

# PROPEL

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## **RENEWED FOCUS ON COSTS & CUSTOMER RELATIONSHIPS**

A slowdown is part and parcel of any economic cycle. At Rane Group, we're working towards a structured game plan to tackle this phase.



# THE WORLD OF RANE



Rane Holdings Limited (RHL)

Rane Brake Lining Limited (RBL)

Rane Engine Valve Limited (REVL)

Rane (Madras) Limited (RML)

- *Steering & Linkages Division (SLD)*

- *Diecasting Division (DCD)*

- *Rane Auto Parts (RAP)*

- *Rane Precision Die Casting Inc. (RPDC)*

Rane NSK Steering Systems Private Limited (RNSS)

Rane TRW Steering Systems Private Limited (RTSS)

- *Occupant Safety Division (OSD)*

- *Steering Gear Division (SGD)*

Rane Holdings America Inc. (RHAI)

Rane Holdings Europe GmbH (RHEG)

Rane t4u Private Limited



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# INSIDE THIS EDITION



Welcome to the October 2019 issue of Rane Propel. The Indian economic slowdown seemed to be heralding a gloomy Diwali, but became buoyant when the finance minister announced a cut in the corporate tax.

The auto industry has also been experiencing a downturn, attributed to many factors such as the global economic climate, the changing technology trends as well as user behavior. The Rane Group, with its 80 years of experience, has witnessed several such slowdowns which are in fact opportunities knocking on our doors to re-evaluate our processes, effect improvements and deepen customer relationships. In this issue, the **Cover Story** looks at some of the measures we have taken at Rane to tide over the current challenges and strengthen our position.

We showcase Rane Group's efforts in total quality management at the group level. The centralized approach enables the companies to learn from each other's experiences while identifying their own unique path suited to their needs.

For **Outside In**, we interviewed, Mr. S. Sandilya, Chairman, Eicher Motors, and Independent Non-Executive Director of Rane Brake Lining Limited since 2008. He shares with us the role and importance of the board.

In this edition's **Employee Spotlight**, we feature three employees from the marketing function who share their memorable experiences and learnings. **Rane for Good** showcases the major activities at Rane Polytechnic and Rane Vidyalaya while the **Photo Story** captures the manufacturing process flow of driver airbag at Rane TRW.

Read up all about the awards received by Rane, the Ranvocation, and the graduation ceremony of first batch of 16 Rane employees completing the two-year Executive Post Graduate Program in Business Management co-created by Rane Group and Loyola Institute of Business Administration (LIBA) in **News @ Rane**.

*Hope you enjoy reading this edition of Propel.*

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## IN THE TIMES OF SLOWDOWN

Is the cup of Indian economy half full or half empty? Rane Group thinks it is half full and uses its experience of 80 years to improve efficiencies, cut costs and motivate its team to perform better. S Parthasarathy, CEO-RML, and G. Parthipan, CEO, Rane TRW Steering Systems

The auto industry is always cyclical. This downturn, however, is quite unique as there is no global recession and only two major countries are affected – China and India. While there is a slowdown in the rate of growth in China, India has experienced a sharp drop in demand over the previous year, particularly in the commercial vehicle segment more than passenger cars and farm tractors. Perhaps this is one year where all the segments are having double digit de-growth, which is quite unprecedented.

This slowdown caught everyone by surprise though there were some hidden signs that were missed. The demand had been shrinking due to multiple issues, but every OEM was producing and pushing the sales, which became unsustainable after the threshold limit. When recession hit, in the absence of any Plan B, the industry responded with suitable measures. The passenger car OEMs quickly modified the production plans to reflect the market situation, though commercial vehicle and tractor segments continued to hope that the

***L Ganesh, Chairman, Rane Group, comments on economic slowdown: “Periodic slowdown is part of our industry experience over the years. It is inevitable and our response needs to be at two levels. On the operational front, cost reduction and cash preservation become the core. At a strategic level, a revisit of areas like focus on business development and geographic diversification will need to be done. One learns from good and bad times. There are no easy answers. We have to do our best and wait for better times.”***



S Parthasarathy, CEO, Rane Madras

“While the company’s Annual Operating Plan is a very important and is the base document, we also prepare for ‘Best case’ and ‘Worst case’ scenarios to assess the upside and downside sales”

drop was temporary. This resulted in a bit of inventory build-up that has subsequently been corrected.

### **Managing Worst Case Scenario**

The Rane Group, in the last 80 years, has faced several challenges to its growth – caused by internal and external factors. Every time it has managed to bounce back because of its flexible and cautious approach founded on sound business principles. The slowdown was expected in 2020-21 due to transition from BS4 to BS6 emission norms but came earlier unexpectedly. Every segment is down, and some like M&HCV are down by 40 percent. For the month of September, Rane Madras, for instance, had anticipated 45,000 Vehicles will be built in the M&HCV segments, but only 11,000 to 12,000 were – just 30 percent of the planned number!!

