



ents

Little Steps to Wellness
Stepathlon at Mahindra Partners

The Rise Flag Flies High

Shadow Board

Innovation Awards

A sneak-peek into Innovations at Mahindra Partners

Hot Off the Press

News stories from each of our companies

Diversity & Inclusion @ Partners

Susten - 100 best work places for womer

Sustainability- Rally for Rivers

Brand Quiz

How well do you know your brand taglines? Take the quiz and win exciting prizes

After Hours Diary

a. Talent @ Partner

b. Life at Mahindra Tsubak

The Other Side





Welcome to the new year and a brand-new Medley!

The theme for this issue is Brands and what better way to live the message than to re-launch the Medley brand itself in a completely new avatar!

Medley has moved to a larger, more substantial format – both in terms of the length of the issue and the depth of coverage.

While we had focus areas in previous editions as well, this issue contains no fewer than five features on different aspects of our theme - branding. We look at the creation of two great Mahindra brands: one a winning product – the XUV500, the other a legacy company – Mahindra Intertrade - which has undergone a makeover to emerge as Mahindra Accelo, a vibrant, multi-business player in the Steel solutions and Recycling space.

The concept of the Personal brand is explored by Nawshir Khurody, who has brought over 5 decades of corporate experience to shine a light on this much-misunderstood idea.

The Role of PR in brand crisis management is truly critical in the digital age and there are few people better placed to grapple with this than Amit Misra, CEO of MSL in India. Amit brings his experience of leading one of India's most reputed PR conglomerates into a nuanced piece on the blessings and blights of the "always-on" environment.

Finally, we look under the hood of the beast called Brand Valuation and try to understand how this nebulous concept has been crafted into a precise science.

In addition to our Brands articles, we feature one of the key highlights of Mahindra Partners in the past year - the Mahindra Logistics Initial Public Offering. The IPO is covered via a case study which delves into this highly specialized exercise and tries to bring it alive for our readers.

An article on the importance of frontline employees by Anand Kasturi, features on initiatives like Stepathlon and the Rise Flag campaign and group-wide contests like Shadow Board and Innovation awards round off our new features for this issue.

Moving to our regular features is not a move back to the old, however: Hot off the Press has been completely reimagined and there are some striking new pieces in the Sustainability and Diversity sections. There is also a Brand Quiz to round off the theme with some brand baaja.

We hope you enjoy this new and improved avatar of Medley and have a great new year.

Pranav Primlani & Roshni Pereira



Note From The Managing Partners' Desk



President - Mahindra Partners and Group Legal, Member of the Group Executive Board

PARAG SHAH Managing Partner - Mahindra Partners

This quarter has been a relatively less active one in an otherwise frenetic year. The major macroeconomic jolt to the Indian economy, GST, has now been absorbed and after numerous teething troubles and government interventions is beginning to settle down. Globally, there continues to be simmering tensions between North Korea's periodic ballistic missiles launches and Donald Trump's responses. In November, Robert Mugabe, the world's longest serving head of state was deposed as Zimbabwe's President, signifying the end of an era for that impoverished nation. In the same month, the powerful Saudi Arabian Crown Prince, Mohammed bin Salman, arrested nearly 500 princes and senior officials in a bid to consolidate power and break the Saud dynasty's stranglehold on the Saudi state and its resources.

Coming back to matters at home, this issue of Medley covers what is perhaps one of the most exciting quarters in Mahindra Partners' history.

Mahindra Logistics, a company which has grown under the umbrella of Mahindra Partners into a dominant player in India's logistics sector, is now a listed company. Rolling out the largest IPO till date in the Mahindra Group was a great learning for everyone involved and is an affirmation of the enormous value that brand MLL has created and will create in the future.

The oldest company in our stable – Mahindra Intertrade – has also emerged in a fresh avatar. With several new business lines being explored, the very first business of the Mahindra group has now adopted an edgy new identity: Mahindra Accelo.

The Mahindra Group has also had a good year with regard to its market perception – we have now reached #8 on Interbrand's Best Indian Brands 2017 list. We are well on our way to achieving our goal of reaching the 50 most admired global brands.

Our cover story therefore focuses on Branding – how companies and individuals can project images of themselves that align to their desired positioning. We examine some stellar success of branding – as well as a few instructive failures. We also take a peek into the mechanics of how a brand is valued.



Pradeep D.P.
Mahindra Consulting
Engineers



Iyappan S.
Mahindra Consulting
Engineers



Arun K. *Mahindra Water Utilities*

Conne



Mehr Arnejα Mahindra Retail



Vinitia Sequeira Mahindra Tsubaki Conveyor Systems

Aniruddha Salvi *Mahindra Logistics*



Ketaki Sule Mahindra Logistics



Renfred D'Souza Mahindra Susten



curons

Rohan Shetye Mahindra Intertrade



Omkar Gawde
Mahindra Accelo



Every issue of Medley has the imprint of these men and women from our companies who make the content of the magazine so vibrant.



Mahindra Intertrade's Vibrant Makeover

It's the dawn of a new era for one of the oldest businesses in the Mahindra Group. Mahindra Intertrade, India's leading steel solutions provider and India's first organized automotive recycler - re-brands itself as Mahindra Accelo.

Legacy:

Steel trading was the first business of the Mahindra Group, started in the pre-Independence period. As M&M diversified in to manufacturing and allied activities, steel trading continued to be a core activity for the group.

Post liberalization, there was a growing demand for value-added services for steel

processing and MSSCL (Mahindra Steel Service Centre Ltd.) was born at Kanhe (near Pune). MSSCL was the first steel service centre in the organized sector in India and focused on Just–in–Time (JIT) delivery of processed steel to its customers, a concept hitherto unknown in the country.

With steel trading and processing operations expanding considerably, the steel vertical was spun off into an independent

subsidiary in 1999 and Mahindra Intertrade Ltd. was born.

Today, the company provides customized steel procurement and processing services across Automobile, Power and Home Appliance segments. It operates India's largest network of merchant steel service centres at Pune, Nashik, Vadodara and Bhopal in India, and at Sharjah, UAE.

Subsidiary companies and joint venture partners:

Mahindra Steel Service Center Ltd.: JV with Metal One Corp, Japan

Mahindra MiddleEast Electrical Steel Service Center (FZC): JV with Nippon Steel & Sumitomo Metal Corp, Japan

Mahindra Auto Steel Pvt. Ltd.: JV with China Steel Global Trading Corp, Taiwan and Mitsui & Co. (Asia Pacific) Pte. Ltd., Japan

Mahindra MSTC Recycling Pvt. Ltd.: JV with MSTC Ltd., a Government of India enterprise.

Lateral Thinking:

The secret of managing a thriving business is recognizing when it needs fundamental change. Accelo has not only reinvented its brand, but has also expanded its scope and scale into promising new areas.

Accelo has taken a major step towards mitigating environmental degradation by setting up Mahindra Cero, India's first organized vehicle recycling entity, where end-of-life polluting vehicles are recycled. Cero's USP is not only the trust that the Mahindra brand evokes, but also its zero-tolerance policy to ad-hoc, unsustainable processes of automobile recycling. Apart from creating a reliable, sustainable

recycling solution for institutional and retail customers, Cero also aims to monetize the spare parts and steel that can be re-used or recycled in a sustainable manner, thus reducing India's dependence on the import of steel scrap.

