

# **FiRE**SiDE

The House Magazine of the Thermax Group Volume 49 No. 2 April-June 2019







## **About the Cover**

When our colleague Praphulla went on a team outbound this summer, he could not resist the sight of this fascinating fruit in the making. Known for their indomitable endurance, the cashew trees flourish in extremely adverse climate and tough soil to yield delicious nuts a.k.a. *kaju*, which is an inseparable ingredient of many delicacies and a popular snack. No wonder, he aptly captioned this picture as “Konkanachi Shaan”, the pride of the Konkan region, where these trees grow abundantly.

*Photo by Praphulla Wagh*

**BACK COVER**  
**Bhathena**  
**Summer Camp**

## *Comment*



Predicting rain  
doesn't count.  
Building arks does.



– Warren Buffett

### **Editor**

Swastika Mukherjee

### **Assistant Editors**

Akansha Choudhary

Anuja Mulay

### **Design**

Sameer Karmarkar

### **Production & Circulation**

Anuja Mulay

### **Printed at**

Vyoma Graphics, Pune

### **Correspondents :**

**Apeksha Garse**

Absorption Cooling

**Mukesh Ghodke**

Services

**Noorjahan Khan**

B&H

**Anand Antarkar**

B&H Services

**Bhushan Chitaley**

Power

**Hardik U. Patel**

Enviro

**Kaustubh Dharmadhikari**

WWS

**Sriram Mylavaram**

Chemical

**Anubhuti Gupta**

Chemical

**Ambika Badve**

HR

**Pradeep Karnawat**

Process Cooling

**Pradeep Agnani**

FEPL

**Saswati Kar**

TOESL

**Aishwarya Mankame**

IR

**Bakhtawar Battiwalla**

Administration

**Connie Fernandes**

Finance

**Saheblal Shaikh**

Corporate Safety

**Kirti Pitale**

Mumbai

**Reshma Mehrotra**

Delhi

**Swati Aditya**

Kolkata

**Satyamanikkam M.B.**

Chennai

**Janki Thaker**

Savli

**Sujata Deshpande**

Thermax Foundation

**Dipti Dwivedi**

CBG



Printed on recycled paper

Copyright © Thermax Limited 2019

Fireside is the quarterly house magazine of Thermax Limited, Pune. For private circulation only. Company related news/features may be reproduced only with the permission of the Editor. Address : Thermax Limited, Thermax House, 14 Mumbai Pune Road, Wakdevadi, Pune 411 003, India. Tel : (020) 25542263 Fax : (020) 25541226 Fireside is also hosted on the website : [www.thermaxglobal.com](http://www.thermaxglobal.com) Email : [swastika.mukherjee@thermaxglobal.com](mailto:swastika.mukherjee@thermaxglobal.com) [akansha.choudhary@thermaxglobal.com](mailto:akansha.choudhary@thermaxglobal.com) [anuja.mulay@thermaxglobal.com](mailto:anuja.mulay@thermaxglobal.com)

# Contents

2

## WHAT'S NEW?

- Dowtherm vapourisers for polyester fibres
- TOESL establishes its presence in the pharma sector
- Platinum rating for the Absorption Cooling plant in Sri City
- Thermax's largest export order for the biggest refinery in Africa
- Empowered to Win - top dealers' meet in Europe

Meher Pudumjee writes about Thermax's performance during FY 2018-19; and excerpts of her interaction with channel partners at the Prague meet.

8

## EXPRESSIONS

10

## UP CLOSE

Hiten Grover, head of Channel Business Group, Thermax, shares his experience in sales & marketing across industries and customer segments, and his strategy for the channel business, in an interview with Swastika Mukherjee.

12

## ROUND UP

- A customised Bi-Drum boiler for a leading tyre maker
- Sri Lankan customer opts for a 'green' tyre manufacturing solution
- Meet the head of the Environment business unit
- Learning intervention for Power facility managers
- Training on surface preparation and painting for the B&H team
- ESPs for keeping pollution under control
- 'Low Carbon Hero' award for Thermax chillers
- Annual IBG conference with an aim to 'Dream, Explore and Achieve'
- Cooling division's sales and service meets
- Thermax commissions five chillers for CFCL
- A guest lecture on managing plastic waste
- Traffic control drive in collaboration with CII-CSR
- Thermax Heating division Combipac to a leading brewery
- Heating construction meet
- Site visit by TOESL Board
- Connected factory demo on the go

20

## EXHIBITIONS

- Thai Water Expo
- Solar Connect
- India International Dairy Expo

21

## LIMELIGHT

- CISO recognition for Bhushan
- Mayborn Graduate Scholarship to Ruchi
- Arundhati shines in gold

22

## SIGNPOSTS

A Harvard staff writer Christina Pazzanese analyses how marketers target our values, fears, and aspirations using narrative techniques.

26

## VOICES

- Kalaivani narrating her experience as a weekend agriculturist

28

## SLICE-OF-LIFE

- A raven does its bit for the environment.
- City of Bielefeld offers €1m for proof it doesn't exist
- A funny pun picture

# What's New?

Thermax customised two units of Dowtherm vapourisers for coal-fired application

## Handling fuel shift deftly for a polyester major



One of the largest producers of polyester fibres in India has a plant located at Patalganga in the state of Maharashtra. To deal with the rising prices of hydrocarbon fuels, the customer decided to switch to coal for operating its utilities. Catering to this requirement, the Boiler & Heater (B&H) division of Thermax commissioned two units of 15 MMkcal/hr coal-fired Dowtherm vapourisers for the customer.

Dowtherm vapouriser is a preferred technology in manufacturing heat sensitive products such as

fibres as it provides a more uniform heat source and precision temperature control. Thermax being pioneers in this application, customised the design for coal-fired vapourisers successfully.

An atmospheric fluidised bed combustor burns Indonesian coal and is connected to a radiant and convective tube bank which generates the Dowtherm vapour. This solution will not only help bring down fuel costs for the customer but also recover their investment within a short time.



# Unlocking the green potential in Pharma

**T**hermax Onsite Energy Solutions Limited (TOESL), providing outsourced utility services under the Build-Own-Operate business model, established its presence in the growing pharma sector by concluding steam supply agreements with two customers. First being Malladi Drugs & Pharmaceuticals Limited to supply 'green' steam for two of its plants in Tamil Nadu and Andhra Pradesh; deploying 10-ton Combipac boiler and 6-ton Combloc reciprocating grate boiler respectively. Subsequently, TOESL partnered with Capsugel (a Lonza company) and commissioned a 4.5-ton biomass boiler plant in



10-ton biomass-fired boiler installed at Malladi Drugs & Pharmaceuticals Limited

its Haryana unit. Under the agreement, TOESL guarantees delivery of quality steam for ten years, leveraging agro waste biomass fuels, sourced through the vast biomass supply chain developed by the company.



Boilerhouse, Capsugel

## A 'LEED' in going green

**T**he recently established Absorption Cooling & Heating plant of Thermax at Sri City (Andhra Pradesh) has secured a 'platinum' rating from Indian Green Building Council. The rating implies achieving global benchmarks in deploying environment-friendly infrastructural design and meeting the highest parameters of energy saving, water consumption and waste efficiency.



- 95%**  
Lighting requirement met through natural daylight
- 95%**  
Surface run off water conserved through rain water harvesting
- 90%**  
Material locally sourced
- 65%**  
Site area preserved as natural topography

"With expert advice from consultants and our team's commitment to Thermax's brand promise of conserving resources, we have adopted a host of sustainable practices and solutions – harnessing solar energy, use of natural light, water recycling, waste management, etc. The impetus from hereon will be to sustain these initiatives and adopt every possible measure that is eco-friendly," said Shrikant Wale, who spearheaded this project for Thermax.



