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Case Studies

1- Business Case Transformation 2003-06

- a. Industry: Auto Parts
- b. Company: Delphi Packard Malaysia Operations 2003-06
- c. Objective:
 - i. Win back lost business on all new platform launches of Proton Malaysia and save the operations from closure. (Was working for Delphi as MD for Malaysia Operations)
 - ii. Implement LEAN initiatives to improve operational efficiency
- d. Solution Implemented and Benefits Delivered
 - i. Listening to customer and completely aligning with customer expectations, creating a compelling value proposition won back 100% of new business (US\$ 6 mil annual value)
 - ii. Implemented LEAN initiatives resulting allowing us to produce 80 different variants on single line with ZERO time in changeover
 - iii. Implemented Balanced Score Card for effective monitoring
 - iv. Customer Quality PPM ZERO for three years in a row winning best supplier awards for three years for quality, delivery and development of new wiring harnesses

Footnote:

(Shantanu Joshi-Working as Managing Director of Delphi Malaysia)

2- Business Case Transformation of Auto Components Manufacturer - Shriram Group, Chennai, India.

- Industry: Auto Components Manufacturing e.g. 'Suspension & Steering Parts'
- Company: Shriram Group, Chennai, India.
- Objectives:
 - Business Transformation of the Machine Shop into Auto Components Manufacturing Capability e.g. Machining, Induction Hardening & Grinding.
- Solution Implemented & Benefits Delivered :
 - Implemented business transformation strategy delivering growth in sales of 100% and operating profit by 50%.
 - Implemented Quality system and obtained approvals from OEMs in commercial vehicles segment e.g. Tata Motors, Ashok Leyland & Greaves.
 - Improved product packaging and dealer incentives scheme and increased retail market share in Tamil Nadu state within India Market.

Led the successful transformation of the company from a machine shop to an auto component manufacturer with profit centre responsibility.

Footnote:

(Sunil Junnerkar-Working as CEO for Shriram Auto Components)

3- Business Case Transformation 2007-08

a. Industry: Auto Parts

b. Company: Delphi Packard India Operations

c. Objective:

- i. To improve Operational KPIs efficiency 26%, Quality PPM 25000,
- ii. Improve bottom line
- iii. Revamp ERP system and production planning, Customer delivery performance,
- iv. Strengthen working capital management,
- v. Eliminate material downtime,

d. Solution Implemented and Benefits Delivered

- i. Performance accountability thru Balanced Score Card for important KPIs,
- ii. Efficiency improved from 26% to 85%
- iii. Revamped the warehouse, improved stock accuracy levels to 99.98%. Inventory reduction by 25%
- iv. Re-implemented ERP system for material planning. Material down time reduced to less than 2%
- v. Established Production and Delivery Planning. Delivery PPM< 5, Quality PPM < 10
- vi. Enhanced plant capacity. Implemented LEAN practices.
- vii. From cash loss to cash surplus within one year (- US\$ 4 mil to positive US\$ 1 mil)

Footnote:

(Shantanu Joshi-Working as Managing Director of Delphi ASEAN and India)

4- Supply Chain Strategy Execution and Strategic Sourcing - TI Cycles, Chennai, India.

- Industry: Light Engineering – Bicycles Manufacturing & Sales.
- Client: TI Cycles Ltd., Chennai, India Revenue INR 400 Cr. (100 million USD)
- Objectives :
 - To implement Decentralized Manufacturing, closer to Markets starting with West India Region e.g. Nashik as the first phase.
 - Identify, Evaluate, Select and Develop the Strategic Sourcing partners for Critical Parts e.g. press, forged & machined steel parts, as local partners.
 - Reduce the total product cost in the significant manner and achieve competitive advantage in the market place.
- Solution Implemented :
 - Designed and implemented supply chain strategy, delivering tangible benefits e.g. Single piece flow assembly, integrated supply chain planning, strategic sourcing, local sourcing.
- Benefits Delivered :
 - Reduction in order fulfilment cycle time by 75%;
 - New product development cycle time by 66%;
 - Materials cost by 5 % (INR 10 cr. e.g. 2.5 million USD);
 - Inventory carrying & logistics costs by 20% and improvement in sales by 15%.

