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CHAPTER-II

COMPANY PROFILE

2.1 MODEST BEGINNING

Two Scotland born brothers Charles and Alexander Meston, who saw a tremendous business opportunity in patenting a reliable electric motor, started the company. They persuaded John Wesley Emerson, former union army officer, Judge and lawyer, to be their principal Investors. The company, then known as Emerson Electric Manufacturing co. quickly began exploring new uses for the largely untested technology of electricity in a variety of household and commercial applications.

In 1892 Emerson sold the first electric fans in America a product for which the company soon becomes renowned. As the company grew, it expanded its product line by attaching electric motor to new products such as sewing machines, dental drills, player pianos and power tools.

During World War II, Emerson was a supplier to the U.S. army air force becoming the world's largest manufacturer of aircraft fun turrets. Emerson was founded in 1890 in St Louis, Missouri, as a manufacturer of electric motors and fans over the past 100 –plus years. Emerson has grown from a regional manufacturer in to a global technology solutions powerhouse.

Emerson Network Power (India) Private Ltd. is a wholly owned subsidiary of Emerson Electric Company U.S.A set up in September 1993, the Indian subsidiary has seen a consist growth rate of more than 30% p.a. over the last 12 years. Today, the company is acknowledged as the global leader in enabling

business critical continuity by providing best in class integrated network uptime solution. It offers AC power, (UPS) connectivity solution, and DC power for Telecom, Embedded power, inbound power, integrated cabinet solutions, outside plant, precision cooling all supported by world class site. Monitoring and services.

Emerson solutions cater to an array of large enterprises spanning across datacenters, telecom shelters, BPOs, industrial process control rooms, food processing industries, broadcast facilities, building service control rooms, surveillance and monitoring centers, medical equipment installations, government bank and financial institutions and retail malls. Through its extensive network of business partners and channel partners, Emerson has successfully penetrated the B&C class cities in India to cater to the fast growing S.M.E segment.

2.2 PRESENT CONDITION IN INDIAN BRANCE:

- a) Company name :** Emerson network power India ltd.
- b) Parent group :** Emerson Electric co. based in St Louis, Missouri USA.
- c) Office location :** Head quarter in Thane, Maharashtra
- d) Channel reach :** presence in over 27 cities across the country. Through over 50 Key business partners and over 800 resellers. Also present in Sri-lanka.
- e) Been in India :** Since - 1993

f) Brand names : Emerson network power India ltd is made up of the following

Brands:

1. Liebert
2. ASCO power technologies and Emerson Energy System.

g) Quality Measurement:

He has certified that

1. ISO 9001
2. ISO 14001

h) Awards & reorganization:

1. Acquired CMM-2 (monitoring status)
2. MAIT level IT award: - 1st manufacturing company to achieve initiatives in IT sector
3. Maharashtra IT award in 2005
4. Received the techie's award 3 rd years in row by computer world for Best seller in power conditioning equipment.
5. The Emerson Network Power India team ranked 1st & 3rd in the IMC (Integrated Marketing Communications) competition. An International Management game where marketing situations were simulated 80 countries participated in this game.
6. Frats and Sullivan India voice of customers, UPS award august 2004.
7. Product and customer service leadership in IT/ITES/datacenters.

8. Product and customer service leadership award in telecom products.
9. Customer service leadership award in hospital.
10. Product and customer service leadership awards in large enterprise.
11. Customer service leadership award in banking and insurance.

i) Product offering to customer:

1. Sophisticated process control and automation system:

Including the intelligent field devices, performance software and consulting and engineering expertise that help ensure efficient, safe and high quality production of every thing from petroleum and chemicals to pharmaceuticals and food.

2. Climate control technologies:

Like scroll compressors, communication thermostats and electronic flow controls that enable environmentally friendly, energy, efficient air conditioning for homes and commercial refrigeration systems for business.

3. Reliable power technologies:

Such as uninterruptible power supplies, power system, and embedded power supplies that protect business critical internet phone and computer networks from electric power out ages and disruptions.

4. Industrial manufacturing solutions:

That includes precision motion control, heavy industrial motors, and ultrasonic and plastic joining technologies.

5. Durable, energy efficient electric motors:

For commercial use which also power many residential appliances.

6. A wide range of home and workplace products:

That provides efficiency, organisation convenience and comfort, such as closets and specialized storage systems, food waste disposers, ceiling fans, and plumbing and hand tools.

j) Business platforms of the company:

Emerson product, solutions and services go to market under eight business platforms.

