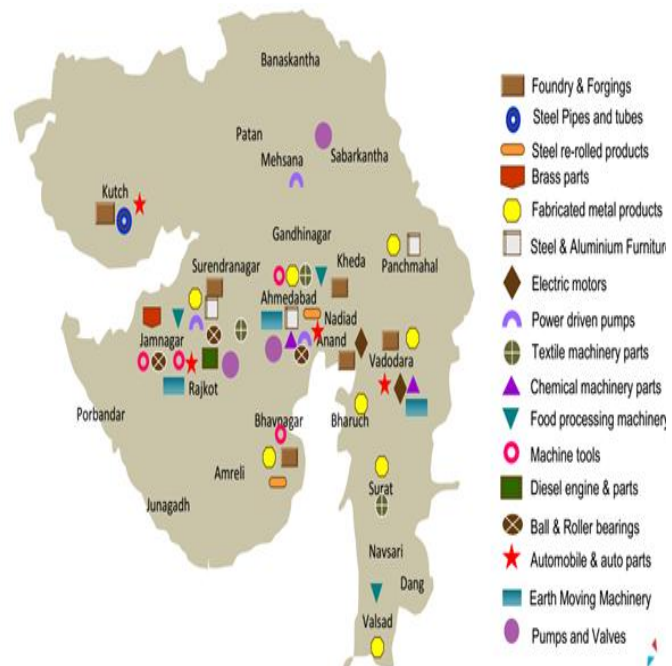


CHAPTER 3-

PART –I INTRODUCTION TO MANUFACTURING SECTOR

PART –II INTRODUCTION TO RESEARCH SETTING



CHAPTER 3- PART –I

INTRODUCTION TO MANUFACTURING SECTOR

This chapter are divided into two parts Part-1. Describes about manufacturing sector of India and Gujarat. Part-2. Describes about industrial setting of Anand, Vadodara and Panchmahal selected industries description.

MANUFACTURING SECTOR IN INDIA

1A. INTRODUCTION OF MANUFACTURING SECTOR.

The structural modification of the Indian economy over the last 30 years has been remarkable growth of the services sector, which now count for about 50 per cent of the GDP. However, the fast development of the services sector much earlier of the manufacturing industry reaching its maturity is not a healthy sign.

1B.EXISTING SCENARIO OF THE MANUFACTURING SECTOR IN INDIA

It is necessary to increase the worldwide competitiveness of the Indian manufacturing sector is a key element for the country's lasting growth. The National Manufacturing Policy (NMP) is the most wide-ranging and significant policy initiative taken by the government. The policy seeks to intensification of manufacturing growth rate from 9% (in the last five years) to 12% to 14% over the medium-term period. The aim is to push manufacturing's contribution to GDP from the present 16% to 25% by 2022.

Besides, the policy also inhabits upon enhancement of core infrastructure, establishment of financial and institutional mechanisms for equipment development, boosting national capacity to improving exports, besides many other provisions, with the intent to enhance worldwide competitiveness of Indian manufacturing.

“It is estimated that between 2007-2017, 85 million people will be supplemented to the labour force. The advancement of total employment during this period, based on the opportunities about service elasticity and sectorial GDP growth rates, is projected at 116 million.” With incremental job opportunities in agriculture being negative, entire anticipated increase in workers will be accommodated in the manufacturing and services sectors. “Additional job opportunities in manufacturing alone are estimated at 24.5 million during 2006-2017. All these jobs would require sector and skill specific trained workforce. Since only

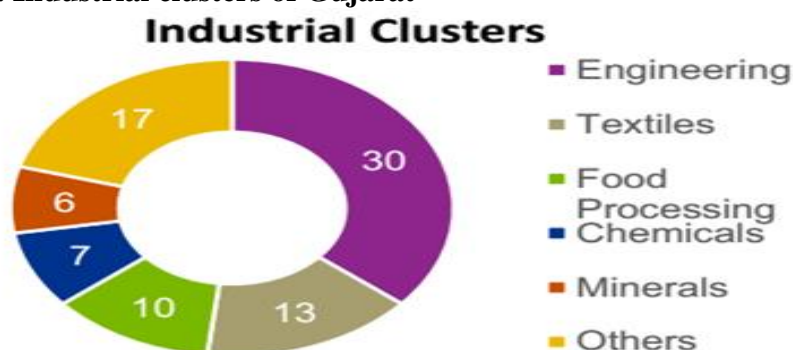
6% of the Indian labor force obtains any form of vocational training at this time, there is a noticeable skill gap both in terms of quality and magnitude.” Overall skill gap would be meaningfully larger than the incremental labor force as even the existing workforce would need retraining/skill specific training. Identifying the urgency of interferences needed to address both the qualitative and measureable gaps in skill development.

1C .EXISTING SCENARIO OF THE MANUFACTURING SECTOR IN GUJARAT.

- Gujarat has been ranked 1st as per the “economic rankings for the states of India, 2012” report.
- Manufacturing sector contributes 29.7% of GSDP in Gujarat.

The key areas identified by the Government for auxiliary growth of manufacturing industry in Gujarat is broadly classified into engineering, textiles, food processing, “minerals, automobile and auto ancillaries, chemical, gems and jewelry and pharmaceutical.”

. Figure 3.1a. Industrial clusters of Gujarat



Source: IBEF

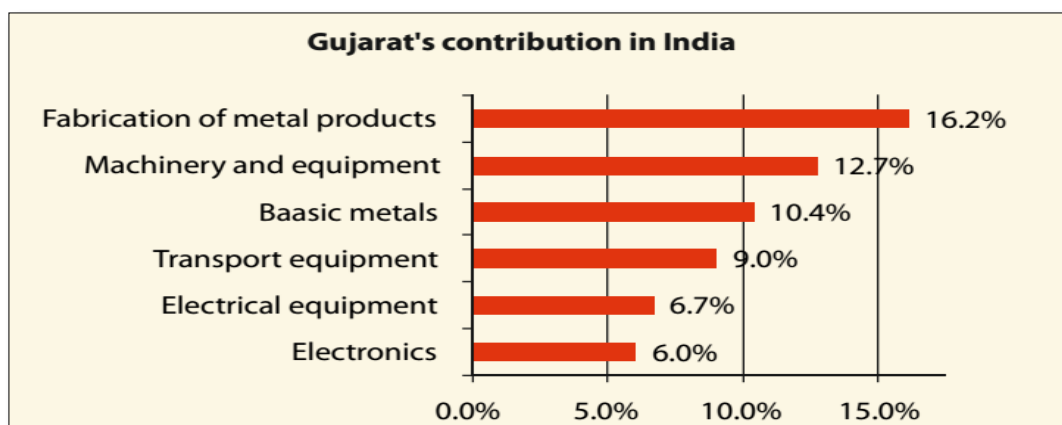
By 2017: Incremental investments required in manufacturing sector by 2017 would be around US \$ 80 billion. Currently, major investments in Gujarat in manufacturing sector are in chemical, textiles and engineering. Defense offsets and agribusiness parks are upcoming sectors that are likely to attract investments in the state. In order to promote economic and industrial development in a state, the essential requirement is the ability to develop skilled manpower of good quality. Gujarat being an industrially developed state with noteworthy opportunities for structured employment, there is an ever rising need for graduates and skilled professionals. Further, considering the unconventional aspirations of the youth, education plays a crucial role to develop professionally trained human.

1. D. ENGINEERING SECTOR OF GUJARAT

Capital goods and engineering turnover is expected to reach USD 125.4 billion by 2017 from USD 57.6 billion in 2012.

- Due to fast pace industrialization and economic development there is a tremendous demand of capital goods and engineering market
- Indian construction equipment market to grow sevenfold from 2012 to 2020.
- Engineering research and design segment revenues to increase fourfold by 2020.
- Electrical equipment market size is expected to increase fourfold by 2022.
- The engineering sector is dependent on its end consuming sectors such as power, infrastructure and manufacturing. The growth of the engineering sector is directly contingent on the growth of these sectors. All these sectors are having vibrant presence in Gujarat. These sectors have huge demand of engineering products; which has contributed to huge presence of SME engineering firms across Gujarat.

