**ACMA Excellence Awards 2025**

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**Reading reference material for answering Common Questions**

This is optional and not mandatory to use for answering every question. However, the points mentioned under the ‘Hint’ section in the application software for each question or KPI are mandatory to address.

**Area 1: Leadership & Strategy**

**Aligning Manufacturing Strategy with Business Goals**

* • Published and documented strategy
* • Strategy awareness across all levels
* • Clear linkage of manufacturing goals with business vision

**Leadership in Continuous Improvement**

* • Reward & recognition initiatives
* • CI project budgets
* • Regular Gemba walks & reviews

**Adapting to Market and Technology Changes**

* • Investment plans aligned to market/tech shifts
* • Strategy documents include risk assessments
* • Example projects executed

**Communicating Objectives & Strategies**

* • Open house, skip-level meetings
* • Cascading strategy into individual KPIs
* • Regular KPI reviews and corrections

**Area 2: Process Efficiency and Innovation**

**Monitoring & Improving Production Processes**

* • Identify bottlenecks systematically
* • Senior management project reviews
* • PDCA approach for improvements
* • Track number of improvements completed

**Recent Innovations in Manufacturing**

* • Employee-driven innovation culture
* • Horizontal deployment of innovations
* • Track process/design patents
* • Business impact of innovations

**Continuous Improvement Methodologies**

* • Manufacturing Excellence systems
* • Six Sigma for complex problem-solving
* • Business impact of Six Sigma projects

**Integrating Technology for Efficiency**

* • Real-time production/quality via IoT/Industry 4.0
* • Lifecycle analysis (LCA)
* • Automation with scanners, barcodes, poka-yoke
* • High automation of critical processes

**Area 3: Quality Management**

**Ensuring Product Quality Throughout Production**

* • Built-in Quality (BIQ) culture
* • Production staff aware of quality standards
* • Defined, unambiguous quality standards

**Maintaining Quality Across Shifts/Lines**

* • Independent inspection gates & PDI
* • Real-time IT-based quality reporting
* • Effective shift-to-shift defect communication

**Quality Assurance Systems in Place**

* • ISO/quality certifications
* • SPC usage for critical operations
* • Cp & Cpk tracking for key dimensions

**Managing Quality Issues and Customer Complaints**

* • CFT approach for resolution
* • Senior management quality reviews
* • Use of 7 QC tools, Six Sigma, DOE

**Area 4: Supply Chain and Inventory Management**

**Managing Supplier Relationships**

* • Agreements for capacity, quality, delivery
* • Supplier rating & development
* • Robust new supplier selection

**Optimal Inventory and Waste Reduction**

* • FIFO system implementation
* • Logistics loss reduction projects
* • Lean tools: Kanban, kitting, ABC classification

**Flexibility in Supply Chain**

* • Contingency plans for customer demand
* • Demand management with tech tools
* • Zero obsolescence via value chain change

**Internal Material Handling & Logistics**

* • Minimized repacking/double handling
* • Lean principles in warehouse/line-side
* • Milk runs, containerization, truck saturation

**Area 5: Sustainability and Environmental Responsibility**

**Reducing Environmental Footprint**

* • Scope 1-4 analysis with action plans
* • Energy, water, material, waste reduction projects
* • Budget for E&S initiatives

**Incorporating Sustainability into Manufacturing**

* • E&S KPIs at all levels
* • Eco-friendly supply chain practices
* • 3R projects with operator involvement

**Waste Reduction and Eco-Friendly Initiatives**

* • Environmental ISO certifications
* • Senior management reviews
* • Third-party audits and recognitions

**Measuring Sustainability Progress**

* • Trend tracking of key E&S KPIs
* • Vision and strategy (e.g. 'Go 100% green by 2030')
* • Customer/industry awards

**Area 6: Employee Engagement and Development**

**Employee Engagement**

* • Kaizen awards
* • Employee-led improvement competitions
* • Leadership townhalls and skip-level meetings

**Training Programs**

* • Annual technical & behavioral training calendar
* • Manager-recommended future-role programs
* • In-house faculty and knowledge sharing

**Workplace Safety**

* • Clean restrooms, PPE policies
* • Nutritious food & hygiene in canteens

**Morale & Retention**

* • Transparent performance appraisals
* • Fast-track programs for high-potential employees
* • CSR and family-inclusive events

**Area 7: Technology and Automation**

**Automation**

* • Low-cost automation
* • Poka-Yoke, scanners, touchscreens
* • IoT-enabled monitoring, Industry 4.0

**Data Analytics**

* • Dashboards for management
* • Predictive maintenance via sensor data

**Tech Trends**

* • KPIs to track new tech adoption
* • Training in emerging technologies
* • Examples of recent tech projects

**Digital Tools**

* • MES for real-time data
* • ERP for inventory/material
* • HR tech for appraisals, attendance, training

**Area 8: Customer Satisfaction and Service**

**Timely Delivery**

* • OTIF & zero-defect KPIs
* • On-call technical support
* • DOL or JIT partnerships

**After-Sales**

* • Warranty engagement
* • Field service/warranty teams

**Feedback**

* • Action plans from audits
* • Customer competitions
* • Satisfaction score improvements

**Area 9: Financial Performance and Cost Control**

**Cost Effectiveness**

* • Direct/variable cost trend reviews
* • CFTs for cost element reduction
* • Impactful cost savings

**Cost Reduction**

* • 5-year strategic plan
* • Quality-focused CAPEX investments

**Financial Resources**

* • Internal accrual-based working capital
* • Term loan-funded capital expenditures

**Area 10: Risk Management and Resilience**

**Risk Mitigation**

• Plans for key suppliers/materials

• Backup for critical machines

• Alternate process approvals

**Contingency Planning**

* • Strikes/unrest/roadblocks
* • Learning from disruptions

**Business Continuity**

* • Customized business continuity plans

**Summary & Way Forward**

* • Key achievements and metrics across 10 areas
* • Ongoing and future improvement plans
* • Focus areas for continuous progress

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