

CHAPTER – 2

PROFILE OF SAMPLE ORGANIZATIONS

2.0 Introduction

In order to have a better understanding of the sample and it is important for us to first have a look at the various industries present in Vapi, Daman and Silvassa region. This industrial region has variety of Industries. These include textile, agrochemical, FMCG, plastics, chemicals etc. Following are the details of industries in each of these locations:

2.1 Industries in Vapi

Total industries in Vapi region are around 2000. Most of these units are situated Gujarat Industrial Estate area. However, there are many industries which are located on private land. Out of the total 2000 units, following 1230 units are members of Vapi Industrial Association (VIA).

There are 1230 industrial units that are registered with Vapi Industrial Association (VIA). Leading Industries in Vapi are Micro Inks Limited, United Phosphorous Limited, Bilag Industries Limited, Aarti Industries Limited, Ruby Mecons Limited, Alok Industries Limited and Welspun Limited. Industries are categorized as leading industries which has large size (investment), high turnover, high growth and good reputation in the market. The sectorwise details of these industries are as follows:

Table 2.1: Sector wise Distribution of Industrial Units

Nature of Industries	Nos.
Chemical and Dyes	308
Cosmetic	5
Electrical	35
Food products	5
Glass	14
Ice	7
Paints	17
Paper	43
Pharmaceutical	49
Plastic	56
Rubber	12
Textile	47
Wood	32
Total	1230

Source: <http://www.viavapi.org>

Maximum units belong to the Chemicals and Dyes sector. There are 308 industrial units in Chemical and Dyes sector in VIA. The number of industrial units in other sector range from 5 (food products) to 56 (plastic). Therefore, we have selected 3 industrial units from Chemical and Dyes sector. These three units are:

1. Bilag Industries Limited, manufactures agrochemicals,
2. Micro Inks Limited, manufactures printing Inks,
3. Aarti Industries Limited (Vapi), manufactures chemicals.

The fourth unit – Raymonds Limited – is chosen from the textiles sector. Raymonds Ltd. is a leading industry and is situated in Udwada. However, for the present study, we have considered it as a part of Vapi industries. This is because

Udwada is close to Vapi (the distance is 13 km) and both – Vapi and Udwada are located in Gujarat State.

2.2 Industries in Daman

Total industries in Daman region are around 2700. Most of the units situated in Daman are small, medium Industries. Few large industries are also there in Daman. These large scale industries have several small units situated in different areas of Daman. Daman is part of Union territory of Daman and Diu. The sector wise bifurcation of number of industrial units is presented in table 2.2:

Table 2.2: Sector wise Distribution of Industrial Units in Daman

Nature of Industries	Nos
Plastics	1600
Ferrous & Non ferrous metal	48
Pharmaceutical	38
Packaging/ Metal packaging	500
Engineering	15
Others	499
Total	2700

Source: President- Daman Industries Association office, Daman

It can be seen from the table 2.2 that the largest numbers of units are in Plastics sector. There are 1600 units in Plastics sector. The second largest sector is Packaging / Metal Packaging, with 500 units. There are 499 industrial units, which are not categorized in any of the categories mentioned in table 2.2. Therefore, they are placed in “Others” category. We have chosen following industrial units from Daman:

1. Hindustan UniLever Limited (Daman/Silvassa), FMCG
2. Enercon Limited (Daman) Engineering
3. Blossom Breweries Limited (Daman), Alcohol

However, following two were chosen from the “Others” category because Hindustan Unilever has adopted best HR practices, Enercon Ltd. is a new entrant and Blossom Breweries Ltd. is a traditional player in the market.

One of the major reasons for development of industries in Daman could be the taxation benefits. In addition to taxation benefits industries in Daman also enjoy various benefits announced by the central government from time to time. There are many industries in Daman which are part of SME industries. Most of the industries situated in Daman area are located in private industrial areas.

2.3 Industries in Silvassa

Total industries in Silvassa region are around 2000. Silvassa has variety of industries. Out of the total units there are 200 large units. Other units are small, medium Industries. Silvassa has many industries which are exporting their goods. 75% of the total Industrial yarn requirement of the country is manufactured in Silvassa. Silvassa is part of Union territory of Dadra and Nagar Haveli. The most important reason for development of industries in Silvassa is the taxation benefits.

There are total 2000 industries in Silvassa region. The composition of industries is given as per following table:

Table 2.3: Sector wise Distribution of Industrial Units in Silvassa

Nature of Industries	Nos
Yarn	1200
Refrigeration	12
Plastics	50
Pharmaceuticals	100
Metal conductors	10
Others	628
Total	2000

Source: Executive Secretary – Silvassa Industries Association

In addition to taxation benefits industries in Silvassa also enjoy various benefits announced by the central government from time to time. There are many industries in Silvassa which are part of SME industries. Most of the industries situated in Silvassa area are located in private industrial areas or private land purchased from the natives.

