

# **FiRESiDE**

The House Magazine of the Thermax Group Volume 51 No. 3 July - September 2021



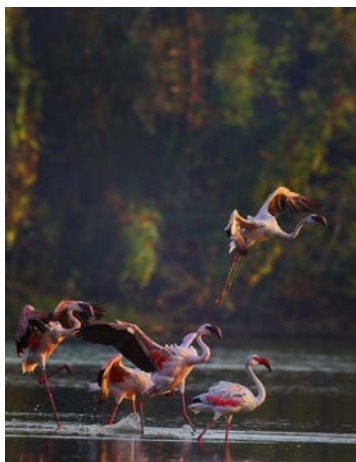
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## About the Cover

*This colony of flamingos reminds us of our potential – “Your wings already exist; all you have to do is fly!”*

*Photo by Puneet Sachdev,  
Actor and Photographer*



## Back Cover

**Thermal HVAC  
system for coach  
buses from Thermax**

## WORDS OF WISDOM

**“Do not wait; the time will never be ‘just right’. Start where you stand, and work with whatever tools you may have at your command, and better tools will be found as you go along.”**

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# What's New?



## Smart solutions by WWS

The last quarter for Thermax's Water and Waste Solutions proved to be a remarkable one with the division launching three of its products. The custom-made products promise to provide solutions for business and individual needs considering the growing customer expectations and keeping in mind space constraints.



### CuBe

WWS launched **CuBe**, a completely modularised and aesthetically appealing sewage treatment plant. It is a prefabricated and preassembled sequential batch reactor with completely automatic features.

The product is available in 10, 20, 30 and 50 KLD capacities, making it a perfect solution for commercial and residential segments.



### E Series RO

**E Series RO** is a specialised end-to-end package and a completely modularised RO plant that consists of a filter with a membrane-based separation for dissolved impurities. Further, the lower footprint of E Series RO helps in installing the plant at areas with space constraints.

It enables plug-and-play operation with remote monitoring as an add-on package. These features make E Series RO an ideal choice for residential and commercial complexes, including SMEs.



### atom V2

The new variant of **atom** was recently launched. It is an ultra-compact sewage recycle system to treat sewage water efficiently in confined spaces.

The product is suitable for commercial and residential segments, given its contemporary aesthetics, sleek design and easy installation, operation and maintenance features.





# Thermax Sales portal all set to boost Services

**T**he digital era demands enhanced customer experience and being proactive in catering to their needs. With this view, Thermax officially launched its sales portal on 1<sup>st</sup> October 2021 at Thermax House Auditorium. The event was screened live.

The functionality of the portal was demonstrated through a role play.

Ashish Bhandari, MD and CEO, in his address said, "The sales portal is a pre-requisite to the customer portal that keeps services at its centre; and will help reduce the turnaround time drastically. The success of the portal will, however, depend on how effectively we use it to our benefit."

Chairperson Meher Pudumjee congratulated the team and highlighted the importance of collaborative working.

Also present on the occasion were Pheroze Pudumjee, Bill Shukla and Prosenjit Sengupta, who shared their views.

The portal was a result of joined efforts of the cross-functional teams from Thermax, Nagarro and McKinsey.

The event concluded with testimonials of the users.



Akshay Hulikavi,  
BTG



Darshit Shah,  
BTG



Aishwarya Mahadik,  
Cooling Division

## Key features

### Proactive selling

(recommendation engine):

- Spare and service calorie information
- Asset to spare mapping
- Journey planner and timely reminders

### Asset & Customer 360

- Asset 360 provides end-to-end view of installations
- Customer 360 provides a view on overall Thermax interactions

### Proposal and order tracking

- Provides tracking against SLA and contacts of Thermax representatives for enquiries/proposals
- Detailed tracking against order lifecycle; ability to send reminders/requests to POC

### Sales performance tracking

- Key KPIs (Order booking, funnel health, etc.) tracked on live basis



The DnA Garage team

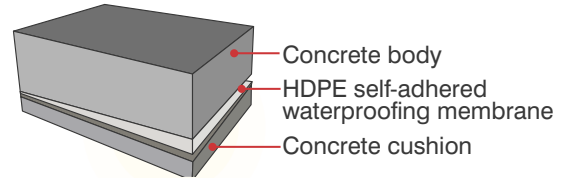
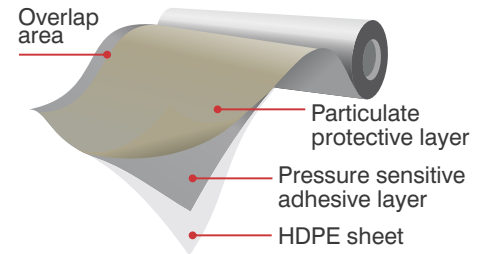
# Fully bonded HDPE membrane for waterproofing

**M**odern construction is highly influenced by optimising the usage of building spaces which puts underground spaces at top priority. However, underground structures come with increased challenges due to water ingress.

Thermax Construction Chemicals has launched its fully bonded HDPE membrane products - Maxshield® HDPE and Maxshield® HDPE SF (sand finish) to ensure excellent waterproofing and counter the many obstacles, including settlement changes that conventionally recommended systems fail to conquer.

Our fully bonded HDPE membrane is a multi-layer composite waterproofing membrane consisting of a high density PE film, self-adhesive polymer layer, a unique protective coating layer and the release liner.

The pre-applied and fully bonded HDPE membrane is self-adhered with the main structure and thus helps to prevent both water ingress and lateral migration.



New message

To

Subject **Signature, to leave an impression**

An email signature is a powerful way to convey your professionalism and give your readers the necessary information to contact you.

Thus, instituting a company-wide email signature is the first step to ensure consistency across corporate electronic communications, and will help us build a brand recall that registers with the receiver.

The signature template and steps to insert your email signature are now available on THERMNxt.

Click here to download

THERMAX

NAME SURNAME  
Designation  
Function  
+91 XXXXXXXXXX | +91 XX XXXXXXXX

THERMAX LIMITED  
Add address here.

A THERMAX GROUP COMPANY

THERMAX

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Designation  
Function  
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THERMAX GROUP COMPANY NAME  
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A THERMAX GROUP COMPANY

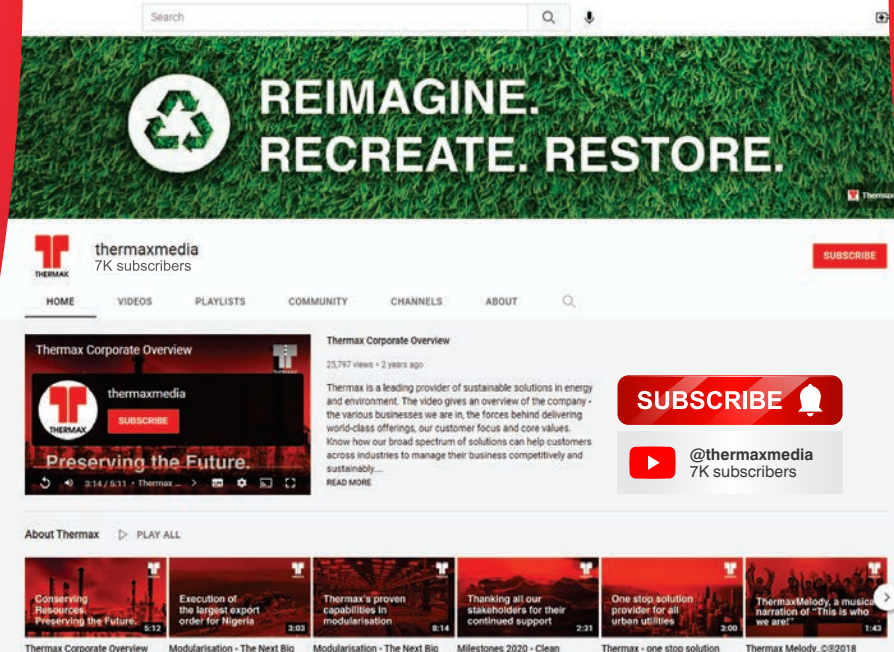
THERMAX

NAME SURNAME  
Designation  
Function  
+91 XXXXXXXXXX | +91 XX XXXXXXXX

THERMAX BABCOCK AND WILCOX ENERGY SOLUTIONS  
Add address here.

Aa

Send



## Thermax's YouTube channel gets a face lift!

Today's digital space is dynamic with search engine updates, website trends, new and evolving features, functionalities and so much more.

Our YouTube channel showcases new product launches, product videos, leadership talks, life at Thermax and our news features.

To provide a seamless experience to its users, Thermax's YouTube channel has been revamped.

## Introducing the all-new Graphic Asset Library

Marketing presentation forms an integral part of external communication.

The newly designed graphic asset library presents various design formats, graphics, flow maps, colour codes and fonts customised to help Thermaxians improve brand messaging.

The approved graphic asset library is now available on THERMNext.



[Click here to download](#)





# Expressions



For the portal to serve its purpose, I strongly urge everyone to retain touch with our customers, listen to their needs, their concerns, and make effective use of this digital tool.

