

Rane

PROPEL

ISSUE 1 AUGUST 2012



THE FUTURE:
WHAT'S
IN
STORE?

COVER STORY

A RANE GROUP PUBLICATION



Rane

PROPEL

ISSUE 1 AUGUST 2012



THE FUTURE:
WHAT'S
INNOVATION
STORE?

COVER STORY

the future is new

New Business Models

New Strategies

New Solutions

New People Culture

A RANE GROUP PUBLICATION



THE WORLD OF RANE

RANE HOLDINGS LIMITED (RHL)

RANE BRAKE LINING LIMITED (RBL)

RANE DIECAST LIMITED (RDL)

RANE ENGINE VALVE LIMITED (REVL)

RANE (MADRAS) LIMITED (RML)

RANE NSK STEERING SYSTEMS LIMITED (RNSSL)

RANE TRW STEERING SYSTEMS LIMITED - SEAT BELT DIVISION (RTSSL-SBD)

RANE TRW STEERING SYSTEMS LIMITED - STEERING GEAR DIVISION (RTSSL-SGD)

KAR MOBILES LIMITED (KML)

RANE HOLDINGS AMERICA INC. (RHAI)

JMA RANE MARKETING LIMITED (JMA RANE)

SasMos HET TECHNOLOGIES LIMITED (SasMos)

Send in your comments / suggestions to
propel@rane.co.in

© Copyright, 2012, Rane Holdings Limited.
All Rights Reserved.



From the Chairman's Desk

It gives me immense pleasure in connecting with you through PROPEL - the Rane House Magazine. This inaugural edition links our past 75 years with our dreams for future growth.

The year 2011-12 was a memorable one for the Rane Group. We celebrated our Platinum Jubilee and a gratifying message that came to us was the unanimous respect Rane has earned for its Values and Ethics. In the last decade, the focus on Operational excellence through TQM and LPS has given most of our companies a strong foundation.

On reflecting, we find that operational excellence has steered us to where we are today; leveraging it towards profitable growth rests on building a culture of continuous innovation for breakthrough improvements.

The year 2012-13 is turning out to be challenging for us. Our companies must focus on opportunities to maximize revenue by thinking beyond the box. A continuous and diligent cost focus is imperative. Extraordinary organizations must perform better than competition even in adverse markets.

I firmly believe this House Magazine is an ideal platform to touch base with Rane employees, business partners, associates, patrons, well wishers and all other stakeholders.

Hope you find this magazine enjoyable and informative. We look forward to your feedback for further improvements.

L. Ganesh
Chairman
Rane Group



10

COVER STORY

Our innovation journey begins - agenda is to set the platform for breakthrough improvements - focus is on profitable growth through continuous innovation.

5

PITSTOP I

It's celebration time. Cherished moments from Rane Platinum Jubilee Celebrations.

9

PITSTOP II

Leveraging IT to augment quality, cost and delivery in HR.

14

ACCELERATOR

With an eye on growth, Rane acquires 26% equity in SasMos HET Technologies Private Limited.

15

TORQUE

Good to great is a pursuit. A compilation of awards and recognitions.

16

OFF THE TRACK

How has innovation changed the sporting arena?

17

HR ON WHEELS

Snapshot of Rane as a Great Place to Work.

19

OUTSIDE INSIGHT

Insights on how to deal with the challenges of competition from MNCs and sustain growth.



20

REAR VIEW

Simple purpose. Noble cause. Rane's contribution towards the betterment of our society.



22

FUEL FOR THOUGHT

Rane's veteran pens down his reflections on the Group's Culture.





75 Glorious Years

A Momentous Journey

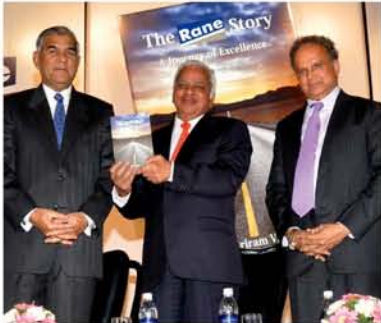
It was a day to recount Rane's laurels and milestones. With nostalgic pride, Team Rane re-lived 75 years of remarkable accomplishments. The Platinum Jubilee Celebration was graced by industry stalwarts, business associates, well wishers and the Rane fraternity.

The occasion commenced with Mr. L. Lakshman, Executive Chairman, Rane Holdings Limited, delivering the welcome speech. He thanked Rane's customers and employees for their support and contribution in bringing the group to where it stands today. He reiterated this point by mentioning that 75 years of operation cannot owe its success to industrial policies, markets and technologies alone. It was the adoption of finer and critical practices such as customer and employee centric management, fair mindedness, transparency and integrity that made it possible. He praised the Rane

team for its ability to adapt to the dynamics of industry needs, whether it is quality, cost or delivery.

