



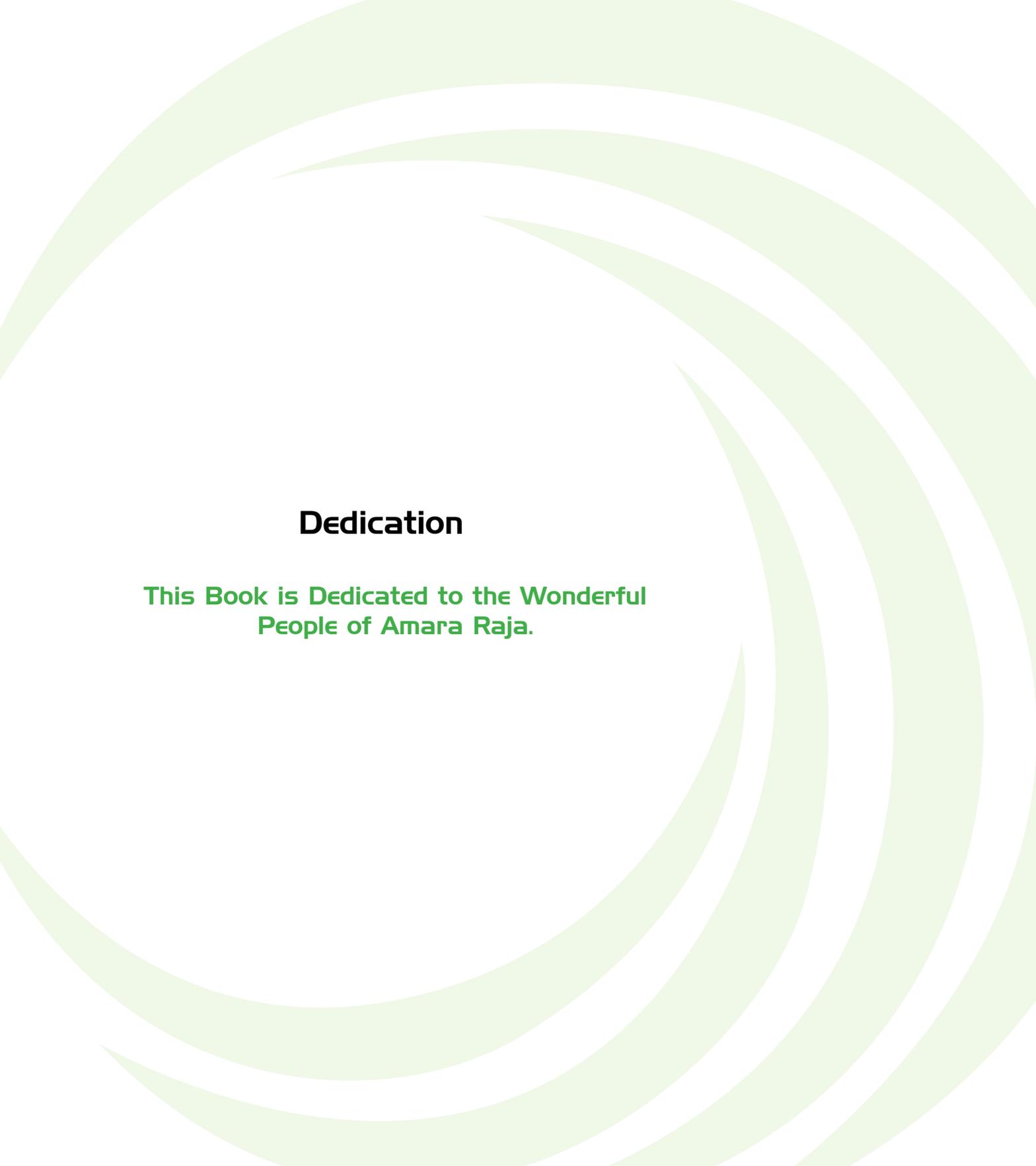
**THE  
AMARA RAJA  
WAY...<sup>TM</sup>**



**THE**

**AMARA RAJA**

**WAY...<sup>TM</sup>**

The background of the page features a series of concentric, overlapping green circles of varying shades, creating a dynamic, swirling effect. The circles are centered on the right side of the page and extend towards the left, framing the central text.

## **Dedication**

**This Book is Dedicated to the Wonderful  
People of Amara Raja.**

# Acknowledgement

This synthesis of experiences would not have been possible without the inspiration from our Founder Chairman, the foresight of our Vice Chairman and the untiring efforts of our Leadership team.

Kudos to our workmen, staff and other executives at various locations, who shared their thoughts, experiences, learnings and feelings with great zeal, contributing to the evolution of the Amara Raja Way.

We are thankful to society, our customers, suppliers, partners, shareholders and all other stakeholders for their valuable contribution.

Our gratitude to the consultants, who worked with us closely in facilitating numerous workshops, meetings, focus group discussions and conversations, as well as in synthesizing the output to ensure fruitful creation of this book.

Last but not the least, our appreciation to the designers, photographers and printers for their dedicated role in making this book visually appealing.



**AMARA RAJA**

Gotta be a better way

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# INTRODUCTION

It was in the year 1985 that Amara Raja made its humble beginning by launching its first business enterprise under the name 'Amara Raja Power Systems Pvt Ltd'. Our founder Chairman, Dr Ramachandra N Galla, had just returned from the USA with the expressed purpose of making a difference by ushering development in an underdeveloped area of his home district, Chittoor, Andhra Pradesh. Dr Galla firmly believed that business objectives apart, entrepreneurs had an underlying responsibility towards empowering underprivileged people and advancing social goals. Accordingly, the first manufacturing facility and office was established in a remote village called Karakambadi, 12 km from the town of Tirupati. Given his legendary foresight, Dr Galla believed the community, its people and the environment were our foremost stakeholders.

Today, in the year 2013, the Amara Raja Group has come a long way and crossed many milestones while transforming itself into an entity with six companies and a combined turnover of INR 3,800 crores. Needless to say, our organisational journey has been filled with its own shares of ups and downs, successes and failures as well as tremendous insights and learning.

Although the Group was established in the mid-1980s with a clear purpose, it was during the 1990s that the Organisation first articulated and documented its Core Statement. This essentially clarifies the macro purpose of our existence and the precise Mission Statement.

An articulated core purpose acted as a great stimulus for the entire Organisation in its predetermined path to progress and prosperity. In this journey, the Group is backed by the unwavering commitment of our people to adhere to the core purpose in every way, day after day. The steadfast bond between our people and the Organisation enabled robust results, while providing a platform for the Company's culture to thrive and allowing the Group to blossom.

But it was after the turn of the century, having completed almost two decades of our organisational journey, that we realised that it was important to reflect and understand what we were as an organisation from a behavioural perspective, what were the factors that moulded us into what we are, what should we have as Vision for a cohesive Group, rather than as half-a-dozen individual entities?...

These searching queries triggered a series of formal and informal conversations among several stakeholders at different levels, sections, shop floors and offices across regions. In the year 2006, by delving into our past and projecting into the future, we articulated and documented our 'Group Vision 2025'.

We continued the probing conversations to better comprehend ourselves as an organisation. We were convinced there were certain deep-rooted factors that contributed to our successes and failures during this organisational journey. It was clear that these factors were our core values – in other words, our inherent culture. While many of these values were evident in daily activities as 'Leader behaviours', it was imperative to consolidate, crystallize and articulate these intrinsic values with abundant clarity.

Once again, we initiated a series of conversations amongst our employees across the Group to express this more vividly. The leadership team invested immense time to trigger these conversations amongst employees and several other stakeholders, including customers, partners, shareholders and the communities where we operate. Though our culture embodied aspects of collaborative leadership that empowered

teams and encouraged employees to work in an informal, creative environment, it was clear that this was not enough. We wished to elaborate the core values that were innate and fostered this culture.

The five core Values embodied in the culture of the Group are:

1. INNOVATION
2. EXCELLENCE
3. ENTREPRENEURSHIP
4. EXPERIENCES
5. RESPONSIBILITY

We believe these Core Values have contributed to make us what we are today and will also guide us towards our future goals. In the pages that follow, this book clearly outlines these five values in order to disseminate a quarter-century of learnings in our march towards progress.

During this saga of discovering our values and their meanings, we also felt it imperative to revisit our corporate identity as a Group. We believe that the corporate identity will be one of the better ways to communicate and enthuse all our stakeholders about these values. Many might question the need for a new corporate identity for an enterprise that is quite well-known and nationally recognised.

But our logic is clear. In its 25th year, Amara Raja is at the crossroads as it moves from being six individual companies into a comprehensive, cohesive group. In today's ultra-competitive global environment, fresh strategic outlooks and new avenues of growth need to be constantly explored and developed. Indeed, a quarter-

century of dynamic existence represents a generational passage for any corporate entity. Therefore, although the Company's mission remains unchanged, we felt the time had come to reconnect with stakeholders by reinforcing our Core Purpose, Vision and Values in order to make them more visible, vibrant, inspiring and memorable.

Moreover, the new logo symbolizes a paradigm shift from six individual entities to a diversified group. This identity also represents the Group's five core values via nature's five elements as articulated through its five colours, emphasizing our belief that life has to be lived in colour, not black and white. The tagline – 'Gotta be a Better Way' – also reflects our mindset of constantly seeking better ways to do things. The Amara Raja Way communicates these five values, the colours for each value and their relevance, the elements attached to the values and the state of mind underlying each value. In a nutshell, it personifies our culture, behaviour, attitudes and beliefs.

The new corporate identity and the Amara Raja Way also embody our vision, preparing us for emerging challenges and upcoming opportunities... Our roadmap for growth has been discussed across the Group and transformed into strategic plans by the Group's apex leadership committee called GROCOM – an informal acronym for the Group's Growth Committee.

As a book, the Amara Raja Way seeks to sincerely share our Core Purpose, Vision, Values and their meaning for all our stakeholders. Without doubt, The Amara Raja Way will evolve with the spirit of the times and provide us new

meaning and insights, making this document a living manuscript that annotates our evolution. Our journey of discovery will thereby continue and scale new peaks in the days ahead. The reaffirmation of these values and our exuberance and boundless energies in facing the future are forcefully expressed in the Amara Raja Way and our new corporate identity.

We firmly believe that the thirst for excellence can never be quenched. As Amara Raja marches ahead, the rebellious spirit that sparks an innovative, proactive, positive approach will continue to remain our hallmark. In our perennial pursuit to stay competitive and contemporary, we wish to invoke the Group's collective team spirit and hereby solicit the sustained support and solidarity of all employees of Amara Raja. It is our firm conviction that we should always believe there's "gotta be a better way", and work towards it.

Come, let's join hands in this never-ending journey as we delve deeper into ourselves and seek to conquer new horizons across the globe...

## **CORE PURPOSE**

To **transform**

our increasing spheres of influence  
and to improve the quality of life  
by building institutions  
that provide better access  
to better opportunities  
to more people. . .

**all the time.**



## **VISION 2025**

Through the Amara Raja Way <sup>TM</sup>,  
We will be a Rs. 60,000 Cr Group,  
Redefining businesses to  
Delivering High Social Impact,  
by  
Anticipating Future Trends,  
Building Preferred Brands and  
Leveraging Talent & Technology.

# CORPORATE IDENTITY



**AMARA RAJA**

Gotta be a better way

The new logo of Amara Raja is a symphony of diverse elements coming together and moving forward in perfect harmony.

Burgundy symbolizes Innovation which, like the vastness of Space, provides us limitless scope to transcend boundaries.

Element

Space

Mind State

Synthesising

Magenta denotes Excellence which, like the strength of Wind, lifts and drives our ceaseless pursuits.

Element

Wind

Mind State

Disciplined

Orange stands for Entrepreneurship which, like the energy of fire, fuels our creativity.

Element

Fire

Mind State

Creative

Blue signifies indelible Experiences we create which, like the serene and deep Water, engulf all our stakeholders.

Element

Water

Mind State

Spiritual

Green indicates our sense of Responsibility which, like the nurturing Earth, guides us in all we do.

Element

Earth

Mind State

Respectful & Ethical

These five colours come together as a swirling mass to form a dynamic circle of unparalleled energy. This new form of energy is a reflection of Amara Raja, an emblem of everything that defines – ‘The Amara Raja Way’.

# OUR VALUES

## Innovation

to us is proactively rebelling for better ways of doing things leading to newer possibilities.

With a synthesizing mind our Innovation is as limitless as space...

## Excellence

to us is continually enhancing our performance to consistently produce outstanding results with lasting impact.

With a disciplined mind our Excellence lifts all our pursuits like wind...

## Entrepreneurship

to us is leading with courage and conviction to convert gaps into opportunities, create wealth and contribute to growth.

With a creative mind, we ignite the spirit of Entrepreneurship that grows and spreads like the fire...

## Experiences

to us are what we create for our stakeholders which make them feel part of something special, leading to endearing relationships.

With a spiritual mind we touch souls like serene water by creating Experiences that are long lasting ....

## Responsibility

to us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of Environment, Society, Customer, Supplier, Employee and Share holders.

With a respectful and ethical mind, like the nurturing earth we fulfill our Responsibility to achieve inclusive growth...

# BASELINE

BETTER is the most important word in the history of the World.

It never allows us to rest on our laurels.  
It gently reminds us to do better than yesterday.  
It prods us to think better than yesterday.  
It pushes us to create better experiences for people working and interacting with us.  
It urges us to be better human beings than we are.

BETTER Its' not a word.

It is a higher calling.

**Gotta be a better way...**

# How this book is organized

This book has the following building blocks to help understanding of thoughts easily.

<p>Heart to heart...</p>	<p>In this section, the Founder Chairman of The Group shares the journey of his life ...the journey inspired by the deep desire to bring in transformation to lives of people...</p>
<p>Rebellion is at the heart of Innovation</p>	<p>Jay, the Vice Chairman who is also a co-founder unravels the soul of Amara Raja that reflects the spirit of progress</p>
<p>Innovation Excellence Entrepreneurship Experiences Responsibility</p>	<p>These sections, homes in the five Core Values of The Group with a description of the evolution of each value and the events &amp; happenings that have reinforced the conviction in these values. These chapters give a detailed account of how these Values are put in practice in daily lives, thereby living the Amara Raja Way.</p>

There are Icons used in this book to draw attention to specific parts.

 <p><b>Anecdote</b> Narration of some events and happenings from the past, that provided learning and reinforcement of the values.</p>	 <p><b>The inspirational idea</b> These are cool insights that enable understanding the essence of each value.</p>	 <p><b>Guidelines</b> The pathway that helps to practice the Value is detailed out here. This also gives in a nutshell the “do’s and don’ts” aspects of the Value.</p>	 <p><b>Summary</b> This sums up the insights and thoughts from the section.</p>
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# HEART TO HEART..

DR. RAMACHANDRA N GALLA,  
FOUNDER CHAIRMAN

Dear Friends and colleagues at Amara Raja,

I am happy to share with you some of the ideas, beliefs and principles that have helped me understand life and achieve success so far with all your co-operation. At the core of our success, I believe, it is our “Core purpose” which provides meaning to why we exist, and the “Amara Raja Way” which provides meaning to how we have lived and are living and how we should live our values and thereby detailing the different characteristics of our culture. In sharing these thoughts I hope to inspire, encourage and support you to walk the journey of life with purpose, and determination and appreciate the joy of working and winning together.



Dr. Ramachandra N Galla  
Chairman

# To be an entrepreneur is to be a social worker: Organizational purpose, values and work culture

I was born in a small village called Petamitta in Chittoor District of Andhra. I studied up to my 5th standard in the elementary school. We had to walk 7 miles for the secondary school. In that environment there was no guidance, no support. We had very limited resources, and very limited opportunities. One had to seize & grab whatever and convert into opportunities. But it taught me the power of trying hard.

If one chooses to look only at the problems and challenges one can get disheartened. But if you look at it positively you will see the other side: The possibility of creating something different! In the limited and difficult village circumstances I saw an opportunity. In my mind I saw the possibility of being the “first kid” from the village to achieve very good education! I wanted to stand first and I decided to do my best. There is “as is reality”; take it up- convert that reality, transform that into an opportunity –this is what I learnt as my core value! I have the same approach even today in my business decisions.



# Values are what that have driven my personal life!

*Heart to heart from  
the Founder Chairman*

An organization is like a human being. It has a body and a mind. The body has all the different parts and capabilities to perform various activities required for a healthy life. But it is the mind that makes the big difference between an average person and an outstanding human being. In many ways this applies to an organization too. The performance of the organization is dependent on the various capabilities and competencies that it has. But it is the “mind” - the culture - of the organization that will make all the difference between an average organization and an admirable organization.

Where does the culture of the organization dwell? It lives in the minds of the people, it is reflected in their beliefs, it is experienced in the values that they uphold, it is evident in the day-to-day attitude and behaviour of those people!

The word “value” has two meanings in English. One stands for the “benefits or gains” that we receive or provide; the other one stands for the “deep beliefs” that we strongly hold in our mind as an integral part of life, as guiding principles. Culture is based on these beliefs and principles.

Culture begins with our individual values. We imbibe these values from our family, from our communities, from the people and environment that influence our growth. When I reflect on the journey of Amara Raja as an organization, I look at my own journey of life. My humble background in a farmer family taught me many lessons in my life.

# Why did I come back from the United States of America?

Many people ask me "after 18 years of comfortable life in the USA why did you come back?" My close friends, government officials, customers, vendors ... all of them ask me these questions. "How did you decide to come back, how did you succeed? After seeing the problems here in India, how come you did not run away from here?" Again it is the values that provide answers to this.



For me, even going to the US was not due to some great ambition. I was good in maths, and wanted to become an engineer, since that could get me a decent job. After my engineering I was happy to become a teacher. I joined the PSG College of Technology in Coimbatore, and then went to Roorkee. I went to the United States to do a Phd since I got a fellowship. I was very clear that I wanted to come back and teach after my PhD. But after getting my Green Card I moved into an engineering job in the power plant sector as a consultant. A consultant is more like an academician. For 18 years I remained a consultant.

