



We can. We will



MD Manoj Jha's clarion call to all in Hindustan Motors

A fresh breeze is blowing across Hindustan Motor's Uttarpara plant. And I really don't have to strain my ears to catch what it is saying. It is whispering in clear tones: "We can. We will."

Perhaps the wind circling our floor shops and offices has been infected by the new enthusiasm that is gaining ground in Hindustan Motors. Perhaps it has sensed the new resolve which we all have committed ourselves to – the resolve to turn around the organization sooner than later. Perhaps being an element of nature it knows better than us mortals that HM's days of glory are not too distant.

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Yes, Hindustan Motors can still do wonders and it will, all thanks to its dedicated work force which believes in our new vision and mission. The journey of transformation has begun. Very recently, our colleagues gave proof of their mettle when they doubled the production of Ambassadors for three days consecutively. This remarkable feat was achieved after the gap of a decade. With the same resources, they created a record of sorts in HM's recent history. I have no words to describe my feelings about this exemplary accomplishment. Let me just say, "Hats off to you all!"

And when I say "all", I mean each and every HM associate, cutting across hierarchy, departments, sections and locations. HM is our mother and it has nurtured us for decades. Successive generations of employees have been born, brought up and have worked here. To the mother, like Durga Ma, all its progeny are equal. She loves them all and we love her too. Isn't it our bounden duty to stand by her when she needs us the most? My heart swells with pride when I find everyone associated with HM rushing to her aid in this hour of crisis.

HM is not alone in having to face a grim situation. Several Indian cars from reputed industrial houses failed. But they persisted and bounced back. I exhort you to stand up and fight again. This is not to say that there is lack of effort on your part. On the contrary, I feel really pleased to inform you that thanks to your unstinted support and cooperation the crisis is gradually abating. With every passing day we are moving closer to success. I can see the light at the end of the tunnel. I can see a new dawn emerging.

But all this is not happening because of some providential intervention. We, yes we all, are contributing to this welcome change. First of all, most of us have started thinking innovatively. I hope more and more of you will fast get used to out-of-the-box thinking. Pro-active thinking and solutions should quickly replace excuses and out-dated thought process. The past is over and its baggage needs to be left behind. And this needs to happen all over the company, whether it is the MD's office or the shop floor. Only then will we be able to come up with great ideas that will once again make HM products not only accepted but sought after by our existing and potential customers.

We have decided to focus on retail business for Ambassador without neglecting the bulk market. We are working hard upon significantly improving our quality. We are all set to radically improve our after sales service. For this, we will be appointing exclusive territory managers. Our dealer network will witness a substantial expansion in the near future. Special training is being arranged for the dealers' staff. We are tying up with more banks and financial institutions to finance our products. Several of them are willing to tie up with HM. Do we need more? The call of the day is to sell our products with confidence and conviction and with our head held high.

Most importantly, we are planning to launch several variants of HM vehicles to cater to the needs of different segments, age groups and aspirations. Leading agencies have been hired to assess the pulse of the market and its requirements. State-of-the-art technology and style will join hands with the vintage sentiments associated with the Ambassador. To ensure the best value for money to our customers we are in advanced stage of discussions with reputed overseas agencies to source vital components. Soon, HM vehicles will have contemporary technologies where it matters.

This is only a bird's eye view of the measures HM is adopting. However the journey has just begun and much more needs to be accomplished.

I am more than confident that all HM employees will put their best foot forward and will be, sooner than later, able to assert that they were instrumental in creating the miracle in HM.

Let's work together for the miracle!

I also take this opportunity to wish all our colleagues of HM a very happy and joyous Durga Puja, Navratra and Dussehra. May the divinity give us strength, stability and resolve to pursue our journey of transformation relentlessly until we succeed in our endeavour.

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Why HM ACTS ?

Because A stands for aggressive, C stands for customer focus, T stands for transformation and S stands for stakeholders' benefit. This, says Mr. Manoj Jha, sums up HM's renewed ethos.



'Conviction helped me achieve the target'



COO – Vehicles Vijay Kumar Singh and his team astounded all by doubling Amby's manufacture for three consecutive days in August. In an interview to Rajiv Saxena, Singh explains how he achieved the tough target.

Excerpts:

Q: What was the intent and purpose behind doubling the production for three consecutive days?

The intent and purpose was to get closer to target of the month and also to create confidence that we can do it.

Q: How did you plan this exercise? Was it done much in advance?

The MD, Mr. Manoj Jha, told me to come closer to the target and gave me full freedom to do this. This was done on very short notice. I received the communication in the evening and started the exercise the next morning on August 29. We continued the exercise till August 31. On an average, we built 80 cars a day, double of the usual manufacturing.

