



# Innovating with a PURPOSE



Refrigerator and washing machine lines at the Godrej Appliances plant in Shirwal

**Jamshyd Godrej**, Chairman & Managing Director, Godrej & Boyce Manufacturing Company Limited, explains how his company is redefining innovation to provide great experience at low cost while touching and changing lives.

By Niranjan Mudholkar

Imagine a small box like device which weighs less than 9 kg, consumes only 55W electricity, has no compressor, can be operated with a car battery or an inverter but works almost like a normal refrigerator. Well, you don't really have to imagine it because it already exists! It is called 'ChotuKool', the low cost (not cheap!) refrigerator invented by Godrej Appliances. And by the way, you can have the design on ChotuKool's exteriors customised

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## The Man

Jamshyd N. Godrej is the Chairman of the Board of Godrej & Boyce Manufacturing Company Limited. He graduated in Mechanical Engineering from Illinois Institute of Technology, USA. Godrej is the former Chairman of Ananta Aspen Centre (previously known as Aspen Institute India), Chairman & Trustee of Ananta Centre. He is the President of World Wide Fund for Nature – India and the Chairperson of the Board of Directors of Shakti Sustainable Energy Foundation, India Resources Trust and Council on Energy, Environment and Water. Besides being a Director of World Resources Institute, USA and Director of Global Footprint Network, USA, he is also a Trustee of the Asia Society, USA. He is a member of Toyota Motor's Global Advisory Board and Asia Pacific Regional Advisory Committee. He is also the Past President of Confederation of Indian Industry and also the Past President of the Indian Machine Tool Manufacturers' Association.

Godrej is an ardent yachting enthusiast and has done extensive cruising along the west coast of India, the Baltic & North Sea, the Atlantic Ocean and in the Mediterranean Sea. The President of India conferred on him the "Padma Bhushan" on April 3, 2003.

directly from the factory as per your choice!

Rurbanisation or transformation of India's rural landscape is creating a new breed of customer who is economically still evolving and yet is aspirational. Godrej & Boyce Manufacturing Company Limited realised this long time back and ChotuKool is an excellent example of what the Company is doing to meet the aspirational requirements for the 'rurban' customers. "We are not producing cheap products, instead producing low cost products that use the best in class technology, produced in highly efficient sophisticated plants and serve the markets using non-traditional channels with a purpose of providing great experience as a fraction of cost and in a manner that touches and changes lives along the way. ChotuKool is our first product under this initiative. There will be more coming," says Jamshyd Godrej, Chairman & Managing Director, Godrej & Boyce Manufacturing Company Ltd.

Jamshyd Godrej's 'there will be more coming' is reflective of the journey of disruptive innovation that Godrej & Boyce has undertaken. And it is happening across all the different businesses where it has presence in like material handling, aerospace & defence, appliances, tooling and precision engi-





Process equipment plant

### The Company

Godrej & Boyce is the holding company of the Godrej group. Its journey began in 1897 with the manufacture of high quality locks and continues with its outstanding engineering capabilities. These enable Godrej & Boyce to supply high-end products across diverse categories to discerning customers worldwide. Godrej and Boyce operates 39 plants pan India. It manufactures and markets refrigerators, washing machines, ACs, office & home furniture, security equipment for banks, commercial establishments & homes, locks and latches, forklift trucks & warehousing equipment, process equipment for chemical, petrochemical, refineries & allied industries as well as precision tools for sheet metal, zinc, aluminium.

neering. For example, Godrej's Interio division is promoting a disruptive furniture manufacturing model called U&US that integrates carpenters with great design ideas and standard components. "We are in several exciting businesses and doing well in all of them with dominant market leadership and share. We have maintained this leadership position because we have been constantly improving and innovating our products and processes. The businesses are at different stages of life cycle, so some may appear to have greater opportunities for innovations. But the DNA of the company is the same and runs across all divisions. Given the respective business context, all of the businesses are focusing on maintaining or becoming leaders in their field," explains the Company's CMD.