I settled in Chicago with my family and our life was good. I was doing well in my job, the family was comfortable and I had friends and well-wishers. Then something interesting happened. I was involved in the socio-cultural activities of the Telugu community in Chicago. As part of the local Telugu association's activities, I had to participate in an annual seminar in 1983. There was a panel discussion on three topics: "Giving back to society," "Indian children growing in the US culture," and "Investment Opportunities in India for Overseas Indians." I was asked to speak on the last topic.

## Where to invest?

## What industry to start?

As a panelist, I had to do some research for the discussion. In the process, I discovered the support being given by the then Indian government to non-resident Indians (NRIs). India was keen to attract Indian entrepreneurs at that time, and had created various investment possibilities to drive the country's industrial growth. I collected a lot of information on these, and while I prepared for my talk for the seminar I got quite interested personally. The bug to participate in India's growth bit me! By 1984 the idea of investing in India was consolidated in my mind and in 1985 I came back.

There were a few key factors in choosing the field/sector to invest in.

- I wanted to get into low or no risk business (that was my mindset then). I wanted reasonable safety! I also wanted an area where there were already manufacturers and a market. I did some research on the Indian market. After looking at various options, I saw the "broad-based"

comfort of being in the electrical sector and decided to enter this sector.

- But I wanted the company I started to be technologically advanced. I wanted a field where one could move from "today's technology" into a "futuristic technology." I looked at a few select products; UPS was the one that looked right! At that time it was priced at Rs 1 lakh for 1 KVA or something close to that. And those UPS batteries were three generations behind what was available in the rest of the world.
- Battery technology at that time in India was lagging behind and I saw an opportunity to bridge the technology gap. We partnered with GNB Technologies, who were willing to provide us technology support to bring Valve Regulated Lead Acid (VRLA) batteries into the country.

## How to name the company?

I wanted a unique name for the Organisation. It is indeed my earnest desire that we as an Organisation should sustain forever successfully as an Institution. I also wanted to bring in some reference to my Mentor and Father-in-law Shri Rajagopala Naidu. Beyond my respect for him, I always admired his love and affection to his wife Smt Amaravathy whom he lost quite early in life. After deep thought process, I was fortunate to be able to coin a name that reflected both the business imperative and my sentiment. The name "Amara Raja" was born.

Amara Raja in Sanskrit implies 'eternal leader', 'always a leader', 'everlasting leadership' and so on. On the personal side, 'Amara' came in from the name of Smt Amaravathy and 'Raja' from the name of Sri Rajagopala Naidu. This provided a satisfying opportunity for me to balance both business and my personal sentiments.

Similarly the naming our Group company Mangal Industries Ltd also had the same thought process. My father's name was Shri Gangalu Naidu whom I adored and hugely respected. My Mother's name was Mangamma, who was one of the most lovable persons in my life. The name 'Mangal' was formed by combining these two names. The word Mangal in Sanskrit would mean 'auspicious', 'everything happening well', 'being successful' etc. This naming too was a chance to fulfill my business and personal aspects.

## Why did I choose Tirupati?

Many people say “you could have chosen a better place, a good metro town like Chennai or Hyderabad for starting the industry, or even an industrially developed place like Vishakhapatnam for establishing our factory”. It makes business sense and sounds very logical that as an entrepreneur you begin with as many resources and comforts a city can provide; use all the advantages possible in a place with industrial infrastructure and development. But that was neither my belief about being an entrepreneur nor my logic for starting an industry in India.



“ My idea was to bring in the technology that is the best and start development in an area that was underdeveloped.”



I did not come here for comforts of living or a city lifestyle. If that was my need or purpose of starting a business then Chicago was a better place any day. Even a safe return on investment was more assured abroad than here in India. I came here to serve my people, my society... by starting an industry in our rural areas, develop the possibilities of employing rural population and utilize the skills of dedicated and hardworking people of India.

Look at rural India today! Most of the agricultural labour has migrated to the towns & cities in search of sustainable livelihood. There is a serious shortage of manpower in our villages and rural areas due to this migration. This leads to slow erosion of human resources in the village and the rural social system is crumbling down. This in turn will affect the agricultural sector, and the food production. Such shortages again shoot the prices high and we are into a vicious circle. The trend is indeed alarming.

There is a dire need to create a non-migratory labor population, with employment opportunities in the rural areas so that there can be a sense of stability in the rural socio-ecosystem, which is very necessary for the agricultural sector to thrive. Clearly that was my purpose.

## Purpose

Our purpose was "Through business enterprise to help in the transformation of society". Around 80% of our employees in the manufacturing plants have first time employment starting here at Amara Raja; this 80% come from simple or poor background. We took such people and

trained them. We trusted their skills and ability to live up to high expectations, adopt technology and serve with total dedication. Though we had started in the villages, we had GLOBAL technology, the best plant and facilities which had to be managed by these simple people! They shaped up marvellously.

We are a proud organization today that we are living our purpose- to make a difference to rural India!

## Differentiate from what was available

We had similar belief when it came to choosing our product offerings. We wanted to offer something that was different. We chose the VRLA technology for the batteries when it was unheard of in India! But today 100% of the Telecom, UPS, and Air conditioned Railway Coaches, and many other industrial applications are using the VRLA batteries. With this we transformed the market too!

Initially we did technology selling: We brought a technology that was different, was better and which filled a gap. Telecom was yet to grow; there was need for transmission towers, in remote areas. They needed more exchanges in cities / towns and exchanges in remote areas and needed maintenance free and environment friendly batteries for easy and quicker installations and operation.

Then one of the Government official remembered us as the people who have compact battery with no gassing, no acid spillage and no maintenance new technology! So they thought "why not try them"? They contacted us, we explained and they thoroughly evaluated our product & technology. But again the product had to be approved by the "proper department – the inspection department" for which the product had to have 2 years of working record". We did not have the 2 years working record that time! Then they needed chargers also with batteries; we installed them and it succeeded in the demo! The inspection department questioned choosing us as the vendors, but seeing the value of what we offered, the "2 year condition" was relaxed. That was the beginning of the success story.

Our approach to the customer is very different: We offer different product, different service, different experiences! Our cost per service is the lowest- most economical in India today. In a way this underlines our quest for excellence: to be ahead of others and make a difference through better offerings.

## Encountering tough questions & challenges, but the need is to persist:

When we started we were alien to the bureaucratic environment prevailing at that time; usually nothing moved in such an environment. The standard response for anything, everywhere in the bureaucracy was “something cannot be done”; if you ask why, they explained it away with long stories. There were many hurdles. It can be very frustrating..

You require patience, a smiling attitude, and a willingness to persist. If you get frustrated or yell at them they will say “get lost”...and you are the loser. You have to persist until you get what you want. You have to work with and work through challenges.

You have to take a long-term outlook; there are no easy ways or shortcuts. It took us seven years to get a decent ROI but every day I asked myself a simple question: “What did I do today? Has it taken me ahead at least by one step?”



# When did we define our core purpose?

*Heart to heart from  
the Founder Chairman*

After my son Jay joined us in 1989, he asked deeper questions which we had not “conceptualized” or clarified to all people. He wanted us to ‘Define’ the Core purpose. Why are we in business? He said, “Define it any way you wish to: Mission, mantra, way of thinking, philosophy, what we live for... call it what you want. Our purpose will introduce people to the way we think, why we exist.” Thus emerged our “Core Purpose” statement.

*It is “To transform our increasing spheres of influence and to improve the quality of life by building institutions that provide better access to better opportunities, goods and services to more people...all the time.”*

We pursue this purpose by adopting the following approach to our business:

- Introduce latest generation technologies
- Adapt these technologies to suit the operating environment
- Develop and manufacture globally competitive, customer-focused products of world class quality
- Responsibly introduce these products into relevant markets
- Provide world class customer support

The only question to ask is: Can you create benefit for society, create gain for all stakeholders? Hence the commitment to serve society, all our stakeholders and use business as a vehicle of social development as much as a means of wealth creation became the crux of our “Organizational Values.”

When we look back we discovered that we hold certain core values from the beginning on which we work and conduct ourselves. I believe that these core values helped us in building our enterprises successfully and continue to grow. As the organization has emerged into a larger institution we have articulated and formalized these values as ‘The Amara Raja Way’.



## Social Development before Self Development

Around 1995, we defined our core purpose for the Group. By then we also had vision statement individually for each business. There can be some minor changes as we go along in our vision but largely the purpose stays. We have to focus on the purpose all the time; we do not have to calculate the profit and loss every day. Focus on what we are committed to doing... is it adding value to society? Will it help society to go forward in a broader sense? Will it make life better than before? If society is benefitted it can become a sustainable business.

These values provide the defined path or the right way for our organization. As we progress that pathway will create the right results for the businesses. The values will create the Organization / Group identity for us in our external customers mind and will influence our work culture internally. Culture indicates the work atmosphere prevailing in all parts of an organization.

People have to be aligned to the culture of an organization; it influences the way they think and act. It influences behaviour and relationships amongst people. Our strength is our culture...for example we have had 25 years of peaceful existence without any major Employee Relation issues or problems...How does that happen? It is completely based on collaboration and mutual trust. That is the strength of our values and work culture.

Values are the foundation on which we build the organization. If you focus on the core purpose and values then a sustainable business and institution will emerge. Nobody will lose when you are value driven in any business.

Our values of Innovation, Excellence, Entrepreneurship, Experiences and Responsibility amplify our culture: the Amara Raja way of doing things! Let me share some of my thoughts on the core values of our organization.

## Innovation

Innovation is the quality of a mind that does not believe in excuses. The easy way out in any difficult situation is to spread the blame around and not take personal responsibility! That's why we say, "Do not just complain or crib, choose to be innovative; face problems and ask how to solve them." Think optimistically and cultivate your mind to do it in a better way. This attitude of "Got to be a better way" is the soul of innovation at all levels. Every operator, assistant, employee, even a security guard should be encouraged to do things in a better/different way.

If we think of our job as the justification of our salary, we will be an average performer. You are not a slave of your salary; there is a larger purpose...that is what makes your job into a mission; makes it a pilgrimage. We need to have new ideas/ways/concepts which we can provide as a product/service or in our action. It is "not to be a slave of situations," to think and find new solutions, maybe a new way, new resource, new technology; we need to have a different mindset.

How can we encourage such an innovative mindset? We need to give freedom, encourage thinking, provide support, and minimize hierarchy and bureaucracy in the organization.

## Excellence

In whatever we do we have a choice of being "one more like the others" or of being the best. Why did I come away from my village? Because I wanted to be the best of the lot. Anyway energy is spent to do something to survive, to sustain... Then why not do the best? Why look for ordinary, usual answers? Why not pursue excellence instead?

When every product and service says "can this be the best?" excellence produces itself. Excellence translates into benefits for the user. "By not doing your best you are not gaining anything special; by doing your best, by excelling, you are not losing anything ... We might as well excel" is my simple logic as to why we need to excel!

We have to be better than the others, so as to be the best. In anything we choose to do we have to be the best. I wanted Amara Raja to be known for this quality: Excellence.

## Entrepreneurship

Having been an entrepreneur for so long, I feel there must be a vision and dream behind enterprising. There is a need to try something unusual yet with the idea of creating value and revenue. There is a need to go beyond the usual thinking, maybe even to take some risks. There is a need to invest—be it in ideas, seizing opportunities or trying a new product,

brand, service etc. Investment is not just merely putting in money!

Enterprising is all about finding ways to deliver value in an “amazing way.” You cannot be stuck with a “I can’t” mindset or “How can I?” self doubts or “If only I had” kind of pre-conditions if you want to be enterprising. You cannot afford to have a defeatist mentality and say, “It is not possible.”

You have to break all the limiting ideas, drive initiatives and make progress. Unless you have entrepreneurship qualities you cannot initiate anything. It is all about being proactive, fighting against the odds, a “finding a way forward” mindset.

## Experiences

We constantly look for positive and good experiences in our life. We avoid situations where there is a possible negative experience. We like the atmosphere, feelings, people, transactions, communication, and relationship, almost all aspects of a positive experience. Such experiences make us happy and they become the standards of our future expectations!

As we grow and evolve with our experiences, our benchmarks have to be much better than before. When we recognize the value of our own experiences we realize how important it is to also provide “valuable experiences” to others. This is the secret of enduring

relationships: We are happy to deal with such experience providers!

To be continuously valuable, attractive or appealing to our customers, the experience we offer to our customers and stakeholders should be better than what was achieved or accepted before or better than what others can offer.

I also consider my experiences my greatest teacher in life. Experiences are what come to us by what we do, by our learning, in our dealing with others. We enjoy good experiences and try to learn from bad experiences so that we can avoid them later in life. Using the experiences, we move forward; we constantly improve. Let’s create memorable experiences in all that we do or offer.

## Responsibility

Feeling responsible is to have a sense of ownership; otherwise it will be mediocre and low-quality work. Responsibility also gives a sense of belonging, a confidence that “I can influence someone, I can impact something.” With this feeling you get closer to perfection, you do things better.

In our life, in all our roles, we are constantly expected to be responsible. We take responsibility of earning a living, and providing for the well being of our family members. We do all that is possible to ensure joy and comfort for them. We stretch and provide extra care when the family faces any difficulty or challenge.

We do not hesitate to go beyond our defined roles; we take charge of the situation and find solutions. There are no limits or hesitation in rising up to the occasion. Such an attitude is required at the workplace also.

Anything you do should be with responsibility, and not with an indifferent “chalta hai” or “somehow-anyhow” attitude. Feeling responsible means to clearly focus on what is being done. It also means a few other things: perfection, delivering the best, value driven, doing most efficiently, to create real value for the customers, employees, society, environment and other stakeholders.



## An Entrepreneur is first a Social Worker

This book on values can become a Bible or Bhagavath Geetha or a Quran for everyone in Amara Raja: We should have many schemes/programs to promote the visibility of the values and institutionalise Amara Raja way. Let these be etched in your mind. Once we institutionalise, it stays in the heart of the people. It should be like our national anthem: you just cannot forget it. We should teach, remind and reinforce these values like our “mantras” or Vedanta classes – then one will never forget these... rather will live it always.

My friends, let us remember that we all have a larger purpose to serve through Amara Raja. We are committed to serving the society and all stakeholders through our organization even as we create wealth and achieve progress for ourselves. My call to all Amara Raja employees is this: “Truly live these values. Be innovative, Deliver with Excellence, Be Enterprising in your role. Take complete responsibility and be always committed to creating the best Experiences for all our stakeholders.”

When the society and stakeholders all around us are benefitted by what we do, we will most certainly get benefit. I have complete faith in this principle, in the “Amara Raja Way”.

That’s why I believe that **“An entrepreneur is first a social worker and then a businessman!”**

I wish you all the very best in life!



# REBELLION

IS AT THE HEART OF INNOVATION

JAYADEV GALLA, VICE CHAIRMAN

## The soul of Amara Raja

The values of an organization reveal its soul. They represent its core beliefs, its ideology...the way it lives as a human system, works together, pursues goals and contributes to all its stakeholders. Just like an individual's mind is unique and different from that of other human beings, so are the values of an organization. Such is "The Amara Raja Way": our values and operating principles.

I believe that our values and culture represent what our Chairman was and continues to be. We are keen to ingrain his values beyond his lifetime. Values go beyond an individual's history.

Our Chairman's spirit is incomparable and difficult to duplicate. We needed to institutionalize the Chairman's beliefs and spirit. Now how do we do that? Only by building the Amara Raja culture. After all he has been the anchor of Amara Raja and after him, it is the organizational culture that can continue to remain the soul of Amara Raja.

## Culture cannot be imposed

Today we are a large organization with more than 7000 employees/team members...How do we touch everyone with the culture? How to imbibe the Amara Raja essence? We can give a set of guidelines or instructions; we could do that through rules and regulations or through developing a culture. Rules and regulations will give a feeling of policing, controlling. That is neither our intent nor the most effective way to build culture. People have to internalize culture; it has to become conscious living.

Culture provides the ambience, the soft environment of the organization. People are guided by culture in a subtle, gentle way. When we have to take tough decisions we have to use the purpose and values as the filter. Yes, values are best experienced when we have to make difficult choices. For example, one can be highly attracted by a business opportunity with huge economic potential. Many others may also like the idea and urge that we go for it. But we will have to apply the litmus test: Does it align well with our values? We will not be in any business that is not in line with our Core Purpose and our Values.

## The Amara Raja Way: our path to the future

I am tempted to ask, "What is the most important thing for a great ride in a Rolls Royce car?" The car has a great body, a great engine, great looks, maybe even a very competent driver but still there is one important requirement: A well laid road! The capabilities and competencies we have as an organization are like the engine and body of the Rolls Royce. Our values and culture will provide the pathway! If the ride is to be smooth, enjoyable, and without bumps, we need a good road: "The Amara Raja way"—our values and work culture.

My experiences and insights of the values that are integral part of Amara Raja's growth and history!

## The Values at the core: Choosing the location

Our chairman had originally thought of a different location, closer to my mothers' village at Chitoor and even paid the initial deposit for the land. Then he realised that there was no infrastructure or hopes of getting it. Then he took the decision and shifted to "Karakambadi". It became close to Tirupati. It had slightly better shades of infrastructure. It looked like the more viable site in Chitoor district. But it was still an underdeveloped area by all measures.

