

PROPEL

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VISION 2020

GEARING UP FOR A DECADE OF PROFITABLE,
ACCELERATED GROWTH

THE WORLD OF RANE



Expanding Horizons

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VISION 2020

GEARING UP FOR A DECADE OF PROFITABLE, ACCELERATED GROWTH

Let me begin this note by giving you an idea about our long-term vision for 2020 and also some detail about Project 3D, to Dream, Design and Deliver for the future.

One of the outcomes of this exercise is that while we'll continue to pursue profitable growth, we would also like to grow more aggressively. In this time period, we also want to significantly increase our overseas revenues, look for opportunities in futuristic, emerging new products for growth and also, potentially, grow revenues from the aerospace and defense business to 10 per cent of overall revenues.

As we all know, India has now emerged from a difficult period of low growth and now there is new hope and renewed expectation. As Rane Group, to ride on this newfound sentiment, we need to be prepared to deliver in this period of opportunity. I believe FY15-16 and FY16-17 will augur very well for our industry and it's crucial to grab the opportunity with both hands.

At the beginning of this 3D journey, I'd like to emphasize on the importance of top-notch

execution. A plan should be sacrosanct and each and every one of us at Rane must deliver and have this renewed approach to performance.

The other crucial aspect is to identify the competency gaps to deliver on our plan and bridge these gaps to achieve 3D.

On the research and development front, there is also a need to spend a higher percentage of our revenues on R&D. We need to up the pace in terms of new product development and also become pace setters in certain areas of technology. We need to monitor spends and effectiveness of these spends on R&D, to ensure there is meaningful impact to our overall plan for accelerated, profitable growth.

Of course, it is not always possible to grow only organically, so we will look at acquisitions as opportunities come by. However, it is important to realize that integration, post acquisition, has to be kept in mind and caution will be exercised. It is important to look at the size and nature of these acquisitions and ensure there is cultural



and ethical fit with our approach at Rane Group.

On the exports front, we've made good progress and overall about 17% to 18% of our revenues comes from global markets. To achieve the 3D vision, we need to increase this number to 25%. It also requires greater emphasis on engineering and business development talent abroad, and we've already started taking steps in these areas by ramping up our teams in the U.S. and Germany.

We've won some good new business on the steerings business, engine valve business as well as a new business from Korea for seat belts. The results are there and we need to sustain this over the next 6-7 years.

The other important aspect on the exports front is that we as a company need to assimilate more of the global practices and the art of serving customers abroad. Moreover, the distance and logistics related challenges also mean that delivery cycles have to be spot on.

The most important aspect to note here is that, there is tremendous opportunity for our managers across the board to grow their careers meaningfully along with the company. In this time period, it is important to seize the opportunity through hard work and passion.

L. Ganesh
Chairman

INTERVIEW

Baba Kalyani, Chairman and Managing Director, Bharat Forge Limited, shares with us several key lessons learnt from his entrepreneurial journey

S. Prem Kumar



One of the key points that the managing director of Bharat Forge, Baba Kalyani, made when he addressed the audience of senior management professionals from Rane Group was about the importance of building a high technology-led manufacturing business.

Born in 1949, Kalyani is a Mechanical engineer from BITS Pilani and also holds a Master's in Engineering Degree from MIT, Boston. When he joined Bharat Forge in 1972, the company had an annual turnover of US \$1.3 million. Since then he has transformed the Kalyani Group into a US \$2.5 billion conglomerate with manufacturing facilities across the globe, research and technology-led manufacturing and India's largest exporter of automotive components. Of course, as he mentioned in his talk, the key to this growth was a deep focus on technology, backed up with investments made in research and development. Today, the company is known for its large repository of metallurgical knowledge that'll come in handy as the Group diversifies into serving various sectors that need processes in the area of metal forming.

In this article, we share with our readers, excerpts from a short interview conducted exclusively for Rane Propel and key highlights from his talk.

Excerpts

According to you, what are some of the key drivers of India's manufacturing sector in the future?

The key factor is government policy and regulation. In 2011, the government announced a National Manufacturing Policy to enable manufacturing to touch 25% of the GDP by 2022. At the time, the GDP forecast for 2022 was around US \$5trillion. Of course, we've lost the last 2-3 years due to bad governance, so the forecast is lower today.

But let's say we still want to achieve that goal of 25% of GDP by 2024, we need to quadruple manufacturing. Today, manufacturing is under 16% of the GDP at around US \$300billion. Basically, this means we'll have to do in 10 years, what we have achieved in the last 60 years.

The key driver is, I emphasize again, strong government policies. At a macro level, India is very competitive when it comes to high-tech manufacturing. It is crucial to nurture and train several skilled engineers, manufacturing entrepreneurs and create a skilled workforce for the future. This availability of talent, especially engineering talent, will be a key lever to press once the policy issues are sorted out.

In order to become a truly global company, what are the key factors? Please answer with anecdotes from the Bharat Forge journey.

I'd say the main lever for us (Bharat Forge) was our focus on building an organization, a talent factory, with a focus on technology and innovation. I'd say that is the only reason we're global.

Of course, we acquired a few companies in Germany, in the U.S. and some other geographies and this enabled us to expand our footprint. For example, in Germany, we have a factory that makes aluminum components for high-end cars.

But the only reason we're global is the horsepower we've built in terms of technology. Everything we do today is with our own technology.

From a people management and organizational building standpoint, what are some of the key lessons you've learnt from your entrepreneurial journey?

Between the 70s and 90s, manufacturing in India was people driven. There was a very low level of automation, with very little technology used.