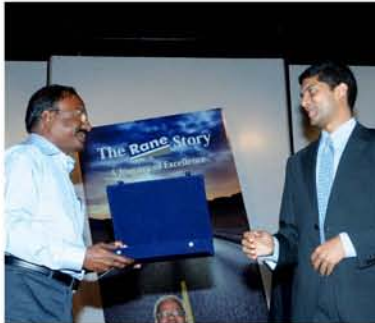
As for what the future holds in store, he was optimistic that India will have a major place in the global supply chain for products and services. The belief was that the demographic profile of India would propel us towards achieving greater milestones. He emphasized that the watchword for profitable growth and prosperity would be 'Insight' and advised that we carry forth our business keeping this as top priority. The key takeaway was his leadership advice to practice inclusive growth, lead by example, thereby creating inspiration like never before and most importantly, creating a workplace where employees experience dignity, pride and excitement.

THE RANE STORY



The first copy of the book was handed over by the Guest of Honor, Mr. Suresh Krishna to the Chief Guest, Mr. B. Muthuraman.

LONGEST SERVING EMPLOYEES



Mr. I. Pachiappan
Deputy General Manager, R&D
Rane (Madras) Limited
Date of Joining : 08.10.1973
Years of service : 38 years



Mr. J. Purushothaman
Operator, Rane (Madras) Limited
Date of Joining : 03.12.1973
Years of service : 38 years



Appreciation

The Chief Guest, Mr. B. Muthuraman, Vice Chairman, Tata Steel Limited and President, CII, congratulated the Rane Group for its long sustenance and adherence to its core value - *customer delight through total quality*. He commended the group for its continuous improvement initiatives, extremely enthused talent pool, state-of-the-art infrastructure and most importantly, accolades from customers. He concluded by wishing the group and all the employees many more successful years ahead.

Role of a Teacher

After showering his kudos on the group and its management, Guest of Honor, Mr. Suresh Krishna, Chairman and Managing Director, Sundaram Fasteners Limited, compared the virtue 'Dharma' to the operating practices at Rane. The dharma of a good teacher is to teach to his utmost capacity and transfer knowledge to his students. Similarly, in an organization it is not just about empowering, but elevating people



personally and professionally. He congratulated Rane on having adopted this practice thereby putting the group on the pedestal it stands on today. At a macro level, he conveyed that the success of the country rests largely on its people and we as architects of the future will have to take India to inspiring heights.

A decade of Profitable Growth

'The need of the hour is to create a challenging environment to meet the changing aspirations of young people'; this was brought into focus by Mr. L. Ganesh, Chairman, Rane Group as he delivered the vote of thanks. He acknowledged the efforts of esteemed stakeholders and promised them a decade of profitable growth. The evening drew to a close with Team Rane looking forward to a promising future of greater achievements.

The Early Years

Under the leadership of T.R. Ganapathy Iyer, Rane Madras became one of the first Indian companies to enter the automobile distribution business in the region.



Going Public

Earning the goodwill of its associates, people and customers, Rane (Madras) Limited went public in 1936. A legacy was born.

New Leadership

From T.R. Ganapathy Iyer, the baton was passed on to L.L. Narayan, a visionary who carved a new identity for Rane and to T.G.K. Raman, whose eye for detail helped to sustain that identity.

Moves to Manufacturing

L.L. Narayan's foresight combined with an encouraging government policy to indigenise automobile ancillary manufacturing led Rane to its next phase - Manufacturing. Rane established a plant for IC Engine Valves.

75 YEARS AND COUNTING...



Growth and Consolidation

By the end of the 1960s, Rane (Madras) Limited steadily moved up the value chain with the manufacture of steering gears. In 1974, Rane established Kar Valves Limited in Bangalore, to complement the production capabilities of Engine Valves Limited.



New Product Lines

Rane Power Steering Limited, a joint venture with TRW was started in 1987. Later, this company became Rane TRW Steering Systems Limited.

The Nineties

In 1991, Rane entered into a partnership with JMA for distribution of auto components. A joint venture with NSK, Japan, for energy absorbing steering columns started in 1995. The year also paved way for the Rane Institute for Employee Development, the Management Development Centre of the group.

Millennium

TQM - a way of life. This culture was adopted under the guidance of JUSE, Japan.

Deming Spree:

Rane Brake Lining Limited - 2003

Rane Engine Valve Limited - 2005

Rane TRW Steering Systems Limited - 2005

Rane (Madras) Limited - 2007





"Our association with Rane Group goes back to 50 years. The group has evolved in many areas with Tata Motors in terms of early vendor involvement, development and various process changes that have taken place. So in many ways we have evolved together and a great deal of benefit has come to both companies. On this happy occasion I wish the group all the very best and look forward to a long-term and meaningful association. All the best."

