

Fi**RESi**DE

The House Magazine of the Thermax Group Volume 48 No. 3 July-September 2018





About the Cover

Like the bridge that connects the two sides of this lush forest over the stream bubbling below; the Fireside team too has crossed over from one generation to the next, continuing with the zest to remain strong, intertwined and connected.

Photo by Sameer Karmarkar

BACK COVER
Thermax
Operational
Excellence

Comment



We are what we repeatedly do. Excellence, then, is not an act, but a habit.



– Aristotle

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What's New?

Thermax and Bataan 2020, a decade of partnership

It was a decade ago when Thermax received its first overseas power plant order of 12.5 megawatt (MW) from Bataan 2020, a leading manufacturer of fine paper, board and tissues in the Philippines. Through the years, Thermax's on-time delivery, industry accolades received by the customer for the plant and continuous service support resulted in a repeat order



Power plant commissioned for Bataan 2020's paper unit in the Philippines

of a 25 MW captive cogeneration plant.

The Power division recently commissioned the captive cogen plant for Bataan 2020's paper unit located in Samaal, the Philippines on an EPC basis. Inaugurated on 24th September this year, the plant generates power and steam for the process using a 145 TPH AFBC boiler that fires either 100%

Indonesian coal or with 20% rice husk / wood chips / pelletised biomass. Apart from the boiler, the scope of supply includes a steam turbine generator (STG) with water cooled condenser, ESP for the AFBC boiler, water treatment plant, main cooling tower and various material handling as well as control systems.

Thermax wins Rs. 340 crore order from an Indian steel major

Thermax has concluded an order of Rs. 340 crore from a leading Indian steel manufacturer for a specially designed boiler, electric turbo generators and ancillary equipment for their production facility in

Maharashtra, India. The specially designed boiler will use waste gases produced in the steel manufacturing process to generate high-pressure steam for power generation using high efficiency reheat cycle.

The scope of work includes design, engineering, procurement, manufacturing, supply, installation and commissioning.



Saves up to 90% water consumption



'Oorja' forays from kitchens to cars

Taking the sustainable heating solutions from their brand 'Oorja' to newer avenues, First Energy Pvt. Ltd. (FEPL), Thermax's subsidiary has partnered with Refreshed Car Care (Revive Labs Private Limited), an eco-friendly car care company to introduce a first-of-its-kind steam-based car cleaning solution.

The scope includes the supply and erection of a pellet-fired non-IBR type boiler of 100 kg capacity and its integration with the car washing system. This steam-based application provides superior cleaning and more importantly, a significant reduction in water consumption up to 90%. It is estimated that one car requires 10 kg of steam above 150°C and 120°C

for exterior and interior cleaning respectively.

"For FEPL, this is a step in the right direction, leveraging our leadership in the energy and environment space by foraying into the consumer segment with green solutions," says Sriram Vishwanathan, Director at FEPL.

The business operates on a unique model where the capital investment, commissioning and maintenance concerning the boilers are managed by FEPL. The customer only pays for the pellets used as fuel for the boiler, that are manufactured at FEPL's plant in Islampur and Dharwad using agro-waste.

The first such cleaning station in India has been set up by Landmark Group at Ahmedabad, one of the largest automotive networks in India.

Water treatment plant installed at IKEA



Hej IKEA!

IKEA, the Swedish furnishing major for their first store in India, launched at Hyderabad in August 2018, trusted Thermax as their partners for water treatment.

The WWS division in association with their channel partner, Sanller Systems commissioned a WTP catering to both the potable and non-potable water requirement of the entire store.

The scope of supply comprises a dual media filter (DMF), a 2.25 m³/hr

softener and a reverse osmosis plant producing 2,000 litres per hour. The inlet water from the municipal supply passes through the DMF and is further treated by the softener and RO units before being stored in the respective treated water tanks. The water from the softener is blended with the RO water to achieve the global standards of IKEA suitable for drinking and cooking at their food court; amounting to an approximate consumption of 50,000 litres per day. The remaining treated water is used for other

applications such as geysers, washing and cleaning.

While several players were vying to be a part of this prestigious project, Thermax's established references and customer satisfaction with earlier assignments won them this order.

Expressions



“Our purpose of conserving resources, preserving the future is what we strive to achieve in all we do.”

While Unny and I were pleased to share a much-awaited positive outlook for the coming year at our Open Forum, it was very encouraging to hear the nature of suggestions, concerns & questions coming from our employees. We thank you for your enthusiastic participation across Pune, regions and manufacturing facilities. We look forward to some of these areas being owned up and realised into outcomes.

This year the Forum had a surprise element in store. As the lights dimmed, the music of drums rolled, and a cloud of smoke cleared the way to launch our very own *Thermax Melody*; a fusion of teams across regions and countries, singing to the tune of “Thermax, this is who we are!”

It all started a few years ago when I saw the anthem of a peer company and wondered if we at Thermax could have one of our own. A few months later, to my sheer delight, Mitalee and Rabiya from L&D walked into my room and asked, “How about a Thermax Anthem?” and that’s where the journey began.

As with every song, the first challenge was to write the lyrics that would encapsulate the essence of a highly diversified organisation into a few lines. Instead of doing it ourselves, we asked some of our employees as to what Thermax means to them – we received a number of words and phrases. Thereafter we deliberated as

to who will give voice to these words; we conducted auditions across our Pune offices and 30 passionate singers (including me as a backdoor entry!) were chosen. We then on-boarded professionals, Arthur and his brother Alex, who did a phenomenal job in stringing each pearl to produce that magical necklace, eventually transpiring as the ‘Thermax Melody’.

I am keen to write about this experience as I see a strong correlation between music and the way in which organisations work. Starting with the piano and then moving on to the choir, music has not only been close to my heart, but also a source of learning, inspiration and rejuvenation.

The essence of a good choir is when each member understands the meaning of every word she sings, so that we all sing with passion and the feeling that goes beyond just words; leaving the audience moved and enthralled. This experience always reminds me of a community that works with a sense of purpose and pride in what and how we deliver, where every employee believes in why we do what we do, beyond making a living, so that all our stakeholders are aligned and delighted. In the Thermax context, living our values and brand promise of ‘trust’, is what we believe in. Our purpose of *conserving resources, preserving the future* is what we strive to achieve in all we do.

During the initial days of our

practice for the *Melody*, there was cacophony – we were all over the place. Over a few weeks, with rigorous rehearsals and attention to detail, we learnt to breathe right, ‘listen’ to each other and understand what each word meant for Thermax. My key takeaway from these rehearsals is the beauty of effective listening, critical in catalysing a cohesive and synergised harmony, that can transform the overall performance.

The same holds true for an organisation - truly listening to what is being said as well as left unsaid. We document our customer’s voice in the form of a survey once every few years, but do we genuinely listen to their pain points, read between the lines and assimilate their feedback into our processes? Do we respect our own internal customers? Or are we dependent on hierarchies within the company to act? Can we bring in the voice of our supplier partners, people who work day in and day out with us, who could strengthen our offerings to customers?

Today, brands are actively listening and engaging with customers through Customer Relationship Management platforms and big data analytics; capturing their feedback into building stronger and more efficient processes, faster response times and new product developments. A great example is the retail and consumer brands of the world, who are listening to their customers every moment, both online and offline to gather their

buying preferences, repeat purchase trends, surfing patterns and using techniques of contextual marketing to show them what they would like to eventually see.

