

CW

₹ 100

August 2010 • Vol. 12 No. 11 • www.ConstructionWorld



- Prefab Structures...128
- Cranes & Hoists...144

CW
Wins two international awards at the 2010 Tabbie Awards USA

An Exclusive Interview with DMRC Chief E Sreedharan ...70



Construction World
Largest Circulated Construction Business Magazine with editions in India and Gulf



INDIA'S MOST ADMIRABLE COMPANIES

(From Left): Abhijit Rajan, Gammon India; K Subrahmanian, Afcons; BD Mundhra, Simplex; AK Misra, Tata Projects; Manoj Gaur, Jaiprakash; Ajit Gulabchand, HCC; KV Rangaswami, L&T; AR Ranga Raju, NCC; Atul Punj, Punj Lloyd; Sudhir Reddy, IVRCL

Contents

Cover Story

94 **Most Admired Companies**

CW profiles 10 of India's iconic construction companies, describing their scintillating past, most admired projects, as well as their grand future plans.



Interaction

70 **A Long Journey**

DMRC Chief E Sreedharan shares his experiences on the Delhi Metro in an exclusive interview.

Special Report

154 **The Vertical View**

A look at the vertical transport equipment for construction sites.

Special Project

78 **The Westin, Pune**

Situated at Koregaon Park, this uber-luxurious hotel is the perfect destination to refuel and rejuvenate.

Feature - Cranes

144 **Lift and Shift!**

An overview of the latest trends in the cranes industry.

Arbitration

138 **The Road to Resolution**

The 19th in a series of case studies referred for arbitration.

Feature - Prefab Structures

128 **Choice Solutions**

Prefabricated components, if manufactured to standards, function as efficient wall and roofing solutions.



INDIA'S MOST ADMIRABLE COMPANIES 2010



It takes much more than just power to command respect - or admiration. That is true as much for the building and infrastructure business as it is for our schoolyards, homes and workplaces.

What then, does it take to be admired in the world of construction? It is a combination of the tangible - power yes, financial success, order books and project tallies - but also the intangibles; those attributes that are apparent yet unquantifiable. Like the power of the brand; the credibility the company enjoys on account of its transparency and track record; the trust it inspires among both shareholders and the common man; its legacy to the larger community.

How does one achieve these ends? Well, today, fitness is the mantra for organisations as well as individuals. And, for starters, any company that aspires to be admired has to be 'fit'. A few years ago, Rajesh Srivastava, Former President, JK Helene Curtis, gave us 10 emerging rules to enable a corporation to be 'fittest': **focus on intangible assets** like brands and human resources; **transparency**; using **generally accepted accounting principles (GAPP)**; **sharing prosperity with employees**; compliance with **corporate governance**; the ability to **delight customers**; providing **related products and services** free of charge; **good corporate citizenship**; having **independent directors**; and focus on **economy value-added framework (EVA)** rather than merely profits and profit margins.

Along with getting into shape, so to speak, the company also has to build its brand. This process, according to Professor David Jobber, involves adherence to **quality**; **positioning** and then **repositioning** as and when required; **internal marketing**; **credibility**; well-blended **communications**; and a **long-term perspective** that will sustain the entire exercise.

Thus, from these tangibles and intangibles, analysts have gleaned four critical points that set an 'admired' company apart: **customer perception** regarding the value and quality of its product and services; **financial performance and market dominance**; a passion for **employee engagement**; and **commitment towards social responsibility**. These are what separate the grain from the chaff. Companies who make the cut, go on to set benchmarks for the rest of the industry - building not just a new India but an entire new corporate culture for our nation's construction industry; enabling us to stand proud and compete against the world's best.

Bringing these torchbearers to centre stage has always been CW's mission. We began fêting India's Most Admired Companies in 2005 - from ranking the companies earlier, we now list them alphabetically; recognising they are all winners, giving them an equal share of the spotlight. The process of selection, ofcourse, remains as stringent as ever. We selected 76 contracting and engineering companies that have made their mark; listed them in alphabetical order; and put them to a vote, asking respondents to consider both the tangibles and the intangibles; from sales figures and best business practices to corporate social responsibility. We also gave respondents the option to include three companies of their choice that weren't on the list of 76.

Over 400 responses came in and now the votes are in. Our 10 winners, as always, will be honoured at the CW Annual Awards. Read on to find out who they are, what they believe in, and what they have achieved - the reasons why they are here.

2007

Afcons Infrastructure
DLF
Larsen & Toubro
Nagarjuna Construction
Hindustan Construction
Gammon India
Shapoorji Pallonji
Tata Projects
Sobha Developers
Punj Lloyd
Unitech

2008

Afcons Infrastructure
Engineers India
Gammon India
Hindustan Construction
IRCON
Jaiprakash Associates
Larsen & Toubro
Nagarjuna Construction
Punj Lloyd
Tata Projects

2009

Afcons Infrastructure
Essar Projects
Gammon India
Hindustan Construction
Jaiprakash Associates
Konkan Railway Corporation
Larsen & Toubro
Nagarjuna Construction
Punj Lloyd
Tata Projects

Winners... Then and Now!