Ratan Tata
Chairman, Tata Group



"Maruti has been associated with Rane Group right from our very start and over time the group has acquired new technologies, become increasingly more professional and has been able to increase the supplies of various critical components to Maruti. We reckon the Rane Group is one of our major and best suppliers and an integral part of our future progress. I also believe that when the Rane Group celebrates its centenary, it will be one of the globally significant companies in its areas of business. I wish Rane all success to continue its onward path, from strength to strength."

R.C. Bhargava
Chairman, Maruti Suzuki India Limited



"Congratulations Rane Group on this very momentous milestone. M&M was one of the first customers of Rane. Our relationship has grown from strength to strength and today it encompasses virtually every system and component that you make. Over the years, the trust and respect between us has also grown tremendously. I am very proud of this partnership journey, particularly in the area of quality where Rane has won Deming four times and the Japan Quality Medal too. As our own RISE journey progresses and we gradually empower all our stakeholders to drive positive change for themselves and their communities, I have no doubt that our engagement will get even deeper and stronger."

Anand Mahindra
Vice Chairman and Managing Director, Mahindra Group



"We leverage with Rane as an extended arm of our design team. It is not a supplier-customer relationship; we operate as business partners. When we embarked upon a massive initiative to enhance our quality, the first supplier we thought of was Rane. We wanted to associate with a group from whom we could not just buy from, but also learn about how to improve quality in our vehicles and overall manufacturing process."

Vinod Dasari
Managing Director, Ashok Leyland

EXCELLENCE THROUGH TECHNOLOGY



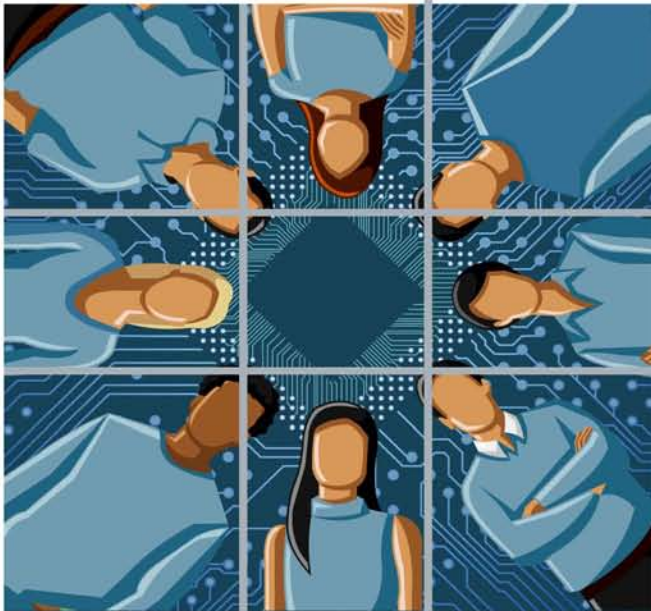
Over the years, leveraging IT to support and enhance the HR function has become essential. Rane was quick to understand the underlying importance resulting in the extension of SAP to HR.

Process streamlining, seamless integration of people practices and harmonization of varied policies has been the mantra for implementing a dynamic yet homogeneous online platform.

To see through smooth transition of Rane's robust processes and systems from legacy to SAP HCM, end-user training was imparted by SAP India and Rane Core Team. This created awareness among employees on the new interface.