The very reason Open Forum was brought into existence in Thermax by Anu 22 years ago, was to give management and the family a ‘listening ear’ to our employees, communicate with them, address their concerns, answer any questions they may have and seek their inputs for strategies and improvements.

But we need not wait for this forum once a year; meeting regularly in smaller groups for quick updates and feedback, as also quick and efficient mechanisms on the net to share information between divisions or an interesting read, would be very helpful. We were delighted to hear that a lot of issues have been taken care of in the Open Forums, that occur regularly on the shop floor.



Coming back to our *Melody* practices, we also realised the value of teamwork and coming together as one voice, blending to deliver a seamless outcome. A choir is only as good as the weakest singer. So, while we were striving to improve our own singing, we made similar efforts to elevate the performance of our co-singers. It brought in humility, the ability to give and take feedback and separate the issue (singing) from the person, since we were all in it for a larger purpose. The result was very encouraging; but for all of us, the process was as

important, exhilarating and fun - a lot of hard work, immense bonding and extremely gratifying. Within the organisation too, Thermax is seen as one entity by the world at large. Each one of us in the value chain is as strong as the weakest link. Therefore, the ownership of bringing everyone at par with customer expectations lies with each one of us, so that we can pledge quality and service forever.

I want to take this opportunity to thank all the people who made it possible, especially all our singers – you were fabulous, and I enjoyed our time together. Look forward to all of you spreading and using the *Thermax Melody* far and wide.

With warm regards,

Meher


“Each one of us
in the value chain
is as strong
as the weakest
link.”


Up Close

Vikrant Chitale in a conversation with Swastika Mukherjee about his exciting expedition at Thermax from a GET to the CRM (Corporate Regional Manager) of north India.

“I am proud to see our organization handle its strategic

“The rotational induction programme laid a strong foundation for my career, and exposed me to various functions that helped discover the sales professional in me”, recalls Vikrant Chitale during his interaction with *Fireside* at the Thermax Learning Academy (then known as Energy Environment Research Centre), where he started his career as a Graduate Engineer Trainee (GET) in 1999.

Some of us may not be aware that this is Vikrant's second stint in Thermax, coming back home in 2015. After schooling from Adarsh Vidyalaya, Nasik with a 16th rank in the Maharashtra state board exam, Vikrant joined the Government Polytechnic college in Nasik in 1993 to be able to succeed his father, who owned a small manufacturing unit. But things didn't go as expected; his father's business was going through a rough phase and going by his advice, Vikrant pursued BE in the Mechanical stream from Vishwakarma Institute of Technology, Pune and joined Thermax.

So, what was it like for a graduate trainee in Thermax those days?

He says, “I was one among 72 freshers across colleges striving to make their presence felt at Thermax and for the first time, I was exposed to a large, diverse group across India. After my initial few weeks in the manufacturing, materials, quality assurance and engineering functions at Pune, I was placed at the Thermax Ahmedabad office as per HR policy of relocating GETs from their hometowns. Thanks to the guidance and support of my senior colleagues, Girish, Bhavin and Pradeep as well as my mentor Mahendra Shah, a veteran in the process heating division, I could seamlessly transition from campus to workplace and

from a GET to a professional.”

Vikrant gained experience in the areas of service, market research and project execution before he was offered a sales position. He quickly learnt not just the selling techniques but also the local language of Gujarati within a short span of four months. It was his first breakthrough of selling a Revomax boiler to the MD of a Baroda based pharma company, that elevated his confidence in the role. Soon he started to handle a part of the Gujarat state independently.

Moved by the terrible earthquake in 2001, followed by the Gujarat riots in 2002; he decided to take a year's sabbatical to join an NGO and work for the affected people, especially children and senior citizens.

“I resumed my career after a year with Sulzer, Pune in 2004 as a sales engineer for compressors, where I was introduced to the European multinational culture, having a high emphasis on quality and precision manufacturing. Then I moved to Cummins in 2008 in their Engine Business unit, where I managed key customer accounts from the industrial and automotive sectors. I also upgraded my professional skills with an Executive MBA from the Indian Institute of Management, Ahmedabad.” He further adds, “While I had built my career in the capital equipment industry, working in the sales and marketing domain for 15 years, I felt the urge to transition to a general management role; and when I was approached for the position of a CRM at Thermax, I had no second thoughts.

Delhi was my first opportunity to handle a big sized team of 120 people. On the personal front, it was a challenge for me to move with my wife Rasika, and our three-

sation play a crucial role in helping our priorities concerning the environment.”

year-old son Om to Delhi, leaving the comforts of Pune. Colleagues from the Delhi office and their family members extended wholehearted support in helping us settle down in the new city. Debashis Bhanja, from whom I took charge, was of great support in managing the role transition. Today I am settled in suburb Dwarka, and my wife has engaged herself as a music & yoga enthusiast.”

One of the thrust areas for Vikrant Chitale, since he took over as the CRM, has been to drive a *One Thermax* culture in his region.

In an exciting initiative, his team organised a regional Sales Meet where 60 sales personnel from across the region came together to increase their awareness about Thermax offerings, thereby improving cross-selling capabilities. This exercise also helped in the identification of key accounts, mainly in the food & beverage, textile, plywood and the dairy sectors that dominate the region. “Our goal is to move towards a long-term partnership from a current transactional relationship with select key accounts. This synergetic approach has yielded encouraging results at Hindustan Coca-Cola Beverages Pvt. Ltd., Varun Beverages, GSK, Carlsberg and Cargill. One of the noteworthy orders received through cross-selling is from Vacmet for a greenfield project in Madhya Pradesh, where six out of seven utilities were of Thermax”.

“We have many approaches to fulfil the market demand, right from the

Build-Own-Operate model of TOESL to an EPC solution for all the utilities and from O&M to a conventional product offering. Collaborative efforts within the region as well as divisions help the front line in selecting the right approach that maximises value for the customer and our organisation.”

“We also facilitate various activities to encourage team building that comprise regional outbounds, CSR campaigns, cricket tournament involving our dealers and a fun Friday every quarter. The initiative ‘Udaan’ with the theme of giving wings to service in the north region is directed toward increasing cooperation between the regional service team and the dealers.”

Vikrant is excited by the way Thermax’s renewable energy initiatives have grown, and the way RTIC is providing necessary back-up. “I am proud to see our organisation play a crucial role in helping our nation handle its strategic priorities concerning the environment.” Presence at the nation’s capital city provides him with the opportunity to engage with policy and decision makers at various business &

industry fora.

Through the recently formed business development function, he has initiated a market mapping exercise for his region comprising eight states. “We have been working on building a correlation between the macroeconomic growth (NSDP) of each state and the market potential for our products, which will help estimate market share and provide direction to unleash the potential in the region to the fullest”, he said in his concluding remarks.

“Our goal is to move towards a long-term partnership”



Round up

Dr. Mashelkar and Anu Aga bid adieu to the Thermax Board; inset: Shareholder gathering at the AGM



37th Annual General Meeting

The mood was upbeat at the 37th Annual General Meeting where Meher presented a promising outlook with a strong growth in order booking and expansions of the manufacturing as well as sales footprint. About 219 shareholders, Thermax Board of directors,

members of the Executive Council, media and the organising team were present at this annual gathering held on August 8, 2018, at Yashwantrao Chavan Academy at Baner, Pune.