S Parthasarathy, CEO, Rane Madras, explains how it is dealt with in his company, “While the company’s Annual Operating Plan is a very important and is the base document, we also prepare for ‘Best case’ and ‘Worst case’ scenarios to assess the upside and downside sales. This helps us in planning for contingencies and assesses the business risk.” Having said that, he also admits that the current market downturn

is far worse than what anyone could have imagined.

RML had realized by the end of the first week of April that the vehicle sales were not going to be as planned for the month. So it drew up a plan to curtail the fixed cost and saved almost Rs. 1 crore in the very first month. “This was possible only because of close tracking of customer’s plans. Since the budget planning for fixed cost was ‘zero based’, we could roll back expenses without need for too much time to analyse further,” he adds.

G. Parthipan, CEO, Rane TRW Steering Systems, recalls a slowdown in 2008/2009 when the company took its employees into confidence and asked them to find improvement opportunities. RTSS too focused on keeping costs down, making only critical/technology related investments and postponing all other capex, maximising sales potential and operating the plants only to the extent needed.

### **TQM to the Rescue**

In the current uncertain times, Parthiban opines that the TQM philosophy is really helping them. “There is a clear problem. As a team, we all sit together, understand the challenges and take clear actions to mitigate



**G. Parthipan, CEO, Rane TRW Steering Systems**

**“ Motivating and energising our people in these difficult times is very important. Any hard measure must be clearly explained and people support must be sought ”**

them.” In RTSS, the top line eroded by more than 50 percent and it brought a huge profitability pressure. “To breakeven, we identified many actions, implemented them and have achieved our goal,” he adds.

Parthasarathy avers as he says, “Honestly, TQM has been a saviour. Our data collection at customer locations, our ability to understand the trends and the shift in models month on month, have all helped us to plan better. Since these are part of our DRM, there is no special effort or systems to be put in place to understand the reality in the market.”

The cost structure was clear and cost reduction not stressful. Fact based management also helped the entire organization get aligned to the market without the senior management having to convince the employees on the need for cost reduction activities. “In fact, teams are trying to advance the planned cost reduction programs and take on more on their own!” he adds.

### ***New Doors Open***

With transition to BS6, new programs are opening up. Some vehicle models where Rane was not present is now open for it to enter. Exports continue to be a major opportunity. “With the US-China trade

war, we need to find ways of capitalising opportunities that may open up,” says Parthasarathy.

Along with the improvements, sustaining them when the volume / market picks up and stay lean and agile would be important, adds Parthiban.

Rane is using this opportunity to challenge everything it has done in the past, be it operational management or any other business process. Labour and Capital Productivity are major focus areas that are expected to reset the cost structure in a favourable manner well before the market revival.

Parthiban believes it is very important to take the employees into confidence and communicate honestly. “Motivation and energising our people in this difficult time is very important. Any hard measure must be clearly explained and people support must be sought!” he stresses.

“Surely, bad times are temporary and can be used as a great time to reflect, introspect and get better. Good times are not far ahead - may be 6 months or 18 months. Whatever the case, I am confident Rane will be well and truly ready and continue to be a Supplier of Choice and outperform in the Industry,” concludes Parthasarathy.

# BOARD MEETINGS – MORE THAN A CHECKBOX

*Mr. S. Sandilya, Chairman, Eicher Group, and Independent Non-Executive Director of Rane Brake Lining Limited since 2008, believes the board members have a key role in guiding the management of the organisations they are part of. While they should participate actively to validate the strategies being presented to them, the companies too have the responsibility of tapping into the experience and expertise of the members.*

## ***Please take us through the role of a high-quality board. What are some of the key responsibilities of a board member?***

Firstly, the board of a company is an overseeing function and does not run the operations. A board meets only four to five times a year, and ensures that the interests of all the stakeholders – be it customers, vendors, business associates, employees, shareholders or investors and even the promoters - are protected. The board makes sure that the company does not do anything that harms the interests of even an individual, the society and the country.

A good board evaluates the robustness of the strategies presented by the management, ensures transparency, compliance and adherence to accounting principles, while not compromising on confidentiality.

So, for the board to be meaningful, it should have diverse experience and not be restricted to the domain the company operates in. It should be prepared to ask questions and address potential issues, give out-of-the-box ideas, add value, be involved and not just mark the attendance.

## ***What is the right approach to run a board meeting – a few anecdotes and experiential note will help.***

The CEO can view the board as a nuisance or use their

expertise to his / her benefit, picking their brain to find direction. In one organisation I was a board member of, the chairman would meet the independent directors before the executives join to discuss any sensitive issues. This gave the members freedom to be brutally frank and not worry about hurting anyone's feelings.

In another company, the meetings would invariably extend to beyond the stipulated time as all critical issues such as business performance and challenges would be discussed in detail. It used to be a one day and a half.

How the board behaves depends really on the management – do they want a participative board or one that just checks the list...