Figure: 3. 1b. Gujarat Industrial Contribution in India.



Source : <http://www.vibrantgujarat.com/writereaddata/images/pdf/Manufacturing-Sector Profile.pdf>

Engineering sector of Gujarat contributes around 18% to state's total industrial production and around 9% to the national engineering output.

Figure 3.1c. Integrated Industrial Infrastructure of Gujarat

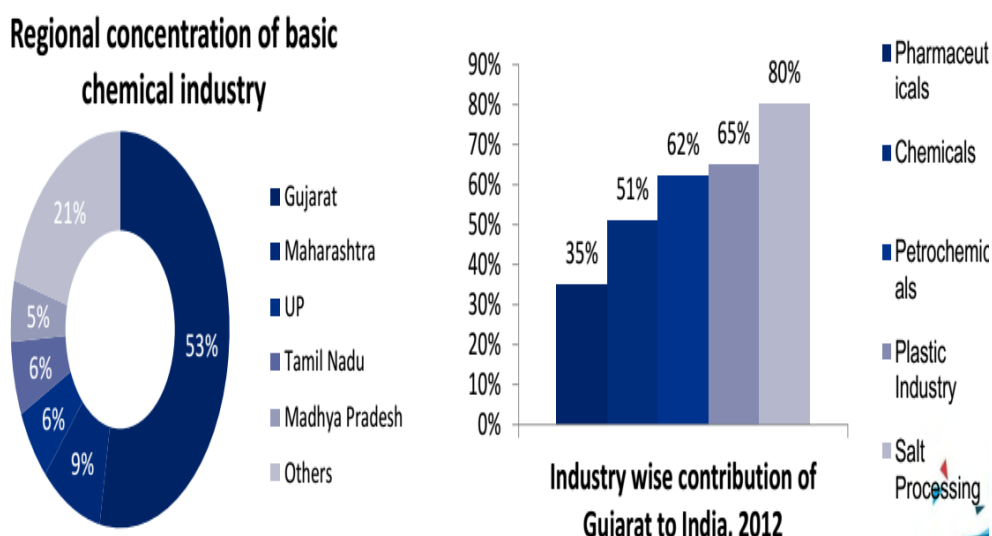


<http://www.vibrantgujarat.com/writereaddata/images/pdf/Manufacturing-Sector Profile.pdf>

Gujarat is emerging as a key investment destination for the major automobile players. CEAT Ltd, the flagship company of RPG Enterprises Ltd setting up a tyre making facility in Halol with an estimated investment of ~ USD 245.9 million. Hero MotoCorp is in the final stages of acquiring land at Halol, Gujarat. It will invest INR 1,100 crore in the new project, with annual capacity will be 12 lakh units, going up to 18 lakh units in the second phase. By 2020, Gujarat aims to achieve 10% of engineering output from Auto and auto components from current level of 3.7%.

Gujarat, the core area of chemical industry in India, accounts for 62 % of India's petrochemical manufacturer, 53% of other chemicals manufacturer and 18% of India's chemical exports. The chemical industry in Gujarat is a substantial part of State's economy with revenues at ~ INR 4,50,000 crore in 2012. Gujarat's chemical and petrochemicals industry comprises of about 500 large and medium scale industrial units, about 16,000 of small scale industrial units and other factory units and provides 16% of employment. Government funding, world class set-up, strategic location, accessibility of skilled labor force and raw material makes Gujarat a ideal location for chemical plants. "Also Gujarat has taken the lead to encourage environment friendly practices through effluent treatment plant; currently 28 such plants are functioning. chemical industry in Gujarat has the potential to reach ~USD 70 billion by 2017 contribution of specialty and fine chemicals will be doubled by 2017."

Figure 3.1d. Chemical industry in Gujarat and Industry wise contribution of Gujarat in 2012.



Source: FICCI, Department of Chemicals and Petrochemicals – Gov. of Gujarat; GPCB

1. E. ANAND DISTRICT:

ECONOMY AND INDUSTRY PROFILE

1. Anand is an industrial base for Chemical, Engineering and Food and Agriculture products. Industrial developments could be attributed to the presence of a significant numbers of Chemical and Engineering units in the district, which include Anupam industries ltd, Pioneer Furnace ltd, Beepee Coating Ltd., Elecon Engineering Company Ltd., Hindustan Packaging Company Ltd., National Dairy Development Board, Amul Dairy.
2. Over 950 units of Small and Medium Enterprises (SMEs) are present in the district.
3. Plastic industries emerged as a blooming area for the investments and an increase of over 100 % in investments was observed during 1998-07.
4. Some of the main components of engineering sector, such as metallurgical industries, electrical equipment's, misc. machinery and engineering and auto parts have also been growing at a steady pace.

1. F. PANCHMAHAL DISTRICT:

ECONOMY AND INDUSTRY PROFILE

- Panchmahal is rich in minerals and agricultural produce
- Panchmahal boasts of 97% production of Quartz in Gujarat and supplies to other districts and regions.
- The district is a manufacturing base for steel products, automobiles and cryogenic equipment.

Major Industries

- Medium (MSIs) and large scale industries (LSIs) are extent over Godhra, Kalol and Halol talukas.
- Major players in the district comprise General Motors India Pvt. Ltd, Ceat tyres. Ltd, Inox Ind Ltd., Alembic Pharmaceuticals Ltd and Aditya Birla Insulators Ltd
- Key businesses in the district are engineering, steel and, chemicals, food products.

1. G. VADODARA DISTRICT:

ECONOMY AND INDUSTRY PROFILE

- The industrial clusters include Engineering, Chemicals and Fertilizers, Pharmaceuticals, Biotechnology, Cotton textiles, Machine tools, Glass. The district has huge reserves of Dolomite and Fluorspar.

Major Industries

- Manufacturing plants of several private industry players, as well as Public Sector Units (PSUs) such as Gujarat Alkalies and Chemicals Limited (GACL) and Gujarat State Fertilizers and Chemicals Ltd. (GSFC) are located here. Retail sector is booming with several malls and another six at the planning stage.

Small Scale Industries (SSI)

There are over 18,000 SSI units in Vadodara, the maximum being in the repairing and servicing industry (5,713 units). Other key small scale industries include textiles, metal works, chemicals, equipment, rubber products and food products.

District-Wise Functioning in Medium and Large Industries (2000-01) (2010-11)

Districts	Units	Share%
Vadodara	178	11.34
Panchmahal	63	4.01
Anand	27	1.72

Source: Census of Industrial Unit, 1999-2000, Industries in Gujarat: Statistical Information, 2007, Gandhinagar (pdf document), Industries Commissionerate, Gandhinagar

1. H. WHY STUDY TEAM CLIMATE AND TEAM EFFECTIVENESS AT MANUFACTURING UNIT.

Various investigators studies emphasis on diversity in the workplace have repetitively found that organizations that highlight collectivism in the work environment see added benefits of workplace diversity (Chatman and Spataro, 2005; Dwyer, Richard, and Chadwick, 2003).

It has also been found that an emphasis on teamwork nurtures better relationships within a department and can encourage distinctiveness within the department or organization that moves beyond surface level differences (Jayne and Dipboye, 2004).

Based on this literature, it can be hypothesized that departments that developed a strong culture of Involvement, empowered, and encouragement to work as a team. Thus it may help organisation to develop a strong work force which are empowered to achieve objectives.

Today's industrial worker as team, plays a vital role in assuring and improving quality. Many companies inspire a team environment. Team member's help each other thrive to achieve the company's goals and provide their knowledge on different projects and duties. Each team has specific roles and are typically structured in a functional way.