I would like to start by congratulating the entire DnA Garage team, including our vendor partners, Nagarro and McKinsey, for the launch of “Edge”. I think Edge is an excellent digital platform that connects our customers, our dealers, and our sales and service personnel. The entire team has put in consistent efforts towards customer centricity, the results of which have been very encouraging. My heartfelt congratulations to everyone who made this possible.

The highlights of the platform include smart recommendations on spares and services based on the asset lifecycle, intelligent nudges giving reminders for due services, proposal, enquiry and order tracking to enhance

the quality of our services, while being a handy tool for our customers to communicate and access information.

Kudos to the Corporate Communications team for getting the message out. This portal is all set to revolutionise our customer experience by providing them with a kaleidoscope of offerings at the click of a button. As Ashish describes it – it’s the ‘UrbanClap’ for industrial assets, especially the SME sector.

The team has put in a lot of effort to trace our customer database over the last decade. They have understood, interpreted and converted customers’ inputs into a platform that will be useful in many ways – whether it be transparency and the ability to track asset

history; warranty or life of spares; tracking the status of spares’ orders; providing guidance on preventive maintenance and a window for queries, as also feedback post every service interaction. For the portal to serve its purpose, I strongly urge everyone to retain touch with our customers, listen to their needs, their concerns, and make effective use of this digital tool.

Further, to address the needs of our dealers and facilitate assessment of sales, we have also introduced the Dealer Management System. This platform will help us manage financial transactions with dealers more transparently, monitor secondary sales data, and importantly, analyse our sale trends for different spares.

The DnA Garage is an excellent example of a start-up within a company. It needed a few people to start working on an idea smartly and with agility, roping in the right resources as and when needed - I am happy to see that the team has done exactly that!

With this infrastructure being set, we will definitely move closer to our customers, using IoT (Internet of Things) as an effective tool. We envision that in future, this platform will allow our customers to register their own assets, including non-Thermax equipment and make the most of this portal. Edge takes Thermax's ability to serve its customers to the next level.

With these initiatives, I am reassured that we are setting foot in the right direction and achieving a milestone in our digitalisation journey that will be a win-win for our customers, dealers and Thermax in the coming years.

I am happy to share yet another internal "start-up". We are launching a unique mobility comfort solution - the natural refrigerant-based Thermal HVAC (THVAC) system that meets the comfort cooling and heating requirements of buses with exhaust heat. By recovering and repurposing exhaust heat, THVAC is designed to enable efficient and environment-friendly cooling and heating in mobility, irrespective of whether long-distance buses and trucks use diesel engines or fuel cells in the future. The THVAC has successfully completed the ORT (Operational Readiness Test) of

25,000 km in the European Union and is all set to hit the road!

Shifting gears, the world recently witnessed an important and significant event – the COP 26 (Conference of Parties) in Glasgow, UK. It was at this conference that India pledged to become a net zero country by 2070.

The key initiatives supporting this announcement by the Government included: installing non-fossil fuel electricity capacity of 500 GW, sourcing 50% of energy requirement from renewables, reducing 1 billion tonnes of projected emissions from now, and achieving carbon intensity reduction of 45% over 2005 levels - all these by 2030.

This decision was the need of the hour, considering the grave threat of climate change that looms over our planet. It is certainly an essential move that will trigger conscious steps by the country to mitigate the climate crisis.

Although India has just declared its commitment to net zero, some corporates (many of whom are our customers) have also pledged their own voluntary net zero targets. Here, as frontrunners in our very purpose, 'conserving resources, preserving the future,' with our continued engineering prowess, I believe Thermax has a vital role to play in helping our customers on their journey towards decarbonisation. Apart from CO<sub>2</sub> abatement, Thermax is also in a unique position to understand

the link between energy and the environment and has the capacity to address another crucial resource, water - reducing the quantum of freshwater used, recycling and so on.

Within our own company, we have commenced various actions on decarbonisation, with a clear internal roadmap for achieving 25% or more CO<sub>2</sub> reduction by 2025, from 2019 levels. More importantly, we have also started thinking about Scope 3 emissions, which involve our products. This is in line with the company's commitment to supporting India in making the transition to a low carbon economy by enhancing energy efficiency and adopting best practices on resource optimisation.

If we leverage our strengths in order to make this energy transition successful as also conserve other resources, I am sure the benefits will be there for all future generations to see and experience.

I'd like to end by urging all of you to continue with all our safety protocols, both within and outside the office, because COVID is still sadly amidst us.

Please stay safe and vigilant. Wish you all a very happy, healthy and successful New Year.

Warmly,

Meher

# Up Close

***“It is important to be vision-oriented and progress in unison in the interest of the company.”***

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Peter Overgaard, Group CEO, Danstoker Group, talks about his leadership style, what led to the turnaround of the Danstoker business, and his love for badminton, in an exclusive conversation with Priyanka Sarode.

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Helming senior positions across energy portfolios, it was a welcome move for Peter Overgaard to take over as the Group CEO of the Danstoker Group in September 2019. The group consists of three companies – Danstoker, Danstoker Poland and Boilerworks.

Raised in the small city of Grenaa in Denmark, Peter comes from a humble background. His father was a painter, while his mother worked as a salesperson in a shop floor to support the family income.

He went on to study at the University of Aalborg, where he completed his Masters in Science. Later on, during the early years of his professional career, he also obtained a Bachelor's in Engineering Business Administration while working full time.

In his many years in the Danish utility sector, Peter has gained extensive experience working across organisations in regulated markets. Prior to joining Danstoker, Peter was employed at Siemens Gamesa Renewable Energy, Offshore (former Siemens Wind Power, Offshore) as Head of projects, worldwide. He has led Aalborg Engineering, an HRSG and package boiler supplier as a CEO and has been on the board of Orsted (DONG Energy), overall responsible for all thermal power plant EPC projects as well as all wind power EPC projects. He had also been the director at Elsam Engineering A/S, an engineering consultancy company.

During the course of his career, Peter has dealt with varied aspects in the boiler business, including technical sales, designing coal-fired, biomass-fired, waste to energy



boilers and heat recovery steam generators as per customer needs. Talking about his experience from one of his previous job profiles, he says, "An important part of the customer quotation was the design of the boiler. These were big sized boilers that had to be tailor-made for the customers."

With 140 engineers reporting to him, Peter has had the experience of project and resource management across geographies of UK, Germany, Scandinavia, the Netherlands, Belgium and the Americas.

He was hired at a crucial time by Thermax to make a turnaround of the company that has already shown good results. He shares, "When I came aboard, it was necessary to streamline processes and turn the business around with a focus on services."

Informing about the business, he says, "In the Danstoker part of the group, we produce 1 to 50 MW oil/gas and biomass fired boilers."

One of the key drivers in propelling the business at Danstoker had been the implementation of a strategic plan – part I of which was - 'Fix the Basics' and part II was called - 'Perform to Win'. Elaborating on the latter, Peter says, "It was a comprehensive plan to improve the bottom line that included a six step approach focussing on i) Optimise execution ii) Fixed cost reduction iii) Make sales win iv) Product cost out v) New products and vi) Targeting new areas." The programme resulted in improving the company's bottom line by 14.5 million DKK. The COVID onslaught had reduced order intake by 25%, but the team managed to handle the crisis by implementing many cost optimising measures.

Peter fondly shares a popular saying that he uses with his teammates at Denmark – "I would like people to act between 8:00 and 4:00 as they act between 4:00 and 8:00." He explains,

"In Denmark, the normal working hours are from 8:00 am to 4:00 pm. So if one acts responsibly and is productive during the eight hours of work, one can enjoy the other eight hours of leisure time with the remaining eight hours for sleep."

Giving an understanding of the culture in Denmark, he says, "People celebrate Easter and Christmas widely here with friends and family. We generally take two weeks off in summer (during July) to enjoy with family."

His passion for badminton has stayed with him since his childhood. "During all my childhood and also



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**"I would like to get more of Thermax's technologies and brands to Europe and foster its footprint here."**

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at the university, I played a lot of badminton. I have played at a higher level (top league) and maintained a senior rank for more than 10 years," he proudly narrates. He continues playing badminton every Friday with some of the old renowned players and is now-a-days playing with Morten Frost, a former badminton player.

His sons take after him in the sport. He adds, "Both my sons - Nikolaj (29) and Frederik (27) also play badminton and have been national champions, the elder one winning the title several times. He has played tournaments worldwide and once also at an Indian league."

Being a fitness enthusiast, Peter also likes to go road cycling with his two sons whenever possible. "Being fit is very beneficial. It helps me to sail through times when we have long working hours and busy days," he says.

What about Thermax resonates the

most with him? "People-oriented culture," was his prompt reply. "I could feel a very good connection when I met Pheroze and the top management in India during my first interview."

Peter believes in an open leadership style that thrives on trust and values. He believes procedures can be put to use for executing simple tasks, but for pulling off major initiatives, it's important that we have the same set of values. "I would appreciate if one thinks what is best for the company over their own KPIs. It is important to be vision-oriented and progress in unison in the interest of the company."

When asked where he sees Danstoker in the coming times, he affirms, "We will be focussing on investing in the future!" Further, he adds, "I would like to get more of Thermax's technologies and brands to Europe and foster its footprint here."