1. Emerson Process Management
2. Emerson Network Power
3. Emerson Climate Technology.
4. Emerson Industrial Automation
5. Emerson Appliance Solutions
6. Emerson Storage Solutions
7. Emerson Professional Tools.
8. Emerson motor technologies.

k) Strategic focuses of company:

1. Diversification with a keen:

Those issues were addressed head on in 1954 when the company's new chief executive, 'W.R Buck' persons, retooled and decentralized Emerson Manufacturing base and began continuing process of diversification. The company rapidly targeted high growth markets and then made acquisitions to position Emerson favorably within those markets. Persons reaffirmed a longstanding company policy of manufacturing components rather than end products and also instituted a strong focus on cost reductions quality improvements and formal planning.

2. Building on a strong heritage:

Under Charles F. Knight who was named CEO in 1973, Emerson evolved in to a major global enterprise into a major global enterprise producing technologically advanced product used in such markets as telecommunications electronics heating, ventilating and air conditioning and process controls. At the outset of his tenure knight expanded and refined a disciplined management process that has become famous in the business management world, with its emphases on planning and on annual cycle of conference and reviews both for divisions and for the cooperation as a whole.

During the 1970s and 1980s Emerson made a series of restructuring moves and strategic acquisitions

that allowed the company to reposition its core businesses and diversify in to several promising new areas, including electric utility support, computer support and electronics and process control. In 1984 knight announced a best cost producer manufacturing strategy, with increased emphasis on ever higher global competitive standards both in term of quality and cost.

3. Investment in growth:

In the 1990s Emerson continued to upgrade its process and product technologies and markedly increased sales overseas. Under knights leadership the company repositioned itself. For growth by several initiatives to expand markets and leverage its human and technology resources one recent growth initiative includes a \$ 2.5 billion investment in companies focused on fast growth market for network power. These companies serve the needs of the rapidly expanding communications industry and build and build out of the internet infrastructure.

4. The Emerson brands:

The Emerson brands are the result of its growth objectives and its repositioning for more customers focused, solution oriented initiatives. Each Emerson brand is comprised of collaborative groupings of his 60 plus divisions operating within similar industries, working together to provide integrated solutions that deliver a competitive advantage for company customers.

5. Continued leadership in the new millennium:

Under the leadership of David Farr, named CEO in October 2000 growth continues to be a top priority. Emerson is seeking to accelerate its growth through infrastructure expansion in the worlds developing regions, rapid technological developing and investment in fast expanding markets operationally, the company is fostering risk expectance and forward thinking to instill a passion for growth that rivals Emerson's traditional commitment to continuous improvement.

Emerson is committed to helping its customers succeed and to building long term value for its shareholders. The company focuses strategically on the opportunities presented by four important global issues.

a) Business without borders:

Emerson operates as a truly global company able to participate in the growth of emerging economies by delivering the best possible solution regardless of the project or where it resides.

b) Energy efficiency:

Emerson helps customers extract the most value from available energy resources in the most efficient and cost-effective ways by employing innovative thinking and new technologies.

c) Communications revolution:

Emerson provides business with the resources they need to ensure reliable data, voice and video

transmission from wireless in processing plants to global telecom infrastructures.

d) Resources for the world:

Emerson develops new and more efficient technologies to protect scarce assets and optimize productivity of vital energy resources.

E) Executive profiles:

1. Mr. Sundeep Nair (Managing director)

Currently in his second spell at Emerson Network Power (India) he was previously with the company, then Tata liebert limited, a joint venture (50-50) between Tata and Liebert during the period 1994-96 with several firsts to his name he was the first zonal manager for the western region and was also responsible for starting the distributed processing group business division in the company.

2. Mr.Vasudevan Rajgopalan - vice president solution.

His current job role entails increasing the awareness for tailored network uptime solution to vertical specific customers, prior to this, Mr. Vasuudevan was zonal champion for south zone in the company, where his primary job role was managing the support services and ensuring the high morale and motivation of all employees.

3. Mr. Tamilarason Ramaswamy- Sr. Vice president operations.

In charge of operations at Emerson Network Power India, Mr. Tamilarason leads the company's efforts to streamline strategic procurement and manufacturing function. Mr. Tamilarason has a rich experience of over 26 years in manufacturing, procurement and general management with BPL, Ltd. The last position he held was of general manager operations for their CTV plant at Bangalore. Prior to this he was on an assignment with Electronic at Slovenia, Europe as director operations.