In 1988-89, I took the strong call of changing this entirely. I introduced a VRS scheme to retire over 2000 blue-collar workers and replaced with 600 engineers. This ensured that there was no difficult dealings with the unions; lesser problems with productivity. This change paved the way for us to become technology-led, and automation controlled productivity.

Mr. Kalyani believes the manufacturing landscape will look very different from what it is currently. He says, the advent of 3D Printing, Laser Technology, electron beam technology etc. will ensure that the world of manufacturing will look very different from what it is today.

- Baba Kalyani on the future of India's manufacturing industry

TECHNOLOGY-LED MANUFACTURING

The only reason we're global is the horsepower we've built in terms of technology. Everything we do today is with our own technology.

At the time, some part of the media called me crazy and thought it was the wrong approach. But, I knew this was the way forward.

What are the salient differences, in terms of culture, between the various global markets you operate in?

The culture in any company is built by the kind of leadership it has. For example, in Germany, we found that the culture was very similar to ours, primarily because the entrepreneurs in Germany came from a technology

background just like I did.

In some other cases, the leader will come from a financial background or a marketing background and the culture could be very different. It is the company's leadership that sets the culture. Of course, there is no right or wrong and all kinds of entrepreneurs are successful.

What is the best lesson you've learnt and from whom? What advice would you like to share with the professionals at Rane Group?

I have been fortunate to be in the company of a lot of illustrious people – Mr. Kirloskar, Mr. JRD Tata, Mr. Sumant Moolgaokar – all tall people in India's manufacturing scenario. I think I learnt a lot from many different leaders.

But there is one thing that is common- whatever you do, you need to get into a high level of detail to understand what you're dealing with. Often, detail gets left for someone below you to look at but I believe the leader has to get into the details.

Whatever you do, you need to get into a high level of detail to understand what you're dealing with. Often, detail gets left for someone below you to look at but I believe the leader has to get into the details.

- Baba Kalyani on the best advice he has received

5 KEY HIGHLIGHTS FROM MR. BABA KALYANI'S TALK ADDRESSING PROFESSIONALS AT RANE GROUP

1

ON REDEFINING THE COMPANY

In 2009, Mr. Kalyani realized that it was important to diversify beyond the auto components space and start looking at other industries to serve. At the time, the company redefined itself into a company that understood metallurgy, the area of metal forming and usage of materials. This meant that the company could serve various sectors including oil and gas, locomotives, aerospace, among others.

2

MOVING FROM MUSCLE POWER TO BRAIN POWER

As mentioned in the interview above, Mr. Kalyani made a conscious decision in 1988-89 to retire his blue-collar workers and replace them with engineering staff through a VRS scheme. The idea was to get into technology-led manufacturing. This is a process Kalyani defines as moving from muscle power to brain power, and he believes it has been the cornerstone of building Bharat Forge into what it is today. Kalyani believes that it is crucial for companies to move from mastering the manufacturing piece, then move into mastering the engineering piece and then finally mastering the innovation piece. He says, "The

margins will almost be a third of what it is right now, had we not focused on the engineering and innovation piece."

3

SPIRIT OF EXPERIMENTATION

At Bharat Forge, Kalyani explains, there are about 20 to 30 experiments running on a monthly basis. These experiments revolve around new technology and new processes.

Mr. Kalyani uses the example of a jet engine to explain this further. He says, Bharat Forge looked at the design of a completed jet engine and realized that there are 300 or so technology processes involving various metal alloys including titanium. He worked backward to understand how many technology processes they had within Bharat Forge and it was about 50. Mr. Kalyani believes that if the company can master over 200 to 300 of metal forming technology processes, the opportunity and market would be very different.

Within the company, he looks at not what products are needed, but the opposite – what technology do we have? How can we use this technology to solve a particular problem? It was through this approach that Bharat Forge spotted an opportunity in the locomotive space. The company started making crankshafts and now supplies not only to the Indian railways but also to the Russian and European markets.

4

BUILDING A TALENT FACTORY

Mr. Kalyani says the one thing that keeps him awake at night is the ability to continuously build the team for the future. He believes there will be a dearth of skilled engineering talent in India and companies will have to take steps to address this gap head-on.

At Bharat Forge, he has focused on building a talent factory through a string of measures. Some of these include partnerships with leading universities like University of Warwick and IIT-Powai. Every year, 20 or so people attend the Master's in Manufacturing program at Warwick after gaining a few years of work experience at Bharat Forge. After the degree, they come back to the company to implement what they learned there. The program with IIT-Powai is a research program that has been structured in partnership with the company where in the curriculum and research is in synch with the needs at Bharat Forge.

5

GEARING UP FOR THE FUTURE

Mr. Kalyani believes the manufacturing landscape will look very different from what it is currently. He says, the advent of 3D Printing, Laser Technology, electron beam technology etc. will ensure that the world of manufacturing will look very different from what it is today. His research-driven, technology-led approach is focused on increasing competencies in these emerging fields, so the company is ready for the future.

“WHAT DO WE DO TODAY, SO WE HAVE THE RIGHT LEADERSHIP FOR TOMORROW?”

School of Inspired Leadership's Arunav Banerjee speaks to us about the key competencies of a leader, the importance of relentless improvement and why continuous learning is a crucial attribute of an effective business leader

Arunav Banerjee, currently Director-Executive Education at School of Inspired Leadership (SOIL), has spent several years of his career in training, mentoring and evaluating aspiring professionals and future business leaders. An alumnus of IIT-Kharagpur and IIM-Kolkata, Banerjee spent over 15 years in the world of business consulting in firms like Ernst and Young, Arthur Anderson and Price Waterhouse Coopers. His areas of expertise include organizational design, people practice and leadership development. Banerjee has also developed his own job evaluation methodology for several companies including Infosys.