Q: What obstacles did you foresee for this exercise? How did the shop floor workers react to the idea?

There were a lot of obstacles. Quite a few people told me that this was not possible and that they had never done this earlier, etc. But I was clear that I had to do it anyway. I had the conviction that I could get it done. Significantly, the factory workers were very pleased. They told me that this type of opportunity had come their way after 10 long years. They grabbed the opportunity with both hands and created a situation which induced enthusiasm among all of them across the plant. We extended the work time to about 10 hours per day.

Q: Has the successful completion of this exercise changed the mindset of the workers and supervisors in any way? What are the learnings from this exercise?

This exercise was an eye opener for both the management and the union. It was a win-win situation for both. Now, workers and supervisors are confident that they can do more than what they used to think they are capable of. They realized that if you have the will there are ways. We are limited by our own thinking.

Q: What does the success portend for future production?

This has made both the management and the union confident that we can achieve much higher production targets.

Q: What specific hurdles did you face in this three-day venture and how did you overcome them?

The main hurdle was the mindset among a few of our officers, staff and workers that the task was not achievable. Another hurdle was short supply of some materials. How did I tackle all this? I did not listen to anything negative, converted all talk into positive atmosphere, promoted enthusiasm, instructed the team to go ahead with whatever was available and fit parts later as those arrived.

Q: Are you confident of repeating this venture on a sustained basis?

I am 100 per cent sure that we can repeat this all the time.

Q: What role did softer issues like attitude, persuasion, confidence-building etc play in this exercise?

Issues like attitude, persuasion and confidence-building played a great role in achieving what we did. One cannot expect this to happen if you do not have these soft skills.



A triumphant Mr. Vijay Singh (left) on the shop floor.

Attitude can spell massive change

Uttarpara HR head Shaheed Ahmad offers a simple but effective recipe for success. Let's pay heed to him!

Hindustan Motors today stands on the threshold of either becoming history or changing into a brilliant case of turnaround.

The challenge today is fraught with complex problems whose magnitude is great but certainly not unfathomable. The challenge of obsolescence and working capital management clubbed together with old plant and machinery are a stumbling block. However, amidst all these challenges lies an oasis of strength of this great organization.

HM is an organization with great brand image. Its biggest strength is its people. However, the slide for over a decade made the employees lose all hope of a turnaround. The company has been dogged by old legacy of monopolistic attitude, a sense of defeatism and an attitude of negativity.

The biggest challenge today before HM is not obsolescence or finance but the attitude of its people. We must all rise to the occasion and start thinking for the organization rather than for ourselves.

Attitudes are judgements. They develop on the ABC model – affect, behaviour and cognition. The affective response expresses an individual degree of preference for an entity. The behaviour intention is a verbal indication or typical behaviour tendency of an individual. The cognitive evaluation of the entity constitutes an individual's belief in the object. Most attitudes are result of either direct experience or observational learning from the environment.

Attitude can be changed through persuasion, and we should understand attitudinal change as a response to communication.

Experimental research into the factors that can affect the persuasiveness of a message includes the following characteristics:

Target characteristics: These are characteristics that refer to the person who receives and processes a message.

Source characteristics: The major source characteristics are expertise, trustworthiness and interpersonal attraction or attractiveness.

Message characteristics: The nature of the message plays a role in persuasion. Sometimes presenting both sides of a story is useful and helps change attitudes.

The eighth of August 2010 will be marked as an important date in the history of Hindustan Motors. Our Managing Director, Mr. Manoj Jha, struck an emotive chord in all employees. This was followed by a series of communication meetings at different shop floors of Uttarpara unit. The MD spoke from his heart. His communication to the employees was simple, meaningful and emotive.

I still remember the anguished and worried faces of employees who entered the communication sites to hear something depressing and negative but came out with a sense of great relief and trust. The journey of transformation had begun.

Two messages in his speech, which prompted roars of joy from the employees, were that jobs would be protected and new investment and product lines would be introduced. The workers responded with 'HM ki jai' and 'MD ki jai'. It was obvious that the employees were now reassured about their future and were ready to combat any challenge.

When employees face stagnation and uncertain future the challenge before the HR department is to build trust and confidence amongst them. Organizations have



Mr. Shaheed Ahmad, GM-Human Resource (second from left), with employees

become ruthless and inhuman over time and people have been reduced to objects and means to achieve success and goals.

It is important to accord top priority to emotive issues in the current situation. As HR head of Uttarpara, I found safety and concern for employees to be an area which appeals directly to the heart and manifests the commitment of the management towards the well being of employees.

It should be the mission of all great organizations to provide a safe work place to its employees. Safety is our mission in Uttarpara. Our motto is to make HM not only a great organization but also a preferred and safe organization.

