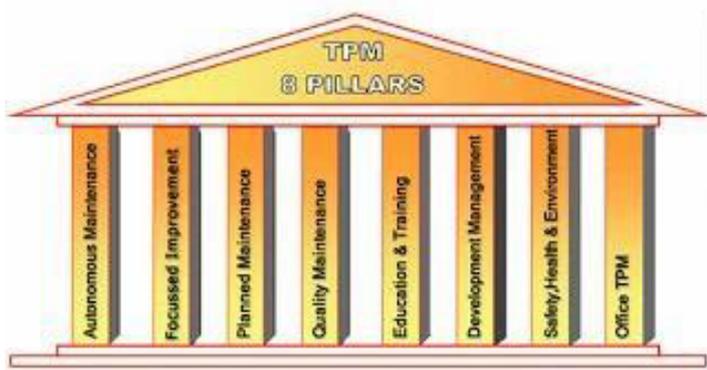


## TPM Award

**TPM Award** were established in 1971 to recognize the development of Total Productive Maintenance (TPM) in Japan and encourage its development. In 1989 the TPM Awards were refined to encompass the entire company from the shop floor to the executive boardroom, creating a true company-wide commitment to production excellence. As a result, the TPM Awards now reflect the whole manufacturing organization. The first TPM Award outside Japan was given in 1991. Companies desirous of getting an award must “challenge” the award by applying to JIPM as per their prescribed process. The awards are decided through assessment of the work done by the applicant companies, through a team of senior assessors designated by JIPM. The assessors visit the companies and review the understanding and progress on each pillar, based on which homework is given for improvements. A second stage of assessment is done after six months to see the progress on homework. If the assessors are satisfied with the progress, they give a report to the awards jury, who based on the application information and the assessment report, may confer the award to the applicant. The awards are in progression from TPM Excellence award to World Class TPM Achievement award (total of 5 steps).



**The assessment** follows a fixed calendar wherein JIPM invites applications to challenge the award in January of each year. The applicant must submit a detailed Activity Report highlighting the work done under each pillar by March. JIPM assessors review the report and make decision to visit the company for assessment. Assessment are done in May and October and the Jury meeting happens in January.

A company applying for the first award has to display its intention of deploying TPM by having an official “TPM Kick-Off” wherein all the employees including senior management declare their commitment to TPM. Employee training is conducted across the company and pilot projects are taken under each pillar to improve the understanding of the concepts. To support their efforts, companies take guidance from counselors from JIPM or their associate agencies (CII for India). Independent agencies also provide support and guidance to companies.

Typically, a company would take 4 to 5 years from start of TPM activities to challenging the first level award as it requires a cultural change to happen. The normal routine is that operators operate the machines and the maintenance team repairs them. This has now to

change to “I operate- I maintain” wherein the operators must be trained in the technical aspects of the machines so that they are able to detect faults and correct the same. Also, the operators have to understand the processes in detail so that they can carry out kaizens or small improvements to improve the process. Similarly, the managers are expected to improve upon business processes like Sales, Marketing, Product development to ensure excellence drive across the organization.

Each subsequent level for Award requires minimum 2 years of preparation time but companies typically take 3-4 years. As the level of award increases, focus shifts from production related activities to business improvements through cross functional efforts.

**Appliance Division embarked on its TPM journey** in 2013 by kicking off the TPM initiative in presence of senior management. Having had a sound foundation by going through the Engineering Cluster journey, both plants, in Shirwal and Mohali began working earnestly to deploy the TPM learning. Plant TPM Steering committees headed by the respective Location heads were formed and senior members of the plant management team were given responsibility to drive the various pillars as Pillar Chairman and Vice Chairman. TPM circles constituting operators and front line managers took up various improvement projects under each pillar. We engaged CII- TPM Club India to guide us on our journey and counselor visits were planned to train the team and review progress. Shirwal plant was the first to get a “Health Checkup” done in Nov 2015, in a record time of 2 years from TPM kick off. The health checkup is conducted by TPM Club of India to assess the preparedness to face JIPM assessment. The plant got a green signal to apply to challenge the award. The application was filed in January 2016 as per JIPM calendar and assessments were done in May 2016 and Oct 2016. The assessment was successful and the TPM award jury announced the Award in Jan 2017.

Mohali worked an extra year as here we had more number of machines, many of them 30-40 years old and so required more time to bring them to original conditions. In Nov 2016, Mohali also cleared the health checkup and applied for challenging the award in Jan 2017. The assessments were done in May and Oct 2017 and Mohali was also declared a winner in January 2018.

Shirwal has already started work on the second level of the Award (Excellence in Consistent TPM Commitment) and has applied for challenging the award in this year. Mohali will also apply for level 2 award in next year. The Appliance team is committed to achieve the highest level of TPM award and that too in in least possible time and we are confident that we shall be the first in Godrej & Boyce to reach the pinnacle.