Chapter – 4

Company Profile
The three paint companies namely Asian Paints, Berger Paints and Shalimar Paints have been taken for the purpose of carrying out research work to explore various perspectives of training and development in Indian paint companies and also to established a new ground in such area of activities in the context of the objectives of the research project the rationality of choosing the three concerned paint companies is elaborated in the first chapter.

**Asian Paints**

4.1 **Historical Background:**

The inception of the Asian paints goes back to 1942. Armed with little knowledge Champaklal N. Choksey, Chima C. Dai and Arvind R. Vakil started manufacturing paints for household use. It was the family business of Mr. N. Champaklal in the time 1942. The business continued 12 years in its same shape and size till 1956. After 1956 the company was transformed from family business to professionally managed business with appointing specialized personnel. The company has been able to become an international company in 1960. The first country where it landed its branch, is Fiji. At present Rs. 3500 cr. APL operates in 22 countries and has 30 paint manufacturing facilities in the world serving consumers in 65 countries. The countries are New Zealand, Nepal, Mauritius, Bangladesh, Fiji, Solomon Island, Tonga, and some others.

4.2 **Products group produced:**


**Industrial Paints:**

- Solvent Thinnable and Wood finishes, Water Thinnable.
- Protective Coatings : Solvent Thinnable, Interior Paints

1 [www.asianpaints.com/company/history.html](http://www.asianpaints.com/company/history.html)
- Power Coating: Pure Epoxy
- Acrylic distemper: Pure Polyesters, Epoxy Polyesters.
- Pathalic Anhydride and Pentaery Thritol, Exterior, wall paints.

4.3 Joint Venture and Subsidiaries:

- The company has a joint venture with Asian PPG Industries Ltd. The following are the subsidiaries of Asian Paints:
  - Asian Paints (Mauritius) Ltd,
  - Asian Paints (Middle East) LLC,
  - Asian Paints (International) Ltd.,
  - Asian Paints (Nepal) Pvt. Ltd.,
  - Asian Paints (Vanatu) Ltd.,
  - Asian Paints (SP) Ltd.
  - Asian Paints (Bangladesh) Ltd.,
  - Asian Paints (Lanka) Ltd.

4.4 The company address (Registered Office):

Asian Paints Ltd.
Bhandup, Mumbai

Country has four paint plants: Mumbai (Maharastra), Patancheru (AP), Ankleswar (Gujrat), Kasna (UP).

4.5 Company outlook:

The Asian Paints Ltd. has become India’s largest paint company. The company has been recognised 24th in the world, the first has been AKZO Nobel of the Netherland. The company, though originated in 1942, has been able to become number one and crossed the other two companies, Berger Paints and Shalimar Paints within a short time. The flagship unit of the company is in Mumbai and another unit is in Delhi. The Asian paints has been striving to maintain highest quality of product following international standards of ISO-9001:2000. The company has been supplying both decorative and industrial paints. Per capita
consumption of paints in India is less than one litre whereas it is 10 litres in advanced countries. As stated, Per capita consumption of paints in India is much less as compared to more developed countries, and the potential for growth is enormous. The impetus given to the housing industry by successive union budgets, the high growth recorded by the housing finance segment and the amendment of laws such as Rent Control Act and urban Ceiling Act are likely to spur the demand for paints in the country. The increased urbanisation, growing aspiration for better homes and life styles, new emerging segments for high performance industrial coatings and improved media reaching to rural mass have contributed to the growth and development of paint industry in India. The Asian paints is very much optimistic. The Asian Paints is committed to preserve the environment through ISO 14001 in all its plants..

Over the last five years the company has achieved good manpower productivity. The company's manufacturing strategy focused on increasing productivity of existing assets. Rationalisation of processes and work practices undertaken at the plants have enabled the company to realise highest levels of production from existing plant and machinery. Asset productivity is being improved and production cycle time is being reduced by curtailing time losses in individual processes which form part of the overall production process. The industrial paint business of Asian Paints has been increasing tremendously. But the production in automotive paints has declined. The company has excellent performance in powder coatings and protective coatings. The Asian paints has taken a strategic decision to concentrate on powder coatings and productive coatings. The company is evaluating the option of entering more emerging markets as it possesses the technological capabilities to manufacture products suitable to the requirements of different overseas markets. The company is the market leader in the decorative paints business in Fiji, Tonga, Solomon Islands, Oman and Sri Lanka.