# Round up

## Thermax Onsite commissions biomass boiler plant for Bridgestone

**T**hermax Onsite Energy Solutions Limited (TOESL) commissioned a carbon-neutral biomass based boiler plant at the Pune manufacturing facility of Bridgestone India. TOESL collaborated with Bridgestone to support its commitment of a 50% reduction in absolute CO<sub>2</sub> emissions by 2030.

Through the Build-Own-Operate model, TOESL has undertaken supply, installation and commissioning along with comprehensive operation and maintenance of the biomass boiler plant, including management of the biomass fuel supply chain and ash disposal.

TOESL has taken the responsibility of delivering green steam to Bridgestone under a long-term steam supply agreement, with guaranteed performance of the plant.

Steam is utilised in the tyre curing process to provide heat energy to stimulate chemical reaction between rubber compound and other materials in order to give the tyres their final shape.

Through this collaboration, Bridgestone shall achieve an estimated CO<sub>2</sub> reduction of 19,396 tonnes per year at full boiler capacity. The project is expected to generate INR 6.9 million savings against conventional energy usage in 2021.



*Khushboo Bhatia (centre left) CEO, TOESL and Parag Satpute (centre), MD, Bridgestone India, along with team members*

## A historic milestone for CBG

**B**reaking its preceding records, CBG has delivered a breakthrough performance for Q2 FY 21-22. Some remarkable performances were seen across divisions, with Heating, Water, Steam and Solar recording an all-time highest ever quarter performance.

The Water division saw a significant surge in order bookings, reaching a GOLY (Growth Over Last Year) of 120%, while Enviro Spares had the highest quarter business with GOLY of 54%. The Heating division recorded a

GOLY of 31%, while the Steam division registered 44%. The Solar division also bounced back in Q2.

All the regions have contributed significantly, especially North 1 and West regions – who have led from the front and delivered 148% and 140% of the Annual Business Plan (ABP) respectively.

A healthy partnership and efforts by Team CBG and channel partners have led to achieving this historic milestone for Channel Business Group.





## TBWES bags Rs. 250 crore order for a claus and oxidiser package

**T**he waste heat recovery boiler is one of the most popular green solutions offered by Thermax Babcock and Wilcox Energy Solutions (TBWES). The recently concluded Rs. 250 crore order for a 'claus' and an 'oxidiser' package in the sulphur recovery unit for a greenfield refinery in Latin America is a testimony to this. The scope of supply included design, engineering, and manufacturing of the packages.

The modularisation solution from TBWES will help the customer de-risk their construction work and accelerate the commissioning time.



Our focussed efforts in waste heat recovery are helping clients to decrease their carbon footprint and recover energy.

## O&M wins contract against global competition



**T**hermax Operations and Maintenance Services (Power O&M Group) recently won a comprehensive O&M services contract for 5 x 12 MW cogeneration plants for a refinery in western India. The scope included seven 115 TPH Thermax make gas fired boilers, turbines, waste treatment plant, effluent treatment plant, fire water and foam pumps, condensers, air compressors, switchyard, etc., among other BoP for the plants.

With the contract, which was won against tough global competition, Thermax will also provide services like energy management, annual overhauling, scaffolding, insulation and refractory, fabrications, OEM services and shutdown to the customer.

## Solar PV plant to generate 5.5 mn units of green power

**T**hermax Solar recently commissioned a 3.6 MWp ground mounted solar PV plant for a major textile mill in Tamil Nadu, India. Spread across an area of 30,000 square metre, the open access captive solar PV plant is designed to suit the land profile to generate maximum electricity. The plant will generate more than 5.5 million units of green power and help the customer to curb CO<sub>2</sub> emissions by 4,500 tonnes per annum.





# Leaders' take on CLOCC behaviours

**C**LOCC behaviours by Thermax encourage all to incorporate the best practices in everyday life and in our daily routine.

We recently introduced CLOCC Bytes, where speakers shared their views on the key behaviours viz. Customer, Lead, Own, Collaborate and Create and how they are important in governing the business. Take a look.



**Bill Shukla**, Executive Vice President, Industrial Products shares his insights on the behaviour - 'Customer'.

[Watch Video](#)



Watch **Pravin Karve**, CEO, TBWES, speak about keeping 'Customer' at the centre.

[Watch Video](#)



**Shekhar Kashalikar**, Senior Vice President, TBWES, talks on what 'Lead' behaviour means to him.

[Watch Video](#)



# CLOCC BYTES



**Maresh Murthy**, Chief Technology Officer and Head of RTIC, shares his views on the 'Lead' behaviour.



[Watch Video](#)



**Prosenjit Sengupta**, Executive Vice President and Chief Digital Officer shares his take on the 'Collaborate' behaviour.



[Watch Video](#)



**BC Maresh**, Executive Vice President and BU Head, Power division, speaks about the behaviour to 'Own'.



[Watch Video](#)



**Hemant Mohgaonkar**, Executive Vice President, New Energy, elaborates on the 'Create' behaviour.



[Watch Video](#)

# Thermax's chiller achieves payback for polyfilm manufacturer

Thermax has commissioned a multi-energy absorption chiller for a leading Nigerian polyfilm manufacturing and printing company. The 280 TR chiller is driven by the exhaust from a natural gas generator at the plant in Ogun. Chilled water from the chiller finds application in both process and comfort cooling at the manufacturing plant.

While the chiller delivers 160 TR cooling for the Internal Bubble Cooling (IBC) system of the polyfilm manufacturing process, the rest is used for cooling the factory premises. By means of repurposing exhaust, the chiller has enabled the company to save USD 225,000 annually. Through electricity-free cooling, the polyfilm's manufacturer has achieved payback for the chiller in less than 18 months.



*The 280 TR chiller commissioned in Ogun, Nigeria*



*Thermax's InstaHeat products at the lyophiliser plant*

## InstaHeat range solutions for vaccine lyophilisation



Thermax's Steam Engineering business partnered with a reputed pharma company to support its COVID vaccine project. Two products from Thermax 'InstaHeat' range were customised and supplied for cooling application at the customer's lyophiliser plant. Lyophilisation is a complex process of freeze-drying and is utilised to stabilise vaccines.

The automated cooling water

system from Thermax, consisting of a heat exchanger and pumping system with a variable frequency drive (VFD) based flow control mechanism, provides precise temperature control required for the production process in the lyophiliser plant as per the plant load.

Freeze-drying or lyophilisation stabilises the vaccine by lowering the temperature to freezing to dehydrate the vaccine and

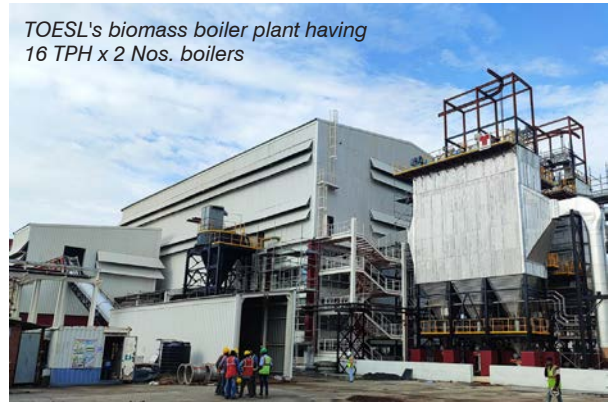
changes it to powder form while maintaining the physical and chemical structures intact. The vaccine can be reconstituted by rehydrating back before administering.

Lyophilisation has significant advantages as logistics, distribution and storage can be conducted under standard refrigeration. This also extends the time the vaccine can be stored.



# TOESL helps food major achieve cost savings and sustainability goals

TOESL's biomass boiler plant having 16 TPH x 2 Nos. boilers



Thermax Onsite Energy Solutions Limited (TOESL) signed a green steam supply agreement with a multinational food major for their greenfield project in Gujarat in a move to generate cost savings and further their sustainability goals.

## Introduction

The latest assessment report by IPCC (Intergovernmental Panel on Climate Change) points out that climate change is widespread, rapid and intensifying and the deteriorating environment that plagues the world today is largely due to the continued use of conventional energy. Industries round the globe can make a difference by reducing their dependence on fossil fuels – an increasingly expensive commodity that contributes to global warming.

Many multinational companies and large conglomerates have pledged ambitious sustainability goals for achieving net-zero carbon emissions in the next 10-15 years across their plants. Thermax partnered with one such multinational food major for their upcoming greenfield project in Gujarat, India.

## Challenge

The customer required steam for direct heating in the production of noodles and opted for agro-waste biomass fuels over natural gas for steam generation. The challenge was to establish a biomass fuel supply chain network from source to site, which included vendor development, evaluation and guarantee of biomass quality, quantity and price over the contract duration.

