

Issue 24, July 2018

BLOG

Balmer Lawrie
Organisational Gazette



Editorial

World over, it's alarming to witness the terrible effects of natural calamities and environmental disasters caused by unimaginable levels of pollution, depletion of natural resources and irresponsible industry activity, besides others. Today, "Environment Protection" has become a key responsibility of every global citizen. We have to leave the Earth as a safe place to live in for our future generations. One very simple way to protect the environment is to keep the surroundings clean and stop the use of plastic. The theme for the World Environment Day this year was "Beat Plastic Pollution". In our country, Hon'ble Prime Minister, Shri Narendra Modi initiated the Swachh Bharat Abhiyan and has taken every step possible to make this mass cleanliness movement a success. The Swachh Bharat Abhiyan is one of the largest cleanliness drives in the world that will culminate on 2nd October 2019, the 150th birth anniversary of Mahatma Gandhi, who believed that 'Cleanliness is next to Godliness'. As part of the Swachh Bharat Abhiyan, our company along with other Public Sector Enterprises observes the Swachh Bharat Pakhwada periodically when cleanliness activities are given a boost by involving not only the employees but also the communities living in and around our plants and establishments. This issue of Balmer Lawrie Organisational Gazette (BLOG) specially highlights all the activities undertaken as part of the Swachh Bharat Pakhwada observed from 1st to 15th July 2018 in Balmer Lawrie's units and establishments across the country.

It would be imperative to mention the good work being done by our Government as part of the Swachh Bharat Abhiyan. As per data from the Ministry of Drinking Water and Sanitation, Swachh Bharat Mission (Gramin), published in February 2018, 11 states, 314 districts and 3.25 lakh villages have attained the Open Defecation Free (ODF) status. India generates close to 60 million tonnes of garbage every day and of this, around 45 to 50 million tonnes is left untreated. The metro cities generate 10 million tonnes of waste daily. It is said that by 2040, urban India alone would be generating close to 170 million tonnes of garbage daily. In such circumstances the Clean India Mission assumes great significance. At Balmer Lawrie our quest for cleanliness will continue and various activities will be undertaken to protect the environment as well. Let's be rigid in continuing our endeavour to protect Mother Earth and pledge to stay clean and green!

Do take time off to read BLOG and share with us your feedback and suggestions. Please contribute for the Talent Unlimited section as well. You may email me at mukhopadhyay.mohar@balmerlawrie.com.



उल्लेखनीय घटनाक्रम @ बामर लॉरी



19 से 22 अप्रैल 2018 तक मुन्नार के चांडी विंडी वुड्स रिजॉर्ट में शीर्ष प्रबंधन की बैठक का आयोजन किया गया था। बैठक के दौरान नेतृत्व ने पिछले वर्ष के प्रदर्शन का ज्ञायजा लिया और आगे बढ़ने पर विचार-विमर्श किया।

29 मई 2018 को, श्री प्रबाल बासु, अध्यक्ष व प्रबन्ध निदेशक ने बामर लॉरी स्टार्ट-अप फंड की पहल के हिस्से के रूप में कंपनी द्वारा चुने गए दो स्टार्ट-अप, आरसीहॉबीटेक सोल्यूशंस प्राइवेट लिमिटेड और कानपुर फ्लॉवरसाइक्लिंग प्राइवेट लिमिटेड के संस्थापकों के साथ समझौतों पर हस्ताक्षर किए। कंपनी द्वारा दो चयनित स्टार्ट-अप को 2.7 करोड़ रुपये का फंड वितरित किया जाएगा। इस पहल का लक्ष्य उद्यमिता को बढ़ावा देना और नवाचार को बढ़ावा देना है जो स्टार्ट-अप के विकास के लिए अनुकूल है और भारत सरकार की स्टार्टअप इंडिया की पहल के अनुरूप है। फंड के अलावा, बामर लॉरी ने आईआईएम कलकत्ता इनोवेशन पार्क के साथ एक समझौता ज्ञापन पर हस्ताक्षर किए हैं ताकि यह सुनिश्चित किया जा सके कि कार्यस्थल, ज्ञान संसाधन, सलाहकार और विशेषज्ञों, उद्योग कनेक्ट, नेटवर्किंग अवसर आदि के आधार पर सही पारिस्थितिक तंत्र चयनित स्टार्ट-अप को प्रदान किया जाता है।



एसबीयू: लॉजिस्टिक्स इंफ्रास्ट्रक्चर ने मई 2018 में लैंड पोर्ट अथॉरिटी ऑफ इंडिया (एलपीआई) के साथ आईसीपी रक्सौल के "कार्गो ऑपरेशंस के संचालन और प्रबंधन" के लिए समझौते पर हस्ताक्षर किए।



2 जून 2018 को एमजीएम बीच रिसॉर्ट्स, महाबलीपुरम, चेन्नई में लेदर केमिकल्स सम्मेलन का आयोजन किया गया था। प्रस्तुतिकरण और विचार-विमर्श के अलावा, श्री प्रबाल बासु, अध्यक्ष & प्रबन्ध निदेशक एवं श्री डी सोथी सेल्वम, निदेशक [विनिर्माण व्यवसाय] ने इस सम्मेलन में सभी को संबोधित किया।



बामर लॉरी ने 18 जून 2018 को चेन्नई में भारत सरकार के "कौशल भारत" पहल के हिस्से के रूप में 42 उम्मीदवारों के लिए लॉजिस्टिक्स अपरेंटिसशिप प्रोग्राम लॉन्च किया। उम्मीदवार कोलकाता और चेन्नई में वैकल्पिक ट्रेड - फील्ड कार्यपालक (सीमा शुल्क निकासी) में 15 महीने के लिए प्रशिक्षुता प्रशिक्षण से गुजरेंगे। प्रशिक्षुता प्रशिक्षण भारत में युवाओं के रोजगार कौशल में सुधार लाने के लिए भारत सरकार की एक पहल- राष्ट्रीय अपरेंटिसशिप प्रोमोशन स्कीम के अनुरूप है। बामर लॉरी ने 3 महीने की अवधि वाले बेसिक ट्रेनिंग प्रोग्राम प्रदान करने के लिए क्वेस कॉर्प लिमिटेड के साथ साझेदारी की है। इसके पश्चात् उम्मीदवारों को कंपनी के लॉजिस्टिक बिजनेस यूनिट में 12 महीने के लिए नौकरी पर प्रशिक्षित किया जाएगा। संपूर्ण पाठ्यक्रम लॉजिस्टिक सेक्टर स्किल काउंसिल (एलएससी) द्वारा विकसित किया गया है। 15 महीने के प्रशिक्षुता कार्यक्रम के पूरा होने के बाद, प्रशिक्षु सीमा शुल्क अधिनियम, 1962 की धारा 7 के तहत जी / एच कार्ड प्राप्त करने के लिए पात्र होंगे, जो लॉजिस्टिक्स डोमेन में अत्यधिक मूल्यवान है। इस कार्यक्रम का उद्घाटन श्री आर. एम उदयराजा, सीओओ [एलसी] ने किया था।