*Thermax team along with Avinash Chand Rai, COO, Adani Mundra port at the customer event*

*Massive edifices being assembled at Thermax's Mundra port facility*



## Modularisation – The Next Big Opportunity

**“A**part from setting a record in manufacturing the largest packaged plug-n-play utility boilers in India till date, we have also achieved a benchmark in the concept of modularisation. With increasing complexities involved in setting up greenfield process plants, our modularisation solution can help customers de-risk their construction work and accelerate completion time,” said Pravin Karve, EVP, B&H on the execution of the \$157 million contract bagged by Thermax.

The largest export order received by Thermax so far comprised four utility boilers, eight heat recovery steam generators and two flue gas steam generators for the largest refinery and petrochemical project coming up in Nigeria. Most of the equipment supplied will be used to generate power and steam efficiently for the refinery.

On 30<sup>th</sup> May 2019, almost 60% of the consignment set sail from Thermax's port facility at Mundra and

the rest are getting ready for shipment. The teams from process design, projects, detailed engineering, materials, quality control, manufacturing, construction and logistics worked extensively for over 20 months under the leadership of Nitin Naik, project director for this prestigious assignment. Specialised 3D modelling was used in designing a compact modular layout that could seamlessly integrate into the refinery process plant and transported as big modules to reduce site work. The sub-assemblies were manufactured at Thermax facilities in Shirwal, Savli and Chinchwad as per global quality norms. The final assembly was then completed at Mundra. Speaking of the quantum in numbers, 1,300 people including third parties worked on the project deploying 5.1 million man-hours to build equipment weighing over 21,000 tons. All this without a single reportable accident! The largest module weighed 1,450 tons and the tallest one was higher than an eight-storey building.





*A consignment of plug-n-play units boarded on a special ro-ro vessel, ready to set sail for Africa*

*A walkthrough of the project for global customers who attended the seminar*



The other critical aspect of the project managed skilfully was transporting these massive edifices to the port and then rolling them on to the special ro-ro vessel. The modules were sea fastened to ensure that they sail smoothly across continents, enduring strong winds and other harsh weather conditions. The logistics team had to modify the road and other infrastructure of the travel route to the port for the self-propelled modular transporter (SPMT) to drive through. The overall commitment of the team in leaving no stone unturned has created a historical moment for Thermax.

**“Congratulations B&H team for making us proud and highlighting our superior execution capabilities to the world. I am sure that this achievement will bestow confidence among our customers that Thermax is geared to execute similar projects on any given scale not just for utilities but also other industrial packages,”** said M.S. Unnikrishnan, MD & CEO, Thermax.

<b>Flue Gas Steam Generator</b>	<b>– 2 X 377 TPH</b>
<b>Utility Boiler</b>	<b>– 4 x 400 TPH</b>
<b>Heat Recovery Steam Generator</b>	<b>– 8 X 110 TPH</b>
<b>Hot Oil Heater</b>	<b>– 1 X 48.2 MMkcal</b>

The B&H team showcased this project to other potential global customers by organising a seminar on 'Modularisation-the Next Big Opportunity' on 27<sup>th</sup> May 2019, which was attended by 45 delegates from 19 multinational companies.



# Empowered to Win



*A group picture of TCAs and Thermax team at the Top Dealers' Meet in Prague*

**T**he turn of the new financial year saw a rejuvenation in the time-tested collaboration between Thermax and its channel associates. The Thermax Channel Business Group organised its Top Dealers' Meet at the historic and beautiful European cities of Prague (Czech) and Krakow (Poland).

The convention was an amalgam of celebrating a successful year gone by and gearing up for achieving an ambitious growth of tripling the channel business revenue in three years (3X 3Y). Meher Pudumjee, Pheroze Pudumjee, M.S. Unnikrishnan, executive council members, along with business heads, were part of this journey.

Resonating with the theme of 'Empowered to Win', Hiten Grover, head of CBG presented various aspects of channel business, right from decision making matrices, commercial policies, to segmentation programmes, incentive schemes, branding and customer engagement practices. New initiatives, policies and systems were introduced aimed at empowering the

TCAs (Thermax Channel Associates) and CBG to improve their agility and responsiveness towards customers and win maximum market share.

Spread over six days, from April 21-26, 2019, the convention witnessed business discussions, networking and sharing of experiences among 110 participants.

Meher, Pheroze, Unny, Hemant Mohgaonkar and Sharad Gangal gave their keynote addresses. They highlighted Thermax's strong association with TCAs over decades; their role in driving our vision and 'One Thermax'; the need to become smart and future ready; collaboration in developing people competencies through the 'propel' initiative; and the new roadmap for channel strategy stemming from the project 'Lakshya'. Businesses, together with regional managers of channel business group, presented a synopsis of the previous year and plans for the year ahead, highlighting the role of Thermax channel partners.





*Visit to the Danstoker manufacturing facility in Poland*

*'Mirror Partner' award being presented by Thermax's senior management to TCAs*

Channel Partners also presented their geographies, growth opportunities and shared ideas on growing Thermax's presence in their respective regions.

After a day well spent on discussions, target setting, business planning; the evening saw some entertainment followed by dealer awards. The most coveted category was the 'Mirror Partner' award conferred to channel partners, namely Prerana Engineers and Consultants Pvt. Ltd. and Sharda Enterprises Pvt. Ltd., for representing and growing all the businesses of Thermax significantly in their areas.

The conference concluded with a visit to the Danstoker Poland facility where the hosting team extended a warm welcome and organised a detailed walkthrough of the plant.



*Guests on a boat cruise in Vltava river enjoying local music, food and the magnificent view of Prague*

# Expressions



The order intake for our products from international markets increased by nearly 20% over the last year.

**A**s this issue of Fireside is released soon after the Annual General Meeting, I'd like to begin by sharing our company's performance during the financial year 2018-19.

Riding on a healthy opening order book in 2018, Thermax Group posted an all-time high revenue of Rs. 6,123 crore in 2018-19 as compared to Rs. 4,602 crore in the previous year. Profit after tax was Rs. 325 crore (Rs. 231 crore). Revenue from international business was higher by 46.9% at Rs. 2,636 crore, as compared to Rs. 1,794 crore in the previous year, mainly due to the largest project export order received by your company in 2017-2018. With a 33% rise in group revenue, it's been a good year for Thermax.

Though we concluded the year on a high note, order booking in 2018-19 has been slow - 11.7% lower than the previous year. Hence we started the year 2019-20 with a lower order carry forward. We therefore need to work hard to deliver as promised, so we can invoice as envisaged, book and bill and most importantly, realise cash as anticipated. This impact is attributed to uncertainties prevailing on the global economic front, coupled with a slowdown in the Indian economy. New expansions in the core sectors have slowed down. Investment sentiments are further beleaguered owing to a liquidity crunch in the market, mainly on account of substantial Non Performing Assets (NPA) in the banking and NBFC sectors, as well as stretched balance

sheets of several conglomerates. And hence the emphasis on due diligence and cash flow.

However, I'd like to mention that even though there is gloom around the capital goods sector, consumption facing industries are still growing. Moreover there is a silver lining with regard to our environment business. In the recent past, we have witnessed a welcome shift in the adoption of sustainable practices. India as well as other South East Asian countries are imposing gaseous emission norms with regard to SOx.

We have just bagged a significant order of INR 471 crore from a governmental power company in this quarter. We need to make sure we participate selectively, win good orders and execute each project with alacrity.