4. Mr. V.M. Gangoli - Sir. Vice President (Finance & Company Secretary).

Currently Mr. Gangoli is heading the finance team since he joined the company in May 2000 his job role is to manage various functions regarding finalization of accounts, forex risk management and MIS reporting to top management including Asia, Pacific and US office as per US GAAP. Prior to Emerson Network Power Private Ltd. Mr. Gangoli has held the positions of associate V.P and financial controller in the co. like A.C.C Ltd and Chemtex Engg. Of India Ltd. And was nominated as director in two groups cos of ION Exchange India Ltd. Mr. Gangoli has over 19 years of experience in areas such as finance, taxation, forex Management legal and secretarial matters.

Emerson Network Power (India) private Ltd. Today is an over 350 strong organization and additionally addresses the requirement of various markets through 55 business partners and resellers across India servicing 22 cities across the country.

2.3 THE MANAGEMENT PHILOSOPHY OF COMPANY

a) Equal opportunity:

The company is committed to equal opportunity in every aspect of employment. This includes not only recruiting and hiring but also promotions, transfer, compensation, benefits, company sponsored training in, tuition assistance, and social & recreational program. Emersons equal employment opportunity policy assures that there will be no discrimination or harassment against an employee or applicant on the grounds of race, color, religion, sex, age, disability, national origin or any other factor considered unlawful by applicable laws and regulation.

b) Business ethics:

Emerson and it subsidiaries requires that all officers and employees conduct themselves in a way that demonstrates uncompromising ethical standards in all dealings with customs, suppliers, government the public and each other.

The integrity of the company tests on the integrity of its officers and employees. Every new hire at Emerson

receives a copy of the company's business ethics handbook which explains in detail the responsibilities and expectations required of all employees.

c) The management process :

Emerson management subscribes to the principle that "when people understand the process and are part of it. You can do anything." To that end Emerson makes sure that employees understand the fundamentals of its management process in the following principles:-

1. Keep it simple:-

- ✓ Set tough target.
- ✓ Develop detailed plans and programs
- ✓ Follow up on implementation and pay for results.

2. Commitment of planning:-

- ✓ Identify and evaluate opportunities for investment that are essential for growth.
- ✓ Planning must culminate in significant actions with measurable results.

3. Strong system of follow-up and control.

- ✓ Crucial action in implementing plans successfully.

4. Action oriented organization:-

- ✓ Taking action is closely associated with the level at which profits are planned and controlled which is the lowest applicable level in the organization.

5. Operational excellence:-

- ✓ Emerson goal is to be the highest quality manufacturer with the lowest relative costs in the world.

6. An operating environment where people can and do make a difference. Management leadership is the key factor in making this principle a Reality on a daily basis.

2.4 BUSINESS CONTINUTY SOLUTION

The cost of downtime for India is a staggering Rs 20,000 crore in direct losses due to poor power quality and down time sophisticated economies recognize the importance of uptime even through the quality of power is not an issue. This is the reason why the size of markets likes the US and Japan is much more than that of India in this space. Indian companies need to think about power protection strategies the same way they are looking at disaster recovery solution. That's the company products lead their industry categories in providing consistent 'high nines' reliability.

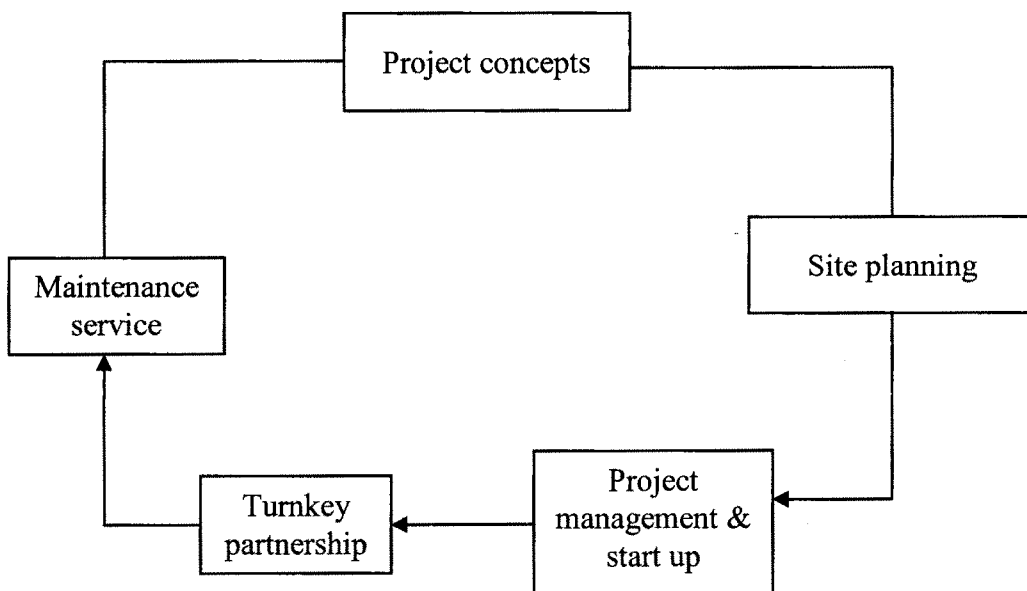
Reliability	Average disruption/year
99%	88 hours
99.9%	8.8 hours
99.99%	88 hours
99.999%	5.3 hours
99.9999%	32 hours
99.99999%	3.2 hours

