

# **SMEC's EXPERIENCE IN INDIA**

## **A SUCCESS STORY**

by

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# **INDIA IN 1992 SCENARIO**

- **Indian Economy - Not Opened Up**
- **INR - Not Even Partially Convertible**
- **RBI, FERA & FIPB - Stringent Regulations**
- **Foreign Investments - No Incentives**
- **VISA Restrictions , Permits & Registration**
- **Custom Clearance- Tardy**
- **Infrastructure Development-Not Taken Off**
- **Consultancy –in its Infancy**

# PHILOSOPHY ADOPTED

*“**God** grant me  
the **Serenity** to accept the things  
I cannot change!  
the **Courage** to change the things  
I can change!!  
and the **Wisdom** to know the  
difference!!!”*

*Serenity Prayer*

# THINGS SMEC COULDN'T CHANGE

## Accepted as Uncontrollable:

- **India** (Environment, Bureaucracy, Laws, Ethos, Culture, Population, Diversity)
- **Stringent Rules & Regulations**
- **Client's Attitude** (Psyche, Prejudice, Mindset)
- **Client's Work Culture**
- **Market Driven Potential**
- **Inbuilt Imponderables**

# **THINGS SMEC COULD CHANGE**

## **Controllable-Changed By:**

- **Understanding & Adopting Local Culture**
- **Multipronged Strategy**
- **Local Subsidiary- SMEC India**
- **Australian Work Culture in SMEC Offices**
- **Inculcating: Integrity, Quality & Safety**
- **Innovating: Cost Effective Designs & Methods**
- **Client Relationship Management**

# THINGS SMEC COULD CHANGE

## Controllable-Changed By:

- **Applying Principle of '3 Ps': Patience, Perseverance & Persuasion**
- **Selling Knowledge:**
  - **Transfer of Technology & Skills and Training**
  - **Technical Workshops/Seminars**
  - **Sharing Technical Publications & Literature**
  - **Study Tours**
- **Sharing Human Concerns in Tragedies - SMEC Foundation**

# **SMEC's GROWTH IN INDIA**



**On Inclined Plane;**

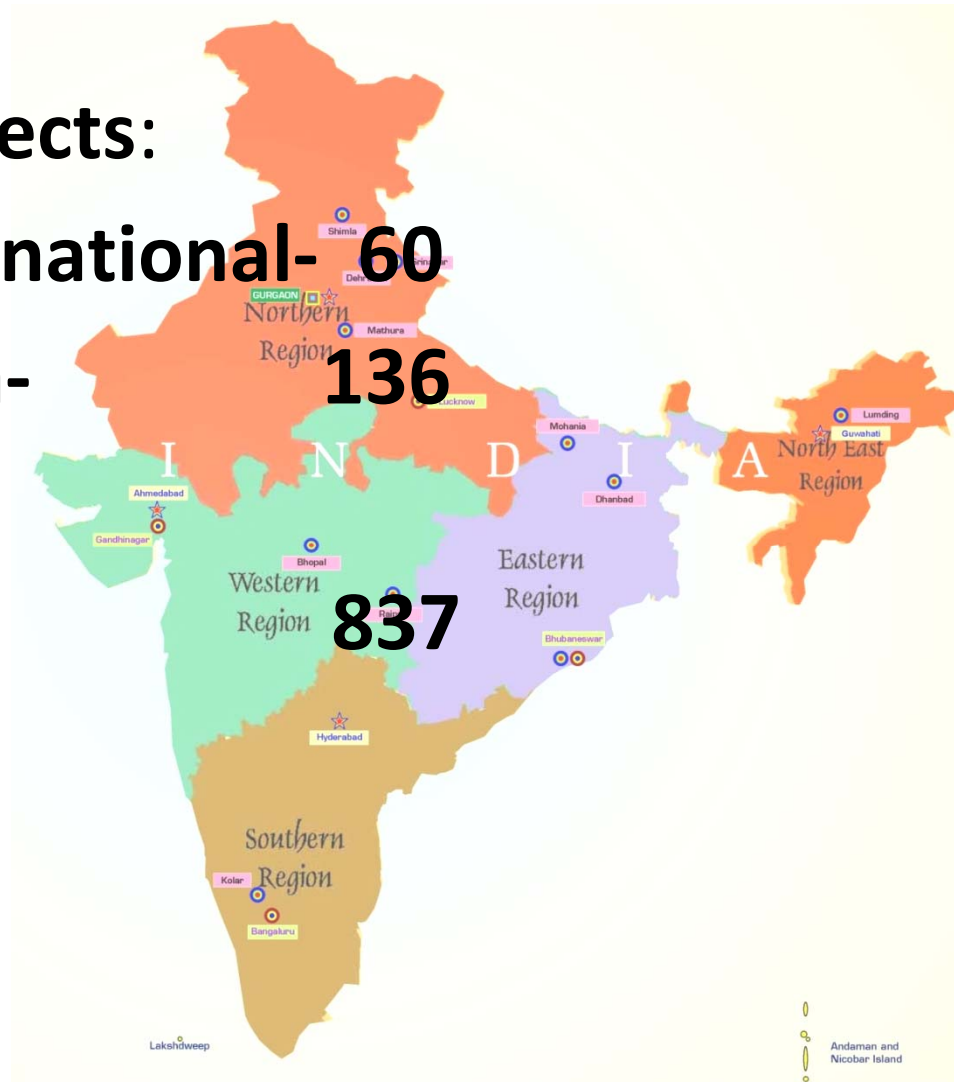
- Ensures Consolidation & Sustained Growth**
- Grows Vertically Drops Down Vertically**
- Mainly Organic Growth**
- Some Acquisitions After Due Diligence**
- Achieved Sustained Average Annual Growth of 30 to 50%**