## Why did Chairman choose this site?

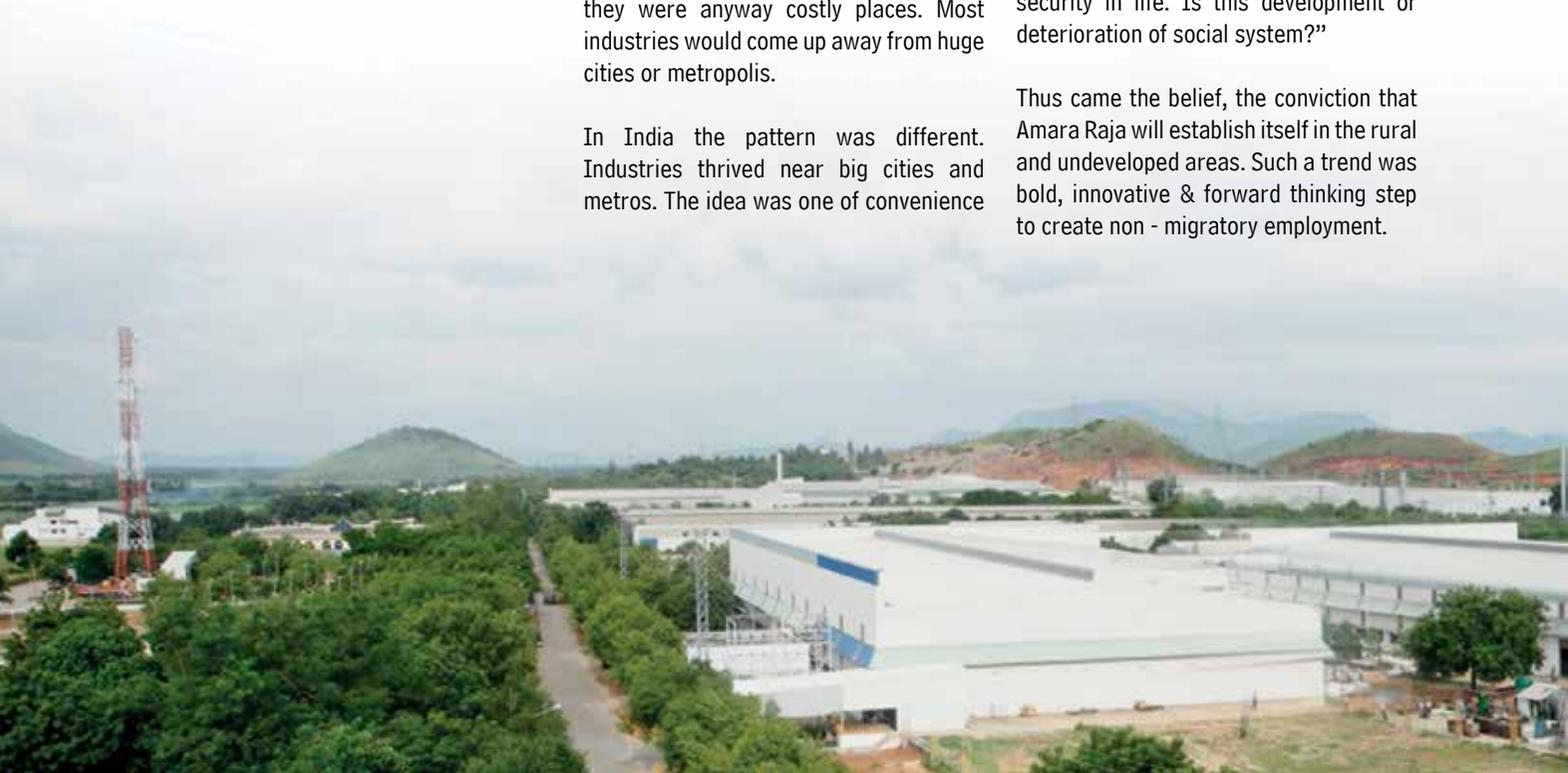
He had seen such a pattern in the West. There industries were not set up in over crowded cities or congested places; they were anyway costly places. Most industries would come up away from huge cities or metropolis.

In India the pattern was different. Industries thrived near big cities and metros. The idea was one of convenience

of the industrialist or the businessman. The place had to be a "developed area," the facilities had to be "in place" and the people also had to have "developed capabilities." All that an entrepreneur had to do was to open the shop and reap the benefit.

The Chairman thought otherwise. He asked: "Is this real development? When you put up industries in developed cities, it draws the already skilled people who live there. That makes it an expensive proposition. Second, it attracts the people from the rural area for two reasons. First, there is a struggle for the farmer for survival. He is dependent on the vagaries of agricultural income and in an underdeveloped area that is not an assured income. Second, the lure of the city is very tempting and we have had huge rural population moving into the cities for better living. Their families tagged along! Net: you did not have labor in the rural areas for supporting agriculture; they did not have a source of steady income and security in life. Is this development or deterioration of social system?"

Thus came the belief, the conviction that Amara Raja will establish itself in the rural and undeveloped areas. Such a trend was bold, innovative & forward thinking step to create non - migratory employment.



Yet we had opted for the best technology in the world and nothing less. Despite being advised against, we did not compromise in acquiring the equipment, top class technology, transport vans, product wise...in all aspects in the long term this decision of ours proved right.

## The values of Innovation and Entrepreneurship go together!

I strongly feel that at the heart of every innovation is an act of rebellion. To rebel is to challenge. I would say that the choice to locate the first plant a very rural location like Karakambadi was an act of rebellion with great sense of responsibility. It is not a reactive rebelling; it is a highly proactive. Innovation is anti-routine, anti-monotony... going beyond the constraints of practices and habits; the belief that there has got to be a better way!• On each job, we can be innovative if we start measuring the “creative content” of every job...We intend to introduce a “Bill of Rights” for our employees. This means, every employee has some basic rights to question work related aspects of health, safety, environment, etc. That includes the freedom to invent, change, improve;that way we unshackle a person.

## In search of excellence

Excellence has been an integral part of the Amara Raja story. I experienced it even as I began my career at GNB Chicago, our initial technology partners after my studies.

I joined GNB Chicago in 1991. Over the next few years, I worked in service operations, applied engineering and later in international marketing and sales. In the beginning, at the same time, I was the Amara Raja representative of sorts with GNB! Since I was in Chicago, I could follow up, hasten, push and facilitate. I did a fairly good job both as an employee of GNB and as an Amara Raja representative.

Meanwhile the GNB ownership had changed, so a new MOU had to be signed with new clauses, new technology clauses; we had to get deeply into contractual details.

GNB had also signed up with a Chinese manufacturing company. And with them the technology transfer had already

*Rebellion is at the heart of Innovation*

started. The technology transfer for Amara Raja started much later. As I watched both, I realised that Amara Raja did a much better job of technology transfer! And How?

Five of our people were sent from Amara Raja for training to Chicago (a VP, a manager, and 3 fresh graduate trainees). We had already made huge commitments on investments, were new to the field and hence as instructed by the Chairman, we had to know everything about the technology. They spent time on every machine, to know every layout, with workmen on the shop floor. As a result they learnt a lot more! They had more ownership and keen desire to know everything they could.

Our team went into details that were critical for excellence; they were hungry for learning and very responsible. Again foresight, innovative ideas for learning, and technology worked. After all this was our first big technological partnership where our people are being trained in their facility.



# PLATE PREPARATION

**NO** WORKING  
MATERIALS  
STOCKED  
IN THIS AREA



The Chinese were more experienced, and far more confident. So they sat in the conference rooms, relaxed and just had a superficial exposure while we slogged on the shop floors! So we learnt far more, far better!

Our Chairman's eye for detail helped in taking this decision. Trusting and depending on these five people, three of them fresh trainees with four months of GNB exposure for technology transfer was a great step. We did a far better job!

It was also a case of enterprising and risk taking with a young inexperienced team. They were hungry to learn and picked up every detail, much better than the Chinese! This hunger for excellence continues to be a value for Amara Raja:

Even our IPO advertisements were innovative and different: we talked of maintenance free batteries. The economy was just opening up during our public issue in 1991. It was also the time of the Gulf War and we were advised to go slow.

It was too late for us to delay it any further. We had already spent money on advertisement. Sure, we were oversubscribed three times but it was a low score for that period of 30–50 times' oversubscription. But the Chairman was not worried.

The factory was set up as world class from day one. The Chairman paid careful attention to technology, processes, facilities and quality. He would walk in at night, talk to employees to understand the issues and know the facts first hand.

## **Excellence in all that we do:**

By 1995, other companies were coming into VRLA Auto mobile Batteries. This was a great opportunity for us. How do we get into Auto Batteries? GNB was the natural choice, but though they were strong in industrial Battery they were not so in Automotive Batteries.

We negotiated harder and finally Amara Raja and Johnson Controls Inc. became partners. Johnson Controls were the technology leaders, volume leaders, cost leaders and most profitable in the auto battery business. We were doing very well in Indian batteries with good financial standing. We had some successes to talk about, and they were convinced. The idea was "To go with the Best." A new partnership was established. Even in partnership, we were in search of EXCELLENCE!

## **Persisting with conviction**

The way we sold our first batteries, represents the quality of persistence with conviction. We were bidding to supply to the Government of India. We knew the value of our product, we knew the decision maker but somehow the break through had not happened. We had to get the first "order".

A colleague and I made dozens of trips to Delhi but no decisions were taken. It was very frustrating. The last desperate trip at Safdarjung lasted 18 days. We were at it; we kept visiting, following up. It was winter; freezing cold. But we did not give up.

Finally the letter was issued on "Techno commercial viability approval": Our batteries were "found" effective and suitable for remote locations where there are space constraints. This justified the price and usefulness.

We had learnt yet another lesson: Excellence is also about persisting with your conviction.

## Entrepreneurship - is about giving and serving:

Our Founder Chairman had deep commitment to social development as an integral part of entrepreneurship. I too believe that we need to serve before we deserve any value or wealth for ourselves.

This belief is inherent in all our major business decisions, whether the battery, foods or electronics business. We have always considered the possibility of giving to the local people and resources an opportunity to gain value through employment, utilization, or development.

Yes, it is about creating wealth, but before you create wealth you need to create products & services. It is also about seeing the gaps & creating the links to fulfil the gap. CK Prahlad has talked about aspirations being greater than resources, as a necessary drive for entrepreneurship. We have been able to see this translate very well in the way we have enterprised in all our businesses.

## It is also about challenging & risk taking

Gandhiji said, "Find the purpose, the means will follow." Our Founder Chairman personifies this spirit of Entrepreneurship. How is risk taking to be encouraged? How to remove the fear of failure? How to be accountable but not afraid of consequences?

I believe that the rural people are most enterprising and they possess the native intelligence which is highly value adding. Take the case of a farmer, the farmer is a real entrepreneur he has the most difficult environments to deal with the nature, he's highly risk taking. We need to learn from these examples around us.

Within our purpose and the frame work of values through the organizational processes, one can clarify, challenge. One can take risk with the right intentions but need not be afraid of consequences. There is a need for "empowered feeling" to enterprise. It is like "playing with all guts, within the sand box"....try your best, take risk but there is a safety net.

*Rebellion is at the heart of Innovation*

## Responsibility, collaboration and Culture of dependency

I did two part-time jobs as a student in the United States. That has given me some insights into taking responsibility, which has something to do with culture too.

Those days in India, compared to the West, teamwork was less pervasive. People were polite and nice but not open and transparent. That lead to internal competition and conflicts. I realized this as I started getting involved more in the organization, after a long period of exposure to US work culture and lifestyle.

In India there is clearly a challenge in "taking responsibility" for collective good. Individually people and employees are very bright & intelligent but collectively not effective or as competent as they could be. But in the west, the employees were not that bright individually but were collectively more competent.

All employees had great ownership for individual task completion, but collaboration was weak. They would follow a leader but interdepartmental collaboration was low. Hence all matters usually went to top for arbitration and conciliation. There was low accountability



and low targets and goals were set. With all these young engineers and their skills, it was still slow paced and not as dynamic as I wished. They would just carry out instructions, follow directions. I felt we were missing opportunities. Earlier the employees complained that there was no freedom and no authority. But when it was available, they still sought confirmations.

The economy opened soon; we needed to keep pace and be dynamic. With the new emerging technology we enjoyed in VRLA batteries, we had monopoly for two years. Despite favourable market condition, we were not agile. Our pace was low as we were learning the ropes of collaborative leadership. It was a great transition in leadership style. Now they had to grow and be responsible.



## Responsibility

Responsibility is the bottom-line; this speaks about our core purpose; be it about environment, people, society, country or community. Responsibility is to consider the need, sensitivities, and the impact of what you do. It is having a sense of “trusteeship,” that “I am the custodian but not necessarily the owner”.

To be responsible one should have accountability and ensure others’ accountability. Beyond our immediate stakeholders we need to look at the wider canvas.

To be responsible one has to stop complaining/cribbing and start doing/influencing positively. It is about not waiting for something to happen; we have to feel the “situation/context/environment” but not stop with just the feeling: WE need to demonstrate that WE CARE by doing, acting on that feeling. That is responsibility.

There is a range of responsibility taking one can have: self, role, job, team, organization, the society and the larger world too. The highest responsibility is to create positive experiences for all those who depend on you, all your stakeholders.

# Experiences

I look at life as a journey of experiences. As an organization we must make every effort to create positive experiences for all our customers and stakeholders. It is all about focusing on consumer experiences; be it product, brand or services of the organization.

Similarly in the factory we strive to continually create good work environments; be it the offices/factories/locations of work we want our partners and service providers to experience positively and make them better in their dealings with us.

We need to make every one of our offering give that positive and unique experience: Brand, work space, environment learning & growing, our communication, the value we create... the way we do things, all must lead to positive experiences

When you are focused on the process as the goal, it is pursuit of excellence, it will create positive experiences. In our automobile battery offerings we went through every possible way of creating value. "Lifetime Usage Experience" was thought through. Product design, packaging, pitstops were all done keeping the customer in mind. The idea was to give them the best experience, at every touch/contact point.

*Rebellion is at the heart of Innovation*

## Gotta be a better way

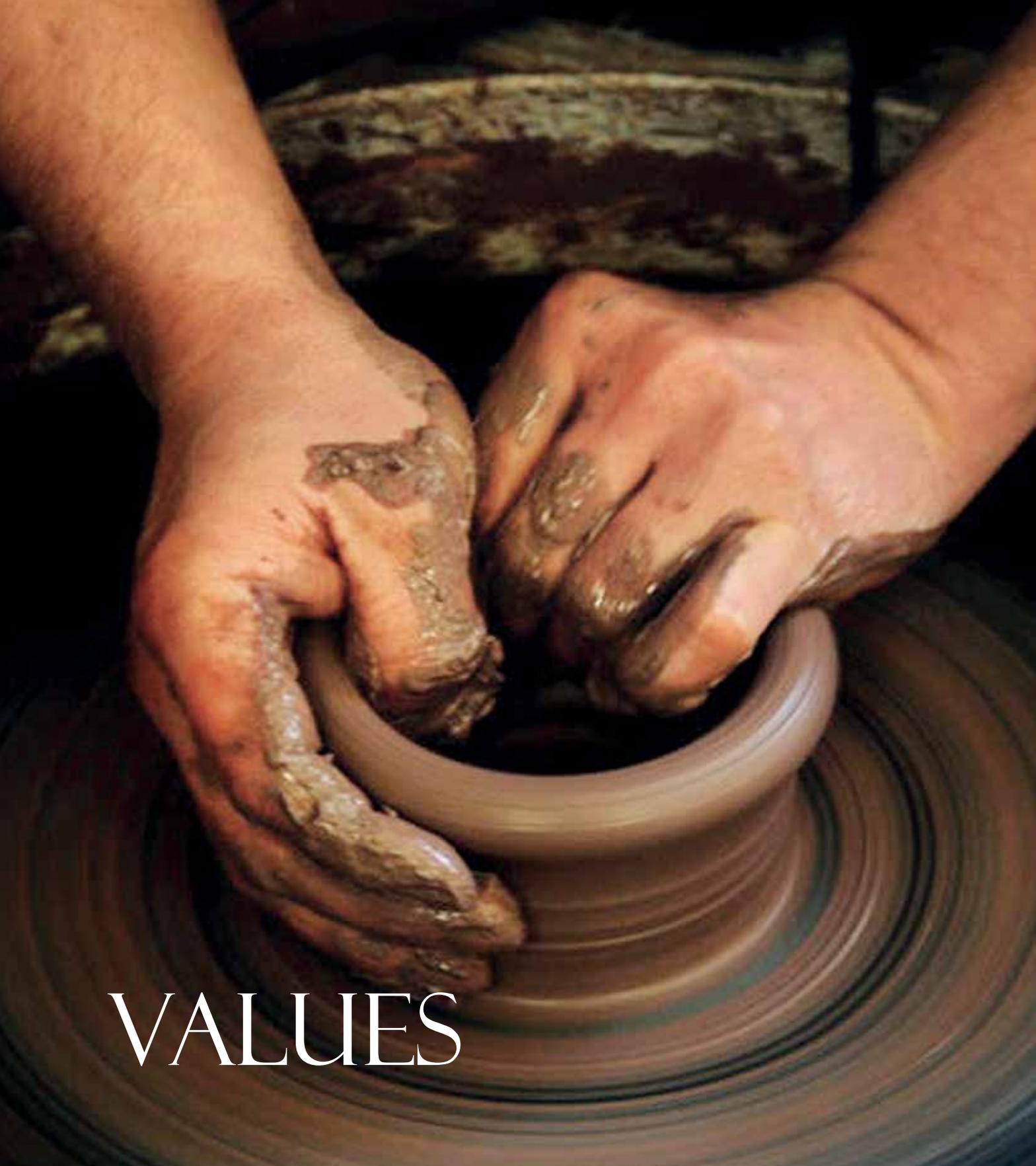
Amara Raja in its twenty fifth year is at a juncture when it is moving from being a set of individual companies into a holistic and cohesive group. Fresh strategic outlooks and the corollaries of growth have come to the fore. Twenty five years also represent a generational passage...

While our values and vision remain unchanged, we felt that the time had come for a reconnect with the times...to reinforce our values and vision and make them more visible, memorable and inspiring.

The shape and form of the new identity represents a generational change as we transform from a set of individual companies into a diversified group. The identity also symbolizes the group's five core values through nature's five elements and articulated through its five colours.

The baseline-'Gotta be a Better Way' reflects our attitude of constantly looking for better ways to do things. This is a slogan yet it is our deep conviction. It is the way we as an institution have lived and would want to live.

