



***Fi*RE*Si*DE**

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About the Cover



Art and mathematics. One is the realm of aesthetics and freedom of expression, while the other embodies precision. Firdosh, a 12 year old student from Akanksha Foundation, who along with her classmates wanted to bring together these two concepts on a canvas, by understanding ratio and proportion through the works of an artist Chuck Close.

"This lotus was a surprise because we all did one little piece of it," says Firdosh.

BACK COVER **Technology Day** **Celebrations**



Comment
For every complex problem, there is an answer that is clear, simple and wrong



– H. L. Mencken

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What's New?

Nearly 50% of the plant's fuel requirements are met by utilising process wastes.



Energy plant offering multiple heating media commissioned; efficiency of 94%

Thermax commissions second integrated energy plant for Greenply

Thermax successfully commissioned a 97 MW energy plant for Greenply Industries Ltd. at Shrikalahasti, Andhra Pradesh.

The plant will help Greenply manufacture MDF boards, which is made by breaking down wood into fibres which are again combined with adhesives and the end product is formed into panels by applying heat and pressure.

For the manufacturing process, the plant provides multiple heat streams in the form of steam, thermal oil and hot gas, achieving a thermal efficiency of 94% from the process. Nearly 50% of the plant's fuel requirements are met by utilising process wastes such as board trims, screen rejects and sander dust.

This is a repeat order from Greenply. In 2009, Thermax had commissioned a 49 MW energy plant at its Rudrapur unit in Uttarakhand. For both projects, Dieffenbacher GmbH, the German OEM, is the technology supplier.

The effluent recycle plant recovers 91% of water



Ultrafiltration and Reverse Osmosis plant at Kota, Rajasthan

Managing effluents for a fertiliser major

Chambal Fertilisers and Chemicals Limited (CFCL), one of the largest private sector fertiliser producers in India, partnered with Thermax for 'Total Water Management System' at Kota, Rajasthan.

In the recent past, the fertiliser sector has seen tremendous growth, mainly due to the Government impetus on making India self-sufficient. With growth, the industry also faces the challenge of tackling effluent treatment and optimising the use of water, getting scarce by the day.

CFCL's water management initiative was part of its expansion project for manufacturing 2,000 metric tonnes

of ammonia per day (MTPD) and 4,000 MTPD of urea. The system consists of a pretreatment and demineralisation plant, condensate polishing unit and an effluent recycle plant.

The effluent recycle plant, based on ultrafiltration and Reverse Osmosis (RO) membrane system, recovers 91% of water. The RO system treats hardness and silica content in the water resulting in high-quality water having Total Dissolved Solids (TDS) less than 400 ppm. On the other hand, an advanced membrane-based UF system is used for the removal of all types of fine colloidal impurities along with organics.



Natural gas-cum-tail gas (CO) fired combustor installed; expanding global footprint - first project in Argentina

Thermax footprint in Latin America

Thermax has now expanded its global presence to Argentina, by recently commissioning a tail gas combustor for Cabot S.A.I.C (a subsidiary of Cabot Corporation).

The installation comprises a natural gas-cum-tail gas (CO) fired combustor, generating 38 MW of hot flue gases by incinerating carbon black tail gas. These flue gases are cooled in a waste heat recovery boiler (supplied by a

local vendor), to produce 45 TPH of saturated steam at 22 barg pressure.

Thermax bagged the order due to its technical expertise and experience in designing and fabricating the complete system of tail gas combustion (combustor + waste heat boiler). Cabot had prior experience of working with Thermax at one of its subsidiaries, Pt. Cabot in Indonesia in 2006.

With emission norms becoming stringent, tail gas combustion units are becoming increasingly popular and customers are looking for sustainable solutions – reducing pollution at their facilities while generating steam/power in the bargain. Thermax has so far, supplied more than 20 such units to diverse industries.

Thermax offers green kitchen solutions with brand 'Oorja'

Through its subsidiary, First Energy Private Limited (FEPL), Thermax now offers commercial kitchens a combination of uniquely designed micro gasification stove and biomass-based pellet fuel.

In 2017, Thermax had completed the acquisition of First Energy, an alternate energy solutions company known for its popular brand 'Oorja'.

Thermax acquired 76% stake in FEPL, an entity instituted in 2009.

Oorja provides a clean energy alternative to LPG (a fossil fuel) – a steam solution that uses pellet fired boilers and vessels.

Oorja also supports process industries by supplying boilers, biomass fuel, heaters and other equipment, helping them in hassle



Offering commercial kitchens a combination of stove and pellet fuel

free operations and reducing carbon emissions.

FEPL is present across India with pellet manufacturing locations in three places and distributors supplying pellets across 25 plus locations. It also has a service network at these locations.

Thermax supplies CCCT to Tata Steel

The Process Cooling division of Thermax bagged a major order by supplying three Closed Circuit Cooling Towers (CCCT) to Tata Steel's Kalinganagar plant in Odisha. The towers installed for the ladle furnace and steel melting shops will help Tata steel achieve 10% of power saving.

Closed circuit cooling towers offer unmatched flexibility, provide evaporative cooling and optimised solutions for various process requirements and climatic conditions, utilising multi-flow configuration.

Implementation of CCCT will eliminate the requirement of various other pumps and cooling towers, and lower the power consumption considerably, while maintaining the water intake.

Thermax's scope of work includes designing, manufacturing, supplying and supervising the plant and equipment for CCCT, for the ladle furnace and steel melting shop (SMS).



The customer conducted a feasibility study based on the technical analysis provided by Thermax, for the soft water circuits in steel melting shop and found it to be more energy efficient than the conventional system in terms of its operating cost.

Thermax wins Rs. 279 crore order for a cogeneration plant

As a part of the customer's drive to reduce energy consumption as well as dependence on grid power, Thermax concluded a repeat order of INR 279 crore from a leading public-sector fertiliser company to set up their captive cogeneration plant at Trombay. The project is for a GTG (Gas Turbine Generator) - cum-HRSG (Heat Recovery Steam Generator) based cogen plant of 50 MW capacity on an EPC basis.

Commenting on the win, Unny says, "The need for reliability of power supply coupled with energy-efficient technologies makes cogeneration a preferred choice for customers, where we have secured multiple orders recently." The scope of supply includes designing, engineering, manufacturing, construction and commissioning of the cogeneration plant within a time span of 24 months.

Expressions



“It has been a year where we have progressed well on our strategy of focusing on select international markets, insulating the company from the cyclicalities of the Indian capital goods sector.

As this issue of *Fireside* normally coincides with our Annual Report and AGM, I'd like to share a snapshot of our company's performance.

In 2017-18, we posted a group revenue of 4,602 crore (Rs. 4,704 crore last year) and a profit after tax of Rs. 231 crore (Rs. 216 crore). Barring a few sectors, private sector spending and investments in capacity building on the domestic front continued to be sluggish during the year. The economy was further impacted by temporary disruptions post-GST implementation and the distress of the Indian banking system grappling with non-performing assets (NPAs).