20 जून को मुंबई के वेस्टिन गार्डन सिटी में कामिकज बी 2 बी मीडिया द्वारा परिकल्पित व प्रबन्धित एवं फ्युचर सप्लाई चैन द्वारा प्रस्तुत कोल्ड चैन स्ट्रेटजी सम्मेलन का 7 वां संस्करण आयोजित किया गया था। बामर लॉरी ने शिखर सम्मेलन में भाग लिया और जिसे "कोल्ड चैन इंडस्ट्री में सर्वश्रेष्ठ ग्राहक सेवा" श्रेणी में विजेता घोषित किया गया। यह पुरस्कार कंपनी की ओर से श्री आर एस लुइस, वीपी [एलआई] द्वारा ग्रहण किया गया।



21 जून 2018 को पूरे विश्व में अंतर राष्ट्रीय योग दिवस मनाया गया। बामर लॉरी में भी, हमने अंतर राष्ट्रीय योग दिवस का पालन किया। कर्मचारियों ने कंपनी की सभी प्रमुख इकाइयों / प्रतिष्ठानों में आयोजित योग कार्यशालाओं / शिविरों में भाग लिया। फोटो में विभिन्न स्थानों पर आयोजित कार्यशालाओं की झलक प्रस्तुत है।

SWACHH BHARAT PAKHWADA

The Swachh Bharat Pakhwada was observed from 1st to 15th July 2018. A host of activities were initiated to further the 'Clean India' movement not only in our plants and offices but also in the communities residing close to our establishments.



The Swachhta pledge was administered by Mr. A Ratna Sekhar, Director [HR&CA] at the Corporate Office in Kolkata. Employees across units and establishments pan India took the pledge to propagate the message of Swachh Bharat Mission all over and devote 100 hours for cleanliness.



Sit and draw competition at Bantala, Kolkata



Awareness session for school children at Joynagar, 24 Parganas



Awareness camp for adolescent girls and school teachers at Joynagar, 24 Parganas



Quiz competition at Chennai



Elocution contest at Chennai



Distribution of clothes in Silvassa

As part of the various community involvement activities, a sit and draw competition for school students along with an awareness session for adolescents and school teachers were organised in Government schools at Joynagar, South 24 Parganas, West Bengal; a drawing competition and an orientation on health and hygiene was organised for under privileged children at Bantala, Kolakata; and a drawing competition, essay writing contest, quiz and elocution competitions were held in a Higher Secondary School at Manali, Chennai. In Silvassa, clothes both old and new were distributed to the villagers of Sayli village.



Balmer Lawrie sponsored the construction of a toilet block in New Delhi in association with Sulabh Sauchalaya and Delhi Metro Rail Corporation. The same was inaugurated by Mr. Prabal Basu, C&MD on 9th July 2018 in the presence of Mr. A Ratna Sekhar, Director [HR&CA] and others during the Swachh Bharat Pakhwada.



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To spread awareness on cleanliness and the importance of planting trees, Balmer Lawrie in association with The Times of India distributed saplings in Kolkata during the Swachh Bharat Pakhwada. A branded cantor vehicle travelled through the city from 11th to 14th July 2018, handing out saplings to all those who took the pledge to stay clean and green. The response was very good and a total of 800 antipollutant, benzene absorbent saplings, placed in biodegradable jute bags were given away. A radio jingle to spread awareness on the initiative was played 15 times in a day on Radio Mirchi from 12th to 14th July. Saplings were also distributed in the Corporate Office by C&MD and Director [HR&CA].

Mission Chaka-chak Mumbai

The Swachhta movement has gained momentum, and people from all walks of life have involved themselves to take it forward. Cleanliness drives are organised all over, starting from government galleries to residential colonies. Our society in Kandivali, Mumbai, has taken various small steps towards beautifying the neighbourhood. We take utmost care in segregating dry, wet and medical waste. Dry and medical waste is taken away by Bombay Municipal Corporation, (BMC) whereas, the wet waste is converted to organic compost. In one of the photographs, one can see the composting tumbler, which is installed within the society premises.

Efforts have been taken to sensitize children on this burning issue. Young citizens were roped in to plant trees, paint the society wall and get involved in other similar activities. The creative display on society wall has given the township a fresh look. As an individual, we need to cultivate and nurture 'swachhta' as a virtue for making it sustainable in the longer run...***kuch kadam swachta ki oar.***



by Kshama Agarwal, Dy. Manager, Logistics Services - Mumbai

Importance of Cleanliness in Today's Context

Cleanliness is the state of being clean or the act of keeping things clean. The concept is very visual in appearance and is relative in term. With advancement of science and technology, this has become a more intrinsic concept not only related to appearance but also subjected to validation and thus, is no more a relative concept.

In earlier years, cleaning was done manually and depended on skill and will of manpower engaged and the extent of cleanliness was judge through visual comparison. In today's world, high quality automated equipment with manuals are available to users to produce high degree of cleanliness. With advancement of science and technology especially medical technology, a lot of modern instruments and equipment varying from a bench top to portable kit are available for both cleaning as well as cleanliness monitoring and validation for controlling contagious microbe levels to a harmless level. Today's Hospitals and Diagnostic Centres in India too have changed in perception and are now well equipped, clean and even well validated. Several approvals and many validations are required to be met and made mandatory by International standard bodies in the respective fields. The concept of cleanliness originating from the medical field has extended to other streams where health of large population of humans are concerned such as food processing, pharmaceuticals, chemicals etc. This covers maintaining cleanliness in the interiors starting from home, hotels, and offices to manufacturing factories etc.

