

JINDAL STAINLESS - DECEMBER 2020

# STAINLESS POST



**OUR PARTNER, OUR PRIDE**

**Mr Prashant Patro**  
Director, Shakti Pack Pvt. Ltd.

Read More on Pg 10





## NOTE FROM THE EDITOR

With 2020, arguably the most challenging year of the decade, coming to an end this month, it's time to reflect on the temporary and permanent changes brought about by the pandemic, and the road that lies ahead. COVID-19 has impacted us in more ways than we can imagine across our work and personal lives, and human interactions in general. Although livelihoods tumbled all throughout this dark period, ardent collaborative efforts to develop effective vaccines are going on globally. India is likely to begin its vaccination drive next month, raising hopes for a better year ahead.

The Indian stainless steel business, much like businesses globally, was impacted in an unprecedented manner due to the pandemic. Despite the challenges, the industry gradually managed to get back in the driving seat as demand saw a V-shaped recovery, coinciding with the improvement in the economy. Aligning itself with the Atmanirbhar Bharat vision, the Indian stainless steel industry streamlined its production, inventory, and supply chain management according to the new and

emerging norms and customer requirements. This also enabled the Company to tide over these daunting circumstances, adapt as per need, and achieve pre-COVID production levels.

This year's last edition of Stainless Post brings to you the inspiring story of Jindal Stainless transforming its business – driven by its customers and for its customers – in the words of Managing Director, Mr Abhyuday Jindal. Also, get to know our MoU customer from Bhubaneswar as he gets candid with us and shares insights from his life and business. Read on to know how the lifestyle arm of Jindal Stainless, JSL Lifestyle Limited, is making it big in the Indian hollowware and table market, and much more.

Here's hoping for better things ahead than any we leave behind!

**SONAL SINGH**

Head - Corporate Communications  
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# MAKING THE ELEPHANT DANCE: HOW JINDAL STAINLESS TRANSFORMED BUSINESS



Managing Director, Jindal Stainless  
**Abhyuday Jindal**

It is true that every business exists because it caters to an outside reason or need. It is equally true that as the business grows, it shapes up like a behemoth that starts working for itself, as a complex web of interlinked organs. And it is precisely at this point in time that a transformation must happen; the transformation of an organisation from a slow-moving elephant to an army of nimble jaguars.

At Jindal Stainless, this inflection point was necessitated by our expansion into an all new territory. The Hisar facility was almost four decades old when work on the newly acquired Jajpur facility began. Eventually, as the new plant started maturing, we realised that the old ways of working were getting too cumbersome. One, the plants were separated by nearly two thousand kilometers. Two, customer requirements were evolving more rapidly than our supply chain. And three, internal coordination and process management were time guzzlers. There was a dire need to simplify and see the whole supply chain once again, and do it from the lens of the customer.

## Customer: The Old and the New

Traditionally, this was how business was conducted, and widely accepted:

The customer places an order – order gets lodged into planning – requisite raw materials are assigned – production happens as per order requirement – order is shipped to warehouse – order is dispatched from warehouse to customer.

Historically, this process worked just right for the company and its customers. But the new-age customer, accustomed to speed and convenience ushered in by e-commerce, wanted much more. Hence, as the quest for speed and efficiencies became greater, we identified two major latent customer needs:

1. This process led to bulk delivery at the customer's doorstep – something that the new age customer didn't want, as they'd rather have an inventory-light operational model. The new mantra was On-Time, In-Full (OTIF), and in smaller and staggered lots. After all, who wants to stock material on their expensive retail space when the company can do that in their warehouses?
2. The traditional method also meant that orders were processed in a chronological sequence; which frustrated expectations of customers who wanted vanilla offerings. While the customer could wait for specialised products, they no longer had the patience to stand in queue for standard ones.

The solution to these seemingly simple needs was not simple at all. When the team set out to make a plan to achieve these goals, we realised it was like a stack-crashing game of Jenga. We had to overhaul and tweak a series of dependent functions for the end result to be delivered this way.

Along with the Vector Consulting Group, who were our partners in this journey initially, we sat together to break down each activity into smaller parts and identify the constraints to the fastest solution. Once identified, these constraints had to be demolished in order to establish a high velocity supply chain, and an agile operational model. This process – of identifying constraints and breaking them down systematically – is the globally acknowledged management practice of the Theory of Constraints, or the ToC.

