Chapter Four
EXECUTIVE SUMMARY OF SAMPLE ORGANISATIONS

Jammu & Kashmir Cements Ltd.
(Firm 1)

History and Ownership
The Jammu & Kashmir Cements Limited was incorporated by Government of Jammu & Kashmir as wholly Government owned company to utilize quality lime stone reserves in the Valley and to make available quality cement to the local consumer at reasonable rates. This company has been incorporated in December 1974 under the Companies Act, 1956 with the authorized capital of Rs 6.50 crores which was later on enhanced to Rs 15 crores from different financial institution viz, ICICI, IFCI, LIC, IDBI & J&K Bank. With the available capital a 600 Tpd Cement plant was set up near village Khrew in District Pulwama at the site where large deposits of limestone are available. The installation work of the plant started in 1975 and completed in October, 1981. The plant started commercial production in April 1982.

At the initial stage, the company had taken loan of Rs 19.62 crores from various financial institutions like IDBI, IFCI, ICICI and J&K Bank. It was making regular payments as per the schedule to all these financial institutions till March, 1990. However, the repayment could not be made (except for the year 1992-93) to these institutions till 1995-96. The total loan outstanding (principal and interest-simple and compound) swelled to Rs 18.56 crores in February 2000. In the year 1998-99, the matter was taken up with IDBI, LIC and other Financial Institutions for rescheduling the outstanding loans and waive off compound, penal interest and liquidated damages. The company made One Time Settlement (OTS) with all the financial institutions and finally an amount of Rs 5.97 crores was settled. Now the company (JKCL) is debt free in respect of loans from above financial institutions.
Main Features

The Plant started producing quality varieties of Ordinary Portland Cement (OPC) 33 and Pozzolana Portland Cement (PPC) under “Jehlum Brand” with Bureau of Indian Standards Certification. This brand is registered with the Trade Mark Registry Bombay, Government of India. At that time Pozzolana cement was manufactured by using brickbats. This did not sail smoothly in the market due to reddish colour of cement on account of usage of brickbats. The company discontinued its production of PPC in 1997 and started manufacturing ordinary portland cement 43-Grade. Now the position is different, as major producers have started using alternatives viz fly ash in manufacture of blended cement, which not only has reduced their cost of production but also improved the environment. The company approached Bureau of Indian Standards (BIS) for issuance of license to manufacture fly ash based blended cement in view of the changing scenario in Indian Cement Industry and the BIS after carrying out the necessary inspection and required tests has recently issued a license in its favour for manufacture of fly ash based PP cement. The company has high quality limestone available which is the major basic raw material for production of clinker, which constitutes 80% of the total raw material. The company has a full fledged sophisticated laboratory wherein half hourly testing is being done for initial setting time, 3 days, 7 days, 28 days testing is done to arrive at a comprehensive strength.

Initially there were some teething problems in the operation of the plant, which resulted in very low utilization of production capacity. The technical manpower was mostly from outside the State. By the time the local staff gained experience and the problems of the plant were overcome. The trend of low capacity utilization was reversed from the year 1986-97 when the company started showing profits and attained a peak capacity utilization of 85% in the year 1989-90 and reduced the cumulative losses of Rs 934.43 lacs as on 1st April, 1987 to Rs 495.28 lacs on 31st March, 1990. Since April, 1990 the
capacity utilization again declined due to the prevailing disturbed conditions in the State. The capacity utilization for the financial year 1990-91 was 41% that increased to 47% in 1991-92 but in 1992-93 and 1993-94, it came down to 30%. The shortfall in production was mainly due to disturbed conditions and equally due to erratic and poor power supply. Besides, due to the present turmoil service engineers/experts from outside the State did not agree to attend the yearly maintenance work, which ultimately resulted in poor health of plant and machinery. It was only in the year 1995-96, the company was able to come out of red and showed a profit of around Rs 40 lacs and arranged for proper plant maintenance to the possible extent.

The performance of the company over the past few years has shown encouraging results given the steady increase in the sales/turnover, improved financial restructuring, resuming of the plant-improvisation and stabilization process, exploring the possibilities of extension in the activities besides modernization and upgradation.

The company is making a significant contribution every year towards State and Central Exchequer in the shape of State Sales Tax, Toll Tax, Central Excise Duty, Income Tax, and Royalty. During the financial year 2004-05 the company paid Rs 1164.00 lacs (Rs 420.92 lacs as Sales tax, Rs 419.42 lacs as Excise duty, Rs 122.13 lacs as Toll tax, Rs 66.14 lacs as Royalty and Rs 135.39 lacs as Income tax) to Central and State Exchequer.