The importance of work teams seems to be gaining in importance as jobs get bigger, organizational meetings get more complicated. In today's business environment, it appears that the team not the individual holds the key to business success.-

The next part of chapter focuses on industrial research setting from which research data has been collected. The research setting provides information about detailed industrial profiles of manufacturing industries from Anand, Vadodara and Panchmahal district.

CHAPTER 3- PART 2

INTRODUCTION TO RESEARCH SETTING

The Third chapter gives the reader the view of the set up in which the research work has been undertaken and some basic information about various organization selected for data collection.

1. ANAND DISTRICT:

The Chapter 2 part 1 describes the district manufacturing industries from which 3 industries was selected as part of study from Anand District namely

ANAND DISTRICT	1. ANUPAM INDUSTRIES LTD
	2. ELECON
	3. GMM

1.1. ANUPAM INDUSTRIES LTD

Anupam Industries Limited was established in 1973 by technocrat turned entrepreneur Mr. J. C. Patel with the vision to be the most successful and respected crane manufacturer across different industrial segments with high-end quality and perfection. Today we are the largest overhead crane supplier in India with manufacturing capability of 45000TPA (ton per annum).-

➤ Manufacturing Infrastructure

Total Work Area	60,000 sq. m
Office + Open Area	50,000 sq. m
Manufacturing Capacity	30000 TPA (Fab) / 45000 TPA (Assembled) (Spread over 6 units including expansion)
Aggregated Employee Strength	1200+
Max. Handling Capacity	150T and 16 m ht.
Aggregated Raw Material Storage Area	15000 sq. m

Source :<http://www.anupamgroup.com/en/infrastructure.aspx>

They understand that optimal productivity joined with maximum output reliability is the clear requirement of their customer; hence they take countless efforts to ensure their customer requirements are met with continuous innovation and quality. The Organisation aim is to provide maximum customer benefit. Customer focus is one of the criteria that why Anupam industries was considered.

They are at the front of crane building industry; it's because of three main factors:
 A focus on technological expansion through highly experienced design engineers and R&D. Second reason to choose Anupam industries as it focusing on expansion.
 The Organisation association with the eminence, specialist crane manufacturing companies in the world. This puts in a strategic position to offer customers complete crane solutions. And thirdly, commitment to customer care that goes far beyond the sale. Technical service support is a key constituent of their solutions offering.
 Anupam is dedicated to provide excellent and proactive service to eliminate the downtime and be there on call 24/7. They have continuously increased their R & D investments. Safety and quality remain first for both employees and customers and they are loyal to incorporate these into every aspect of our culture. They are matchless combination of reliability, innovation and technically superior products carries great values and performance.
 They believe that their employees are the innermost strength and core for their success; hence they continuously invest in training and developing their technological and leadership skills to provide better services and products. They are having specialized and diverse workforce, experienced technical staff, excellent credentials and a strong after sales service.

Vision Statement

“We aim to acquire the largest share of the crane business in all the segments across the Globe.”

➤ Mission Statement

“To become the most successful and respected Company by consistently manufacturing quality cranes at most competitive cost and achieve customer delight across the Globe.”

➤ Board Members

- Mr. Jagdishchandra C. Patel - Chairman
- Mr. Mehul J. Patel - Managing Director
- Ms. Shreya M. Patel - Executive Director
- Mr. Bharat Banka - Non Executive Independent Director
- Mr. P.G.R. Prasad - Non Executive Independent Director

➤ **Corporate Social Responsibility**

They have taken many initiatives towards community upliftment by supporting the neglected and weaker sections of community. They believe that education leads to empowerment and self-sufficiency. The Firm has been supporting educational aids to the economically and socially backward students at the rural schools and engineering colleges. They hire and train socially deprived students, empowering them with specialized skills while improving their employment potential

With an endeavor to bring happiness among the underprivileged masses of the society, they always sponsor the treatment of curable and preventable blindness through Sankara Eye Hospital, Anand, and Gujarat. The Sankara Eye Hospital carries out eye surgeries which deliver a new life to the patients belonging to the deprived section of the society, and most of these patients are young children. They are stimulated and committed to carry out such activities for the society as they go along achieving their corporate objectives.”

➤ **Infrastructure**

They have six state-of-the-art ISO 9001 certified manufacturing facility strategically located in and around Anand, Gujarat, India, committed to built-in quality achieved by quality assurance systems, advanced manufacturing processes and continuous training in manufacturing practices, safety and quality issues.

➤ **Quality Policy**

“Anupam Industries Ltd. (AIL) is dedicated to being the global leader in crane business in all segment and territories by providing quality products and services, which exceeds the customer expectation.”

This will be achieved by empowered team of AIL through continual improvement and Team Work.

➤ **Quality Objectives**

- Improvement of customer satisfaction
- Improvement in delivery performance of projects
- Reduction in cost over budgeted cost
- Improvement of suppliers performance
- Continuous up-gradation of knowledge and skills of employees
- To continually improve quality of products and services

➤ EHS Policy

➤ Environment, Health and Safety Policy

The Company is dedicated to deliver and maintain a safe and healthy work environment by creating safe operating procedures and practices that safeguard employees from ill health and injury through maintenance of effective EHS management system. and it is committed to preservation of resources and continual improvement of processes and activities in order to minimize impact on environment, prevent pollution and protect the environment. They train and educate employees on regular basis regarding the safety norms. Each of the production unit has been constructed with taking utmost care of environment and employee safety and are providing a safe infrastructure to their employees. They discuss this issues during quality circle meetings. They have developed bilateral communication channels with our employees, customers, Suppliers and contractors for suggestions and execution of EHS norms and periodic review of policy norms by our experts. Continuous safety inspections at all location.

Work Culture

The personal impression of an individual, in order to make a rational decision. They are pleased to disclose a few key reasons to be a value part of integrated team.

- Open work culture
- On-Job training and development opportunities
- Constant learning and personal enrichment
- High sense of responsibility and ownership
- Ability to express oneself in a culture of freedom
- Environment that is challenging yet friendly
- Long term career growth opportunity in a fast paced organisation

• Source: <http://www.anupamgroup.com/>

2. ELECON ENGINEERING COMPANY LIMITED

Way back in 1951, Elecon set out new heights of technical excellence, creating landmarks at every stage, from elevators and conveyors, to high quality gears and material handling equipment. Elecon set up a separate Gear Division in the year 1976. Elecon is also known for its pioneering concept, case-hardened and ground gear technology in fledged departments employing a strong, skilled work force.

An insignificant beginning that was fated to have a significant presence and spectacular future was made in 1951 in Bombay by a dynamic visionary late Shri Ishwarbhai B Patel. With obvious increase in business operations, it was converted into a Private Limited Company on 11th January 1960. On formation of a separate Gujarat State in May 1960, with a view to contribute towards the development of home-land Gujarat, Elecon shifted its base to Vallabh Vidyanagar, and became a Public Limited Company soon after.”

Elecon has played a revolutionary role by way being first in design, manufacturing and supplying many of the above products in India, and thereby adhering to the motto of **“ALWAYS A STEP AHEAD IN TECHNOLOGY”.**

The company has cross a long way from a rational commencement at Goregaon in Bombay, in the early fifties to a extensive workshop area spanning over 1, 17,051 sq. mtr. The present manufacturing services are furnished with latest computerized machine tools, and quality control equipment. After the dawn of its Silver Jubilee Year in 1976, Elecon set up a separate Gear Division, having an area, spread 1, 73,098 sq. mtr. Equipped with state of the art manufacturing infrastructure. The Gear Division today, provides a total solution to industries for power transmission equipment by designing, supplying and servicing products.

➤ Infrastructure

Elecon’s Gear Division is acknowledged in the industry as the most modern in the country. All machineries and testing equipment are computer controlled, ensuring a high degree of precision in the manufacture. Elecon has sophisticated gear profile testing machines, full-fledged testing/calibrating lab and Vacuum Spectrometers to check chemical analysis of raw material. Besides, there are flexible machining systems, a battery of state-of-the-art, quality control equipment, online computerized inventory control, and production planning and execution programmes managed using state of the art ERP software at Elecon.”