Started in 2017, the ToC project at Jindal Stainless has turned around the functions of planning, operations, sales, and sourcing into pulsating centres of market sensors.

### **The ToC-led disruptions, inventions, and successes**

The first disruption introduced by ToC was the notion that factories must produce what customers have ordered. Wrong. Factories must anticipate what customers will order, and produce

accordingly. Made to Order (MTO), had to be buttressed with Made to Anticipation (MTA).

The insight was simple. With its five decades long experience, Jindal Stainless had enough data to mine and infer trends in consumption. Though this meant a little exposure to risks, it would yield immense benefits to customers. The queue for standard products could altogether disappear if yards were stocked with material that markets were 'anticipated' to pick.

And this is what happened. Experiments with MTA were met with huge success. Customers were delighted to have their lead time reduced by more than one-third in majority of cases. Within a few years, the company had transitioned from zero MTA to nearly 70% MTA-based production. By this time, Jindal Stainless had digitised its operations, which meant that customers had the added convenience of ordering their products

online. On the production side, an SAP-based model ensured that replenishment of stock happened in auto mode, based on MTA trends. A Central Sales Planning team was put in place to supervise this coordination. We were finally able to move away from a push-based sales mechanism to a pull-based sales and operations model.

The distribution logistics moved in tandem with these operational changes. The warehouse



Aerial view of Jindal Stainless Limited, Jaipur



network was optimised to cater to customers in smaller batches at multiple locations. From 7 warehouses in 6 locations in 2015, we went up to 23 warehouses in 13 locations in 2019. With the support of enhanced logistic operations and by streamlining the warehouse operations, we were able to consolidate our network to 16 warehouses in 10 locations pan-India by 2020. With this, we were able to dispatch material, after clearance, in less than a day. OTIF improved from an average of 80% to over 90% in the last two years. The benefit that flowed into the company was also unprecedented. As lead times dropped, debtor days reduced by 70%, strengthening cash flows and balance sheets.

Buoyed by the success of MTA model in standard coils and sheets, we started replicating it across other product segments. Soon, segments like decorative pipe & tubes, auto, white goods, lift & elevators, hollowware, and railways were also roped in, and similar benefits ensued.

A better planned MTA mechanism also meant that plants could afford big production campaigns, or in laymen terms, fully loaded production. This yielded significant productivity improvement. In the Jajpur plant, we were able to increase our casting sequence from an average of 6 heats per sequence to 7.30 heats per sequence. In Hisar, this grew from 4.6 to 5.6. In both cases, this led to a productivity improvement of over 20%. A complete new virtuous cycle of change had set in, and more benefits were yet to come.

#### **Seamless Succession: From Sourcing to Sales**

To manage MTA and small-batch processing of nearly 1000 SKUs was no mean task. Given the anticipatory mode of production, there was a constant need to maintain inventory at a healthy level, and avoid over production. The solution we devised for tracking and triggering action for each SKU was stunning in its simplicity.

Colours came to the rescue. The team came up with a 5-colour coding system which had to be read and followed commonly across plants

and yards, online and offline. For a product that blinked Red at the warehouse level, a series of activities were halted automatically by the system, so that the teams knew exactly what NOT to do. The Finished Good requirement was not raised; the Work in Progress was not processed; the grade of heat was not produced; and the raw material required was not ordered.

This paved the way for a new era in our Sourcing function. As lead time reduced, the need to maintain longer inventories came down. Inventory levels at plants, and in transit, could be shortened to free up working capital. The ToC project helped reduce almost 15% worth of inventory in the pipeline, which translated into better availability of LC (Letter of Credit) that Banks could issue on us. This led, yet again, to a healthy cash situation. And as they say in business, cash is the king.

The Sourcing team didn't stop here. They took steeper targets to shorten the supply chain, and started parallel projects to develop domestic substitutes in place of time taking imports. Suppliers' yards were negotiated to be moved closer to our factories. Several raw materials, such as pure Nickel, were switched from 100% imports to 100% domestic sources. Ferro-Nickel was shifted from 70% imports to 70% domestic sources. Sourcing of domestic MS Scrap was raised from ~30% in 2017 to ~70% in 2020. Efforts are afoot even today to further shorten the lead time in supplies. And the Elephant Danced

In just a couple of years, Jindal Stainless was able to steer its whole supply chain, right from sourcing and planning, to manufacturing and sales, from inside-led to outside-driven. This way of working has not just differentiated us as a highly dynamic, customer-first organisation, but has helped reap massive internal gains. Having come this far, and knowing that challenging an established way of working is a proven good thing, I now aim to disturb some more status quos and unravel new insights.

