power Limited felt motivated and encouraged by his presence and interactions.

His appreciative visit improved the morale of the employees as they briefed him on various improvement initiatives being undertaken by the Rings Plant. Mr. Anand was accompanied by Mrs. Anand, Mrs. Anjali Singh, Mr. C. S. Patel, Mr. Sunil Kaul and Mr. Srinivas D.



Team Spicer India Ltd. posing for a group picture at the event

Resonance 2014 at Spicer India

Peter Drucker once said, "The best way to predict the future is to create it". With this as its credo, Spicer India hosted Resonance 2014 for a consecutive third year on 25 July, 2014. The day long event was graced with insightful speeches from our chief guest and President Group HR - Mr. K. S. Bhullar, COO of Spicer India - Mr. Arul Kumar and Dean of ANAND University - Ms. Sampada Inamdar.

The event witnessed an enthusiastic participation through initiatives such as Elevator Pitch, Voice of Human Capital (VOHC) and creative skits on practicing correct behaviour and values. Forums such as "Elevator Pitch" and "VOHC" encouraged participants to introduce themselves and their ideas to the audience, in an unconventional fashion.

All entries were immensely appreciated by the delegates and prizes for the best entry in each category were awarded. Resonance 2014 concluded on a high note with participants drawing inspiration from each other and pledging to make a difference as Spicerians.



Mr. D C ANAND along with Mr. Manoj Kolhatkar

Mr. Anand visits Gabriel India Dewas Plant

Mr. Deep C Anand, our Chief Mentor visited Gabriel India (Dewas) along with Mr. Manoj Kolhatkar, MD, Gabriel India. His visit saw many fruitful interactions and discussions with plant employees. Mr. Anand's visit provided an opportunity for employees to freely discuss the initiatives taken to improve plant efficiency. Employees were also appreciated and encouraged for their good work.

Robo Line and Centralized Filtration plant inauguration

A new manufacturing facility extension at Nashik was inaugurated by Mr. A Shashank, Director Sourcing and Special Projects, Piaggio Vehicles Pvt Limited. The robotic assembly line for shock absorbers was also "switched on" for production by him. The inaugurated facility will have additional manufacturing capacity for Front Forks to meet future volumes, robotic shock absorber assembly line and also a modern paint shop. Mr. Shashank also inaugurated the "Filtration Plant" set up as a Green Initiative to recycle cutting oil.



Mr. Volker Herbers and Mr. Philipp Stuetz posing with team Mahle Filter Systems India

Mahle Filter Systems India applies Lean Principles to Product Development

Reshaped PDP Lean Development Workshop was organized in Gurgaon plant on 4th and 5th November with MAHLE Stuttgart colleagues Mr. Volker Herbers and Mr. Philipp Stuetz along with Mahle Filter Systems India senior management. Functional heads of purchase, R&D, quality, process, and sales attended the two days' workshop.

Based on the concept of lean manufacturing, the workshop was planned to discuss the new proposal on the product development process and project management tools that would enable green launch of products, reduce cost and time, bringing in a competitive advantage for Mahle Filter Systems India globally.



## A profile on the ANAND Executive Committee

### GENESIS:

Over the last five decades, ANAND has been diligently pursuing its aim to subscribe to global best practices. Keeping this goal and future expansion plans in mind, the ANAND Executive Committee has been reconstituted. AEC is the executive body for ANAND, chaired by ANAND Group CEO. It in turn works under the guidance and supervision of ANAND Supervisory Board. Each of the AEC members is responsible for overseeing a cluster of group companies, apart from having the responsibility, at group level, of managing corporate functions.

### OBJECTIVES & ROLE:

#### STRATEGIC

- Formulate & ensure achievement of consolidated group annual budget and strategy plans
- Decide / drive group wide initiatives
- Strategy deployment and implementation of ASB decisions
- Recommend organic and inorganic growth opportunities (possible JV opportunities, Business Development)
- Manage relationships with overseas partners
- Customer Focus

#### OPERATIONAL

- Manage performance in all areas
- Performance management and monitoring of group level functions and progress of customer relations, group initiatives, budget and strategy plans

- Identify and decide actions on common group wide operational issues
- Approve limited budgeted capex projects for ASB approval
- Formulate action plan on partners and people issues
- Drive excellence across group functions
- Technology and Innovation in the group

#### PEOPLE

- Monitor lynchpin positions, succession planning, intercompany movement of key people within ANAND.
- Plan and review HRD/HRM initiatives at group level

#### MEETING

- Twice a month (including minimum one in person)

### OUR NEW TEAM:

Considering the needs of the organisation and the impending superannuation of one of the current AEC members, Mr. Pravesh Srivastava, the AEC was reconstituted on 1st July, 2014 to reinvigorate its functioning and create value for the group. Three new members Mr. Mahendra Goyal, Mr. Manoj Kolhatkar and Mr. Rohit Philip were inducted and along with the continuing members, Mr. Deepak Chopra and Mr. Sunil Kaul it makes AEC a strong 5 member team.

Here are a few snippets about our senior management to help us know them better.

### PROFILES:

#### ➤ Mr. Deepak Chopra – Group CEO

Deepak's knowledge and understanding of ANAND and its constituent companies and their functioning is highly valued. His 38 years long association with the group and its several companies, speaks volumes about his commitment and contribution to the growth and success of ANAND. Besides chairing the AEC, Deepak also chairs the ANAND Management Committee (AMC). As Group CEO, the position he was promoted to more than 5 years ago (when he was Group CFO and AEC member), he is responsible for overseeing the entire operations of the

group and all its key corporate functions including human resource, finance, corporate strategy and business development. All AEC members are accountable to him. Deepak is also a Trustee of the Deep C ANAND Foundation, the body which nominates members to the ANAND Supervisory Board (ASB) and provides a bridge between the promoter entity and the professional management of the group, ensuring perpetuity. As AEC member, Deepak directly oversees Takata India, Mando India, Spicer India and Sujun operations.

# DIVERSE LEADERS, UNIFIED GOAL

*“The role of the AEC is to set both Strategic and Operational goals for ANAND and its constituent companies under the guidance and direction of the Anand Supervisory Board, manage performance and monitor actions for achieving these goals and to develop and nurture ANAND's human resource which is its key asset. Each member of the AEC brings with him tremendous experience and varied expertise to help the group make constant endeavours towards achieving our Vision.”*

**Mrs. Anjali Singh**  
Chairperson, ANAND Supervisory Board

## ► Mr. Sunil Kaul – Group President

Sunil is well known for his in-depth understanding of operations, technology and innovative best practices. In his 28 years long association with ANAND (of which 5 years in an overseas assignment at ANAND's partner Mahle Behr, Germany), he brings with him invaluable experience in operations and technology including his global exposure in manufacturing and product/process engineering. As Group President- EIM, Technology & Innovation, Sunil is responsible to direct and steer the technological prowess and innovation focus of the entire ANAND group. Sunil, besides being directly responsible for the functioning of MAHLE Behr India as its Managing Director, is also responsible for overseeing operations of Mahle Filter Systems India, Haldex India, Chang Yun India and CY Myutec India, as a member of the AEC. He chairs the boards of Haldex India, Chang Yun India and CY Myutec India.

## ► Mr. Mahendra Goyal – Group President

Mahendra has had over 19 years stint with ANAND during which he has worked in six different companies and locations of ANAND in varied roles of increasing responsibility in finance, M&A and commercial disciplines and since last year and a half, in operations, marketing and general management. Before taking up his current role 18 months ago, Mahendra was the Group CFO of ANAND. Besides having a thorough understanding of various finance, taxation and IT areas, Mahendra has gained valuable experience and expertise in M&A issues and overseas partner relationship management, a key area for ANAND. In his current capacity, Mahendra is overseeing the entire Aftermarket operations at the group level. He also oversees, on behalf of ANAND, operations of ANAND JV companies- Faurecia Emission Control India, Valeo Friction Materials India, Valeo Service India Auto Parts, Henkel Teroson India, Federal-Mogul Bearings India, Victor Gaskets India and Anand I-Power Limited and chairs their boards. Mahendra is also a board member of Federal-Mogul controlled public listed company, Federal-Mogul Goetze India.