1. Reliance Industries Limited (Silvassa) Yarn
2. Blue Star Limited (Silvassa), Refrigeration
3. Paper Products Limited, (Silvassa), Packaging

Table 2.4: Total Respondents and Responses

Organization	Total Respondents	Responded
Reliance Industries Limited	190	167
Blue Star Limited	70	69
Bilag Industries Limited	50	50
Micro Inks Limited	189	139
Aarti Industries Limited	104	97
Raymond Limited	125	124
Hindustan UniLever Limited	84	75
Enercon Limited	150	97
Blossom Breweries Limited	35	35
Paper Products Limited	90	84

Percentage of non-response is very less, and the number of respondents from each organization is very large.

Existence and implementation of Human Resources System does not depend on no of employees working in the organization. Some organizations with less no of employees have best of HR system whereas some large organization does not have HR systems at all. It depends upon management's philosophy, type of organization, products, markets, etc.

The term ‘human resources system’ is employed in this study in a connotation different from most of the earlier investigations in the field. While it is widely agreed that presence of human resources systems in the organization helps in creating a competitive edge using human resources in the organization, it is not clear which human resources systems are most important system for the overall growth of the organization.

There are many studies conducted in public sector units and the researchers have found positive impact of human resources system on the organization. However, there are very few studies done on the subject in private sector industries.

The present investigation employs to study the subject in a systematic and planned manner.

2.4 Introduction of Sample Organizations

Following the introduction of the organizations selected for study. The introduction provides details such as Nature of Business, units, organizational Culture Number of employees in the selected unit and status of Human resources Systems in these organizations.

2.4.1 *Reliance Industries Limited*

The Reliance Group, founded by Dhirubhai H. Ambani (1932-2002), is India's largest private sector enterprise, with businesses in the energy and materials value chain. Group's annual revenues are in excess of US\$ 28 billion. The flagship company, Reliance Industries Limited, is a Fortune Global 500 company and is the largest private sector company in India.

The focus on growth has helped Reliance to grow as one of the world’s largest producers of polymers. The current polymer production capacity of 3.5 million tones

per annum of Polypropylene, Polyethylene and Polyvinyl Chloride would reach 4.4 million tones next year with further expansion plans subsequently underway.

Nature of Business

Backward vertical integration has been the cornerstone of the evolution and growth of Reliance. Starting with textiles in the late seventies, Reliance pursued a strategy of backward vertical integration - in polyester, fibre intermediates, plastics, petrochemicals, petroleum refining and oil and gas exploration and production - to be fully integrated along the materials and energy value chain.

The Group's activities span exploration and production of oil and gas, petroleum refining and marketing, petrochemicals (polyester, fibre intermediates, plastics and chemicals), textiles, retail and special economic zones.

Reliance enjoys global leadership in its businesses, being the largest polyester yarn and fibre producer in the world and among the top five to ten producers in the world in major petrochemical products.

Silvassa Unit

Silvassa manufacturing division located in the Union Territory of Dadra and Nagar Haveli is spread over 132 acres. It manufactures a wide range of specialty Recron Stretch, Linen Like, Melange, Thick-n-thin and Bi-shrinkage yarns.

This complex is the largest unit of its kind in the world engaged in the field of texturising of polyester partially oriented yarn (POY) to produce a wide range of polyester textured yarns (PTY) such as crimp, tex, intermingle in various deniers ranging from 30 D to 1200 D. The Denier per Filament (DPF) ranges from 0.5 to 4.8. It produces a wide variety of specialty products such as Recron Stretch, Linen Like, Melange, Thick-n-thin and Bi-shrinkage yarns. This division is the largest supplier of

Recron stretch products to Denim industry in India. Moreover, it also offers various tailor-made products to suit the specific end use requirements. The textured yarn produced is used in suitings, shirtings, dress materials, home furnishings and automotive fabrics.

This division has 158 state-of-the-art false twist texturing machines of Barmag, Murata, TMT, ICBT, Himson and Alidhra makes. The installed capacity of division is 150 KTA and it exports 25 % of its production to various high quality demanding advanced markets of Europe, USA, North America, Far East and African markets to about 45+ countries.

This division enjoys various international certifications and accreditations such as ISO 9001, ISO 14001, OHSAS 18001 and Oekotex certificate for exports. To achieve continual improvements and growth, the Division has also deployed Six Sigma & Quality Circle activities in various functional areas.

Organizational Culture

Reliance’s philosophy of ‘Growth is Life’ has truly manifest itself in value creation opportunities for its myriad stakeholders, which include its valued customers.

Reliance is a totally professional organization with a culture of high growth and being market leader in all the products it manufactures.

Table 2.5: Number of employees in the selected unit

Category of employees	Nos.
Supervisory	190
Non Supervisory	548
Contractual	1593
Total	2331

Source: Human Resource Department, Reliance, Silvassa.

Human Resources Systems

The aim is to build a world class HR organization with benchmark processes and systems around Performance Management, Rewards and Recognition, Competency and Capability Building, Succession Planning etc.