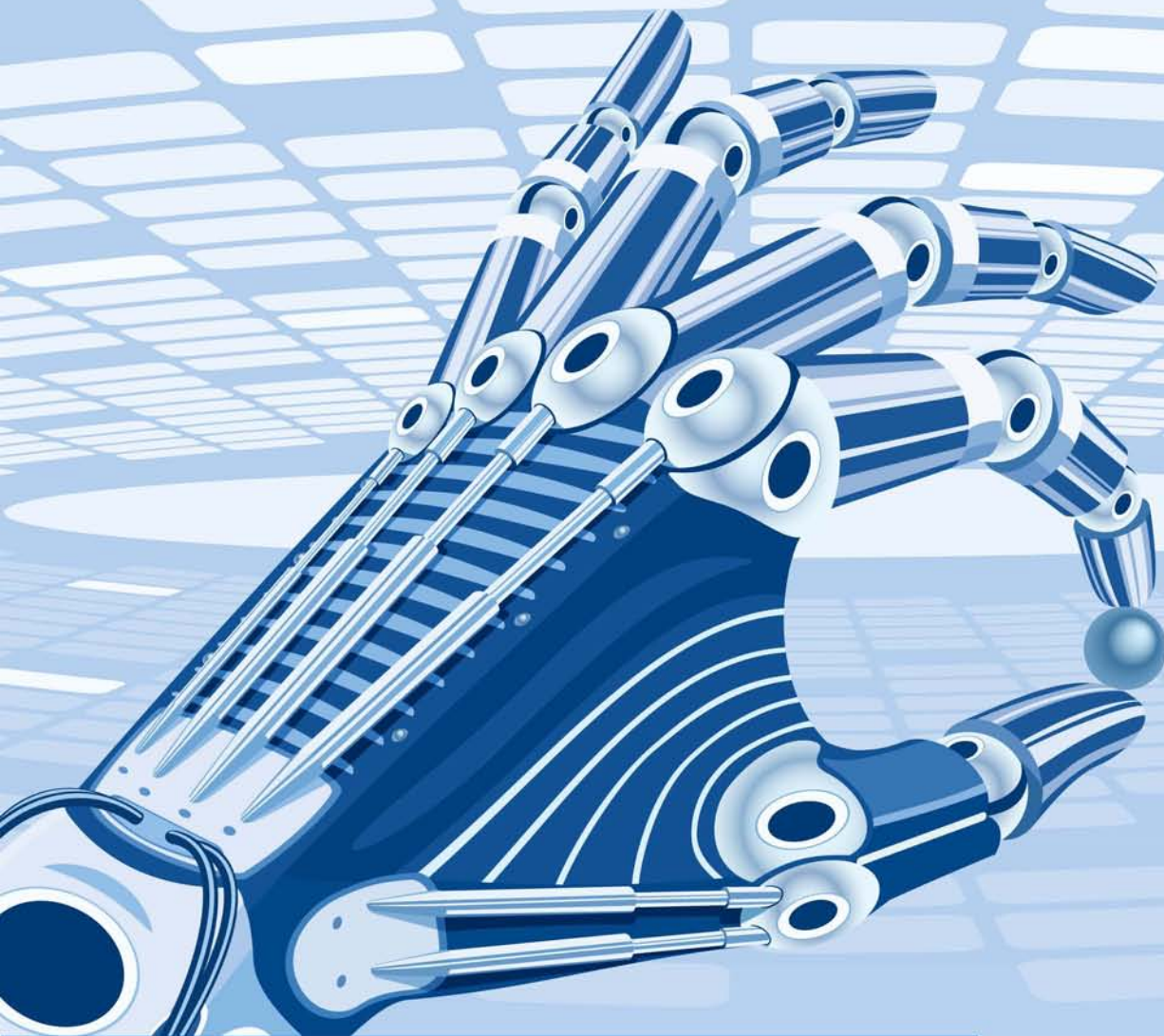
Way Forward

Success of the current phase will lead to future steps aiding proactive decision making with real-time access to HR services and information via self-service portal. Our vision for the future is to have ready access to real-time reports through online dashboards at the click of a button.



Rane Group at the 11th Edition of Auto Expo 2012, New Delhi.





Innovation Journey

A toddler step

Rane is known for its operational excellence. The 75 year legacy with customer first principle stands testimony to this. Having consolidated its position in the market and attaining high levels of operational efficiency during the last decade, Rane has embarked upon a fervent journey of inculcating a culture of innovation into its DNA to realize the decade's vision, "profitable growth".

The executive leadership team felt the need to progress from a continuous improvement culture to setting a platform for breakthrough improvements, focusing on profitable growth through continuous innovation. This triggered the journey of innovation.

Like any other initiative of ours, a diagnostic study was our first step. In June 2010, Dr. Tridibesh Mukherjee (Tata Group) and Professor Jittu Singh (XLRI, Jamshedpur) carried out the diagnosis with the Rane Group business heads and their senior management team, employing survey mechanism and focus group discussions. The outcome of this exercise gave the executive leadership team an overall picture of the innovation climate at Rane.

Taking on from there, we involved Professor DVR Seshadri from IIM, Bangalore, to help us take the next step in our innovation journey. He got us mentally attuned to the culture of innovation through case study reflections, discussions and deliberations during the annual retreat for business heads in November 2010.

Having done the base work through diagnostic tools and extensive discussions, our next step was to seek and understand how innovation translates into practice at the workplace. Learning from experiences of stalwarts is one way and we had Mr. R. Gopalakrishnan, Executive Director, Tata Sons share Tata experiences on 'Innovation' with the Rane team. From thereon, a core team from corporate was identified to understand what it takes to embark upon this journey and venture out in a big way. Visits to organizations from different industries such as Tata TQMS, Titan and TCS gave us insights and helped answer many of our questions, thereby encouraging innovation led transformation.

Somewhere during this whole process the need for a specialist consultant arose. We then directed our efforts at identifying that single point partner who would understand Rane and guide us in our innovation journey. Erehwon Consulting, based in Bangalore, was identified to help us in building capacity and capability. Our framework, as it shaped out, had a diagnosis phase followed by customized workshops. An innovation council was formed to meet, discuss and share perspectives as we progressed through each stage.

We had a gravity diagnosis in October and November 2011 which aimed at understanding the organization in totality from an innovation standpoint in terms of preparedness and mindset.