## ► Mr. Manoj Kolhatkar – Group President

While ANAND firmly believes in grooming its people from within to take up leadership positions, it does believe in enriching its senior management team by induction of talent from outside to fill in the need for special expertise or skill set. Manoj is comparatively a recent entrant to ANAND, having joined in early 2011 as Jt. MD (and a member

of ANAND Management Committee) at ANAND's sole public listed entity- Gabriel India. Manoj brought with him more than two decades of valuable experience in the automotive industry, with Tata Motors initially in its purchasing and materials function and later with Tata group auto parts and systems company TACO in operations and general management roles. As CEO of TACO – interiors and plastics division, Manoj played a pivotal role in introducing several new technologies, some of which were implemented for the first time in the country. As the CEO of Tata Yazaki, one of India's leading wiring harness manufacturers, Manoj was responsible for turning around the company in a short time. At Gabriel India, within 6 months of his joining, Manoj was promoted as its Managing Director and in the last close to 4 years of his tenure there, he has provided astute leadership to the team, significantly improved operations, reorganised the company in 4 SBUs, each under the charge of a COO, resulting in Gabriel India showing much improved results including its market cap. Manoj is also a valuable member on the board of Spicer India, ANAND's JV with Dana, USA. Recently, ANAND has decided to add Materials as a corporate function which will also be overseen by Manoj.

## ► Mr. Rohit Philip – Group CFO

Like Manoj, Rohit also is a recent member of ANAND top management team, having joined ANAND at its corporate headquarters in Delhi, less than two years back. Keeping in view the future growth plans for the group, a need was felt to add to the ANAND senior corporate team, a leader with in-depth experience of global best practices in finance, risk management, M&A and governance, leading to Rohit's induction as Group CFO. Rohit brought with him over 17 years long experience and expertise in finance, treasury, M&A, capital markets, risk management, governance and board management and strategic planning areas. As Senior Vice President, Corporate Strategy and Business Development for United Continental Holdings, USA (company for both United Airlines and Continental Airlines), Rohit was directly involved in a number of finance, M&A and strategy roles structuring complex financial transactions including the merger of United Airlines with Continental Airlines in 2010. Rohit joined United Airlines in 1995 as Senior Financial Analyst and held positions of increasing responsibility in finance, business and strategy areas. In his current role at ANAND, Rohit is responsible for financial planning & controls, legal and taxation matters, treasury & risk management, operating performance management, governance & board matters, M&A and JV relationships at the group level. Besides this he is also responsible for strategy and IT functions for ANAND.



**CYI**

Chang Yun India Gurgaon Plant, received First Prize in small scale category (3rd edition) of FICCI Quality Systems Excellence Awards for Manufacturing.



**faurecia**

Faurecia Emissions Control Technologies, Bangalore received Toyota Best Supplier Award.



**GABRIEL**

Yamaha Motors India Ltd. awarded Gabriel India for 'Excellence in Sales Support' for the year 2013.



**GABRIEL**

Gabriel India was awarded the prestigious award by Mahindra & Mahindra for SPD performance during 2013-14.



**Henkel**

Henkel Team, Parwanoo, won the Best Participation Award. Mr. Harpreet Sidhu grabbed the first prize for Best Quality Circle Kaizen.



**MAHLE BEHR**

Senior Management of MAHLE Behr India awarding Best Supplier to Southern Polymers.



**Valeo**

Mr. Sallagouroussamy Balasubramanian, General Manager (Projects and R&D) has been certified as Valeo expert - Process; he received this recognition from Mr. Claude Lichele, President, PTS Business Group during his visit to India in Feb 2014.



**MAHLE**

Mahle Filter Systems India, Khandsa plant received Third Prize of FICCI Quality Systems Excellence Awards for manufacturing.

## A FOND ADIEU TO AN ENTHUSIASTIC SPIRIT AND AN ANAND STALWART

After 35 years of a meritorious career with ANAND, Pravesh Srivastava, Group President – Excellence in Manufacturing and Education and Business Head, Sub Group II, will be superannuating on completion of 60 years age in February, 2015. Pravesh has been a valuable member of the ANAND Executive Committee (AEC) and the ANAND Management Committee (AMC) for many years.

Pravesh, an IIT and IIM alumnus joined ANAND in May 1979 at Purolator India (now MAHLE India) and held positions of increasing responsibility at its plants in Gurgaon first and in Parwanoo subsequently. In 1986, he moved to Perfect Circle in Nashik as Plant Manager of Piston Rings. In 1993, Pravesh moved to Spicer India Limited, ANAND's new JV then with Dana, USA and played a vital role in successfully setting up Spicer India's driveshaft facility. In 1996, he shouldered the responsibility as Project Head for the new joint venture with BEHR India for HVAC and Engine Cooling products. With his keen business acumen, leadership skills and resilience, Pravesh helped Behr India (now Mahle Behr India) to establish a sound foundation for its success. In 2006, Pravesh relocated to Chennai to lead the expansion of Mando India in suspension products and electric power steering business, apart from its existing brakes business. He was also appointed Chairman of Takata India board three years ago. His dedicated efforts in recent years have resulted in very significant improvements in the operations at both Mando and Takata.

From 2010, in his corporate role of excellence in manufacturing and education, Pravesh made commendable efforts in pursuing excellence in the standards of manufacturing at ANAND, especially in the reduction of waste as part of the COPQ initiative and in improving plants of ANAND and its Tier 2 suppliers under the pioneering VSME and Heizunka initiative under the guidance of Prof. Shoji Shiba of Japan. He also guided ANAND University to revamp its programmes and initiate e-learning initiatives.

Pravesh's dedication to ANAND has been exemplary. His numerous accomplishments at ANAND have been possible because of the amazing spirit, in-depth knowledge and commitment. We would like to wish him and his wife Poonam all happiness and success in their future endeavours.



## SHOULDERING HIGHER RESPONSIBILITY



Mr. P Arul Kumar

Mr. P Arul Kumar, Chief Operating Officer of Spicer India and a member of ANAND Management Committee (AMC) has been entrusted with the additional responsibility to oversee the functioning of ANAND University (ANAND U). He has also been inducted as a Trustee of SNS Foundation, the CSR arm of ANAND. In this expanded role, besides his direct responsibility for managing the operations and results of Spicer India, Arul will guide and supervise ANAND's learning and development initiatives through ANAND U. Arul will also be responsible for strategizing and envisioning ANAND U's role and contribution in developing ANAND people and making them more self-confident, knowledgeable and competent.

ANAND U has been successfully creating value for employees of ANAND and its constituent companies with its various initiatives and under Arul's able leadership will further strengthen its core offerings, streamline processes, introduce new set of curriculum and expand and popularize its e-learning opportunities. Sampada Inamdar, Dean of ANAND U now reports to Arul.

Arul has over 28 years of experience (more than 9 years with ANAND) and has worked earlier with Hindustan Aeronautics Limited, El Forge Limited and Sundaram Fasteners Limited in varied roles. Arul joined ANAND in August 2005 as GM and Plant Head for Gabriel India at Hosur. After a very successful five year stint with

Gabriel India, Arul joined Spicer India in 2010 as its Vice President, Operations and after a year was promoted as its COO. In 2012, Arul was upgraded to the position of Sr. VP and COO of Spicer India and was also inducted into ANAND Management Committee.

A mechanical engineering graduate with Masters in Production Engineering from IIT Madras, Arul is also an MBA in Finance. He is also a certified Quality Engineer (CQE) and trained in TPM methodology. He is a VLFM graduate and has completed an advanced management and leadership programme at Oxford, UK.

