

# アショックレイランド株式会社 パントナガール工場

Ashok Leyland Limited, Pantnagar Plant

## 主査コメント

Lead Examiner's Comment

長田 洋（文教大学教授）

Dr. Hiroshi Osada,

Professor , Bunkyo University

# ALPの概要

## 1. 最新鋭の工場

アショク レイランド社（インド第二位のトラック・バスの製造業）の基幹工場  
（インド北部のパントナガル）

2010年操業開始

売上高: 約780億Rs(1248億円)

従業員: 5077人

## 2. 新市場開拓と競争力強化のためにTQMを導入・推進

・創業開始直後からTQMを導入し、インド北部・東部の新市場への参入・拡大、現地化（雇用、サプライヤーの確保）を推進。

## Overview of Ashok Leyland, Pantnagar Plant

### 1. “State-of-the-Art” Plant in Ashok Leyland

A core plant of Ashok Leyland, No.2 in the CV(Bus, Truck) industry

Located at Pantnagar in the Northern part of India

Started operation in 2010; Sales volume of approx. 78 bil. Rs (= JPY124.8 bil.)

No of employees: 5,077-

### 2. TQM introduction/promotion for new market development and competitiveness

Introduced TQM soon after operation began; Promoted to enter new market in the northern and eastern parts of India for market expansion, as well as to localize employees and suppliers

# TQMの特徴

## 1. 全員参加の改善活動と現場力の向上

- “Mission Gemba”の下,全従業員による5 S,品質向上、安全性向上,コストダウンなど10のinitiativesについての日常の現場活動
- 12のGemba Centerでの改善提案,プロジェクト型 S G A (小集団活動)、C F T (機能横断チーム)などの多様な全員参加の改善活動

## Outstanding TQM activities

### 1. Kaizen activities with total employee participation, and enhanced power of “Gemba”

- \* Introduced daily “Gemba” activities, called “Mission Gemba”, for 10 initiatives including 5S, quality improvement, safety enhancement, cost reduction etc. with total employee participation
- \* Developed a variety of Kaizen activities, involving all employees, which includes suggestion at 12 Gemba centers, project-based SGAs and CFT.

## 2. Blessing schemeに基づく人材開発 (Employability) <sup>4/6</sup>

ALPの立地場所は少ない産業、技術教育が不十分

⇒人材の確保が困難

⇒・外部教育機関（NTTF）と連携したDiploma Programの開発

・地域の恵まれない若者を働きながら雇用可能なレベルに育成するためのBlessing schemeの創設（4年間）、女性の雇用も増やすために、居住施設を工場内に設置（インド初）

⇒地域人材の雇用と育成に大きな貢献

## 2. Employability development based on “Blessing scheme”

Few industries and insufficient engineering education around ALP local area

⇒ Difficult to secure human resources

⇒ Developed a diploma program in cooperation with NTTF (education provider)

Established a “blessing scheme”(4 years) to foster deprived young locals to employable level while working at the same time

Located residences inside the plant to increase female employees

⇒ Contributed largely to local employment and development

### 3. 地域のサプライヤーの育成・活用 (Localization)

サプライヤーのLocalization(現地化)を進める戦略

⇒現地のサプライヤーの技術的な改善や管理活動の積極的な支援・指導

⇒高い品質水準,低コスト化の実現

⇒サプライヤーの採用・育成が地域経済に大きな効果

### 3. Development and utilization of local suppliers (Localization)

Strategy to promote localization of suppliers

⇒Actively provided support and guidance on technical improvements and management activities with local suppliers

⇒Realized high quality standard at a lower cost

⇒Produced great benefit to the local economy by employing and developing local suppliers

# TQMの成果

## 1. 品質向上、顧客満足度の向上

- ・ 直行率の向上（93%を達成）、市場不良率の低減、（初期不良率は2011年度対比94%低減）
- ・ 納期遵守率は98%を達成

## 2. 従業員のTQMへの参加率はほぼ100%

- ・ スキル向上、Happy Workplaceの構築

⇒（2015年度）

- ・ インド北部・東部の市場占有率は2011年度に比較し、50%、120%増加  
⇒NO.1プレイヤーに成長
- ・ 売上高は780億ルピー（約1248億円）（全社の約42%）、純利益は62億ルピー（約99億円）

## Outcome of TQM

### 1. Improved quality and degree of customer satisfaction

- \* Improved direct passing rate (achieved 93%); Reduced market defect rate; (Reduced initial defect rate by 94% compared to FY2011)
- \* Achieved 98% on time delivery

### 2. Realized almost 100% participation rate in TQM

- \* Improved skills; developed a “Happy Workplace”

⇒(FY2015)

- \* Improved market share by 50% in the North and 120% in the East, compared to 2011 ⇒ Grew up to be the No.1 player in the same market
- \* Attained 78 bil. Rs (Approx. JPY124.8 bil.), 42% in company sales volume; 6.2 bil. Rs (Approx. JPY9.9 bil.) in after tax profit