

# Manufacturing TODAY

YOUR DECISIVE TOOL  
FOR MANUFACTURING  
EXCELLENCE

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first annual Power List

EXCLUSIVE

Manufacturing  
TODAY



THE 2012  
POWER List

Boards of Indian  
Manufacturing





## Announcing Manufacturing Today Awards 2012 “Celebrating excellence in Indian manufacturing”

*Manufacturing Today* started off with the objective of helping the Indian manufacturer excel and grow by being a useful, credible and respected industry publication. While we continue our editorial journey, we are taking our engagement with the industry to the next level by creating a platform where the endeavours and the accomplishments of the industry are recognised, honoured and celebrated. So, *Manufacturing Today* is pleased to announce its inaugural awards with the theme of “Celebrating excellence in Indian manufacturing”.

Nominations are invited for eight company categories across two segments (based on annual turnover) from manufacturing companies operational in India for 12 months or more. There will also be three individual categories common to all segments. Thus, the total number of awards categories will be nineteen. Winners will be selected by an eminent jury consisting of experts and industry veterans through a rigorous selection process based on the nominations received. The awards function will take place in September 2012.

For the comprehensive nomination document, write to the editor at [niranjan.mudholkar@itp.com](mailto:niranjan.mudholkar@itp.com)

#### DATES TO REMEMBER

**Deadline for sending nominations:** August 16, 2012

**Jury meet:** August 29, 2012

**Awards night:** September 14, 2012

#### ITP Publishing India Pvt Ltd

Notan Plaza, 3rd floor, 898, Turner Road  
Bandra (West), Mumbai - 400050  
T +91 22 6154 6000

Deputy managing director S Saikumar  
Publishing director Bibhor Srivastava  
Group editor Richard Whitehead

#### Editorial

Editor Niranjan Mudholkar  
T +91 98 1953 1819 [niranjan.mudholkar@itp.com](mailto:niranjan.mudholkar@itp.com)

Contributing writer Rakhee Ghelani

#### Advertising

Business Head Hafeez Shaikh  
T +91 9833103611 [hafeez.shaikh@itp.com](mailto:hafeez.shaikh@itp.com)  
Business head Satyanarayan Naidu  
T +91 9833055655 [s.naidu@itp.com](mailto:s.naidu@itp.com)  
Regional sales manager (South) Sanjay Bhan  
T +91 98457 22377 [sanjay.bhan@itp.com](mailto:sanjay.bhan@itp.com)

#### Studio

Head of design Milind Patil  
Designer Reshma Jhunjunwala

#### Production

Deputy production manager Ramesh Kumar  
[ramesh.kumar@itp.com](mailto:ramesh.kumar@itp.com)

#### Circulation

Head of circulation and database Gaurav Gulati  
T +971 4 444 3000 [gaurav.gulati@itp.com](mailto:gaurav.gulati@itp.com)  
Distribution manager James D'Souza  
T +91 22 6154 6019 [james.dsouza@itp.com](mailto:james.dsouza@itp.com)

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Editor Niranjan Mudholkar

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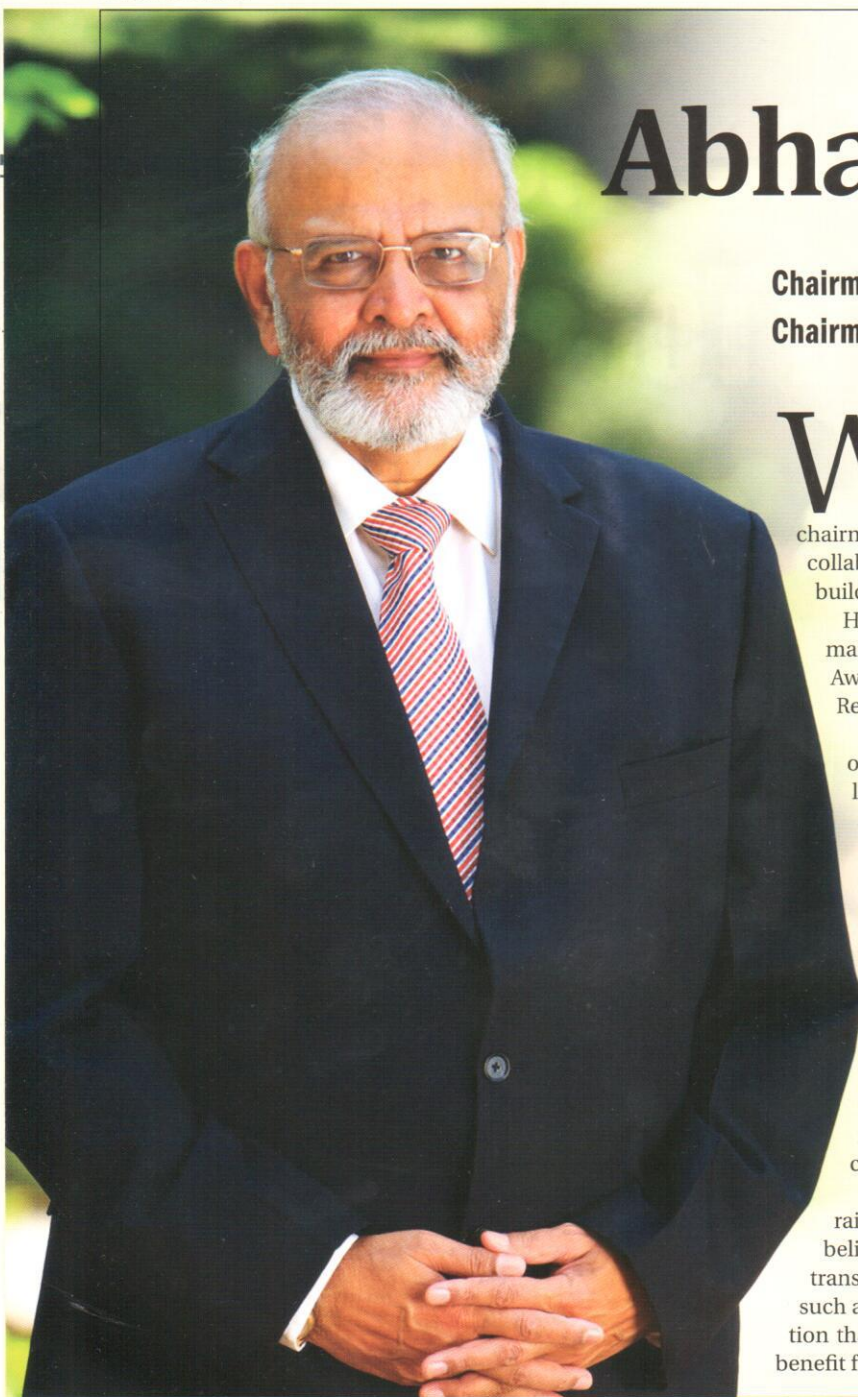
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TECHNOCRAT



# Abhay Firodia

**Chairman, Force Motors Ltd and  
Chairman, Jaya Hind Industries Ltd**

**W**ith engineering as his passion, Dr Abhay Firodia isn't just another automotive manufacturer, but one that thrives on using the best science to innovate and develop. As chairman of Force Motors, Firodia has actively forged collaborations with German companies to leverage and build on their engineering excellence.