We focussed on key alterations and mindset shifts (what we call orbit shifts). We worked our way towards this using the diagnosis outcome, chiseling it with inputs from the executive leadership team and coming out with an intensive workshop design to take a look at our mindsets and enable the shift. We had the inaugural workshop at the annual retreat in November 2011; what emerged was a collective aspiration to take on the next big leap by leveraging innovation. We now had with us a road map for the next big leap; what was required was a process to resource, review and enable our success.

“A core team from corporate was identified to understand what it takes to embark upon this journey and venture out in a big way. Visits to organizations from different industries such as Tata TQMS, Titan and TCS gave us insights and helped answer many of our questions, thereby encouraging innovation led transformation.”

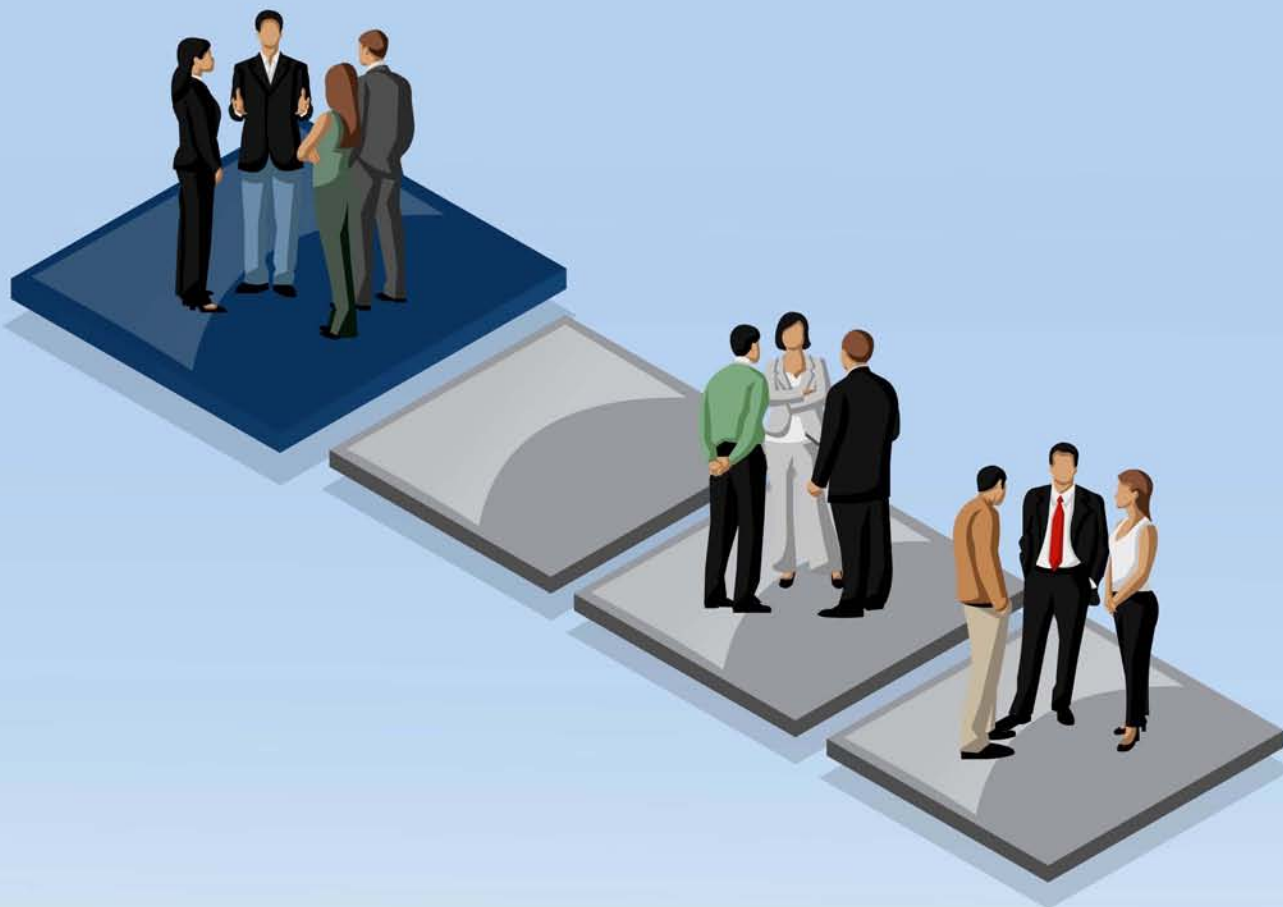


We called upon our senior management team to join the pursuit. Through a unique two-day workshop, this team built upon the innovation agenda and identified aspirations for their companies; a road map was sketched in, what followed were efforts at plotting milestones on the map. As we delved more, what surfaced was a portfolio of 'Orbit Shifting' innovation challenges and the innovation enabling tracks for each company.

Mission teams were identified to take on the challenge and pursue the orbit shift road map. At each key stage, the executive leadership team got together to ensure that efforts were in alignment with the organization's aspirations. The meticulously hand-picked mission teams went through an activation workshop with clear-cut deliverables of identifying transformational projects and establishing links with the organization's aspirations.