Meher concluded her speech by announcing the retirement of Dr. Raghunath Mashelkar and

Anu Aga, as directors on the Board, leaving behind a legacy of innovation, governance, values, culture and social responsibility at Thermax. They were felicitated and a video on Anu was played at the event.

Heating treads the digital path

Heating SBU embarked on the digital transformation journey with the launch of PLM (Product Lifecycle Management) and 3D initiatives this year. This important step was taken to cope up with the ever-increasing engineering challenges and product requirements in the global markets.

PLM will become the single source of information and

operating platform for engineering. The project and proposal management module will help streamline operations and complete tasks on time with required accuracy. New product development process will be defined and managed entirely on the platform.

While PLM will improve the collaborative efficiency of the team, 3D digitisation will enhance

the engineering efficiency significantly. Together, these initiatives can bring in higher effectiveness in all the activities of the functions.





CLCT for Coca-Cola India

Process Cooling bags orders from Coca-Cola India and JCB India

The newest business vertical of Thermax, Process Cooling ended the quarter on a high note with two key orders from Coca-Cola India and JCB India.

For the beverage major Coca-Cola, the essential prerequisite was to save electrical energy for inter-stage cooling of the compressor used for their pet bottle filling. Thermax delivered an energy conserving solution of

evaporative cooling with the help of Closed Loop Cooling Tower (CLCT). An additional advantage of CLCT is that it avoids contamination and scaling inside the compressor.

Another multinational, primarily into earth moving equipment and heavy machinery, JCB India had the requirement for cooling water at their engine testing facility, with the lowest possible water consumption. Thermax

offered an adiabatic cooling tower solution that conserves 70% to 80% water as compared to the conventional cooling towers. This cooler makes the best use of wet and dry technology to optimise and save water, thus leading to lower maintenance and higher operating efficiency.

ZLD at Madhura Coats

Thermax recently installed a Zero Liquid Discharge (ZLD) plant with a recycling capacity of 3.6 million litres per day (MLD) at Madhura Coats, Ambasamudram, Tamil Nadu. This system consists of an effluent treatment plant (ETP), recycling plant & multiple effect evaporators (MEE).

The wastewater generated from manufacturing activities such as thread dyeing and bleaching are treated in the ETP followed by the recycling plant. The membrane filtration based processes help recover good quality water from this treated wastewater. While the recovered water is used by manufacturing units, the rejected

water is sent to the MEE. MEE reduces the volume of the waste to be handled, thereby disposing off the brine generated; leaving zero discharge at the end of the treatment cycle.

Indian Patent for high-efficiency chiller-heater

Absorption cooling has been granted the patent for its High-Efficiency Double Effect Chiller-Heater by the Intellectual Property of India. This product has already received international patents from the United States, China and Europe. The unique chiller-heater can generate brine at 0°C and hot

water at 90°C simultaneously. High efficiency of the product results in energy savings up to 25% and reduces water wastage by 20%. Thermax at present has over 85 installations of this high-efficiency chiller-heater globally, spread across industries such as food processing, hospitality, breweries, dairies and chemicals.



High efficiency double effect chiller-heater



Successful commissioning of triple effect absorption chillers

Thermax successfully commissioned an 800 TR Triple Effect absorption chiller at Rashtriya Chemicals & Fertilizers (RCF) in Thal, Maharashtra. It is the first triple effect chiller installation for inlet air cooling of process air compressor (PAC). The chiller runs on steam

at 25 barg pressure, derived from a Heat Recovery Steam Generator (HRSG) operating on the gas turbine exhaust. This project is a part of their debottlenecking process in order to increase the overall production.

Another two units of 1000 TR half-effect absorption chiller

was recently commissioned at the Heavy Water Board located in Manuguru, Telangana. The chiller is specially designed to recover heat from low-temperature process condensate by cooling it from 68°C to 60°C.

Chillers at RCF and Heavy Water Board



Cultural performance at the annual meet of WWS division

Encore

Encore, the annual meet of Thermax WWS division was held at The Ferns Hotels, Pune, on the evening of 24th August. The meet started with a welcome address by

Hemant Joshi, SBU Head WWS followed by speeches from M.S. Unnikrishnan and Amitabha Mukhopadhyay. The evening proceeded with cultural programs performed by the employees with

enthusiasm and sheer joy. On a concluding note, individuals as well as teams from the division were recognised for their exemplary performances.

A pledge to maximise your wellbeing

The launch of the Thermax Wellness programme encompassing the four pillars of mental health, physical health, nutrition and smoking cessation, witnessed an

overwhelming response.

The first phase of the programme focussing on 'Physical Wellbeing' comprised a medical check-up that saw the participation of 2,480 employees across all Pune

Medical check-up at various locations in Pune



offices. The plan is to extend the check-up to other locations within India, and implement the other pillars in a phased manner.



Provides a seating capacity for around 250 people

Conversation and laughter was the highlight on the afternoon of 2nd July, 2018 when the Power division based at Sai Chambers, Pune inaugurated

their new rooftop cafeteria. The inauguration was done by B.C. Mahesh and Sharad Gangal.

The cafeteria provides a seating capacity for around 250 people

along with an option to avail tiffin service; besides providing space for hosting events and gatherings.

Meet 'N' Eat at the rooftop cafeteria

ACCOLADES



Excellence in Energy Management

Thermax bagged the 19th National Award for 'Excellence in Energy Management' at the Energy Efficiency Summit organised by CII in Hyderabad. At the event, the steam engineering group's High Pressure High Temperature Condensate Recovery System (HPCRS) was recognised in the 'Innovative Energy Saving Product' category that can help users save 15% to 25% of their fuel bills on boilers.



Power 100 2018

M.S. Unnikrishnan received the 'Power 100 2018' Award at the recently concluded Renewable Energy India Expo, where India's 100 most powerful solar industry business leaders were recognised. C.V. Ramanan, head of the Solar Business at Thermax received the award on behalf of Unny.



Karnataka government acknowledges Thermax boiler

Bannari Amman Sugars Limited was awarded the first prize in the 'Most Fuel Efficient Boiler' category for sustainable product performance and safe operational practices concerning the 100 TPH travelling grate (TG) boiler supplied by Thermax. They received the award as a part of the 47th National Safety Day celebration supported by the Government of Karnataka. This is the second time that a customer in the region has received an award for a Thermax TG boiler, first being Chamundeshwari Sugars.



Safety first – Ten million safe man-hours

Thermax Heating EPC operations achieved a significant milestone of ten million man-hours without Lost Time Injury (LTI). Working on projects in India & overseas, the team achieved this landmark on 17th August 2018.

Limelight



Tanish

Tanish qualifies for BITS Pilani

Tanish Agrawal, aged 18 years, obtained 363 marks out of 450 in the all India BITSAT examination. This outstanding score secured him admission at the prestigious BITS Pilani institute, in the computer science and engineering stream. Tanish also received an all India rank of 1,531 at the JEE (Advanced) 2018, (formerly known as IIT – JEE).

Tanish is the son of Rajesh Agrawal, who has been with the finance and administration department at the Thermax Ahmedabad office for the last 14 years. In his spare time, Tanish loves to play guitar, lawn tennis and football. We wish him all the very best for his higher studies.

Sachin's *Deshbhakti* poem at Marathi Sahitya Sammelan

The 91st Akhil Bharatiya Marathi Sahitya Sammelan (All India Marathi literary meet) was organised at Vadodara (Gujarat), on the 17th and 18th of February 2018, by the Marathi Sahitya Parishad that hosted several renowned poets. Our colleague, Sachin Gardi, working with the HSE division at Savli since 2009, was nominated to present his poem at the *kavi-katta* (poet's corner) event during the Sammelan.