Highly awarded for his contribution to India-Germany trade relations, he has received the Jain Ratna Award in India and the Order of Merit of the Federal Republic of Germany.

But it is much closer to home where the fruits of Firodia's expertise can really be seen. Under his leadership, Force Motors is known for products that are built specifically for both the low-cost market and tough rural conditions. These have all been enabled due to the development of a capable engineering infrastructure that he has personally overseen.

It is in India where he sees the future of manufacturing: "Stable economic policies, aggressive investment in infrastructure and education which is better orientated towards technical skills development will foster inclusive development, and will enable Indian entrepreneurs in the manufacturing sector to continue to improve their competitive position, and to create greater wealth."

While engineering is Firodia's first love, he was raised on Gandhian principles and has an entrenched belief in social equality and empowerment. This has translated into his involvement in several charities, such as the Navalveerayatan — a centre for value education that he founded. These ensure that many more will benefit from his wisdom well into the future. **M**

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HALL OF FAMER

# Adi Godrej

Chairman, Godrej Group

**A** septuagenarian leader of a century-old family business might not typically be seen as a moderniser, but Adi Godrej is not your average old-timer.

With an outlook every bit as modern as his much younger peers, Godrej Group's chairman cast off the shackles of tradition to deliver a forward-thinking enterprise into a new era of industry.

Godrej was schooled in modern management over two stints at MIT. He brought the group through liberalisation and the decades that followed with a focus on improved efficiency and cost management to the point that today, Godrej Group is seen as a beacon of good organisation.

While a company whose products are used by an estimated 400 million Indians each day might reasonably bear the brunt of scale, the chairman's adherence to Kaizen – a focus on the continuous improvement of processes and the involvement of all functions within an enterprise – has kept Godrej Group lean and streamlined.

Breaking away from the traditional isolationist business model, Godrej saw foreign investment as an opportunity, not a threat. He used India's economic reforms to forge alliances with key multinational companies and expand Godrej's portfolio by building manufacturing operations outside India.

He moved Godrej Group from a family-managed business to one that placed heavy emphasis on headhunting outside talent to bring diversified experience. By the early 2000s, he had completed a 10-year plan to restructure the group into a number of standalone companies, each with its own leader from outside the Godrej family.

Vision brings its own reward, and today Godrej is one of the wealthiest men in India and his company is among the country's oldest and most diversified conglomerates. He currently serves as the president of the CII and has become well known for his philanthropic activities, and is notably a keen supporter of the World-wide Fund for Nature in India. **M**



HALL OF FAMER

# AM Naik

Executive chairman, Larsen & Toubro Ltd

**E**ven as chairman and managing director of Larsen & Toubro, Anil Manibhai Naik has never forgotten where he came from – a family of schoolteachers from southern Gujarat. Thanks to his influence, the values of learning and empathy have become well entrenched in L&T.

Providing vocational training to youth from the wrong side of the tracks through its various charitable initiatives, the company is instilling confidence and self-esteem in those less fortunate. Using state-of-the-art technology, the programme brings quality healthcare and education through mobile clinics and camps to the under-privileged in hard-to-reach locations. Under Naik's vision, L&T is not just an engineering conglomerate but a company with heart.

He graduated with a Bachelor's degree in mechanical engineering from Birla Vishvakarma Mahavidyalaya engineering college in Vallabh Vidyanagar and then travelled to Mumbai to begin his career at a private boilermaker firm. After moving to L&T, he began his career there as a junior engineer, and worked his way up through the ranks. Now at the helm, he is seeking to ensure L&T's place as not just a great Indian company, but a global one; and by establishing international manufacturing requirements as standard, the engineering major has been able to expand readily into international markets including the US, the Middle East and South-east Asia.

It is this world-class approach to engineering that has seen L&T help the Indian government reach the moon and make critical contributions to defence, working on key projects such as India's first nuclear-powered submarine.

There is no doubt that the driving force behind L&T has been Naik, who's influence on both the country's safety and welfare is formidable and will endure for years to come. **M**



HALL OF FAMER




# Anand Mahindra

Vice Chairman\* and MD, Mahindra & Mahindra

**F**ew business leaders in India are present on social media platforms like Twitter — and even fewer who can claim over half-a-million followers that hang on his every tweet — but Anand Mahindra is that kind of dynamic personality. As vice-chairman and managing director of Mahindra & Mahindra, he has created a brand of his very own.

It is this attitude of readily embracing change that has seen M&M diversify its product set under his direction to meet new consumer needs, such as the addition of SUVs including the Scorpio. But Mahindra has always thought outside the box. In his first role at Mahindra Ugin Steel Company, he successfully encouraged the metal producer to expand into uncharted areas, such as hospitality management.

His approach might be progressive, but it is also considerate. With an MBA from Harvard Business School he co-founded Harvard Business School Association of India, placing a keen emphasis on the importance of learning. However it is not just limited to progressing business: through its Nanhi Kali programme, over 70,000 underprivileged girls have also been educated thanks to his involvement.

On the global stage, Mahindra is an industrial world leader, representing Indian industry at the World Economic Forum and receiving a plethora of international accolades, including the recent Global Leadership Award from the US-India Business Council. 

*\*Mahindra is all set to take over as the chairman in August 2012*

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YOUNG GUN


# Anirudh Bhuwalka

MD & CEO, AMW India

**S**ome would consider it foolish to take on some of the automotive's big guns, especially while in your early thirties, but for Anirudh Bhuwalka it proved to be a stroke of genius. As a greenfield venture, Asia Motor-Works (AMW) was not bogged down by expensive infrastructure, and so was able to create a manufacturing model that would suit the changing global environment.

By cherry-picking component manufacturers from around the world and taking advantage of attractive government subsidies in Gujarat, AMW has been able to be both competitive and quick to the market with quality products. A relative newcomer to the commercial vehicle market, the company already has the second most popular product in the tipper segment, behind industry heavyweight Tata Motors.

As founder, MD and CEO, Anirudh Bhuwalka is the driving force behind this modern company. Keeping not just the customer but also the end-user in mind, he has made customer centricity a key part of the commercial vehicle segment. Something as simple as introducing air-conditioning as standard has taunted its competitors into re-evaluating their product features and segmentation models.

