

COMPREHENSIVE PROJECT – II

RUBFILA INTERNATIONAL LIMITED

**For The Fulfillment of the Requirement for MBA
Programme**

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DECLARATION

We are students of Postgraduate Department of Business Management, Sardar Patel University Vallabh Vidyanagar, hereby declare that the Project on “Rubber Industry” has been carried out by us is our own work and that to the best of our knowledge and belief, it contains no material previously published or written by another person nor accepted for the award of a degree or diploma of any university or institute of higher learning, except due acknowledgement has been made in the text.

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ACKNOWLEDGEMENT

The satisfaction that accompanies the successful completion of any task would be incomplete without the mention of people whose cooperation made it possible, whose constant guidance and encouragement crown all efforts with success.

We are grateful to our professor Dr. Villas kulkarni sir for the guidance, inspiration and constructive suggestions that helped us in the preparation of this report.

PREFACE

This report is prepared to fulfil the requirement of the subject Comprehensive Project-1 in MBA program. The prime focus of this project is to analyze the “Rubber Industry”. The study is empirical in nature and based on secondary data. The relevant data are collected from different articles, different websites.

This study is divided into several sections. The first section, it is the introductory part, namely Objectives of the study, Research methodology, Significance and Importance of the study. In the second section detailed information about growth and evolution of the “Rubber Industry” is mentioned such as, product profile.

The next section, demand analysis gives information about forecasting Rubber demand and supply, Indian “Rubber Industry” in global perspective, production, demand – availability, steel prices, imports, exports and applications of emerging technologies in the “Rubber Industry”.

Marketing strategy analysis describes the marketing research, key issues and current trends, segmentation and positioning, quality and technology, customer service, pricing, promotion, distribution channels, logistics management and major players in India Financial part consists of a detailed analysis of five major companies’ financials, such as profitability analysis, leverage analysis, EPS analysis, DPS analysis, P/E ratio analysis, sustainable growth rate analysis and DuPont analysis.

In the next section industry analysis has been performed using various industry analysis tools such as, BCG matrix, five force model and SWOT analysis. The last section describes the future outlook of the Indian “Rubber Industry”.

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Chapter 1: - Introduction

1.1 Industry Details

Natural rubber, also called India rubber, as initially produced, consists of suitable polymers of the organic compound isoprene, with minor impurities of the other organic compounds plus water. Forms of poly isoprene that are useful as natural rubbers are classified as elastomers. Currently, rubber is harvested mainly in the form of latex from certain trees. The latex is sticky, milky colloid drawn off by making incisions into the bark and collecting the fluid in the vessels in a process called “tapping”. The latex then is refined into rubber ready for commercial processing. Natural rubber is used extensively in many applications and products, either alone or in combination with other materials. In most of its useful forms, it has a large stretch ratio, high resilience and is extremely waterproof.

1.1.1 Varieties

The major commercial source of natural rubber latex is the para rubber tree (*Hevea brasiliensis*), a member of spurge family, Euphorbiaceae. This species is widely used because it grows well under cultivation and a properly managed tree response to wounding by producing more latex for several years.

Many other plants produce forms of latex rich in isoprene polymer, though not all produce useful forms of polymer as easily as the para rubber tree does; some of them require more elaborate processing to produce anything like useable rubber, and most are more difficult to tap.

1.1.2 Properties

A. Rubber latex

Rubber exhibits unique physical and chemical properties. Rubber strain crystallizes, due to the presence of double bond in each repeat unit, natural rubber is susceptible to vulcanization and sensitive to ozone cracking. The two main solvents for rubber are turpentine and naphtha (petroleum). The former has been in use since 1764 when Francois Fresnau made the discovery. Giovanni Fabbroni is credited with the discovery of naphtha as rubber solvent in 1779. Because rubber does not dissolve easily, the material is finely divided by shredding prior to its immersion. An ammonia solution can be used to prevent the coagulation of raw latex while it is being transported from its collection site.

B. Elasticity

On a microscopic scale, relaxed rubber is a disorganized cluster of erratically changing wrinkled chains. In stretched rubber, the chains are almost linear. The restoring force is due to the preponderance of wrinkled conformations over more linear ones. Cooling below the glass transition temperature still permits local conformational changes but a reordering is practically impossible because of the larger energy barrier for the concerted movement of longer chains. “Frozen” rubber’s elasticity is low and strain results from small changes of bond lengths and angle.

C. Biosynthesis

Rubber particles are formed in the cytoplasm of specialized latex-producing cells called laticifers within rubber plants. Rubber particles are surrounded by a single phospholipid membrane with hydrophobic tail's pointed inward. The membrane allows biosynthetic proteins to be sequestered at the surface of growing rubber particle, which allow new monomeric units to be added from outside the bio-membrane, but within the laticifer. The rubber particle is an enzymatically active entity that contain three layer of material, the rubber particle, a bio-membrane, and free monomeric units. The bio-membrane is held tightly to the rubber core due to the high negative charge along the double bonds of the rubber polymer backbone. Free monomeric units and conjugated proteins make up the outer layer. The rubber precursor is isopentenyl pyrophosphate (an allylic compound), which elongates by Mg²⁺-dependent a condensation by the action of rubber transferase. The monomer adds to the pyrophosphate end of the growing polymer. The process displaces the terminal high energy pyrophosphate. The reaction produced a cis polymer. The initiation step is catalyzed by prenyl transferase, which converts three monomers of isopentenyl pyrophosphate into farnesyl pyrophosphate. The farnesyl pyrophosphate can bind to rubber transferase to elongate a new rubber polymer. The required isopentenyl pyrophosphate is obtained from the mevalonate pathway, which is derived from Acetyl-CoA in the cytosol. Though rubber is known to be produced by only one enzyme, extracts of latex have shown numerous small molecular weight proteins with unknown functions. The proteins possibly serve as cofactors as the synthetic rate decreases with complete removal.

1.1.3 Cultivation

Rubber is generally cultivated in large plantations. The economic life period of rubber trees in plantations is around 32 years – up to 7 years of immature phase and about 25 years of productive phase. The soil requirements of plant are generally well drained, whether soil consisting of laterite, lateritic types, sedimentary types, non-lateritic red, or alluvial soils. The climatic conditions for optimum growth of rubber trees are:

1. Rainfall of around 250cm evenly distributed without any marked dry season and with at least 100 rainy days per year.
2. Temperature range of about 20-34°C with a monthly 24-28°C
3. High atmospheric humidity of around 80%
4. Bright sunshine amounting to about 2000 hours per year @ of 6 hours per day throughout the year
5. Absence of strong winds
6. Mainly high yielding clones have been developed for commercial planting. These clones yield more than 2000kg of dried rubber hectare per year, when grown under ideal conditions

1.1.4. Collection

In places such as Kerala where coconuts are in abundance, the half shell of coconut is used as the collection container for the latex, but glazed pottery or aluminium or plastic cups are more common elsewhere. The cups are supported by a wire that encircles the tree. This wire incorporates a spring so it can stretch as the tree grows. The latex is led into the cup by a galvanized “spout” knocked in the bark. Tapping normally takes place early in the morning, when the internal pressure of the tree is the highest. The latex, which contains 25-40% dry rubber, is in the bark, so the tapper must avoid cutting right through the woods, else the growing cambial layer will be damaged and the renewing bark will be badly deformed,

making later tapping difficult. It is usual to tap a panel at least twice, sometimes 3 times, during the trees life. The economic life of the tree depends on how well the tapping is carried out. The latex tubes in the barks ascent in a spiral to the right. For this reason, tapping cuts usually ascent to the left to cut more tubes. The trees will drip latex for about four hours, stopping as latex coagulates naturally on the tapping cut, thus blocking the latex tubes in the bark. Tappers usually rest and then start collecting the liquid “field latex” at about midday. Some trees will continue to drip after the collecting and this leads to a small amount of “cup lump” which is collected at the next tapping. The latex that coagulates on the cut is also collected as “tree lace”. Tree lace and cup lump together account for 10-20% of the dry rubber produced. Latex that drips on the ground,” earth scrap”, is also collected periodically for processing of low grade products.

1.1.5 Global Scenario

RIL has a strong international presence with exports to 25 countries around the world which include USA, Latin American countries and in Europe and Asia. RIL has been able to carve a unique position in the International Market owing to its ability to produce a wide variety of quality products. RIL's quality is acknowledged as one of the best in the world.

1.1.6 Indian Scenario

Rubfila is the undisputed market leader in India in Rubber Threads. The Indian customers prefer RIL's products over others due to quality and other service aspects. RIL has marketing offices at Mumbai, New Delhi, Kolkatta, Surat and Tirippur for effective customer support and service.

1.1.7 State Scenario

Kerala with a total population of 121.01 crore has high literacy rate of 93.9% reflecting healthy social status, high life expectancy of 71 years, low infant mortality rate of 12, and low school dropout rate. Per capita income in Kerala is Rs.56, 107 as compared against the Rs.35, 993 of India. As a result, Kerala tops all the other Indian states in the Human Development Index (HDI) score. The state has traditionally enjoyed strong factor advantages in industries such as Rubber, Coir, Spices, Handlooms, Fisheries, Agro Processing, and Tourism. Furthermore, the Healthcare and Education sector has always been of importance in the Kerala's socioeconomic milieu.

1.2 Details of Firm

Rubfila International Ltd is a Malaysian corporation founded by Rubpro Sdn Bhd and the Kerala State Industrial Development Corporation. The company began by producing extruded round latex rubber thread and eventually expanded into the production of industrial adhesives used in a variety of applications such as footwear, leather goods, lamination/printing, carpet, construction, and so on. The cutting-edge infrastructure complex is located in Kanjikode, Palakkad, Kerala, the natural rubber heartland.

RIL's manufacturing facility is designed to create both Talc coated rubber thread (TCR) and Silicon coated rubber thread (SCR), as well as a fine grade of eco-friendly water-based glue. RIL is the market leader in India for rubber thread and the country's biggest exporter of the product. RIL manufactures rubber threads for a variety of applications such as garments, food grade, furniture webbing, bungee jumping, toys, medical netting, and so on.

RIL manufactures adhesives for a variety of industrial industries, including leather and footwear, tyre re-threading, wood, resin, foam, and automotive, to mention a few.

Rubfila International Ltd is a firm established in India that manufactures and exports rubber-based products. The company was established in 1994 and is based in Cochin, Kerala, India.

Rubber threads, rubber bands, and latex-based goods from Rubfila International Ltd are utilised in a variety of industries, including textiles, clothing, medical, and construction. The company has a strong international presence and exports its products to over 70 countries around the world.

Rubfila International Limited, in addition to its manufacturing operations, is active in research and development initiatives to improve the quality and performance of its goods. The company is devoted to sustainability and has launched a number of efforts to reduce its environmental impact and promote social responsibility.

Rubfila International Limited has received numerous accolades and recognitions for its performance, including the Government of India's Best Export Performance Award and the Rubber Board of India's Top Exporter Award. The company's strong emphasis on quality, innovation, and customer satisfaction has helped it establish itself as a major competitor in the global market for rubber-based products.

1.3 History of Firm

Rubfila International Limited was founded in 1994 by Mr. K. K. N. Kutty, who is the current Chairman and Managing Director of the company. The company's initial focus was on the manufacturing and exporting of rubber threads, which are used in the textile industry.

Activity

To operate as a maker of rubber goods and rubber derivatives, including threads; to manufacture and sell all types of rubber products and components used in conjunction with them; and to produce, buy, sell, supply, trade in, and function as an agent for all types of rubber products.

Subsidiaries

There are no subsidiaries of the Firm. Promoters:

Uniphoenix Corporation Berhad (Uniphoenix) of Malaysia—the key promoters—and the Kerala State Industrial Development Corporation Ltd.—the non-core promoters—have jointly launched Rubfila International Limited. Uniphoenix will invest in RIL through its Malaysian subsidiary, Rubfil Sdn Bhd.

1.4 Vision

We will be recognized and respected as the “go-to” company for any customer who values quality products and excellent service at a fair price.

1.5 Mission

Rubfila International LTD provides quality products and services to our customers in order to maximize and sustain long-term profitability. Doing so will benefit our company’s customers, suppliers, employees, and shareholders.

1.6 Board of Directors

Name	Designation	Date of Appointment
Dhiren Shah Shevantilal	Director	28 January 2009
Chitra Ramakrishnan	Director	13 February 2015
Samir Kiritkuamr Shah	Director	26 September 2015
Gopinathan Pillai Krishna Kumar	Managing Director	27 October 2007
Dattani Bharat Jamnadas	Director	08 September 2005
Thomas Carlton Thompson III	Director	08 September 2005
Shaukat Hasanali Merchant	Director	15 September 2017

Table No. 1.1: List of Board of directors

1.7 Legal Structure

Rubfila International Ltd (RIL) is a Public Listed Company founded in 1994 by Rubpro Sdn. Bhd., Malaysia, and the Kerala State Industrial Development Corporation (KSIDC). Since 1994, the company has been listed on the Bombay Stock Exchange (BSE).

Rubfila is the only Indian company that produces both Talcum Coated and Silicon Coated Rubber threads. The company has implemented internationally recognised quality standards, and its goods are favourably welcomed by clients in India and around the world. RIL also manufactures luxury items for highly specialised markets such as toys, fishing, catherers,

meat packing, medical webbing, bungee jumping cords, and so on. RIL manufactures threads with diameters ranging from 3.1mm (8 count) to 0.23mm (110 count).

1.8 Corporate Social Responsibility (CSR)

1. RIL is interested in social initiatives that benefit society as a whole. RIL is actively involved in medical camps in the surrounding area as well as educational aid to local institutions.
2. By exchanges with students, RIL also provides a meaningful platform in the sphere of technical? management schools. RIL was founded in Kerala, India's natural rubber heartland, and has one of the greatest infrastructures to make heat resistant latex rubber thread to produce both Talc and Silicon coated rubber.
3. RIL carefully analyses and selects raw ingredients to assure the end product's quality. To meet its customers' exacting criteria, the company went backwards and constructed an in-house centrifuging factory to modify raw materials for quality output.
4. RIL rubber thread closely adheres to global standards such as ISO 2321, ASTM 2433, and BSI 5421.

1.9 Awards and Commendations

1.9.1 Quality Certification

Rubfila International Ltd (RIL) is the world's first rubber thread facility to acquire ISO 9001 quality accreditation.

1.9.2 Emergency Medical Services Certification

RIL is committed to environmental preservation and maintains a constant watch on environmental issues. As part of its efforts in quality assurance and environmental protection, the company has been certified by BVQI with **ISO 9001:2015 and ISO 14001: 2015**.

1.9.3 Oeko-Tex certification

Oeko-Tex accreditation is regarded as the gold standard for textile products, and Rubfila was the first company to have their product accredited with this renowned recognition.

1.9.4 Export House Status

Rubfila has been designated as a "Export House" by the Government of India's Ministry of Commerce.

1.9.5 Export Awards

Rubfila's goods have been highly received in the international market since its inception, allowing the company to amass an amazing list of consumers worldwide. As a result, it has garnered numerous accolades from reputable organisations such as CAPEXIL (Chemical and Allied Products Export Promotion Council of India), AIRIA (All India Rubber Industries Association), and ICCI for its remarkable export record (Indian Chamber of Commerce and Industry).

Chapter-2 Marketing and Sales

2.1 Types and classification of services and its volume

2.1.1 Types of Thread

1. Talc Coated Rubber Thread (TCR)
2. Silicon Coated Rubber Thread (SCR)
3. Coloured Rubber Thread
4. Furniture Grade Rubber Thread
5. Rubber Threads for Medical Applications
6. Rubber Threads for Food/Meat Packing
7. Rubber Thread for Catheter Making
8. Rubber Threads in Bobbins

2.1.2 Talc Coated Rubber Thread (TCR)

Rubfila carries talc coated rubber thread in counts ranging from 12 to 90. It manufactures talc coated rubber threads in the colours New Super White (NSW), Blue White, Snow White, and Black, as well as the ability to produce any color the customer desires. Apart from the standard variety used for elastic tapes, it also has formulations designed to meet specific customer needs such as high elongation, high tencity, food packing, and super heat resistance. Rubfila offers buyers the option of selecting 40 ends, 48 ends, or 60 ends to suit their machine setup.

Material	Rubber
Packaging Type	Festooned In Approx 30 Kg Cartons
Thread Count	Count 20 To Count 63
Usage	Woven Elastics and Knitted Elastics
Specialties	Seamless Finish, Good Quality, Anti-Static

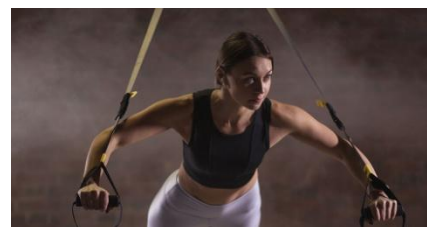


Table 2.1 – Details of TCR

2.1.3 Silicon-Coated Rubber Thread (SCR)

Rubfila is one of only a few companies in the world that provides silicon-coated rubber threads. As an anti-tack agent, these threads use a specially formulated silicon emulsion rather than talc powder. Because of fewer needle breakages and fewer machine interruptions, silicon-coated rubber threads are both environmentally friendly and cost-effective for customers. Furthermore, the yield per unit weight of thread is greater than that of talc coated rubber thread. Silicon-coated Rubber Threads are typically available in counts ranging from 12 to 50, as finer counts of thread are not recommended in silicon.



Material	Rubber
Packaging Type	Festooned In Approx 30 Kg Cartons
Thread Count	Count 14 To Count 44
Usage	Woven Elastics and Knitted Elastics
Specialties	Seamless Finish, Good Quality, Anti-Static

Table 2.2 – Details of SCR

2.1.4 Coloured Rubber Thread

Rubfila is the only company that offers a complete line of colored rubber threads for highly specialized applications such as toys and fishing. The company has the R&D capabilities to create any color that the customer desires for specific applications. Because the end product is used by children, the color threads for toys must meet extremely high standards. This requires extreme care in the manufacturing chain, from raw material selection to packing, and the market has recognized Rubfila's ability to meet such demanding standards.

Fishing grade threads are manufactured in bright colors and are widely used in the fishing recreational sports industry.

Packaging Type	Festooned / Rolls
Thread Count	14 to 44
Usage	Textile Industry
Specialties	Good Quality, Anti-Static



Table 2.3 – Details of Color Rubber

2.1.5 Furniture Grade Rubber Thread

Elastic webbings are rapidly replacing springs in furniture around the world. Elastic webbings made of rubber threads provide a more uniform cushioning effect.

These Furniture Grade rubber threads are available in both Silicone coated and Talc-coated versions. These products are specially formulated and processed to achieve High Modulus, resulting in extremely strong webbings.

Material	Rubber
Packaging Type	Festooned in Cartons
Usage	Furniture Industry
Specialties	Seamless Finish, Good Quality, Anti-Static



Table 2.4 – Details of Furniture Graded Rubber

2.1.6 Rubber Threads for Medical Applications

Rubber threads are also used in healthcare in the form of abdomen pads, orthopedic settings, and other items. Rubfila threads are widely used in the medical netting industry in India and around the world.

Material	Rubber
Thread Count	Count 20 to Count 63
Usage	Medical accessories
Specialties	Seamless Finish, Good Quality, Anti-Static



Table 2.5 – Details of Medical Applications

2.1.7 Rubber Threads for Food/Meatpacking

Rubber thread for food packing is a specialty thread that has been specially formulated to meet the global requirements for packing meat and food items. Because no artificial colors are used in the compounding process, these threads are only available in natural shades. Only talc-coated threads are available for food packaging. This product has a long lead time because extra care is required from the stage of raw material selection to the manufacturing process. Rubber thread for this application has the same elastic properties as standard rubber thread.

Technique	Ring Spun
Thread Count	Count 20 to Count 44
Usage	Food Processing
Specialties	Seamless Finish, Good Quality, Anti-Static

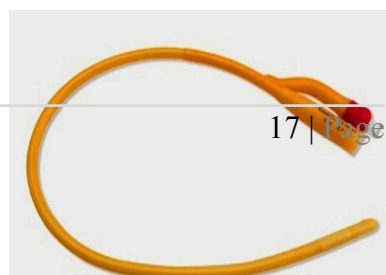


Table 2.6 – Details of Food / Meat Packing

2.1.8 Rubber Thread for Catheter Making

Rubber threads are also used in the production of catheters. Because it is a specialized one used by the healthcare industry, not every rubber thread company makes the cut. Rubfila's extensive technical capabilities aided in the development of such a specialized product, which has found widespread acceptance among the world's leading catheter manufacturers.

Technique	Ring Spun
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Thread Count	Count 16 to Count 42
Usage	Medical Accessories
Specialties	Seamless Finish, Good Quality, Anti-Static

Table 2.7 – Details of Catheter making Thread

2.1.9 Rubber Threads in Bobbins

Rubber threads with higher counts are used to make socks, medical settings, and other items. Rubber threads are typically sold in ribbon form, but these industries require single strands wound on bobbins. Fine-count threads, such as C44 to C90, are typically sold as bobbins. Rubfila is a major supplier of bobbinized rubber threads to these niche markets.

Technique	Ring Spun
Thread Count	Count 36 to Count 63
Usage	Textile Industry
Specialties	Seamless Finish, Good Quality, Anti-Static



Table 2.8 – Details of Bobbins

Services and their Volume

Rubfila International Limited, manufactures heat-resistant latex rubber thread, in the form of ribbons and spools. The Company's products are used for the manufacture of narrow elastic tapes used in garments, diapers, medical nettings, hosiery, furniture nettings, and tube sock tops.

1. Rubber thread manufacturing
2. Rubber thread customization services
3. Wholesale and retail distribution of rubber threads
4. Research and development of new rubber thread materials and applications
5. Technical support and consultation services for rubber thread users
6. Quality control and testing services for rubber threads
7. After-sales customer support and maintenance services.

2.1.10 The Application of Hosiery

Rubber Thread is most commonly used in hosiery applications. Latex Rubber threads are primarily used in the production of various types of elastic tapes, primarily for foundation garments (briefs, trunks, panties, brassieres), shorts, pants, skirts, sportswear, sock tops, and other similar items. They are also used in diaper elastic tapes, shoe uppers, headbands, and wristbands for athletes and travel goods.

2.1.11 Unique Applications

Rubber threads are also used in the manufacture of fishing lures and pole fishing. These applications make use of colored rubber threads. Colored rubber threads are also used to make toys such as koosh balls and doll hair.