## ***What are some tips to improve board process and effectiveness?***

The chairman plays a big role in ensuring the effectiveness of the board. He needs to be good at time management so that disruptive members do not hijack the meetings. It is hard to predict the nature of the members – some could be supportive, some critical and some outright inimical. There are some statutory items and some others that need to be discussed and decisions taken. Co-segregate them and allocate time for each item based on priority to make sure the meeting progresses as planned.





### ***How can a company's board balance between short-term and long-term objectives?***

How a board meeting is conducted lies with the chairman, he has to steer it. Long term strategy has to be discussed along with short term quarterly goals. Then there are other issues such as compliance, changing trends, and even external factors such as cyber security and disruptive technologies. It would be good to allocate time for ad hoc issues. If a member wants to present something, they should seek time as he or she also has a responsibility towards the longevity of the company. Leadership succession planning, business continuity and setting processes in place could be some of the issues that have both long and short term implications and need to be discussed.

I would also like to add that it is important to communicate all important decisions the company takes to the board members. Rather than reading about it in the newspaper, they should be updated through other means of communication such as email, call or message, along with an explanation of how it is expected to affect the company's business process, operations and performance.

### ***Please share your thoughts on CSR responsibilities of companies and how a board can play an important role in running impactful CSR projects.***

Many companies manage CSR through foundations. Managing a social organisation is no different. Their

stakeholders could be different, but the organisation has an equal responsibility towards them as a for-profit company does. Each venture identifies an area where it thinks it can make a difference. In that sphere of influence, it is important that it works with integrity and achieves its goals. The board of the company helps in ensuring that by giving the right direction and taking up the right projects.

Though today CSR has become a mandatory activity for corporates, organisations must put their heart and soul into it and not treat it like a punishment. Measure the impact like you measure the impact of business decisions. A board can make sure that even in CSR, the organisation is following its tenets and complying with the legal and regulatory requirements in addition to societal impact it creates.

***“ How the board behaves depends really on the management – do they want a participative board or one that just checks the list... ”***

### ***From a pure people management and organization building standpoint – what are some of the key lessons you've learnt from your own journey?***

People must be willing to constantly learn, and from anyone and at any time. While the organisation must plan for training programmes to upskill its employees, people across levels must have an attitude of continuous improvement. I used to personally go to the shop floor in our factory as well as offices, take permission from the worker or executive to sit across the table and discuss issues related to their work. Their hands on experience made them knowledgeable, and if they trust us, then the insights they share can take us a long way as an individual and in improving our decision making capabilities. I always believe in 'Vidyaa viniyogaad vikaasaha' -- a Sanskrit phrase meaning, Knowledge develops by distribution. It is important to keep sharing whatever you have learnt with others and also continuously learn from others in the spirit of continuous improvement.

# TQM

## - A CONCERTED EFFORT

*The Rane Group has been marching to the beat of Total Quality Management since 2000. An apex body oversees the journey, sharing learnings and experiences of each business in the group. N Hari Babu - Advisor, TQM & Learning & Development, discusses how the Group has a unified approach, the challenges and the benefits.*



### **Please take us through the Top 5 focus areas for TQM at Group level.**

The top five focus areas are: i) Strategy formulation, execution and tracking the effectiveness. ii) Customer focus, iii) Policy Deployment & Daily Routine Management (DRM) practices-PDCA rotation, iv) Total Employee Involvement (TEI) and v) Innovation and Continuous Improvement. These are all part of enablers in Rane Business Excellence Model (RBEM).

### **Kindly share how TQM is taken to the various group companies.**

The TQM journey has thrown up challenges – such as, how to create a unified management structure or an implementation structure for TQM. Rane also has disparate businesses with a number of plants all over the country. Therefore, TQM couldn't be left to each strategic business unit but had to be driven centrally from the corporate office with common standards across the business units. An apex council made up of the business heads was created to audit TQM practices in every plant in the country.

TQM has brought an organizational alignment leading to a unified power for the organization. This process also created an opportunity to reach out to every employee, visit every shop floor and look at the improvements made by them.

Many learned Japanese senseis have guided us on the understanding and implementation of TQM practices.

### **What do you think is the key for sustenance of TQM across group companies?**

Sustenance of TQM practices for achieving business

objectives is extremely important as otherwise performance can slide in no time. Companies adopt multiple practices including periodic audits that highlight good practices and areas of improvement. Sustained implementation would facilitate achieving business goals by design. Clear communication is given to all the employees regarding the power of implementing TQM for achieving business objectives. Internal Auditor Course (IAC) trained persons are also involved in the preparatory work/audits.

We conduct Rane Business Excellence Audit (R-BEAT) across the group companies. This is an intense two-day business level audit in which the Chairman, Vice Chairman, business heads and other senior management participate and give a candid oral feedback. Subsequently, a business level report indicating actionable suggestions is prepared and communicated to the business head. One month later, a debriefing session is held with the business to provide the clarifications on the observations and recommendations made in the report. Businesses prioritize, plan actions and update the Chairman about the status during the quarterly business reviews. Every business undergoes R-BEAT once in 18 – 24 months window.