Under Bhuwalka's direction, it is this clever thinking and flexibility to customize products that has given AMW a reputation as a game-changer. But its not just about fancy features, but rather creating vehicles that use the best technology available yet meet the needs of the Indian environment. To ensure AMW remains at the forefront of innovation, Bhuwalka oversaw the opening of a research and development facility in Mumbai, and gave the staff there the brief to think outside the box. With this relatively new face in the industry, we can expect more exciting advances in commercial vehicles. 

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HALL OF FAMER



# Anu Aga

**Director (and previously Chair)  
of Thermax Limited**

**I**n engineering's largely male dominated domain, Anu Aga has proven that women can not only succeed but also break through the glass ceiling and lead the field. As director, and previously chair, of Thermax, she is one formidable leader.

A social worker by training, Aga brought some unique skills to Thermax and positioned the company to become more cost efficient in a changing competitive landscape by right-sizing its operations and shedding non-core activities.

A more focused business was then able to look at how to improve how it serviced its customers. Aga reflects: "Being customer-focused has been the main strength of Thermax. Listening to the voices of our customers has helped us come up with innovative solutions in the areas of energy and environment. We also strive to continuously improve our performance in terms of quality, streamlined processes, reliable services and cost."

Upon retiring as chair in 2004, Aga has barely had a chance to breathe, choosing to use her skills and influence to create access to bridge the inequity gap in education for children living in slums, working on the Thermax Social Initiatives Foundation and as a Board member for Teach for India.

Whilst outspoken on issues such as corporate governance, corporate social responsibility and female empowerment, her disarming style ensures she is heard and respected. Her next challenge will be to bring this insight and energy to politics. Recently nominated as a member of the Rajya Sabha by the president, Aga's influence on Indian society and business will continue onwards. **M**

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## FOREIGN FIREBRAND



# Armin Bruck

MD, Siemens Ltd

**A**t a time when most executives have their eye on grabbing the high-end of the market, Dr Armin Bruck has shown his strategic approach by chasing the low-cost segment. As managing director of Siemens, he has seen the opportunity that the low-income mass-market represents, not just in India but in other emerging economies like Brazil and China.

It is an ambitious goal — after all, the Siemens brand is associated with high-end technology, so the innovation must be clever enough to produce at low cost while still maintaining quality. The company's target is to create over 60 new products to meet the needs of the emerging market segment over the next eighteen months. Bruck calls his execution strategy SMART: simplified, easy to maintain, affordable, reliable and timely to market.

"At a time when manufacturing is reeling under pricing and margin pressures, it is mission critical to increasingly look at innovation to improve quality, productivity and efficiency. Using intelligent technologies, the sector can add further customer advantage with performance optimized across the value chain while contributing to the environment by reducing their energy footprint."

As a young MD, Bruck also shares the concerns of any parent, particularly when transplanting his children from their home in the West to a new life in Asia. Luckily his family shares his passion and energy for Indian culture, ensuring he is here to stay. With Bruck playing key role in the strategic outlook of the company, Siemens will continue to impact India as it emerges into a developed economy. **M**



ENTREPRENEUR

# Baba kalyani

**Chairman, Kalyani Group and  
CMD, Bharat Forge**

**B**aba Kalyani has never really been accustomed to following the pack. For example, while his peers would shun all things foreign in a bid to protect their home turf in the early nineties, Kalyani was focused on forging new overseas partnerships for Bharat Forge. The strategy paid off, with company now earning almost half of its sales through exports – but then he always knew this would be the case.

While some might see Kalyani as a maverick entrepreneur, the truth is that all his activities are based around a well thought-out and researched plan. Over 40 years at Bharat Forge, he has built the company into one of India's most innovative manufacturers, but this didn't come easily. He had to fight the prejudices of his European counterparts and now not only he exports to them but also partners with them in groundbreaking research projects.

His approach to business is simple. When it comes to labour, he firmly advocates hiring the best staff possible; indeed, a young Baba Kalyani pushed hard to encourage his father to move away from mass unskilled labour in favour of recruiting more expensive graduates, thereby building a leaner organisation before this became the norm.

And to make sure that his company stays at the cutting edge of manufacturing, he has instilled a culture among his executives always to be on the look out for future trends. It is this forward vision that has led Bharat Forge to diversify into oil and gas, while the company is currently conducting automotive research on how to help India reach its vehicular emission targets.

A firm believer in education, Baba Kalyani set up the Pratham Pune Education Foundation, which educates lakhs of children around the city. He has also pioneered a new business model, alongside the Industrial Training Institute in Pune, to bring public and private sectors together and change the face vocational training in India.

At a time when he could be looking to take a back seat after a long career, it is more in Baba Kalyani's character to think about how he can take his company further into the future. **M**





TECHNOCRAT

A portrait of B Prasada Rao, a middle-aged man with dark hair and a mustache, wearing a dark suit, white shirt, and a red tie with a small pattern. He is sitting at a desk, looking directly at the camera with a slight smile. His hands are resting on a document on the desk, and he is holding a pen. The background is a light-colored wall with vertical lines.

# B Prasada Rao

**CMD, BHEL**

**T**he public sector isn't especially known for its innovation or swiftness, but under the leadership of B Prasada Rao, Bharat Heavy Electricals (BHEL) has proven that it can not only compete with the private sector but also show it a thing or two.

As chairman and managing director of BHEL, Rao's focus has been on transforming the company into a "global engineering enterprise". With one new patent on average lodged daily, and one of the largest research and development spends in India — representing 2.5 per cent of sales — BHEL is leading the way in innovation.

However, Rao's strength is in his broad vision, looking beyond just his engineering expertise. In over 30 years at BHEL he has been responsible for streamlining and improving functions from planning and supply chain sourcing to training. His vision to build BHEL's future workforce has led to the establishment of industrial training institutes near their manufacturing facilities, and formal mentoring programmes for promising recruits.

It is this foresight that has enabled Rao to successfully execute five-year business plans with keen precision — his most recent of which ambitiously targets a turnover of \$20 billion by 2017 — a goal the company is on track to achieve.

But it isn't just about improving his company: Rao also has a sense of international civic responsibility. Representing India at the Study Group of the World Energy Council (WEC) in developing "energy policy scenarios to 2050", he has been looking at how to achieve the goals of energy accessibility, availability and acceptability globally. **M**



ENTREPRENEUR

# Brijmohan Lall Munjal

**Chairman, Hero Group**


**I**t is hard to believe that the world's top two wheeler company started out by selling basic cycles to the poorest of society in Ludhiana. It is certainly not the textbook way to build a multi-billion dollar company, but then Brijmohan Lall Munjal doesn't follow any path, preferring to follow his own dreams.

As founder and Chairman of Hero Group, Munjal is an entrepreneur in the true sense of the word; instinctive, courageous and tenacious. He foresaw the benefits of building relationships early and developed his own dealer network before the concept existed in India, even today Hero products are sold by the same dealers.