Redefining acceptable Power reliability

“High Nines” reliability is simply a way of expressing what percentage of time the power is on. The power grid system in the United States, for example, provides “Three Nines” reliability,

Meaning the power is on 99.9 % of the time. That translates into 8.8 hours of power disruption that today’s network driven business environment demands consistent high nines reliability. That’s why Emerson Network Power strives to deliver 99.9999% reliable up time solutions, translating into a minimal 3.2 seconds of power disruption annually and at the heart of this very high standard of reliability lies a fully integrated suite of superior power reliability technology.

Company solution span the entire lifecycle of a process



2.5 POWER QUALITY AUDIT:

Emerson Network Power is the independent service provider that offers a total power quality audit before downtime affects customer facility's performance and bottom line, thus its maximize the uptime performance of problematic business. With proactive approach her power quality audit system helps the (customer) industry in solving power problem. It identifies & addresses the reliability concern issues very well.

Power quality audit includes:-

1. Site survey
2. Thermograph test
3. Analyzing measurement results
4. Solving problem quality problem

Emerson find out problematic industry is power problems like :

1. Voltage sags.
2. Spikes
3. Frequency variation
4. Switching transient
5. Voltage swells.
6. Electrical line noise
7. Brownout (TOV & TUV)
8. Blackouts

2.6 FUNCTIONS & EXHIBITIONS

Year	Place	Subject
2004 September	Taj residency Ahamedabad	e-security and business process
October	The leela palace Bangalore Hotel trans Asia, Colombo, sri lanka	e-security and business process
November	INS vikrant Mumbai	CII defence naval dockyard navy technical exhibition
December	ITC sonar Bangla, kolkata IIT powai Mumbai	Mega IT event conducted by business world. Conference on power electronics. (international technical seminar on power electronics)
2005 January	Wide angle multiplex, ahmedabad	Comfex-2005 Conference & exhibition on air conditioning
February	Hyatt regency, Mumbai	Applications of IT in manufacturing
May	ITC Sheraton Bangalore Leela kempinski Mumbai	Technical symposium (data center design best practices & technology) Technical symposium

June	Hotel residency Coimbatore	Uptime rally (emerson customer contact programme)
August	The residency Chennai	Uptime rally (emerson customer contact programme)
2006 January	Pune Pune	Uptime rally CMDA-IT expo Exhibition area showcasing all DPG range
February	Delhi	ACREX 2006 Air exhibition
April	DCD Mumbai	CIO event (product presentation to CIO/IT managers)
2007 January	Kolkata Kolkata	COMFEX 07 a trade organisation by the Indian society of heating refrigerating and air conditioning engineers (ISHRAE) HAVE 07 consultant meet.
February	Ahmedabad Siliguri	Sahakar setu-2007 banking Gujarat urban co-operative bank federation. COMPUTER FAIR. 07 Information technology.

2.7 SUCCESS STORIES:

1. Emerson network power delivers “clean power” to Parle foods

The situation

At one of India's leading food and beverage manufacturer, Parle foods relies on its plant in Patalganga for the packaging of its beverage products. It cannot afford to have any delays in production as breakdown in the production line spells losses in profit and productivity.

The plant draws power from the Maharashtra State Electricity Board (MSEB) grid. Unfortunately, this power source can only yield 90% reliability on availability with frequent power outage and fluctuations in power distribution. With frequent power cut, the plant relies on a diesel generator (DG) set to augment and continue operations during a power outage. Power surges and fluctuations also occur even while using the DG set. Most of the time, these electrical surges cause enormous damage on the machines causing them to break down.

Challenges

Unclean power brings about these major concerns Parle foods needs to contend with:

1. High cost operations:

Due to an increased dependence on the Diesel Generators, the cost operating the plant was extremely high. Maintaining DGs added operating cost as it required cost of fuel and other machine maintenance requirements.

2. Inefficiency in production

Due to frequent power failures and fluctuations, production schedules are not met. Even one second of a power trip could halt the production for as long as half a day. This is because for every trip, the cleaning-in-process (CIP) would take as long as 3-4 hours, something unacceptable in production schedules.

3. High rate of machine parts breakdown

The frequent power fluctuations resulted in the wear and tear of machine components thereby resulting in a high failure rate of machine components and part.

