

*Message to Team Kirby*



*Praveen K Tandon  
Vice President*

*Message to Team Kirby*

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Dear Colleagues,

It gives me immense pleasure to present the fifth issue of *Building Together* newsletter for all Kirby employees.

The year 2009 is proving to be a challenging year in many respects. The world at large is facing a severe economic crisis and to overcome this, most international corporations are taking appropriate actions. At Kirby, we have taken measures to address this situation and I am convinced that Kirby will also get through this difficult phase successfully. Additionally, even in these challenging times, we have managed to achieve several important strategic milestones.

Kirby has successfully conducted the grand opening of Vietnam Plant, booked mega projects in the Shipyard Industry in India, commissioned Curved Beam Line and the Structural Steel Facility at Ras AL Khaimah plant. As a market leader in the PEB business, we are now in a position to offer a complete steel solutions to our valued customers.

SAP system is getting stabilized, which in turn will result into improved efficiency and better customer service.

I am confident that your hard work and dedication will help us sail through successfully in these tough times and WE will emerge even stronger.

Wishing You and Your Family wonderful times ahead.

Praveen K Tandon

## Major Events

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### Kirby India : Annual Sales Conference

Kirby India held its annual sales conference in Hyderabad, India on 9<sup>th</sup> and 10<sup>th</sup> of January, 2009. Praveen Tandon, Group General Manager Kirby, addressed the team and congratulated them for achieving the targets. S. V. Rao, CEO Kirby India and D. Raju, Director, Sales & Marketing and Engineering, talked about the many achievements of Kirby India in 2008 and lauded the efforts of the sales team in achieving 60% increase in sales revenue during the year.



Over the period of two days, the team discussed in detail, the strategies and action plans for year 2009.

Despite the tough economic outlook, everyone was very upbeat about achieving their 2009 targets. Other Kirby functions, including Engineering, Manufacturing, PMG, BTM, Credit and Finance, also made presentations and addressed issues of the sales team. The event concluded with award ceremony, where sales team members were awarded for 'Individual' as well as 'Team' performances.



The team gathered for a post conference dinner where they interacted informally with each other. Everyone including the GGM and CEO enjoyed the local music band and had a good dance session. The India sales conference concluded on a high note with the sales team feeling very positive and upbeat to meet the challenges ahead.

## Major Events

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### Kirby MEA – Sales Conference

Kirby Building Systems - Kuwait held its annual sales conference for their Pre-Engineered Building business in Alghanim Industries' auditorium, Kuwait, on the 14th and 15th February, 2009. The theme was "Kirby – Building the future...Together". It was attended by the key sales managers from all over the GCC, Middle East and North Africa. Tim Connerton, President – Industrial Group and Supply Chain Management, started the proceedings by addressing the attendees and congratulating them on achieving their targets. Praveen K. Tandon, Group General Manager – Kirby Building Systems and Viren Joshi, General Manager – Kirby Kuwait, highlighted the achievements of 2008, extolling the efforts of the sales team in achieving 35 % increase in sales performance over last year.



The two-day conference involved detailed discussions over strategies and action plans for 2009, and addressed the issues of the Sales team. The event included an award ceremony, recognizing individual sales team performances for 2008. Teams from Marketing, Engineering, Project Management Group and Credit also made presentations, enlightening the sales team with internal operations and procedures. Additionally, business performances of Structural Steel and Storage Solutions were also presented to the sales team

After the conference, a dinner was hosted for the attendees where they interacted informally with each other, ending the conference on a positive note.

## Major Events

### Kirby SEA : Official Grand Opening Ceremony of Plant at Vietnam

On 31st March 2009, at the Sheraton Saigon Hotel, Kirby Southeast Asia Co., Ltd., officially launched its new pre-engineered steel plant located in Dong Nai province, Vietnam. This occasion was graced by the special presence of the Deputy Minister of Planning & Investment – His Excellency Mr. Nguyen Chi Dung; Vice Chairman of Vietnam Chamber of Commerce (VCCI) - Mr. Doan Duy Khuong; Vice Chairman of Dong Nai People’s Committee - Mr. Tran Van Vinh; Kuwait Consulate General in Ho Chi Minh City - Mr. Abdulaziz Alsharah, as well as heads of local authorities, distinguished guests and esteemed customers.