Footnote:

(Sunil Junnerkar-Working as Consultant for TI Cycles)

5- Revamp Manufacturing Operations KPIs (2010-2012)

- a. Industry: Auto Parts
- b. Company: Vi-Son Cables Pvt. Ltd.
- c. Objective:
 - i. Improve production efficiency, reduce qualityPPM
 - ii. Inventory Control
- d. Solution Implemented and Benefits Delivered
 - i. Implemented Production Planning and Level Scheduling
 - ii. Implemented Balanced Score Card for important KPIs,
 - iii. Efficiency improved from 26% to 60%
 - iv. Revamped the warehouse, implementing basic material management systems and improved stock accuracy levels to 98%. Inventory reduction by 30% freeing up locked cash
 - v. Established Production and Delivery Planning or Shipping Window concept.

Footnote:

(Shantanu Joshi-Working as Consultant for Vi-Son)

6- Working Capital Improvement - EFC Foam Engineering, Navi Mumbai, India.

- Industry: Distributor of HVAC Insulating materials & pumps
- Client: EFC Foam Engineering, CBD Belapur, Navi Mumbai, India.
- Objectives :
 - Improvement in working capital efficiency and the profit of the INR 24 Cr. (6 million USD) Revenue operations.
- Solution Implemented:
 - Increased net profit, for insulation products & pumps by 50% by reduction in receivables & inventory, rationalization of dealers and price negotiation with OEMs.
 - Designed and implemented Finished Goods Inventory Model for all SKUs to drive the optimum balance between inventory levels (10 days stock) & customer delivery service levels (48 hours delivery within Mumbai Market).
 - Identified and replaced non-performing dealers
 - Implemented system for the credit control by setting permissible limits for each customer profile, based on the risk assessment & business potential, which resulted into receivables reduction from 72 days to 45 days on overall revenue mix.
 - Effective negotiation with OEM for rewarding purchase price discounts & trade volume incentives for the next year, leading to increase in profit before tax by 2 %.

Footnote:

(Sunil Junnerkar-Working as Consultant for EFC Foam)

7- Leveraging IT for Business Benefits Delivery - Fleetguard Filters Ltd., Pune, India

- **Industry:** Filters Manufacturing, Engine Parts
- **Client:** Fleetguard Filters Ltd., Pune, India.
- **Situation:**
 - INR 800 Cr. (160 million USD) Revenue in Design, Manufacture & Sales of the Filters with 5 production plants in 5 states, 14 warehouses across India Market. More than 3000 parts variety with focus on OEM & After Market sales.
- **Solution Implemented:**
 - Developed IT strategy and successful program management for solutions implementation at Fleetguard Filters, Pune
 - Re-designed business processes for order generation and order fulfilment.
- **Benefits Delivered :**
 - Delivered business benefits – 30% reduction in inventories with integrated supply chain inventory model implementation.
 - Re-designed the organization structure and defined operating metrics and financial savings potential, resulting in 35 % savings in manpower.
 - Recommended IT solutions and infrastructure for Oracle Applications 11i ERP and Windchill PLM implementation.
 - Delivered business value – 30% reduction in inventories through planning.

Footnote:

(Sunil Junnerkar-Working as Consultant to Fleetguard)

8- Organizational and Financial Restructuring (2012-2015)

- a. Industry: Structural Design, Fabrication and Erection
- b. Company: Construction Catalysers Pvt. Ltd.
- c. Objective:
 - i. Improve fiscal management and restructure finance
 - ii. Restructure entire organization and redefine all job roles responsibilities
 - iii. Bring performance accountability
- d. Solution Implemented and Benefits Delivered
 - i. Restructured entire funding doubling the funding limits
 - ii. Restructured complete organization and implemented the new role based organization
 - iii. Implemented Balanced Score Card for important KPIs,
 - iv. Implemented workflows and strong control mechanism for material procurement.
 - v. End to end visibility from design to erection
 - vi. Improved Cash efficiency by executing more projects in same limit
 - vii. Plugged all leakages and profit flow to bottom line improved
 - viii. Implemented Effective Projects Planning & Cost Control system
 - ix. With same resource pool company executed 50% more projects in current financial year.
 - x. Cleaned up balance sheet within three years

Footnote:

(Shantanu Joshi-Working as Consultant for CCPL)

9- Business Restructure (2013-2015)

- a. Industry: Packaging Machines
- b. Company: Nichrome (India) Limited
- c. Objective:
 - i. Improve production efficiency
 - ii. Product Standardization
 - iii. Restructure Supply Chain
 - iv. Implement Production Planning
- d. Solution Implemented and Benefits Delivered
 - i. Implemented Production Capacity planning
 - ii. Started major drive for product standardization by reducing variety
 - iii. Implemented part numbering system and brought in over 50,000 parts into standard part list
 - iv. Implemented Product configuration matrix for field sales, reducing non-standard requirements of customers
 - v. Implemented Balanced Score Card and monitoring
 - vi. Production efficiency improved from 26% to 52% in two years
 - vii. Increased machine production by 20% Year over Year and reduced floor space by half thru LEAN practices
 - viii. Field performance of milk pouch machines substantially improved regaining market leadership for the company

Footnote:

(Shantanu Joshi-Working as Consultant for Nichrome India Ltd.)

10- Growth Strategy Implementation - PHENIL Health & Hotel Equipment Pvt Ltd, Pune, India.

- Industry: Engineering
- Client: PHENIL Health & Hotel Equipment Pvt Ltd. Pune.
- Situation:
 - Projects Business resulting into higher Risk & pressure on the profitability.
- Solutions Under Implementation:
 - Growth Plan activated with product focus – steam generator.
 - New revenue streams e.g. AMC & Swimming Pool Services added.
 - Technology Collaboration initiated with USA company.
 - Bank Finance facility enhanced to support Business Scale Up.

Footnote:

(Sunil Junnerkar-Working as Consultant for PHENIL)

Testimonials

“During my 14 years of professional association with Shantanu (12 years as a Delphi employee and 2 years as a consultant) I have found Shantanu always exhibited absolute integrity, strong leadership combined with business acumen. Shantanu is capable of leading teams to achieve a holistic transformation in operational efficiency, inventory, capacity utilization resulting in new business wins and thereby improve profits also. Shantanu also is an expert in Supply Chain, Warehouse management systems and ERP”

-----L. Nagaraj
Managing Director Asia Pacific,
Delphi Electrical & Electronics Distribution Systems,

“Shantanu was associated with Vi-Son Cables for almost two and a half years between 2010 to 2013, as operations consultant to our Pune wiring harness plant. He was instrumental in implementation of Production and Capacity planning as well as Level Scheduling, substantial efficiency improvements, designing and implementing efficient warehousing system, successful implementation of Balanced Score Cards to effectively measure Operational KPIs.

He also helped our Pune operations during a very critical phase, turning around cash-flow by putting in place effective inventory monitoring and control.”

-----Paramjit Singh Virk
Managing Director
VI-SON GROUP



“Shantanu is associated with Construction Catalysers for the past four and half years as consultant. He has been instrumental in complete financial restructuring, putting in place very effective Balanced Score Card monitoring system to measure important KPIs. He has put in place fiscal discipline and improved our cash efficiency. Has been instrumental in controlling our debtors as well as cleaning up balance sheet, which has helped company in ensuring that the real profits flow thru the bottom line and are visible, by stopping all leakages. The KPIs have become very transparent, enabling the key decision makers to have complete clarity of the entire business. All this has made it possible to execute more number of projects with same team size further improving margins. He has also revamped entire organization structure bringing performance accountability. And now he is leading the implementation of ERP”

-----Dhananjay Dake
Creative Director
Construction Catalysers Pvt Ltd.


“.....Shantanu has been associated with Nichrome for the past two and half years, as consultant. He was instrumental in streamlining our operations by improving operational efficiency while reducing our floor space requirement by half to produce 20% more machines. He has played key role in Nichrome team efforts to standardize product range and streamline “New Product Development” process. Contributed in Nichrome drive to implement effective performance measurement. He provided critical guidance in streamlining part numbering system for over 50,000 parts and BOM structures. Shantanu is currently part of steering committee responsible for ERP implementation.... Overall, Shantanu has been the biggest contributor in streamlining and implementing various systems to enable us increase efficiency at different levels.”

Mrunal Joshi
Executive Director





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