



# **FiRE**side

The House Magazine of the Thermax Group Volume 48 No. 4 October-December 2018



## About the Cover

The summit of Mt Chandrabhaga nestled in Himachal, painted in various hues of yellow and orange by the first rays of sunlight, leaves one with a sense of exhilaration. As we begin our ascent into the new year, Fireside joins you in the pursuit for newer heights, hoping that the sunshine will keep us warm as the year unfolds.

*Photo by Sameer Karmarkar*

**BACK COVER**  
**21 exhaust gas boilers commissioned**

## Comment



Goals are dreams with deadlines.



– Diana Scharf

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# What's New?



*Aerial view of the facility*

## **Thermax inaugurates its state-of-the-art manufacturing facility at Sri City**

**T**hermax inaugurated its state-of-the-art manufacturing facility for the Absorption Cooling division at Sri City on January 31, 2019. The ceremony held within the company premises saw a huge footfall of over 600 customers and other stakeholders across the country and from overseas.

Built on a plot of 40 acres in the Domestic Tariff Zone of Sri City with an initial investment of Rs.166 crore, the plant will manufacture a wide range of vapour absorption machines comprising chillers, heat pumps and heaters in its first phase with a capacity of 400 machines per year.

The inauguration ceremony

commenced with the lighting of the lamp, followed by cultural performances; and addresses by Anu Aga, Meher Pudumjee, M.S. Unnikrishnan, Ravindra Sannareddy, Founder MD, Sri City and Raghavendra Rao, MD, CRIL.

Subsequently, the inaugural plaque was unveiled by the dignitaries on the dais followed

**We have come up with a world-class facility that is aligned to our vision of 'Smart Thermax'**



*(Clockwise) Ribbon cutting by Anu; Unveiling of the inaugural plaque; Scintillating performances at the event; Customers on a guided factory tour*

by a ribbon cutting at the plant by Anu. The customers and other guests were then escorted for a plant tour by the Thermax team.

This new absorption cooling facility deploys high levels of automation and adheres to the stringent green building norms. Speaking of its business advantage to Thermax, Unny says, "We have come up

with a world-class facility that is aligned to our vision of 'Smart Thermax' and it is a significant step in diversifying our operations to leverage the infrastructural advantages of strategic locations such as Sri City. We have invested in digitisation and automation to facilitate zero-defect processes that will ensure superior quality products to our customers."

The evening function organised at the Feathers Hotel in Chennai began on a high note with a contemporary neon laser performance, an audio-visual showcasing glimpses of the inauguration function and concluded with a gala dinner.



100% green power plant in Andhra Pradesh; (below) the team behind the successful commissioning along with the customer



# Power EPC scores a century

**T**he Power EPC division recently commissioned a four-megawatt cogeneration power plant for Godrej Agrovet's palm oil production facility at Chintampalli, Andhra Pradesh. The plant is designed to run on a fuel mix of shredded empty fruit

bunch, palm fibre and palm kernel shell to generate power and steam simultaneously; making this the first EPC project by Thermax that is fueled by 100% palm waste. Apart from a 50 TPH pusher grate boiler, Thermax has also supplied air pollution control system, water

treatment plant and other auxiliary equipment for this plant.

The successful completion of this turnkey project has helped the Power division achieve a significant milestone of commissioning its 100<sup>th</sup> power plant.

# The OIL feat for Heating

**T**he Heating division successfully completed a prestigious project for Oil India Limited by commissioning a high-pressure OTSG (Once Through Steam Generator) 'Steamax' of 8 TPH capacity and working pressure of 175 bar(g). Oil India needed a technology for Cyclic Steam Stimulation in order to extract heavy crude oil from the reserves in Thar Desert, Rajasthan. Deemed as an ideal fit for this application, Thermax supplied the OTSG in 2006, primarily used for steam assisted gravity drain technique of oil extraction and enhanced oil recovery. This technology provided by Thermax to



*Thermax's service group from the north with personnel from Oil India Limited*

Oil India is first-of-a-kind with a potential to make India self-reliant in the extraction of crude oil.

However, the project failed to kick off then and was later revived under the close administration of the Prime Minister's office in 2017, and the OTSG was commissioned in November 2018. Thermax team received much appreciation for their hard work and were featured on the customer's website.

## Thermax's chillers enter Puerto Rico and Columbia

**T**he Absorption Cooling division of Thermax commissioned a 360 TR multi-energy chiller for 'De le Concepcion' hospital at Puerto Rico. Being an island prone to hurricanes, Puerto Rico is adapting to a gas-based distributed power generation model to reduce its dependency on electricity supplied from the grid. Thermax's chiller forms a part of the Combined Heating Power & Cooling system,



*Waste heat utilised by Thermax chiller to provide comfort cooling*

*Steam-fired chiller supplied and commissioned for a refinery*



which helps recover waste heat from the engines installed and utilises it to provide chilled water up to 5.5°C for air conditioning the hospital. With this installation, Thermax has become the first company to supply chillers to the region.

Another country where the division marked its entry is Columbia, by commissioning a steam-fired 200 TR chiller at Eco Diesel, one of

the biggest refineries in the country. This chiller yields water at 5°C; which is used to lower the biodiesel temperature from 50°C to 25°C. At this temperature, the biodiesel is in its purest form, making it the most sought after fuel in its category.

# Expressions



To continue translating this technology into world-class offerings and sustain global competition, we realised the need to create a modern facility.