However, though we began with a lower order booking, business picked up in industries such as cement, metals, chemicals and refineries. Positive momentum in consumption-led sectors, capex investments in refineries to comply with the new Bharat VI norms and the thrust on captive cogeneration for energy efficiency yielded opportunities for Thermax.

All of these culminated in Thermax's consolidated order booking increase by 45.2% to Rs. 6,380 crore (Rs. 4,394 crore). Revenue from international business was higher by 13.2% at Rs. 1,794 crore compared to Rs. 1,585 crore in the previous year.

Though it looks like a promising year ahead, signalling a turnaround after almost a decade-long slump, we should

view the situation with cautious optimism – amidst rising cost of crude oil in the recent past, increase in interest rates and the run-up to the 2019 general elections in India. Moreover, rising protectionism across the world poses a threat for trade, that could limit the potential emanating from a global economic recovery.

It has been a year where we have progressed well on our strategy of focusing on select international markets, insulating the company from the cyclicalities of the Indian capital goods sector. We bagged the highest-ever export order from a major industrial conglomerate in Africa and made inroads in the Gulf Cooperative Council (GCC) region with our first EPC based captive power plant project for a cement company.

With the acquisition in Poland and investment in our new manufacturing facility in Indonesia, we have strategically expanded our product manufacturing footprint and are poised to benefit from growth in the east European and ASEAN markets respectively over time. Our businesses have diversified their sales network into new countries, the latest addition being a sales office in Istanbul. We look forward to understanding these markets in depth and the kind of products and services customers are looking for. With regard to our subsidiaries, the Danstoker group did not do well, predominantly on account of cost overruns as well as a lower top line growth. China on the other hand, has been languishing

for a while and hence since last year, it has been decided that the facility will be used purely as a manufacturing base for our chillers.

On the domestic front, Thermax will be buying out B&W's 49% share in the JV, TBWES and the company will be merged into Thermax. We will receive B&W's technology especially for NOx reduction and have the option of utilising the Shirwal manufacturing facility for our boilers.

Our capacity-building efforts also gathered momentum with the commencement of production at our chemical facility in Dahej as also a state-of-the-art facility at Sri City in Andhra, which will shortly begin production of vapour absorption chillers.

I'd like to thank and congratulate Unny and his team for steering the company through tough times. Our thanks to all our employees at Thermax as also our customers, vendor partners and business associates for their support. Let me also place on record our gratitude to our Board members, who are a continuous source of guidance to us all.



Effective 8th August, Dr. Mashelkar and Anu will be retiring as directors from the Board. Dr. Mashelkar spear-headed the Innovation Council at Thermax and played a pivotal role in setting up our new Dahej chemical plant. I remember that Dr. Mashelkar wasn't agreeing to being on many boards, however,

when Anu invited him on the Thermax Board years ago, he readily agreed. A big thank you to you doc!

As for Anu, what can I say, except heaps of gratitude! After the sudden demise of my father, she took over as Chairperson of Thermax in 1996 and navigated the company through its toughest times with support from our employees, leading to its turnaround. Although she retired as Chairperson in 2004, she has been our guiding light with regard to governance, values, culture and social responsibility at Thermax. While she formally retires from the Board, Anu will always be available to all of us. While all of us will sorely miss their wisdom and timely guidance, I thank them on behalf of Thermax and wish them good health and every happiness in their life ahead.

They have agreed to be featured in the *Up Close* section of *Fireside*.



This year's Technology day celebration at Thermax crossed the 10-year milestone. Hearty congratulations to Dr. Sonde and his team who did a great job in organising the week-long celebration – a series of games and activities that stimulated our people to think out-of-the-box. It was interesting to walk through the technology booths put up by various divisions showcasing their solutions, that help in creating value for our customers. I'd also like to congratulate the winners of this year's 'Dr. N.D. Joshi Innovation Award' and team that lifted the rolling trophy for highlighting product and

process improvements that have significantly made our offerings more competitive.

I believe that innovation is not necessarily creating path-breaking technologies, but providing solutions that address the stated as well as the unstated needs of our stakeholders and society at large.

Applying the same principle to our CSR activities, we felt that it's time to revisit two of our projects - Leadership Institute for Teachers (LIFT) and the Aakar Pune Anganwadi project. We realised that these initiatives were not creating the desired social impact and hence decided to discontinue them. We will invest our time and resources through NGOs, both in our current projects in Pune and also around our manufacturing facilities in Gujarat.

Before signing off from this issue, on behalf of the organisation, I'd like to take this opportunity to bid the editor of *Fireside*, Roshan farewell, as he retires from Thermax after 20 years. Roshan seamlessly took over Corporate Communications from Ahmed and has been the custodian of *Fireside*. We thank him for his commitment and effective continuation of this wonderful legacy. We wish Roshan, his wife Lakshmi and their family the very best.

We would also like to welcome Swastika and her team to take on the mantle of Corporate Communications and take *Fireside* to newer heights.

With warm regards,

Meher

Up Close

“I wish that every employee upholds Thermax’s values not just on paper, but in true spirit.”

As Dr. Raghunath Mashelkar and Anu Aga retire from Thermax Board this August, they share their personal and professional journey, association with Thermax and their message to the employees in a conversation with Swastika Mukherjee.

For over three decades Anu Aga has been integral to Thermax. Heading Thermax’s Human Resources, taking on the mantle of the chairperson following Rohinton Aga’s untimely death, leading the company’s turnaround and setting the stage for its phase of growth; stepping aside to make way for a smooth succession and creating a socially responsible organisation – Anu’s humane leadership and interventions have contributed immensely to the glow of the Thermax brand.

It’s with mixed emotions that *Fireside* bids adieu to Anu Aga as she once again steps down voluntarily, this time as director from the Thermax Board. In this interaction, we have captured some highlights of her experience, which will continue to guide us in sustaining the values of Thermax and take it to newer heights.

Though well known, for the benefit of hundreds of our new employees, we ask Anu how she began her journey. She admits that she wasn’t passionate about business, but destiny and circumstances brought her into the corporate world. “Messages instilled in you during childhood mainly by parents, teachers or even the books you

read are very important in making your script. Though I was better than my two brothers in studies, I was constantly reminded that my main aim in life was to get married and raise a family. Following the script, I happily inherited the household responsibilities from my mother-in-law and settled as a homemaker. From time to time, I was engaged in some form of social work and also learnt transactional analysis,” recalls Anu.

Then came the first major turning point in her life when Mr. Aga suffered a massive cardiac arrest that damaged a large part of his heart and brain to such an extent that he couldn’t read, write or even recognise Anu. “Since my kids were too young and ours was a private limited company, well-wishers suggested that I take interest in the business. That’s when I joined HR under Prasad Kumar who was extremely nurturing and helped me to transition from a housewife to a working woman’s life. He suggested that I attend a programme which helped me gain self-awareness and learn the skills of group work.” Over time, she began enjoying her role as an HR professional.

We ask her about some of her life’s unforgettable experiences.

