



Nasik, Friday April 24, 2009: The Rs. 2600 crore CEAT Ltd's introduction of the Business Process Re- engineering (BPR) in its Nasik plant as part of Total Quality Management (TQM) program has resulted in a saving of Rs. 29.5 lakh. The program was implemented to drive performance and productivity as a part of its HR initiatives.

The benefits of BPR activities have helped CEAT in becoming a more cost effective and customer centric organization besides productivity enhancement, reduction of wastage's, enhanced machine efficiencies, reduction of process variations, inventory control, building a culture of continuous improvement and data based decision making at all levels.

Commenting on this achievement, **Mr. Rahul Ghatak, Vice President, Ceat – HR** said, “The Company emphasizes on strong Human Resource initiatives and has undertaken the process to bring about change which has resulted in quantum leap. As part of BPR, the company took decisions based on facts and data which have helped in streamlining the process to achieve the long term goals. He further added, “CEAT wants to spread the Total Quality Management culture through involvement of all employees as a part of the BPR activity across all sections of the organization at Nasik plant. Around 100 employees were a part of the Mixing and Curing areas from all functions and 1200 man-hours were invested in the Brainstorming from which the implementation was done”. A series of brain storming exercises were conducted to get ideas from employees and those after prioritization were implemented on the shop floor.

Ceat undertook 3 Key projects and was executed in the two pilot areas – Mixing and Curing. These projects are Cross-functional Teams (CFT), Kaizen Teams (Bottom up Approach) and Visual Management & 5 S (Structurize, Systemize, Sanitize, Standardize & Self- discipline).

The company followed a unique strategy and procedure of training, applying and reviewing the performance of the employees. These initiatives were started in the two PILOT areas - Mixing and Curing. The CEAT consultants trained the employees by conducting a series of sessions and quality check workshops to apply the tools in various projects. The project leaders were selected from various functions and 17 cross-functional teams were made. The process helped to complete the 17 projects successfully and various Kaizen initiatives (Japanese term for Small Teams giving continuous productivity) in three to four months, which are run by the workman & owned by all employees.

Ceat Nasik Leadership reviews the projects every 15 days, in this all HOD, the BPR Champion and the HR partner are involved. A weekly BPR- Flash Report is sent to the CEAT leadership and also the Top Management reviews the progress every month at Nasik Plant.



ABOUT CEAT

CEAT Tyres, the flagship company of RPG Enterprises, with an annual turnover of Rs. 2,600 crore, was established in 1958. Today, CEAT is one of India's leading tyre manufacturers and has a strong presence in both domestic & international markets. The company manufactures over 10 million tyres every year and enjoys a major market share in the light truck & truck tyre market. CEAT tyres, tubes and flaps are renowned for their superior quality and durability. CEAT offers the widest range of tyres to all user segments and manufacture world-class radials for all Indian vehicles including: Heavy-duty Trucks and Buses, Light Commercial Vehicles, Earthmovers, Forklifts, Tractors, Trailers, Cars, Motorcycles and Scooters, Auto-rickshaws.

CEAT has three manufacturing plants - Mumbai (Bhandup), Nasik & Sri Lanka. The company currently exports tyres to nearly 110 countries across USA, Europe, Africa & other parts of Asia. CEAT has a robust network consisting of over 3,500 dealers, 33 regional offices and more that 100 C & F agents. CEAT also has a branded franchisee network 'CEAT Shoppe'. These Shoppes are retail tyre outlets, providing comprehensive expertise in tyres and tyre services -- all under one roof. The company has a dedicated Customer Service department, comprising Customer Service Managers in all four divisional offices, assisted by 50 Service Engineers. The board of the company is headed by Mr. R P Goenka, Chairman Emeritus and Mr. Harsh Goenka, Chairman, RPG Enterprises. Mr. Paras K Chowdhary is the Managing Director of CEAT Ltd and Mr. Arnab Banerjee heads the Sales & Marketing division.

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