### **Training and mentoring are keys in Rane to spreading the TQM culture. How is the calendar of activities prepared, goals set and different teams equipped to meet the goals?**

Training has always played an important role in bringing employees up to speed. The training was bifurcated into that for executives and workmen. All the new entrants at all levels go through a three-day training program covering right from the basics of TQM to statistical thinking with basics of statistics. Subsequently, refresher programs

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and hand-holding sessions are held to facilitate better understanding and effective implementation.

For ensuring sustenance of BE-TQM Practices and enhancing the capability, we have organized an Internal Auditor Course (IAC) on RBEM and R-BEAT process and trained thirty members across the businesses. The trained auditors can be utilized by the respective businesses in sustaining and improving BE-TQM practices.

***Please share some anecdotes on cross-learning and sharing of experience across group companies.***

By inviting BEC Members from other businesses for R-BEAT, we facilitate cross-learning, sharing, benchmarking and implementing suitable best practices in their business.

Before we started the first R-BEAT in one of our businesses in 2015-16, to ensure that all BEC members have a reasonably uniform understanding of the RBEM and R-BEAT processes, we conducted several mock audits. At the end of each 75-minute audit, the observers gave a candid feedback on the audit approach, the kind of questions posed to the auditees and the improvements needed. This approach helped us reduce the variations in the way audits are conducted by multiple BEC members and eliminate/minimize the confusion among the auditees.

After R-BEAT, BEC members, including business heads, discuss each observation and recommendation threadbare and challenge each other before recording actionable points in the business level report, which has a business orientation. Our quality of thinking has considerably improved over time. In the de-briefing session conducted one month later, our observations and recommendations are clarified.

All these processes have contributed significantly to the cross-learning and cross-pollination of ideas in Rane Group Companies.

***Have you studied any other companies – in India or globally – for TQM best practices? If yes, some notes on the best practices that you've implemented will help.***

Rane has achieved a certain level of maturity with regard to TQM implementation and operational excellence on several parameters such as productivity, quality, cost, delivery, safety and morale.

We wanted to transition from operational excellence to business excellence. After studying and benchmarking a few business excellence/TQM models like Malcolm Baldrige, EFQM, JUSE, Mahindra Excellence, Tata Business Excellence Models etc., a team of senior leaders at Rane have developed the RBEM that is aligned with the JUSE model. This model, according to us, is holistic and comprehensive and has appropriate focus on processes and overall business results. While retaining the basic TQM fabric, it will take us to the next level by focusing on strategies and innovation. It is customized to suit the Rane Group.

RBEM is our way to sustain outstanding achievements leading to organizational development and improve our focus on results while safeguarding the interests of all the stakeholders.

We participate in programs organized by JUSE. For example, a team of senior members attended a workshop on advanced TQM facilitated by the world-renowned Japanese sensei, Dr Noriaki Kano.

***As the leader of TQM, what are the 2 or 3 aspects that you constantly measure and monitor?***

We broadly approach the results on three elements.

One is to categorize the metrics under

- Business – Financial metrics such as net sales, PBT, Return on Capital Employed (ROCE), etc.
- Customer – Customer satisfaction index, share of business, number of new customers/businesses won, etc.
- Operational – productivity, quality, cost, delivery, safety and morale
- People – skill and competency index, attrition, retention of key talent, learning and development initiatives – both leadership and functional.

Second, it is important to establish a causal relationship between the various enablers/initiatives and the results. Thus, while creating appropriate metrics, we endeavor to ensure this relationship by the Lead (cause) – Lag (effect) metrics.

Third, through robust systems and processes, we ensure the output that consistently meets QCD requirements of our customers leading to the outcome of improved customer satisfaction levels that ultimately lead to improved business financials.

BEYOND

MARKETING

@ RANE

*Enriching experience and sense of achievement make three Rane employees nostalgic*

## NANDAGOPAL

### **Memorable Experiences**

The most beautiful and enriching experience of working in the Rane group is the welcome and warmth that one gets to experience from the people, be it the leadership team, the peer group or the young members who join every year. Next is the focus on individual development at various levels of growth. Identifying key potential and developing them into future leaders is a great motivation that ensures that every week begins with the same or heightened levels of energy.

Some memorable projects that have made my adrenalin flow:

- a) Securing the First Export Business to Renault Brazil for seat belts in 2011.
- b) Transfer of airbag business from Europe to India after the JV agreement in 2013.
- c) Winning and flawless launch of large seat belt business with South Korean customer. This resulted in gaining tremendous confidence of the customer and securing repeat businesses.
- d) Entry into key Indian OEMs.

One word to describe experiences at Rane – Motivating.

### **Greatest Learning**

Being able to manage the complex JV environment, delivering results by building strong relationships with the JV partner and being able to take risks have been some of the enduring lessons.

