CHAPTER 3

PROFILE OF THE STUDY AREA

3.1 INTRODUCTION

Krishnagiri is a district in the state of Tamil Nadu, India. This district has a prehistoric importance. Till the year 2004, Krishnagiri was a part of the Dharmapuri district. Considering the expanding population and significant features of the Krishnagiri division, Krishnagiri District was formed as the thirtieth separate district of Tamil Nadu on February 9, 2004. The municipal town of Krishnagiri is the district headquarters. In Tamil Nadu, e-Governance was first introduced at Krishnagiri district under the National e-Governance project in revenue, social welfare departments on a pilot basis. The district is one of the two largest producers of mangoes not only in Tamil Nadu but throughout India.

3.2 LOCATION OF INDUSTRIES

Several industrialists of repute have started their units in Hosur. Hosur has been able to attract some of the most prestigious industrial houses in the country including the Tatas, the Birlas, the Hindujas, TVS group of companies, Murugappa group of companies, Lakshmi group and also a number of MNC’s. Hosur Industrial area consists of about 700 industries comprising of large, medium, small and tiny industries. The location of these industries are SIPCOT Phase I and II, SIDCO industrial estates, SIDCO electronic industrial estate and the outside industries are scattered in private lands within 20 kms radius of Hosur towards Krishnagiri, Royakottai and Thalli Roads and few major industries in Harita, Bagalur, Belagondapalli, Thorapalli and other areas.
The units located at Hosur manufacture sophisticated products ranging from trucks, automobiles and automobiles parts, motor cycles, mopeds, diesel engines, power shift transmission, castings, forgings, cigarettes, watches and jewellery, abrasives, hosiery knitting needles, machineries, aircrafts and pharmaceuticals. Many companies belong to biotech, textiles, chemicals, electronic, electrical and general engineering.

3.3 PROFILE OF THE AUTOMOBILE INDUSTRIES IN KRISHNAGIRI DISTRICT CHOSEN FOR THE STUDY

3.3.1 Ashok Leyland Limited Plant-I

Ashok Leyland Plant-I established in 1980 and spreads over 103 acres of which 40 acres are built-up, the hosur Plant-I is their engine manufacturing center. Apart from a variety of diesel engines, the plant also manufactures and assembles heavy duty and special vehicles axes, gear boxes and facilities include state-of-the-art converger engine assembly an advance testing set-up that can accommodate all types of wheel bases and wheel drives. Over 3000 people are employed in this company.

3.3.2 Ashok Leyland Limited Plant-II

Ashok Leyland Plant-II established in 1994 in Hosur is a plant replete with state-of-the-art finishing and assembling facilities that include sophisticated painting facilities and one of the largest press facilities in India for pressing frame side members. It spreads over 247 acres of which 30 acres are built up and is rich in greenery over 2500 people are employed.
3.3.3 AVTEC Limited

AVTEC, the largest independent manufacturer of power trains and transmissions in India is a part of the C. K Birla group. The group spans four continents and has a global revenue of over USD $1.8 billion with interests in major industrial segments including automobile, bearings, power train for auto and off highway, paper, cement, building products, electrical products, information technology and other philanthropic activities like educational institutions and hospitals.