2.1.12 Quality

Quality and Customer Delight are the buzzwords at RIL. RIL ensures consistent quality products to customers through a three-pronged quality approach: input control, process control, and output control. RIL has a chemical lab equipped with cutting-edge testing equipment, and lab personnel work around the clock to monitor and control the quality of the process's inputs. The process parameters are monitored at regular intervals to ensure that the process is under control and that the customer receives consistent quality. To measure and monitor process parameters, DCS systems with SCADA are installed. The output quality is measured and monitored by a physical lab with a dedicated crew that works around the clock.

2.1.13 Development and Research

RIL believes in continuous product improvement and product innovation, which it maintains through a dedicated R&D initiative.

The R&D team is made up of dedicated Polymer Scientists who were hand-picked by Management and trained at Rubpro Sdn. Bhd. facilities.

RIL offers custom-made rubber thread products for customers to meet specific requirements in the interest of the industry and user segments.

Variety	Count	GREEN MODUL US 300% (M pa)	TENSIL E STREN GTH (Mpa)	ELONGAT ION AT BREAK (%)	SCHWA RTZ VALUE (Gms/Sq .mm)	HEAT RESISTAN CE (%)
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STANDARD	20-28	2.0-3.5	>20	>650	>100	50
STANDARD	30-48	3.0 – 4.0	>25	>650	>100	50
STANDARD	50-68	3.0 – 4.5	>25	>650	>100	50
STANDARD	70-90	3.0 – 4.0	>25	>700	>100	50
FURNITUR E GRADE	20-28	3.0 – 4.5	>28	>650	>110	50
FOOD GRADE	20 - 32	2.75 -3.50	>20	>700	>100	--
FISHING GRADE	11 – 19	1.5 – 3.0	>15	>650	>100	--
DIAPER GRADE	38-50	2.5-3.5	>25	>700	>100	50
SUPER HEAT RESISTANT	34 - 40	3.0 – 3.5	>30	>675	>135	85
Tolerance	± 3%					-10

2.1.14 Characteristics of Rubfila Threads

Rubber thread is also used in medical settings, braids, laces, cords, poly catheter manufacturing, and furniture webbing.

2.1.1 table of Characteristics of Rubfila Threads

Source – Data Extracted from Official Website (Rubfila International Limited)

2.2 Details of Competitors

2.1.2 table of competitor's analysis of Rubfila

Name	Last Price	Market Cap. (Rs. cr.)	Sales Turnover	Net Profit	Total Assets
Balkrishna Ind	1,962.55	37,939.47	8,266.71	1,410.69	9,367.13
MRF	82,901.80	35,159.84	18,989.51	647.34	15,780.99
Apollo Tyres	308.70	19,605.57	14,649.40	261.06	13,904.77
Ceat	1,397.90	5,654.52	9,312.63	54.33	5,221.67
JK Tyre & Ind	146.55	3,608.51	8,032.06	183.04	5,347.03
Goodyear	1,079.30	2,489.57	2,435.68	102.89	714.83
TVS Srichakra	2,708.05	2,073.57	2,447.36	41.57	1,583.22
Pix Transmis	744.70	1,014.67	416.85	62.02	462.86
GRP	2,660.00	354.67	388.13	5.78	239.44
Somi Conveyor	37.55	44.23	57.23	1.72	92.55
Lead Reclaim	32.15	23.60	-	-	-
Innovative Tyre	2.50	4.50	51.57	-58.94	46.31
Rubfila Intl	66.16	359.03	416.65	43.04	229.30

2.1.3 table of competitor's analysis of Rubfila

Company Name	LTP (₹)	P/E (%)	Mkt.Cap (₹Cr.)	NP Qtr (₹Cr.)	Div. Yield (%)	Sales Qtr (₹.Cr)	Book Value (₹)
-----------------	------------	------------	-------------------	------------------	----------------------	---------------------	-------------------

Tata Consumer Products Ltd TATACONSUM	708.00 BSE	70.26	65,597.51	237.26	0.85	2,153.31	131.71
CCL Products (India) Ltd CCL	565.20 BSE	39.41	7,517.41	67.39	0.88	350.25	77.08
Tata Coffee Ltd TATA COFFEE	203.60 BSE	33.83	3,810.12	26.61	0.98	273.04	69.47
Apcotex Industries Ltd APCOTEXIND	427.90 BSE	19.19	2,218.45	20.37	1.17	234.13	85.87
Pix Transmission Ltd PIXTRANS	740.95 BSE	19.46	1,011.48	9.98	0.81	103.55	268.44

Source – Data Extracted from Official Website (Rubfila International Limited)

2.3.1 Industrial sector

Rubber threads are used in the manufacture of a wide range of products, from clothing to automotive components. The industrial sector is heavily reliant on such commodities, making it a significant target market for rubber thread manufacturers. The industrial segment is divided into several sub-segments, which include:

- A. Rubber threads are used in the manufacture of stretchable fabrics such as elastic waistbands, cuffs, and collars. Clothing manufacturers, hosiery manufacturers, and lingerie manufacturers all fall into this category.
- B. Automotive: Rubber threads are used in the manufacture of car components such as seat covers, carpeting, and headliners. The tyre industry is also included in this segment.
- C. Elastic rubber threads are used in the manufacture of medical products such as surgical gloves, catheters, and compression stockings.

2.3.2 Retail market

The retail sector in India is vast and diverse, encompassing numerous sub-segments such as:

- A. Hobby and craft: Because rubber threads are frequently used in various crafting and sewing projects, this segment is an excellent target market for craft and hobby stores.
- B. Elastic rubber threads are used to make a variety of fashion accessories such as bracelets, anklets, and hairbands.
- C. Rubber threads are used in the manufacture of sports equipment such as tennis rackets, hockey sticks, and fishing nets.

2.3.3 Exportation

Finally, India exports many rubber thread products to other countries, making it an important target market for Indian companies. Rubber thread companies have a lot of opportunities in industries that rely heavily on rubber threads all over the world.

Finally, the customer segmentation and target market for an Indian rubber thread company are diverse and broad. A company that focuses on providing high-quality products to the industrial, retail, and exporting segments can achieve great success in this sector.

2.4 Differentiation strategies and USP

Differentiated Instruction Strategies

The rubber threads A company in India can differentiate itself from its competitors by implementing a variety of strategies, including this:

2.4.1 Product differentiation

The company can differentiate its rubber thread products by providing unique features such as increased durability, improved elasticity, or special coatings that will set its products apart in the market.

2.4.2 Cost differentiation

The company can differentiate itself by offering lower-cost rubber thread products than competitors while maintaining quality.

2.4.3 Focus differentiation

By focusing on a specific niche market or customer segment, such as athletic wear or medical applications, and tailoring its products to their specific needs, the company can differentiate itself.

2.4.4 Service differentiation

The company can distinguish itself by providing exceptional customer services, such as on-time delivery and technical support.

2.4.5 Quality

The company could set itself apart by providing high-quality rubber thread products that are dependable and long-lasting.

2.4.6 Eco-friendly

The company could set itself apart by offering environmentally friendly rubber thread products that are both sustainable and biodegradable.

2.4.7 Customization

To differentiate itself, the company could offer customized rubber thread products that are tailored to the specific needs of its customers.

2.4.8 Innovative

Rubber thread products that incorporate cutting-edge technology or design could help the company stand out.

2.5 Distribution network

Rubfil International Ltd. is an Indian company that manufactures and exports latex and rubber threads. To serve its domestic and international customers, the company has a well-established distribution network.

The distribution network of Rubfil International Ltd. includes the following channels.

Rubfil International Ltd. has a sales team that sells its products directly to large retailers, distributors, and wholesalers in India and other countries.

2.5.1 Online Sales

The company has an online store where customers can buy its products directly from the company. The online platform also allows the company to reach a larger audience and increase its customer base.

2.5.2 Distribution

Rubfil International Ltd. has authorized distributors in several regions of India as well as several other countries. These distributors serve as go-betweens for the company and the retailers or wholesalers, providing logistical and supply chain support to ensure timely and efficient product delivery.

2.5.3 Domestic distribution

Rubfil International has a well-established distribution network in India, with dealers and distributors spread throughout the country. Customers can order the company's items online because it has a significant presence on e-commerce platforms.

2.5.4 Retailers

The company has agreements with a number of large retailers in India and abroad who stock and sell their products to end users.

2.5.5 Exports

Rubfil International Ltd. exports its products to a number of countries throughout the world through an established network of agents and distributors.

2.5.6 Logistics and warehousing

Rubfil International has a well-established logistics and storage network that allows it to properly manage its inventory and supply chain. The company has warehouses strategically located throughout India and abroad to enable prompt delivery of its products.

2.5.7. Marketing and promotions

Rubfil International promotes its products using a number of marketing and promotional tactics, including trade shows, exhibits, and advertising. The company also uses social media platforms to reach out to and communicate with its customers.

Overall, the company's distribution network is well-organized, allowing it to reach customers in various regions of India and around the world while providing effective and timely product delivery.

2.6 Comparison of 4 Ps with competitors

	Rubber Thread for Meat Packing Get Price Quote Pattern : Plain Thread Count : Count 20 to Count 44 Supply Type : Manufacturer Usage : Food Processing Specialities : Seamless Finish, Good Quality,... Technique : Ring Spun more...		Bobbin Rubber Thread Get Price Quote MOQ : 500 Kilogram Specialities : Good Quality Country of Origin : India Usage : Textile Industry Supply Type : Manufacturer Color : Black & White more...
	Covered Rubber Thread Get Price Quote Type : Covered Rubber Thread Packaging Type : Corrugated Box Material : Rubber Thread length : 1000-1500mtr Feature : High Strength, High Tenacity, Recyc... Color : Available Many Color more...		Covered Rubber Thread Get Price Quote white : pink red : yellow blue : black We manufacture and export superior rubber thread, which are used widely various industries. These covered mor
	08047020121 Send Inquiry		08048776779 Send Inquiry
14Yrs Rubfila International Limited Kanjikode, Palakkad, Kerala		3Yrs Abhisar Buildwell Pvt. Ltd. Noida, Uttar Pradesh	
	View Mobile Send Inquiry		View Mobile Send Inquiry
13Yrs Adinath Elastic Pvt Ltd		8Yrs SHAH RUBBER YARNS	

Fig No. 2.6.1 Price sample

				
<u>Covering Rubber Thread</u>	<u>3 Ply Rubber Elastic Thread</u>	<u>Covered Rubber Thread</u>	<u>Wine Polyester Rubber Thread</u>	<u>Blue Rubber Thread</u>
 Vipul Fabrics	 TGS Industries	 Sahil Arts	 Tirupati Corporation	 Minkesh Enterprise
Delhi	Delhi	Deals In Delhi	Deals In Delhi	Deals In Delhi
₹ 350/ Kilogram	₹ 305/ Kg	₹ 350/ Kg	₹ 400/ Kg	₹ 410/ Kg

Fig No. 2.6.2 Price sample

Sl.no	Competitor
1	Apcotex Industries Ltd.
2	Balaxi Ventures Ltd.
3	Cosco (India) Ltd.
4	Dolfin Rubbers Ltd.
5	Vikas Ecotech Ltd.
6	Vamshi Rubber Ltd.
7	Unimers India Ltd.
8	Tinna Rubber and Infrastructure Ltd.
9	Synthetics & Chemicals Ltd.
10	Swastik Rubber Products Ltd.
11	Rubber Products Ltd.
12	Magnus Rubber Industries Ltd
13	Rishiroop Rubber (International) Ltd.
14	Mahalaxmi Rubtech Ltd
15	Pix Transmissions Ltd
16	Rishiroop Ltd.
17	Eastern Treads Ltd
18	Elgi Rubber Company Ltd
19	GRP Ltd.
20	Indag Rubber Ltd.
21	M M Rubber Company Ltd.

Table No 2.6.1 Competitor

2.6.1 Price

Rubber thread pricing strategy might depend on several aspects, including production costs, market demand, competitiveness, and customer expectations. Here are some pricing options to consider for rubber thread producers and suppliers

Cost-plus pricing

To arrive at the final price, a mark-up is added to the production cost. The mark-up can be a percentage of the cost of production or a fixed amount.

Value-based pricing

This method involves establishing the price based on the customer's perceived value of the product. Understanding the benefits that the consumer will receive from using the rubber thread will help you determine pricing that matches that value.

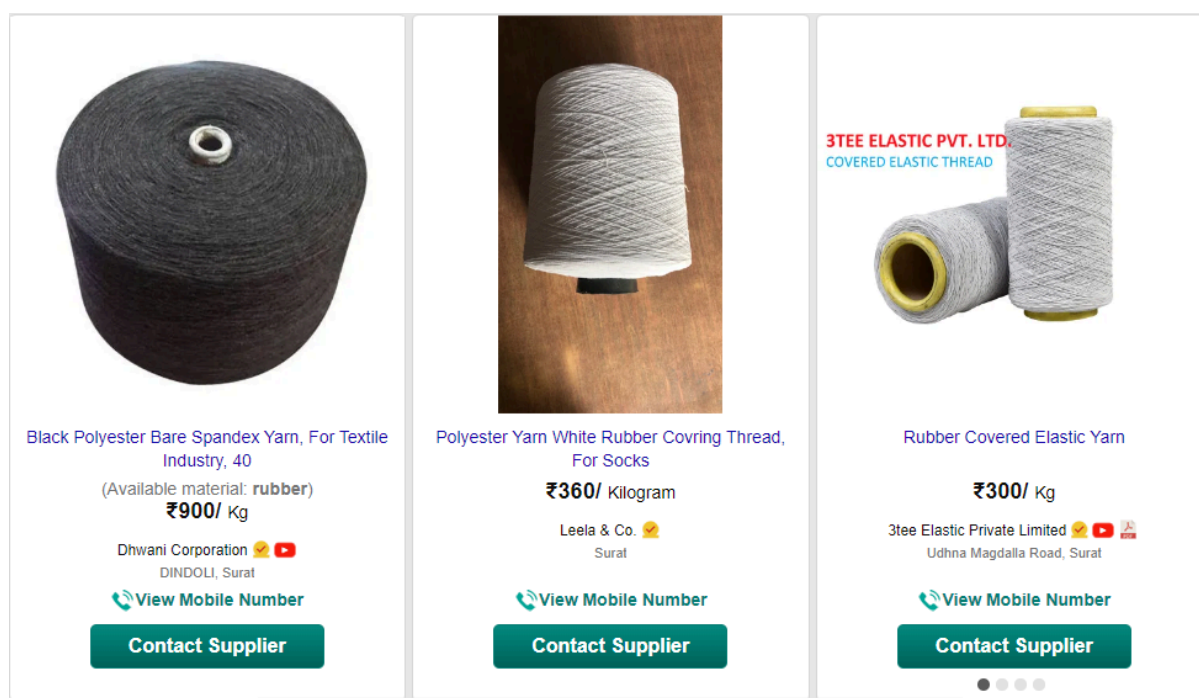


Fig No. 2.6.3 Price sample

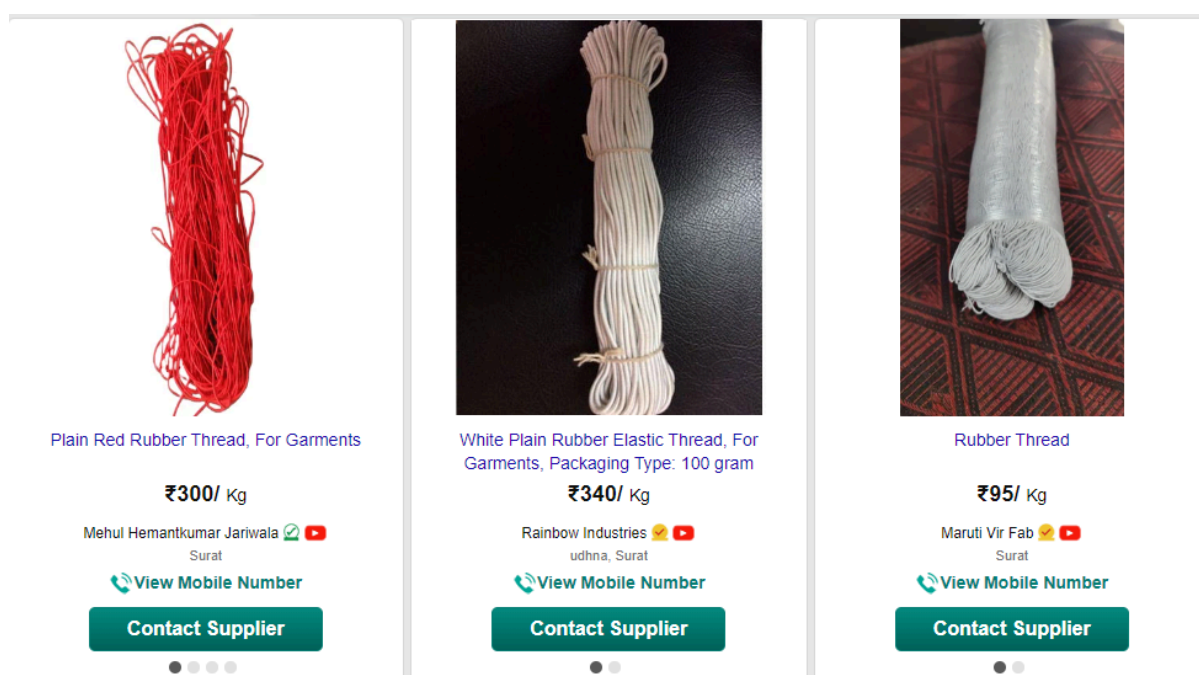


Fig No. 2.6.4 Price sample

Competitive Pricing

This method entails determining the price based on what competitor's charge for comparable products. This can involve pricing the product lower than the competition to win market share or pricing it higher to represent the superior quality or unique characteristics.

Rubber thread producers and suppliers must examine these aspects and select a price plan that matches with their company objectives while also meeting the needs of their clients.

2.6.2 Promotion

- 1. Determine your target market**

Identify which categories of customers are most likely to be interested in your goods. Consider your age, gender, locality, and interests.

- 2. Emphasize the advantages**

Highlight the benefits of using rubber thread over other materials. Rubber thread, for example, is highly elastic, robust, and resistant to extreme temperatures.

- 3. Social media**

Make use of social media channels such as Instagram, Facebook, and Twitter to promote your product. Upload photographs and videos of your rubber thread in use in a variety of situations to demonstrate its flexibility.

- 4. Engage with influencers**

Work with industry influencers who can assist spread the word about your product. You can give them free rubber thread samples in exchange for a review or shoutout.

- 5. Attend trade shows**

Participate in trade events and exhibitions to expose your product to a larger audience. This is an excellent opportunity to meet prospective customers in person and demonstrate the quality of your goods.

- 6. Give promotions and discounts**

To entice customers to test your goods, offer promotions and discounts. You may, for example, provide a discount on their first purchase or free shipping on orders over a particular amount.

2.6.3 Product

Rubber thread is utilized in a wide range of applications, including clothes, textiles, medical devices, and even sports equipment. There are various manufacturers of rubber thread products in India, and as a result, the industry can be highly competitive. Here are some ways that manufacturers of rubber thread products might employ to remain competitive in the Indian industry.

- 1. Innovate**

Innovate Manufacturers can innovate by employing new materials, creating new goods, and enhancing manufacturing methods.

- 2. Pricing competitively**

Customers consider the price while making a buying decision. To attract customers, manufacturers should price their items competitively.

- 3. Emphasis on quality**

Emphasis on quality Manufacturers should aim to provide high-quality products that match the expectations of their customers.

Filatex vct Pvt.Ltd

Count	Diameter in mm(+/-25%)	DIA	AREA (MM2)	modulus at 300% G/mm2	Elongation at break
20	1.27	0.05	1.267	200-270	>650
22	1.1545	0.045	1.047	200-280	>650
24	1.0583	0.042	0.88	220-280	>650
28	0.9071	0.036	0.646	220-280	>650
30	0.8467	0.033	0.563	220-280	>650
32	0.7937	0.031	0.495	220-280	>650
34	0.7471	0.029	0.438	270-330	>650
36	0.7056	0.028	0.391	310-370	>650
38	0.6684	0.026	0.351	310-370	>650
40	0.635	0.025	0.317	310-370	>650
44	0.5773	0.023	0.262	310-370	>650
50	0.508	0.02	0.203	310-370	>650
60	0.4233	0.017	0.141	310-370	>650
65	0.3908	0.015	0.12	310-370	>650
70	0.3629	0.014	0.103	310-370	>650
75	0.3387	0.013	0.09	310-370	>650
80	0.3175	0.012	0.079	310-370	>650
90	0.2822	0.011	0.063	300-360	>650
100	0.254	0.01	0.051	300-360	>650

Table No 2.6.2 Competitor company Fliatex vct pvt. Ltd (product compression)
Rubfila International Ltd.

Count	Diameter in mm	Section Area (mm)2	Density (Max)	Length in M/Kg (Metric Yield)	Length in Yds/lb
12	2.12	3.53	1.01	288	143
14	1.81	2.57	1.01	395	196
16	1.59	1.98	1.01	512	254
18	1.41	1.56	1.01	630	313
20	1.27	1.26	1.01	780	387
24	1.06	0.88	1.01	1120	556
26	0.97	0.74	1.01	1311	651
28	0.91	0.65	1.01	1520	754
30	0.85	0.56	1.01	1750	868
32	0.79	0.49	1.01	1990	987
34	0.75	0.44	1.01	2250	1116
36	0.71	0.39	1.01	2520	1250

Count	Diameter in mm	Section Area (mm) ²	Density (Max)	Length in M/Kg (Metric Yield)	Length in Yds/lb
38	0.67	0.35	1.01	2800	1389
40	0.64	0.32	1.01	3100	1538
42	0.6	0.28	1.01	3610	1791
44	0.58	0.26	1.01	3750	1860
46	0.55	0.23	1.01	4104	2038
48	0.55	0.23	1.01	4104	2038
50	0.51	0.2	1.01	4850	2406
52	0.49	0.18	1.01	5435	2696
54	0.47	0.17	1.01	5660	2808
56	0.45	0.16	1.01	6083	3020
60	0.42	0.13	1.01	6990	3467
63	0.4	0.12	1.01	7698	3822
65	0.39	0.12	1.01	8200	4068
70	0.36	0.1	1.01	9510	4718
70	0.34	0.09	1.01	10920	5417
80	0.32	0.08	1.01	12440	6171
90	0.28	0.06	1.01	15740	7808
Tolerance	± 3%	± 3%	± 5%	± 5%	± 5%

Table No 2.6.3 Rubfila International Ltd. (product compression)

Promote the brand

Creating a strong brand can help a company stand out from its competition. Manufacturers can promote their brands and products by investing in marketing and advertising.