“Due to Rohinton’s stroke, he had to learn to read and write all over again. He was keen on tying his shoe laces and the physiotherapist advised him to tie a ribbon around his thigh for a month to eventually be able to tie his shoe lace and regain his right-hand grip. That night he was up practicing and by morning, he was able to tie his shoe lace. Doctors had predicted that due to the damage to his heart and brain he would never be himself again. However, Rohinton with his anger and determination mobilised himself and within two years he was back to his normal self, taking CII delegations abroad and authoring a book ‘Changing the Mindset’, which comprised his talks and articles in Fireside. Being a perfectionist and never willing to compromise on high quality standards, he had to work relentlessly.” This incident taught Anu a very important lesson: never give up and continue to have faith in yourself no matter what the experts say.

Soon after she had taken over, the country was going through a prolonged industrial downturn. Thermax, which had by then gone public, went through its worst turmoil. The company posted an operational loss and from Rs. 420, Thermax’ share price plunged to an all-time low of Rs. 35. Convinced that the company needed external help, Anu requested the Board to hire Boston Consulting Group (BCG) to chalk out strategies for the turnaround. “We accepted

most of the ideas given by BCG, but there were a few suggestions which we did not accept. Thanks to the commitment of our employees and destiny being on our side, the company turned around.”

When asked about the key strategies that helped the company turnaround she says, “We had diversified into too many businesses that added to our revenues but eroded our bottom line and took a lot of management time. For example, we were into software before Infosys and Wipro, however managed it like an engineering company in terms of culture and pay scale; we went into wind energy, which was too early for its time. Eventually we exited from most of these and decided to stick to our core areas of energy and environment. Streamlining businesses meant the tough decision of asking people to leave. We had to do it as the company’s survival was at stake.”

The entire Board had to be re-constituted. The old Board had nine executive Board members and four independent directors. In the past, Mr. Aga would invite senior executives to be Board members for their contribution; however, when Thermax’s performance started deteriorating, it was difficult for the executive Board members to objectively evaluate their own performance. “These executives had given their lives for the company and when asked to step down, they graciously accepted



“Strong ethical practices have seeped into our culture, but we cannot say the same for diversity.”

the decision and continued with the organisation.” The family had to decide whether to be on the Board or continue as executives. It was a tough decision for Meher and Pheroz, who were used to an executive role as well as being directors on the Board; but they decided to be non-executive directors.

Anu also highlighted that the company had to revive its appetite for innovation. Some early setbacks created a mindset of discouraging anything that may not work. “We realised that innovation comes along with mistakes. We also learnt that innovation requires a lot of discipline and should not be misconstrued as jugaad. We need to prove our worth, using our imagination, creativity and skills to develop technologically superior products and services that are constantly value adding for our customers. I must compliment Unny and his team for growing the company, while not compromising on our ethical standards.”

When asked about what concerns she has for Thermax, she pointed out that the company should never shy away from demanding the best from our employees. “Every human being would like to do well and by being lenient and not giving the right rating which may mean ‘did not meet expectations’, we are being unfair to the employee and not investing in them. She also felt Thermax is still very people-dependent and although our systems and processes have

improved, we have a long way to go. There is a misguided fear that if we get system-driven, we will give up our human touch.”

“Strong ethical practices have seeped into our culture; but we cannot say the same for diversity.” She points out that we don’t have enough women in Thermax and that we can change the situation if we are determined to make it happen. “We don’t hire adequate numbers of different communities or differently abled people. We are very engineering-biased and therefore cognitive diversity is missing - there are areas where we might do better with non-engineers. Thermax can grow to its full potential if we work as a united team and not be limited by our divisional and departmental silos; if we are truly innovative and customer centric.”

Anu is very fond and proud of her company and is grateful to the Board and every employee – all of whom have given their full support, commitment and affection. Her wish is that every employee upholds the Thermax values not just on paper, but in true spirit. She publicly would like to acknowledge that without the continuous and steadfast support as well as affection from Meher and Pheroz, she doubts if she could have managed her life.

Anu would like to see an expansion of Thermax’s CSR initiatives. “Today we have our factories at many locations and we cannot be only Pune-centric. So, we want to do

something for the communities from where our employees come.” She would measure success of CSR not only by the amount we spend, but also the voluntary involvement of our employees in large numbers.

She also believes that business houses often focus only on turnover and profits while assuming that whatever happens in the environment is not their business, but that of NGOs, activists and the government. “If we corporates come together and raise our collective voices, we can make a significant difference”, says Anu when citing the success of the ‘Save Pune’ movement, which compelled the authorities to revoke some decisions and stall a few others.

What about the next phase of her life? “I will continue spending time with my family and friends; be involved with the social sector, especially Akanksha and Teach for India. I love to travel and enjoy Mahabaleshwar and my London apartment. My husband and I always had a soft corner for both these places. I also have to create time for completing my autobiography, which I have promised my daughter... for now, this should keep me busy and out of mischief!”



“Thermax is a unique company, which does both CSR 1.0 and CSR 2.0.”



“Curiosity is fundamental as it leads to creativity and creativity triggers innovation. The quality of life we have today is an outcome of centuries of research and innovation.”

Thirty nine honorary doctorates and numerous international awards & honours are only glimpses of his extraordinary contribution to the field of science and engineering. As he retires from the Board of Thermax this August, *Fireside* had the privilege of a tête-à-tête with Dr. Raghunath Mashelkar on a Sunday morning, as he returned from an eventful week and was heading for another one.

The story behind the making of Dr. Mashelkar is an inspiration to many. Having lost his father at a very young age, his poor widowed mother could not afford notebooks or shoes, and he spent many nights studying under street lights, while he walked barefoot to a municipal school. Despite ranking 11th in the Maharashtra State Board (SSC) Exam, he was planning to give up studies to support his mother, when the Tata scholarship helped him pursue further education. “I never imagined that someday Ratan Tata and I will sign in the same book one after the other, as Foreign Fellows of the prestigious American Academy of Arts & Science”, he says. He left attractive academic positions and returned to India on a special invitation from the then

Prime Minister, Mrs. Indira Gandhi as a part of the move to reverse our country’s brain drain. He joined the National Chemical Laboratory and the rest is history. His significant contributions to globally competitive technologies, particularly his breakthrough research on polymers won him accolades of the highest order. Some of his latest achievements include his becoming the first person from India to be elected to the US National Academy of Inventors and an invitation as a jury for the Queen Elizabeth prize, a Nobel prize equivalent in engineering.

When we asked him about the secret for excellence in R&D, he says, “Curiosity is fundamental as it leads to creativity and creativity triggers innovation. The quality of life we have today is an outcome of centuries of research and innovation.” He explained further by giving the example of his pathbreaking work in developing stimuli-responsive polymers, which paved the way for specialised applications, for example intelligent drug delivery systems. This research won him the *Fellowship of the Royal Society*, where he received the honour of signing a book bearing signatures of the

world's greatest scientists, including Sir Isaac Newton.

So, what stimulated the scientist in Dr. Mashelkar? "Once while demonstrating the experiment of focussing sunlight through a convex lens on a piece of paper till it burns, my science teacher Principal Bhavé turned to me and said that if you focus, you can achieve anything in life. This experiment opened my mind to the power of science and the power of focused efforts."