As I stepped on the dais to welcome a house full of customers, vendors, media, government officials, employees and industry bodies, my buoyant greetings of 'Subhodayam' and 'Kālai Vaṅakkam' (meaning 'Good Morning' in Telegu and Tamil respectively) resounded with the success of unveiling our first greenfield manufacturing facility in southern India.

This 21,000 square meter facility set up by the Absorption Cooling division will produce 400 chillers per year in Phase I, progressing to double in the second phase subsequently.

We remember Mr R.V. Ramani fondly since it was he who started this division three decades ago. Our chillers continue to be a unique, global offering with regard to technology and sustainability. The business initially envisaged for the Indian market, has grown overseas with almost 60% exported to more than 85 countries, predominantly Europe and the US. It has helped customers extract heat from processes that are otherwise wasted and reuse it for air conditioning and other heating and cooling applications. This technology does not use any gases or refrigerants that may pose a threat to the atmosphere. Am proud to mention that Thermax has been able to develop a number of first-of-a-kind applications, winning many product innovation awards.

To continue translating this technology into world-class offerings

and sustain global competition, we realised the need to create a modern facility. This would reduce cycle times and enhance our product quality and reliability. As B. Venkatesh (Venki), the SBU head for Absorption Cooling walked us through the plant, it was heartening to see that we are leveraging various jigs and fixtures customised for Thermax, as also using a fair amount of automation and digitisation for our products. For example, we have deployed robotics to bring consistency and zero defects in welding. This is our first digital factory with a Manufacturing Execution System (MES) that enables real-time status updates and facilitates paperless operations through digital record keeping. We are also implementing RPMS for our chillers, so that our machines are remotely monitored and perhaps controlled over time. This facility is capable of manufacturing and testing 3500 TR capacity absorption chillers, weighing up to 75 MT.

The choice of Sri City as a business destination will also improve our export capabilities. 75 km from Chennai, this well-developed economic zone provides seamless connectivity by air, road and seaport. Further, the impetus given by the Seemandhra government regarding the ease of doing business and policies conducive to manufacturing, has attracted investors like us to come forth and set up our base here.

I was in for a surprise to learn that our factory is IGBC gold rated,



perhaps even moving onto platinum. I am thrilled that we not only have green products, but a green factory too. We have also provisioned for upskilling of employees by setting up a Welding Training Centre within the factory campus and have extended the women welders' programme conceived at our Savli factory, to Sri City.

The inauguration event was meticulously planned and a truly memorable day for Thermax – a kaleidoscope of traditional as well as contemporary performances, ribbon cutting and unveiling of the plaque. It felt good to see so many of our customers coming from all over the world for the inauguration of our new factory. On behalf of Thermax, our sincere thanks to all of them. A visit to this factory would instil a great deal of confidence amongst our customers. I also want to take this opportunity to thank all our vendor partners, who worked tirelessly to set up this wonderful facility.

A special thanks to Mr Ravindra Sannareddy (MD of Sri City) for joining us despite returning from a hectic foreign tour the previous night and Mr Raghavendran (partner of C. R. Narayana Rao Architects and Engineers) who has worked extensively towards green buildings and factories in India, for gracing the occasion.

Most importantly, Anu, Pheroz and I would like to congratulate and thank Unny, Hemant, Sharad, Venki, Shrikant and all our dear cooling employees for making this

dream come true! We were also elated to experience a very warm and youthful work ambience at our offices in Sri City and Chennai – the colours, artwork, thought behind naming the rooms, values on the pillars, Mr. Aga's beautiful quotation, a portrayal of each of our businesses and lots more...

We are confident that Venki, Shrikant and the team will work cohesively to make this new facility a grand success, not just in growth and profits, but indeed making us proud of every installation, adding value to each customer and upholding the values of Thermax. I look forward to the Cooling business playing a significant role in Thermax's movement for 'Conserving Resources and Preserving the Future'.



Another significant milestone that I would like to mention was the Golden Jubilee celebrations of the TL Employees' Cooperative Credit Society in December 2018. For those who are new to the company, this Society is a co-creation of Thermax as an organisation and our employees, who've volunteered to come together to provide financial help to employees in need - be it for education, housing or medical assistance. It also provides for improved affordability to its members through wholesome groceries & provisions at reasonable rates, which is of great help.

The fact that the society has been

running efficiently for the last fifty years is a testimony to the teamwork and camaraderie amongst its members. What is wonderful is that the society works on a democratic philosophy, whereby every member has just one vote, irrespective of the shares he / she owns. We were delighted to meet the team, along with their families at a very well organised function. It started with a documentary on Thermax's 50-year journey and moved onto a heart-warming performance by children from the Akanksha Foundation.

Once again, my congratulations to all of you as also the past committee and governing members. Your contribution is highly appreciated.

Thank you and wish all our readers a very happy, healthy and fulfilling year ahead.

With warm regards,

Meher



**I am thrilled that we not only have green products, but a green factory too.**



## Up Close

**Rakesh Tripathi, in a conversation with Swastika Mukherjee, talks about his foray into diverse roles and exciting journey so far as the Global Heating business head at Thermax.**

## **'We need to introduce but pathbreaking**

**H**aving completed a little over one and a half year as the Global Heating business head at Thermax, Rakesh Tripathi brings in a broad outside-in perspective to the team. He comes with a rich experience of over 25 years at L&T; taking up varied assignments to gain a holistic knowledge across the engineering value chain. After completing B.E. in the Chemical stream from NIT Rourkela, Rakesh joined Larsen & Toubro as a thermal design engineer and subsequently worked in product management, domestic sales, international sales followed by a three-year stint in China as part of the management leadership programme. Upon returning to India, he took up positions in project management, procurement, manufacturing and sales. He then assumed a role involving P&L management before moving to Praj Industries Limited as BU Head for over a year and later joining Thermax.