Develop good customer ties

In any industry, solid customer relationships are essential for success. Manufacturers should prioritize delivering exceptional customer service and developing long-term connections with their clients.

Provide a wide range of products

To differentiate themselves from competitors, manufacturers can provide a diverse range of products that cater to a variety of customer needs. Rubber thread goods of various sizes, colours, and sorts could be included.

2.7 Organization structure of the marketing department

Marketing Department

RIL has a well-established marketing department with an efficient sales force working under the marketing manager.



2.7.1: Structure of Marketing Department

Materials management can include campus planning and building design for material transportation, as well as logistics that deal with the tangible components of a supply chain. This specifically addresses the purchase of spare parts and replacements, as well as the quality control of acquiring and ordering such parts, as well as the standards involved in ordering, delivering, and warehousing the aforementioned items. In other words, materials management entails optimally coordinating all tasks such as planning, sourcing, purchasing, transferring, storing, and managing resources. The primary goal is to supply consumers with pre-determined services at the lowest possible cost.

2.8 Forecasting and sales plan preparation

Forecasting and sales plan development are critical activities for every company, including a rubber thread manufacturer, to maintain profitability and sustainability. These are some steps to forecasting revenue and creating a sales plan.

Rubfila International Ltd manufactures and distributes rubber threads to a variety of sectors. Forecasting and sales plan development are critical for the success of any business, including Rubfila International Ltd.

Forecasting and sales plan for Rubfila International Ltd.

2.8.1 Examine Past Data

The first step is to examine the company's previous sales figures. This information can be used to determine trends, seasonal patterns, and other factors that influence sales.

2.8.2 Determine Market Demand

The next step is to figure out how much demand there is for rubber threads in the market. This can be accomplished by the analysis of market trends, market research, and the examination of industry publications.

2.8.3 Estimate Sales Potential

Evaluate the company's sales potential for the forthcoming term based on historical data and market demand. This can be accomplished by taking into account elements such as economic conditions, industry developments, and the competitive landscape.

2.8.4 Create Sales Objectives

After estimating the company's sales potential, create precise sales objectives. These objectives should be practical, attainable, and aligned with the broader aims of the firm.

2.8.5 Decide Sales Strategies

The next stage is to decide on the sales techniques that will be employed to meet the sales goals. Advertising, promotions, sales incentives, and other strategies may be used.

2.8.6 Assign Resources

Depending on the sales strategy, allocate the resources required to meet the goals. This could include funding for advertising, recruiting more personnel, or investing in new technology.

2.8.7 Monitor and Adjust

Finally, assess sales results on a regular basis and change the plan as appropriate. This will help the organization stay on track to reach its sales targets.

Ultimately, excellent forecasting and sales planning are crucial to Rubfila International Ltd's success. The organization can set realistic objectives and allocate the required resources to attain them by reviewing historical data, determining market demand, estimating sales potential, and developing sales tactics.

2.9 Pricing Strategy

RIL uses the cost-plus profit pricing strategy. RIL products are priced between 200-300 per kilogram. Yet, because the market price for latex-major raw materials fluctuates, the corporation cannot keep a constant price for an extended length of time.

Rubfila International Ltd is a maker and seller of rubber threads; hence the price is an important part of its business strategy.

Rubfila International Ltd's pricing policy is as follows:

2.9.1 Cost of Production

When determining the pricing of a product, the cost of production is the most important component to consider. The corporation must meet its expenses while also making a profit. As a result, the price must be established at a level that covers the cost of production while still allowing for a healthy profit margin.

2.9.2 Market Demand

Another factor that can impact pricing policy is market demand. The company's prices can be adjusted depending on the demand for its items. If there is a great demand, the corporation might raise its prices to maximize profits. If demand is low, the company may need to cut its pricing in order to attract more clients.

2.9.3 Competition Pricing

Competitive pricing can also play a key impact in pricing policy formulation. To remain competitive in the market, the corporation must check the prices of its competitors. If competitors provide cheaper prices, the company's pricing strategy may need to be adjusted to remain competitive.

2.3.4 Product Differentiation

Rubfila International Ltd may have a unique selling proposition that distinguishes its products from those of its competitors. If the company offers a high-quality product, it may be able to justify charging a greater price than competitors.

2.3.5 Distribution Costs

Distribution costs, such as shipping and handling fees, can also have an impact on pricing strategy. If the company incurs large distribution costs, its pricing strategy may need to be adjusted to offset those expenditures.

Finally, the pricing policy of Rubfila International Ltd must take into account the cost of manufacturing, market demand, rival pricing, product differentiation, and distribution expenses. To remain competitive and profitable, the company must assess these aspects on a regular basis and alter its pricing plan accordingly.

2.10 Promotion and Advertising policy

Rubfila International Ltd's promotion and advertising policies are critical components of its marketing strategy. Some of the important factors that might be included in Rubfila International Ltd's promotion and advertising policy are as follows.

1. Objectives(Goals)
2. Target market
3. Message
4. Channels
5. Budget
6. Evaluation

Ultimately, Rubfila International Ltd's promotion and advertising strategies should center on developing a compelling message that resonates with the target audience and expressing it via the most successful means. The company can develop an effective promotion and advertising policy that helps it achieve its business goals by identifying objectives, defining the target market, creating a compelling message, selecting appropriate channels, allocating the necessary resources, and evaluating the effectiveness of the efforts.

2.11 Strategies for Brand Management

Good brand management is critical to the success of Rubfila International Ltd. The company can build a strong brand that resonates with its target audience and drives business growth by defining the brand, maintaining consistency, positioning it effectively, delivering a consistent brand experience, extending the brand, communicating the brand message effectively, and monitoring the brand's performance.

2.12 Competitors

In this competitive market, RIL cannot exist unless it provides complete service to its consumers. RIL's primary competitors in the domestic market are as follows.

1. Dharmapal Satyapal Group
2. Radhu, Dehradun
3. Sangi Threads, Hyderabad
4. Filtex
5. SRL

2.12.1 Market share

Name of Company and its market share in %

1. RIL 50%, 2. Radhu 20%, 3. D S Group 10%, 4. Filtex 17%, 5 Import 9%

2.13 Export Market

The company's export market today accounts for less than 10% of total production and has an international presence, with exports to the United States, Europe, and Asia. RIL has carved out a distinct place in the international market due to its capacity to develop a diverse range of high-quality products. RIL's quality is regarded as among the best in the world. Colored rubber threads for bungee, fishing equipment, and toys are primarily exported. The global market for Rubber Thread is estimated to reach 1.20 million tonnes. Malaysia, Thailand, India, and Indonesia are major suppliers. The rate of growth is projected to accelerate further as the concept of eco-friendly products gains traction in third-world countries as well. During the fiscal year under review, the prices of important raw materials such as rubber have remained volatile. Nonetheless, the corporation has been able to pass this cost on to the end product in proportion.

2.13.1 International Competitors

1. Thaitex, Thailand
2. Rubber Thread Industries, Malaysia.

Countries in which RIL has a clear market presence / Exported countries

No.	Country	No.	Country	No.	Country	No.	Country
1	Nepal	6	UAE	11	Mexico	16	Spain
2	Hong Kong	7	Rumania	12	South Africa	17	UK
3	China	8	Egypt	13	Venezuela	18	Chile
4	Bangladesh	9	USA	14	Algeria	19	Brazil
5	Iran	10	Kenya	15	Peru	20	Australia

Table No 2.13.1 Rubfila International ltd. (Exported countries)

Chapter-3 Production and Operations

3.1 Introduction

The global economy was on its path to recovery in 2021-22 after the first two waves of Covid though it was accompanied by strong inflationary trends across the board. Governments used financial and other means to stimulate the economy, and this, combined with making vaccines available to a large portion of the adult population, resulted in a better-than-expected recovery. During and after the lockdown, Rubfila responded with agility to face and overcome the headwinds, resulting in the company achieving the highest sales turnover and profits in its history. During the year, it also added two new production lines, bringing the total installed capacity to 25000 MT per year. The company envisions being a leading player in the world in the rubber thread industry which it is confident of achieving.

In the year under review, Rubfila posted sales of Rs. 41665.32 lakhs with a net profit of Rs. 4304.15 lakhs. The consolidated sales combining the figures of Premier Tissues were Rs. 47,674.57 lakhs and a net profit of Rs. 4,464.35 lakhs.



3.1.1: Structure of Production Department

3.1.1 Functions

1. Planning daily production according to annual target.
2. Submitting Plan to Government and getting approval.
3. Monitoring actual production & checking any deviation.
4. Making revision plans according to actual production.
5. Maintenance of Plants.

3.1.2 Production Planning

1. Material Planning
2. Production scheduling

3.2 Analysis of Facility location

Rubfila International Ltd is located in the New Industrial Development Area of Kanjikode in Kerala's Palakkad district. Because our state is India's natural rubber heartland, the company can easily ensure the quality of latex used as raw Material Production Manager Supervisor Workers 44 material. The company uses a very systematic plant layout method that eliminates all unnecessary human and material movement within the plant.

3.3 Material handling system

Materials management can deal with campus planning and building design for material movement, or logistics that deal with the tangible components of a supply chain. This specifically addresses the acquisition of spare parts and replacements, as well as the quality control of purchasing and ordering such parts, as well as the standards involved in ordering, shipping, and warehousing the said parts. In other words, materials management entails optimally coordinating all functions such as planning, sourcing, purchasing, moving, storing, and controlling materials. The primary goal is to provide customers with pre-determined services at the lowest possible cost.



2.7.2: Structure of Material Handling Department

3.3.1 Objectives of materials management

- A. Main objectives
1. To purchase quality goods at minimum cost.
 2. To exercise control over materials Material Management Supervisor Clerk.

3. To maintain the continuity of production & sales by regular supply of materials.
4. To maintain standards of quality.
5. To establish good relationships with the suppliers
6. To maintain the efficiency of materials department.

B. Subsidiary objectives

1. To participate in make or buy decision process.
2. To recommend use of substitute materials.
3. To be helpful in new product development.
4. To be helpful in standardization of products manufactured.

3.3.2 Scope of Material Management

1. Purchasing of materials
 - a. Materials should be of right quality.
 - b. Purchasing in right quantity.
 - c. Purchasing at a proper time.
 - d. Purchasing at a right price.
 - e. Purchase at a right place.
 - f. Purchase from the right source of supply.

Materials administration implies arranging, coordinating, planning and controlling of activities related to securing, capacity, and upkeep of materials required for the purpose or generation with an objective of minimizing the taken a toll and expanding the profitability.

2. Storage (Store keeping).
3. Weight and Quality are inspected.
4. Classified as R.M, Semi-finished, Finished goods, Spare parts.

For keeping up the progression of generation and deal, minimizing the stock out cost controlling the venture of working capital in stock control is essential for logical putting away

5. Bin Cards
6. Inventory Control
7. Clearing and Forwarding
8. Material Handling

After entry at truth sent for checking the weight, Reviewing the quality, Storerooms, issued to plant when required for generation, moved from one handle to another during generation prepare, Case of get together, wrapped up products. Merchant Selection Choosing the right provider includes much more than checking an arrangement of pricelists. Choice will depend on a wide run of components such as esteem for cash, quality, reliability and benefit, weigh up the significance of these diverse variables will be based on associations needs and procedure. A key approach to choosing suppliers can moreover offer assistance the company to get it how the potential clients weigh up their obtaining choices. The merchant choice in RIL is simply based on two facts

1. On the basis of potential to supply.
2. Check whether he is a reputed vendor.

While choosing a supplier RIL look into detail about the following facts

1. Reliability.
2. Quality.
3. Value for money.
4. Strong service and clear communication.
5. Financial Security.
6. A partnership approach Identification of Potential Vendor may be through.
7. Recommendations.
8. Trade associations.
9. Business advisors.

The following are the main type of vendors for RIL Latex suppliers

1. Centrifugal, latex Chemical suppliers.
2. Acetic acid.
3. Zinc oxide.
4. Vendor Rating.

Rating of merchant could be a complex errand agreeing to this rating the organization will priorities them within the provider choosing handle. The taking after are the methods adapted by RIL to rate a merchant, seller rating ordinarily takes put in each 6 Months.

The process is on 5 Point scale

1. Delivery.
2. Quality.
3. Response.
4. Competitiveness.
5. Cooperativeness and readiness.

3.4 Stores

A store could be a commercial building for capacity of products. Stores are utilized by manufacturers, merchants, exporters, wholesalers transport businesses traditions etc. They are as rule huge plain buildings in mechanical ranges of cities and towns and villages. They more often than not have stacking docks to stack and empty merchandise from trucks. Sometimes Stores are planned for the stacking and emptying of products specifically from railways, airplane terminals, or seaports. They frequently have cranes and forklifts for moving goods, which are as a rule put on ISO standard beds stacked into bed racks. Stored goods can incorporate any crude materials, pressing materials, save parts components, finished merchandise related with horticulture, fabricating and production.

Stores are beneath the control of stores director. The latex and acids are stored in partitioned capacity tanks. Cartons are put away in partitioned piece. Save parts are stored apart from the crude materials and handle area. Things are classified on the premise of attributes. There are primarily three stores beneath stores work. They are crude materials, packing materials, wrapped up merchandise. The materials in stores are sent to the respective department based on the expected shape of the specified department.

3.4.1 Different types of Stores on the basis of storage nature are

1. Closed stores

Closed systems are utilized when close control and accounting for inventories are desirable. In such cases, storage area is kept locked and entry is limited to stores employees or to others only on an authorized basis. Goods enter inventory through a formal receiving process and leave through an authorized requisition or bill of materials. Closed systems typically include industrial or business stores operations, and involve repair parts, consumables' tools, and materials or components for assembly where ongoing control and accuracy is essential.

There are instances where the cost of closely controlling inventories outweighs expected losses in an uncontrolled environment. In such cases, inventory storage areas may be left open or kept close to point of use for efficient user access. Such inventories are available for use as needed, with emphasis on expediting production, or operations rather than on security.

2. Random access

In irregular get to frameworks, merchandise is put away without respect for commodity groupings. Instead, merchandise is put away within the following or closest accessible space of suitable size. Be that as it may it is sweet arranging to choose from accessible capacity spaces with thought for the expected recurrence of issue. Finding things in random get to capacity more often than not requires a computerized framework. Arbitrary access systems tend to be utilized in conjunction with a closed stores system.

3. Automated warehouse

An expansive assortment of programmed capacity and recovery frameworks (ASRS) are being used nowadays. ASRS frameworks have the capability of bringing merchandise from capacity or placing merchandise into capacity upon computer section of the thing distinguishing proof and/or storage area. Such frameworks may extend in measure from little rooms to whole warehouses, and may handle things extending from little parts in tote dish to large materials on Pallets.

3.4.2 Functions of Store Manager

As he belongs to materials department his office is in the plant itself

1. Checks, which are the raw materials wanted.
2. Maintain the raw materials.
3. Maintains the transactions that are processed in the specified department.
4. He manages the stores assistant manager.
5. Maintains the cash payments and cash receipts.

3.4.3 Functions of Stores Assistant Manager

1. Receives raw materials.
2. Issue of raw materials.
3. Maintaining stock records.
4. Arranging raw materials for inspection.
5. After the testing process in the lab, the raw materials are accepted or rejected.
6. If the raw materials are rejected, he has to prepare a rejection memo to the party.
7. If the raw materials are damaged, then he has to arrange for insurance coverage.

3.4.4 Stores Accounting

Stores accounting are essential in determining material cost of the product. The different costs incurred are price, freight, taxes etc.

1. Under stores function materials are dispatched on the basis of First in First out (FIFO) Method.
2. The records for maintaining stocks are firstly they prepare a Goods Receipt Note (GRN).
3. Materials issue voucher for issuing of raw materials to production unit.
4. BINCARD is another document used for maintain main chemicals like sulphuretc.
5. To maintain the reorder level daily stock statement is prepared and sends to purchase department then after getting this daily stock statement they will place orders to the appropriate vendors when the stock level reaches minimum.
6. To know the available stock in hand month wise account is maintained and it is tallied.

3.4.5 Documents Used in Stores

1. Goods receipts note

Record of goods received at the point of receipt. This record is used to confirm all goods have been received and often compared to a purchase order before payment is issued.

2. Bin card

A document that records the status of a good held in a stock room. A typical retailing business with a large stock room will use a bin card to record a running balance of stock on hand, in addition to information about stock received and notes about problems associated with that stock item.

3. Materials issue voucher

Record of goods issued at the point of issued. This record is used to confirm all goods have been received and often compared to a sales order before receipt made.

3.5 Quality Assurance Department

Quality Confirmation (QA) could be a way of avoiding botches or absconds in manufactured items and maintaining a strategic distance from issues when conveying arrangements or services to clients, QA is connected to physical items in pre-production to confirm what will be made meets particular activities and necessities and amid manufacturing production runs by approving parcel tests meet indicated quality controls.

QA is also applied to computer program to confirm that highlights and usefulness meet trade objectives, and that code is moderately bug free earlier to shipping or discharging unused software products and versions.

Quality Affirmation alludes to authoritative and procedural activities implemented in a quality framework so that prerequisites and objectives for an item senile or action will be satisfied. It is the precise estimation, comparison with a standard, observing of forms and an associated criticism circle that confers error prevention. This could be differentiated with quality control, which is centred on Process output.

At RIL the buzzwords are quality and client enchant. It guarantees consistent quality items to the clients by a three pronged quality approach control of inputs, control of handle and control of yields.

RIL features a chemical lab installed with advanced testing equipment's and the lab faculty work circular the clock to monitor and control the quality of inputs to the method. The method parameters are monitored as often as possible to guarantee that the method is inside the control. The quality of outputs is measured and observed by a physical lab once more



with a committed crew that works circular the clock. They guarantee that the quality of the yield is as per global standards.

2.7.2: Structure of Quality Control Department

3.5.1 Equipment's Used

1. Tensometer

A Tensiometer as it applies to material science is an instrument utilized to degree the surface pressure of fluids or surfaces. Tensiometers are utilized in investigate and development research facilities to decide the surface pressure of fluids like coatings, lacquers or cements. A assist application field of tensiometers is the monitoring of mechanical generation forms like parts cleaning or electroplating.

2. Steel ruler

A ruler, in some cases called a run the show or line gage, is an instrument used ingeometry, specialized drawing, printing as well as building and building to measure separations or to run the show straight lines. The ruler could be a straight edge which may also contain calibrated lines to degree separations

3. Aceton chiller

Acetone is the natural compound with the equation $(CH_3)_2CO$. It may be a color less, portable, combustible liquid, and is the only ketone; Acetone may be a good solvent for numerous plastics and a few engineered strands. It is utilized for thinning polyester gum, cleaning apparatuses utilized with it' and dissolving two portion epoxies and superglue some time recently they solidify. It is utilized as one of the unstable components of some paints and varnishes. As a overwhelming obligation degreaser, it is valuable in the preparation of metal earlier to portray. It is additionally valuable for tall reliability soldering applications to expel

rosin flux after fastening is total: this helps to anticipate the Corroded jolt impact. Chilled Acetone can be utilized to guarantee their physical quality.

4. Micro gauge

In designing a gage or gage may be a gadget utilized to form estimations or in order to show certain data, like time. A wide assortment of devices exist which serve such capacities extending from basic pieces of fabric against which sizes can be measured to complex pieces of apparatus. In RIL gage issued to degree the count of crude materials.

3.5.2 Inspection

An assessment is, most by and large, an organized examination or formal evaluation exercise. In designing exercises assessment includes the estimations, tests and gauges connected to certain characteristics in respect to a protest or action. The results are ordinarily compared to indicate necessities and it guidelines for determining whether the thing or action is in line with these targets. Assessments are more often than not nondestructive.

Inspection and quality control are the foremost imperative apparatuses in today's corporate world. In universal exchange a few goal nations require pre-shipment assessment. The merchant instrument the shipper which reviews company should be utilized. The examiner makes pictures and a report to certify that the goods that are being transported and created are in agreement with the accompanying documents.

Positive impact

1. Reduces end-line defects.
2. Saves time and efforts of final inspection.
3. Helps to fix the problems at the outset' and prevents common mistakes being made repeatedly.
4. Helps to ensure quality of the products of a production line.

Type of inspection

1. Pre-production inspection

Pre-production inspection or Inward inspection of raw materials is done in the chemical lab. Only after the inspection the raw materials are sending to the production unit.

2. During production inspection

During production inspection or in process inspection is the production Process.

3. Final random inspection

Final random inspection or finished product inspection is done through online inspection and if any problem is identified therein.

3.5.3 Quality Control

Quality control, or QC for short, is a process by which entities review the quality of all factors involved in production. This approach places an emphasis on three aspects.

1. Elements such as controls, job management, defined and well managed Processes, performance and integrity criteria, and identification of records.
2. Competence, such as knowledge, skills, experience, and qualifications.
3. Soft elements, such as personnel, integrity, confidence, organizational culture, motivation, team spirit, and quality relationships.

Controls incorporate item review, where each item is inspected outwardly, and regularly employing a stereo magnifying instrument for fine detail some time recently the item is sold

into the outside showcase. Examiners will be given with records and depictions of unsatisfactory item abscond such as breaks or surface imperfections for case. The quality of the yields is at chance in case any of these three perspectives is insufficient in any way.

Techniques used in RIL for Quality control purposes.

1. Acceptance Sampling

Acceptance sampling uses statistical sampling to determine whether to accept or reject a production lot of material. It has been a common quality control technique used in industry. It is usually done as products leave the factory, or in some cases even within the factory. Most often a producer supplies a consumer a number of items and a decision to accept or reject the lot are made by determining the number of defective items in a sample from the lot. The lot is accepted if the number of defects falls below where the acceptance number or otherwise the lot is rejected.

2. Control charts

Control charts also known as Shewhart charts or process-behaviour charts, in statistical process control are tools used to determine if a manufacturing or business process is in a state of statistical control.

3.5.4 Total Quality Management

Total quality management (TQM) comprises of organization wide efforts to install and make changeless a climate in which an organization ceaselessly improves its capacity to convey high-quality items and administrations to clients. Whereas there, is no widely agreed-upon approach, TQM efforts ordinarily draw intensely on the previously created devices and procedures of quality control. RIL have following quality certifications.

