

SUDARSHAN CHEMICALS

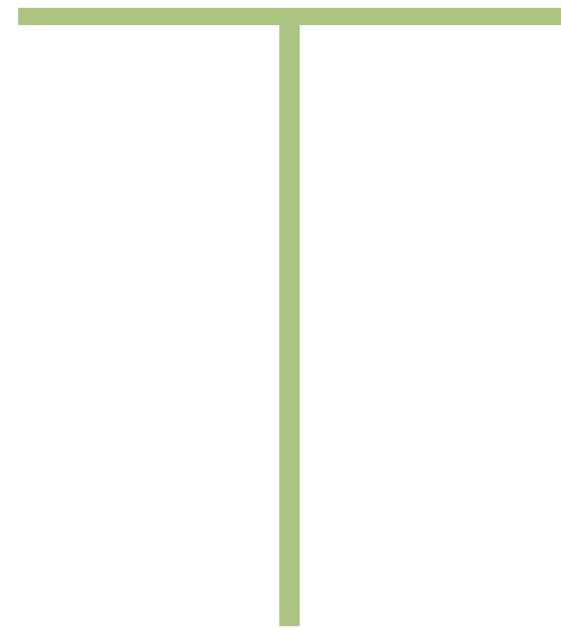
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CORPORATE BROCHURE

Colour with a conscience

Ashish Vij, chief operating officer of Sudarshan Chemical Industries, talks to Jayne Flannery about the company's drive to become a leading global pigment producer whilst adhering to the highest international safety and environmental standards



The Sudarshan name has been synonymous with colour in India for over half a century. Sudarshan's colour and special effect pigment division is the flagship of the Rathi Group which owns the business, contributing US\$155 million over the last financial year. With a 35 per cent market share, Sudarshan is already India's leading player in the sector which supports a myriad of ink, paint, cosmetics and dye manufacturers.

Journey to excellence

Naresh Raisinghani, CEO and executive director of BMGI India, believes many more companies could enhance their performance and competitive advantage with effective management consultancy support. Jayne Alverca reports

It takes a lot to improve, support and enable the business performance of already world class companies such as Vodafone, John Deere and Reliance Industries; but this is exactly the sort of challenge that BMGI India rises to. The Indian consulting arm of BMGI Global has worked with these and a host of other leading Asian companies, including Asian Paints, Bajaj Auto, HUL, Marico, Piramal Healthcare, ITC and TCS to help achieve long term sustainable improvements in their performance.

BMGI India offers management consulting solutions to India and the Asia-Pacific region in strategy, innovation, problem solving and business transformation and is acknowledged as a world leader in performance excellence. Over the years, it has partnered with clients in both manufacturing and services, to help them make better business decisions, translate actions into results and create sustainable business advantage.

Says Naresh Raisinghani, who has responsibility for the company's operations in India: "One of the key differentiators setting us apart is that we guarantee results, which is something that most consulting firms shy away from. We are willing to stake a significant part of our professional fees on the results we achieve for our clients. The other key differentiator is that we prefer to deploy experts with high problem solving competencies who have the ability to deal with chronic and complex problems that have a significant impact on business."

In recent years, he has seen demand soar for the company's services, due to a changing landscape that sees growing acceptance by the business community of the benefits of external consultancy aligned to an outstanding track record.

In 2002 when BMGI began operations in India, there were not many consulting firms focusing on execution of their recommendations. "We observed several Indian organisations struggling with great but difficult-to-implement recommendations, leading to limited benefits at ground level. It was felt that India and the Asia-Pacific region could definitely benefit from having a BMGI India office, recognised for delivering results by using some of the best problem

solving methodologies such as lean and six sigma."

One of BMGI India's earliest clients was Sudarshan, India's leading pigment manufacturer. An initial intervention to deploy six sigma has deepened and broadened into an ongoing relationship, supporting Sudarshan's journey from its initial ranking of 24th in the world towards its vision of ranking as the fourth largest company in its sector with a truly global footprint in the coming few years.

"After two years we had demonstrated significant success with six sigma and were invited to get involved with several other dimensions of Sudarshan's journey towards business excellence. We moved on to identify several projects where value could be realised through lean techniques. Sudarshan was now poised to become a global dominant player; and to further create value we have been assisting Sudarshan with strategy implementation and creating a culture of innovation for the last couple of years."

The largest barriers to change that Raisinghani needs to manage are largely to create shifts in mindsets, particularly for those who have experienced success and believe that the current way of work will deliver, or those who don't believe that change can create value in their own backyard. He explains that BMGI India adopts a well-tested methodology. "Typically we spend two to three weeks with the senior management team to create a blueprint for a change agenda. We then look at the best way to integrate this into the business framework of decision making and review. We spend a lot of time on the buy-in of the change agenda with the management team and create a change management framework which includes a strong and positive communication plan for the change, besides aligning the individuals' key result areas and reward and recognition schemes towards getting the change implemented."

Lastly, BMGI India creates results-based milestones which can create short term wins on-site in 90 to 180 days across multiple areas. This early success creates a snowball effect as more and more people see the positive results of the change agenda at the workplace.

Raisinghani believes that today there are many businesses that want to change direction and grow. It might be by creating a culture of innovation; by establishing new world class manufacturing plants/ service operations; by re-designing existing services/manufacturing processes to deal with ramping up volumes; or by creating highly agile operations. In all these instances, BMGI has something real and tangible solutions to offer. www.BMGIIndia.com



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The extensive range of products includes organic and inorganic pigments and mica-based effect pigments as well as chemical intermediates, pesticides and fungicides; but Ashish Vij, COO, explains that colour lies at the core of the business.