A hands-on Leader, Arul has a tremendous passion for learning and teaching. Arul has utilized his diverse experience to evolve Spicer India as a consistent, successful business enterprise and has overseen introduction of various employee centric initiatives, in turn winning appreciation from both Dana and ANAND and accolades like the prestigious "Great Place to Work" award.

# 1

## ANAND Journey

ANAND journey of transformation began in early 2010 with the visit of Prof. Shiba to five ANAND plants and few SMEs. Purpose of the visit was to understand how tiered manufacturing system worked. It resulted in introduction of 'Do and Demonstrate' concept. 5 Pune plants - Behr, Gabriel, MAHLE, Spicer and Victor were selected for the journey. Whole idea was to change the mind-set from resource availability based to consumption based manufacturing.

Challenge was to focus on information flow optimization across functions rather than at individual function level. Organizations had to be redesigned accordingly.

# 2

## "Three Eyes of Buddha"

This transformative idea is a layered system.

First Eye signifies 'Breakthrough'; designing a new way with mind-set change. (It signifies the 'design' of systems for standardisation of operations into three flows, i.e. delivery (to customer) flow, production flow and procurement flow)

Second Eye is 'Control', where stabilisation in operations such as production fluctuation is achieved.

After Design and Control are achieved, Third Eye strives for 'Continual Improvement'.

# 3

## AHPS

ANAND focused on leadership with Big 'M' perspective (Efficient management of entire manufacturing eco system from concept creation to after sales service) and Heijunka production systems. Heijunka was integrated into ANAND production system in 2010 and is now being driven as ANAND Heijunka Production System (AHPS).

The key learning from Heijunka System which have been incorporated in AHPS are:

1. Diversified & less fluctuated production through Heijunka workload
2. Defining tiers and controlling flow
3. Streamlined processes to improve flow of material & information, resulting in higher efficiency and productivity by removing waste

# 4

## VSME - A Brief

VSME is a Programme for Tier 1 & Tier 2 suppliers. It enables them to work together, create Tier relationship and develop Visionary SME. Objective of VSME is to create mutual benefits for Original Equipment Manufacturers (OEMs), Tier 1 and Tier 2 Suppliers. To create this win-win situation, transformation is required at all levels.

During facilitation of transformation, ANAND plant participants and suppliers undergo specially designed trainings to learn and apply various tools, such as work place transformation, value maps (V Maps), Heijunka planning, machine transformation, quality stabilisation and control by pull.

Currently VSME is implemented both within ANAND's plants and its suppliers.

# 5

## VSME Pilot Project in Pune, Why?

ANAND selected its Pune hub to be home of VSME Pilot Project because the city has a high concentration of SMEs, especially in automotive segment. There are at least 400 Tier-1 companies, supported by close to 10,000 Tier-2 and Tier-3 SMEs.

Furthermore, all major OEMs have a presence in the city including Tata Motors, Cummins, Bajaj, Force Motors, Mercedes Benz, Volkswagen, Mahindra & Mahindra, General Motors and FIAT.

# 6

## The Snowball Concept

Training and facilitation in VSME are of one-year duration (involving nine modules). The 'Snowball Concept' (success in one line, replicate to all other lines) is applied to achieve quick and visible results. 'Transformation' starts with a 'Model Line', which is expanded to entire plant or operations, as success is experienced and new learnings are acquired and absorbed. This also helps in efficient deployment of resources such as manpower and machines.

# 7

## Graduation and beyond

After successful completion of transformation in the 'Model Line', suppliers graduate and come together to form like-minded groups called 'VSME Communities'. These communities choose one theme at a time and work on its improvement. In parallel, community members also continue to transform other lines in their respective plants.

Unique aspect of communities is that they conduct monthly meetings by rotation, opening their doors to other members for sharing of key learnings. So far, 20 communities with more than 200 suppliers are striving together with ANAND to achieve excellence in manufacturing.

# 8

## From VSME to 1000 SME Programme

With the success of VSME, National Manufacturing Competitiveness Council (NMCC) and Japan International Cooperation Agency (JICA) decided to expand and reach out to transform 1000 SMEs under India - Japan joint technical cooperation agreement.

Great success of VSME has created a platform to expand this initiative to a new level of success and introduce 1000 SME programme. This path breaking and highly effective programme will help further transform manufacturing paradigm of many manufacturing companies, both customers and their suppliers. ANAND will continue to actively contribute to 1000 SME programme.

# 9

## Pilot VSME T3 programme

ANAND pioneered VSME initiative in 2010 by creating a practical and workable model. Learnings from this has helped not only ANAND and its Suppliers (Tier 2) but also sub suppliers (Tier 3). Today more than 27 ANAND Plants, 200 Tier 2 suppliers & 30 Tier 3 suppliers are part of ANAND VSME family.

Three plants in the west i.e. Pune - Gabriel, Victor and Behr have launched pilot VSME training for sub suppliers (Tier 3). Programme is supported by Pune communities of respective plants. Progress is monitored by communities and a 'Do & Demonstrate' is also managed by respective Tier 2 engineers and community volunteers. Training modules are designed on the similar principles as for T1 and T2.

# 10

## Going Forward

Plans are to cover 100 per cent ANAND strategic suppliers under VSME by 2017. Total numbers to reach >500. After successful pilot run of VSME Tier 3 in 2014, ANAND plans to increase coverage from West (Pune) to Nasik, Aurangabad, Mumbai, Chennai, Hosur, Gurgaon and Parwanoo by 2017. This will result in achieving total supply chain optimisation and increase support of community for VSME's Tier 3 programme.

# VSME

(Visionary Small & Medium Enterprises)

## Transforming Quality of Delivery

Visionary Small and Medium Enterprise (VSME) Programme nurtures manufacturing transformation. It aims to create a win-win relationship between customers and suppliers.

As the automotive industry continues to evolve and Indian players begin to look beyond domestic market, they need to change mind set to achieve breakthrough in enhancing quality, efficiency and productivity.

Prof. Shiba and Mr. Furuhashi Takeyuki, formally launched the VSME in 2010. Drawing inspiration from their work, ANAND Group participated along with CII and JICA, to develop and launch a Visionary SME programme in its five Pune plants.

As a first step, Tier 1 suppliers transform their manufacturing processes and deploy learnings on one model line for achieving quick results. This concept is then introduced to their Tier 2 suppliers. The hallmark of this model is its ability to guide suppliers to achieve desired transformation. Further the momentum is maintained through formation of "VSME Communities" with like-minded suppliers. Within last 4 years, 20 such communities with more than 200 suppliers are now active.

The programme developed into a success story because of continued support of Mr. Deep C Anand, dedicated commitment from ANAND VSME team, enthusiasm from all suppliers and invaluable mentoring from Prof. Shiba and Mr. Furuhashi. The team has ambitious plans for future and are set to cover 100% of ANAND Strategic suppliers across 9 locations across India in years to come.

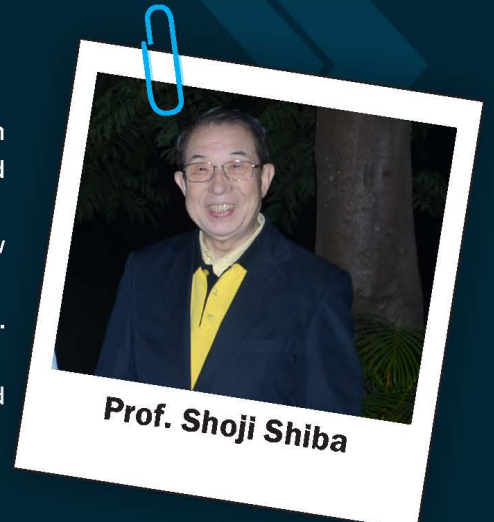
# VSME Visionaries Speak

One of my most unforgettable memory is the light arrangement of Mr. Deep Anand's birthday party which was held in 2014. Thousands of small candles were lit at the entrance of the party venue to welcome guests. It immediately occurred to me that this light symbolizes visionary small and medium enterprise (VSME) activity.

