



'Insightful Integration'

The DCM Shriram Group is strategically diversified and yet operationally integrated across its various businesses. This is substantially reflected at its Kota manufacturing complex. The Machinist magazine recently visited the facilities to find out more.

By Niranjan Mudholkar



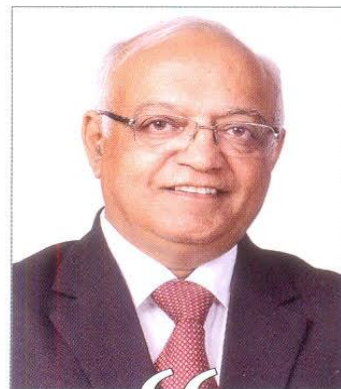
We are amongst the most cost efficient producers of products and services across all our businesses and furthermore, we continuously work towards reducing our operational costs in every possible manner."

Prem Das,
President & Business head
(Plastics & Power), DCM Shriram

At Kota in Rajasthan, DCM Shriram Ltd has an integrated manufacturing complex. This one of its kind campus spread over 791 acres of land produces a variety of products including Urea Fertilizer, Caustic Soda, Chlorine/ Hydrochloric Acid, PVC Resin, Calcium Carbide, Cement, PVC Compounds and UPVC Profiles. A captive coal based power facility of 125 MW also situated within the complex supplies power to all the products getting manufactured at the integrated complex. The total employee strength at the Kota Complex is 1,364, which includes Officers (659) + General staff (58) + Workmen (647).

The Kota complex is unique (and integrated) in the sense that the various manufacturing plants located within this complex supply to others. This directly helps in lowering operational costs and making DCM Shriram highly competitive in the market place. "We are amongst the most cost efficient producers of products and services across all our businesses and furthermore, we continuously work towards reducing our operational costs in every possible manner. This philosophy is obviously reflected in the Kota campus, which is like our flagship complex," shares Prem Das, President & Business head (Plastics & Power), DCM Shriram. "The Kota complex also has the unique advantage of low-cost captive power for all the major operations," he adds.

The 'integration' at the Kota Complex is quite interestingly done. The 'main' Chlor-Alkali plant produces Caustic Soda / Chlorine. The Chlorine produced is largely used in the manufacture of PVC resin and the balance is sold as chlorine gas. Similarly, the Calcium Carbide



Our Kota complex is certified for ISO 9001, 14001 and OHSAS 18001 for its effective Quality, Environment, and Occupational Health and Safety Management Systems and it has also been awarded five star certificates by British Safety Council for its effective safety systems."

K.M. Tandon,
Sr. VP (Business Head –
Fertilisers & Engineering),
DCM Shriram



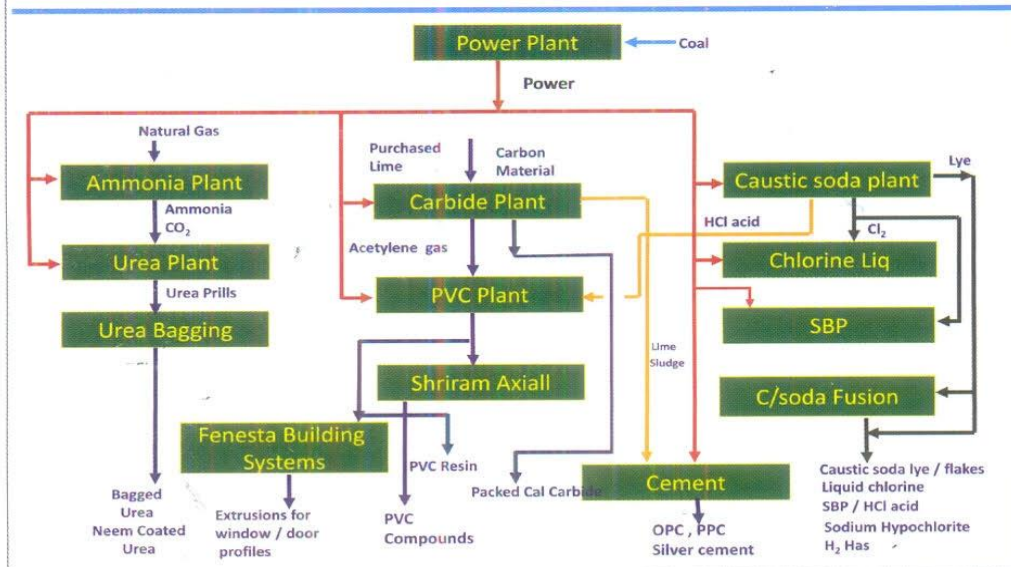
produced in the Carbide Plant is largely used as the key input in the manufacture of PVC Resin while the balance Carbide is sold in the market. The waste sludge produced during the manufacturing of Calcium Carbide is used in the manufacturing of Cement. "The PVC Resin manufactured at the complex is further consumed to the extent of 25 percent in the PVC Compounding and UPVC windows business while the rest is sold in the market," shares Prem Das.

"We have well defined processes in all our manufacturing plants. And continuous improvements are made through global benchmarking as well as TQM and TPM," informs K.M.

Tandon, Sr. VP (Business Head – Fertilisers & Engineering), DCM Shriram. "We are strategically diversified yet operationally integrated across our various businesses. Our Kota complex is certified for ISO 9001, 14001 and OHSAS 18001 for its effective Quality, Environment, and Occupational Health and Safety Management Systems and it has also been awarded five star certificates by British Safety Council for its effective safety systems," he adds.

According to Prem Das and Tandon, DCM Shriram has a long history of accessing and employing the best technologies for its projects and has worked successfully with renowned international and domestic technology partners. "As a learning organisation, DCM Shriram has worked regularly with the national and international consultants of repute, in diverse

An integrated complex



"DCM Shriram, a spin-off from trifurcation of the reputed erstwhile DCM Group in 1990, is managed by Ajay S. Shriram, Chairman & Senior Managing Director and Vikram S. Shriram, Vice Chairman & Managing Director, along with a highly professional executive team."

areas of business strategy, quality, organizational development etc.," they share.

In terms of implementing information technology (IT), DCM Shriram has networked all its facilities (including Kota)

on a Wide Area Network (WAN) and has also implemented SAP R/3 Enterprise Resource Package (ERP) across the Company in 1998. Implementation Customer Relationship Management (CRM) as well as Business Information Warehouse (BIW) is also happening.

"We understand that we operate in a business environment, which is global as well as increasingly competitive. In this light, our vision is to continue to strengthen and grow our commodity businesses as well as our customers with existing as well as new products and services," shares Prem Das.

Manufacturing facilities at the Kota Complex

Plants / Products	Commissioned in	Unit	Capacity	Current production levels
Power	1969, 1983, 1995, 2000, 2005	MW	125	133
Fertiliser - Ammonia - Urea	1969	TPD	600 1000	700 1200
Chlor Alkali - Caustic Soda - Chlorine Liquefaction - HCl - SBP	1963 " " 2000	TPD TPD TPD TPD	335 180 175 50	325 180 175 50
Plastics - Calcium Carbide - PVC Resin	1963 1964	TPD TPD	330 200	330 180
Cement	1987	TPD	1200	1200
Shriram Axiall - PVC Compounds	1964	TPD	90	45
Fenesta - Window and Door profiles	2004	TPA	6400	3100