

NR Group

The story of the “The Cycle that continues its journey”

NN. R. Group established in 1948 was a successful family business transitioned in to 3rd generation without any major hiccups.

Guru, the eldest son of the Founder and present Group Chairman of NR group, in a very matter of fact way, mentioned about an amicable family settlement after 33 years of its existence.

“Till 1981, the entire family (seven brothers) lived together as joint family in the family house which had 13 rooms.

In 1980, however, the business got segregated into two groups with three brothers opting to stay out because their aspirations were different. As it happens the perceptions were bound to be different and we have to respect the differences. It was an amicable separation.

The two groups are still very close and celebrate family day* together. All the brothers live close to each other in Mysore”.

**FAMILY DAY: 19th October being the birthday of the founder, the family celebrates family day on a Saturday closest to this date. The entire family including outstation family members (around 60+ members) attend the get together and we have a good time, sharing memories” said Guru.*



The Founder N. Rangarao’s sons who are continuing in NR Group

1. Guru
2. R.N. Murthy
3. Vasu
4. Sridhar (not actively involved, held a minor share)

(Note: 3 sons of founder separated and are engaged in their own businesses and professions)

This case was written by Mr. S.V.M. Sastry, PFBI Case Research Team based on compilation of secondary material and interaction with Sri Guru – the Group Chairman of NR Group. The case writer acknowledges the contributions of Sri Natarajan Krishnan and Dr. Manesa with valuable inputs and critiquing. The author is thankful to Sri Guru for sharing his views. This case is meant for class discussion to illustrate the evolution of Family Business and successful transition to the 3rd generation.

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DATA AT A GLANCE

Name of the Company: N.Ranga Rao & Sons (P) limited

Year the business started: 1948

Name of the Founder : N. Ranga Rao, Generation – presently operations - managed by third generation with Group Chairman as titular head and second generation members on the advisory board.

Location: Mysore, Karnataka, South India

Group Turnover: Rs. 800 crores (Rs. 8 billion)

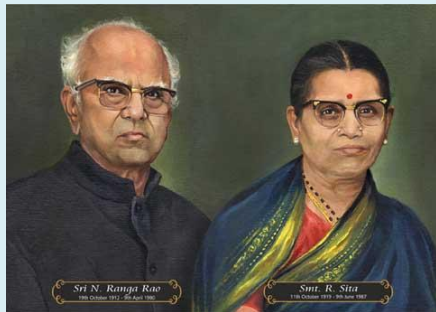
Number of Employees: 1000 (indirect employment 1.2 million)

Activity/Industry: Manufacture of Cycle brand Agarbathis (incense sticks) natural and essential oils, aromas and fragrance products, car and room fresheners' brand name with Lia, home life style and specialized electronics.

History

The NR Group founded in 1948 as fledgling incense sticks (agarbathi) manufacturing company, grew to be the world's largest manufacturer of incense sticks and diversified into six other companies, manufacturing related products and electronics.

Founder: N. Ranga Rao (Rao) born in 1912, was a man of great courage, vision, foresight and dreamt of building a value driven business.



He belonged to Kannada speaking Brahmin family, hailed from Tamil Nadu (Watrap). His father Narayan Acharya was a teacher who died when Rao was only 6 years old.

Rao's father left him no money or land. As Rao had an extremely strong sense of self-esteem, he did not go to anyone for help. He did his schooling in Periakulam and his intermediate from Madurai (in Tamil Nadu, South India).

In high school, in order to pay for his education, (at the age of 11), he sold biscuits in his school. He faced competition at that time also when another boy too started selling biscuits. Rao offered a peppermint free for those who bought biscuits and this made the competitor to vanish. Thus was shown the business acumen he had even at that young age.

In college, he gave tuitions for generating income. He wanted to learn typing but did not have money to pay for it. He used to stand in front of the Institute master / teacher when he gave classes. Seeing the boy's interest, the teacher offered to teach him free if he could get five students. Rao got the students and learnt typewriting free of cost.