Anand is the initiator of VSME. Without Anand's initiation, VSME activity would not have been realized in India. When I saw thousands of candles at the birthday party, I could correlate and understand why VSME activity initiated at Anand.

Each light symbolize a life of an individual. VSME activity is a mass movement. But each element of mass has its own life. Anand`s excellent culture is to respect individual life just the same as candle of light.

I really hope this noble culture will enhance more and more, then the VSME activity will sustain and mass of people related to Anand will become happy.



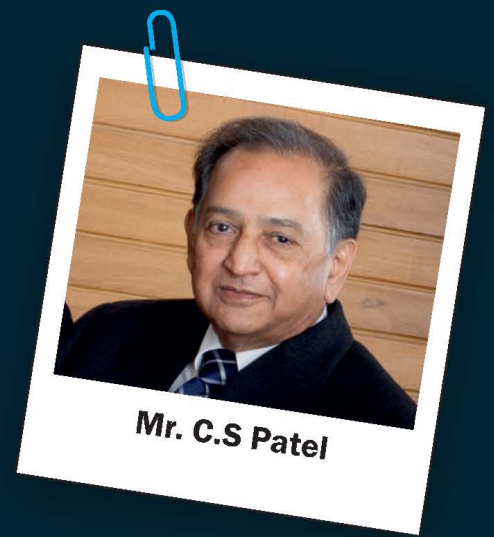
1000 Visionary SME (VSME) is the programme for Tier 1 & Tier 2s suppliers, who work together to create new Win-Win relationship. VSME has been organising since 2010 as one of the sub-programme of national project to develop Visionary Leaders for Indian Manufacturing: VLFM. Anand group was the pioneer to develop VSME together with CII and JICA.

VSME has 3 characteristics which makes this programme unique. (1) "Focus on flow" to develop new leap of competitiveness in globalisation of industry, (2) "Do and demonstrate" to build a new way of working with Tier 2s, and (3) "Snow ball effect" is to motivate people for transformation by achieving quick success. Now VSME is expanding its activity to all over India, not only automotive industry but also other manufacturing sectors.

I am very much appreciative that Anand group has been sustaining VSME as its own corporate initiative, and contributing for the development of Indian manufacturing.

It is hard to believe that this path breaking journey started with a chance meeting with Prof. Shoji Shiba in mid 2009 in Mumbai. Harder to believe that the seeds of this successful pilot project were sown with many unsuccessful attempts to transform the Anand supply chain. Like most automotive supply chains. Anand's was also fraught with mutual distrust, win lose relationships. The chance meeting was an unplanned dinner. The conversation centered around my retirement in sep 2009 and relocation to Pune. Prof provoked, motivated and guided me to do something for the society – a noble thought. One response was to seek his help in helping hundreds of SMEs in the ANAND Supply chain spread all over India. We ended up by agreeing to start a pilot project involving five ANAND plants and twenty five suppliers, based in Pune.

The first batch graduated in first week of December 2010 - ANAND farm in talegaon was the venue. Anand made an inspired announcement all future graduations in Pune will be in Anand farm in the first week of December. The tradition continues - the fifth batch is graduating on December 6th 2014 in Talegaon. The journey of building win-win relationships with hundreds of SMEs continues through the ANAND VSME communities.



VSME has been a tremendous success because of the great vision, direction & support of Mr. ANAND. This programme is manifestation of Mr. Anand's commitment & embodiment of efforts by our able suppliers-partners along with ANAND Engineers.

We could not have taken the baby steps in 2010; without intervention of Prof. Shoji Shiba, who created a societal self-sustaining programme to reap benefits for future. Also in equal fervour by Mr. Furuhashi Takeyuki, who relentlessly took us through the transformation journey by repeating concepts, module by module. Also persistence of Mr. Patel helped in infusing VSME into DNA of ANAND.

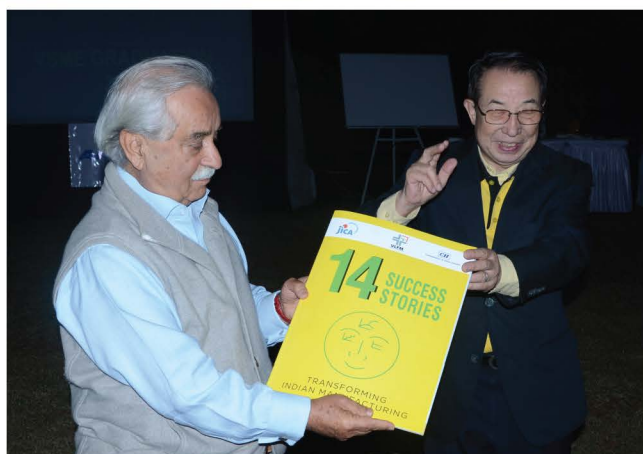
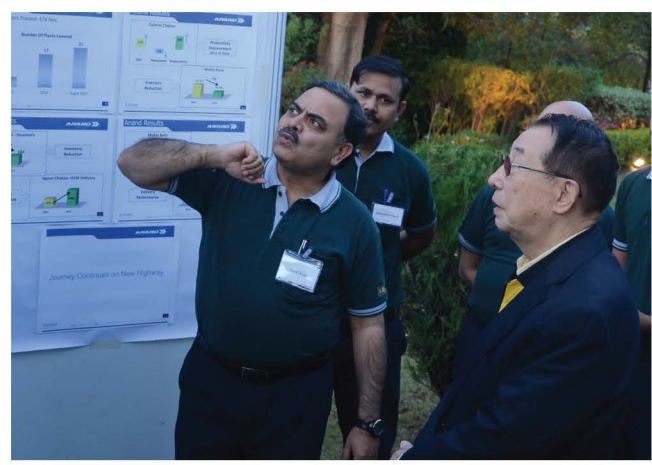
From the time I took over, I have seen efforts to change & transform, have yielded remarkable results. I was also impressed to see the overall impact on societal transformation through our journey with Tier 3 Suppliers. This is validation of belief in VSME by ANAND & ANAND Supplier Community.

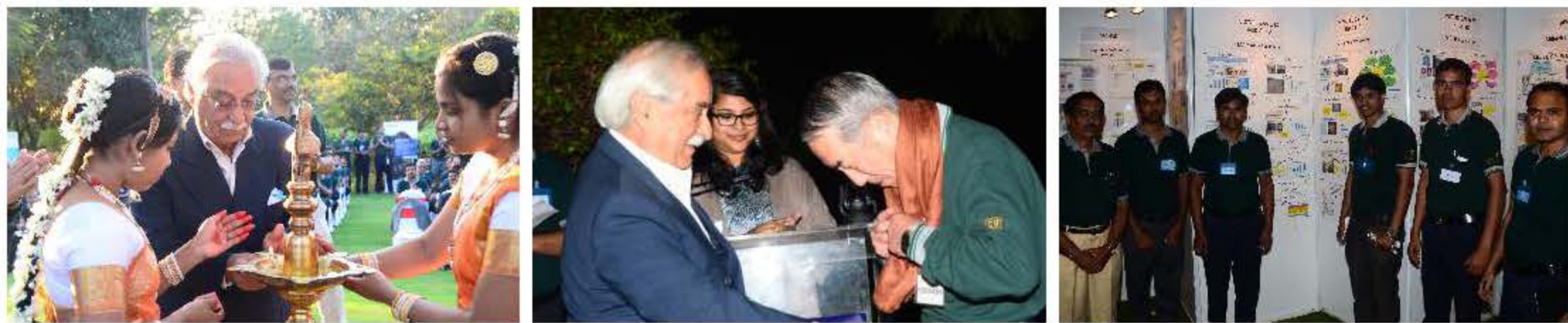
These efforts, demonstrate progress we have made in the most important area: "Mind Set Change". This gives me hope & confidence that together we can face challenges from competition & live to brand "ANAND".

