

G M ENGINEERING PVT LTD, BASED IN RAJKOT, GUJARAT, INDIA, IS A VALVE MANUFACTURING COMPANY FOUNDED IN 1996 BY THE BROTHERS MR. BHAVIN JAVIYA AND MR. MITESH JAVIYA. TODAY, THIS FAMILY-RUN CONCERN IS A THRIVING BUSINESS THAT PRIDES ITSELF ON THE QUALITY OF ITS PRODUCTS AND ITS RECORD IN MEETING DELIVERY TIMES. IN THIS SPOTLIGHT ARTICLE, THE TWO FOUNDERS CANDIDLY REVEALED HOW G M ENGINEERING HAS ACHIEVED SUCH A PHENOMENAL GROWTH RATE THROUGHOUT ITS SHORT HISTORY.

By David Sear and Gillian Gane

GM Engineering: a rapid rise to success



According to the company website, G M Engineering's core values can be neatly encapsulated in the 6 C's, which together stand for: commitment, competence, collaboration, confidence, creativity and character. It might also be argued that a seventh "C" could be added, standing for charm, for that is certainly the impression Valve World India had when we sat down for an informal interview with Mr. Bhavin Javiya and Mr. Mitesh Javiya. These gracious hosts kindly answered all questions about G M Engineering's rapid growth, first revealing just where the spark to create the company came from.

Mr. Mitesh Javiya: "As a younger man I studied for an engineering degree and then started to work in the family foundry. We were making castings for valve companies and out of curiosity I wondered how hard it would be to make the actual valves ourselves. That is when Mr. Bhavin and I had the idea of starting our own valve company at the age of 21 and here we are, twenty years on and enjoying considerable success."

Mr. Mitesh Javiya makes the start-up of G M Engineering sound almost child's play, but as anyone in the business will testify initiating a valve company from scratch is no mean feat. He comments: "Without a proven track record we had to go door-to-door, talking extensively with potential customers and convincing them of our engineering skills. Early on we decided to focus on just a single product, the ball valve, and to thoroughly master all its ins and

outs. Only later did we expand our range to include other valve types." Mr. Bhavin Javiya continues the story: "We had a flying start, obtaining our first ISO 9000 certification in 2000. By 2005 we were manufacturing cast gate, globe and check valves. In 2006 we got our API 6D certification and in 2008 we added forged steel gate, globe and check valves to our range, followed by plug and butterfly valves in 2009 and lined valves in 2010. Our product range has since increased further to include trunnion-mounted ball valves, wafer check valves, fully welded ball valves, piston valves and high performance butterfly valves. We can deliver our products in a varying range of materials including cast iron, cast steel, stainless steel, alloy steel, super duplex, hastelloy, monel etc."

In just twenty short years the Javiya family has taken G M Engineering from strength to strength. The business now has five different production units in India, all within a kilometre of each other, covering a ground area of 13,750 square metres. Within these units 250 employees are responsible for a capacity of around 30,000 valves per month, ranging in size from 15 mm to 2600 mm and up to class 2500 both for the domestic market and export to 15 countries worldwide across a range of industries. In addition, G M Engineering also clearly benefits from having its own foundry, which produces castings for its own products as well as for sale to other valve manufacturers.



G M Engineering is a regular participant at international trade shows and indeed plans to boost exports from 10% to 40% in the near future. Photo shows Mr. Prital Javiya (left) Mr. Mitesh Javiya (centre) and Mr. Bhavin Javiya (right).

Quality is key

Of course, making valves requires skilled people with the appropriate technical knowledge at all levels in the organisation. Commenting, Mr. Bhavin Javiya states: "right from the start we made it our policy to recruit good technicians, seasoned engineers and top designers. With such staff it is relatively straightforward to follow the necessary standards and to begin manufacturing valves. All our growth has been organic so we have always been able to hire the best staff with the skills we are looking for." In addition, G M Engineering has invested in top quality equipment. For example, fourteen CNC machines guarantee dimensional accuracy with all valves manufactured to international standards such as ISO 9001: 2008, API 6D monogram, CE and Indian Boiler Regulation. In house testing facilities allow for hydraulic and pneumatic testing and full documentation is provided. Another point to note is that G M Engineering valves are approved by various consultants such as Engineers India Ltd, Mott MacDonald, Avante Garde, BHEL, Jacobs, Thys-

senkrupp, Mecon, etc. Incidentally G M Engineering regularly welcomes third-party inspectors to its premises, adds Mr. Mitesh Javiya. "Customers often require a third-party to witness key steps on the production and testing chain, using companies such as Lloyd's, TÜV, SGS, BVQI, AKER, Indian Register of Shipping etc. We are very happy to facilitate such visits." It should also be noted that all five of G M Engineer's production units are located almost within walking distance of each other. This is a boon for visiting inspectors and customers as they can easily see all of the units and products they wish to review. In addition, as Mr. Mitesh Javiya points out, it is never a problem to find suitably qualified suppliers as Rajkot is famous as an engineering city with many local foundries, machine shops and component suppliers. "We have built up excellent relationships with leading companies right on our doorstep. We are therefore in an excellent position to regularly visit and audit their facilities and thereby maintain the utmost quality in our own products," he comments.