2010

- Afcons Infrastructure
- Gammon India
- Hindustan Construction
- IVRCL Infrastructure & Projects
- Jaiprakash Associates
- Larsen & Toubro
- Nagarjuna Construction
- Punj Lloyd
- Simplex Infrastructure
- Tata Projects



AFCONS INFRASTRUCTURE

“Completing projects on or ahead of schedule; transparency in dealings at all levels; and heightened communication both internally and externally have been instrumental to our growth.

- K Subrahmanian, Managing Director

THE COMPANY

With five decades of experience, Afcons, a key player in infrastructure construction - marine, onshore and offshore oil and gas, bridges, roads, rail, metro, hydro, tunnel, underground works, general civil works, is a part of Shapoorji Pallonji Group (SP Group), which is the third largest construction group in the country. In fact, 18.4 per cent of the stake of Tata Sons is held by SP Group. Afcons has a presence across almost the entire spectrum of infrastructure activities in India as well as the Middle East and Africa. It has suc-

cessfully executed over 170 marine structures covering the entire coastline of India; more than 115 bridges/flyovers; nearly 24 km of elevated corridors for metro; four LNG storage tanks; and over 2,700 lane km of road works. It is the first Indian construction company to have constructed an underground metro station (Barakhamba Road, New Delhi) without a foreign joint venture. Afcons has been issued the ISO 9001:2000 certificate for quality management system; the ISO 14001:2004 certificate for environment management system; and the OHSAS 18001:1999 certificate for occupational health and safety by Bureau Veritas. And based on its export performance, it is recognised by the Government of India as a 'Star Export House'. The latest among a host of accolades: the World Quality Paris 2009 Commitment Award in the Gold Category in recognition of commitment to quality, leadership, technology and innovation. It is the first Indian construction company to receive this award.

FUTURE WATCH!

Going forward, Afcons aims to maintain and improve on the momentum built over the past three to five years; establish micro-planning across the organisation; and graduate to a total customer engagement process.

THE VISION



To be a prominent transnational infrastructure company recognised for business innovations, focused on total satisfaction and enhanced value creation for all its stakeholders.



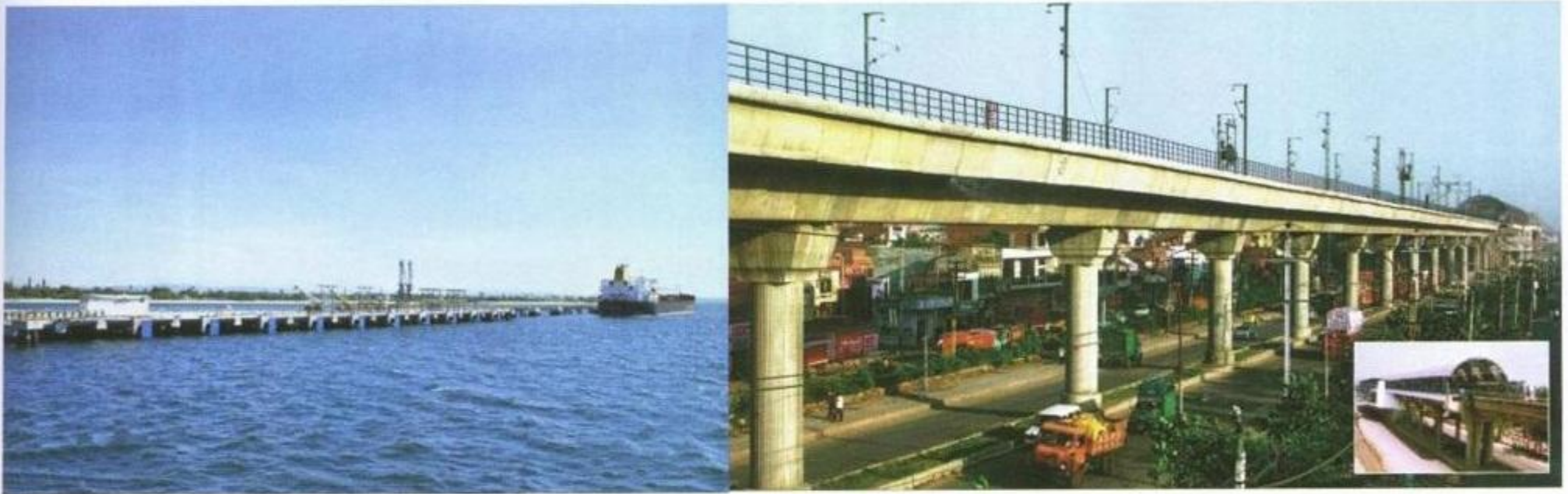
THE DRIVERS

- **Cyrus P Mistry**
Chairman
- **K Subrahmanian**
Managing Director
- **S Paramasivan**
Executive Director (F&C)

USP



A company with execution culture that completes the job on or ahead of schedule; a company focused on HR.