Mahindra Accelo provides high quality steel structurals to the solar energy industry and also supplies customized purlins for pre-engineered buildings under the Purtec brand. The steel is sourced from the finest mills in India and overseas, assuring unmatched strength and corrosion resistance.



Intertrade set up the:

lst

steel service centre in India in the organised sector

lst

steel service centre abroad by an Indian entity

1st

electrical steel service centre

Why...and Why now?

Understanding the need:

The name 'Mahindra Intertrade' needed to be relooked at since:

- It projected an incorrect view of the space in which the company operated
- Given the growth plan across new verticals, this would be the right juncture to reconsider the name and grow as a unified brand going forward

Mahindra Mahindra Mahindra Mahindra



The Spirit of Accelo

The logo is the cornerstone of any brand and communicates the brand's identity, personality and promise. Mahindra Accelo's edgy new logo reflects its ambitious goals and its assertive approach to achieving them. Crafted from the word 'Accelerate', 'Accelo' expresses the 'agility' that each and every team member so ardently demonstrates and exemplifies. The spring denotes agility, flexibility and adaptability while the colors denote vibrancy and youthfulness. The colours reflect youth, vibrancy and their string of businesses across the spectrum – starting from Red (which denotes steel) and

ending with Green (which denotes recycling)

We've heard it time and again - branding is not a marketing exercise. Al and Laura Ries, for instance, talk about how brands are created by stakeholders, customers and communities, and their experiences. While the logo or brand name is the face of the brand, the brand comes alive in the behavior of the people.

Mahindra Accelo's Managing Director, Mr. Sumit Issar, laid down only one mandate: inclusiveness.

The brand identity would not be decided by the management and handed down to the employees – the process would be democratic or nothing.

To understand the fundamental 'behavior of the brand', the agency spoke to a hundred different people, directed a string of focus group workshops and exercises and made sure to explore views from all the brand's stakeholders. Even brands partners and customers were asked to define what the brand's ethos meant to them. The findings were unanimous: Mahindra Intertrade's DNA was Agility.

From the 200 plus brand names that were considered, a shortlist was created, legal availability was considered and finally a clear name emerged: Accelo.

The finalists



Pre-offsite research

TPUT

Chloroply view of brand

01

Brand interrogation using chloroplyll models



Inside-Out view of brand Response analysis



1st draft brand construc Reality check research



Feasibility of brand construct

Incorporate findings into brand construct



Research stimuli Out-side research

research

inal

06

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07

Execution

Brand Communication & behaviour Metric setting

08

Alignment of business to brand

The Rollout

The new identity was unveiled at a grand event attended by Mr. Anand Mahindra and the leadership of the Mahindra group but even here, Accelo changed the game. The unveiling was live streamed so that this milestone was witnessed not only by the invitees but every single employee even at the plant level could feel part of this new beginning.

No business survives over the long term without reinventing itself. But knowing when to undertake deliberate strategic transformation is arguably the hardest decision a leader faces. A change of this magnitude throws up multiple obstacles employees feel vulnerable, customers get disillusioned, investors get cynical and the risk of failure is high.

Sumit Issar and his team took this decision to rebrand their identity at a strategic point where in the business was on the threshold of next phase growth. Most brands avoid choosing brand names that are definitions of core business offerings. This is because, in the VUCA world we live in, reinvention of business models is definite for any brand that needs to grow. In this case too, the name 'Intertrade' had done it's time and was no longer a part of the brand's scope of services. The business was on the threshold of deploying its new business verticals, serving a new set of customers and this was notably the best time to rebrand the business in its ecosystem.

Mahindra Accelo believes that – "As markets change rapidly, they must stay agile and adapt quickly. Looking to learn and grow, and ready to take up new challenges as they move forward." They

believe - "Agility is the key to excellence."

Mahindra Partners' Managing Partner Parag Shah sums it up best: "Though we were the oldest business of the Group, our agility mindset has steered us over the decades from trading to processing, and now into products and other business models, which is testimony to our ability to adapt to changing times. With disruptions becoming part of business-as-usual, what better than a culture that nurtures this spirit! If I were to crystal ball & look 10 years ahead, I would imagine that this same agility will help us unlock our potential and grow in multiple areas, adapt to changing trends in technology, manufacturing processes, materials and newer areas of growth. I am confident that with the brand and culture it exudes, Mahindra Accelo will truly become leaders of Manufacturing 3.0 and achieve our ambition"





A guideline for managers - 'to make 'ordinary people do extraordinary things'

by Dr. Anand Kasturi

Who are the real custodians of a company's brand? Is it the top management or frontline employees? In this article written by Anand Kasturi he provides an insightful and thought provoking answer to that question. And then he goes on to talk about what we can do in our companies to make sure that our brands live upto the promises that they make.

While Anand has written this article keeping in mind pure service organizations, his formula for success is equally applicable to all kinds of organizations. In Mahindra Partners, we have a very interesting bouquet of brands that range from pure service brands to companies that are products oriented.

At one of the spectrum are the pure

service companies such as Mahindra Logistics, Mahindra Consulting Engineers, Mahindra Susten, Mahindra Tsubaki and Mahindra Water Utilities. At the other end are product companies such as Mahindra Marine and Mahindra Accelo. And somewhere in the middle lie other companies and brands that impact customers through their products and services; brands such as Baby Oye.

It doesn't matter at which end of the spectrum your brand is; what matters is that the reputation of all our companies depend on the interactions that customers have with us. And most of those interactions are with frontline employees. In Baby Oye, the customer service representative at the store represents the brand. In Mahindra Susten, it's the site

engineer that ensures efficiency of solar power generated; in Mahindra Logistics the Line feed supervisor is responsible for business running into hundreds of crores; in Mahindra Marine, the reputation of product quality rests on the shoulders of the worker laminating the hull of a boat.

As you read through Anand's article, I hope it will bring to life what the ex CEO of one of the world's most successful brands, once said:

"A brand is a living entity – and it is enriched or undermined cumulatively over time, the product of

thousands of small gestures".

- Michael Eisner, former CEO of Disney

What does 'inverting the pyramid' mean?

'Inverting the pyramid' is a term used mostly in the service industry, and refers to changing the traditional "top-down" view of the hierarchy to one that has frontline associates at the 'top' of the pyramid.

What it implies is a change in management mind-set, from "I know, I am responsible, I'll tell you what to do, I am the one in charge" to ... "You know the customers, you are responsible to deliver to them, how can I help you to deliver to our customers?"

By inverting the pyramid, the role of the manager is changed from one of "command and control", to one of "support and empower".

Why is it important?

- From the customer's point of view, it is important because they want the frontline associate who is interacting with them to listen and respond to their needs - without having to jump through hoops, escalate, speak to many others. This is most efficient, quick, and smooth.
- From the organisation's point view, it is important because the frontline associate "is the service" - they are the 'brand ambassadors', they are the ones who are the face of the company. If such a person has to continuously look over his or her shoulder at the manager, if they appear to lack confidence and assurance ... then the brand suffers. too. And the reality is that often, the people who are on the frontline are the 'weakest link' in the chain - they don't have the training, the empowerment, the resources, the information, and so on. Only by making them stronger can the brand be positioned stronger.
- From the associate's point of view, it is frustrating when they get pulled in two different directions - the customer on one side, and their manager on the other. Whenever such

associates attend a 'customer service' workshop, they invariably start thinking "when is my manager going to attend this workshop?" because they see the 'block' to be at the manager's level. (in a lighter vein, it is said that the neck of a bottle - the bottleneck - is always at the top!). In a situation where the manager and the frontline associate are both aligned to deliver to the customer, the associate can focus their entire attention on doing their job well, rather than getting caught in the 'cross fire'.

