

Cross Learning Across Industries to Drive Excellence in Leather Sector

“Make in India’ Brand Go Global”

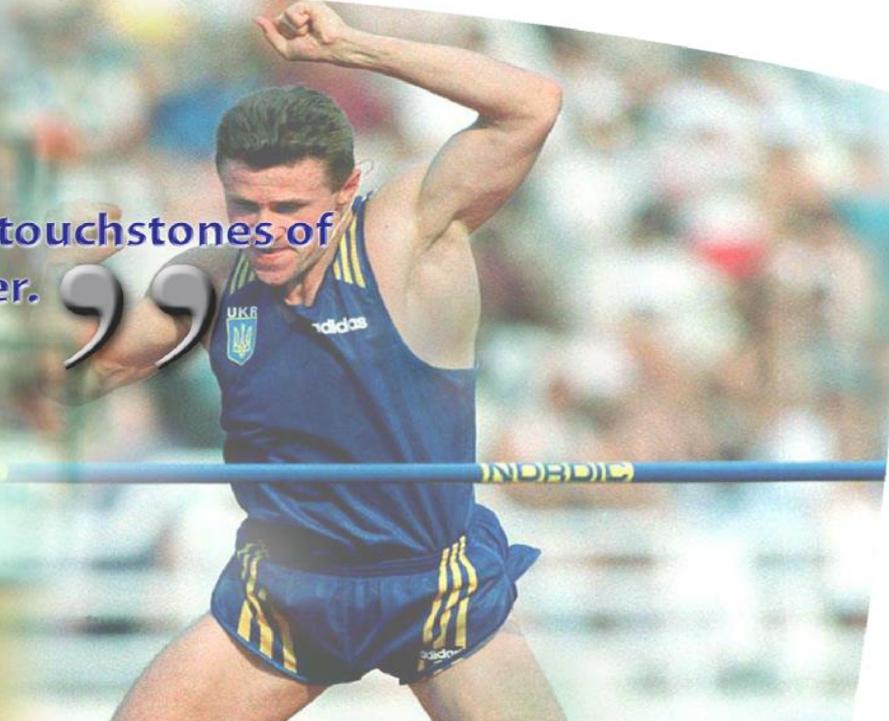
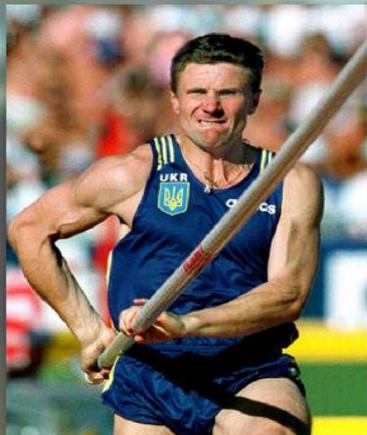
LERIG 2015

Rakesh Agarwal

Head Fashion Leathers Business

Tata International

“ “ Dreams are touchstones of our character. ” ”



A living manifestation of the Olympic motto, Sergey Bubka broke his own world record in the pole-vault six times. Lonely at the top, he began entering competitions at ever increasing heights, sometimes after everyone had finished vaulting.



It is estimated that Rupees nine crores worth of raw hide is annually exported from India and much of it is returned to her in the shape of manufactured articles. This means not only a material, but also an intellectual drain. We miss the training we should receive in tanning and preparing the innumerable articles in leather.....

..... Add to this, the fact that the intelligentsia have a proper opportunity of coming in direct touch with the villagers.

Mahatma Gandhi

7th September 1932

In 1972, Seetharamiah Committee was appointed to look into the export potential of the leather industry and encourage exports of finished leather:

- earn foreign exchange for the country,
- a simultaneous increase in finished leather production capacity, and incentives for increasing finished leather exports

Tata's Foray into the Leather world... 1972
"Dewas as Destination"



What starts as eggs..



TIL started 1974...



Struggle of a larva .. caterpillar

TIL's Challenges

- **Lack of infrastructure**
- **Inadequate water source**
- **Poor road & rail connectivity**
- **Non availability of skills**
- **Train people quickly**
- **Distance from RM supplies**
- **Technology**



Transformation from caterpillar to butterfly...