A **team of experts** is geared up to serve customers for Specialized Gear requirement for various applications like Steel Rolling Mills, Marine application for Coast Guard, Space Applications etc. Elecon has also set up an Alternate Energy Division in the year 1995 for manufacturing and supply of Wind Turbine Generators – a non – conventional source of producing energy.”

➤ **Vision**

“Create global presence in power transmission by innovating and developing products to enhance value and satisfaction of our Customers. We adapt to the changes and meet the challenges by creative entrepreneurship, empowered teamwork, continuous improvements, and environment friendly practices and optimize profits to delight our stakeholders.”

➤ **Mission**

They are committed to:

- Be present in all the leading and emerging markets of the world by expanding, collaborating and associating with other partners.
- Remain “Always A Step Ahead in Technology” by Continuously investing in research and development to cater to new applications, industries and segments as well as improvement to four existing product ranges.
- Empower human resources to promote entrepreneurship, *team spirit leading to value enhancement for our Customers and Stakeholders.*
- Follow environment friendly practices to protect environment and continuously review and improve products and processes throughout the supply chain.
- Upliftment of society at large and well-being of their employees.

Source : <https://www.elecon.com/about-us/about-elecon>

• **Quality Policy**

- To be a customer focused organization at all times by
- Understanding customer needs and providing optimum solution.
- Fulfilling commitment made towards supply, reliability and trouble free usage.
- To continuously improve and exceed customer expectations through engineering excellence so that they are benchmarked amongst the very best. They will ensure that, while they excel in the business operations, they also comply with all applicable standards and norms. Source: <https://www.elecon.com/>

3. GMM Pfaudler Limited

3.1. PROFILE OF GMM PFAUDLER LIMITED (GMM)

3.1.1. Introduction:

GMM, Formerly Gujarat Machinery Manufacturers Limited, was established in India on November 17, 1962 by Late Shri Jethabhai Patel as a private company and transformed into a public company on 9th September 1963. Mr. J. V. Patel had a profound knowledge of setting up such unit manufacturing glass line vessels in home country. Mr. J. V. Patel has finished his studies in abroad and it is said for him that he was a genius mind. The company is a manufacturer of and dealer in various types of structural steel works, industrial machinery and glass line chemical vessels. The company is located at Vitthal Udyognagar, Anand-Sojitra Road, Karamsad.”

➤ MANAGEMENT TEAM

Mr. Tarak Patel has been the managing director since June, 2015. Ashok Pillai Chief Operating Officer, Jugal Sahu :Chief Financial Officer Mr. Jugal Sahu, 43 Years, Has Joined Our Company As Chief Financial Officer W.E.F. January 19, 2016. Anil Advani, Vice President – Alloy, Chandulal Makadia, General Manager – Operations, Mittal Mehta, Company Secretary Source: <http://www.gmmpfaudler.com/company-management.php>

➤ VISION and MISSION

VISION

“To be the preferred supplier of engineered equipment and systems to the chemical process industry.”

MISSION

- ***“To provide high quality products, services and solutions in a timely manner.”***
- ***“To be reliable partner for our customers.”***
- ***“To enhance value for all our stakeholders.”***

3.1.2. Glimpse of the Company

Name of the company: GMM Pfaudler Limited

Year of Incorporation: 17th November, 1962

Industry Name: Engineering Heavy

Type of Organization: Public Limited Company

Size of organization: Large Scale

Email: Worksko@gmmpfaudler.co.in

Website: www.gmmpfaudler.com

Turnover (2015): Operating income for the year of Rs. 2,240.09 million

“

The company has a modern manufacturing facility on a 20 acre plot of land located at Karamsad in Gujarat state about 45 km from Vadodara. The company has entered into an investment and technical knowhow with Pfaudler Inc. USA (Pfaudler) a company incorporated in the United States of America, which owns 51 percent of the total issued share capital of the company. Pfaudler is the world leader in Glass Lined Equipment and GMM occupies the same position in India with the market share in excess of 65% in the Glass Lined Equipment market. The company is one of the leading manufacturing of process equipment's for refineries (oil and gas) fertilizers, chemicals, pharmaceuticals and allied process industries.”

GMM was using its own technology for manufacturing glassline equipment but in the year 1969 they decided to produce more technological products and entered into the first association with NIKES Hunger of glassline equipped. This collaboration was of five year and ended in the year 1974. After that teamwork GMM started to search for new foreign collaboration with a renowned company. In 1987, the company entered into an investment and technical expertise agreement with Pfaudler Inc. USA. The company has also the technical competence agreement with Chewier Inc. USA for the manufacture of certain chemical process equipment which was ended on February 28, 2004. Apart from the glassline equipment GMM manufactures many other process equipment for the chemical process industry. Today, In India, 67% orders of glassline equipment are given to GMM. The company exports 10% of its turnover in Asian countries like Japan, China, Saudi Arabia, Australia etc.

Source: <http://www.gmmpfaudler.com/company-about.php>

2. VADODARA DISTRICT:

The Chapter 2 part 1 describes the district manufacturing industries from which 3 industries was selected as part of study from Vadodara District namely

VADODARA	4. BASE METAL
	5. BUNDY INDIA LTD
	6. FAG

4. BASE METAL

Base metal was established in 1986 with its first unit at Nandesari Industrial Park declared chemical zone near Baroda, Gujarat with a capacity of 600 MT of Aluminium Chloride per annum. The company was established as Private Limited Co. with a capital investment of 100 thousand Dollars under the able leadership of Mr. Bipin Ramani, who is Promoter Director of the company. They at Base Metal Chemicals are committed to achieve total customer satisfaction by providing our product in right quality timely delivery with cost effectiveness.

With the globalization of Indian Economy, India has emerged as large specially, fine and commodity chemicals manufacturing Country. Also export of Aluminium Chloride has grown by 300% in the last ten years. Looking at the growing demand, Base metal has decided to expand their capacity and has put up a unit at Lamdapera Village, Manjusar approximately 20 kms from Baroda with total capacity of 10,000 MTs per annum. The Company was accredited with ISO 9002 Certificate from M/s, Quality Certification Bureau, Canada on 13th August, 1999 and ISO 9001 : 2000 on 6th September, 2002 QMI- Canada. The Company has made capital investment USD two million for established new unit as well as modernization of unit at Nandesari, where the total capacity is 5000 Mts per annum. Base Metal has two plants one in Nandesari and other in Lamdapura manjusar, Tal : Savli, Dist : Vadodara in the State of Gujarat, India. Anhydrous Aluminium Chloride can be made by several methods. The most widely used is commercial process. Chlorine gas is fed beneath surface and aluminium chloride sublimates. From the reaction zone the aluminium chloride vapours travel into a vertical condensing vessel. The condensed solids removed periodically and transformed into mother silo the materials screened into various grades and sizes. Finally the materials conveyed to moisture free graded silo for further packaging as per customer requirement.

Rationale

The ratings re-affirmation factors in the enhanced vulnerability of BMC's profitability to raw material price fluctuations, as evident by the sharp decline in operating profitability in FY2015 and de-growth in operating income by 9% in FY2016 owing to lower domestic demand leading to decline in sales volumes. The ratings also factor in the highly competitive market augmented by forward integration carried out by raw material suppliers and the vulnerability of the company's profitability to forex fluctuations, given its export oriented sales profile. The ratings are further constrained by supplier concentration risks with high dependence on Gujarat.

Alkalies and Chemicals Ltd. (GACL) for chlorine supplies, which is one of its major raw materials. This is, however, largely mitigated by its strong association with GACL for job-work and merchant exports.

