

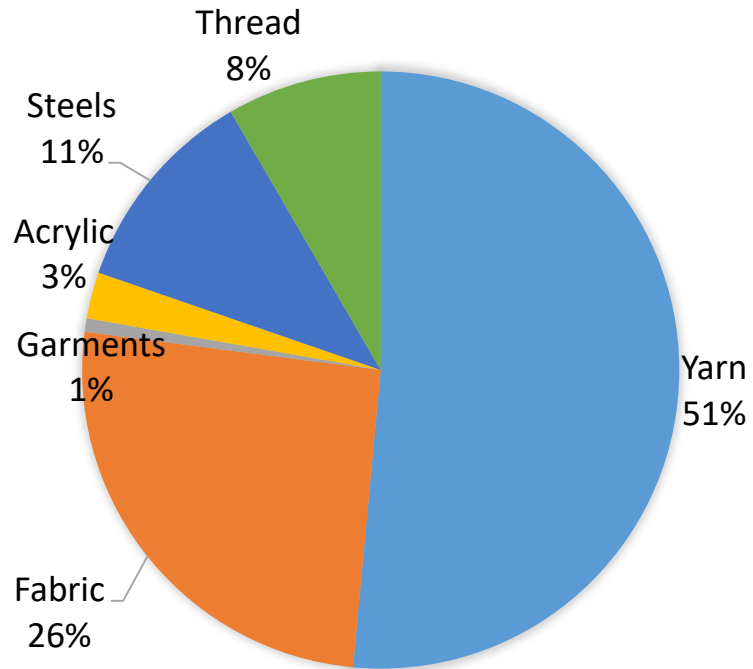
# VARDHMAN GROUP AT A GLANCE

## HEADQUARTER IN LUDHIANA

- Started in 1965 with Textile Business in Ludhiana.
- Started Steel Business in 1973.



## Last Year Group Sales 2021 -2022



Group Turnover \$ 1.6 bn



**Late. Lala Rattan Chand  
Oswal  
Founder**



**Mrs. Suchita Oswal Jain  
Vice Chairman & Joint  
MD  
(Vardhman Textiles)**

## Promoter Family



**Mr. SP Oswal Group  
Chairman**



**Mr. Sachit Jain  
Vice Chairman & MD  
(Vardhman Special Steels)**

**4th Generation has joined the business.**

# PREPARATION FOR LEADERSHIP

- Lateral entry into the business family.
- Professional education - IIT Delhi, IIM - Ahmedabad, later Stanford and then Harvard School of Business.
- Work experience before joining Vardhman.
- Thrown at the deep end -- Strong grip in manufacturing, administration and government policy.
- Kept interest in other functions.
- Look for areas which were neglected.
- Earn the respect.
- Be curious and ask questions.
- Make a place for yourself.

# EXPECTATIONS AND ANXIETIES FOR NEXT GENERATION

- Will I get accepted ?
- Fear of failure.
- Living in the shadow of the patriarch (or matriarch).
- Carving out your own identity.
- Getting proper grooming and exposure.
- Freedom for decision making.
- How to get new ideas across ?
- How to handle the spotlight ?

# DEALING WITH DIFFERENT LEADERSHIP STYLES

## For Next Generation :

- Start with good education and work experience.
- Not to be in a hurry to reach top management.
- Understand and respect culture and ethos of the organization.
- Adopt a learning attitude.
- Understand the trigger points to be avoided.
- Practice humility.

# DEALING WITH DIFFERENT LEADERSHIP STYLES

## For Older Generation :

- Be a mentor, not a BOSS.
- Allow free communication flow.
- Appoint an experienced trusted lieutenant as the boss.
- Give an independent business area.
- Clarify the Do's and Dont's.
- Provide regular feedback.
- Have a professional family advisor.
- Accept the need for change as time has changed.

# KEEPING UNITY IN THE FAMILY

- Have a Family Council and Business Council with regular meetings.
- Have a Family Consultant.
- Take vacations together (atleast sometime) annually.
- Have regular family activities.
- Giving respect to differences of opinion.
- Giving space to everyone.
- Reminding everyone of the bigger objective.

***THANK YOU***