As part of his work at SOIL, Banerjee started working with the Rane Group and was responsible for setting up a Development Center (a workshop-like program) for running a structured evaluation and training program for high-potential future leaders at the Group.

We caught up with him at the backdrop of one such workshop and spoke to him about the concept of leadership and the key competencies one has to pick up to become an effective leader.

EXCERPTS FROM THE INTERVIEW:

Please take me through the work you do for Rane Group and how it was first conceptualized.

It all started after a presentation we made to the senior leadership at the Group that focused on addressing one question: “What do we do today, so we have the right leadership team for tomorrow?”

The first step in the process was to do a benchmarking of how we were placed in terms of leadership competencies of tomorrow. For example, one of the traits we looked for is ambiguity tolerance, which is essentially the ability of people to deal with incomplete,



ARUNAV BANERJEE

ARUNAV BANERJEE COMMENTS ON HANDLING THE FOLLOWING HYPOTHETICAL SITUATIONS:

Scenario 1:

A senior manager is approached by two of his direct reports regarding a salary increase. However, an increase is not possible at this time considering the company's budgets. How should the manager handle this situation?

Arunav says:

I don't want to sound flippant here but I'd say the senior manager should not have allowed this situation to arise in the first place. Compensation as a HR practice is not only about the salary itself but also the communication element that goes with it. The manager should have been proactive, rather than being reactive and his direct reports should have known the financial environment in which they were operating.

The second aspect here is that as a leader/manager, one should set the culture. People who are good and aspirational should grow automatically; it should never come to them demanding it.

Scenario 2: An unexpected technical problem crops up in factory operations and it needs to be solved to deliver a consignment on time. How should a senior manager responsible for this, handle the situation?

Arunav says: There are two aspects here. One, the problem has to be solved for now. But as a good leader, he or she needs to go beyond that. An effective leader will look at it at a systemic level and ensure this does not happen in the future. The ability to look at the macro, system level is what differentiates a manager from a leader.

inconsistent and often incorrect data, yet come up with a solution.

The next step was to identify what kind of interventions or workshops we could run to build on these competencies. We did this through creating near real life scenarios at companies and observe how people respond. People had to respond, both individually and in teams, to a multitude of situations that were thrown at them. These scenarios were essentially fictional company situations, complete with all financial details, context, external environment, internal culture and so on.

By and large, the attendees included people with potential for growth and they were trained in groups of 15 to 20 people.

What are the unique skills needed by leaders in the manufacturing sector?

At a very conceptual level, a good leader is always a good leader in any environment. A good leader understands the environment well and adapts to the specific boundary conditions thrown at him or her.

For example, let us take a competency called business perspective. The questions that need to be answered are – where are we today? Where do we see the future headed? What decisions do we take right now to get there? So, as long as one

understands this, a leader will perform.

There are many cases where leaders come into the manufacturing industry from other sectors, understand and define the boundary conditions, adapt to them, and take decisions accordingly.

I am not sure if that answered your question directly, but the point is: leadership competencies tend to be common across sectors, across functions.

What is the role of 'gut feeling' in the decision-making process of a leader?

My point of view here is that, there is a very thin line between instinct and logical, reasoned decision-making. Let me narrate a story here.

There was a rally driver, driving his car in the Alps mountain range. At one of the bends, suddenly, the car came to a screeching halt. The driver thought something was wrong, his instinct kicked in and he stopped the car.

After the rally, some people asked him why he stopped the car. What did he see that prompted him to make this decision? The driver said, usually he saw a sea of white faces (which almost looked like a white blur at high speed). But this time, he had seen a black blur and thought something was wrong. What had really happened was that, there was a pile up of

THEORY ON LEADERSHIP

Who is an effective leader?

Classically, an effective leader is one whose followers are enthused and motivated to deliver whatever is expected.

How do you lead during chaos?

You reduce it to a situation of non-chaos. If there is a cyclone coming in; you can't control that entire cycle. You pick specific areas where you minimize the damage.

How should you build your brand as a leader?

Brand will come from what you do naturally, not by actually building a brand.

How do you enable your team members to perform better?

As Jim Collins, the author of Good to Great says, a good leader rises beyond his or her own personal mastery to enable others to become great leaders.

five cars that happened in front, so the spectators had turned their faces to look at that.

A quick step-by-step reconstruction of his mind's thought process reveals that there was logic in why he stopped; though the driver said it was his instinct that prompted him to halt. Instinct, or gut, is really something that happens very quickly where you are not able to define the logical steps.

Essentially, gut feeling is often the result of a specific experience where the data points are not explicit.

In one of your talks at a CII event, you spoke a little bit about addressing the war for talent in India. Please explain.

In India, ironically, there are lots of jobs available and tons of unemployed people. Essentially, the biggest challenge is that there is a matching problem; there is a

mismatch between a person, a job and the role to be done.

While the point I am about to make is often repeated, it is crucial to address it soon. If one looks at academia, it is not in sync with the needs of industry. Most companies now have a structured training program after they recruit new college graduates. However, as a country, we need to ensure that the training happens in advance, while still in college by bridging the industry-academia gap to win this war.

What are the key skills of a good, effective leader?

Instead of using the word skills, I'd use the word competencies, because it has an element of attitude and behavior in it.

One crucial element in a good leader is what I would call 'learnability'. Do you have the curiosity to learn? Are you trying to constantly improve? These are questions leaders should ask themselves.