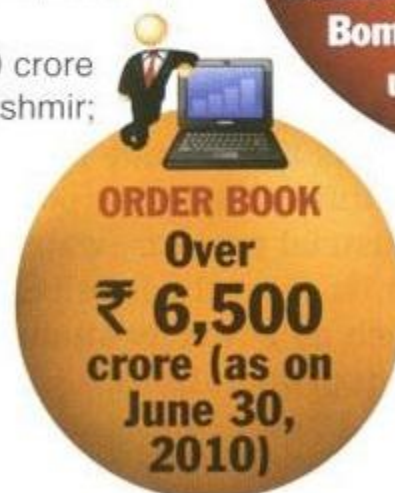
Left: The company undertook civil and marine works for Ambatovy Project at Madagascar.
Right: The company has constructed an elevated viaduct and four stations on Vishwa Vidyalaya - Jahangirpuri Corridor - Delhi.

SOME COMPLETED PROJECTS (2009-10)

- Construction of marine, civil and pipeline works at Jamnagar for Reliance Industries Ltd, Jamnagar, Gujarat
- Construction of nine sheds at block-making site for Pipavav for E-Complex Pvt Ltd, Mumbai
- Civil works at Kakinada for Reliance Industries Ltd, Mumbai
- Construction of four-lane road between Ulundurpet and Padalur in Tamil Nadu for Trichy Tollway Pvt Ltd, Hyderabad
- Construction of grade separator at Mukarba Chowk, GT Karnal Road - Outer Ring Road Junction, New Delhi for PWD
- Construction of grade separator at Rajaram Kohli Marg and Shastri Nagar Intersection at East Delhi, for PWD
- Design and construction of cut and cover tunnel including switchover ramps and one underground station in Airport area-Contract AMEL-C3 at Delhi for DMRC, New Delhi
- Design and construction of rail overhead bridge at SEC Railway Line along Ring Road near Kalumna Market at Railway km 1124/39 under IRDP Nagpur for MSRDC Ltd, Mumbai
- Construction work of elevated structures, major and minor bridges and earth-work for rail connectivity from Idappalli to International Container Transshipment Terminal, Vallarpadam for Trivandrum Division of Southern Railway for Rail Vikas Nigam Ltd, Mylapore, Chennai
- Nad Al Sheba Race Course Development in Dubai for Road Transport Authority, Dubai
- Cruise berth facility of Le Salines Port Louis - marine works contract for Mauritius Port Authority

ONGOING PROJECTS

- Bait Al Barakah, maritime facilities in Oman; Rs 140 crore
- Civil construction work for relocation of 220 MW barge-mounted power plant from Mangalore to Kakinada for GMR Energy Ltd, Bengaluru; Rs 150 crore
- Engineering, procurement, construction and commissioning of marine facilities for Kochi LNG Terminal, for Petronet LNG Ltd, New Delhi; Rs 230 crore
- Construction of bulk jetty at Port of Sohar, Sultanate of Oman, in JV with Saipem of France; \$ 200 million
- Rohtang Pass Tunnel in JV with Strabag of Austria; Rs 1,500 crore
- Redevelopment of Connaught Place; Rs 180 crore
- First underwater tunnel in India for Kolkata Metro in JV with Transtunnelstroy Ltd, Russia; Rs 938 crore
- Nine adjacent tunnels 11 km - Katra-Laole Section, Jammu & Kashmir; Rs 600 crore
- Design and construction of special bridge across river Chenab in Jammu & Kashmir; Rs 590 crore (tallest rail bridge in the world)
- Construction of two LNG Tanks for IHI, Japan (end client - Petronet); Rs 280 crore
- Offshore process platform for ONGC, Mumbai-Rs 1,709 crore-in JV with Gunanusa of Indonesia (first entry into offshore construction)





(Shapoorji Pallonji Group Company)

AFCONS INFRASTRUCTURE LIMITED

An ISO 9001-2008, ISO 14001-2004 & OHSAS 18001-2007 Company



Vallarpadam - Kerala Railway Bridge Project

Registered Office:-

AFCONS House, 16-Shah Industrial Estate, Veera Desai Road, Andheri(W), Mumbai-53.

Tel. No.: 022 - 66773100. Fax: 022 - 2673 0047 / 2673 1031, Web:- www.afcons.com, E-mail: bd@afcons.com

