



Established Entrepreneurs

Rupa & Co



Rupa & Co. Ltd.

The Underlying 'inner' Story

The heights of great men reached and kept, were not attained by sudden flight, but they, while their companions slept, were toiling upwards in the night. - Winston Churchill

"Always try to do something that you are passionate about and live for. This is very important because just living an indifferent life will neither help you as an individual nor the society and the industry. Have a goal in life and pursue it with passion and dedication." So says P R Agarwala, Chairman of Rupa & Co. Ltd., the country's largest manufacturer of hosiery and innerwear brand. In a way, they reflect the attitude of the man himself, known to be passionate about work.

The Barons

West Bengal's Powerful Businessmen

His corporate office at Metro Shopping Plaza Complex in Kolkata is near to Victoria Memorial, one of the greatest architectures of all times. The expanse and vastness of this 'mammoth' architecture is mirrored against the activities inside his office.

So even before meeting the man, we know why he's made it big, the biggest name in Indian hosiery and innerwear, because Agarwala thinks 'Big'.

But things were not that rosy for this down-to-earth and simple gentlemen from Sikar in Rajasthan. After finishing his initial schooling from Rajasthan, he pursued Classes IX and X from Kolkata and later graduated from Kolkata's City College and LLB from Calcutta University. During those days, he had to even pass through financial hardships.

Formative Years

Later he joined his father's business of textile and hosiery trading. But his urge and vision to get into manufacturing prompted him to set up his own hosiery company— 'Binod Hosiery' way back in 1957.

Agarwala, the eldest of the three brothers and Chairman of the Board puts it in this way: "In 1957, we floated a very small trading business in Kolkata under the banner of Binod Hosiery. But the desire to create our own product was always there, besides there was a steady demand for quality products. So, we nurtured and crystallized the idea of setting up 'Rupa' in 1968." His two brothers too joined him at Rupa.

Initially, Rupa started manufacturing at Tirupur and Kolkata. But within a short span of time it felt that there was untapped potential in the female innerwear sector and thus expanded its product basket to include female innerwear.

It was not an easy task, during those days the market was dominated by unorganized players and local brands and our products were doing well only in Bihar.

But then things improved, the brand grew and our visibility increased. In the late 70s, riding high on the success of the 'Rupa' brand in the East, the Agarwalas decided to make it a national brand with presence throughout the country.

Growth Trajectory

The vision and foresight with which Rupa was set up were not unfounded.

Today, Rupa has emerged as the country's largest

manufacturer of hosiery and innerwear brand capturing more than 21% of the Rs 2,500-crore branded hosiery market.

The Limca Book of Records has been recognising this fact and honouring Rupa & Co. Ltd. as the country's largest manufacturer of knitted innerwear for the last Six years.

Now, not only 'Rupa' has evolved as parent brand for the Company but its slew of sub-brands like Bumchum, Frontline, Macroman, Softline, Footline, Kid Line, Jon, Thermocot, & Euro are all market leaders in their own right.

It has introduced another premium sub-brand 'AIR' to its product basket.

So, what has been the crux of this success story? Agarwala says, "At Rupa we believe in providing 'value-for-money' products that target all the segments of the society. We have always given much emphasis on customer satisfaction, as we believe in the cardinal rule that 'Customer is King'. Customer satisfaction and customer comfort are of prime concern for us. We have just concluded a detailed analytical study on the trends of the industry to help us chalk out our future growth strategies. 'To maintain our leadership position we have to innovate, inculcate new ideas, come up with new products and has to be in close touch with our customers."

Brand Promotion

Agarwala also believes that spreading the right message to the end users is also very important for the growth of the brand.

So, Rupa has entailed a huge amount on brand promotion and publicity. Rupa has roped in some of the leading celebrities in the country to endorse its brand in the market.

Agarwala said roping in popular brand ambassadors will do the magic for the Rupa's brand promotion and visibility and this has proved to be correct.