Sachin chose to write and recite on the topic of '*Deshbhakti Ha Dharam*' (patriotism is religion), reflecting on the perils of communal violence. Apart from being an avid poet, he is also a table tennis enthusiast.



Sachin



Sayali

Sayali scores first rank in Pune region

Sayali Gaikwad, a student of City Pride school, Pune emerged as a topper in Pune city at the Maharashtra state fifth-grade scholarship exam (CBSE & ICSE boards combined). At the state level, she secured the second position, but topped among girls.

Sayali, aged 10 years, is the daughter of Raviraj Gaikwad, who has been associated with the Thermax B&H division since 2006.

Sayali likes to read mystery novels and is passionate about writing poems and stories.

Mahesh completes IWE certification

Mahesh Gohel completed his diploma in International Welding Engineer (IWE) from the Indian Institute of Welding (IIW-ANB). Mahesh submitted a project on 'Qualification of Welding Procedure for Super Heater Assembly as per ASME Section IX and Customer Specification' and cleared the written and viva exam of four technical modules.

Mahesh has done his Bachelors & Masters (B.E. & M.E.) in Production Engineering and has been working with Thermax, Savli in the welding department since 2011.

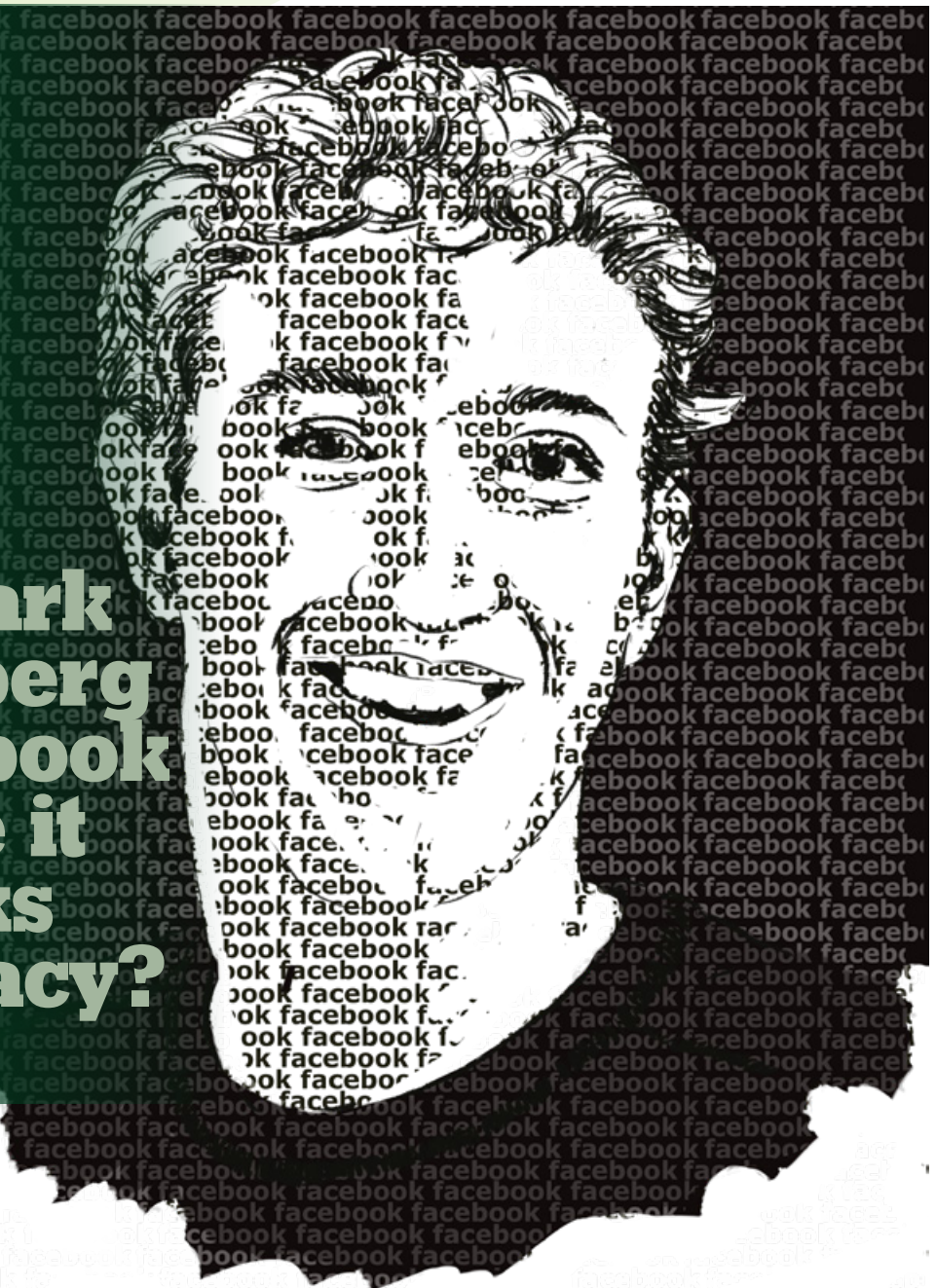
He is fond of reading books, playing cricket and travelling.



Mahesh

Signposts

Can Mark Zuckerberg fix Facebook before it breaks Democracy?



If Facebook were a country, it would have the largest population on earth. More than 2.2 billion people, about a third of humanity, log in at least once a month. That user base has no precedent in the history of American enterprise. Fourteen years after it was founded, in Zuckerberg's dorm room, Facebook has as many adherents as Christianity.

A couple of years ago, the company was still revelling in its power. By collecting vast quantities of

information about its users, it allows advertisers to target people with precision—a business model that earns Facebook more ad revenue in a year than all American newspapers combined. Zuckerberg was spending much of his time conferring with heads of state and unveiling plans of fantastical ambition, such as building giant drones that would beam free Internet (including Facebook) into

developing countries. Facebook was one of four companies (along with Google, Amazon, and Apple) that dominated the Internet; the combined value of their stock is larger than the G.D.P. of France.

For years, Facebook had heard concerns about its use of private data and its ability to shape people's behavior. The company's troubles came to a head during

the Presidential election of 2016, when propagandists used the site to spread misinformation that helped turn society against itself. The other culprits, according to U.S. intelligence, were Russian agents who wanted to sow political chaos and help Trump win.

At the same time, former Facebook executives, echoing a growing body of research, began to voice misgivings about the company's role in exacerbating isolation, outrage, and addictive behaviors. One of the largest studies, published last year in the *American Journal of Epidemiology*, followed the Facebook use of more than five thousand people over three years and found that higher use correlated with self-reported declines in physical health, mental health, and life satisfaction. At an event in November, 2017, Sean Parker, Facebook's first president, called himself a "conscientious objector" to social media, saying, "God only knows what it's doing to our children's brains." Palihapitiya, a prominent Silicon Valley figure who worked at Facebook from 2007 to 2011 said "I feel tremendous guilt. I think we all knew in the back of our minds."

In March, Facebook was confronted with an even larger scandal: 'The Times' and the British newspaper 'The Observer' reported that a researcher had gained access to the personal information of Facebook users and

sold it to Cambridge Analytica, a consultancy hired by Trump and other Republicans. In all, the personal data of eighty-seven million people had been harvested. Moreover, Facebook had known of the problem since December of 2015 but had said nothing to users or regulators. The company acknowledged the breach only after the press discovered it.