Although the advancement of science and technology has helped mankind to a large extent on cleanliness but it has also created negative impact by damaging the environment. The impact of creating new cost effective materials including packaging materials, electronics & communication devices etc. by shortening manufacturing processes has resulted in delivering huge volumes of variety of goods to cater to the needs of a large population. This has resulted in pollution of environment in an exponential way thereby affecting the surroundings and its cleanliness. Huge generation of disposable wastes from consumption is causing pollution of the air, land, river and ocean.

Due to the effect of disposable wastes on the environment, numerous new types of microorganisms, viruses, bacteria, fungus have given birth to new diseases, which are more contagious and poses great threat to mankind. This need has to be addressed and unfortunately a very low level of success is achieved to control the new types of diseases.

With increasing global economic growth, India is developing into a major economic zone in Asia along with China. This has resulted in general improvement/changes in life style of Indians and per capita consumption of Indians has gone up. The Indian Government through its various initiatives such as the Swachh Bharat Abhiyan campaign is aggressively working on promoting cleanliness. Positive changes in the mind set of individuals is important for the success of cleanliness in all levels whether at home, work places, work stations, factories etc. Awareness among masses through various programmes on connecting individual to his surroundings and environment is key to total success of the Cleanliness Campaign and future survival of mankind.

by **S Murali, AVP [R&D], G&L**

সবুজের অভিযান

কলকাতাবাসীরা শপথ নিলেন শহরকে আরও সবুজ করবেন

কলকাতাকে স্বচ্ছ, নির্মল করতে হবে। তার সবুজ বাড়াতে হবে— বামার লরী আন্ড কোং লিমিটেড-এর চার দিনের স্বচ্ছ ভারত অভিযান কর্মসূচিতে এমনই শপথ নিলেন শহরবাসী।

কলকাতাবাসীরা স্বচ্ছ ভারত অভিযান কর্মসূচিতে অংশ নিয়েছেন। এই কর্মসূচির মূল লক্ষ্য হল— পরিষ্কার পরিচ্ছন্ন শহর তৈরি করা। স্বাভাবিক ১১ থেকে ১৪— এই চার দিন শহরের পুরো জায়গায় এই গাছের পাতা একত্রে গুটিয়ে রাখতে। সবচেয়ে মনোহর ছাড়াই পরিষ্কার পরিচ্ছন্ন শহর তৈরি করতে হবে।

স্বচ্ছ ভারত অভিযান কর্মসূচিতে অংশ নিয়েছেন। এই কর্মসূচির মূল লক্ষ্য হল— পরিষ্কার পরিচ্ছন্ন শহর তৈরি করা। স্বাভাবিক ১১ থেকে ১৪— এই চার দিন শহরের পুরো জায়গায় এই গাছের পাতা একত্রে গুটিয়ে রাখতে। সবচেয়ে মনোহর ছাড়াই পরিষ্কার পরিচ্ছন্ন শহর তৈরি করতে হবে।

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GREEN PLEDGE

KOLKATA RESIDENTS VOW TO MAKE CITY GREENER

Balmer Lawrie & Co. Ltd. FLAGGED OFF A FOUR-DAY LONG ACTIVITY IN THE CITY TO ENCOURAGE CITIZENS TO PLEDGE TO STAY CLEAN TO BE GREEN

Balmer Lawrie & Co. Ltd. flagged off a four-day long activity in the city to encourage citizens to pledge to stay clean to be green. A carter vehicle travelled through the city from July 11-14, handing out saplings to all those who took the pledge. A total of 200 anti-pollutant, benzene absorbent saplings, placed in biodegradable jute bags were given out. The drive upholds the ideals of the Swachh Bharat Abhiyan - a mass movement initiated by Hon'ble PM Narendra Modi, to take Mahatma Gandhi's vision for a clean India forward.

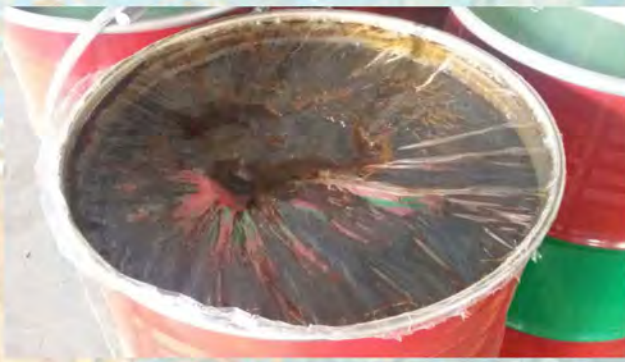
Balmer Lawrie & Co. Ltd. is a public sector enterprise under the Ministry of Petroleum and Natural Gas, Government of India. It is a transnational diversified conglomerate with presence in both manufacturing and service sectors. The vision of the enterprise is - "To be a leading diversified corporate entity having market leadership in the chosen business segments, consistently delivering value to all stakeholders, with environmental and social responsibility."

Prabodh Basu, chairman and MD Balmer Lawrie, said, "We have significantly contributed to the Swachh Bharat Abhiyan. This initiative of free distribution of saplings in exchange of a pledge will contribute to the green cover of the city. With widespread cutting down of trees, it is the need of the hour to plant more and more trees. As part of the Clean India Mission, we implemented the 'Swachh Vidyalaya' program in government schools covering states of Assam, Chhattisgarh, Haryana, Andhra Pradesh and West Bengal. The company has constructed/refurbished around 330 toilets and was the first PSU under MOPNG to have completed the construction of toilets on target. Balmer Lawrie has also adopted villages in and around its factories where the communities are being encouraged and supported to live in a clean and green environment."

Speaking on this initiative, A Ratna Sekhar, director [HR&CA] said, "Balmer Lawrie has always encouraged planting of trees and saplings in its units and establishments. However, this is the first time that saplings have been distributed to the people of Kolkata, Balmer Lawrie is headquartered in the city and we are very happy to contribute to the environment. We have distributed more than 800 saplings across Kolkata. As part of the Swachh Bharat Abhiyan we have involved communities in and around the city to create awareness on cleanliness. Amongst our other initiatives, installation of sanitary napkin vending machines and incinerators in government schools in Kolkata and workshops for the girl students were very well received."

WORLD ENVIRONMENT DAY CELEBRATIONS

World Environment Day was celebrated with much fervour on 5th June 2018 in units/establishments across locations. The theme this year was 'Beat Plastic Pollution'. Various activities like sapling plantation, essay competition and online quiz contest were organised to create awareness on key environmental issues. Winners of the competitions were given away prizes. Saplings were planted in all the manufacturing units and establishments.