From the manager's point of view - the potential advantage is that if his or team is able to deliver high quality service on their own, it frees up his/ her time to do the 'bigger' things, more strategic, more about the future rather than taking care of the present.

In short - it is a 'win-win-win-win' approach



What are the challenges?

Although the concept may sound like 'common-sense' and very attractive at first sight, it is not very easy to implement. Some of the key challenges are:

Dilemma - not either-or

- A dilemma is something that has no "one right answer". It cannot be seen as an "either - or" problem. (for example, the question - Should we look at the short-term, or the long-term? - cannot be answered in favour of either of the two options. The right answer is -"Both"!)
- The question of "Should a manager be in overall control - or should s/ he invert the pyramid and get the team members to take control?" is a similar one. The answer is "Both!"
- Inverting the pyramid does not imply a change in reporting relationships - the manager is still responsible to deliver on his/ her goals/ targets.

Cultural patterns can be challenging

- Culturally, in a country like India the norm is for the 'senior' person to make the decisions, to 'command and control' things. Even in families, the eldest person (the father, the eldest brother...) are the ones "in charge".
- Subordinates often resist the idea of an inverted pyramid by going back to the manager saying "You are the boss you make the decision!" although they are perfectly capable of handling things themselves.
- And managers often fall into the trap set for them, and go ahead and take charge!

It is not a "plug-and-play" concept - rather, it is a slow process

 People may not be 'ready' yet for inverting the pyramid. For example, if a team member is not competent and cannot handle situations that come up, then saying "Go ahead and take the call yourself, I'll only support you" is ineffective. They will make mistakes,

- and the manager will justifiably be tempted to take back the control.
- Managers who want to invert the pyramid must ensure that the environment and the people are 'right', and they must take the time and effort required to invert it effectively.

In short, like all investments (of money, or of managers' time and effort), there is a risk, but there is a big potential payoff!

Want the payoff, but don't want to take too big a risk? Look no further, the Six Es model will help you do just that.



How can a manager effectively invert the pyramid?

Here is a model that lays out the different steps a manager should take, as they invert the pyramid. If implemented carefully, they help to de-risk the manager as s/he inverts the pyramid for their organisation/department/team.

Energise

Building a culture of intrinsic motivation Creating a highperformance environment

Endorse

Recognition making visible celebration success

Expect

expectations, understanding their expectations

The 6 Es

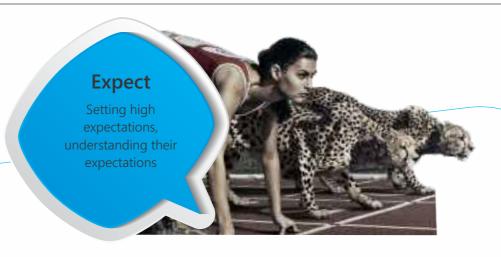
of Service Leadership

Empower

Enable

Training coaching Providing informatin resources tools feedback...

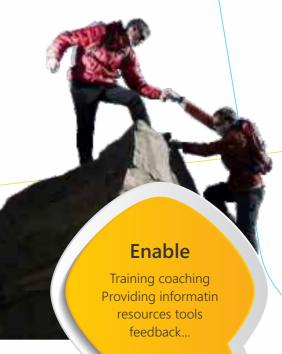
Engage



- Clearly articulate the expectations from the frontline associate. And not in 'transactional' terms, but in 'empowerment' terms. For example, saying "You must complete the function set-up by 4pm" is a transactional expectation. "You should be independently able to plan for and deliver the function to guests' satisfaction" is an 'empowerment' expectation.
- Set high expectations. Push beyond the 'mediocre'. Show people that they are trusted, and there is high confidence in them.
- Listen to and understand associates' expectations. The better a manager knows the associates' expectations, the easier it is to build alignment.

Some questions to ask - a checklist to help the manager do it right:

- Have I articulated my expectations clearly?
- Are my expectations in 'empowerment' terms, or 'transactional' terms?
- Are the expectations high i.e. do they need the associate to 'stretch'?
- Have I explicitly asked the associate to share his / her expectations?
- Have I listened to and fully understood the associate's expectations?
- Have I built alignment between the associates' expectations, my own expectations and the organisation's goals?



Before a manager can invert the pyramid, they must ensure that the associates are capable of handling it. They will need training, resources, information, exposure

... all this goes to enable them to do things on their own.

While functions like L&D will provide generic training and learning support, the manager who wishes to invert the pyramid has to spend time and effort personally - assessing the 'state of readiness' of each associate, and then providing the coaching and inputs required for them to

be 'fully ready'.

Checklist of questions to ask

- Do I know exactly how ready each of my associates is, to handle on their own?
- Is there a plan to provide them the training, resources, information, exposure ... they require?
- Do I spend time coaching my associates personally, and help them become fully ready?



Engaging with associates, having dialogues with them continuously, is a powerful step in inverting the pyramid.

- The manager should reinforce key messages (expectations?) and ensure no one is going off-track. Such a dialogue also helps to assess the progress.
- Managers should use this process to give feedback - both positive, and corrective.
- The manager should also use the dialogue to listen to associates, their challenges, their success stories, their experiences, their 'asks'.

Such a dialogue process helps to de-risk the

inversion process, and build a strong foundation for alignment between manager and associates.

Checklist of questions to ask

- Do I meet with my associates regularly both in a group, as well as one-on-one?
- · Do I spend as much time talking, as listening?
- Do I ensure that the objective is to discuss and explore (rather than to 'take charge' as a manager and tell people what to do)?
- Do I share positive feedback regularly?
- Do I provide corrective feedback effectively?

Once expectations are clearly articulated and understood, associates are on the enablement path and in a state of readiness (even up to 75%, if not 100%), and there is a robust process of dialogue and engagement, it is time for the manager to empower associates.

Give associates the authority to take decisions on their own. To minimize the risks, managers can consider the following:

- Set limits usually done in terms of time, or cost. E.g. "You can waive a bill for a guest up to Rs XXX on your own - more than that, and you need to check with
- Set checks and balances either as spot reviews, and/ or periodic reviews. E.g. "Once you've waived a bill, immediately let me know what has happened - send me a text message, or talk to me if I'm around, or email me." and "Every two weeks, I will review all the bill waiver decisions you have taken - so we can decide if there's any course corrections or changes we need to make."

An interesting example of empowerment leading to 'turning the pyramid upside down' - one of the leaders of the Mandarin/ Oriental group of hotels shared that in their company, frontline associates are empowered to say "Yes" to a guest on their own, but the rule is that if they have to say "No" then they need 'permission' from their manager before they can do that!

In some Taj hotels, managers have implemented a programme of 'Celebrating Mistakes' - where frontline associates are encouraged to report back immediately when some mistake is made, and the guest unhappy. Others attempt to do a 'service recovery', and the associate is commended for his/ her openness and commitment. This is also a form of empowerment - where people are empowered to make mistakes without negatively impacting the guests.

Empower

Checklist of questions to ask

- Have I explicitly empowered my associates to take decisions and handle situations on their own?
- Do I realize that 'escalations' are a waste of everybody's time, and that higher the number of escalations the less efficient my empowerment is?
- Do I set limits when empowering people?
- Do I set checks and balances? Periodic reviews?
- Do I allow people to make mistakes and yet minimize the negative impact?
- Are associates empowered to say "Yes" to quests?
- Do associates believe that before they say "No" to a guest, they need to check back first?