The Cambridge Analytica revelations touched off the most serious crisis in Facebook's history. Facebook is now under investigation by the F.B.I., the Securities and Exchange Commission, the Department of Justice, and the Federal Trade Commission, as well as by authorities abroad, from London to Brussels to Sydney. On July 25th, Facebook's stock price dropped nineteen per cent, cutting its market value by a hundred and nineteen billion dollars, the largest one-day drop in Wall Street history.

In a series of conversations over the summer, I talked to Zuckerberg about Facebook's problems, and about his underlying views on technology and society. I also interviewed four dozen people inside and outside the company about its culture, his performance, and his decision-making. Zuckerberg is now at the center of a full-fledged debate about the moral character of Silicon Valley and the conscience of its leaders. And the question Mark Zuckerberg is

dealing with is: Should my company be the arbiter of truth and decency for two billion people? Nobody in the history of technology has dealt with that."

Before I visited Zuckerberg for the first time, in June, members of his staff offered the kind of advice usually reserved for approaching a skittish bird: proceed gingerly, build a connection, avoid surprises. The advice, I discovered, wasn't necessary. In person, he is warmer and more direct than his public pronouncements.

The downside of Zuckerberg's exalted status within his company is that it is difficult for him to get genuine, unexpurgated feedback. He has tried, at times, to puncture his own bubble, but the exercise came off as stilted and tone-deaf. Zuckerberg has spent nearly half his life inside a company of his own making, handpicking his lieutenants, and sculpting his environment to suit him. Long before it seemed inevitable or even plausible, Mark Elliot Zuckerberg had an outsized sense of his own potential.

In 2002, Zuckerberg went to Harvard, where he embraced the hacker mystique. In 2004, as a sophomore, he embarked on the project whose origin story is now well known. Facebook was fortunate to launch when it did: Silicon Valley was recovering from the dot-com bust and was entering a period of near-messianic

“Over time, Facebook devoted ever-greater focus to what is known in Silicon Valley as ‘growth hacking’, the constant pursuit of scale.”

ambitions. The Internet was no longer so new that users were scarce, but still new enough that it was largely unregulated. Most important, Facebook capitalized on a resource that most people hardly knew existed: the willingness of users to subsidize the company by handing over colossal amounts of personal information, for free.

Over time, Facebook devoted ever-greater focus to what is known in Silicon Valley as ‘growth hacking’, the constant pursuit of scale.

Then, in 2007, growth plateaued at around fifty million users and wouldn’t budge. Other social networks had maxed out at around that level, and Facebook employees wondered if they had hit a hidden limit. Zuckerberg created a special Growth Team, which had broad latitude to find ways of boosting the numbers. Among other fixes, they discovered that, by offering the site in more languages, they could open huge markets. In 2011, the company asked the Federal Election Commission for an exemption to rules requiring the source of funding for political ads to be disclosed. In filings, a Facebook lawyer argued that the agency “should not stand in the way of innovation.”

To gain greater reach, Facebook had made the fateful decision to become a “platform” for outside

developers, much as Windows had been in the realm of desktop computers, a generation before. The company had opened its trove of data to programmers who wanted to build Facebook games, personality tests, and other apps. A team responsible for making sure that outsiders were not misusing the data, and was unnerved by what they found. Some games were siphoning off users’ messages and photographs. In one case, a developer was harvesting user information, including that of children, to create unauthorized profiles on its own website. Facebook had given away data before it had a system to check for abuse. Parakilas, who headed the team suggested that there be an audit to uncover the scale of the problem. “It was very difficult to get the kind of resources that you needed to do a good job of insuring real compliance. Meanwhile, all the smartest minds are focussed on doing whatever they can possibly do to get those growth numbers up.”

New hires learned that a crucial measure of the company’s performance was how many people had logged in to Facebook on six of the previous seven days, a measurement known as L6/7. Parakilas, who left the company in 2012, said, “But, if your job is to get that number up, at some point

you run out of good, purely positive ways. You start thinking about ‘well, what are the dark patterns that I can use to get people to log back in?’”

Facebook engineers became a new breed of behaviorists, tweaking levers of vanity and passion and susceptibility. The real-world effects were striking. Facebook also discovered its power to affect people’s political behavior. Researchers found that, during the 2010 midterm elections, Facebook was able to prod users to vote simply by feeding them pictures of friends who had already voted, and by giving them the option to click on an “I Voted” button. The technique boosted turnout by three hundred and forty thousand people — more than four times the number of votes separating Trump and Clinton in key states in the 2016 race.

These powers of social engineering could be put to dubious purposes. In 2012, Facebook data scientists used nearly seven hundred thousand people as guinea pigs, feeding them happy or sad posts to test whether emotion is contagious on social media. (They concluded that it is.) When the findings were published, in the Proceedings of the National Academy of Sciences, they caused uproar among users, many of whom were horrified that their emotions may have been

surreptitiously manipulated.

As Facebook grew, Zuckerberg and his executives adopted a core belief: even if people criticized your decisions, they would eventually come around. In one of the first demonstrations of that idea, in 2006, Facebook introduced the News Feed, a feature that suddenly alerted friends whenever a user changed profile pictures, joined groups, or altered a relationship status. (Until then, users had to visit a friend's page to see updates.) Users revolted. Zuckerberg posted a tepid apology and people got used to the feed.

In 2006, Zuckerberg made his most unpopular decision at the fledgling company. Yahoo was offering a billion dollars to buy Facebook and, as Matt Cohler, a top aide at the time, recalls, "Our growth had stalled out." Cohler and many others implored Zuckerberg to take the offer, but he refused. Zuckerberg told me that most of his leadership left within eighteen months. Some of them I had to fire because it was just too dysfunctional. It just completely blew up.

On several occasions, Zuckerberg stumbled when it came to issues of privacy. In 2007, Facebook started giving advertisers a chance to buy into a program called Beacon, which would announce to a user's friends what that user was browsing for, or buying, online. Users could opt out, but many had no idea that the feature existed until it revealed upcoming holiday gifts, or, in some

cases, exposed extramarital affairs. Zuckerberg apologized ("We simply did a bad job with this release, and I apologize for it," he wrote), and Beacon was withdrawn.

That year, the company found itself in trouble again after it revised its privacy controls to make most information public by default. The Federal Trade Commission cited Facebook for "engaging in unfair and deceptive practices" with regard to the privacy of user data. The company signed a consent decree pledging to establish a "comprehensive privacy program" and to evaluate it every other year for twenty years.

Facebook had adopted a buccaneering motto, "Move fast and break things," which celebrated the idea that it was better to be flawed and first than careful and perfect.

Zuckerberg's disregard for criticism entered a more emphatic phase in 2010, with the release of the movie "The Social Network," an account of Facebook's early years. Some of the film was fictionalised. Zuckerberg and Facebook had chosen not to be involved in the production, and the portrayal was unflattering. His concern was less about how people would think of him, he said, than about "how is our company, how are our employees—these people I work with and care so much about—how are they going to process this?"