3.3.4 Bimetal Bearings Limited

Bimetal Bearings Ltd is a major engine bearings producer in India. The company is engaged in manufacturing and selling of bearings, bushings and thrust washers. Their products include thin-walled bearings, bushings and thrust washers, bimetallic strips and alloy powder. The company plants are located at Chennai, Coimbatore and Hosur. The manufacturing infrastructure consists of a strip mill plant in Chennai, bearing plant at Coimbatore and Hosur producing 1.2 million half shells per month, and a thrust washer and bushing plant at Chennai with a capacity of 1 million pieces per month. Bimetal Bearings Ltd was incorporated on April 19, 1961 and was converted into a public limited company on September 5, 1961. The company was established in collaboration with Clevite Corporation, USA and Repco Ltd, Australia. In the year 1969, Clevite Corporation, USA merged with Gould Inc USA and hence the shares held by Clevite in the company were transferred to Gould. In the year 1975, the company entered into a patent and technical service agreement with Gould Inc. USA, in which the company was permitted to manufacture such items after the expiry of collaboration without any additional payments. In the year 1983, the company signed an export contract with auto exports of Russia for the supply of thin walled engine bearings.
In June 1985, the company implemented the second phase of expansion at their bearings plants and started their commercial production. In the year 1991, the company partially developed infrastructure facilities for manufacture of heavy and large diameter bearings to cater to the requirements of railways. During the year 1995-96, the aluminium tin cladding facility in the strip mill plant at Chennai commenced its production. In the year 2000, the company undertook upgrading their alloy plating facilities at Hosur and the alloy power strip mill facilities were fully geared to meet the export requirements. During the year 2000-01, the company, with a view to reduce dependence on import of materials and increasing the access to emerging markets, has entered into a Technology Transfer Agreement with Daido Metal Company Ltd, Japan.

3.3.5 Caterpillar Limited

Caterpillar company manufactures diesel engines and generator sets. The factory is situated at Poonapalli Village in Hosur Taluk, Tamilnadu. The company manufactures diesel engines for applications such as generator sets, industrial, mining and construction equipment, marine and locomotives. Generator sets are manufactured in various ranges and market the products country wide. Nearly 1800 employees are employed in this company.

3.3.6 Luk India Limited

The headquarters of the international Luk Group are situated in Bühl on the edge of the black forest. Every fourth car that comes off a production line anywhere in the world is fitted with a LuK clutch. They produce at 18 sites in Germany, France, Brazil, the UK, India, China, Korea, Mexico, South Africa, Hungary and the USA. Research and development are highly valued at LuK. They have development centres of excellence, the so called "Tech Centers", for instance in USA and in Germany. More than 10,400
employees produce nearly 17 million clutches annually for cars and tractors, more than 5 million release systems and nearly 6.5 million dual mass flywheels which are delivered directly to the international automotive manufacturers and the aftermarket.

### 3.3.7 Sundram Fasteners Limited

Sundram Fasteners Limited is a part of the US $5 billion TVS Group, headquartered in Chennai, India. The company has established a track record of leadership over 40 years. With a diversified product line, world-class facilities in 4 countries and motivated team of talented people, Sundram Fasteners has become a supplier of choice to leading customers in the automotive and industrial segments worldwide. The product range consists of high-tensile fasteners, powder metal components, cold extruded parts, hot forged components, radiator caps, automotive pumps, gear shifters, gears and couplings, hubs and shafts, tappets and iron powder. Over the years, the company has acquired cutting-edge technological competencies in forging, metal forming, close-tolerance machining, heat treatment, surface finishing and assembly. Sundram Fasteners Limited has a global manufacturing presence that spans India, China, United Kingdom, Malaysia and Germany. Its product range includes high tensile fasteners, cold extruded parts, powder metal parts, iron powder, radiator caps, gear shifters, hot forged parts, precision forged differential gears, water pumps, oil pumps, fuel pumps, belt tensioners, rocker arm assemblies, cam followers, bearing housings, hubs and shafts, tappets and other engine components and valve train parts. Sundram Fasteners is the first Indian company to get ISO 9000 certification.

### 3.3.8 T.V.S. Motor Company Limited

Leading manufacturer of two-wheelers in the country, TVS Motor Company, is part of the TVS Group of Companies, achieved a turnover of Rs.2, 726 crores in the year
2002-03. It manufactures the entire range of two wheelers motorcycles, scooters and mopeds, having more than 8.4 million satisfied customers nationwide. Around 3000 employees are employed at Hosur plant. The factory is situated at Harita in a green campus of about 250 acres with 26,000 trees and 50 acres of green belt. Products are motorcycles: Fiero, Victor, Max series, Scooterette, Scooty, Scooty Pep, and Mopeds. Products are diamond grinding wheels, for tool room, wood working tools, glass grinding, vitrified tiles, and ceramics, and refractory, wheels for hardened steel grinding, diamond dressers, dressing rolls and honing sticks.