Rao was married to Sita. After marriage, Rao shifted to his father-in-law's place in Aravankadu, where he worked as a clerk in the cooperative store for employees of Cordite Ammunition factory from 1939 to 1944. This was his first employment. He wanted to be independent and stand on his own. In 1942, when he was 30 years old, he finished his diploma through distance education. His first son, Guru was born in 1942. Rao changed his job and joined the cooperative store of Hunsur Coffee Curing Works. Then he was invited to take charge as Manager of the cooperative stores of Consolidated Coffee Estates (CCE) in Polibetta, Coorg, where he remained as a Manager till 1948.

Starting his own business

According to Family Website, the motivation for starting his own business was not only to break away from tradition and but also to keep the family together.

Quote from the blog: "He had seen the general movement towards nuclear families from joint families. Because of his strong conviction and family values- he believed in the importance of inculcating the feeling of togetherness and bonding within the family - He was sure that in spite of living apart being together we would stand strong, healthy and go beyond boundaries."

While working in Coorg itself he made up his mind to move to Mysore, the closest city to Coorg. He set up a shop in Mysore and called it - Mysore Products and General Trading Company (MP>C). This was a trading shop through which he wanted to sell materials from Coorg in Mysore and products from Mysore in Coorg. He had no capital of his own to set up the shop though he got Rs. 2000 as the provident fund settlement much later.

Simultaneously, apart from trading, he set up units for manufacture of soap-nut powder (shikakai) - a major product, hair oil, snow cream and incense sticks (agarbattis). He did not know anything about agarbattis, so he procured perfumed agarbattis, packed and branded and sold them. After a year and a half, he settled on agarbattis as the primary business for generating revenues as they were light in weight. To educate himself about agarbattis, he met people, invested in books on perfumery, started making the perfume compounds, thus over a period of time started making value addition and hence would be higher in value as compared to the bulk.

Guru, his oldest son along with his elder sister, helped in packing the agarbattis. By 1949-50, the business picked up a bit. Rao started going on marketing tours himself. His focus on building a brand is exemplified by the following anecdote. He took the agarbattis to two markets-Hassan and Chickmagalur, about 35 miles apart from each other. There was a huge demand for the agarbattis in Chickmagalur, but thinking strategically, Rao cut down the supply there and used to carry the agarbattis to Hassan, where he had to convince people to buy the products. This was a strategic plan to create a market in Hassan. He had a clear marketing strategy even though he had no formal education.

Key Takeaway

Founder's Entrepreneurial Spirit

- Sharp business acumen since a very young age
- Created a market for his products in Hassan
- Established a Brand
- Cost effective packaging

He had innovative ideas. In 1956-57, he felt that the consumers should also be offered with an alternate product cutting down on packaging costs and spending the saving on the contents. With this in mind, he started selling agarbathies packed in rolls of greaseproof paper printed with the brand name that was priced at one anna (one sixteenth part of Rupee in the British days) for 25 sticks (which saved the consumers money he would have paid on packaging and giving him twice the number of sticks he would have otherwise got). He created unique aromas and perfumes to attract the consumers.

Even in the year 1948, he believed in building a brand. He chose “Cycle” as his brand as it would be pronounced and understood as Cycle in all Indian languages.

Retirement

Rao retired from business in 1978 and withdrew from active participation from business after his retirement. He passed away in 1980.

Family

Rao had 7 sons and two daughters (Refer to Family Tree - Exhibit no. 1)

The second generation of children did not bear the family name of Rao but they were keen on carrying on the family name, so the third generation children were given the surname Ranga in memory of the founder.