So what motivates Rakesh to experiment with his profile and venture into unknown territories? "I believe in the theory of 'why-why analysis' - we should keep questioning a problem which will help us erode the layers of ambiguity and get to its root cause. While working in a cross-functional environment, I realised that it is essential to understand the dynamics of every department involved to be able to establish a seamless collaboration and enhance my quality of discussion while dealing with other domain experts. And the best way to

achieve this alignment was to gain hands-on experience in diverse functions," says Rakesh who even learnt welding for three months to understand the criticalities of the job.

Even before becoming a part of the company, Rakesh knew of Thermax as a forerunner in the heating domain and a name that resonates with trust. "The reputation of being market leaders not only gives us an edge over the competition but at the same time puts a demand on us to innovate continuously, bring unprecedented technologies and value-added services. We need to introduce solutions not just meant for incremental but pathbreaking improvements in process efficiencies," he said while citing the examples of UFS and Combipac as the recent successful launches on these lines. "Secondly, we should be able to assess and meet the unarticulated needs of customers." Drawing an analogy with the advent of mobile phones, he says that we do not realise the importance of technology until we start experiencing its benefits and it eventually becomes a part of our regular life. "Our customers operate in an ecosystem where delivery dates are specified with certain buffers assuming that there will be delays, there will be iterations during commissioning due to technical glitches. If we redefine the customer expectations by establishing a zero error process, we can win their confidence forever. Most importantly, I consider service as a game changer where we have a huge advantage with a wide network

# ***solutions not just meant for incremental improvements in process efficiencies'***

of TCAs and our service footprint. We need to reassure that Thermax is just a call away; guaranteeing peace of mind to our customers."

Going by these mantras, Rakesh has taken various initiatives, digitalisation being at the core. "Heating division is in the process of implementing PLM (Product Lifecycle Management) to derive project management efficiencies, resulting in better products reaching faster to customers with higher value. Further, we have moved our product engineering to the 3D modularisation platform to streamline both upstream and downstream processes, right from the bill of material to the execution at a site. We are introducing IoT in our products, which will not only enable real-time data collation and analysis but also provide recommendations to operators on adjusting various parameters to achieve the specified levels of performance. We've attuned our CRM platform to *Salesforce*, while implementing the service cloud that enables customers and TCAs register complaints and track them online; bringing transparency and trust in our customer transactions."

Heating business leads Thermax's strategy of selective internationalisation with manufacturing bases in South East Asia and Europe. Rakesh believes that the customers' mindset varies hugely from a developed market to that of a developing one, which needs to be understood and cross synergies should be derived to reap the advantages of every country.

"Our product development team now caters to the global markets. With the help of our strategic bases, we can expand to new geographies and gain a more profound understanding of markets to customise our solutions," he elaborates while giving the example of sunflower husk being a widely used fuel in Russia where there is an opportunity for Thermax to develop a product tailored for the market.

Amidst a gamut of these exciting initiatives, Rakesh considers his team as a prime mover in realising their growth ambitions. "We have brought in the concept of a leadership team having eight key members from the Heating SBU who are being groomed to go beyond their functional roles and take ownership of the entire business. Through a structured development assessment programme, we are also developing the next line of managers wherein we explore the potential area of an employee and hone it further by assigning challenging projects to them," he said.

He also recommends reading with a purpose as a phenomenal learning method and encourages his team to do the same; 'Blue Ocean Strategy' being his latest pick.

As a concluding question, Rakesh was asked if he always wanted to be an engineer. He replies candidly, "I aspired to become a doctor simply because I fancied the profession." But both his daughters, Shweta and Shrestha have lived his dream by completing their MBBS and are presently preparing for their post-graduation entrance examination. Rakesh's family has its roots in Thane where his daughters and wife Anita live in a joint family along with his brothers and mother.

***"We should be able to assess and meet the unarticulated needs of customers"***



# Round up

## Photo News



The Absorption Cooling division bagged the 'REFCOLD Emerson Award' in the 'Industrial Refrigeration' category for two of its innovative products - the 'hybrid chiller' and 'ultra low pressure vapour absorption chiller' at the REFCOLD India Expo 2018 held in Gujarat. This award recognises innovative and outstanding energy efficient projects and products in the cold chain and refrigeration industry. Process and Absorption Cooling divisions were exhibitors at the event.

## Delighting a customer in Saudi Arabia



Customer felicitating the Thermax team

The Chemical division of Thermax bagged a repeat order for demineralisation resins from the utility department of Sipchem, Saudi Arabia's leading chemical and petrochemicals manufacturer. This sizeable win can be attributed to the Thermax's Chemical team responsible for the Middle East, who provided excellent technical support in successfully commissioning ion exchange resins supplied earlier for their demineralisation plant.

DM is a critical process that helps in removing mineral salts from water using ion exchange process, and this treated water is further used to feed the high-pressure boilers.



# Prosenjit joins as the CDO!

Finance welcomes Prosenjit Sengupta, who joined Thermax as the Executive Vice President and Chief Digital Officer in November 2018. He is also a member of the Executive Council.

Prosenjit's career spans more than 20 years of enriching experience in digitising multi-country, multi-portfolio operations across organisations apart from creating governance strategies and integrating social media platforms. Prosenjit joined Thermax from the Volkswagen Group, where he was heading the digitalisation initiative for India.