Seeing the kind of work at our Mundra assembly base and the loading of seven boilers onto a ship for the largest refinery in Africa made us all very proud. The innovative way in which B&H planned and executed the entire order, completely modularised, has been extremely well done! The customer will save a substantial amount of time and costs at site. Our compliments to the entire team. It's not just a proud moment for us at Thermax, reinforcing Thermax's execution capabilities on a global platform, but for India!

During the year, Thermax acquired shares in TBWES, making it a wholly owned subsidiary of Thermax. Subsequently, the Boiler



& Heater division of the company has been transferred to TBWES through a slump sale, to leverage the synergies between the two businesses, particularly the modern facility of TBWES at Shirwal, which is now operational. This makes TBWES a material subsidiary of Thermax.

We continue to navigate our strategy of selective internationalisation, with an emphasis on expanding our product footprint. The order intake for our products from international markets increased by nearly 20% over the last year. Kudos to all the people involved; however we need to do a lot more in international products and services, especially since the market for projects are few and far between. We also need to focus on loading our new manufacturing capacities in Indonesia and Poland, since we have invested a lot of time and money.

Our project businesses are also opening local EPC offices, so that South East Asia becomes a second home market, after India.

Taking cognisance of the prolonged troubles pertaining to our subsidiary in China, we have decided to discontinue operations and have planned for progressive closure of our manufacturing facility. However, I am pleased to mention that we commenced commercial production of vapour absorption machines from our latest manufacturing plant at Sri City. We have invested a good amount of automation to improve customer experience and the highest standards of sustainability - receiving the prestigious 'platinum'

rating from IGBC (Indian Green Building Council) wherein the entire plant is resource efficient and environmentally sustainable. Great job to the entire team!

I'd like to extend a warm welcome to Ms. Rajani Kesari (CFO, ACC Ltd.) who has joined our Board and is a member of our Audit Committee. Her expertise in the financial domain, as well as experience of working with reputed engineering companies in product and project portfolios, will add a lot of value to Thermax going forward.

Our thanks to Unny, his team and all our employees at Thermax, as also our customers, vendor partners, shareholders and business associates for their support. Last but not least, our gratitude to our Board members, who continue to guide us in propelling the company's growth ambitions.



A few months ago, Pheroze and I were invited to be a part of the Top Channel Partners' Meet organised for the first time outside India, in the stunning city of Prague.

Thanks to the hard work put in by these channel partners, our channel business has done a lot better in 2018-19. My compliments to Hiten and his team for energising the channel business and bringing in different ways of thinking about our product sales and services. I'd also like to thank Hemant for his leadership and guidance.

Our channel partners have been an integral element of Thermax and

have stood by us through our ups and downs. It was heartening to see many familiar faces, as also those of the next generation, including a few women who are taking the mantle forward in their family businesses.

Today, thanks to our project divisions, almost 70% of Thermax's top line and profits come from them. However, with projects, you typically have feast or famine, which makes Thermax vulnerable!

If we are to be a globally respected, high-performance company, which is part of our vision, we need to 'strategically' grow the 'product and services' businesses a lot faster than what we have been doing in the past - and for that, all our TCAs play a pivotal role.

We are fortunate to have our TCAs on the ground as our torchbearers, providing the role of a trusted advisor to over 5000 customers. They represent ONE Thermax in front of the customer. However, we need to support them with speed and efficiency using technology; training and helping them understand each customer vertical through our marketing efforts and constantly improving our value add. We need to evolve as a one-stop-shop for our customers, which will help them become more efficient, reduce costs and make their lives simpler.

Look forward to many more celebrations. Wish the team all success.

With warm regards,

Meher

## **Up Close**

# **We aim to increase the share than looking at an overall**

**Hiten Grover, head of Channel Business Group, Thermax, shares his experience in sales & marketing across industries and customer segments, and his strategy for the channel business, in an interview with Swastika Mukherjee.**

***It's important to allow your team to take ownership and make mistakes as long as these are with honest intent and affordable to the business.***

**F**rom IT hardware, electrical distribution, industrial automation systems to premium consumer durable offerings, Hiten Grover's passion for sales & marketing has ushered him to assume challenging assignments across industries and customer segments with a sole mantra – start a new learning curve at the right time!

Hiten joined Thermax a year ago after having association with various reputed brands for over 16 years – Ingram Micro, American Power Conversion (APC) where he was the youngest regional manager at the age of 29, Schneider Electric after it acquired APC and then Kolher.

“My career moves have allowed me to travel across the length and breadth of the country, gain deep insights into diverse customer segments and understand the dynamics of distribution, category and channel management,” recalls Hiten.

When asked what drew him to Thermax, he says, “Having worked in the consumer space for years, the core industrial segments where Thermax operates excited me and I looked forward to this new experience. Being an energy and environment company, working for Thermax so far has been like working for a purpose – to craft a sustainable future.”

Since he joined Thermax, Hiten has brought about a radical shift in the channel business, including its rechristening from Channel Management Group (CMG) to CBG. He explains, “This new identity was driven by the need to empower both the

Thermax channel team and our channel partners. Considering the VUCA world that we are living in, our customers' expectations from suppliers and vendors are changing. It has become imperative to be responsive, faster and transparent in transactions. As the name suggests, the CBG team has complete ownership of the business and is more empowered in terms of decision making. The route-to-market for products have been further streamlined through standardisation by working in tandem with respective divisions and introducing the concept of ‘Velocity’ model – in line with the objective of improving proximity and availability.

He also considers empowerment as a key trait and respects Thermax leadership for entrusting him with the same. “It's important to allow your team to take ownership and make mistakes as long as these are with honest intent and affordable to the business.”

Tracing his journey back to his formative years on what shaped him into the person that Hiten is today, he says, “Inquisitiveness is a trait I possessed right from the beginning, which I believe has helped gain knowledge in many areas. I was the so-called ‘irritating’ kid of the class who bothered my teacher with questions until I was convinced.”

It was also interesting to learn that Hiten is a cricket enthusiast and has played tournaments at the state level. “Sports teaches you many important life lessons – the ability to accept defeat with grace and at the same time be resilient enough to bounce back to win; persistence



# *of customer's wallet rather market share improvement.*

in perfecting yourself through rigorous practice; and appreciate the importance of discipline in life, which is a lesson that I also learnt from my father who served as a central government officer."

"I aspired to study medicine but could not get through the competitive entrance examination. Subsequently, I opted for a bachelor's degree in business administration, followed by a master's degree. It is during this course that I discovered my passion for sales, marketing and branding. My passion soon translated into performance, and I emerged as a university topper after having led my undergrad life as an average student."

With the CBG team beaming high in FY '19 success; registering a 24 percent growth, Hiten is upbeat about the way forward. Speaking on the short yet rewarding journey, he states, "Coming from outside; I had the advantage of looking at the business afresh without any prejudices. The major challenge was to align our growth to market-based opportunities rather than incremental performance over past trends. Leveraging the strong foundation laid by my predecessors and backed by my enthusiastic team, we have been able to establish a mutually rewarding association with our channel partners and take it to the next level."

He has restructured his team to increase market presence in regions and map talent to positions. "My sales team dons an extremely challenging profile as they have to be well-versed with multi-division products and

knowledge across our segments. My ambition is to build a highly competent team to make CBG the most sought after division to work for."

Coming to the channel partners, Hiten shares some of the key initiatives taken for the channel partners. "We have introduced a 'reward for high performance' culture within TCAs (Thermax Channel Associates) and introduced market aligned pricing to make their business sustainable and grow together with them. Additionally, we have scanned the market and appointed new dealers who could leverage their existing business and customer network to improve our sales."

He has also introduced a channel segmentation programme, and the concept of a balanced scorecard which evaluates TCAs on various parameters such as people development, processes, infrastructure, marketing initiatives, etc., apart from financial performance.