1. Guru: The eldest son, was the group chairman. He had one son Pavan Ranga (who was an electronic engineer, did his Masters from Chicago). Guru had two daughters Sudha and Pushpa, who lived in Bangalore. Pavan Ranga looked after the Electronic business. In a strategic alliance, Ciyent from Hyderabad had a majority stake in the business along with them. The company produced equipment used in medical, aeronautical, automotive and defense industries. The Group retained companies providing defense solutions, hoses and pipes.
2. R.N. Murthy: (Murthy) the second son of the founder had two sons- Arjun Ranga and Anirudh. Arjun has done engineering and MBA from Thunderbird, Arizona, US and was in charge of N. Ranga Rao & Sons and Anirudh had Masters in Industrial Production from UCLA was in charge NESSO. Murthy also had a daughter Preethi who lived in the U.S. and she was not involved in the family business.
3. Vasu: was the third son of the founder. He had two sons- Kiran Ranga who had done his undergrad in Plymouth in Perfumery Trade and MBA from the Case Western Reserve University of USA and Vishnu Ranga. Kiran was heading Ripple (a fragrances manufacturing company) and Vishnu Ranga who studied in Perdue and Cornell worked in N.Ranga and Sons. Vasu also had a daughter, married off in 2016.
4. Sridhar: Sridhar the sixth son of Rao, had son Nikhil Ranga, who was a student studying Masters in U.S. at Carnegie Mellon, Pittsburgh.

The other 3 sons of Founder, Krishna, Venkatesh and Mohan (as mentioned earlier) separated from NR Group and had their own businesses/ occupations

Third Generation

All the male members of the third generation worked in business. They were all equipped with international degrees in management in the best of Universities from US, and returned to take over the reins of the legacy their Grandfather created.

Besides high academic qualifications – they were exposed to hands on training in the business before they were given formal positions in the family for getting good grounding in business and values.

For example, in an interview to Business Line, Arjun Ranga, mentioned how he was groomed by his father.

Key Takeaway

Talent development in the family's NxG was emphasized through formal education from best of academic institutes as well as intensive training in the business.

Meritocracy vs. Entitlement

“Arjun Ranga said: “I was born into the business, and at an early age used to travel in the van conducting sales across Kerala. Every summer vacation was an exercise in learning how to smell fragrances. Every dining table discussion was about scents and aromas.”

Reminiscing about his grandfather who taught him ‘all that was required’, and in a telephone interaction the Managing Partner (Arjun Ranga) said: “I never called him Thatha. I called him Factory Appa and my grandmother was Factory Amma, since they were in the factory at all times and rarely home. He passed away in 1980.

“The company has been built from the ground up. My dad, RN Murthy, joined in 1960 and still sits on the advisory board.” Ranga managed a variety of assignments before taking over the reins of Cycle Pure Agarbattis in 2005.

“Just because it’s a family-run business, the baton was not handed over easily. I was first asked to take care of Manmohak, a specialized agarbatti product and sell it across Tamil Nadu. I was asked to travel to the North East and Maharashtra. The market dynamics are very different in both States. I learnt a lot in the field, travelling and learning and reporting into the Vice-President Marketing”

Business Values

- Integrity
- Financial Discipline
- Consistent quality-- motto “quality backed by values will pay”
- Total customer satisfaction with value for money
- Constant Research
- Concern for social causes

Key Takeaway

The business values reflected the founder’s personal values and these were transferred across generations within the family.

Family Values = Business Values

Guru the Group Chairman during his conversations added the following:

- ❖ *Commitment to relationship with all shareholders stakeholders*
- ❖ *Differentiated offering of products and services through Quality and Innovation*
- ❖ *Professional management*
- ❖ *Ethical practices and transparency in operations*
- ❖ *Social responsibility*

Guru also mentioned the Personal values of the Founder:

- *He wanted to give value to the consumer.*
- *Integrity: He never took advantage of anyone.*
- *All employees were treated like family (there were instances where managers used to sleep in his house). In 1958, the production facility and the house were situated within the same premises.*
- *He was never jealous of anyone- there were many instances he helped even his competitors to prosper.*
- *Rao was generous to help others.*
- *He never lied.*
- *He never stood obliged to anyone — he believed in returning the good done and that all obligations had to be repaid.*
- *He treated his sons like friends.*

“My family is scrupulously adhering to the same values of my father even in the second and the third generations”