### **Key Contribution**

Handling key programs from all major OEMs in India and globally.  
Leading the airbag engineering team and launching the first airbag component design in India.  
Enabling successful transfer of side air bag business from Europe.  
Adopting various price correction measures to improve overall profitability.

### **Keeping Pace**

- Learning to manage VUCA in business environment
- Taking risk during challenging times
- Learning from peers by being part of RAMP and HPLD team.



### **Delivering Value**

We have been value supplying seat belts to Mahindra for Logan program and the pricing was based on the early 2000 economics and specific program assumption. Later, when Renault Nissan started operations in India, they decided to applicate the same part number to their new vehicle Duster in India at the same price. It was challenging to sustain with the same price. When the customer wanted to upgrade its vehicle to GNCAP requirements, we offered next generation product and supported with a shorter development lead time, resulting in delightful customer experience.

## NARAYANAN



### **Memorable Experiences**

Soon after joining Rane, I was entrusted with the responsibility of compiling the SBP for all segments for 2014-19 and was appreciated for doing it by the then President and Sr VP. I had to lead and coordinate the activities around the re-deployment of capacities in Ponneri and Trichy plants. After the Peenya plant closure, just after the merger of KML with REVL, we were engaged with customers like Cummins for re-location of lines dedicated to them. Later, while leading the marketing function, I had to step up to the demands of the leadership team, which was a fulfilling experience. It was a great experience to work with Mr. Harish Lakshman in REVL to make it efficient and responsive, and see the top and bottom lines become healthier. As the industry is grappling with the challenge of slowdown, we at REVL have reoriented ourselves towards executing the Turn Around & Sustenance Plan (TASP). The continuous flow of challenging assignments is very stimulating.

“*Ethical way of doing business, treating customers with respect and fair practices underline Rane’s approach to doing business.*”

One word to describe experiences at Rane - Very Satisfying

### **Greatest Learning**

I am amazed to see the simplicity of Rane’s business leaders and the Executive Leadership Team, which reminds me to stay humble and be hungry for learning new things. At Rane, I have learnt to work in the TQM environment with a lot emphasis on data-based decision making while encouraging innovation.

### **Key Contribution**

It was a satisfying experience to lead the REVL sales efforts with domestic OEMs during a very turbulent phase of very low capacity realization and managing customer deliveries for almost two years without losing the market share. When REVL was faced with a major raw material settlement related debit issue from a key customer, with relentless efforts I was able to reason with the customer and received a near debit waiver. In 2016-17, during a very tough turnaround, leading the integration of the KML sales team as an acting marketing head was a gratifying experience. Playing a key role in REVL’s high impact initiative of contribution improvement by securing a large scale price corrections during last fiscal year is one of the biggest missions so far for me.

### **Keeping Pace**

I believe that “Change is constant; to adapt is real smartness.” Our industry at this point in time is going through some major changes, not just technologically, but also in the way we do business. With need for more flexibility and agility, I need to have more customer interaction and keeping the team motivated and challenged.

### **Delivering Value**

Ethical way of doing business, treating customers with respect and fair practices underlie Rane’s way of doing business. Once we had to pass on the benefit of reduced customs duty on imported RM to our customer. Had we postponed, we would have broken even in that quarter but we decided to pass on the benefits immediately to our customers.

### K. RAJENDRAN, RTSS-MARKETING

#### **Memorable Experiences**

A few of the many cherished memories I have:

When I joined Rane in Oct 1994 at RTSS as Service Engineer, we played a key role to create market in addition to addressing the technical issues. We created initial market through retro fitment of HPS system on trucks/buses and created a pull for Hydraulic Power Steering (HPS) System from OEM. One OEM engineering team studied our field retrofitted vehicles before they released Power Steering spec as an option and released the vehicle in the market with HPS.

When Power Steering was made mandatory for all vehicles above 12T by Dec 2004, we formed a dedicated team to ensure RTSS product application and release of all applicable models with the new system. I was handling Ashok Leyland. We mapped all the vehicles that belonged to this category and with a structured time plan/activities, ensured that all the products were applicated and the spec released by AL Tech Center before the due date. Use of TQM tools (Form3, PDCA etc) gave us an edge in getting higher share of business from AL.

“ We played a key role to create market in addition to addressing the technical issues ”

#### **Greatest Learning**

- Structured Planning & implementation
- Proactive initiatives
- Holistic approach
- Customer centricity /customer buy in in all our business activities
- Transparent feedback loop
- Be accessible and listen to and encourage the team
- Lead and take ownership
- Living the values

One word to describe the Rane Experience: Great Journey

#### **Key Contribution**

Led several new initiatives of RTSS and addressed many challenges faced by the company during my 25 years journey at Rane.

I played a significant role during the market creation phase; for enhancing



RTSS's share of business in the CV segment; and during RTSS's entry in to new segments such as SCV/tractor etc. I was actively involved in many of the projects that enhanced market opportunities for the company.

