

## LESSONS FROM LEADERSHIP A WALK OF WORDS WITH MR RAJNIKANT BEHERA, EXECUTIVE DIRECTOR, **RSB TRANSMISSIONS (I) LTD**

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**R**unning your own business can be tremendously rewarding, but not everyone is cut out to be an entrepreneur. Making your first move as an entrepreneur brings in a gruelling hour, shouldering even the token responsibility and managing the business establishments through dark, choppy waters. One such personage is Mr RK Behera, CMD, RSB Transmissions (I) Ltd. A man of few words, RK Behera is easy to reach and doesn't play the ego card. With the initial seed capital of INR 15000/-, the industry veteran integrated his passion and sheer dedication to doing something different along with his brother Mr SK Behera and laid down the steppingstone of the global engineering firm, RSB Transmissions (I) Ltd. in 1975.

Hailing from a humble middle-class background, their dream was hanging by a thread in the air. They knew little contours of the path but were passionate and vibrant that the ultimate destination would be a success. They dreamt



only realities. Growing up in Jamshedpur amid successful Tata industries and value system, the brothers were deeply influenced and inspired by the entrepreneurship of Tata and their ethical values to people, society and the environment. This upbringing echoes in all that they have accomplished so far and all that they dream to create.

### **Pedagogy & the start**

The brothers founded the "International Auto Products", a sole proprietorship company and the operations commenced in 1975. RK Behera, the founder and current CMD of RSB Transmissions (I) Ltd, along with his brother SK Behera (Vice Chairman & Managing Director), led and guided International Auto Products through its growth. After several transformations, it became a public limited company, International Auto Limited in 1994, which eventually merged with RSB Transmissions (I) Limited in 2009.

Journeying through the rough terrain of volatile business swings, brothers withstood storms to accomplish what they dreamt. With initial seed capital of mere Rs 15,000 RSB today in a span of more than four decades, carved a niche in global arena, with turnover in excess of INR 2000 crore. Presently, it has 13 manufacturing plants spread over 7 locations in India, namely Jamshedpur (Jharkhand), Pune (Maharashtra), Dharwad (Karnataka), Chennai (Tamil Nadu), Pantnagar (Uttarakhand), Cuttack (Orissa) and Lucknow (Uttar Pradesh); and one each in Homer (USA), and Silao (Mexico). Now not only the brothers' stand vindicated and delighted, but the society at large also stands benefitted.

RSB operates in two verticals, namely Automotive and CMI (Construction, Mining & Infrastructure) Equipment(s) & Aggregates.

In the Automotive Vertical, RSB is a leading global manufacturer of Propeller Shaft/ Steering Systems & Components, an array of Axles including Front Axle, Trailer Axle, Tractor Axle, Dummy Axle & Axle Beam, Fully Finished Gears, Shafts, Hubs & Sleeves and passenger car steering systems, viz Manual/Power Steering Gears, Steering Rack & Pinion, Tie Rod, Hydraulic/Aluminium Pumps, Transmission Components like Differential Cases, Yokes and Carriers for medium and heavy commercial



vehicles, passenger cars, tractors and light commercial vehicles.

In the CMI segment, it is a leading manufacturer of heavy fabrications and aggregates like Frames, Arms, Booms and Buckets for excavators, backhoe loaders and front-end loaders.

This was the traverse of the global brand from a component manufacturer to Aggregate & Systems.

### Establishing Landmarks

In 2006, RSB made its first foray into overseas and acquired Miller Brothers in Michigan, USA. It further expanded its global footprint by setting up a greenfield project in Mexico in 2011. Further, in Nov 2013, RSB joined the select band of elite global quality corporate after having been conferred with one of the world's highest awards on TQM (Total Quality Management), Deming Prize – one amongst few Indian automotive companies to get this award - by JUSE (Union of Japanese Scientists & Engineers) at Tokyo, Japan, for achieving all-round business excellence - a globally accredited mandate for highest product quality and service.

**What has been the growth recipe for this engineering magnet? Let's hear from the leader...**

**Manufacturing leaders need to be constantly investing in new technologies/ skills. How does the benefit your clientele? Also, give us some names of your esteemed clientele.**

Our prime focus since inception has been to cater to world-class quality at a competitive cost, total solution and endured product life. In line with our focus, all our facilities have latest state-of-art technology consisting of Critical Machining on SPMs, Phosphating facilities and sophisticated Paint Shop, latest generation of 3 Plane Balancing Machines with digital PLC, fully automated line for manufacturing Cross & Bearing Cup with online SPC, Metallurgical Lab for validation of raw materials and fully automated testing and validation for assemblies - all in-house.