The company has put into place a central shared services organization for HR, wherein Global Best Practices for HR Shared Services are integrated. The objective of this centre, apart from leveraging on the economies of scale, is to provide a world class experience to our people on all the matters that they have to deal with on a day-to-day basis including all transactions.

RIL continues to invest in people through various Learning and Development activities, which has seen 3,092,403 man hours of Learning and Development Activities at manufacturing divisions. Six Sigma projects were completed leading to financial benefits annualized to Rs.55 Cr. To further embed Six Sigma and develop a cadre of Reliance Certified Black Belts (RCBB) across locations, RCBB development plans are being launched across manufacturing locations. RCBBs will have the knowledge and skills to do complex projects and also guide, coach and train others in executing Green Belt (GB) projects.

2.4.2 *Blue Star Limited*

Blue Star Limited was founded in 1943 by late Mohan T Advani, an entrepreneur of exemplary vision and drive. It started as a modest three-man operation, which was engaged in reconditioning of refrigerators and air conditioners. In 1969, Blue Star became a public limited company with its corporate headquarters at Kasturi Buildings in Mumbai.

Today, Blue Star is India's largest air-conditioning company with an annual turnover of over Rs.1600 Crores, a network of 29 offices, five modern manufacturing

facilities and around 2400 employees. It fulfils air-conditioning needs of a large number of corporate and commercial customers and has also established leadership in the field of commercial refrigeration equipment ranging from water coolers to cold storages.

Nature of Business

Blue Star manufactures and markets a wide range of air-conditioning and commercial refrigeration systems and products. These include large central air-conditioning plants, packaged air-conditioning systems, split and window air conditioners, water coolers, bottled water dispensers, ice-cube machines, deep freezers and cold storages. Blue Star's other businesses include marketing and maintenance of hi-tech professional electronic and industrial products such as testing machines, data communication equipment, medical and analytical instruments and industrial products. Thus, the core businesses of Blue Star are air-conditioning, commercial refrigeration and distribution of professional electronic and industrial equipment. The company has manufacturing facilities at Thane, Dadra, Bharuch, Himachal Plant and Wada, which uses state-of-the-art manufacturing equipment to ensure that the products have consistent quality and reliability.

Blue Star has business alliances with world renowned technology leaders such as York International, USA; Hitachi, Japan; Kolpak, USA; Jeol and many others, to offer superior products to the customers.

Silvassa Unit

Silvassa unit of Blue star manufactures air conditioning and commercial refrigeration system. Silvassa unit of Blue Star is ISO 9002 certified. The location also follows various quality initiatives and small group activities.

Organizational Culture

Blue Star gives lot of emphasis on product quality and innovation. It runs various schemes to motivate the workers to acquire additional skills. The organization has got a very progressive culture with emphasis on overall development and satisfaction of all the employees.

Table 2.6: Number of employees in Blue Star Limited, Silvassa

Category of employees	Nos.
Staff	70
Operators	160
Apprentices	100
Temporary	100
Contractual	300
Total	770

Source: Human Resource Department, Blue Star Limited, Silvassa.

Human Resources Systems

HR systems at Blue Star are aligned to its strategic requirements, providing the organization a sufficient talent base with proper Man Power Planning. The HRD has state of the art infrastructure for Training & Development; thus providing its employees a superior quality of Training Facilities organization wide. The Systems are designed to match the requirements of the management to keep its internal customers motivated and enthusiastic for successfully attaining their set goals.

A wide talent base with sufficient opportunities to perform requires a proper performance management system, which the company has well taken care of. The PMS has a strong evaluation technique which assures appropriate reward for the deserving. The employees enjoy the healthy climate that HRD has created throughout the organization.

2.4.3 *Bilag Industries Limited*

It all started as Mitsu in 1992 and later by creating global size capacities, using high level R&D leading to regular introduction of new products, adapting strict international quality control norms, employing highly sophisticated manufacturing processes and with continuous backward integration to curtail manufacturing costs, Mitsu catapulted to a position of strength in the global agrochemicals market.

Believing in the philosophy of "collaborate rather than compete", AgrEvo, an agrochemical company of the German chemical giant Hoechst Ag and Schering, and Bilakhias decided to form a joint venture.

In 1999, the joint venture was incorporated in India with AgrEvo investing in a 51% stake in the Synthetic Pyrethroids manufacturing business of Mitsu. The new entity was christened BILAG representing Bilakhias and AgrEvo.

In the later years AgrEvo merged globally with Rhone Poulenc of France to form Aventis CropScience. In 2002, Aventis CropScience was acquired by the German chemical conglomerate Bayer AG to create Bayer CropScience.

Nature of Business

Bilag Industries Private Limited is a highly successful joint venture company of Bayer CropScience AG, a chemical conglomerate from Germany and Bilakhia Group a first generation Indian entrepreneur.

Bilag is an agrochemical manufacturing company engaged in the production of Synthetic Pyrethroids active ingredients and their intermediates for use in a wide array of agriculture and environmental science products. Bilag is the single largest manufacturing unit in the world with fully backward integrated facilities for manufacturing all the products of its range.