#### **Keeping Pace**

- Continually upgrade our competency for the role we handled, enhance leadership qualities continually through structured programs and through mentoring by Senior Management
- Participated in several key developmental programs like marketing excellence, RAMP,HPLD & ELDP on mentoring & leadership building

#### **Delivering Value**

Developed the steering solution for SCV and tractor segment and created new business with significant value for the OEMs.

In this section, we showcase the CSR projects of Rane Group. Here, we cover events at Rane Polytechnic and Rane Vidyalaya.

## KEY EVENTS AT RANE POLYTECHNIC

Rane Polytechnic organized a Road Safety Awareness Program on July 12, 2019, to educate students about the importance of following Traffic Rules.

Rane Polytechnic students participated in the Green Marathon, conducted to bring awareness about tree plantation on July 14, 2019.

Rane Polytechnic conducted the Fourth Alumni

meet on August 15, 2019, a day filled with moments recollecting and rejoicing. Students organised cultural events for the Alumni.

Rane Polytechnic celebrated Nutrition Day on September 12, 2019, creating awareness among students on the health benefits of various vegetables and cereals.



## KEY EVENTS AT RANE VIDYALAYA

Rane Vidyalaya, along with Joseph Eye Hospital, conducted a “Free Eye Camp” on August 11, 2019, for villages in and around Theerampalayam in the school. Students and local villagers availed the opportunity in good numbers.

At Rane Vidyalaya, Club Activities were inaugurated on August 1, 2019. Literacy Club for English, Tamil and Hindi, Eco Club and Maths Club were initiated with students performing small acts displaying their talents.

Rane Vidyalaya celebrated the 73rd Independence Day by hoisting the flag with great patriotic fervor.

Rane Vidyalaya celebrated Gokulashtami with many children dressed up as lovely little Krishnas & Radhais on August 22, 2019.

Rane Vidyalaya students visited the Planetarium on September 3, 2019, to gaze at the skies and learn everything about the Earth.

Rane Vidyalaya commemorated Teacher’s Day with various fun games and cultural events for the teachers and students. Children dressed up like teachers performed an impressive skit on “The timely help of Teachers in their life.”





## SUPPORT FOR LAKE RESTORATION

Climate vagaries such as the floods of 2015, the cyclone of 2016 and poor monsoon in consecutive years exposed Chennai's inability to handle disasters and poor water management. To manage Chennai's hydrological systems, water bodies form a crucial part. At Rane, we supported many such projects to restore lakes in and around Chennai.

### **Thirutheri Lake**

Thirutheri lake at Singaperumal Koil village, Chengalpattu, spread over 40 acres was heavily polluted due to garbage and sewage being dumped into it. Rane TRW, Guduvanchery and Singaperumal Koil, jointly with local authorities and an NGO "We Care Social Service Society (WCSS)", identified and restored a water body at Thirutheri Village, Singaperumal Koil, and handed it over to the people in the village and the local Panchayat. Desilting and extensive cleaning ensured that the lake can store rainwater, to be supplied to the village through the dry months. Storage of water improved the water table in and around the village. An elevated bund to check unauthorised dumping and trees lining the bund have given a new lease of life to the lake. The lake now not only looks beautiful but the water is also used for irrigation purposes. Some of it is purified and is potable.

### **Puducheri Keni**

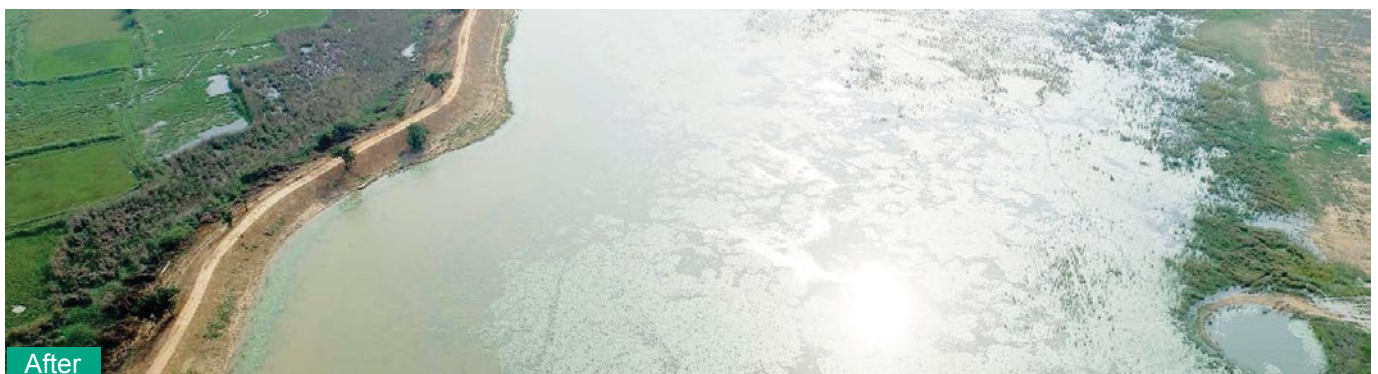
Puducheri Keni (Sholinganallur) was affected by untreated raw sewage which caused contamination and 75 percent of surface was covered with water-hyacinth plants. This led to destruction of water organisms.