4.6 Human Resource:

People make a company. At Asian Paints, human resource practices and systems are designed to create high value exterior paints. The company has the following manpower in Mumbai plant.
• Employees- 2175  
• Scientist- 45  
• Officers- 175

Source:- Data collected from field survey

4.7 Training of human resources:

The Asian paints has a separate training wing functioning under personnel department. The training for workers, staff members are conducted both on the job and off the job. The company has the following training practices:

1) Fire-Fighting  
2) Fork-Lifting  
3) Motivation  
4) House Keeping (5S)  
5) Zimba Kaizen  
6) Yoga  
7) Family Training  
8) ISO 9001  
9) ISO 14001  
10) Environmental Awareness  
11) Cost Awareness

4.8 Research and Development:

The company has a separate R&D department. Research and Development department plays an important role in developing new products and innovation and reducing costs by value re-engineering. It has 140 members in the R&D team, out of them 7 are doctorates, 115 qualified scientists and others are associates. Right from company’s inception all decorative products have been developed in-house. R&D department has focused on developing new exterior finishes, economy emulsions and distempers. Company is committed to develop decorative paints and industrial paints. Decorative paints constitute 75% of overall paints business in the country and Asian Paints is the market leader in the business.
4.9 Organization Structure:

- Managing Director
  - G.M. (Works)
    - A.G.M. (Engineering Sciences)
      - Manager (Engineering)
        - Superintendent (Engineering Stores)
          - Superintendant (Shop floor)
    - A.G.M. Works
    - Manager TQM
      - Industrial Relation Managers
      - Law officer
    - Manager (Process)
  - G.M. (Administration)
    - Manager (Safety)
    - Manager (Process)
    - Manager (Office)
    - Manager (R & D)
  - G/M (R/D)
    - Manager (R&D)
      - Chemist
      - Scientist ‘A’
      - Scientist ‘B’
## Responsibilities and authorities:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Responsibilities</th>
<th>Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>• Provides overall direction.</td>
<td>Issues environmental policy. Functions as management representative.</td>
</tr>
<tr>
<td>G.M (works) and G.M (administration)</td>
<td>• Establishment of EMS in line with ISO-14001. • Define and communicate roles responsibilities and authorities. • Arrange Internal audits. • Implement corrective and preventive action reviewed in the Management reviews. • Initiate necessary changes taking feedback from Sr. Manager TQM. • Deploying of the Environmental policy.</td>
<td>• Establish EMS in line with ISO-14001. • Report the performance of the EMS to the Managing Director. • Approve and update the EMS Apex Manual.</td>
</tr>
<tr>
<td>General Manager R&amp;D</td>
<td>• Providing necessary knowledge input for establishing EMS as per ISO-14001.</td>
<td>• Approves and issues MSDS of Hazardous Raw Material. • Approves and issues MSDS of finished paints as applicable. • Issues</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
<td>Environment and Safety guidelines in R &amp; D.</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A. General Manager (works)</td>
<td>• Ensures compliance to legislative regulators and other requirements.</td>
<td>• Develops procedures to comply with ISO-14001 requirements.</td>
</tr>
<tr>
<td></td>
<td>• Monitors overall EMS performance.</td>
<td>• Approves of objectives and Targets prepared by Department section heads.</td>
</tr>
<tr>
<td>Department Section Heads</td>
<td>• Identify all environmental aspects and their impacts within their respective departments.</td>
<td>• Develop OCP (work Instructions) to environmental performance.</td>
</tr>
<tr>
<td></td>
<td>• Identify significant environment aspects based on given criteria.</td>
<td>• Prepare objectives and targets for improvement.</td>
</tr>
<tr>
<td></td>
<td>• Identification of training needs of employees in their respective departments.</td>
<td>• Prepare and monitor environment programmes within their respective departments.</td>
</tr>
<tr>
<td></td>
<td>• Monitoring and measurement of key environmental parameters in their respective departments.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Updating the above documents as and when necessary.</td>
<td></td>
</tr>
<tr>
<td>A. General Manager (Engineering &amp; Services)</td>
<td>• Ensures compliance to legislative regulations.</td>
<td>• Develops procedures to comply with ISO-14001 requirements.</td>
</tr>
</tbody>
</table>
| Manager (plant Safety) and Manager (Eng) | - Coordinate with regulatory bodies for legislative requirements as application in register of Regulation.  
- Prepare Emergency preparedness Plan.  
- Prepare Register of regulations. | - To develop procedures to improve safety performance in all departments.  
- Prepare objective and targets for improvement on safety.  
- Prepare and monitor environment management programme for approved objectives and targets. |
| Manager TQM | - Provides guidelines of EMS in line with ISO-14001 in coordination with Management representative and others concerned.  
- Conduction Internal audit.  
- Reports the performance of EMS to Management representative and management Review. |
| Industrial relations Manager | • Monitoring corrective and preventive actions discussed in management review.  
• Reviews Object & Target. | • Providing training to all employees as per the needs identified.  
• Coordination with regulatory bodies for compliance of legislative requirements as applicable in Register of regulation.  
• Identifies all aspects and their impacts in personnel department administration.  
• Identifies significant environment aspects based on given criteria.  
• Monitoring and measurement key environmental parameters in personnel and administration department. | • Develops OCP (Work Instructions to improve environmental performance in the department.  
• Prepares objectives and targets for improvement.  
• Prepares and monitors environment management programme in the department. |
| Manager (R & D) | • Providing necessary knowledge input for establishing EMS as per ISO-14001 in | • Prepares MSDS of Hazardous Raw material.  
• Prepares MSDS of punished paints in |
| All Managers and Officers | • Assure regulatory compliance.  
• Anticipate identify and record environmental problems.  
• Initiate recommend and provide solution to the environment problems. | • Initiate Corrective and preventive action. |
| All workers and staff | • Comply with defined procedures.  
• Identify environmental noncompliance. | • Report environmental noncompliance to departmental section heads.  
• Initiate Corrective action. |
4.10 ISO-Certification