Our integrated engineering plant has been facilitated with the state-of-art technologies including Induction Heating, Friction Welding, Flexible designed SPMs, etc to design, develop and validate axles.

RSB's Indian and overseas customers are leading Indian and global OEMs like Tata Motors, Tata Hitachi, Ashok Leyland, Mahindra & Mahindra, John Deere, Fiat, Ford, Allison Transmissions, American Axle, Eaton, Magna, GKN, Daimler, Renault Nissan, Kamaz, Caterpillar, Terex, JCB, Kobelco, Komatsu and GE, Volkswagen, PSA Peugeot Citroen, etc amongst others.

**How does the firm is contributing to Make-in-India Scheme?**

Traditionally, since inception, all our products are Make-in-India/Made-in-India for global penetration. We have eleven plants in India that make products meeting global quality standards and recognition. Our products have wide overseas footprints.



We are always committed to localizing technologies and all our input are sourced, by default, from our vendors pan India, where we proactively assist them in developing their in-house capability, while enabling them in the expansion of their business.

**It is not easy to be a trailblazer; building a position especially in the Indian Manufacturing brings its headaches. How did you overcome those challenges?**

Winning Deming Prize has always taught us to imbibe the TQM approach in every breath of our activity to attain business excellence. Besides, we have reaped benefits in terms of Managing Business through Systematic Approach (TQM), Maintaining highest Quality always, Effective PDCA approach, Business Excellence throughout, Optimal Resource Utilization, Total Involvement of all Resources including Human, Continual Improvement in every operation, Environment-friendly approach to the process, etc. Because of our in-built rugged system, we must cushion to take on challenges. Any swing in business or trade does not baffle us as we have time-tested flexibility in state-of-art facilities.

We have a rich legacy of proactively offering to our customers change in the design of their existing components after testing and validation through our subsidiary, I-Design Engineering & Solutions, which has significantly contributed to host of variants like quality, endurance, reliability, etc besides operating cost, ascendance in uptime of vehicles and consequent reduction in cost to OEMs. Such a proactive approach has brought us accolades and awards from our OEM giants, to mention a few, Best Supplier, Overall Best Performance & Recognition of Long Association Awards from Tata Motors, Supplier Samrat Award from Ashok Leyland, Best Global Supplier Award from Concentric Pumps, Consistency Quality Performance from TML Driveline, etc, while the list is quite big.

**Kindly throw some light on the CSR activities carried out by you.**

At RSB, we believe that true happiness comes when the good fortune is shared with those who are not as fortunate as we are. Therefore, we have made CSR an essential fabric of business life with a humble endeavour to think not just from heads, but also from the heart. We believe the business of business is not about making money but creating social values and do public good – an obligation beyond the requirement of law to pursue long term business goals that are good and bring about positive impact to the society.

**What is the growth outlook of the industry in India?**

It is Industry 4.0 in the making, driven by total automation. With rapid march of IIoT and AI, a backbone of e-factory set-

up, it has become a dire need for manufacturers to stay closely connected in order to amalgamate different technologies like Machine Learning, Big and Sensor Data, Machine-to-Machine Communication and Automation to boost operational efficiency, increase productivity and reduce complexity of process, to gain edge in competitive market and open new revenue streams.

With regulatory requirements coming into force to take care of climate mitigation, the industry will have to take up the challenge of aligning the facilities through the adoption of appropriate technology to be in tune with BS6 norms - move that would bring energy savings and increased international acceptance of our products.

The explosion in data and new computing capabilities, along with advances in other areas such as Artificial Intelligence, Automation and Robotics, Additive Technology and human-machine interaction, are unleashing innovation in the Indian automotive market. The transformed scenario is impacting every link in the manufacturing value chain, from Research and Development, Supply Chain and Factory Operations to Marketing, Sales and Service, in the quest of "MAKE IN INDIA".

E-Manufacturing in India has taken increased usage of IT solutions like Enterprise Resource Planning (ERP) and Manufacturing Execution Systems (MES) to enhance their productivity.

The automotive industry has now started getting the feel of disruptive technologies and emergent changes in mobility. While digitization, increasing automation, and new business models have revolutionized other industries, the automotive industry has no exception to such a revolution.

The Electric Vehicles are coming in a big way, where there will be a pricing challenge in the passenger car segment.

In digital transformation, areas of specialization will involve not just stand-alone corporate identity, but all the partners across the extended value chain. It will be cooperating, collaborate and reap the digital change-over. High speed and efficient customer service/support, on-time-delivery, access to the status of products in the production line, etc through digital autonomous and instant feedback will dominate the areas of specialization.

But change is inevitable and must be sustained if one must keep afloat.

**If you had one piece of advice to some just starting, what would be it be?**

Make your products and services continually redundant through innovation, lest competitors make for you.