

Forging ahead BABA KALYANI

HE has seen it all — the ups and downs of a business — and stood up against global competition to work out new equations and alliances and put Pune and its auto component industry on the global map. With footprints across three continents — North America, Europe and Asia — Baba Kalyani and Bharat Forge have come a long way from the days of 1999, when the automobile sector was opened up. Today, it is not only the largest exporter of automotive components but also the second largest forging company in the world with manufacturing operations in India and Germany.

Rewind to 1999 and you see why Kalyani and his team have been visionaries. With a meagre market capitalisation of Rs 399 crore, Kalyani went ahead with the dream of creating a seamless global organisation. Post-downturn, Bharat Forge is worth Rs 2,800 crore, its market capi-

talisation growing by a compounded annual growth rate (CAGR) of 48 per cent. And Kalyani's stake itself is worth more than what the company's market capitalisation was in 1999 — no wonder he figures in the list of 40 richest Indians, and Bharat Forge, for the second consecutive year, makes it to the *Forbes* "Best under a Billion" list.

Kalyani has no specific thumb rules for success — "I am very passionate about what I do". So, no one was surprised when he acquired German forging firm Carl Dan Peddinghaus (CDP) and then forayed into the aluminum auto component business by buying out another German firm CDP Aluminiumtechnik in an all-cash deal. "Our international strategy has paid off."

Finally, the Baba Kalyani mantra for success? "You should have a dream and a vision for this dream to come true. You should be passionate about it. I am optimistic about the future."

— RAJESH MENON