The Grand Opening was also graced by the presence of over 200 senior guests viz. investors, consultants, contractors and suppliers.



## Major Events

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The opening ceremony was well and widely covered by leading print and broadcast media like VTV, HTV & DNTV, ensuring a strong Kirby brand visibility.

Compliments to the Organizing Committee who have done such a splendid job and made this event a memorable one for the Kirby family.



## *Marketing News*

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### **Kirby MEA participates in Gulf Industry Fair - Bahrain**

Kirby Building Systems took part in the Gulf Industrial Fair in Bahrain. The country is developing into an exciting industrial hub, providing excellent opportunities for a growing number of new industrial facilities. Gulf Industry Fair 2009 is the second edition of one of the most important and comprehensive industry-related exhibitions in the Middle East. It covers key industrial segments including aluminum, metal, automation, metrology, energy, logistics and manufacturing.

The numbers of visitors for the four-day event held between 13<sup>th</sup> – 15<sup>th</sup> January 2009 exceeded 2500 professionals and 150 VIPs. The event also served as a forum for Kirby to interact with decision makers of industrial areas and free zones in Bahrain.



### **Kirby MEA amongst select participants at the Cairo International Fair in Egypt**

Kirby Buildings System – Kuwait, represented by its local Egypt sales office, participated in the Cairo International Fair held from 18<sup>th</sup> to 30<sup>th</sup> March 2009. The Kirby stall was in the Kuwait pavilion along with other premier companies from Kuwait. The stall had a number of visitors and some enquires were also generated.

The Cairo International Fair is an annual event organized by the General Organization for International Exhibitions and Fairs under the Ministry of Trade and Industry Egypt. Its aim is to create favorable conditions for local and foreign enterprises and trade organizations to search for business partners; expand markets; develop production, business and import – export activities; as well as showcase new products and services.

## *Marketing News*

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### **Kirby Vietbuild Exhibition Stall receives Award**

The Kirby SEA stall at Vietbuild Hanoi 2009 was awarded the “Well-Organized and Impressive Booth” award by the event organizing committee. The impressive stall showcased the Kirby product range and attracted many prospective clients and visitors.

VietBuild Hanoi Exhibition is an internationally recognized annual exhibition for all construction products, services and projects in the fields of industry construction, civil construction, building material and interior/exterior decoration. Despite the global financial crisis, the exhibition attracted participation from 89 foreign countries and territories.



### **Kirby Participates in Poland and Romania Exhibitions**

In efforts to expand into the European market, Kirby Building Systems, for the first time, participated in two premier exhibitions in February viz. InterBud 2009 held in Poland and Construct Expo held in Romania.



InterBud 2009 and Construct Expo 2009 had gathered over 700 exhibitors, amongst which the largest group in each exhibition was that of building materials. Over 1000 guests visited our Kirby stall, all highly inquisitive about Kirby's products and services. Such a promising response has triggered further efforts to tap into the European market, thus expanding the Kirby network.

## *Marketing News*

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### **Kirby SEA Conducts Sales Workshop**

On 16th March Kirby SEA organized a Sales & Marketing workshop. 25 people from sales, marketing and HR function attended the workshop conducted by Truong Kim Ly, Kirby SEA General Sales Manager.



The workshop addressed the following subjects:

- B2B and project marketing
- Project winning strategy
- Project Sales Management System

In particular, the workshop focused on: an increased understanding of the project sales cycles, sales funnels, sales stages and on how to apply these aspects within the PEB industry to the advantage of Kirby SEA.

The workshop proved to be very useful and upon its conclusion the SEA sales team was better equipped to take up challenges in the marketplace.

## Business News

### CEO Forum at Kirby Hyderabad

To have a direct connect between the management and the employees, a CEO's Forum was conducted on 31st December 2008, in Kirby Hyderabad.