"Digitalisation is no longer a catchword or an option. It is quickly becoming a ubiquitous channel which is defining our everyday transaction, be it official or personal. I see my role as a catalyst for change and transformation to help us all evolve into a *Smart Thermax* that is future ready and a benchmarked digital organisation," says Prosenjit.

A graduate in Electronics Engineering, Prosenjit has also done his Business Management degree from Jamnalal Bajaj Institute of Management Studies.

## Learnings out of office boundaries!



Offices from the southern region opted for Pondicherry as their place of choice



North team chose the city of lakes and palaces - Udaipur



Malhar Machi situated in the Sahyadri mountains in Maharashtra was the destination for the Pune Admin team

At the turn of the year, departments across Thermax planned their respective team outbounds at various picturesque locations to indulge in experiential learning. In the midst of therapeutic settings and local cuisines, employees participated in several team-building & group activities, adventures and sports, organised professionally to increase synergies within the team.



Finance department went exploring the beaches of Kashid, Maharashtra

# Welcome aBoard



**W**ith great pleasure, Fireside announces that Rajani Kesari joined the company's Board as an independent director, effective November 14, 2018.

She is the Regional Finance Head - Asia (India, SEA & Australia) at LafargeHolcim and has worked with Dr. Reddy's as well as a CFO with Schneider Electric India in her previous stints.

Rajani, a commerce graduate completed her Chartered and Cost Accountancy and is a Certified Public Accountant from the US.

## And the good work spreads...

**J**oining forces with the regional teams, this quarter also saw employees from area offices and Pune location participate in a plethora of meaningful initiatives.

While Delhi, Chandigarh and Pune teams were involved in tree plantation and river cleanliness drives, employees from Kolkata, Hyderabad and Ahmedabad visited nursing homes to offer their services. The Chennai employees painted a classroom at a school for the orphans and destitute children, and the Lucknow office along with the channel associates visited a training centre for the differently abled, where they participated in sensitisation activities organised by the NGO to understand the challenges these people face in their daily lives.



*Enviro team from Pune making seed balls as part of the tree plantation drive*



*Employees from Lucknow participate in sensitisation activities and seen communicating through sign language*

*Thermax Hyderabad volunteers interacted with senior residents and orphans*





## Leaving a 'green' impression at Hero MotoCorp

**B**y installing Thermax's 1400 kW natural gas-fired absorption heat pump at their facility in Neemrana, Rajasthan, the two-wheeler automobile major - Hero MotoCorp is saving nearly 40% of natural gas used for heating hot water; thereby reducing their carbon footprint.

The heat pump recovers waste heat from the cooling tower which is then used to cool the air compressors at their plant. The hot water generated by the heat pump is used to heat paint at their booth. With the success of this project, the concept is currently being replicated in the company's other manufacturing facility at Haridwar.

## Cricket at Thermax & beyond

**'B**&H Falcon' outdid all the other teams to lift the winner's trophy at the 'Senior Management Cricket Match 2018', organised for the third successive year. 'Heating Warriors' emerged as runners-up for the second year in a row.

A total of 104 participants divided into eight teams played at this inter-departmental tournament on 8<sup>th</sup> December at the PYC ground in Deccan Gymkhana, Pune.

Taking this prowess for the game beyond divisional boundaries, the Thermax team emerged as runners-up in the inter-corporate cricket tournament conducted by Citibank at Poona Club. Vivek Sarna from the Power division won the 'Man of the Series' award for his all-round performance. 'Thermax Blasters' won against Eaton in the league stage and Bharat Forge in the semifinals but lost to Tata Technologies in the finals. Other participating corporates were Citibank and Fiat.

Indeed a great opportunity for all the cricket buffs to live their passion for the game.



*'Thermax Blasters' - runners-up at the inter-corporate cricket match*



*Winning team at the annual senior management cricket tournament*

# CII's Green Summit and Expo

**T**hermax participated in the three-day Environ Expo organised by CII Western region in Pune, chaired by our MD & CEO, M.S. Unnikrishnan. As the name suggests, the exhibition focused on solutions for smart and sustainable living where Thermax showcased its green technologies from the Water & Waste division, Chemical business and pellet-based heating solutions from First Energy Pvt. Ltd. Thermax was one of the key sponsors and among 50 exhibitors who participated at the event, held from 6<sup>th</sup> to 8<sup>th</sup> December, 2018.

Meher Pudumjee along with other dignitaries inaugurated the Green

Conclave summit, concurrent to the expo and delivered a keynote address on saving FEW (fuel, energy and water), highlighting the need for integrated efforts from various entities across the ecosystem in mitigating the challenges of climate change.

On the second day, Dr. Sonde, Research and Innovation Head at Thermax participated in a panel discussion, on the subject: Strategic Imperatives of 'Product as a Service and Technovation'.



1900+ visitors from industries, government organisations, and academia attended the event.

## We are growing and on the move

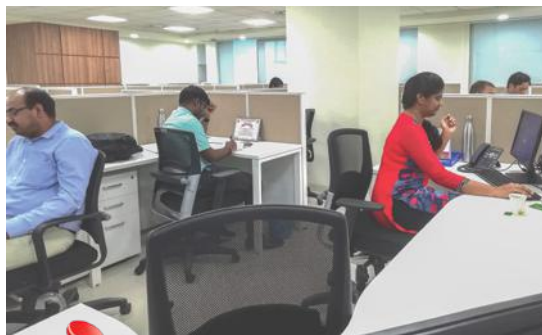
**W**ish to have a serene view of the Bay of Bengal? Visit our new contemporary office by the sea in Chennai, the head office of the Absorption Cooling SBU and the south regional team. What's more? The whole office is designed in a creative style, especially the names of meeting rooms – the beginning alphabet of each

room name culminates to form the letters of 'Thermax'. The Hyderabad office too moved to a new location at Kukatpalli. The sales and service team of Andhra Pradesh & Telangana currently operate out of this office.