The workshop held in April and May 2012 evoked the 'Orbit Shifter' in each individual enabling a shared understanding of what differentiates orbit shifting leadership teams. The mission teams co-evolved the first portfolio of orbit shift challenges. The subsequent phase involves application of orbit shifting innovation to generate solutions for every strategic innovation challenge by building on the capability of the mission teams to lead from conceptualization to realization.

Throughout this journey we have our Chairman's words echoing, asking us to seek opportunity in adversity, do more with less, think and act flexibly and ultimately to keep it simple.



We have realized that profitable growth excites us. With growth comes more responsibility, new products and processes and an inspired workplace that is a talent magnet where people pursue their dreams and believe that they are game changers. We have on our growth agenda to retain market leadership and be forerunners in our fields as technology thought leaders. We seek to move up the value chain, create new market segments, upgrade products by enhancing the value of existing products, offer more comprehensive solutions, create new benchmarks and in the process be known not just as a 'South Indian' firm but as an 'All India' and a 'Global' firm.

TQM has taught us the value of processes and made us really efficient – we are now heading towards moving to the next level in becoming the 'Centre of New Value Creation'. From being known as a 'Dynamic and Reliable Organization' we would like to be known for our 'Value Added Leadership'. Shifting from delivering to creating value at a global stage, we seek to set a benchmark in the way we do business, right from order-taking to delivery.

We recognize the need to shift from Process and Operational Improvement to Product and Business Model Innovation. Innovation should help us figure out whether we are followers, suppliers or drivers in this industry. Nurturing a culture of innovation and entrepreneurial spirit is high on our people agenda.



“We seek to move up the value chain, create new market segments, upgrade products by enhancing the value of existing products, offer more comprehensive solutions, create new benchmarks and in the process be known not just as a ‘South Indian’ firm but as an ‘All India’ and a ‘Global’ firm.”



Foraying into Defense and Aerospace

Acquisition of 26% equity in SasMos HET Technologies

As part of the growth strategy, Rane Group has been exploring opportunities beyond the automotive sector. This pursuit identified defense and aerospace industry, thanks to the Indian government's policy to allow private equity.

In September 2011, Rane Holdings Limited acquired 26% equity stake in SasMos HET Technologies Private Limited, a Bangalore based company. It is a leading manufacturer of aerospace, defense, marine industry products of cable assemblies, wiring harness, panel boxes and electro-mechanical assemblies. The company is an eligible partner with global vendors of Ministry of Defense for meeting their offset obligations as per the Indian Defense procurement policy. SasMos HET Technologies has significant plans to scale up and is expected to grow to about Rs.120 crores in revenues in the next five years.

“We feel there are significant growth opportunities both in India and as an exporter. This entry also opens a new knowledge base for Rane in electronics which will have synergy with the automotive industry.”

L. Ganesh
Chairman, Rane Group



Yesteryear Association

Late 1960's - 'Country at War. Replacements Vital.' A telegram from the Indian Army catapulted Rane (Madras) Limited (RML) into action to deliver tie rod ends and steering linkages. Albeit a small role, this is one contribution that RML values deeply to this day.



AND THE AWARD GOES TO ...



Japan Quality Medal (JQM)

Increased effectiveness and sustenance set the way forward for Rane TRW Steering Systems Limited - Steering Gear Division (RTSSL-SGD) to meet world-class standards. Achieving breakthrough results through TQM practices in focused priority areas such as proactive marketing, customer focused NPD, lean production

system, building a strong corporate constitution and company wide cost focus was paramount for growth in this challenging environment. RTSSL - SGD worked out competitive strategies to gain leadership in all segments of the automotive market. They challenged the Japan Quality Medal, the highest milestone of TQM, and won it successfully in November 2011.

RANE HOLDINGS LIMITED



Asia's Best Employer Brand Award for Talent Management, 2012

RANE NSK STEERING SYSTEMS LIMITED



Certificate from Maruti Suzuki for "Sincere Efforts and Superior Performance in the field of Focused Cost Down", 2011-12

RANE (MADRAS) LIMITED



Award from Tata Motors Limited for Excellence in Overall Performance, 2011-12

RANE TRW STEERING SYSTEMS LIMITED - STEERING GEAR DIVISION



Plant 2 & 3 of RTSSL-SGD were declared winners of the 5th Annual Group QC Convention, 2011-12

RANE ENGINE VALVE LIMITED



First prize in the MACE competition

RANE (MADRAS) LIMITED



First in Best Implementation of Green Nurturing Program, 2011-12

NEW AGE ATHLETES



In recent times, one cannot deny the fact that innovation has played a huge role in enhancing the performance of sportsmen - be it nutritional science, sports gear or technology aided training.

