

# R K Behera

From a humble beginning in a 500-square-foot workspace to winning the world's leading award for quality management – the Deming Prize – the RSB Group has come a long way. The Group chairman tells Sumantra B Barooah the benefits of winning the Deming and the plans ahead.

## What are the key advantages of winning the Deming Prize?

We have started our TQM journey six years ago with the aim of 'Changing the Culture'. The aim was to bring ownership, pride and discipline. In the process of getting the Deming award, we have realised with a sense of satisfaction that we have brought about the cultural change.

## Does it also give you added strength in negotiating for new businesses?

Certainly. Conferment of the world-renowned Deming Prize on RSB for product quality and business excellence has added superlative strength for negotiating new business, extra mileage in new product development with high-class consistency in quality, speed and cost advantages.

## Has the RSB Group reworked its overall business strategy over the past two years? What is your business vision now?

We have 'Strategic Business Planning Process (SBP)' as per which, once in three years we evolve our business strategies. We have completed our business plans for six years from 2012-18. We have revisited our vision for the auto division in India – 'Be a leader Indian manufacturer of transmissions components and systems in India with global presence'.

We have evolved our business plans and strategies for the entire RSB Group including overseas and acquiring



R K Behera,  
chairman, RSB Group.

overseas organisations in line with our mission 'to be amongst the most admired organisations with a significant global presence'.

## What is the ratio of domestic and overseas business for RSB's auto business? Do you see it changing by 2020?

Currently, in the auto business, we export around 4 percent from India and it will grow to 10 percent around 2018. We expect a significant change by 2020 from manufacturing operations in India, North America, Mexico and South America.

## What is RSB Transmissions' goal for 2020 and what are the key steps that you have planned to achieve it?

Our goal is to achieve a turnover of US\$ 1.5 billion (Rs 9,268 crore) from the current Rs 1,500 crore per year (RSB's overall sales revenue including overseas) by 2020. We have business strategies for expansion in India and overseas through:

- Overseas acquisition in addition to existing ones in North America and Mexico.
- Expanding our business in India.
- Entering new business and leveraging our presence overseas. ■



RSB Transmissions' Auto Division was conferred the prestigious Deming Prize on November 13, 2013, by JUSE (Union of Japanese Scientists & Engineers).

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