This refers to providing recognition and appreciation to associates.

Recognition is a natural human need - but managers often tend to be uncomfortable in praising others. Interestingly, people are also uncomfortable in receiving praise - they feel awkward and embarrassed. Managers must 'sneak around trying to catch people doing things right'!

Researcher Carol Dweck recommends that we praise the 'process' - things like perseverance, creative thinking,

generating strategies, looking for options ... rather than praise the outcome, or individual characteristics.

- "I really appreciate your commitment to the task you stretched yourself and hung on to it till it was completed" this is good; it encourages the person to do more of the same show commitment, stretch, go above and beyond.
- "You are the smartest associate in the team, you always achieve your targets"
 this is not so good; it could result in

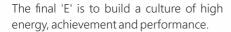
the person becoming afraid of failure, and reluctant to try anything new or challenging!

Checklist of questions to ask

- Do I consciously look for opportunities to praise and appreciate associates?
- Do I praise 'process', so that it encourages people to move to the next level?

Energise

Building a culture of intrinsic motivation
Creating a highperformance
environment



This means a high level of 'intrinsic motivation' i.e. where associates are driven from 'inside'. A 'carrot and stick' approach negates such an approach - and should ideally be avoided.

Rather, a culture of 'intrinsic motivation' asks for the manager to do things like -

- Set high targets (Expect)
- · Challenge people to go out of their



zone of comfort (Expect)

- Train them as required, provide resources and information (Enable)
- Listen to them, understand their needs (Engage)
- Provide feedback to help them grow and develop (Engage)
- Give them the freedom to do things on their own (Empower)
- Praise and appreciate their efforts, their commitment, their drive (Endorse)

Through this process, the manager helps 'ordinary people do extraordinary things' - which Peter Drucker once defined leadership to be.

And once a manager has a team of extraordinary associates, inverting the pyramid is a "win" for all, without the risks.



Dr. Anand Kasturi is a consultant trainer working out of Bangalore, India. His work with a number of organizations both Indian and multinational is highly acclaimed, and he has offered workshops across 14 countries ranging from Australia and Japan through Asia to Germany, the UK and USA. His clients include Accenture, Air Seychelles, Avaya, Cafe Coffee Day,

Club Mahindra, Deutsche Bank, Fortis Hospitals, Government of Seychelles, HDFC Life Insurance, HP, Madura Garments, Novartis, Oracle, Philips, Texas Instruments and Vodafone. He was awarded the 'Customer Service Guru' award by Oracle as a part of their Customer Service Oscars Program in 2007.

He combines corporate work with teaching; he has been teaching courses on Service Management at various IIMs since 1998 (Bangalore, Udaipur, Vishakhapatnam, Nagpur). In 2007, Anand was certified as an Executive Coach with the Coaching Foundation of India (www.cfi.co.in), and offers high-level executive coaching services to senior leadership of organisations like Sasken, HP, Vodafone, Aditya Birla Group, Lupin, Schneider Electric and Bosch. Since Jun 2017, he is the Director of Coaching and Leadership Development Practice at CFI.



Building your Personal Brand by Nawshir Khurody

Mr. Nawshir Khurody served as the Managing Director of Voltas Limited. Mr. Khurody has wide & varied experience in formulation and implementation of business plans, risk evaluation, business investment strategy & funds

management. He has special expertise in turning around sick/small organizations, quickly putting them on sustainable growth paths. He continues to be a Director of a few companies He is also Advisor at Shapoorji Pallonji Group, where

his prime focus is into assisting an Accelerated Leadership Development process for their managers & engineers.

Some of the most enduring brands in the world are not visible on cars, or phones or watches. They are represented by people – Mahatma Gandhi, Steve Jobs, Nelson Mandela, JRD Tata and closer to home, Anand Mahindra.

In this very concise but hard hitting note written by Nawshir Khurody, he talks about the qualities that make for a great personal brand. All of us in Mahindra Partners, bring our personal brand to work everyday. The first words that come to peoples' minds

when they think of you, represent your personal brand; and it's a brand that we should cultivate with great care and determination.

Hope you enjoy reading Nawshir's note:

How to build a great personal brand?

Friends,

In my over 5 decades of corporate life, I have experienced and observed that a 'personal brand' is built by others and their

experience of you. The 'brand' belongs to them and usually gravitates around Knowledge-centric people whose curiosity and sense of wonder never diminishes. Unconsciously, they get to be "The Go-to-Person" because they help not when they are asked but when they are needed. Above all, they 'communicate'!

Such people have certain common characteristics. I list them:



Consistent and genuine



Non-hierarchical and status free



No compromise on the courage of their convictions even though the consequences could have an adverse impact on their careers



Respect for the space and opinions of others with a genuine love for diversity in all its forms



Raising the bar for themselves and their teams so that weeds of mediocrity never take root



Shy of taking credit even when deserving, with a preference to be perceived as a neutral resource



Always timely. Never keeps anyone waiting as sees this as disrespectful. Besides, valuing the time of others as much or even more than his/her own.



In helping others, enriches both sides on a common platform of sharing and communication



Displays a passion for beliefs that are personal and emanate from the heart



Has the natural tendency to simplify complexity with brevity and clarity. Is rarely ambiguous, so that the ladder of work priorities is transparent

The above are my observations as people ask themselves "What do I want to be remembered for and, what do I want to be remembered as".

Friends, I close with another thought on how you can stand out from the crowd and create your own niche. When you climb the spiral staircase of management leadership, what do you take with you – and why, and what do you leave behind – and why?

- Nawshir Khurody

If you want to get started on building a formidable personal brand, use the assessment tool that we've created based on the criteria that Nawshir has outlined above. First identify someone that you have interacted with and truly admire. Rate them on the assessment tool by marking a x. Next, through some honest introspection, rate yourself. The gap between the two ratings is the opportunity you have to build your brand.

Brand Valuation Looking Under The Hood

TOP 10 VALUABLE BRAND						
Rank			Brand Name		Brand value	Brand value
2015	2016	2017	Brand Name		2017 (₹bn)	Change (In%)
1	1	1	TATA	Tata	739.44	-0.4%
3	2	3	airtel	Airtel	369.27	+5%
2	3	2	Reference som same	Reliance Industries	382.12	+9%
6	4	4	MOFO DANK	HDFC Bank	262.05	+9%
4	5	5	MUIC	LIC	257.74	+9%
5	6	6	Oppor	State Bank of India	247.75	+7%
7	7	7	Infosys	Infosys	232.75	+1%
8	8	9	@rgrcvBurk	ICICI	-	
10	9	8	Mahindra (24	Mahindra	169.15	+8%
9	10	10	Giraj	Godrej	-	

The contents of this article were drawn from an Interbrand presentation.

The top 10 Best Indian brands have remained the same over the recent past.

This consistency speaks volumes about the lasting value that these brands have been able to deliver over the years. Let's look at these brands – on the one hand, we have legacy private companies like Tata, Mahindra, Godrej and Reliance. These are market leaders in multiple sectors and some of the most respected business houses in India who have managed to constantly stay relevant by disrupting their own business models. Then two of the

largest private sector banks – HDFC and ICICI who stand head and shoulders above the pack on virtually every front in the banking sector. Then there ae LIC and SBI—two of India's most admired public-sector companies. Finally, two new kids on the block – Airtel and Infosys – both companies at the forefront of the Digital and Communications revolutions.