Innovations & co-operation

- Captive facilities
- Develop road connectivity
- Support infrastructure development
- Train people
- Development of RM sources
- Technological changes (in-house improvements & challenge)
 - ✓ Drying of leather
 - ✓ Getting water
 - ✓ Make own machines & repair





And the Butterfly soars.....

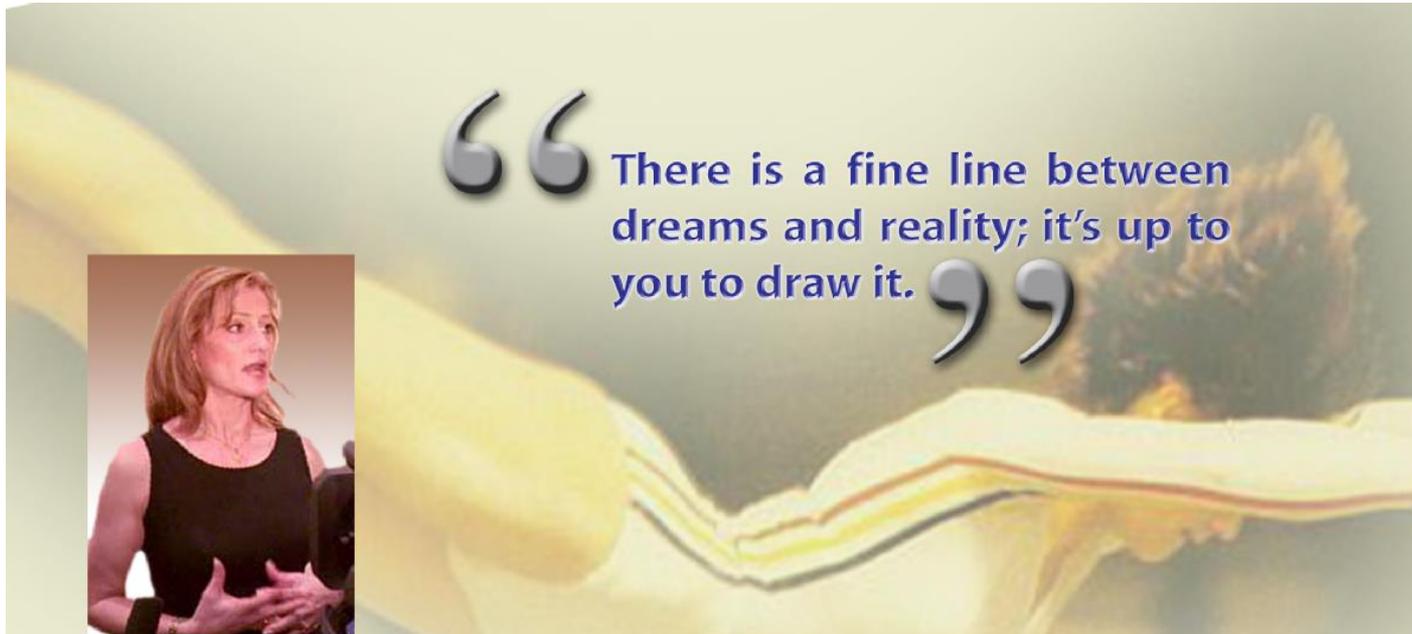


To fuel further growth & nectar....



- **Improvement: Build a culture of improvement**
- **Involvement: Pull to excite mind & people**
- **Innovation: As a differentiator**

Reflections....