Making technological decisions against industry trend is a gutsy move, particularly for one without any formal engineering training, but Munjal has proven how much vision can inform decisions. After all it was Hero's decision to use four stroke technology when everyone else was opting for two-stroke engines that catapulted Hero to the top of the pack.

In his distinctive style, Munjal also has a unique approach to employee engagement not likely to be seen in HR manuals. Where most focus on retention, Munjal takes an active role in mentoring employees to be entrepreneurs and pursue their own dreams, 40 former employees of Hero are now successful entrepreneurs.

Despite his phenomenal success, Munjal has never forgotten his humble beginnings in Ludhiana. In his own unique style, he has used his visionary approach to build some of the city's infrastructure such as the Ludhiana Stock Exchange, Flying Club and Dayanand Medical College and Hospital-an Institute.

Munjal is far from predictable, but always considered. We wait in anticipation to see just what he foresees next. 





TECHNOCRAT

# Dilip Oommen

MD & CEO, Essar Steel

**A**t a time when many companies are looking to venture offshore, Dilip Oommen is working to strengthen Essar Steel by ensuring that it is protected from external forces. As the company's managing director and CEO, he is leading the company as it integrates vertically, reducing its dependence on imports.

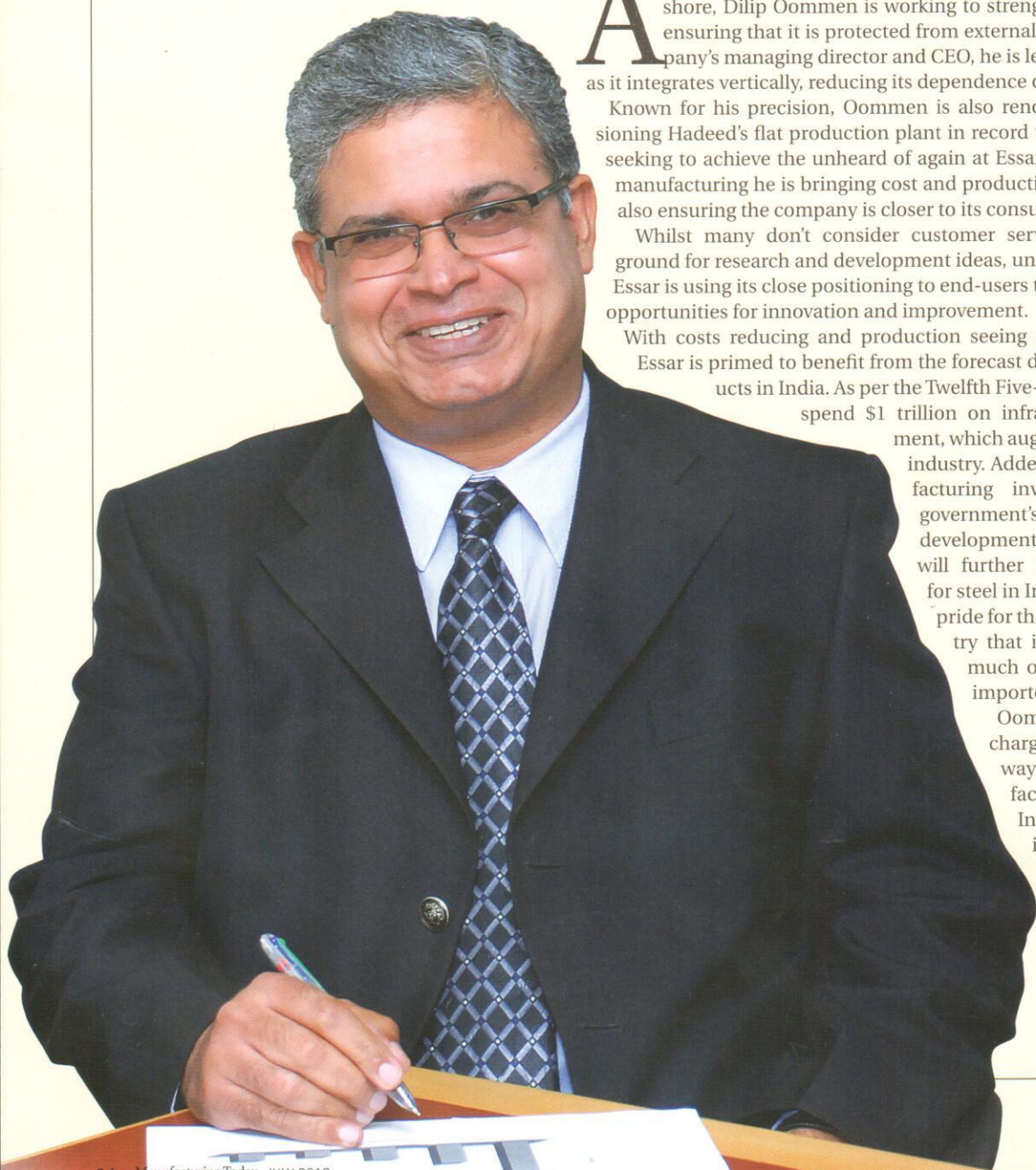
Known for his precision, Oommen is also renowned for commissioning Hadeed's flat production plant in record time, and now he is seeking to achieve the unheard of again at Essar. Whilst integrating manufacturing he is bringing cost and production efficiencies, and also ensuring the company is closer to its consumer.

Whilst many don't consider customer service as a breeding ground for research and development ideas, under Oommen's lead, Essar is using its close positioning to end-users to learn and identify opportunities for innovation and improvement.

With costs reducing and production seeing greater efficiencies, Essar is primed to benefit from the forecast demand for its products in India. As per the Twelfth Five-year Plan, India will

spend \$1 trillion on infrastructure development, which augurs well for the steel industry. Added to this are manufacturing investment and the government's emphasis on rural development, which together will further boost the demand for steel in India. It is a matter of pride for the Indian steel industry that it is able to replace much of the steel that was imported into the country.


Oommen is leading the charge in changing the way steel is both manufactured and sold in India. With demand increasing, the challenge will now be in ensuring supply can keep up with demand, for this we are sure he has a few tricks left up his sleeve. **M**





FOREIGN FIREBRAND

# Hiroshi Nakagawa

**MD, Toyota Kirloskar Motors**A portrait of Hiroshi Nakagawa, a middle-aged man with dark hair, smiling slightly. He is wearing a dark suit jacket over a light-colored checkered shirt.

**C**hanging the mindset of the Indian population is not an easy task, but in his short time as managing director of Toyota Kirloskar Motors, Hiroshi Nakagawa has already achieved this. Shifting the brand's luxury associations and bringing it to the masses, the carmaker is now brand of choice for many new entrants to the car market.