Since its inception the company has paid Rs 11,365.12 lacs up to ending March, 2005 (State Sales Tax Rs 3870.62 lacs, Excise Duty Rs 54446.95 lacs, Toll Tax Rs 1039.75 lacs, Royalty Rs 557.45 lacs and Income Tax Rs 450.35 lacs) to State and Central Exchequer.

In view of the continuance of profits, the company started to pay the dividend on its equity share capital, which is wholly owned by J&K Government. The first ever dividend of Rs 45 lacs was paid to J&K State Government for the year 2001-02 followed by second dividend of the same
amount for the year 2002-03. For the year 2003-04 the company paid Rs 50 lacs as dividend.

Ever-since, the migration of employees to outside the Valley, the company has been incurring recurring expenditure on account of their salaries. From the year 1989-90 till March 2005 the company has paid more than Rs 10 crores (inclusive of company’s share to C.P. Fund) on this account. The number of migrant employees at present is 59. The average annual expenditure on account of migrant salary is Rs 67 lacs. The company is meeting this colossal expenditure purely out of its own resources on the directives of the Government in view of the security scenario in Kashmir Valley. Till date the Government has not provided any budgetary support or grant-in-aid to the company under Security Related Expenditure (SRE) to meet this expenditure despite the several requests made in this regard.

In view of the emission of dust in the atmosphere and the guidelines and instructions laid down by Pollution Control Board, the installation of Pollution Control Equipment has become mandatory. Keeping in view the financial implication the company phased out the pollution measures. The first phase was completed by way of installing Electro-Static Precipitators (ESPs) on two Kilns in the year 1997. The company decided to go for Reverse Pulse Jet (RPJ) system of pollution control for leftover segments of the plant being the most improvised device of controlling the emission within the permissible limits. Immediate measures were taken to improve emission of dust. The installation of RPJ system of anti pollution device on all the segments of the plant has been completed and the same is functioning satisfactorily.

With the installation of the system the company is likely to have a substantial savings. The cement dust that was discharged in the atmosphere is now being recycled and has resulted in savings. The level of pollution in the plant is now much below the national permissible norms.
The company has rationalized the distribution channels for marketing its qualitative product. Due care has been taken towards several promotional campaigns besides, keeping in view the aspect of public awareness. The company has been able to dispatch its cement to Jammu Province also especially during the winter season. The company has appointed 21 distributors for sales promotion. These distributors besides themselves market company’s cement through their sub-dealers and the cement is being dispatched to far flung areas like Tangdar, Uri, Doda, Kathua, Baderwah, Kishtwar, Poonch, Rajouri, Nowshehra, Akhnoor etc. The company has devised a Sales Incentive Scheme for sales promotion and incentives are given to such dealers who affect sales to maximum and fall within the norms fixed. The company has successfully supplied cement to various Defence Agencies on DGS & D rate contract during the last couple of years and continues the same.

The cement production in the State does not meet the requirement and more than eight lac tones of cement are being imported from other cement producing States. In view of this large gap between the supply and demand of cement in the State the management of the company approached the Board of Directors with a proposal to expand the production capacity of the company by adding an additional production line of 600 Tpd at the existing site and Board cleared the same. Subsequent to the clearance by Board of Directors of J&K Cements Limited for expansion of its installed capacity by 600 tones per day, which was approved by Government. The expansion programme will be completed/commissioned with in a period of two years. After commissioning the company will have the following benefits:

- In view of the latest technology now available in cement industry, the plants will have the power utilization in the range of 80-110 KWH per tone of cement as against the present consumption of 150 KWH per tone of cement.
Coal consumption will be about 16-18% of clinker whereas in the existing plant it is now after many years 25%, which has been brought down from 29% in last year.

Use of pet coke instead of ECL coal which not only has an advantage of its lower landed cost but its K.cal is 8300 thus resulting in a saving of Rs 5-8 crores per annum.

The available staff can also be utilized in a judicious manner in the plant of higher production capacity than in lower capacity plant thereby strengthening the social obligation.

The company will be entitled to avail the industrial incentives announced by the Govt. of India under Industrial Package for J&K State on the pattern of North East States.

The company would be able to reduce the cost of production and a part of the savings could be passed on to consumers thus giving a relief to the general public/consumers.