Rane Brake Lining partnered with the Rotary Club of Chennai to restore the lake by desilting, deepening storable depth and strengthening the bunds. With these measures, 80 percent of the original lake area has been restored. Ground water level has increased by 10 ft; storage capacity of the lake has increased by 2 ft; and contamination of the lake area has been eliminated permanently.

### **Serapananchery Lake**

Serappananchery lake located near Oragadam Industrial belt, Chennai, needed restoration. After discussing with the authorities, permission was obtained from the PWD for the restoration work. Rane (Madras) supported Abhinava Theerthan, a charitable trust, to restore this lake. The restoration work encompassed cutting the weeds above the water level, cleaning plastics and unwanted waste in the lake, leveling, clearing and strengthening the bunds on the village and NH sides, planting about 100+ trees along the bunds, etc.

## Serapananchery lake

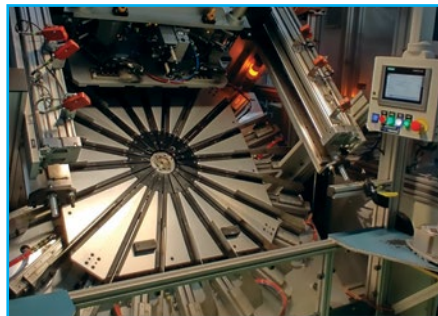
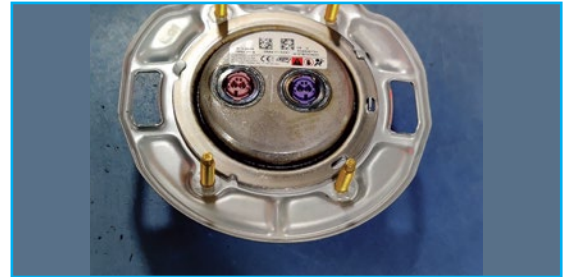
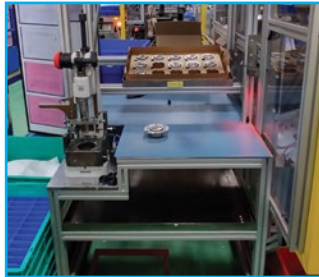


## In Pictures: Manufacturing Process of Driver Airbag

Airbags are safety critical, high technology product. In this section, we showcase the manufacturing process of Driver Airbag in Occupant Safety plant in Singaperumal Koil, Chennai.

### 1. Inflator And Retainer Assembly

In the pre-assembly process the retainer and the inflator are assembled together by crimping and then placed into the cushion mouth area region.

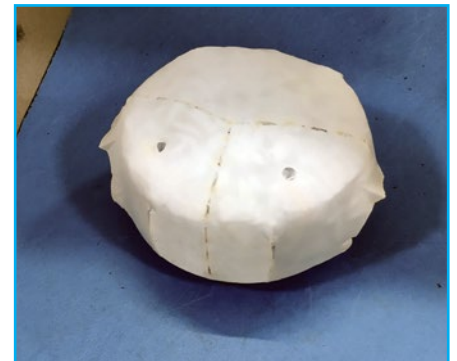


### 2. Automatic Star Folding

The cushion assembly from the previous process is compacted into a container by star folding technique in automatic folding machine.

### 3. Bag Wrap Assembly

The folded bag is pressed and transformed from the container and covered with a bag wrap to further compact the cushion.

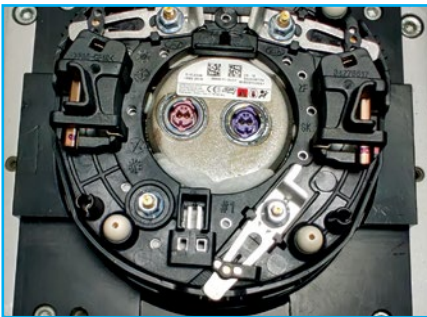
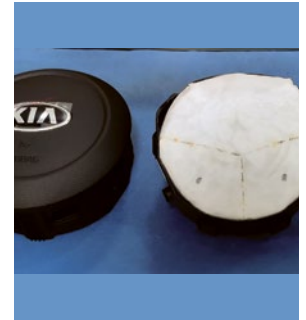


### 4. Logo Assembly

Logo is assembled into the cover by crimping and fabric pad is pasted over it. Process is automatically controlled by a vision camera that checks for proper crimping & presence of fabric pad.

## 5. Housing & Cover Clipping

Bag wrap is placed into the housing and then the cover is clipped into the housing.