While the movie contributed to the fortress mentality on

campus, Zuckerberg made a series of decisions that solidified his confidence in his instincts. In 2012, he paid a billion dollars for Instagram, the photo-sharing service, which at the time had only thirteen employees. Outside the industry, the startup appeared wildly overpriced, but it proved to be one of the best investments in the history of the internet. Today, Instagram is valued at more than a hundred times what Zuckerberg paid for it, and, even more important, it is popular with young people, a cohort that shows declining interest in Facebook. That spring, Facebook went public on the Nasdaq, at a valuation of a hundred and four billion dollars. The Wall Street Journal called the I.P.O. a "fiasco," and shareholders sued Facebook and Zuckerberg. "We got a ton of criticism," he recalled. "Our market cap got cut in half but I had strong conviction that we were doing the right thing."

Zuckerberg was happy to make sharp turns to achieve his aims. In 2011, when users started moving from desktop computers to phones, Facebook swerved toward mobile technology.

In early 2016, Zuckerberg directed employees to accelerate the release of Facebook Live, a video-streaming service, and expanded its team of engineers from twelve to more than a hundred. When the product emerged, two months later, so did unforeseen issues: the service let users flag videos

***“Between speech and truth,
he chose speech. Between speed
and perfection, he chose speed.
Between scale and safety,
he chose scale.”***

as inappropriate but it didn't give them a way to indicate where in the broadcast the problems appeared.

In 2015, Zuckerberg and his wife Priscilla Chan pledged to spend ninety-nine per cent of their Facebook fortune “to advance human potential and promote equality for all children in the next generation.” They created the Chan Zuckerberg Initiative, a limited-liability company that gives to charity, invests in for-profit companies, and engages in political advocacy. As Facebook expanded, so did its blind spots. The company's financial future relies partly on growth in developing countries, but the platform has been a powerful catalyst of violence in fragile parts of the globe. In India, the largest market for Facebook's WhatsApp service, hoaxes have triggered riots, lynchings, and fatal beatings. Local officials resorted to shutting down the Internet sixty-five times last year. In Libya, people took to Facebook to trade weapons, and armed groups relayed the locations of targets for artillery strikes. In Sri Lanka, after a Buddhist mob attacked Muslims this spring over a false rumor, a Presidential adviser told the Times, “The germs are ours, but Facebook is the wind.”

Nowhere has the damage been starker than in Myanmar, where

the Rohingya Muslim minority has been subject to brutal killings, gang rapes, and torture. Facebook officials said that they were hiring more Burmese-language reviewers to take down dangerous content, but the company repeatedly declined to say how many had actually been hired. The United Nations investigator in charge of examining the crisis, which the U.N. has deemed genocide, said “I'm afraid that Facebook has now turned into a beast, and not what it was originally intended.” Afterward, when pressed, Zuckerberg repeated the claim that Facebook was “hiring dozens” of additional Burmese-language content reviewers.

Over the years, Zuckerberg had come to see his ability to reject complaints as a virtue.

Facebook offered to “embed” employees, for free, in Presidential campaign offices to help them use the platform effectively. Clinton's campaign said no. Trump's said yes, and Facebook employees helped his campaign craft messages. During the campaign, Trump used Facebook to raise two hundred and eighty million dollars. Theresa Hong, the Trump campaign's digital-content director, later told an interviewer, “Without Facebook we wouldn't have won.”

After the election, Facebook executives fretted that the company would be blamed for the spread of fake news. Facebook moved fitfully to acknowledge the role it had played in the election. In March, after the Cambridge Analytica news broke, Zuckerberg and Facebook were paralyzed. His personal Facebook profile offered no statements or analysis.

“I feel like we've let people down and that feels terrible,” he told me later. “But it goes back to this notion that we shouldn't be making the same mistake multiple times.” In conversation, Zuckerberg is, unsurprisingly, highly analytical. When he encounters a theory that doesn't accord with his own, he finds a seam of disagreement — a fact, a methodology, a premise — and hammers at it. It's an effective technique for winning arguments, but one that makes it difficult to introduce new information. Over time, some former colleagues say, his deputies have begun to filter out bad news from presentations before it reaches him. There is a culture of ‘You go along to get along.’

Zuckerberg and Sheryl Sandberg, the Chief Operating Officer have attributed their mistakes to excessive optimism, blindness to the darker applications of their service. But that explanation ignores their fixation on growth,

Facebook had adopted a buccaneering motto, “Move fast and break things,” which celebrated the idea that it was better to be flawed and first than careful and perfect.

and their unwillingness to heed warnings.

When I asked Zuckerberg whether policymakers might try to break up Facebook, he replied, adamantly, that such a move would be a mistake. I wouldn't worry in the near term about Chinese companies or anyone else winning in the U.S., for the most part. But there are all these places where there are day-to-day more competitive situations—in Southeast Asia, across Europe, Latin America, lots of different places.”

Facebook is encountering tougher treatment in Europe, where antitrust laws are stronger and the history of fascism makes people especially wary of intrusions on privacy.

As the pressure on Facebook has intensified, the company has been moving to fix its vulnerabilities. In December, after Sean Parker and Chamath Palihapitiya spoke publicly about the damaging psychological effects of social media, Facebook acknowledged evidence that heavy use can exacerbate anxiety and loneliness. After years of perfecting addictive features, such as “auto-play” videos, it announced a new direction: it would promote the quality, rather than the quantity, of time spent on the site.

Zuckerberg's most intractable problem may lie elsewhere — in

the struggle over which opinions can appear on Facebook, which cannot, and who gets to decide. As an engineer, Zuckerberg never wanted to wade into the realm of content. Initially, Facebook tried blocking certain kinds of material, such as posts featuring nudity, but it was forced to create long lists of exceptions. Once Facebook became a venue for political debate, the problem exploded.

Zuckerberg is hoping to erect a scalable system, an orderly decision tree that accounts for every eventuality and exception, but the boundaries of speech are a bedeviling problem that defies mechanistic fixes.

In one of our conversations, I asked Zuckerberg whether he finds it insulting when people speculate that he lacks emotions. “Insulting?” he asked, and then paused for several seconds to consider. “I don't find it insulting. I don't think it's accurate. I mean, I definitely care a lot. There's a difference between letting emotions drive impulsive decisions and caring.” He went on, “Ultimately, I think the reason that we built this successful thing is because we just solve problem after problem after problem, and typically you don't do that by making impulsive, emotional decisions.”

The caricature of Zuckerberg is that

of an automaton with little regard for the human dimensions of his work. The truth is something else: he decided long ago that no historical change is painless. Like Augustus, he is at peace with his trade-offs. Between speech and truth, he chose speech. Between speed and perfection, he chose speed. Between scale and safety, he chose scale.

Facebook's colossal power of persuasion has delivered fortune but also peril. The era when Facebook could learn by doing, and fix the mistakes later, is over. The costs are too high, and idealism is not a defense against negligence.

In some sense, the “Mark Zuckerberg production”- as he called Facebook in its early years, has only just begun. He succeeded, long ago, in making Facebook great. The challenge before him now is to make it good.



*Source: Adapted from the online version of The New Yorker magazine: Can Mark Zuckerberg fix Facebook before it breaks Democracy
by Evan Osnos*

Mount Stok Kangri : Stepping up to lasting impressions!

Expeditions are journeys with a purpose and arguably the most exhilarating experience a person can have!

Since 2012-2013, I had the desire to hike up the peak of Mount Stok Kangri, located in Leh & Ladakh and towering at an altitude of 20,181 feet above the main sea level. The thought first occurred to me, while I was hiking in the Sahyadris and wanted to test my threshold by attempting to climb a high Himalayan snow-clad peak.