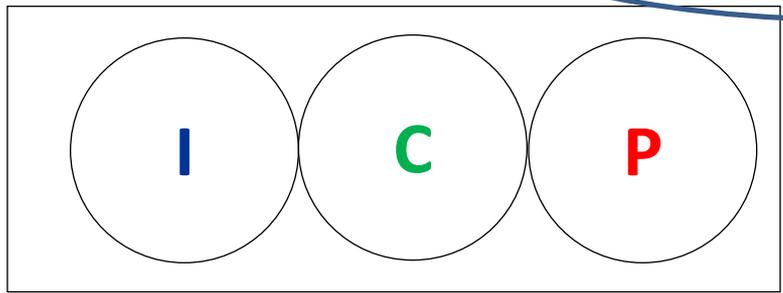


Focus... Funneling through... People

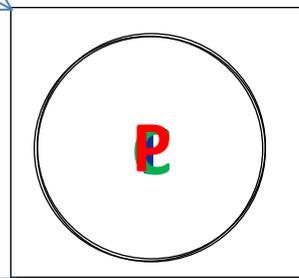
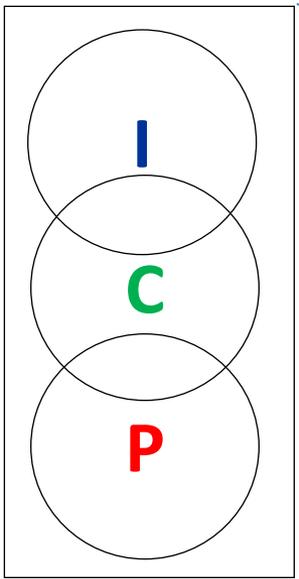
P → Q → C → D → S → M
Oft adopted & true