Case in point - let's look at swimming. It used to be simple. In ancient Greek Olympics, the athletes competed without worrying about conflicts over what shoes, shorts or swimsuit an athlete could wear. Probably in part because of the nudity, the ancient Olympics was a "men only" event, with women banned not only from competing in but also from watching the games.

Today's Olympics has both gender participating, but with the proliferation of various types of swimsuits, sneakers and other sporting outfits, the International Olympic Committee and other sports governing bodies must rule on which sports innovation should or should not be allowed. U.S. Olympic gold medalist Michael Phelps introduced the Speedo LZR swimsuit. The LZR Racer has created a controversy in part because of issues of fairness. Engineered with the assistance of NASA, the suit helps to minimize the wearer's "drag", which is caused by the friction of a swimmer's body against the water. Body suits are not new - they debuted in the 2000 Olympics at Sydney to mixed reviews. Today, records regularly are being broken by new LZR Racer swimsuit wearers. Is this a mark of better swimming or better swimsuits?

Let alone swimming, every sport has witnessed path-breaking innovations which help athletes come out with some unbelievable feats. So how good are these athletes if one were to strip them off the new age gears and accessories? It will be quite a debate without a clear winner.



Every festival at Rane calls for a celebration

Festivities are a great event that bring together employees, making every celebration a memorable one.



I love my workplace

In the recently concluded award ceremony - 'India's Best Companies to Work For', 2012, conducted by Great Place to Work Institute, Rane Engine Valve Limited won the 4th place in Auto Component Industry.



Born with a silver spoon

A gesture in sharing the employees' happiness, the first born children of confirmed employees at Rane NSK Steering Systems Limited are welcomed to the extended family with a Silver Spoon.

Fun at work

Yes. You read it right. Weekly activities are conducted at the workplace which help employees unwind.





RANE ADVANCED MANAGEMENT PROGRAM

It's all about Bonding

Great workplaces have great teams. Rane Advanced Management Program (RAMP) - a developmental intervention - aims at grooming high performers at middle management level across Rane Group. RAMP participants underwent two days of outbound learning on the theme "TEAM BONDING" at Pegasus Institute for Excellence. They experienced lifetime learning through challenging and interesting outbound activities. It was a valuable and dynamic learning experience both professionally and personally.

In the words of RAMP participants, "We enjoyed and learnt under one umbrella as the "Rane Team". It was a case of more lessons learnt than taught; the value of introspection and self-learning was really great." Every session was based on the Kolb's Learning Cycle of Activity, Reflection, Learning and Application. Insights from the activities spanned across new methods of teamwork, leadership styles, critical role of communication, empathy, right man for right job concept and many more. The team realized the huge scope for improving team building and leadership skills. They made the best use of the given opportunity by engaging in activities with high energy and spirit. Towards the end of the program, each RAMP participant arrived at an action plan that they would work on.

It was a moment of pride for the RAMP participants while sharing their learning experience through an interactive session with Mr. L. Ganesh, Chairman, Rane Group and Mr. R. Venkatanarayanan, President, Corporate Services.

WAYS TO HANDLE BUSINESS DYNAMICS



“Choosing to walk out from the family business and start up on my own was a big decision – I can call it the turning point. It was tough for me to handle educated people. For a long time I did not know the difference between ‘R’ & ‘D’ when we say R & D ”

15th May 2012, Chennai - C.K. Ranganathan, Chairman and Managing Director, CavinKare, interacted with Rane’s senior management. There were strong takeaways for the participants as he revealed simple truths of life which led him through his path of success, resulting in a start-up Indian company successfully dealing with the challenges of competition from MNCs.

To make a mark in the industry, his approach was to hire qualified people, strengthen research and development, build in performance orientation and evaluate critical parameters before the launch of any product. While quality, cost and service are important factors, he spoke about innovation as a key factor, as it is the ability to provide for something extra that makes the difference rather than falling in line with the regular ‘me too’ product. When asked about what it takes to be a part of the CavinKare fraternity, he highlighted the importance of behavioural proficiency of people across three factors, namely Accountability, Empathy and Sense of Urgency. He went on to highlight the importance of gaining employees’ trust by addressing their fears, concerns and most importantly, their aspirations.

He emphasized that to overcome increased competition, it is important to beat the dilemma of rationale versus emotions. He added that one must have a challenger mindset, hold on to a sense of purpose and demonstrate passion for excellence, all backed by simple innovation as a key factor.

In order to leap beyond, he said, it is important to perfect execution and delivery, focus on cost and productivity, and be conscious of the right time to market apart from supplier management, leadership and resourcing.

He concluded saying that to make a significant impact in the global arena, excellent business results, stakeholder satisfaction, consistency and sustainability, care for the community and inspired leadership are important.



Empowering today's youth

At Rane Group we believe that giving back is as important as a healthy balance sheet. Rane Foundation, a Public Charitable Trust founded in 1967, is the main arm for Rane Group's CSR initiatives. Rane Foundation's initiatives are primarily focused on education, health care, environment and community development.