Many a time, you compete against yourself and not others. In the 90s and early 2000s people would use the example of the Olympic athlete, Sergey Bubka. For years, he didn't compete with anyone else but himself. He tried each and every time to beat his own Pole Vault record.

The other side of the same coin is that you should actually improve; I refer to this as 'relentless improvement', which is a crucial attribute of a good leader.

The third aspect, which in today's day and age may sound anachronistic, is that one should always be humble as opposed to being arrogant.

“As a good leader, you compete against yourself, not others.”

CSR AT AGARAM FOUNDATION

Established on 25th September 2006 by the renowned Film Actor Mr. Suriya, Agaram aims to provide quality education to the under-privileged and deserving. Agaram has forayed to bridge the gap between excellent education and the barriers in acquiring it. With the firm belief that enlightening minds can eliminate social evils, Agaram works towards imparting appropriate learning to the rural populace who do not have access to quality education

It goes without saying that the active involvement of industries could amplify the effect of the education system. And Rane takes pride in joining hands with Agaram in taking this noble service to the next level. As part of Rane's corporate social responsibility initiatives, the students who are pursuing their education under the aegis of Agaram are supported in three areas.

Self-development workshops:

Practicing managers from Rane conduct training programs for the students focusing on enhancing their life skills, behavioral competencies and value education.

Mentoring support:

Several Rane employees have signed up as volunteer members who spend quality time on a regular basis to help realize the student's true potential by providing

vital guidance and support through the years. They focus on building social awareness and personality of the students at an individual level through their entire journey of education.

Internship opportunity:

Students are encouraged to do their in-plant training and project work at different plants of Rane Group, which is a part of their academic curriculum. Students are given exposure to learn various aspects of what they study in class room put into practice including some of the principal concepts in Manufacturing such as Total Quality Management, Systems & Safety, Manufacturing processes etc.

Keeping the dogma of quality education for all coupled with able collaboration from Agaram, Rane will continue to serve the penurious students in the nation and contribute towards bridging the gaps in best manner possible.



Observations from the Gen-Y connect initiative

R. Venkatanarayanan, President – HR, IT and Education at Rane Group, interacted with several young professionals from within the company to understand their needs and career aspirations. Here, we chat with him about what he learnt from the interaction

What were your Top 5 key observations and learnings about the younger Rane executive from the Gen Y Connect initiative?

As Rane Group propels into the exciting journey of accelerated, profitable growth, it is fitting to have *vibrant* and *committed* youngsters playing a significant role as part of this growth story.

The new generation in the workforce is more knowledgeable, more savvy, and sharper in many ways from the preceding generations.

This is a population that exhibits sparks of *innovation, brilliance* and *resilience*. The willingness to take on challenging assignments coupled with an attitude to explore novel ideas calls for new age engagement practices.

There is greater need to capitalize on the *positive restlessness* that could translate into breakthrough results.

How different do you think are the needs of the current generation? What according to you are some aspects that will play a crucial role in the future?

There definitely is a huge shift in the needs of employees especially with the Gen Y accounting to a large section of the working population. Let me share in

detail as to what are the needs of talent today in some of the best workplaces.

Opportunity to grow professionally, exposure & self- development

Focus is on *retaining the best and getting the best out of the rest*. Learning and professional development have become a core of the employee value proposition for Gen Y that looks at joining an organization as enrolling in a university.

Accelerated career growth

Young professionals love the challenge that comes with accelerated career growth. Many of the best workplaces have “career managers” to help young people manage challenges in a fast track career. Hence there is a need to set mentoring & coaching as vital competencies for senior leaders rather than looking at it as a ‘good to have’ skill.

Instant Recognition

Feedback means continuous dialoguing and not just a year-end affair during appraisal discussions. People expect finer *differentiation and recognitions that inspires and drives future performance* as against just reinforcing of desired behavior and results. This generation is keen to give and get the best during their stint with the organization and hence the “Here & Now” effect is crucial to get them going.

While the above will continue to be important, another set of needs may become much more important. Prominent among those are:

Autonomy & Freedom

Organizations having a peek into the future are magnets for young employees. High degree of empowerment and a transparent communication processes will enable employees to exercise their freedom and take decisions. 99 per cent of the information will be available to 100 per cent of the people, 100 per cent of the time.

Higher flexibility and work- life balance

Employees are increasingly going to differentiate between selling their skills and selling their life. Contracts will be based on deliverables and not on time spent. Even traditional forms of employment will change.

People will constantly look at opportunity to make a difference. For many people, work *will move from being a source of living to providing meaning to life*. Conventional methods and ideas will be constantly challenged. The social impact of business will transcend national boundaries. Social networking using technology will override man made boundaries.



A CANDID SHOT OF SEVERAL RANE GEN Y PROFESSIONALS

Customised career paths

Seems impossible in a paradigm where structure follows strategy and people follow structure and roles. Hence adequate *flexibility in the system to cater to the varying needs and crafting roles that continue to be meaningful* are very important.

One question Gen Y seeks an answer to is – What's in it for me and what's in it for the organization?

Compensation & Esteem needs

Compensation comes high up in most employee surveys as one of the top 5 important needs of employees. Even in the best workplaces, fair pay & fair share of profits are key drivers of employee perceptions about the attractiveness of their organization. While many of the best workplaces score relatively lower in this dimension *money is often linked to esteem needs since it fuels "upward mobility" in society.*

What is the recipe to attract Gen Y talent into your enterprise?

Employer Brand plays a pivotal role in attracting talent, at any level for that matter. Delivering consistently on the employee value proposition will not only build the brand but also act as a talent magnet. Ability to craft exciting roles, encourage continuous learning and

enhancing career opportunities are broad aspects that will nurture the employer brand, thus leading to attraction and retention of quality talent

What is the expectation of Gen Y employees at Rane? As an enterprise, how do you manage their expectations?