Around 650 graduate engineers and suppliers of ANAND are a testament to the immense success of VSME programme. ANAND plants & suppliers transformation, is now on the verge of encompassing ANAND sub suppliers (Tier 3). VSME Tier 3 initiative started in 2014, through voluntary engagement of Tier 3 suppliers by Tier 2 suppliers. It covers more than 30 sub-suppliers (120 participants). This is a pilot initiative & onus is voluntarily taken up by ANAND Communities (formed by VSME graduate Tier 2 suppliers).

VSME programme vision, is not only to cover these suppliers but also to "Do and Demonstrate" by none other than community members themselves. In all respects, ANAND Communities have taken the mantle of being leader, coach, mentor & executor to help all ANAND family of suppliers. These communities are committed to help suppliers achieve & sustain 'Best-in-Class Excellence' in Manufacturing that is envisioned by senior ANAND Leaders.







**Pictures  
speak a million  
words**



ANAND VSME Team:(from left) Kakasaheb Dhare, Devendra Kankarej, Rajesh Kakkar (Sr. Director VSME), Rahul Yadav & Sivabalan.M.S



## Leaders' take on VSME

**“VSME is the only way to attain “MOKSHA” from all Waste.”**

(Mr. Raghavendra Deolankar, Mahle Behr India Ltd.)

**“VSME changed the mind-set and brought a culture of improvement in the organization.”**

(Mr. Mahendra Kumar Singh, Gabriel India Ltd.)

**“VSME is way to achieve Win-Win relationship throughout the supply chain togetherness.”**

(Mr. Prabhakar Kunte, Spicer India Ltd.)

**“VSME has helped us to launch a loop run system for local suppliers, resulting in window adherence > 90%”**

(Mr. Gopal Srinivas, Mahle Filters System India Ltd.)

**“VSME Transformation is a knowledge sharing platform, helping us unlearning the known things and learning new things with changed mind set.”**

( Mr. Dilip Palve, Victor Gaskets India Ltd.)

## Suppliers Speak

### *Kavach Engineers, Pune*

“We have been engaged with Anand for last 6 year, being a supplier to Gabriel India Ltd. The biggest tangible benefits that we derived from VSME programme is the 5 times sales growth over last 4 years. Thanks to VSME, we are the first supplier to achieve 100 % DOL status for all parts. There has been reduction in in-house ppm from 30,000 to 22,000. Workforce productivity has also increased by 28%.”

Mr. Shree Prasad, Plant Head

### *Mungi Engineers Pvt. Ltd, Chakan*

“On a scale of 1 to 5, we would rate the VSME Programme with a 4. This program has given us an opportunity to change our mind-set and move towards the new highway. Our 4 years association with VSME brought us improvement in line efficiency from 45% to 90%.Lead time also reduced from 7 days to 1 day. The overall program structure and the continuous support by the ANAND Engineer has been phenomenal.”

Mr. Prassana Kadam, Plant Head

### *Yoonwoo Automotive India Pvt Ltd, Pune*

“We have been with Anand as a MAHLE Behr India Ltd. supplier since 2007. 2010 was the year when we first got associated with VSME Programme. One of many visible benefits we received were PPM reduction of 15% in last 1 year and space creation of 525 sq. meter. A standard practice of the VSME program - Management Review Meets have started with staff from 2013 every month, that is leading to more productive and happy work environment.”

Mr. YoungJun Park, Managing Director



Moscow (Russia)  
August 2013



Frankfurt (Germany)  
September 2014



Dubai (UAE)  
June 2013

## ANAND SHINES AT AUTOMECHANIKA

Focusing on export for higher growth, ANAND participates in 4-5 exhibitions abroad every year. The idea is to identify aftermarket exports needs for higher growth. The group has achieved major breakthrough in building new customer base in Europe, USA, South America, Middle East, etc. Identifying such markets further, ANAND reached Moscow (Russia), Dubai (UAE) and Frankfurt (Germany), participating in Automechanika.

Exhibiting yet again, Automechanika exceeded all expectations. Many interactions with potential buyers made it an exceptionally important platform for Anand Group globally. The group surprised the world by showcasing portfolios of great product range. Companies like Gabriel India, Victor Gaskets, Anand I-Power Limited, Valeo Service India Auto Parts and Ansysco India successfully participated in these international events.

In coming year, the group is targeting 10% sales from the exports. Aftermarket export leads from the Automechanika would help the group in maintaining competitive edge in the global market. With similar trade fair participation, ANAND is all set to remain updated with the new global requirements and cushion against the downturn cycle in domestic market.



I get to spread smiles with participating regularly in CSR activities.



Spicer cares. My problems are addressed through counselling and coaching.

I enjoy a good work life balance.



Spicer literally makes me laugh with Laughter Yoga workshops in-house.



Working in Spicer makes me fit. I love indoor and outdoor activities here.

## PROMOTING A REWARDING WORKPLACE CULTURE

### SPICER INDIA - GREAT PLACE TO WORK

Spicer India was recognized as "the 2nd best place to work in the Auto Component Industry in India". The award was conferred by the Great Place To Work® Institute in association with The Economic Times to recognize the 'Top 100 India's Best Companies to Work for in 2014'.

The recognition endorses Spicer's commitment and determination to create an environment of association and belonging within Spicer India. The Spicer family has been diligently working towards creating an ecosystem, which is trustworthy, fun-loving and work-driven.

In its 11th year, India's Best Companies to Work for 2014 edition, attracted participation from around 600 organizations spanning over 20 industries. Great Place to Work's methodology has been recognized as rigorous and objective, thereby setting the standards for defining great workplaces.



# ANAND LEADERSHIP DEVELOPMENT PROGRAM



ANAND Leaders showcasing their presentations to Mr. D C Anand and Mrs. Anjali Singh

The ALDP Batch - 2013



Mrs. Anjali Singh addressing the ALDP Batch



## Its' all about nurturing talent.

ANAND believes in preparing leaders for tomorrow by hunting talent within the group and training them against their future responsibilities. Driven by this intention of developing and maintaining a talent pool of high performing managers and leaders, ANAND instituted the ANAND Leadership Development Programme (ALDP). The year 2013 had a batch of 14 students who successfully accomplished the programme. The 2014 batch has already begun with the programme, having 28 students.

*"The ALDP programme is not new to ANAND. It has been running for last 50 years in an informal way. Today, we are trying to institutionalise it to a degree. We have taken feedback continually from you all and applied it to bring fresh perspective to the programme."* Mrs. Anjali Singh, Chairperson, ANAND Supervisory Board, at the 'ALDP Graduation Ceremony and Annual Awards 2013', held at the ANAND corporate office.

Mr. Deepak Chopra, Chief Executive Officer, ANAND Group said, "The ANAND Development Programme, today, is very well designed for the young managers and a great opportunity for them to rise within the organisation."

ALDP, which started a decade back in ANAND, is moving ahead with graduation ceremonies of old batches and beginning of new ones. It reinforces faith in the belief that future of ANAND lies in its leadership pipeline.

# ANAND TALENT ACQUISITION PROGRAM



## ANAND continues to attract pool of young talent

Every year around August the fresh recruits from various campuses across India get Inducted Into the group. The ANAND Talent Acquisition (ATA) Batch 2014 has Inducted 13 young professionals from B-Schools (IIM, MDI, IMT & SOIL); 6 management trainees (from NITIE, IMT, SOIL & BITS); and 23 graduate engg. trainees (from IIT, BITS Pilani, SRM University, Thappar University, & BAJA SAE). The corporate induction was of four days wherein the new Inductees underwent plant visits, sessions with seniors and a 2 day workshop on 'Campus to Corporate'.