3.3.9 Thai Summit Neel Auto Private Limited

This company is a joint venture Company between Thai Summit group of Thailand and JBM group of India with 50 - 50 equity partnership. Our aim is to become the No. 1 part supplier for two wheeler business across the India. Thai Summit Group of Thailand comprises of more than 30 companies dealing in automotive parts, motorcycle parts and agricultural machine parts with more than 30 years experience. JBM Group is the leading sheet metal components in India dealing in Automotive and related industry with more than 10 companies in the group and over 20 years of experience.

3.3.10 Minda Industries

Minda Industries Limited is the flagship company of the Minda Group. It designs, develops and manufactures switches for 2/3 wheelers and off-road vehicles. In addition, Minda Industries Limited manufactures batteries for 2/3/4 wheelers and off-road vehicles. Minda Industries already enjoys more than 70% market share in the 2/3 wheeler segment in India and is amongst the top few globally. Today, Minda Industries is over Rs. 4.51 billion (USD 111.45 million) companies and is on a rapid expansion spree. It is geared to take on global competition and has already made inroads into the ASEAN market. Minda
Industries is on its way to becoming the favoured vendor for 2/3 wheeler switches globally.

3.3.11 Knitvel Needles Pvt.Ltd

KNL came into operation in the year 1979 to satisfy the challenging applications of the textile machine industry, with profound market knowledge, production capabilities and customer understanding, KNL manufactures precisely designed needles for the industry requirements. The sophisticated production facility backed by the technical expertise and state of the art design house enable KNL to be one of the favourites in the industry. KNL's clientele includes leading hosiery manufacturers, reputed importers and knitting machine manufacturers.

3.3.12 Kamaz Vectra Motors(p) Ltd

Kamaz Group of Companies is the largest automobile corporation of the Russian Federation. Kamaz Inc. ranks one of the leading world heavy truck manufacturers and takes eighth place in the world by production volumes of diesel engines. About fifty nine thousand people work in departments and associated companies of Kamaz Inc. The Vectra Group is a multi-dimensional portfolio of companies that operate in various business domains across the world. The core businesses of the group are Engineering, Material Handling and Construction Equipment, Automotive and Real Estate, Information Technology and Services sectors. Operations of the Vectra Group are primarily in India and Eastern Europe spanning over 18 companies with 8 manufacturing facilities in 4 countries. In addition, Vectra Group has representative offices and/or investments in France, Russia, Singapore and Hungary with the Groups headquarters in the U.K.
Kamaz Vectra Motors (P) Ltd is a joint venture company between Kamaz Inc. Russia and the Vectra group. Kamaz Group of Companies is the largest automobile corporation of the Russian Federation Kamaz Inc.

3.3.13 Sundaram Auto Components Ltd

Sundaram Auto Components Ltd. - Plastic and Rubber divisions have their roots in one of the India's most reputed business houses: the US $2.8 billion TVS group. Started in 1911 by Shri T.V. Sundaram lyengar, the TVS group played a pioneering role in the intergeneration of India's automobile industry; and is today by far the largest manufacturer and distributor of auto components in the country, a multimillion, multi business conglomerate consisting of over 40 blue-chip companies. Manufacturers of brake chamber diaphragms, air brake hoses, vibration absorbers, inlet and outlet ducts, bellows, cushions, rubber to metal bonded components, engine mounting blocks, swing arm bushes, pneumatic valve seats, hose assemblies. To be environment friendly and socially responsible manufacturer of automotive components for engineering application using processes high quality products to customers in global markets and to provide fulfillment and prosperity to employees and supplier.