Since 80s and 90s, Rupa has roped in Bollywood stars like Govinda, Aishwarya Rai, Celina Jaitley, Koena Mitra, Sanjay Dutt, Karan Grover, and Rajpal Yadav to endorse its range of men and women innerwear.

Recently, Rupa got Bollywood heart-throb Hrithik Roshan to endorse 'Macroman', a premium sub-brand under the Rupa's stable. After receiving tumultuous response from the consumers, the Company renewed its contract with Hrithik.



RUPA®



Tom

VESTS • DRAWERS • PANTIES • T-SHIRTS

Initially, Rupa started manufacturing at Tirupur and Kolkata. But within a short span of time it felt that there was untapped potential in the female innerwear sector and thus expanded its product basket to include female innerwear.

It was not an easy task, during those days the market was dominated by unorganized players and local

brands and our products were doing well only in Bihar.

But then things improved, the brand grew and our visibility increased. In the late 70s, riding high on the success of the 'Rupa' brand in the East, the Agarwalas decided to make it a national brand with presence throughout the country.






Today, the Rupa & Co. Ltd. is Rs 530 crore plus business conglomerate, and the largest manufacturer of hosiery and innerwear products in the country for the past 6 years in a row – a fact which has been recorded in the Limca Book of Records. It has a 21 percent market share of the Rs 2500 crore branded hosiery undergarment market in India, with a reach, spreading across the length and breadth of India and overseas markets too.



In 2007, they roped in Bollywood superstar Hrithik Roshan as their brand ambassador of MacroMan, a premium sub-brand under RUPA's stable. Today RUPA's marketing budget has touched Rs. 30 crore.



Rupa is undoubtedly India's largest hosiery manufacturer with an annual turnover of over Rs. 530 crores. It is now the first Indian innerwear manufacturer to become a licensee of SUPIMA, the premier organisation of American Pima Cotton growers. The coveted SUPIMA certification is given only to very select manufacturers of high-quality apparel, whose products are made from 100% American Pima Cotton.

The premium inner wear industry is growing at the rate of 13 per cent annually and Rupa with its brand MacroMan has found huge growth potential in the premium segment of male innerwear, MacroMan at present is growing at the rate of 35 percent per year. Today, Rupa with its impeccable standards boasts of an extremely large customer base with over 6 lakhs Rupa products being sold every day.







The crux of Rupa's success story according to Agarwala is, "At RUPA we believe in providing 'value-for-money' products that target all the segments of the society. We have always given much emphasis on customer satisfaction, as we believe in the cardinal rule that 'Customer is King'. Customer satisfaction and customer comfort are of prime concern for us. We have just concluded a detailed analytical study on the trends of the industry to help us chalk out our future growth strategies. To maintain our leadership position we have to innovate, inculcate new ideas, come up with new products and have to be in close touch with our customers."

Improving Customer Satisfaction -Organizations need to retain existing customers while targeting non-customers;. Measuring customer satisfaction provides an indication of how successful the organization is at providing products and/or services to the marketplace.

Policy, Processes, People, Premises, Product/Services, as well as performance measurement. The implementation of a customer service standard should lead to higher levels of customer satisfaction, which in turn influences customer retention and customer loyalty. We have always

Taken into account Customer perception & accordingly designed our Business Module which is the Core of Rupa's essence.

Way Ahead

"Our endeavour will be to work hard and maximise customer satisfaction. In order to do that we have put in place the latest equipment to produce the best products," said Agarwala. Though he declined to comment on the figure he is eyeing to touch ten years down the line but it is visible that he is aiming something big and desires to emerge as the biggest Knitwear Manufacturing Multinational Company in the coming years. Rupa's turnover touched the Rs. 530-crore mark in March 2010.

Rupa has extended its footprints across the boundaries of the country. The Company is already present in Middle East and now plans to go to Southeast Asia, Middle East and parts of Europe.