We see some key contradictions in expectations – co existence of opposites such as:

- Entrepreneurship and Job security
- Well defined roles and variety at work
- Challenging work and work- life balance

Our talent management framework viz. Professional Development Architecture (PDA) addresses specific needs of promising talent at Rane. The PDA cuts across levels, right from entry to leadership, and caters to the talent needs of today and tomorrow in a structured way.

In the past more people stayed in the same company for fairly long periods or even their whole career. The younger crop changes jobs/careers often and even within 3-4 years. Many now work for 3-4 years and then go back to pursue higher education. Considering this inclination to go back

to school, we need to create platforms that encourages people to constantly upgrade their knowledge and apply their learning through impactful roles. We have introduced some progressive policies such as Keep Educating Yourself (KEY) wherein the company supports education of employees. For all-round growth, people are encouraged to move across different functions, businesses and geographies.

As almost every research report says, as a country we're getting younger by the day. How is this going to impact the future of Corporate India?

Looking at the next five to ten years a multi-generational workforce architecture will be the norm in corporates. Terms like learning, career aspirations/paths and growth, development etc., will acquire new meaning. It will be a process of discovery for all generations through deep engagement and quick response.

In conclusion, we are at the tipping point of a significant change in people's aspirations. Winners will be those who know how to align people's aspirations with the overall business agenda.

PERSONALIZED LEADERSHIP DEVELOPMENT

We chatted with a few Rane Group managers and senior professionals who attended the High Performance Leadership Development Workshop conducted by School of Inspired Leadership (SOIL)



Arunav Banerjee of SOIL conducted a leadership development workshop or intervention, as he calls it, for several employees from across the breadth and depth of Rane Group.

In this article, we requested some of the participants to take us through the curriculum of the program and what they learnt from it. Additionally, we also include a snapshot into an interesting problem they worked on at Rane Group and how they worked on a solution to the problem at hand.

Focus on self-reflection

S Bhargav, Plant head, Rane Brake Lining Limited - Trichy, says, "The best part of the program was it gave us an opportunity to reflect upon our own leadership style." What Bhargav is referring to is the various psychometric tests, individual interviews and assessments done at the program. It helped a decision-maker and a leader understand areas he/she was good at and aspects where there was room for improvement.

The curriculum and methodology adopted at the program was very interesting. All the participants were given specific roles in a fictitious company called 'Hyper Electric'. Depending on ones background, he/she was given roles of being a plant manager, marketing head, manufacturing operations lead, member of the legal team and so on. There were several case studies that were formulated, revolving around different business functions. The participants had to work both individually and in teams to make various decisions and solve problems.

Bharath Vasudevan, Senior Manager, Marketing at Kar Mobiles, Bengaluru and one of the participants in the program, explains

What are the key competencies of an effective, top-quality leader of the future?

– A perspective from managers and senior professionals from Rane Group

<p>1</p> <p>Being a T-Manager - Having the width and depth of knowledge about the process/project; Willing to go the extra mile</p>	<p>2</p> <p>A high sense of people-orientation with strong listening skills</p>	<p>3</p> <p>Delegation: empowerment and building ownership culture in the team</p>
<p>4</p> <p>Risk taking ability, Innovation and Creativity</p>	<p>5</p> <p>Resilience: Ability to accept failures and bounce back from failures</p>	<p>6</p> <p>Ability to communicate and motivate team to give their best always</p>
<p>7</p> <p>Emotional stability</p>	<p>8</p> <p>Setting Priorities</p>	<p>9</p> <p>Setting & demanding excellence</p>
<p>10</p> <p>Ability to tackle tough problems, sometimes without delegating</p>	<p>11</p> <p>Having a sense of urgency</p>	<p>12</p> <p>Being tough but fair with people</p>
<p>13</p> <p>Paying attention to details</p>	<p>14</p> <p>Preparedness for change</p>	<p>15</p> <p>Being holistic</p>

with an example: "One of the case studies we worked on was – how do we improve the 'WOW' factor for employees working at Hyper Electric. There was a case study on union-management related issues and so on. All these enabled me to introspect on my strengths and also identify areas of improvement."

Another participant, Lakshmi Priya, Deputy Manager - Corporate Manufacturing Engineering at Rane Engine Valve Limited, Chennai, says, "I realized the importance of

team work in the workshop. The whole is always greater than the sum of the parts." S Subha Shree, Manager-Secretarial Services at Rane Holdings Limited, adds: "The other thing that came out was that it is crucial to align yourself with all stakeholders and the various spheres that are the part of the organization, not only with your own team."

Overall, all participants unanimously agreed that the intervention was an experience that was wonderful,

A RANE EXPERIENCE I REMEMBER

S BHARGAV

PLANT HEAD, RANE BRAKE LINING LIMITED - TRICHY

Project details

In collaboration with NISB, Japan, RBL was gearing up to put together a state of the art manufacturing facility in Trichy, fully complying with TQM Principles. I was privileged to be involved right from the beginning.

Fond memories

"Every process we adopted, from recruitment and training to machine building and supplier development was through TQM. Through this process, we were able to develop a highly committed and passionate team that was able to take up risks and challenges in this development phase. We successfully proved to the Japanese team that we could commission a project in India with Japanese-like quality and low cost.

I was instrumental in designing the 'Gurukul' Training scheme for new entrants – skilled team members, which happens to be the foundation of RBL Trichy till date. We are able to reap significant benefits as a result of the efforts in building a world class manufacturing facility. After 7 years, our team can boast of several national awards and wonderful morale among members."