We can see that not only are these companies market leaders in their own segments – with strong, consistent business results, they have also achieved a salient position in public perception.

And the lesson of the admiration rankings is that the tangible and intangible metrices do not always go hand in hand. The Brand Rank of a company depends on a lot more

than just revenues.

HCL Infosystems, for instance was ranked by the Economic Times at 229th in India by Revenues. However, the 2016 Interbrand Best Indian Brands Rank was 17th. On the other hand, while NTPC was at the 16th position by revenues, it's Brand Rank was 35th.

Let's explore this apparent discrepancy in

some detail and tease out the factors that contribute to brand admiration apart from financial performance.

Let us look at how brands are valued and how a brand's Equity is determined via Interbrand's Brand Valuation methodology

Interbrands valuation methodology therefore is based on the fact that...

Strong brands drive choice...



1. Role of Brand

The influence of the brand on customer choice, relative to other factors

Shows where investment in brand will have the biggest impact

... build loyalty...



2. Brand Strength

Diagnostic tool measuring brand performance relative to competition

A stronger brand leads to more loyal customers, reducing risk and increasing value ... enhancing margins and business results...

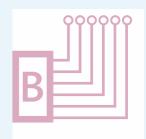


3. Financial Performance

Financial forecasts form the foundation

Connects analysis of the brand to business results

... creating sustainable business and brand value

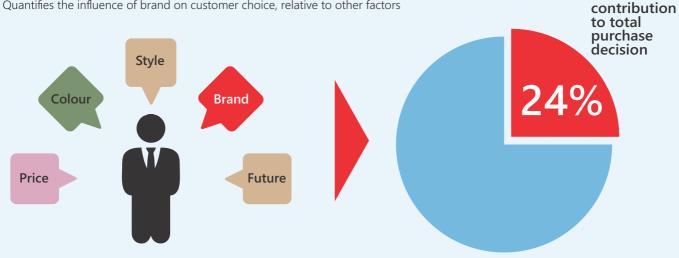


4. Brand Value

A single measure of the brand's contribution to business results

Role of Brand

Quantifies the influence of brand on customer choice, relative to other factors



Customers rely on brand to guide choice when:

- 1. Performance of competing product or service alternatives cannot be easily compared and trust is deferred to the brand (e.g. computer chips)
- 2. Where their needs are emotional, such as making a statement about their personality (e.g. luxury goods)

Brand Strength

4 Internal factors - Great brands start from within



Clarity

Clarity internally about what the brand stands for in terms of its values, positioning and proposition. Clarity too about target audiences, customer insights and drivers.



Commitment

Internal commitment to the brand, and a belief internally in its importance. The extent to which the brand receives support in terms of time and influence.

Brand's



Governance

The degree to which the organization has the required skills and an operating model for the brand that enables effective and efficient deployment of the brand strategy.



Responsiveness

The organization's ability to constantly evolve the brand and business in response to, or anticipation of, market changes, challenges and opportunities

6 External factors - Great brands change their world



Authenticity

The brand is soundly based on an internal truth and capability. It has a defined story and a wellgrounded value set. It can deliver against the (high) expectations that customers have of it.



Consistency

The degree to which a brand is experienced without fail across all touch points or formats.



The fit with customer/consumer needs, desires, and decision criteria across all relevant demographic and geographies.



Presence

The degree to which a brand feels omnipresent and is talked about positively by consumers, customers and opinion formers in both traditional and social media.



Differentiation

The degree to which customers/ consumers perceive the brand to have a differentiated proposition and brand experience.



Engagement

The degree to which customers/ consumers show a deep understanding of, active participation in, and a strong sense of identification with, the brand.

Scores out of 10 for each factor are calculated based on performance relative to the selected competitor set

Factors Scored in this range represent the worst branding practices regardless of category Factors Scored in this middle means that the brand is performing at a similar level to the competition Factors Scored in this middle means that the best branding practices regardless of category

Financial Performance

When a brand is being valued, projections of future financial performance is a key metric.

The stronger the brand the more likely that profits will be secured in the future.

In valuation terms, therefore, Brand

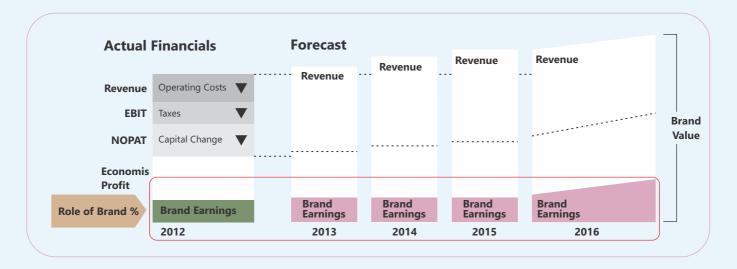
Strength will result in lower projected risk to future earnings and hence a higher brand value.

Brand Value

Brand Earnings are computed from the Brand Strength Score and is combined with actual financials to yield a $consolidated \, forecast \, for \, the \, company. \,$

This single measure of the brand's

contribution to business results is called Brand value.



Combining Brand Earnings with a financial results yields Brand Value

The Mahindra Group aspiration – to be among the world's 50 most admired brands by 2021 - is a vision that we work towards every single day.

Mahindra has punched above its weight in the Brand Rankings – in 2016 we were at the 17th position by revenues, while our Brand Rank was 9th.

We have steadily been rising in the rankings every year, from #10 in 2015 to #8 in 2017, on our way to our aspiration of making the Global Top 50 most admired brands.

The role of the Brand in creating value for

the company and its stakeholders is only rising and we are hope that an insight into the mechanics of brand valuation will drive home the importance of achieving our 2021 aspiration.

Role of PR in brand crisis management in the digital age By Amit Misra CEO, MSL India

As CEO, Amit leads MSL in India. With over two decades of experience, he has held roles that span from corporate consulting to public affairs advisory for leading multinational and Indian conglomerates.



Evan Williams, co-founder of Twitter, Blogger and Medium, admitted this in an interview to the New York Times in May this year. He said that he had been wrong about the idea that once everyone could speak freely and exchange information and ideas the world would become a better place. Most of us would nod in agreement with Williams' observation. Social Media, which has redefined the rules of the communications industry, is proving to be a proposition that is as tricky as it is exciting. While majority of the crises may not originate on social media, they eventually find their way there — and therein lies the biggest challenge for brands today.

Globally, nearly 3 billion people - that's almost 40 % of the world's population - use social media. How this population consumes media, and communicates, has changed drastically in the past few years. Some of the most important announcements from corporates and individuals now find their way first on social media accounts. News breaks often travel from digital platforms to traditional media. Public images are broken – and mended – on the basis of tweets and posts. Essentially, the rules of communication have been turned on their head.





In its early avatar, social media was the glue that brought people together, from across geographies. With the promise of conversations without borders, it was the hotbed for new-some even revolutionary-ideas. An example is the Arab Spring uprisings in the Middle East in 2011. Many believe that social media played a central role in organizing protests during the time.

The idea that the power of this new and

exciting platform could be channeled for good held tremendous promise. With the reins of communication in the hands of the people, crucial information was easily available and shared, leading to more transparency.

But in the years since then, the narrative has changed. And what a startling change it has been.