Focus on Quality

Since the beginning, Quality has remained the key-stone towards its success. The manufacturing units have state-of-the-art machinery that run on imported technology. A team of experienced experts completes the man and machine equation to produce the impeccable standards that signify our uncompromising quality. From the raw materials to the quality control measures, in every step, Rupa products have to pass the "test of excellence".


The product portfolio reflects these inputs – inner and casual wear for men, women and children, classic sportswear, socks and winter wear. Rupa now has a product range, wide enough to cater to the demands of various individual preferences. Aggressive marketing strategies, celebrity centred advertising supported by an extensive and highly attuned distribution network, ensure that its products reach the remote corners.





Fresh new designs, innovative technology, a dynamic corporate philosophy and an honest mission to give them good value for money combine to provide us that cutting edge. The updated operating systems, extensive research, and the invaluable trust of the end-users have helped Rupa to maintain a leading position in the ever-evolving market.





Rupa has always provided highest standard of quality products to its consumers. It has believed in modern technology and latest machinery. The manufacturing facilities of the company are equipped with state-of-the-art machinery backed by a sophisticated in-house laboratory and R & D facilities. Computerised equipment has also been installed to check fabric and colour. The accent in the quality management system is to provide to the rapidly changing fashion conscious consumer with products which has a blend of comfort and style. It is as a result of the efforts and investments made for maintaining highest quality standards that RUPA's name is synonymous with quality.

The Barons

West Bengal's Powerful Businessmen

Gym Vest



Classic Vest





EURO

fashion inners

The Barons

West Bengal's Powerful Businessmen

Jazz Brief

Hi Style Brief

PREPARE TO GET ASSAULTED!

Shop online at www.eurofashions.in

The Barons

West Bengal's Powerful Businessmen



Fresh new designs, innovative technology, a dynamic corporate philosophy and an honest mission to give them good value for money combine to provide us that cutting edge. The updated operating systems, extensive research, and the invaluable trust of the end-users have helped Rupa to maintain a leading position in the ever-evolving market.

Rupa's product portfolio today includes innerwear, socks, casual wear and classic sportswear for ladies, gentlemen and children. They continue to strive towards excellence, to gift the consumer the very basic in body wear and to cater to an ever-expanding consumer base. With constant learning, innovation and refinement of its operations, Rupa has transited seamlessly from a production driven to a customer driven enterprise and is fully prepared to face the challenges of total customer satisfaction at a global level.

Since undergarments are construed as a fashion accessory rather than a necessity, Rupa has become extremely design conscious and are constantly on the lookout for new styles and colours, as a result of which, new products are being launched at regular intervals. Additionally, existing products are being upgraded at par with global standards to provide maximum value-addition for the consumers. Its marketing strategy of advertising even in the smallest villages has made consumers to shift from unbranded goods to our branded products.

The company has always provided highest standard of quality products to its consumers. In its endeavor the company has always believed in modern technology and latest machinery. The manufacturing facilities of the company are equipped with state-of-the-art machinery backed by a sophisticated in-house laboratory and R & D facilities. Computerized equipment has also been installed to check fabric and color. The accent in the quality management system is to provide to the rapidly changing fashion conscious consumer products which has a blend of comfort and style. It is as a result of the efforts and investments made for maintaining highest quality standards that today the very name "RUPA" is icon for quality.

Focus on R&D

At Rupa, innovations have always been a part of the Company's growth strategy. To further enhance the configuration of our dyeing, processing and finishing of fabric, a unit was established at Domjur (West Bengal). The main idea behind this unit was to make a difference in the world of knitted fabrics and durable

**RUPA®****Kidline**

Smart comfort inners

Vests • Briefs • Drawers • Slips • Bloomers • Shorts

Brand Recognition

For any FMCG company like Rupa its brands such as Frontline, Jon, MacroMan, Thermocot, Footline, Softline, Bumchum, Kid Line & Euro, etc are household name for hosiery products. Each brand has unique product features and design. The Company has always recognised the value of brand and endeavoured to promote it aggressively. The company's expenses on account of advertisement in all forms of media, campaigns and celebrity endorsement have paid-off and as a result of which the brands are omnipresent in the market and consumer mind-space.