With the devastating impact of tsunami still being felt in Japan, coupled with flattened demand in developed countries, Toyota is now looking at emerging markets like to generate future growth. With Nakagawa at the helm, Toyota is leading the way, looking beyond the obvious upwardly mobile urban market and targeting the large rural and new-entry segments.

The Etios, the first product manufactured specifically for Indian roads, is only just the beginning, with six new small vehicles set to be unleashed on the market over the next three years. While a product is important, Nakagawa knows that it is sales that talk, and with over one lakh vehicles on the roads since its 2010 launch, the Etios is a runaway success.

But this is not just a stroke of luck: in a career spanning over 35 years, Nakagawa has proven he is capable of achieving the impossible. In Thailand, he led the international multi-purpose vehicle project, proving that a single platform could produce multiple vehicle varieties. Not bad for a politics and economics major.

While four-wheelers have made him a success in business, Nakagawa's true passion away from the desk is mountain biking. Getting out, enjoying fresh air and exercising is how he unwinds from his demanding working week. **M**



TECHNOCRAT

# HM Nerurkar


**MD, Tata Steel**

In the early seventies, engineers knew that their choice of profession was where they would remain for their entire careers. When HM Nerurkar began working in research and development over 35 years ago, he was aware that there would be little opportunity to break out.

So when JJ Irani offered him the opportunity to move out of science and explore other disciplines, such as production, sales and marketing, he jumped at the chance – after all, he wasn't sure when his luck would run out.

It's not that Nerurkar doesn't enjoy engineering, he still spends evenings reading technical publications to wind down. But variety is the spice of life, and this scientist thrives on working outside his comfort zone.

Mentored by the likes of Irani and B Muthuraman, HM Nerurkar learnt leadership from the best; but he has still brought his own distinctive and personable style to Tata Steel. Quintessentially a people person, he was awarded the title of CEO with HR Orientation 2011 from Star News, and he even makes a point of not eating alone when he is traveling for work. It is this affable nature, coupled with a focus on investing in both staff and innovation, which has ensured that Tata Steel is poised on a solid foundation for the future.

While internationally renowned in the steel industry, including his appointment to the board of directors of the World Steel Association in Belgium, Nerurkar's heart remains much closer to home. Whether it is dedicating his time to man's best friend at the Jamshedpur Kennel Club or spending time with his family, being part of a close community is what really makes this humble man tick. 





## HALL OF FAMER

# Jamshyd Godrej

**CMD, Godrej & Boyce  
Manufacturing Company Ltd**

Being an environmental crusader seems at odds with leading one of India's largest companies, but Jamshyd Godrej seems to have found a way for the two to be complementary. As chairman and managing director of Godrej & Boyce Manufacturing Company Ltd, he oversees a conglomerate of businesses ranging from consumer white-goods to process equipment for chemical industries.

Whilst he is one of India's foremost business men, he has taken on the role of 'greening' India with vigour as Chair of the CII Sohrabji Green Business Centre, a Centre of Excellence for environmental sustainability. Starting with the Godrej Group, he has not only ensured they reduce their carbon footprint by using greener manufacturing processes and inputs, but they are also striving towards adopting world leading practices in their offices and plants.

Due to his efforts, the Godrej group is now considered to be a case in point for socially conscious companies. He now has his sights set on Government, both as a significant owner and builder of infrastructure and through the legislature.

But it is for his achievements to business that Jamshyd Godrej is most awarded. With nearly 30 years leading Godrej & Boyce, and now as Chair of Aspen Institute – India, he has shaped not only the company but the industry in India as well. For his contribution to industry the President of India conferred on him the Padma Bhushan.

His legacy to both manufacturing and the environment will no doubt endure for generations to come. **M**





YOUNG GUN

# Kumar Mangalam Birla

**Chairman, Aditya Birla Group**

**A**t a time when many are still working out what do with their career, Kumar Mangalam Birla was taking over as chairman of the Aditya Birla Group. Despite his tender age of 28, he immediately demonstrated his innate business acumen by accelerating the company's growth that has resulted in a turnover now a staggering \$35 billion.

Some industry stalwarts could claim the group's acquisition strategy was no more than reckless and fuelled by youth — under Birla's watch the company has made 22 acquisitions over 17 years, including Novelis, the second largest picking by an Indian company. But he has proven them wrong.

Birla has taken the Aditya Birla Group on a trajectory beyond being a good Indian company to now being a global powerhouse. With most of its revenue generated overseas and operations in 36 countries, Birla has managed to navigate the challenges of rapid growth in his own inimitable style.

Despite the skeptics, he has shown that not only is he worthy of his position, but so must everyone else in the group. With meritocracy ruling progression, he has ensured that the company is led by only the best.

With over 133,000 employees, Birla has also ensured that they give back to the communities in which the group operates, mandating the importance of welfare activities that have a distinctive impact. In India alone, Aditya Birla Group runs 42 schools and 18 hospitals.

But one can't help but wonder, as Birla is still only in his forties, how much bigger still Aditya Birla Group can grow under his exemplary leadership. **M**



# Pawan Goenka


**President, Automotive & Farm Equipment Sectors, Mahindra & Mahindra Ltd**

**T**he "Father of Indian SUV's" is a title conferred on Dr Pawan Goenka as the driving force behind the Scorpio, the vehicle that launched the sports utility vehicle segment in India. Goenka led the project end to end from market research to seeing it roll off the production line, an achievement most engineers dream of but few have the opportunity to realise.

As president of the automotive and farm equipment divisions of Mahindra & Mahindra, Goenka is less involved in day-to-day operations nowadays, lending his experience to directing the broader strategy of the company. But he still likes to get his hands dirty from time to time, such as with the recent Ssangyong joint venture.

With a PhD in mechanical engineering from Cornell University, Goenka is the quintessential scientist. He is still recognised in academic circles for papers he wrote nearly 40 years ago, such as his work on engine lubrication and tribology. Being able to make the leap from academia to being a leading businessman is one few have done successfully, but Goenka has achieved it with relative ease.

Highly awarded both in India and internationally, one of his career highlights was being conferred the prestigious SAE Fellowship by the Society of Automotive Engineers in the United States for his outstanding engineering and scientific accomplishments. More recently Goenka was awarded CV Man of the Year at the annual Apollo CV awards.

Of course being the humble man that he is, Goenka always credits the team surrounding him for his achievements, but we know that there are few in the world who have come close to his contribution to automotive engineering in India. 