The CEO's Forum focused on the fast tracking business action. The Forum began with a welcome address by Ms. Preety Lall, delivering the inaugural address. On the panel were S V Rao, D Raju, Ajay Aggarwal and K G Philipose.

The panel emphasized the need not only to discuss issues related to the current economic downturn and the financial crisis, but also to act upon prevailing issues.



### Kirby India Observed National Safety Day

Kirby India observed the 38<sup>th</sup> National Safety Day on its premises in a grand manner on 4<sup>th</sup> March, 2009. Focus on increasing awareness on health and safety to the workers was brought in, by delivering to them the perpetual commitment of management towards improvement of health and safety performance in the plant.

Distribution of badges by the Safety Manager V S V N Srinivas, to all the employees, was also a part of the celebrations, which involved active participation of each employee.

Kirby - Hyderabad took part in the celebrations conducted by the National Safety Council, A.P. chapter, at Ravindra Bharathi.



## *Business News*

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To enhance safety awareness, Kirby Hardwar celebrated “Safety Week” from 4<sup>th</sup> March to 11<sup>th</sup> March, 2009. The celebrations started with the Vice President – Operations, Alakesh Roy, addressing the staff and workers, followed by the HODs. Safety Officer Ajay Kumar conducted a quiz on “Safety at Workplace”, an essay writing competition on “How to decrease the accident rate” and a safety slogan competition.

The winners:

**Safety Quiz**

Pankaj Kumar Sharma  
 Chtarpal Singh  
 Hareram Sharma

**Essay Writing Competition**

Rakesh Bagasi & Nand Kishore  
 Ashok Kumar  
 Pankaj Kumar Sharma

**Slogan Writing Competition**

Pankaj Kumar Sharma  
 Gurvinder  
 Rajendra

## *Business News*

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### **Kirby Kuwait celebrates Kaizen week on use of Personal Protective Equipment (PPE)**

Kirby Kuwait organized a week long (March 22–26, 2009) Kaizen Event “**PPE Kaizen**” with a punch line “Safety First – Use PPE”. The event was an attempt to inculcate a strong safety culture to all the management and the employees on the shop floor.

Various programs were organized to create awareness in the employees for their safety by enhanced usage of PPEs, training shop floor supervisors, Best Practice sessions with outside faculties, poster/slogan competitions and daily audit by other function managers.

The other activities included 20 Town Hall meetings in the plant, 60 employees winning prizes during the safety quiz, PPE usage audit by various auditors on all days, and slogan and poster competitions where 101 slogans and 13 posters were submitted.

The Kaizen week kickoff was done by our GGM, Praveen K. Tandon. A seminar on importance of PPE was conducted by Dr. Rao, Head of Shuaiba Industrial Medical Centre. 23 employees and all the senior management participated in the seminar.

The main objectives of this event were:

1. To create an organization-wide awareness about the importance of a safety culture, and
2. To identify how accidents could be eliminated or reduced. Additionally, the program aimed to reflect that human life is precious and it needs to be protected at all cost.

Through this event, Kirby has managed to achieve a vital goal of creating strong awareness of safety culture throughout Kirby in the aim of attaining zero accidents.

#### **Slogan Competition:**

- 1st Prize: Mr Mohammad Kamal – Purchase Dept.  
 2nd Prize: Mr Santosh & Mr Hazarat Saheb  
 3rd Prize: Mr Haridas Kandath – HR Dept.



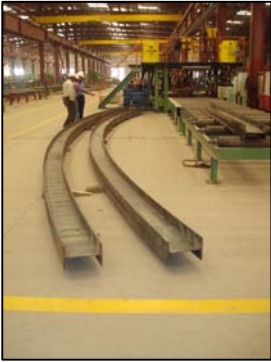
#### **Poster Competition:**

- 1st Prize: Mr Niranjan Das  
 2nd Prize: Mr Santosh & Mr Hazarat Saheb  
 3rd Prize: Mr AV Cherian

## *Business News*

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### **Kirby RAK develops curved beam auto welding line**



Kirby Building Systems has successfully developed an in-house curved beam auto welding line in RAK for a mere cost of 70K KD. If the same system had been commissioned from outside vendors it would have required a 240K KD investment. This is a major success, offering Kirby Building Systems a whopping savings of more than 70%.