To give customers a single-window experience, brands are now adopting Key Account Management practices, and CBG is no exception with 200+ key accounts identified by the team. "We aim to increase the share of customer's wallet rather than looking at an overall market share improvement. We are one of the few companies offering the entire range of utilities to customers that allows us to position ourselves as a one-stop integrated solutions provider. We want to evolve as a trusted partner to our customers rather than mere suppliers."

He firmly believes that this

approach will help the CBG team sustain its growth momentum in a challenging market.

With a slew of strategic moves aligned, one may wonder how he manages to maintain a work-life balance. Hiten has a completely different take on this adage. "If you are passionate about your work and have a purpose backing it, there is no such thing as a work-life balance. In fact, your work becomes your life." Hiten likes to destress by watching movies and spending time with his wife Jyoti and their nine year old daughter Joanna. "I have promised to spend three out of four weekends with my family but manage to keep only 50% of my promise," he retorts.



# Round up

## Getting on the wheels of sustainability



*Bi-Drum boiler for tyre manufacturing process*

**T**o reduce its dependence on coal while retaining efficiency, Goodyear South Asia Pvt. Ltd., a leading tyre company, reached out to Thermax for adopting sustainable heating solutions. The Heating business commissioned a 28 TPH Bi-Drum reciprocating grate boiler at its tyre manufacturing unit located in Waluj, Aurangabad. Capable of providing uninterrupted operation even on highly choking fuels, the boiler is designed to run on soya briquettes, biomass pellets as well as Indonesian coal to supply high steam pressure of 25 kg/cm<sup>2</sup> for moulding, cleaning and drying of rubbers.

The project was completed on an EPC basis where apart from the boiler, material handling systems for fuel, dry ash and fly ash; ESP and chimney were also supplied, installed and commissioned by Thermax. The project was handed over to the customer for continuous operation within ten months.

## Low-carbon solution for Trelleborg

**T**relleborg Wheel Systems is a global supplier of tyres and complete wheels, having one of its facilities in Sri Lanka. Addressing the customer's need of switching from fossil fuel to biofuels – to reduce their plant's environmental footprint as well as improve production efficiency – Thermax's Heating division commissioned a 12 TPH Combipac boiler with a reciprocating grate combustor on a turnkey basis.

The unit is designed to fire rubber wood chips with high moisture content, a byproduct of their production process, available abundantly. At its full capacity under standard operating conditions, the boiler will use nearly 2,700 kg/hour of feedstock, equivalent to 830 litres of diesel, for generating 12,000 kg/hour of steam, which is equal to 7.5 MW of effective heat delivered to the process. Use of biomass in place of fossil fuel such as diesel will result

in a reduction of 15,000 tons of CO<sub>2</sub> emissions per year.

**Speaking on the project, Paolo Pompei, President of Trelleborg Wheel Systems quoted in Biomass magazine, an international trade journal, "This is a key milestone project in achieving a reduction in the**

**carbon footprint within the whole organisation—something where we have put huge investment."**

He further added, "Energy is a 'significant element' in manufacturing costs, and the new boiler and wood chips as fuel will bring a 'significant reduction' to the cost of steam generation."



*12 TPH Combipac boiler with a reciprocating grate combustor commissioned on a turnkey basis*





**“** I am privileged to be a part of Thermax. It's a great workplace with a welcoming, empowering and open culture. Also, very excited to be

*leading the Environment business with both Water & Waste Solutions and Enviro divisions having high potential. Stringent enforcement norms for air pollution in India and even higher rigours witnessed in some of the international markets where we operate should escalate the demand for new and retrofit Enviro equipment installations.*

*On the other side, high dependency on underground water, which is depleting and becoming increasingly contaminated by the day, will improve the traction for water treatment and recycling solutions.*

*With both the businesses having credible references and great teams who are willing to step up and **Go for Gold**, I am looking forward to a thrilling way ahead.* **”**

## Welcoming the new Environment business head

**B**ill Shukla joined Thermax as the Executive Vice President & Group Business Head, and an Executive Council member in May 2019. Bill joined from Martin Engineering, India where he was the managing director for five years.

Before this, in a career spanning over 20 years, Bill has worked with Terex, Konecranes and Kone Elevator including assignments in Australia for several years. Bill brings to Thermax his varied experience in greenfield start ups, sales & marketing, project management, business strategy and operations, apart from an experience of working with stakeholders in multiple geographies.

A bachelor's in mechanical engineering from Manipal Institute of Technology, Bill has also completed a senior leadership programme from IIM Ahmedabad.

Bill is married to Reina and they have two daughters, Kamakshi and Krishna.

Fireside wishes Bill a rewarding and fulfilling career with Thermax Group.

## Making fitness, a way of life!

**T**hermax Wellness drive progressed through another quarter with several initiatives taken to sensitise employees on the importance of good health. The employee medical checkup activity as a part of 'physical wellbeing' was extended to the regions in partnership with Apollo Health & Lifestyles Ltd. A 'Step Up' campaign was introduced across Pune locations, urging employees to take the staircase instead of elevators and placing weighing scales near canteens.

To integrate exercise regimes into daily work, particularly for employees engaged in office jobs, the wellness team conducted Desk Yoga sessions across Thermax locations in Pune with the help of professional experts and later made videos available for regular reference.

*Employees from Savli participating in a session on International Yoga Day. Similar sessions were organised at Pune and Chennai.*





## The criticality of upskilling

**W**orking with customers round the clock to ensure optimum productivity for their plants is an extremely challenging role that our Power O&M facility managers play. To equip them with necessary customer-facing skills, a two-day all encompassing training session was organised by the Learning & Development team comprising modules on communications, planning and prioritisation, influencing power, stakeholder management, customer centricity and team

*Power facility managers from the western region along with L&D team*



management. More than 45 employees across regions in India participated in the training. The modules were customised as per the profile of facility managers and incorporated experiential learning methodologies such as role plays and real-time case discussions. The participants were provided with behavioural projects at the end of the training to implement their learnings at work.

## Quality assurance to customers

**S**urface preparation and painting is a critical process, which not only ensures the protection of our products from corrosion over its lifecycle but also gives the 'first impression' to customers. Maintaining consistency in quality across a huge vendor base while adhering to stringent international standards is a daunting task for the B&H team. As a step in resolving this concern, the team conducted a training module on surface preparation and painting in April 2019. Twenty-two quality engineers from Pune, Savli and regional offices attended the training to learn about new technologies, products and measurement techniques to comply with the necessary coating requirements. After

the five-day training followed by an examination, the quality engineers were certified as Thermax coating inspector. The programme was facilitated by Ramchandra Survase, a B&H employee who is a Level – 2 certified NACE coating inspector.

*Hands-on learning*



*Classroom training on surface coating*





# Keeping pollution under check

**K**orach Industry Company Limited, a Thai sugar major, trusted Thermax for achieving its pollution control mark. The Enviro team installed two Electrostatic Precipitators (ESPs) for 2 x 200 TPH travelling grate boilers, thereby maintaining emission levels well below the stipulated regulatory norms. The boilers were commissioned by the Boiler & Heater division of Thermax in 2018, being its largest installation in Thailand till date.

Another ESP was commissioned for Greenply Industries Limited, a renowned player in India manufacturing high-quality MDF (Medium Density Fibre) boards, a material commonly used in making furniture. This is a unique application where the ESP captures particulate matter in heat streams used

in drying and binding process of MDF boards. The heat streams are required to have least possible particulate matter as they are recirculated to improve the quality of the boards. In this application, the ESP is operated at elevated temperatures and handles flue gas with multiple fuel combinations like board trims, screen rejects, sander dust, etc., fired in the boiler. In addition to meeting all critical operating parameters and regulatory norms, the ESP has been providing optimum efficiency till date.