With mastery over difficult chemistry, global size manufacturing capacities, adoption of international quality control standards, low production costs and highly successful R & D, Bilag's business focus is on world markets. Bilag is one of India's largest exporters of agrochemicals.

Bilag's turnover (Year 2008) is Rs.650 Crores of which 75% is generated from exports to over 60 countries.

High powered R&D, ability to manufacture custom made grades of various products, large logistics capabilities, state-of-the-art SAP software implementation and convenient transportation links to any part of the world make Bilag a logical choice for procurement of their requirements for many multinational agrochemicals corporate in India and abroad.

Vapi Unit

Bilag is a manufacturer of active ingredients and intermediates for agriculture and environmental science and World's largest production site for Synthetic Pyrethroids - Fully backward integrated. It is one of India's largest exporters of agrochemicals with 80% of turnover from exports. It is the main sourcing point for Bayer CropScience and many other global agrochemical corporates. Bilag is today considered as an exclusive Pyrethroids manufacturing site by Bayer CropScience. This site is largest manufacturer of synthetic pyrethroids in the world.

Vapi unit of Bilag Industries Pvt. Ltd gives lot of emphasis to quality and innovation of products. The unit has various international certifications and accreditations such as ISO 9001, ISO 14001, OHSAS 1800

Organizational Culture

Bilag is a multinational company giving lot of emphasis on systems, value and quality of products and innovation. Bilag Industries Pvt. Limited also works as an innovation center for Bayer Crop Science. This is a privately held company and is one of the highest profit making privately held companies in India.

Table 2.7: Number of employees in Bilag Industries Pvt. Limited, Vapi

Category of employees	Nos.
Manager and above	50
Technical staff	240
Workmen	514
Trainees	100
Contractual	372
Total	1276

Source: Human Resource Department, Bilag Industries Pvt. Limited, Vapi

Human Resources Systems

HR systems at Bilag Industries Pvt. Limited are aligned to its strategic requirements. The company follows policy applicable to its majority holding company Bayer Crop Science. The company follows rigorous planning methods to arrive at manpower decisions. Bilag follows systems of Human resources planning, recruitment, establishment, performance measurement systems. It has a well planned training and development activities. Bilag is one of the most respected organizations in the area due to its activities related to environment management and professional work culture.

Bilag requires highly skilled technical manpower to work in its state of the art plants. In order to meet this demand Bilag takes trainees from Industrial training

Institutes and train them for a period of two years. The training programs followed by Bilag are developed in collaboration with leading skill development institutes.

Bilag Industries Pvt. Ltd follows a proper performance management system. The performance management systems has built in evaluation techniques to make it objective. The company also has a performance linked incentive scheme.

2.4.4 *Micro Inks Limited*

The company was founded by the Bilakhia Brothers as a Small Scale Industry in Vapi, India.

Since its very beginning, Micro Inks has remained strongly committed to the printing industry. This is reflected in high levels of investments they have made not only to manufacture inks but also the key raw materials like pigments, resins, varnishes, additives etc. Micro Inks is today amongst the few ink companies in the world having such high degree of backward integration.

Nature of Business

The company manufactures all range of printing Inks. They also manufacture raw materials for printing Inks such as pigments, resins, varnishes, additives etc. Micro Inks is strongly committed to the printing industry, this commitment got a further boost when they became members of the Germany based **hubergroup** in 2005.

Huber is perhaps the oldest ink company in the world, **hubergroup** has a reputation for high quality printing inks. That quality culture, based on deep insights and rigid internal discipline, is now the driving force behind Micro's quality.

At Micro Inks they have a strong faith in partnerships. As an ink company, they do not just share business with their customers but also explore possibilities together. Staying in close touch with their customers world wide, helps understand

their needs better. No wonder, Micro Inks is considered as a most customer friendly company in the industry. Service and quality are the two cornerstones of their business philosophy.

Ever since they became part of **hubergroup**, they started the process of technology sharing between the two companies. And together they pioneered INKREDIBLE technology for the offset inks. This uniquely innovative technology has proved to be distinctly superior. This is one of the examples of product excellence. Many such projects are on in their labs and they shall continue to deliver better value to our customers.

Vapi Silvassa-Daman Unit

The company has manufacturing facilities at Vapi, Morkhal (Silvassa) and Daman. The company uses state-of-the-art manufacturing equipment to ensure that the products have consistent quality and reliability.

All the units of Micro Inks Limited have-been awarded with various international certifications and accreditations such as ISO 9001, ISO 14001, OHSAS 1800.

Organizational Culture

Micro Inks Limited has become a multinational company after joint venture with Huber. The company has a progressive culture coupled with emphasis on systems. It is a truly professionally managed organization. The organization has a family culture and all the member of the organization are taken care in family spirit. Employees are encouraged to be innovative and importance is given to quality of products.