More than as an incubator of original ideas, the digital space is being used to shape opinions by companies that are collecting data based on people's consumption patterns. Content pushed at consumers often reinforces the biases they may have. With an environment that encourages creation of content designed to grab attention the danger of the truth getting buried, and eventually lost, is a grave one. With most content designed to start a conversation – and in a lot of cases

shock and provoke -- and ultimately be liked and shared, controversies are always just one rumor away.

It's in this environment that brands have to be more cautious than ever. We're living in an age where the smallest mistake can snowball into a huge challenge for a brand, and even lead to permanent damage to its reputation.

Social Media has made it nearly impossible to control public perception. Reputations have never before been so vulnerable. Built over years, they can be unraveled in a matter of minutes. The recent case of budget-carrier Indigo is an example. Generally seen as an efficient airline, Indigo had built a case for itself with the popular 'On-time' campaign that it unveiled in 2010. But a video of an employee physically assaulting a passenger that went viral a few weeks ago



hit the airline hard. Shares of Interglobe Aviation, the airline's operator, fell 5.3% after news of the assault – its biggest intraday loss in a couple of months.

Brands also face the danger of fake news. Last year in December, a WhatsApp message saying RBI has cancelled Axis Bank's license went viral. It led to widespread panic, with people withdrawing all their money and closing their accounts. Eventually, the RBI had to put out a statement, quelling the rumours. But the damage was already done, denting the bank's reputation and impacting its stock prices.

The challenge is amplified by the threat of the web's dark side – the space on the Internet where malicious activities like hacking, scams and frauds often originate, and are nearly impossible to monitor and track. In this unforgiving, 'always-on' environment, brands need to be nimble and agile, prepared for the relentless threat to reputation and the bottom line that it represents. The world had become a lot noisier and in the attention economy that we are part of, unfortunately, only extreme voices resonate -- sometimes for the good, but mostly for the bad (read: sensational news).

For brands and organizations, simply turning up the volume of their narrative to match the decibel levels on social media is not a solution. The tone, timing and tenor of the message that goes out are crucial, and need to be aligned with the sentiment of stakeholders. Identifying and engaging with trusted news mediums, and credible editors, journalists and influencers is absolutely critical, as is building trust proactively over a period of time. Mistakes

are unavoidable, but as long as it is understood that they are genuine, and not misconducts, people are forgiving.

It is incumbent on communications and PR professionals to not just be mere custodians of reputation but to shepherd a process that allows for entire workforces to be aligned and, if required, turn into an army of advocates online and offline. The underlying imperative for brands is to proactively work towards building an understanding of their work and impact in society and then fortifying that impact into reputation. In good times and bad, it is the people who already know you and stand by your good work are the ones who will support you and advocate on your behalf.



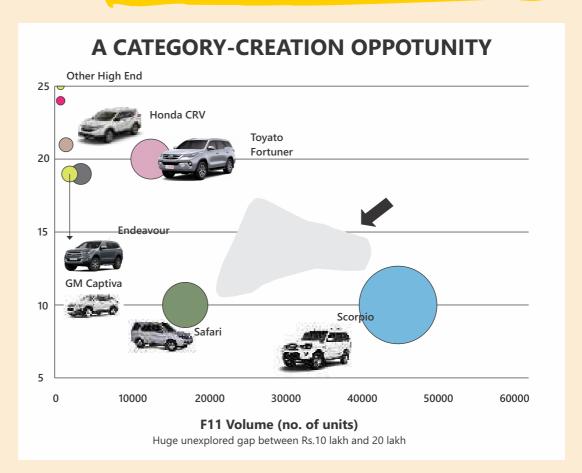
Creating a new category with the Mahindra XUV500

While international sports-utility vehicles (SUV) were already available in India at the time the XUV500 was conceptualized, they were highly priced and selling in small volumes. There was no brand that offered a premium 'global SUV' meeting international standards at an affordable price point.

Mahindra saw this opportunity and took on the challenge of creating a world-class yet affordable SUV for the value-conscious Indian. The market opportunity lay between Mahindra's own Scorpio and Toyota's Fortuner in the ₹10-20 lakh price bracket. XUV500 was conceptualized to take the brand Mahindra to the next level not just in India but also keeping in mind the global consumer. This story is one of how when you design your service or product with a deep understanding of customers' needs, the impact on the brand is disproportionately high.



Conceptualising a category creating product by challenging the norms



The design and development of a car is all about managing the future, because it takes around four-five years for a major new product to come to life from the concept-development stage. The design and marketing team at Mahindra gathered needs of not only current consumers, but also looked for indications on how these needs would change and evolve by the time the product was ready for launch.

The team that conceptualized XUV500 reached out to consumers across five continents in countries like Italy, South Africa, USA, Australia, Latin America to conduct a 100-day study and collect the voice of consumers (VOC). This VOC was then clustered into common themes and also translated into technical and product requirements through a process called quality function deployment (QFD). These consumer insights coupled with emerging consumer trends, futuristic technologies, international and domestic benchmarks

and styling preferences were assimilated by the marketing, product planning and R&D teams to define the product concept for the 'global SUV'. The outcome was an adrenalin-powered expression-- 'Feeling the Power'--that eventually went on to win the hearts of the consumers.

'Feeling the Power' became the 'driving emotion' behind every sphere of design decision during product development. 'Power' had many connotations among consumers. To some it meant sheer physical power of the SUV while to others it was manifested in the aggressive styling, muscular looks and a macho stance of the vehicle. Even the high seating position was conceptualized to give a commanding view of the road while driving, which is an interpretation of 'power'. Some consumers equated 'power' with the status and respect they can inspire when they are seen driving or when they arrive at their destination in their powerful vehicle.



A multi-pronged approach to build a category creating brand

Mahindra already had successful brands in its portfolio, but wanted to develop a new category-creating brand to take the Mahindra brand to the next level of aspiration. It took on the challenge of creating a category higher than its iconic Scorpio, of a world-class SUV priced above ₹10 lakh.

Tapping a new consumer segment

Mahindra and Mahindra (M&M) decided to reach out to urban, sophisticated consumers who either did not consider SUVs or only considered premium international sedans. M&M created a distinct brand identity for XUV500 while retaining the Mahindra DNA of making tough and rugged vehicles.

Premium brand nomenclature

M&M decided to adopt an alpha-numeric nomenclature to signify a premium and exclusive brand. This also helped M&M ensure minimal cannibalization among portfolio brands.

The 'global SUV' was christened XUV500, chosen from among thousands of

potential options (pronounced as '5 double O', where the 'double O' stood for the 'oomph' factor of the vehicle)

A deal-clinching price point

The XUV500 was launched at a jawdropping price of ₹10.8 lakh (exshowroom Delhi). Auto experts were amazed and consumers delighted with this price point that offered a 'never before' package of head-turning style and hi-tech features at a price significantly lower than its international counterparts. It was way below the expectations of industry experts and consumers who were anticipating a price of more than ₹15 lakh--given the design and features. Such an attractive price point became possible because of the ingenuity of Mahindra engineers coupled with the Mahindra's Rise philosophy of accepting no limits to make things happen. This challenger spirit galvanizes the Mahindra engineers to constantly push the envelope and raise the bar as they strive to deliver better value to their customers. The result was that the team was able to pack in features like electronic stability program, static bending headlamps, tyre pressure monitoring system, state-of-the-art infotainment system with touch screen and apps in the XUV500 which many brands above the ₹25 lakh price point were not offering.