It was not easy to imagine such a organization built in a rural setting, beginning with unskilled workers, many of them first generation employees, having a world class facility and offering products of the highest standards. But that is also the magic of the Amara Raja way: the belief that "There's gotta be a better way"...



VALUES

The values of an organization reveal its soul.

Just like an individual's soul is unique and different from that of others, so are the values of an organization.

Values are the foundation on which we build the organization.

# INNOVATION

to us is proactively rebelling for better ways of doing things leading to newer possibilities.

## It makes a difference in all that we do and offer:

In the Indian market, with a billion people, plus a middle class with high aspirations, we have a huge opportunity. We also have such market opportunities in other developing countries. To tap these we need to be different, especially when we compete against global organizations and products. At Amara Raja, we practice innovation in every aspect of our business be it market, distribution, processes, marketing relations, communication etc.

To be innovative is to go beyond mere improvements. Innovation creates sustainable and enduring differentiation in the life cycle of the organisation. The emerging scenario of India is not going to be like the past. We cannot hope to significantly grow without significant changes to our thinking and offerings. A truly “differentiating attitude” will be necessary to be relevant in future. We at Amara Raja have some interesting examples: Introduction of Power Zone Brand and the unique retail chain to reach Rural Markets.



## It makes us different, makes our employees proud

We are not an ordinary organization: We are a professional, quality oriented and employee driven organization. There is responsibility and ownership in everyone. That deep sense of ownership comes along with an atmosphere of freedom to try something different, to experiment with “new” ideas , within the parameters of business relevance. That requires all of us to be innovative!

We have repeatedly seen that INNOVATION brings in new business opportunities and new customers. It challenges the employees in their thinking, doing and achieving results, to be able to provide that difference be it in our products or services. It compels us to think out of the box, out of the ordinary, out of the past. It calls for dynamic response capability in all employees , and makes them feel proud!

When we have tried new things, not necessarily we have succeeded every time. But when we have the spirit of innovation and do things differently there is a possibility of success. This has been the lesson learnt from our “innovative mindset”.



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**We cannot hope to  
significantly grow without  
significant changes to our  
thinking and offerings**

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We need to be a competitive  
and contemporary organization

Why are some products or ideas referred to as “the latest”? They are new, contemporary! Innovation is also the ability to do what no one has done earlier like our pioneering efforts in bringing VRLA technology into the country. Not just this, the building of the Amaron Brand and the unique distribution model for the automotive batteries in the country also reflect this uniqueness. Over the years, innovation in everything that we do has become second nature to us and helping us stay ahead of competition and remain contemporary.

Innovation breeds newness and hence as a value it will be driving many other ‘values’. Innovation not only is a major driver for survival & sustainability, it is accelerator of development and the growth of the company. All over the organization it influences new & better ways of doing things, resulting in greater efficiency. Gains from such initiatives add value to our products or services, ultimately leading to better market penetration and making us lead the pack in the long run. A good example of this is the development of Integrated Power System (IPS) for signaling application in Indian Railways

Innovation, therefore, has many purposes: To seek and enhance customer confidence; To gain competitive advantage; To survive adverse changes in circumstances; To provide stability for the workforce; To enhance productivity; To raise margins and profitability. Innovation makes us a better organization and our customers experience greater value!



## AMARON BATTERY

Until 2000, automotive batteries were a low involvement category, always served in a white box in a dark, shabby and greasy environment. It needed regular maintenance and aftersales service and the unorganized battery market contributed around 65% of the country's aftermarket size.

On Jan 9, 2000, the automotive batteries industry was redefined with the launch of Brand Amaron. Age-old concepts were questioned and a new progressive technology led the way.

- Amaron entered the market with a striking black battery, which was subsequently added with green battery.
- Amaron made a battery that did not need any maintenance or top-up
- Amaron was the first battery to be fully charged from the time it was manufactured inside the factory.
- Amaron was the first to offer a warranty of 36 months and followed it with a pro-rate warranty of 60 months. Amaron was the first and only battery to offer two wheeler battery with 60 months pro-rate warranty
- Amaron was the only battery to come with Silven X Alloy that protects battery inside from corrosion.



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**Innovation is simply anti-routine, anti-monotonous... going beyond the constraints of current practices & habits.**

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## What is INNOVATION?

It is about rebelling:  
challenging the status quo,  
with a positive mind:

At the heart of every innovation is an act of rebellion. To "REBEL" is to challenge. Yet INNOVATION is not reactive rebelling; It is a highly proactive thinking. Innovation is simply anti-routine, anti-monotonous going beyond the constraints of current practices & habits. It is about breaking a barrier of "normalcy" to reach new heights.

It is basically the belief that there is always a better way to do anything... A way with new ideas/concepts in whatever you do or offer as product, service or experience to the customer. Every operator, manager, assistant and even a security guard - all of us CAN do things in a better way. It is possible as long as we deeply ask this question: "How can I become better, constantly, in whatever I am doing"?

So what determines the drive for innovation? The belief that "there got to be a better way!" One cannot be a slave of situations; we should be willing to think and find solutions. May be a new way, new resource, new technology, a different mind-set or a different perspective.

## INNOVATION is to be new, to be different, to change:

For many of us, Innovation stems from the desire for easier, more efficient smart & better - ways of doing things. This applies to both incremental and small changes as well as radical and revolutionary changes in thinking, products, processes, or organizations.

At one level, it is about doing common and complex things in simple & better ways. Also Innovation is the creation of the new ways

It also denotes the ability and willingness to finding a solution or determined effort to overcome a past failure leading to future success. It is all about making a difference & embracing change.



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**It is all about making a difference & embracing change.**

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## INNOVATION leads to better products, services, experiences:

Innovation goes beyond just creative ideas, it is the process by which an idea or invention is translated into goods or experiences. It is not limited to new ways of marketing, launching new products and improving customer services; this is required in every activity or service within the company.

It is simply a better value created by a better way of doing things. Innovation requires that we are creative yet remain pragmatic. Art, music, painting, dramatics and films are all creative fields. They are creative expressions, but to be innovative we need to convert or use creativity to serve business or society better. The creative idea has to finally become an experiential reality.

It is about producing something of greater value in the context of business, using any creative idea. Such value addition can be in designing, product development, in communication, branding, product delivery, employee welfare, customer service or even fulfilling our social responsibilities! It could benefit any stakeholder as long as it is creating a new value.

## MARKETING COMMUNICATION

It was challenge and a privilege to be in a marketing team that constantly need to move away from the ordinary and do something original. It was this penchant for innovation, that pushed us to bring in an different dimension to the animation using characters made out of clay - called clamation. This was at a time when an advertisement for a battery was traditionally directed to the dealers and people with technical knowledge, more like an industrial product. Amaron reached the end customer directly by focusing on the experiences that we were creating for them. This innovation won awards and accolades for Amaron.



## RAILWAY AC

**Solution - High impact innovation:**  
 Until early 90s A/C travel in railways was a luxury. To increase the number of coaches and to make A/C travel more affordable railways was thinking of introducing a 3tier A/C coach that can accommodate 72 people. However, there was a challenge of increased energy demand to run the A/C equipment and the rigorous maintenance needs. This is where Amara Raja had stepped in and developed a very innovative solution, working very closely with Indian Railways. The result is an on board inverter, that allowed use of A/C compressors that are less maintenance intensive and a 40% higher capacity battery, using the advantages of VRLA technology. This also meant that the overall inverter-battery package supplied by Amara Raja was the most critical and largest valued (in terms of money) equipment fitted on the coach. This enabled introduction of 3tier A/C coaches into the Indian Railway network in large scale, the 1100Ah VRLA battery became the defacto standard for the A/C coach application.  
 - "Innovation at work at Amara Raja!!"

## INNOVATION is an ongoing journey:

Innovation, as a value, stands the test of time... Some evidence of this is seen when we can repeatedly demonstrate newness in comparison to what we did in the past. When this spirit is continuous in the organization INNOVATION becomes a journey and not just an event.

Such an organization shows the ability to break away from the normative/patterned thinking. Even simple work improvement, new practices, doing things differently in line with the process, adding strength that can leverage the business, bringing out something of value that was not there before...all these are part of innovation.

"Can I do my job better than yesterday?" Asking this question every day and generating ideas is the essence of innovation. It is about a better way of doing things, better thinking and better efforts.

## How do we "PRACTICE" INNOVATION ?

Focus on creating a culture of innovation: focus on differentiation to internal/ external customers. Keep clarifying what innovation is about, keep demanding, keep encouraging and keep reviewing.

Have reference points in every sphere of operation; Employees need to know as against what norms or standards or factors are we talking of innovation? What are our comparisons and benchmarks?

Don't limit yourself to product development or R&D activities; look at all processes, practices, functions, client focused operations or back office does not matter. Extend to all aspects of supply chain, manufacturing and administrative process.

Have declared policies on innovation; Schemes of rewarding innovation; Plans and budget allocated for innovation. We need to create an enabling environment: a structure, assigned responsibility and systematic support for innovation is a must.

Give people freedom, and encourage radical thinking; support them; minimize hierarchy and bureaucracy. We need forums like Innovation club/Innovation of the month.

Make this a leadership behavior and evaluate managers against such behavior.



Managers' Role :  
Let innovation become a work mantra!



**"Can I do my job better than yesterday?" Asking this question every day and generating ideas is the essence of innovation**



## GALLA FOODS

Touching the senses of people has become our passion which is driving us to innovate. Refreshing people through their taste buds, we have introduced many unique flavours of fruit drinks that have made the fruit lovers appreciate us all the time. Starting with the thickest Galla Thick Mango, Galla Foods have introduced more than 15 unique varieties of fruit drinks.



## SIGNALLING

The Indian Railways signalling system is still rudimentary and definitely requires significant upgrading. A typical Indian railway station would have multiple signalling equipment and signalling load point requiring electrical power of different voltage and current ratings. Prior to 1997, all this equipment spread out across the railway track and signal control room was connected to distributed and fragmented power sources containing various types of chargers and batteries. This put a huge demand on maintenance, upkeep, and human intervention and hence enhanced risk in reliability. Amidst this complexity Amara Raja saw an opportunity and set out to develop an integrated power systems solution for signalling application in Indian Railways. The result is a centralized multi voltage, multi current integrated power supply unit with a VRLA battery for power backup. The user community has hugely appreciated this innovation for having reduced the burden on their maintenance staff and significantly enhancing the reliability of the equipment. - "Today more than two thirds of Indian Railway network has adopted this solution and it will be not long before 100% of the network is covered." "Innovation at work at Amara Raja!!"



## GUIDELINES

Set innovation goals...let them know it matters. Help them adapt new thinking tools and processes. Encourage breakthrough thinking: let them believe that "There has gotta be a better/different way"

Make our team members aware of the importance of Innovation. Communicate this in your meetings; create projects that demand innovation in your team members; create events that can bring forth expressions on innovation.

Some team members have it but do not demonstrate innovative streaks easily! Look at each team member carefully for that little indication: Encourage creativity; Evaluate creativity of the people in the organization.

Train employees with innovation and creativity practices; Allow people to question the status quo-let them challenge or rebel but let them think differently and courageously. Not all new attempts succeed. Please tolerate failure, as long as the intent is honest and sense of purpose is strong! Create internally a competitive spirit towards innovation; Reward innovative approaches/recognise innovators publicly, openly!

- To be innovative, a person has to challenge, question everything: Question the present, think of the future. Ask "why not?" Do small safe experiments; Build connections, convince on the benefits and then try on a larger scale.
- Yet discipline is a must: The process of change management is always with in a context. Ensure that the innovation process is tracked, documented, validated.
- Focus even on small things. It need not be about chasing big opportunities only. Innovation is also to have continual improvement on simple and regular processes.
- Stop moaning: Do not just complain or crib; face the problems and ask courageously "how can we solve it?"
- Speak out without fear or apprehension. If you think there is an innovative way, put it to a small test. Don't try too much of revolutionary or out of context thinking.
- Innovate in your personal life. It will help you to internalize better...It brings consistency in life when you deeply believe that there's "Gotta be a better way"!



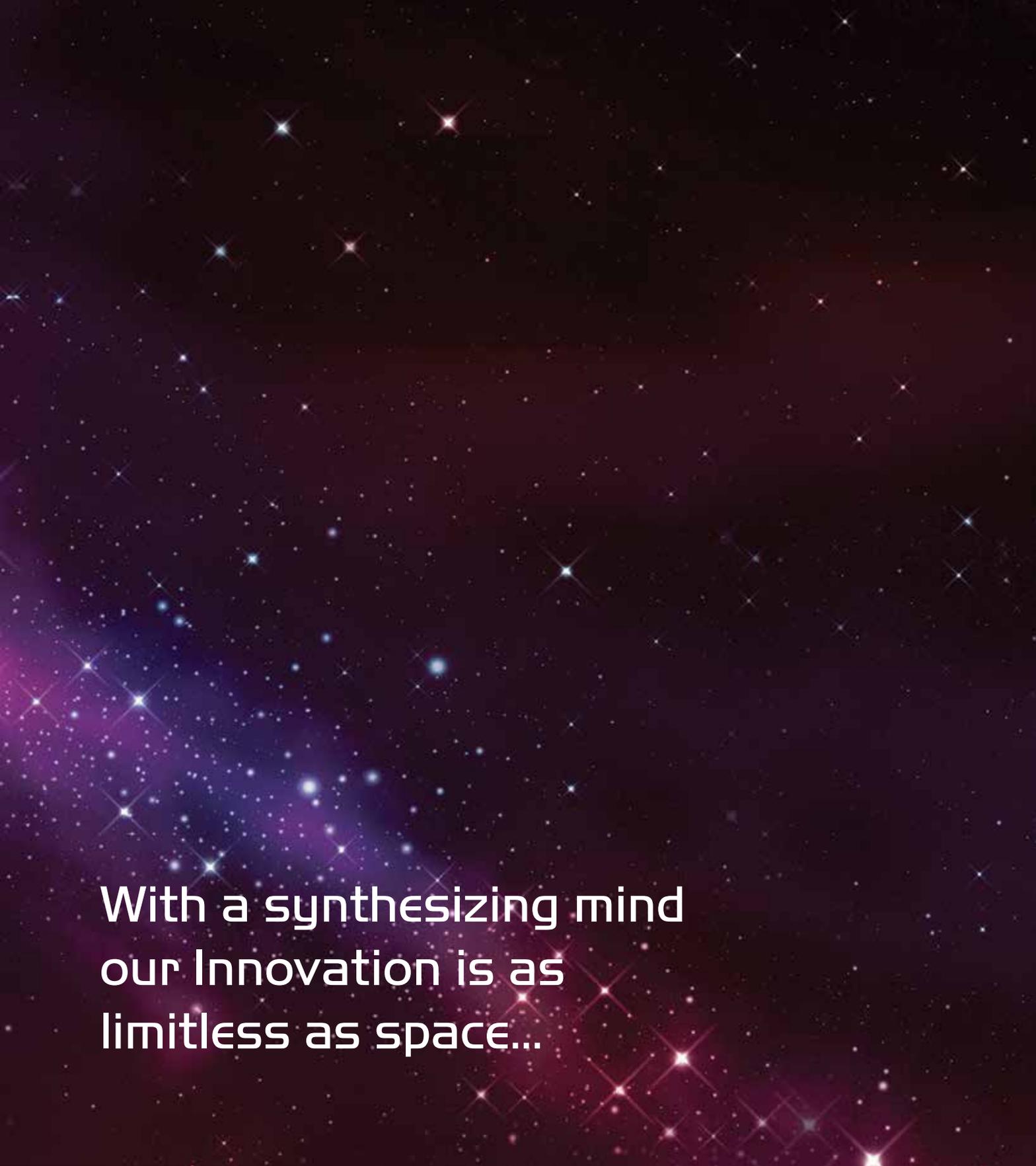
Summary  
**INNOVATION**

Innovation, to us is proactively rebelling for better ways of doing things leading to newer possibilities.

Burgundy symbolizes Innovation which, like the vastness of Space, provides us limitless scope to transcend boundaries.

- It makes a difference in all that we do and offer
- It makes us different, makes our employees proud
- It is about rebelling: challenging the status quo, with a positive mind
- INNOVATION is to be new, to be different, to change
- INNOVATION leads to better products, services, experiences
- INNOVATION is an ongoing journey
- Let innovation become a work mantra!





With a synthesizing mind  
our Innovation is as  
limitless as space...

# EXCELLENCE

to us is continually enhancing our performance  
to consistently produce outstanding results with  
lasting impact





We are recognized for what we deliver NOW  
and not for our past history!

We live and operate in a global economy today. The market has opened for all and no individual organization is any more safe or protected. With information being so easily and widely available across the world, we have customers who are aware and well informed. They have high expectations and very strong demands in all aspects of products and services they receive. To meet this expectation, we need to be better than others in all that we offer: Be it processes, technology, branding, communication, product quality, services or customer relations... we need to excel in just about everything!



AMARON

AMARON

## They had the past, we have the passion!

When Amara Raja entered the business initially there were many others in the field. Some of them were well established too. We had to compete with the best of that time in quality, in delivering service, in all our promises. They had a past, a track record, but we only had our hopes, dreams and our desire to excel. We had to be different, better than the best, even if we were not the biggest. We soon learnt that we are recognized for what we deliver and not for our past history!

This realization soon transformed into determination to be the best: in all that we do, in all aspects of our organization and offerings; as we started making our mark, as customers recognized the value we created, the spirit of excellence permeated across the organization. Today we are passionate about excellence.

## We need to differentiate and lead in all that we do!

We are world class by technology, quality, business practices, plan and processes. The impact on customers is made through our high value products & offerings, delivered with pride by our employees with world class services. This makes us stand apart from others.

This applies to our factories & facilities too. Look at the way we built our manufacturing units right from the beginning. They were the best in class, even in those times. From then, till now - to our recent infrastructure, electronics and food businesses - we keep ensuring that we are a class apart and not another "me – too" player. We need to keep up that reputation! Excellence is a cultural process to retain our name, fame; to make a difference.