The ratings, however, continue to positively factor in the established track record of the promoters in the industry for over a decade and the company's stronghold in the aluminium chloride business as evident by its strong and sectorally diversified customer profile in the domestic and international market with consistent repeat orders. Furthermore, the ratings are also supported by healthy financial profile of the company as reflected by favorable capital structure with low gearing levels and healthy coverage indicators owing to rise in profitability.

Key Rating Drivers

Credit Strengths

- Established track record of the promoters in the industry;
- Diversified markets and customer profile from chemical and pharmaceutical industry provides cushion against the vulnerability to downturn in any particular consuming sector;
- Comfortable capital structure with low gearing levels and healthy coverage indicators.

Credit Weakness

- Vulnerability of profitability to fluctuating raw material prices, as evident by sharp decline in operating profitability in FY2015;
- Supplier concentration risks arising out of its dependence on GACL for supply of chlorine, a major raw material; largely mitigated by its strong association with GACL for job-work.
- Profitability vulnerable to adverse fluctuations in foreign exchange rates with major export sales; although partly mitigated by forward contracts.

It has an annual production capacity of 15,000 metric tonnes of aluminium chloride. The manufacturing plant is ISO 9001:9002 certified with experienced technical and managerial staff.

BMC reported a net profit after tax of Rs. 3.4 crore on an operating income of Rs. 77.0 crore for the year ending March 31, 2016. Source www.icra.in, ICRA Limited.

Business Type: Manufacturer

Main Markets: Western Europe

Product/Service: Aluminum chloride, copper chloride, metals, cuprous chloride

Business Owner: Bipin Ramani

Employees: 51 - 100 People

Company Tags Aluminum Chloride - Copper Chloride - Metal Chemicals

Turnover -BMC reported a net profit after tax of Rs. 3.4 crore on an operating income of Rs. 77.0 crore for the year ending March 31, 2016.

5. BUNDY INDIA LIMITED.

5.1. A LITTLE BACKGROUND ON TI AUTOMOTIVE

TI (tube investments) began in the United Kingdom in early 1900's. Over time it became a conglomerate of small UK companies in range of industries, including automotive. TI was restructured in 1987, and a change of strategy was introduced. TI acquired Bundy, along with a number of other companies, in 1987 and also began to divest itself of many of its traditional businesses. After the restructure TI Group's main activities were in:

- Automotive and refrigeration Tubing
- Seals (for the petrochemical industry)
- Aircraft landing gear
- specially plastics

TI and smiths Group, another large UK-Listed company, merged in dec-2000. However, smiths Group's main interest in TI was in its non-automotive assets. The "TI" name travelled with the automotive businesses became smiths companies. Smith's is a shareholder in TI but are not involved in the everyday running of the business. The business has traditionally grown organically and through acquisition as it has sought to emerge as a supplier of systems rather than merely of components. TI automotive today has over 20,000 employees at 140 sites in 30 countries, with annual sales in excess of two and a half billion U.S. dollars.

PROFILE OF BUNDY INDIA LIMITED.

Bundy India ltd is a company incorporated in the year 1970 as Bundy tubing of India Ltd. The company was originally promoted by the Murugppa group, in technical collaboration with Bundy Corporation, USA. In 1993, the PLC group acquired controlling interest in the company by subscribing to a majority stake 51% under a preferential issue and renamed it as Bundy India ltd. The stake was further increased to 56% in 1996 and up to 74% in 1998 and as of now it is up to 96%. TI group concentrates on specialized engineering businesses operating in selected niches on a global basis. In four-world leader business – John Crane Sealing systems, TI group Specialist polymer Products, TI Group Automotive System (Bundy and Walbro) Doety. TI Group is focusing on new growth opportunities in India leveraging on their worldwide technological and market leadership in a wide portfolio business. The company is

certified with Quality, Environment and Occupational Health and Safety System (ISO-TS 16949, ISO 14001 and ISO 18001). It is the leading supplier of Fluid Carrying systems in India.

HISTORY OF BUNDY INDIA LIMITED.

1920, USA	Bundy Tubing was invented and Mr. Harry Bundy founded the Bundy Tubing Company in the 1920s.
1970	Company was incorporated as “Bundy Tubing of India Limited”. It manufactured small diameter double walled copper steel tubes for automotive and refrigeration industries.
1975, India	Commercial production commenced. Company quickly established itself as high quality producer of tubes.
1985-87, India	Company doubled its capacity and introduced Zinc coating and also entered value added businesses in a small way in 1991-92.
1987, India	The TI (Tube Investment) Group purchased the Bundy Corporation and restructured it.
1993, India	“Bundy Tubing of India Ltd” was changed to “Bundy India Ltd” TI – UK took controlling interest in the company by increasing their equity stake to 51%
2000, UK	TI and Smiths group got merged. The merger was conditional upon demerging the automotive business. Specifically, Smith’s Group’s main interest in TI was in its non-automotive assets. The “TI” name went with the automotive business and the other former TI businesses became Smith’s companies. Smith’s is still the major shareholder in TI but are not involved in the day-to-day running of the business.

TI AUTOMOTIVE and BUNDY TUBING

The Bundy tubing company was founded by **HARRY BUNDY** in Detroit, Michigan in the 1920s. The company was family held for many years, growing into a global supplier to auto and the refrigeration market.

The Bundy Corporation was recognized as key supplier of non-discretionary engineered products and was purchased by the TI Group in 1987.

➤ **VISION**

“For their customers, they are striving for a balanced growth between the industry and distribution with top portion of all products in all important market. In doing so, they rely on innovative power, Creativity and consistent customer orientation and will achieve continuous improvement of processes and products.”

➤ **MISSION**

- To maintain a leadership position by providing consistent profitable growth as an integrated manufacturer of fluid carrying system in global niche market.
- Target markets must require a high degree of knowledge and service.
- Customer needs must be anticipated and satisfied.

Top 5 values

1. CUSTOMER COMMITMENT

Whether internal or external our customer is king don't just satisfy them, delight them and make their life easier.

2. FOCUS ON PERFORMANCE

Our future is depending on positive financial results only profitable business are sustainable build your success and continuously improve everything They do.

3. COMMUNICATION IS CRITICAL

Built top, down, and bottom – communication is essential, keep information flowing so everyone is engaged and aligned.

4. BEST IN BUSINESS

They are leaders, not followers, outstanding quality and leading technology keep us on top, today and tomorrow.

5. PRIDE IN OUR PEOPLE

Respect your colleague, value their input, encourage their ideas.....great team work will follow our people will be one of our competitive advantages.

➤ **QUALITY OBJECTIVE and STRATEGIES**

Maintain a quality system based on ISO 9000 and QS 9000)
Support a standardized approach to quality procedures and implementation of systems throughout Bundy India Ltd including all units.

- Develop a customer/supplier relationship for internal Bundy customers which benchmarks best practices and achieve performance targets set forth from year to year.
- Manage the continuous improvement process, using a structured approaches like Total Productive Maintenance (TPM) in order to improve quality, reduce cost and waste in supply chain and increase customer satisfaction through timely delivery, continuous reduction in customer complaints and retaining long term business. The management of each Bundy unit will set objective and time frame for TPM in their respective units.
- Attract and develop superior, highly motivated and trained personnel organized into an appropriate structure.
- Emphasize prevention activities with a target of Zero effect.

QUALITY POLICIES

- Bundy is dedicated to becoming a globally preferred supporter through achieving total customer satisfaction in an environment of prevention and continuous improvement.
- This is executed by accountable and responsible employee and supplier working in flexible and responsive team dedicated to ensuring the satisfaction of internal and external customers.
- **ENVIRONMENT POLICY**
- Bundy is committed to conserve natural resources and protecting the global environment. They are committed to comply with relevant environmental legislations and regulation and strive to shape our operational processes and products to bring sustainable social and ecological benefits wherever they operate. Implementation of this policy is a primary management objective and the responsibility of every employee.
- Specifically they are committed to Introduce ISO 14001 throughout the group units in India. Incorporate sensitivity to environmental issues and objectives in all appropriate business decisions. Monitor and review our performance on a regular basis.
- Assess, if necessary revise environmental target periodically.

