



Mr. S. Mishra  
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Hari Machines Ltd.

# INTERVIEW

Answering an e-mailed questionnaire sent to him from **Iron & Steel Review** recently, Mr. Sabyasachi Mishra, Chief Manager (Works), Hari Machines Ltd. elaborates the present working conditions and operations of the company with a view to the future aspects.

## “We are continuously striving to become a global Job Shop and provide a lifetime value to our customers”

• *Hari Machines has got a well developed and wide vendor network to cater to all kinds of requirement of the market. What are the main target areas of your products and how do you try to locate and identify those?*

**S Mishra:** The target markets for HML basically consist of:

- Steel and metallurgical industries including sponge iron
- Refractory industries
- Mineral processing
- Cement

The refractory equipments as well as mineral processing equipments are marketed, customized and manufactured based on self design whereas equipments for steel, metallurgical and cement are generally based on customer's drawings, designed by well known names such as SMS Demag, Loesche, Voest Alpine, Danielli, Salzgitter, Mecon, etc.

As you have remarked, the requirements are widely varied and it requires a well developed, wide and reliable vendor network. Requirements are identified through strong networking with various designers for customer designed jobs. For self designed equipments, an experienced and technically competent marketing team exists so as to identify the needs of the customers.

In addition to the above, our long presence in the market since 1971 has helped us build a relationship with our customers. It is our continuous innovation, which has helped us develop import substituted products and address the needs of the market.

• *Your close proximity to the major steel plants has assured you quality steel, the raw material, virtually at your door step. Has there been any other such strategic planning that has helped you a lot in the fast advancement that you have achieved so far?*

**S Mishra:** Yes, it is very true that our proximity to major steel plants is a strategic advantage. Also that steel is a major component of our raw material and our growth is also dependent on the availability of quality steel.

In addition to the proximity to raw material, we are also close to our customers. In fact, the steel plants are one of our



targets markets and we are at the heart of the mining belt of the country.

We attribute our fast growth and advancement to the 'change in mindset' achieved by adopting the production techniques outlined by Dr. Eli.Goldratt (author of the book – GOAL), whereupon the focus was on throughput – rate at which system generates money.

Along with the concept of 'throughput', our peoples thrust on quality and their willingness to take challenges, attempt critical jobs and untreaded paths has sailed us through. The manufacturing of 125 tonnes EAF for the first time in India and at HML is a glaring example. In a nutshell, we have tried to deshackle all mental and policy constraints by questioning various assumptions and redefining our theory of business.

**• Today both the domestic and overseas markets are highly competitive and as a result, quality of the product has been the main point behind the success of any outfit. Tell us something elaborately about the quality assurance policy of your company.**

**S Mishra:** At HML, the commitment to quality is evident at every stage from raw material selection to final product testing and certification. Customers' QAP is followed as the bible and the system is so defined and documented that quality parameters are adhered to at each stage so as to confirm to customer requirements.

HML is continuously maintaining ISO 9001:2000 certificate since last seven years. We have a full fledged team of qualified and trained engineers for all destructive and non-destructive tests along with the required testing facilities.

We maintain a more proactive quality philosophy whereupon we try and eliminate the root causes through continuous up gradation of man, machine, system and practices.

Further, we have built a vast experience in all types of manufacturing standards which has been formed over a period of time and by working with various foreign designers and meeting their stringent quality requirements. Whether it is SMS Demag for Arc furnace equipments, rolling mill equipments, hot charging facilities, continuous casting equipments or Loesche Germany for Cement vertical roller mill equipments or Danielli for high speed wire rod mill equipments or Davy Mckee UK for rolling mill equipments or Salzgitter Germany for ERW pipe plant equipment, we have always adhered to the prescribed standards so as to meet

customer requirements.

**• Hari Machines has a very competent and well groomed Design and Drawing department in order to cater to the changing requirements of the market. How far the research and development has been helpful towards achieving higher sales targets of your company?**

**S Mishra:** We are a pioneer in the field of refractory manufacturing equipments as well as refractory application machineries. Add to this our close association with our parent organization OCL India, who is a leading manufacturer of refractories and a inspiring force for continuous up gradations and development.