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**Do you know that almost every second taxi in Singapore has an Amaron battery?**

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## QUANTA UPS BATTERY



Quanta Battery - while Amara Raja has made its name in catering to telecom and railway business segments, the UPS battery market continued to elude and remain a sour grape till 2002 without a strong product to offer. However, the success with Amaron product development and branding has put renewed vigor and confidence in the company's effort to develop a superior Medium VRLA monoblock product line. In 2002 Quanta was born. Quanta, a result of a innovative deployment of our learnings and expertise in developing Amaron product line has went on to become a benchmark product in terms of performance excellence and has soon become a market leading brand in the UPS segment.





## Excellence makes us wholly great

In the competitive world in which we live today, people at all levels—just about everyone in the organization—need to pursue excellence. In the book *In Search of Excellence* Tom Peters indicates that “Excellent organizations are filled with ordinary people who do extraordinary things.” For us, too, it is a constant quest toward perfection. It is getting ordinary people to do extraordinary things. Over the years our people have understood this idea to perfection, realized their contribution and now appreciate why we pursue excellence.

Though it is a bit intimidating to live up to this expectation, it is essential that we set a very high standard for ourselves, for delivering only the best to all our stakeholders. We need to establish and sustain this belief: “Only the best from Amara Raja.”



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**At the heart of excellence is the constant urge to do better and “not settling down” at any point of time.**

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## FORD CUSTOMER

The Ford Experience - in 1997 when Amara Raja diversified into automotive business we looked around a partner and signed agreement with JCI. The first assignment under this partnership was to develop and supply for Ford Escort vehicle. It's a great challenge for the team that never made a automotive battery before. We started from scratch, learnt basics, absorbed technology, designed products, manufactured and delivered the product in Oct 98 to Ford Nasik plant. Simultaneously Ford was working on Ikon model and we were asked to develop battery for that application too. It involved coordination between Ford India, Ford Dunton Engg Centre, JCI Milwaukee and Amara Raja team. We delivered the product on time - after rigorous evaluation and testing that met customer expectations. Very soon we were recognised for the product performance and manufacturing quality and received world excellence award from Ford in 2004 - the only Indian Company to receive that year. A proud moment for us and true reflection of our commitment to Excellence.

## What is EXCELLENCE?

### At the heart of excellence is discipline!

Excellence means “this is the best way.” It is to embrace perfection as our standard, as our only standard, all the time! Perfection demands flawless execution in everything we do and such execution produces results of the highest order. Individually also, excellence is about performing to the best of one’s ability consistently. When this becomes “our way,” then it becomes a benchmark for others to follow as the “best practice.”

How do we make it our way? Here comes the role of systems and processes. Systems are the backbone of excellence. They create reliable and sustainable ways of practicing the right way. It helps us to ensure repeatability. It makes quality so much more predictable. A system is a self-assuring syndrome. Excellence is heavily dependent on our ability to create the right work habits through proper systems and processes.

## Excellence is to constantly improve performance

At the heart of excellence is the constant urge to do better and “not settling down” at any point of time. When one gets the feeling that “this is the ultimate level of performance and nothing more can match it”, a sense of indifference sets in. This is the typical “comfort zone” syndrome. This leads to complacency. We need to move on, to go beyond the current standards of performance, constantly. Through this, striving “to be the best” becomes a habit. As much as excellence will position us ahead of others and make us “market leaders”, the real focus should be a constant endeavour to be “ahead of ourselves”. This is possible if we recognize that it is all about

- Doing it right, in everything that we do
- Getting the best performance, consistently all the time
- Continuously improving - as an “ongoing mission” and
- Adherence to a very high standard - in all that we deliver as results
- Moving from a fixed standard to a moving target; a continuously raising bar/norm.

## Excellence is to make lasting impact and stay in the mind of customers

Excellence is commitment to high quality performance that produces outstanding results of lasting value. Even though we may believe that “what we have created has value, finally it has to be experienced and appreciated by the receiver. Hence to deliver Excellence to the customer, make him experience it is the key success factor.

At an individual level Excellence is an attitude displayed through persistent action, to do things in uncommon way by the individual. BUT it needs to become every ones agenda. How do we ensure this? By making excellence as a “habitual response” of the total system!

Organizational excellence implies systems, operations, activities and processes which are necessary to go beyond the individual. Effective systems provide reliability. Such reliability creates deep impact in the minds of all concerned. This leads to an overall sense of assurance, dependability in all that we offer for the customers and creates trust: We are seen as a “culture” of excellence!

## Sustain excellence and it sustains our uniqueness

Capability is to show that we can do something outstanding; credibility is to repeat that capability at will. Such is the truth about excellence. It is a process in which we constantly observe, understand & learn from our experience, and use the learning to become better. This is not to be considered as a “special quality” by us because such excellence is the bare minimum required for survival in the times that we are living today.

Excellence is an ongoing pilgrimage. Excellence is not a flash in the pan brilliance, which happens once in a while and disappears. It is continuously ensuring greatness in all that we do. It is to ensure sustainability in whatever good things we strive for.

Excellence has got to be our way of life, the lowest common denominator for every Amara Raja employee.

## How do we “LIVE” EXCELLENCE?

Culture of Excellence :

### Treat quality as the king :

Excellence and quality culture are inseparable. At Amara Raja excellence is considered part of our quality journey. The 5S approach, TQM, TPM, Six Sigma, QCC, the HR Excellence and Business Excellence initiatives, all these are part of it. Our quality initiatives and practices, such as Six Sigma, have helped us to make things error free. We have received many awards for achieving excellence, including the best employer awards.

### Benchmark, Compete for quality:

Like our batteries, which are benchmarked with Johnson Controls, every process must be benchmarked with the equivalent right reference and we should strive to meet those high standards. We need to have continuous internal competitions and also have audits, or surprise checks in all processes and functional areas. We must be constantly in a state of alert and preparedness for ensuring quality, as a pathway toward excellence. constantly in a state of alert and preparedness for ensuring quality, as a pathway towards excellence.

## Systems are a must

We need to have, in all functional areas (including support functions) the following:

- Quality and continuous improvement.
- Employing scientific tools
- Benchmarking with the best in class
- Quality assurance and quality control practices in all processes..

## Communicate and Clarify EXCELLENCE:

We truly recognize that excellence is not a matter of luxury or “extra” favor or contribution to the customer but an “essential” for being special. This is a belief that must be reinforced repeatedly. The employees need to be reminded and reinforced with these ideas about excellence:

- It is a precondition for our constant growth
- It is a system based improvement
- It gives us strategic advantage over competitors in the marketplace
- It gives us competitive advantage over others



### EDUCATION SOCIETY

I joined Mangal Vidhyalam as the other big schools are far away from our village. I had to spend lot of money and time to travel to school. Though my school is situated in a remote village, Amara Raja company has created very good facilities for the students like class rooms, advanced lab facilities etc. we have best teachers in our school who take care of the students and coach them very well. I am proud to say that I have achieved State Rank in Inter 1<sup>st</sup> year, Four of my friends also achieved within top 10 ranks in Andhra Pradesh state. I am thankful to the excellent teachers, facilities and support given by them. Thank you Amara Raja.

### RECOGNITION FOR EXCELLENCE

Our excellence in what we do is demonstrated by various recognitions we received from time to time. As heads of departments and sections, we have a unique responsibility to translate the organization’s objectives into reality. With the excellent leadership from the top management and support from the people across the organization, we have achieved many awards in the international and at the national levels. The awards received are in areas of Entrepreneurship, Quality, Excellence, Branding and Marketing, HR Excellence, QCC competitions, 5S, Supply Chain leadership, Excellence in employee development, people strategy to name a few.



**Excellence is not a matter of luxury or “extra” favour or contribution to the customer but an “essential” for being “special” in what we do**



# Role of managers and leadership in pursuit of excellence:

Discipline of excellence: practice of high standards and prevention of low standards.

- Let us widen our canvas of excellence: We predominantly deploy scientific tools for shop floor operations. This needs to be horizontally deployed to all other areas of organization. We should practice it even in administrative and non-operational areas.
- Keep raising the bar/benchmark practices: Benchmark in business and learn from others—find out what other companies have done: What did we do in the previous year? What have the best in the world done?—to benefit our ordinary shareholder.
- Clearly disapprove or negate any low standards: One way of ensuring this is to reward and punish appropriately. Even if maturity and affordability are key questions, we need to take corrective action, to ensure that there is alignment to excellence.
- Publicly appreciate high standards: We need to actively do things for encouraging, recognizing and rewarding excellence.
- Promote “self directed excellence”: Towards this we need to avoid

supervision as the control mechanism of ensuring quality. The analogy is “Tasting food”. When it comes to making food, the one who cooks is the one who checks the taste. He is the quality checker and insurer. Why in organization should others supervise & check an employee’s job? Excellence should come from within.

- Encourage everyone to be customer centric. Don’t make your customer come to you and demand. Understand customer requirements and proactively provide them the necessary service.
- Teaching excellence is important: Do coaching/mentoring as required at different levels, and build a mindset for excellence. At the task and activity levels we may have to make it more vivid (like films, activities, slogans and demos) and less subtle (messages, concepts etc.). Create a knowledge base for people to understand excellence and create pride in self-leadership and self-management.
- Make excellence an anthem: We’ve got to be better, before “gotta be a better way” is our mantra of excellence. This must become our daily chant
- Build competencies – make people to understand that without knowledge and skills one cannot excel – continuous learning should be our habit



## LADY EMPLOYEE

I grew up in the village of Diguvamagam, dreaming about a great future. Like many other girls however, I was not sure what my future held for me. I always wanted to study and work in a company as I did not want to go through the same hardships my mother went through in the agricultural fields. We did have a small factory operating in a shed near our village. There were some women working in this factory; however little did I know that I will also become a part of this factory. Started as a small shed, Amara Raja Electronics grew steadily into a huge factory making world class products. The building and the factory premises are comparable with the best in the industrial cities across the country. The company explained to us that the construction methodology and the equipments and machinery are imported from across the world and are of the highest quality.



## GUIDELINES

- Work with Passion, Not just for pay! Improve efficiency, effectiveness and ensure customer satisfaction all the time, be it for an external or internal customer. Continuously strive to improve. Can you show progress/improvement over your past standards? Do not be satisfied with what you achieved. Learn from your achievements and non-achievements.
- Create a simple approach to any process improvement: this is fundamental to master excellence. The ability to understand processes how things work, how sequences flow, what are critical success factors, how to have a continuous monitoring, to measure with metrics and finally how to gain mastery over processes—will be a good grounding for excellence as a habit.
- Determination and persistence is required; we need to be more disciplined to achieve excellence. Enable and ensure doing the things right and prevent/prohibit doing the wrong things.
- Be mindful in all that you do; full attention, focus, involvement in whatever one is doing is a foundation for quality and excellence. We cannot daydream and achieve excellence... you need keen attention, observation and quick response.
- Be keen and passionate about making a difference in anything you do. Excellence is a matter of heart (attitude) to begin with before it becomes a matter of intellect (learning) and finally a matter of hands (practice).
- Don't ever settle for mediocrity. Refuse to do anything less than the best. Get things done, complete the task as expected, without having to be told or supervised.
- Let excellence be a lifestyle for us! Let's do it at home, in our family, in our neighbourhood. What we consider as our best practices at the workplace, we should practice at all times: in the workplace, a social setting and at home.

- Demand nothing less than the best from yourself and others. Help others change from an average mindset to excellence by gently reminding, coaching and teaching about it. They may need time to come up to standards, so be supportive. To be tough on ourselves to deliver the best is the secret of excellence.



Summary  
**EXCELLENCE**

Excellence to us is continually enhancing our performance to consistently produce outstanding results with lasting impact

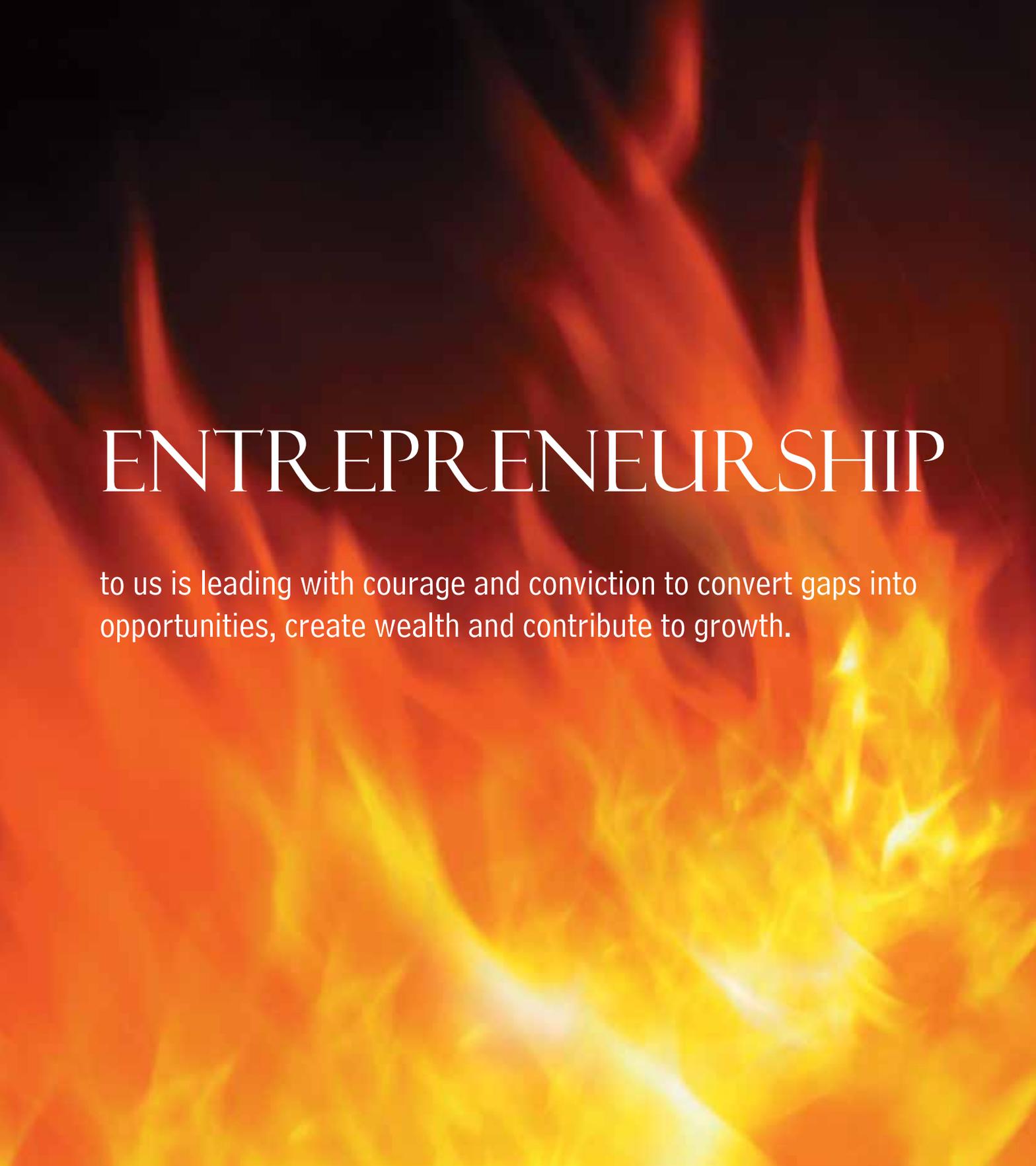
Magenta denotes Excellence which, like the strength of Wind, lifts and drives our ceaseless pursuits.

- We are recognized for what we deliver NOW and not for our past history
- We need to differentiate and lead in all that we do
- Excellence makes us wholly great
- At the heart of excellence is discipline
- Excellence is to constantly improve performance
- Excellence is to make lasting impact and stay in the mind of customers
- Sustain excellence and it sustains our uniqueness
- Culture of Excellence
  - Treat quality as the king
  - Benchmark, Compete for quality
  - Systems are a must
  - Communicate and Clarify EXCELLENCE



A photograph of several dandelion seed heads floating in the air against a soft, pastel sky transitioning from pink to blue. The seeds are captured in motion, creating a sense of lightness and freedom. The text is overlaid in the lower center of the image.

With a disciplined mind  
our Excellence lifts all our  
pursuits like wind...



# ENTREPRENEURSHIP

to us is leading with courage and conviction to convert gaps into opportunities, create wealth and contribute to growth.

## Adds value to the business, contributes to growth

At the core of entrepreneurship is the ability to see an opportunity. This is not restricted to the creation of new products or business.

For example, if a shop floor worker spots an opportunity and takes risk to implement an idea aimed at achieving high results, she/he has demonstrated entrepreneurship similar to a higher level executive who develops a brand idea or a market opportunity.

Value creation can be in many ways: Creating new processes or possibilities, making a beginning, creating something or enhancing the value of a service that already exist, all these require an ability to see a gap and sense an opportunity.

## Develops leaders for organizational continuity and succession

At Amara Raja, our practices on people development have helped to encourage entrepreneurship. In the early days, our Founder Chairman used to give young junior engineers significant levels of responsibility. This was clearly willingness to take a risk with inexperienced people. Many of our senior managers are those young junior engineers the beneficiaries of that experimenting and exposure. It was an act of courage, a matter of conviction.

It gave the youngsters opportunity, learning and confidence. We need to sustain this quality, so that we constantly develop more leaders for the future, as we grow our businesses. It is crucial that at Amara Raja we bring out the hidden leader in all our employees.

## Encourages 'what is right, even if not perfect'.

Many of the organizational decisions are dependent on business needs, strategic moves, seeing albeit at a distance "what is right, even if not perfect." This calls for courage of conviction in the decision maker, for some sensible risk taking. Amara Raja has demonstrated this again

and again! We introduced the concept of "pro rated warranty" in Automotive Batteries, the first in the country. We have adapted, restructured the organization, created SBU and Group structures to bring focus and drive synergy.

We have created opportunities in fields ranging from infrastructure to industrial services, from Power Solutions to Electronics, from precision components to food business; we have tapped a wide range of possibilities! All these businesses create more avenues for the diversity, growth and development of the organization and constantly enhance opportunities for local employment, especially of a non-migratory nature.