Speaking of his association with Thermax, he fondly remarks, "It was love at first sight; my life would not have been complete without Thermax. I first met Rohinton and Anu Aga in the mid-eighties and instantly struck a chord with them. I admire the way Anu steered the turnaround journey of Thermax. When she and Meher offered me the role of a director, I had no second thoughts and came onboard in 2008." Being associated as an independent director with over a dozen reputed companies, he considers Thermax as one of the most exceptional Boards, where meetings are like family gatherings!

"I knew Thermax for its three Es – *Engineering, Energy and Environment*. However, after joining the company, I discovered the additional Es, which created the foundation for them – *Excellence* in behaviour and governance; *Ethics* that has always triumphed over the lure of profits and *Empathy* for the

deprived sections of society. In fact, to me, the 'T' in Thermax stands for Trust."

At Thermax, Dr. Mashelkar brought together some of the great minds in India and chaired the 'Innovation Council' to make innovation the Thermax way of life. He helped the Chemical division in developing speciality polymers with reduced costs and superior performance, deriving more from less. He explains, "I term the traditional model of *doing well and doing good* as CSR 1.0, where a part of the surplus wealth from corporates goes back to people. However, the need of the hour is the next step i.e. CSR 2.0 which is *doing well by doing good*, where companies engage in the business that benefits society at large. Thermax is a unique company, which does both CSR 1.0 and CSR 2.0."

He is a strong proponent of 'Affordable Excellence'. Inspired by his mother's compassion he constituted the 'Anjani Mashelkar Inclusive Innovation Award,' after her demise which recognises inventions that are of high quality and at the same time affordable like an ECG scan for five rupees or breast cancer screening for a dollar.

"Unlike instant coffee, there is no instant success", says Dr. Mashelkar. "Even today I work 24 x 7 which barely leaves me with time for leisure, except for listening to classical music before going to

bed. I do not consider myself as a cricket fan but a fanatic and love reading biographies". His family comprises his wife Vaishali, who is an artist and three children Shruti, Shubhra and Amey.

On a concluding note, he conveys his message to Thermax saying, "As Thermax is on the path of a turnaround, innovation will be the key to take it to the next level of exponential growth and recreate the magic of 2011, when they hit the billion dollar mark with a 50% plus growth. Thermax has led the energy behaviour of the nation in the past, from oil & coal to biomass and can do so for the future with technologies like fuel cells, where Dr. Sonde and his team have made great inroads. All that is needed is trust and investment in innovation, bold decisions and the belief that 'yes, we can'. Speaking of his bond with Thermax he says, "You can take Mashelkar out of Thermax, but not Thermax out of Mashelkar. We are inseparable."



Round up

Biomass fired boiler supplied by B&H to Thailand

Thermax's B&H business has consolidated its presence in the South East Asian market with 140 units supplied to region's sugar industry. Recently, it commissioned 2 x 200 TPH high-pressure boilers at the Thai sugar major, Korach Industry Company Limited. The boilers are the highest capacity units

that Thermax has supplied in Thailand. The scope of contract comprised design, engineering, manufacturing, commissioning and supervision of construction done by a Thai contractor.

The single drum top-supported travelling grate boilers use bagasse and wood chips as fuel. Along with auxiliaries, they

are installed at Korach's 65 MW cogeneration plant located at Nakornsawan Province, Thailand, generating steam for the sugar mills and captive power for the entire complex. Excess electricity produced will be sold to the national grid (EGAT) under a power purchase agreement.



Largest boiler installation in Thailand

International seminar highlights Thermax's CFBC boilers

Key customers of Thermax appreciated the superior performance of the company's boilers at the third international seminar on Circulating Fluidised Bed Combustion (CFBC) Technology in February 2018.

Organised by Indian Power Management Academy (IPMA), the seminar brought together technology experts and industry leaders. With norms for greenhouse gas emissions getting stringent, CFBC boilers with their

adaptability for co-combustion of coal and biomass are emerging as the preferred option for sustainable power generation.

Kirit Brahmabhatt, Head – Centre of Excellence Technology (Power & Utilities) from Reliance (RIL) presented a paper outlining their experience of setting up and operating thermal power plants at Hazira and Dahej in Gujarat. He highlighted Thermax's CFBC boilers and congratulated the team for its execution capabilities. Thermax has designed,

manufactured and commissioned nine CFBC high-pressure boilers of 500 TPH each for RIL.

Holiram Chinni, VP, O&M at Meenakshi Energy Limited presented a case study of coal-fired CFBC boiler in utility power generation. The case study focused on 2 x 495 TPH re-heat CFBC boilers supplied by Thermax generating 300 MW of reliable power for an independent power producer (IPP) in Nellore.



Ravinder Advani (centre) with guest speakers from various academies/industries.

Developing business skills through interactive and experiential sessions

Festvati **reporting**

The week-long Learning Fest provided a vibrant platform to develop business skills using fun and impactful learning experiences.

The theme for the second year of the fest was 'Incremental Innovation'.

Through interactive and experiential sessions such as story-telling, illustrations, movie-making and gaming, employees gained insights into customer conversations, macro-economic trends, project management and



product & process improvements. This year's fest also had booth games like chess, darts, mini-golf, snakes & ladders, among others. The event's own mascot, 'Festvati' promoted a four-day online quiz

that saw participation from over 450 employees.

The event concluded with an insightful session by the renowned economist, Dr. Ajit Ranade on the topic 'Geopolitical trends and its impact on the Indian manufacturing sector.'

#breakupwithplastic



Reiterating the importance of sustainability

This year's World Environment Day celebrations on 5th of June 2018 saw a phenomenal participation from the regional work centres of Thermax. Centered on the theme of environment and sustainable

development, employees took part in several stimulating activities – planting saplings, slogan and quiz contests.

In another initiative, taking forward this year's global theme of 'Beat Plastic Pollution', employees

posted selfies on social media highlighting the use of suitable alternatives to plastic. With the hashtag #breakupwithplastic, they focused on the sustainability concept of 'refuse and reuse.'



PHOTONEWS

Thermax receives the CNBC Awaaz CEO Award

Thermax was honoured with the 'Outstanding Engineering Solution Provider' award for its inspiring journey, credentials in innovation and path-breaking contribution to the engineering sector at the CNBC Awaaz CEO Awards. A glimpse of Unny receiving the award from the Chief Minister of Chattisgarh, Dr. Raman Singh at the ceremony held in Raipur.



Trikona Trail Walk

Fitness-cum-fun walk

The Enviro and WWS teams jointly decided to break away from the daily routine of office. So, on a weekday of 1st June, 2018, a total of 114 employees turned up for the

fitness-cum-fun hike to Trikona Fort, near Pawna Dam.

The cool breeze and the walk through a picturesque hiking trail was a refreshing change from the office environment and helped

the team members bond naturally. "Everyone loved it, and we are planning to go on more such walks," says Harshada Gaikwad.

Weaving the 'Honeycomb'



*Core team
of Project
Honeycomb*

An initiative codenamed Project Honeycomb has comprehensively mapped the technical skills of Thermax employees across functions – proposals, detailed engineering, supply chain management, manufacturing, construction, project management, commissioning, operation & maintenance, service, quality and commercial. The objective of this five-month long initiative that commenced on October 1, 2017 was to develop

technical competency within the organisation.