This project also reinstates our commitment to a lasting partnership with customers as we have been associated with Greenply for more than a decade and commissioned a 97 MW energy plant for them last year, which is the largest in Asia.



*Korach Industry Company Limited*



*Greenply Industries Limited*



*(Right) MV Reddy, Country Manager - Turkey, East Europe and CIS receiving the award on behalf of Thermax*

## 'Low Carbon Hero' Award, once again!

For the second year in a row, Thermax Absorption Cooling and Heating division received the 'Low Carbon Hero' award for its installation at Elazığ City Hospital, one of the most significant projects in Turkey's health sector. With two units of energy-efficient exhaust fired chiller-heaters; the customer saves 3.7 million units of electricity and reduces carbon emissions by 3,450 tons, equivalent to planting 3,55,000 trees annually.

The award was constituted by Turkey's Sustainable Production and Consumption Association that recognises the ones doing exemplary work in driving low carbon economy.

*Team Indonesia lifting the award for the best performing region*



*IBG team come together to 'Dream, Explore and Achieve'*

## Taking Thermax to the globe

The International Business Group (IBG) had a great year, with Thermax progressing well on its strategy of 'selective internationalisation' and product footprint expansion; registering a significantly higher order intake for product offerings in the international markets. This achievement was evident from the buoyant atmosphere at the second IBG Annual Conference held at Pune on 2<sup>nd</sup> and 3<sup>rd</sup> May, when the team came together with an ambition to 'Dream, Explore and Achieve' their next level of growth. The event saw the strengthening of synergies between countries and divisions, and perspectives from Thermax's significant geographies on their challenges & opportunities. A panel discussion on 'Strategic Selling' was organised with industry experts, namely Manoj Nair, program leader, Cummins and Chirag Shah, director, Arrista School of Finesse, along with B. Venkatesh, SBU head-Cooling and Jawahar Harinarayanan, president director, PT. Thermax International Indonesia which was moderated by Sriram Vishwanathan, CEO, TOESL. South East Asia and Africa received awards for their commendable performance during the year.

## Recognition for excellence and strategies for future

The serene VGP Golden Beach Resorts, Chennai was home for the annual meet of the Global Technical Services from April 24-26, 2019, that saw employees across India engage in varied sessions ranging from personality development to technical training on new products and interaction with Cooling HoDs & group heads. The teams presented their plans for the coming year, aiming at service excellence and customer delight. An awards gala was organised where the services team from north bagged the 'Best Region' award for its exceptional service support and order booking during the last fiscal.

On the other hand, 'Pulse 2019', the annual sales meet of Absorption Cooling & Heating division was held from 9-11 May 2019 at MGM Beach Resorts, Chennai. Hemant Mahogaonkar, business unit head, B. Venkatesh, and Mandar Erande, global sales head set the tone for the three-day programme.

Regional representatives from India and IBG presented their respective business updates, including market potential mapping and competitive scenario. The event also brimmed with an awards ceremony to recognise some outstanding contributions, cross-functional team building activities and deliberations on identifying focus areas for exceeding the FY 2019-20 goals.

*Services team at their annual meet*



*'Pulse 2019' for the sales team*



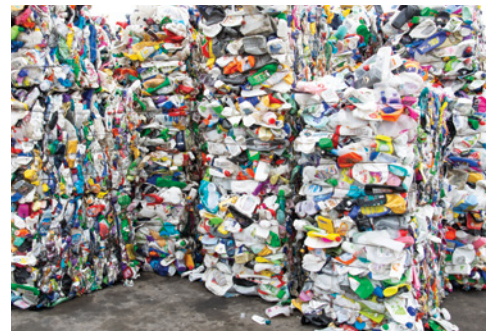
## Chillers for fertiliser and chemical major



*Chillers at CFCL to improve the turbine efficiency*

**T**hermax successfully installed and commissioned three steam-driven absorption chillers of 994 TR each and two hot water driven absorption chillers of 815 TR each at Chambal Fertilizers and Chemical Limited (CFCL), India. This order was received from TOYO Engineering, a Japanese EPC company. Thermax chillers are catering to the process cooling needs at their urea and di-ammonium phosphate plant. The chilled water at 7°C is used to cool the compressor inlet air supplied to the gas turbines, increasing their efficiency and output.

## Plastic put to use



**W**hile the world is talking about banning plastic, what about the humongous heaps lying all around us? Rudra Environmental Solutions is one such social enterprise that is doing commendable work in this area by collecting over 25,000 kg of plastic per month and converting it to 'polyfuel'. To create an awareness of this movement, a talk on the topic 'Management of Plastic Waste' was organised by our HSE team at the Thermax Energy House on 10<sup>th</sup> June by Mita Banerjee on behalf of the Rudra team. Employees were also encouraged to contribute their bit by bringing waste plastic from their homes in huge numbers and handing it over for disposal.



## Taking charge of traffic control

**A**s a step to improve the traffic scenario of Pune, an awareness drive was conducted by CII-CSR Pune chapter on June 22, 2019 with overwhelming support from Thermax. Seventy-five employees volunteered for this initiative and took to the streets at the busy *chowks* of Pune. They were among 400 volunteers from 20 companies who participated in the drive. With permission from commuters, they placed stickers reading 'I am proud to follow traffic rules' and appealed to people to imbibe various traffic etiquette such as wearing helmets, driving responsibly, observing zebra crossing, etc.

## Cheers to another fuel-shift drive

**T**hermax's Heating division commissioned a Combipac fluidised bed boiler for United Breweries' facility in Shajahanpur, Rajasthan. The changing industrial climate due to stricter pollution norms and dwindling coal output led the customer to opt for an eco-friendly manufacturing process. Thermax's Combipac boiler is designed to burn coal with husk from wheat and barley - the two key ingredients

in making beer. This customised 12 TPH boiler provides steam at a pressure of 10.54 kg/cm<sup>2</sup> for their brewing and distilling process, while handling fluctuating loads between 0-12 TPH.

The boiler was commissioned on an EPC basis for the customer.



*Combipac boiler installation at United Breweries in Rajasthan*

## Celebrating an excellent year!

**2**018-19 has been an excellent year for the Projects PU of the Heating business with appreciation letters from eleven customers out of the twenty-two sites commissioned during the year and a milestone of 11.48 million safe man-hours. To reflect on the best practices that led to this feat and sustain their commitment in

the coming year, the site and commissioning engineers, along with safety officers came together for their annual meeting in May at the Thermax Learning Academy in Pune. Discussions related to managing continuous and safe operations; meeting customer expectations on the lines of timely project completion; adherence to quality and safety, and improving revenue and profitability were undertaken. After effective cross-functional interactions with safety, legal, construction, commissioning, engineering, HR, and project management group heads, some of the team members were felicitated for their exceptional performance during the year.



*Sites managers of Heating projects PU at TLA*



## TOESL's showcase installation lauded by its Board



A tour of the showcase installation at Century Enka

In 2018, Thermax Onsite Energy Solutions Limited entered into an agreement with Century Enka Limited for supplying steam to their Pune plant from a 16 ton biomass fired boiler. Since then, the team has been working closely with the customer for various technology upgrades like online pneumatic soot blowing

system (Danblast), automated fly ash handling system, etc. Recently, TOESL completed a site beautification project, improving its aesthetics and developing it into a showcase installation. TOESL Board members visited the site and congratulated the team on successful completion of the project.