**Business India**

This blog was published in Business India Magazine's December 20 issue and has been adapted for Stainless Post

# A STAINLESS WORLD



## Knight Architects' stainless steel bridge opens in Lake District, UK

**P**ooley Bridge, a village in United Kingdom, unveiled its contemporary bridge studded with stainless steel girders. The bridge's structure is that of a tied arch. Its width changes from 7.8m

at the main span to 9m at its centre. The 55 m-long crossing— UK's first stainless-steel road bridge— replaces a 250-year-old three-span stone arch bridge, destroyed by flooding five years ago. [S](#)


(Source: Architects' Journal)



## SpaceX's stainless steel Starship Prototype SN 8 is excitement guaranteed



SpaceX's stainless steel prototype of Starship SN 8, a two-stage fully reusable rocket, is ready to conduct its first test flight. CEO, Elon Musk famously said in 2014 that a fully reusable mission could reduce the cost of space travel by a factor of 100. SN 8's structure is made of stainless steel alloy 304L, along with


some other alloys of stainless steel. The chassis is augmented with a nose cone and aerodynamic surfaces. During the test flight, SN 8 will be expected to rise up to 15 km before beginning its slow descent using a belly-flop manoeuvre. SpaceX has said this manoeuvre could reduce the vehicle's fuel expense. 

(Source: Science The Wire)

# GLOBAL NEWS BRIEF

## Nickel leaps to highest since October 2019 on steel boom

**N**ickel rose more than 4% as resurgent demand from Chinese steel mills and a rapid rally in iron ore futures fuelled speculative buying, pushing prices above \$17,500 a tonne for the first time since October 2019. Used in stainless steel, Nickel shot up just as the Shanghai Futures Exchange (ShFE) began

trading at 1300 GMT, with the benchmark contract on the London Metal Exchange (LME) leaping almost \$700 in around an hour to a high of \$7,505. Nickel has risen 60% from a low in March as industry in China, the biggest steel producer, rebounded from coronavirus closures. 

(Source: Reuters)






# Vaccine news boosts European stainless steel market

**P**ositive vaccine news has helped to boost optimism in the European stainless steel market.

Stainless steel demand has improved across several end-user sectors. New car registrations in Europe have returned to pre-pandemic levels, and white goods manufacturers are also reportedly busy

replenishing product lines. The naturally longer delivery lead time of imports, coupled with the risks associated with the EC safeguard quotas, have enabled local steelmakers to secure a larger proportion of domestic orders, which may have otherwise been placed with overseas suppliers. 

(Source: Hellenic Shipping News)

# OUR PARTNER, OUR PRIDE



Director, Shakti Pack Pvt. Ltd.  
**Mr Prashant Patro**

"Input = Output" says Director, Shakti Pack Pvt. Ltd., Mr Prashant Patro who is as passionate for his work as he is for modern architecture. Our MoU partner from Bhubaneswar, Mr Patro is a renowned name in the East Indian stainless steel pipe & tube market. Get to know his inspiring story as he reflects upon his entrepreneurial journey in an exclusive interview with Stainless Post.



## Tell us about your journey so far?

I come from a business family. In 1985, my father had set up a small steel casting unit. Although, I was always interested in managing the family business, I always felt that I should pave my own way to accomplish something. After graduating from Utkal University, Bhubaneswar in 2000 as a Computer Science engineer, I expressed my desire to pursue an MBA. However, my father convinced me to join the family business and learn in a practical way while I am at it. This certainly turned out to be a good decision. Soon, we were developing steel castings that were used for manufacturing engineering components for core industries. Later, we expanded our business and began manufacturing stainless steel pipes & tubes after gauging immense potential in the segment.



## What challenges did you face in your business during your early years? Tell us about some of your key milestones.

Initially, we only manufactured and supplied for a single customer, Indian Railways. These were RDSO (Research Design and Standards Organisation) approved Spheroidal Graphite Cast Iron (SGCI) Inserts used in railway tracks. After joining the family business, I decided to expand the scope of our business and we found potential for more



opportunities within the existing infrastructure. This is when we started catering to a burgeoning demand from consumable components in core industries. This was a major breakthrough for us as we were now supplying to major industrial houses in India.