Work Force
The company is providing employment to more than one thousand semi-skilled, skilled, specialized and super specialized people directly or indirectly. In addition to this about 200 distributors and sub-dealers are engaged in sale promotion of company's cement. The company plays significant role in the development of the State by providing not only direct and indirect employment but is also a major contributor in construction of major projects like Hydel Power Projects, Water Treatment Plants, Bridges, and Canals etc. The company has developed the surrounding areas of the plant by way of an employee’s colony, plantation in and around the plant, girls school complex, hospital building, sports field etc. The company imparts management training in several disciplines to its senior and middle level executives at the reputed Management and Technological Institutions of the Country. Efforts are on to arrange necessary training programmes for the floor level supervisors and other staff to
help in the optimum utilization of the potential of the employees to get maximum productivity.
(Source: Company built information)

GOVT. BEMINA WOOLEN MILLS
(Firm 2)

History and Ownership

A composite worsted woolen mill was set up at Srinagar in the year 1934 by a private company under the name of Shri Karan Singh with installed capacity of 1576 worsted spinning spindles, 2018 power looms, 50 handlooms and full dyeing and finishing departments. The mill was subsequently taken over by the government in 1950 and restarted as Government Woolen Mills Shrin Bagh. In view of the second hand machinery and in the absence of any modernization, the viability of the factory was adversely affected due to the obsolete and worn-out condition of the machinery. In October 1963 management and control of the mill was transferred to JKI along with other 15 public sector units in the State. JKI management undertook in-depth study of the working of mill particularly with reference to plant and machinery conditions and a detailed proposal for replacement and modernization was formulated. After obtaining clearance from the government of India, modernization /replacement programme was taken up and orders for the import of plant and machinery were placed against the import license / foreign exchange released by the Government of India. State Government later on decided to install the modern replacement version at new site at Bemina and land measuring 12.5 acres was allotted at Bemina for the mill. The construction for the new mill was entrusted to JKPCC, a State Government undertaking and the plant and equipment received at site was installed in the new premises at Bemina.
The capital investment stood at Rs 655.53 lacs at end of 1989. The unit has not made any additions to the capital investment since 1989. Some of the machines have become obsolete and need some additional capital for increasing their operational efficiency and also for running the mill on two shift/three shift basis to balance the weaving departments. The mill is one of the loss making units of JKI with an annual turnover of Rs 2 crores. The mill has generated average sales of Rs 185 lacs for the last five years and the average loss of the mill is Rs 266 lacs for the last five years (2000-2004).

Main Features

In 1970 the worsted department with 800 spindles and preparatory machines imported from U.K and Belgium were installed. Finishing plant was imported from Japan and installed in the year 1973-74. The number of 13 looms were imported from U.K, which were installed by 1978-79. Balance preparatory machines for dyeing and finishing departments were purchased from indigenous sources and their installation was completed by 1979-80.

The entire factory is divided into four main departments viz, woolen, worsted weaving, dyeing and finishing department. The department of wool is engaged in processing and combing of multicolored local wool into a single colour. The worsted department is engaged in spinning and twisting of wool. The yarn in the weaving department is woven on the modern automatic loom in different type of fabrics. The fabric thus produced go for dyeing where the cloth is purely dyed and mended and finally the production goes to finishing section where old colour patches are removed and ironed with automatic machines. The finished product is then sent to various mill owned showrooms for sale located within and outside state.

The woollen and worsted yarns of carpet, crewel, embroidery, and tapestry tweed quality were being manufactured by the mill for meeting the requirements of decentralized sector and training centers, intensive handlooms
development activity as well as for other sister units. Commercial production in the composite mill utilizing capacities of all the departments of worsted spinning, weaving, dyeing and finishing had commenced from August / September, 1980 and the manufacture of high quality fine worsted suiting and dress material, fine tweeds and blankets etc, according to the market demands and consumer preferences started right that day. The mill established its name in the market for the woollen worsted products including uniform cloth for different departments at competitive rates in the standard quality specifications comparable to standard mills of the country. The product mix of the mill was so designed to market, 70% of the products in the civilian market and 30% in the departmental requirements in the form of uniform for the departments. This plan worked nicely till 1989-90 where after the retail sales got adversely affected and mill had to depend on government orders for uniform cloth. The mill is presently capable of making quality worsted suits including uniform Serge, Angola Khaki shirting and also Terri cot /Safari etc.

Work Force

The unit has at present more than 250 employees including managers, engineers and technicians as against the requirements of 440 workers and staff for the mill on two and three shift basis.