The company has ISO-9000 certification along with ISO-9001, 9002, 14001, out of this ISO-9001 and ISO-14001 are discussed here.

ISO-9001 is a series of standards which defines requirements to which the system in an organisation must conform in order to ensure quality and customer satisfaction formulated by a technical committee of international organisation for standardisation on the basis of information from various countries, including India.

The ISO-9000 was issued in 1987. It was revised and updated in 1994. The ISO-mainly is concerned with quality. Quality is fitness for use, conformation to requirement and it is aimed at the need of the customer's satisfaction. The reasons behind acceptance of ISO-9000 are —

- **International acceptance of paints produced by Asian Paints:**

  This standard has enabled this company to attain its recognition of product worldwide. Moreover with the globalisation and liberalisation this ISO-9001 certification has helped Asian Paints for meeting stringent quality requirements.

- **Improved profitability through cost reduction:**

  ISO standards have improved the amount of profit through reduction of costs in terms of fewer rejection and scraps. Not only that quality product has high demand in the market and it causes high profit in the company.

- **Customer satisfaction:**

  The customer is the main focus point for satisfaction of goods delivered to them. Satisfied customer is the best form of advertisement. For accepting ISO-9001 the customers satisfaction has reached in peak level and the reputation and goodwill of the company is being maintained through ISO certification. Any complaint by a customer is properly entertained to see the reputation of the company as well as maintaining requirement of ISO standard.
ISO-14001:

Asian Paints has belief that protection of nature always should get priority while producing their goods and products. Exploitation of nature will cause serious harm to all concerned. The Asian Paints has sound environment management system through requirements of ISO-14001. This ISO-14001 is mainly issued to the manufacturing organisations to maintain certain standards for protecting the environment from pollution due to waste, use of hazards, use of chemicals, raw materials etc. There are certain guidelines which are followed in the plant of Bhandup in Mumbai.

These are discussed here.

* Identification and evaluation of the environmental effects arising from Asian Paints Ltd. Bhandup factory activities products and services and determining their significance.

* Identification and evaluation of the environmental effects arising from incidents, accidents and potential emergency situations and measures are to be taken.

* Identification of the legal requirements involved with the ISO-14001 and taking action according to legislation.

* Facilitation of planning, control, monitoring, auditing and reviewing activities to ensure that the policy is complied with the requirement of ISO-14001 standard.

* Employee-awareness programme through training is primary objective.

* Senior managerial personnel are directly responsible for implementation of the standard.
4.11 Methods of training:

There are two methods of training in the Asian Paints. One is on the job training and other one is "off-the-job" training. On the job training is training given when the workers are in work. Off the job training is training given outside the work place of a worker. The following are the training methods that are used in Asian pains.

<table>
<thead>
<tr>
<th>Nature of Training</th>
<th>Methods of Training</th>
<th>Participants</th>
<th>Trainers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Job Rotation</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>2) Coaching</td>
<td>on-the-job</td>
<td>workers, staff</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>3) Demonstration</td>
<td>on-the-job</td>
<td>workers, staff</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>4) Job instruction</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>5) Apprenticeship</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>6) Vestibule Training</td>
<td>off-the-job</td>
<td>workers, staff</td>
<td>supervisor/Instructors</td>
</tr>
<tr>
<td>7) Lecture Method Programmed</td>
<td>off-the-job</td>
<td>workers, staff</td>
<td>supervisor/Instructors</td>
</tr>
</tbody>
</table>

It appears that most of the training methods are on the job methods and the trainers are supervisors and management personnel. Few are off-the-job training.
Berger Paints:

4.12 Historical background:

In 1923 an English man, Mr. Hadfield started a small colonial venture in Calcutta, and he was manufacturing paints under the name Hadfield Paints. Over the next two decades it produced 150 tones of ready mixed stiff paints, varnishes and distempers, non-sophisticated products, made with little mechanisation, in a temporary structure on a two acre plot in Howrah, India. About 75% of raw materials were imported. The Head office was in the factory itself, the sales office was on Wellesley Street in Calcutta.