Solutions

Recognizing “unclean power’ as root cause of production breakdowns at the Patalganga plant, Emerson Network Power proposed a solution addressing this major concern in Parle’s production.

Emerson assessed that the fluctuation in frequency, voltage and trip pings are caused by power surges and sudden loss of power that gets in the way of production.

Specializing in these types of customer’s issues, Emerson recommended the installation of a UPS with an automatic transfer switch connected to the Diesel Generator. A UPS battery backup of 10 minutes was also essential.

The main objective of the solution is to supply regulated power to the machines in the event of a power outage or fluctuation. This will save the plant from breakdowns and

production losses. True enough, after installing this solution, the results for Parle foods were remarkable.

Benefits:

The Emerson Network Power solution had a positive impact on the performance of the Patalganga plant, it did not only save time and cost, it also greatly improved productivity and efficiency in its operations.

1. Increase in production uptime

The installation of the Emerson solution ensured that the facility has continuous and clean power. This resulted to less chances of downtime in production as the solution regulated the quality of power in the production facility, getting rid of fluctuations and surges in the power supply.

2. Production efficiency

The production efficiency went up considerably. Since machine downtime was no longer a problem, the manpower required to do the cleaning in process was decreased. The number of CIP s dropped from 56 to 8 after the solution was installed. The staff can now be more productive with their working hours maximized in the production line.

3. Flexibility in operations

Due to the installation of a UPS, the facility could now afford to be more flexible in terms of planning its production and CIP operations.

4. Saving on cost

After the implementation of the Emerson solution, Parle foods was able to remarkably save on the cost of production particularly on the following items.

Cost of power	17.5%
Cost of DG fuel	89.0%
Cost of spare parts	72.0%

The savings would speak for itself: efficient distribution and regulation of clean power yields tremendous benefits for the company. Parle did not only save on power, spare parts and fuel, but also on manpower and time.

Due to the above savings, Parle can quickly recover its investment on the solution in just a few months. Moreover, Parle is assured of the durability of the solution with Emerson Network Power's reliability and excellent customer service and equipment maintenance.

Emerson network power ensures uptime of IBM-Daksh

The situation

Headquarter in India, Daksh has four centres in the country and has recently opened a facility in the Philippines. It offers customer care, technical supports and back-office transaction processing services of fortune 500 companies and boasts of a clients list that includes the worlds largest financial conglomerate, a global telecom giant, a health insurance major, and the worlds largest internet retailer.

Challenges

Penalties upward US\$ 1 million for each incidence of downtime-that is what call centers face. It is then easy to understand why customers insist on signing Service Level Agreements (SLAs) that incorporate clauses relating to stringent back up infrastructure at their call center support sites. The most significant element of a call center network is the power supply,

and companies rate each city on this parameter before deciding upon the location of the set up some even quantifying an acceptable span of 10 microseconds of downtime per year! Over and above this, a vendor who understands the business, one who has a range of products to ensure network availability and is willing to guarantee near-zero downtime is hired to put the network in place.

When it came to implementing the network for Daksh e-Service Pvt.Ltd. India's largest independent business process outsourcing (BPO) company, there was no compromise.

Says Gopalkrishnan, Director-IT Daksh , " There can be no compromise in the back up equipment a call centre like us needs to put in place; since the loss incurred in the event of even a single interruption far exceed the investment in the uptime solution."

Solutions

When Daksh put up its first, facility of 300 seats, they implemented Emerson Network Power UPS solutions. It was when the company needed to create a 1500 seat centre that they evaluated various alternatives but Emerson network power won the contract owing to the overall commercial benefit and the fact that the company was in a position to make the products suit Daksh's indigenous requirements. The UPS supplied to Daksh were much better suited to handle the voltage fluctuations that daksh faces and provides a more stable power.

At the start of any project, ENP studies the current load at the given site categorizing the criticality of the equipment. Once the load study is undertaken, the company is in a position to

understand the scope of supply, recommending various network configurations to the client. Given the hyper critical nature of the call centre business, the preferred recommendation is always a parallel redundant UPS system of the appropriate KVA rating along with a battery back up of anywhere between 30 minutes to 2 hours.

While power to the load assumes prime importance in the 24*7 operation of a call centre, what more often gets neglected is the need for maintaining rigidly monitored ambient temperatures. Given the huge data loads and servers that each call centre necessitates, the generation of heat is a key issue. However, most call centers prefer to go with conventional air conditioning options, and it is only of late, that operations have begun to realize the criticality of regimented temperature control and are now migrating to the far superior efficacy of precision air conditioning.