

Experiences & Learnings Green Co rating Godrej Appliance -Shirwal Unit



GODREJ VALUES



Integrity

Trust



To serve, respect

Environment

Good and Green Policy -

Good & Green

Activities that address needs of underserved populations

Activities that address environmental issues

Beyond Business: Building a more inclusive and greener India

By 2020, Godrej will be...

Creating a Greener India

25% Reduction in Energy Consumption, Achieve Zero Waste, Carbon Neutrality, Positive Water Balance & 30% Renewable Energy Use

Ensuring Employability

Train 1 million rural & urban youth in skilled employment

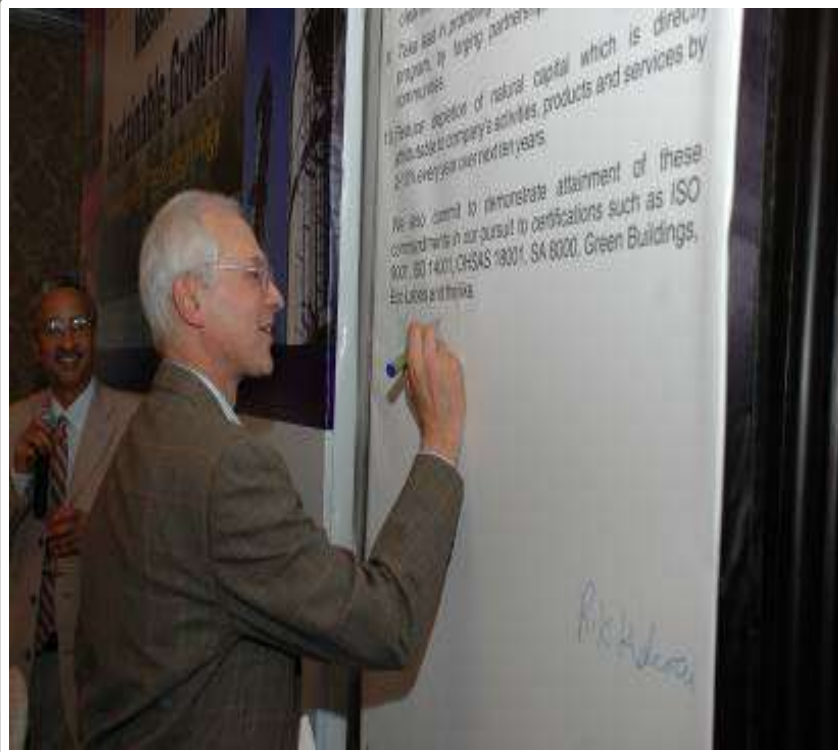
Innovating for Good and Green Products

Have a third of its portfolio revenues comprising Good and/or Green Products and Services

Mission on Sustainable Growth



- One of the first signatory to CII initiative "Mission on sustainable Growth"
- Commitment to reduce resource intensity & emissions, discharge & waste generation by 2%- 6% every year.



Why MSG ?

- *Brings in an internal focus and awareness*
- *Sets a clear target, measure and action points on each critical area*
- *Sets a common measure / benchmark across all divisions for comparisons*
- *Makes people think differently*
- *Becomes part of the annual performance appraisal system hence brings in responsibility and accountability towards environment*
- *Involves all levels of employees- from senior management right up to the operators on the line.*

Then Why Green Co ?