LAKSHMI PRIYA

DEPUTY MANAGER - CORPORATE MANUFACTURING ENGINEERING AT RANE ENGINE VALVE LIMITED

Project Details

We implemented a new technology when I was heading Manufacturing Engineering in REVL Plant 3. At the time, we wanted to outsource the 'cold forging process' and there was an urgent need to find the right supplier.

Fond memories

This was an urgent need to clinch the new business from a customer and we identified 3 or 4 suppliers in and around Chennai. We decided to go with a supplier based on three aspects:

- **Capacity** – adequate for our present & future requirement
- **Quality** – Good Control on rejection
- **Cost** – Negotiated, made Supplier understand the business potential and finalized 10% cheaper than the other Suppliers

The key learnings from this effort were to strike a balance between urgency and good quality and the importance of supplier development for long-term business.

BHARATH VASUDEVAN

SENIOR MANAGER, MARKETING AT KAR MOBILES

Project Details

Export orders received from customers were entered into separate MRP system. When the parts were being dispatched, the sale order is created for the quantity received from production and invoice is raised in SAP. Since both were separate systems (order entry through independent MRP system and invoicing through SAP), a separate order status was maintained in excel sheet for each customer which was time consuming and inefficient.

Fond memory

We decided to implement an Export Order Management System in SAP. Along with the IT and SAP Teams we developed the complete process to streamline and make it more efficient, complete with report generation to track and monitor export orders.

something that enabled them to understand the areas they were good at and aspects they had to work on more. Bhargav says, "The final recommendation which is the Individual Development Plan (IDP) that has been put together based on individual interviews, the workshop performance and assessments done, will certainly help in shaping up one's career."

Effective leadership

Even as we gathered the experience of various participants about the

workshop, we also wanted to ask the participants, what the phrase 'effective leader' meant to them? Bharath says, "Setting Priorities, setting & demanding excellence, ability to grab tough problems without delegating, a sense of urgency, being tough but fair with people and paying attention to details are all traits of an effective leader."

Subha Shree adds the aspects of being competent in a particular domain, being prepared for change

and also being people friendly as crucial aspects. Lakshmi Priya believes that emotional stability is crucial while Bhargav adds the aspects of risk taking ability, resilience and delegation to the mix.

Overall, it does look like the workshop got all the participants to think holistically, at the organizational level, going beyond only their own KRAs and KPAs. Three cheers to the future leadership at Rane Group.



IDC AWARDS

Rane group received two awards at The International Data Corporation (IDC) Insights Awards event at Hyderabad on 12th December for transformational IT initiatives.

Rane's Enterprise-wide Automated Payables (REAP), the strategic IT initiative, enhanced the organizational framework agility on a cloud-based technology platform. REAP re-engineered Accounts Payable processes, digitized voluminous transactions, automated core areas through workflows and transformed the transaction-based services into a value-adding partner to business. In Rane's era of profitable growth and consequent need to increase effectiveness of business support functions, REAP provides cost-effective and scalable payables function.

Rane InfoSec management system proactively provides cyber-security awareness education, effectively designs risk management programmes, appropriately implements controls

through policies & guidelines and continuously protects the Information Assets.

IDC Insights awards invited institutions across India to nominate the initiatives that they believed warranted special recognition. The ICONIC IDC Insights award recognizes and honors top institutions that have demonstrated Innovation, Transformation, Customer Experience, Supply Chain Management and Employee Engagement to fulfil wider organizational goals. Rane group nominated in three categories and made it in two.

This is a reflection of high quality team work and collaboration amongst the IT function. This is a commendable beginning and the team is geared up to work with renewed energy and inspiration to accomplish many more milestones and recognitions from its customers and industry bodies.

Kudos to the Rane IT team!

OFF BEAT

RAHMAN. ROCKSTAR.

How A.R.Rahman has almost perfected the art, or should one say the business of continuously re-inventing himself

KAUSHIK NADADHUR



Over a good part of the last twenty years, my journey from an unabashed, unrestrained and fawning A.R.Rahman fan to a more mellowed and, I daresay, a mature fan has been an enjoyable one. People close to me will disagree for they can hardly tell the difference. To them, I am still a rabid and biased Rahman worshipper. But the fact is, while a few years ago, I would have tried selling the music of Imtiaz Ali's Rockstar like there is no tomorrow, today I just make a take-it-or-leave-it passing recommendation. I have come to the

realisation that 'Rahmania' like religion is best kept personal. Even if you do not admire the music the man makes, it is hard not to respect the fact that in an industry where fame is fickle and the fans are fickle, Rahman has managed to maintain a sustained following for over 20 years. Even today, the buzz and anticipation his album release creates is remarkable. Intentionally or otherwise, many of the things he does are not very different from what a good business would do to survive amidst competition.

Collaborations and Credits

Rahman is constantly collaborating with disparate individuals, who have little or no connection with Indian film music, and immaterial of their popularity, he ensures that they are part of the credits of the album. Be it bassists, flautists, drummers or even backing vocalists, or anyone from Apache Indian to guitarist Orianthi (who recorded with Rahman for the track Sadda Haq), everyone gets their due on a Rahman album. It is not uncommon for cars to advertise the brand of the music system they come with; Computers do that for the operating system and the processor they are built with; Rahman does it for the people he works with. It is true that he does it more to acknowledge their contribution to the song than to use their name to sell it, but the curiosity the collaboration evokes, the potential to draw people who might not have been interested otherwise, and the freshness it brings to his music is undeniable.