The Barons

West Bengal's Powerful Businessmen

dyeing by providing a multifarious range of finishing and processing services. This unit has a capacity of handling 5 tonnes of knitted fabrics a day, in any desired finish. It is equipped with the latest machinery, backed by a superlative in-house laboratory and R & D facilities, to develop high quality fabrics, which will meet the requirements of world standards. Special purpose computerized equipment for checking the fabric and colour parameters have also been installed.

SUPIMA, the premier organization of American Pima Cotton growers – which uses the best cotton available in the world (crop available only in America). SUPIMA stands for superior pima cotton, exclusive extra-long staple (ELS) cotton that is cultivated especially in the rich, lush fields of Arizona, California, New Mexico and Texas. Often lauded as “the cashmere of cottons”, American Pima cotton is famed for its longer staple length, greater tensile strength and better ability to retain colour – as compared to regular cotton fibre. This results in a luxurious fabric that is unmatched in its softness, lightness, lustre and durability, with the brilliance of its colour never fading.

Rupa Air Vest is made from American Pima Cotton – they are lightweight, having a silky finish, and allow moisture and air to pass freely. Extremely wear-

friendly and easy to care for, such garments let the skin breathe freely while ensuring freshness throughout the day.

The coveted **SUPIMA** certification is given only to very select manufacturers of high-quality apparel, whose products are made from 100% American Pima Cotton. Rupa is the first Indian innerwear manufacturer to enter this elite international group.

With each product, technical know-how and superior fabric are used to bring the final result. This customer-orientation makes Rupa the brand that is closest to the hearts of millions of Indians. The name that has become synonymous with the best in hosiery products – which includes four decades of hard work along with constant up gradation of R & D and Machinery facilities to bring to the discerning customer; the finest in undergarments and casual wear. The company has successfully wedded state-of-the-art machinery with the latest fashion trends to bring about a product that is the first and the last word in comfort.

The **Euro Fashion Inners** one of the premier brand segment's of Rupa are made from the best quality, fine-textured, stretchable fabrics sourced from all over the world. The range comprises the latest, trendiest cuts and designs in men's briefs, boxers,

PR Agarwala with his Brothers



The Barons

West Bengal's Powerful Businessmen



GP AGARWALA



KB AGARWALA

vests, undershirts and loungers – in line with design concepts that are prevalent in places like London, Milan and Paris. Each Euro product is designed on state-of-the-art imported machinery to retain better fit and shape throughout, making your luxury experience an enduring one. Tag Line of Euro – “Get Prepared to be Assaulted” is well taken by Consumer & they feel uniqueness while viewing this Ad always.

Diversification Drive

The Group has also diversified into Steel making with the setting up of Neo Metaliks Ltd., a high capacity Steel Plant in Durgapur manufacturing ingots.

Manufacturing/Infrastructure Facilities

Domjur (Howrah) Unit

The Company has one of the most modern dyeing plants in India, this unit is located 8 km from Kolkata, and produces over 30 tons of dyed fabric daily. Equipped with state-of-the-art machinery this plant is backed by sophisticated in-house laboratory and R & D facilities. Computerised equipment has also been installed to check fabric and colour.

Tirupur Factory

State-of-the-art plants has been set up at Tirupur (Tamil Nadu) with the latest machines for fabric checking and layering, cutting and stitching and ironing and stain removing, among other functions.

Retaining & Attracting Talent Pool

Attrition rate of the industry is very high, but the company is offering the best of facilities / packages and growth prospects to the right candidate. With the pressure to retain leadership position in the hosiery segment RUPA believes in maintaining a strong talent base to maximize its growth potential. Most importantly and despite being a family run organization, it is now focussing heavily on professional managers to substantiate the growth momentum.