These relocations were planned to meet the infrastructural needs of our growing teams there.



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*5<sup>th</sup> Floor, 511, Manjeera Trinity Corporate, JNTU – Hitech City Road, Kukatpally, Hyderabad 500 072*



# 5 Steps to Success

**5**S is a powerful lean manufacturing tool that has helped organisations improve their efficiencies and increase the value of offerings for customers. Its objective is to develop a culture where employees take ownership of organising their workplaces such as shop floor and offices to create a productive work environment. 5S stands for 'Sort', 'Set in Order', 'Shine', 'Standardise', and 'Sustain'.

Thermax recently initiated reimplementation of 5S methodology in a structured manner with higher levels of rigour.



*Team Indonesia joins the drive towards lean manufacturing*

The '1S Campaign' organised on 11<sup>th</sup> December 2018 across all our manufacturing plants, construction and O&M sites as well as offices, witnessed large participation from employees. It involved identification, red-tagging and disposal of unwanted items to provide for a safe and productive workplace.



*The Chemical team at Dahej having implemented 1S at their facility*



## SparX

**S**parX 2018 – an annual fusion of music, dance, drama & poetry reading was held in groups across Pune locations; with regional Sparx being organised for the first time at Savli. Some of the teams chose catchy themes for their event such as 'Rustic Rural' and 'Bollywood'. Participants took to the stage to present their creative acts with enthusiasm, and the outstanding performances won prizes.



## India Cold Chain Show and REFCOLD India

The Process Cooling business of Thermax exhibited their energy efficient evaporative condenser at India Cold Chain Show in Mumbai and at REFCOLD India, Gujarat. Both the events spread over three days, saw participation from over 250 exhibiting companies and an attendance of over 15,000 people. The focus of the team was to position this product as an ideal solution for achieving energy savings in industrial refrigeration. At REFCOLD India, the inauguration of the Thermax booth was done by leading consultants from the refrigeration industry - Ramesh Paranjape & Arvind Surange.



## Vibrant Tamilnadu – Global Food Expo & Summit 2018

At the four-day Global Food Expo, held from 12<sup>th</sup> to 15<sup>th</sup> August 2018, Thermax's Heating, Cooling and Water & Waste Solutions businesses came together to showcase a variety of value-added offerings suitable for the

food, beverage & food processing sectors.

The expo was attended by local manufacturers, farmers, food processors, traders, exporters and importers.



## Inter Solar Expo 2018

Thermax's Power EPC team participated at the Inter Solar Expo from December 11 to 13, 2018 that focused on the latest technologies catering to the booming solar industry. Thermax received an overwhelming response with over 1,000 visitors comprising consultants and key decision makers. This is the first time that the Solar team from Thermax participated in a trade fair, showcasing a visual journey of their prestigious installations across India.



## Paperex 2018

With an objective to increase awareness about Thermax offerings in the paper, pulp and allied industries, the southern regional team participated at Paperex 2018, from November 15 to 17 at the Chennai Trade Centre. Being an essential show for paper manufacturers and ancillaries, Thermax chose to display

products such as the single drum boiler, Combloc, Combipac, steam fired chiller, STP, ETP, paper chemicals and air pollution control equipment suitable for the sector.



# Limelight

## Swaroop, the Karate Kid



Swaroop

Swaroop Tilekar, an ace in Karate, bagged a bronze at the 25<sup>th</sup> National Karate Championship 2018, held at Visakhapatnam. Ten-year-old Swaroop has been a student of the Bino-Ryu Karate Association, Pune for the last three years and competed in several city-level matches before debuting at this national level tournament organised in November 2018.

He is the son of Shrikant S. Tilekar, an employee with the Power division of Thermax since 2007. A fifth-standard student of Sarhad School, Swaroop also won a gold medal in the National Maths Olympiad held in 2018.

He enjoys playing chess, kabaddi, painting and is intrigued by historical facts.

## Dinesh Sheth enhances his financial skills

Dinesh Sheth, associated with our Finance department since the past twelve years and having experience of working across various divisions at Thermax, recently completed an e-learning course on 'Forensic Accounting & Fraud Investigation', under the aegis of Gujarat Forensic Sciences University, Gandhinagar in collaboration with Chetan Dalal Investigation & Management Services Pvt. Ltd., Mumbai. Dinesh obtained 68% percent in this course.

He also completed a diploma in International Financial Reporting Standards (IFRS) from the Association of Chartered Certified Accountants (ACCA), London.

In his spare time, Dinesh likes to read novels, spiritual books, meditate and listen to therapeutic music, and has been actively involved in conducting trainings within Thermax.



Dinesh



Jenica

## The Little Pianist, Jenica

Six-year-old, Jenica David was the youngest candidate to clear the piano assessment conducted by The Associated Board of Royal Schools of Music, United Kingdom and received much appreciation by the examiner. Jenica has been learning classical piano since a year and intends to learn jazz piano going forth.

Jenica, is the daughter of Snehal and Jacob David, employees with Thermax Power and B&H divisions respectively.

Apart from playing the piano, Jenica also likes to sing and draw.



## What is our brand story?

Every successful brand has a great story that goes beyond its communication material or presentations to customers and investors. The brand Thermax came into existence in 1980 identified with a powerful 'T' logo that has come of age, is contemporary and holds a strong recall among all our stakeholders even after decades. As the company gears for the next phase of growth, Fireside traversed back in time to share an interesting narrative from M G Parameswaran, who worked with Mr. Aga in creating this iconic brand and its fabulous story board, during his tenure with the advertising agency, Rediffusion.