Apart from the Sahyadris, I had successfully summited Mount Rudugaira, 5,819 metres above the sea level in 2013 and Mount Gangotri-1, 6,672 metres above the sea level in 2014. In the year 2015, I went on a biking expedition to Leh Ladakh with my friends. Leh is nestled between deep valleys, surrounded by high passes and snow-clad mountains. Mesmerised by the beauty of this valley, I was sure that this would be my next trek.

As we walked, right there in front of us was a daunting high peak, covered in snow, standing tall and enticing me. "This is it guys," I told my friends. My friend Atul and I chalked out a plan for an alpine style attempt (which refers to a trek without the help of any guides or porters) to Mount Stok Kangri.

We came home and started the groundwork for the journey. We traced maps, planned the route, logistics and then started our preparation for the climb with rigorous training in the form of daily exercises, *pranayama*, *yoga* and not

to forget, the several practice treks to the Sahyadris carrying heavy load in our backpacks to build our stamina and strength.

After nearly six months of preparation, we were ready to take on the challenge. We left from Pune on the 8th of September, 2017 and landed in Leh the next day. It was a feeling of coming back home! A cosy little Ladakhi hotel with a fabulous view was awaiting us. We spent the rest of the day roaming in and around the local markets of Leh and buying some gear required for the trek.

The same evening, we went up to the Leh Palace. The view from there was priceless. The rays of sunset on the snow peaks made the mountains appear gold plated; further enhanced by the fusion of colours in the sky and the surrounding landscape.

On the morning of 10th September, we left our guest house for an acclimatisation trek. We drove up to South Pullu with the intent to hike 14 km uphill to Khardung La Pass, in order to attune our bodies to that altitude. Owing to the on-going Ladakh marathon, we had to alter our plan and instead decided to attempt a small three-hour hike up to the Tsemo Gompa Monastery. We were now confident of the giant climb.

The same evening we bought all the remaining climbing gear, ready-to-eat food packs, obtained necessary permits, packed our backpacks and were all set. We planned to start the trek early next morning to have a

glimpse of the sunrise.

Next morning we reached the base point of the trek, Stok village. We sipped hot tea, had Maggi for breakfast and started our climb to the higher camp - Manokarma. Our backpacks weighed over 15 kg, and with each step, we slowly started to find the journey challenging due to the rough terrain, bone-chilling winds coming from the valley, the altitude gain, intermittent rain and snow showers. Exhausted and tired, we finally managed to reach camp Manokarma after a six-hour long climb.

It was only four o'clock in the evening, and the weather outside was already cold. Within an hour, we managed to put up our tents at Manokarma, followed by sipping some hot tea prepared by my friend Atul, a welcome relief from the shudders.

Manokarma, at an altitude of 14,000 feet, has far less amount of oxygen, which makes it difficult to breathe. Your fitness and mental strength are what helps you in such harsh conditions. After tea, it was time to give some rest to our legs. We had some delicious vegetable biryani for dinner and slept by nine.

On 12th of September, we woke up at six in the morning. The sun was out, but because of surrounding high mountains, it took a while for its warmth to reach us. Post breakfast, we packed and geared up for our climb to the Stok Kangri Base camp - 4,980 metres above the sea level which was a three-hour journey.



As we progressed with our climb, the gain in altitude was slowly beginning to affect us. I started having a mild headache and decided to rest for a couple of hours. We spent the next two days – 13th & 14th of September acclimatising for the higher climb by trekking the nearby slopes, which were at an altitude of 5,300 metres.

We returned to the base camp on the afternoon of 14th and after napping a while, we decided to start the climb to the summit at eleven that night. Night hours are usually the best for a climb, given that the snow doesn't melt and the weather is much calmer than early morning hours. We carried some hot water with us for the journey and after having *upma* for dinner; we began our journey to climb the summit. The temperature outside was freezing at -5°C. Braving the snowfall, we reached the advance base camp at one o'clock in the morning.

Though the sky was clear and filled with stars, it was chilly because of the wind's speed. The fresh snowfall was another hurdle in front of us. My fellow trekker developed some breathing troubles and owing to the freezing temperatures ahead; he decided to return. I was now left with the choice to either join him or move ahead. After taking stock of his health and his assurance of

reaching the base camp safely, I decided to continue with the trek.

Awaiting us was a long stretch of glacier, which had many hidden crevasses, not visible due to a thick layer of snow covering them, one thing that mountaineers fear the most.

Safely negotiating these, I reached the top of the glacier, where the temperatures had dipped to -10°C. The winds were gaining speed. The progress was becoming slower. It was four in the morning when it started snowing, making it a challenge for me.

The altimeter read 5,550 metres and at that point, I decided to abort my summit and not move further. It was a hard decision, but as the saying goes "Getting to a summit is optional, getting down is mandatory." I took some pictures before my downward journey. After three hours of a tiring downhill climb, I reached the upper point of the base camp. The first light on the nearby mountains was a beautiful sight to behold.

In the next half an hour, by seven in the morning of the 15th, I was at the base camp. From there, I informed my wife about my wellbeing and my companion's safety. My friend was happy to see me back safe, and so

was I to see him healthy.

After a couple of hours of rest, we decided to get back to Stok village and then Leh and by seven in the evening after a continuous six hours of downhill trek, we made it back to our cosy beds, with a delicious spread of hot food awaiting us.

The best way I could summarise our journey is by remembering the quote by the Famous French climber Lionel Terray - "On this proud and beautiful mountain we have lived hours of fraternal, warm and exalting nobility. Here for a few days, we have ceased to be slaves and have really been men. It is hard to return to servitude".



– **Shrikant Khandke**
(Power MPP)



Trips to Pune always make me nostalgic as I have spent most of my formative years in the city before relocating to Chennai post marriage. Boarding the flight from Chennai to Pune, I looked forward to this one being even more special as I was going to meet my mentor, all-time favourite leader and the most inspiring woman I have ever known – Anu Aga.

Waiting at the reception of the new Thermax House, I was engulfed by a gush of memories of my association with the company as an HR business partner in the mid-'90s, under the leadership of Anu. After that, I have been associated with several mid to large sized organisations, but my learnings at Thermax have always been my guiding light.

It was during my tenure that we went through the crisis of Mr. Aga's sudden demise. Not letting her grief come in the way of the organisation, Anu did her best to motivate employees and not let gloom prevail

among them. During the condolence meeting, she said, "The biggest responsibility from here on is in your hands and not mine because Mr. Aga trusted you all more with the company than his family."

I admired the way Anu dealt with the HR function despite not having a formal degree in the domain; her ability to take risks and question businesses. Even back then, HR was integral to business planning, which organisations even today struggle to achieve. Being a small team that time, we often had open discussions where we shared our concerns and suggestions with Anu which were unbiasedly evaluated by her and then translated into action if need be. To name a few, she was a proponent of meritocracy and introduced a performance driven culture. She brought in the HR matrix model as a review mechanism, continually gauging the market pulse and industry

benchmarks through compensation surveys and HR audits. The beauty of the processes resided in blending external expertise from consulting firms with comprehensive feedback from her team, right from field inputs to leadership views. In an era when computers were entering workplaces, we were ahead of our times in most of the people systems. Soon Thermax became a role model for HR heads of many reputed companies who often visited us to learn from our best practices.

The focus on driving processes was always balanced with the human aspect of our team. Once when paying a visit to a senior colleague admitted in the hospital, Anu mentioned to me, "The responsibility of a manager goes beyond approving medical reimbursement to standing by the team in times of need."