3.3.14 Sundaram Clayton Ltd

Sundaram Clayton Limited (SCL) is part of the $5 billion TVS group, one of the largest auto components manufacturing and distribution group in India. SCL is a leading supplier of aluminum die castings to automotive and non-automotive sector. Since commencing operation in 1962, SCL has achieved many milestones and emerged as one of the preferred solution provider in machined and sub-assembled aluminum castings. Our contribution commences from early design stage to development and supply of finished product. Over the years, we have built strategic partnership with global OE / Tier
one. With the robust manufacturing driven by TQM, TPM, Lean practices and investments in state of the art technologies, SCL is poised to serve the future needs of the industry in light metal castings. Manufacturer of automobile spare parts, engine parts, aluminums die castings, automotive spare parts and valves.

3.3.15 Thirumala CNC and Casings (P) Ltd

Established in the year 1999, Tirumala Auto Components, Hosur has carved a niche for itself in the industry. Tirumala Auto Components have a vision to lead the distribution and marketing processes of various industrial components. Furthermore, Tirumala Auto Components manufacture, supply and market a wide assortment of Auto Components and Die Casting Alloys. Tirumala Auto Components procure high grade raw material from our trusted vendor base for fabricating this range. Besides, Tirumala Auto Components supply our range to different industrial applications at competitive market prices. Apart from this, they have been increasing their range, and currently, they have in store over 50 different types of products. In addition to this, Tirumala Auto Components offer services in accordance to the requirements of our valued clients. These services are prompt and totally client centric. Tirumala Auto Components infrastructure facilities include various technical departments, which are equipped with requisite machinery and technology. Also, they have established a modern quality control department, which ensures that all our products are stringently tested based on different parameters before being made available to the clients. Moreover, their ethical business practices, timely delivery of products, large production capacity, good financial position and TQM, prompt and reliable services have helped them muster a vast client base. Some of the major clients, whom they offer flexible payment modes for the large product line, include Gabriel, Anand and Amphenol, to name a few.
3.3.16 Numann Industries

Established in the year 1998, Numann Industries is situated in Hosur, Tamil Nadu, which is considered to be the automobile hub of India. They are one of the renowned manufacturers and suppliers of an exhaustive range of Auto Turned Precision Components. These are precision engineered using high grade ferrous and non ferrous materials to fabricate outstanding products. All their products are appreciated for multitude features such as high tensile strength, corrosion resistance and standard performance.

Considering the nature of their product range, Numann Industries have equipped their infrastructure with advanced machines and technology to accelerate rapid rate of production. Numann Industries manufacturing unit is specialized in carrying out various production processes such as grinding, hardening, plating and anodizing. Moreover, Numann Industries hardworking team of professionals put in tremendous efforts to fabricate standardized and customized range of products. With the assistance of quality inspectors, we conduct stringent quality tests on Numann Industries products, so as to deliver optimum quality range to the customers. Owing to all Numann Industries worthy endeavors, Numann Industries have been able to provide unmatched quality products to attain utmost client satisfaction.

3.3.17 Rajsriya Automotive Industries (P) Ltd

Rajsriya group was founded in 1977 to take advantage of the opportunities in Chennai automotive market. Industry being one of the largest automobile assembly and systems manufacturer in Chennai and Hosur, supplies products with high quality at competitive price to both domestic and international markets. Industry has extensive manufacturing facilities at Chennai and Hosur to manufacture more than 350 assemblies
using 900 machines with 1200 skilled work force. Industry specialized in the manufacture of components, modules and systems used in Two wheelers, Three wheelers and Four wheeler vehicles. The Two wheeler products include Exhaust systems for entire range from moped to motorcycles, various type of foot rests, mud-guards and oil fork assemblies, carrier assemblies, steering column assemblies etc.

The Four wheeler products include steering column assemblies, DDU tank assemblies, vacuum booster assemblies, clutch servo - Pneumatic body assemblies etc., for brakes of heavy vehicles, auto electric parts like wiper assemblies, Brush gear assemblies, contact sets etc., Also, we do lot of deep drawn parts our four wheeler assemblies comprises of deep drawn parts (height of 200mm) with high degree of surface finish for brakes and Servo clutches and precision pressed sheet metal components for steering columns for four wheelers. A dedicated team of Managers / Engineers in Design, Methods, PPC, Production, Quality, Tooling and Administration work efficiently to meet the stringent requirements of various reputed customers. The Industry uses latest technology in all departments and follows best practices in the industry.