We have the in-house capability to take up any import substitution assignment in our related areas. The capabilities include design and development of complete automated products. The knowledge base includes thorough knowledge of functional and machine design, hydraulic design, electrical, programmable logic circuit design, computer integration, etc.

Along with crushing, grinding and screening equipments, we have developed automated counter current intensive mixers for mixing needs of various applications. Fully automated Friction Screw presses up to a capacity of 800 tons and Robotic 360° Shooter gun for refractory gunning applications in BOF/LD Converters are the star achievement.

Further, we are striving to develop certain higher capacity equipments for the mineral processing area. Having one's own design and R&D wing helps in continuously addressing customer needs through better and improved means and hence paves the path for higher value addition and hence higher sales realizations in terms of prices.

**• From the marketing point of view, what are the main strengths of your company? Has there been any specific planning for any sector? Tell us about the marketing policy of your company both in terms of the domestic and foreign markets.**

**S Mishra:** We try to forge a relationship with our customers by attempting to provide lifetime value. This is done through a strong and effective after sales service back up.

We commit ourselves to add value even up to the knowledge levels so as to train our customers to use our products efficiently. In our related areas we are often treated as consultants. This is because we believe in providing solutions rather than mere product.



It is through continuous interactions with our customers and their valuable feed backs, we improve upon our products and services. This provides sustainable strength to take on challenges.

Our ability and attitude to take up difficult and challenging jobs helps us continuously to strive for improvements in all aspects of the business.

**• In terms of volume of sales, you have always achieved higher targets in the past. What is the target for the on going financial year and what are your niche areas at present? In the near future, will there be any major change in the market segments?**

**S Mishra:** We are targeting a growth of 100% over our last achieved sales figure of 53 crores. Today, it is the steel and metallurgical sector which is a growing segment and shall remain buoyant in the near future. Also development of the coal and iron ore mining areas shall lead the growth engine.

HML as a 'Global Job Shop' is what the future we have envisioned for us. We are in the process of building our capabilities so as to meet our ends. We are looking for global tie ups and ventures, apart from technical and marketing

*We try to forge a relationship with our customers through a strong and effective after sales service.*

collaborations. We are also in the process of implementing BAAN ERP so as make our systems and processes faster and efficient. We are also improving the skill level of our manpower and at the same time embracing new and improved manufacturing technologies.

**• Do you feel there will be any major change in the overall markets for the products of your company? How well equipped are you in terms of product diversification from the point of view of your customers' need?**

**S Mishra:** Having charted out the path to a 'Global job shop', we are marking ourselves capable and equipped to

*We commit ourselves to add value even up to the knowledge levels so as to train our customers to use our products efficiently.*

address all types of product diversifications and customer needs.

- *HML has already developed the design capabilities for new product development. The complete infrastructure to address to various needs including automation is present.*
- *We are also continuously upgrading the manufacturing facilities and also that the existing facility is capable to manufacture a varied product range i.e. crushing, grinding, mixing, pressing refractory applications, rolling mill equipments, continuous casting, pipe plant, blast furnace, VRM, Kilns & Coolers for various applications.*
- *We have a capable team of trained manpower to take care of all kinds of sourcing and manufacturing needs.*

*We take up difficult and challenging jobs as a step towards improvement and growth.*

**• Who is your major customers' base at present – both Indian and foreign? Tell us something about the export sales of your company. Is there any alliance abroad and how do you visualize the condition of the export market in the near future?**

**S Mishra:** Over a period of time, we have been exporting equipments to nearby countries like Bangladesh, Sri Lanka, China and Thailand. These equipments were mainly refractory equipments such as friction screw presses, mixers, crushing and grinding equipments.

*We value the efforts of our people and provide them the freedom to achieve greater heights.*

Apart from the above, we have delivered Rolling mill equipments to Bangladesh based on SMS Demag design. Presently we shall be exporting Vertical roller mill equipment for cement plant to Bangladesh.

We are in the process, as said earlier to venture for global requirements. We have established marketing tie-ups abroad and are working towards achieving our future goals.