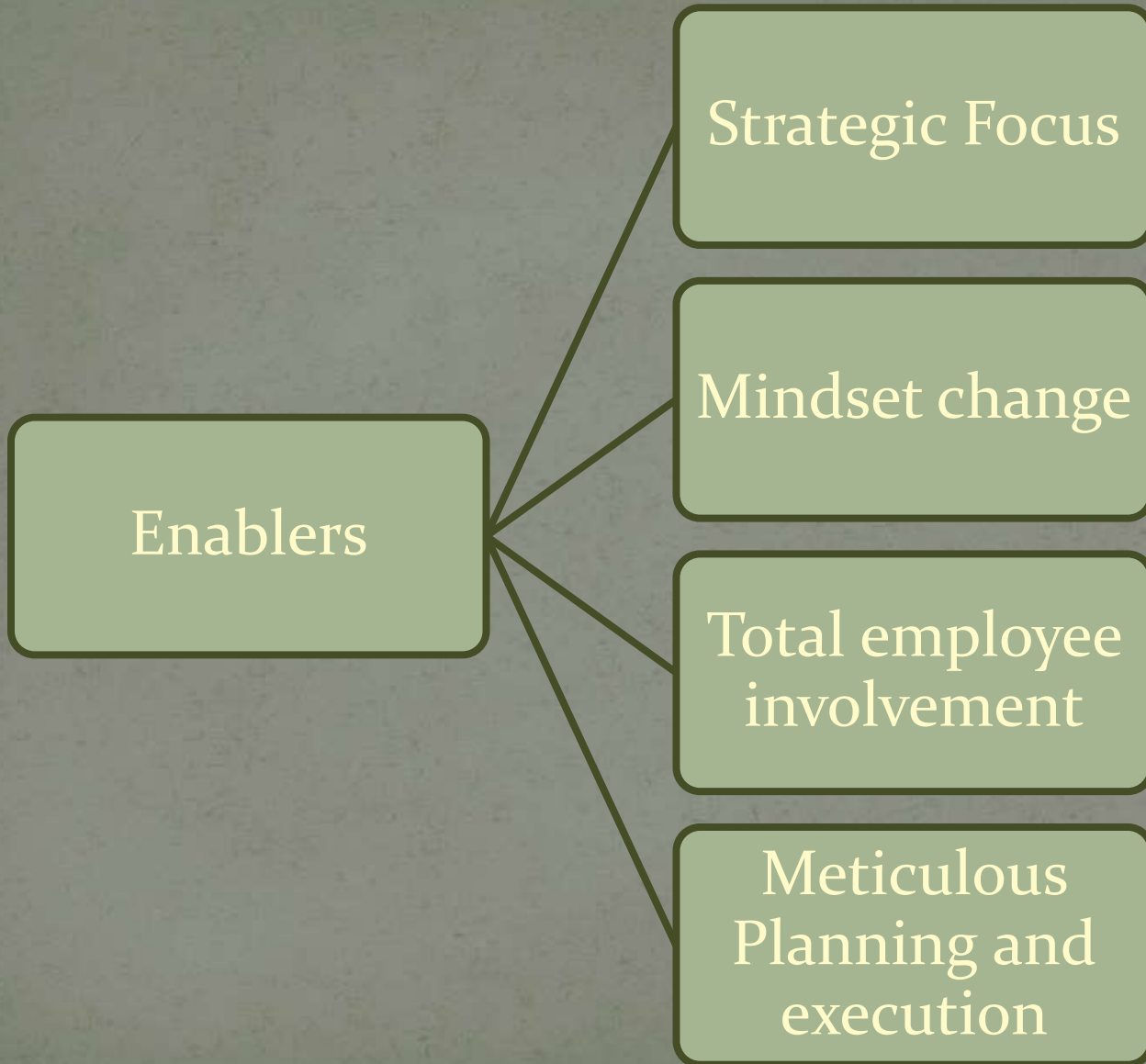


- *Brings in an external focus*
- *Gives one clear measure on the overall Green Journey*
- *Sets a common measure / benchmark across industry for comparisons*
- *Helps benchmark best practices at national and international level*
- *Helps set stretched targets in each initiative*
- *Involves all levels of employees- from senior management up to the operators on the line.*
- *Gives recognition for the team and makes them aspire to improve further*