-Guru, Group Chairman, NR Group

Business: Group’s Companies

1. N.Ranga Rao & Sons (Manufacturers of Cycle Pure Agarbathies) established in 1948, N. Ranga Rao & sons were the world leader incense stick industry. The agarbathi Industry was around 2300 crores and the company held a 30% market share of the organized part of the industry. The company was headed by Sri Arjun Ranga. They had a library of 500 fragrances blended in house and exported to 65 countries.
2. Ripple Fragrances Private Limited-(Manufactures of car and room fresheners) under the brand Lia and lifestyle home fragrances under the brand IRIS. The company was led by Kiran Ranga. The products were marketed through chain stores- Iris Aroma Boutique
3. Rangsons Marketing Services Private Limited: (Responsible for marketing all the consumer products of the Group though a countrywide distribution network comprising 1500 sales personal and more than 5000 distributors.) It was an independent professional organization marketing agarbathis and Ripple products and currently headed by Arjun Ranga

4. NESSO- Natural & Essential Oils Private Limited –Manufacturer of Indian floral and herbal extracts with a capacity to process 12 tons of fresh flowers a day for supply to global perfumery houses, cosmeceutical and naturaceutical companies. Presently managed by Anirudh Ranga
5. NR Foundation (non-profit, charitable arm of the NR Group) is very active in multiple fields with focus on women empowerment and education-especially for the visually challenged girl child. It ran a school for visually challenged girl children-- Ranga Rao memorial School for the disabled, Ranga Gnana Vinimya Kendra, Project Prerana. The foundation also provided health plus education to women and children in selected slums of Mysore- with scholarships and empowerment. It is also active in cultural activities.
6. N Ranga Rao & Sons Exports - Exporting to more than 60 countries.
7. Rangsons Electronics Ltd- started in 1983- headed by Pavan Ranga. Manufacture of quality equipment/ components for aerospace, medical and defense. The company grew 55% CAGR in the last 5 years.

(For details about the businesses, refer to Exhibit 2)

Ownership & Family members working in the Business

NR & Sons was a partnership company in which all the brothers had equal share. This was converted in April 2015, into a Private Limited company as N. Ranga Rao and Sons Pvt. Ltd. The Business had no holding companies. All businesses were independent. Guru said that he was Chairman of NR & sons, but not a director in the company. He was a managing director earlier, but now he was the Chairman which was only a titular position.

“I daily come to office in the morning and sit for one to one and half hours. I do not participate in business but am available for advice when sought” – said Guru

There were no outsiders on the Board. All the brothers were part of the family business. All of them except Sridhar (who was a medical practitioner) were working in it.

Women Members

Three ladies of the family were involved in critical manufacturing processes which are maintained within the family. Guru envisaged an active role of women family members in their business in future.

“The third generation women are welcome to take part in the family business or sell their share to another family member, but no woman will have part in ownership or management control because it will give an opportunity to an outsider (her husband) to try and control the business. They will be entitled to their shares and ownership, but will have no place in management or on the Board” said Guru.

Planning Business Expansion & Growth

The family planned to expand both in the domain of Agarbathies, air care products and distribution to directly reach 20k outlets across India in the next 3 years to become dominant in all markets in air-care brands IRIS and ILA and IRIS (lifestyle home fragrances and various novel fragrance delivery systems like Reed diffusers, Fragrance vaporizers, fragrance pouches, potpourri and aroma candles).

They had 5 stores called IRIS Aroma Boutique which they intended to expand to 25 stores in the near future.

Key Takeaway

A key success factor in perpetuity of this family business across generations:

expansion and diversification of business

It was expected that car and room fresheners contribute 10-15% of their revenue in the near future. The Lia range was redesigned by famous Designer Neil Foley and was re-launched it in southern and western markets, with innovative on ground activities. The Group engaged the services famous film actor Amitabh Bachchan as the product ambassador.