In 1947, British paints, an international group, acquired Hadfield Paints Company for expanding its business base. In the year of acquisition the British paints (India) had only 100 people on its rolls. Total turnover in that year was Rs.2.5\(^1\) million.

In 1952 the company had won a wider market, it spread its sales division across the country. Sales in that year rose to Rs.20 million. The company declared its first dividend and the Company shifted its Head Office to 32 Chowringhee Road Calcutta, it remained there nearly two decades. In 1969 the Berger paints of UK acquired the British Paints. In 1970\(^2\) there has been again acquisition of Berger Paints by Hoechest of Germany. In 1976 the Hoechest of Germany diluted its holding by selling 40% of equity to the UB Group. In 1983 the company was named as Berger Paints India Limited. In 1999 Rajdoot Paints Limited was amalgamated with Berger Paint India Limited. Since then the name Berger Paints India Limited is in existence.

4.13 Its registered and head office:

Berger Paints India Limited
Berger House
129, Park Street,
Kolkata - 700 017

\(^{2}\) www.bargerpaints.com/in
4.14 About the Company:

Over 75 years ago when the Berger Paints began operating in Calcutta, paint making was indeed a different society. Since there was transformation of India's economy, it had been a pride for Berger paints, which contributed as a technology leader by supplying quality paints to cater the needs of industry and domestic demand. Today, there is a globalisation and Berger paints India Ltd. has been striving to serve people of India and industries by supplying globally acceptable products not only by offering the best indigenous and international technology, but by creating innovative institutions of customer support, the hallmark of modern business practice. From the housewife to the industrial user, customer satisfaction is Berger's uppermost concern. Berger has created highly responsive customer services. It has 81 stock points across India and all sales offices, depots and manufacturing facilities are linked by computer. Berger Paints has four factories strategically located in the east, west, and south India - the locations are Howrah (West Bengal), Vallabh Vidyanagar (Gujrat), Goa and Pondichery. The flagship unit is at Howrah. Strict quality control and testing are built into every operation.

4.15 Human resources:

- Employees- 1475
- Scientist- 35
- Officers- 110

Source:- Data collected from field survey

4.16 Strategic Alliances:

The Berger Paints has alliances with world leaders, such as Orica Australia Pvt Ltd. For anti corrosive industrial coating, Du pont, Germany, for powder coatings, Germany and Nippon paints, Japan, for automotive coatings, Beeker Instrifarg AB, Sweden for coil coatings, Valspar corporation, USA, Herbents Gm BH of Germany, Teoder NV Holland for others.
4.17 Organization Structure:

Managing Director

Vice-President (Operation)
- G.M. (Engineering Stores)
  - Asst. G.M. (Safety and Engg.)

Vice-President (Administration)
- Sr. G.M. (Works)
  - Manager (T&M)
    - Industrial Relation Managers
    - Law officer
  - Manager (Administration)
    - Suppdt. (Office)