The Burgeoning Market

During the past few years, there has been a significant rise in corporate interest towards the inner wear segment for various reasons. One of the reasons being the huge domestic market that today demands for better quality products and also the growing export prospects, especially to Europe.

Inner wear is increasingly being looked upon as a fashion accessory. The future of the inner wear market looks hot and positive as more MNC's are

The Barons

West Bengal's Powerful Businessmen

stepping into the arena with their unparalleled marketing strategies and their latest product range that is in tune with fashion trends the world over.

But the undergarment sector in India, till recently was one of the few markets that did not witness the entry of multinationals. However, with globalization of the Indian economy, international Brands / Company entered Indian markets. Thus, the market, with the entry of new brands is set for a buoyant trend. Also the role of the media cannot be ignored.

Then came the various beauty contests and manhunt shows, where our folks sashay down the ramp dressed in their scantiest for that glittering piece of metal. And in the process serve as inspirational material to scores of dreamers. So popular are these contests and shows that inner wear companies have started launching their product range at exclusive lingerie shows.

In a market like that of India, where competition is on the uptrend, the role of effective communication plays a vital role (apart from design innovations, quality and distribution) in making the brand a success.

Strategy

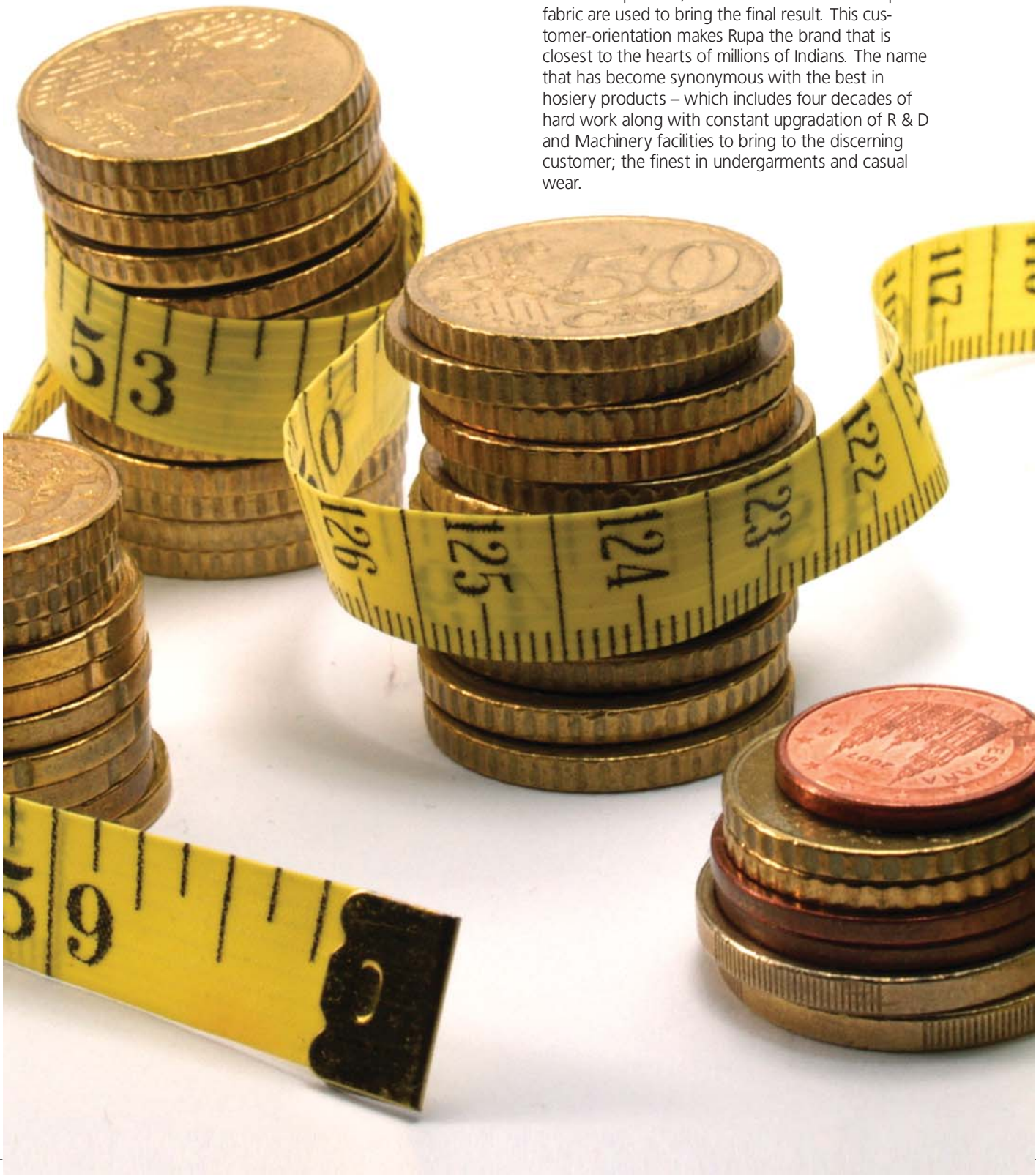
The company is concentrating on brand promotion for ensuring growth in terms of turnover and market share. Focus is primarily on:

- ◆ Strengthening its brand image
- ◆ Design and product development
- ◆ Further strengthening of its marketing and distribution network
- ◆ Enhancement of geographical presence
- ◆ Efficiency improvement and pursuit of cost control

Pursuit for enhancement of volumes of both domestic and export sales is being vigorously followed. With rapidly changing scenario, the accent is not only on product quality but also on style and modernity. Many of the existing brands have already been revamped and new ones will be introduced to cater to fashion conscious consumers. Packing and advertising has also received new attention and continued efforts will be made to keep the brands fresh and contemporary.



With each product, technical knowhow and superior fabric are used to bring the final result. This customer-orientation makes Rupa the brand that is closest to the hearts of millions of Indians. The name that has become synonymous with the best in hosiery products – which includes four decades of hard work along with constant upgradation of R & D and Machinery facilities to bring to the discerning customer; the finest in undergarments and casual wear.



The Men behind
Rupa & Co. Ltd.





The Young Guns of Rupa & Co



Ramesh Agarwal,
Director



Mukesh Agarwal,
Director

The Barons

West Bengal's Powerful Businessmen

Vikash Agarwal,
Director



Rajnish Agarwal,
Director



The Barons

West Bengal's Powerful Businessmen



Corporate Social Responsibility

Agarwala like his family is interested in social activities. He is associated with several philanthropic and educational organisations like Manovikas Kendra in Rajasthan, Heritage Institute of Technology and Heritage School. He has been helping the cause of 50 handicapped children.