**Before****After**

G&L, Silvassa's endeavour to reduce use of plastic

**CFS, Kolkata****IP, Asaoti****TCW, Rai****CFS, Mumbai**



IP, Navi Mumbai



IP, Silvassa



G&L, Silvassa



LC, Chennai



MMLH, Visakhapatnam



CFS, Chennai

Saplings were planted in units and plants in various locations across India



Awareness training in TCW, Rai

Tête-à-tête with D Sothi Selvam, Director [Manufacturing Businesses]

1. How would you sum up your tenure in Balmer Lawrie so far?

Overall, a very satisfying and enriching experience across diversified businesses, each having its own flavour and complexity, many challenges handled and opportunities tapped. Three years ago, the overall profit of the manufacturing SBUs put together was negative. Today, you will be pleased to know, that the same businesses are contributing very significantly to the bottom-line of our organisation. All the four Manufacturing SBUs have consistently shown profits and have also achieved the highest ever profits in these three years.



2. What are the biggest challenges being faced by you?

In the past, while some SBUs understood the dynamics of the market place and had changed, the others remained in the old ways of doing business and therefore had not grown. Changing the mind-set was a major challenge faced but we have re-set their sails to navigate in the right direction and the results are very encouraging.

3. After taking charge as Director (MB) in 2015, the average profit in these three years has more than tripled as compared to the previous three years and in 2017-18, for the first time the total turnover of the manufacturing businesses crossed Rs 1000 Cr. How did you manage the SBUs to deliver such outstanding results?

All the SBUs under manufacturing businesses have the potential to grow. Imbibing the right attitude and team spirit, in our employees helped a great deal in transforming the manufacturing businesses. Major and minor re-engineering were done in the SBUs to bring in a structure which can support the desired objective. The commendable performance of the manufacturing SBUs in the last three years is on account of systematic and planned approach in addressing a given problem or an opportunity and to work in a coordinated manner towards achieving the targets. When the mission is clear, the plan of action is detailed and elaborate, and there is a buy-in among the team members. It is the proper delegation and execution of the plan by the business head which makes all the difference.

4. A significant portion of SBU: IP's business from Oil PSUs got eroded due to Government mandate on purchase of Steel Drums only from Micro and Small Enterprises (MSEs). In spite of such a challenge, how did you guide the SBU to not only recover the lost business from the available market but also to grow significantly in terms of turnover and profit?

At times, challenges to the business are good. When threat looms heavily on business, people are forced to introspect and challenge the prevailing systems, think differently, go over board to make suitable changes in strategy and systems and work as a team to ensure survival of their business. In the process, the business becomes more agile and receptive to change and a renewed energy and confidence sets in within the employees.

SBU: IP set an example when nearly one fifth of its business got wiped out due to Government regulations prohibiting purchase of steel barrels by Oil PSUs other than from

MSEs. To add to the desolation, the high throughput plant at Taloja came up at the same time with the highest ever investment. Shrinking market due to withdrawal of Oil PSUs and defence business, unutilized plant capacity, burden of high depreciation, fluctuating steel prices, preference of customers for substitutes such as plastic drums and intense competition are the major challenges faced by the SBU. The SBU acted fast, and devised an all-out strategy to gain more share in the highly competitive MNC business. High degree of professionalism, commitment towards quality and delivery were the requirements and the SBU through its operational excellence initiative developed the right framework and planning process to address the challenge. Through its differentiated service, quality offerings and strategic pricing, SBU: IP created a culture of excellence, which helped in the growth of the MNC business acting as a cushion in absorbing the loss of Oil PSUs and defence business and contributing handsomely for a quantum jump in the top-line and bottom-line.

5. Prior to your joining in 2015, the Leather Chemicals business was registering losses. What turnaround strategy did you adopt which helped the SBU to not only cut down losses, but to deliver healthy profits?

Customer centric approach is always the key to success. Disassociating from price centric offerings and focusing on product and service centric offerings was one of the key turnaround strategies of SBU: LC. The SBU centred its activities on pan India mapping of customer potential and requirements, strengthening products and service offerings, appointing new distributors and regular monitoring of sales, RM price and margins. Through its Operational Excellence framework, the SBU developed internal KPIs for its various activities pertaining to Operations, Planning, SCM and Sales with regular review mechanisms to address deviations and resolve abnormalities through various root cause analysis tools. Customer and distributor connect programs through seminars, meets and quarterly newsletters helped in strengthening the relationship with customers and business partners. The turnaround has boosted the morale and confidence of the SBU. The team is now working aggressively for foray in the finishing chemical segment and at the same time exploring opportunities in the allied speciality chemicals space.

6. Automotive Retail is an area of focus for the lubricants business. How do you see this business growing in the next 3 to 5 years and how can it compensate for the loss in processing and industrial direct business?

Balmer Lawrie is a very late entrant in the automotive retail segment. In the past, the focus was mostly centred on Processing & Contracts and the Industrial segment, which are mostly tender based businesses having thin margins and did not enhance brand equity. In order to grow its top-line and bottom-line, developing the automotive retail business was a logical and sensible choice given the strength of Balmer Lawrie's grease and lubricant products.

Over the last three to four years, SBU: G&L has formed a dedicated team exclusively focusing on automotive retail market. New range of automotive products in Tectonic packaging, striking Balmerol logo, appointment of new distributors, ATL and BTL outreach activities in focussed states are some of the key initiatives undertaken by the SBU to increase its presence in the automotive after market. Over the last three years, the automotive retail business has grown at a handsome CAGR of more than 25%. Given its progress, it is not impractical to see this business doubling in the next 3 years, acting as a good support in overcoming the loss from processing and contract business.

7. SBU: ROFS has shown stupendous growth in profit in the last 3 years. What are the reasons for the same and how do you see the business delivering such profits in the future as well ?

We can attribute the success of this SBU to the aggressive new Business Development coupled with Smart Pricing, which resulted in higher sales revenue, better capacity utilisation and quantum jump in profits. The hard work and dedication of our employees who are working in difficult locations are highly commendable.