**A**s a young advertising executive, in the early '80s, I was tasked with handling some of the more challenging or should I say, boring accounts of the agency. One of them was a relatively unknown chemical equipment manufacturer

based in Pune. Those were the days before the Mumbai-Pune Expressway had come into existence. One had to make one's way to the Bombay-Pune taxi stand in Dadar to grab a share taxi. Then a taxi ride with total strangers for four hours. Post that,

a meeting at the client's factory in Chinchwad, a Pune suburb that could take five hours. Then hop on to a share taxi for the ride back. It was a tough job, even though the industry went by the glamorous name—'Advertising'.

I was a little lucky with this client. A few months after I started handling the account, the client called us (me and my boss P.S. Viswanathan - 'Vish') for an important meeting. My preparation for this important meeting included asking the senior colleagues what I had to be ready with. Someone suggested that this company, then called Wanson, had briefed the agency on a name change to Thermax. Several meetings on a new logo had already taken place even before I came on to the account. I hoped I would be lucky and one of the logos designed would be accepted.

The meeting turned out to be a lot more interesting than we had imagined. Yes, the company was changing its name to Thermax, which was coined by someone in Wanson in the late 70s. And yes, they needed a new logo. The agency had been briefed about the name change, and the design team led by Arun Kale started working on creating a new identity for Thermax. After reading through all the literature of the company, it was clear that the company was in the business of transferring and capturing heat and therefore, the name Thermax made a lot of sense. Each element that went into the creation of the logo was thought of carefully. The logo identity had to stand for solidity given that the company was in the heavy engineering sector. The designers thought of the colour red since it resonates with the

word 'heat.' The first alphabet [T] was used as a symbol to signify solidity. The idea of having a line in-between the T came from looking at the insides of a boiler with all its tubes. The name 'THERMAX' was decided to be written below the symbol of 'T.' The identity was presented in all its many manifestations to the Board of Thermax and interestingly was approved with very little change. We were not even asked to try out different fonts or colours. This spoke volumes about the level of trust that existed between the agency and its client. Or maybe the agency had done its homework very well.

The MD of the company, Mr. R.D. Aga was chairing the meeting himself, and he wanted to hear what the company should do to ensure that the name change was accepted well.

To answer that, Vish wanted to know what the client thought about their image with their customers and prospects would be like. The team at Wanson was sheepish. They stated that they were not sure. Being an engineer-dominated company, they had not paid any attention to the brand, image, and other such soft issues.

The agency team then suggested that they should conduct an image survey. 'What is that?' was the question posed to us. Vish had earlier run Lintas ad agency's marketing research division; I was also a big believer of consumer

or user research. So we explained the process and felt that Wanson should survey its customers and prospects, to see what they thought of the company. Since Wanson was going to be doing customer research for the first time, we decided to approach the then-leading marketing research agency, IMRB. Our meeting with Dorab Sopariwala from IMRB (who, readers may know from his television appearances as a psephologist), went well. Based on Dorab's suggestion we added a few other companies such as Larsen & Toubro, Westerwork, and Siemens to benchmark Wanson's image.

The research presentation took place in the Mumbai office of the agency, and the Wanson team was in for a surprise. They had imagined that their image would come way below that of the companies identified as benchmarks. But their image came out, almost at the top. How could this happen? Well, the truth was that they made a variety of boilers, thermic fluid heaters, heat exchangers, etc. and all the calls they got were complaint calls. They did not interact much with customers otherwise. So their self-image had taken a beating. It took us a while to convince them that their image was actually way above par and they ought to be proud of what they had been able to achieve.

It was now clear that the Wanson brand image and goodwill had to

be transferred to the new name, Thermax. And the new brand Thermax had to be built to take the company forward to the next decade and beyond.

The agency team suggested a simple three ad 'Name Change' campaign, to be followed by a six-ad print campaign on the various

product process successes of Thermax.

Any good advertising is only as good as the brief. So Vish had asked me to read up all I could about the products, innovations and case studies of Wanson's successes. Based on my extensive reading, I had managed

to prepare a brief that was rich in product details. The creative team, the legendary copywriter Kamlesh Pandey and much-awarded art director Arun Kale, worked on the campaign. What they produced were a series of six ads. The dominant visual of the ad was the new Thermax logo, but each ad showcased one unique product. And in a first, each ad also had an inset that gave more technical details about the product.

We did not expect the selling job to be as simple as it turned out. But in one meeting the client team headed by Mr. R.D. Aga cleared the name change campaign. Mr. Aga questioned me about the six product-based corporate brand image ads. He wanted to know where I had obtained all the information and if the claims made in the headlines were really tenable. Obviously, he knew his facts but was testing my conviction. The fact that I was a chemical engineer by qualification may have helped the selling process, I admit.

As we were leaving the meeting, Mr. Aga requested me to give him a complete set of body copy sheets of the six corporate ads. I was not sure why the MD of a large company would want to read the body copy. How wrong I was. This MD was not planning to read the body copy. He was planning to write it!

Creating ads for industrial products like lathes, boilers, electrical motors, etc. are at best treated as a chore in an ad



## Birth of a prodigy.

Offspring in good health and prospering, thank you. Ad released to announce the birth of Thermax

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## ***And the new brand Thermax had to be built to take the company forward to the next decade and beyond***

agency. Writing body copy for these ads is a double chore. So most agencies leave the writing to junior copywriters.