- Train our employees in environmental awareness and encourage them to contribute voluntarily.
- Develop and market products that are environment friendly. Respond positively to customer environmental programmes.
- Encourages suppliers to apply standards compatible with our own. Pursue a policy of continuous improvement and prevention of pollution the will to enhance environmental management.

➤ **SAFETY POLICY**

They consider employee safety of prime importance in the conduct of our business. Our employees are over most important Asset and their safety is our greatest collective responsibility.

The foundation for providing a clean and safe environment is based upon establishing local safety committees that develop and direct a proactive safety programmed for each location.

Top corporate and plant executives meeting regularly with safety committees. Encouraging all employees to take an active part in safety performance.

The president and other appropriate executive reviewing all cost time injury reports within 24 hours of the occurrence.

Source: <http://www.tiautomotive.com/>

6. FAG

➤ SCHAEFFLER GROUP

The **Schaeffler Group** with its product brands **INA**, **FAG** and **LuK** is a leading manufacturer of rolling bearings and linear products as well as a renowned supplier to the automotive industry of high-precision products and systems for engines, transmissions and chassis applications. The group of companies stands for exceptional customer focus, innovative ability and the highest possible level of quality. The traditional FAG brand that is over 100 years old is one of the world's leading brands for applications in machine building, in the automotive industry as well as in aviation and aerospace.

1 GOALS OF SCHAEFFLER GROUP

To accelerate through-put and reaction time.

- ✓ Globalization (growth and organization)
- ✓ To improve overall quality – Internal and external.
- ✓ Qualified growth.
- ✓ Employee satisfaction.

2 MANAGEMENT PRINCIPLE

“They follow a “cooperative management style”

- ✓ Following clear, unambiguous and binding standards.
- ✓ Serving as role model.
- ✓ Being aware of one's responsibilities.
- ✓ Employee development.
- ✓ Innovative thinking.
- ✓ “Working together.”

➤ CORPORATE VISION

Together WE move the world

As a reliable partner to our customers, they are striving for a balanced growth between industry, distribution and automotive industry with top positions for all products in all important market regions worldwide. In doing so they rely on innovative power, creativity and consistent customer orientation as well as on flawless performance in all fields.

FAG sustainable development is supported through the long-term policy of a privately owned group with the commitment of responsibility to our employees and society.

➤ CORPORATE MISSION

Together they move the world

The Schaeffler Group develops and manufactures precision products for everything that moves in machines, equipment and vehicles as well as in aviation and aerospace applications. They provide our customers with individual solutions to help them move the world. They are a leading manufacturer of rolling bearings and linear products worldwide as well as a renowned supplier to the automotive industry. With its three strong brands - INA, FAG, and LuK.”

➤ COMPANY OVERVIEW

FAG Bearings India Limited, a member company of FAG group of Germany - is a leading player in the Indian Bearing industry. FAG Bearings is the second largest player in the Indian bearing industry with a market share of about 15 per cent. For the year ended December 2011, net sales of FAG grew by 25% to Rs 1,299 crore and net profits grew by 43% to Rs 176 crore. The company has planned for capacity expansions from internal accruals. Outside the auto industry, the company supplies bearings for companies in the capital goods sector. At a time when the auto industry growth moderated and raw material prices moved up sharply, its diversified clientele and superior operating margins have helped the stock find favor in the markets. The company manufactures a very wide range of bearings conforming to the stringent international quality standards.

FAG India's manufacturing plants, located at Vadodara, Gujarat, feature the most advanced manufacturing technology. The company is certified to ISO/TS 16949, ISO 9001, and ISO 14001 standards. FAG India is a leading OEM supplier to the automotive industry, mechanical and electrical engineering industry, besides the Railways.

In addition, when rising interest rates have been affecting profit margins, the debt-free status of the company has also come in handy. Besides, a presence in the automotive after markets, where realizations are higher than in direct sale to auto manufacturers, has also stood the company in good stead.

http://www.schaeffler.co.in/content.schaeffler.co.in/en/company/fag_in_india/fag.jsp

➤ **Environment Policy**

Environmental protection and work safety is a fundamental part of FAG's management principles. **The following principles** apply to all of our companies worldwide and so demonstrate the responsibility they have toward our employees, society, and future generations.

- **Effective work safety and environmental management**

They elaborate forward-looking concepts that they implement in collaboration with our contractual partners. They carry out regular checks across all areas to determine the extent to which these measures have been implemented and to monitor.

- **Safe, employee-friendly workplaces**

They are convinced that all occupational accidents and illnesses can be avoided. Motivated employees and managers help achieve goal of a zero-accident workplace.

- **Reliable actions**

They act in a responsible manner in accordance with our own regulations, which, in many cases, go beyond existing legal requirements. They configure, purchase, operate, and maintain machines and facilities in such a way as to minimize potential hazards, risks and operational disturbances.

➤ **Quality policy**

"The mission is not simply to be good at quality but to excel in quality.

If we are to convince and secure our customers in the long term, we must continue to take a lead on quality, technological progress, reliability and cost-effectiveness as well as ensuring correct, timely deliveries and proving a committed service. This is and always has been the foundation on which the success of the Company is based. The standard we must aim for is quality in the eyes of our customers; we must focus every effort on satisfying the expectations and requirements of our customers. Every employee must think and act in accordance with this principle and we must all cooperate with this goal in mind. They believe work must be based on the objective of "zero defects" and we must implement measures in all departments to ensure defect prevention, not simply defect detection. The result of their work must be free from defects, at all times and in every workplace throughout the Company. The Management and all employees give their wholehearted commitment to this quality policy.

➤ SWOT ANALYSIS

➤ STRENGTH

- Experienced and qualified manpower in the company.
- Organization wide talent retention program.
- Non-management employee compensation at par in the region.
- Training infrastructure and system in line with the group standards.
- Change adaptive and flexible approach for business growth.

➤ WEAKNESSES

- Expected team orientation from internally focused functional orientation to customer and organizational orientation.
- Inter union rivalry - self-interest first, losing focus on organization employee first.

➤ OPPORTUNITIES

- Talent and potential available for existing and new project.
- Development of existing and new competencies.
- Training center facilities can be used for Schaeffler group companies in India.

➤ THREATS

- Contract labor issue cost implication on company in the eventuality of regularization.
- Attracting of key talent by competitors, other company. Integration dynamics. (Business/People related issues). No bridge links for external support during unrest or any critical business requirements. (Political /logical/ police etc)

▪ HR DEPARTMENT IN FAG LTD.

Introduction: Different terms are used to denote Human Resource Management. They are Labor Management, Labor Administration, Labor Management Relations, Employee-Employer Relations, Industrial Relations, Personnel Management, Human Capital Management, Human Asset Management and like. Yet, these terms could be differentiated. Widely, the basic nature of distinction lies in the scope and coverage of activity. In simple sense, Human Resource Management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

HR Philosophy of FAG Ltd.

“We strongly believe that our strength lies in our people and their commitment, loyalty and ability to serve the company both in prosperous and adverse times.” Our employees are our great asset and our aim is to be “the best bearing people”.

HR VISION OF FAG LTD.

➤ GREAT PEOPLE TO WORK

- Committed to create FAG India a great place to work, where employees' competence and excellence is a hall mark, and trust the people they work for, have passion and pride in what they do resulting in success and delight of the employees, customers and stock holders.

➤ CREDIBILITY

- Communications are open, transparent and accessible.
- Competence is coordinating human and material resources.
- Integrity is carrying out group vision, values with consistency.

➤ RESPECT

- Supporting professional development with empowerment and appreciation.
- Collaboration with employees on relevant decisions.
- Caring for employees as individuals with human approach.

➤ FAIRNESS

- Equity - Balanced and merit based reward.
- Impartiality - Absence of favoritism in hiring and promotions.
- Justice - Lack of discrimination and process for review.