P ← Q ← C ← D ← S ← M
To adopt & sustainable

Path we chose



As it is today



Desired

P: Production; Q: Quality; C: Cost; D: Delivery; S: Safety; M: Morale

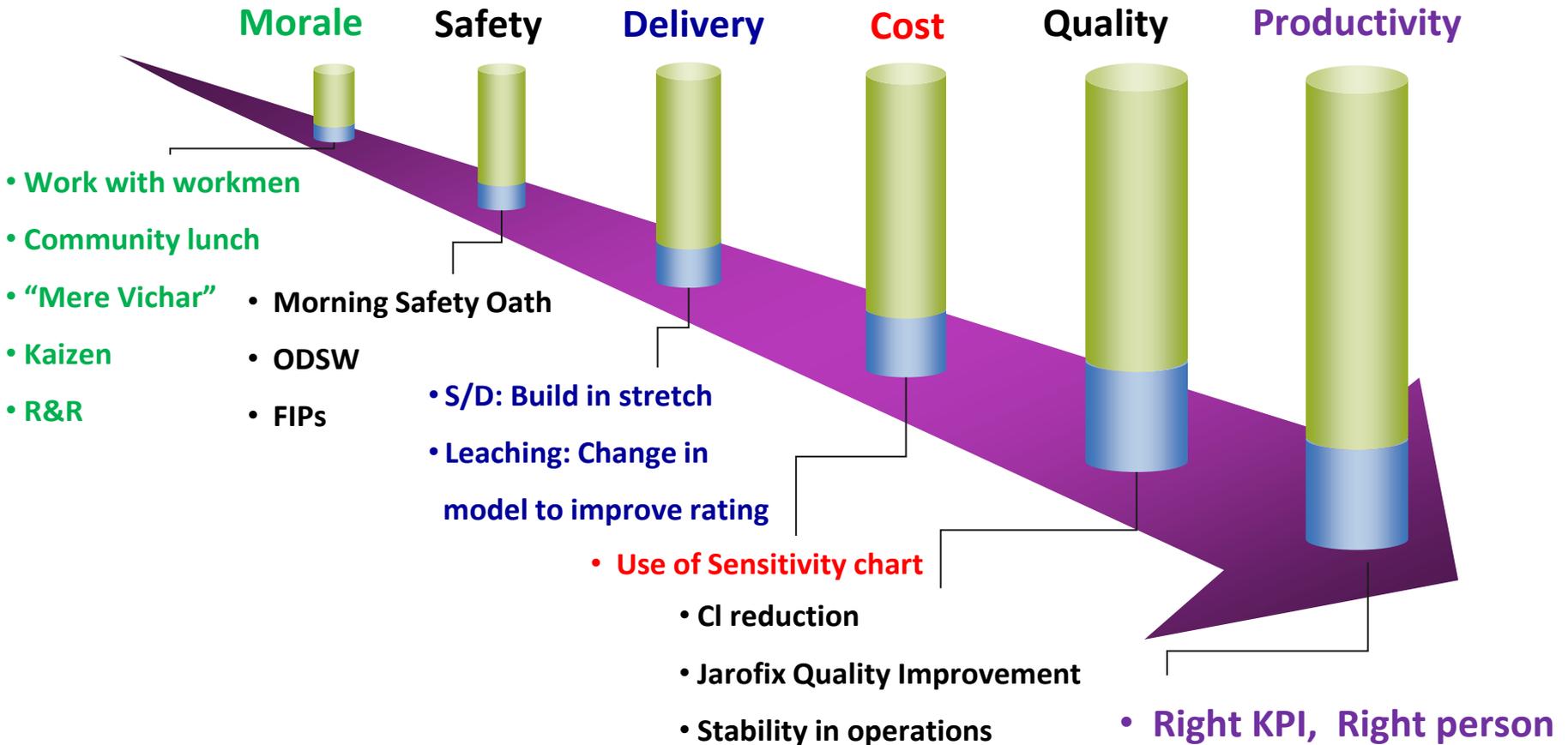