(Source: Company built information and survey reports).

NARBADA STEEL LIMITED
(Firm 3)

History and Ownership

Narbada Steels Limited a Public Limited Company is situated at SIDCO Complex Baribrahmna Jammu. The company was incorporated in June 1985 with the aim to setup a mini steel plant in the Jammu region. The company started with an initial investment of Rs 210 lacs for which the major sources
were the owners & banks and the present capital of the company is more than Rs 500 lacs, which is mainly sourced by the shareholders, banks and other financial institutions. The machinery was installed two years later in 1987-88. The company engaged in manufacturing of steel ingots is spread over an area of 4 to 7 acres of land allotted by SIDCO. The company suffered heavy losses in the year 1991-1992 due to price fluctuation of raw material. Since then the company has been earning good profits and till date shows an increasing trend.

**Main Features**

The layout of the factory is very well planned and perfectly structured as per the requirements of the product. Next to factory are two office buildings where all administrative and other related work is done. The entrance of the company is guarded by security personnel that carry out the necessary formalities. The visitors are allowed to visit the office and factory after proper authorization.

Initially the company operated through old Arc Furnace Technology, which was later on replaced by the latest Induction Technology. Installation of latest technology reduced the cost of production led to improvement in quality and quantity of the product. In the year 2003-2004, the Central Government announced a package of incentives for old industries in the State whereby exemption from payment of central excise duty was provided. This helped the industry to get a boost in its production of mild steel ingots and as a result, the company carried out a necessary expansion on the basis of increase of 25% labour in the year 2004.

The company’s annual turnover is around Rs 54 crore with Government of J&K and tiny industrial units as its major customers. The company also serves the domestic market of Jammu and Kashmir. The management of company believes that the marketing network, latest technology, skilled
workforce and cordial relations between workers and the concept of “WE” are the main advantages of the company over its counterparts.

**Work Force**

The company started with an employment of about 150 workers. The company presently provides direct employment to more than 280 employees. Appointments are usually made on the basis of personal connections. Most of the managers and some supervisors have been recruited through personal connections. The workers fall in the age group of 28 to 40 years with the average salary of Rs 3500 per month. The firm has appointed a Company Secretary who deals with the financial transactions of the firm and also acts as advisor to the partners of the firm.

(Source: Company built information and personal observation).

**NEW KASHMIR STEEL ROLLING MILLS**

(Firm 4)

**History and Ownership**

New Kashmir Steel Rolling Mills is a small-scale industry located at industrial complex Gangyal Jammu. Being a partnership concern, the industry was established in the year 1975 with an initial capital investment of Rs 25 lakhs. The sources of the capital were the owners, banks and other financing institutions. The present capital investment is up to Rs 3 crores for which the major sources are partners, banks and other financing institutions. The industry is spread over an area of 2 to 3 acres of land, which was almost sufficient for the timely land requirements of the industry. But keeping in view the increased demand for the produce (Steel rods, angle iron etc) the industry has been given an extension and the new and latest machinery has been installed to meet the increased demand.
Main Features
The campus of the industry is based on a double storied office building, with a reception counter in the ground floor where a warm and hearty welcome and proper authorization to the visitors is paid. The factory building is a long concrete structure with almost 20 pillars that are almost 40 feet high. The machinery is perfectly and scientifically installed keeping in view the production requirements. The inner layout has been designed as per the processing requirements viz, melting, chemical treatment and finishing which helps the workers to perform their jobs in order. The management of the industry believes that the dynamic leadership, marketing network, relationship between workers, management and owners, and the technology are major contributors behind success of the industry. The company has been earning profits and shows an increasing trend in its profitability. The annual turnover of the unit is around Rs 25 crores. The major customers of its product are the Government of J&K, and the domestic market of Jammu and Srinagar.