They planned to extend brand equity to other worship products like kumkum (vermillion), turmeric, and puja oil and puja kits and formed a separate company called Spiritual products Pvt. Ltd (SPPL)

Succession

Intention of the Second Generation: The second generation members intended that all the 3rd and 4th generation family members should be involved in the family business.

The third generation members attended the workshops on family business conducted by Harvard Convention. They noticed that one of the largely prevalent grouse among the participants at the Convention was “My cousin has 5% in the family business even though he is not involved in the business, whereas I working in the business have only 2%.”

Grooming the Next Generation: The current generation was making all the efforts to groom the next generation.

Professionalization: With growing businesses, the family was moving towards professionalizing the management. Currently, however, the family members control and manage businesses.

Family Governance: The group engaged a family business consultant to write their family Constitution. Asked about the need felt to put in place governance systems now, Guru said “we do not have any differences - there is cohesion in the family”

Guru addressed participants of an awareness program on family business at Mysore conducted by Parapara Family Business sponsored by CII- Mysore Chapter. When he was invited to share the secrets of success of his family business and the motivation for all the members of third generation, without exception, though highly qualified with foreign university degrees, to join family business, he said:

- For family businesses ‘Let go’ should not be a problem. In their group, right from the founder, or second generation, it was no problem. In his case he was non-executive chairman of the group and was not a director on the corporate Board and did not participate in operations or decision making. He was available for advice when sought for.
- Family togetherness had to be given utmost importance. Their family celebrated the family day and all the family members participated more for sharing remembrances than for fun.
- Professionalization was must for the growth of family business- In their group, they promoted the non-family professionals to the senior positions- one was a General Manager and another was CEO of their Vietnam plant. Competence, trust, character, experience were given more importance than the qualifications.
- They believed in stronger role for women.
- They kept perpetuity of family business as the goal and worked focusing on the same always.

Regarding all the third generation members joining the family business, he said:

- It was due to creating pride and passion in the family business from the early stages.
- Freedom was given to choose the line what was best for them- they created diversified businesses to create opportunities to choose.
- Culture of joint family - living under one roof in their childhood created bonding, understanding and sharing values.

“The Cycle continues its journey...Good begets Good.”

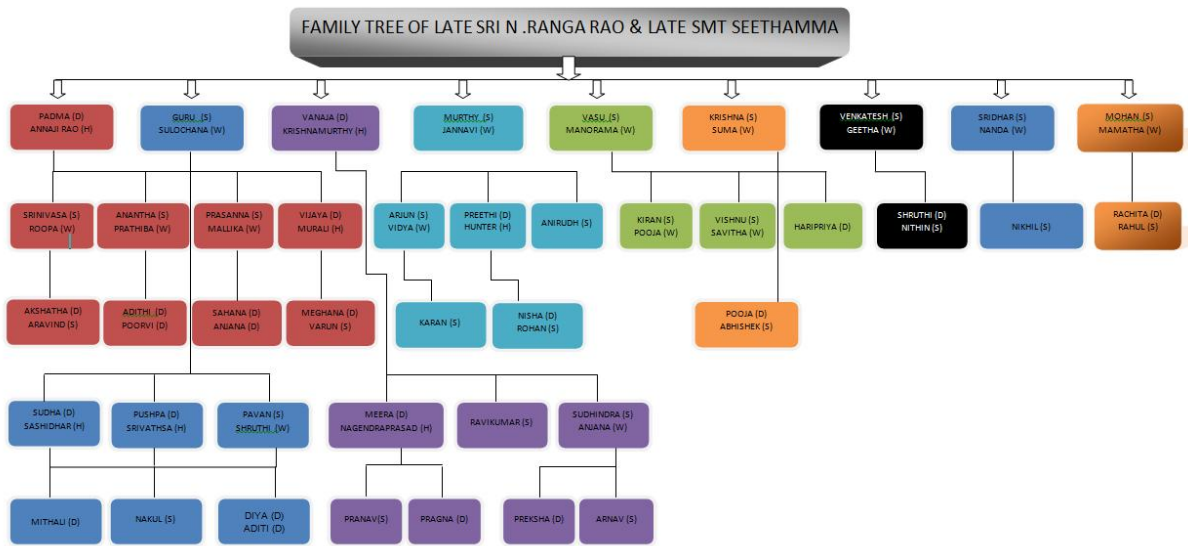
The NR Group is **“well-known as Business Family not just a family business”**