➤ PASSION AND PRIDE

- In personal job, individual contributions.
- In work produced by one's team or work group.

➤ COMARDERIE

- Ability to be oneself.
- Socially friendly, understanding and accepting others.
- Sense of “Family” and “Team”.

Objectives of HR Department

- Training of:
 1. 14 GET'S (Graduate Engineer Trainees) as per Apprenticeship act.
 2. 45 Trade Apprentice as per revised quota.
 3. In company Diploma Trainees as per the man power planning.
- Training and development as per budget and plan induction programmed for new Joiners.
- Ensure statutory compliance.
- Productive linkage scheme agreement.
- Ex-gratia (bonus) settlement.
- Vigilance and surprise checks including CCTV system.
- Canteen-improvisation, new equipment's.
- Maintenance of firefighting equipment's.

➤ TEAM CLIMATE IN FAG BEARINGS LTD.

'One machine can do the work of fifty ordinary men

No machine can do the work of one extra ordinary man' - Elbert Hubbard

Empowerment is the feeling of being victorious from inside; having the ability, authority and freedom to take personal and professional decisions. At FAG, we consider people as our most important asset and create an environment where positive culture simultaneously powers development of the team in organization and our employees too. They encourage, involve and enable our employees for the process of empowerment working as a team. Training, exposure to global best practices, regular assessment and feedback, independence to take decisions, accepting failures and overcoming fear of failure are being embedded in their work culture. They are constantly creating opportunities for employee engagement. They encourage them to share their success stories and enthuse in them a shared vision of the company's future.

➤ WORKING IN TEAMS

Handling complex tasks requires working in multifaceted teams. They encourage formation of teams with diverse skills and temperaments. This year, they trained over 100 professionals in project management to empower them with skills of managing complex projects. They also encourage trust building and transparency and thus build effective teams.



Photo : Team working activity at FAG

This year they constituted the Management Core Team (MCT) which consists of senior employees across various functions. This MCT acts as a vital link between leadership and operative teams. They set up a platform called Excellence Endeavors - where current topics and opportunities and challenges facing the organization are openly discussed in the team. At this platform, employees also share best practices and success stories with the team members. In essence, they try to create an environment where people are continually learning and where they learn to see the 'whole picture'.

AT FAG, They represent a source of enormous positive energy. By facilitating an organizational environment that encourages enterprise, ignites excellence and nurtures empowerment, they are convinced that opportunities are endless. They have a reason to be confident about the future.

3. PANCHMAHAL DISTRICTS:

The Chapter 2 part 1 describes the district manufacturing industries from which 3 industries was selected as part of study from Panchmahal District namely

PANCHMAHAL	7. POLYCAB WIRES
	8. INABENSA.BHARAT.PVT.LTD
	9. FUTURE TYRES LTD.

7. POLYCAB

Polycab is a leading establishment in the electrical manufacturing with a magnificent track record of above 4 decades. It has the status of being the fastest budding company in the Indian Cable sector. At Polycab, they believe that competitive edge lies in product innovation, superior quality and market ready accessibility. The Daman and Halol manufacturing facilities were shaped to address these definite needs.

Strength of organisation:

- The organisation derives its strengths from its customers.
- Customer satisfaction is its prime objective.
- It has highly experienced, qualified and dedicated professionals with strong adherence to the quality management system.
- The offices all over the country and also has a wide network of authorized distributors and dealers to cater to all the customer segments in India and abroad.
- Its Core philosophy is to be a Safe and Sustainable Company.
- Its safety performance has improved consistently over the past few years and target their ultimate goal of zero accidents.
- The corporation's leadership position is a result of a consistent management strategy, which emphasises on product innovation, diversity, geographical reach and integration.
- They are dedicated to value added and tailored solution to meet specific customer requirements.
- The clienteles play a major role in for their success, as they collaborate with them closely to evolve and develop products with their changing needs.

➤ **WE MAKE THE DIFFERENCE THROUGH:**

- **People:** They foster teamwork, nurturing talent, Enhancing leadership roles and Executing with Commitment and Excellence
- **Innovation:** They develop cutting-edge solutions in technology, processes and products
- **Conduct:** They caring for about communities and representation of high ethical standards
- **Network:** They have offices pan geographies through wide network of authorized distributors and dealers to cater to all customer segments in India and abroad.
- **Services :** They adhere to the highest quality standards and consistently improving our systems through certifications ISO 9001:2008, ISO 14001:2004, OSHAS 18001:2007

➤ **VISION**

“We will create a great place to work at by inspiring our people to continuously innovate and bring greater value to our customers and environment, thereby enhancing stakeholder value”

“From a small retail shop, after owning a small retail chain, the two brothers decided to expand their areas of interest into manufacturing, and hence started Polycab.”

Their entrepreneurial skills lead the business to grow into one of the most successful ones in the country, in just 38 years.

What started off as a small business in Mumbai has grown into one of India's leading brands in the Cables and Wires industry with such consistent growth and a favourable brand image, one can only expect products of excellent quality out of this brand.”

➤ **VALUES:**

➤ **COMMITMENT**

They will demonstrate commitment by focusing on company objectives and the needs of their customers.

➤ **EMPOWERMENT**

They will be accountable for all the actions and take complete ownership of consequences and they will trust and empower people to deliver results.

➤ **TEAM WORK**

A young and dynamic work environment filled with innovation and ideas leads to strong relationship, mutual respect and at place to work.

➤ **RESPECT**

They respect people for what they are and their well-being as well as recognize each other efforts and contribution.

➤ **TRANSPARENCY and FAIRNESS**

They are up fronts, visible and consistent in the actions. They treat everyone equally and are guided by the intent of doing what is right.

➤ **CUSTOMER FOCUS**

In order to provide the best service to the customers, they actively seek potential employees who share customer philosophy. They then do the best to establish an environment where all can work independently with creative freedom. In support of this environment, they have committed to a competitive compensation, open communications and employee involvement in the business.

Within industry, POLYCAB Group has earned a status for high quality service.

The reputation is a direct result of the commitment and loyalty displayed by team.

It is the responsibility of every employee to treat their customers with respect and consideration. *Source: <http://polycab.com/about-us/#values>*

➤ **EQUAL EMPLOYMENT OPPORTUNITY**

“They provide equal opportunity in terms of employment practices, which include hiring, promotion and compensation. The directions are equal for all applicants and employees without any discrimination to race, color, religion, sex, sexual orientation, national origin, citizenship status, marital status, age or disability.

No Employee of POLYCAB Group will indulge in judgment on the basis of any of the mentioned categories.”

➤ **ETHICAL CONDUCT**

Integrity, both at a personal and professional level, is essential to the success of their business. As an organization, they flourish or fail based on their reputation for being **honest, ethical and trustworthy**, whether with the clients or suppliers. The organizational integrity influenced by their ethical conduct of each **team member** and must be carefully safeguarded.”

Employees must reflect the true image of the firm in its transactions with suppliers, vendors and other service providers. Gifts and favors should not be accepted from any businessmen, organizations, vendors or any third party which has direct or indirect interest in the business of company.”

No employee shall undertake outside activities, which directly or indirectly involves the company, and if it is in the interest of the company, it should be done with the agreement of the directors.”

➤ **HARASSMENT AT WORKPLACE**

They seek to create and support an environment in which can include all (including those seeking to join the company), the customers and suppliers are free from any type of harassment. Any form of harassment related to race, colour, sex, religion, national origin, citizenship status, age or disability is antithetical to the direction of our company.”

No Employee will indulge in slurs or offensive remarks, jokes, or other verbal, graphic, physical conduct, sexual advances, requests for sexual favors, unwelcome or offensive touching and any conduct sexual in nature.”

SMOKING

For them employees come first! To ensure a safe, healthy and clean work environment they discourage employees from smoking in office. Cigarette butts, wrappers are disposed of outside the office premises, to maintain our standard of hygiene. They request employees to smoke after work hours or at lunch time.

