



# FROM FACTORY FLOORS TO INDUSTRY PINNACLES

## BS MARKETING INITIATIVE

# KICKING INDIA'S MANUFACTURING RENAISSANCE INTO HIGH GEAR

> A cross-section of eminent organisations are poised to redefine workplace excellence in India's rapidly evolving manufacturing milieu

The manufacturing ecosystem is experiencing a transformative moment, driven by complex intersections of technological innovation, demographic shifts, and changing workforce expectations. Government initiatives like Make in India and Production Linked Incentive schemes have created a fertile ground for industrial expansion, but the true catalyst for sustainable growth lies in addressing fundamental workforce challenges. The persistent skills gap, limited industry-

academia collaboration, and generational perception barriers have long hindered the sector's potential.

Forward-thinking organisations are now pioneering innovative approaches to talent development, workplace culture, and employee engagement. They are breaking down traditional silos, creating learning environments that blend technical proficiency with holistic personal development. The

focus has shifted from mere skill acquisition to creating meaningful, collaborative, and inspiring workplace experiences that attract and retain top talent.

A few eminent organisations epitomise this new wave of workplace excellence, and were recognised during a gala ceremony as a **Most Preferred Workplace 2024-25**, showcasing the transformative power of strategic workforce development in manufacturing.

Those recognised at this landmark industry platform included:

- H.K.Designs (India) LLP
- JSW MG Motor India Private Limited
- Maruti Suzuki India Limited
- Meril Life Sciences Pvt. Ltd.
- NRB Bearings Limited

- PharmaZell (India) Private Limited, An Apxlora Company
- PI Industries Limited
- Rubberking Tyres Group
- Serum Institute of India Pvt. Ltd.
- Vedanta Limited
- VIRAJ PROFILES



## NRB BEARINGS' ASCENT TO A GLOBAL FRICTION SOLUTIONS LEADER

> Harshbeena Zaveri, Vice-Chairman and Managing Director, NRB Bearings Limited, reflects on the organisation's ascent and looks to the future

NRB's innovation strategy is focused on creating futuristic products for electric and alternative mobility and recently industrial applications. The company's 35,000-square-foot Innovation Centre, staffed by more than 60 engineers, is dedicated to advanced friction solutions, automation, robotics, additive manufacturing, and sustainable materials.

Over 35% of NRB's management team members are below the age of 33. Mentoring young leaders is a passion of hers, and she is personally engaged with leadership development projects at all NRB's manufacturing facilities.

Our roadmap is to become a leader in friction solutions and precision components in Europe and North America. Central to this roadmap

is the concept of "E-Agnostic" applications—products that remain relevant across the transition from internal combustion engines (ICE) to hybrid and electric vehicles.

### Leadership in Sustainability and Environmental Responsibility

NRB Bearings is not just a leader in innovation but also in sustainability. The company's focus on environmentally friendly materials and processes is aligned with global efforts to reduce carbon footprints.

At NRB, we are developing advanced friction solutions for ICE, hybrid, and electric vehicles, researching new sustainable processes and materials that will exponentially reduce our carbon footprint and that of our customers.



As NRB Bearings approaches its 60th anniversary in 2025, the company continues to push boundaries in innovation, inclusivity, and sustainability. NRB is well-positioned to lead the future of mobility and solidify its legacy as a global leader in friction solutions.

NRB's journey is a testament to the transformative power of envisioning the future, a commitment to excellence, and an unwavering belief in the potential of people and technology. My dream was to create an Indian-owned company that is a leader in friction solutions, technology-independent, and a partner to the world's foremost automotive companies. This has been one of my most significant achievements.

## CRAFTING ORGANISATIONAL SYNERGY FOR OUTSIZED OUTCOMES

> Balasubramaniam Aiyaswamy, Chief People Officer at PI Industries Limited, elucidates, aligning individual employee goals with organizational objectives is a key focus area for the firm

Aligning employee goals with organizational objectives is essential for fostering motivation, accountability, and a shared sense of purpose.

At PI Industries, this alignment begins with our strategic planning at top management, including an annual zero-based budgeting approach. This process ensures we reassess and set goals which are aligned to market dynamics yearly, setting both revenue-focused and non-revenue goals. A comprehensive strategy which cascades through all levels, maintains clarity and synergy across the organization.

We use an Enhanced Balanced Scorecard framework for goal setting, emphasizing functional objectives with various metrics mapped to financial, customer requirements etc. Regular manager interactions,

interventions like mid-year feedback & performance reviews ensure alignment to organisation goals & fosters a culture of accountability and growth.

Along with functional goals, managers initiate focus on development objectives with programs like Parivartan, a capability building program for functional and behavioural skill development, Anubhav, which prepares new campus hires for campus to corporate journey, and Udbhav, which builds leadership capabilities. Additionally, ESG metrics are integrated into leadership goals, ensuring sustainability remains central to our agenda. Since these metrics can span across business units, this type of goal setting ensures synergy amongst business units for a common goal.

These efforts ensure employee ambitions and organisational goals



harmonize effectively, fostering innovation and sustainable growth.