We have the proven automated and mechanised tank cleaning technology designed for optimum Health, Safety and Environmental (HSE) performance from Oreco Denmark which is doing very well. All our customers are quite happy with our service which is leading to conservation of Petroleum Products. Our order book is full for the next 18 months and we are also looking at new business opportunities in the Power sector and simultaneously adding new equipment. I am quite confident that we can sustain the momentum set, for many years.

8. What are the short term and long term goals you have identified for the manufacturing businesses?

In Industrial Packaging our short term goal is to commission the new IP Plant at Vadodara to tap the Gujarat market and expand the Chittoor Plant to optimise the operations in the Southern Region. In the long term we are planning entry into other industrial packaging product segments such as RIBC, FIBC etc.

In Leather Chemicals, venturing big into finishing & beam house chemicals and expanding the Business in overseas market are the short term goals. The long term objectives will be towards diversifying into profitable specialty chemicals and chemical intermediates both by leveraging through internal strengths and embracing new technical expertise.

For Greases & Lubricants, achieving sizable market share in the automotive Retail business through wider and deeper market penetration will be our focus in the short term, along with developing more collaboration with OEMs towards new product development and after-market business. We are also looking at the overseas market more seriously. In the long term we should strive to become a significant player of the Indian Lubes Industry and occupy a slot in the top six.

In the SBU: ROFS, we need to further increase our market share and add capacity to service more customers. In the long term we should build capability to provide integrated solutions to the Hydrocarbon sector, from sludge processing to tank repairs to sustainable disposal of solid and liquid effluents.

9. Are our manufacturing businesses future ready? What growth can we expect from the manufacturing businesses in the next 3 to 5 years?

We have to recognise that the business environment is very dynamic. With increasing trade across nations, companies, big or small, are now globally connected. Competition is increasing as companies are becoming smarter, nimble and entering the market with new and exciting products and services.

Given the industries in which the manufacturing businesses of Balmer Lawrie operate, radical or innovative products, which can disrupt the industry and challenge the incumbent firms are less likely to happen in the near horizon of 3-5 years. However, adoption and use of newer technologies in operations, sales & marketing and supply chain would be the key differentiators, and smarter companies focussing on technology to increase its overall capability and competitiveness would survive. Apart from technology acting as a crucial enabler supporting the various activities of the business, new generation products and capability to cater to future requirements are two other important aspects.

Though the existing product lines of Balmer Lawrie would continue to generate revenue, few products at the fag end of their life cycle may minimize their contribution in generating

revenues. Hence, futuristic products meeting the needs of the market is essential to drive revenue and growth. R&D needs to gear up for the same and roll out innovative products from its stable, for which dedicated engagement with customers and research institutes are of paramount importance.

Overall, in terms of capacity, the manufacturing businesses are well positioned to meet the future growth plans of the organization in the short term. SBU: IP is about to commission a new plant at Vadodara, SBU: G&L and SBU: LC already have enough capacity to meet the future demands over the next 3-5 years and SBU: ROFS is planning to add further capacity.

G&L's growth will be driven by network expansion of the retail segment and supported by Industrial sales. IP through its new plant at Vadodara will exploit the available opportunities in the Gujarat market. LC's foray into finishing and business from exports would be the key growth drivers. ROFS, with addition of capacity is expected to garner a higher market share. In all, the manufacturing businesses together is expected to grow at a CAGR of 10% – 15% over the next 3-5 years.

10. Over the last few decades Balmer Lawrie has not added any new manufacturing business under its umbrella. Do you think each of our existing business has enough potential to grow or we need to diversify into related businesses to meet our growth aspiration?

Related diversification is always the best option where the already existing competency can be exploited to manufacture related products. The strategy 2020 and 2030 documents have mandated certain growth areas for each manufacturing business and the same is being pursued for meeting the growth and revenue aspirations of the company as a whole.

11. Do you think the manufacturing SBUs are in the process of a major paradigm shift?

Business is all about managing resources to achieve desired financial results. In this regard, Manpower and Machines play a critical role which in many cases are ignored. Excellence is achieved only when the resources are in sync, mission or objective is clear and there is regular monitoring of results. The Industrial Packaging and Leather Chemicals businesses have successfully implemented the Operational Excellence framework which is a systematic process of managing all types and forms of resources to achieve the intended objectives. The results of manufacturing competitiveness and sustainability audits carried out at various manufacturing plants by independent auditors are encouraging. The businesses have carried out major and minor manpower restructuring, enabling effective utilization of manpower. The Greases & Lubricants business has successfully shifted focus into automotive retail business and Distributor Management System is being implemented to support the retail segment. Industrial Packaging, after having successfully utilized the high throughput plant at Taloja is coming up with another drum plant at Vadodara. Leather Chemicals is exploring related business in the specialty chemical segment and at the same time exploiting the overseas market for its leather chemicals business. ROFS already has advance orders in pipeline which will continue till next year. All such positive vibes are a result of an effective team play, deployment of a stringent monitoring process and data driven decision making. The manufacturing businesses today are more vibrant, agile, and responsive to change and poised to overcome any challenge or embrace any opportunity that comes in their way.

12. Is there anything you would like to share with fellow Balmer Lawriens?

In the 150 plus years of our organization's history we have successfully navigated the many challenges faced, converted them into opportunities and always remained profitable through committed employees and astute leadership. The business environment of today is changing

rapidly and we need to recognize this change more seriously than ever before and remember that our success is not an entitlement, but something we need to earn, every day.

The leadership of Balmer Lawrie through its growth plans, will do everything possible to continue to make your families proud of our organization. Let's be very sensitive to the needs and wants of our customers and do everything we can, to individually and collectively exceed their expectations.

I wish my fellow Balmer Lawriens and their families a great future, filled with happiness and harmony.

Tête-à-tête with A Ratna Sekhar, Director [HR&CA]

You took over as Director [HR & CA] on 2nd May 2018. What is your vision for the HR function?

I feel humbled and honoured to shoulder the responsibility of Director [HR & CA] of a company that prides on its history and rich legacy. The company in recent times is witnessing various organisational changes and initiatives focussed on business process improvements, enhancing people excellence, technology adoption, sustainability and communication efforts etc. The success of these transformational initiatives will depend on how well we embrace the changes and this in turn will be key to the growth and progress of our company. I would like the HR function to constantly work as a catalyst and help in smooth implementation of the initiatives through proper talent management and by creating a conducive working environment. The HR function would partner with the businesses to achieve organisational goals.