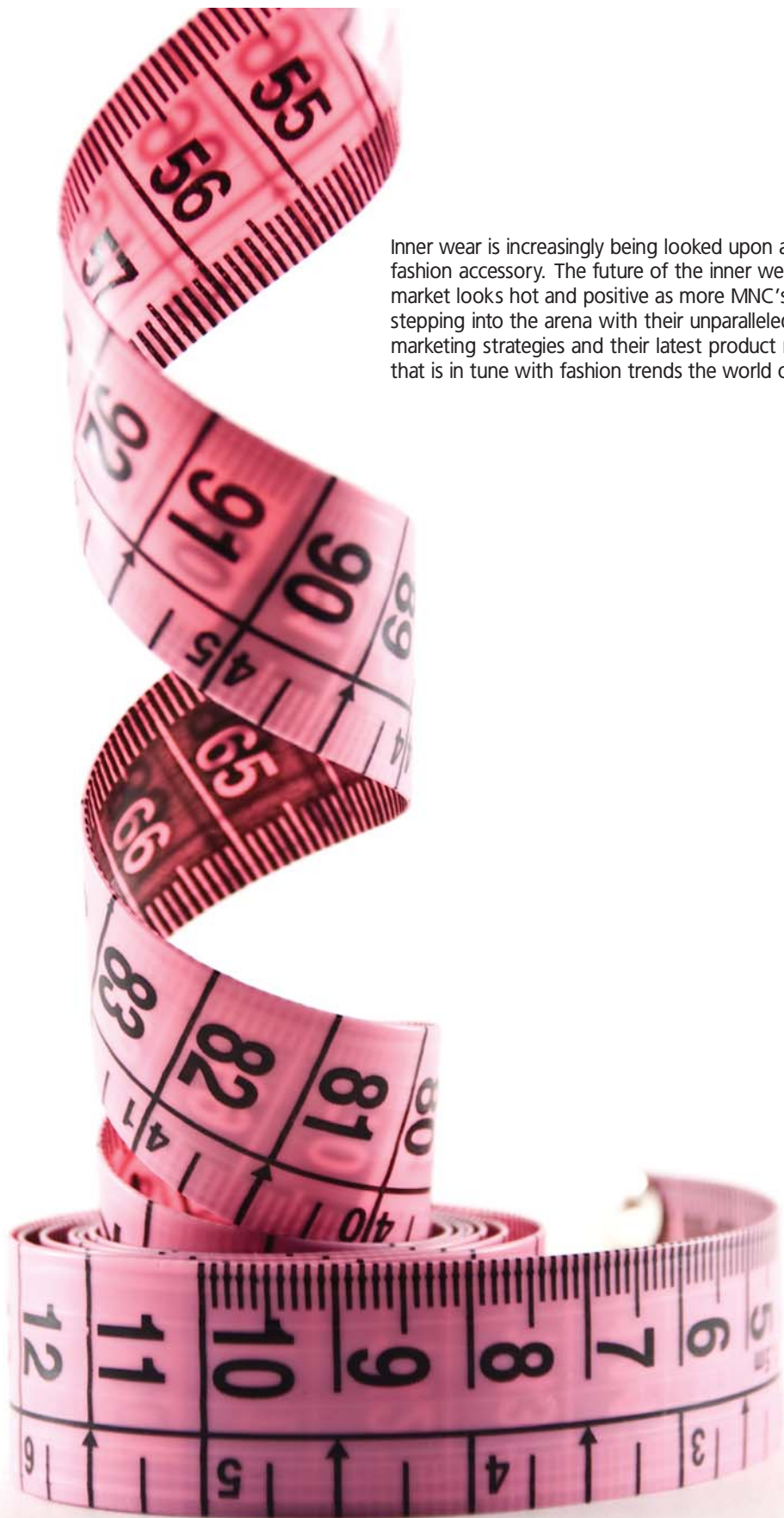
Besides, he and his brothers have recently floated 'Rupa Foundation' to further augment the social initiatives. 'Presently, my thrust will be on promotion of education among the economically backward classes,' Agarwala said.

In Order to Service to Society, The Group has also forayed into education by setting up the Sobhasaria Engineering College in Sikar, Rajasthan. The College offers degrees in Engineering, Management and is affiliated to the Rajasthan Technical University.





The company is concentrating on brand promotion for ensuring growth in terms of turnover and market share. Pursuit for enhancement of volumes of both domestic and export sales is being vigorously followed. With rapidly changing scenario, the accent is not only on product quality but also on style and modernity.



Inner wear is increasingly being looked upon as a fashion accessory. The future of the inner wear market looks hot and positive as more MNC's are stepping into the arena with their unparalleled marketing strategies and their latest product range that is in tune with fashion trends the world over.

Rupa's marketing strategy of advertising even in the smallest villages has made consumers to shift from unbranded goods to our branded products.



Frontline EXPAND

www.rupa.co.in

Shop online at www.eurofashions.in



With rapidly changing scenario, the accent is not only on product quality but also on style and modernity. Many of the existing brands have already been revamped and new ones will be introduced to cater to fashion conscious consumers.