The copy sheets I had left with Mr. Aga had all been crafted not by a junior copywriter, but by Kamlesh Pandey himself.

About a week later a courier package arrived from Pune. I got a call from the Wanson Mumbai office saying that this package was from their MD. As I opened the package, I was not sure of what to expect. Had they changed their mind about the campaign? Did Mr. Aga want major changes?

The envelope contained the six copy sheets of the six-ad campaign that I had left with Mr. Aga. It also contained a note from Mr. Aga saying that he had taken the liberty of recrafting the body copy of the six ads, keeping the concept and headline as it was originally presented.

As I began reading the first ad copy written by Mr. Aga, I realised that this was not just copy written by a copywriter but by someone who believed every single word he had written. The copy had the perfect cadence, and the technical inset was technical no doubt, but not too technical for the general reader. All six ads had been crafted to perfection by Mr. Aga. I realised that Mr. Aga, an Oxford English graduate (and a Harvard Business School alumnus) had put

his knowledge of both English and Engineering to perfect use.

The ad was read by some of us at the agency and to be honest we had not read such well-written industrial ad copy ever before. Kamlesh Pandey was not amused that we preferred Mr. Aga's copy to his. But somehow I managed to use some higher powers to get Kamlesh to agree (to be fair, every ad used the exact headline and sub-heads as created by Kamlesh).

The campaign broke as planned. The ads were widely acclaimed as a breakthrough in industrial product advertising.

The Ad Club awards for creative excellence chose the Thermax campaign as the Best Corporate Campaign of the Year.

Thermax went on to become one of the most respected industrial product companies in India, aided, to some degree, by the corporate name change, identity change, and the corporate campaign!

As I narrate this tale, I am filled with a sense of awe and respect for Mr. R.D. Aga (who passed away at a relatively young age in 1996). He believed in the importance of the ad campaign so much that not only did he sit in on all the meetings, but decided to write the body copy himself. Maybe he realised that he was, in fact, best qualified to do the job.

I remember calling Mr. Aga to thank him for the copy and let him know that we would not make any changes in what he had written. He laughed and asked if we were saying that because it was the client's copy. Not at all, was my reply.

Mr. Aga probably enjoyed writing and rewriting the copy, polishing it to perfection.

Working with Mr. R.D. Aga on the Thermax campaign taught me some valuable lessons. There is nothing that is too small for a leader who is striving to achieve the best and raise his organisation to perform at a higher level.

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*Excerpted with permission from SPONGE: Leadership Lessons I Learnt From My Clients, Ambi Parameswaran.*



*M G Parameswaran, or Ambi as he is known is a Brand Coach, Brand Strategist and Founder Brand-Building.com, a Brand Advisory.*

# Voices

## Run4Fun #Fit4Life

I always led a lazy and carefree life until one day when my health gave up on me, and I realised I had to do something about it. Thanks to my sedentary lifestyle, I had gained a lot of weight gradually over the years and in 2013, the weighing scale swung to 92 kgs, making me realise that I fall into the obese category.

I visited my family doctor, who advised me to reduce my weight by at least 14 kgs. I tried the gym and even coupled it with crash diets for a few months. A couple of times during intensive training, I injured my lower back severely while lifting heavy weights. I was then advised to keep away from the gym for six months and before I knew it, I had gained the little I managed to lose!

After a year and a half of tireless efforts and still determined to make it happen, I started with small walks to nearby places; beginning with half a kilometre walk and run and then slowly progressed to three km each day. As days passed, I started enjoying my walks and runs and gradually ramped up to longer distances, sometimes alone or with a local running group. A few months later, with the suggestion of a local physician, I also started a structured nutritious diet plan. In due course, I felt my energy levels go up and could see my weight drop, both physically and on the scale! Towards the end of 2015, I participated in my

first 10 km monsoon marathon at Chembur, Mumbai organised by the Sports United and thereafter in a half marathon run to Satara hill spanning 21.1 km. I had attained my ideal weight of 78 kg by this time.

At this juncture when I had started enjoying my participation in the marathons, I began developing injuries around my ankle owing to a flat foot which made it difficult for me to run.

I was told that like all other sports, running also has a technique and requires a specific training to remain injury free.

I did not take my chances and consulted a sports therapist, who counselled me to buy a variant of gel-based in-sole shoe for flat foot and alternatively used orthotics for firm support. Despite all of these, my ankle injury kept recurring, though not as frequent as earlier days.

In March 2017, I had planned a two-day visit to a site at Banaras, to kick start an official project. However due to committed timelines and to ensure a successful handing over, I had to extend my stay by three weeks.





Since my stay was scheduled only for two days, I did not carry my pair of running shoes. A few days of no exercise, made me restless and on the fourth day of my stay there, I decided to walk barefoot on the ghats of the Ganges. My first experience of walking barefoot was a little jittery, to be honest, but by the next morning, I was subconsciously prepared for it. That night, I experienced pain and burning sensation in my feet, but after speaking to a friend who is an experienced barefoot runner for over five years, I gave some cold therapy to my feet which brought a lot of relief. The following morning, I jogged around the Banaras roads. Even though I felt my feet brush against the hard surface of the road, I did not face any problem. For the rest of my trip, I was at complete ease, running around the Banaras University campus.

Once back in town, my experienced friend advised me to buy special shoes known as 'Vibrams' to ensure injury-free barefoot running on rough surfaces. He also asked me to follow a disciplined schedule of strengthening my lower body and



advised me to keep a visibility of three to four meters as against ten meters while running with shoes. It's been over two years of running barefoot in countless events and without facing any injuries.