Unique clutter-breaking positioning

The positioning strategy was based around the consumer insight that experiences are the new wealth in today's world. Having created a state-of-the-art product with breakthrough pricing, the challenge was to let the consumer connect it with his everyday life. The XUV500 was positioned as an SUV that helps create memorable stories in your life and keeps you asking for more. The sign-off line for the brand 'May your life be full of stories' captured this aptly. The brand used the cheetah as the communication inspiration to help it stand out from the clutter and connect XUV500 with a powerful, agile and aggressive persona.



A sneak-a-peak launch strategy to create curiosity

Work on the market-entry approach began one and a half years before the launch. The team took on the challenge of making the XUV500 the 'most anticipated, most sought after brand' with the audacious task of creating a one-year booking pipeline even before the launch. The consumer was engaged at every aspect of the launch--be it the date, the design, the logo or the price--before the vehicle was unveiled in its full glory. M&M crafted an innovative digital media strategy to create buzz for the brand before and during the launch of the XUV500. The digital medium allowed consumers to share and have conversations around the brand. This helped increase consumer involvement to create exponential launch impact and buzz.

- Building on the curiosity and interest surrounding the XUV500 launch among enthusiasts online and in social media, M&M decided to reveal the XUV500 bit by bit.
- Anand Mahindra himself announced a contest on Twitter, calling for the participants to guess the launch date.
 And the winner was invited to the launch of the XUV500.
- Consumers were then invited to the first-of-its-kind website to uncover and launch the brand name logo themselves and also to share it with

their friends. An audio clip with the pronunciation of the brand name was also seeded into the website.

- A pre-launch micro site showed a webcam feed of a covered XUV500 that consumers were given the opportunity of seeing from different angles. More than 4.5 lakh likes were required to reveal parts of the covered XUV500 from different angles.
- Just a few days before the launch an exciting 'guess the price' and win an XUV500 contest was announced. An unprecedented 1 lakh consumers started visiting the website daily.
- On the XUV500 launch date M&M gave all fans and enthusiasts the opportunity to watch the live webcast of the media launch online and the momentum resulted in online viewership of more than 1.5 lakh consumers. This was the highest live webcast viewership for any auto launch at the time.
- The buzz generated pre-launch resulted in more than 40,000 test-drive requests and more than 5 lakh website visits.
- Once the launch was over, the micro site morphed into an advanced interactive video animation where people could unveil the XUV500 themselves in a very interactive way.

And finally, the much-anticipated details, images and videos of the product were released on the product website on the day of launch.

High-end sales and service experience

To create a fitting high-end experience at dealerships, M&M deployed specialized manpower recruited from outside the auto industry from categories like hospitality and retail. These personnel were trained on technical and soft-selling skills and enabled with technology aids like tablets and kiosks for the first time in the auto industry.

Purple Club: XUV500 customers are guaranteed an extraordinary ownership experience filled with personalized services and exceptional privileges through the Purple Club. In an industryfirst initiative, XUV500 owners were assigned their very own personal relationship manager who was their main point of contact. Some unique benefits to owners include privileged access to inhouse and lifestyle events such as the 'Mahindra Great Escape', invitations to popular auto-related events, holidays to exotic locations by Club Mahindra, golf and photography workshops and a host of service- related benefits like car-spa, monsoon wash, etc. Purple Club has redefined the way consumers look at the vehicle ownership experience.



Till 2015, four 'Torque Day' events had been conducted since launch at Budh International Circuit and Madras Motor Race Track, where the Purple Club owners had a once in a lifetime experience of driving their own XUV500s on a race track.

A successful debut

XUV500 was completely sold out for sixteen months from its launch in September 2011 --with four months of production booked within eight days of launch

- The XUV500 achieved the 50,000 sales milestone faster than any other premium SUV it its segment
- In line with the objective, XUV500 successfully managed to create an altogether new niche between the
- Scorpio and high end SUVs (HSUVs) and lead the HSUV segment with a 56 per cent market share in 2012-13.
- The sales of all premium sedans put together (like Altis, Cruze, Civic and Elantra) in the similar price range dropped by 29 per cent from 4118 (October 2010 to September 2011) to 2934 (October 2011 to September 2012) after the XUV500 launch, as can be seen from Figure 1.
- The exceptional success of the XUV500 can be gauged from the fact that it was the only Indian SUV above ₹10 lakh exshowroom price, to cross the 1 lakh sales mark within just thirty-four months of its launch. XUV500 has more than 2.1 million fans on Facebook and more than 10.9 million video views on the XUV500 YouTube channel till December 2014, which is a testimony to its popularity amongst customers.

TAKEN VOLUME AWAY FROM PREMIUM SEDANS

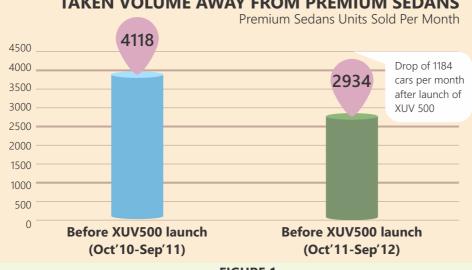


FIGURE 1

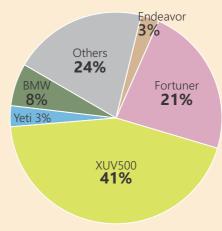
HSUV INDUSTRY SHARE - APRIL-11 TO MARCH-12

Market Size: 12,949 XUV500 Share: 0% Endeavor 9% Others Fortuner 38% 34% **BMW** Yeti 13% 6%

Apr-Aug F12

Before XUV500 (Apr'11-Aug'11)

Sept-March F12 Market Size: 33,848 XUV500 Share: 41%



After XUV500 (Sept'11-Mar'12)

FIGURE 2

Recognitions

- The XUV500 received tremendous response from customers and reviewers alike and was the most awarded car in its year of launch in 2011-12. It received over twenty-five awards from auto experts and numerous other recognitions.
- It was also rated the most reputed auto
- brand in the Reputation Benchmark Study conducted by Bluebytes with a 74 per cent lead over the second most reputed car brand.
- True success is determined by how customers react to or rate the product.
 The XUV500 topped in customer satisfaction in the SUV segment, in the

TNS Automotive India study 2012.

Crossing the milestone of 1 lac sales in India, faster than any other premium SUV above ₹10 lacs, ex-showroom price, is a testimony to the phenomenon of the XUV500 & the overwhelming response from consumers.

What was different about the XUV500 success story?

- A clear vision and an audacious goal with a rallying war cry to enthuse the team (creating a 1-year booking pipeline)
- 2. Built anticipation prior to launch with great intrigue value (Teasing with titbits of information before launch)
- 3. Created DISRUPTION. Did the unexpected.
- a. What's in a name? you might say. Most Indian-manufactured automobiles tend to have alphabetical names. Mahindra did the unthinkable with an alphanumeric name for the XUV500 that lends a lot of exclusivity to the product.
- b. Digital and social media were used as effective buzz-generating, costeffective, lead medium in a launch.
 Proving that launches need not necessarily led by traditional media like TV and Press.
- c. Why does an auto salesman need to be

- the only one who can sell an automobile? Mahindra hired from outside the auto industry to get people who could sell to a more evolved, highend target audience.
- d. A salesman is a salesman is a salesman. Mahindra created 'experience executives'!
- e. Designer clothing to dress an automobile salesman? Ritu Beri designed the uniforms worn by the XUV500 experience executives.
- f. Who ever heard of using digital technology and tablets to detail product information in the auto industry? Mahindra did it successfully.
- g. Leveraged loyalty programmes otherwise restricted to airlines, retail, hotels, etc.. Mahindra did the unthinkable and created the Purple Club with an exclusive relationship manager, both firsts in the auto

industry!

