



‘Vijeta – The Victorious’

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India is the fastest growing printing industry riding on the growth rate of 12 per cent annually, and its market value is estimated at over USD \$12.81 billion between 2008 and 2009 as well as it has been visualized that this industry would get at USD \$25.1 billion by 2012.

The Indian printing industry has gone through a revolutionary transformation in the last 15 years because of liberalization of economy and privatization of the industries. Inflow of investment in buying latest technology and sophisticated machinery has led the industry to modernization. This industry is highly fragmented. The newspapers and magazine publishing section has the large printers mainly apart from a few in package, label and commercial printing. About 77% of the printing houses are family owned, which is a significant fact.

Vijeta Printers Pvt. Ltd. like many other family run businesses in printing industry was established in 1964 by two brothers, M. K. Magar and A.K. Magar, both resolute men. Mukund Magar, a navy officer, after his Short Services Commission in Navy got interested in printing technology. He started a small post printing business unit after coming back to Pune. Later he set up a small 2 room press in the heart of the city. He urged his brother A. K. Magar to get formal training in printing business who eventually handled the operations of the set up. The client list was extensive including many large scale companies in industrial belt as well as commercial establishments. Quality and integrity soon paved the way for success. With acquiring of new machinery, they made themselves completely self reliant in pre press, press and post press functions. Vijeta Printers enjoyed immense goodwill and excellent reputation founded on dedication, timely completion, trusted and qualitative service and was proud to say that this had been the core of Vijeta Printers success.

They believe perfection is a journey, not a destination... a continuous process.

However as one looks into the history of the organization, this was not an easy journey to trace the steps of. As the business was family run business there was always a friction between new and old generations. Kedar Magar who took over the business after completing his formal education in print engineering looked into operations and management and Abhijit Magar who looked into Marketing of the organization, had a lot of challenges to face.

Technological Perspective

It is said for a business to be a success it is necessary to look at the changing conditions within the business and the

scenario outside. For Kedar Magar at Vijeta Printers this held more than true. As the printing era shifted from the basic black and white to colors and then became colorful, he changed the technology of printing from letter set printing to state of the art off set printing. This technology today is highly advanced, to print black and white on thin GSM paper at a speed of 10000 prints/hour and thicker GSM, color prints of 7000 prints/hour. The infrastructure has also changed from a small two room printing press to a 4 storey building and plans to expand more.

Human Resource Perspective

Vijeta printers almost always had a loyal workforce since its beginning. The human resource policy however did not depend solely on the employee loyalty. With the workforce being skilled and semi-skilled in the printing line, the company had always believed in training the other staff members as well. The motto was to not only develop a skilled workforce but also train people who had potential, keeping future in mind. Also as a preventive measure to sudden loss of skilled staff, the organization believed in providing equal training opportunities to the junior staff as well, but when the new technology was implemented the organization had only a single worker who knew the technology well to operate it. He had a vice of drinking and really had to be kept a tab on for effective delivery of work. This was the learning experience for the management who then on firmly believed and implemented the policy of equal opportunity to learning to the staff. The image of the printing business was also not very bright in the public eye. This often resulted in the organization not getting skilled manpower. However Vijeta printers managed to attract skilled and trained workforce. Students of print engineering colleges and institutes were especially hired in the middle management and executive level to provide better input to the process. This gave hierarchical structure to the organization which was much needed. Irrespective of the measures undertaken, the organization understood and accepted that attrition was inevitable especially in unskilled workforce.

Finance and Marketing Perspective

Being a family run business, the finances and marketing were handled by M. K. Magar. He had handed over the operations of the organization to his brother who was formally trained for the same. Even in the second generation that took the charge of the business, the financial discipline enforced was followed diligently. There was a strict adherence to repayment schedules, supplier payments. As the market expanded this even led to transparency in transactions, which was much required. Initially the



marketing activities focused only on stationery orders for other business houses. This included Bank of Maharashtra, Kalyani Group, Bajaj group etc. At one time the chunk of business came from printing stationery and business cards. Slowly the change started taking place. As computerization increased, there was a switch to paperless offices and functioning, stationery printing except in traditional organizations like bank has practically become outdated. Hence new avenues for business needed to be looked at. This extended marketing activity beyond the national boundaries acquiring international companies like LG as client and many more.

Operational Perspective

As a part of proactive management the operations had to be streamlined. The management realized that quality alone cannot be the unique selling point. With almost every competitor having similar technology, quality would always be taken for granted. Therefore in addition to quality, services provided to the customer assumed supreme importance. That was when the management at Vijeta Printers decided to focus on quality delivery at the shortest possible turn around time. This demanded standardization of processes and work flow. Standardization in operations was achieved through acquiring ISO certification. In order to cater to the customer promptly, the management decided to run two units. One of the two was solely dedicated to LG as a customer. The company set up its own delivery vans which enabled a swift delivery to the customer and controlled logistics hazards effectively. Through these measures Vijeta printers was able to support the client 24*7. There was high uncertainty and dynamism in MNCs, due to which the production schedule had very little scope to the changing product wise demands. The printing vendor such as Vijeta Printers was expected to deliver various printing outputs at any point of time or with a very short notice which made life at Vijeta Printers uncomfortable, for both workers and managers. However with the streamlining of operations, the company was successful in delivering the commitments it took on. This attracted new customers and new business to the organization.

For a successful business however success becomes milestone rather a destination. Because of advancement in communication technology, the print media took a backseat. Hence it was needed that the company must look at newer avenues to expand and grow. Vijeta printers diversified into a publication house “Wordsmith” which was a logical extension of the work already being done. Wordsmith was currently into publication of children's books as they could be made colorful and made attractive with the advanced technology. 5% of the capacity was utilized for Wordsmith which stood to go a long way in future.

Kedar attended an international conference and trade convention at UK, where He saw the growing concern of industry towards environment conservation. Inspired by the thought he attended a few more workshops on green printing and developing eco friendly approach towards his business. Green printing promised recycling of paper which

meant less cutting of trees and still maintaining the quality of output with the help of organic colors. He got more and more inclined towards this new technology which promised to open new doors for him but at the same time was a prominent investment. This new technology would also have led to increase in the cost of production and finally raising the cost of the output. Kedar however was willing to take the risk, as was his nature, but did not want to miss the opportunity of being the first to implement green printing in the region.

Questions :

1. Carry out a SWOT analysis on Vijeta printers.
2. Apply and analyze Primo-F model to the case
3. Having proactive management style, changing to green printing technology, will prove to be a step further for Vijeta printers, but also will incur additional costs. Do you recommend the change and why?