Company has a centralized engineering design department, equipped with latest press tool design soft ware’s, soft ware for optimum utilization of material, proto sample building shop etc.,. Industry is equipped with latest measuring and testing equipment to check dimensions, surface finish, hardness, plating thickness, fully-fledged laboratory with imported equipment to conduct various tests for powder coating, including salt spray. Quality and process controls are very closely monitored using latest statistical techniques. Industry practices high quality standards, process capabilities, research and problem solving techniques to meet its quality objective. These are achieved by continuous training, weekly review by the top management for the movement of quality indicators and Total employee involvement.
3.3.18 Wendt India Limited

WENDT is a group of companies whose center is the WENDT GmbH at Meerbusch, Germany. WENDT means the concentration on and specialization in the development of grinding technologies for hard materials, such as steel, glass, hard metal, ceramic, and the polycrystalline materials. Founded in 1920 as a trading company for diamond grinding tools, the company WENDT developed rapidly after extending the manufacturing program and starting the development and production of grinding machines. Already in 1965 the first fully automatic machine for grinding the periphery of cutting inserts was produced. At the same time the manufacturing program of machines and tools was extended. The use of robots and vision systems combined with efficient grinding tools further strengthened the leading position in the specific market segments. Products are diamond grinding wheels, for tool room, wood working tools, glass grinding, vitrified tiles, and ceramics, and refractory, wheels for hardened steel grinding, diamond dressers, dressing rolls and honing sticks.

3.3.19 Weg Industry

WEG is an industry headquartered in Jaragua do Sul, Brazil, operating worldwide in the electric engineering, power and automation technology areas. The company produces drives and coatings. WEG has operations in around 100 countries, with approximately 24,000 employees (2011). WEG appeared in Forbes list of the 100 largest small global companies of the world. It has been ranked by magazine Exams as the 9th most competitive company in the American continent. WEG is the largest Latin American electric motor manufacturer. WEG products are present at almost every electric engineering interest area like generators, transformers, switchgear, transmission, and distribution. Electric products like motors, switchgear, frequency inverters, conductors, fuses, circuit breakers and servomotors, among others, Automation (Hardware and Software) and Integration Engineering with products of different manufacturers.
3.3.20 Harita Seating System Ltd

Harita is a part of $5 billion TVS group. Harita commenced operations in 1988. Since it is inception, Harita has various milestones to it is credit in all the segments where it operates Harita has a subsidiary company, Harita Fehrer Limited which is a joint venture between Harita Seating Systems Limited, and F.S Fehrer Automotive GmbH, one of the market leaders in automotive foam business in Germany, Europe. Harita's manufacturing units follow the best practices of Total Quality Management (TQM), Kaizen, and Lean manufacturing. TQM is the way of life at Harita and guides Harita in all its endeavors. Over the years, Harita has been reviewing and revising its manufacturing strategies aiming to improve its manufacturing capabilities. Harita has facilities of Seat frame manufacturing, powder coating, upholstery cut and sew, and seat assembly. For seat assembly, Harita has got dedicated assembly line for each of its product line. The quality system at all its units aims to achieve total customer satisfaction. Harita has well developed supplier management system, which aims at developing vendors for long-term relationships.

3.4 CONCLUSION

This is the twenty-first century and talent management continues to be an essential element for organizations striving for excellence with new emerging organizational reality where change, competition, work force, demographic changes. Talent management is becoming ever more an important method. The organizations with the flexibility, adoptability and durability required to survival, on this context, the need for talent management gains more importance in Krishnagiri district which has a pool of automobile industry that render their products and services to the global economy and has created employment opportunities for a good number of people in the district.