Rahman's studio is probably one of

the most modern and sophisticated ones in India and the mastering of his albums is definitely a class apart. Businesses should also be willing to recognise the benefits of technology and be ready to adopt it, and adapt to it.

Keeping up with technology

When Roja released in the early 90s, the marked difference in the sound, both in terms of musical and technical quality, was what grabbed people's attention immediately. Rahman has always been an early adopter of technology and constantly uses it to bring another dimension to his music. When today, many a young, upcoming composer is struggling to break free of being branded as someone with the 'Rahman Sound', and the use of technology to improve the quality of music is far more widespread, Rahman continues to stay ahead in the game. He finds newer, exotic gadgets like the Continuum – developed at the University of Illinois – and incorporates it quite seamlessly into his music. In addition, his studio is probably one of the most modern and sophisticated ones in India and the mastering of his albums is definitely a class apart. Businesses should be willing to recognise the benefits of technology and be ready to adopt it, and adapt to it. But when everyone around you has done it and it has become a level playing field, staying updated with the latest and the best becomes all the more essential.

Making any genre his own

More than the delicate act of balancing cost and quality, the bigger challenge that product companies face is in trying to make their product unique and stand out amongst the competition. Rahman has a characteristic style of taking any genre, interpreting it in his unique way and making it his own, and this is all too evident in Rockstar's music. Take for instance, Kun Faya Kun, a traditional Qawwali based number, a musical style that has been done to death in Indian cinema, and for that matter by Rahman himself. But here he puts a completely different spin on it by unexpectedly infusing a guitar. While more often than not, an attempt to bring together such contrasting styles can be quite incongruent, here it just seems like it is meant to be. His stamp on the angst filled Sadda Haq, the pensive Jo Bhi Main and the melancholic Nadaan Parindey, makes one wonder if these songs should be slotted in the rock genre or 'The way Rahman does rock' genre.

The X factor

Above all this, for a business to last in the long run, it's not just the safe choices that are made that matter, but also the choices made by instinct, that goes against convention and popular opinion, that matter as much. In choosing singer Mohit Chauhan as the voice of Ranbir Kapoor in Rockstar, Rahman has made one of the latter choices. Given that he doesn't have a voice that instantly appeals and that he is not formally trained, to have him sing the majority of songs in the album is something only Rahman can do. After listening multiple times to the album and having seen the songs on screen, there is certain vulnerability in Chauhan's voice, which beautifully conveys the ability to achieve the extraordinary even if one is but ordinary, like in my mind a rockstar would. And I have to admit that his imperfect voice is indeed a perfect choice.

RANE GROUP

at the Automotive Aftermarket products Expo
(AAPEX) 2014





**SEMA Show 2014
drew more than
60,000 domestic and
international buyers.**

It is said that the “Whole is more than just the sum of its Parts”. This notion forms the basis of our mission at RHA in striving to promote the Rane brand and grow substantially in the America’s, aligning with the deliverables of Project 3D.

One occasion aiding the above is AAPEX (Automotive Aftermarket Products Expo), where key decision makers of the target markets are available under one roof providing a channel for business contacts.

Group companies like, Rane Madras Limited, Rane Engine Valve Limited, Kar Mobiles Limited, Rane Brake Lining Limited and Rane Diecast exhibited their products at the expo.

We were able to renew relationships with existing customers and also establish contacts with potential ones from both North and South America.

Mr. S Parthasarathy – CEO (RML) attended the AAPEX on the inaugural day and met with senior key decision makers of select target customers on the side-lines of the show.

