

## Arun Balakrishnan

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Date of Birth: July 25, 1950

Education: Post Graduate Diploma in management,  
Indian Institute of Management Bangalore  
  
Bachelors in Chemical Engineering,  
Govt. College of Engineering, Trichur, Kerala

Positions Held & Major Achievements:

**Chairman & Managing Director of HPCL, a Navaratna & Fortune 500 Company. From April 1, 2007 to July 31, 2010.**

- Negotiated with Shri L. N. Mittal, for formation of Joint Venture Company (HPCL-Mittal Energy Ltd.) for putting up 10 Million Tonnes Per Annum (MMTPA) Oil Refinery at Bathinda, Punjab. Project running ahead of schedule and is expected to be mechanically completed by May 2011. Project cost: Rs. 19,000 Crores.
- Inspired colleagues not go on strike in January 2009 when the rest of the oil industry resorted to work stoppage and instead to work round the clock for 3 days to meet the fuel requirements of the nation.
- Two closed sugar units purchased from the Government of Bihar. Being upgraded to produce Ethanol (for blending with petrol) and power from bagasse. Project Cost Rs. 620 Crores. Expected completion December 2010.
- JV Company with Chattisgarh Govt for growing Jathropha for production of biodiesel.
- Installed Windmills for Power generation (25 MW) at Dhulia and Jaisalmer.
- Retrofitted Refineries at Mumbai and Vishakapatnam for producing Euro III and Euro IV fuels.

- Risk management introduced by identifying 10 key risks for each SBU and for the Company.
- Hedging of Crude introduced but suspended due to high volatility in oil prices.
- Effective use of Business Council as a medium of decision making and knowledge sharing at all levels put in place.
- All processes in the company computerized making it almost a paperless office.
- Quarterly results are now finalized within 5 working days including limited audit review.
- Focus on ethics and values institutionalized. Award for Corporate Governance received from Institute of Directors (IOD) for three consecutive years.
- Awarded “CEO with HR Orientation” by World HRD Congress and “HR Ratna” by National Institute of Personnel Management.

#### **Director – Human Resources from January 25, 2002 to March 31, 2007**

- Introduced Balanced Score Card for setting performance targets and performance appraisals. Cascaded to all levels of management and is fully computerized. Targets completed prior to beginning of the Financial Year with Quarterly appraisals against targets. This provides continuous feedback on performance at all levels resulting in improved employee morale.
- Mapping of Competencies completed for all positions for the organization. Initially through Consultant and later through trained in-house teams. Development Centres manned by in-house professionals. IDP's of all officers up to mid management completed.
- All administrative activities fully computerized. No one need visit HR Dept for any transaction related work. This enabled personnel for development activities.
- Adopted Dave Ulrich model for HR thereby making HR perhaps the most sort after department by SBU's for meeting their own strategic requirements.
- Built a team of 16 internal coaches for transformational work. Multi-functional teams send out to meet customers to establish relevance of current strategies which resulted in re-orientation .

- Started the Forum for Emotional Intelligence which has now members from Academia, Police officers, professionals from industry and Commerce. Three international seminars conducted so far with Tata Institute of Social Science with inputs from faculty of Texas A&M University.

### **Executive Director – Direct Sales**

- Started two new channels of distribution for Lubricants. One for bazaar trade for commonly used automotive lubes and CFA's for industrial grades which are sold with technical recommendation. These new channels added to the growth of HP lubricants.
- Created three new brands after careful study of the market. Of this, one brand named "Laal Ghoda" Diesel engine oil became an all time high seller for HPCL and even today continues to be the highest seller.
- Built the most modern Lube Blending Plant at Silvassa in a record time of 11 months which reduced the blending time from over 10 hours to less than 4 hours for most grades.

### **General Manager – International trade**

- Was the second incumbent in the fledgling International trade Division. Started with imports of petroleum products for Tata Electric and later exports and imports of crude and products for HPCL.
- Opened first foreign office in Bangladesh and set up Lube distribution in that country.

### **Director Planning – Oil Coordination Committee**

- As Director - Planning of Oil Coordination Committee from 1990 to 1995 was involved in the preparation of the Oil Economy Budget, compilation of IX and X Plan for the Oil Industry, etc.
- The most important work done was the Demand Projections for Petroleum in India in 1994 which has been acknowledged for the new methodologies used.
- Other work includes the Compilation for Development of Port Facilities for Petroleum, Preliminary study for product pipelines, justifications for Kandla to Bathinda pipeline and various Refinery expansions of all the three Oil Companies.

### **Others:**

- Was a key player in carrying out Business Process Re-engineering (BPR) with Accenture as Consultant. This resulted in the formation of Strategic Business Units

(SBU's) in the organization and thereafter the selection of software and implementation of ERP across the Organisation.

- Currently Chairman of HPCL-Mittal Energy Ltd. (HMEL), a JV with L.N. Mittal Group. Project for constructing the 10 MM TPA, Rs. 19,000 Crores ultra modern refinery at Bathinda in Punjab.
- Chairman of Prize Petroleum, a JV of HPCL with M/s. ICICI and HDFC for Exploration and Production activity.
- Chairman of SA LPG, a JV of HPCL with Total, France which constructed and now operates the only Cavern storage for LPG in India and Asia excluding Japan.
- Chairman of HINCOL, a JV of HPCL with M/s. Colas, France for production and marketing of Bitumen emulsions.
- Member of the Oil Industry Development Board.
- Former Member, School of Management Board of the Asian Institute of Technology, Thailand.
- Member – Governing Body for Petroleum Planning & Analysis Cell (PPAC).
- Member – Advisory Council of Rajiv Gandhi Institute of Petroleum Technology (RGIPT) Society.
- National President of Indian Institution of Industrial Engineering w.e.f. 13<sup>th</sup> October, 2007.