TOESL Board members along with the team

## 3D experience on wheels



'Connected Factory' demo at the Shirwal plant



Connected Factory is a campaign organised by Dassault Systems to provide virtual experience of a smart factory to enterprises. This concept involves simulating the entire digital ecosystem of a manufacturing process in a mobile lounge. A live demo of this system was organised by BTG along with C&H, B&H and Dassault team at our Chinchwad factory on 10<sup>th</sup> and 11<sup>th</sup> June, and at Shirwal plant on 25<sup>th</sup> June; receiving overwhelming participation from employees. They had the opportunity to witness an actual functional factory assembly line mounted on a vehicle, displaying five experiences critical for a smart and connected factory - lean management, advanced production scheduling, manufacturing operations management, manufacturing analytics and 3DExperience Twin. This initiative of introducing our employees to the concept of a connected factory is a part of Thermax's journey towards digital transformation.

## Thai Water Expo

The Chemical division of Thermax along with International Business Group participated in Thai Water Expo, held at Bangkok International Trade & Exhibition Centre from June 5-8, 2019. Our diverse capabilities in water & waste solutions along with our range of ion exchange resins and water treatment chemicals were showcased at the event. Visitors across industries in South East Asia showed interest in Thermax's innovative technologies and solutions for water treatment.



## Solar Connect

Thermax's Solar division, along with the Channel Business Group recently organised a customer meet - 'Solar Connect' in Coimbatore, India. The objective was to reach out to local customers to increase their awareness on the benefits of adopting solar technologies; discuss Thermax's capabilities and offerings in the domain and address various queries regarding solar installations. 75+ local customers, mainly from the textiles, auto components and pumps industries were present.



## India International Dairy Expo-2019

As the name suggests, India International Dairy Expo-2019 organised between 3-5 April at Goregaon Exhibition Centre, Mumbai brought together 182 exhibitors; showcasing innovations to make the dairy industry sustainable. Thermax having a strong presence in this sector used this platform to display its range of latest applications in heating, cooling and solar energy.

Concurrent to the expo, was a technical seminar conducted by the Indian Dairy Association where Saumil Shah, Snehal Surywanshi and Omkar Kulkarni from the Thermax team presented papers on topics relevant to the dairy industry.

During this event, Gauri Kaveeshwar, business development – West received a 'special mention' award from Indian Dairy Association-Mumbai for her efforts in making Thermax's participation in this event successful.





## **Limelight**



*Bhushan Deo*

## **CISO recognition for Bhushan**

Bhushan Deo received a 'special recognition' at the 11<sup>th</sup> Chief Information Security Officer (CISO) Awards & Annual Summit 2019 held on 15<sup>th</sup> and 16<sup>th</sup> February at Bengaluru, to recognise the contribution of top information security executives in India. The event was organised by the CISO Platform, a community of information security professionals working globally, sharing knowledge and experience in their areas of expertise.

Bhushan has been working with the Business Technology Group (BTG) of Thermax for over fifteen years and is currently the CISO, IT policy and compliance officer.

## **Mayborn Graduate Scholarship to Ruchi**

Ruchi Shewade won a graduate scholarship of USD 10,000 from Frank W. Mayborn School of Journalism for the 2019-20 academic year. She is pursuing her master's in journalism from the University of North Texas. This is the second time that she received this coveted scholarship, granted to exceptionally qualified graduate students each year who can add diversity and fresh thinking from a variety of disciplines to various fields of journalism.

She is the daughter of Ravi Shewade – divisional manager, Thermax SPX who has been associated with Thermax for close to seventeen years.

Ruchi has completed her degree in fashion communication from the School of Fashion Technology, Pune and has worked as a lifestyle & fashion journalist with the popular Femina magazine.



*Ruchi Shewade*

## **Arundhati shines in gold**



*Arundhati Kulkarni*

Arundhati Kulkarni made her parents proud when she recently bagged a bronze medal in the 1<sup>st</sup> Indian Rhythmic Gymnastics Cup 2019 held at Hyderabad in February where she participated in the under -12 category. Later in the month, she won a gold medal in the Maharashtra State Gymnastics competition held at Amravati. Nine-year-old Arundhati has been a student of Alacrity Sports Research & Art Academy, Pune for the last three years and has competed in several city-level competitions.

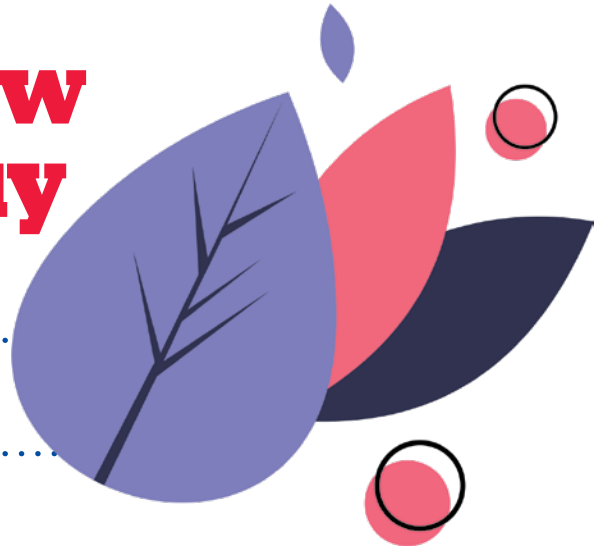
She is the daughter of Avinash Kulkarni, from the Power division. Arundhati is a student of MES Balshikshan Mandir and is currently studying in the fourth grade.

# Signposts

## The story of how you came to buy that car

.....  
**Marketers target our values, fears, and aspirations using narrative techniques**  
.....

By Christina Pazzanese, Harvard Staff Writer



**T**hey routinely ask some of life's deepest questions: Who are you? What do you care about? What are your goals in life? What do you struggle with? What do you love and hate?

But these are not psychiatrists or spiritual advisers; they're marketers probing consumers to figure out why we buy. Whether it's sleek sports cars, laundry detergents, or cellphones, mapping the views and yearnings of potential buyers helps these specialists construct ad campaigns and brand identities. Though people say they buy for rational reasons like effectiveness or price, the truth is that they often make purchases for more complex reasons, so marketers dig deep with their pitches, targeting our values, fears, and aspirations. And these days the preferred delivery vehicle is often a story.

"It always starts with understanding people — fleshing out a full portrait of who a potential customer might be for this product. Because doing laundry is never just about doing laundry. It's about being a mom or dad and taking care of my family and presenting a clean front to the world," said Jill Avery, a senior lecturer of business administration at Harvard Business School who studies brand management and teaches "Creating Brand Value," an M.B.A. course for investors, entrepreneurs, and marketers.

Branding used to be a shorthand way to convey reputation to potential buyers who prized claims of performance ("gets whites whiter") and expert opinion ("four out of five dentists recommend this chewing gum") over all else. But since the 1960s, consumers

have become tougher to persuade with rational sales pitches.

"Whereas prior to this, 'Why should I buy?' was all about function, in this era, 'Why should I buy?' has become wrapped up in who my identity is or who I want to be or what kind of lifestyle I aspire to," said Avery. "In many product categories, you're buying into the brand much more than you're buying into the product."

Some of the world's most famous brands, like Apple, Nike, and Coca-Cola, have successfully trained consumers to associate their companies with emotional concepts — rebelling, winning, and belonging, respectively — rather than merely the goods they sell.

"People want to believe that they're not swayed by brands," said Avery. "They are."



As firms attach ever-more-sophisticated meanings to their brands, marketing professionals now reach for the tools and techniques used by authors and filmmakers to leverage the human fascination with stories in order to lure audiences in a way that obvious sales pitches cannot.