In 2015, we further expanded our business to adopt stainless steel manufacturing. At that time, there was hardly any production of stainless steel in Odisha and manufacturers often were dependent on sourcing the material from Ahmedabad. However, we partnered with Jindal Stainless that turned out to be a game-changer for our business.



## **In your entire gamut of suppliers, what sets Jindal Stainless apart?**

Since our association in 2015, Jindal Stainless has always cooperated with us and has provided ample opportunities for business growth. Product quality of Jindal Stainless is top-notch and the Company has an excellent team that caters to our demand. For this reason, we continue to be loyal customers to the Company. We are a MoU partner with Jindal Stainless under their pipe & tube co-branding initiative 'Jindal Saathi'. We hope to contribute to the best of our capacity and make sure that this bond grows stronger.

Mr Patro inspecting his facility with his team



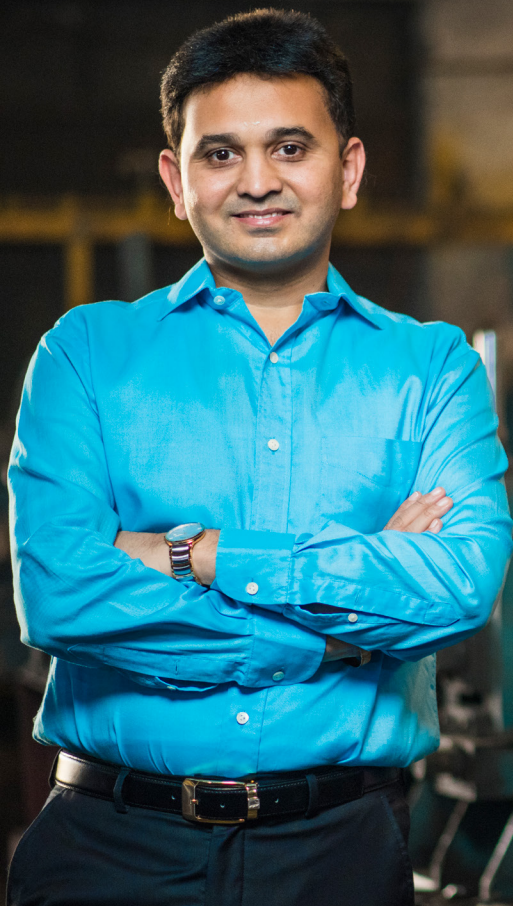




## How do you see your business panning out in the near future?

There's a booming demand for stainless steel pipes and tubes in India. With newer stainless steel applications unveiling across every sector, manufacturers are now developing customized products to cater to this demand. For this reason, there is a massive competition at our door as well. Also, given the counterfeit market still holding a major share of the market, we need to gear up and

make sure that our brand names don't go tarnished. 'Jindal Saathi', the co-branding initiative of Jindal Stainless, is proving to be a major success and we are ready to contribute to further make this initiative a roaring success. I believe that in the coming time we will be able to further improve inventory management and delivery mechanism and establish a robust supply chain.




Mr Patro is Jindal Stainless' MOU partner under 'Jindal Saathi' initiative



## What is your message to all young entrepreneurs out there?

My father has taught me that hard work always pays back. Moreover, "Input = Output"; meaning that we can define our success beforehand based on the efforts that we are ready to make. You will only get as much as you are ready to invest. Apart from this, I would recommend everyone to have a

hobby or a passion that they like to follow along with the work. I am an ardent traveller. I make sure to make at least two trips a year with my family. It is also important for a person to draw learnings from experiences. So remember to reflect upon all your experiences, good and bad. 