The first two days the Corporate HR team gave a guided tour of the state-of-the-art facilities of Chakan Hub. The aim of the visit was to give a live demonstration how the ANAND Way & Philosophy pans out in the company.

Next day, the ATA Batch had the privilege to interact with leaders across ANAND. The day started with the CEO's address by Mr. Deepak Chopra who took the batch back to the beginning days of ANAND and aligned them to the vision of the future.



Many functional heads made presentations too. In their respective presentations, Mr. Manoj Kolhatkar – MD, Gabriel India Ltd. and Mr. Arul Kumar – COO, Spicer India Ltd. guided the new recruits on how to take up their journey with ANAND. The President Group - HR, Mr. K S Bhullar also addressed the batch. In between the inspiring speeches, there were pockets of laughter where the batch used comic relief to introduce themselves to the seniors. The evening was brought to a perfect ending with a special dinner at the Gabriel VIP area. The ATA batch & HR teams put together a few snippets of entertainment from a monologue to a mime dance and even a fun friendships day card-exchange exercise.



The last two days concluded with a workshop on 'Campus to Corporate', giving young talent insights on the group synergy.

A glimpse of activities held at ATA Batch Induction

# effective-LEARNING

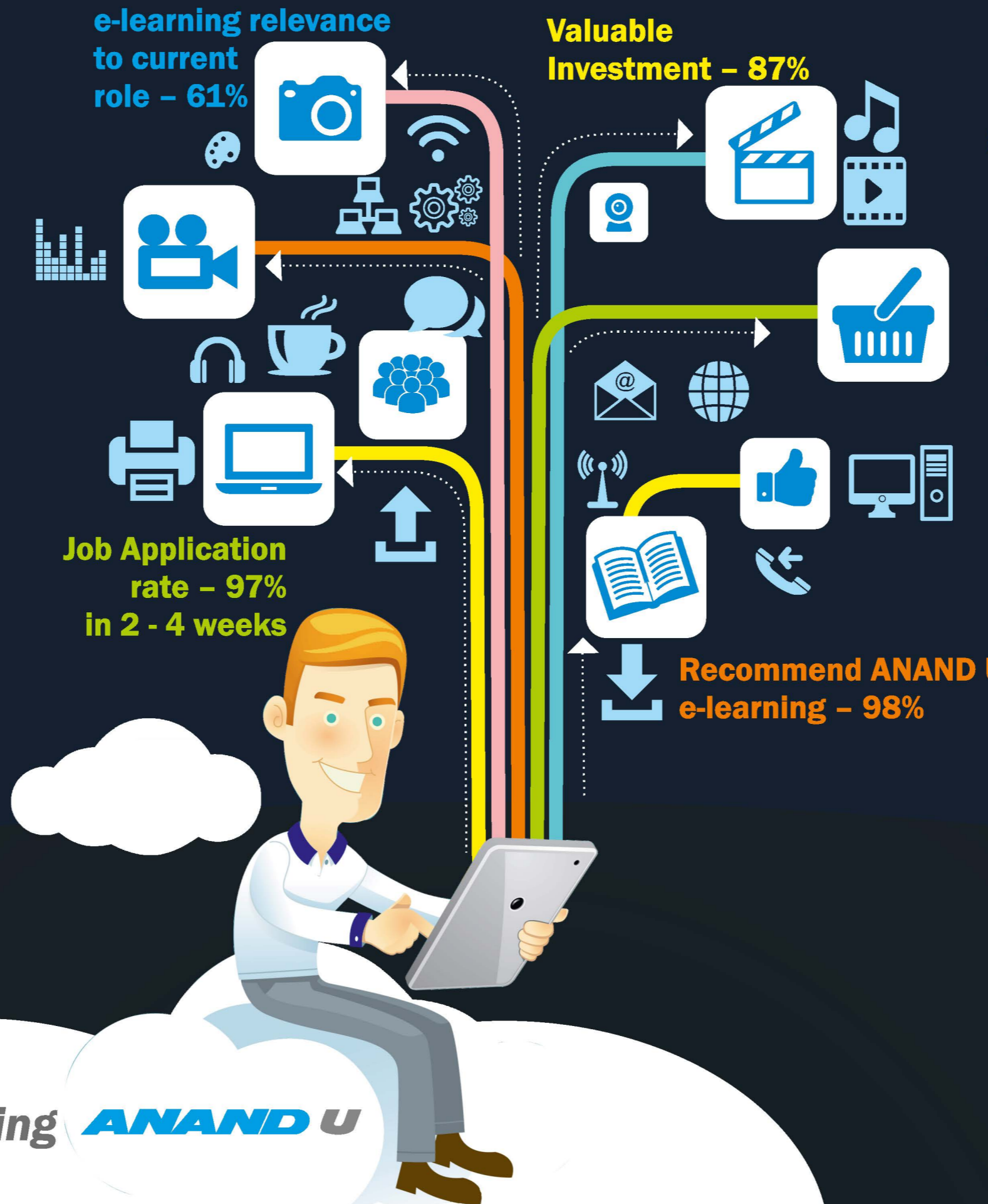
## ANAND Corporate University Launches Online Learning

### e-learning

Engaging, visually rich, easy to understand courses  
 Access to job aids  
 Credit-points for certification

### 100 e-learning Courses in 8 categories:

- Developing Strategic Thinking Acumen
- Leadership Skills & Team Management
- Project Management
- Negotiation Essentials
- Six Sigma Green Belt
- Finance for Non Finance
- Critical Thinking
- Personal Development



### e-learning Variants

Catering to 13 companies, represented across 17 Locations across all employees levels.

- A. Courses - Interactive with Pre & Post effectiveness
- B. Challenge Series - Scenario based learning series
- C. Business Impact Series & Simulation - Multimedia-rich Business Situations

A good learning experience. My take away was on the behaviours & body language when negotiating.  
 SPICER INDIA

Interesting e-learning topics & content, motivates to learn.  
 GABRIEL INDIA

A great learning platform!  
 MAHLE INDIA

Value add to interpersonal & behavioural skills.  
 ANAND AUTOMOTIVE

Small & Attractive courses!  
 ANSYS CO

Good initiative, extend to more people.  
 MAHLE BEHR INDIA

e-learning **ANAND U**

### Anywhere Anytime Learning

“Times & needs are changing and so are the learning methods. AU is bringing learning to people than people to learning.”

Ms. Sampada Inamdar  
 Dean, ANAND U

# An Effort for Greener Tomorrow



**Mrs. Anjali Singh and Mr. Jaisal Singh with their son Master Sujan Singh planted three tree saplings in the ANAND corporate headquarters**

On World Environment Day, IEHS launched 'Prayas', one of its kind green initiative across Anand Group. Prayas is ANAND's effort to reduce negative environmental impacts. The intent of the initiative is to ensure energy consumption reduction, limiting discharge like waste water, effluents, etc. and recycle or reuse waste. To set the project in motion, Mrs. Anjali Singh and Mr. Jaisal Singh along with their son, Master Sujan Singh, planted three tree saplings in the Anand corporate premises. They reaffirmed their commitment for "Prayas" by signing on the poster and extended best wishes to the participating teams.

Prayas, the 90-day team-based project, started with maximum participation from Gabriel India, followed by Mahle Filter Systems India, Spicer India, Anand I-Power Limited, MAHLE Behr India, Chang Yun India, Henkel Teroson India and Valeo. Entries were invited in the areas of: Energy Conservation, Limiting Discharge (like waste water, effluents etc.) and Waste-Recycle, Reduce and Reuse.