1. ISO 9001:2008
2. ISO 9001:2010
3. EMS 14001

Techniques used for quality management

1. Daily report of defects
2. Quality checking registers
3. Auditing

Tests for quality checking

1. Tensile test
2. T-50 test
3. Schwartz test

Table 3.5.1 Characteristics of Rubfila Rubber Threads

Variety	count	Green modulus 300% (gm/r q.mm)	Tensile Strength (gm/s g.mm)	Elongationat break %	Schwartz Value(gems/s q.mm)	Heat resistance
High Elongation on	20-86 90. 105	2.5-4 2.5-4	>30 >30	>650 >700	>10 0 >10 0	50
Furniture grade	20-28	3.5-5	>30	>600	>150	50
Food grade	20-32	2.75-3.50	>30	>700	>135	<10
Fishing grade	11-19	2.0-2.50	>20	>650	>100	50
Diaper grade	38-50	2.5-3.5	>30	>700	>100	50
Super extruded	34-40	3.0-3.5	>30	>675	>135	>85
tolerance	5%		+ -10	+ -15%	+ -10%	+ -10%

3.5.5 Industrial Safety

An industrial security framework could be a counter degree pivotal in any hazardous plants such as oil and gas plants and atomic plants. They are utilized to protect human, plant, and environment in case the method goes past the control margins. As the name recommends, these frameworks are not expecting for controlling the method itself but rather security. Prepare control is performed by implies of handle control systems (PCS) and is interlocked by the security frameworks so that quick activities are taken should the method control frameworks fail.

Process control and security frameworks are ordinarily blended beneath one system' called Coordinates Control and Security Framework (ICSS). Mechanical security systems typically utilize devoted frameworks that are SIL 2 certified at least; though control system filter begin with SIL 1. SIL applies to both equipment and program requirements such as cards, processors repetition and voting functions.

Safety gadgets

Safety gadgets are those devises which are used to protect the employees from hazards the following gadgets are used by RIL.

1. Safety shoes

Safety shoes are footwear designed specifically to protect the feet they typically are worn in environment where injury to the feet is more likely, such as a construction site or in a factory. They often feature thick soles and steel toes' and they tend to be heavier than casual footwear.

2. Gloves

Personal protective equipment worn over the hands. When handling materials, the operator should wear safety gloves made from rubber or another material that is impervious to materials.

3. Mask

Protective masks are pieces of kit or equipment worn on the head and face to afford protection to the wearer, and today usually have these functions are providing a supply of air or filtering the outside air and Protecting the face against flying objects or dangerous environments, while allowing vision.

4. Helmet

A helmet is a form of protective gear worn to protect the head from injuries.

5. Goggles

Goggles or safety glasses are forms of protective eyewear that usually enclose or protect the area surrounding the eye in order to prevent particulates, water or chemicals from striking the eyes; they are used in chemistry laboratories and in wood working. They are often used in snow sports as well, and in swimming. Goggles are often worn when using power tools such as drills or chainsaws to prevent flying particles from damaging the eyes. Many types of goggles are available as prescription goggles for those with vision problems.

Benefits

In truth company is lawfully mindful for the security of company and employees, and any other individual which will be influenced by organizations work activities. Mishances and ill-health taken a toll businesses cash, in misplaced time, misplaced skills, insurance premium climbs, legitimate procedures, etc. the benefits of successful wellbeing and safety administration to business are exceptionally noteworthy. There's clear proved that effective

wellbeing and safety management contributes straightforwardly to by and large business success.

This is often genuine overall industry segments and among businesses of all shapes and sizes. Separated from the self-evident legitimate and ethical obligations association have as an employer, consider the conceivable results of a genuine working environment mishap in the organization premises. Think almost overseeing without a key worker whereas he is recuperating taking after a mishap. Think almost the harm to company's brand and business notoriety. Think almost expanded protections premiums or compensation claims. A positive and proactive approach to wellbeing and security administration can minimize the potential for money related harm to the commerce.

The premise for the management of wellbeing and security within the work environment is the composed security articulation. The safety explanation is association for ensuring the security and wellbeing of workers and others who may be influenced by company's work. Planning a security explanation will not in itself anticipate mischances and all wellbeing at work but by making a commitment to promoting wellbeing and security and indicating the courses of action and the resources have put in put, the security articulation plays a crucial portion in overseeing wellbeing and security in workplace.

Managing safety is good for business and it is good for everyone!

- a) Reduce the chances of an accident in your workplace.
- b) Improve staff morale and motivation.
- c) Reduce absenteeism.
- d) Save money.

Chapter 4: - Finance & Accounts

4.1. Organization structure

Organisational structure is a mainly hierarchical concept of subordination of entities that collaborate and contribute to serve one common aim. Organisational structure allows the expressed allocation of responsibilities for different functions and process to different entities such as the branch, department, workgroup and individuals. Individuals in an organisational structure are normally hired under time limited work contracted orders, or under permanent employment contracts or program orders.

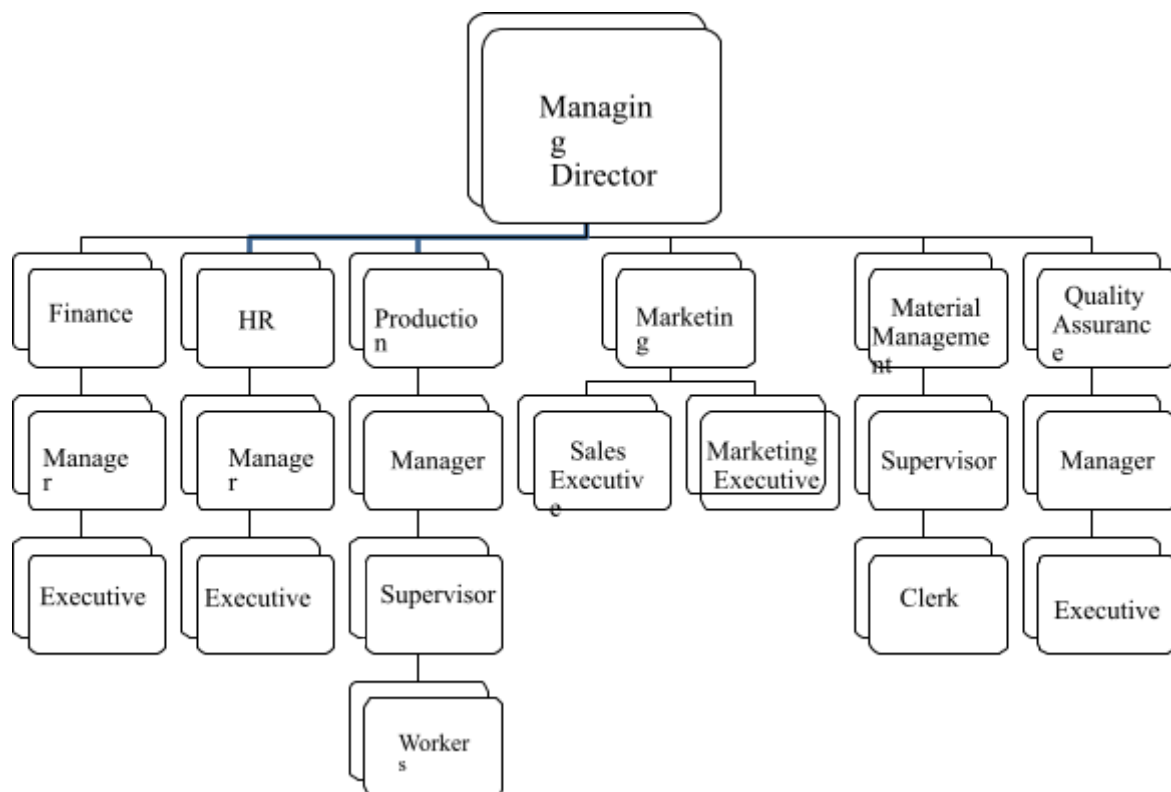


Fig. No. 4.1: Organisation Structure

4.2. Finance Department

Finance is a field closely related to accounting that deals with the allocation of assets and liabilities over time under conditions of certainty and uncertainty. Finance also applies and uses the theories of economics at some level finance can also be defined as the science of money management. A key point in finance is the time value of money, which states that purchasing power of one unit of currency can vary over time. Finance aims to price assets based on their risk level and their expected rate of return. Finance can be broken into three different sub categories; public finance, corporate finance and personal finance. In other words the part of an organization that manages its money. The business functions of a finance department typically include planning, organizing, auditing, accounting for and controlling its company's finances. The finance department also usually produces the company's financial statements.

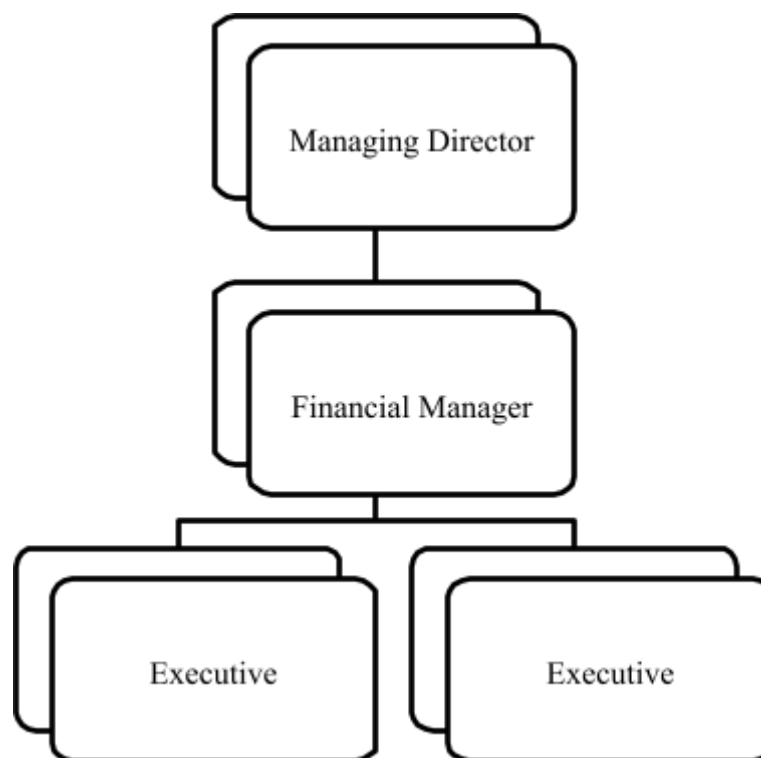


Fig. No. 4.2: Structure of Finance Department

finance department's organisational structure can vary depending on the size and complexity of the company.

In a typical finance department, several positions and departments collaborate to manage the company's financial operations. Some typical positions include:

- I. Chief Financial Officer (CFO): The CFO is in charge of overseeing the company's financial operations and making strategic financial decisions.
- II. Finance Manager: The finance manager is in charge of the company's day-to-day financial operations, including budgeting, forecasting, and financial reporting.

- III. Accountant: Accountants are in charge of preparing and analysing financial statements, managing financial transactions, and ensuring financial regulations are followed.
- IV. Financial analysts are in charge of analysing financial data and trends, performing financial modelling, and making recommendations to improve the company's financial performance.
- V. Treasury Manager: The treasury manager is in charge of the company's cash and liquidity, including cash flow forecasting, banking relationships, and debt and investment portfolio management.
- VI. Tax Manager: The tax manager is in charge of managing the company's tax strategy as well as ensuring compliance with tax laws and regulations
- VII. Internal auditors: Internal auditors are in charge of conducting internal audits of the company's financial operations in order to ensure compliance with financial policies and regulations.

Accounts payable, accounts receivable, payroll, and financial planning and analysis are all examples of sub-departments or teams within the finance department. The structure of the finance department may differ depending on the company's needs and goals.

4.2. Capital Structure of Rubfila International Limited

The capital structure is the particular combination of debt and equity used by a company to finance its overall operations and growth.

Equity capital arises from ownership shares in a company and claims to its future cash flows and profits. Debt comes in the form of bond issues or loans, while equity may come in the form of common stock, preferred stock, or retained earnings. Short-term debt is also considered to be part of the capital structure.

When analysts refer to capital structure, they are most likely referring to a firm's debt-to-equity (D/E) ratio, which provides insight into how risky a company's borrowing practices are. Usually, a company that is heavily financed by debt has a more aggressive capital structure and therefore poses a greater risk to investors. This risk, however, may be the primary source of the firm's growth.

Debt is one of the two main ways a company can raise money in the capital markets. Companies benefit from debt because of its tax advantages; interest payments made as a result of borrowing funds may be tax-deductible. Debt also allows a company or business to retain ownership, unlike equity. Additionally, in times of low interest rates, debt is abundant and easy to access.

Equity allows outside investors to take partial ownership in the company. Equity is more expensive than debt, especially when interest rates are low. However, unlike debt, equity does not need to be paid back. This is a benefit to the company in the case of declining earnings. On the other hand, equity represents a claim by the owner on the future earnings of the company.

Period		Instrument	Authorized Capital	Issued Capital	- P A I D U P -		
From	To		(Rs. cr)	(Rs. cr)	Shares (nos)	Face Value	Capital (Rs. Cr)
2021	2022	Equity Share	35.0	27.1	54267529	5.0	27.1
2020	2021	Equity Share	35.0	27.1	54267529	5.0	27.1
2019	2020	Equity Share	35.0	24.7	49467529	5.0	24.7
2018	2019	Equity Share	35.0	23.6	47217529	5.0	23.6
2017	2018	Equity Share	35.0	22.6	45217529	5.0	22.6
2016	2017	Equity Share	35.0	21.6	43217529	5.0	21.6
2015	2016	Equity Share	35.0	21.6	43217529	5.0	21.6
2014	2015	Equity Share	35.0	21.6	43217529	5.0	21.6
2013	2014	Equity Share	35.0	21.6	43217529	5.0	21.6
2012	2013	Equity Share	35.0	21.6	43217529	5.0	21.6
2011	2012	Equity Share	35.0	21.6	43217529	5.0	21.6

Table:4.2.1 Capital structure of RIL

Source: All the data are taken from money control & capitaine software

4.3. Costing methods of Rubfila International Limited

Absorption costing: Absorption costing is a costing method that assigns all costs associated with the production of goods or services, including direct materials, direct labour, and overhead costs. This method is often used for financial reporting purposes and to determine the cost of goods sold.

Activity-based costing: Activity-based costing is a costing method that assigns costs to specific activities, such as setup costs, machine maintenance, or quality control, and then assigns those costs to products or services based on how those activities are used. This method is frequently used in businesses where overhead costs constitute a significant portion of total costs.

Job costing: Job costing is a costing method that allocates costs to specific jobs or projects. This method is commonly used in businesses that manufacture customised goods or services, such as construction or consulting firms.

Process costing: Process costing is a costing method that assigns costs to each stage of the production process and then adds the costs of each stage to calculate the total cost of production. This method is commonly used in companies that manufacture large quantities of homogeneous products, such as chemical or food processing firms.

Standard costing: Standard costing is a costing method that compares actual costs to predetermined costs for materials, labour, and overhead to determine variances. This method is commonly used in businesses that produce standardised goods or services, such as manufacturing firms.

Rubfila International Limited is using multiple costing methods because at every department in company there is need for different method so multiple costing method incorporate any of the above-mentioned method of costing.

4.4. Working Capital Management of Rubfila International Limited

Working capital management is a business strategy designed to ensure that a company operates efficiently by monitoring and using its current assets and liabilities to their most effective use.

The efficiency of working capital management can be quantified using ratio analysis.

The primary purpose of working capital management is to enable the company to maintain sufficient cash flow to meet its short-term operating costs and short-term debt obligations. A company's working capital is made up of its current assets minus its current liabilities.

Working capital is a measure of a company's liquidity, operational efficiency and its short-term financial health. If a company has substantial positive working capital, then it should have the potential to invest and grow. If a company's current assets do not exceed its current liabilities, then it may have trouble growing or paying back creditors, or even go bankrupt.

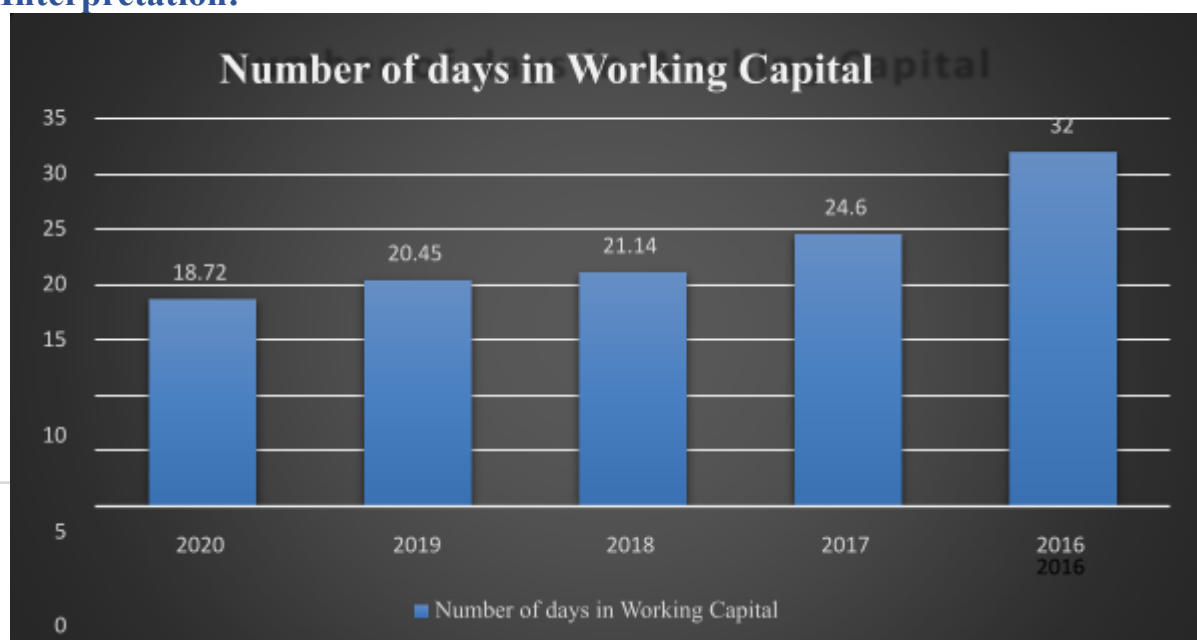
Showing Number of Days in Working Capital

Table 4.4.1. Working Capital Days

Particulars	2020	2019	2018	2017	2016
Number of days in Working Capital	18.72	20.45	21.14	24.6	32

Source: All the data are taken from money control & capitaine software

Interpretation:



From the above table we can see that the number of days in working capital has decreased by almost 50% from the financial year 2016 when it was 32.00 and this is good sign because it saws the efficiency in collection of money from market and it will require less time so cost is also low.

4.5. Internal Audit Policies and Financial Control System

The internal audit policies of Rubfila International Limited define the objectives and scope of the internal audit function, the authority and responsibilities of the internal auditors, and the reporting structure for internal audit findings. The policies also outline the frequency and timing of internal audits, the documentation and reporting requirements for internal audits, and the follow-up procedures to ensure that audit recommendations are implemented.

4.5.1. Auditors Responsibility for the Audit of the Standalone Financial Statements

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls system in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management 's use of the going concerns basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor 's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor 's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone
- financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

4.5.2. Financial Control System

Financial controls are the procedures, policies, and means by which an organization. monitors and controls the direction, allocation, and usage of its financial resources. Financial controls are at the very core of resource management and operational efficiency in any organization.

In terms of financial control systems, Rubfila International Limited established segregation of duties to prevent fraud and errors, proper authorization and approval procedures for financial transactions, and adequate documentation and record-keeping procedures. The company also performs periodic reconciliations of accounts, implement physical and logical access controls to prevent unauthorized access to financial information, and monitor and report on financial performance and risks.

It is important for Rubfila International Limited to ensure that its internal audit policies and financial control systems are up-to-date and effectively implemented to mitigate financial risks and improve operational efficiency. The company may also need to comply with relevant regulatory requirements and industry standards when designing its internal audit policies and financial control systems.

4.5.3. Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (—ICAI). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

4.6. Accounting Policies

Rubfila International Limited is following all the accounting policy described in Companies act 1956 and 2013 and also following all standers as INDAS.

4.7. Inventory Valuation Methods

Rubfila International Limited, a rubber thread manufacturing company use different inventory valuation methods to calculate the value of their inventory. These methods include:

First-in, first-out (FIFO): Under this method, the oldest inventory is sold first, and the cost of goods sold is based on the cost of the oldest items in inventory. The remaining inventory is valued at the cost of the most recently acquired items.

Last-in, first-out (LIFO): Under this method, the most recently acquired inventory is sold first, and the cost of goods sold is based on the cost of the most recent items in inventory. The remaining inventory is valued at the cost of the oldest items in inventory.

Weighted average cost: Under this method, the cost of goods sold and the value of the remaining inventory are calculated based on the average cost of all items in inventory, weighted by the quantity of each item.

Specific identification: Under this method, each item in inventory is tracked separately, and the cost of goods sold and the value of the remaining inventory are based on the specific cost of each item.

4.8. Methods to Calculate Depreciation

The four depreciation methods include straight-line, declining balance, sum-of-the-years' digits, and units of production.

Straight-Line Depreciation

The straight-line method is the most common and simplest to use. A company estimates an asset's useful life and salvage value (scrap value) at the end of its life. Depreciation determined by this method must be expensed in each year of the asset's estimated lifespan.

Declining Balance Depreciation

The declining balance method is a type of accelerated depreciation used to write off depreciation costs earlier in an asset's life and to minimize tax exposure. With this method, fixed assets depreciate more so early in life rather than evenly over their entire estimated useful life.

Sum-of-the-Years' Digits Depreciation

The sum-of-the-years'-digits method (SYD) accelerates depreciation as well but less aggressively than the declining balance method. Annual depreciation is derived using the total of the number of years of the asset's useful life. The SYD depreciation equation is more appropriate than the straight-line calculation if an asset loses value more quickly, or has a greater production capacity, during its earlier years.

Units of Production Depreciation

The units of production method assigns an equal expense rate to each unit produced. It's most useful where an asset's value lies in the number of units it produces or in how much it's used, rather than in its lifespan. The formula determines the expense for the accounting period multiplied by the number of units produced.

4.9. Ratio Analysis

Profit Margin Analysis

Profit margin is part of a category of profitability ratios calculated as net income divided by revenue, or net profits divided by sales. Here we are calculating three ratios for profit margin analysis.

Gross Margin

Gross margin is a company's total sales revenue minus its cost of goods sold (COGS), divided by total sales revenue, expressed as a percentage. The gross margin represents the percent a total sales revenue that the company retains after incurring the direct costs associated with producing the goods and services it sells.

