

INTERVIEW

B AND R: enabling IT driven business operations, focused on excellence

In a special interaction with *Harshal Desai, Rajesh Kumar Singh*, Chairman and Managing Director, Bridge And Roof Co. (India) Ltd shares how the century old public sector organisation is now focusing on an IT driven business in various aspects of its operations, while aiming to meet its customer expectations

What is your vision for the company during your tenure? What are the core values and principles that guide your leadership?

During my tenure as Chairman & Managing Director, my vision for the company is to solidify our position as a leading public sector company in the field of engineering and project management, particularly within oil & gas, power, infrastructure and other industrial sectors. We aim to achieve this through a commitment to excellence, innovation, and sustainability. Our focus will be on delivering high-quality projects that not only meet but exceed our clients' expectations, while also driving the growth and development of our organisation.

What are the major challenges currently faced by Bridge And Roof Co.(India) Ltd., and how are you addressing them?

Engineering and construction companies often face significant challenges that can hinder project timelines and profitability. Delays in receiving input from clients, such as work fronts, drawings, and free-issue materials, can cause project standstills and inefficient resource allocation. Additionally, delayed payments from clients strain the company's cash flow, making it difficult to meet operational expenses and payroll obligations. The escalating prices of raw materials further exacerbate financial pressures, as these increased costs are not always recoverable from the client. Moreover, stiff competition from private players demands constant innovation and efficiency improvements, often driving down profit margins. To counter these challenges, Bridge And Roof (B AND R) fosters an environment that emphasises meticulous planning, agile management, and robust financial strategies, ensuring project success and company sustainability.

Can you elaborate on the strategies you have implemented to improve



operational efficiency and customer satisfaction?

B AND R prioritises sustainable and smooth execution through its Zero Effect-Zero-Defect policy. This commitment aligns with the Central Government's vision and leverages the One-Nation-One-Standard approach. By prioritising these principles in all design and construction work, B AND R guarantees the safety of the end user while optimising internal processes and maximising customer satisfaction.

Also, please comment on the digital transformation or information technology initiatives undertaken within the organisation?

During my tenure since last three years, B AND R has adopted various significant digital transformation initiatives towards total IT driven business operations. The major landscapes of IT initiatives are as follows:

- ◆ Overall enhancement of IT and ERP infrastructure with installation of high-end servers, upgradation of ERP System across various platform and transformation towards a multi-cloud frame work with online operation across the company.
- ◆ Implemented enhanced version of eOffice-eFile System for digital movement of files enabling procedural efficiency.
- ◆ Implemented Central Payment

Processing System (CPPS) to digitise and expedite the payment approval system.

- ◆ Implemented Dynamic Project Management System [DPMS] for complete planning, progress and monitoring of projects through progress photograph and data.
- ◆ Earned ISO 27001:2022 certification on Information Security Management System and prepared a detailed IT policy and procedure.
- ◆ Implemented HRMS: EIS (Employee Information System) as a single window for all employees to access their Digital Service Book.
- ◆ Installed biometric attendance systems with a dedicated server across all offices in the company and mapping of bio-metric data with HRMS:EIS.
- ◆ Introduced e-Movement/e-PMS System for digitisation of design and drawing approval process between the company, consultant and client.
- ◆ Introduced Visitor Management System (VMS) at corporate office and other offices.
- ◆ Developed in-house document management system.
- ◆ More focus on corporate branding for enhancing company's visibility through various social media platforms and website.

How is Bridge And Roof Co. incorporating sustainability into its operations?

- ◆ B AND R – a heritage company exhibits 105 years of excellence in nation building.
- ◆ We are experts in providing comprehensive engineering solutions, committed to our core values of building a sustainable future, through collaborative efforts and technological innovations
- ◆ Ensuring timely completion of projects by defining clear objectives and goals to provide direction and focus.
- ◆ Using modern and energy efficient equipment to expedite work whilst maintaining safety and quality standards.