G.M. (R & D)
- Chemist
  - Scientist 'A'
  - Scientist 'B'
## Responsibilities and authorities:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Responsibilities</th>
<th>Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>• Provides overall direction.</td>
<td>• Issues environmental policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Functions as management representative.</td>
</tr>
<tr>
<td>Vice president (Operation)</td>
<td>• Establishment of in line with IOS-14001.</td>
<td>• Establishes E.M.S in line with ISO-14001.</td>
</tr>
<tr>
<td></td>
<td>• Define and communicate roles responsibilities and authorities.</td>
<td>• Reports the performance of the EMS to the Managing Director.</td>
</tr>
<tr>
<td></td>
<td>• Arranging Internal audits.</td>
<td>• Approves and update the EMS Apex Manual.</td>
</tr>
<tr>
<td></td>
<td>• Implementing corrective and preventive action reviewed in the Management reviews.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Initiates necessary changes taking feed back form Sr. Manager TQM.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deployment of the Environmental policy.</td>
<td></td>
</tr>
<tr>
<td>General Manager R&amp;D</td>
<td>• Providing necessary knowledge input for establishing EMS as per ISO-14001.</td>
<td>• Approves and Issue MSDS of Hazardour Raw Material.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Approves and issue MSDS of finished paints as applicable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Issues Environment and Safety guidelines in R &amp; D.</td>
</tr>
<tr>
<td>Sr. General Manager works</td>
<td>• Ensures compliance to legislative regulators and other requirement.</td>
<td>• Develops procedures to comply with ISO-14001 requirements.</td>
</tr>
<tr>
<td></td>
<td>• Monitors overall EMS performance.</td>
<td>• Approval of objectives and Targets prepared by Department section heads.</td>
</tr>
<tr>
<td>Department Section Heads</td>
<td>• Identifies all environmental aspects and thir impacts within their respective</td>
<td>• Develops OCP (work Instructions) to environmental performance.</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibilities</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| General Manager Engineering & Services | - Ensures compliance to legislative register of Regulations.  
- Monitors safety and environment performances in coordination with Asst. Manager Plant Safety & Engineering. |
| Asst. Manager place Safety & Engineering | - Coordinating with regulatory bodies for legislative requirements as application in register of Regulation.  
- Prepares Emergency preparedness Plan.  
- Prepares Register of regulations. |
| Manager TQM                   | - Establishing EMS in line with ISO-14001 in coordination with Management representative and                                             |
- Reports the performance of EMS to Management |
|                               | - Prepares objectives and targets for improvement.  
- Prepares and monitor environment programmes within their respective departments. |
|                               | - Monitoring and measurement of key environmental parameters in their respective departments.  
- Updating the above documents as and when necessary. |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>Management Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial relations Manager</td>
<td>• Providing training to all employees as per the needs identified.</td>
<td>• Conduction Internal audit.</td>
</tr>
<tr>
<td></td>
<td>• Coordination with regulatory bodies for compliance of legislative requirements as applicable in Register of regulation.</td>
<td>• Organising Management reviews periodically.</td>
</tr>
<tr>
<td></td>
<td>• Identifies all aspects and their impacts in personnel department administration.</td>
<td>• Monitoring corrective and preventive actions discussed in management review.</td>
</tr>
<tr>
<td></td>
<td>• Identifies significant environment aspects based on given criteria.</td>
<td>• Review Object &amp; Target.</td>
</tr>
<tr>
<td></td>
<td>• Monitoring and measurement key environmental parameters in personnel and administration department.</td>
<td></td>
</tr>
<tr>
<td>Development Manager (R &amp; D coordinator)</td>
<td>• Providing necessary knowledge input for establishing EMS as per ISO-14001 in consultation with Sr. Vice president. (R&amp;D)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identifies all aspects and their impacts in R&amp;D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identifies significant environment aspects based on given criteria.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Prepares MSDS of Hazardous Raw material.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Prepares MSDS of punished paints in coordination with the R&amp;D as applicable.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Development of OCP (work Instructions) to improve environmental performance in the department.</td>
<td></td>
</tr>
</tbody>
</table>
| **criteria.** | • Monitoring and measurement of key environmental parameters in R&D. | • Prepares objectives and targets for improvement in the department.  
• Prepares and monitor environment management programme in the department. |
|---|---|---|
| All Managers and Officers | • Assure regulatory compliance.  
• Anticipate identify and record environmental problems.  
• Initiate recommend and provide solution to the environment problems. | • Initiate Corrective and preventive action. |
| All workers and staff | • Comply with defined procedures.  
• Identify environmental noncompliance. | • Reports environmental noncompliance to departmental section heads.  
• Initiate Corrective action. |

### 4.18 ISO Certification:

The Berger Paints India Ltd. has the following ISO Certification.

- a. ISO - 9001
- b. ISO - 14001

**a. ISO - 9001:**

ISO 9000 is series of standards which defines requirements to which the system in an organisation must conform in order to ensure quality and customer satisfaction formulated by the technical committee of international organisation for standardisation on the basis of information from various countries, including India. The ISO 9000 was issued in 1987. It was revised and updated in 1994. The ISO mainly is concerned with quality. Quality means fitness for use, conformation to
requirement and it is aimed at the need of the customers satisfaction. ISO 9000 does not guarantee quality. It is expected that the organisations should conform with the quality. There are ISO - 9001, ISO - 9002, ISO-9003 and others. But ISO - 9001 is widely accepted and practised.

b. Improved Profitability through reduction of cost:

ISO standards have improved the amount of profit through reduction of costs in terms of fewer rejection and scraps. Not only that improved quality product has high demand in market and helps in getting more and more orders.