Gross Margin = Gross Profit/Net Sales

Net Margin:

Net profit margin is the ratio of net profits to revenues for a company or business segment. Typically expressed as a percentage, net profit margins show how much of each dollar collected by a company as revenue translates into profit.

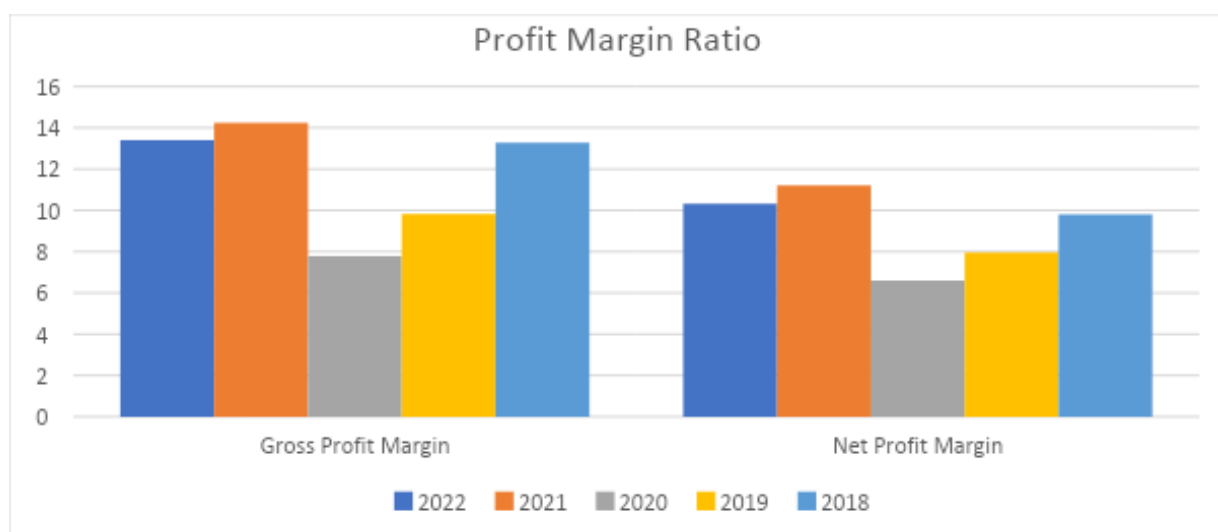
$$\text{Net Margin} = \text{Net Profit} / \text{Net Sales}$$

Gross Margin & Net Margin Ratio

Table 4.9.1. Profit Margin Ratio

Particulars	2022	2021	2020	2019	2018
Gross Profit Margin	13.40	14.24	7.79	9.83	13.27
Net Profit Margin	10.33	11.20	6.60	7.95	9.81

Source: All the data are taken from money control & capitaine software



Interpretation

After going through the analysis of above data, it can be said that the average gross margin of Rubfila International Limited for the last 5 years was around 11.71%. Also, Net profit margin has around 9.18%. In Rubfila International Limited gross profit and net profit margin was decreasing but last two years it has been increasing which is a good sign for Rubfila International Limited.

Leverage Ratios

Debt-Equity Ratio

Debt/Equity Ratio is a debt ratio used to measure a company's financial leverage, calculated by dividing a company's total liabilities by its stockholders' equity. The D/E ratio indicates

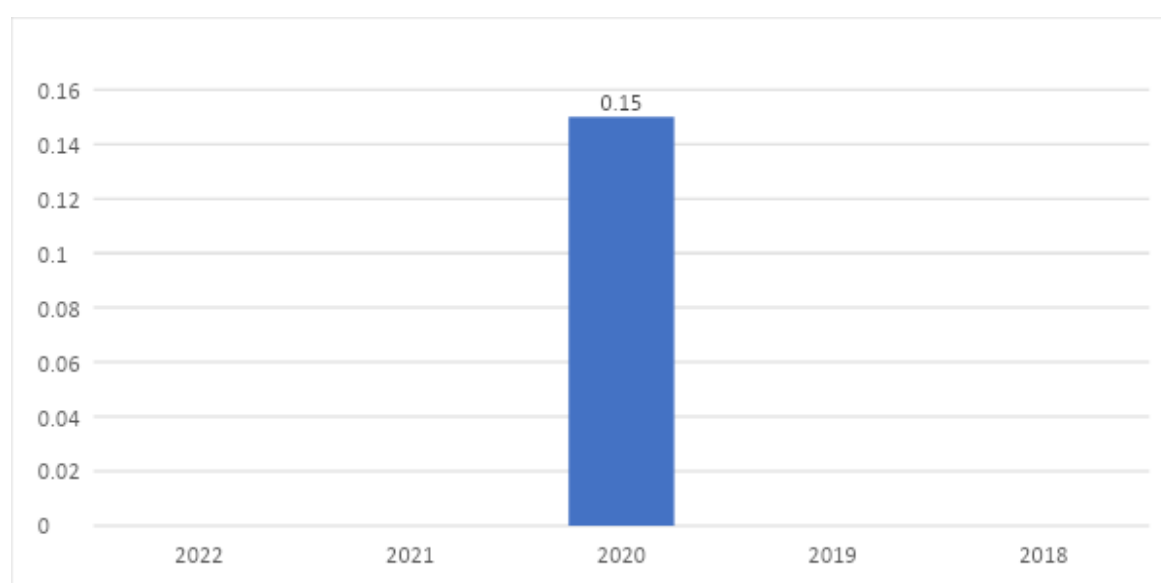
how much debt a company is using to finance its assets relative to the amount of value represented in shareholders' equity.

Debt Ratio = Total Debt/ Total Equity

Table 4.9.2. Debt-Equity Ratio

Particulars	2022	2021	2020	2019	2018
Debt-Equity Ratio	00	00	0.15	00	00

Source: All the data are taken from money control & capitaine software



Interpretation

It shows how much of a company's net assets are funded by debt rather than its own resources. A high D/E ratio indicates a high degree of financial risk and a low degree of shareholder's equity. From the above data, we can see that the company has zero debt Over the years. WE can say that company has zero or less financial risk.

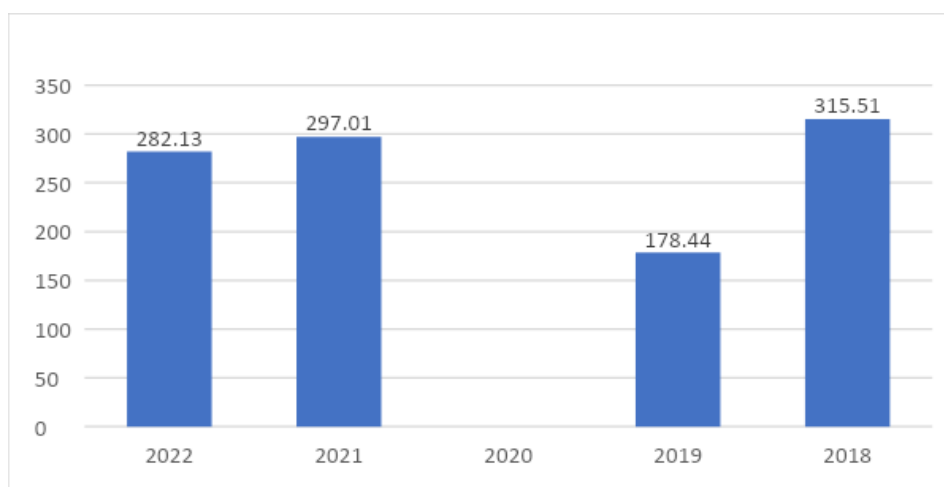
Interest Coverage Ratio:

The interest coverage ratio is a debt and profitability ratio used to determine how easily a company can pay interest on its outstanding debt. The interest coverage ratio is calculated by dividing a company's earnings before interest and taxes (EBIT) by its interest expense during a given period.

Table 4.9.3. Interest Coverage Ratio

Particulars	2022	2021	2020	2019	2018
Interest Coverage Ratio	315.51	178.44	--	297.01	282.13

Source: All the data are taken from money control & capitaine software



Interpretation

The interest coverage ratio is increasing and decreasing, as shown in the graph above. A low coverage ratio may imply that a sector is "too safe" and is missing out on chances. A high coverage ratio implies that businesses can repay their interest costs several times over. Increase your earnings by using leverage.

Profitability Analysis

Return on Investment

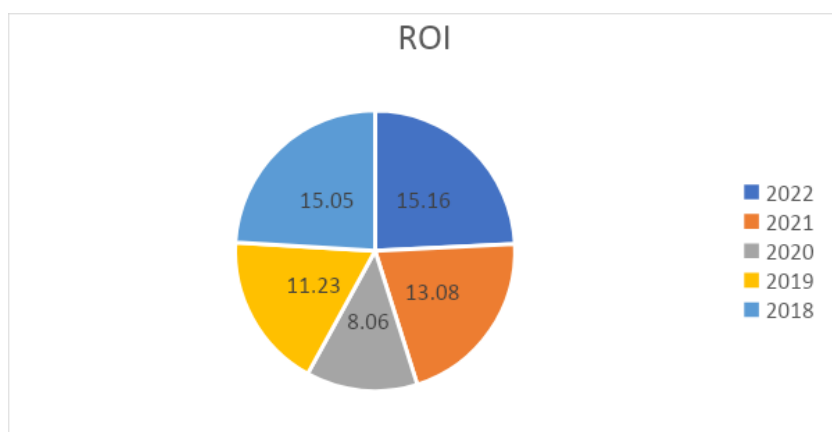
A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. ROI measures the amount of return on an investment relative to the investment's cost.

$$\text{ROI} = \text{EBIT}(1-T) / \text{Net Assets}$$

Table 4.9.4. ROI

Particulars	2022	2021	2020	2019	2018
ROI	15.16	13.08	8.06	11.23	15.05

Source: All the data are taken from money control & capitaine software



Interpretation

From the above chart, it can be found that ROI was 15.05% in year 2018 which is increased to 15.16% Only in the year 2022. It shows declining and then increasing trend. It was increase in 2021 and 2022 which is a good sign in terms of profitability of investment made in the industry.

Dupont Analysis

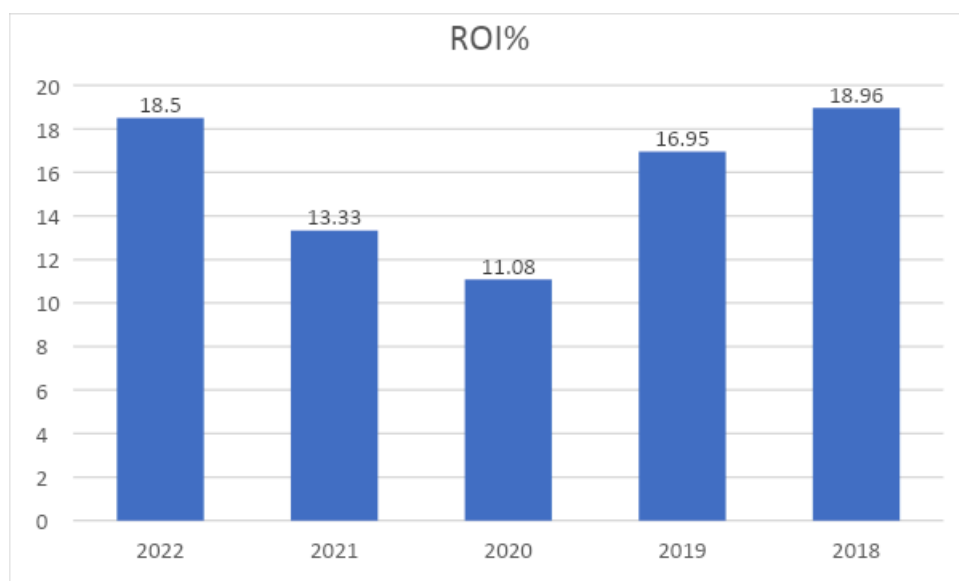
DuPont Analysis (also known as the DuPont identity, DuPont equation, DuPont Model or the DuPont method) is an expression which breaks ROE (return on equity) into parts.

$$\text{ROE} = \frac{\text{G.P}}{\text{G.P C.E}} \times \frac{\text{EBIT}}{\text{EAT}} \times \frac{\text{SALES}}{\text{CE SALES}} \times \frac{\text{EBT}}{\text{EBITEBT N.W}}$$

Table 4.9.5.

Particulars	2022	2021	2020	2019	2018
ROI	18.96	16.95	11.08	13.33	18.50

Source: All the data are taken from money control & capitaine software



Interpretation

Return on equity (ROE) measures the rate of return on the ownership interest or shareholders' equity of the common stock owners. From above data we can see that ROE was decreasing first then it is increasing since last two years which indicate that company is well uses investment funds to generate earnings growth since last two years.

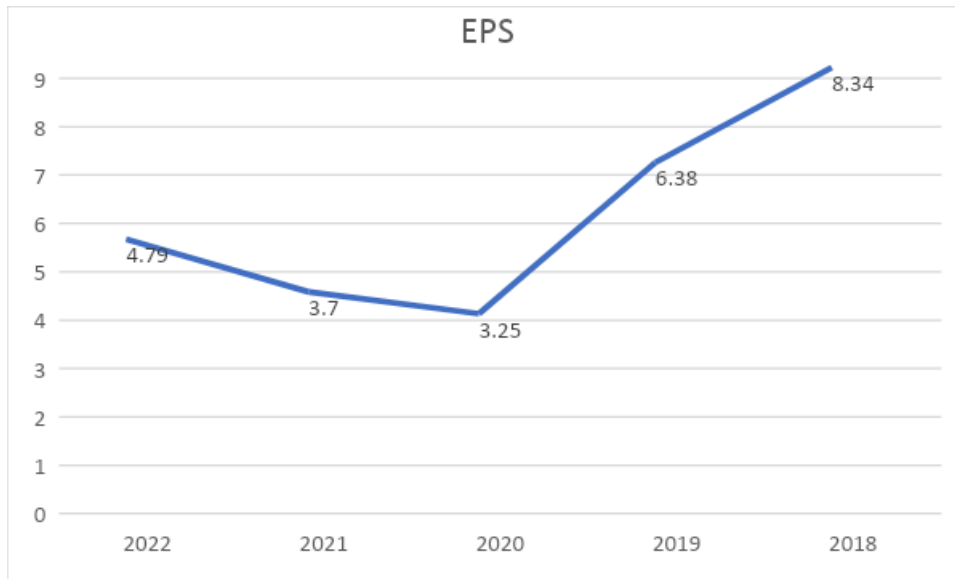
Earnings Per Share (Eps)

Earnings per share (EPS) are calculated as a company's profit divided by the outstanding shares of its common stock. The resulting number serves as an indicator of a company's profitability. It is common for a company to report EPS that is adjusted for extraordinary items and potential share dilution.

Table 4.9.6. EPS

Particulars	2022	2021	2020	2019	2018
EPS	8.34	6.38	3.25	3.70	4.79

Source: All the data are taken from money control & capitaine software



Interpretation

In Rubfila International Limited from 2018 onward the EPS shows decreasing trend till 2020 and then shows increasing trend which shows that company is doing well in the industry and attract more investors towards it which give positive signal.

Dividend Per Share (Dps)

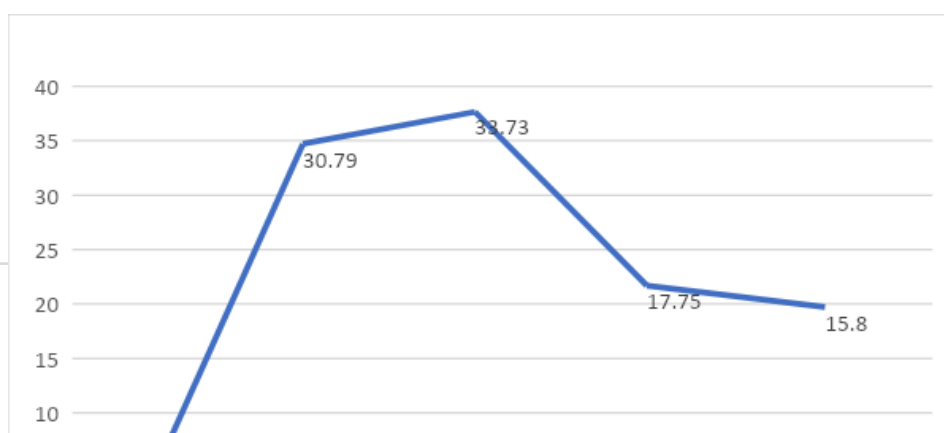
Dividend per share (DPS) is the sum of declared dividends issued by a company for every ordinary share outstanding. The figure is calculated by dividing the total dividends paid out by a business, including interim dividends, over a period of time, usually a year, by the number of outstanding ordinary shares issued.

A company's DPS is often derived using the dividend paid in the most recent quarter, which is also used to calculate the dividend yield

Table 4.9.7. DPS

Particulars	2022	2021	2020	2019	2018
DPS	15.80	17.75	33.73	30.79	0.00

Source: All the data are taken from money control & capitaine software



Interpretation

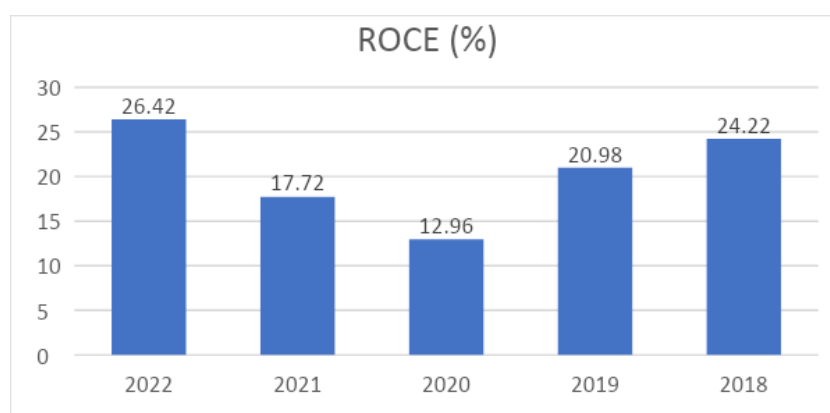
The above chart indicate that Rubfila International Limited has not been paid any dividend in 2018 to its shareholder. In 2019 it started to pay dividend which was 30.79 and then it has been increasing to 33.73 in 2020 and major decline in 2021 and 2022 reason may be Rubfila International Limited may have ploughed back its maximum profit for the reinvestment purpose or reason having less earning in that year or covid-19 in year 2019-2020.

Return on Capital Employed

Table 4.9.8. ROCE

Particulars	2022	2021	2020	2019	2018
ROCE (%)	24.22	20.98	12.96	17.72	26.42

Source: All the data are taken from money control & capitaine software



Interpretation

The ROCE trend over the years can also be an important indicator of performance. Investors tend to favour companies with stable and rising ROCE levels over companies where ROCE is

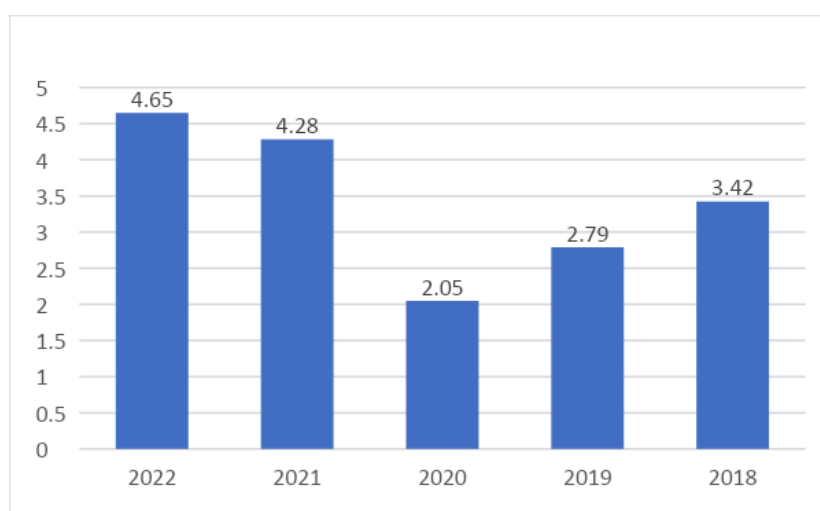
volatile or trending lower. From the data we can say that it has been increasing trend since last two years.

Current Ratio

Table 4.9.9. Current Ratio

Particulars	2022	2021	2020	2019	2018
Current Ratio (%)	3.42	2.79	2.05	4.28	4.65

Source: All the data are taken from money control & capitaine software



Interpretation

The current ratio helps investors understand more about a company's ability to cover its short-term debt with its current assets.

A ratio under 1.00 indicates that the company's debts due in a year or less are greater than its short-term assets expected to be converted to cash within a year or less. A current ratio of less than 1.00 may seem alarming, although different situations can negatively affect the current ratio in a solid company. From the above data, we can see that the current ratio in all these years is between 2 to 5. We can say that company is not using its assets properly which can increase their more profitability.

Quick Ratio

Table 4.9.10. Quick Ratio

Particulars	2022	2021	2020	2019	2018
Quick Ratio (%)	2.63	2.29	1.62	3.67	4.02

Source: All the data are taken from money control & capitaine software



Interpretation

The quick ratio is an indicator of a company's short-term liquidity position and measures a company's ability to meet its short-term obligations with its most liquid assets.

The higher the ratio result, the better a company's liquidity and financial health; the lower the ratio, the more likely the company will struggle with paying debts.