(Quoted from advertorial in Times of India- Bangalore Times- see Annexure 2)

Sources:

- Bangalore Times – Times of India Advertorial 21st March 2015,
- www.gmdu.net/corp/856793.html
- Business Today and Business Line Articles cited above,
- Corporate Web site and Family Website

Exhibit 1: Family Tree



Colour represents family "S" denotes son: "W" denotes wife : "D" denotes daughter : "H" denotes husband

Exhibit 2: The NR Group of Companies: (condensed from an advertorial published in Bangalore Times, The Times of India dated 21st March, 2015 on the occasion of WORLD FRAGRANCE DAY and an article published in Business Today)



“A bit of fragrance always clings to the hand that gives roses”---- an ancient Chinese proverb.

HISTORY OF THE GROUP:

'Cycle Pure Agarbathies', began as “Mysore Products and General Trading Company” in 1948. Sri. N.Ranga Rao, the group’s illustrious founder and philanthropist put the humble agarbatti on the commercial map of India. The journey has seen the brand grow from a fledgling cottage industry to a global enterprise; Cycle has the largest market share in India and has established itself as a major incense product exporter. The brand growth has its base in the founder’s guiding principles on integrity, quality, customer responsiveness, financial discipline and most importantly, honoring commitments and genuine concern for social causes.

From an incense stick manufacturing enterprise, it has evolved to a globally-renowned conglomerate that provides a repertoire of solutions in the natural aroma and fragrance category (An extensive range of fragrance products come under the brand – from coils and cones to aromatic oils; room fresheners to reed diffuser sticks; fragranced lifestyle products to botanical research and floral extracts). In just under six decades, the NR Group has diversified into various sectors and become a name to reckon with in each segment. The group has diversified into 6 sectors and in each, it has carved a name for itself. The group companies have an independent corporate set up managed by professionals.

DIVERSIFICATION:

NR Group has diversified into different lines of businesses. It is a name to reckon with, in all the categories it is present in. **CYCLE has a 30% market share in the organized market** in this largely unorganized industry. **First to adopt FMCG channel of distribution in the agarbathi industry. Exports to more than 50 countries** across Asia, Europe, Africa, Latin America, Middle East, Far East and North America. **Has a library of more than 200 fragrances;** every single one of them created and blended in-house.

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- **Perfumes** – RIPPLE Fragrances makes the DNA brand of perfumes and deodorants.
 - **Functional Air care Products** - Lia brand of room fresheners and car fresheners, manufactured by Ripple Fragrances.
 - **Wellness Home Fragrance Products** – Ripple Fragrances manufactures the IRIS range.

- **Floral Extracts** – Natural and Essential Oils Pvt. Ltd (NESSO) makes floral and herbal extracts.
- **Electronics** – Rangsons Electronics provides state of the art technological manufacturing services.
- **Rangsons Electronics has seen a CAGR of almost 45.77 %**. They have received AS 9100 B certification (Quality standard exclusive for the aerospace industry) and are the first Indian EMS company to gain this certification.
- **NESSO is the largest producer of tuberose and jasmine extracts in the world.** Its products are used in many world famous perfumes like Calvin Klein, D&G, etc.
- **Iris is the leader in the Indian home fragrance market.**
- **The NR Foundation'**

Research and Development

Research and development is an important ongoing process in NRRS as the level of competition, understanding of the environment and alternative methodologies are rapidly changing. While they continue with their traditional and original purpose of making and selling high-quality agarbatti to an ever-increasing market at home and abroad, they are also constantly innovating.