4.19 Identification of training needs:

Training needs of various categories of employees are identified by respective departmental managers. Personnel department prepares a training calendar for core training and maintains records. Before identifying training needs a prescribed proforma is used to get particulars of employees regarding his / her joining time in the organisation.

ISO - 14001:

Berger Paints India Ltd. shares the philosophy and also believes that exploiting nature by taking more from it than giving back will in the long run harm life on the earth. It believes that continuous improvement in the environments / performance by all will help in arresting the deterioration in the quality of the environment. In continuation of the effects to improve its environment performance, it has established an Environment Management System (EMS) in Howrah in consistence with the requirements of ISO – 14001. ISO-14001 is a standard which is to be implemented by manufacturing concerns to prevent environmental pollution due to industrial waste, use of hazardous raw materials / chemicals. The EMS in Howrah main factory has developed some guidelines. These are:
• Identification and evaluation of the environmental effects arising from
  Berger Paints India Ltd., Howrah, from activities of production and services
  and determining their significance.

• Identification and evaluation of the environmental effects arising from
  incidents, accidents and potential emergency situations.

• Identification of the relevant legislative and regulatory requirements.

• Identification of priorities and setting of pertinent environmental objectives
  and task.

• Facilitation of planning, control, monitoring auditing and reviewing activities
  to ensure that the policy is complied with.

• Periodic evaluation of the EMS to suit the changing circumstances.

• Minimize the generation of wastes and optimise resource utilization through
  recycle or re-use of waste.

• Provide environmental awareness to employees.

• Induction of sound environmental management system and practice in all
  activities of the company.

• Sr. General Manager and Sr. Manager (TQM) review the progress of
  Environmental Management programme.

• Every department approved objectives and targets for environmental
  management and evaluates the achievements after a certain period.

4.20 Job specific training:

Each department identifies training needs of its people depending upon the
nature of job done by them. Accordingly training is provided to them in their
respective work place.
4.21 Methods of training:

There are two methods of training in the Berger Paints - one is on-the-job training and other one is off-the-job training, on-the-job training is training given when the workers are in work. Off-the-job training is training given outside the workplace of a worker. The following are the training methods that are used in Berger Paints.

<table>
<thead>
<tr>
<th>Nature of training</th>
<th>Methods of training</th>
<th>Participants</th>
<th>Trainers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job rotation</td>
<td>On-the-job</td>
<td>Workers</td>
<td>Supervisor</td>
</tr>
<tr>
<td>2. Coaching</td>
<td>On-the-job</td>
<td>Workers, staff</td>
<td>Supervisor</td>
</tr>
<tr>
<td>3. Mentoring</td>
<td>On-the-job</td>
<td>Workers, staff</td>
<td>Supervisor</td>
</tr>
<tr>
<td>4. Demonstration</td>
<td>On-the-job</td>
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</tr>
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<td>Workers, staff</td>
<td>Supervisor</td>
</tr>
<tr>
<td>10. Programme instruction</td>
<td>Off-the-job</td>
<td>Workers, staff</td>
<td>Supervisor</td>
</tr>
</tbody>
</table>

* Workers Those are directly involved with production.

* Staff Those are not directly involved in production.

4.22 Training Period:

Berger Paints India Ltd. prepares a training calendar where hours of training to be given are written for each category of workers.
4.23 Products manufactured:

Architectural paints: Solvent thinnable and water thinnable.

Industrial paints: Solvent thinnable and water thinnable.

Protective Coating: Solvent thinnable.

Powder coating: Pure epoxy, pure polyesters, epoxy polyester.

4.24 The following trainings are usually held in the Berger Paints:

i) ISO - 9001

ii) ISO - 14001

iii) House - keeping (5S)

iv) Fire fighting

v) Motivation

vi) Cost awareness

vii) Environmental awareness

viii) Fork lifting
Shalimar Paints

4.25 Historical Background:

The Shalimar Paints was the first paint company of India. The company started its business in Howrah, near Kolkata, beside the river Ganga about 8 kilometers from Kolkata. The company acquired a land about 21.3 acres and started to manufacture paints. The company has passed about 105 years and it has been operating successfully.

The company was classified as light chemical industry because of use of relatively low cost of plant and machinery and had small scale of operation. Now, the company has been considered as large scale company.

4.26 Present position:

The company, started operation in Howrah, expanded its operation to other parts of the country. Main factory is in Howrah. Other two factories have been established, in Nasic, near Mumbai and another one is in Sikandrabad.

4.26 The registered office is situated in Kolkata. The address is:

Shalimar Paints Ltd., 13, Camac Street, Kolkata - 700 017. The addresses of the factories:

Howrah: Shalimar Paints Ltd.