The curved beam auto machine line at RAK can now handle beams from 180 mm depth to 750 mm depth and a flange height of 150 mm to 400 mm. Additionally, it can also perform regular straight beam welding, thus giving Kirby the required flexibility.



It is important to highlight that the curved beam structures are required in many aesthetically appealing buildings and projects such as malls, auto showrooms, stadiums, metro stations, etc. Therefore, with this successful in-house commissioning, Kirby has managed to gain a competitive advantage and will now be able to cater to the need of these market segments.

Naseer Ahmed, Maintenance Manager, along with his team from Kuwait and RAK plants, managed the challenging task of developing, installing and commissioning the curved beam auto welding line. A detailed analysis of the machine's design and requirements was carried out which allowed the team to design, develop and modify the machine in-house. The savings of such magnitude were made possible due to these modifications, the dedication of the team and trusting in the abilities of the team members.

Looking at the success and importance of this achievement, we would like to convey our heartiest congratulations to Naseer Ahmed and his team for this splendid and outstanding achievement.

## *Operational Excellence*

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### **Kirby MEA Improves key Customer Process**

During CSI surveys and informal discussions, Kirby customers always complained about poor adherence to schedules and failure to deliver in the correct erectable sequence. There were several attempts to address these issues in the past but none was sufficient to completely resolve them.

After completing his Green Belt Training, Praveen took the challenge to improve the customer order fulfillment process and created a cross-functional team comprised of Tamer Safwat (PMG), S.P Singh (Plant), K. Abith (PMG), Shelina Khoja (Business Development), John Jacob (SAP), Mathew Korah (SAP), Sharad Chaturvedi (Operational Excellence – Kirby) and Mohammed Rafi (Operational Excellence -Corporate).



The team identified all potential root causes through brainstorming and using Cause and Effect Analysis (Ishikawa Diagram). These root causes were then categorised and converted into high impact and control metrics. Support from the SAP team during the Improve and Control phase of the project ensured system integration of all process improvements

The Kirby team is looking forward to future CSI studies to assess the impact of this project. Congratulations to Praveen and his team for the successful completion of this critical project!

## Operational Excellence

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### **Kirby Hyderabad : Reduction of Paint and Thinner Consumption**

Paint and thinner are the most important consumables in PEB manufacturing. The usage of these two components has significant contribution to the overall manufacturing cost. A small increase in the paint and thinner consumption per metric ton (MT) has significant impact on manufacturing cost and adverse affects on plant profitability. Historical trends of paint and thinner consumption levels revealed an area for potential improvement; this led to the initiation of a Lean Six Sigma Green Belt project under the leadership of KG Philipose (VP – Operations, Kirby Hyderabad) for reducing paint and thinner waste and optimizing consumption.

A cross-functional team was formed comprised of purchasing, quality, maintenance, stores, production and Operational Excellence. Asian Paints (paint supplier) experts were also invited to join the team.

The team developed an operator training plan, supported by supplier experts, to educate painters on best practices for various paint application techniques and paint mixing. The team also added paint equipment to the plant's preventive maintenance plan, reduced equipment operating pressure variation and created cost awareness among paint line operators.



For sustainability, the team developed check sheets and visual control charts that are now displayed as a dashboard on the shop floor. The project resulted in a 10% reduction of consumption per MT for paint and 14% reduction for thinner. This translated to direct savings of KD 13,666.

Congratulations to Philipose and his team for the great effort and results.

## Operational Excellence

### **Kirby Haridwar : Scrap Reduction**

A Green Belt project was initiated under the leadership of Alakesh Roy (VP, Operations), along with a cross-functional team, comprising of Pankaj Goel, Rajeev Mittal, Bharat Bharna and Sanjit Datta, to reduce the scrap generation in the plant for improved profitability .