I: Intent; C: Content; P: Presentation

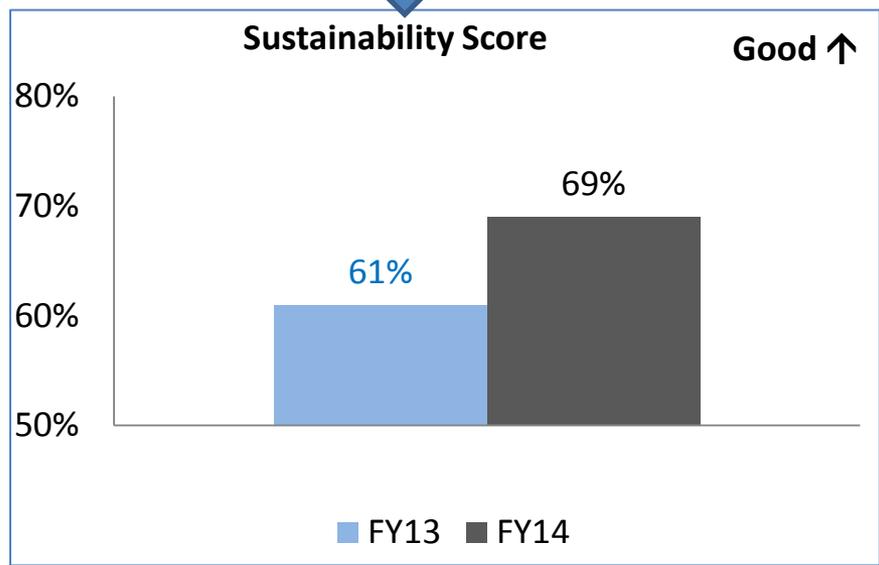
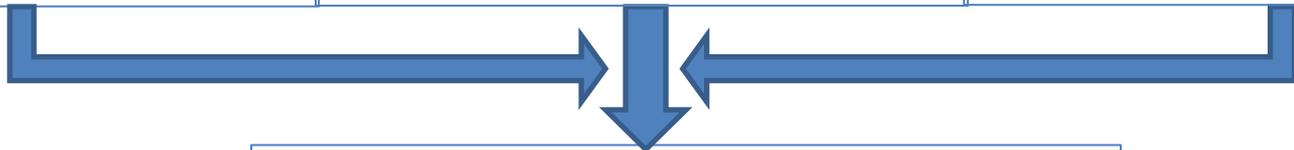
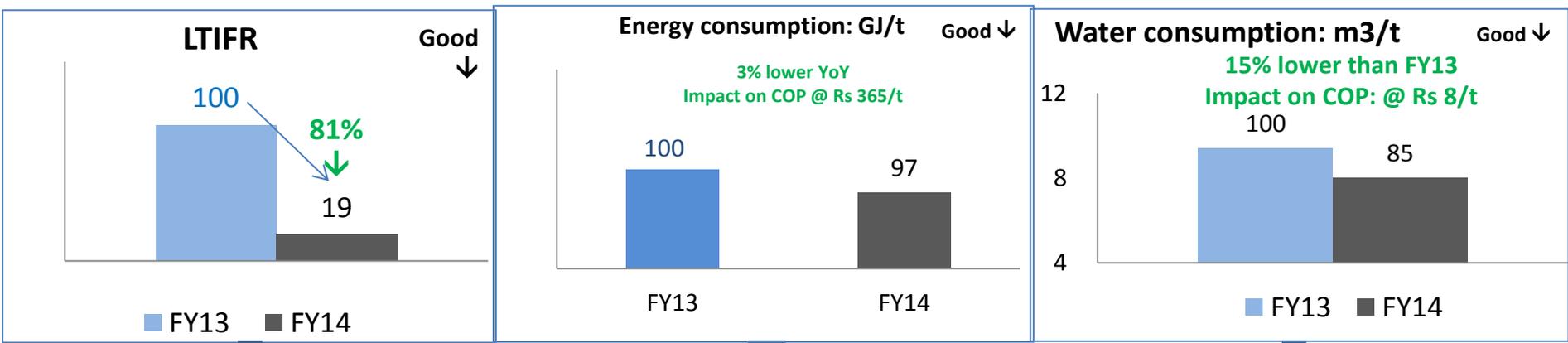
& the Journey.....