## FOREIGN FIREBRAND

# Peter T. Honegg

Managing director and CEO, Mercedes-Benz India

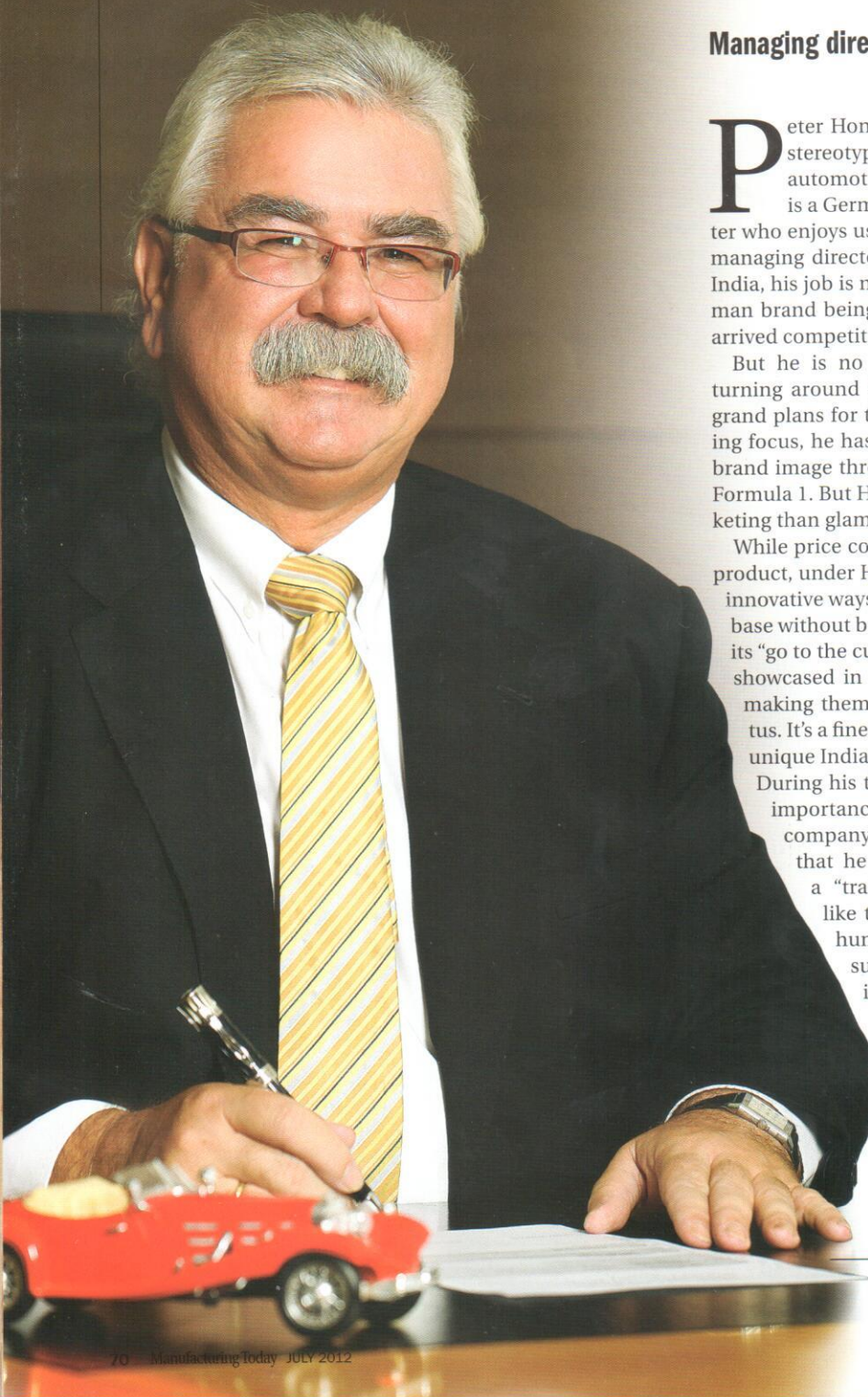
**P**eter Honegg certainly doesn't fit any of the usual stereotypes. He has over 30 years' experience in the automotive industry but isn't an engineer, and he is a German with an easygoing and affable character who enjoys using humour to lighten a situation. But as managing director and chief executive of Mercedes-Benz India, his job is no laughing matter — with his luxury German brand being challenged by BMW and other recently arrived competitors, he has his work cut out for him.

But he is no stranger to a challenge: credited with turning around Mercedes' Malaysian operations, he has grand plans for the Indian luxury market. With a marketing focus, he has moved quickly to convey a more sporty brand image through the carmaker's association with the Formula 1. But Honegg knows there is more to clever marketing than glamour events.

While price competition is not an option for this luxury product, under Honegg's leadership the company is trying innovative ways to bring the brand to a growing customer base without building expensive infrastructure. Through its "go to the customer" strategy, these vehicles are being showcased in emerging luxury markets such as Patna, making them accessible without losing their elite status. It's a fine line to tread, but Honegg is navigating the unique Indian market with precision.

During his time in the role, Honegg has stamped the importance of quality and skill in producing the company's premium vehicles. It is for this reason that he often refers to the Indian operation as a "training academy for competitors." Quips like these are both an indication of the man's humour and also the pride he takes in making sure that his operations are envied by others in the industry.

Through his career at Mercedes-Benz, Honegg has thoroughly understood how no two countries are alike, and he seems to thrive on the new tests put before him. With a career that spans the globe, including stints in Eastern Europe, Iran and South-east Asia, he is truly a citizen of the world. **M**






# R Seshasayee

**Executive vice-chairman, Ashok Leyland**

**A**s executive vice-chairman of Ashok Leyland, R Seshasayee's professional achievements are well documented. Over his 30 years in the company, he has spearheaded the globalisation of the business and forged strategic joint-ventures with the likes of Nissan Motor Company, John Deer and Alteams Group.

But did you know that Seshasayee is also a skilled illustrator, who used to paint cinema posters during his college years — and even write copy for them? A fiercely private person, his passion for the arts is something that many of his closest colleagues may not even be aware of. As a visionary leader, Seshasayee has been able to use his business acumen to further the arts as vice-president of the Academy of Music.

Finding time to do the things that are important to him is an admirable quality, especially for someone so busy. He also is involved in several charities, including in the role of chairman of the executive council of the Cancer Institute of Chennai, and president of Schizophrenia Research Foundation.

But it is for his contribution to the Indian automotive industry that Seshasayee is best known. From being an active member of the Confederation of Indian Industry, the Society of Indian Automobile Manufacturers and the Board of Trade to representing India at World Trade Organisation delegations and the World Economic Forum, he has played an important and enduring role in shaping both Indian and global manufacturing. 





ENTREPRENEUR

# Rahul Bajaj

**Chairman, Bajaj Auto Ltd**

**T**here are few businessmen as outspoken as Rahul Bajaj. He is not just the chairman of Bajaj Auto Ltd, one of India's largest companies, but also an iconic personality who is not afraid to voice his opinions on controversial topics, such as ethical business, civic responsibility and macroeconomic management.

His contentious thoughts also extend to the boardroom: when many believed Bajaj Auto should expand into the four-wheeler segment, he chose not to. In doing so, Bajaj proved that a good entrepreneur is one who knows when to do something and also when to refrain.