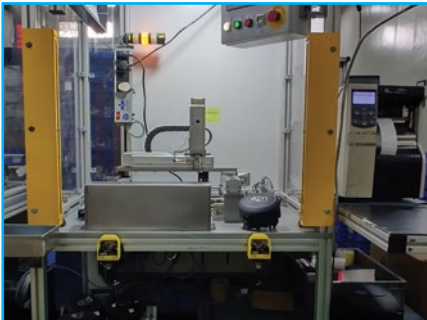


## 6. Nut Tightening

All the components such as reaction plate, retainer, cushion and inflator are tightened together. Proper tightening is ensured by measuring the nut height using LVDT.

## 7. Final Control & Traceability

Various control parameters such as horn effort and horn travel distance are measured and controlled by a load cell. Traceability and final customer label are pasted.



## 8. Packing

Airbag modules are packed in carton boxes with sufficient measures to prevent any damage during transportation.

**Awards**



**For Quality from Cummins**

Rane Engine Valve Ltd received “Superior Quality Award” from Cummins India at the Annual Supplier Meet Conference held on 19-07-2019, Pune.

**For Customer Satisfaction from Renault**

Rane Engine Valve Ltd received an award for Best Performance in “Quality & Customer Satisfaction” from Renault India at the Annual Supplier meet held on 18-07-2019, Chennai.



**Tata Motors Bestows Star Performance Award**

Rane (Madras) Limited received Star Performance Award – 2nd Best Supplier of the Year for “Demand Fulfillment” from Tata Motors Limited – Commercial Vehicles SPD.

**‘Best Supplier’ for Renault**

Rane TRW Steering Systems received the Best Supplier Award for “Field Quality Improvement” from Renault India at the Supplier Quality Seminar held on 19-07-2019, Chennai.



**Second Place in ACMA Quality Competition**

Rane TRW Steering Systems – Occupant Safety Division secured Second position in 14th ACMA National Quality Control Circle competition held at IIT Delhi.

## Fourth Ranvocation for 2018 Batch

*Felicitating PGETs, GETs and MTs*

Ranvocation is Rane Convocation to celebrate successful completion of one year intensive engagement of Post graduate engineer trainees (PGETs), Graduate engineer trainees (GETs) and Management trainees (MTs). The fourth Ranvocation for 2018 Batch was held on 27th July 2019 at Holiday Inn, Thiruvananthapuram.

The event also acts as a platform for new batch of PGETs, GETs & MTs to understand their journey that they would be going through during their learning period.

Senior leadership team participated in Ranvocation for 2018 batch and awarded them with medallions and confirmation letters. This experience provided tremendous energy and built enthusiasm among the new entrants.

Mr. R Rajesh, President, Rane NSK Steering System Pvt Ltd. & Mr. Murali K R, President, Rane Engine Valve Ltd., shared their experiences and expectations to the PGETs, GETs & MTs of 2018 & 2019 Batch.



## Completing Executive Management Program Rane Employees

*16 employees completed the 2-year program*

In today's disruptive world, it is imperative that employees embrace a life-long learning mindset to enhance their capabilities. Rane Group strongly believes in encouraging continuous learning as part of its Employer Brand Promise. 16 employees from Rane Group were identified to undergo a long duration program aimed at developing their managerial capabilities and imparting knowledge that would help them to collaborate across functions more effectively. The 2-year Executive Post Graduate Program in Business Management which they underwent comprises 25 Subjects covered in 4 semesters. This program has been co-created by Rane Group and Loyola Institute of Business Administration (LIBA) in line with

business needs of Rane Group and delivered at RTSS-Guduvanchery.

Each subject was delivered in 9 sessions of 3 hours each and constitutes 4 credits. The inputs were provided in Business strategy, Operations Management, Financial Accounting, Marketing Management, Quality Management, Cross Cultural management and Managing People and Teams. The employees completed their 2-year program in December 2018. The Chief Guest Mr. Biju Balendaran, MD & CEO of Renault Nissan awarded the certificates during the graduation ceremony held on 24th August 2019 at LIBA campus Chennai.



## RMSP - Reward & Recognition Award Event

As part of technical competency development for front line managers, Rane Manufacturing Systems Professional (RMSP) was launched in Q1 FY18 to build manufacturing capability, focusing on manufacturing processes and systems with gemba based learning and business-oriented projects. RMSP framework was evolved with the involvement of senior leaders in plant operations and suggestions from the Executive Leadership Team.

The 18-month intervention was facilitated by internal and external resource persons. Two batches of 40 participants have completed the modules and currently,

78 participants in four batches are going through the intervention.

On 26th Sep, we conducted Reward and Recognition Award event at RIED to felicitate the participants of the first two batches. Fourteen participants received cash award and merit certificate from the Chairman and the Vice Chairman. All participants received course completion certificate from Mr. Parthasarathy, CEO-RML, and Mr. Parthipan, CEO-RTSS. The Reward and Recognition Award event was attended by Business Heads, Operations Heads, Plant Heads and RMSP Core members from group companies.



“

An organization's ability to learn,  
and translate that learning into  
action rapidly, is the ultimate  
competitive advantage.

-Jack Welch

”



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