

Story of Transforming into a Smart Factory

By Shashi
Thete



About Shashi



Managing Director, Sigma Toolings India Pvt Ltd

**Iyengar Yoga
Practitioner**



**Conceptualized and
Developed**

KARMA 2.0



Smart Factory Evangelist



Committed to Social Causes

KARMA 2.0

SIGMA
TOOLINGS



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From innovation to Expertise

No. 1 in Customized Tooling Solutions backed by futuristic industry 4.0 manufacturing facility.

2001

Foundation

Sigma commenced its journey.

2005

Development

AI Bridge type boring bar & Toolings for Oil and Gas Sector

2008

Addition

Added a range of Micro boring Units

2014

Expansion

Samurai Series Anti-vibration Tools & Established dedicated R & D Centre

2017

Industry 4.0 Ready

Integration of design, manufacturing & supply-chain led by Artificial Intelligence.

2019

Innovation

R&D of lightweight tools made of Aluminum & Titanium & JV with Tiz Implements Poland

Problems that were hurdles to our growth

Sales

Low proposal to sales conversion ratio

High lead time to submit proposals

Dealing with non-serious RFQs

Design

Inadequate inputs

5-8 Hrs for preparing design

Missing links in revision and change management

Inventory

Ensuring availability for diverse materials

Costing to sustain bottomline

Accurate reconciliation

Manufacturing

Delay in delivery

Process and scheduling complexity

Changes in delivery schedules

Relatively long cycle times

Quality

Transparent process

Lack of traceability

Long lead times

Inadequate data for RCA

Dispatch

Product matrix complexity

JIT demand from customers

Compliance management for export orders

Finance

Key information behind the walls

Higher risks to profitability

Challenging to scale-up and ensure cash flow

Our Purpose



Statement

To help each employee to discover and achieve their highest potential, enhance living standard, and become self-driven to work relentlessly, as individuals and teams, together with industries and stakeholders towards building the nation's economy and a better society.

**We started
with the
problems.**

**Not
technology.**

Sharing Few Results

2014



Design turnaround time of **5-6 hours**

**95%
Reduction**

2021



Designs turned around in **15 mins. sharp**

Sharing Few Results

2014



Machine downtime averaged **25% to 60%**.

90%
Reduction

2021



Machine downtime reduced by **90% in most cases**

2014



Customers had to always call for requesting the status

Customer
Experience

2021



Fully automated systems.
Customers get to see their status online.

Sharing Few Results

2014



Emails, Updates took the majority of the time for Designers and the rest of the Management.

**90%
Automated
work**

2021



Automated alerts and updates reduced emails by 90%, calls by about 80%.

**Hurdles we
Faced on the
way**

Lessons we learned in the process

We did not know about
Smart Factory



**Expand our
vision**

People did not want to
change



**focus on
culture**

We did not have budgets
Software vendor stopped
work mid-way



**Frugal
solutions**



**Invest in
people**

Things
Changed

Ramshankar Dwivedi, GM (Finance)



Watch Video

Things
Changed

Afsar Shaikh, Production Manager



Watch Video

Start with the problems

Technology and funds will help to solve problems.

Stretch your vision

And align your people. Keep them motivated.

Focus on culture

It's the people who will make your factory smart.

Rely on your people

They'll give you the ideas. Drive the execution

Be very patient

What you think can be done in days will take months

Learn. Learn. Learn.

It's all about learning. Invest heavily

Coming
Soon

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