4.10. Balance Sheet of Rubfila International Limited

Table 4.10.1. Balance Sheet

Consolidated Balance Sheet		----- in Rs. Cr. -----			
	Mar '22	Mar '21	Mar '20	Mar '19	Mar '18
	12 mths	12 mths	12 mths	12 mths	12 mths
Sources Of Funds					
Total Share Capital	27.13	27.13	24.73	23.61	22.61
Equity Share Capital	27.13	27.13	24.73	23.61	22.61
Reserves	208.25	170.06	129.93	109.14	91.25
Networth	235.38	197.19	154.66	132.75	113.86
Secured Loans	0.55	0.00	0.66	0.00	0.00
Total Debt	0.55	0.00	0.66	0.00	0.00
Total Liabilities	235.93	197.19	155.32	132.75	113.86
	Mar '22	Mar '21	Mar '20	Mar '19	Mar '18
	12 mths	12 mths	12 mths	12 mths	12 mths
Application Of Funds					
Gross Block	159.13	217.20	121.80	116.61	99.75
Less: Accum. Depreciation	0.00	87.19	0.00	55.12	53.26
Net Block	159.13	130.01	121.80	61.49	46.49
Capital Work in Progress	0.00	5.25	0.00	7.72	3.19
Investments	0.00	0.00	0.00	16.68	0.00
Inventories	29.45	19.69	16.32	9.04	10.43
Sundry Debtors	55.42	32.66	34.10	32.29	30.84
Cash and Bank Balance	13.63	11.50	4.83	3.64	3.58
Total Current Assets	98.50	63.85	55.25	44.97	44.85
Loans and Advances	36.77	56.34	32.12	26.68	45.50
Total CA, Loans & Advances	135.27	120.19	87.37	71.65	90.35
Current Liabilities	45.84	45.88	44.52	16.97	19.41
Provisions	12.63	12.37	9.32	7.80	6.76
Total CL & Provisions	58.47	58.25	53.84	24.77	26.17
Net Current Assets	76.80	61.94	33.53	46.88	64.18
Total Assets	235.93	197.20	155.33	132.77	113.86
Contingent Liabilities	0.00	21.76	0.00	4.42	3.92
Book Value (Rs)	43.37	36.34	31.27	28.11	25.18

Source: All the data are taken from money control & capitaine software

4.11. Peer comparison of Rubfila International Limited

Table 4.11.1 Peer comparison

COMPANY	PRICE Rs.	MCAP Cr.	P/B	P/E	EPSRs.	ROE%	ROCE%	P/S	EV/EBITD A
Apcotex Inds	431.85	2238.92	4.81	19.36	22.3	28.17	34.88	2.34	12.84
Pix Transmission	756.8	1031.16	2.74	19.84	38.14	19.48	22.38	2.47	11.12
Rubfila Internatl.	70.29	381.45	1.6	13.39	5.25	20.39	27.41	0.92	8.33
GRP	2808	374.4	2.56	29.8	94.22	4.19	5.35	0.96	13.69
Captain Pipes	24.6	343.06	12.8	66.85	0.37	44.02	43.52	4.15	115.29
Indag Rubber	102.6	269.33	1.3	37.27	2.75	1.28	1.56	1.61	18.98
Elgi Rubber Co.	31.8	159.16	1.86	4.65	6.84	2.99	4.64	0.8	5.54
Dolfin Rubbers	123.15	123.52	5.17	44.62	2.76	13.42	14.6	1.48	23.61

Source: Rubfila Internatl. Share Price, Financials and Stock Analysis (finology.in)

From above table, it is clearly visible that Apcotex is the market leader in the Rubber industry followed by PIX Transmission and Rubfila international limited in terms of market capital.

4.12. Financial Essentials of the Company

Table 4.11.1 Financial Essentials

MARKET CAP	ENTERPRISE VALUE	NO. OF SHARES
₹ 381.45 Cr.	₹ 370.56 Cr.	5.43 Cr.
P/E	P/B	FACE VALUE
13.39	1.6	₹ 5
DIV. YIELD	BOOK VALUE (TTM)	CASH
2.49%	₹ 43.80	₹ 10.89 Cr.
DEBT	PROMOTER HOLDING	EPS (TTM)
₹ 0 Cr.	57.16%	₹ 5.25
SALES GROWTH	ROE	ROCE
54.29%	20.39 %	27.41%
PROFIT GROWTH		
42.26 %		

Source: Rubfila Internatl. Share Price, Financials and Stock Analysis (finology.in)

Chapter – 5: Human Resources

5.1 Organisation Structure

Organizational structure is a primarily hierarchical concept of subordination of entities that collaborate and contribute to the achievement of a common goal. The organizational structure allows for the explicit assignment of responsibilities for various functions and processes to various entities such as the branch, department, workgroup, and individuals. Individuals in an organization are typically hired under time-limited work contracts, permanent employment contracts, or programme orders.

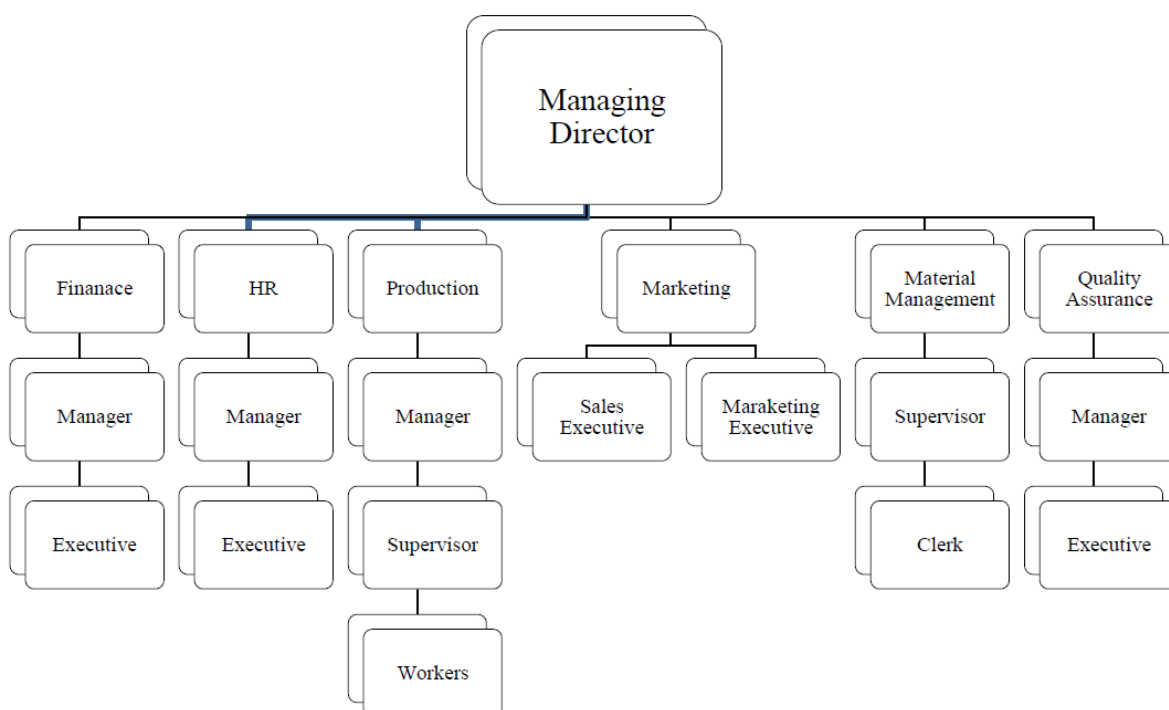


Figure 5.1 - Organisation Structure

5.2 Hr Department

In an ever-changing, highly competitive global landscape, the development of a strong, customer-responsive world-class company fuelled by its vision, values, and vitality is required. To be future-ready and meet the challenges posed by ever-changing market realities, RIL has consistently fostered a culture that rewards continuous learning, collaboration, and development across the organisation.

RIL believes in employee empowerment in order to help them reach their full potential. They regard their employees as their most valuable asset and are committed to their development. Everyone has been using methods and practises for human resource development while keeping human values in mind. The company has very good working relationships with its employees.



Figure 5.2 – Structure of HR Department

5.3 Basis of Departmentation

5.3.1 Departments by Function

Organization of group activities, management function the function of satiation. Finance, accounting, procurement, production, and sales form the foundation of the organisation.

Advantages

- Functions improve communication and coordination.
- It promotes high-quality decision-making
- It improves employee job satisfaction
- Functional departments clearly define authority and responsibilities

Disadvantages

- Difficulties in coordinating functions across departments
- Poor communication between departments

5.3.2 Based on Terry or Geography

The geometric department is the grouping of all functions in a specific geographic region. The geographical sector is ideal for large, geographically dispersed organisations, whereas the territorial sector is appropriate for automotive manufacturing, automotive assembly, wholesale, and refining.

Advantage

- Lower production and sales costs
- Castings for transportation can be reduced to a greater extent.

Disadvantages

- Coordination between departments is extremely difficult.
- Managing the department is extremely difficult for senior management.

5.3.3 Department by Customer

In the customer department, different departments or departments are designed for the needs of specific customers. The complexity of large advertising organisations employs the customer department.

Advantages:

- The customer department strives to meet customers' needs in a more efficient and effective manner;
- The manager can become an expert in the field of accounts;
- This identifies key customers;
- It is capable of understanding our customers' needs.

Disadvantages

- It is difficult to achieve cross-departmental coordination;
- solving customer problems necessitates the use of experts;
- categorising customers is difficult.

5.3.4 Based on Product

Product divisions within large product or product line organisations

5.3.5 Department by Process

The activities are classified based on the process involved. Suitable for manufacturing businesses. For example, the process could be drilling or painting.

5.3.6 Department by Time

It is more common in many organisations to group activities by time. There may be first, second, and night shifts in the organisation. Employees perform similar tasks during each shift. This sector is commonly found in utility services such as railroads, hospitals, call centres, and manufacturing.

5.3.7 Department by Number

Breakdown by number refers to grouping activities by numbers per unit. Soldiers in the army are organised into battalions, regiments, brigades, and so on.

5.3.8 Matrix

A matrix system is a hybrid structure that combines two or more types of departments. There are dual permissions in a matrix organisation. The matrix system is appropriate for bridge, aerospace, and other engineering applications. The project organisation is another name for the Metrics organisation.

5.3.9 Strategic Operations Unit

It is a division of an organisation that provides unique products or services and has its own mission and goals.

5.4 Human Resource Planning

Human resource planning (HRP) is the process of forecasting an organization's future demand for, and supply of, the right type of people in the right number. Only after that can

the HR department begin the recruitment and selection process. HRP is a subsystem of overall organisational planning. Management activities that set the company's goal are included in organisational planning. HRP facilitates the achievement of the company's goals by providing the appropriate type and number of employees. HRP is similar to materials planning in that it estimates the type and quality of materials and supplies required to facilitate the organization's manufacturing activities. Human resource planning is also known as manpower planning, personnel planning, or employment planning.

5.5 Recruitment and Selection Process

Human resources are the most valuable assets of any organisation. The calibre of the people who work in an organisation determines its success or failure. Organizations cannot progress and prosper unless their employees contribute positively and creatively. To achieve an organization's goals and carry out its activities, we must hire people with the necessary skills, qualifications, and experience. While doing so, we must keep both the organization's current and future needs in mind.

5.5.1 Objective

- To effectively manage the manpower recruitment in coherence with long term and short term manpower planning of the organization through a standard recruitment and selection policy.
- To proactively and systematically identify the recruitment needs in time. To ensure that all the recruitment is within the manpower budget and as per the laid down policy.
- The recruited people with required level of skilled and aptitude the learning and growth.

5.5.2 Identification of Vacant Positions

1. Total permanent manpower strength/budget for organization has been sanctioned by the board of directors.
2. All the recruitment has necessarily to be made within the approved budget/strength only.
3. Vacancies against the sanctioned budget may arise due to:
 - Retirement
 - Turnover
 - Natural Separation
4. Whenever a vacancy arises, the concerned department has to fill up the prescribed manpower requisition form clearly indication the job description and specification, time frame and send it to HR department.

5.5.3 Recruitment Sources

Internal sources and external sources are the two broad categories of recruitment sources. Following receipt of the Manpower Requisition (MPR) form, the HR department will begin the process of sourcing candidates as follows:

a) INTERNAL SOURCES

As a matter of policy, the organisation will encourage existing employees to fill vacancies if they meet the criteria and are deemed suitable. To encourage internal applications, notices/circulars for all such vacancies will be posted on the notice board.

If a permanent employee dies in harness due to an accident or other cause, his dependent son may be given preference in employment with the company if he meets the eligibility criteria based on qualification and experience and there is a suitable vacancy in the company at the time. Condition meeting the requirement may apply against internal notification to the HR department via their department.

b) OTHER SOURCES

Other sources can be tapped for recruitment only when suitable candidates are not available internally. Other sources may include the following:

- Internal data bank
- Local employment exchange
- Advertisement through newspaper
- Placement agencies

5.5.4 Methods of Recruitment

The following are the most commonly used method of recruiting people.

1. Internal Method
2. Direct Method
3. Indirect Method

a) INTERNAL METHOD:

(1) PROMOTION AND TRANSFERS:

RIL Whenever possible, prefer to fill vacancies through promotion or internal transfers. Promotion entails moving an employee from a lower to a higher level position, which is accompanied by changes in duties, responsibilities, status, and value.

It may result in changes in duties and responsibilities, working conditions, and so on, but not necessarily in pay. Internal promotions and transfers certainly give people more opportunities to experiment with their careers, igniting ambitions and motivating them to try something they might not have considered otherwise. Of course, the system works best for young executives who are willing to take risks.

(2) JOB POSITION

Another method of hiring from within is through job positions. The organisation uses this method to publicise job openings on bulletin boards, electronic media, and other similar channels. In early 2002, Hindustan lever introduced its version open job position, and over 40 positions have since been filed through the process. HLL even allows its employees to change careers, such as from a technical position system to a managerial position system.

(3) EMPLOYEE REFERRALS

Employee referral refers to the use of personal contacts to find job opportunities. It is a recommendation for a job applicant from a current employee. Employees are encouraged to recommend the names of their friends who work in other organisations for a possible vacancy in the near future, according to the logic behind employee referral. In fact, in today's highly

competitive information technology industry, this has become a popular method of recruiting people. Companies also reward employees whose recommendations are accepted after the routine screening and examining process is completed and job offers are extended to the recommended candidates.

b) DIRECT METHOD

(1) CAMPUS RECRUITMENT

It is a recruiting method that involves visiting and participating in college campuses and placement centres. Recruiters visit prestigious educational institutions such as IITS, IIMs, colleges, and universities in order to identify job candidates with the necessary technical or professional skills. Job seekers are given information about the jobs, and recruiters get a snapshot of the job seekers through constant information exchange with respective institutions. A preliminary screening is performed on campus, and the short-listed students are then reminded of the selection process. Given the growing demand for young managers, most reputable organisations visit on a regular basis and even sponsor specific views in order to gain goodwill in the job market. The placement centre assists in locating applicants and providing resumes to organisations; applicants can be pre-screened; applicants will not have to be lured away from a job; and applicants will have a lower salary expectation.

The procedures followed for candidates who joined report Service enrolment record Application for training Bond in the prescribed formats, Personal details, ESIC declaration forms, duly filled up PF nomination form, duly filled up PF nomination form, duly filled up PF nomination form Punching cards and testimonial copies Certificates of conduct and medical fitness are issued, as is a leave card. After completing the necessary formalities for joining, the candidate will be taken to the relevant HOD and placed in the appropriate departments after receiving necessary guidance. Candidates' information is recorded in statutory registers such as the muster roll, employee register, ESIC register, and so on. Following verification, the employee's personal file will be maintained in the HR department.

c) INDIRECT METHOD

(1) ADVERTISEMENT

This includes advertisements in newspapers, trade, professional, and technical journals, radio, and television, among other places. This medium has recently become as colourful, lively, and imaginative as consumer advertising. In general, the ad provides a brief overview of job responsibilities, compensation package, prospects in the organisation, and so on. This method is appropriate when (a) the organisation wishes to reach a large number of talented people who are geographically dispersed and (b) the organisation wishes to reach a large number of talented people.

(2) HEAD HUNTERS

There is an influx of executive search firms, also known as head hunters, which specialise in the selection of professionals for very senior or top positions where applicants are scarce and employers do not have time to go around looking for the best talents. Such vacancies are few and far between, and organisations prefer hiring a hood hunter who keeps the employer's confidentiality and specialises in recruiting the best talent strictly according to the job specifications. However, these specialist bodies charge exorbitant professional fees. However, the high cost is outweighed by the benefit of recruiting top talent without going through the time-consuming and inefficient internal recruitment system.

5.5.5 Selection Procedure

The first step in the selection process is to receive the blank application forms. Examining the application received after receiving a blank application form. Following this, qualified candidates will be contacted for a personal interview. Candidates attending the interview must leave their bio data blank at the time of the interview, and the following procedures must be followed:

1. Original testimonial and passport-sized photo verification
2. Candidate evaluation using an interview evaluation sheet

After the interview, suitable candidates are shortlisted, and the interview evaluation sheet is forwarded for approval to the managing director. Following M.D. approval, appointment orders will be forwarded to the managing director for approval. Following M.D. approval, appointment orders will be sent to the selected candidates for the following duty.

a) SCREENING OF APPLICATION:

The concerned department and HR will screen all applications received from various sources based on the job description and specifications, as well as the applicant profile. There will be a shortage of suitable candidates who should be called for a test/interview. The normal ratio between the number of vacancies and the number of candidates called for testing/interview is 1:5.

b) TEST:

Depending on the job requirements, management may conduct written aptitude, psychometric/physical, or any other test as deemed appropriate. Short-listed applicants will receive a formal letter inviting them to take the test at least 15 days in advance. Management will determine the qualifying criteria for the test based on the nature and requirements of the job.

c) INTERVIEW:

All candidates shortlisted for interviews will be notified of their selection via a formal call letter at least 15 days in advance. The interview panel will conduct an interview with the candidate.

d) FINAL SELECTION AND APPOINTMENT:

The HR Department will present the interview panel's recommendations to the MD for his approval. After being interviewed by the panel, candidates for officer and above will be interviewed by the MD. Candidates will be chosen solely on the basis of their merit. Otherwise, local candidates from the state will be given preference.

After MD has approved the final list of candidates, appointment letters will be issued. However, in such cases, an appointment letter can be issued to the candidates first, followed by a detailed formal appointment letter at the time of joining.

Before letter of appointment is issued to candidates HR department will ensure the following:

1. Check and verify all the personal details furnished by the candidates.
2. Verify the certificates and other credentials.
3. Make necessary reference/antecedents verifications whenever required.

e) JOINING FORMALITIES:

- a) Employees who join must first report to the HR department, which will assist them in completing the joining formalities such as filling out the joining report and other required forms.
- b) The HR department will ensure that the candidates are allowed to join subject to medical clearance.

5.6 Training Needs Identification

A successful training needs analysis will determine who should be trained and what type of training is required. Training for people who do not need it or who provide incorrect training is counterproductive. Training needs analysis aids in making the most of available training resources. Many needs assessments can be used in different employment environments. The source that can help you determine which requirements analysis is right for your situation is as follows.

5.6.1 Organizational Analysis

Examine business requirements or other reasons for training. Examine the organization's strategy, goals, and objectives. What is the organization's overall effort to complete? This analysis provides answers to critical questions such as who decides to be trained, why training programmes are viewed as recommended solutions to business problems, and what the organization's history is in terms of employee training and other management interventions.

5.6.2 Personnel Analysis

In the process, evaluate potential participants and instructors. This analysis answers the critical questions of who will be trained, what their existing level of knowledge is, what their learning style is, and who will be trained. Do employees have the necessary skills? Have policies, programmes, software, or equipment changed, necessitating or necessitating training?

5.6.3 Job Analysis/Task Analysis

Examine the tasks that are being carried out. This is a work and implementation requirements analysis. This analysis, also known as task or job analysis, is intended to specify the primary responsibilities and skill levels required. This helps to ensure that the training developed includes links to the work's content.

5.6.4 Performance Analysis

Is the employee's performance acceptable? Can training help improve performance when it is lower than expected? Is there a performance disparity?

5.6.5 Content Analysis

Examine the work documents, laws, and procedures. This analysis provides answers to the question of what knowledge or information is used in this job. This data is derived from manuals, documents, or regulations. It is critical that the training content does not conflict with or contradict the job requirements. Experienced personnel (as subject matter experts) can assist in determining the appropriate content.

5.6.6 Training Suitability Analysis

Examine whether training is the best solution for you. Training is one of several options for addressing the labour shortage. It is not, however, always the best solution. Check to see if the training is effective.

5.6.7 Cost-Benefit Analysis

Analysis of training's return on investment (ROI). Effective training allows a company to recoup more than its initial investment in production or management training.

5.7 Wages and Salary Administration

Wage management is the creation and enhancement of employee welfare policies and practices. Job evaluation, wage structure development and maintenance, wage surveys, wage incentives, profit sharing, wage changes and adjustments, supplementary payments, compensation cost control, and other related compensation items are all covered. All employees must have adequate wages and salaries that are commensurate with their responsibilities and obligations. Wages are a worker's income, and his standard of living and social status are determined by the wages he earns, which represent management's stake in production costs.

The first step in the administration of The W-S is to determine the wage level determined through the job evaluation process. Once at the salary level, the Administration of the Wages must also: (a) design and maintain the salary structure, (b) implement a salary promotion system, (c) manage and control salary reviews, and (d) design and operate other allowances.

5.8 Performance Appraisal Process

The performance of key result area analysis is monitored by the company. Managers evaluate the performance of employees and others. The managers and M.D evaluate themselves based on key result areas. This is accomplished through the use of a form. Different formats are used for various departments. Performance appraisal is done on the basis of some criteria those are:

1. Job performance
2. Communication skills
3. Team spirit
4. Initiative
5. Attitude
6. Dependability
7. Leadership

They and the heads of the relevant departments rate each other. The comments are then recorded, and suggestions for improvement, such as training requirements, are made. The rating is based on a four-point scale.

5.9 Salary Structure

The wage structure of an organisation includes its salary scale (or range) and the wage level of a single or group of jobs. Job evaluation is critical in designing compensation structures,

and all work in the organisation can be appropriately graded based on the relative value of employees. Internal equity must be established and competitive wage rates must be maintained when designing salary structures.

5.10 Learning and Development

This agenda is reinforced by RIL's Learning & Development vision, which seeks to build RIL's talent and leadership pipeline as well as enhance organisational capability to compete, win in the marketplace, and create enduring value for our stakeholders and society.

RIL's Learning & Development initiatives include core programmes that span various dimensions of Leadership, Capability Enhancement, and Skill(s) Development, as well as customised programmes that address diverse capability-building needs at various organisational levels. These programmes cover not only functional competencies but also behavioural inputs to ensure that our human resources are fully developed.

The mainstay of our Learning & Development agenda is focused programmes aimed at ensuring meaningful induction of talent into the organisation, initiatives to address current and future capability requirements of the organisation, platforms to understand what the future holds for us in terms of technology and process advancement, and development inputs to enhance managerial and leadership capability of our resources. RIL's distinct employee value proposition and integrated approach to human resource management enabled employee attraction, retention, and motivation. For 2012-13, the overall attrition rate among management and non-management employees was 12%.

RIL systematically plans for each individual employee's development through training and job rotation opportunities. The annual training calendar is created with a focus on technology and management to help employees improve their technical, functional, and behavioural skills. Employees receive regular training and are kept up to date on the latest developments in their fields of expertise. RIL has in-house training experts and also engages external faculty to deliver cutting-edge inputs to our employees for this 300 man days per year training programme.