## Solution

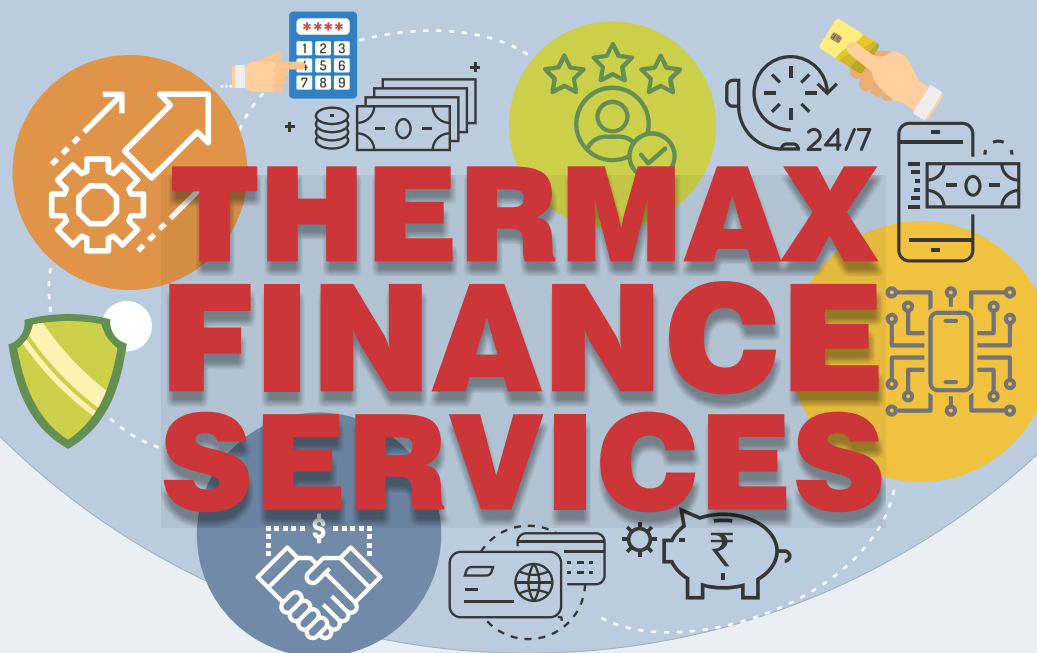
TOESL provided two biomass based hybrid boilers of 16 TPH capacity each, having state-of-the-art automated air-cooled reciprocating grate (Lambion, German technology). Ancillary equipment such as Danblast system was provided for higher boiler uptime and performance. TOESL also provided an appropriate air pollution control equipment in accordance with the strict norms set by Gujarat Pollution Control Board.

All customised high-end solutions were developed with strict adherence to the customer's complete HSE guidelines for design of the plant, in addition to the Thermax guidelines.

## Result

Thermax's solution provided a dedicated biomass fuel supply chain, ensuring consistent fuel quality at the right price. Further, the complete capital expenditure of the equipment was undertaken by TOESL, freeing the cash flow for core business of the customer.

On account of operating the biomass-fired boilers, the customer shall achieve an estimated CO<sub>2</sub> reduction of over 16,000 tonnes annually.



## Thermax Finance Services (TFS) – Transforming Finance processes to deliver better business support

**C**hange is the only constant thing. In individual capacity, as a group, an organisation or a society, we all undergo change at every moment. We all need to keep pace with the changing environment around us and more particularly, in business and professional life.

Thermax brought a major transformation through Thermax Finance Services (TFS), which changed the financial transaction processing of the company and the group companies.

### Inception of TFS

Thermax Finance Services started its journey to deliver as a Captive Finance Shared Service Centre in 2019.

A small team of Corporate Finance with Shailesh Nadkarni, Deepak Joshi, Naresh Torane and an external consultant, PriceWater Coopers (PWC), set forth to conceptualise the plan. All Finance controllers and Corporate Finance function heads joined hands to work on this.

TFS rolled out on 28th May 2020. As of 31st March 2021, TFS

was catering to all 22 domestic business set ups (individual finance books) in Thermax Limited and its four domestic subsidiaries.

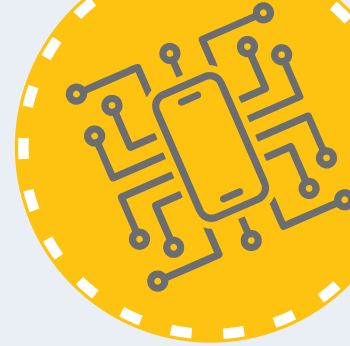
The establishment of TFS was a wise move for Thermax. When the COVID pandemic struck, Thermax

had the ability to easily respond to both internal and external customers since all processes were digitised and could now be handled online.

“For better collaboration and teamwork, we decided to shift the

**“TFS is the biggest change Thermax Finance has ever experienced that brought about centralisation of transaction processes. The belief that we can change for the better and bring in a new paradigm as a support function drove us as a team to deliver this.”**

- Rajendran Arunachalam, CFO and Executive Vice President



entire TFS team (of ~70 people) to a central place for work, but with the onset of COVID in March 2020, the model had to move to work from home (WFH). However, the systems and processes built by the team were robust enough to smoothly transition to remote working and achieve the desired outcome. For instance, with the successful implementation of the TFS, all GRN scanning, authorisations, bill booking, and vendor payments could be made online and on time, thereby supporting the business. Transitioning to TFS processes of digitised workflow during the pandemic was a timely intervention as it helped us greatly during the lockdown to deliver business support,” adds Rajendran.

## Objectives

TFS has successfully achieved primarily four objectives in phase-I as follows:

- a) Standardisation of processes across Thermax Group
- b) Scalability: 39% additional capacity created
- c) Efficiency: Processing time reduced by 51%
- d) Productivity: Output per FTE increased by 74% for P2P (Procure to Pay)

“Phase-I was the stabilisation phase, wherein we started with the Chemical and Enviro divisions’ transactions. It was important to

handle volume successfully, gain confidence from the business, and deliver what is important to them, which we delivered, after a period of stabilisation and close working,” Deepak Joshi, former Head of TFS (now CFO of TOESL), notes.

In the next phase, TFS is aiming at value creation for business through continual process improvements, service management, providing better experience to its internal and external customers/business partners, business insights and analytics to support data-driven decision making. It is a journey towards becoming a Centre of Excellence (COE). TFS plans to bring cutting-edge technologies such as RPA (Robotic Process Automation), AI (Artificial Intelligence) and chatbots/ conversational AI as a part of digital intervention.

## Shared Service Centre

Shared Services, as a concept, has grown globally over the past three decades, with 85% of Fortune 100 companies capturing a variety of benefits from capability enhancement to service delivery and business transformation. Corporate Finance has set a benchmark by bringing all the divisional finance functions under one umbrella to implement TFS. This is one of the best examples of collaboration at the corporate level. The advancement in technology was put to best use by the Shared Service Centre,

enabling structured processing of transactions that resulted in faster turnarounds and adherence to the agreed timelines. Initially, this project was called as Finance Centre of Excellence (FCoE) but considering the scope and nature of activities, it was later renamed to Thermax Finance Services (TFS).

## Challenges

In Thermax Group, the business model has evolved over the last 4-5 decades, and so have the processes. Each Business Unit (BU) has a unique and complex business model due to the nature and complications of business. The key processes studied for standardisation were O2C (Order to Cash), P2P (Procure to Pay) and R2R (Record to Report). There are variations to the same processes across Thermax, arising due to different ERPs (even though ERP may be common, implementations are different), customised to the needs of the product, project, services businesses and localisation.

Processes were non-standard and had many redundancies and duplication of efforts.

Hence, it was necessary to standardise and streamline processes, eliminate non-value adding activities and use automation to create efficiencies with robust controls.

On this basis, three key goals as below were identified as focus areas:





### 1. Cost Efficiency and Productivity:

Ensuring end to end process ownership, automation to improve productivity levels and lower the cost of delivery.

**2. Scalability:** Building simple and standardised processes. Enhancing digital capabilities to scale up and expand the TFS scope and support higher volumes without adding further resources.

**3. Business Benefits:** Developing business acumen and harnessing data to generate insight, better business partnership in creating tangible value.

### Process Maturity Study and Standardisation of Processes

'If you can't measure, you can't improve.' PWC studied process maturity for each business unit and legal entity. They, alongwith the internal team of the core group and finance controllers, came up with a standard process across Thermax Group for P2P, O2C and R2R, considering the complications, nature of business and best industry practices, which were debated and agreed by a sign off in workshops with all concerned and documented.

Key controls for each sub process, which would be exercised in the business and at TFS, were agreed upon.

### Technology Intervention - Newgen Software

The TFS team needed a software that would customise a workflow and help in achieving standardisation of inputs and

delivery of outputs, which would also be duly accounted in ERPs. BTG was a close partner in the TFS journey in onboarding the software solution, Newgen, for the same.

BTG team, led by Prosenjit Sengupta and his team members Binoy Varkey, Prasad Mankhedkar and Elcy Shaji, brought various options for technology enablement such as document management system (OmniScan), intelligent Optical Character Recognition (OCR), system-based approval workflows etc.

This eliminated all non-value-added activities and time taken for the physical movement of documents. It also provided mobility i.e. on-the-go approval and a digital audit trail. OCR technology was used to extract information from digital documents. These advances helped to improve efficiency to a great extent.

### Learnings from the Industry Leaders

The team from TFS visited Tata Motors Global Delivery Centre

and L&T - Shared Service Centre at Pune to understand their experiences and journey of Shared Services Centre. This helped to strategise the thought process, which was best suited for the business environment of Thermax.