# JINDAL STAINLESS NEWSFLASH



L to R: Mr Harish Gupta, Mr Sandeep Agarwal,  
Mr Raj Kumar Aggarwal



## JSHL bags the prestigious Energy and Environment Foundation Global Environment Award 2020

Jindal Stainless (Hisar) Limited stood as the winners for the prestigious "Energy and Environment Foundation Global Environment Award 2020" in the Platinum category on December 16, 2020 hosted by the not-for-profit, non-governmental organization (NGO) Energy and Environment Foundation (EE Foundation). The ceremony was inaugurated by Hon'ble Union Minister of Jal Shakti, Government of India, Shri Gajendra Singh


Shekhawat. Other dignitaries present at the event included Senator Australia's Minister for Foreign Affairs, Hon'ble Marise Payne, Minister for Resources, Water and Northern Australia, Hon'ble Keith Pitt MP, Secretary, Ministry of Jal Shakti, Government of India, Mr UP Singh, and High Commissioner of Australian High Commission in India, HE Barry O'Farrell. 



Chief Engineer, Hisar Municipal Corporation, Mr Ram Ji Lal inspected JSHL's solid waste management system

## JSHL becomes the first organisation in Hisar to set up in-house solid waste management system

**C**ommitted to sustainable manufacturing, Jindal Stainless (Hisar) Limited became the first organisation in Hisar to set up in-house solid waste management system. This set up collects and sorts waste into three categories- Dry, Wet, and Hazardous. The system efficiently disposes the dry waste into 13 different categories, while uses wet waste to develop nearly 1-1.5 tonnes of manure every week.


JSHL's team including Head, Civil Department, Mr Anil Gupta; Head, Safety Department, Mr Sudhir Kumar, Sr. Manager, EHS, Mr Vijay Singh, Mr Vikas Kumar, Mr Rajesh Jain, Mr Lalit Sharma, and Mr Rajkumar hosted Chief Engineer, Hisar Municipal Corporation, Mr Ram Ji Lal who inspected the system and praised JSHL's efforts. 



Aerial view of JSHL, Hisar


## **HAREDA awards JSHL with State Level Energy Conservation Award**

**T**o commemorate the efforts made by Jindal Stainless (Hisar) Limited, Department of New and Renewable Energy, Government of Haryana (HAREDA) awarded the Company with the State Level Energy

Conservation Award for the successful implementation of energy conservation measures by JSHL at its unit during 2017-18 and 2018-19. 




## CEO. JSL Lifestyle Ltd. at Ideasfest 2020

CEO, JSL Lifestyle Limited, Mr Mandeep Singh participated in a power-packed panel discussion on "Exploring the brand construct and its linkages with value & trust created in the market" at Brand & Leadership Conclave - Ideasfest 2020. Mr Singh highlighted the importance of investing in newer technologies to evolve to our utmost potential, only to offer future forward solutions to its clientele. 




Mr Mandeep Singh

## Jindal Arc goes live on Amazon

JSL Lifestyle Limited, the lifestyle arm of Jindal Stainless, recently launched its brand 'Jindal Arc' on Amazon, one of India's largest e-commerce marketplace. The brand received a heartening response from customers for its stylish and trendy serveware and cookware range in stainless steel. The brand launched new categories under its portfolio like barware, serveware, storage, etc. 

## Arttd'inox collaborates with LBB

To ramp up the festive cheer, Arttd'inox-JSL Lifestyle Limited's flagship lifestyle brand- collaborated with Little Black Book in Delhi, Bombay, and Bangalore and amplified its reach and engagement on digital platforms. The brand launched and promoted the website coupon code Festive20 for its customers. A contest was also hosted for the Delhi audience where an overwhelming response was received. 




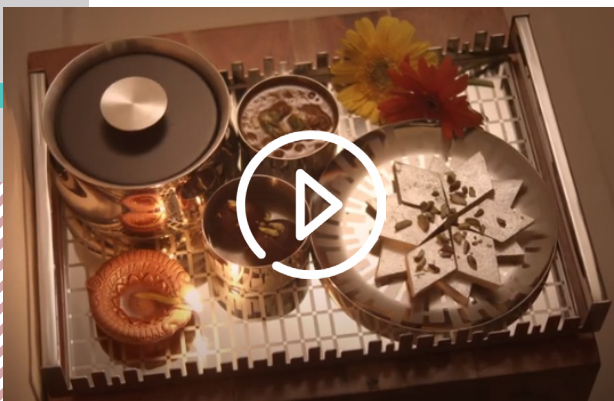
Click on the images to see the posts 



## MARKETING & CUSTOMER OUTREACH ACTIVITIES

### | Arttd'inox launches Gift of Hope videos


**A**s festive cheer was in the air, Arttd'inox took the opportunity of launching 2 Gift of Hope videos, summarising the importance of festivities and togetherness. 



