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The Company has been evolving

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Q: Has been a shift in the company's focus of late?

There has been an increasing shift towards exports and meeting international customer needs including substantial thrust on R&D. We have moved from being a commodity-oriented bulk volume product company to a fine intermediate company.

Our focus has always been on being a world class supplier and manufacturer. With import duties coming down and exports finding easy entry into the country, we need to be competitive. We are aiming to become a regional player rather than just a player in the Indian market. So we will keep evolving according to the prevailing conditions.

Q: Is there are any plans to move up the value chain and distance from commodities?

Commodities and specialities are two different worlds. I wouldn't say there is anything wrong with commodities. They have their own cycles. As long as you have a position, chances are you can play along with the rest of the world and go through the cycle efficiently. This is a mark of how good you are in terms of competing as a global player.

As far as specialities are concerned, we are able to make high value-added products. In commodities, you have a more players, and this distributes the risk and reduces market impact. Specialities have the disadvantage that they are niche markets and as long as they are sustainable, you are in the market.

Q: To what do you attribute your growth?

Over the past three years, we have worked with leading customers and signed long-term deals. This has meant that both sides are assured of supplies and payments and we can work with these clients to improve the product.

Q: What is your strategy for the future?

Our focus has been to look at growth using the export model. We are not looking at making specialities for the Indian market. Whenever we are looking for export opportunities in Europe and the US, we are talking about customers who are going to be choosy, demand the best and will place us on an equal footing with some of the best in the world.

Secondly, their sustainability in terms of the market is greater. They are, in a sense, able to give us a reasonable period of stability in prices and the commitment of quality.