### Collaboration - Connecting with Business Leaders

The TFS team connected with all business leaders (within Thermax)/ other stakeholders to share the progress of the project, understand their expectations and seek support. Their suggestions were incorporated in the final design.

### Restructuring Finance Organisational Structure - Targeted Operating Model

An important asset of the TFS initiative was its existing workforce, which had all the knowledge and experience of handling transactions. People had to be moved from roles and regions across offices in specific business finance functions, where they had been settled for long, to



The Finance Controllers

centralised roles where they would address specific processes for the entire company. Meenal Rao, leading the Corporate HR function, and Ambika Badwe were the champions who took charge of this and ensured the transition happened by addressing people's concerns and organising dialogues to clarify all doubts.

The Finance organisation was split into Business Finance Team and TFS Team. The Retained Organisation or Business Finance Team focussed more on controlling activities and business partnering, while the TFS team focussed on transaction processing and supporting the Business Finance Team.

The Infrastructure and Admin Support Team led by Framroze Garda, Shriram Chandak and Anil Kumar made arrangements for the infrastructure at the new workplace.

## Branding

Since the Shared Service Centre was the first of a kind project of that size and magnitude, the management connected with the Corporate Communications Team for designing and branding. One of the examples from the branding elements, defining TFS, is shared alongside. (see top right)

## Mailroom Setup

Mailrooms were set up at 24 locations across India by TFS. Documents got scanned in the mailroom. This saved a lot of time, cancelling otherwise required physical movement of documents.

## Workflow Development and UAT completion

Workflows were developed as per the final design, keeping controls,



Branding poster

efficiency and effectiveness in mind. User Acceptance Test (UAT) was executed in a very exhaustive manner. There were a lot of challenges initially; however, those were tackled during the course of time.

## Training to Business users

Detailed training/demonstrations were organised for all business users on Newgen workflows, explaining the new system to them.

## Transition Roadmap and Go-Live

Since March 2020 financial year-end was soon approaching, a transition roadmap was prepared, considering the business urgencies and functional priorities to avoid any disruption. The same was discussed with all the stakeholders, and the transition took place accordingly.

## Further Challenges - Pandemic and Work from Home

Shared Service Centre brought a paradigm shift in the transaction processing from physical to paperless ones. There was also a

learning curve for the entire team in understanding the business insights for getting all Thermax Group transactions at one location and enabling seamless processing of multiple complexities.

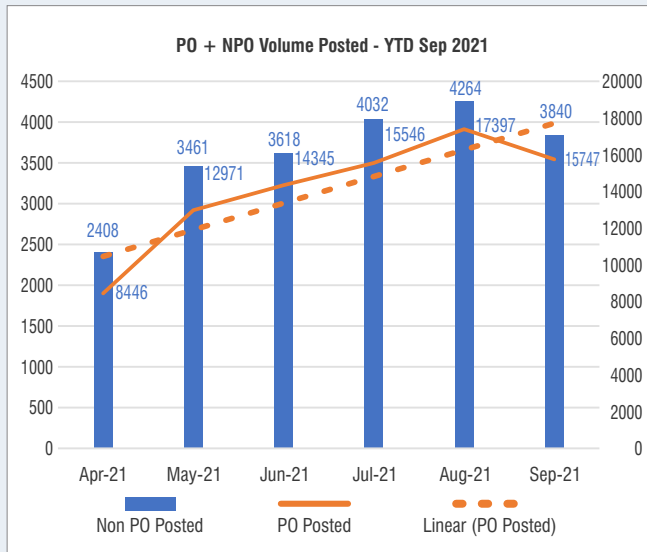
TFS had a lot of challenges in the stabilisation phase due to internet connectivity, power failures, coordination etc., caused by shifting to the work from home model. This impacted the team's performance. However, the team took measures and dealt with all the challenges and restored the normalcy in just two months.

The pandemic ushered the 'new normal'. Now, efficiency is being measured by the outcome rather than the number of hours spent - bringing a hybrid way of working. This also helped the team to unleash its potential in the second lockdown.

TFS eliminated cheque payments to vendors and processed all payments directly to vendor bank accounts.

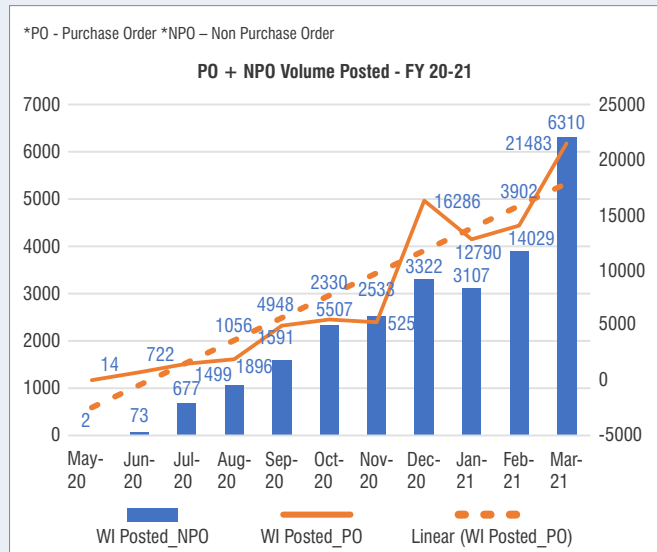
TFS is confident of delivering more transactional volumes with the same manpower and has also demonstrated rationalisation of resources over time.

## P2P Volume Posted - YTD September 2021



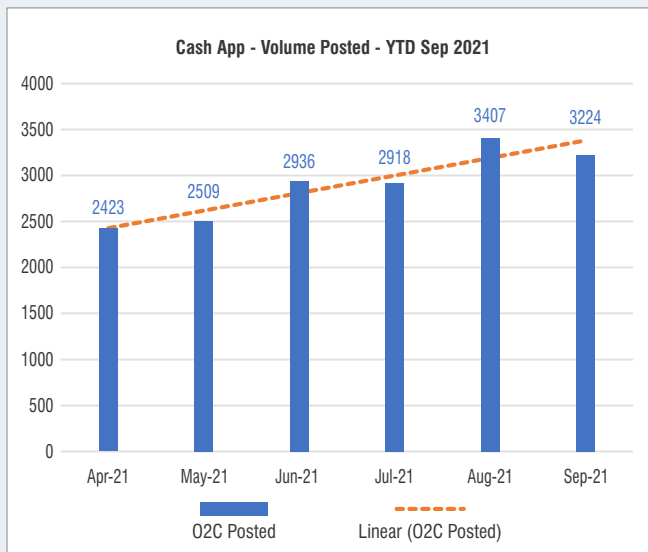
TFS processed more than 1,06,075 transactions till 30th September 2021 for PO & NPO.

## P2P Volume Posted - FY 20-21



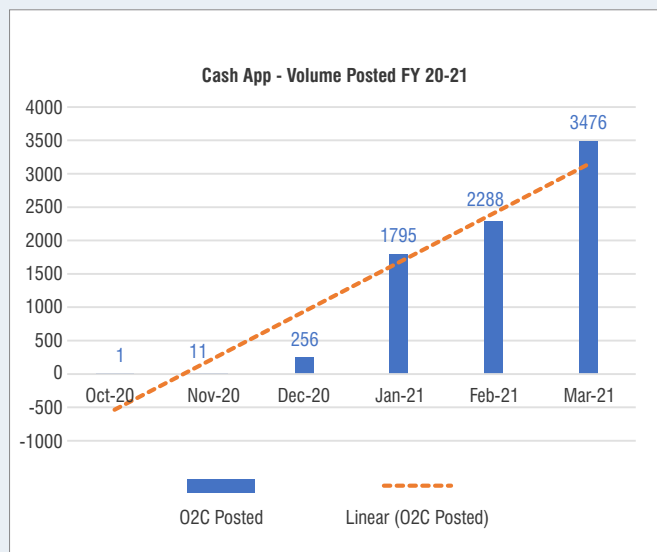
As of 31st March 2021, the total transactions created were 1,09,000. The TFS-P2P team posted 96% of the total work ids with 61,000 transactions in Q4 FY21, while March 2021 recorded the highest count of 28,000 transactions.

## O2C Volume Posted - YTD September 2021



TFS processed more than 17,000 transactions till 30th September 2021 for O2C.

## O2C Volume Posted for FY 20-21



TFS processed more than 7,800 transactions as of 31st March 2021 for O2C.



## Change Management and Business Partnering

"We think the biggest learning from this project is change management at all levels. We encountered challenges on various occasions; however, we collaborated with all the stakeholders and resolved issues promptly. We learnt from the mistakes, owned it and made the course correction immediately," Process heads of TFS, Dinesh Sheth (P2P), Sanjay Jakhotiya (O2C) and Pundarikaksha G. (R2R) inform proudly.

## Customer Centricity, Key to Success

Customer centricity is the key principle TFS has always been working on. Naresh Torane, Head, TFS, quips, "We have been talking about Thermax's behaviour competencies viz. CLOCC - Customer, Lead, Own, Collaborate and Create. I believe we, at TFS, are following these principles in our day-to-day life."