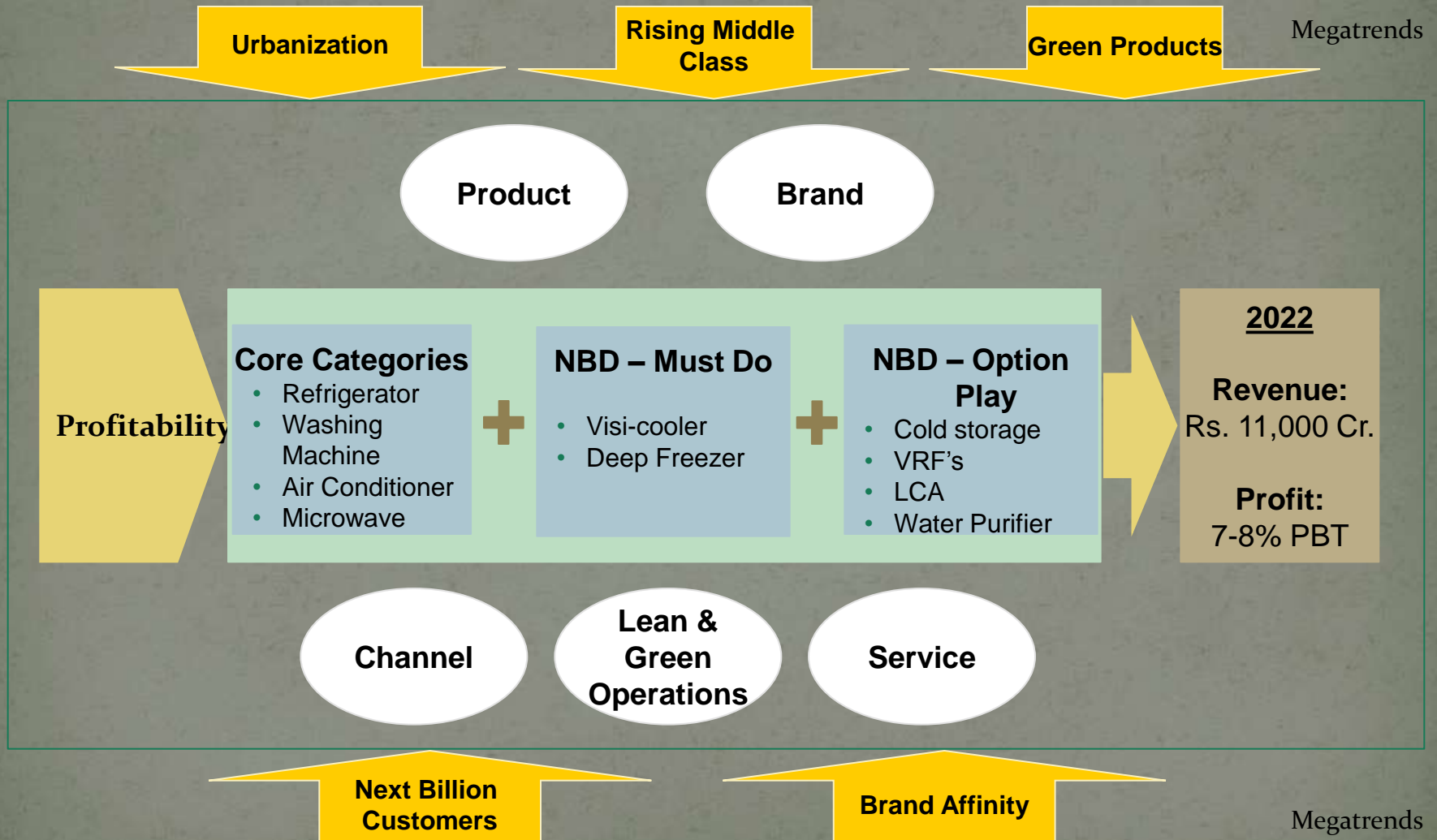
Our Journey

- *Registration of Shirwal Plant for Green Co rating-1st Week of August 2013*
- *3 Days of Handholding and Training program carried out by CII councillors-2nd week of Sept. (11th, 12th & 13th Sept 2013).*
- *Submission of Documents to CII – 2nd week of October.*
- *Visit by Assessors to Shirwal -29th,30th & 31st October.*
- *Announcement of Green Co Gold Rating on 31st October 2013*

*3 months from registration to certification –
a record*



10 x 10 strategy for appliance division



Dilemma?