It is said that good things spread fast and so did the positive vibes in me stemming from my passion for running. The first ones to be influenced were my family members. My parents and wife started going for regular morning walks. Soon to follow them, was my seven-year-old daughter Shamika, who then later took to participating in short distance (three km) runs with me. Many of my office colleagues too connected with me and we formed a WhatsApp group called *Run4Fun#Fit4Life*. Presently,

the strength of our group is 19 members and we use this platform to mutually share our fitness plans, diets, workout schedules, footwear selection, information on upcoming events etc. It is heartening to hear my friends and colleagues share their transformational journey, after following my fitness regime. I have also been able to connect with some likeminded people at our customer front and have motivated them to adapt to a healthier lifestyle.

I want to end it by saying that running has not only made me fit but has improved my focus, overall wellbeing, ability to multitask and manage my stress levels.

**– Piyush Dixit**  
(Power)

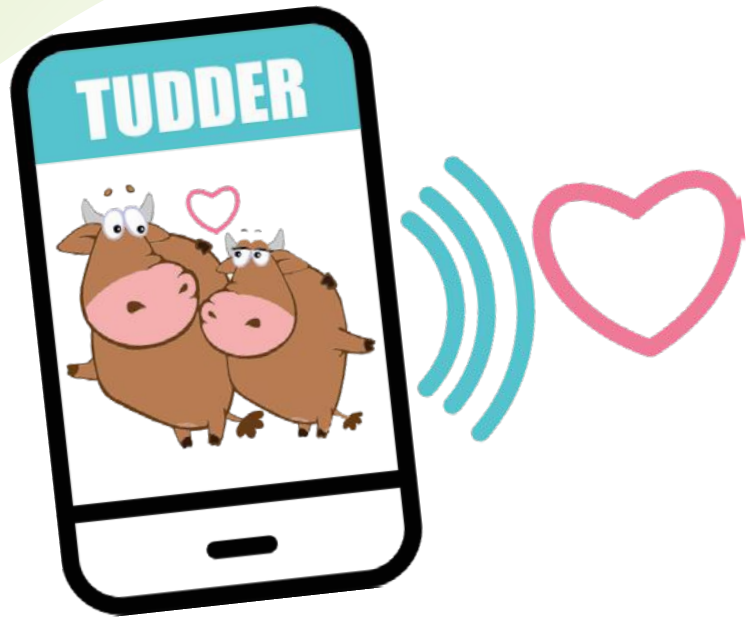
# Slice of Life

## Now an app for farm animals to find their soulmates

With the Valentine's Day around the corner, even cows and bulls stand a chance to find their "moo-love" with a Tinder-style app called 'Tudder', developed by Hectare, a farming startup in the UK.

Farmers who swipe right on an image of a cow — or group of cows — are directed to Hectare's livestock-buying website, with a chance to contact the owner or make an offer. The listing website includes information on the animal's character and any health issues.

Marcus Lampard, a farmer in southwest Wales, has one pedigree beef shorthorn breeding bull listed on the app and says it's a lot easier to sell livestock online. "Going to market is a nuisance," he said by telephone.



"If I go to an open market with a bull, and then maybe bring it back, it shuts everything down on the farm for at least two weeks." Lampard, 76, said his daughter lists the cows online for him.

Source: Bloomberg



## What's ironic about the inventor of the stop sign?

William Eno was an American businessman responsible for many of the earliest innovations in road safety and traffic control. Known as the 'Father of Traffic Safety', William invented the stop sign, crosswalk, traffic circle, one-way street, and taxi stand — but never learned how to drive. A perfect example of irony: He never got the chance to benefit from his own invention.

Source: [www.rd.com](http://www.rd.com)

## And an image that's pun intended!





# Lyrics that inspire; ‘Thermax Melody’ sung in Choir

The launch of Thermax Melody was one of the highlights during the Open Forum in August 2018. The inspiring lyrics were not only penned by some of our employees but also sung by our very own passionate singers, capturing the spirit of a highly diversified organisation.

So why wait? Hum along as you read the lyrics and listen to the track on Thermnet.

**“Conserving Resources, our desire  
Energy and Environment, water and fire  
At the centre, is our Customer  
Quality and Service we pledge forever**

**Thermax, this is who we are!  
Trust - this is our hallmark  
Thermax, we touch the stars!  
With Integrity and Respect by far**

**We serve communities, ignite young minds  
Helping realise dreams, hurdles behind  
And with teamwork, spanning Continents  
Innovating, Excelling to make a difference”**

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## Celebrations galore!

Come October, the atmosphere becomes upbeat with festivals in a row and this time was no different. Starting with the rhythm of Navratri, the brightness of Diwali and the excitement to unwrap the ‘Secret Santa’ gift during Christmas, employees across locations found exciting and unique ways to celebrate these occasions. A special mention goes to the B&H division for going the healthy way by organising a Zumba session during Christmas.



# 21 exhaust gas boilers commissioned in Bangladesh



Thermax's Boiler & Heater division commissioned 21 exhaust gas boilers (EGB) at United Power Generation & Distribution Co. Ltd. in Bangladesh as a part of their project involving the setting up a 200 MW Integrated Power Plant (IPP).

These boilers, installed at the outlet of the Diesel Generator (DG) sets, help recover flue gases emanating from the fuel-fired engines of 9.8 MW capacity each. Put together, the 21 units produce 75 TPH steam at 18 bar(g) which is then fed into the steam turbine, to generate 13 MW of electricity.

This is the highest number of boilers supplied by Thermax for a single project so far and was completed in a short span of nine months.