“Colour was the focus of the business at its inception. Then came a steady process of diversification into other product areas. However, at the turn of the century, we recognized that our depth of expertise and experience in the manufacture of pigments was our major strength. It was also an area where we saw opportunities for forward and backward integration.

Pragati Leadership

Pragati Leadership is a 25-year young enterprise with a global footprint, specialising in organisational transformation and leadership solutions combining Eastern spiritual wisdom and systems-oriented techniques of the West. With an experienced team of multi-faceted facilitators, Pragati Leadership works across levels with more than 600 clients globally, covering leadership, HR systems, CS activities etc., to help them become exemplary leaders.



“From another perspective, we recognized that although our success in India was striking,” he continues. “India only accounts for approximately three per cent of the global pigment market. There was a clear opportunity to use our domination of the domestic market as a springboard to replicate the business globally. Hence the journey of globalization has begun and now we have operations in North America, Europe and will soon open offices in China and South America. Our aspiration is to reach the no. 4 position in the world by 2013-14 and for this the other major focus will be to turn our facilities in India

into world class manufacturing facilities and set up a robust global supply chain.”

Sudarshan has aggressively expanded its exports throughout the last decade, achieving consistent growth despite the economic downturn. The company has just received an award for Excellent Performance in Exports of Pigments by the Dyestuffs Manufacturers Association of India, which works to promote the pigment industry.

Now, the pace of growth is accelerating ever-faster; and Vij sees the company’s Indian

operations as sitting at the centre of a global network connected by advanced planning tools like SAP and CRM. Sudarshan has state of the art manufacturing facilities in Roha and Mahad in India, but global expansion is likely to require global manufacturing, too. "Beyond 2013-14 we are definitely looking at setting up manufacturing facilities outside India, especially China," says Vij.

Sudarshan's pigment technology is developed in-house and Vij sees this and the company's heavy investment in research and development as great assets. "It means we can take full control in bringing customers the best products in the world," he says.

"All our products are aligned with current international market standards and we have a very comprehensive range. It is important that we can meet every conceivable need from a single source and offer a wider range than our competitors; so the current focus is on identifying and filling gaps. Then we will leverage our talent for innovation to focus on the next generation of new, high performance products," he adds.

The quality of its manufacturing operations in India led to Sudarshan becoming the first chemical company in India to receive the ISO 9001 certificate in 1993. Since then, it has gone on to achieve the ISO 14001, ISO 18000 and ISO 17025 international quality standards. Adoption of six sigma began back in 2004 and since then, every layer of the organisation has acquired trained 'black belts'. 5S has also been implemented throughout the organisation.

Sudarshan has a long-term relationship with the performance improvement consultancy BMGI India in its drive to achieve total business excellence. An immediate shared challenge is to triple capacity with a greater focus on flexibility and fast changeovers. In particular, Vij sees a need to respond to soaring demand for high performance



pigments where output must be quadrupled.

"Our relationship with BMGI India has become very close," he declares. "We do not view them as external consultants, but as an integral part of this business. BMGI helped us develop our Sudarshan Business Excellence Model and our balanced scorecard. Both of these have proved to be extremely useful in driving improvements in Sudarshan.

"There is a continuous debate on the best ways to involve all our staff and change mindsets," he continues. "It is an ongoing process and fine tuning is very important, because all improvement programmes need to be monitored, evaluated and refined with continuous motivation of those involved.

"Complacency is never an option," he adds. "Our major competitors are world class businesses in the West and from that point of view, we always have room for further improvements and innovation in our processes."

Of all the advances made within the business in recent years, Vij is most proud of the company's outstanding safety and environmental track record. The Roha plant recently won a prestigious Silver award in the large-scale category of the FICCI Safety Excellence Awards 2011; and all manufacturing operations have achieved a four-star rating from the British Safety Council. One million dollars is spent annually on environmental compliance and \$3.4 million on effluent treatment plants.

"Two areas are of paramount importance to us:

the safety of our people and processes, and our stewardship of the environment. They will never be compromised in our manufacturing operations and are always the first priority," Vij states. "We are growing very rapidly, but we are determined to retain our environmental and ethical focus. Unlike many companies in this sector, we do not assess our performance solely by financial means. We have a deep commitment to protecting and caring for our local and global environment.

"It is also very important to us that all our stakeholders are properly informed and can participate with us in our growth story," he continues. "Obviously our customers and shareholders are involved—but equally, so are our suppliers, employees and the communities they come from. We want it to be an exciting journey and we love what we do, but we still have to ensure that our people can cope with

Prima Chemicals

Prima Chemicals was founded in 1976 for manufacturing chemical intermediates (pyrazolones). What began as a small unit is now manufacturing a wide range of products (intermediates and dyes) at three separate manufacturing plants.

We have been supplying our products to Sudarshan Chemicals for almost 25 years and they have played a significant role in our success. It has been a pleasure to see their growth over the years and their strong support has been a very important factor in our growth as well.

the pressure of rapid growth. Happy, satisfied employees are absolutely fundamental to our success, both now and in the future," he concludes. www.sudarshan.com ■



Pragati Leadership is proud to partner perhaps the world's only SF-SJ-ES Chemicals Company.

Spiritually Fulfilling, Socially Just, Environmentally Sustainable. Yes, you read them right. These are indeed the guiding principles of **Sudarshan Chemicals**, India's largest pigments company soon to be the World's fourth largest. Dealing in chemicals and such high-talk you ask?

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- ▶ We're helping team Sudarshan to articulate and realize the vision they already had in their minds through our roster of multi-level transformational interventions.
- ▶ We've been working with the top management on enhancing Wholesome Leadership and building the second-line of command.
- ▶ We're redefining HR systems and processes to create a performance-based, exciting work-culture.
- ▶ We're aligning their Corporate Sustainability initiatives with their mission and vision...
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