Rane Polytechnic Technical Campus (RPTC) is a self-financed institution managed by Rane Foundation. The academic courses commenced in the year 2011-12. The institution has an eco-friendly building spread over a sprawling 7-acre campus in Tiruchirapalli District. It is affiliated to the Directorate of Technical Education (DOTE), Tamil Nadu and approved by the All India Council for Technical Education (AICTE), New Delhi. Courses offered are Mechanical and Civil Engineering with a student intake of 60 candidates per course. The syllabus is exhaustive and is as prescribed by DOTE. In addition to this, about 248 hours of Value Add Programs are provided, which includes Bridge course in English proficiency, Communication skills, Team building, Time management, Personality development, Value education, TQM and Industrial visits. To give the students a 'real-time' experience, practicing managers from Rane double up as part-time faculty in RPTC.

RPTC, a corporate initiated institution is set out to redefine engineering education. A legacy in the making.

RPTC EDUCATION FAIR – MAY 2012

RPTC hosted an Education Fair attended by a group of enthusiastic Class X and XII students and their parents. The fair was intended to educate the youth about the importance of technical education and the career prospects RPTC offers. The Chief Guest, Mr. R. Sivalingam, State Secretary for Civil Engineers of Tamil Nadu, congratulated RPTC on the infrastructure and especially the curriculum, which contributes towards the holistic development of the students. Among the dignitaries, Mr. K. Sabapathy, a Civil Engineering Consultant brought forth the current infrastructure developments in both Private and Public sectors and the need for qualified technical professionals in the coming years. The fair drew to a conclusion with individual counseling and a campus tour for students and parents.



The Banyan

Rane Group has committed 100 man hours to The Banyan to help with process improvement as well as lend expertise in competency enhancement to increase administrative efficiency.



Social Work Activities of Rane (SWAR)

This initiative is to socially sensitize the members of Rane Engine Valve Limited family to build an environment of care and concern by contributing to a greater cause.

Ini Oru Vidhi Seivom (Creating a destiny) is aimed at skill development of students, encouraging organization wide involvement, sense of pride and satisfaction amongst employees.



'Joy of Giving' Week

Rane NSK Steering Systems Limited donated clothes and dry rations to Orissa flood and Sikkim quake victims.



SHIKSHA

Rane Brake Lining Limited employees facilitated a five-day computer literacy program for fifteen 10th standard underprivileged female students from the Government High School at Thirubuvanai.



Prevention is better than cure

Health awareness camps on cardiac health and tobacco's ill effects were organized by Rane (Madras) Limited for the benefit of employees.

REFLECTIONS ON RANE CULTURE



After serving for over 15 years at the Rane Group, Mr. G. Ramkumar's work stands testimony to his commitment. He retired recently after having had the opportunity to serve in three different Rane companies besides the group headquarters. He pens down his reflections on Rane culture.

Culture in its simplest form, is the collective behaviour of an organization or commonly accepted way of thinking and acting in an organization. The characteristics of Rane culture, as I experienced it are:

■ Punctuality - a discipline driven from the very top of the organization. Early in my Rane Corporate Centre (RCC) stint I was scheduled to meet Mr. L. Lakshman at 9.00 am; he surprised me by calling at 8.58 am to inform that he would be five minutes late!

■ Accessibility of senior management - all that one needs to do is to take an appointment to meet a senior functionary.

As long as you had something sensible to say, you could be rest assured that you would get a good hearing.

■ Rane is a learning organization - RCC believed in continuous education. Be it TQM, LPS or Innovation, we were exposed to the latest; we were not allowed to do our production or sales numbers alone. The importance given to Rane Institute for Employee Development and now Rane Polytechnic Technical Campus bears out its credentials further in this regard.

■ Well-structured and documented policies - Rane Employment Policies and Standards (REPS) and Rane Accounting Policy and Standards (RAPS) - enable quick and consistent responses to personal or business situations and ensure that the element of subjectivity is largely eliminated. Documented REPS gives an employee the confidence that he is being treated fairly.

■ Group approach and thinking - Forums facilitated by group and company heads enable Rane to address issues common to companies. Based on my experience, I have found that these forums are unique to Rane Group.

■ Rane enjoys tremendous respect and goodwill with Original Equipment Manufacturers, largely due to its technology and quality orientation, besides its ethical way of doing business.

An oft expressed criticism of Rane, especially by the younger generation is that it is essentially a conservative South Indian company. I would submit that South Indians epitomize several virtues - Honesty, Trustworthiness, Reliability, and Long-term orientation.

G. Ramkumar
Former President
Rane Engine Valve Limited

"Innovation - any new idea - by definition will not be accepted at first.
It takes repeated attempts, endless demonstrations, monotonous rehearsals
before innovation can be accepted and internalized by an organization.
This requires courageous patience.

- Warren Bennis