Talking specific about the different businesses, Godrej is already India's largest lift truck manufacturer-exporter when it comes to the material handling business. What is the next horizon? Godrej sees a sustained growth opportunity for the next decade and half in the

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Indian industry at the current stage. He believes that initiatives like Make in India, and the responsibility to uplift a large section of population would mean far greater emphasis and focus on manufacturing and distribution and logistics. "We have enjoyed market leadership position for the past over two decades and we will consolidate this and achieve even stronger market position. The developing economy will also provide greater opportunity for launching categories of products not available / used in the country today. So, our focus will be to expand our line of products and serve all or most needs of material handling in industry and logistics area." While consolidating the position in the domestic market, Godrej will also continue to focus and grow the overseas presence with the aim to be amongst the top 20 brands worldwide. "Given the presence of world leaders in those markets that will be a significant feat," he says.

Godrej was one of the few private players to enter the aerospace and defence sector much be-

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Material handling plant

fore most players could even think of it. Does Jamshyd Godrej believe this division has evolved enough to grab a considerable share of the pie which itself is now getting bigger with the Government further opening it up? He explains: "Our foray in Aerospace business was about three decades back and that in Defence sector about a decade and a half. It was more out of a sense of national duty and doing purposeful work.

The volume of business did not justify the investments we made in infrastructure, people and building competencies and knowledge. And all of it was home grown, painstakingly developed in partnership with our customers. We are therefore poised well to grow the business under the new thrust for indigenous development. With the plans articulate by the government there is going to be a big surge and we are energised and ready to meet the demand."

It is noteworthy that Godrej & Boyce's tooling division is perhaps one of the oldest and yet one of the most advanced in this business. Godrej explains how it has evolved. "Our tooling division started out as a captive tool room to support the various products we launched from Locks, to Security Equipment, to Furniture, to Typewriters, to Appliances, to Material Handling Products to Storage solutions. For the past three decades we have gone commercial and focused on Auto sector. With the growth experienced in Auto sector in the past two decades, we have firmly established ourselves as a Tooling Solution provider of choice to all the major players in 2 and 4 wheeler industries. We see great opportunity in building our capabilities and emerging as the preferred choice for tools of all the players as they consolidate their manufacturing in India to serve the world markets. Simultaneously we are also serving overseas markets in Europe, North & South America."

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Both the manufacturing units of Godrej Appliances' in Shirwal and Mohali became the first manufacturing units in the country to get the Platinum Green Co certification for their efforts in green manufacturing. Godrej believes that balancing between addressing diverse consumer demands and the environmental cause is very important. And one of the ways the Company is doing it is by innovating and revitalising the product lines and manufacturing them sensibly in an environmentally sustainable manner. "Adopting green processes meant investing in new capabilities and technologies and calls for investment in terms of money and effort but as a responsible and concerned corporate citizen we chose to pursue that path. The Government and increasingly the customers too are sensitive to it and demanding energy efficient products. So now we are producing energy efficient products adopting green manufacturing practices.

The customers would be happy to know that the energy efficient products they are buying have been produced by best in class, green manufacturing processes," Godrej explains.

Not surprisingly, Jamshyd Godrej takes a holistic view of the term 'Green'. Amongst the many hats that he wears is being the Chairman of the CII Sohrabji Godrej Green Business Centre. The Centre is housed in a LEED Platinum demonstration building which is the first green building in India and the greenest building in the world at the time when it was rated. The Green Business Centre is a Centre of Excellence for green buildings, energy efficiency, energy conservation, non-conventional energy sources, water policy, water conservation, and so on.

Godrej & Boyce has been implementing innovation in its manufacturing & functions. So what is Jamshyd Godrej's vision behind innovation and what is his method of blending innovation with the seemingly monotonous manufacturing activities? "Revitalising, Reenergising, Improving and pursuing Disruptive Innovation - there are various shades or manifestations of our pursuit of innovation. We have not restricted this initiative to the products we manufacture, but to the way we manufacture, the way

we distribute, the way we carry out sourcing. Innovation is an all pervasive thought. The pursuit of innovation is itself energising, motivating and satisfying and we are experiencing great benefits from this initiative. For manufacturing operations we have adopted Kaizen - continual improvement as a basis to first involve all categories on employees in the process of innovation and now using it to create sustained competitive advantage in everything we do. The seemingly monotonous manufacturing activities are no more so! With all minds working to constantly improve our processes they are very purposeful and satisfying," he says emphatically.

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- Ideal platform to interact with several manufacturing professionals

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