I strongly feel that for HM's turnaround we all must perform the following "ACTS".

A for ACCOUNTABILITY: Each employee must feel accountable for the job and responsibility assigned to him.

C for COLLABORATION: We must not work against each other but work with each other. Let us follow the example of geese who, by flying as a team, reduce 40 per cent of effort as compared to flying alone. We too must collaborate with each other as individuals and departments/sections to excel.

T for TRANSPARENCY: We must be honest, trustworthy and transparent in our approach, behaviour and character.

S for STRETCH: We must all take the challenge of multitasking and stretch ourselves to run the extra mile for the organization.

As HM parivar, let's believe and profess

*"Hum honge kaamyab, hum honge kaamyab ek din,
Mun mein hai vishwas, poora hai vishwas,
Hum honge kaamyab ek din!"*

HM all over the media

KOLKATA: Hindustan Motors has been all over the news media of late. The concerted efforts of the newly constituted corporate communications department have started bearing fruit.

The Managing Director's interaction with the media and HM's tie-up with Allahabad Bank have been featured by the print media and web world in ample measure.

The credit goes largely to the MD, Mr. Manoj Jha, who presented HM's plans and accomplishments to the media in Kolkata with great elan and poise on September 30. The way he fielded incisive queries from veteran journalists was an object lesson for even senior professional communicators. More important than what he said was what he chose not to say despite the media's cajoling, prodding and provocation.

The MD's interaction with the media was covered in distinctly positive tone and great detail by the following newspapers:

The Economic Times, Business Standard (Amby's photo too), The Financial Express, Hindu Business Line, Mint (MD's photo too), The Telegraph (MD's photo too), The Times of India (Amby's photo too), The Hindu, Anand Bazar Patrika and Bartman.

The story figured also in the web editions of these prestigious publications.

Significantly, most of these newspapers have multiple editions all over the country. Though we do not have direct means to track the coverage reach, we know via the internet that the HM story found not only all-India but global coverage. This happened because corporate communications managed to get the event covered also by pan-India news agencies like PTI and IANS and global news majors like Thomson Reuters.

That is why HM's story was featured on the web also by biggies like Wall Street Journal, Sify Finance, Moneycontrol.com, Yahoo.com, Istockanalyst.com, Indiainfoline, Myiris.com, and other sites like India-forums.com, Sulekha.com, Indiaeveryday.com, Onenewspage.in, Newkerala.com, Brandsoftheworld.com, Newspolitan.com, Skyscrapercity.com etc.

The HM-Allahabad Bank tie-up for easy financing of HM's commercial vehicles was reported by The Economic Times (with photograph), Hindu Business Line, Dainik Jagran, Vishwamitra, IANS, Moneylife.in, Thaiindian.com, Prokerala.com, Newkerala.com, New.webindia123.com, Newspolitan.com, Onenewspage.in, Daylife.com, Indiavision.com, Calcuttatube.com, Carfinancing.freemusicza.com, etc.

All HM employees, who come across company-related reports in newspapers and websites outside Kolkata, are requested to forward them at the earliest to the following e-mail ids rajiv.saxena@hindmotor.com and srijita.chatterjee@hindmotor.com.



Managing Director, Mr. Manoj Jha (extreme right), and Mr. Dibyendu Chatterjee, General Manager-Finance, Vehicles (second from right), with Allahabad Bank's key officials

HM forges alliance with Allahabad Bank

KOLKATA: Hindustan Motors inked a deal with Allahabad Bank, country's leading nationalized bank with its headquarters in Kolkata, in a bid to provide easy and trouble-free financing facilities to its customers.

The tie-up entails a collateral-free loan up to Rs 10 lacs on commercial vehicles and other preferential services exclusive for HM customers spread across the nation.

The memorandum of understanding (MOU) was signed by Mr. Dibyendu Chatterjee, General Manager-Finance, Vehicles, on behalf of Hindustan Motors and Mr. Bivash Kumar Srivastav, General Manager-Retail Credit of Allahabad Bank on September 28. Also present at the occasion was Mr. Manoj Jha, Managing Director, Hindustan Motors, and Mr. J. P. Dua, Chairman and Managing Director of Allahabad Bank.

"This association will help us reach out to a wider customer base with speedier and smoother finance options provided by Allahabad Bank through its expansive network across the nation coupled with competitive rates and a focused consumer-friendly approach. HM and Allahabad Bank are the two oldest institutions headquartered in Kolkata. So in a way, we share a common lineage. We strongly feel that the deal will be mutually beneficial and help us scale bigger heights by leveraging each other's strengths," said Mr. Manoj Jha.