The team followed the DMAIC methodology to find out root causes and develop sustainable improvements. Improvements included developing Standard Operating Procedures, developing and implementing procedure for reusing cut pieces to produce smaller components, developing a system to ensure adherence to scrap policy, and developing clear accountability lines for generation of scrap.

Extensive operator training was conducted to raise awareness levels to avoid scrap generating activities to reuse scrap as much as possible.

The project reduced scrap by 31% from the previous year, resulting in an annual saving of KD 106,000. By reducing scrap, the project helped in reducing the scrap, maintaining cleaner shop floor and providing a safer work environment.

Congratulations to Alakesh and his team for the great effort and results!!



### **Kirby Haridwar : Reduction in Paint and Thinner Consumption**

A Green Belt project was initiated under the leadership of Sanjit Datta (Manager – OPEX), along with a cross-functional team, comprising of Sanjeev Srivastava and Harish Pushola. The team followed Alghanim's Lean Six Sigma DMAIC methodology to complete all project activities. Several LSS tools like Pareto Charts and Why-Why analysis were used to identify root causes and develop solutions. Improvements included developing SOPs for the entire paint process. A series of Kaizen events were held to minimize process waste. The team developed a system for monitoring paint thickness and consumption.

The project reduced overall paint consumption by 15% and delivered annual savings of KD 40,000. By reducing the paint and thinner consumption, the project helped in reducing the cost of consumables, maintaining a cleaner shop floor and improving employee morale

Congratulations to Alakesh, Sanjit and their teams for the successful completion of these critical projects.

## *Operational Excellence*

### **Kirby 5 S – Campaign**

As 5 S helps in organizing and managing the workspace and work flow, improving the efficiency by eliminating waste and giving visual control, a 5 S Kick - Off Campaign was conducted on 16<sup>th</sup> March, 2009 at the Haridwar plant.



The goal of this campaign was to make the Kirby plant safer to work, provide better ambience and make employees more organized. The involvement of the all the staff and workmen added great value to the campaign.



To spread the importance of 5 S and raise awareness, training programs were also conducted at the Hyderabad Plant.

Similar activity and training sessions were also conducted in the Kuwait plant. Our target is to spread the above message across all Kirby plants and implement 5 S at the earliest.

### **OE Green Belt Certifications in Kirby**

On successful completion of their Green belt Projects, **Tim Connerton**, President - Industrial Group and Supply Chain Management, awarded certificates to the following project owners:

#### **Kirby Kuwait :**

- Praveen Tandon – Group General Manager
- Ramesh Mani – Director Purchase
- Chetan Bajpai – Director Sales & Marketing New Geographies
- S. P. Singh – Plant Manager

#### **Kirby India :**

- K G Philipose – VP Operations , Hyderabad
- Alakesh Roy – VP Operations, Haridwar
- Sanjit Datta – Manager Opex

## *People News*

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**Praveen K Tandon**  
**Vice President**

### **Vice President in Industrial Group appointed**

It is my pleasure to announce the promotion of Praveen K. Tandon to the position of Vice President, Kirby Building Systems, effective immediately. In his new position, Praveen will report directly to me and will continue to lead the Kirby organization, in Kuwait and its locations abroad.

Praveen's career with Alghanim Industries spans over 29 years, during which time he has held key positions within the organization including Finance Director, Industrial Group; Corporate Controller; Financial Controller, Engineering, Insurance and Transportation; and most recently, Group General Manager, Kirby. He is also the Chairman of Kirby Building Systems India, Limited, and is on the Board of the Federation of Indian Chambers of Commerce and Industry. Praveen is a Chartered Management Accountant (CMA) from the Institute of Chartered Management Accountants of UK and a Chartered Accountant (CA) from the Institute of Chartered Accountants of India.

Praveen's contributions to the company over the years have been extensive. He has been instrumental in the development and growth of both Kirby and the Insulation Group, and has been a key contributor to Kirby's rise to market leadership in India as well as its expansion into new markets such as Vietnam.

Praveen has proven time and again his ability to effectively lead new initiatives, invest in developing employees, and capitalize on market opportunities. I have every confidence in his continued success in his new position.

Please join me in congratulating Praveen on his new role as Vice President and in offering him your full support.

