



Manufacturing Journal

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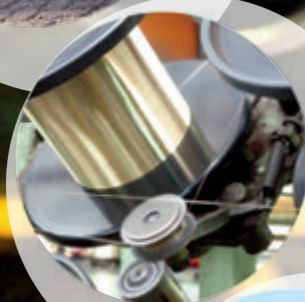
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The synonym of modern India

FACT BOX



FULL NAME:

Viraj Profiles Ltd

CMD:

Mr Neeraj Raja Kochhar

OPERATIONS:

Steel Industry

ESTABLISHED:

1991

EMPLOYEES:

9000

TURNOVER:

1.5 Billion USD

www.viraj.com

India. The country of magic and endless opportunities, the promised land, of which sailors from the West dreamed for centuries. Nowadays the Republic of India is one of the fastest-growing economies. a global superpower known for its telecommunication, automotive, IT and pharmaceutical industries. India magnetizes foreign investors and the country's largest city, Mumbai, is one of the world's top ten centers of commerce in terms of global financial flow, generating 5% of India's GDP. It is also the headquarters of one of the most important Indian companies, Viraj Profiles Ltd., the second largest manufacturer of stainless steel long products in the world and number one in stainless steel flanges. I have interviewed Mrs. Renu Kochhar, Managing Director, Viraj Profiles who also heads the sales and marketing department of the company and Mr Neeraj Raja Kochhar, CMD, Viraj Profiles, to analyze the secret of success of a young and vibrant organization, which has become the synonym of modern, rapidly developing India. If we could understand the unique model of business activity of Viraj Profiles Ltd., we'd see the future of the Indian subcontinent. . .

24 years of constant development

Viraj Profiles Ltd. Is indeed a very young company, but it doesn't mean that it is also an inexperienced one. It's truly amazing that an organization founded just 24 years ago achieved such a remarkable position in the global market. At the beginning of its business activity, Viraj was a workplace for less than 150 Employees and in 1991 started its first melting shop in the industrial area of Tarapur near Mumbai. Initially the company started manufacturing uten-

sil-grade steel for the domestic market but it always kept its eye on the international market which was growing significantly. To make an international expansion a possibility, in 1995 Viraj started increasing its production capacity, diversifying its product grades and product range, and enhancing its production processes. With what started as a small induction furnace to manufacture utensil grade steel for domestic markets, Viraj Profiles Ltd. has now transformed into the world's second largest stainless





steel manufacturer with a capacity of 528,000 tonnes per annum and a human resource strength of more than 9,000 Employees and with an annual turnover of over US \$ 1.5 billion. Today the company marks its strong presence amongst global competitors, with Viraj's products exported to more than 1300 Customers in over 90 countries worldwide spread across six continents. Viraj is also one of the largest exporters of Stainless Steel Long products in India. The organization's highest quality products are well known among entrepreneurs working in steel, defence, construction & structural buildings, power, petrochemical and marine industries. The question is, how is it possible to achieve such a tremendous success in just more than two decades? I'll try to find the answer to that question with the help of Mrs. and Mr. Kochhar who have sailed the ship so

smoothly for over two decades and left no stone unturned in order to establish one of the largest stainless steel conglomerates of India.

The silent, transparent and healthy giant

It's all about trust. This one, short sentence can be considered as a motto and guideline to every business act, undertaken by Viraj Profiles Ltd. Can you imagine, how hard it is to maintain healthy business relation with more than 1300 Customers around the world? To do so, you need to be patient, professional, flexible and prepared for every possible task and you have to stay like this for years to build great reputation in your corporate environment. "Building trust is not a one-time deal; you have to prove yourself every time the customer uses your product. Trust-building and maintenance take vigilance and sus-