Click to watch the videos



### | E-Gift Card Video

**T**he novel coronavirus shook the world and made it come to a standstill. With everyone confined to the four walls of their home, Arttd'inox launched E-Gift Cards that could help one express their gratitude to their loved ones, as hope is what has kept all of us alive through these tough times. To promote the concept of E-Gift card, a beautiful video was launched to amplify the same. 



Click to watch the video

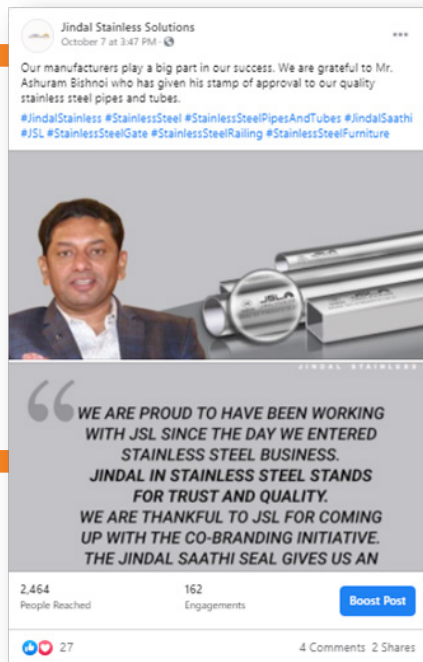




Under the second wave of its nationwide stainless steel pipe & tube co-branding initiative, Jindal


Stainless is interacting with its customers like never before. Here's a sneak peak!

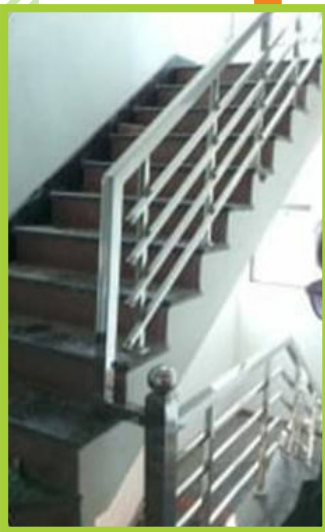
## Social Media Posts for Manufacturers, Retailers, Fabricators and Consumers





## Contest for Fabricators

The Company also hosted a tailored contest for pan-India stainless steel fabricators. Fabricators from across the country sent innovative self-crafted designs in stainless steel. The contest garnered an overwhelming reach of 6k+ with over 210+ entries. 





# OFFiCE-OFFiCE

By Jindal Stainless



# DID YOU KNOW?

## STAINLESS STEEL GRADE 31803

The duplex stainless steel grade with  
a ferritic-austenitic microstructure.

### Chemical Properties

- Chemical Composition  
(% by mass)

C: 0.03  
Cr: 21.0-23.0  
Mn: 2.0  
Ni: 4.5-6.5

### Mechanical Properties

Displays high strength of  
ferritic grades and corrosion  
resistance of austenitic  
grades.

Used as a practical solution  
to chloride-induced stress  
cracking.

Cannot be hardened by  
conventional heat treatment,  
though it is a work hardening  
stainless steel.

### Applications

- Chemical processing
- Storage and transport
- Oil and gas exploration and  
offshore rigs