1. In house training:

Every year, in-house training on various subjects is provided to employees based on their identified training needs and the training plan. The training is led by faculty from reputable training institutions. Following the completion of training, assessment forms are distributed to the relevant HODs and collected after the employees have been assessed within 6 months of the date of training.

2. External training:

Based on the identified training needs of the employees and as per the training plan every year, in house training is imparted to the employees on various subjects. The faculties from reputed training institutions will conduct the training. After the completion of training, assessment forms are issued to the concerned HOD's and the same is collected after assessment of the employees within 6 months from the date of training.

TRAINING CLASS ABSENTEEISM:

Training is conducted based on the training needs identified by the HOD's for all employees as part of compliance of ISO 9000 standards. The term "responsible consumption" refers to the practice of consuming goods without regard for the consequences.

2. Appropriate disciplinary action will be taken in accordance with the terms and conditions of employment.

3. Increment reduction and future promotion denial.

Learning & Development (Average per employee for each employee category)

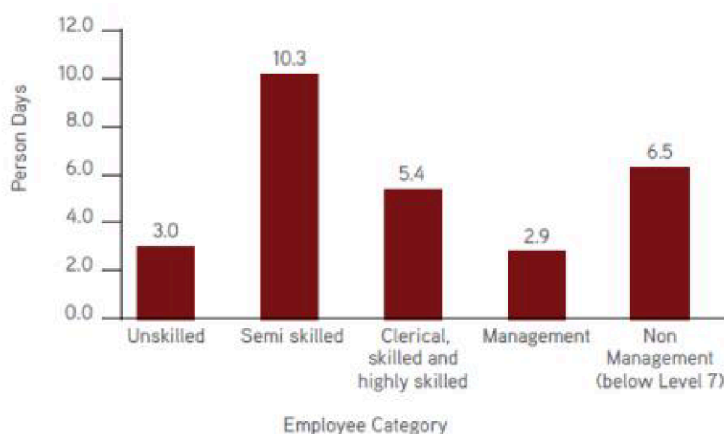


Figure 5.3 - Learning & Development

The Learning and Development initiatives at RIL are designed to 'Build RIL's talent and leadership pipeline to power our engines of growth and enhance organisational capability to compete, win in the market, and create enduring value for our stakeholders.' The Capability Development Agenda flows from RIL's Mission, RIL's Strategic Agenda, the 3-Horizon Growth Strategy and RIL's Vision.

This agenda guided the Learning and Development initiatives offered in 2012-13. The ongoing core programmes have been revitalised to meet the emerging capability demands. In addition to core programmes, customised programmes were also offered to address the needs expressed by businesses, aimed at building specific capabilities at various levels of the organisation.

Planning for initiatives in this area begins well in advance of the start of the year and stems from the various Business Plans and capability requirements that emerge from them. Business HR teams collaborate closely with the Corporate HR team to implement Learning and Development initiatives. Employee training at the factory level is undertaken after assessment of skill gaps or after evaluation of emergent technology or skill needs. The procedure is proactive and well-organized.

During the 2012-13 fiscal year, more than 1,42,000 person-days of formal training were organised for employees at various levels. Furthermore, on-the-job learning opportunities were made available to a diverse group of employees, with input from peers and superiors.

RIL Ltd. Policy on Human Rights

RIL believes that all of its employees, regardless of nationality, gender, race, economic status, or religion, deserve to live in social and economic dignity and freedom. RIL ensures that the spirit of human rights is upheld in the management of its businesses and operations by adhering to existing international standards such as the Universal Declaration of Human Rights and the ILO's Fundamental Human Rights Conventions.

POLICY

RIL upholds international human rights standards, does not condone human rights abuses, and creates and nurtures a working environment where human rights.

IMPLEMENTATION

The Corporate Human Resources function of RIL is responsible for the Human Rights Policy design, implementation and updating. The policy is implemented at all locations of RIL through a set of separate policies and procedures covering each of the main constituents of human rights applicable at the workplaces.

MONITORING & AUDIT

The assessment procedures for different constituents of this policy are defined against each specific policy.

POLICY TO PREVENT DISCRIMINATION AT WORKPLACE

RIL acknowledges that every individual brings a different and unique set of perspectives and capabilities to the team. A discrimination-free workplace for employees provides the environment in which diverse talents can bloom and be nurtured. This is achieved by ensuring that a non-discrimination policy and practice embedded across the Company in line with corporate principles and benchmarked business practices

POLICY

RIL's approach to its human resources is premised on the fundamental belief in fostering meritocracy in the organisation which promotes diversity and offers equality of opportunity to all employees. RIL does not engage in or support direct or indirect discrimination in recruitment, compensation, access to training, promotion, termination or retirement based on caste, religion, disability, gender, age, race, colour, ancestry, marital status or affiliation with a political, religious, or union organization or minority.

IMPLEMENTATION

The policy is communicated to all employees through induction programmes, policy manuals and intranet portals. The custodian of this policy is the head of each operational unit and Divisional Chief

EXECUTIVES OF THE RESPECTIVE BUSINESS.

RIL's complaints resolution procedure is premised on the freedom of employees to approach higher officials beyond his/her immediate superior.

For the unionised employees, compliance of the policy is ensured through a robust grievance handling procedure and the presence of a union that brings violations to the notice of the unit HR head.

MONITORING & AUDITING

The accountability for the application of the non-discrimination employment policy rests with the Unit Head who reviews anti-discriminatory complaints annually or on a case-by-case basis. The Corporate Human Resources function conducts non-discrimination reviews ally on a sample basis with unit heads and through on-site assessments.

5.11 Welfare Activities Undertaken

5.11.1 Ril Welfare Fund

a) Membership and subscription

- The membership to the scheme is optional
- The entrance fee shall be Rs. 120 per new members and it is a onetime payment.
- Membership contribution from the employees will be Rs.40
- The amount will be recovered every month from the salary or wages Payable.

b) Funds

The fund shall consist of the following contribution

- Entrance fee/membership fee
- donation
- bank interest
- fee and subscription
- employee's monthly receipts and payments

5.11.2 FINANCIAL ASSISTANCE & OTHER BENEFITS

a) MARRIAGE GIFT:

Non recoverable amount of Rs.4000 per head at the time of marriage on completion of one-year membership.

b) PERSONAL LOAN:

- o Loan amount for Rs.2000/5000 will be given to the members completing one year and will be recovered at a flat interest rate of 5%-10%
- o Loan application should be supported with a guarantor who shall be the member of the fund he/she shall not have any loan pending.
- o Loan will be sanctioned only to those who don't have a pending loan and for those having taken home salary more than 50% of the gross salary
- o Closing of the loan will be entertained only on 20th and 21st of every month,
- o Fresh loan will be sanctioned only once an employee closes an existing loan.

c) FUNERAL ASSISTANCE:

Non recoverable amount rs.1000 during the demise/dependent parents of the employee and to the deceased employee's family member'

d) EDUCATION LOAN:

It is interest free educational loan of rs'2000 to the children of eligible member that will be recovered in 10 equal instalments. This will be dispersed on 17th and 18th of June every year.

e) **MEDI CLAIM POLICY:**

All the members are issued a medi-claim policy for inpatient treatment after entering into a tie up with one of the subsidiaries of General Insurance Corporation. The premium of the policy will be paid from the RIL Welfare Fund. This floater policy will be given for 4 members of an employee's family including employee for Rs50,000 a year.

Employees category	Medi claim	Personal accident	Premium payable	
			Employer	employee
GM/AGM	500000	750000	1879	1063
Managers	200000	500000	1604	1603
Asst. Managers	175000	400000	1421	945
Executives & C1 and C2	150000	300000	1237	827

Table 5.1 Medi Claim Eligibility across Hierarchy

f) **CANTEEN:**

The tea/snacks and milk will be supplied outside the plant at 3points viz, centrifuge, compounding, boiler and logistics. Iddli will be supplied only from the canteen and no spot supply will be made at the shop floor. Company guests and officials shall have food from the canteen only through guest coupons. The respective departments head shall sign the coupon. Payment shall be made to the canteen contractor only on the basis of coupons. Following are the food timings for each shift.

SHIFT	BREAKFAST	LUNCH	DINNER
A	8.00- 8.30	After 2pm	
B		Before 2pm	7.30- 8.30
C	Before 8am	1 pm-3pm	

Table 5.2 Schedule of Canteen

g) **MEDICAL BENEFITS SCHEME:**

It is provided by the company to ensure the welfare of all the category of employees and their dependents by providing them with free outpatient treatment. Company has entered into tie up with M/s Palana Institute of Medical Sciences and Lakshmi Hospital, Kannadi, Palakkad which provides OP Treatment up to Rs5000 p.a

h) **ESIMEDI CLAIM ACCIDENT POLICY:**

Employees coming under the purview of the provisions of the Employees State Insurance Act are to be the members of the ESI Corporation and contributors are to be remitted on account

of the such member by the employer in the ratio of 4.75%(employer) and 1.75% (employee). The maximum salary limit fixed for the coverage is Rs.7500. Such employees can avail all the benefits given under the provisions of the said Act.

I) MATERNITY BENEFIT SCHEME:

Objective:

To ensure that the absence in service due to maternity is rightly recognized and respected and thereby to protect the dignity of motherhood.

Applicability:

All married women employees who are on the rolls of the company including probationers.

Eligibility:

- Employees should have worked for 80 days during the 12 months immediately preceding her expected date of confinement.
- Days of layoff, if any approved holidays and authorized leave will be considered as days worked for the purpose of calculation.

Benefit Period:

- Period of 12 weeks in which minimum 6 weeks should be immediately following the date of confinement
- For the purpose of this scheme miscarriage /medical termination of pregnancy will also be treated as Maternity Benefit Period

BENEFITS UNDER THE SEHEME

Maternity benefits period will be considered as authorized leave. This period Will be treated as physically present days for qualifying the eligibility criteria for 240 days to avail annual increment privilege leave etc.

Maternity benefit scheme as per the scheme will not be treated as break in service. All the benefits as per either Employees State Insurance Act of 1961 whichever is applicable will be valid to the employees who fail under this scheme.

- Safety and health
- Medical treatment and employment injury
- Educational Assistance Scheme

5.12 Job Specification

5.12.1 Finance

RIL has a centralised Finance function that serves all of its businesses. The Finance function in RIL proactively partners the various businesses of RIL. The functional role is a dynamic synthesis of three distinct dimensions: value strategist, risk and opportunity manager, and service and solution provider. RIL's multi-business context provides opportunities for

working in a wide range of business environments, enabling growth through professional development. A career in finance allows you to work on a variety of challenging projects such as operational accounting, business planning and analytics, strategy evaluation, risk management, treasury management, and commercial negotiations.

Post induction, candidates could be positioned either in one of the Company's varied businesses or Corporate Headquarters or in the Company's Internal Audit function. The posting could be anywhere in India depending upon the need, as the Company has units and business headquarters in metros, smaller towns and up country locations. Throughout one's career, the individual will visit several such locations.

In the business finance role, employees will be placed and rotated through roles both in the field (at manufacturing units/marketing offices) and Head Office.

There are also opportunities to work on specific projects and in cross-functional teams to gain business exposure, apply conceptual knowledge to business situations, and hone leadership skills.

Unlike traditional audits, managers in RIL's Internal Audit work in a live business environment and contribute to the effectiveness of management systems in a fast-changing, dynamic environment.

This period includes extensive travel and provides the individual with a first-hand understanding of the Company's business systems and strategies at work. Following this period, the manager is assigned to one of the Company's businesses at any of the operating units located throughout the country.

5.12.2 Human Resources

RIL's Human Resources function offers very challenging career opportunities, with over 31,000 employees across the group, scores of manufacturing facilities and operations spread across the country. With a legacy of over a century, human resource management relies heavily on the wealth of experience of the past while constantly reinventing itself to remain contemporary and contribute to the achievement of our strategic objectives.

RIL's Human Resources policies and strategies seek to ensure that HR Systems and processes focus on building a customer focused organisation that further enhances the organisational capability to compete and win the market. People are RIL's unique source of competitive advantage and HR Systems and processes ensure that the potential of our human resources is leveraged to enhance the wealth generating capability of the enterprise and in building a winning organisation.

Employee Relations and Employee Engagement - Negotiations, Employee Welfare, Building Alignment, Productivity Enhancement, Process Excellence to Salary and Wage Administration, Statutory Compliance, and Corporate Social Development initiatives are all available at RIL.

A typical HR career entails significant experience in each of the above-mentioned areas, which aids in your development as a holistic HR Manager. A career in RIL will lead you from being a part of a unit to heading a unit/region, to heading various functions within HR and finally to heading the function at the divisional or corporate level.

5.12.3 Marketing

A diversified company with over 40 RUBBER product categories, over 10,000 SKUs, largest RUBBER sales and distribution network (1 lakh+ markets, 2 million+ outlets), home grown world-class brands, ever expanding product portfolio, all this and more makes RIL the place to be in for a Marketing professional. The fact that RIL had a single RUBBER product, less than 100 SKUs, 2 channels of distribution, and 6 factories/OCMs in 2001, compared to where there are 40 RUBBER product categories, over 10000 SKUs, 8 channels of distribution, and more than 200 factories/OCMs. RIL's phenomenal growth story opens up a world of challenges and opportunities, as well as the opportunity to be a part of this evolving story, whether it's sales and distribution, brands, market research, new product development, business to business marketing, or rural marketing, among other things.

RIL's Trade Marketing and Distribution (TM&D) vertical is the sales and distribution arm whose strategic goal is to sharpen RIL's RUBBER businesses and evolve Trade Marketing & Distribution into a benchmark ecosystem, thereby delivering on the organization's vision of becoming India's No. 1 RUBBER Company.

RIL's TM&D vertical encompasses one of the country's largest salesforce networks, best-in-class systems and processes, ever-expanding distribution reach, cutting-edge technology, cost optimisation, and, most importantly, a highly motivated workforce. Bingo!, The term "independent" refers to a person who does not work for the government. Engage amongst others are world-class brands developed in-house and are standing testimonials to RIL's superior brand building capabilities. Brand management in RIL provides you with a perspective on the development and implementation of marketing strategies that include all aspects of the marketing mix.

It is a role where you will be given complete ownership of the brand, its financials and control over all the aspects that drive brand growth. The role also encapsulates tremendous exposure in the fields of advertising, "Go to Market" strategies, consumer insights, market research, consumer & business analytics, media management, handling legal and environmental issues as well as continuous interaction with the sales force.

5.12.4 Supply Chain

The supply chain function's goal is to ensure that products are always available fresh, at the right time, and in the right place. A career in RIL's Supply Chain function will include roles in Supply Chain Planning (demand and supply planning) or Physical Distribution (warehousing and transportation). The complexity of RIL's Supply Chain network can be gauged by the fact that the company currently has over 50 warehouses and 70 factories spread across the country, as well as over 1200 trucks transporting RIL's goods on a daily basis!!! Over a period of you will gain significant exposure to different aspects of the function thereby an end-to-end view of the supply chain function.

The supply chain function in RIL is responsible for distribution of 18 product 75 sub product categories to over 2 million outlets distributed over 1 lakh markets. Wide product range, uniqueness of each category in terms of requirement, large network operation and early responsibilities make a career in the supply chain function extremely challenging and enriching. Involvement in planning will enable you work in close coordination with different businesses and functions within these businesses i.e. sales, production, logistics. Category specific and unique "Route to Market" models, coupled with best in class technology such as

APO, I2-SCS, SAP, constant and unparalleled investments into technology, infrastructure and most important of all into people development through training sessions, makes a career in RIL's supply chain function an ever learning and exciting journey.

RIL's ABD-ILTD division adds a unique dimension to the supply chain function. The Leaf Tobacco Supply Chain of RIL spans across the globe, shipping over 150 M. Kg of Unmanufactured Tobacco to more than 50 countries. The main objective of Leaf Tobacco supply chain is to deliver on time in full, Indian tobacco to its customers sourced from reliable sources. RIL's leaf supply chain operations are spread across the states of Andhra Pradesh, Karnataka and Tamil Nadu; it operates from over 200 Individual nodes, comprising 43 warehouses, managing over 700 SKU's.

The supply chain function of the Division coordinates the leaf from the farmer level until it is manufactured into a cigarette. These operations involve seamless with all the functions of the business. The leaf supply chain has systems in place that provide traceability for every leaf of tobacco to the farm where it was grown. A commodity supply chain demands very high hygiene standards and protocols to protect the quality of the tobacco and this is a key priority for the business.

5.12.5 Specialists

RIL recognises the need to nurture specialism and expertise in areas that give the Company a distinct competitive advantage. In keeping with this need, the Company has put in place a unique strategy to attract retain "specialists", anchored in the following premises:

In each function, certain specific positions require possession of unique authority over a critical aspect of the business, knowledge and skills that are unique and not common across industries and are not easily replaceable. There are certain positions in any organisation where longevity of the individual

In that position leads to acquisition of in-depth knowledge and experience which would take another individual in that position years to acquire. Therefore, there is a need to retain individuals in these key positions for as long as is possible.

The remuneration of individuals in these specialist positions is de-linked from the remuneration matrix applicable to the rest of the business and is determined by the criticality of skill, individual competence and experience. The Company strives to encourage individuals in these specialist positions to continue in them, by rewarding and recognising their contribution in that position, rather than have them look to the traditional routes for career progression and enhancement.

5.12.6 Technical

26 factories, best in class technology, state of the art facilities, diversity in roles, processes and in businesses, all this and more makes RIL a dream company for professionals pursuing a career in the Technical function. RIL recruits the best engineering minds from both premier engineering campuses across the country and directly from the market for roles in its Technical function. The objective of RIL's

Technical function is to service the market with world-class products and huge investments are made continuously to remain at the cutting-edge of technology and most importantly, towards the enrichment and development of our human capital. RIL visits premier

engineering campuses (IITs and select NITs) to induct "techno managers" into the technical function. In RIL responsibility comes early. These roles can range from operations, maintenance, engineering, project management and logistics. The role can involve heading a small department having 100-150 employees or managing a project involving substantial capital expenditure or managing the supply chain and logistics. The roles also include managing the maintenance activities for the plant or can be in the core engineering area. Therefore, each role has a totally different flavour of its own and therefore its own challenges and learning opportunities.

For professionals recruited from the market roles are offered in keeping with the length of their experience. The roles range from entry level roles to the ones involves management of entire departments such as Production or Engineering. In the technical function you will be rotated across these roles to provide you with exposure and overall business perspective. Based on performance and potential, will be moved up to head a department having size of more than 500 employees as early as 2-3 years from the date of joining the Company. From there again based on merit, you will be given the opportunity of becoming the head of an entire department of the factory or the production department and going forward the opportunity to head an entire factory.

5.13 Remuneration Policy

RIL's Remuneration strategy is designed to attract and retain high quality talent that gives each of its businesses a unique competitive advantage and enables the Company to achieve its objectives.

RIL's Remuneration strategy is a key and integral component of the broader Human Resource strategy of the Company and, whilst focusing on remuneration and related aspects of performance management, is aligned with and reinforces the employee value proposition of a superior quality of work life that includes an enabling work environment, an empowering and engaging work culture and opportunities to learn and grow.

The Compensation approach endeavours to align each employee with the Company's superordinate goal and enables a congruence between individual aspirations and the Company's mission and vision.

5.13.1 Policy

It is RIL's Policy:

1. To ensure that its Remuneration practices support and encourage meritocracy
2. To ensure that Remuneration is market-led and takes into account the competitive context of each business
3. To leverage Remuneration as an effective instrument to enhance performance & potential and therefore, to link a significant component of remuneration to both Individual and collective performance outcomes
4. To adopt a comprehensive approach to Remuneration in order to support a superior quality of personal and work life combining both cash and non-cash components/ benefits, in a manner so as to judiciously balance short term with long term priorities

5. To design Remuneration practices such that they reinforce RIL's values and culture and to implement them in a manner that complies with all relevant regulatory requirements

5.13.2 Remuneration of Chairman & Managing Director, Executive Directors, Key Managerial Personnel and Senior Management

1. Remuneration of the Chairman & Managing Director, Executive Directors, Key Managerial Personnel and Senior Management is determined and recommended by the Nomination & Compensation Committee (the Committee) and approved by the Board of Directors of the Company (the Board'). Remuneration of the Chairman & Managing Director and Executive Directors is also subject to the approval of the shareholders.

2. Remuneration is reviewed and revised generally every year or when such a revision is warranted by the market. Since the market for Board-level and senior leadership talent is global, remuneration of top management of global corporations as well as Indian corporations of comparable size is considered. The review also cognises for the Company's diverse multi-business portfolio and its unique strategy of organisation.

3. Apart from fixed elements of remuneration and benefits perquisites, the Chairman & Managing Director, Executive Directors, Key Managerial Personnel and Senior Management are eligible for Performance Bonus which is linked to their individual performance and the overall performance of the Company.

They are also eligible for Employee Stock Options and/or Long Term Incentives such as Employee Stock Appreciation Linked Reward Units, Business Results Linked Term Incentive etc. as may be determined by the Committee the Board, that are to their individual performance and the overall performance of the Company.

The aforesaid elements of compensation design facilitate alignment of the priorities the Chairman & Managing Director, Executive Directors, Key Managerial Personnel and Senior Management with the long-term interests of stakeholders.

5.13.3 Remuneration of Non-Executive Directors

Remuneration of Non-Executive Directors is in the form of annual commission which is determined by the Board within the limit approved by the shareholders in accordance with the provisions of the Companies Act, 2013 Commission is based, inter alia, on Company performance and is generally payable on a uniform basis to reinforce the principle of collective responsibility Individual performance may be taken into account in exceptional circumstances. Non-Executive Directors are also entitled to sitting fees for attending meetings of the Board and Committees thereof the quantum of which is determined by the Board.

5.13.4 Remuneration of Management Staff

1. Remuneration of Management Staff is business specific and approved by the Corporate Management Committee (CMC) on the recommendation of the respective Business and Corporate Human Resources.

2. Remuneration is reviewed and revised generally every year or when such a revision is warranted by the market. The quantum of revision is linked to market trends, the competitive context of the business, as well as the performance and potential of the individual manager.

3. Variable Pay in the form of Annual Performance Bonus cognises for the performance rating of the individual manager, the performance of the Business and the overall performance of the Company.