I have been working closely with C&MD, the Directors and Business Heads to promote excellence and together we will make Balmer Lawrie a future ready organization of immense repute. We are on a new journey post completion of 150 years in 2017, a journey in which we have to further our commitment to all stakeholders and rededicate ourselves towards the growth and success of our company.

Prior to joining Balmer Lawrie, you have worked with public sector as well as private companies. How has your experience been in Balmer Lawrie? What do you find different here when compared to the other organisations?

I joined Balmer Lawrie on 27th January 2014 and since then have enjoyed every single day of my stint here. The 'intrapreneurial' and open door culture in the organisation, is something that makes it very different. Also, the camaraderie here is exemplary. The entire organisation is like one big family and every member is valued immensely.

Our organisation and its workforce is highly diverse. What are the challenges faced by your team while dealing with this diversity?

The needs and requirements of a diverse workforce are varied and the challenge lies in deftly managing them. Meeting the different internal customer expectations in the various businesses is also not easy. The corporate and regional HR teams are sensitive to the various needs and try to address them in the best possible manner.

In the current business environment with unforeseen changes, HR has a significant role to play in strategically partnering with the business. What are your thoughts on this?

There is a paradigm shift in the global business scenario. To keep pace with the changing scenario, technology and the demands of our clients we have to constantly nurture innovation, creativity and out of box thinking. We have to aim for new and innovative ways to improve our processes and service delivery. We have to enhance our employee development and engagement programs. In the new financial year we have plans for Leadership Development programs and we will be giving more thrust on functional / behavioral training programs for employees.

We have ambitious plans to be executed by the HR team this year. Implementation of People Capability Maturity Model level assessment of our organisation, Employee Engagement Survey, Assessment Centres etc.

Our employees are our greatest asset and the HR team has been striving to continuously nurture and develop them in an environment that encourages high-quality performance and innovation. I feel happy that today the performance management system is completely online. We've met the targets for appraisals and KPT setting last year, thus, giving a boost to our performance driven culture. We have to keep this momentum going.

Our company has forayed into new business areas and has also been witnessing large number of people superannuating. In such a scenario, talent acquisition and management becomes very critical. It will be our aim to fill all the critical positions successfully and well in time. We have to partner with the businesses to get the right talent, train and retain them. The onus is on me and my team to continuously nurture a work culture where there is a quest for excellence and a strong sense of belonging in every Balmer Lawrien.

Your expectations from the HR&CA team...

HR today is playing a significant role in addressing strategic issues involving the competitiveness and performance of the company. I want my team members to understand the nuances of our diverse businesses, align with the organisational strategy, be strong change catalysts and help the Business Heads to achieve their objectives.

Besides being administrative experts, they have to champion the cause of employees and ensure that employees have the necessary skills and information when an aspect of their work environment changes. A good change management process ensures that the change takes place smoothly, with minimal interruption and maximum buy-in from the employees.

Whenever any employee approaches any of the HR Team members, the employee should get the same experience - "One Team Same Experience". My HR Team should be able to play their role as change agents effectively as change is the only thing which is constant in life.

Your message for Balmer Lawriens...

I've mentioned earlier that our company is witnessing many transformational initiatives. To adopt and adapt to these changes, it is important for all of us to work together as one 'Big Team'. I will urge each one of you to help in keeping the team spirit going and be strong brand ambassadors of Balmer Lawrie to further the legacy of our company. We all should strive for achieving excellence in all the areas where we function / operate.

KNOW YOUR LEADER...

Your motivation to stay with Balmer Lawrie

I was one of the young engineering professionals who joined Grease Division, Calcutta way back in 1987. Dr. C V Chandrasekharan, the then General Manager (CGC) guided me through the history of Balmer Lawrie and inspired me to face every challenge in the days to come. Under his tutelage I learnt about the core values of this century old organization, which I always kept in mind while focusing on my work. I was involved in various functions of Greases & Lubricants (G&L) and also spent nearly 20 years in Projects, Overseas Projects and in Refinery & Oil Field Services (ROFS). I was entrusted with various responsibilities, which were challenging, made my work more exciting and provided a rich learning experience. I strongly believe that a person is always motivated by the desire to achieve.



Amit Kumar Basak
Head [Refinery & Oil Field Services]

Significant professional and personal achievements

There are achievements in everybody's life, be it in the professional front or personal. However, I always felt more satisfied while representing my Company, with its glorious past and a glowing present, in the outside world and overseas countries in particular. I got encouraged when I found my contributions yielded positive results and developments in my work environment. One specific event that I cherish is receiving a standing ovation given by NLGI members during the conference held at Varanasi in February 2017.

Who all are there in your family?

My family comprises my mother, my wife and only son, who is currently in service after completing his B. Tech in Computer Science and stays away from us.

Who is the person who influenced you the most and why?

My father, who inspired me a lot and always encouraged me to fight against all odds in life till the end.

What is your favourite one liner?

Choose a job you love and you will never have to work a day in your life.

What are your hobbies?

My hobbies include reading, watching football and listening to classical music.

Which is your favourite travel destination?

Any hill station.

Two things that you would want your colleagues to know about you

I wish to be honest and truthful in every sphere of life. I like to be proactive always and do not like to keep anything pending for the next day as the same never comes in life.

One of my favourite words is "change" and I prefer experimenting with new ideas and face challenges, which ultimately give an immense pleasure and exciting experience to cherish.

Your management style or mantra

Engage yourself in work with love and honest intention and you will never feel tired when the work is finished, no matter however difficult it is.

Message for all Balmer Lawrie employees

As the world is changing very fast, we need to change ourselves with the same pace in order to be in the race. We must be technology eccentric, increase intuitive ability, be customer driven, increase togetherness and finally believe in ourselves.

KNOW YOUR FELLOW BALMER LAWRIEN...



Jayanta Chaudhuri
Chief Manager [Marketing],
Leather Chemicals – Kolkata

How long have you been working with Balmer Lawrie and currently what is your role/dept?

I have completed 25 years of service in Balmer Lawrie (BL). I joined the company on 1st March 1993 as Technical Sales Officer (Grade A) in SBU: Leather Chemicals (LC) and at present I am working as Chief Manager [Marketing], SBU: LC posted in Kolkata and heading the Eastern Region sales and marketing activities.

What do you like about Balmer Lawrie?