## Entrepreneurship helps people to adapt, to evolve, to transform!

The process of entrepreneurship within an organization is called intrapreneurship. In our experience many of our employees at Amara Raja are intrapreneurs. They display the following qualities:

- The attitude: determination to try something new and find a way to build new competencies.
- Focus: ensuring the economic benefits of the idea and being cost-efficient while developing processes, and delivering the results.
- Effort: experimenting boldly to change things in areas where outdated techniques and experiences count for little.
- Courage: being willing to invest that extra effort to overcome challenges rather than succumb to them, the determination to overcome hurdles.
- Persistence: Constantly working towards enhancing the quality to create customer delight.

# THE SPIRIT OF ENTREPRENEURSHIP

## Leadership

Entrepreneurship is the ability of an individual to lead other people through his or her actions and motivate them to achieve together at a higher level.

While the motives of business entrepreneurship are primarily financial, his business goals cannot be achieved without characteristics such as the ability to envision the future, undertaking personal risks, and possessing organizational management skills. But his capabilities and skills are not limited to investing money and reaping the returns; it is as much about finding ways to deliver extraordinary results by inspiring a community of people.

An entrepreneur has to be a true visionary in order to recognize opportunities when they present themselves and possess the motivation to exploit them. The employees – his team of people- look for both security and growth possibility. They had bold aspirations in their life! With it comes, for the entrepreneur, the challenge of creating conviction within the organization about the future, about the vision and the purpose of the organization.

He must also inspire people through his beliefs to evolve a coherent work culture. He needs to promote collaboration and direction through the journey of the organization. A successful entrepreneur is expected to possess such qualities of leadership.

## Courage

A true entrepreneur is one who takes the risk of converting an idea into a reality despite the fact that there might be no guarantees of success. Many enterprising people are discouraged from following their dreams by people who do not share their beliefs, but a true entrepreneur stands up to his critics, endures ridicule and stands true to his or her faith- in what they truly believe in! This calls for courage.

Entrepreneurship is the process of driving a business while bearing all potential associated risks, and accepting the fact that one might fail occasionally. He is often a lone ranger. What he sees others do not; what he is willing to go through others are not willing. Patience, Perseverance, the ability to take risks by venturing into unknown territories ... such qualities are all integral qualities of such entrepreneur.

Entrepreneurship is a long-haul journey; there are no shortcuts. If one has a feeble mind, this is not possible. One needs conviction that it can be done, and "I can make it happen."

## Sensing and seizing opportunities

Entrepreneurship is not merely a process of identifying a gap and exploiting it. About the quality of "enterprising" CK Prahlad, renowned management guru, says: "If your aspirations are not greater than your resources, you are not an entrepreneur." He noted that an entrepreneur's aspirations and dreams were his most important tools. It is not possible to initiate activities without possessing these qualities: the ability to sense a gap, take initiative, always find a way, and convince others and to move forward.

To be enterprising, therefore, is to possess the ability to see things differently from others, the uncanny ability to identify a latent need and visualize it, to intuitively know what works in a particular situation, and to convert that opportunity into a business, and to stay steadfast with a constant focus on one's purpose.



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**A true entrepreneur is one who takes the risk of converting an Idea into a reality despite the fact that there might be no guarantees of success**

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**"If your aspirations are not greater than your resources, you are not an entrepreneur".**

**- Dr. C K Prahlad**

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## Creating wealth and enabling growth

At one level, entrepreneurship is the capacity and willingness to undertake the conception, organization, management and execution of a productive venture while being mindful of all its potential risks, with the ultimate aim of achieving greater profits.

Prior to the creation of profit and amassment of wealth, the entrepreneur needs to focus on the development of the organization, and creating the products and services to offer to the market: He has to create value.

The entrepreneur creates value for all stakeholders: to the customers' value through products and services; to the employees through income and security; to the government through taxes and levies; to the shareholders through returns on investments; to the society around through his social responsibilities. Money making, earning profits and increasing collective organizational wealth is a precondition for all such value creation as mentioned above. Wealth creation supports value creation. And then it becomes a cycle of growth.



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**encourage risk taking  
by removing the fear of  
failure; but let people be  
clearly accountable.**

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### GALLA FOODS

Situated at Chittoor in Andhra Pradesh, the mango belt in India, Galla Foods, is into the business of processing Tropical Fruit Purees, Concentrates and Fresh Fruits. Galla Foods was started keeping in mind the local farming community. The farming community is an integral part and the backbone of the organization. In it's effort to be a forerunner in the chosen areas of business in terms of best practices in quality and technology, Galla Foods was started to benefit farmers, the industry and the nation.

Galla Foods plant is equipped with state-of-the-art fruit puree processing aseptic filling line of SIG- Manzini, Italy to produce natural fruit pulps & concentrates. The plant has one of the India's single largest fruit processing line -10 TPH ripen fruit processing with Aseptic Packaging.

## How to practice ENTREPRENEURSHIP?

Role of managers in encouraging entrepreneurship:

1. Create a supportive work atmosphere:

### Encouragement:

This calls for identifying the E-capability in people and encouraging them to use it. Often, in a culture where servitude is the norm, employees are hesitant to take bold initiatives. A good leader spots such possible talent and encourages them to take initiatives.

### Empowerment:

In order to encourage our team members to influence the organization with their enterprising qualities, it is essential that we must let them feel empowered. They need authority, resources, encouragement and engagement to feel empowered.

### Allow honest intentions:

We need to work within the organizational framework while challenging conventions and taking risks. We need to do so with the right intentions and not hold our



enterprising tendencies back due to the fear of consequences. Take away the looming fear of consequences:

Enterprising does not mean a free run for all. It is essential to try our best and take risks; however we need to have a backup plan ready, just in case ideas don't work out as expected. We need to simultaneously have both: encourage risk taking by removing the fear of failure; but let people be clearly accountable.

## Trust them with power and position:

This is the great lesson from our chairman: to trust people, have faith in their learning capability, bet on their hunger for results and assign responsibility beyond normal thinking. This is the most dynamic way of encouraging entrepreneurial qualities.

## 2. Facilitate the native curiosity & leadership quality:

Most of our employees come from rural background. And there probably lies our advantage! The Indian farmer is a great example of enterprising spirit. It is from the simple rural farmer that we can learn the most.

- He is almost completely dependent on nature yet he takes risks without great technology and scientific support systems.

- He constantly engages with all elements of nature and withstands their vagaries and yet is optimistic for his results.
- He consistently takes chances in the face of constant uncertainty. From harvest to harvest, he LEADS an enterprising life.

However, when such people become part of an organization, we seem to lose this quality, and this is true even of people who work at managerial levels.

We need to ensure that this skill is preserved, and not lost.

## 3. Have a Checklist: Do you encourage entrepreneurship?

- Supporting entrepreneurship is not an easy act. Yet the managers will have to be facilitative and answer the following questions, with hard data and evidence: Can every worker/employee be an entrepreneur? What are his unique value adding capabilities? What has been done to identify this?
- Are the employees being encouraged to be entrepreneurs and develop entrepreneurial qualities? Do we have an evaluation system that helps this?
- Are we curbing his enthusiasm? Are we listening to him actively? Are we seen as keen and encouraging? Has that worked for you?
- Are we giving signals that he is

“impractical” when he comes with ideas? How often in the last 6 months he had a hearty chat with his ideas and suggestions?

- Do we encourage entrepreneurship in ways that do not conflict with the organizational goals through special initiatives? What have you done?
- Are we strongly seen as “Entrepreneurship positive”? Can people be supported in ways to become entrepreneurs in support of Amara Raja businesses?

## 4. Encourage people to question: listen caringly to what they say:

A passive, submissive mind never questions. Such mind will never lead, challenge or create new possibilities. But an enterprising mind? It is full of questions!



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**The defining quality of an entrepreneur is the ability to face & accept failures, and to learn from them**

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“Why”, “Why not?”, “Why not me?” and “Why not now?” ...such are the questions asked by an enterprising mind. To become such a person, It is essential for one to be courageously questioning. Managers can encourage their team members to question the “conventional practices” and challenge current ideas.

Managers should mentor and encourage others by lending an ear to new ideas; they should avoid any preconceived beliefs or judgements that kill the enterprising spirit of the employee. They should provide them with useful, supportive feedback.

## 5. Create events and practices to encourage entrepreneurship

- Cultural change is a must and therefore, people need to be motivated to experiment and innovate at all times. This can be achieved through incentives in the form of recognition and rewards.
- Events that highlight the value of entrepreneurship can be conducted. For example, an Entrepreneurship month in which employees are encouraged to make interesting products to sell can be held every year.

- Encourage decision making at lower levels. This can be done by force-fixing decisions and reviewing the impact of responsibility on lower level employees- either randomly or by rotation.
- Even though employees may not always make the right decisions, this is the defining quality of an entrepreneur the ability to face & accept failures and to learn from them.



### INTRAPRENEURSHIP

Intrapreneurship is encouraged in Amara Raja at various levels. When the Carriage and Forward agents were not able to manage warehouses efficiently, the company decided to own the warehouse but managed by the warehouse team of the company.

The Group wanted to provide round the clock customer service through toll free numbers. The original idea was to give it to an call-center company. This was proving to be an issue as the company’s scale was low and large call centres were not adequately focusing on the same. Then the management decided to run its own call center, serving the customers of Amara Raja. This experiement proved to be a success resulting in increased customer satisfaction levels.



**The Indian farmer is a great example of enterprising spirit. It is from the simple rural farmer that we can learn the most.**



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**Be curious, Be keen to  
widen your horizon:**

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## GUIDELINES

- **Recognize your importance:**  
You are a crucial link in the value chain called the “organization”. You can make a difference to the whole chain by your influence.
- **Seek, Search, Read, Know:**  
Be curious, Be keen to widen your horizon: Have you seen what is happening in other industries, organization? Are you aware of the global trends and practices in your area of work?
- **Clarify, Question and Communicate with confidence:**  
All opportunities in life begin with a search and search begins with a questioning mind. Have conviction and communicate your ideas seek answers to your confusions- You may open a new window to the world!
- **Bring up new ideas which can be practical too:**  
Make your ideas different, interesting yet useful for our organization In some ways at least!
- **Learn to create a project based approach:**  
It is very effective when any your idea can be presented as a project. Learning to set Goals, time lines, cost estimates and business justification will go a long way in gaining support to your ideas.



Summary

## ENTREPRENEURSHIP

Entrepreneurship to us is leading with courage and conviction to convert gaps into opportunities, create wealth and contribute to growth.

Orange stands for Entrepreneurship which, like the energy of fire, fuels our creativity.

- ENTREPRENEURSHIP adds value to the business, contributes to growth
- Develops leaders for organizational continuity and succession
- Encourages 'What is right, even if not perfect'
- Entrepreneurship helps people to adapt, to evolve, to transform!
- THE SPIRIT OF ENTREPRENEURSHIP
  - Leadership
  - Courage
  - Creating wealth and enabling growth
- Create a supportive work atmosphere
  - Encouragement
  - Empowerment
  - Allow honest intentions
  - Trust them with power and position
- Facilitate the native curiosity & leadership Quality
- Encourage entrepreneurship
- Encourage people to question: listen caringly to what they say
- Create events and practices to encourage entrepreneurship





With a creative mind, we ignite  
the spirit of entrepreneurship  
that grows and spreads like  
the fire...



# EXPERIENCES

to us are what we create for our stakeholders which make them feel part of something special, leading to endearing relationships.

## Human beings crave for good experiences

We are living through a technology driven era. Human connectivity is so much impacted by electronically driven communication systems: The World Wide Web, the Internet, the mobile world, and computers...all these have become essential parts of all our lives. Most of the time there is no need for physical connectedness between the people who are in a transaction. Human touch and real time experience get reduced significantly in the modern way of living.

But there is the other reality too! The fastest growing economy is the experiential economy—the service economy. The crowds at the Disney and Universal Studios, the footfalls in the mushrooming shopping malls that provide enjoyable “ambiences” and the jam-packed “live music concerts” across the world stand as evidence of this. Why have they grown so popular? Why do people love them?

At a deeper level people want positive experiences: good, touching, enjoyable experiences. For them these live experiences are more valuable than what any product or impersonal mechanized service can provide. When a person buys a product, many aspects of the product could be just like any other product with similar features. But if his experiences related to that particular product are positive and different, then the product stays in his mind.

That's the REAL challenge! The branding, the communication, the promise, the reaching out- Can all the experiences related to that product be different? We have some global brands that create this experience. Our aim at Amara Raja is to create positive experiences for all our stakeholders.

## Amara Raja is sensitive to the human needs and experiences:

Our company treasures the human care, and is committed to creating positive experiences. Even as we started the first factory near Tirupati, we wanted to create both business and social impact with a difference. Over the years this attitude has developed into a work culture: To care deeply for all stakeholders. We want every stakeholder to feel good in our interactions. We want to constantly expand the horizon of best experiences we can offer.



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**We want to constantly expand the horizon of best experiences we can offer.**

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## Our values are focused on being a “customer centric” organization

At Amara Raja the customer is one of the most important stakeholder. Across the organization what the customer must experience becomes everyone’s focus. Like the great Indian philosophy of “Athithi Devo Bhava!”—“The guest is equivalent to God”—we treat our customers with the greatest care.

When every employee practices this value, creating a great experience for the customer, it will impact their minds, enhance our image and leave a lasting impression. That experience will ultimately contribute to the betterment of the business; contribute to the growth of our organization. All our other values converge to create this value.

Our efforts in innovation and excellence should lead to creating outstanding experiences for our customers. The customer—our revenue contributing entity—has the highest priority in receiving positive experiences. This leads to relationships strengthening, trust increasing and business growing. Interestingly, while working toward reaching this objective, there is a chain of positive experiences created along the way!

## We have many internal customers who have EXPERIENCES with us!

Our managers: We begin by creating for them the right environment to work and do business in that helps our managers take up challenges: create enriching roles, growth possibilities and new opportunities, which are valuable experiences.

Our employees: We create the right work atmosphere for employees; ensure that the workplace provides an invigorating experience that they look forward to coming into every day.

All other stakeholders: We focus on making all our stakeholders—vendors, government, support service providers—feel valued, positive, motivated. They experience us as a different organization. This further leads to our shareholders, the society we live in, and the local administration experiencing us differently and getting impacted positively.



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**At a deeper level people want positive experiences: good, touching, enjoyable experiences**

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## Experiences of the past build the “culture” of the organization:

Amara Raja as an organization has a distinct history. A majority of our employees, in the initial stages, were locally recruited. Employees who have joined the organization at the early stage are aware of the values, beliefs and the culture, since they have experienced them during the journey of growth.

We have more and more of pan India employees. As compared to the predominantly male employees of the earlier stages, in the electronics business 80% of our employees are women! Today we have many more employees who have come from other work cultures too. They need to experience Amara Raja, experience the culture of the organization. Until then they may even feel left out.

Once they get involved/ immersed in the DNA of the organization, that experience makes them feel welcome, valued and comfortable. They need to be treated as internal customers deserving the best of experiences. Further we would want everyone to create such experiences for all stakeholders which will lead to winning/engaging relationships

# Finally, it is about creating experiences for all stakeholders

Be it product, brand or services of the organization—Can we treat all stakeholders to positive experiences? Be it the offices/factories/locations of work: can we create an invigorating work environment? We want our partners and service providers to feel positive in our dealings with them. Similarly we have financial, legal partners, service providers, many vendors; we want them also to experience positivity and wish to make them experience us as a caring yet system driven, ethical and professional organization.



AR Speak - Employee Experiences survey for improved employee engagement, Success story of ARIPL.

## ARIPL

Being a new organization the Role clarity dimension is very important and was successfully implemented by the team for the FY 09-10. We felt the “team work” dimension will give very good impact for the business and selected accordingly for the FY 10-11. After collecting the initial feedback from the participants the senior management team of ARIPL along with their HR department sat together and prepared action plan to improve the dimension TEAM WORK. The action plan was implemented meticulously with the help of the HR team. The benefits were remarkable. It is evident that there is a remarkable improvement within the ARIPL team members on “Team Work”.

Each individual improved their efficiency and skill in team work in project management .



## PITSTOP

Amaron Pitstop was an innovation that provided a never before experience to the customers. In an industry where the sales process was not customer friendly, Amaron provided an experience to the customer that was user friendly, unique and with tremendous functionality. The customer could get into a clean shop and get their battery changed.



**we would want everyone to create such experiences to all stake holders which will lead to winning / engaging relationship.**

## EXPERIENCES: the most valued assets of life!

### Experiences are “FEELINGS & LEARNING” through life:

Experience is what we go through when we are interacting with others, exploring the world in our transactions, moving across in time and space in the journey of life. Whatever happens to us through the actions and events—the feelings evoked in us, the consequences of the incidents, the learning left with us—all these belong to the package of our “experiences.”

The process of experiencing essentially is taking in through our sensory capabilities, soaking in the feelings evoked and storing the resultant emotions/feelings in our memory. Good music provides a feast to the ears and the soul. A good photograph or painting is a treat to the eye. A gentle breeze is something that causes a cozy, warm, caressing feeling. Similarly a good interaction or dealing with another human becomes a source of joy. All these are cherished.

### Experiences are what we want our customers to gain from us:

All human beings look forward to positive, joyful, valuable experiences in life. Whatever be the situation, the human beings present have an important role to play in creating the experience for others. Given the same environment and other compulsions, our positive attitude, human sensitivity, caring gestures and our generous outlook of “giving” can make a big difference to the other person who is interacting with us.

### Experiences are what stay in our memory over time:

Experiences are also the foundation for all learning. We learn about things, subjects but more importantly we learn about what caused for us “good feelings” or “bad feelings.” They are stored in our memory and we are reminded of them whenever a trigger or a connection happens with our past. It is the knowledge and exposure gained over a stipulated time. Diverse experiences create the feeling of learning, maturing and evolving.





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**How does an employee practise creating good EXPERIENCES on an everyday basis?**

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## How do we create positive EXPERIENCES?