Table 2.8: Number of employees in Micro Inks Limited

Category of employees	Nos.
Asst. Manager and above	189
Technical staff	514
Workmen	409
Contractual	500
Total	1612

Source: Human Resource Department, Micro Inks Limited, Vapi Silvassa-Daman

Human Resources Systems

Micro Inks limited has sophisticated online implementation of HR systems. The human resources systems are totally aligned to the business requirements. It has implemented all Human resources systems which starts with Human resources planning, job analysis, job description and job evaluation, Recruitment, selection and induction, career progression planning, career development and succession plan. The company has state of the art infrastructure for training and development. Micro Inks Limited has implemented a robust performance management system. The company has also implemented a HRIS. This Human Resources information system is totally online system. The system has very good module for employee self service and employees can make use of this online system for their daily requirements. The organization also has a HR portal on its intranet which provides immediate access to all policy documents, and helps in having communication with all the employees.

Micro Inks Limited takes up various Human resources initiatives for professional/personal development of employees, GMP, Quality initiatives etc. The company has an objective performance linked reward system.

2.4.5 *Aarti Industries Limited*

The first unit of Aarti group, Alchemie Laboratories, commenced commercial production of Dimethyl Sulphate (Dms) in the year 1975. Today, Aarti has acquired world-class expertise in the development and manufacturing of basic bulk chemicals, dyes & pigment intermediates, pharmaceuticals & agrochemicals along with their intermediates, rubber chemicals, surfactant intermediates and speciality chemicals. Aarti is amongst the largest producers of Benzene based basic and intermediate chemicals in India.

Nature of Business

Aarti has attained a group turnover of US \$ 480 million in the year April 2008 – March 2009 with flagship companies Aarti Industries Limited & Aarti Drugs Limited, listed on Stock Exchanges. Aarti has a Subsidiary Aarti Healthcare Limited, which is engaged in manufacturing of Active pharma ingredients ranging from Ace Inhibitors, Broncodialators to Steroids. The Company is engaged in manufacturing of dyes, pigments, pharmaceuticals, agrochemicals and rubber chemicals. Aarti primarily produces Benzene-based basic and intermediate chemicals in India. The Company operates in four segments: Basic Chemicals, Specialty Chemicals, Agro Chemicals and Pharmaceuticals. Aarti has 16 manufacturing units spread across Gujarat and Maharashtra and also has a research and development facility. The Company's products include para nitro chloro benzene (PNCB), ortho nitro chloro benzene (ONCB), para dichloro benzene (PDCB), ortho dichloro benzene (ODCB), nitro benzene, alkylated anilines and toluidines, chloro phenols, fluoro compounds and bulk drug intermediates. The Company operates in United States of America, Europe, Japan and India. Its subsidiaries include Aarti Corporate Services Ltd, Aarti Healthcare Ltd and Alchemie Europe Ltd.

Aarti has manufacturing sites at Gujarat, India (Vapi, Sarigam & Jhagadia) and at Maharashtra, India (Tarapur & Dombivli).

Recognizing the importance of research, Aarti has established three full-fledged DSIR (Dept. of Scientific & Industrial Research)-Government of India recognized R&D centers, which carry innovative product and process development work.

Aarti has the privilege of catering to the requirements of leading manufacturers of dyes, pigments, pharmaceuticals, agrochemicals and rubber chemicals in countries such as USA, UK, Germany, Spain, Italy, Switzerland, Belgium, Japan, Korea, China, Russia, etc. Aarti also has representatives in USA & a subsidiary company in UK to provide better services to its Export Customers.

Vapi Unit

Aarti Industries Limited's prime activity is to manufacture organic chemicals mainly benzene based intermediaries. They also manufacture Sulphuric acid and allied products which provide building blocks to most sectors of the chemical industry.

Organizational Culture

Aarti Industries Limited is a traditionally managed company having vision for expansion in all the markets. It is mainly an entrepreneur driven company and all decisions with respect to employees are taken by the top management. Most of the products manufactured at Vapi units are hazardous hence the organization also has a very strong safety culture.

Table 2.9: Number of employees in Aarti Industries Limited

Category of employees	Nos.
Supervisory staff and above	204
Workmen	336
Contractual	300
Total	840

Source: Human Resource Department, Aarti Industries Limited, Vapi

Human Resources Systems

Aarti Industries Limited has a General Manager – HRD who heads the HRD department. He is based in HRD centre which is located at Tarapur (Maharashtra) The training programmes of all the units are carried out at the HRD centre. At the unit level in Vapi training programmes related to handling of hazardous goods, safety, first aid training etc. All other training such as management development training are conducted at HRD Centre. Aarti Industries Limited, Vapi has few Human resources system such as recruitment and selection.

2.4.6 Raymond Limited

With a capacity of 38 million meters in wool & wool-blended fabrics, Raymond commands over 60% market share in worsted suiting in India and ranks amongst the first three fully integrated manufacturers of worsted suiting in the world. They are perhaps the only company in the world to have a diverse product range of nearly 20,000 design and colours of suiting fabric to suit every age, occasion and style. They export their products to over 55 countries including USA, Canada, Europe, Japan and the Middle East.