Highlighting the ingrained characteristic of TFS, Naresh elaborates, "During the first

lockdown, the team faced many challenges. However, we always approached them with a view to support the business and our customers, even if it meant working late and making payments at 11:30 pm! We had invested 11-12 hours a day for months together to stabilise the TFS operations, ensuring business partnership," he adds.

## Customer Feedback and Continual Improvement

"As TFS overcame teething troubles and stabilised operations in phase I, it sought feedback from the customers in March 2021 for the P2P process. 71% of the stakeholders were satisfied on an overall basis. At TFS, we are continuously focussing on process improvements and automation. There are many projects in the pipeline to improve efficiency and customer satisfaction," Naresh says.

## Business Insights

TFS has developed business insights, trends on the Service Level Agreement (SLA), Turnaround Time (TAT) and Spend

Analytics at the organisational level by using the Power BI tool as of August 2021. These have been shared with the business teams for their consumption and action. TFS team is working on further business insights and will publish reports in the ensuing period.

## Acknowledgement

Expressing gratitude, Rajendran says, "TFS is a complex project that is a result of collective and collaborative efforts. Without the support of all stakeholders, it would not have been possible to achieve this. We would like to acknowledge their contribution for making this a success."

## The way-forward

TFS has elaborate plans to further streamline its operations and offerings. Firstly, TFS will accelerate the maturity phase for the O2C and R2R processes and ensure that its processes and services add value to the customers and organisation. Secondly, TFS is focussed on continuously improving and simplifying processes, ensuring strong service management and creating a better experience. Thirdly, it is committed to providing insights from data captured using technology.

The TFS team believes that the change has taken place, and more business processes and features will be added as it moves ahead. The TFS team encourages all to use the platform to its full capability and capacity.



TFS – The Core Implementation Team





# #Fighting COVID

## COVID survivors share their struggles



The COVID era has been the most testing time for mankind. Yet, the pandemic has taught some valuable life lessons and changed the perception of life for many. We reached out to some of the COVID survivors from Thermax to understand their battle with the virus and how they emerged victorious.

In this feature, our colleagues talk about the most difficult battle of their lives, learnings, and what matters the most to them today.

## From despair to hope

"The hospital was a depressing and threatening sight. I could see some patients wailing in pain, some struggling to breathe, and some unfortunate instances of patients even losing their lives on arrival! I was shivering in fear – I had witnessed enough grief in those first four hours in the hospital that anticipating my near future was daunting. When there is no respite, a man has to garner all the courage he can; and that is what I exactly did. I prepared myself for the worst possibility. The next day, my oxygen level dropped below 80. The third day followed with aggravated cough, loose motions and vomiting with blood. These were symptoms of pneumonia. So, I was soon shifted to the ICCU. I remember seeing the hassled doctors, nurses and ward boys doing the rounds. I couldn't communicate or convey what I needed due to the respiratory pipes inserted in my nose and throat, and there was no one close to help me either. I was gradually losing hope. At last, all I could hold on to were my deeds, leaving my fate to Swami Samarth." [Click here to read the full article](#)



**Mahesh Shinde,**  
Chinchwad factory

## Lessons for life!



**Mayur Saraswat,**  
Station Manager, O&M

"It was on 6th May 2021 that I received my COVID positive report. I was at Roha, Raigad, Maharashtra, where I work as a Station Manager, O&M at Sudarshan Chemicals plant. At that time, half of my team members were also suffering from COVID. Most of us were in home or company isolation, but since I started facing trouble in breathing, I got admitted to a hospital in Pune. I am immensely thankful to Gajendra Bisen, safety officer, and

managers at the customer site for arranging an ambulance for me.

After admission to the hospital, I assumed that I would recover and be discharged very soon, but destiny had other plans. The stay continued for the next 42 days as 90% of my lungs were infected. My survival chance was only 1%! After three days in the hospital, following breathlessness, the doctors decided to shift me to the ICU."

[Click here to read the full article](#)





## COVID STORIES

### Discovery of mankind and resilience



**Rajeev Shrivastava,**  
Head - Procurement,  
Operations and Maintenance

"My elder daughter lay in pain beside me, but all I could do was offer words of encouragement that everything would be all right. I felt helpless and scared of our situation. She couldn't give her online exams and for the first time in her life, had a backlog. Each one of us had gone through a lot of suffering. However, my father was very strong - even at 85 years, he did regular yoga and morning walks and defeated the virus in four days, while I, being 49 years old, suffered from a severe COVID.

After about 10 days, our infection levels went down, and we were discharged home. Unfortunately, my mother's health deteriorated even after receiving Remdesvir and couldn't make it back home. I couldn't even see her for the last time. The day we went home was the same day she breathed her last! Suddenly, a member of my family - with whom I had spent my life was gone. It left a deep emotional scar on me. After her demise, my colleagues at Thermax also helped with the funeral as the body was not handed over in COVID-related deaths."

[Click here to read the full article](#)



## Moving on from the worst

"Soon after, I too got infected with COVID. To everyone's surprise, my condition was deteriorating much faster than that of my father. I had difficulty in breathing even with a regular oxygen mask. My wife and son were still in Hyderabad, but my mother decided to call them to Pune after I got infected. I had to be moved to the ICU. There was no stock of Remdesvir in the hospital, and my wife had to call my friend, who through his sources, arranged four doses of Remdesvir for me. The doctors had explained to me that COVID spreads in our body faster under stress. I was under tremendous stress due to my father's condition, and hence the virus

spread rapidly in my body. Those days now seem blurred - I was not fully conscious all the time. My family and cousins, along with some colleagues from Thermax, helped me through my worst phase. They kept on telling me only positive things throughout my stay at the hospital to alleviate my stress.

The bigger battle to fight was the mental struggle. Sometimes, I used to glance out of the open window from my bed and think to myself that it might be the last time I would see it."

[Click here to read the full article](#)



**Amol Garbhe,**  
Head - International Services,  
Absorption Cooling – C&H Division





## Thermax at ALLICE conference in Paris

**A**LLICE in France is an organisation dedicated to energy efficiency and industrial decarbonisation. The organisation held a conference on 21<sup>st</sup> and 22<sup>nd</sup> September 2021 aiming to bring together technology providers in the energy sector.

Thermax's representative, Jean-Jacques from Evertgy participated and presented vapour absorption technology for cooling and heating.

He discussed the applications and benefits of absorption chillers and heat pumps in the event. The conference was attended by an enthusiastic crowd of 200 stakeholders across sectors.



Visitors at the Thermax kiosk at the ALLICE conference



Representative image

## Thermax participates in PRC Russia & CIS 2021

**T**he Petrochemical and Refining Congress took place in St. Petersburg, Russia on 20<sup>th</sup> and 21<sup>st</sup> September 2021. More than 200 representatives came together to discuss the challenges of the industry and their solutions. Thermax was represented at the event by its partner in Russia, Cold Energy.

By displaying Thermax's range of cooling and heating solutions, the representatives presented ways of energy efficiency improvement in the sector.

## Presenting 'Cooling Solutions for Sub-Zero Applications' for Bangladesh

**T**he Bangladesh Chapter of ASHRAE (The American Society of Heating, Refrigerating and Air-Conditioning Engineers) together with the Bangladesh Green Building Academy conducted a webinar on Absorption Cooling Solutions for Sub-Zero Applications. The virtual event held on 30<sup>th</sup> July 2021 saw the participation of experts from chemical, food processing and other manufacturing industries.

M V Reddy, International Sales Head of Thermax's Cooling business took part in the event as the keynote speaker and presented a range of chillers that cater to sub-zero applications across sectors.



Launch of Partner Advisory Council (PAC) with PAC TCAs, Thermax leadership and CBG team

## CBG forms PAC; announces 5 centres of excellence

Growth opportunities are getting tougher in the face of new market dynamics like rising customer expectations, increasing competition and digital disruption. In order to outdo the pace of the market, Thermax's Channel Business Group has formed a Partner Advisory Council (PAC) with identified top 13 channel partners.

The launch of the Partner Advisory Council (PAC) commenced on 17<sup>th</sup> September 2021 at the Thermax Learning Academy in the presence of Thermax leadership team, divisional heads, Channel Business Group and select PAC partners.

Thermax PAC aims at co-creating 'growth' and 'operational excellence' blueprint for the next three years with channel partners.

During the launch, five centres of excellence were announced – Product and Services, People, Finance, Technology and Marketing.

These centres of excellence will form the core of the overall growth strategy and operational excellence which integrates with ThermaxNXT and Channel Business strategy.

## Thermax Chemicals presents at WQA Convention

Thermax Chemicals participated in Water Quality Association Convention & Exposition organised on 29<sup>th</sup> and 30<sup>th</sup> July 2021 in Las Vegas, USA. The WQA Convention has a rich history as the signature event of the year for the residential, commercial and industrial water treatment industry and is a great platform that provides opportunities to connect and network with like-minded professionals from water treatment business.

Thermax Inc. showcased our diverse portfolio of Tulsion® ion exchange resins and its specialty applications in varied industries in the expo.