Amara Raja should be able to offer positive experiences to all the stakeholders who relate to us, in all our touch points. The customer—the buyer of our services—is the most obvious one yet we must keep in mind all stakeholders as our customers.

How does an employee practice creating good experiences on an everyday basis? Does he keep the end user, the customer—the experienter—in mind through the entire process? Let's look at a possible scenario.

### A typical scenario of customer experience:

Let us assume that a candidate comes for an interview: He reports to security, they check him...ask some basic questions “why did you come? Official or personal” who has called you?” and so on. The security has no idea that a candidate is called for interview. Then with a flurry of his hand, the security will “instruct him” to go to the reception.

Then he will search for reception and discover where it is. The receptionist is not aware that a candidate is expected to come for an interview. More questions

will follow. He will be made to wait at the entrance... till an HR guy appears. Then an HR assistant will come and there are few more questions asked. He is asked to wait. For the candidate this hanging around for a long time and repeated questions leads to exhausting, tiring and de-motivating experience

Or can there be a better way of doing ?...On the other hand if HR briefs the security in advance, and the security guides the candidate promptly to receptionist, if she smiles, addresses him by name and guides him to HR... Makes him comfortable and hospitable and the HR person meets him on time. He goes through pleasant and positive experiences! The candidate feels ‘valued’ and the experience of Amara Raja is etched in memory. He is already an ambassador for our organization.

### Role of managers to reinforce the value of “experiences”:

Set HIGH standards: Ensure that you stand for excellence as a “minimal standard” —be it in your product, service, communication, hospitality, environment or processes. They are the basic enablers of good experiences. Let your team members know that “to provide good experiences, a lot of ground work is first essential.

Teach by creating experiences: Provide

opportunities to employees to experience the highest quality/services and enhance their own standards of experiences. For example, some world class Hotels make the employees stay in a guest room to experience their service standards. Such exposure to the employees to higher standards and experiences helps them enhance the quality of their offering.

Energize work atmosphere: Provide/create excellent workplaces and atmosphere in terms of: Layout, hygiene, support facilities, logistics management. All these enable creating an experience of a high energy work atmosphere; therefore motivating the people to give their best.

Ensure punctuality: Always respect the other person's time, stick to schedules and be on time; Let people know in advance if there are changes. Ensure that such communication is delivered in time.

Walk around to feel the place: Walk across to colleagues and find out if your delivery was okay; don't just sit back and think that it was OK. Go that extra mile.



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**Provide opportunities to employees to experience “the highest Quality/ Services” and enhance their own “standards of experiences”**

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Respect all commitments: We create positive experiences by respecting our commitment; first to delight the customers and then to all stakeholders. This leads to a mutually beneficial relationship and a win-win situation for all, with all.

Provide timely and relevant feedback: In order to improve experiences solicit feedback from the stakeholders and take corrective actions to clarify the right way. It must be a conscious effort: 1. Define with clarity the experience we want to create, 2. Educate how to do it, 3. Encourage positive experiences and then multiply such positive experiences.

Be sensitive, be alive to people: Every moment counts: All the interactions—personal or professional—are opportunities to create a positive experience. For example, when the worker/team member/leader goes to work by bus, does he make the bus driver feel good? Does he make the driver feel important to the organization? Does he bring in joy and cheer? Similarly, can he be alive with co-workers, team members, with vendors/government or public servants? The intent should be to deeply engage and create experiences.



## GUIDELINES

Here is a 5-step approach for creating amazing experiences for all stakeholders

- “Relate well”  
We need to relate deeply with every stakeholder in all our dealings as if it is “the transaction”- the game changer- for him.
  - We need to EMPATHIZE so as to completely understand his needs and perspectives. Put yourself in his shoes. That will give us an idea of his assumptions and expectations.
  - We need to EARNESTLY listen to him. Great People are good listeners.
  - Show enthusiasm in his needs, issues and problems. Do you really care? Make him feel “Yes, this one does!”
- Go the extra mile to make a difference. He has already done that to us: He is talking to us instead of some other supplier!
- Recognize that every stake holder has choice
  - Every customer has a choice of many suppliers, of many products and services, and the choice of dealing with us or someone else. By exercising the choice of dealing with us a customer is honoring us. Secondly, recognize that perception matters. It is not good enough if we have intentions of providing good experiences. We need to demonstrate our intentions in a clear perceivable way for the customer.
  - We need to make the “possibility” of him looking at us as



special or looking forward to dealing with us. This should happen in all possible ways: through our research, our reaching out, regular communication, impressive branding, and warmth in our encounters. Hence “strengthen positive impressions about us”.

- Realize that every one of us can make a difference.
  - We have the choice of being positive, passive or putting him off- in everything we do or say.
  - It is not mere agreeing or disagreeing that matters as much as “how we say” what we say.
  - If the statement comes from deep caring even a disagreement or negative statement can look facilitative.

## ANNUAL CELEBRATIONS

The Annual Celebrations event has consistently seen a participation of 10,000 people and is on the increase year after year. This is a unique opportunity where the organization and the leadership communicates and interacts with its people. The employees along with the families also get an opportunity to get together and share the joy of being in the big Amara Raja Family. Various sports and cultural activities are conducted within the company and prizes are distributed. Chairman, MD and their family members have lunch along with all employees and their families during this annual celebrations

- **Reinforce**  
Here comes the stage of engaging relationship.
  - We need to listen with all our heart and look for even the hidden or hinted messages.
  - We need to stretch if needed, to see if we can fulfil his expectations. Even when we lose transactions let’s see if we can gain “appreciation”.
  - In spite of our best intentions, sometimes we have to say no to a customer or stakeholder. Even a “no” from us should be so warm that there is good feeling about us in future.
- When we say yes, we need to ensure that we deliver 100% of what was promised or was expected.
- **Retain: remember, reach out, and remind**  
Once a transaction is over, it is not the end of the show, it is just the beginning.
  - We need to follow up seeking post transaction feedback.
  - We must ensure that we had served him most satisfactorily.
  - We should thereafter, gently proactively be in touch. He must be able to keep us in his radar at all times.

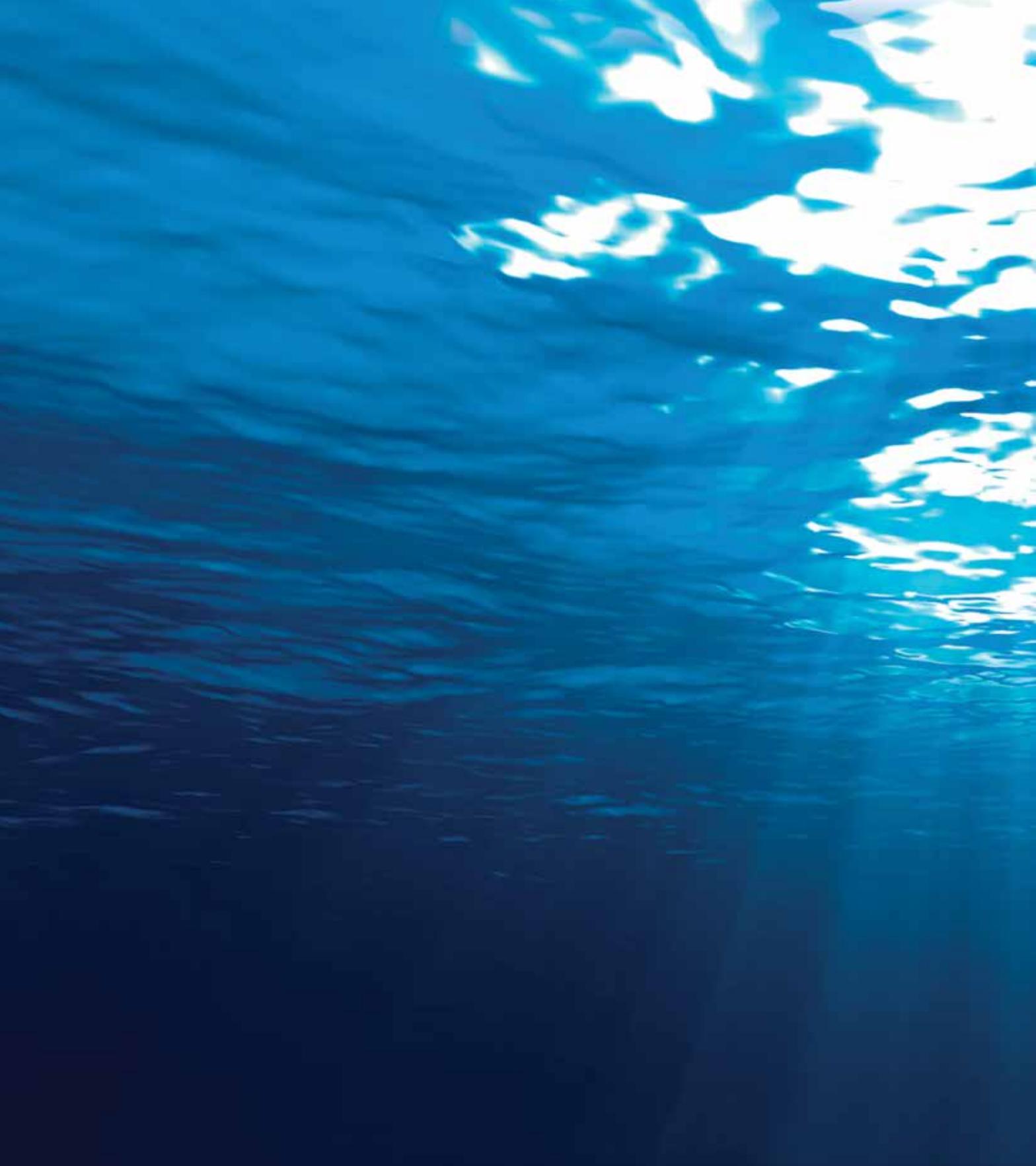


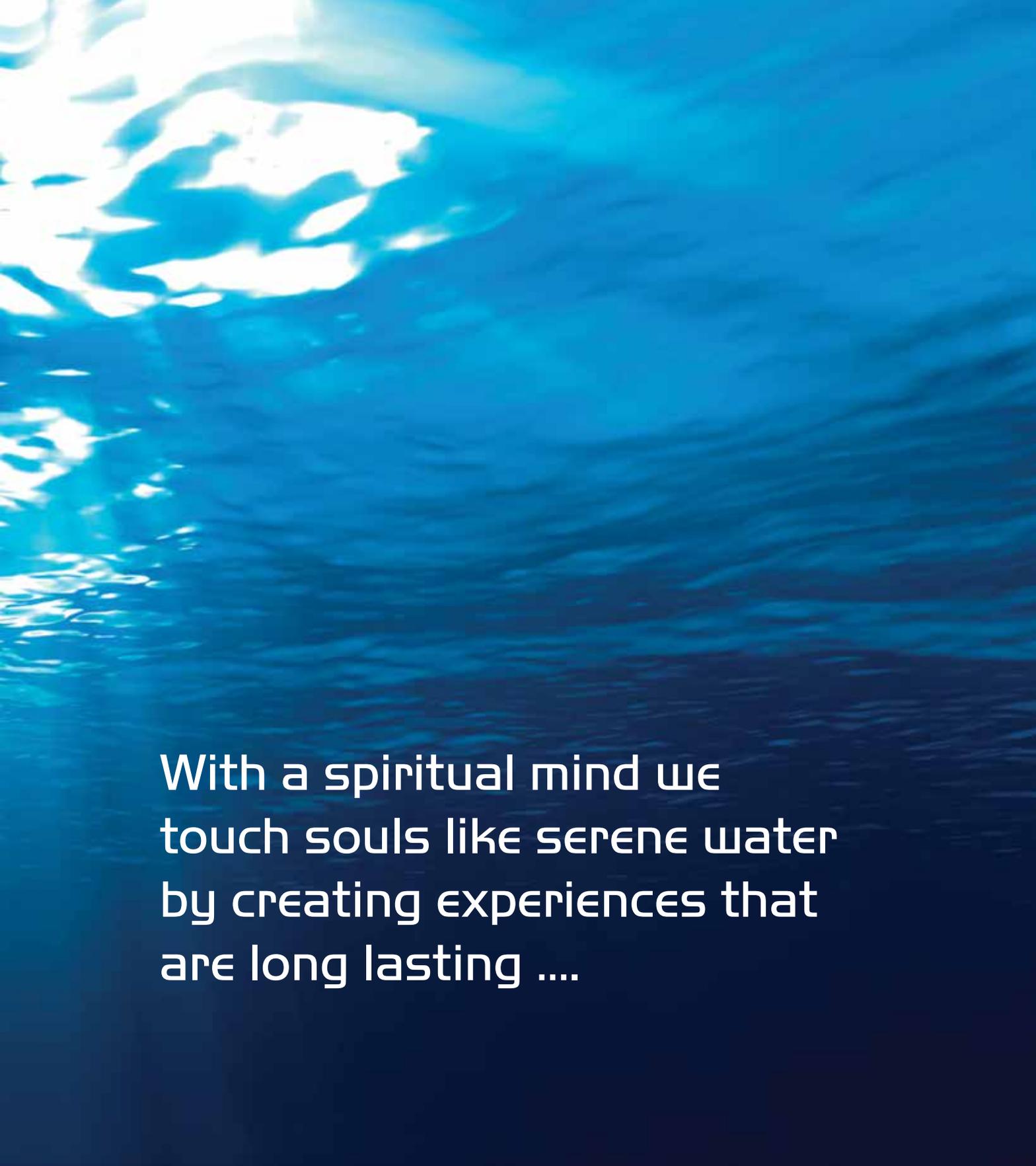
## Summary EXPERIENCES

Experiences to us are what we create for our stakeholders which make them feel part of something special, leading to endearing relationships.

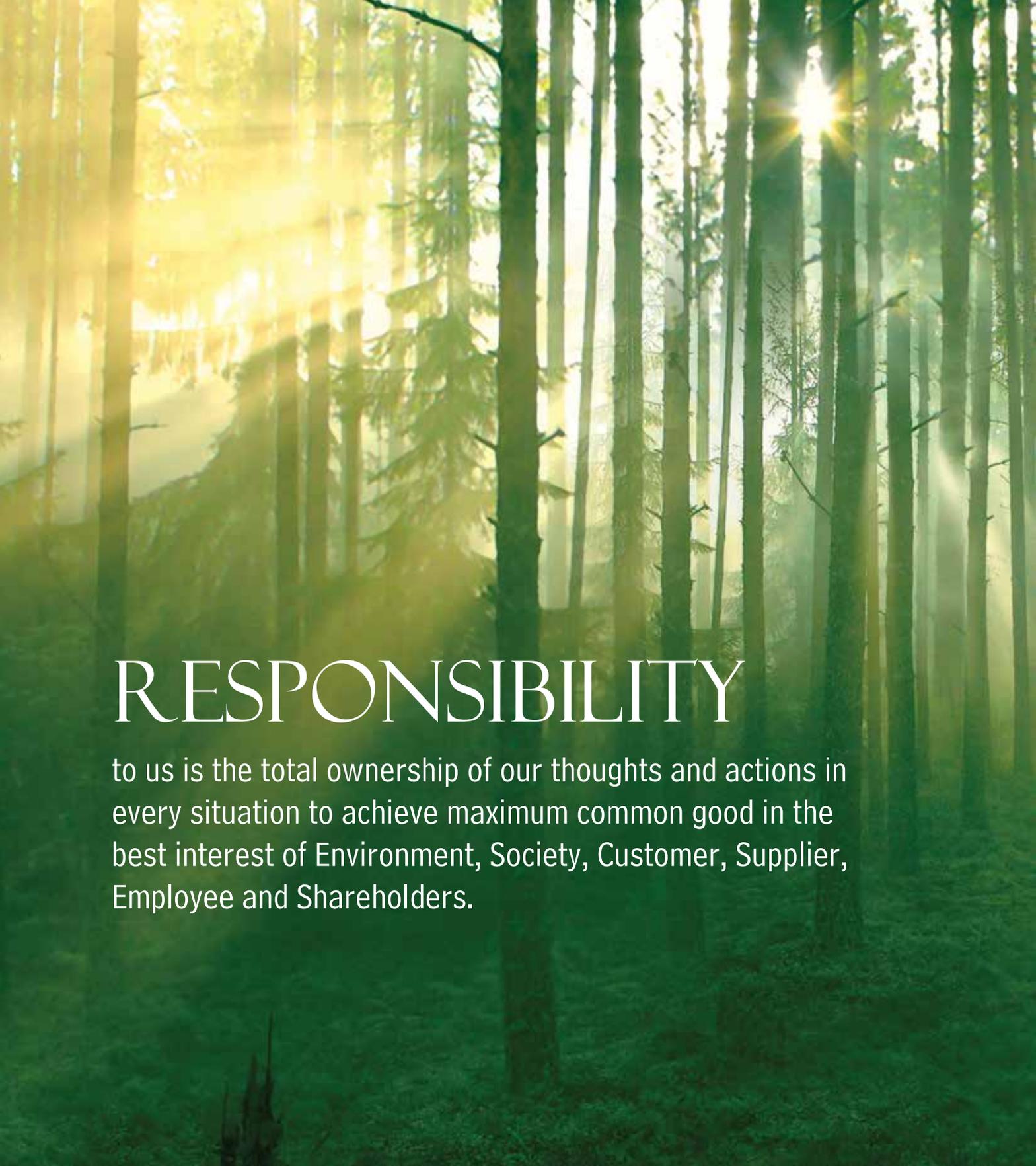
Blue signifies indelible Experiences we create which, like the serene and deep Water, engulf all our stakeholders.

- Human beings crave for good experiences
- Amara Raja is sensitive to the human needs and experiences
- Our values are focused on being a “customer centric” organization
- We have many internal customers who have EXPERIENCES with us
- Experiences of the past build the “culture” of the organization
- Finally, it is about creating experiences for all stakeholders
- EXPERIENCES: the most valued assets of life
  - Experiences are “FEELINGS & LEARNINGS” through life
  - Experiences are what we want our customers to gain from us
  - Experiences are what stay in our memory over time





With a spiritual mind we  
touch souls like serene water  
by creating experiences that  
are long lasting ....