As a result of the exercise, 243 roles have been identified and mapped to 92 competencies and 222 technical skills. This has set a base for planned career progression.

The project comprised a 117-member team, including HR associates and cluster owners, who were made accountable for each function. Subject Matter Experts (SMEs) from all business verticals

significantly contributed to the project.

At the end, the core team created a Technical Competency dictionary and a Learning Architecture book. These form the foundation for moving on to a 'skill based organisation culture.' A digital learning platform and several HR processes are integral to this initiative.



*Regional team at the customer
outreach programme*

In Touch with South

Thermax organised an insightful evening for its customers from the southern region as part of *In Touch*, the customer outreach programme that started in 2010. Held in Tirupur in March, the session saw 135 customers joining in from Tirupur

and Coimbatore to learn about the company's products, services, and technological innovations.

As most customers represented the textile and rice industries, Thermax customised its offerings from heating, cooling, chemicals, water & wastewater

areas to address their specific requirements.

The session organised by the regional team has become a useful platform for customers to share their expectations, future requirements and feedback on Thermax's services.



Sandeep Kokare
with his team

Thermax Material Testing Lab gets NABL Accreditation

The Material Testing Laboratory of Heating business, C&H division was successfully certified by the National Accreditation Board for Testing and Calibration Laboratories (NABL).

The accreditation is important as Government sector tenders specify NABL accreditation as a prime requirement and many of Thermax's customers' prefer

NABL accredited labs to carry out mechanical and metallurgical tests. The latest Indian Boiler Regulations (IBR) mandate also stipulates that projects such as condition assessment (CA) and residual life assessment (RLA), should comply with the requirement of an in-house NABL accredited testing laboratory.

Sandeep Kokare, who currently heads the lab and the

accreditation project says that the certification "would mainly benefit divisions like B&H, C&H, power and their service businesses and also help in saving time and money, given the reduction in need for testing materials at outside labs which are NABL accredited."

The project was completed under the guidance of Rangnath Joshi.



Aden Mall, Yemen; inset: chiller at NAD Foods

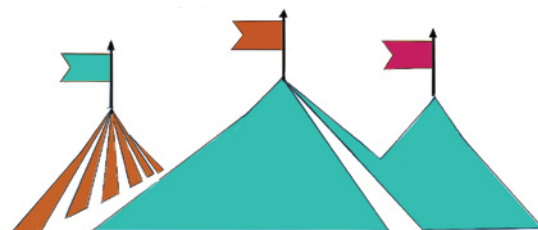
Chillers at Yemen

The Cooling division of Thermax recently commissioned a multi-energy driven chiller of 700 TR capacity at Aden Mall, Yemen. The chiller runs on jacket hot water and steam generated from the exhaust of a 2.5 MW diesel engine, with backup diesel firing.

Cold water from the chiller is used for air conditioning the mall, one of the most popular destinations in the city of Aden. The mall situated 10 kms from Aden airport was partially destroyed during the war and is undergoing re-construction. This is the second order bagged

by Thermax in Yemen, the first a 300 TR chiller for NAD Foods, a supplier of milk, food products and fruit juice. Here, chilled water from the single effect hot water driven chiller is used for process cooling during the production cycle.

News from Trade Fairs



ICCI 2018, Istanbul

Cooling, B&H, Power and Solar businesses of Thermax presented their expertise and solutions at the Energy and Environment Fair and Conference (ICCI) 2018 organised at Istanbul by Power-Gen in May. The three-day event saw participation from 130 companies across the world and visitors from all parts of Turkey, Iran and Libya. Thermax's brochures in Turkish enabled better customer-connect.



Boilex Asia, Bangkok

At Boilex Asia 2018 hosted in June at Bangkok, Thermax exhibited its cooling & heating systems along with water & wastewater products to visitors from across South East Asia. The team also presented a technical paper on its latest combustion technologies in process heating boilers.

Rice & Pulses Tech Expo, Assam

In April 2018, Thermax participated in this event focused on the rice and food grains markets of Assam. At Guwahati's Maniram Dewan Trade Centre, Heating, Water and the service divisions of Thermax showcased their products and offerings such as Combipac, Huskpac, Com-bloc, Effluent Treatment Plant (ETP) and accessories.

Limelight



Pramod

Pramod gains post graduate Diploma

Pramod Sarvagod, completed his two-year post graduate diploma in Operations Management with distinction. The course from Prin. L. N. Welingkar Institute, Mumbai, was a hybrid learning course, which was a mix of online and distance learning.

Pramod works with WWS and has been with Thermax for over 11 years.

Pramod likes to play cricket in his spare time and used to represent athletics at district level by running relay races of 100, 200 and 400 metres.

Siddhesh completes online courses from NPTEL

Siddhesh Inamdar, recently completed two online courses from NPTEL (National Programme for Technology Enhanced Learning). NPTEL is an initiative by the seven Indian Institutes of Technology and the Indian Institute of Science for creating online courses.

Siddhesh, an employee with WWS scored 90% in course one, for which he received an elite class distinction; a gold medal and 82% with an elite class distinction in course two.

Siddhesh's personal favourites are sketching, playing the guitar and writing travel blogs.



Siddhesh



Bakhtawar

Bakhtawar Battiwalla elected Hon. Treasurer of IASAP

Bakhtawar Battiwalla was recently elected as the Hon. Treasurer of the Indian Association of Secretaries and Administrative Professionals (IASAP). IASAP is a non-profit organisation that promotes professional excellence of the secretarial and administrative cadre. It operates across six Indian cities including Mumbai and Pune. Bakhtawar, who has been with Thermax administration for the past 20 years, was judged by IASAP as the Best Administrative Professional from the Pune Region in 2010.

Krishna, a certified PMP professional

Krishna Manda, recently completed his Project Management Professional (PMP) certification exam in February 2018, from Project Management Institute (PMI), USA. Krishna is also a certified Energy Auditor.

Krishna has been with Power SPP division since 2011. Krishna enjoys playing chess and solving Rubik's cube.



Krishna



The scammers gaming India's overcrowded market

In aspirational India where young people with no prospects try to close the gap between illusion and reality, the lines between money and morality get blurred and many end up as victims of scams or as operators of rackets. An extract from Snigdha Poonam's breakthrough book of reportage, Dreamers.

In mid-2017, a few months after I had moved to Delhi to work for a national newspaper, I began to browse job websites. Every other day, an Indian news report underlines the gap between jobs and jobseekers. In 2016, in one municipality, 19,000 people applied for 114 jobs; among those competing to be a street sweeper were thousands of college graduates, some with engineering and MBA degrees.

Faced with this lack of opportunity, many turn to rioting. Within months of returning to full-time reporting, I had covered two large urban youth revolts, in which entire cities had been shut down as people demanded quotas in education and jobs – today, young people from agricultural castes want to work in offices and not farms. I wondered what other options were open to them.