Rather than develop more vehicles, he led Bajaj Auto into diversification. It is this vision that saw Bajaj Auto — traditionally a scooter maker — become a conglomerate that produces home appliances, iron, steel and even financial products.

Whilst his public persona is larger than life, as a manager he has a reputation for being approachable and open. Ensuring staff have autonomy to make decisions and the room to learn and develop. These softer skills have also helped many through both Bajaj Auto's corporate social responsibility initiatives and philanthropic endeavours that Bajaj has personally sponsored.

With accomplishments recognised worldwide — Bajaj has even been appointed Knight of the Order of Legion of the French Republic — success hasn't just fallen in his lap. Hard work, continuous learning and large dose of integrity are the secrets to his success. Whilst he loves the company he has shaped, Rahul Bajaj is also a dedicated family man with two sons and daughter. **M**



# Rajeev Kapoor

President & CEO, Fiat India

Shying away from a challenge is not something Rajeev Kapoor does, with ambitious growth plans to double Fiat's market share over the next couple of years in India. As the company's president and CEO, he certainly has his work cut out for him. With just about one per cent of market share and stiff competition, this niche brand has a long way to go before it can claim a significant portion of the Indian automotive market.

Having an Italian brand has allowed Kapoor to take some bold decisions, like introducing sassy, boutique-style showrooms. It is these clever branding techniques, coupled with a focus on quality products underpinned with sleek Italian design, which may just see Fiat achieve its ambitious goals.

Kapoor is also showing his counterparts that a small player can change the industry. Through its Diksha initiative with Don Bosco, Fiat has taken on the task of training the automotive industry employees of the future. By investing in creating a workforce, Kapoor is ensuring that the skill shortages experienced today are only a short-term problem.

His belief in India's population is evident; "I don't think that Indian technology or our technicians are inferior to anyone in the world; in fact they are better than most. The kind of resilience we have and the kind of learning ability we have is not seen everywhere. We have a huge ability to learn things. The country is progressing only because we are ready to learn and ready to apply the learning. We can fit within the available resources to deliver the same goal within the stipulated time. That's why we are called as the destination of the future."

It is this long-term vision that has seen Kapoor rise through the ranks of some of India's largest companies. Despite the tough market conditions, he remains quietly confident. **M**





HALL OF FAMER



# Ratan Tata


## Chairman, Tata Sons

**W**ith a surname like Tata, there was little choice for the young Ratan to do anything other than enter the family business in 1962 after completing his undergraduate degree from Cornell University. But rather than being shown straight to his office, he started on the shopfloor and worked his way through the ranks of the Tata Group.

Holding the reins as chairman of Tata Sons for the past 20 years, he has transformed this group into a global powerhouse, responsible for such famous brands as Jaguar, Tetley, Land Rover and of course Tata. Where many conglomerates are just an amalgamation of businesses, Ratan Tata has turned this group into a cohesive portfolio trusted in such varied industries as steel production and software consultancy.

Whilst some consider the success of "Ratan's follies" just to be a stroke of luck, he has proven his detractors wrong, with these so-called follies, which include the world's cheapest car, the Nano, proving to be an intuitive but considered and well-executed strategy. It is this vision to believe in the seemingly impossible, along with his attention to detail, that enables it to be brought to life; that has made Tata one of the most revered Indian businessmen of our time.

Globally acknowledged for his commercial prowess, Tata serves on International advisory boards for blue-chip companies including JPMorgan Chase and Mitsubishi Corporation. He has numerous honorary doctorates and was awarded the Padma Vibhushan in India in 2008.

While he is set to retire at the end of this year, Ratan Tata's stamp on India and manufacturing globally will endure for years to come. Considered to be India's most eligible bachelor even well into his seventies, he is fiercely protective of his private life. We know he relishes the time spent with his German shepherds and beloved cars, but what he does next is anyone's guess. 



# S Sandilya


Chairman, Eicher Motors

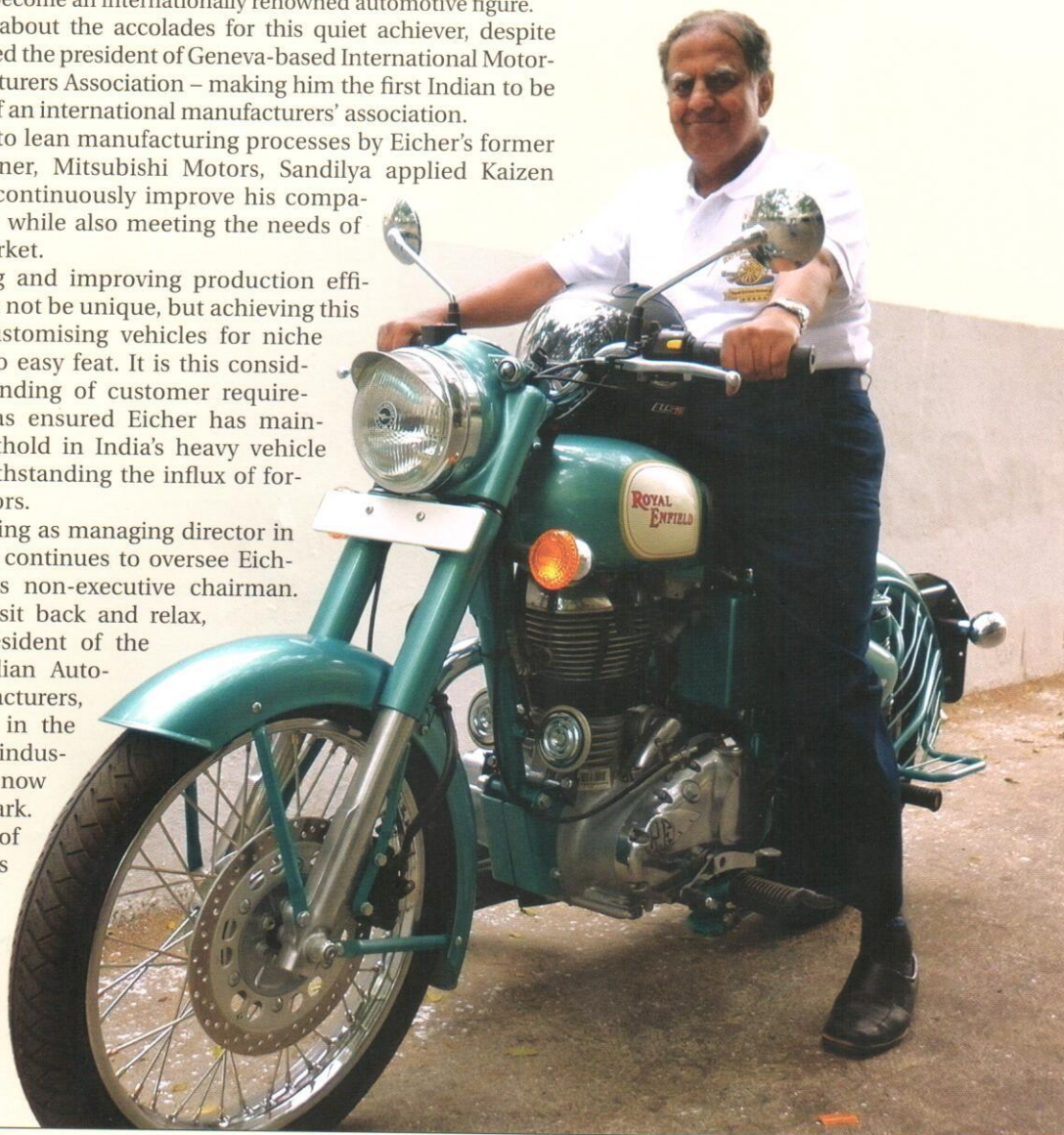
**T**he automotive industry is rarely the natural habitat for commerce graduates, but then S. Sandilya was never your average finance guy. While maintaining a keen eye on numbers throughout his career at Eicher, he has unassumingly moved beyond the stereotypes to become an internationally renowned automotive figure.