An independent working environment and a sense of ownership in the business allow individuals to perform better. At BL each and every individual is well aware of his/her roles and responsibilities. There's easy access to the Management and higher authorities. In spite of diversified activities, there's good cohesion among

various SBUs and Balmer Lawriens.

What is your most memorable moment in Balmer Lawrie?

I have many fond memories associated with BL, but would like to mention few of them:

- In FY 2017-18, the Eastern Region ranked the best zone in SBU: LC and it was a matter of great pride for me.
- Establishing the BL brand over the MNCs in the Kolkata leather industry is something that I cherish.
- And, of course my joining day at BL, which is an esteemed organization with rich legacy and glory.

Who is your inspiration in life and why?

I've always been inspired by Shri Sourav Ganguly, former captain of the Indian Cricket Team, a born leader and 'DADA' of Indian Cricket, who changed the approach of Indian Cricket completely. He built a formidable team India, thus, earning respect for Indian Cricket immensely. He taught us to fight till the end and made many comebacks overcoming difficult times. He displayed very high degree of risk taking ability and always did something different to exhibit out of box thinking and emerge a winner most of the time.

Place you belong to and who all are there in your family?

I was born and brought up in Kolkata. My small family comprises of my wife Jayati, a homemaker and daughter Joisha, who is currently in class XII and preparing for her ISC exam.

What are your hobbies?

I like to interact with people and also love to watch cricket.

How does it feel to be part of an organization that has a rich legacy of 150 years?

I am proud to be a Balmer Lawrien. It is great to be a part of such a socially responsible, ethical and transparent company enriched with 150 years of legacy.

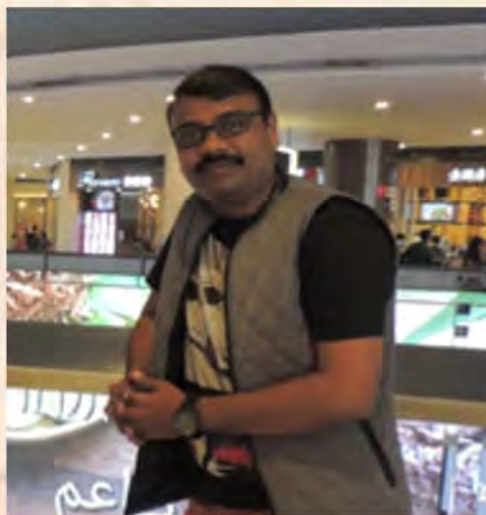
KNOW YOUR FELLOW BALMER LAWRIEN...

How long have you been working with Balmer Lawrie and currently what is your role/dept?

I have been working with Balmer Lawrie (BL) since November 2015 and will be completing 3 years very soon. I am working as Plant Head for Greases & Lubricants, Silvassa.

What do you like about Balmer Lawrie?

The best thing about Balmer Lawrie is that it invests in training of employees. Within 3 years, I learnt a lot of new aspects through different training programmes conducted by BL. The second thing that I like about Balmer Lawrie is that it gives you sufficient time to fit into your role. In my 21 years of service I have worked with MNCs in India and abroad for 18 years. Thus, it was quite difficult for me to initially adjust in BL with lot of tenders and paper work (which is not the case in private organisations). However, my fellow colleagues and the Top Management gave me sufficient time to adapt to the PSU environment.



Rajendra Sanap
Plant Head, Greases &
Lubricants - Silvassa

What is your most memorable moment in Balmer Lawrie?

I have many memorable moments in BL like being part of the NAMC award function and being selected for the CPSE conclave in Delhi but one of the most memorable moments was when I was declared as one of the Best Performers of 2017-18 by COO [G&L] and was awarded by C&MD and Director [Manufacturing Businesses] during the Annual Meet of G&L (2017-18) in Visakhapatnam.

Who is your inspiration in life and why?

I am never inspired by any person as nobody is complete. There is no perfect definition for a successful person. Somebody may be successful in career but unsuccessful in other areas like family, society etc. I get my inspiration from the holy book, the Bhagvad Gita; reason being, it teaches me the difference between right and wrong and understand my responsibilities and duties (karma) towards my work, my family and society.

Place you belong to and who all are there in your family?

I am born and brought up in Mumbai. I completed my education in Mumbai. My family includes two elder brothers and one sister who reside in Mumbai and I am well settled with my wife and son in Silvassa.

What are your hobbies?

I love travelling with my family and have visited almost all the tourist destinations in India and South East Asia. Apart from travelling, I like to watch old movies, play table tennis etc.

How does it feel to be part of an organisation that has a rich legacy of 150 years?

I have always been lucky to be a part of institutions and organization that have a rich legacy of more than 100 years. The Heritage buildings of BL in Kolkata and Mumbai remind me of Elphinstone College (established in 1856), where I completed my Graduation in Science and ICT (established in 1933), where I completed my B.Tech. Hence, I feel proud to be a part of Balmer Lawrie.

KNOW YOUR FELLOW BALMER LAWRIEN...



Satish Vashisth
Sr. Branch Manager
[Logistics], New Delhi

How long have you been working with Balmer Lawrie and currently what is your role/dept?

I have been working in Balmer Lawrie for the last 33 years. I still remember the day when the vacancy was published in the Times of India and I was called for a written test followed by an interview. Since I was just 21 years old and a fresher (had passed out from Delhi University), the Company appointed me as Cargo Assistant in Travel-Tours and Cargo (TTC) division [those days the travel and logistics businesses were combined as TTC division]. I joined this wonderful organisation on 5th July 1985. The interview committee members communicated to me that I would be promoted to the officer grade after two years subject to my performance. The Management and my seniors those days gave me lot of opportunities to learn and gain knowledge of the trade, and I was promoted to the

officer grade in April 1988.

The company has given me the opportunity to learn and grow and today I am a Branch Head, holding the position of Sr. Branch Manager, Logistics Services - Delhi.

What do you like about Balmer Lawrie?

Balmer Lawrie is a unique and wonderful organisation. I am fully devoted to this organisation as my family. Since, I don't having the experience of working with any other organisation, I cannot draw a comparison with BL. However, I can confidently say that in BL by concentrating on your work with perseverance you will definitely get many opportunities to grow.

What is your most memorable moment in Balmer Lawrie?