## NURTURING A CULTURE OF CREATIVE THINKING

> Devin Gawarvala, Entrepreneur and Founder, Rubber King Tyres, underlines the critical nature of thinking out-of-the-box

In my view, the success of any organisation lies in its ability to foster a culture of innovation and out-of-the-box thinking. While financial performance and corporate governance are critical, they represent just one side of the coin. The other side is the hunger to innovate and the willingness of leadership to nurture and support this drive across all levels of the organization.

An overly rigid, corporate-driven structure can stifle creativity and prevent progress. True innovation flourishes when there's room for experimentation, supported by leadership that encourages bold ideas and creates an environment where goodwill and ingenuity are valued.

It's also important to understand that the evolution of a company requires a fresh perspective with every new generation of leadership. Each generation brings its unique approach, shaped by the challenges and opportunities of their time. My grandfather laid the foundation in his way, my father built upon it with his

vision, and now, as part of the current generation, it's my responsibility to approach things differently—while honouring the legacy that brought us here.

Ultimately, for any company to thrive, it must embrace change, adapt to new ideas, and continuously evolve with a future-focused mindset.

### Creating a Culture of Experimentation and Learning from Failure

In today's fast-paced business landscape, innovation and adaptability are crucial for success. To foster a culture of experimentation and learning from failure, organisations must create an environment that encourages risk-taking, creativity, and continuous learning.

### Encourage Experimentation

**Empower Employees:** Give employees the autonomy to take calculated risks and experiment with new ideas.



**Provide Resources:** Allocate resources, such as time, budget, and tools, to support experimentation.

**Celebrate Attempts:** Recognise and celebrate employees' efforts, regardless of the outcome.

### Foster a Learning Mindset

**Emphasise Learning:** View failures as opportunities for growth and learning.

**Conduct Post-Mortems:** Analyse failures to identify key takeaways and areas for improvement.

**Share Knowledge:** Encourage employees to share their experiences and insights across the organisation.

## CRAFTING VITAL SKILLS FOR THE FUTURE OF WORK

> Mahendra Inge, Director - Human Resources, Serum Institute of India Limited, sheds light on the unique approaches taken to drive employee reskilling and upskilling

In today's rapidly evolving business landscape, organisations are recognising the importance of investing in their most valuable asset, i.e., employees. As technological advancements and shifting market demands continue to reshape the workforce, reskilling and upskilling have emerged as critical strategies for driving growth, innovation, and competitiveness. At Serum we believe in providing employees with opportunities to acquire new skills and knowledge, which not only enhance the talent pool but also foster a culture of continuous learning and development.

Below mentioned are specific initiatives undertaken for reskilling and upskilling:

**UNNATI - Serum's Initiative for Excellence and Meritocracy**

**Diploma Program for Science Graduate Trainees**

We are hiring BSc trainees in fairly

very large numbers while maintaining decent recruitment quality standards so that we have competent manpower available on shop floors. To make this bottom of our pyramid quality wise more robust and stronger, we prepared a Diploma Program for these trainees. We have covered more than 600 trainees as on date through this program.

### Ph.D Program in affiliation with various universities

At Serum, we foster a culture of continuous learning and growth, empowering our employees to acquire new knowledge and skills. To support this endeavour, we launched a PhD program that enables employees to pursue higher education and advance their research capabilities.

We are proud to report that over 15 employees have already enrolled in the PhD program and 10 have already been awarded Ph.D, pursuing their



chosen fields of study and contributing to both personal and organisational development.

### Development Center

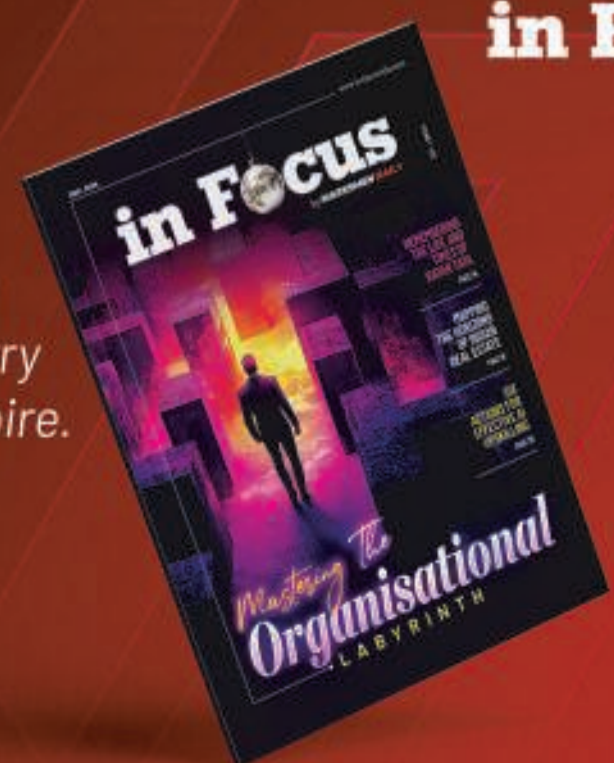
Development centres constitute a series of assignments and situational exercises, which are competency based and are actively involved in the assessment of self, build leadership capability and remain highly competitive, thereby focusing on self-Professional Development. More than 200+ employees have been covered through Development Centre.

# UNIQUE INSIGHTS, FOR INSPIRED DECISION-MAKING

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