Work Force
The initial workforce of the industry comprised of one manager, two technicians-cum-engineers about five supervisors and more then sixty casual workers and the current employment strength is 200 workers. The recruitments in these kinds of firms are usually made on the basis of personal connections and employee references. The workers on average are in the age group of 30 to 40 years. Average salary of a worker in the firm is Rs 3500 per month. Adjacent to factory is a canteen where refreshment and meals are provided to the workers. As the nature of job demands the workers in the factory are made to attend their duties in shifts of 4-5 hours time duration. This provides them relief and rest which in turn results in better performance of their jobs.
(Source: Company built information and personal observation).
MARAL OVERSEAS LTD.
(Firm 5)

History and Ownership

Maral Overseas Limited is a part of the LNJ Bhilwara Group, one of India’s leading Corporate Citizens with a turn over exceeding $ 375 million. During the first half of the 19th Century Jhunjunwalas, the founding father of Bhilwara Group migrated from Rajasthan to conduct business at the port of Calcutta. The Group’s main interest lies in textiles but a century later, in 1950 they become the 5th trading house in jute and in 1955, the third largest in the trade of iron ore and steel scrap. Today the group has an impressive presence in various sectors ranging from Textile, Spinning, Weaving, Knitting, Processing, Garments, Spilling over to the sectors like Hydro Power Generation. The textile business constitutes over 35% of the group’s turnover and textile exports stand close to $90 million. The company has a capital investment of about Rs182 crores as on 31st of March 2005, which is mainly sourced by shareholders, financial institutions and banks.

Main Features

The Unit is located at SIDCO Industrial Complex Bari Barhmna Jammu. The unit covers a total area of 22 acres of land. Cocooned in the foothills of Himalayas, the Jammu unit has gained an enviable reputation for quality goods and timely deliveries.

The philosophy of the company is “Proud to be Indian; privileged to be global”. The most striking feature of the company is that it is India’s only truly vertically integrated set-up with production units in Jammu and Indore being run with computerized perfection. It all started when Asian Knitwear’s (now Maral Overseas Limited, Unit 2) was set up in Jammu in 1985 in technical collaboration with Devanlay of France. Maral Overseas was setup to cater solely to the export market with a total manufacturing capacity of 5,00,000
cotton knitwear’s per month that caters to exclusive set of customers in U.S and Canada.

Maral Overseas Ltd. Jammu is India’s first 100% export oriented unit to get ISO 9001:2000 certifications from DNV Netherlands. The company produces 100 tons of processed knitted fabrics with a capacity exceeding 1,50,000 cotton knitted garments per month. The raw material i.e., cotton yarn is first converted into fabric and then readymade garments for export as well as for domestic market (occasionally). The unit consists of different departments / production centers, each unit working as separate profit-centres. These are:

i) Spinning Division.
ii) Knitting Division.
iii) Processing Division.
iv) Garment Division.

**Spinning:** The raw material i.e., cotton is converted into yarn in this unit. The spinning division has an installed capacity of 7680 Spindles. Different varieties of cotton, which are used, are F 419, Shanker and H4. Almost 32 bales are cleared per day.

**Knitting:** The knitted cloth is manufactured in this section. This section has high-speed microprocessor based knitting machines from Fukahara, Mayur and Falmai. These are all Corinler machines and their main function is to produce knitted cloth for the manufacturing of T-Shirts, Polo Shirts, Nightees and other garments.

**Processing:** The Company has set up ultra modern houses comprising of latest soft flow dying machines from Scalvos Greece. These machines are capable of dying even at 50-bar pressure. The dyes mostly used are reactive dyes e.g., Protein dye, Ramazoal dye and Sulphur dye. The temperature plays an important role in dying of fabrics.

**Garment:** The processed fabric is cut in specific lot sizes depending upon the size required. The cut cloth is then passed to different machines. The ironing of
garments takes place and the garments are then packed in polythene and are followed by packing in paperboard. The bundle packing is done in cardboard boxes.

The unit which contributes approximately 50-60 crores is exporting products to prestigious buyer’s like: Sun Remo of Canada, Toyoshima of Japan, Wool Richof USA/Canada, Sara of France and Olympic of Portugal etc. Maral Overseas Ltd. has won prestigious AEPC Export awards repeatedly for years in the category of hosiery, knitted garments. The unit has now more divisions, factories, products, markets and retail outlets. The future growth potential is best seen in international quality products. There has been an increase of about 35% in the annual export sales with the figures from US $ 75 million in 2001-2002 to US $ 95 million in 2003-2004.

Work Force
The company is providing employment to more than seven hundred semi-skilled, skilled, specialized and super specialized people directly and indirectly. The human resource of the company comprises GM’s, DGM’s, and Managers, Engineers, Technicians, Supervisors and Accountants. With regard to the education most of the newly recruited managers are postgraduates in professional areas like MBA, MCA, etc. With regard to the age group of workers most of the workers are 30 to 40 years old. The salary ranges from 500 to more than 15000 per month from workers to managers. The workers wear uniforms that differentiate them from the other departments. The workers are also sent to attend various training courses.