Chemical processing



Storage and transport



Oil and gas exploration and  
offshore rigs





# SOCIAL BUZZ

CLICK ON THE PICTURES TO KNOW MORE



50 JSL JINDAL STAINLESS  
DELIVERING  
STAINLESS EXCELLENCE  
SINCE 1970



**Tools That Strengthen**  
the stainless mobility of India



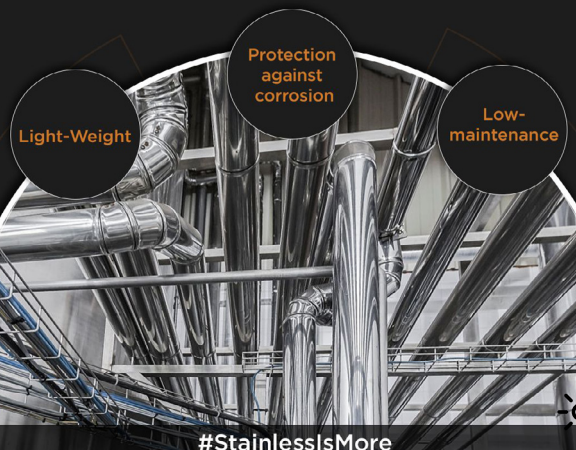
50 JSL JINDAL STAINLESS  
DELIVERING  
STAINLESS EXCELLENCE  
SINCE 1970

Global imports of stainless steel  
in India since FY. 2005-06



50 JSL JINDAL STAINLESS  
DELIVERING  
STAINLESS EXCELLENCE  
SINCE 1970

**Building Low-Maintenance  
And High-Quality Systems**



Light-Weight

Protection  
against  
corrosion

Low-  
maintenance

#StainlessIsMore







# SOCIAL BUZZ

CLICK ON THE PICTURES TO KNOW MORE





# QUIZ & CONTEST



This oversized human sculpture made of stainless steel alphabets is by a famous Spanish artist. It is a call to look inward to understand the beauty hidden inside oneself. Can you guess its name and location?

Send us your answers at  
[corporatecommunications@jindalstainless.com](mailto:corporatecommunications@jindalstainless.com)

# ANSWER TO LAST MONTH'S QUIZ



**In the last edition, we asked the following question,**

This astonishing stainless steel moose sculpture was an attempt to reduce traffic on accidents and was also party to a widespread controversy in 2019. Can you guess its name and location?

## Answer

The Big Elk, also known as Storelgen, is the world's second-tallest (34 feet) sculpture of a moose in Norway, Europe. It is made of polished stainless steel. It held the title of the tallest moose sculpture for 4 years, from its completion in October 2015 until October 2019.

Read more about the sculpture at [https://en.wikipedia.org/wiki/The\\_Big\\_Elk](https://en.wikipedia.org/wiki/The_Big_Elk)



## Winners

We got an overwhelming response for our quiz. Congratulations to the two lucky winners-

**Mr Nilesh Kanugo (Variety Metal Corporation, Delhi) and Mr Saroj Kanta Dash (Jindal Stainless Limited, Jajpur).**

**Winners will receive a complimentary voucher from us shortly.**



# SAVE THE DATE



A HYBRID EVENT... *a mix of live & virtual*

16<sup>th</sup> & 17<sup>th</sup> Feb 2021 - Tokyo, Japan  
Tokyo Metropolitan Industrial Trade Center · Hamamatsuchokan

## STAINLESS STEEL WORLD JAPAN 2021

**FEBRUARY 16-17, 2021**

### Stainless Steel World Japan 2021

Stainless Steel World Japan 2021 aims to contribute to the development and expanding use of corrosion-resistant alloys as well as to a better understanding of the most recent trends in the fields of welding, fabrication, surface treatment and materials specification. The technical conference will offer an excellent opportunity for researchers, corrosion specialists, welding engineers, designers, manufacturers, stockists, architects and other industry professionals to share their experiences and challenges related to the use of stainless steel.

**Date** : February 16-17, 2021

**Venue** : Tokyo, Japan

**Website** : <https://www.stainless-steel-world.net/sswj2021/stainless-steel-world-japan-2021.html>

# SAVE THE DATE



Steel Alloys  
South Africa 2021

**STEEL ALLOYS SOUTH  
AFRICA 2021**

**JANUARY 28-29, 2021**

## Steel Alloys South Africa 2021

Steel Alloys South Africa is a platform to hear about the latest industry developments and network with peers across the world. It will focus on the manganese, chromium and platinum group metals supply chains and include sessions focussed on these raw materials. The conference will also include sessions on South African mining, infrastructure and energy challenges as well as domestic potential for energy storage raw materials vanadium, manganese and nickel sulphate.

**Date** : January 28-29, 2021  
**Venue** : Sandton, South Africa  
**Website** : <https://10times.com/e1s5-8r10-xxrr>



# HERE FOR YOU

Are you facing any concerns related to corrosion, selection of material/right grade of stainless steel, maintenance and fabrication difficulties, or sourcing of material? We can provide support and revert with details required.

Our training van is also available to visit your factory to provide onsite training to your officers and technicians. Contact us at [marketing@jindalstainless.com](mailto:marketing@jindalstainless.com) and our technical and commercial experts will get in touch with you.

For any suggestions on this newsletter, reach out to [corporatecommunications@jindalstainless.com](mailto:corporatecommunications@jindalstainless.com)



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