Nature of Business

Raymond produces high-value pure-wool, wool-blended and premium polyester viscose worsted suiting in addition to half a million blankets and shawls. Their strong in-house skills for research & development have always resulted in path-breaking new products raising the standard of the Indian textile industry.

Their relentless pursuit of excellence has earned us over 60% market share in worsted suiting in India.

Over time, Raymond has mastered the craft of producing the finest suitings in the world using super fine wool (with a fine count from 80s to 240s) and blending the same with superfine polyester and other specialty fibres like Cashmere, Angora, Alpaca, Pure Silk, Linen etc.

They also produce and market plush-velvet furnishing fabric in a wide array of designs and colours for Indian and overseas markets.

Through the years, Raymond has been consistently reckoned as the torchbearer of quality and style and this has been indicated by our ever increasing customer base.

They not only rank amongst the first three fully integrated manufacturers of worsted suiting in the world but are also regarded as the 'Most Respected' Textile Company in India.

Their suiting are available in India in over 400 towns through 30,000 retailers as well as over 390 exclusive retail shops better known as '**The Raymond Shop**'. Raymond has created the world's finest worsted suiting fabric from the finest wool ever produced in the world – the Super 240s fabric made of 11.6 micron wool.

This fabric has been crafted out of the finest wool grade available in the world - Super 240s wool which is a mere 11.6 microns in diameter (a micron is a millionth

of a metre) or approximately one-fifth the diameter of human hair! At 11.6 microns, Super 240s wool is half that of the standard wool grade for worsted suiting fabric which is 22.5 microns!

The fibre of this bale comes from a breed of Australian Merino Sheep - renowned for its fine fleece. As this is an extremely delicate fibre, producing it involves skilled manpower and careful handling- right from spinning, weaving to the finishing of the product.

This combination of fine wool specialty fibres lends the fabric a soft texture with durability and drape while its versatility allows it to be stylishly fashioned.

Vapi Unit

Raymond has increased its worsted suiting capacity by 14 million meters, as part of the second developmental phase of the Vapi plant. After this expansion, Raymond will have a total capacity for manufacturing 33 million meters of worsted suiting per annum.

Modeled to meet international standards, the Vapi plant has been set up on 112 acres of lush green land with Hi-tech machinery such as warping equipment from Switzerland, weaving machines from Belgium, finishing machines, automatic drawing-in and other machines from Italy.

Organizational Culture

Raymond is one of the most progressive and traditional organizations. The company has created an image of quality producer of suiting material. The organization gives lot of emphasis on quality of products. The organization believes in hiring the best talent available and retaining them. The organization has a very positive work culture with harmonious relations among all the employees.

Table 2.10: Number of employees in Raymond Limited

Category of employees	Nos.
Managerial staff	125
Supervisory staff	77
Operators	802
Trainees	400
Contractual	600
Total	2004

Source: Human Resource Department, Raymond Limited, Vapi

Human Resources Systems

The organization has implemented all the human resources systems. Raymond Limited runs very innovative programmes for its employees to enhance the feeling of belongingness in Raymond. The organization provides basic inputs to all the employees to enhance awareness on certain core capabilities across the organization. This helps in creating employee brand ambassadors. Raymond also has a concept of ‘Raymond virtual university’ through this concept employees are provided with e-learning facilities. There are readymade e-modules and online books are available to employees. This provides them an opportunity to have lateral learning. The inbuilt evaluation system provides instant validation of results after taking online exam. The employees can learn on customized speed of knowledge intake. This is done to enhance the functional capabilities and skill set required to deliver quality of job. The Human resources systems with the help of technology have helped Raymond develop quality of manpower with operational efficiency.

2.4.7 Hindustan Unilever Limited

HUL is a subsidiary of Unilever, one of the world’s leading suppliers of fast moving consumer goods with strong local roots in more than 100 countries across the

globe with annual sales of €40.5 billion in 2008. Unilever has about 52% shareholding in HUL.

Hindustan Unilever was recently rated among the top four companies globally in the list of “Global Top Companies for Leaders” by a study sponsored by Hewitt Associates, in partnership with Fortune magazine and the RBL Group. The company was ranked number one in the Asia-Pacific region and in India.

The mission that inspires HUL's more than 15,000 employees, including over 1,400 managers, is to “add vitality to life”. The company meets everyday needs for nutrition, hygiene, and personal care, with brands that help people feel good, look good and get more out of life. It is a mission HUL shares with its parent company, Unilever, which holds about 52% of the equity.

HUL's heritage dates back to 1888, when the first Unilever product, Sunlight, was introduced in India. Local manufacturing began in the 1930s with the establishment of subsidiary companies. They merged in 1956 to form Hindustan Lever Limited (The company was renamed Hindustan Unilever Limited on June 25, 2007). The company created history when it offered equity to Indian shareholders, becoming the first foreign subsidiary company to do so. Today, the company has more than three lakh resident shareholders.