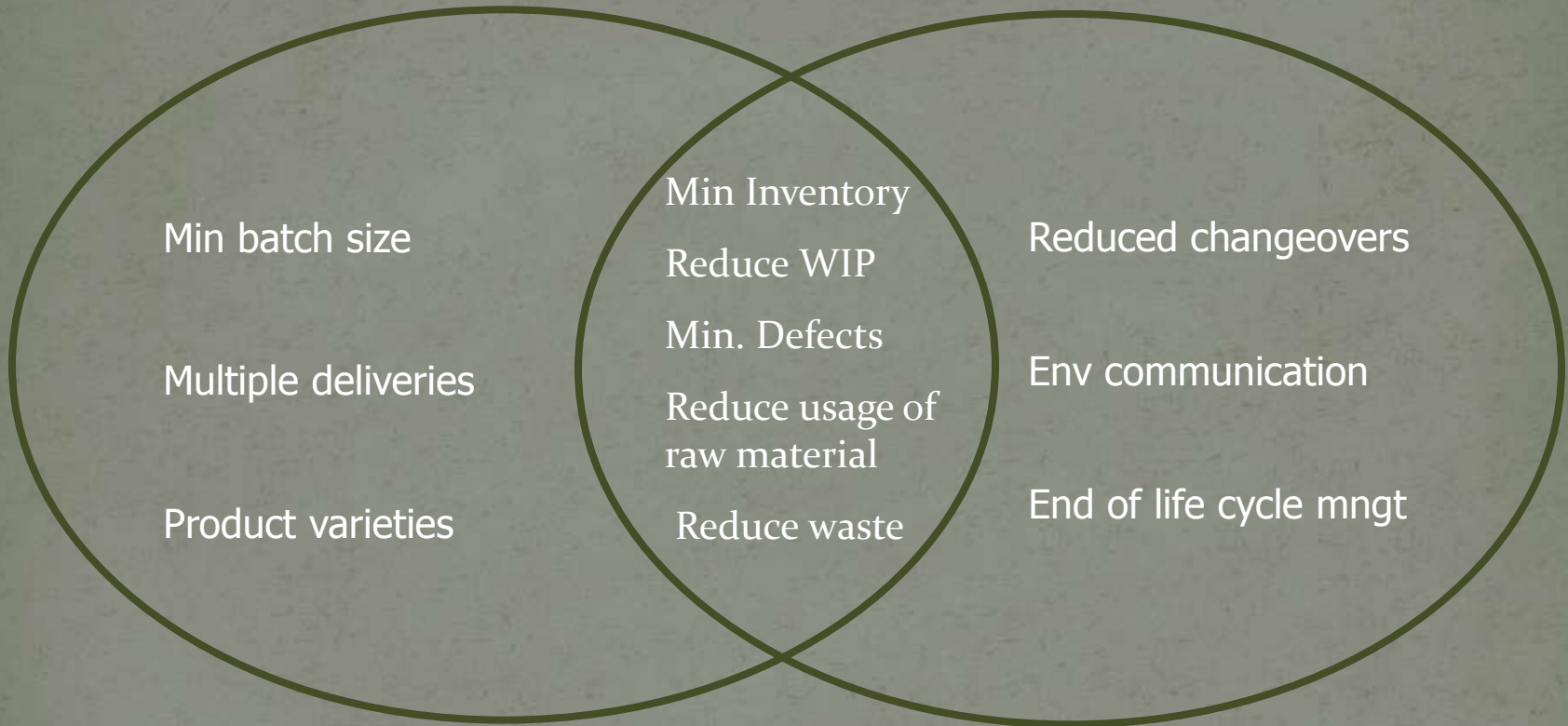
When we initiated our drive towards greener business, the dilemma we faced was

**“DO LEAN AND GREEN CONTRADICT EACH OTHER
OR SUPPORT EACH OTHER??”**

Lean & Green overlap

LEAN

GREEN



Though some factors are common to both, some factors appear to contradict each other

We learnt ..