SAFETY

“Employees will use all the safety gears provided to them and shall not alternative to methods which can result in unfortunate accidents. Whenever an accident occurs, no matter how small the information should be given to the HR department.”

8. INABENSA.BHARAT.PVT.LTD

➤ INTRODUCTION:

The sectors of Inabensa are electrical assemblies, mechanical facilities and instrumentation, building of transmission lines, railway electrification, maintenance, thermal and acoustic protection, communications, concessions of services and manufacturing of capital goods.

Manpower and infrastructures

For the performance of these activities Inabensa owns a highly specialized human team and endowed with the best technical equipment, with a leading position in Spain and strong international presence. Inabensa has been growing continuously, has followed a strategy of modification and higher profitability by increasing its international projection and participation in large industrial projects, under a management modernization and costs reduction scheme.

Abeinsa Power Structures India (Fabrication Division of Inabensa Bharat) has recently celebrated the cornerstone ceremony for its upcoming steel structure manufacturing unit in India.” “Abengoa Chairman Mr. Felipe Benjumea and Abeinsa Chairman Mr. Alfonso González have graced the occasion and laid the foundation stone for the same. Inabensa and Eucomsa are the 50% shareholders of this venture. Abeinsa is Abengoa’s leader in the business group dedicated to engineering, construction and maintenance of electrical, mechanical and instrumental infrastructure in the energy, industry, transportation and service sectors.

APS has acquired an industrial open land of 24 acres (91.713 m2) at Village Chandrapura Halol, District Panchmahal, and Gujarat, India. The nearest big city is Vadodara (Baroda), with a population of 2 million, 45 KMs from the site for the construction of the unit. This unit will have an annual fabrication capacity of 25,000 tons of transmission line towers and solar support structures. This project has a total investment of 20 Million\$. The project has acquired the relevant pollution certificate from the governmental authority. Sub-contractor finalization process is on to get the project underway. The estimated commissioning of the project will be carried out during the second half of 2013.

http://www.inabensa.com/web/en/noticias_y_publicaciones/noticias/historico_noticias/2012/20120823.html

India

Company

Abeinsa Power Structures designs, tests and manufactures steel structures for transmission lines, substations, thermo solar and photovoltaic plants, wind power generation and telecommunication towers. They are an international benchmark for steel structures. They supply all over the world, collaborating with local plants

They had invested in engineering, testing, and R & D that keeps us at the forefront of manufacturing technology with the most innovative and environmentally sustainable products. Three strategically located plants to supply all markets. **Human resources at APS, a team of talents with extensive experience in the sector.** From their factory in India we provide service to the Asia-Pacific and Sub-Saharan Africa markets.

➤ Vision

To be an international leader in engineering and industrial construction and high value added infrastructure, which will contribute to sustainable development.

➤ Mission

Inabensa and its abroad subsidiaries are integrated in Abeinsa, Abengoa's engineering and industrial construction business group, and they are developing their activities in the engineering market through construction and industrial maintenance and infrastructure in the energy, industry, transport, service and communications sector.

Inabensa provides overall solutions to the satisfaction of its customers, who identify our company by the quality and services offered. These solutions enable the creation of value for its shareholders and employees, ensuring its international and future projection and the profitability of its investment.

Corporate social responsibility

Corporate social responsibility (CSR) is the commitment undertaken by business organizations to act ethically and contribute to economic development, while respecting the environment, improving the quality of life for employees and their families, as well as the communities in which it operates and society as a whole. For Abeinsa, CSR is aligned with company strategy and forms part of this strategy. Therefore, the development of CSR strategy must be carried out in a way that is systematic and consistent with the company's mission, and in management processes and activities.

Abeinsa Power Structures India

Location: Situated in Halol, an industrial area, about 30 kms away from the city of Vadodara in the state of Gujarat in India, the plant started operations in Oct, 2012 and has already obtained Power Grid Corporation of India (PGCIL) approval and ISO9001:2008 certifications.

<i>Manufacturing data</i>	<i>Amount</i>	<i>Unit</i>
Production capacity	30,000	MT
Production area	42,012	m ²
Covered area	12,146	m²
Galvanizing lines	1	Ud.
Prototype lines	4,950	m²
Employees	225	people
Staff	75	people
Turnover	Rs. 553 (<i>in crores</i>)	

http://www.abeinsa.com/web/en/nuestras_actividades/ingenieria_y_construccion/servicios/fabricacion/presencia_geografica/india/

Abeinsa's principal stakeholders are:

Principal stakeholders



Figure 3.1.e Abeinsa's principal stakeholders

http://www.abeinsa.com/web/en/gestion_responsable/responsabilidad_social_corporativa/

9. FUTURE TYRES PRIVATE LIMITED

➤ INTRODUCTION

“**Innovative Group** is a diversified business house catering to the automotive market. The group comprises of three companies- Innovative Tyres and Tubes Limited, Future Tyres Private Limited and Gaia Batteries Private Limited- spread over 4 manufacturing units located near to each other. These four units together directly employ more than 700 people and provide indirect employment to many more.”

About us

“Future Tyres Private Limited specializes in manufacturing quality Two Wheeler, Three Wheeler, Four Wheeler and Agriculture Tyres. They are one of the leading tyre manufacturing companies in India and In a very short span of time earned a name among peers and also the appreciation of various clients by providing them world-class tyres. The motto is to not only meet but exceed your expectations. They are located at GIDC - Kalol, Gujarat, India and our team consists of smart qualified professionals with years of relevant experience under their belt. The promoters, stakeholders and top management officials are veteran in field. Our well-equipped and state-of-the-art plant has a capacity of manufacturing around 480,000 tyres per annum. They lay emphasis on strength and quality in the products and strive to provide tyre which would ensure safe and comfortable ride.” “Source: http://futuretyres.in/about_us.”

➤ Vision

"To be a global player in manufacturing highest quality of tyres at competitive prices while providing timely delivery”.

➤ Mission

"Continuously strive to be the industry leader in the service we provide to our customers and to maintain a superior level of integrity in interactions with business partners and associates."

“Future Tyres Private Limited is a Private incorporated on 03 June 2011. It is classified as Non-govt Company and is registered at Registrar of Companies, Ahmedabad. Its authorized share capital is Rs. 75,000,000 and its paid up capital is Rs. 69,810,000. It is involved in Manufacture of rubber products.”

Company Details

CIN	U25113GJ2011PTC065716
Company Name	FUTURE TYRES PRIVATE LIMITED
Company Status	Active
Directors	Pradipkumar Ravichandra Kothari, Mukesh Gunvantrai Desai.
Ownership	Partnership
RoC	RoC-Ahmedabad
Registration Number	65716
Company Category	Company limited by Shares
Company Sub Category	Non-govt company
Class of Company	Private
Date of Incorporation	03 June 2011
Age of Company	5 years, 3 month, 5 days
Activity	Manufacture of rubber products
Number of Members	150
Company Turnover :	Rs. 5 to 25 Crore Approx.
Business Markets :	Africa, Middle East, Latin America.

Source: <https://www.zaubacorp.com/company/future-tyres-private-limited/u25113gj2011ptc065716>

“It drives most activities within the organization – from working with our suppliers to ensure a quality raw material to establishing in-process controls and finished product testing. The guiding principles and objectives that drives the quality activities in the company: To manufacture products meeting requirements of customer. This will be achieved through strict adherence to the quality management system, continual improvement, training and participation of employees.”

➤ QUALITY OBJECTIVES

- Timely Product Development and Delivery
- Improvement in Process and Product Quality
- Prevention of Defects
- Optimization of Processes
- Customer satisfaction
- Reduction of Waste
- Upgrade of Human Resource through participation and training of employees

<http://www.exportersindia.com/future-tyres-private/>

The next chapter focus on data analysis and interpretation from the data collected from above mention industries on basis of their profile the industries will be describe in the interpretation.