# RESPONSIBILITY

to us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of Environment, Society, Customer, Supplier, Employee and Shareholders.



## We are not just a business entity ; we are first a social entity

Our Founder Chairman started this organization with the first factory being set up in Karakambadi, a remote, unheard-of location, near Tirupati. He firmly believed in bringing the best technology and systems for the factory but he was as deeply committed to transformation and development of society. A metropolis or a well-established industrial belt could have been the logical choice of any normal entrepreneur but he was a radical thinker.

As a business organization we are first responsible to be an economic entity, answerable to shareholders, creating value for our customers. But the environment that we operate in provides us with the space, people, context and opportunities. As an organization, we have a responsibility towards this social context. This belief helps us, along with our business goals, to focus on achieving a high social impact. It is evident in the way we have set up all our businesses. Even as we set up our industries, we focus on contributing to our immediate environment in sectors such as education, infrastructure (irrigation), facilities (solar lighting) and women emancipation through employment (electronics business).

As a company, we feel we have a responsibility to impact the society in a positive manner. In the same manner, we also firmly believe that an individual, especially every employee of Amara Raja should impact the society, community, organization, team and his role through his activities.

## Responsibility is about true commitment to everything we do:

**“Being responsible” is to have a sense of personal ownership:**

Responsibility is to focus on what needs to be done and also seeking perfection, delivering the best, being value driven, doing things in the most efficient manner, creating real value for customer, and in the economic sense, finding the most cost-conscious way of doing things. To have a sense of responsibility is to consider the need, sensitivities and the impact of what you choose to do.

Today, the work in most organizations is market-driven, with a great deal of impatience. Far too much emphasis is being laid on using employees and pushing them to meet deadlines. There is a strong focus on delivering through the employees but very little attention to developing the mind of the employee towards finer qualities of sensitivity and care for the socio-ecosystem around.

Managers may be willing to coach their employees to do “their job” but going beyond that—and being deeply committed and being responsible for the

environment, society, the customer and all stakeholders—may be a farfetched idea for them. This certainly needs to be changed. Responsibility counts on the job, but it counts for all things around the job and around the organization, and in everything we do!

## Responsibility influences achievement

To an individual, responsibility in his role means taking care of one’s duties, actions, obligations and being accountable and trustworthy; In short, the ability to choose one’s actions as befits the situation.

Responsibility means being deeply interested in achieving a goal or an objective. Together, in this personal achievement lies the pathway for organizational growth. Responsibility is, in a way, contributing to the success of the organization, caring for the organization’s growth and well-being and supporting all that it stands for.



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**To have a sense of responsibility is to consider the need, sensitivities and the impact of what you choose to do.**

## Responsibility makes one focused, objective and decisive:

While taking decisions, often we rely on some data, material evidence, very objective basis or premises to make that decision. But the reality is, many times we are left with intuitive feelings, assumptions and hazy pictures and yet we need to take the decision. All factors that could contribute to total clarity are not available! So what do we do? We look around for more ideas, others opinion for validation or seek advice and often this helps us to make the decision. But In this process a few challenges emerge! We receive generalised ideas, freewheeling opinions, random suggestions connected and unconnected to the issue from many people. Many of these are unsought “free advises” dished out to us by “well wishers”, without being aware of the context of our situation or having the perspectives of our role. It leaves us tentative & distracted. We need to be objective and not be carried away by the influence of these distractions. We need to make our own individual assessment of situations and act decisively.



Community development through direct delivery model. Through our trusts Amara Raja Group has delivered impactful projects in areas of Agriculture, Education, Rural Infrastructure, Irrigation, Ecology, Environment, Rural Employment Generation etc. All companies in the group is mandated to donate 0.2% of sales or 2% of profit whichever is higher. As an extension of demonstrating responsibility, the company has conducted medical check up for farmers,

construction workers. In recruitment, a conscious decision has been made to recruit people at all levels from tier II and tier III colleges from across the country.

Not just corporate but individual CSR : individual employees and teams on their own take up CSR activities like investing time in orphanages, old age homes, distributing clothes, teaching in Government schools, sponsoring children etc. Many individual employees contribute in terms of time, money and effort to serve the society





## Responsibility is the willingness to act and create an impact

### Responsibility is about caring for everyone, for the common good:

This is Amara Raja's core belief, this amplifies our core purpose.

In all that we do we act as trustees of common good: Whether it be about the improvement of the environment, caring for local issues, giving back to society, supporting the country, serving the community or delighting the customer, we work towards the common good. It is about maintaining an innate sense of "trusteeship" for the society, community and the organization. This can be summarized by the attitude of "I am the custodian, but not necessarily the owner." Trusteeship calls for a mind-set in us, by having "a sense of ownership" even if one is not the owner.

Empathy has a huge role to play in trusteeship. We feel for the people concerned and hence we act responsible. Empathy is the core of sensitive minds. Such a mind looks at basic human rights without an opportunistic agenda for itself.

For business organizations, pure profit considerations and business advantage that offer cost and competitive edge would often help make decisions.

Amara Raja has always tempered its decisions with social responsibility and basic human needs in all its actions. This results in genuine care and we ensure that things get done. Along with the goals to be achieved, there is a deep concern about the means of achieving the goals. This way along with our responsibility for the well being of the company, we naturally take responsibility for our Environment, Society, Customers, Suppliers, Employees and Shareholders.

### Responsibility calls for total ownership in thought and action

In all activities, one needs to think about the impact on all people, systems, cost, environment, the work atmosphere. One should think ahead of the consequences of one's actions, in order to ensure that they have no negative implications. In short, we cannot just presume or assume. There is a need to check facts or data, anticipating/foreseeing the possible future, bringing a sense of rationality and appropriateness, and having a constant "reality check." Such care will represent complete responsibility. With such responsibility, one moves one step closer to delivering with perfection.

### Responsibility is required in all situations:

We all have many roles through various phases of our life. They come to us by reasons of birth, background, environment, eligibility, entitlement, tradition, practices, and situations and sometimes by sheer luck! We land up having many roles in life, some chosen, a lot of them not chosen by us. Roles carry the natural ingredients of label, expectations from others, competence, relationships, obligations, duties and responsibilities.

We do not necessarily take on the responsibilities in a role automatically, just because we are in that role. It is a matter of right attitude. Responsibility comes only from a belief that says "I am in this role, hence I need to act. I can influence/impact something positive through my action." With an attitude like this, there is greater energy and momentum, which leads to better impact, results, positive relationships and gains for all concerned. Such a responsible person in his roles respects the following tenets:

- Recognizing that all roles are interdependent
- Respecting people with care and concern
- Being sensitive to the needs of others, besides his direct transactions
- Doing a task the right way, everytime - whatever be the task at hand

- Practicing ethical values , as a basic guideline
- Ensuring Corporate governance guidelines in /of all organizational activities
- Assuming ownership for his own activities without a need for close supervision: Self leadership and management

## It is about ensuring doing the right things and preventing the wrong things

When we have responsibility we enable and ensure that the right actions are taken, right means are applied and right outcomes are ensured. It also means that we are sensitive to things that are not right and do something about preventing or stopping them. It is a combination of qualities such as honesty, Integrity and moral courage. For example, are you a whistle blower in your organisation when things go wrong? Can you ensure that processes are respected, policies are followed, the ethical issues are not compromised, and delivery is as promised? It is necessary to respond to these questions, to the call of one's conscience.

When one has this quality of enabling the right actions and avoiding the wrong actions, his behaviour is strengthened with quality, commitment and discipline.

As much as it is a personal quality, responsibility is not just focusing on personal victory. It is also necessary to demonstrate team spirit and collaborate with one's peers, while taking charge of situations individually when required. Responsibility calls for stretching to help others, sharing the load with others, offering to help others in a proactive way.

It is an innate sense of duty, to accept any task wholeheartedly, without hesitation and not view it as a burden; to experience joy while performing one's duty and to create

joy for others. It is manifested in the way we communicate—to refer to the team as “our team” and the group as “our group”—a sense of collective ownership.



**Responsibility calls for stretching to help others, sharing the load with others, offering to help others in a pro-active way.**



## How do we practice RESPONSIBILITY?

### Responsibility is about doing our best, every time & all the time

In Amara Raja, through all the phases of our growth, we have focused not only on our business context, but also on our socio-cultural environment. These include our factory environment, the society around our establishments, community from where our employees come and the socio-cultural contexts of the space where we operate.

Such an outlook has made it possible for the Amara Raja employee to take on responsibility at multiple levels: at a personal level, in his role, job, team, organization, community, country or even at the global environment level. Such a mind is influenced by a combination of values such as Innovation, entrepreneurship and excellence. Together these values develop a wider and deeper sense of responsibility.

#### Managers' role in encouraging responsibility

- Spot this quality in people. Highlight and point it out when it is displayed by employees. Make it well known and appreciate in public. It is necessary to identify individuals who embody this quality and energize them.

- Give team members greater responsibility within and outside the organization. There should be efforts to structure the business and organizational activities, to support and contribute to the larger community,

- Give support: Give employees time, space and ideas to carry out their tasks besides their organizational role and responsibility. They feel valued, they feel proud.

- Constantly communicate, share feedback and counsel team members. When they fail do not rush with quick judgments that make them devalued. Convert these into learning situations.

- Be patient and persist: Remember, results do not appear overnight and it is essential to maintain patience, and believe that one's investments will pay off eventually.

- Create empowerment and shared leadership: through delegation, distribution and re-deployment. Give opportunities to work at levels higher than designated positions.

## Role of Individuals in enhancing their responsibility

Every employee should reflect on the following

- Have I assimilated the core purpose of the organization?
- Am I clear on what is expected of me?
- Am I committed to every task I take up, and do I measure up to that commitment
- Do I, always, safe guard the interests of the organization? Do I act in non work situations also in the interest of the company?
- When I see somebody spoiling the working environment, or the work process, or the image of the organization do I draw attention? Am I the whistle blower?
- Do I recognize that I am responsible beyond my "job"—to the team, organization, society and the environment?
- In all that I am doing , Am I acting pro-actively in the best interest of Environment, Society, Customer, Supplier, Employee and Shareholders?"

## SAS



I am a workman working in this company for the past 10 years. The company treats all of us with great respect and never showed any discrimination as we were only workmen. My family is extremely happy as the company has provided Super Annuation Scheme for us. Many of my friends working in other companies do not have this Super Annuation Benefit and say Amara Raja job is like a government job in private sector.

## MIHP



Respect to individuals goes beyond titles and positions in Amara Raja. This has been clearly demonstrated in the Medical Insurance and Hospital Policy (MIHP) that has been introduced in the company. The sum insured is based on Age and not Grade of Level that an individual holds in the organization. For example, a 40-year-old workman will get the same sum insured as a 40-year-old Senior Manager.



## GUIDELINES

- Seek clarifications and understand expectations: Make sure that every task is well understood, defined and practiced; that it is carried out with focus, attention and care.
- Do not do anything with an indifferent attitude: if you are not interested state it upfront. If you need help ask for it, but do it in the best possible way, never with a “somehow, anyhow” attitude.
- Learn and improve with constant feedback. All those who are dependent or affected by your performance are your customers. Get to know if they are satisfied with what you delivered.
- Create an auto-response system for such feedback. Be curious to know how your offering or performance contributed to the recipient’s need.
- Be accountable personally, and set standards: Become an example to other people. To be accountable will mean “to cause the impact” or “to ensure effectiveness of” doing something.
- Develop foresight and have far sight. Look beyond your immediate stakeholders, and look at the wider, far-reaching canvas that is influenced by your actions, your team’s action.
- Stop procrastinating, or simply complaining: Start acting/doing to influence situations and people positively. Do not wait or just “wish” for an answer or solution: Work for it, walk towards it; seek help or escalate in time, if you are not able to solve a problem all by yourself.
- Go beyond your normal comfort zone, and feel for the situation: Offer help when you see a need in someone.

Be concerned about what's happening around. Care for team and organizational effectiveness beyond your personal effectiveness.

- Concern is an intellectual idea or just a feeling but caring is to act: Do something about anything that you feel important enough! Just do not stop at the feeling level, demonstrate your caring by acting on your feelings.
- Plan well and execute even better. Create your plans, work through goals and targets. Plan for normalcy but provide for contingency. Self-review your work and provide yourself and your superiors with objective feedback.
- Demonstrate social and ethical values. Raise your hand and take responsibility for your own activities, but do not be afraid to raise a "red flag" when you spot something wrong; or identify a matter of concern.
- DO SERVE before you DESERVE! Do not put your expectations as a precondition for your performance. Constant negotiation is the virtue of the deficit minded, and unconditional offering is the real power of the surplus minded. Sacrifice a little today to build a better tomorrow.



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**Do not wait or just "wish" for an answer or solution: Work for it, walk towards it;**

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**Plan for normalcy but provide for contingency.**

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## Summary RESPONSIBILITY

Responsibility to us is the total ownership of our thoughts and actions in every situation to achieve maximum common good in the best interest of Environment, Society, Customer, Supplier, Employee and Shareholders.

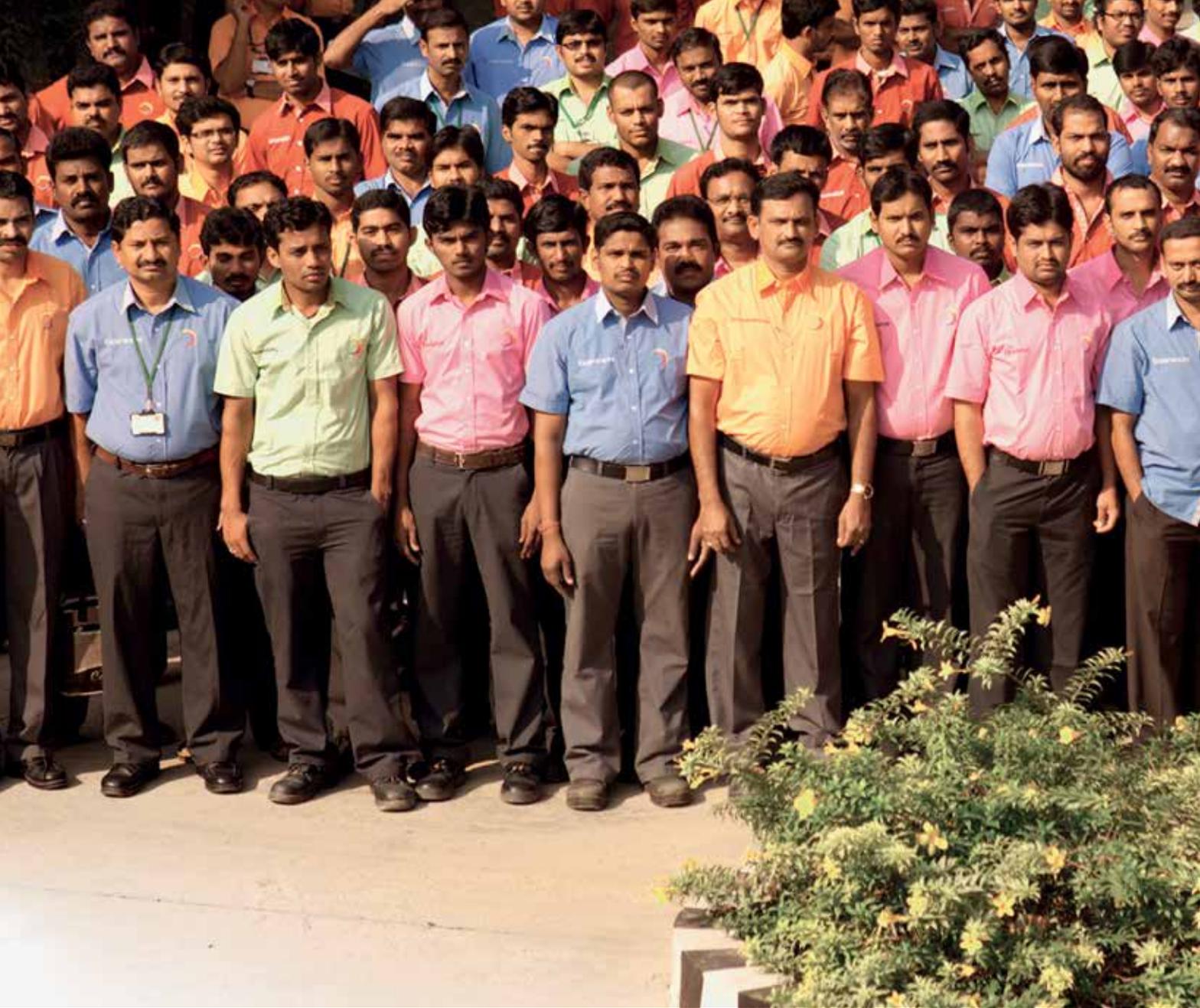
Green indicates our sense of Responsibility which, like the nurturing Earth, guides us in all we do.

- We are not just a business entity ; we are first a social entity
- Responsibility is about true commitment to everything we do
  - “Being responsible” is to have a sense of personal ownership
  - Responsibility influences achievement
  - Responsibility makes one focused, objective and decisive
- Responsibility is the willingness to act and create an impact
  - Responsibility is about caring for everyone, for the common good
  - Responsibility calls for total ownership in thought and action
  - Responsibility is required in all situations
  - It is about ensuring doing the right things and preventing the wrong things
  - Responsibility is in the interest of the team and the organization
  - Responsibility is about doing our best, every time & all the time



A misty forest with tall trees and sunlight filtering through the canopy. The scene is serene and natural, with a soft green and yellow color palette. The text is overlaid on the lower portion of the image.

With a respectful and ethical  
mind, like the nurturing earth we  
fulfill our responsibility to achieve  
inclusive growth...



Harmony of minds created  
**Gotta be a**



by a symphony of colors...

**better way**



**THE  
AMARA RAJA  
WAY...<sup>®</sup>**