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tained effort. Once you have it, you can't rest on your laurels. In a way, trust is an absolutely essential part of sales, as well as business in general," says Mrs. Renu Kochhar. Viraj's success is a direct result of the company's management philosophy, clear vision of development, proper hierarchy of values. Viraj boasts of the ability to offer the right product to the right customers at right prices, suited to the market needs, repeatable world class quality products, desire to constantly improve the technology and optimize production and management processes, and putting strong emphasis on Customer relationship management. Consistency in action, care for the needs of Customers, stringent possible standards. Viraj knows how to execute this policy in practice, still, that would be just a catchy advertising slogan without the right team of perfectly prepared and trained Employees. "At present we have workforce of around 9000 employees working at different levels. At Viraj, each individual is responsible for their duties and empowered to do the right thing. Passion, ownership and transparency are the backbone of our work culture. From the moment of their Induction, all Virajians are introduced to our way of business and everyone plays a vital role in making us a great place to work at. Continuous training and mentoring programmes conducted at Viraj makes us one of the most preferred employers in our industry" – says Mr. Kochhar and now we know that Viraj promotes probably the most effective HR policy in the world, if the company was able to increase employment from 150 to 9000 Employees in 24 years. It is thanks

to them and cutting-edge technological equipment Viraj can be what it is – a global leader in its area of business interest. Viraj is focusing on technological investments and obtaining the most efficient equipment. It's important to mention that the company has a new section rolling mill. It is one of its kind and no other manufacturer in India has this kind of fully automatic set up. The annual production capacity of this mill would be around 180,000 tons per annum and it will further add to the company's capacity significantly. The company's Steel Melting Shop is well equipped with five induction furnaces, two AOD converters, two continuous billet casters and has melting capacity of 528,000 tons per annum. Viraj boasts a huge product offer, including Austenitic grade of Fasteners, nuts, bolts, screws in various types and size range. We produce Equal & Unequal Angles, Taper & Non-Taper Channel, Cold Drawn, Hot Rolled Flats, Polished & Hairline Angles, Flats, S-Beams, Tee Bars and different shapes of flanges in size ranging from 0.5" to 36". In addition to this, the organization also manufactures cold drawn bars, peeled and polished bars, rolled bars, forged bars in various shapes such as round, hexagon, square and in various size ranging from dia 3 mm to 600 mm. What's more important, the company puts human first and revenues second. Healthy principles in business pay off and this is how every company in the world should project its future development.

How to keep your zest?

Global leaders can't rest on their laurels, for they have a huge responsibility for the





future of thousands of Employees and the world itself. Only companies, characterized with the highest possible level of business acumen are ready to take this responsibility and Viraj Profiles Ltd. Is one of them. 95% of the company's products are being exported abroad, which means that the company has to cooperate with Customers representing different cultures and mentalities. Viraj walks the path of success, because the organization from India understands that a leader has to set global trends, but also react to ever changing needs of Customers. For example, every modern company has to think of protecting the environment and act according to the rules of Corporate Social Responsibility. Is Viraj prepared to face contemporary challenges? "Viraj is going Eco-friendly by focusing on Energy efficiency in its factories and production processes with

the use of eco-friendly recyclable materials. We recognize that use of recycled scrap supports waste management, conserves natural resources and reduces energy usage. Without compromising on quality, we have put system in place wherein we use waste product of one process as the raw material for another process. The main area where we contribute with recycled material is in our melt shop, wherein we import Industrial and Domestic recycled scrap from various countries in order to produce quality Stainless Steel material" – explains Mr Kochhar. When it comes to CSR, it's important to mention that the company is quite active on this side. For example, Viraj has established a world class school for the students from nursery to 8th class. Viraj doesn't forget about anything... What amazes me most, when I analyze Viraj's history, current activity

and management philosophy, is how the company, which develops so rapidly, manages to keep its zest. When you are best at something, you slowly lose momentum and motivation. What you need is a change, something new that will catch your attention, help you to find the need to compete again, expand farther, do more. It appears that the company from India finds pride in staying on top. The company's vision is "to be counted amongst the most respected and preferred enterprises globally." That desire has already become truth but that does not make the organization to change its vision. When I ask Mr. Kochhar, what is he most proud of, when it comes to Viraj, he says: "We are proud of our organizational values, strong focus towards customer satisfaction and the commitment towards maintaining the superior quality and our zest for technological upgradation." Everlasting zest and fair approach to other human beings – Employees, business partners, customers. This is what makes Viraj a true role model in the world, in which most of companies simply count their money... ■

Written by Jacek Głowacki