Nature of Business

HUL's brands -- like Lifebuoy, Lux, Surf Excel, Rin, Wheel, Fair & Lovely, Sunsilk, Clinic, Close-up, Pepsodent, Lakme, Brooke Bond, Kissan, Knorr, Annapurna, Kwality-Walls - are household names across the country and span many categories - soaps, detergents, personal products, tea, coffee, branded staples, ice cream and culinary products. They are manufactured in over 35 factories, several of them in backward areas of the country. The operations involve over 2,000 suppliers

and associates. HUL's distribution network covers 6.3 million retail outlets including direct reach to over 1 million.

Daman/Silvassa Unit

Hindustan Unilever's Daman and Silvassa units manufacture variety of soaps and detergents. It was commissioned in 2001. The most prominent products manufactured at Daman/ Silvassa are Vim Polycoat bar, Rin Supreme Bar, Rin Shakti Bar , Surf Excel Powder, Surf Excelmatic Powder, Production Capacity per annum Bars- 115000 Tons Powders - 35000 Tons

Organizational Culture

HUL has traditionally been a company, which incorporates latest technology in all its operations. The Hindustan Lever Research Centre (now Hindustan Unilever Research Centre) was set up in 1958.

HUL believes that an organization's worth is also in the service it renders to the community. HUL focuses on hygiene, nutrition, enhancement of livelihoods, reduction of greenhouse gases and water footprint. It is also involved in education and rehabilitation of special or underprivileged children, care for the destitute and HIV-positive, and rural development. HUL has also responded in case of national calamities / adversities and contributes through various welfare measures, most recent being the relief and rehabilitation of the people affected by the Tsunami disaster, in India.

As stated above the organizational climate of Hindustan Unilever is one of the responsible corporate citizens. It also expects all the employees to enhance this image of the organization.

Table 2.11: Number of employees in Hindustan Unilever Limited

Category of employees	Nos.
Managerial staff	75
Supervisory staff	55
Operators	120
Contractual	60
Total	310

Source: Human Resource Department, Hindustan Unilever Limited, Daman/Silvassa

Note: During the study Daman plant of Hindustan Unilever is shifted to Silvassa. So at present there is no plant at Daman. The production facility of Daman has been shifted to Silvassa.

Human Resources Systems

The Hindustan Unilever Limited is one of the most reputed companies. The organization is known for its best practices in all aspects of business. HR systems at Hindustan Unilever Limited are one of most established best practices. Human resources systems are totally aligned with business requirements. The organizations value its human resources as one the most valuable assets. The organization has all the Human Resources systems implemented. There systems for human resources planning, recruitment, job analysis, succession planning, career progression, balance score card etc. The units has ISO 14001 Certification -2002, TPM Level I – 2003, LTS with ARs – 2003, FWS & UQCSRM Audit – 2004, TPM Level II - 2005 Skill Mapping Exercise. The organization runs Human resources initiatives such as Skill Upgradation Training, Behavioural Training, (Defensive Driving to all employees), Training to Employees' Family members, Safety, Health & Hygiene Awareness Training, Quality Awareness Training, Computer Training Programme.

2.4.8 Enercon Limited

Enercon India Ltd. (EIL) is ISO-9001: 2000 certified for manufacturing, installation and services. It is supported with the latest design and development from its Principals.

Nature of Business

Enercon GmbH is the parent company of Enercon. The commercial operations of Enecon India Limited' commenced in 1995. The company provides end to end solution to the customer – from identification of good potential site, developing project, installing Wind Turbine Generator and maintaining the Wind Turbine Generator over 20 years lifespan. It is an ISO 9001:2000 certified company for manufacturing, installation and services and has successfully implemented SAP and connected all sites with V-SAT.

Daman Unit

EIL has four manufacturing plants at Daman for different parts of Wind Energy Converter At present EIL manufactures and markets two models with ratings 330 KW (E-33) and 800 KW (E-48) and its turnover was 1721.23 crores in the year 2005-06 EIL's Net Worth was more than 386.71 crores as at 31-March-2006 with a total gross block of 353.28 crores as on 31st March 2007

Organizational Culture

Enercon India Limited is a modern company with progressive work culture. The organization has created a 10 point programme for its stake holders. All the stake holders are required to strictly adhere to a 10-Point Programme has created enduring competitive advantages for the company, leave alone financial stability and security.

The ten points are: Empowerment of People; Financial Commitment; Global Knowledge Base; customers better in other parts of the globe as well. The Service Edge: Complete Control on Production: Research and Development Quality Centred Process Control: Standardised Processes:

Table 2.12: Number of employees in Enercon India Limited

Category of employees	Nos.
Managerial staff	150
Supervisory staff	275
Foreman/operators	1275
Contractual	200
Total	1900

Source: Human Resource Department, Enercon India Limited, Daman.