Warm regards,  
Tim Connerton  
President  
Industrial Group and Supply Chain Management

## *People News*

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### **New Marketing Manager of Kirby MEA Appointed**

Ashish K. Gurnani has joined us as a Marketing Manager for Kirby MEA. In this role, Ashish will manage the marketing function for Kirby - MEA (PEB and Structural Steel). He will also work closely with the Marketing team of all Kirby locations to get the data required for Kirby Global market analysis. He will focus on strengthening Kirby's global marketing initiatives. The MEA marketing team will report to Ashish. Ashish will report to Viren Joshi, General Manager, Kirby - MEA, and provide support to Praveen Tandon on Kirby global marketing issues.



### **New promotions in the Engineering Department of Kirby MEA**

We are also pleased to announce that Jalaj Sharma has been promoted to the position of Engineering Manager for Kirby - MEA, effective immediately. In this new role, he will manage the overall Engineering function for Kirby - MEA (Kuwait and Ras-Al-Khaimah). He will lead the Engineering teams in Kuwait and the India Engineering Unit (RAK). All Engineering Unit leaders in Kuwait as well as Khalid Hashmi from India, will directly report to Jalaj. Jalaj will report to Viren Joshi, General Manager, Kirby – MEA.



## *People News*

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### **Alaeddin Jarrar promoted to Engineering Director, Kirby Global**

As a director of Engineering, Alaeddin will take complete responsibility for the engineering functions of Kirby Middle East, Kirby India and Kirby Southeast Asia.

Alaeddin will be responsible for standardizing engineering policies and practices across all regions; recruitment, training and development of engineering talents; upgrading engineering systems and adopting the latest design codes. He will also lead the product development functions of Kirby. Engineering managers of all Kirby regions will report to Alaeddin on a dotted line.

Alaeddin is a structural engineer with over 25 years of engineering experience in PEB, structural steel, transmission towers, space frame and products, and systems development. He has been with Kirby for more than 9 years, leading the engineering functions of Kirby Middle East.



## *People News*

### **Holi Celebrations and Ugaadi Celebrations at Kirby Hyderabad**

To energize and bring in the feeling of oneness among all the employees, **Holi – The Festival of Colors**, was celebrated on 10th March; and **Ugaadi – the beginning of Telugu New Year**, on 30th March, 2009 at Kirby - Hardwar.

The participation of Alakesh Roy, Sudhir Mehta, Jainendra Singh Rawat, Dhirendra Chauhan, Pankaj Dutt Sharma and the other HR team members made the festival celebrations more vibrant and energized the staff and workmen .

Ugaadi celebrations were marked by literary discussion, poetry recitations and recognition of authors of literary works. Kirby had invited the new and budding poets from within to unleash their talent on this occasion and the best judged were awarded for their innovative way of expressing their views.



### **Let's Rejuvenate – Smile & Move**

We all know that staying motivated continuously is a struggle. What distinguishes the highly successful is the ability to keep moving forward which will bring optimism in one's life, and make it easier to avoid worry. To keep up the spirit, we have initiated an in-house program, "Let's Rejuvenate – Smile & Move". The aim of this program is to make the employees aware of the multifaceted impact of the concept of Motivation upon efficient organizational functioning and familiarize them with relaxation techniques. For the first group of participants, the program was conducted on 24th March 09.



## *Editorial Team*

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### **Note from Editorial Team**

We are delighted to bring you this fifth issue of *Building Together*.

We invite all Kirby team members to participate in future editions and provide news items, photos and suggestions to the editorial team member at their locations. This effort is led by an editorial team whose members include D Raju (India), Manoj Mittal (SEA), Ashish Gurnani (MEA) and Viren Joshi (MEA). You may communicate with the editorial team at:

[rajud@kirby-ind.com](mailto:rajud@kirby-ind.com)

[manoj@kirby.vn](mailto:manoj@kirby.vn)

[agurnani@alghanim.com](mailto:agurnani@alghanim.com)

[viren.joshi@alghanim.com](mailto:viren.joshi@alghanim.com)