I have many memorable moments in my long journey of 33 years in the organisation. I forgot the day but it was sometime in 1986 when I was nominated for a training programme in the Corporate Office at Kolkata. It was a wonderful moment when we youngsters were called by the Managing Director in his room [those days we had a common chairman for the IBP-BL Group]. I also cherish the moments when I received the long service awards for completing 10 years, 15 years, 20 years, 25 years and 30 years. At present I am very excited about my next award of completing 35 years in 2020.

Who is your inspiration in life and why?

My mother was my first inspiration in my life and second person is my wife Lata. In our personal lives, we have to face some tough times and during those moments we need someone who can provide support and motivation such that we can overcome the difficulties easily. Both my mother and my wife provided me their unstinted support always. In my professional life, my first boss Mr. Rajesh Aggarwal, who had hopes and belief in me, always motivated me to do better. Others who inspired me include my bosses during my journey in Balmer Lawrie. I fondly remember Mr. SK Acharya and Mr. KC Surendran, who cared about me and about my professional growth.

Place you belong to and who all are there in your family?

Our family has been staying in Delhi for more than 100 years now. My father and grandfather were in Government service in Delhi. However, our roots are in Palwal (Haryana), which falls under Delhi-NCR. My wife is a Post Graduate in Economics and is a teacher in a Government School at Delhi. We are blessed with a son Chirag, who is currently pursuing his B-Tech [IT] at IP University, Delhi.

What are your hobbies?

I love to play cricket and badminton. I am not a very good singer but I like listening to Hindi songs especially the ones composed by Late SD Burman and Late Shankar Jaikishan. I also enjoy doing social work and therefore, have become a member of executive committee of our Resident Welfare Association.

How does it feel to be part of an organisation that has a rich legacy of 150 years?

I love being part of the company because everyone shares the same vision and is dedicated to accomplishing it. This truly creates a family environment where everybody cares for each other. At Balmer Lawrie, there is a genuine spirit of cooperation and a collaborative environment. One can voice his/her opinion. The seniors listen to your ideas and the whole team works together to make them happen. We all support each other and offer positive feedback and this helps in turning our ideas into reality.

KNOW YOUR FELLOW BALMER LAWRIEN...



Ranjit Jaiswal
Executive [Maintenance],
Greases & Lubricants - Kolkata

How long have you been working with Balmer Lawrie and currently what is your role/dept?

I joined Balmer Lawrie on 16th August 2005 in Greases & Lubricants (G&L), Kolkata and completed my 12 years of service in the company. Currently I'm working as Executive (Maintenance) and HSE co-ordinator at G&L, Kolkata.

What do you like about Balmer Lawrie?

Balmer Lawrie is an esteemed organization, professional and diversified with open door culture. The company gives ample opportunities and free hand to work. The seniors are easily approachable, helpful and provide all the support required to perform our tasks well.

What is your most memorable moment in Balmer Lawrie?

There are many but most memorable moment in Balmer Lawrie was resolving the PLC system of Lithium Grease Plant since it taught me a lesson that if we involve ourselves, we can resolve any issue. During my training period in the company, one day the PLC system of the Lithium Grease plant suddenly broke down. Our AMC caretaker and a representative of Siemens System House attended the fault but failed to resolve the issue. Being from a mechanical background, I was assisting them as a co-ordinator from Balmer Lawrie and was trying to learn from them too. Finally a system engineer from OEM attended the issue but failed to resolve the same stating that the hardware of S5 system and HMI had become obsolete and was not available with them. The OEM then gave a proposal to upgrade the system with completion schedule of 3 months from the order date. The next day I met my senior to seek permission to work on the system. He asked me if I had any knowledge of PLC. I told him that I had no knowledge but I had learnt a few things during my co-ordination with the service engineers. After thinking for a moment, my senior permitted me to work on the PLC system. We worked for 7 days on the same, learnt about the various issues and system errors by surfing the net, and finally we were able to resolve the issue. On resolving the problem, production started in PLC mode and I received lot of appreciation from my seniors. The company also appreciated my efforts and reduced my probation period by six months.

Who is your inspiration in life and why?

My inspiration in my life is my mother. She taught me many valuable lessons and inspired me with positive energy. During my school days, I was inspired a lot by three of my teachers and in my professional life, I draw motivation from some of my seniors.

Place you belong to and who all are there in your family?

I was born in Saharsa (Bihar), but was brought up in Kolkata and have been staying here in the city. My family comprises of my parents, my wife, a six-year old daughter and one-year old son.

What are your hobbies?

My hobbies include watching movies and listening to music.

How does it feel to be part of an organisation that has a rich legacy of 150 years?

I am proud to be part of the company, which has crossed 150 years. I believe that the glorious heritage and never ending journey of Balmer Lawrie would continue in the years ahead.

AWARDS & ACCOLADES

Viraj, son of Mr. Rajendra Sanap, Plant Head, G&L - Silvassa had participated in regional round of World Scholar's Cup conducted globally by Yale University and held in Ecole Mondiale International School in March 2018. He had won 4 gold medals and 4 silver medals. He was selected for global round and participated in the same held in the Kuala Lumpur Convention Centre, Malaysia in which 4000 scholars from 50 countries competed. He won 5 gold medals and 1 silver medal and has been selected for the 'Tournament of Champions' to be held in Yale University, USA. Great going Viraj. Congratulations and best wishes for the final level!

**TALENT UNLIMITED****The loss of the clouds**

I sit and stare at the loss of the clouds. The droplets of life within has condensed into rains yet again. The sky is void again. Hues of grey spread across the empty white canvass and what a loss it has been.

The minute drops collected over the hours are lost in the moments. The patience built over the time has been fragmented by streaks of lightning and thunderbolts of restlessness. The wandering clouds did not reach their home and instead got lost in their nothingness. But then I wonder, wasn't nothingness 'the everything' that was always there? Wasn't time seeking its journey to end some day? Weren't the days longing to end and the night killing itself, breaking itself into streaks of the light of dawn?

The end of the journey was always the destination in the first place. But there is still a longing in the heart beating inside me. To reach newer depths of love. To beat rapidly in the pursuit of adventures. To get what it wants, in spite of knowing that there was nothing of its own, ever!

A dying sound of perhaps the last thunder and I come back again to the place I had been, staring into the loss of the clouds again.

Sidharth Udani, Head [Sales] – East, Logistics Services, Kolkata

As part of the Swachh Bharat Pakhwada held from 1st to 15th July, a sit and draw competition on the theme 'Swachhta' was held for underprivileged children at Bantala. Below are some of the winning entries!



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