***LEAN can be GREEN and
GREEN can be LEAN***

- *When Lean is not implemented as a short term strategy for short term gains.*
- *When the scope of lean is not limited to internal environment but includes the external environment.*
- *When innovation is the approach and not improvement*

Our Approaches to Continuous Improvement -



Kaizen (Small m)

- CAPA
- A week to a month
- Process-focused
- More of operator driven
- Step improvements in our shop floor

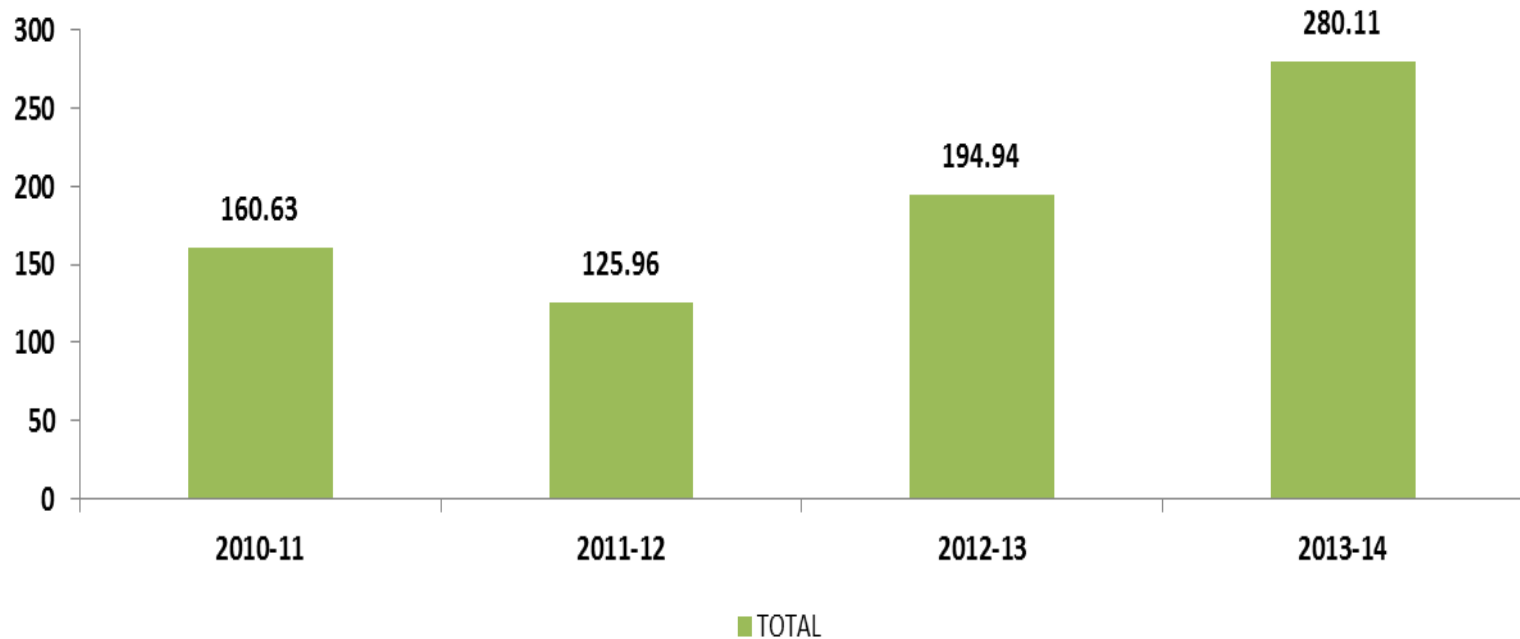
PMO (Big M)

- Targeted improvements
- One year horizon
- Plant-wide involvement
- X functional teams
- Big incremental improvements in our fundamental drivers