Stories “generate higher levels of engagement, learning, persuasion, and inspiration for action” than other forms of communication, making them a “superior” vehicle to reach and affect consumer behavior, Avery wrote in a recent HBS Technical Note on brand storytelling. That’s important, because in “today’s world, where attention is scarce and consumers are bombarded with thousands of brand messages each day, brands that are able to tell compelling stories can break through the clutter and create engagement.”

Using humor, romance, sex, or even irony, effective narratives include compelling characters, a conflict and plot that feel fresh yet familiar, and a clear message

that comes across as transparent and authentic, not manipulative, she said.

Brand stories are told in many ways, such as on Twitter, through a retail store experience, through packaging and logos, or via a social media influencer’s posts on Instagram or Facebook. Figuring out what will grab would-be buyers is a dicey, complicated task for marketing professionals, for as times and people change, so do the stories that resonate.

“What are we anxious about right now? If we can figure that out as marketers, then we can deliver stories that ... help release that anxiety through consumption,” she said.

These days, politics and our deep national divisions are sources of angst for many. But where Baby Boomers once sought to “fight the power” and “change the world” through protests and boycotts, Avery says today “we often show our political activism through purchase.” Instead of just avoiding a brand that offends,

consumers now deliberately “boycott” — buy one brand over others — to show support for a company’s political stance.

Nike’s 2018 “Just Do It” ad campaign featured former NFL quarterback and racial-justice activist Colin Kaepernick (who is himself, as are all major celebrities, a brand) and was a dramatic example of the kind of political storytelling popular today. Though it was created for one of the biggest corporate brands in the world, the campaign’s implicit message was that you should buy Nike products if “you support the little guy, you support taking a stand, you support the struggle, you support the people who stand apart from the mainstream,” said Avery, who wrote a case study on the campaign.

What works in much of the country today are narratives that connect brands to social causes, showcase a brand’s ethos or purpose in the world, highlight underdogs or entrepreneurs as heroes, or demonstrate companies making a difference, an approach pioneered decades ago by ice-cream maker Ben & Jerry’s.

“We’re not just selling ice cream; we’re changing social consciousness,” said Avery of the company’s unspoken message to consumers.

Since the 1990s, as trust in big institutions started to wane, Avery

**Some of the world’s most famous brands, like Apple, Nike, and Coca-Cola, have successfully trained consumers to associate their companies with emotional concepts — rebelling, winning, and belonging, respectively — rather than merely the goods they sell.**

In a recent HBS Technical Note on brand storytelling, Jill Avery wrote that effective narratives include compelling characters, citing 12 common examples used in marketing.

## 12 main character archetypes found in brand stories

### The Caregiver

Most fulfilled when they can make a difference for someone else.

Naturally compassionate, nurturing, and dedicated, they enjoy demonstrating their supportiveness and can motivate others to provide better service or care. They're usually excited and challenged by responding to needs.



### The Regular Guy/Gal

Most fulfilled helping others belong and fit in to the group.

Naturally empathetic, unpretentious, and resilient, they often demonstrate their common touch and can motivate others to try hard to do their best. They're usually excited and challenged when everyone needs to pitch in and solve a problem.



### The Warrior

Most fulfilled when they can rise to and overcome a challenge.

Naturally determined, achievement-oriented, and focused, they enjoy demonstrating a winning attitude and often can motivate others to achieve their goals. They're usually excited and challenged by the opportunity to prevail against the odds.



### The Innocent

Most fulfilled when lives are based on their deeply held values and

beliefs. Naturally idealistic, optimistic, and hopeful, they often demonstrate perseverance in the face of obstacles and motivate others to trust that everything will turn out well in the end. They're most excited and challenged by opportunities to put their personal values into action.



### The Creator

Most fulfilled by seeing new ideas take shape. Naturally expressive, original, and imaginative, they enjoy demonstrating their inventiveness and often are to motivate creative thinking in others. They're usually excited and challenged by opportunities to express themselves or advance new ideas.



### The Lover

Most fulfilled by building relationships.

Naturally appreciative, passionate, and committed, they enjoy creating consensus and motivating others to see and utilize their own special gifts. They're usually excited and challenged by opportunities to enjoy the richness and fullness of life.



says brand stories that highlight notions of “authenticity” have been very effective across many sectors, ranging from trends in craft beer, artisanal food, and farm-to-table restaurants to Airbnb-style tourism and Etsy-type goods. Many firms work hard trying to manufacture authenticity, the case study found, using enticing Instagram stories or posts by top social media

influencers to drive sales rather than straight-up advertising.

Newer brands that present themselves as earnest upstarts overcoming the odds are especially popular now. Underdog narratives remain a powerful and enduring part of consumers' experience, said Avery, who studied this phenomenon.

“What we found is that most people perceive themselves as underdogs, even people that rationally shouldn't perceive themselves as underdogs,” like many of the HBS students who participated in a study and thought they, too, were underdogs.

“So if I feel like I'm an underdog, I'm going to be attracted to underdog brands,” said Avery.



### The Outlaw

Most fulfilled when they can change something that they feel needs to be changed. Often unconventional thinkers who can develop new, cutting-edge approaches, they enjoy challenging the status quo and motivating others to think differently. They're usually excited and challenged when they can take on tried-and-true methods or ways.



### The Explorer

Most fulfilled when they can seek out new approaches and perspectives. Naturally independent, authentic, and curious, they're able to follow unique paths and motivate others to explore uncharted territory. They're usually excited and challenged by the opportunity to blaze a new trail.



### The Ruler

Most fulfilled when they can demonstrate leadership, orchestrate complex situations, and/or use their influence to make things work better. Naturally confident, competent, and responsible, they enjoy demonstrating their savvy and motivating others to maintain high standards. They're usually excited and challenged by opportunities to take charge of a situation.



### The Jester

Most fulfilled when they can use their ingenuity and wit. Naturally playful, spontaneous, and humorous, they enjoy light-hearted truth-telling and can motivate others to see the value of fun. They're usually excited and challenged by opportunities to lighten up stressful situations.



### The Magician

Most fulfilled when they can see a vision realized. Naturally intuitive, insightful, and inspiring, they're able to perceive and appreciate multiple perspectives and motivate others to believe that anything is possible. They're usually excited and challenged in times of great transformation and turmoil.



### The Sage

Most fulfilled by finding the answers to the great questions. Naturally intelligent, knowledgeable, and reflective, they demonstrate the value of thinking things through and motivate others to seek the truth. They're usually excited and challenged by situations and problems that need to be better understood.



■ Source: "The Hero and the Outlaw," Margaret Mark and Carol Pearson; "Brand Storytelling," Jill Avery

What doesn't sell like it used to? Surprisingly, sex. Campaigns built on "blatant sexuality," even when it's integral to a brand, such as lingerie retailer Victoria's Secret, are facing tougher times, said Avery. In the #MeToo era, advertisers approach gender, sex, and romance far differently than in years past. Many more companies embrace LGBTQ consumers and interracial couples and have

moved away from depicting men and women in stereotypical gender roles, she said.

Prestige and luxury are still important to consumers, but it's less about overt displays of wealth and luxury than it was just a decade ago when company logos were ubiquitous and bragging about paying top dollar was a thing.

"Today, people are looking more for a horizontal differentiation, so being different, rather than being 'better,'" Avery said. "It's about being unique, finding the thing that nobody else knew about, being an expert in diverse experiences ... that's giving us identity value versus the conspicuous consumption ... of the past."



## THE WEEKEND AGRICULTURIST



Coming from the small village of Chithirampatti in the Pudukkottai District of Tamil Nadu, I had to face a lot of struggle before finding a job at Thermax in Chennai and settling down in a metropolitan city.