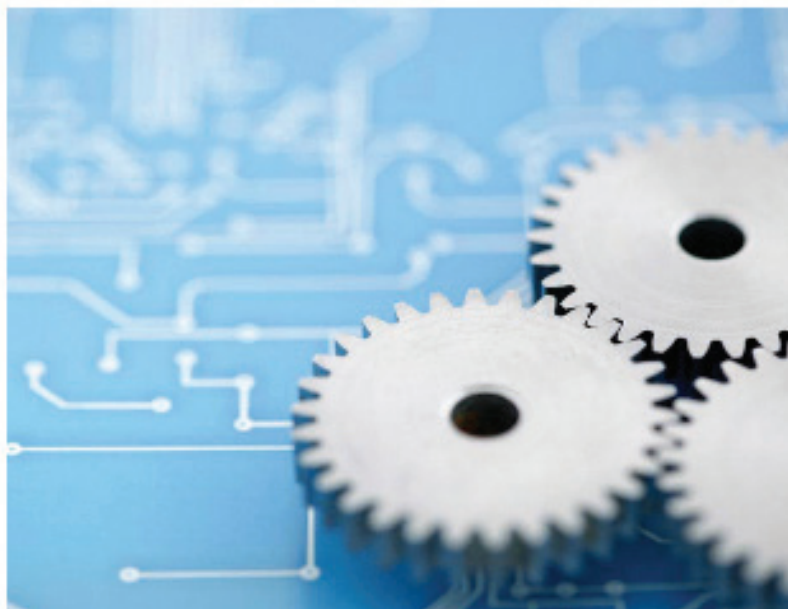
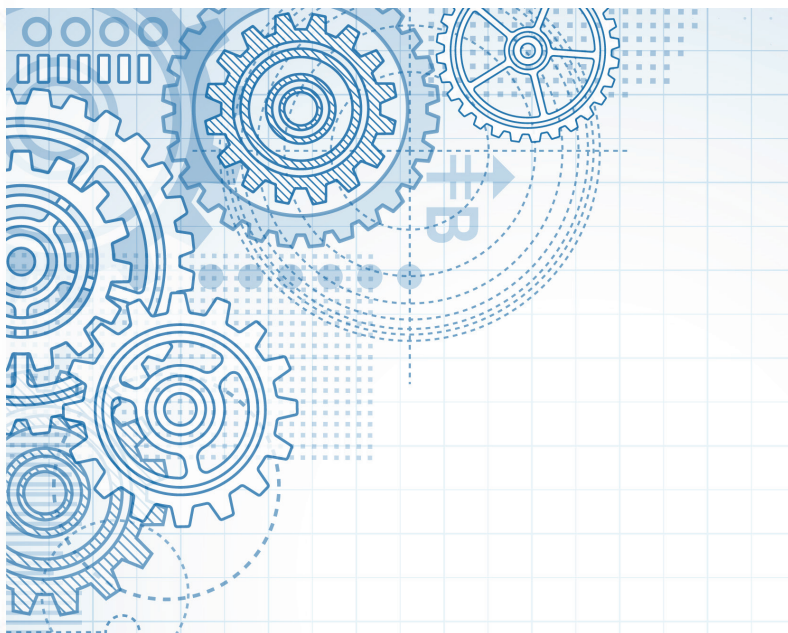
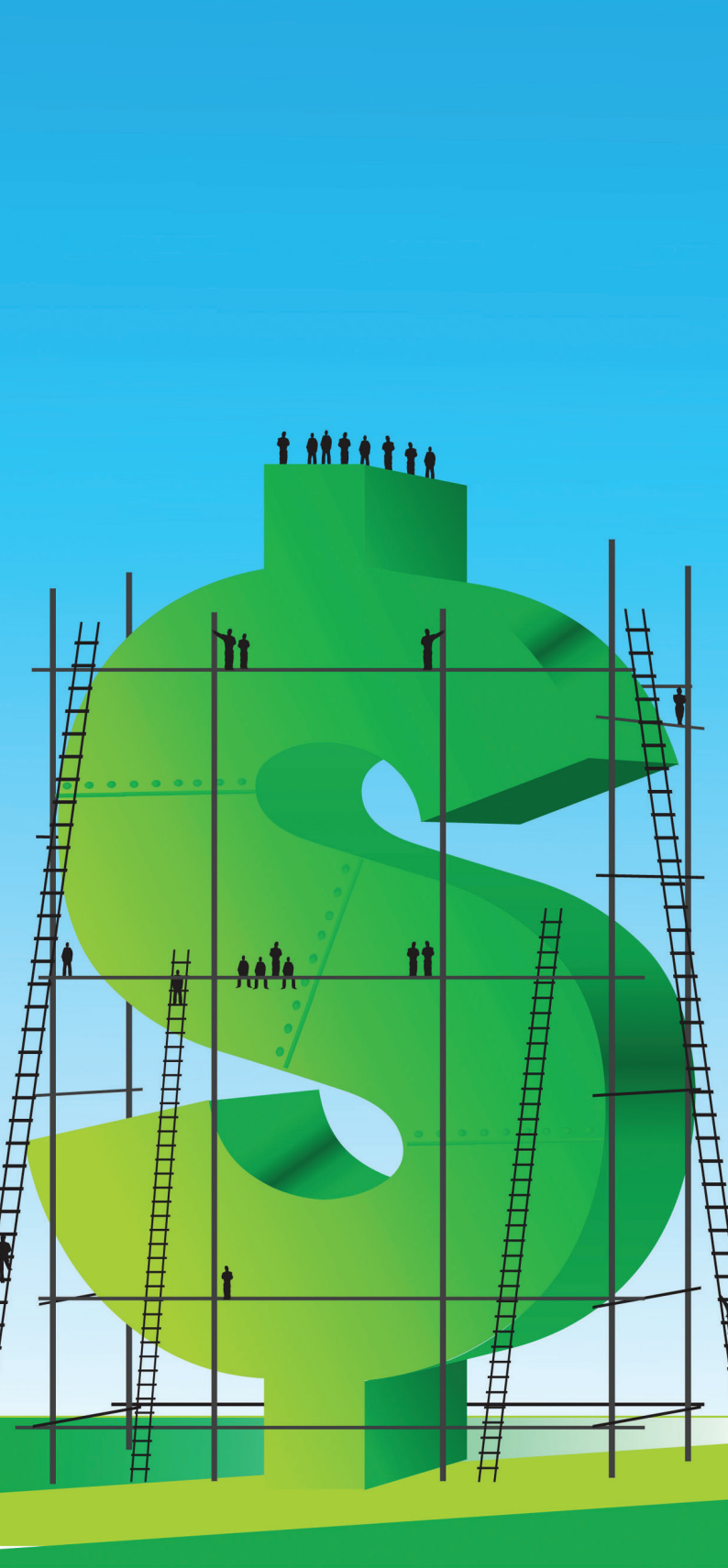
In our opinion, the various interactions during the show would take us closer towards new customer acquisitions like Dorman Industries, Mevotech, Ford Aftermarket Group, TRW Parts – North America, Federal Mogul Motor Parts etc, to name a few.

We believe continued participation at AAPEX will provide the Rane Group a platform which can yield rich dividends.

It is worth mentioning here that the participation from Indian Auto Component manufacturers went up this year with Talbros Automotive, Jamna Auto, Shriram Pistons and Stork Rubber also exhibiting their products. This was under the ACMA umbrella.

Asian Auto Component Manufacturers from China, Korea had much bigger participation.

Another premier summit of interest that coincides with AAPEX is the Specialty Equipment Market Association (SEMA). The SEMA show is a premier automotive specialty products trade event. It provides attendees with educational seminars, product demonstrations, special events, networking opportunities and more.



Expanding Horizons

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