PMO Results -

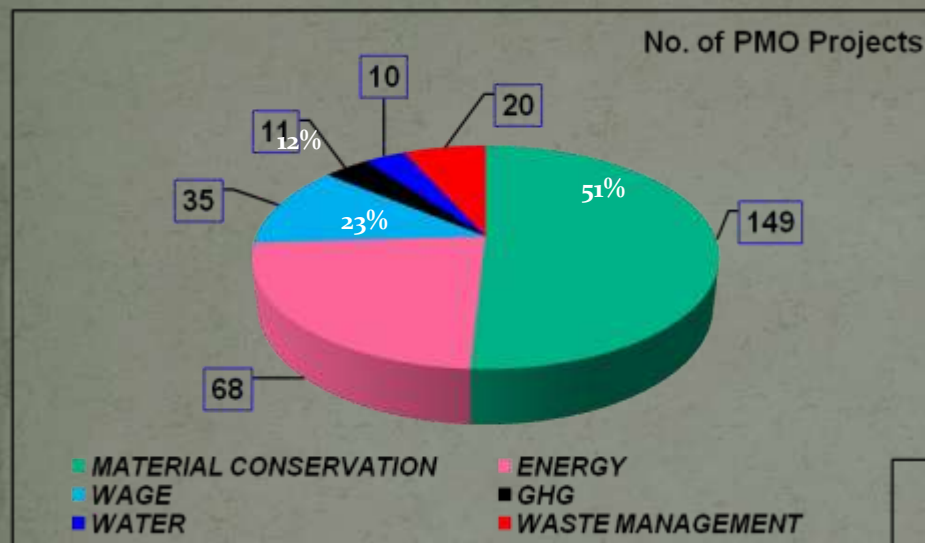


PMO Savings - Yearly Trend

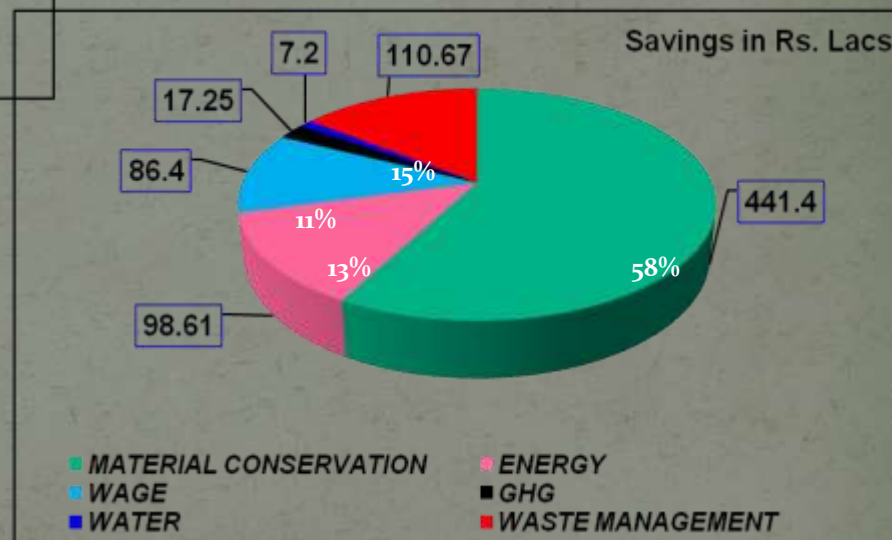


To drive our fundamental driver of being lean and green

PMO Benefits – Shirwal (For Last 3 Years)