R & D more or less encompasses the following 3 main areas:

- **Packaging:** Constantly working towards creating user and eco-friendly packaging material in collaboration with premier packaging institutes in India and abroad.
- **Fragrance:** It is easy to come up with a perfume in liquid form. To create the same in solid form (incense sticks, cones, etc.), ensuring that the perfume does not lose its identity even at 100°C, is an art. We continuously work on discovering such new fragrances, in the new range and traditional ranges.
- **Product:** Constant innovation in variety of products to suit all lifestyles and environment.

Quality:The company has been certified for **ISO 9001:2008**.

Housekeeping based on “5S” concept is implemented across the organization. Quality Circles have been formed to solve workplace problems through 7 QC tools. These Quality Circle Teams have represented themselves at Zonal, State and National Conventions and have won several awards. 2009 – 4 Awards including Par Excellence at the National Convention 2010 – 9 Awards including Par Excellence at the National Convention 2011 – 5 Silver Awards at the State Convention 2012 – 3 Awards Including Gold at the Zonal Convention.

The company’s path-breaking enterprises include:



1. N RANGA RAO & SONS (Manufacturers of Cycle Pure Agarbathies):

- Established in 1948, N. Ranga Rao and Sons is a pioneer and leader in the incense industry for over 6 decades and is now headed by Arjun Ranga, some of the highlights of the company include creativity in

fragrances and packaging, a library of over 500 fragrances, all created and blended in-house and being exported to over 65 countries. The company is professionally managed and now totally ERP integrated.

- The main brands are **CYCLE Three-in-One, Lia, Rhythm, Woods, NR and Flute**.
- The company has a turnover of 800 crores- (out of total market of Rs. 1500 cores)- 54% market share.
- The company is certified for ISO 9001:2008; Cycle Pure Agarbathies is now a CERTIFIED CARBON NEUTRAL® COMPANY. NR GROUP



2. RIPPLE FRAGRANCES PRIVATE LIMITED(Manufacturers and Marketers of Personal and Air care Lifestyle Products):

- Started in 2004 with a vision to be a leading player in all segments of fragrance delivery.
- Provides a **wide range of personal care, air care and wellness air care products** for the Indian and international markets.
- Ripple Fragrances established in 2005, is the spatial fragrance initiative of the NR Group, revolutionizing the fragrant market in India with its wellness fragrance retail chain called IRIS Aroma Boutique offering a wide range of fragrance products like reed diffusers, fragrance vaporizers, amphoras, potpourris, fragrance gifts, pillow misters, fragrant sachets, fragrant stones, specialty incense, home décor accessories and a line of aromatic candles.



Manufacture of incense and allied products

- Manufacture of candles
- Liquid filling operations fragrance application for fragrant stones, vermiculite powder and potpourri
- Product assembly and integration for fragrant gift sets

Candle

Incense sticks, cones, coil and specialty shapes

Design Studio

Ripple has an **in-house design team, highly experienced in Form and Graphic design.**



3. RANGSONS MARKETING SERVICES PRIVATE LIMITED:

- Established in 1983, Rangsons Marketing is an independent, professional organization marketing Cycle Pure Agarbathies and Ripple products. It **markets and distributes all products of the group companies in India**.
- Marketing has an **impressive team of 800 marketing and sales professionals spread across the country**.



- **NESSO-NATURAL & ESSENTIAL OILS PRIVATE LIMITED (Manufacturers and Marketers of essential oils and floral extracts):** Established in 1979, NESSO is the global leader in Indian floral extracts having 3

extraction facilities located near cultivation clusters in south India with a capacity to process 12 tons of fresh flowers daily.

- The company owns over 24000 hectares of green tea plantation.
- The company has focused R & D on innovation and enhancing eco-friendly and technological competencies. With **cutting edge R&D**, stringent quality control and the assurance of timely supplies, NESSO is the preferred choice of the leading perfumery houses in the world.



4. RANGSONS ELECTRONISCS PRIVATE LIMITED(Total Electronic Ma

- Rangsons Electronics has been providing **total electronics manufacturing services** to clients.