On closure of Prayas, out of a total 36 projects submitted, 22 projects were successfully completed. Estimated savings from these 22 projects would be Rs 4.1 Cr. annually. Five teams were selected based on a criteria which measured - uniqueness, sustainability, environmental connectivity and



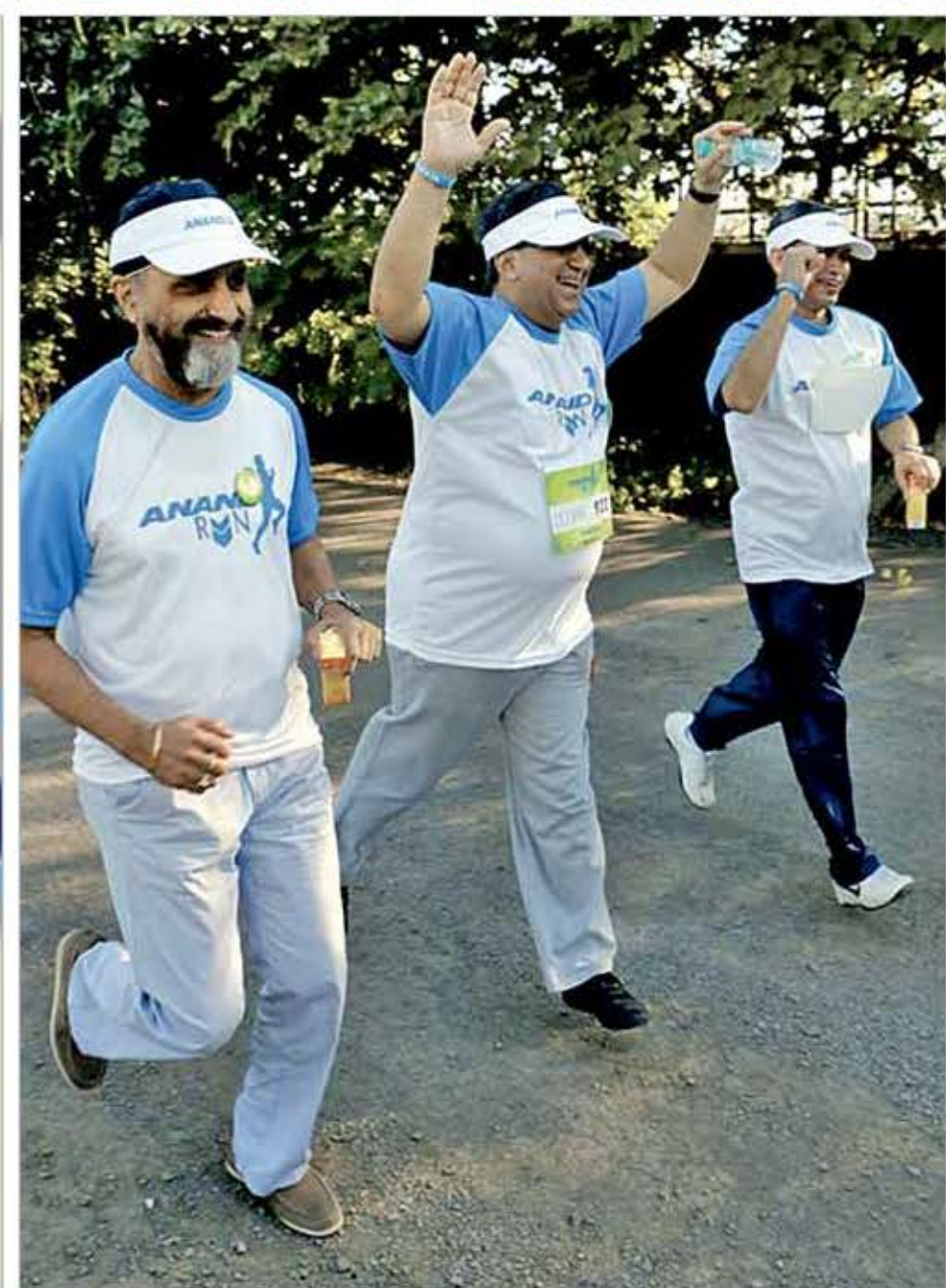
monetary savings. Spicer, Satara (for Energy Conservation, Waste-Reduction & Recycle), MAHLE Behr India, Chakan (for Energy Conservation), Gabriel India, Chakan (for Limiting Effluent Discharge) and Gabriel India, Khandsa (for Energy Conservation) made the final cut.

These top 5 teams will present their projects to a senior executive panel that will select a winner. Subsequently, winning team will interact with Chairperson over lunch. Further, IEHS team will attempt to complete all the 22 projects and publish across group companies for enhancing their awareness and participation. This will create a snowball effect to drive more savings through recycling and reusing.

Another part of Prayas environmental sustainability Initiative was 'Tree Plantation'. With maximum participation across the group - 10,905 saplings were planted at 16 locations by 2500 Anand employees. Topping the list were Spicer India, Chakan and Gabriel India, Dewas. Together, these two teams planted one third of the group's total plantation drive, helping this green initiative to be a grand success.







ANAND Group has a prominent presence in the western India with JV companies along with ANAND companies. Looking at the diversity of companies and sizable employee strength, a hub level activity- ANAND RUN was conceptualized. Involving young and energetic ANAND talent, the event was meant to be fun, supporting a cause at the same time.

A run was organised from Spicer India campus to Victor Gaskets India plant spanning 8.7 Kilo Meters. Although participants were also given the option to run 3 kilometres and 5 Kilometres as per their goal. "Run for Safe and Clean Surroundings" was Identified as the theme for ANAND RUN. It was decided that the proceeds collected from the participants would be utilized to support the Identified cause.

A Branding and Awareness campaign was planned and executed by the ANAND corporate communication team in co-ordination with key employees across the hub. The event got overwhelming response and garnered more than 750 registrations with approximately 600+ people turning up for the run.

The event was flagged off around 7 AM on 7th December from the Spicer Campus, near Gear Plant. ANAND RUN was first of its kind event across group, honoured by the graceful presence of Mr. Anand, Mr. Deepak Chopra along with many other ANAND dignitaries. Five winners, each for male and female categories, were given prize at distribution ceremony. Meticulous planning, efficient execution and enthusiastic participation by everyone, made the event a grand success.



# Sher Bagh Completes 15 years of Operations

SUJÁN

Sher Bagh has pitched an unprecedented benchmark for style, luxury and comfort on safari with an extensive renovation of SUJÁN's first 'Relais & Chateaux' camp. As well as refurbishing the luxury tents by creating even more space within, complete with expanded en suite bathrooms, Sher Bagh has introduced two new suites:

**The Royal Suite:** By far the finest address to stay at in Ranthambhore, The Royal Suite has a carpet area of nearly 1000 square feet, a private swimming pool as well as a private dining area. The interiors are furnished with Sher Bagh's signature campaign furnishings, emperor-size beds, air conditioning and lots more.

**The Luxury Suite:** The Luxury Suite comes with its own private walled-in garden, Jacuzzi and 'open air shower'. This suite has a carpet area of over 800 square feet and is enclosed by natural, hand-built mud walls. It is only a short walk from the legendary Sher Bagh campfire. A netted verandah gives guests the option of being 'enclosed' while still able to view the verdure and birdlife around Camp.

Private Butlers are assigned to both suites.

**The Luxury Tents:** All the tents have undergone upgradation and the rooms are more spacious than ever before. The famous Sher Bagh shower has been further enlarged and refitted. While popular features such as the Butler Bell remain intact, extra additions such as luggage racks have been added to make the tents more comfortable.

**Game Drives:** With an enlarged fleet of customised 4x4's, be prepared for a great game experience inside the finest habitat for wild tigers in the world. All the jeeps come with binoculars and guidebooks and accessories such as bean bags and camera stands for more serious photographers, and of course the well known Sher Bagh picnic with home-made cakes and teas.



## "Best Wildlife Experience in India"

JAWAI received the CNBC-Awaaz "Best Wildlife Experience in India" award for 2014. The trophy (pictured) was presented by the Hon. Chief Minister of Madhya Pradesh, Mr. Shivraj Singh Chauhan at a packed ceremony. The recognition is a singular achievement for JAWAI which received this award in the very first year of its opening.