Classification of projects



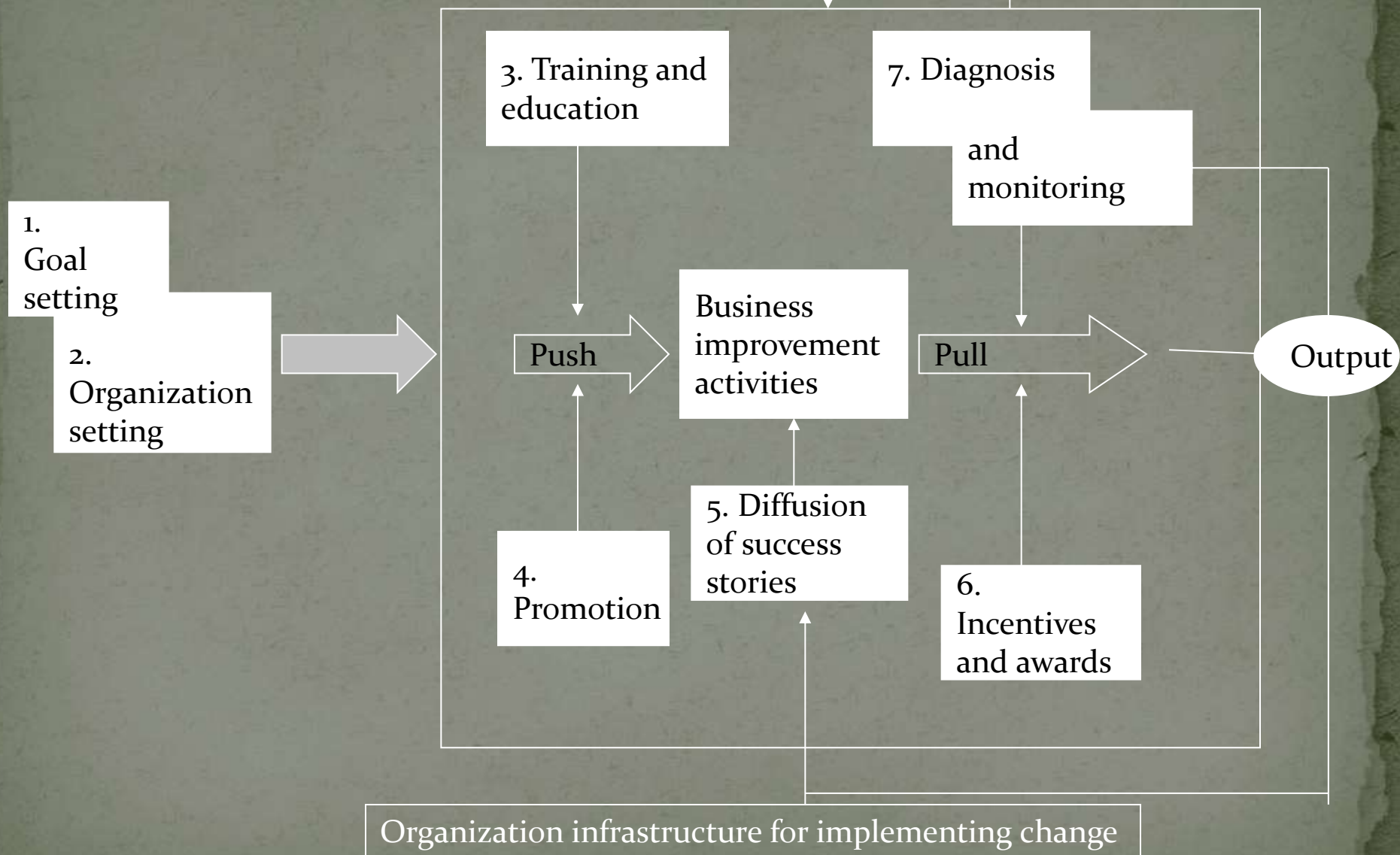
Kaizen results -



Year	No of kaizen	Kaizen/ employee	Employee participation
2009-10	776	1.76	49%
2010-11	2672	5.34	89%
2011-12	3044	6.2	90%
2012-13	4543	8.63	92%

	P	Q	C	D	S	M	E
2010-11	398	404	174	39	1140	459	58
2011-12	590	499	193	108	1279	332	43
2012-13	892	887	211	255	1509	651	138

The 7 infra structure tool– a key and common tool used for driving transformation





Assessment in progress....





Assessment in progress....



Green Co Gold Team with CII Assessors
Green Co Platinum Team with CII Assessors

Thank - You