- Established in 1993 and headed by CEO Pavan Ranga, it is the first electronic system design and manufacturing company in India to be certified AS 9100-C, the quality standard uniquely required by the aerospace industry. It is one of the largest EMS companies in the global EMS markets providing solution in varied market segments such as medical system, aerospace, defense, industrial, automotive and telecommunication.
- The company has been certified for ISO 9001: 2008, ISO 13485: 2003, ISO 14001: 2004 & OHSAS 18001: 2007 and is an early adapter of RoHS regulations.
- The vision is to become the global leader in electronics manufacturing, by providing complete solutions required to transform ideas into successful products and services.

5. N RANGA RAO & SONS EXPORTS:

- This company successfully exports incense and other products to more than 65 countries in Asia, Africa, Europe, Latin America, the Middle East, Far East and North America. N Ranga Rao & Sons Exports tops this achievement with a large number of prestigious awards for excellence in international business to its credit as well as a winning streak with the Government of India Export Award in the incense category.

Corporate Social Responsibility:



NR Foundation is a trust that is well recognized for its contributions in the areas of education, health, art, culture and services to the physically challenged across India. The Trust strongly believes that consistent effort in helping our society brings about positive and permanent changes for the betterment of mankind.

The following are the permanent activities of NR Foundation.



Ranga Rao Memorial School for Disabled-RMSD is a free residential school for visually challenged girls from economically disadvantaged background. Apart from regular school curriculum, the girls are given mobility training, taught life-skills, music, dance and basic cooking, giving them confidence to be responsible for themselves.

Project Prerepana-This program promotes schooling for children who have dropped out because of learning disabilities or economic factors. These Learning Centers / Kalika Kendras conduct training camps, trekking trips and other extracurricular activities to motivate and encourage children to participate. The Project has its reach in seven slums of Mysore City – Metagalli, Kumbarakoppal, Medar’s block, Hebbal colony, B. B. Keri, Ekalavyanagar and Manjunathapura. In the last five years, 128 children have successfully gone into regular schools and mainstream education. 222 children have so far benefitted from the Kalika Kendras facilities.

Project Unnati – Cycle Scholarship Programme- promotes education by giving scholarships to children and grandchildren of the group employees. About 500 employee families across different working units are benefited by this programme annually.

Vocational Training for Women-Empowering women is another cause that NR Group believes in. Vocational training in bamboo splitting, sticks making, agarbathi rolling and packaging is given to women in tribal and rural areas. This activity is also used as Rehabilitation training in Mysore Central Prison and prisons across Karnataka State.

Ranga Jnana Vinimaya Kendra [RJVK] is a free forum for intellectual knowledge sharing. It involves monthly lectures on subjects of topical interest by experts in the field, followed by a question-answer session.

Supporting Art & Cultural Events- cultural activities are organized / sponsored in an effort to keep some of the dying Indian traditions alive while also connecting people with their regional, cultural and social roots. This is done annually and also as and when the opportunity arises.

Rhythm Dhaker Ladai: Dhaker Ladai competition during Durga Puja festivities has enabled artistes to improve the benchmark of both music and performance with renewed enthusiasm every year.

Cycle Sheri Garba: Sheri Garba is a folk art of Gujarat practiced over centuries as a crucial aspect of the Navaratri festival. Since 2010, NR Group has taken on the onus to revive this unique original art form of Garba across Gujarat. The aim of the activity in the form of annual competitions is to again make Sheri Garba an indispensable part of the Navaratri festival. Judging is purely tradition based, be it attire, dance steps or songs.

Cycle Heritage Quiz: This new concept in quizzing was initiated in 2011, to encourage young minds to learn about our country’s rich art forms, culture, tradition & history.

NGO’s Directory: NR has brought out a directory of NGO’s (Non-Governmental Voluntary Organizations working in Mysore and Chamarajanagar Districts) engaged in **service to the economically, socially and physically challenged** section of society.

“The Cycle continues its journey...Good begets Good.”

The NR Group is **“well-known as Business Family not just a family business”**



NR GROUP COMPANIES