G M Engineering can make some very large valves indeed, and has delivered two-metre butterfly valves to a water projects in India



G M Engineering is based in Rajkot, Gujarat, India



Valves can be delivered in materials including cast iron, cast steel, stainless steel, alloy steel, super duplex, hastelloy and monel

Customer service

Asked about the customer interface, Mr. Bhavin Javiya notes that most clients in India are highly knowledgeable and therefore simply pass on their detailed requirements. From time to time, however, some customers do ask for advice on which valves might best suit their particular application. "In in these cases we will do our utmost to provide reliable advice, although we will always be honest and tell them we are manufacturers, not application engineers," states Mr. Bhavin Javiya. In fact, G M Engineering's customers are drawn from a broad range of industries including oil & gas, refining, power, chemical, pharmaceutical and water, with the greater majority of all orders being for projects rather than for maintenance and repair needs. Sales are typically made via consultants, engineering companies and EPC contractors. And, with more than fourteen offices in India, G M Engineering is almost always close to customers and end users.

Mr. Bhavin Javiya explains that, apart from the close proximity to customers, the company's strength lies in the fact that they excel at supplying packages for projects. "Firstly, we manufacture a wide range of valves in the sizes and standards that are in demand in the project market. Secondly, we have an enviable track record for meeting project delivery times. Thirdly, we can quickly source additional items such as actuators, solenoid valves etc and the like to round off packages. Fourthly, we can assemble and test actuated valves ourselves. And last but by no means least, customers also tell us that they value our implemented strategies for saving resources, minimising energy consumption and cutting environmental pollution wherever possible."

Asked further about G M Engineering's ability to fast-track project deliveries, Mr. Mitesh Javiya proudly discusses the supply of 2,500 three-way ball valves in less than a month. "The customer was unable to provide any flexibility on the timeline so no other manufacturer was prepared to take on the task. In fact were able to deliver the materials within 21 days."

Challenges

It is often joked that customers want just three things from valve suppliers: the best quality, the fastest delivery and the lowest price. Sadly these three issues are irreconcilable in practice, concurs Mr. Mitesh Javiya. "Today's customers want gold for the price of

silver but how do they think this is possible? Some manufacturers are therefore cutting quality in order to meet the price the customer is prepared to pay but I don't believe this is the right way forward. We prefer to tell customers that if they will pay a little more than the price of silver, we will meet them halfway and deliver the gold. It's the best solution at the current time."

Another issue that G M Engineering occasionally encounters is valve failure caused by incorrect initial calculations and/or insufficient details in the requirements. This situation can lead to compound problems, states Mr. Mitesh Javiya. "When the valve fails the plant owner

is quite clear that both these valve engineers derive a lot of satisfaction in their work. Comments Mr. Bhavin Javiya "I like challenges and every project we undertake brings with it new and interesting tasks. Though my valve experience isn't yet that extensive I continue to learn a lot about valves with every project we work on."

The future

Bringing our pleasant interview to a close, Mr. Mitesh Javiya discusses G M Engineering's sales strategy. "Our current breakdown is 90% domestic sales within India, with just 10% of

for example. The manufacturing unit for ball valves will therefore be increased with a new, 16,000 square feet facility. This will give a positive boost to the Make in India initiative which we are proud to be a part of." So despite the low oil prices, Mr. Mitesh Javiya is optimistic that G M Engineering's spectacular growth will continue unabated. "Fortunately we are not dependent on the hydrocarbon sector. With our wide portfolio we can supply customers in a broad mix of industries. In fact, our growth rate has been over 25%, year on year and we realistically believe we can raise that figure to 50% per year over the next five years."



The extensive facilities include five separate production units covering a ground area of 13,750 square metres

needs a replacement valve immediately to keep shutdown costs to a minimum. This means that they are often unrealistic in the delivery times they are allocating to the valve-maker. Especially given that the valve should really be re-engineered, as otherwise they will be facing the self-same failure again in the future. We therefore need to educate customers to be realistic in their demands, allow us the time to make a valve that will fully meet their needs.

Above all, however, both Mr. Mitesh Javiya and Mr. Bhavin Javiya stress the importance of maintaining product quality and indeed it

valves being exported. We plan to export 40% of our sales in the near future. We will achieve this with a mix of direct exports to certain end users and also through cooperation with OEMs. Our existing office in Germany will play an important role when it comes to providing service and stock to customers in Europe. Additional extra overseas facilities may be added later according to how our sales grow in each market area."

Moreover, G M Engineering is by no means satisfied with the already extensive range of valves, notes Mr. Bhavin Javiya. "We plan to widen our ball valve range up to 42 inch,

Mr. Mitesh Javiya notes that these growth figures should of course be viewed against G M Engineering's relative size within the valve industry, but they are spectacular nevertheless. Together with his brothers he is therefore looking forward to driving the family firm to ever greater heights. "Let's just say that we have two extremely large projects in the pipeline and will be looking for more opportunities in the coming time. And we are surrounded by a young, enthusiastic team who are eager to learn. There is therefore every reason for confidence in G M Engineering's on-going growth."