(From left to right) Supriya Swamy (Sales & Marketing Engineer), Cindy Gresham (Business Development Manager), Vivek Naik (Senior Technical Manager) and Ajit Dighe (Business Head-Thermax Inc.) from Thermax Chemical Division, US at the event



# Limelight



## Aadi discovers his acting skills

2020 had been a total game-changer. Some lost their near and dear ones, few lost their jobs, while on the other side, few businesses picked up very well. The lockdown also gave an opportunity to acquire new skill sets and discover hidden talents within ourselves.

One such opportunity came knocking for Aadi Mulay, 9 year old son of Anuja Mulay from Corporate Communications. The festive season brought with it vigour and vibrancy to the otherwise mundane lives. It was the time of the Ganesh festival. Anuja's brother-in-law came up with a video concept and wanted her and her family (spouse and kids) to be the star cast of the musical video. The family was super excited, especially Aadi (as you can see in the video) and was all keen to explore this skill of 'acting'. The concept was

very relatable as it captured the everyday happening in the house during the work from home model as well as the preparations that go before welcoming Lord Ganesha at home.

For Aadi, it was an effortless act as it was based on his day-to-day life. The house was prepped as most of the shoot was done indoors. From recording to editing, and from music composition to post production, the entire video was made in-house, and was well received by all the viewers.

The video subtly conveys an important aspect of being attentive to children that is often neglected by parents as they try

to seek the work-life balance while working from home.

Anuja says that Aadi is a born actor, and this experience proved to be a shot in the arm for him to further pursue his acting skills.

Watch the complete video and see if you can relate to it too!





# Signposts



## Research: Cameras On or Off?

by Allison S. Gabriel, Daron Robertson,  
and Kristen Shockley

Managers looking to encourage engagement and inclusion in remote meetings have long encouraged team members to keep their cameras turned on. But researchers examining remote employees' reactions to the constant video conference calls of the remote work era have found that keeping video on all day actually increases so-called 'Zoom fatigue'.

**W**hen the global workforce moved en masse to working from home, many organizations leaned heavily into virtual platforms with video call capabilities (Zoom, Webex, Microsoft Teams) to replace face-to-face meetings. While such meetings offered a chance

to maintain social connection in a time of social distance, a few weeks into remote work, 'Zoom fatigue' and 'virtual meeting fatigue' entered our vernacular, capturing the feeling of fatigue and exhaustion that comes from being stuck in an endless cycle of virtual meetings. Researchers responded

to this phenomenon by developing a Zoom exhaustion and fatigue scale. Others began studying aspects of virtual meetings that could contribute to virtual meeting fatigue (pro tip: muting your microphone when not speaking helps!).



Little research, however, attempted to isolate and understand the impact of the video camera itself on Zoom fatigue. How much does having your camera on contribute to your level of fatigue? Should you keep your video camera on or off?

To explore the effects of video cameras on daily virtual meeting fatigue, we partnered with BroadPath — a business services company from Tucson, Arizona, which has provided remote work offerings for over ten years. With its thousands of home-based employees throughout the United States and abroad, BroadPath had been experimenting with always-on video as a way to enhance community. When the pandemic hit, however, they started to suspect that using front-facing cameras in all meetings could be detracting from the remote work experience.

As the pandemic unfolded, BroadPath sought to collaborate with researchers in the remote work space and reached out to

members of our team. Together, in the late summer of 2020, we designed a study that involved collecting daily data across four weeks from 103 BroadPath employees. We randomly assigned participants to keep their camera on or off for the first two weeks of the study and then switched their assignment for the last two weeks. We also asked them to complete a brief survey after work each day that captured their energy levels at that time (“Right now, I feel fatigued”), as well as their engagement (“In meetings today, I felt engaged”) and voice (“In meetings today, when I had something to say, I felt like I had a voice”). To help isolate the effects of the camera, we also tracked the number of virtual meetings each employee participated in each day, as well as the total hours the employees spent in meetings.

Our results — recently published in *Journal of Applied Psychology* — were quite clear:

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**Using the camera was positively correlated to daily feelings of fatigue; the number of hours that employees spent in virtual meetings were not.**

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This indicates that keeping the camera consistently on during meetings is at the heart of the fatigue problem.

Even more interesting to us was our finding that fatigue reduced how engaged employees felt, as well as reducing their voice in meetings. Turning cameras on is often encouraged because it is popularly seen to help with both of these challenges—engagement and having everyone be heard — so it was notable that our findings indicated that feeling fatigued due

to camera use may be actually undermining these goals in some situations.

To further complicate matters, when we examined our results along with the demographics of the employees, it also turned out that being on camera was more fatiguing for certain groups — specifically, women and employees newer to the organization.

For these groups, the camera likely amplifies self-presentation costs, making the effect of camera use on fatigue stronger. Women generally face greater social pressures in organizations — they are often ascribed lower social status and are judged more harshly, suggesting that being on camera could be more stressful for women than men. Women also fall victim to what has been deemed the ‘grooming gap,’ or the expectation of looking physically presentable at all times. And, as women took on disproportionate levels of childcare during the pandemic, the likelihood of their having family or child-related interruptions popping up in the background became greater, further jeopardizing their perceived commitment to work.

While newer employees are similarly vulnerable to self-presentation pressures, the reasons are different. Specifically, their ‘fledgling status’ amps up the need to demonstrate that they are good performers worthy of

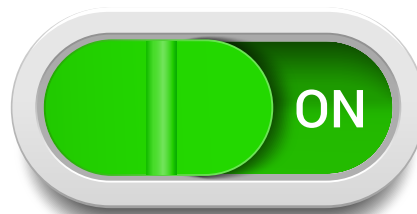
the organization. They also are establishing their professional image while working toward an understanding of social norms in the workplace, all of which can be difficult to accomplish within the confines of camera-on video meetings.

This isn’t to say that men and more senior employees are immune to virtual meeting fatigue. Rather, it means that we need to recognize that certain members may be more taxed by turning on their camera than others.

The obvious implication of these findings is for us to turn off the camera on our video calls, especially as we begin to feel fatigued. But there are also some other solutions: Turning off self-view on platforms like Zoom has been a popular idea among employees we’ve spoken with, as has setting up ‘walking meetings’ where calls are taken on the phone to encourage employees to get up and move.

Our results also suggest that managers have a key role to play in not only establishing camera norms but also in talking to their workforce to gain feedback. How often do employees want to be on camera? Should employees be granted greater autonomy in camera use? And, if cameras aren’t on, how can ideas about what engagement ‘looks like’ be changed?

Finally, as we delineate the nature and impact of positive virtual



workspaces in our lives, it will be imperative to explore emerging technologies. For example, would devices placed off to the side be less fatiguing, allowing employees to work together side-by-side without staring directly into the camera? Or, with the increase in gamification, are technologies that utilize avatars or create virtual office environments the wave of the future?

So while few would argue that virtual meetings are here to stay, how we use our cameras is still up for debate.



# Voices



## Behind the scenes

### Making of the road safety awareness video

**B**eing a chemical engineer and HSE Coordinator by profession, 'safety' has been of paramount importance to me.

In 2019, HSE Corporate Head, Anant Kshirsagar entrusted me with an additional responsibility of safety of the Environment House.

During the pandemic, parking vehicles outside the premises was prohibited; and for parking inside, the use of helmets was made compulsory. While monitoring this, we observed many people flouting the norms.

Understanding the need to raise awareness, we decided to conduct a road safety awareness campaign during the Road Safety Week in January 2021. Here, we gave roses to the

defaulters; and explained them why wearing a helmet and the seat belt is important.

The idea of video making took root here. I believe that the visual medium is a powerful one and people remember what they see rather than what they hear or read. So, I decided to produce a short film on road safety.

The inspiration came from my daily life. I travel from Wakad to Bhosari every day. During the course of my journey, I have seen many instances of people misbehaving – spitting on the road, talking on the phone while driving, not following traffic rules etc. Wearing the helmet as a safety measure has been emphasised enough in public interest, but people ignore it conveniently. Often, we see riders putting on the helmet out of fear of the policeman or in order to avoid the fine, which is a sad reality.

To address this common yet

grave issue, I devised a storyline and discussed it with my trekking partner and office colleague, Sunil Sharma. He liked the concept and welcomed the idea. To begin with, our first challenge was to make the necessary arrangements for the video shoot and gather crew members for the same. We sought help from Sunil's friend, Shravan Kharat, who has his own YouTube channel. Another thing that worked in my favour was that my father is associated with the Marathi film industry, and so the art of direction is hereditary. Secondly, the experience of performing in various dramas/acts in my schooling years proved to be helpful. Yet, this wasn't enough. We needed some more actors to play a few characters in the role play. So, I connected with some of my acquaintances viz. Prashant Puri (Enviro Safety Coordinator), Dharmesh Patel (ex-Thermaxian and a trekking partner) and Subodha



(From left) Dharmesh Patel, Sunil Sharma, Omkar Redij, Subodh Nair

Kumar Nayak (Services Safety Coordinator). All of them agreed to participate, and we decided to shoot on the coming Saturday i.e. on 6<sup>th</sup> March 2021.