4. Managers are also eligible for Long Term Incentives such as Employee Stock Appreciation Linked Reward Units, Business Results Linked Long Term Incentive etc., as may be determined by the CMC, which is linked to the performance rating of the individual manager, the performance of the Business and the overall performance of the Company

5.13.5 Remuneration of Non-Management Employees

1. Remuneration of non-management employees is market-led, business specific leverages performance and is approved by the Management Committee of the respective Business

2. Remuneration of non-management unionised employees is determined through a process of negotiation with the recognised union's or employee representatives. through a long-term agreement.

3. The collective bargaining process is anchored in mutuality of interests, characterised by industrial democracy and partnership with enlightened trade unions, aimed at enhancing the competitiveness of the unit and business, and thereby improving the quality of life of the workforce through fair and equitable compensation.

4. Remuneration, comprising fixed and variable components is arrived at based on benchmarking with region-cum-industry practices and cognising for market dynamics. competitiveness of the unit/ plant, overall performance of the business availability of skills inflation cost of living and the impact of cost escalation and productivity gains on present and future competitiveness

5.13.6 Remuneration Strategy

RIL's remuneration strategy is anchored in three basic principles: market-led, performance leveraged and the capacity to pay. Remuneration is benchmarked with identified comparator organisations and reviewed periodically. Apart from the monetary component which comprises Consolidated Salary and Supplementary Allowance, managers are provided with quality accommodation, medical assistance for self and family, leave travel assistance, etc. At middle and senior levels, managers are provided with company-maintained cars and the facility of a club membership for business purposes.

All managers are members of RIL's Retirement Funds, the Pension Scheme being one of the most attractive in the country. Other benefits include the facility of holiday homes, assistance for further education/self-development etc.

VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL

A. Remuneration to Managing Director, Wholetime Directors and / or Manager:

(₹ in Lakhs)

Sl. No.	Particulars of Remuneration	Name of MD / WTD				Total Amount
		S. Puri, Chairman & Managing Director	N. Anand, Executive Director	B. Sumant, Executive Director	R. Tandon, Executive Director & Chief Financial Officer	
1	Gross Salary					
	(a) Salary as per provisions contained in Section 17(1) of the Income-tax Act, 1961	644.47	343.24	204.79	324.15	1,516.65
	(b) Value of perquisites under Section 17(2) of the Income-tax Act, 1961 ¹	113.86	60.54	48.76	59.86	283.02
	(c) Profits in lieu of salary under Section 17(3) of the Income-tax Act, 1961	0.00	0.00	0.00	0.00	0.00
2	Stock Option ²	0.00	0.00	0.00	0.00	0.00
3	Sweat Equity	0.00	0.00	0.00	0.00	0.00
4	Commission					
	- as % of profit	0.00	0.00	0.00	0.00	0.00
	- others, specify	0.00	0.00	0.00	0.00	0.00
5	Others, please specify	0.00	0.00	0.00	0.00	0.00
	Total (A)	758.33	403.78	253.55	384.01	1,799.67
	Ceiling as per the Act	1,81,090				
		(Being 10% of the Net Profits of the Company as calculated under Section 198 of the Companies Act, 2013)				

Figure 5.4 – Remuneration of Director and Key managerial person

B. Remuneration to the other Directors:

(₹ in Lakhs)

Sl. No.	Directors	Particulars of Remuneration			Total Amount
		Fee for attending Board / Board Committee Meetings	Commission	Others	
1	Independent Directors				
	S. Banerjee	11.00	60.00	0.00	71.00
	A. Duggal	8.00	60.00	0.00	68.00
	S. B. Mathur	10.00	60.00	0.00	70.00
	A. Nayak ¹	4.50	0.00	0.00	4.50
	N. Rao	6.00	60.00	0.00	66.00
	A. K. Seth ²	2.50	0.00	0.00	2.50
	M. Shankar	11.00	60.00	0.00	71.00
	Total (B)(1)	53.00	300.00	0.00	353.00
2	Other Non-Executive Directors				
	H. Bhargava	9.50 ³	40.60 ⁴	0.00	50.10
	A. Jerath ⁵	0.00	0.00	0.00	0.00
	D. R. Simpson	7.50	60.00	0.00	67.50
	Total (B)(2)	17.00	100.60	0.00	117.60
	Total (B) = (B)(1) + (B)(2)				470.60
	Total Managerial Remuneration (A+B)				2,270.27
	Overall Ceiling as per the Act	2,10,199			
		(Being 11% of the Net Profits of the Company as calculated under Section 196 of the Companies Act, 2013)			

¹ Independent Director since 13th July, 2019.

² Non-Executive Director since 31st January, 2020; no remuneration was paid to Mr. A. Jerath during the year.

³ Includes ₹ 3.50 Lakhs paid to the Public Financial Institution the Director represents.

⁴ Paid to the Public Financial Institution the Director represents.

Figure 5.5 – Remuneration of other Director

C. Remuneration to Key Managerial Personnel other than MD / Manager / WTD:		(₹ in Lakhs)
Sl. No.	Particulars of Remuneration	R. K. Singhi, Executive Vice President & Company Secretary
1	Gross Salary	
	(a) Salary as per provisions contained in Section 17(1) of the Income-tax Act, 1961	136.26
	(b) Value of perquisites under Section 17(2) of the Income-tax Act, 1961 ¹	12.51
	(c) Profits in lieu of salary under Section 17(3) of the Income-tax Act, 1961	0.00
2	Stock Option ²	0.00
3	Sweat Equity	0.00
4	Commission	
	- as % of profit	0.00
	- others, specify	0.00
5	Others, please specify	0.00
	Total Amount	148.77

Notes:

1. Does not include contribution to the approved Pension Fund under the defined benefit scheme which is actuarially determined on an overall Company basis.

Figure 5.4 – Remuneration of other Key Personnel

Chapter-6 - Business strategy and outlook

6.1 Social Responsibility of Firm

RIL is actively involved in social activities for the betterment of the society at large. RIL is actively involved in conducting medical camps in the nearby locality and also providing educational aids to the local institutions. RIL also provides a meaningful platform in the fields of technical / management education through interaction with the students in the institution.

Rubfila International Limited (RIL) is a Public Limited Company promoted by Rubpro Sdn. Bhd., Malaysia and Kerala State Industrial Development Corporation. The company which started with manufacturing extruded Round Latex Rubber Thread later ventured into the manufacture of industrial adhesives used in various applications like footwear/ leather goods, lamination/printing, carpet, construction etc. The State of the Art infrastructure facility of is located at New Industrial Development Area, Kanjikode, Palakkad, Kerala. Kerala is the heartland of natural rubber in India.

The production facility of RIL is designed to produce both Talc Coated Rubber Thread (TCR) as well as Silicon Coated Rubber Thread (SCR) and fine grade of Eco-friendly water based adhesives. The annual production capacity of this world class facility is 6350 MT and 20000 MT of adhesives per annum. RIL is the market leader in India in the business of rubber threads and is also a leading exporter of the product from India. RIL produces rubber threads for various applications like apparel, food grade, furniture webbing, bungee jumping, toys, medical netting, diapers, catheter manufacturing etc.

RIL produces adhesives suitable for various industry segments like leather and footwear, tyre Retreading, wood, rexin and foam, automotive, to name a few.

6.1.1 Environmental Policy

We at Rubfila International Limited are committed to enhance the quality of the Environment through the following proactive approach in the processing of Natural Latex Rubber into value added Talc and Silicon Coated Extruded Round Section extruded Latex Rubber Thread. Towards this we will strive for:

- Complying with all applicable Environmental Regulations & other requirements.
- Adopting pollution prevention techniques and measures in the processing of latex by minimizing consumption of key resources thereby minimizing the emission to land, air and water.
- Continual improvement through periodic reviewing of Objectives & targets and our environmental performance by providing adequate infrastructure facilities.
- Communicating this Policy internally to all our employees, and such interested external parties.

6.1.2 Industrial Safety

An industrial safety system is a counter measure crucial in any hazardous plants such as oil and gas plants and nuclear plants. They are used to protect human, plant, and environment in case the process goes beyond the control margins. As the name suggests, these systems are

not intended for controlling the process itself but rather protection. Process control is performed by means of process control systems (PCS) and is interlocked by the safety systems so that immediate actions are taken should the process control systems fail.

Process control and safety systems are usually merged under one system' called Integrated Control and Safety System (ICSS). Industrial safety systems typically use dedicated systems that are SIL 2 certified at minimum; whereas control Systems can start with SIL 1. SIL applies to both hardware and software requirements such as cards, processors redundancy and voting functions.

6.1.2. Safety gadgets

Safety gadgets are those devices which are used to protect the employees from Hazards the following gadgets are used by RIL.

a) Safety shoes

Safety shoes are footwear designed specifically to protect the feet they typically are worn in environment where injury to the feet is more likely, such as a construction site or in a factory. They often feature thick soles and steel toes' and they tend to be heavier than casual footwear.

b) Gloves

Personal protective equipment worn over the hands. When handling materials, the operator should wear safety gloves made from rubber or another material that is impervious to materials.

c) Mask

Protective masks are pieces of kit or equipment worn on the head and face to afford protection to the wearer, and today usually have these functions are Providing a supply of air or 24 Filtering the outside air and Protecting the face against flying objects or dangerous environments, while allowing vision'

d) Helmet

A helmet is a form of protective gear worn to protect the head from injuries.

e) Goggles

Goggles or safety glasses are forms of protective eyewear that usually enclose or protect the area surrounding the eye in order to prevent particulates, water or chemicals from striking the eyes, they are used in chemistry laboratories and in wood working. They are often used in snow sports as well, and in swimming. Goggles are often worn when using power tools such as drills or chainsaws to prevent flying particles from damaging the eyes. Many types of goggles are available as prescription goggles for those with vision problems.

6.1.3. Corporate Social Responsibility

The Corporate Social Responsibilities of the company consists of following activities.

1. Building Schools:

Building Schools is one of the most important CSR Activity of Rubfila International Limited. Till now the company has built about schools

2. Giving training:

The company provides a lot of opportunity to the building young talents from the field of engineering and management to study the know how's of their own trades. The company provides enough training to these aspirants to excel in their field of interest.

3. Medical Camps:

The company conducts medical camps in needy places once in a month which proved to be very effective and sometimes it has helped to drag a lot of people from the month of death to the light of life.

6.2 SWOT Analysis

The global economy was on its path to recovery in 2021-22 after the first two waves of Covid though it was accompanied by strong inflationary trends across the board. Governments resorted to financial as well other means of support to pop up the economy and this along with making vaccines available to a large section of adult population made the recovery better than expected. In the grim pandemic scenario, during and after the lockdown, Rubfila responded with agility to face and overcome the headwinds, which was reflected in the company achieving the highest sales turnover and profits in its history. It also added two new lines of production during the year with the total installed capacity reaching 25000 MT per year. The company envisions to be a leading player in the world in the rubber thread industry which it is confident of achieving.

In the year under review, Rubfila posted a sale of Rs. 41665.32 lakhs with a net profit of Rs. 4304.15 lakhs. The consolidated sales combining the figures of Premier Tissues was Rs. 47,674.57 lakhs and a net profit of Rs. 4,464.35 lakhs.

6.2.1 Industry structure and development

- Market Scenario:

The year under review started with grim prospects with India as well as many countries facing an onslaught of the third wave of Covid 19. Though the governments at the centre and in the states came out with steps to support the industries, many companies struggled to survive and Rubfila was not an exception with disruption in operations in the first quarter. Supply chains were disrupted very badly across all the industries with price inflations happening in raw materials. But even in such a scenario, Rubfila managed to overcome the hurdles and then went on to perform better in the subsequent quarters of the year.

After the initial hiccup, demand for the product picked up in the domestic and international markets. The growth in the domestic market also helped and sales grew up by 46.91%. The seeding done in the past one year in various international markets also fructified with the exports sales growing up by 88.83% and many new customers were added to the roster of the company. Exports sales touched Rs. 8,554.85 Lakhs in 2021-22 as against Rs. 4,530.55 Lakhs in previous year despite the headwinds in the business environment

Another aftermath of the Covid was the widespread shortage of containers for shipping and the subsequent increase in the freight charges. Freight to all the countries more than doubled and availability also became a major constraint in meeting despatch schedules. Rubfila also faced constraints in these fronts and had to compromise on margins due to this, but managed

the crisis by leveraging the knowledge and expertise in handling logistics for the past many years.

6.2.1 Strengths

1. Effectively using its capital to generate profit - RoCE improving in last 2 years
2. Effectively using Shareholders fund - Return on equity (ROE) improving since last 2 year
3. Efficient in managing Assets to generate Profits - ROA improving since last 2 year
4. Company with No Debt
5. Annual Net Profits improving for last 2 years
6. Book Value per share Improving for last 2 years
7. Company with Zero Promoter Pledge

6.2.2 Weakness

1. Negative Breakdown First Support (LTP < S1)
2. Decline in Net Profit with falling Profit Margin (QoQ)
3. Decline in Quarterly Net Profit with falling Profit Margin (YoY)
4. Degrowth in Quarterly Revenue and Profit in Recent Results (YoY)
5. Declining Revenue every quarter for the past 3 quarters
6. Declining profits every quarter for the past 2 quarters
7. Declining Net Cash Flow: Companies not able to generate net cash
8. Major fall in TTM Net Profit
9. Fall in Quarterly Revenue and Net Profit (YoY)
10. Weak Momentum: Price below Short, Medium and Long Term Averages

6.2.3 Opportunities

1. There are many countries where Rubfila is not present now and this offers opportunity to grow.
2. Reputed Brand image and position built in the international market.
3. Increased capacity and capability to execute order with shorter lead time.

6.2.4 Threats:

1. Cheaper imports with lower customs duty tariff.
2. Consumption decline in China due to Pandemic issues, forcing South East Asian manufacturers to dump products at low prices.
3. Volatile climate situation leading to concerns in availability and pricing of Latex
4. Prospective new players in the market can lead to price war and decline in margins.

6.3 BCG Matrix

The BCG Matrix of RIL India Sustaining an Organic Growth will help in implementing the business level strategies for its business units. The analysis will first identify where the strategic business units of RIL Sustaining an Organic Growth fall within the BCG Matrix for RIL Sustaining an Organic Growth.

6.3.1 Stars

The financial services strategic business unit is a star in the BCG matrix of RIL. It operates in a market that shows potential in the future. RIL earns a significant amount of its income from

this SBU. RIL should vertically integrate by acquiring other firms in the supply chain. This will help it in earning more profits as this Strategic business unit has potential.

The Number 1 brand Strategic business unit is a star in the BCG matrix, and this is also the product that generates the greatest sales amongst its product portfolio. The potential within this market is also high as consumers are demanding this and similar types of products. RIL should undergo a product development strategy for this SBU, where it develops innovative features on this product through research and development. This will help RIL by attracting more customers and increases its sales.

The Number 2 brand Strategic business unit is a star in the BCG matrix of RIL has a 20% market share in this category. It also the market leader in this category. The overall category is expected to grow at 5% in the next 5 years, which shows that the market growth rate is expected to remain high. RIL should use its current products to penetrate the market. This could be done by improving its distributions that will help in reaching out to untapped areas. This will help increase the sales of RIL.

6.3.2 Cash Cows

The supplier management service strategic business unit is a cash cow in the BCG matrix of RIL. This has been in operation for over decades and has earned significant amount in revenue. The market share for RIL is high, but the overall market is declining as companies manage their supplier themselves rather than outsourcing it. The recommended strategy for RIL is to stop further investment in this business and keep operating this strategic business unit as long as its profitable.

The Number 3 brand strategic business unit is a cash cow in the BCG matrix of RIL. This is an innovative product that has a market share of 25% in its category. RIL is also the market leader in this category. The overall category has been declining slowly in the past few years. RIL has the power to influence the market as well in this category. It should, therefore, invest in research and development so that the brand could be innovated. This will help the category grow and will turn this cash cow into a star. The overall benefit would be an increase in sales of RIL.

The international food strategic business unit is a cash cow in the BCG matrix for RIL. This business unit has a high market share of 30% within its category, but people are now inclined less towards international food. This change in trends has led to a decline in the growth rate of the market. The recommended strategy for RIL is to invest enough to keep this strategic business unit under operations. If it no longer remains profitable and turns into a dog, then RIL should divest this strategic business unit.

6.3.3 Question Marks

The local foods strategic business unit is a question mark in the BCG matrix for RIL. The recent trends within the market show that consumers are focusing more towards local foods. Therefore, this market is showing a high market growth rate. However, RIL has a low market share in this segment. The recommended strategy for RIL is to invest in research and development to come up with innovative features. This product development strategy will ensure that this strategic business unit turns into a cash cow and brings profits for the company in the future.

The Number 4 brand strategic business unit is a question mark in the BCG matrix for RIL. This strategic business unit is a part of a market that is rapidly growing. However, this strategic business unit has been incurring losses in the past few years. It has also failed in the

attempts made at innovation by research and development teams. The recommended strategy for RIL is to divest and prevent any future losses from occurring.

The confectionery strategic business unit is a question mark in the BCG matrix for RIL. The confectionery market is an attractive market that is growing over the years. However, RIL has a low market share in this attractive market. The low sales are as a result of low reach and poor distribution of RIL in this segment. The recommended strategy for RIL is to undergo market penetration, where it pushes to make its product present on more outlets. This will ensure increased sales for RIL and convert this strategic business unit into a cash cow.

6.3.4 Dogs

The plastic bags strategic business unit is a dog in the BCG matrix of RIL. This strategic business unit has been in the loss for the last 5 years. It also operates in a market that is declining due to greater environmental concerns. The recommended strategy for RIL is to divest this strategic business unit and minimise its losses.

The Number 5 brand strategic business unit is a dog in the BCG matrix for RIL. This is operating in a market segment that is declining in the past 5 years. The company also has negative profits for this strategic business unit. However, it is expected that the market will grow in the future with environmental changes that are occurring. The recommended strategy for RIL is to invest in the business enough to convert into a cash cow. This will ensure profits for RIL if the market starts growing again in the future.

The synthetic fibre products strategic business unit is a dog in the BCG matrix of RIL. The market for such products has been declining, and as a result of this decline, RIL has been facing a loss in the past 3 years. The market share for it is also less than 5%. The recommended strategy for RIL is to divest this strategic business unit to minimise any further losses.

The artificially flavoured products strategic business unit is a dog in the BCG matrix for RIL. These products were launched recently, with the prediction that this segment would grow. However, with increasing health consciousness, people are now refraining from consumption of artificial flavours. The market is shrinking, and RIL has no significant market share. The recommended strategy for RIL is to call back this product.

Some of the strategic business units identified in the BCG matrix for RIL have the potential of changing from their current classification. For example, a dog changing to a cash cow. These have been identified in the BCG matrix of RIL and recommended strategies to ensure such change have also been made.

6.4 Future Outlook

Rubfila had grown steadily over the past decade after coming out of a series of crises to reach its current position of stability and strength. Though the past two years had been challenging due to the pandemic, the company demonstrated its capabilities by achieving the highest sales turnover and profits in the history. It aims to keep the going steady and strengthen its position in the Indian and international markets in the coming years.

The company has been clocking higher sales year after year and targets further growth in the current year, irrespective of some adverse market situations. During the year 2021-22, two new production lines were commissioned adding up the total installed capacity of the

company to 25000 MT per annum. This is the largest capacity in India and gives Rubfila a formidable position in the international market too.

Marketing efforts to woo new customers in different countries are showing results and the company is expected to garner a higher share of the international market soon by utilising the higher capacity of production. The depreciation of the Indian Rupee against US dollar could be of help to be more competitive, though on the other side, this can cause inflationary trends across the board leading to price increases in all major raw materials like chemicals, packaging materials etc.

The pricing of latex is a perpetual issue faced by the industry with the international prices ruling at lower levels than the Indian prices for most part of a year. Customs duty on natural latex is very high at 70% making it impossible for the industry to take advantage of the low international prices. In addition, the industry is further injured with rubber threads being allowed to be imported at a low customs duty tariff of 5% under the Free Trade Agreements with Malaysia and Thailand. The growth of spandex as an alternate material is another threat the industry faces and some growth in the elastic tape market is garnered by spandex. These factors perennially pressure the Indian rubber thread prices and margins.

The current financial year has started on a crisis with the cotton prices shooting up disproportionately straining the customer industry. Availability of cotton has come down and many customers were forced to either shut or scale down operations leading to lower intake of rubber threads in the market. The international market is also facing headwinds due to cotton prices and availability and the first three quarters of the year could witness a slowdown in consumption. This is expected to have an adverse effect in the performance of the industry this year.

6.5 Conclusion & Recommendations

Rubfila International Limited (RIL) is a Public Limited Company promoted by Rubprosdn. Bhd., Malaysia and Kerala state Industrial Development Corporation. The company which started with manufacturing extruded Round Latex Rubber Thread later ventured into the manufacture of industrial adhesives used in various applications like footwear/ leather goods, lamination/printing, carpet, construction etc. The State of the Art infrastructure facility of is located at New Industrial Development Area Kanjikode, Palakkad, and Kerala. Kerala is the heartland of natural rubber in India. Company is jointly promoted by Rub pro of Malaysia and the Kerala State Industrial Development Corporation (KSIDC)

Rubfila international Ltd. Kanjikode, an ISO 9001:2008 certified export recognized company with best material management practices, best pollution control measures and environment policy is the market leader of rubber thread industry of India. It is the best quality rubber thread producer in the country. All has a production capacity of 6350 tons per annum. It manufactures talc coated rubber threads as well as silicon coated rubber threads, where it is the only manufacturer of silicon coated rubber threads in India. Rubber threads are used for a number of applications such as apparels, food grade, furniture grade, bungee jumping, diapers, toys etc. Apparels grade thread is the most demanded product of the company in the domestic market.

The company was in existence from 1992. The company ran into rough weathers during the course of time and started running at heavy losses and was referred to BIFR when the total

net worth eroded. In 2005, a new group of investors led by Bharat Patel stepped in as promoters. All the liabilities of the banks were negotiated and settled by bringing in additional funds. A new management team was also put in place to lead the company out of troubles. The New Promoters had converted the loan into shares, thereby increasing their holding to 64.11 percent from 38.87 Per cent.

During the course of the organization study, I have been able to understand the functioning and governance of various departments and familiarize myself with the functioning and working of an organization. This study has improved my confidence to undertake such studies in the future by its successful completion. The future however looks bright when the opportunities and strengths of the organization are considered. RIL's real strength is its experienced employees who have tasted the different stages of its growth. Further, it tries to acquire new technology for cutting the cost of production. Government's new policy on subsidy may rewrite the history of RIL. However, the RIL can face the difficulties of being a Private sector in this world continues effort and hard is the only one solution to survive this situation very well.

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