Focus.. Funnelling through...People

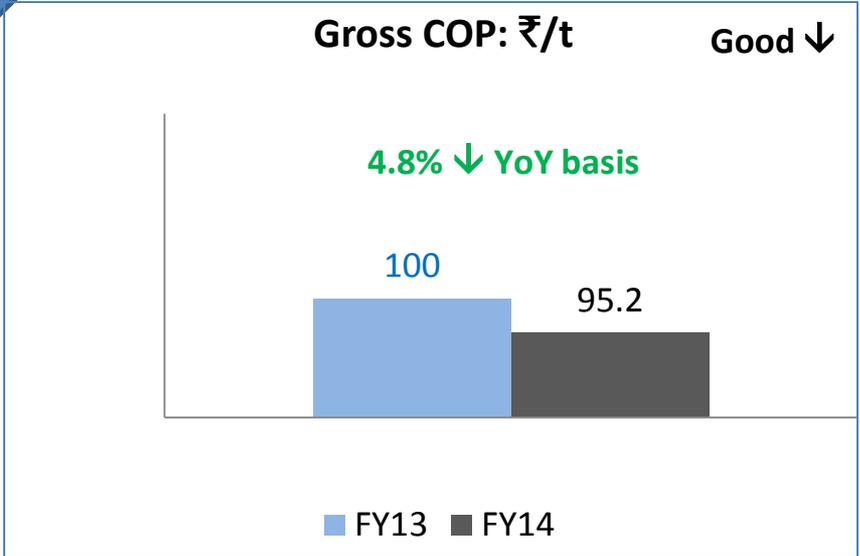
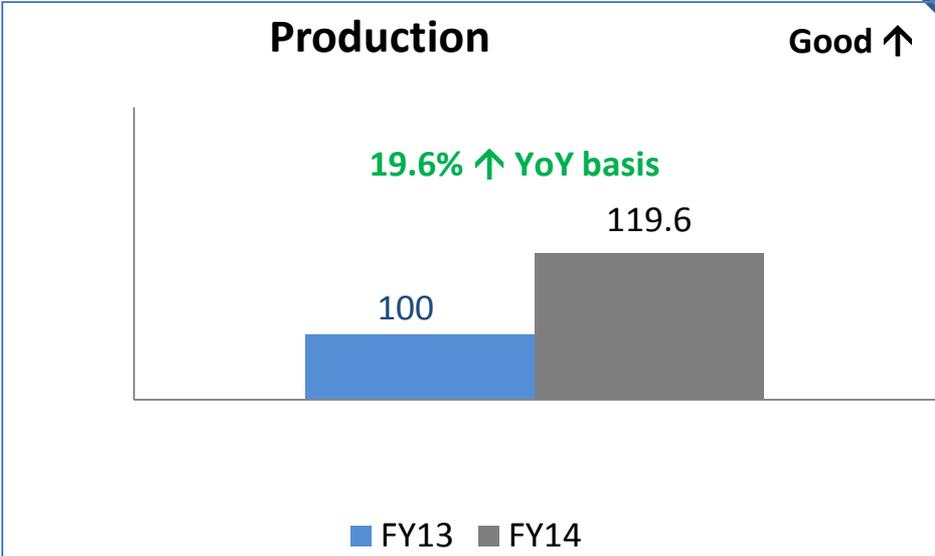
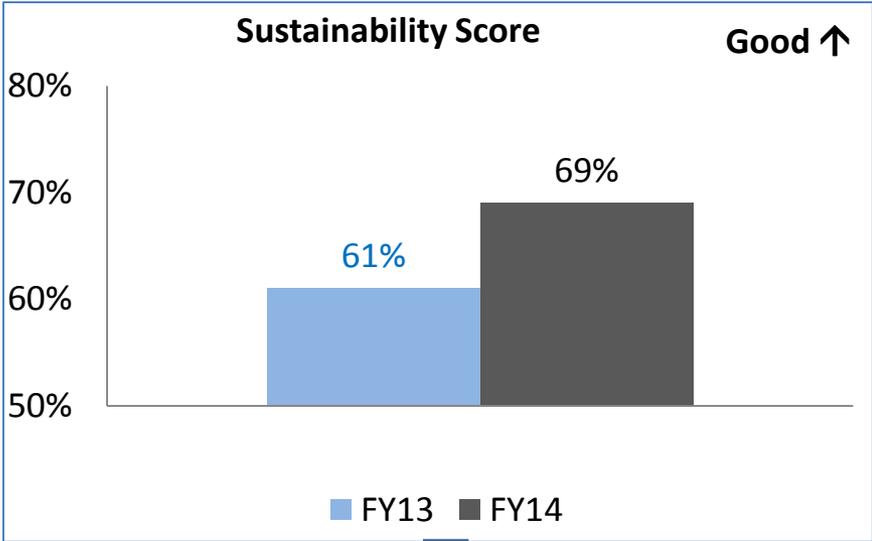
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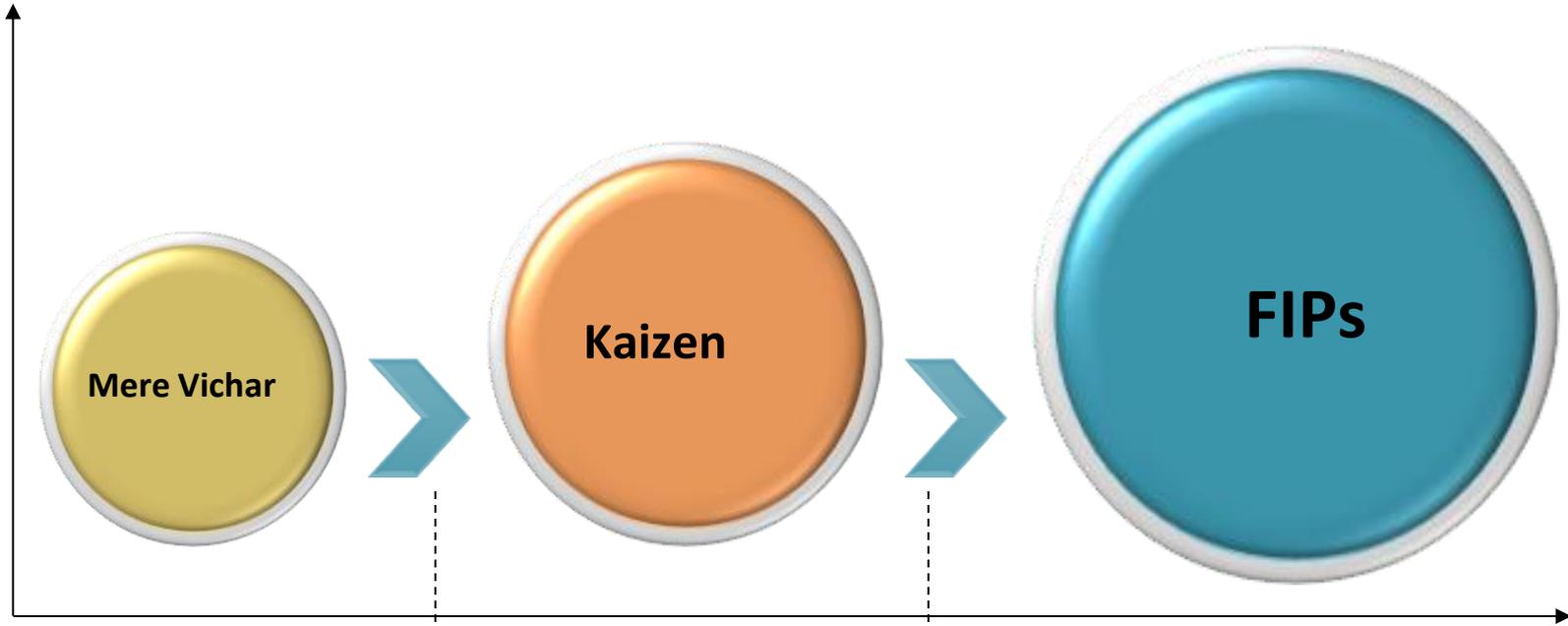
Finally annals of history...