Human Resources Systems

Enercon India Limited being the recent entrant in the market has all the human resources functions in place. As stated above it has created a 10 point programme for its stake holders. One of the most important points in this programme is related to gaining competitive advantage through people. The 10 points are:

- *Empowerment of People:* At Enercon, they believe that business is all about people. They invest in both values and knowledge in their people. They empower them to serve their clients in the best possible way.
- *Financial Commitment:* Enercon reinvests its profits in the development of plants and processes. Enercon's commitment to the wind energy industry is complete.
- *Global Knowledge Base:* Enercon can cater to any kind of requirement almost anywhere in the world. Over the years, Enercon has acquired comprehensive local knowledge of climatic conditions, infrastructure facilities and statutory

obligations on a global scale. Enercon is the only company in the world to have the distinction of installing WEC's in the extremely severe conditions of Antarctica. Unique learning accrued from such installations gets institutionalized and helps Enercon to serve its customers better in other parts of the globe as well.

- *The Service Edge:* Extensively trained service professionals are available in all the markets to provide lifetime care of all Enercon wind energy converters. They follow a rigorous maintenance regimen for all the wind energy converters, leaving virtually nothing to chance.
- *Complete Control on Production:* Thanks to in-house manufacturing of all key components, Enercon's production takes place according to the most stringent quality standards. Technology transfer to all their production facilities across the world results in timely delivery of design-wise compatible products and services.
- *Research and Development:* With the largest team of research engineers in the wind energy sector Enercon's Research and Development is characterized by its ability to constantly push the envelope.
- *Quality Centered Process Control:* Enercon has ISO-9001 certification for its quality system. In addition, Enercon also sets and acts on its own benchmark on quality. Enercon's Quality Protocol system is a fail-safe mechanism to create all round accountability by enabling the tracking of manufacturing and servicing history of each every operation.
- *Standardised Processes:* The company develops its own process engineering systems according to requirements. This ensures a uniform and consistent

manufacturing standard at all Enercon production facilities throughout the world.

2.4.9 Blossom Industries Limited

The Company was incorporated on August 10, 1989 as private limited company and was converted into public limited company on May 22, 1991.

The Company was promoted by Shri H.S. Damania (NRI) to set up a project for manufacture of 5000 KL per annum of Beer and 6000 tonnes per annum of Barley Malt.

Nature of Business

The Company's object is to manufacture and sell Beer and Barley Malt. In the year 1995 - The Company has started manufacture of beer under its own brand- name BLOSSOM LAGER and BLOSSOM DIET.

Millennium Alcobev Ltd. a UB group company has tied up with Blossom Industries Ltd.

Daman Unit

Daman unit of Blossom Industries Limited is engaged in the manufacture and sale of beer. Blossom Industries, Ltd. was formerly known as Blossom Breweries Ltd. The company was incorporated in 1989 and is based in Daman, India.

Organizational Culture

This is a traditional organization and completely entrepreneur driven. In the year 2000 ,Mr. Ashok Khemani, acquired the 8,48,200 equity shares of Blossom Industries Ltd. He has tried to bring in professional management in the organization.

Table 2.13: Number of employees in Blossom Industries Limited

Category of employees	Nos
Supervisory and above	35
Operators	60
Workmen	80
Contractual	80
Total	255

Source: Human Resource Department, Blossom Industries Limited, Daman.

Human Resources Systems

Blossom Industries Ltd. has traditional time keeping and payroll functions. These functions are supervised by head of finance.

2.4.10 Paper Products Limited

Perhaps it's a vision; perhaps destiny, that makes PPL a part and parcel of the Indian packaging industry or perhaps it is their ability to assimilate and innovate.

The year 1935 saw a young visionary herald the era of modern flexible packaging in India. The next 66 years saw this dream of PPL's founder, Shri Sardarilal Talwar, transform itself onto a reality, which totally revolutionized the packaging industry in India.

With consumer packaging sales revenue of Rs 182 crores as on September 2010, PPL is India's leading Consumer Packaging company.

Nature of Business

Paper Products Limited offers a wide portfolio of packaging solutions that include Flexible Packaging, Labelling Technologies and Specialised Cartons and all

this supported by the Packaging Machine Division to provide the customer with Total packaging solutions.¹

Silvassa Unit

Silvassa unit of Paper Products Limited as a state of the art, fully integrated manufacturing facility. The unit employs highly skilled and experienced staff, PPL is capable of working with the customer from product inception to the super market and with complete control and confidentiality.

Organizational Culture

Paper Products Limited is one of the most progressive companies in the field of packaging. The organization has a professional culture with sufficient empowerment to local staff.

Table 2.14: Number of employees in Paper Products Limited

Category of employees	Nos.
Supervisory and above	90
Operators	108
Workmen	70
Contractual	70
Total	338

Source: Human Resource Department, Paper Products Limited, Silvassa.

Human Resources Systems

Paper Products Limited is a progressive organization. It has following Human Resources systems in place: Recruitment, Selection, manpower planning, performance appraisal etc.

¹ <http://www.pplpack.com/packaging.htm>