Then, while scanning job websites one day, I saw the ads: a mix of keywords that seemed designed for the ambitious young jobseeker: “International BPO. Zero years’ experience. 40% english required. One-day training. Fast career growth – a life is what you make.” In 2017, a call-centre job at a BPO (a business process outsourcing company) doesn’t have the appeal it did a decade or so ago. The industry has lost value over the

years because of poor oversight, and competing markets including the Philippines and US prisons. But it's still a job.

At the bottom of such job adverts is the name and number of an "HR", a middleman between a jobseeker and a placement agency. One day, a colleague and I called one of them. The middleman wasn't interested in knowing anything about us – he simply told us to expect a text message after the call, and to follow the instructions. The text invited us to an interview at a recruitment office in west Delhi, where we were supposed to hand over the code at the bottom of the message.

The next morning, we went to the address, which was in a business centre in an unfashionable part of the city. Our interviewer – a woman wearing a sequinned green kurta, dark brown lipstick and brightly painted nails – told us to introduce ourselves, and we obliged in our best "40% English". I was a high-school graduate from Uttar Pradesh for the day, and my colleague was posing as an equally qualified cousin.

The interviewer asked us how much success mattered to us. We

said our lives depended on it. She said we weren't ideal candidates – she was not satisfied with either our English or our confidence – but she was going to offer us jobs anyway.

Using the back of one of our fake resumé's, she wrote down a jumble of words that followed up on the promise of the ad: "International exposure, night shift, 20,000 rupees [£ 232] salary, 30% increment every three months." She even gave us a slip of paper confirming our employment: "We are pleased to inform you that you are hereby selected for CCE (Customer Care Executive) in the BPO department of our organisation." The slip did not state the name of the organisation.

When can we join the company, we asked. Next week, she said. But before that, we would have to go to another part of town for our one-day training – details to follow in another text – and before we left the room, we had to give her 500 rupees each for coming this far along.



The text message came in as promised, and directed us to an even more obscure address in

south-east Delhi for the "training". When we arrived, we queued up and paid 1,000 rupees to enter the classroom. We sat down and were asked to introduce ourselves by our trainer, a young man in a snug T-shirt, loose jeans and spiked hair. He then pointed out numerous flaws in our speech and confidence. He gave us a formula for the perfect introduction ("your name, where you are from, where you live, your education, your experience, and your hobbies") and the best way to end it: "Thank you. That's all about me."

Spoken English is key to a call-centre job, he reminded us. He said there was no word in English he couldn't pronounce: "Zoo, Alpha, Nancy, pleasure, treasure, vision." When he had finished showing off, he told us all about his personal journey, from a village in Bihar to a call-centre in Gurugram, a technology hub just outside Delhi. "It doesn't matter where you are from if you have a plan," he said. Someone in the class asked him what his plan was. "I work for money," he said. "Career should follow money."

Later, I would remember one of the first things he had said after entering the class. "How many

“The way to scam Indians is to promise them jobs – the fulfilment of their most cherished dream.”

of you know the meaning of ‘manipulate’? Have you ever taken someone for a ride?” By the time he was done, most people in the class looked baffled by how little they had learned about their jobs in spite of paying handsomely for the training. All they wanted was to start the jobs they had been promised. But we were then led to another floor, divided into groups and sent for a fresh round of interviews.

This time we faced actual representatives of companies interested in hiring us. When it was my turn, I told my interviewer that I had already been hired by her company. She said she would still like to be sure of something. “Sell me this phone,” she said, pointing at the mobile phone in my hand. I did my best to expound on its battery life and camera. After challenging my colleague to the same task, she said we should wait for a call from the company.

Many jobseekers leave their training with appointment letters asking them to report to work the next week. These letters never

mention the name or address of the company. Everyone is told to expect another text message with further details. One young man we met that day, Pradeep Saluja, left the building thinking that he was about to start working in customer service for Amazon, as the job ad had promised.

When I called him a month later, Saluja told me that the job had in fact turned out to be in a small office with a strange name, in Gurugram. He was given a script to memorise and asked to get on the phone, along with 50 other “executives” of a similar age.

The job was easy, he said. All he had to do was call people in the US from a list, introduce himself as Charles, and tell them they were under federal investigation for tax evasion. One out of 10 people would freak out, he said. At the first hint of panic in their voice, Saluja told them he was going to transfer the call to a different department, where one of his seniors would help them pay their taxes through an online money transfer.

Saluja didn’t like the company’s work culture: the hours were long and the targets unrealistic. He quit the company after three weeks and went back home.

So you were working for a call-centre scam, I suggested to him. “You could say that,” he said. He told me it wasn’t a terrible gig for someone truly in need of a job. He asked me if I had got one yet. I said I hadn’t. Within five minutes of ending the call, I got a message from him with the number of the company’s HR.



Six months before I met Saluja, the police raided a seven-storey call centre in Mumbai and arrested hundreds of youngsters for posing as officers of the US tax office and cheating people out of hundreds of millions of dollars.

Two months before the raid, two employees of the call centre had contacted the Federal Trade Commission in Washington to tip them off. I spoke to one of the whistleblowers, 19-year-old Pawan

Poojary, on the phone. He hadn't always hated his job, he told me. He had joined the company knowing he would be a scammer. He was a college dropout looking for a way to make "lots of money". One day he got a call from an HR who had seen his resume on a jobs website and thought he was perfect for a job.

After Poojary came in for an interview, the company appointed him as a "closer", the person to whom an "opener" such as Saluja passes on a call after the introduction. The salary was 15,000 rupees (£175) a month, plus incentives. "Whatever I made in dollars in one call, I would be paid twice the amount in rupees," Poojary told me. In other words, he kept less than 1/30 of the take. He says he was asked to come for training the next day.

The trainer started by asking the 10 new recruits if they had heard of the IRS. He spelled it out for them. Everyone shook their head. "Then he explained that we were going to call Americans [pretending to be] the IRS,"

Poojary told me. "The moment he said this, I knew something was wrong. I asked him: 'Is it a scam?' He said it was, and told us that if anyone had a problem, they could leave. Only two people left." The remaining eight were given a six-page script.

It went like this: "My name is Paul Edward and I am with the department of legal affairs, with United States Treasury department. My badge ID is IRD7613. We called to inform you about a legal case filed under your name by Internal Revenue Service under which you are listed as a Primary Suspect."

Poojary read it out to me in his best American accent, which he had perfected by the end of his first week. He insisted that I play along as the unwitting American. No matter what I said, Poojary had a readymade response from a list of "rebuttals" in the script, including the line that settled the matter once and for all: "The police department, along with our IRS investigation officer, will be at your doorstep within 30 minutes."

"Many people started crying on the phone," Poojary told me. When that happened, he would ask them to drive out to their nearest department store and buy an Apple gift card worth hundreds of dollars. He would then transfer the call to a senior who collected the code on the back of the card.

Poojary loved it. "I was having so much fun," he told me. And he was good at it: in just two months, he "earned" \$ 24,000 for the company. He was thrilled at his ability to scam Americans, who, according to his friends and colleagues, considered themselves superior to the rest of the world.

