ANNEXURE – I

SCHEDULE OF QUESTIONS FOR VALUE CHAIN ANALYSIS

SUPPORT ACTIVITIES

- administrative infrastructure management
  1. Environment concerns a part of Corporate Vision / Mission Statement
  2. Environment Policy – written, supported by top management
  3. Detailed EMS in place – location specific/organisation-wide
  4. Environmental costs to company and customers are communicated to personnel in all key business functions
  5. Environmental costs are allocated to the departments or business functions where they are generated (e.g. activity-based costing)
  6. Targets on environmental performance & efficiency and measurement of progress (periodicity)
  7. Monitoring of trends within the industry on product, service & process productivity and innovations
  8. Tracking of current and proposed environmental regulations, legislations, consumer movements, work of NGOs
  9. Resource allocation – manpower, responsibilities, accountability, funds
  10. Provide environmental information to insurers, regulators, suppliers and financial institutions
  11. Profit earned / car model. Variations across car segments
  12. Current situation
     a. Compliance with all environmental legislation and regulations that apply to the company’s operations, products and services
     b. Inclusion of stakeholders in the planning for environment

- human resource management
  1. Training on EMS for (%age personnel covered annually)
     - Production
     - R&D
     - Sales & Marketing
     - __________________
  2. Credits and performance bonuses for departments and business functions where efficiency and productivity improvements have been made
  3. Exchange of information across departments and business functions regarding environmental, performance and efficiency success stories
  4. Idea management centre for employee engagement on environment issues
  5. Development of environment consideration through motivational programmes

- R&D
  1. Choice of fuel engines % age HSD, MS, LPG, CNG etc
  2. Average fuel consumption / model-wise (any reduction over lifetime use)
  3. Investment in R&D
  4. Initiatives on Alternate Fuel Vehicles
  5. Elimination of toxic/hazardous substances used in the production
6. Integration of resource, material & energy efficiency into product development - choice of ‘material’
7. Consideration of ‘material reuse, recycle’ in both products & packaging
8. Use of tools like life cycle engineering, design for disassembly tools by engineers and designers for improving the environmental performance and production efficiency of products & processes
9. Product design and engineering criteria include increasing product durability and lifespan
10. Concern on disassembly, remanufacturing, recycling and disposal at the end of product’s useable life
11. Assessment of main environmental impacts and costs of products throughout the life cycle (production, use and disposal)
12. Partnerships with other companies, suppliers for exploring technology development

- procurement
  1. Evaluate environmental costs of capital purchases and new technologies
  2. Provide education/assistance to suppliers on environmental matters in order to increase supply chain efficiency
  3. Including environmental considerations in selection criteria for suppliers
  4. Purchase of products/material that exhibit eco-logos, environmental labels, or contain recycled/renewable material.
  5. Purchase decisions dependent on total cost or best value approach (i.e., looking at the total cost of purchasing, use and waste management of a particular material, substance or product).
  6. Purchase decisions dependent on total cost or best value approach (i.e., looking at the total cost of purchasing, use and waste management of a particular material, substance or product).
  7. Communication of environmental purchasing criteria/requirements to marketing staff, employees, stakeholders, and customers.

PRIMARY ACTIVITIES / VALUE CREATION
  1. Prevention program to identify and eliminate sources of pollution and reduce costs
  2. Program to promote and track the reduction of waste
  3. Phasing out the purchase, use, handling and disposal of materials and substances that are hazardous or toxic.
  4. Measuring the environmental costs associated with operations and processes (e.g., monitoring and abatement equipment, remediation, waste disposal, compliance costs)
  5. Water conservation measures in place to reduce costs and increase efficiency

- inbound & outbound logistics
  1. Use of reusable/recyclable shipping containers, pallets, skids, or packaging
  2. Use of fleet management tools, techniques and technologies to optimize distribution and shipping efficiency.

- operations (production)
  1. Recycling program for production operations
  2. Measures to reduce material, water and energy use in production
3. Use of energy generated from renewable sources or from waste
4. Integration of environmental and efficiency criteria in process design
5. Use of by-products or wastes from one process in another product or process, or sell them to another company
6. Waste management program in place that minimizes handling costs and complies with all applicable regulations
7. Selection of energy efficient electrical, mechanical and lighting fixtures
8. Measures to improve the indoor environmental quality of facilities (e.g., day-lighting, air quality)
9. Interaction with other business functions and managers to seek facility improvements and optimize maintenance
10. Grounds management plan that suits the natural landscape, local ecosystem and reduces maintenance costs

• marketing and sales
  1. Measure costs to customers associated with the use and disposal of products (e.g., energy/consumable use, recycling).
  2. Use of eco-logos or environmental labels on some/all of products and services
  3. Marketing strategy includes the environmental aspects of products
  4. List of models marketed under the different categories - A2, A3, A4, A5, A6, UVs (M1B1, M1B2, B2)
  5. Dealer commission across models
  6. Product marketing and communications material includes environmental information
     ▪ Information on material constituents
     ▪ Emissions
     ▪ _________

• services (maintenance)
  1. Provision for product refurbishing, remanufacturing, refilling or other services.
  2. Exchange or take-back program to accept old or used products
  3. Policies/schemes/incentives for attracting owners to avail service and repair facilities at authorized service stations
  4. Provide information to customers on how to improve their environmental performance
  5. Tracking of emissions before/after servicing
  6. Monitoring of the dealer chain for compliance with environment legislations and availability of infrastructure
     ▪ Water consumption/car service/wash
     ▪ Disposal of oils
     ▪ Scrap