What did we do differently?

Improvement Projects

Simple & new concepts



Focus:

- Partners' Employees
- **Suggestions**

Engagement:

More than 60%

Performance:

Received : 345

Implemented: 78

Intangible to excite minds

Focus:

- Employees
- **Ideas**

Engagement:

More than 70%

Performance:

Received : 220

Implemented: 220

Benefits: ₹ 15.6 million

Focus:

- Employees
- **Structured approach problem solving**

Engagement:

More than 50%

Performance:

Initiated : 33

Completed : 24 (73% strike rate)

Benefits: ₹ 12.3 million

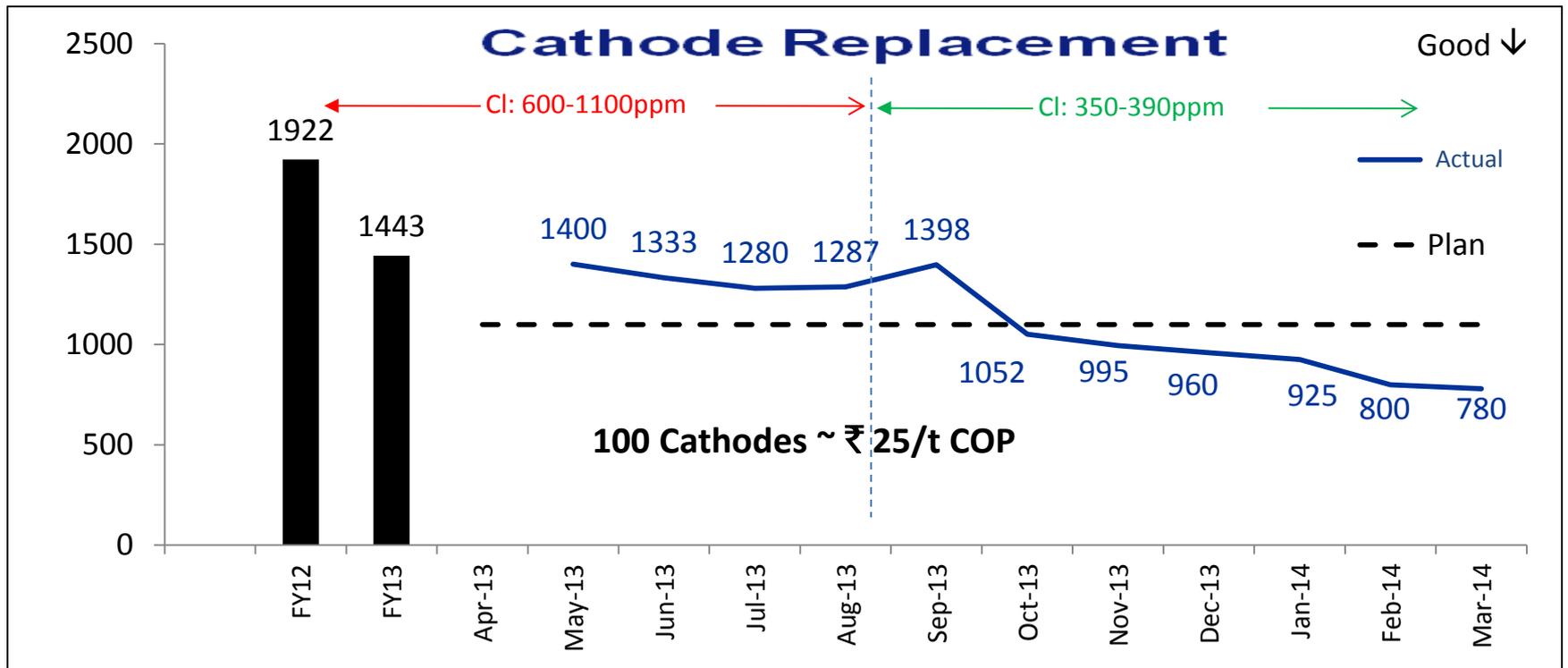
Chloride reduction in water

Objective: Reduce the chloride content from 550ppm level to 350ppm level, to improve reliability of the equipment, reduce COP and to improve plant performance

Action Taken:

1. RO water level display at utility DCS to avoid process water addition
2. Dedicated RO water line between utility & leaching to ensure continuous supply
3. Replacing CT3 blow down water for moisture addition at RMH, by process water.
4. Cuprous Oxide treatment on batch, to reduce chloride level

Annualized Savings : > ₹30 Million/ year



ODSW- Before/ After

Morning Safety Oath



Recognizing small successes





Team embarked on a journey of improvement through the route of 'M' of "PQCDSM". Change management to prop up the morale of the workforce is being driven through shop floor involvement of all team members – management, executives & partners. Practices put in place are daily shop floor Safety Oath across the unit, weekly housekeeping drive, systematic reward and recognition at site, tea with people involved in safe practices, lunch with workmen, family involvement in tree plantation, Gym in office and party with all are slowly became a way of working.



Plantation with Analysts



Tea with safety conscious persons



New Gym facility



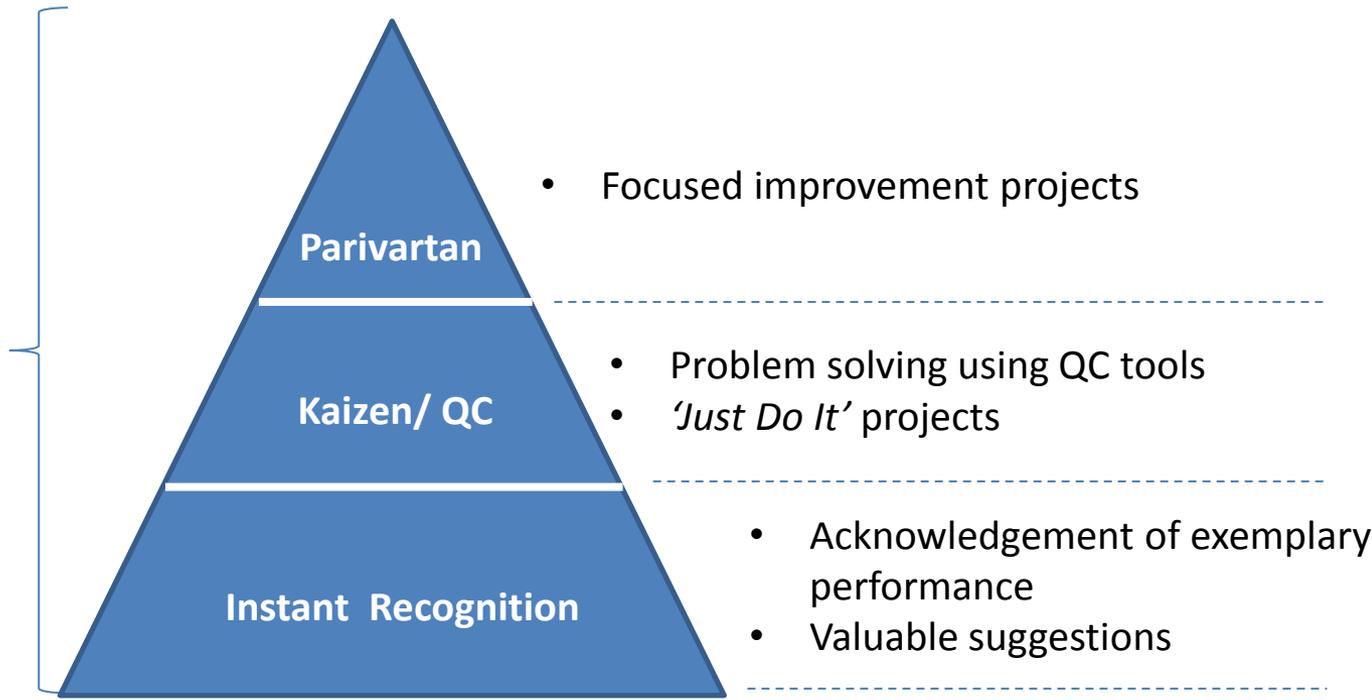
Lunch with workmen

Objective

- Employee Engagement to drive improvement

Outcome

- Employee Motivation
- Customer Focus
- Continual Improvement



- Focused improvement projects

- Problem solving using QC tools
- 'Just Do It' projects

- Acknowledgement of exemplary performance
- Valuable suggestions

**Dare to dream ...
past failures should not deter**



Thank you