But it's not about the accolades for this quiet achiever, despite being appointed the president of Geneva-based International Motorcycle Manufacturers Association – making him the first Indian to be elected head of an international manufacturers' association.

Introduced to lean manufacturing processes by Eicher's former business partner, Mitsubishi Motors, Sandilya applied Kaizen principles to continuously improve his company's processes while also meeting the needs of the Indian market.

Streamlining and improving production efficiencies might not be unique, but achieving this whilst also customising vehicles for niche segments is no easy feat. It is this considered understanding of customer requirements that has ensured Eicher has maintained its foothold in India's heavy vehicle market, notwithstanding the influx of foreign competitors.

Despite retiring as managing director in 2006, Sandilya continues to oversee Eicher's strategy as non-executive chairman. Never one to sit back and relax, he is also president of the Society of Indian Automobile Manufacturers, although it is in the not-for-profit industry where he is now making his mark. As president of SOS Children's Villages of India, his careful wisdom now serves to benefit disadvantaged children. 





ENTREPRENEUR

# Sanjay Kirloskar

**CMD, Kirloskar Brothers Ltd**

One would not normally consider the term entrepreneur to describe someone from the fourth generation of a family business, but Sanjay Kirloskar is an exception. As chairman and managing director of Kirloskar Brother (KBL) for almost 30 years, he has led the company to become what is now one of the fastest growing in India.

Kirloskar's growth strategy has built the company's presence both in India and overseas, with KBL now a global leader in pump manufacturing. Manufacturing through its state-of-the-art facilities, and including a strong presence in Africa, KBL has customers across the globe.

Under Kirloskar's direction KBL doesn't just look at innovative ways to move fluid around, but has also been a pioneer in how to green the industry. Promoting energy conservation and innovation since the late eighties, KBL is leading the way with initiatives that include the world's largest pumping scheme, at the Sardar Sarovar project in Gujarat. Even KBL's head office in Pune has been built to stringent LEED regulations and is Platinum rated.

Kirloskar doesn't just pay lip-service to conservation, but rather sees it as a part of the company's philosophy: "You have to decide how you want to work and what is your framework. One thing we have decided is that we would do our bit for sustainability. You can be an ethical company and still grow."


His forward thinking has also led to the introduction of initiatives that bring the end consumer closer to the production process. For example, at its Coimbatore plant, which produces domestic pumps predominantly used by women, a concerted effort has been made to increase the number of female employees.

Despite his long tenure, Kirloskar is still a relatively young chairman. We can expect to see KBL continue to revolutionise the fluid management industry for years to come. **M**



# Venu Srinivasan


**CMD, Sundaram Clayton Ltd and TVS Motor Company**

A portrait of Venu Srinivasan, a middle-aged man with glasses, wearing a dark suit, white shirt, and patterned tie. He is smiling slightly and has his arms crossed. A watch is visible on his left wrist.

**I**t would have been easy for Venu Srinivasan to just join the family business, but he was never one to take the easy road. Cutting his teeth instead as a mechanic in his own garage, he learned his trade from the ground up. And even while studying for his Master's degree in America, he took on the challenge of selling bibles: while many doors were slammed in his face it didn't deter his persistent spirit.

Coupled with his perseverance is courage – after all it takes a brave leader to test the unions by shutting down operations for three months, but Srinivasan did just that in the late eighties and led his company valiantly into a new era. He showed the same qualities again in 2001 when he took on Japanese powerhouse Suzuki, buying them out of a joint venture and creating the new TVS brand.

Long before total quality management became a buzz phrase in Indian manufacturing, Srinivasan was learning from his Japanese counterparts how to implement production efficiencies and raise the bar on quality. For this he has been internationally recognised with an honorary doctorate from Warwick University for excellence in manufacturing. Moreover, TVS Motor Company was the first two-wheeler company in the world to be awarded the distinguished Deming Prize.

While notorious for his workaholic nature, Venu Srinivasan has never forgotten his humble beginnings, regularly visiting the shop floor and listening to his employees' concerns. It is this humble nature that will ensure Venu Srinivasan continues to be a popular and enduring force in Indian manufacturing. 



YOUNG GUN



# Zubin Irani

**President,  
UTC Climate, Controls & Security - India**

**I**t would have been easy for Zubin Irani to leverage his family name in India (his father JJ Irani is a former director of Tata Sons), but instead he chose to build his business credentials abroad. An IIT graduate from Kanpur, he moved to America in 1996 to continue his education at MIT before pursuing a consulting career with McKinsey.

Making the leap from analysing and advising companies to being responsible for executing strategies in just one organisation is not an easy transition for many, but Irani found he had what it takes when he joined Carrier Corporation in Singapore. He returned to India a year later on his own terms, as managing director of Carrier's heating, cooling and refrigeration business.

With its growth lagging behind its potential, UTC was then perceived as a sleeping giant in India. However, Irani has since brought the energy of youth and delivered ambitious plans to quadruple the company's revenue in three years to rival its Chinese sister.

Throughout his time back in India, Irani has stressed how the Indian market needs products to be customized to meet its unique needs. Today, he is ensuring that UTC produces its products locally.

Breaking down traditional hierarchies, engaging with both customers and employees is high on his agenda. This concept of flat management has seen him achieve record levels of both customer satisfaction and employee engagement at Carrier India.

While there will still be challenges in executing his ambitious plan, this young family man is not entirely consumed by his work. Indeed, he prefers to spend his week-end plotting strategies of a different kind, such as his son's football team. **M**



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