The retail financing scheme will be available for HM customers across Allahabad Bank's 2365 branches across the nation including its 75 centralized retail banking boutiques (CRBB) to fast-track loan processing.

Chennai carnama

Top Mitsubishi officials visit CCP

CHENNAI: Members from the top management of Mitsubishi Motors Corporation and Mitsubishi Corporation visited Chennai Car Plant on September 7 and 8 respectively and interacted with the key officials there.

The delegates from MMC & MC included Mr. Fumio Kuwayama, Executive Officer in charge of Overseas Operation Group Headquarters B (MMC), Mr. T. Kabuto, Manager, Asia & ASEAN Department B (MMC), Ms. M. Funashiro, Manager, Legal Department (MMC), Mr. S. Yoshino, Assistant General Manager, ASEAN & South West Asia Unit (MC), Mr. Hideto Nakahara, Executive Vice-President, Mitsubishi Corporation, Mr. K. Nakagaki, Chairman & Managing Director, Mitsubishi Corporation India and Mr. H. Makigawa, GM, Mitsubishi Corporation India, Chennai branch office. The purpose of the visit was to meet the top officials of Hindustan Motors and to get an understanding of the Indian market.



Mr. YVS Vijaykumar with Mr. Fumio Kuwayama and other delegates from MMC

Soft skill training of dealer staff

Chennai Car Plant's service department started a soft skill training programme for dealership front-liner employees who interact with customers on a regular basis. Four programmes have been completed so far – two for service advisors (Coimbatore and Chennai) and two for customer relation executives (Kochi and Chennai). The training programme included role plays simulating customer interactions with sales associates and customer relationship executives, activities focusing on motivation and team spirit to attain organisational goals. The feedback received from the dealers has been very encouraging.



Training session at Le Meridian, Kochi

Soft skill training programme participants in Coimbatore



Tie-up with Hindustan Trackers

In a bid to augment customer delight and as a part of its consistent after-sales service, HM has entered into an agreement with M/s Hindustan Trackers to supply a vehicle tracking system compatible with all Mitsubishi vehicles through HM-Mitsubishi dealer network from July 10.

In the current scenario, theft rates are on an all-time high. Customers have no control on their vehicles and are compelled to rely on a third party for tracking them.

A vehicle tracking system helps the owner to have full control of his vehicle's movements and constant monitoring resulting in reduction of theft and customer cost overheads. Regular vehicle reports make the customer aware about the vehicle's usage and exact locations thus minimizing any misuse. Other benefits like an alert mechanism and 24x7 customer care toll free assistance make the tie-up even more useful for the customers.

Dealerships on the rise

HM-CCP opened two new dealerships recently. We have inaugurated 14 new dealerships since April 2010. As per our expansion plans, we intend to open 22 new dealerships by the end of this fiscal year. With this, we will have a 62-strong dealership network across India.

Car Planet Enterprises, Raipur

Our first authorized dealership in Raipur, Car Planet Enterprises Ltd., was launched on August 27. The new showroom is located at Deendayal Upadhyay Nagar, Ring Road No. 1 with a total area of 15,000 square feet. The 3S (sales, service and spare parts) dealership is equipped with a large vehicle display area and workshop facilities. Adopting aggressive dealer strategy, we intend to establish our presence in more of tier II and tier III markets.

Regent Auto Consultants, Jamshedpur

Regent Auto Consultants, our first authorised dealership in Jamshedpur, was inaugurated on August 18. It is located at NH 33, Kolkata-Mumbai highway, with a floor area of over 10,000 square feet. It has 3S (sales, service and spare parts) facility.



Regent Auto Consultants, Jamshedpur



MD at foundation laying ceremony of Hindmotor High School's new wing



HM school tiny tots evoke patriotic fervour on Independence Day



MD leads by example in the green drive

MD's wife Mrs. Neeta Jha watering a newly planted sapling



*Career counselling session at Hindmotor High School
Inset: Counsellor Ms Aparna Baheti addressing the students*



*Proud winners of football tournament organised by HM Colony Club.
Inset: Young footballer Sushanto Malik with Hindmotor Football Academy coach Goutam Sarkar. Sushanto is headed for Munich for coaching*



Vishwakarma Pujya at Indore plant

Words make the world

Yes, words make the world. They serve as tools of communication. And what would the world be without communication. Imagine our metros, towns and hamlets with people passing across one another like zombies with no means to convey their thoughts, views and feelings.

Languages made up of words serve as bridges among people spread all over our planet. Communication brings us together. It enhances our understanding of others and their viewpoints. Its absence leads to misgivings, often leading to catastrophic consequences.

Communication forms the crux of business. HM ACTS is our acknowledgement of the above thought process. It is your publication and I hope that you will add value to it with your contributions. So, keep in touch.

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