My father passed away when I was young and my mother raised my two sisters and me. I studied throughout in Tamil medium institutions and successfully earned an MSc in Information Technology. However, due to the lack of communication skills in English, I could not secure work in the city for a long time. Eventually, I started my professional career with a governmental project. I secured my life's big opportunity when I was selected to work

for the cooling commercial department at Thermax.

However, I longed to reconnect with my roots which were agriculture and farming in some way. Two years ago, I came across a group on Facebook called 'The Weekend Agriculturist' having over 16,000 members. The coordinators of the group are connected to small-scale farmers situated in and around Chennai. When they want to reach out to us for support, these coordinators create an event on Facebook, deciding the place and date. We visit the farms over the weekend and provide farmers with collective labour work through our group of volunteers. We often work in the fields with them from

sunrise till 6 pm. This group not only rekindled my passion for farming but also introduced me to my husband Tamilselvan who is one of the main coordinators.

I strongly believe that nature provides us with enough to satisfy everyone's needs, but certainly not their greed, which is why my husband and I have consciously adopted a sustainable and eco-conscious lifestyle. We have found that giving back to nature can be incredibly fulfilling and fun. We grow our own food in our organic farm in Alathur, near Chennai, leased together with 10 members of our volunteer group. I cook fresh, traditional foods from our own produce, which gives me a sense of



*The Weekend Agriculturist  
volunteers at a farm*



achievement. By posting my recipes on social media, I have discovered that most foodies love traditional food. I also love presenting my organically developed recipes in culinary events and am delighted when people like them.

But, sustainable living is not only about growing your own produce and cooking your food. It is about imbibing eco-friendly practices in everything you do. At home, we always ensure that I minimize waste in every possible way. I like to convert waste into useful products and this is something that I enjoy teaching to others as well. We like to live plastic-free. Our clothes are produced from organic materials and naturally produced dyes. I love cooking in earthen pots and I also manage my home without modern conveniences, like a refrigerator.

We celebrate local art and artists through a popular collective gathering that my husband and I often organize with our friends and families.

With technology taking over every sphere of our lives and detaching us from mother earth, we fervently believe that a person should be aware of where our food comes from and where our waste goes. During our volunteering activities at farms, we also organise debriefing sessions where youngsters are encouraged to care about the environment and learn simple farming techniques like collecting rice from a paddy field. By doing these simple activities, we automatically become one with nature. By living sustainably, I believe that we can give back to the community that we are all a part of.

Thank you for allowing me to share the story of my journey and my thoughts. An important thought that I would like to leave you with is that the consumption choices you make for your family and yourself are the keys to your sustainable lifestyle. In my case, my journey taught me to think, perceive and act in a holistic manner and add more meaning to the world around me. I hope you do too.



— **Kalaivani**  
(Absorption Cooling & Heating)

# Slice of Life

## City of Bielefeld offers €1m for proof it doesn't exist

It's a German city dating back to the 9<sup>th</sup> Century, with 340,000 residents, a university, a medieval fort... but does it really exist?

Bielefeld is now offering a €1m (£914,000) prize to anyone in Germany who can prove the city's non-existence. The city marketing group running the competition wants to disprove a 25-year-old conspiracy theory.

Back in 1994 a student light-heartedly posted the message "Bielefeld? There's no such thing" on the Usenet system. Achim Held's message became a long-running joke in Germany, once it spread virally with the subsequent internet boom.

In 2012, even Chancellor Angela Merkel referenced the Bielefeld joke, when she spoke at a Berlin prize-giving and recalled having

attended an event in Bielefeld, adding: "so it does exist".

The competition website (in German) says entries can come in various forms - pictures, videos or text - "but the pearls of your wisdom must be incontrovertible". "Now it's time for us to have our fun!" the organisers say.

Source : BBC news



## A raven is doing its bit, one bottle at a time

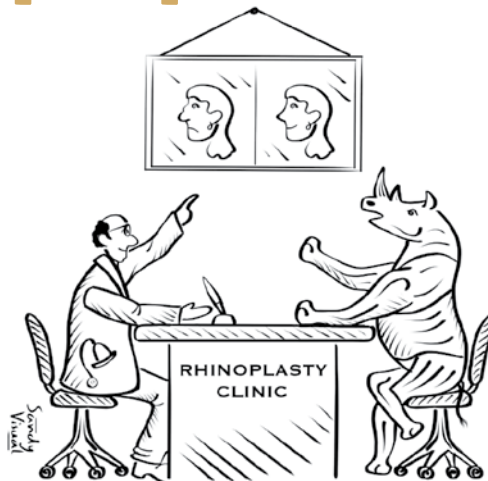


The video of a raven collecting an empty plastic bottle and taking it to a recycling bin where it deposits it before flying away has gone viral. The raven was seen doing its bit at Disney's animal kingdom in Florida. But rather than responding to its own sense of outrage about the level of human litter plaguing the environment, the bird has been trained to perform the action, covid expert Kaeli Swift said.

She tweeted: 'The idea that crows can be trained to pick up and dispose of garbage is no surprise. You might have seen dogs trained to put their toys away... This is hardly different.' She may be right, but this act gives a strong social message, doesn't it?

Source: Times of India

## And this pun picture



"No, thanks. I just dropped in to collect my royalty."

Cartoon by Sandeep Shete



# Technology Day 2019



For the eleventh successive year, Thermax celebrated the National Technology Day on May 11, 2019. As a build-up to the D-day, the Research and Technology (RTIC) team conducted numerous exciting competitions for six weeks with over 300 participants – pictorial, extempores, 'Greenscape' for building a green city, battling with drones and striking the bull's eye with specially designed missiles.

Dr. Sonde, in his opening remarks on the day of the event, highlighted various R&D developments under progress in Thermax that are slated to make



businesses more sustainable and contribute to the nation's technological advancement.

WWS and Enviro along with RTIC, were joint winners of the coveted Dr. N.D Joshi award. The guest speaker for the year was Dr. Pradheepam Ottikkutti, head of technology integration at Cummins, who shared his perspectives on 'Staying Innovative'.

The WWS in collaboration with the RTIC team bagged the trophy for indigenously developing an advanced version of 'Multi-Effect



Evaporator', a crucial component in Zero Liquid Discharge plants.

The Enviro division received an award for devising an ESP controller. It was a double win for the Enviro business as they also lifted the sought after 'Rolling Trophy'.

## Building on the best

'Relax, Reflect and Rejoice' was the agenda of the outbound meet for the Steam Accessories PU. The team of 60 employees spent three days from 6<sup>th</sup> to 8<sup>th</sup> June at Prakruti Resort in Alibaug, set against the theme of 'Building on the Best'. Since the PU has undergone restructuring recently with several employee movements, this offsite event helped them come together and align towards reaching their ambitious target by 2020.





# Bhathena SUMMER CAMPS

Every year, Thermax organises the Bhathena Summer Camp for employees' kids in the age group of 7 to 15 years that involves a lot of fun and activity-based learning. This year was no exception with a host of indoor and outdoor activities planned from 24<sup>th</sup> April to 1<sup>st</sup> June. These comprised art & craft, science, drama and storytelling workshops. Most of the camps this year were organised with the intent of bringing kids closer to nature and helping them appreciate its value. A one-day field trip to Junnar (Maharashtra) helped kids understand agrotourism, ecotourism and rural tourism. Adventure camping nestled in the lap of Kundalika river and a jungle safari to Pench wildlife reserve, famous for spotting tigers, were expeditions that children enjoyed thoroughly and took home splendid learnings. Children of the Thermax Chennai team were taken for a day trip to 'The Farm' where they engaged in organic farming activities and feeding cattle. Sessions on child safety and personality development were conducted by Thermax L&D team.