Above all was a culture of transparency, where an employee could escalate a grievance or request directly to Anu. To cite an

incident, we had a female Graduate Engineer Trainee from one of the top engineering institutes working on the shop floor who wanted to experience some processes which took place only during night shifts, where women were not allowed due to safety reasons in those days. When she expressed her desire and passion for learning, Anu made exceptions for her to work in night shifts while taking care of her safety needs.

One should experience Thermax and then other organisations to know the difference. The leaders practised an open-door policy and worked like entrepreneurs with a sense of ownership for their businesses. They encouraged young managers to pursue diverse avenues across functions, take on broader responsibilities and eventually head divisions.

The emphasis on business & growth blended with a host of employee engagement initiatives. Some of my memorable events include the townhalls with the management, where the leaders remembered and called every employee by their names when asked questions. I can never forget the non-conventional training programmes such as 'Walk on Fire', 'Quality of Life' for employees and

storytelling skills for managers. Thermax ladies club, *Dandiya* night, *Fireside* magazine, site engineers meet and many such platforms made work enjoyable, inculcated a practice of caring and sharing amongst us.

A sense of the culture was infused right from the time an employee joined the company through comprehensive induction programmes jointly designed by HR and businesses that reassured the employee's decision of coming onboard concerning its culture, career prospects and learning opportunities.

All in all, the life of every Thermaxite was holistic. It comprised work, learning, fun, communication and plenty of opportunities. It was business as usual (or unusual), inclusion and diversity at its best. High performance, going the extra mile, creating success stories, learning from failures and a large community with a place under the sky for each one - all packed under the mighty 'T'.

I was brought back from my memory lane when I heard my name being called out and was led to Anu's office. Pristine, warm and respectful as always, just seeing her made all my senses come alive. A heartfelt and genuine

conversation, plenty of memories, a whole-hearted hug and gratitude towards life is what I experienced in that brief hour with her.

It is delighting to see that even after two decades, the company continues to uphold the same ethos and quality standards in every aspect. My experience of Meher is nothing less than what her parents embodied in the organisation. Meher and her leadership team have the same zest, people focus, humility yet aggression and extremely sharp business acumen that formed the edifice of Thermax.

As I left Anu's office with a heart full of appreciation, I told her, 'Once a Thermaxite, always a Thermaxite'. I held on to my visitor's identity badge with pride.



Rujuta Rammohan
(Ex-Thermaxian)

Slice of Life

Spelling misspelt

We are all prone to making spelling mistakes and typos now and then, but there are some occasions when it should never happen. Just ask the winners from the Viewmont Elementary School Spelling Bee contest.

Kevin Bailey and his friend James Delliskave, who took the first place title, each received a trophy. When they got their trophies, the two noticed the word 'spelling' was misspelt, with an extra 'L'.

Weird, yes; but the boys also think it's pretty cool and don't want the spelling corrected, because it got them on the news!



Source: KSL.com

Lost in Translation

Coca-Cola's attempt to mix English with Maori - the language of New Zealand's indigenous people - backfired spectacularly, with the company's slogan on a vending machine reading 'Kia ora, mate' which translates to 'Hello, death'. The word 'mate' though means friend in English, refers to death in Maori.

According to Morning Bulletin, the vending machine is located at the Auckland Airport.

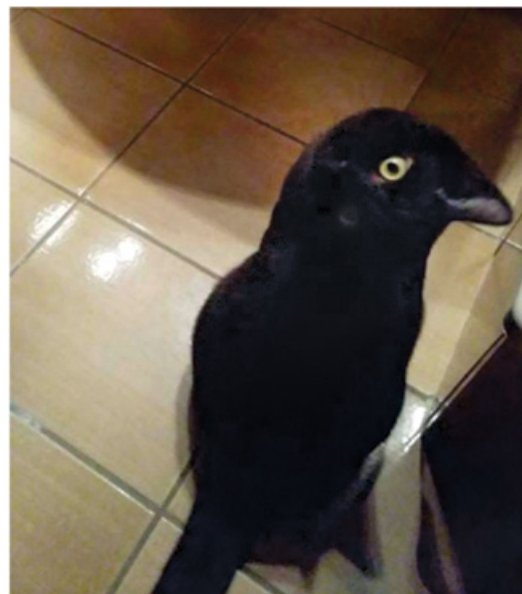
While it is obvious that 'Hello, friend' is the phrase that Coca-Cola wanted to go for, it clearly got lost in translation, leaving netizens amused.

Although Coca-Cola was applauded for making an effort to speak the language, there were suggestions to use the word 'Kia ora e hoa' instead; 'E hoa' meaning 'friend' or 'mate'.

Source: NDTV

Double Take

And this image on optical illusion, that came just in time for Halloween. The picture, shared by Robert Maguire has gone viral with over one lakh 'likes' on Twitter. "This picture of a crow is interesting because, it's actually a cat," wrote Robert Maguire while sharing the pic.



'Regions' day out' for a cause

"Philanthropy isn't about writing a cheque, but working for a cause," says Anu Aga. Living up to this thought and supported by Thermax Foundation, Thermax employees from regional offices in India spent a day to support various social initiatives, without compromising on official working hours.



▶ The Kolkata team spent a day with the elderly citizens of Mulvany shelter-home, engaging in conversations, presenting them with gifts and seeking their blessings.

▶ The Mumbai team took to the busy streets in Colaba, collaborating with the traffic police in creating awareness about the importance of road safety.



▶ The Delhi team went on a cleanliness drive at a park near the office. They cleaned the statue of Netaji Subhash Chandra Bose as well as its surrounding area to commemorate the Independence Day.



▶ The Chennai team offered their services to Sevalaya; an NGO engaged in the cultivation of organic food that is used to feed the underprivileged.



Thermax employees extended environment day celebrations at a customer site – Chandrapur municipal corporation, near Nagpur. A tree plantation drive was carried out in the presence of Chief Guest Mr. Hansaraj Ahir, Hon'ble Ministry of State for Home Affairs and Mr. Nanabhau Shankule, MP of Chandrapur district. Thermax's Water & Waste Solutions business has set up a sewage treatment plant for the municipal corporation.

Thermax Operational Excellence



To reiterate the importance of robust systems and processes as a prerequisite for scaling global operations and gaining a competitive advantage, the maiden edition of 'Thermax Operational Excellence' Awards was launched this year as part of the yearly OPEX convention. The objective was to learn from best practices across SBUs and recognise projects that are contributing to the organisational needs. Close to 150 nominations were scrutinised by a team of jury members, of which 15 top projects were presented on the day of the convention.

Water & Wastewater (WWS) division stood first for achieving an improved recovery of treated sewage from 48% to over 90% and a significant reduction in both biological and chemical oxygen demand for a competitor's plant installed at a customer site. This helped the customer save operational cost. Thermax secured a repeat order for O&M, spares and R&R.



The second position was bagged by the Cooling division for improving the safety performance of their manufacturing unit at the Chinchwad factory, resulting in a 50% reduction in minor injury incidents during the last fiscal, thereby improving the productivity and morale of the employees.

And the third position was secured by Boiler & Heater (B&H) division where the cross-functional team worked together on reduction in engineering release time for pressure parts by 80% per boiler through automation.



The winners were felicitated by Meher Pudumjee, M.S. Unnikrishnan and M.V. Kotwal, a former member of the L&T Board and President Heavy Engineering.