(Source: Survey reports and annual reports of the company)
“Let us build together, Let us build with Khyber”

Khyber Industries Pvt. Ltd. Popularly known as Khyber Cements is a unit of Khyber Group of Industries. The Khyber Cements a private limited company was established in the year 1987. The company is situated at Khunmoh village of District Pulwama, with its head office at Khayam Srinagar. The company had an initial investment of Rs 200 lacs for which the major sources were the owners, banks and other financial institutions viz, JK Bank, SIDCO and IDBI. The company has at present an investment of more than Rs 500 lacs mainly sourced by the shareholders. The company has the distinction of being the first cement plant of its kind in the valley in private sector. The company was set up with the capacity of 100 TPD, which has been subsequently increased to 280 TPD.

Main Features
The company is spread over an area of about 13 acres of land and has taken on lease an area of around 38 acres of land which is enriched with the basic raw material for cement i.e., limestone and clay. The premises of the company is based on a two storied office building with the MD’s office at the first floor, a guest house, the factory lab where testing is being done for initial setting time. The company has separate buildings for its electrical, mechanical, workshop, mining and DG divisions.

The entrance of the factory is guarded by security personnel who carry out security related formalities with a touch of aesthetic welcome and hospitality in their attitude towards the visitors. The visitors are allowed to visit the factory after a proper authorization from its head office. The employees of the factory mark their attendance at the entrance. Outside the entrance is a
factory notice board that displays the information about work schedules and other necessary information.

The installed machinery of Khyber Cements is Indian made. The main reason for installing Indian machinery is that the technology is locally available and it is difficult to get spares of foreign machineries. Khyber Cements being a profit-making unit has an expansion programme in pipeline. The company plans to increase its production capacity to 1200 TPD and the preliminary work is under way for construction and erection of plant using sophisticated German Technology.

The company has been authorized by BIS (Bureau of Indian Standards) for manufacturing of 43 Grade OPC and 53 Grade OPC cement. The manufacturing process of cement at Khyber is that the main raw material high grade and low grade lime stone is taken from mines to crusher with the help of a bulldozer where its size is reduced to 200-250mm thickness. The output of the primary crusher is then taken to secondary crusher where its size is further reduced to 90 mm thickness. The crushed lime stone and other raw material viz, clay, iron ore and coal are fed in the raw grinding mill in proportion where it is ground to fine powder called raw meal. Then water is added to it through nodulizer, with the coal in it the raw meal is blended into Silo and fed into vertical shaft Kiln, the raw meal gets burnt in the Kiln at a temperature of more 1200°c. The semi-finished product is called cement clinker that is stored in a yard. The cement clinker is ground in cement mill in addition with small percentage of gypsum to control the setting time. The whole process gives the Portland cement that is stored in Silo. The finished product (cement) is then packed into 50 Kg bags. The company works in three shifts, the first shift starts at 9:00 am to 5:00 pm followed by a second shift from 5:00 pm to 1:00 am and finally the third shift starts at 1:00 am to 9:00 am.

The company commands a good market reputation in the valley for its quality cement – Khyber Brand 43 grade OPC and 53 grades OPC with super
strength and super finish manufactured in the latest sophisticated rotary plant with computerized raw material feeding. The company enjoys 65% market share in the valley. The company makes a significant contribution every year to the state exchequer in the form of state sales tax etc. The performance of the company has been encouraging as the sales turnover is about Rs 2500 lacs.

**Work Force**

The company is providing employment to more than 300 semi skilled, skilled and specialized workers directly. The firm has employed engineers, technicians and personnel from non-technical fields are working as well. The human resource has been recruited through placing advertisements, through personal connections and employee references. The workers receive salary that ranges from an amount of Rs 4000 per month to more than Rs10000 per month. The company besides imparting training to its workforce has a number of welfare measures for its employees. The employees of the company receive Rs 350 as Ramzan allowance, an amount of Rs 10000 as marriage expenses and funeral expenses as well. In addition to this the company sponsors the Haj for its employees, education for two children per employee and other welfare measures like free medical care at Kflyber Hospital. The company runs a school for the locals and provides drinking water facility to the inhabitants of the area. The plantation in and around the plant speaks about being environment friendly. In addition to this about 50-60 distributors and sub-dealers are engaged in promoting sales of the company. The company plays a significant role in the development of State by providing direct and indirect employment to the unemployed youth of the State.

*(Source: Company reports and personal observations).*