It's true when they say - "Well begun is half done." We invested close to Rs. 4,000 to 5,000 for the props and costumes required for the act. With well-coordinated efforts by all, we were able to complete the shoot in a day's time.

It was a result of good teamwork. The short film wouldn't have been

possible without the contribution and efforts of all the members involved.

Producing the film had not been a cakewalk. We faced numerous challenges for getting permissions due to the lockdown, inadequate resources, etc., but

this did not stop us from dreaming big. We believed in ourselves, our hard work and our ability. Our 'never give up' attitude made it all possible!

The video shows a thought-provoking episode of a person who takes road safety for granted and finally realises his mistake when he experiences a near-death situation.

The video has been highly appreciated and is trending because of everyone's love and good wishes.

If only one person out of 10 gets

sensitised and changes his mind after seeing our video, then I would believe that we have accomplished our purpose. Because indirectly, saving one person is saving one whole family. I urge you'll to feel free to share this video on your social media platforms to spread awareness on road safety.

To conclude, I would like to take this opportunity to thank my team for their unconditional support and for making this possible!



– **Omkar Redij**  
(Corporate HSE)





**W**e celebrated World Mental Health Day on 10<sup>th</sup> October.

First observed in 1992 as an annual activity of World Federation for Mental Health, the day was aimed at raising awareness and spreading education about mental health issues across the globe. In recent years, there has been increasing acknowledgement of the important role mental health plays in achieving global development goals. The same is evident by the inclusion of mental health in the Sustainable Development Goals.

We all know about the pandemic-induced stress viz. coping with the new normal, work from home situation, healthcare anxiety, pressure to perform and seeking work-life balance. Inevitably, all this has taken a toll on our mental and emotional well-being.

A new Lancet study confirms major depressive and anxiety disorders have increased substantially due to the COVID-19 pandemic. In India, psychological disorders saw an increase of 35%, the study noted.

World Mental Health Day is a reminder to take a pause from

our busy routines and pay heed to mental health – one of the most neglected health aspects. It is also a reminder for us to empathise, hear and help those in need around, and importantly, remove the stigma around mental health and normalise conversations on such issues.

While there is a gargantuan canvas of social media to express our joys and show the bright colours of life, sadly there isn't much room to show our lows – which in fact, is more important! The irony of today's age is despite being connected to everyone, we are unable to reach out to



anyone. Why can't we, humans, talk about our weaknesses, express our lows or seek help? It's time to ponder!

Author and life coach Jay Shetty says, "Empathy is not saying I know how you feel. Empathy is saying I want to know how you feel". Mental peace is crucial to every human, and so, it is important to behave responsibly with ourselves as well as in our social circles. We should be aware of the impact our actions and words make on others. This further underlines the need to have genuine well-wishers, friends, family - to have someone to share your most inner rooted insecurities, threats and feelings.

While there has been much preaching on what life should be like and each one pursues it in his/her own way, no one really teaches us how to live it. We need to believe in ourselves, especially when the odds are aplenty. It is important to break the bubble of negative thoughts and find hope and a reason to live because no matter how bad a phase is, it is going to pass - we all have experienced it and have come out of it.

Further, we must always remember and reiterate to ourselves that "I am my

companion first and foremost".

Only you have known yourself from ever - all your struggles, pains, sufferings - you have experienced it firsthand. There are so many battles that only you know you have fought and won. While we talk about commitments in all kinds of relationships, we often forget about the commitment to ourselves. Sometimes, it's only you who can help yourself. We need to be our own saviours, own counsellors - test what works for you and what doesn't, breathe deeply, be patient with yourself. Invest in yourself, prioritise, accept and love yourself, realise your self-worth.

At times, it's extremely crucial to pull yourself out of the drudgery of thoughts, obsession with irrational ideas or those beyond your control. I know it's easy said than done. Today's testing times call for resilience. We need to train our minds and self to react to adversities in a positive and sustained way. You will only emerge stronger!



Remember this- 'The story of your life has many chapters. One bad chapter doesn't mean it's the end of the book.'



**– Priyanka Sarode**  
(Corporate Communications)

# Slice of Life

## The Elephant Rope

**A**s a man was passing by the elephants, he suddenly stopped, confused by the fact that these huge creatures were being held by only a small rope tied to their front leg. No chains, no cages. It was obvious that the elephants could, at any time, break away from their bonds but for some reason, they did not.

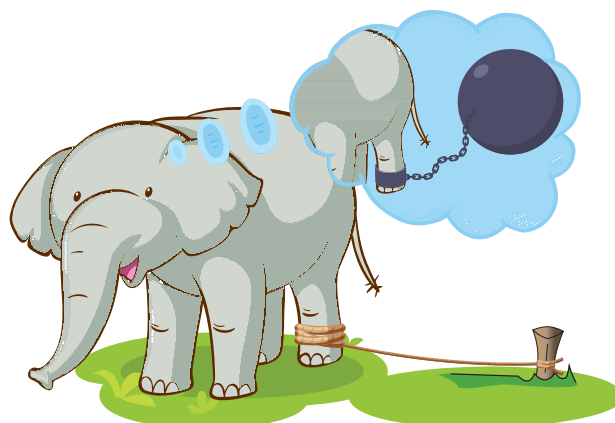
He saw a trainer nearby and asked why these animals just stood there and made no attempt to get away. "Well," the trainer said, "when they are very young and much smaller, we use the same size rope to tie them and, at that age, it's enough to hold them. As they grow up, they are conditioned to believe they cannot break away. They believe the rope can still hold them, so they never try to break free."

The man was amazed. These animals could at any time break free from their bonds but because they believed they couldn't, they were stuck right where they were.

Like the elephants, how many of us go through life hanging onto a belief that we cannot do something, simply because we failed at it once before?

Failure is a part of learning; we should never give up on the struggle in life.

Source: The Internet



## On God's Time

**A** man walked to the top of a hill to talk to God. The man asked, "God, what's a million years to you?" and God said, "A minute."

Then the man asked, "Well, what's a million dollars to you?" and God said, "A penny."

Then the man asked, "God, can I have a penny?" and God said, "Sure, in a minute."



Source: The Internet

## And this pun picture



"I know, I spoil my phone. I spend so much time with it I feel like it's one of my kids."

Source: Facebook



# Thermaxians celebrate a Green Ganesh Utsav

**A**t Thermax, environmental consciousness remains centric at everything we do. So, this Ganesh festival, we asked our colleagues to share how they celebrated the festivities in an eco-friendly way.



## Giving back to nature

At Aditya's hometown in Mijar, Managalore, Karnataka, people believe in giving back to nature what is taken from it. So, this Ganesha was handmade with clay extracted from the well at home. The paint was made from flowers. The eyes and trunk are adorned with real

gold ornaments, which are used every year. The idol was immersed in the well at home, thus marking a complete eco-friendly celebration.

**- Mijar Aditya Shenoy**, Export Sales Engineer, Absorption Cooling & Heating Division



## Nature-friendly décor

Sheetal Raote, through her elaborate setting tries to capture the beauty of Konkani. The golden boat made from bamboo and covered with cardboard for Lord Ganesha was the main attraction. The coconut trees spanked on both ends, were made from cardboard and green coloured paper.

Most importantly, the statue of Lord Ganesha was made of shadu clay and was immersed in the society's parking area.

**- Sheetal Raote**, Admin Executive, Eco House



## Riverbed soil takes shape

These resplendent hues of orange, blue and yellow that make this little Ganesha come from the black soil taken from the riverbed of the Patalganga river, Mumbai. Nikunj, along with his wife, Jinal, shaped the idol and then painted it with natural colours. Accompanying it are the diya and sweets, also made of clay.

**- Nikunj Patel**, Executive Engineer, TBWES



## Imparting a healthy habit

Crafted from red soil, this idol was made by 3 year old Yogi Siddharth, son of Rengavinoth S., after he demonstrated it to him. Cultivating eco-friendly behaviour is one of the best virtues that

can be imparted to the young!

**- Rengavinoth S.**, Senior Engineer, Heating Projects

## A special bond

Nisha shares a special bond with Lord Ganesha and carries this idol wherever she goes. As per the tradition in Uttar Pradesh, the idol is not immersed and is worshipped every year during Ganesh festival. Nisha chose biodegradable/reusable materials like papers, flowers, laces for decoration. Saying, "Bhagwan to bhaav ke bhukhe hain," she believes offerings, though small, should be made from the heart.

**- Dr. Nisha Singhania**, Senior Scientist, Research Technology and Innovation Centre



## Being responsible

Understanding the harm caused by plastic and Plaster of Paris, Manisha Jadhav and her family installed a Ganesha idol made of red soil, which was

immersed in a tub at their home. Later, the water was used for plants. The decoration consisted of reusable materials.

Taking a green approach to celebrations brought them great joy for contributing to a better world.

**- Manisha Jadhav**, Assistant ER, Employee Relations



## Thermal HVAC system

# THVAC

### A revolutionary cooling solution for coach buses from Thermax



#### Less pollution

5-10% emission reduction per drive cycle\*



#### More savings

Quick payback within 1-2 years\*



#### Less fuel consumption

2240 litres fuel savings per HVAC system/annum\*



#### More green

Equivalent to 270 trees planted/annum\*