P.O. - Danes Shake Lane,

Goaberia, Howrah - 711 109, W.B.

Nasik: Shalimar Paints Ltd.

Nasik, Bombay Road

- Gonde, Nasik - 422 402.

3 www.shalimerpaint.co.in
Sikandrabad : Shalimar Paints Ltd.
A1 & A2 UPSIDC
Industrial Area, Bulandsahar (UP).

4.28 Main products:

- Architectural paints : Solvent Thinnable and water thinnable.
- Industrial paints : Solvent thinnable and water thinnable.
- Protective coating : Solvent thinnable.
- Powder coating : Concrete administer protective coatings, pure polyesters, epoxy polyesters.

4.29 Company philosophy:

Shalimar, the pioneer in Indian paint industry, functions with undiluted charisma, unlimited creativity and enormous confidence to generate extraordinary performance in quality product and customer satisfaction. Today, there is globalisation and Shalimar Paints India Ltd. has been striving to serve people of India and industries by supplying globally acceptable products. There are 33 centres throughout India as stock points. Shalimar paints Ltd. has been maintaining strong quality assurance throughout life time. The company has increased the spread of color space systems across the country with dealer outlets for choices available to customers for a particular colour.

4.30 Human resources:

- Employees- 550
- Scientist- 25
- Officers- 45

Source:- Data collected from field survey
4.31 Organization structure:

Managing Director

Vice-President (Operation)
- G.M. (Engineering)
  - Manager (Engineering)
    - Superintendent (Engineering Stores)
      - Superintendant (Shop floor)
  - Manager (Safety)
  - Manager (Process ing)

Vice Personnel (Administration)
- G.M. (Works)
  - Manager (Works)
  - Manager (Office)
  - Manager (R & D)
- Manager TQM
  - Industrial Relation Managers
    - Law officer

Head of personnel

Manager (Office)
### Responsibilities and authorities:

<table>
<thead>
<tr>
<th>Designation</th>
<th>Responsibilities</th>
<th>Authorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td>• Provides overall direction.</td>
<td>• Issues environmental policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Management Representative.</td>
</tr>
<tr>
<td>Vice president (Operation) and</td>
<td>• Establishment of EMS in line with IOS-14001.</td>
<td>• Establish EMS in line with ISO-14001.</td>
</tr>
<tr>
<td>Vice President (Administration)</td>
<td>• Define and communicate roles responsibilities and authorities.</td>
<td>• Report the performance of the EMS to the Managing Director.</td>
</tr>
<tr>
<td></td>
<td>• Arranging Internal audits.</td>
<td>• Approve and update the EMS Apex Manual.</td>
</tr>
<tr>
<td></td>
<td>• Implementing corrective and preventive action reviewed in the Management reviews.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Initiate necessary changes taking feedback from Sr. Manager TQM.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Deployment of the Environmental policy.</td>
<td></td>
</tr>
<tr>
<td>General Manager (works)</td>
<td>• Providing necessary knowledge input for establishing EMS as per ISO-14001.</td>
<td>• Approves and Issue MSDS of Hazardous Raw Material.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Approves and issue MSDS of finished paints as applicable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Issues Environment and Safety guidelines in R &amp; D.</td>
</tr>
<tr>
<td>Manager (TQM)</td>
<td>• Ensures compliance to legislative regulators and other requirement.</td>
<td>• Develops procedures to comply with ISO-14001 requirements.</td>
</tr>
<tr>
<td></td>
<td>• Monitors overall EMS performance.</td>
<td>• Approval of objectives and Targets prepared by Department section heads.</td>
</tr>
<tr>
<td>Department Section Heads</td>
<td>• Identify all environmental aspects and their impacts within their respective departments.</td>
<td>• Develop OCP (work Instructions) to environmental performance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prepare objectives and</td>
</tr>
<tr>
<td>Role</td>
<td>Tasks</td>
<td>Targets for Improvement</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| General Manager (Engineering)             | • Ensure compliance to legislative register of Regulations.  
• Monitor safety and environment performances in coordination with Asst. Manager Plant Safety & Engineering.                                                                                     | • Develop procedures to comply with engineering department.  
• Approval of objectives and targets prepared by Asst. Manager Plant Safety & Engineering.                                                                                                                |
| Manager (Safety)                          | • Coordinate with regulatory bodies for legislative requirements as application in register of Regulation.  
• Prepare Emergency preparedness Plan.  
• Prepare Register of regulations.                                                                                                                                  | • To develop procedures to improve safety performance in all departments.  
• Prepare objective and targets for improvement on safety.  
• Prepare and monitor environment management programme for approved objectives and targets.                                                                          |
| Industrial relations Manager              | • Providing training to all employees as per the needs identified.  
• Coordination with regulatory bodies for compliance of legislative requirements as applicable in Register of regulation.                                                                                     | • Develop OCP (Work Instructions to improve environmental performance in the department.  
• Prepare objectives and targets for improvement.  
• Prepare and monitor environment aspects improvement based on given criteria.  
• Identification of training needs of employees in their respective departments.  
• Monitoring and measurement of key environmental parameters in their respective departments.  
• Updating the above documents as and when necessary.  
• Identification of training environment needs of employees in programmes within their respective departments.  
• Monitoring and measurement of key environmental parameters in their respective departments.  
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<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Manager (R & D)               | • Providing necessary knowledge input for establishing EMS as per ISO-14001 in consultation with Sr. Vice president. (R&D)  
• Identify all aspects and their impacts in R&D.  
• Identify significant environment aspects based on given criteria.  
• Monitoring and measurement of key environmental parameters in R&D.  
• Prepares MSDS of Hazardous Raw material.  
• Prepares MSDS of punished paints in coordination with the R&D as applicable.  
• Development of OCP (work Instructions) to improve environmental performance in the department.  
• Prepares objectives and targets for improvement in the department.  
• Prepares and monitors environment management programme in the department. |
| All Managers and Officers     | • Assure regulatory compliance.  
• Anticipate identify and record environmental problems.  
• Initiate recommend and provide solution to the environment problems.  
• Initiate Corrective and preventive action. |
| All workers and staff         | • Comply with defined procedures.  
• Identify environmental noncompliance.  
• Report environmental noncompliance to departmental section heads.  
• Initiate Corrective action. |
4.32 Strategic Alliances:

The company has alliances with kunsul Chemical Ind. Co. Ltd. Korea. The KCI is one of the largest paint manufacturing companies of Korea and is a leader of coating paints. Shalimar Paints, after alliance, has entered in the fast growing coil coating market. The company also has entered into a marketing agreement with AKZO Noble, the largest paint company of the world, for introducing in India the sadolin range of wood coatings.

4.32 ISO Certifications:

The Howrah unit is accredited with ISO 9001 : 2000 certification while its Nasik unit continues to enjoy ISO 9002 certification.

ISO 9000 is series of standards which defines requirements to which the system in an organisation must conform in order to ensure quality and customer satisfaction formulated by the technical committee of international organisation for standardisation. ISO 9000 was issued in 1987. It was revised and updated in 1994. The ISO standards are mainly concerned with quality assurance to customers following some stringent rules/practices in the production process. The standards describe guidelines for customer oriented products. It does not guarantee any quality but it ensures the expected quality. The ISO-9000, ISO-9001, ISO-9002 are most remarkable for its acceptance world-wide.

The following are the reasons for which ISO-9001 has been accepted:

(a) International acceptance:

The Shalimar Paints is the oldest paint company in India and its reputation has spread throughout the world. It, being the first producer of paints in India, the company is known to the world as pioneer of paint industry in India.

The company has got this ISO certificate without trouble and has been maintaining international quality in their products.
(b) Improved profitability:

ISO standards have made this company profitable for its increases in sales rate and reduction in costs. Since improved quality product has high demand in the market, the co. is getting more and more orders. In this way the company has been earning reasonably high amount of profit.

4.33 Training and development:

Shalimar Paints Ltd has a separate training department headed by training officer and overall supervision and direction is given by Head of Personnel. The training department follows some steps in training. Identification of training need is done first, then training programme is selected. On-the-job training and off-the-job training-methods are used to train the employees.

<table>
<thead>
<tr>
<th>Name of Training</th>
<th>Methods</th>
<th>Participants</th>
<th>Trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Job Rotation</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor</td>
</tr>
<tr>
<td>2. Coaching</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor</td>
</tr>
<tr>
<td>3. Mentoring</td>
<td>on-the-job</td>
<td>workers</td>
<td>supervisor</td>
</tr>
<tr>
<td>4. Demonstration</td>
<td>on-the-job</td>
<td>workers staff</td>
<td>supervisor</td>
</tr>
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<td>5. Job Instruction</td>
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<td>workers</td>
<td>supervisor</td>
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</table>
4.35 The following trainings are usually held in the Shalimar Paints. The workers and staff (office) are allowed to participate.

(i) Fire fighting

(ii) Fork lifting

(iii) Motivation

(iv) House Keeping (55)

(v) Cost awareness

(vi) Yoga training

(vii) ISO 9001 : 2000

(viii) Zimba Kaizen

(ix) ISO 14001