But by the end of the same week, he decided he couldn't do it any more. "I was on the phone with an American lady from California or Texas. I told her the script. She started crying. She said she had no money, that she was about to go to a food bank to get her son something to eat. I felt miserable. I was like: 'How would I feel if someone did this to my mother?'" Poojary put her on hold and told

“For thousands who end up at scam call centres in cities across India, impersonating tax officers, loan agents, or Apple executives, the job provides the thrill of cracking the code of American emotions.”

his supervisor he couldn't go through with that call. “It didn't matter to him. He took the call over from me and carried on.”



For thousands who end up at scam call centres in cities across India, impersonating tax officers, loan agents, Apple executives or cut-rate Viagra manufacturers, the job provides the thrill of cracking the code of American emotions. It is often these young Indians' first experience of dealing with foreigners – scam call centres prefer to hire outsiders who are new to the big city – and their success depends on how well they understand the weakness of the people on the other side.

These are just some of the broad range of insights I have heard from current and former scammers:

“In the US they don't like to fix anything by themselves. If they have any issue, they will call customer care. This dependence is their main problem.”

“In America, they are very

particular about their privacy, their security, their individuality.”

This sociological wisdom powers a large chunk of the economy in satellite cities such as Noida and Gurugram, where entire districts are dedicated to call-centre scams.

“The best part about these places,” said Vikas Tanwar, an ex-scammer, “is that you can easily get a job.” In what other place, he asked, would someone like him – just another jobseeker with a bachelor's degree from a small-town college – receive a call from a company telling him that he perfectly matches their requirements? Some young Indians shuttle between con jobs for years, telling themselves they will quit after just one more month's salary.

It's often just a matter of time before the new recruits forget their life goals and start to thrill in their ability to pull off a scam. And before they even know it, their ideas of right and wrong become blurry. “Whether it's fraud or not depends on perspective,” said one young man who has spent

five years conjuring up viruses on healthy computers. There's one particularly popular justification scammers give themselves when torn between money and morality: as young men with no prospects, they are the biggest victims – and the whole world is a big scam.



Four months after we walked into the placement agency, my colleague and I had still not heard from the company we had interviewed for. One day we searched for its name online. It did have a website. There was also a list of the company's clients, but none of those names returned any useful search results.

We decided to turn up at the address and claim our right to a job, for which we had already paid 1,500 rupees each. At the reception, a small space with lockers, a saggy black sofa and anti-drugs posters on the walls, we informed a security manager that we needed to see someone in the HR department. We were handed application forms and asked to

“In what other place would another jobseeker with a bachelor’s degree from a small-town college receive a call from a company telling him that he perfectly matches their requirements?”

wait to be called for interview.

I was called in first. A woman behind a table was looking at my CV and circling entries with a pen. I told her that I had an appointment letter from a placement agency confirming this job. She said it meant nothing. “Can you sell me this phone?” she said, tossing her own on the table. I repeated my past performance, word for word. After my colleague was put through the same drill, we were told to leave the building and wait to hear from the company.

By this time, I had been interviewed for this job four times, and was intrigued to discover what I would be selling, if I ever got in. One day I found the online profile of someone who mentioned the company’s name as a previous employer. I sent her a message on Facebook, and she replied to say that she was glad someone saw the mention. “I wanted people to know what the company is all about,” she said.

Sona Kapoor, 23, came to Delhi from Uttar Pradesh in 2016 and joined the first company that

offered her a job. It seemed like a regular call-centre job until, at the end of her training on the first day of work, she was handed a script. For two months, Kapoor called nearly 50 people from a list every day – Indians and Indian migrants to the Gulf countries – always opening with the same line: “Do you want a job or a job change?”

If they said yes, she directed them to a jobs website and told them to register their profiles, at a cost of 4,000 rupees. Then she transferred the call to a closer, who would offer a suite of career-boosting services – designer resume, social media profile builder, live interview preparation etc – crafted to close any remaining gap between them and their dream job.

“No one ever got any job. Nothing was what it seemed to be. Everything was a lie,” said Kapoor, who learned the truth about her job within a week. “If clients called back threatening to file a police complaint, the company refunded the fee, but we got only four such calls every day.” I asked her why

she participated in the scam while fully aware of what she was doing. “You think because the people who run these call centres are making so much money every day, you might as well make some of it while you are here,” said Kapoor.

The way to scam Indians at such a scale, apparently, is to promise them jobs – the fulfilment of their most cherished dream. At least some of those responding to ads promising mass openings and unlimited incentives will end up landing a job – even if that job is just to scam other jobseekers.

*Adapted from the Guardian
extract of the book, Dreamers:
How Young Indians Are
Changing the World
by Snigdha Poonam*



At Home and the World

When it is time to say goodbye after 33 years of communication work for companies (20 for Thermax), there's the formal job of handing over files and documents. Beyond that, there is the expected and essential transfer of knowledge: the understanding that resides not in files and folders, but in the minds and hearts of practitioners of a discipline. Happily, the remarkable editorial freedom that communication professionals enjoy within Thermax enables such a transfer.

So, what do I tell the new team of Swastika and Chitra and Akansha?

Should I borrow the words of Bernard Shaw to say that this job was a sort of splendid torch that I wanted to burn as brightly as possible before handing it on to future generations? I am no Shaw and here that would sound pompous.

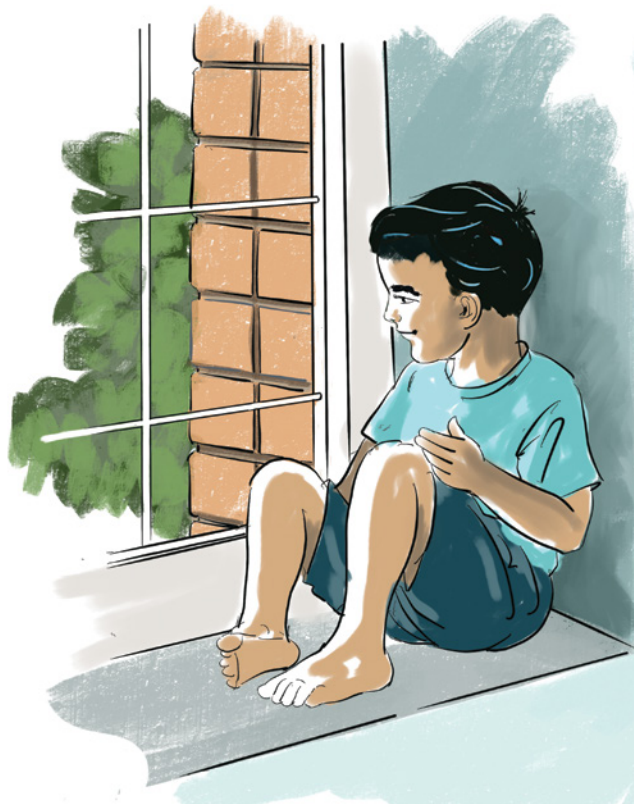
Should it be the Soviet era joke about succession – the one about those two envelopes that Stalin left behind for his successor Khrushchev, asking him to open the first when the first real threat to his chair emerges, and the second one only in a truly hopeless situation? Years later, on opening the first envelope, Khrushchev read, 'Blame everything on Stalin.' Much later, when he felt his time was up, he opened Stalin's second life-saver. Again, just one line: 'Prepare two envelopes.' No,

Thermax is a far better workplace to merit such a cynical approach.