# CURRENT POSITION

## Ongoing Projects:

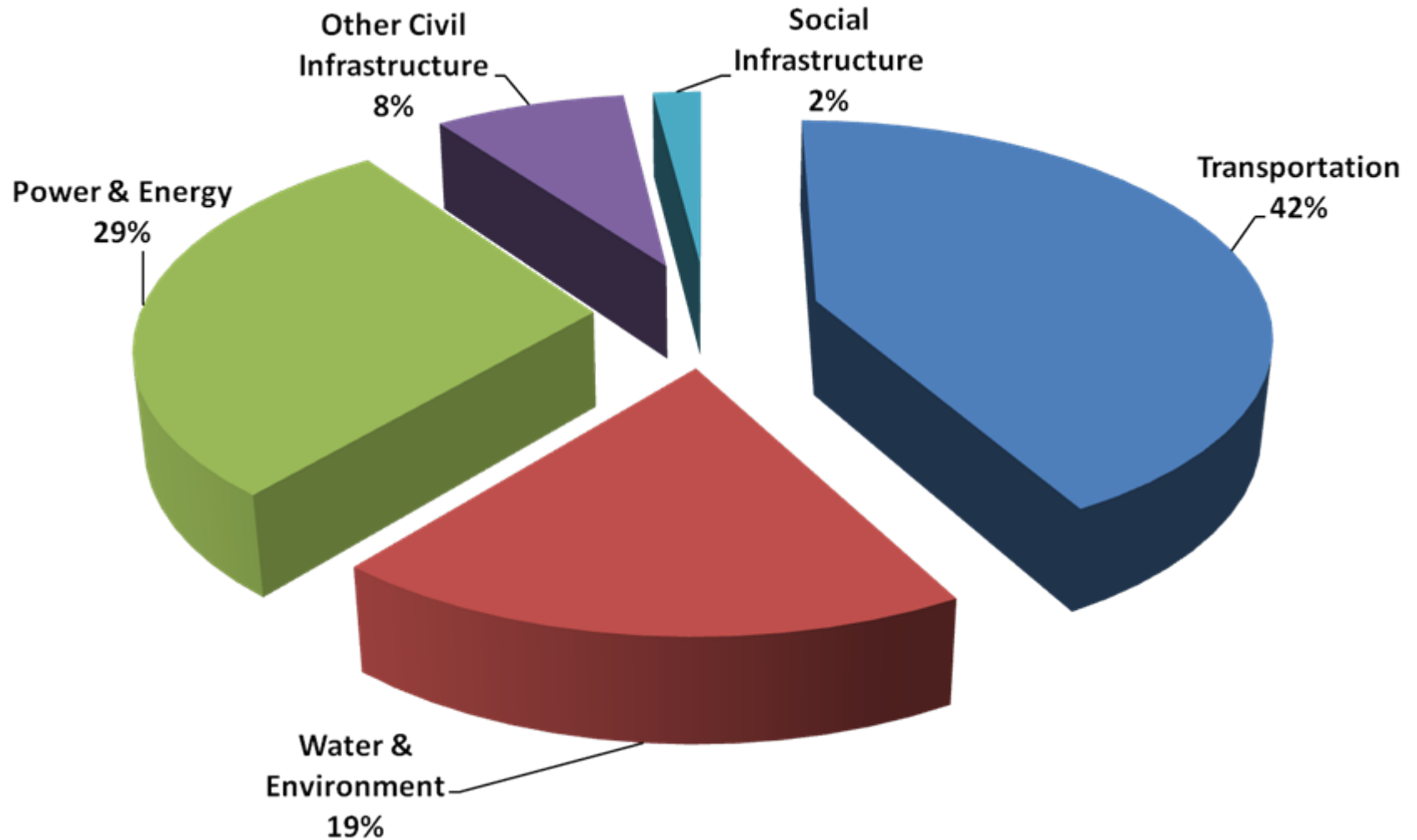
- SMEC International- 60
- SMEC India- 136

## Staff On Roll:





# SECTORWISE ONGOING PROJECTS



# TWO CONTRASTING CASE STUDIES

A map of India with the state of Assam highlighted in red. The map shows the outline of India and its states, with Assam in the northeast. A scale bar is visible in the upper right quadrant of the map area.

## 1. Assam Rural Roads Project:

- Remote Restricted Area
- Huge Logistic Problems
- Conservative in Approach
- 2 Years in Negotiations
- Principle of '3 Ps'
- Counterpart Staff Option
- Maintained Very Low Profile
- Integration with Local Populace

# TWO CONTRASTING CASE STUDIES

A map of India is shown in the background. The state of Andhra Pradesh is highlighted in a dark red color, while the rest of the country is in a light yellow color. The map includes state boundaries and a grid of latitude and longitude lines.

## 2. Andhra Pradesh State Highways Project:

- Advanced State
- Client Open to New Ideas & Innovations
- Modern Survey Equipment
- Innovative & Cost Effective Road Pavement Designs
- Initial Resistance by Contractors' Lobby
- Tour to Australia- Check Efficacy
- Principle of '3Ps'
- Adopted as Role Model Project
- Emulated by All States

# KEY TO SUCCESS IN INDIA

- **Follow the Principles of:**
  - Serenity Prayer; and
  - 3 Ps



*Thanks very much!*