Apart from the spilling luxury and delectable food at JAWAI; SUJÁN's newest Camp in Pall, Rajasthan, the innovative guiding experience is something that is being practised for the first time in India, perhaps even in the world. Guests are accompanied by our guides in customised 4x4's (cushioned further with Gabriel's special "Safari" shock absorbers). Adam Bannister, JAWAI's Head of Field Operations explains:

"At JAWAI we aim to give our guests the best guided experience in India. We have assembled a team of Indian, and South African naturalists who will strive to change the face of guiding, as you know it. One of the best aspects of JAWAI is that it allows us the flexibility to run things at our own times, go for walks and truly come to grips with one of

the world's most dramatic landscapes, unhindered by regulation. We have been feverishly working to create exciting, refreshing and informative guides built for iPads. Vehicles will have iPads on board and your naturalist will use them to convey fascinating information. Each time we see a leopard, we photograph it and identify it. Back at camp we record all this information in tables and charts. Movements, diet, behaviour and various other aspects are recorded. We are building one of the most complete data sets of Indian Leopards, also providing guests with factually correct and relevant information.

Many who travel through India are not able to take big bulky lenses, but want to capture wildlife and landscapes, taking home memories to show family and friends. We provide guests with a complimentary Nikon P600, armed with a hugely powerful zoom of 60X. And if it so happens that the leopards are perched high up on the tops of granite hills...it is at this time that we invite you to make use of the binoculars we have on board. These are just some of the ways, that we at JAWAI, are pushing the envelope - looking to grow the experience into something that you will talk about for months after your visit."

## SUJÁN sponsors its talent to an executive programme at Cornell University School of Hotel Administration

Members of the SUJÁN team attended a course organised by the Cornell University's School of Hotel Administration and SATHGURU in Hyderabad over the summer.

This Management Development Programme addressed Strategic Growth and Leadership in Emerging Markets and was hosted by ICRISAT at their extensive estate in the city between 9th and 13th June.

Yusuf Ahmad Ansari, Director of Experiences, who was one of the SUJÁN graduates at the programme said: "The course provided a thorough reinforcement of method and structure to practises we already follow. It was especially valuable because it taught us to cast the net further in terms of the way we do things. Cost assessments, aggressive marketing and product optimisation were particularly important themes of the course and we were very privileged to have a very strong group of lecturers from Cornell and SATHGURU."

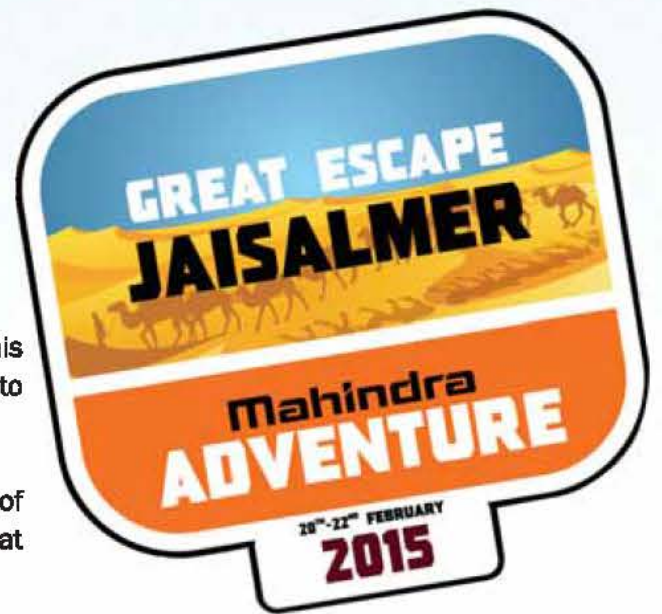


# ANAND Top Management sizzles at “Mahindra Annual Great Escape 2015”

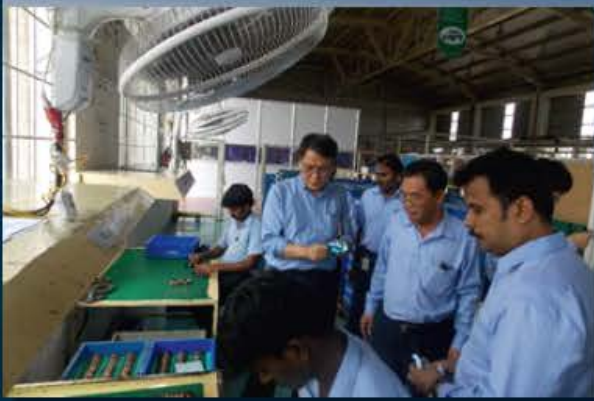
The 120th edition of “Mahindra Great Escape” recently concluded in Jaisalmer, Rajasthan. This annual 'invitation only' event was attended by dignitaries from domestic and international auto component manufacturers.

The event required participants to cover a distance of about 60 kms with about 12 kms stretch full of challenging slopes, steep inclines and ruthless sand dunes. Some of the popular vehicles spotted at the event were - Mahindra Thar, Scorpio, Scorpio Getaway and Bolero

Mrs. Anjali Singh and Mr. Jaisal Singh also enjoyed navigating through this challenging route. Driving in their customised Thar, they both cherished their 'Great Escape' which was further made memorable by the presence of Dr. Pawan Goenka, Mr. Hemant Sikka and Mahindra top management team. Mr. Sandeep Balooja and Mr. Manoj Kolhatkar, along with their wives, were among other participants from ANAND.



**CY Myutec**  
Total Solution Provider



Mr. Seo Bo Shin, MD, Hyundai India Motor Limited, visited CY Myutec India.

**GABRIEL**



Gabriel India launched 'RideTuning' Vehicle for mobile testing facility at customer end. It was inaugurated at Khandsa by the Senior Management from Maruti Suzuki India.

**MAHLE**



Maruti Suzuki team visited Mahle Filter Systems India Chennai to inspect quality, process and manpower skill level. Visit earned MFSl positive feedback along with valuable suggestions.

**MAHLE**



Japanese team visited Mahle Filter Systems India Parwanoo plant for Roll Line Audit to measure the process parameters, incoming quality inspection plan, material movement and final stage.

**GABRIEL**



Mr. Murugesan, GM - Supply Chain, Maruti Suzuki India Ltd., along with his team members visited Gabriel, Khandsa.

**I-POWER**



Mr. Udo Messer and Mr. Johnie Xu, of MS Motors, Germany with the Anand I-Power Limited team on their plant visit.

**Valeo**

Mr. Claude Leichle, President, Powertrain Systems Business Group, visited Valeo Friction Material India. He appreciated the team for the improvements done on the shopfloor.





## Like him, many realised their true potential

Vocational Training and Life Skills Programmes have been central to the community development initiatives by the SNS Foundation over the years. The Foundation has touched the lives of thousands of women and underprivileged youth across the country with a sustainable livelihood program - JIVICA.

JIVICA provides a pool of high quality skilled manpower to the industries including Education, Electronics, Fashion, IT, Healthcare, Retail, Textile, etc. Helping unprivileged realise their true potentials, the training courses under JIVICA are providing sustainable livelihood opportunities to everyday increasing beneficiaries.

To know more, visit: [www.snsf.org/projects/life-skills.aspx](http://www.snsf.org/projects/life-skills.aspx)



**SNS Foundation**  
A CSR initiative by ANAND



## Today, she can stand on her own feet

In order to harness their collective strength groups of 10-12 women are registered as Self-Help Group (SHG) with SNS Foundation. In partnership with the District Rural Development Agency (DRDA), these SHGs are trained to access subsidised micro-loans by banks.

A decade's work by SNSF is visible in the formation of more than 450 groups that have had an access to ₹54 million worth in loans. In addition to doubling their family incomes, improving their housing conditions and ensuring more years of education to their children, these rural women can now proudly stand on their own feet.