Or, should I adopt some TED talker's line about feeling humbled to leave behind for the amazingly talented new generation, those (equally incredible) insights? That won't do. Too phoney for my taste.

There's no standard way of extracting some sense from that amorphous ragbag called experience. So, let me potter around my unkempt garden and gather a sheaf of remembrances. Or, lessons, if that suits the occasion.

Here's one I learned from Ahmed, my predecessor. He used to say that communication should be contemplative action and, by way of illustrating the idea, he brought in the example of the archers of our North East. A trained archer would walk around the target, pause and take aim, change his stance, walk a few steps to another spot, view the target from another angle. This would go on, sometimes for a boringly long time. Then, with a new purpose, the archer will stride to one spot, take aim, point the arrow and release the bow. Hits the bull's eye.



Yes, jumping into activity is all too easy, and especially so with communication which often can give the illusion of action. Like Chaplin running up the escalator... Instead, it would work better if we bring in a little thoughtfulness, ask for more – more of information, photographs, perspectives, a better brief, more of everything – and wait for ideas to mature. Now that the Alfonso season is over, many of us will again remember the difference between the disappointing taste of mangos hastily brought to the market for quick bucks, and the glorious ripeness that comes from sunlight and the quiet days of waiting.

Let me bring in another visual: of a child sitting at a window or on a wall, looking at the world, one leg inside and the other dangling outside. That image of being, at the same time, at home and the world outside – if only organisational communication can achieve that harmony while engaging with employees and the outside world. Now, websites can be accessed by anyone, employees or external public. Still, the challenge of crafting communication for different audiences remain. Much before digital communication dissolved boundaries between inside and outside, *Fireside* had attempted such a composite conversation by reaching out to both employees and the external public, in one go. Not many house magazines do that. This approach was not limited only to *Fireside* and it has had two consequences inside Thermax: one, barring some rare instance, Thermax employees get to hear about their company first from

internal news platforms and not from the mass media. Secondly, the thought that a wider public will be reading the housemag, influences the choice and presentation of editorial material. Though we may not have succeeded every time, there is always a sense of care, a touch of finesse that this publication has aspired to.

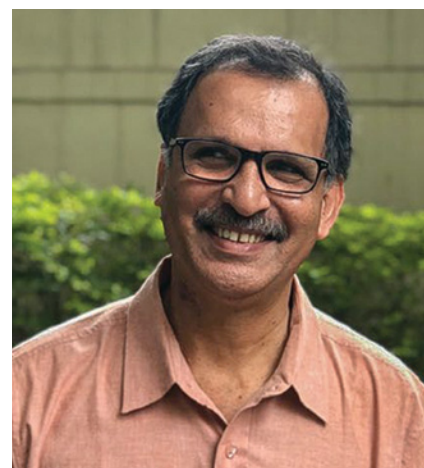
Today, digital platforms and the social media have extended the communicators' horizons. Their versatility in integrating text and video, quick access and their phenomenal reach make them exciting tools. But as with traditional forms of communication from an earlier time, they too demand the same attention to detail and fact checks. More so, especially when speed, so integral to the digital world, can also derail the best of intentions. The old sentinels of journalism – what, when, where, who, how – are still essential when we put together a story or a communique, be it on Thermax website or Twitter, *Fireside* or Facebook.

We must be clear-eyed about what new technologies can accomplish. Let me share this anecdote attributed to Jean Cocteau, the poet and filmmaker, as he made the crucial distinction between the medium and the message. When Cocteau in the 1950s was told that there is no future for films unless they are made for the wide screen technology of cinemascope, he remarked that next time when he writes a poem, he will ask for a bigger sheet of paper.

Finally, there is language. Though

there is a surfeit of visuals in today's world and smart phones have reduced conversations to emojis and memes, language will prevail. Even if the whole world is burning down or if astronomers discover nine more earths, and even if the cameras are live streaming these epochal events, we will still need words to tell ourselves what's happening and why they happened.

At Thermax, we are fortunate to have the legacy of Rohinton Aga, one of those rare business leaders who could use plain English eloquently to explain, to express and to communicate. Read his articles and you will see that he used language not to fog or to confuse, but to clarify and to make things meaningful. This legacy of clear communication should continue across media, across platforms to position Thermax as a warm and living entity.



– A.M. Roshan

(roshan.reach@gmail.com)

Slice of Life

A case of having the cake and eating it too



This advertisement landed the anti-piracy group, The Business Software Alliance (BSA), in an embarrassing situation. The image of the pot of gold used in the anti-piracy ad was allegedly stolen. That image was actually a picture of a delicious St. Patrick's Day cake baked by one of the users at Cakecentral, an online community site for cake professionals.

When this was pointed out to the BSA, they declined to comment, but immediately pulled down the photo. It remains to be seen if the person who posted the picture of the cake asks for both licensing fee and for unauthorised use.

Source: www.petapixel.com

Entries for comic fiction award fail to amuse judges

The Bollinger Everyman Wodehouse prize for comic fiction, which has been running since 2000, goes to the novel deemed to best capture the comic spirit of the late PG Wodehouse. The prize's winner is usually presented with a case of champagne and a rare breed pig named after their winning novel at the annual Hay literary festival.

None of the 62 novels submitted for the 2018 award generated 'unanimous laughter' among the jury. Instead they managed to provoke only "wry smiles." So, the judges decided to withhold the prize this year "to maintain the extremely high standards that the prize represents."

Source : BBC News

And this image of ballerinas at Bolshoi Theatre, just before a performance, watching the Russia-Spain match



COOL SUMMER FUN

As it happens every year, children from Thermax families were in for some thrill and adventure, this time too, at the Bhathena summer camp. A mix of indoor activities and outdoor excursions opened new horizons for them and created memories and stories to last a lifetime.

There were the regular art & craft workshops with exciting storytelling, drama and painting sessions. A science workshop was curated for the curious minds and aspiring astronauts were transported to Panchgani for a space adventure camp, which included activities such as star gazing using telescopes, among others.

Older children had a closer look at wildlife at Panna National Park, while the younger lot experienced a day outing at Girivan campsite. Delhi and Savli work centres also actively participated along with Pune.



10th Technology Day Celebrations

On the 11th of May 2018, Thermax celebrated a decade of Technology Day with great participation and engagement from across the company. There was a week-long run up to this year's Technology Day, with various competitions and innovative games that challenged the employees to think out-of-the-box.

The business divisions made the event interactive through stalls that showcased the growth of Thermax, its history of innovation and the way the company recognised employees for their path-breaking work.

The valedictory function of the Day saw the C&H team winning the prestigious Dr. N.D. Joshi Award for Innovation. The award was for creating a compact solution for thermal oil heating by replacing the traditional bulky helical coil design.

C&H Division also bagged the sought-after Rolling Trophy for its collective excellence and participation in various technology day events.

Technology Day talks were delivered by the young innovators, Rajeev Kher, Founder & CEO of 3S Shramik and Dr. Venugopalan Premnath, Head of NCL Innovations. They gave interesting insights into their successful ventures that stemmed from innovation.