- h. Stunned customers, critics and competition by offering a hell of a lot more value in the product at a wow price than can ever be imagined. Static-bending headlamps, six Airbags, ESP, Hill Hold and Hill Descent Control, 6-inch Touchscreen Infotainment System with GPS, Voice Commands, Lounge lighting...all in the XUV500 at significantly lower price than the price of global auto brands in India.
- 4. Provided the consumer with a worldclass surround experience. Dealerships were upgraded with carpeted and leathered customer lounges.
- 5. Viralized consumer opinions about their product in the early stages of the launch itself via social media.
- 6. Made consumers a part of their launch such that they feel they are launching the product.



Mahindra Logistics, Delivering on a Promise

by Pranav Primlani and Roshni Pereira

The SUV stopped short, 60 to 0 in three seconds - and with barely a screech. A quick, yet controlled halt. With the same rapid assurance Phil Sarkari silenced his Mail Reader app and plucked the phone from its windscreen clamp. For the past half hour, as he drove to the airport, Siri had been droning out pure gold - positive vibes from the brokerage houses, two more investor confirmations from his Managing Partner Parag Shah - and then suddenly something that needed his undivided attention.

From <pandya.bhardwaj@mahindra.com>

To <Sarkari.Pirojshaw@mahindra.com>

Stay petition against IPO filed in Kerala HC. Details still emerging – will update.

- Bhardwai



He scrolled down instinctively, trying to tease out some further scrap of information, some detail that would make sense of this bombshell.

Nothing. No trail – it was a bolt from the blue and as CEO of Mahindra Logistics, it would strike him first.

Phil dialed Bhardwaj's number and listened without interruption to the lawyer's debrief. He asked two pointed questions and ended the call. The leadership of Mahindra Logistics' holding company, Mahindra Partners, needed to be briefed without delay. In quick succession, he put in calls to Parag Shah and Zhooben Bhiwandiwala and slipped them the news.

A former employee of one of Mahindra Logistics' subsidiaries had filed suit against the IPO. It was Friday evening – in an hour the courts would close for the weekend. On Tuesday, Mahindra Logistics would launch the largest Initial Public Offering of the Logistics sector in India, the largest IPO in the history of the Mahindra Group. This seemed to be a carefully timed attack.

Regardless of the merits of the case, a stay would spell disaster for the IPO. Market sentiment – so carefully built over years of superlative growth – could turn against it in a flash. If the anchor investors did not come in on Monday, that would send an unmistakable signal.

Mahindra Logistics' CFO, Nikhi Nayak and COO, Sushil Rathi now both joined the call. The courts would open only on Monday – and even if their case was called, there was no knowing what line of attack the petitioner would take.

Every challenge for the last six months came flashing back—the EPC litigation, the roadshow pitches, the daily unsung hurdles that go into launching an IPO.

And now at the nth hour, when they could almost touch the finish line, this final hurdle. A hurdle that could single-handedly wreck all their plans.

Pirojshaw Sarkari looked out to the winding road ahead and smiled.

Company Background: From Red to Green

Incorporated in 2008, Mahindra Logistics Limited is an end-to-end logistics solution and service provider. Before 2008 the logistics business of M&M was operated as a division of M&M, serving the transportation and distribution, warehousing and in-factory logistics requirements of the group.

The Mahindra group launched Mahindra Logistics in 2008 with equity capital of ₹25.70 crore, and since then it has been part of the Mahindra Partners division, the group's \$1 billion quasi-private equity division.

The first couple of years were an uphill battle for MLL. The balance sheet was in the red, there was too high a reliance on M&M business and the legacy issues at the company were compounded by a host

of governance and market-related complications.

Then in 2010 the management team was overhauled. Pirojshaw Sarkari, the former MD of UPS in India, was brought in with a mandate to turn the company around. Phil quickly set to work along with Zhooben and Parag, creating a strong leadership bench and putting industrybest processes in place. The company responded swiftly and so did the market. Clients began looking at the company with completely new eyes.

Today, Mahindra Logistics is one of India's largest 3PL players in the Indian logistics industry, providing solutions including transportation and distribution, warehousing, in-factory logistics and value-added services to its clients. The

company also provides people transportation solutions and services across India to over 100 domestic and multinational companies operating in the IT, ITeS, business process outsourcing, financial services, consulting and manufacturing industries in 12 cities and over 120 clients.

The company's subsidiary, 2X2 Logistics, provides logistics and transportation services to OEMs to carry finished automobiles from the manufacturing locations to stockyards or directly to the distributors through specially designed vehicles. The company's other subsidiary, Lords, provides international freight forwarding services for exports and imports, customs brokerage operations, project cargo services and charters.

The Germ of an Idea

It all started at a 2012 Strategy War Room, when Mr. Anand Mahindra suggested MLL start looking outwards and seek a strategic investor. After Kedaara Capital invested in MLL, picking up a substantial 23% stake, it was only a matter of time before an IPO was launched. The roadmap with objective benchmarks was created as early as 2014: non- Mahindra business must touch 50% and the EBITDA reach 100 crores.

By Q1 of FY17-18, the EBITDA target was achieved and the CAGR of the non-Mahindra business stood at 45 percent over 3 yrs. The Macroeconomic indicators were also uniquely propitious: the launch of GST had given the markets the confidence that Logistics would be the upcoming decade's sunshine sector.

2017 was also the best year since 2007 in terms of market liquidity. After demonetization, banks were seeing a lot more money coming in and the mutual fund market was also booming. Seven Life Insurance companies had launched IPOs in the last 2 years.

On both company and market indices, 2017 seemed the right time.

The Ground Game: Preparation

The IPO process kicked off in the last week of May 2017, with a Diwali launch targeted.

For even the most experienced companies, 5 months was an ambitious target for an IPO launch of this size. But the Diwali sweet spot was crucial – market liquidity was high and sentiment would be strong during the festive season; moreover, soon after Diwali the election season would be upon them. As if the tight window wasn't enough, there was very limited experience in handling IPOs among the management team at Mahindra Logistics and Mahindra Partners. A very strong support ecosystem would be required – both within Mahindra and externally.

First came the Book Running Lead Managers (BRLMs). After a rigorous selection involving 15 banks, Kotak Mahindra Capital Company and Axis Capital were selected. While the track record and the numbers were crucial, the focus in selection was on the softer aspects – on the understanding of understood MLL's business and the potential for a long-term partnership.

Three legal partners were retained – a global firm - Baker and McKenzie – along with Khaitan and Company and AZB Partners.

The Mahindra Partners Private Equity team comprised Rajkamal Agarwal (Head – Investments), Mitesh Shah and Mitesh Joshi. Brijbala Batwal was the Company Secretary.

The Mahindra Group's ecosystem was a key factor, in particular Mr. K Chandrashekar (EVP-F&A), a Mahindra group veteran with extensive experience in handling negotiations with investors as part of his role in Investor Relations.

The Mahindra group and Kedaara Capital

had determined to divest 13.5 per cent of their respective holding.

The team was now in place to begin the mammoth exercise of preparing the Draft Red Herring Prospectus(DRHP).

A Red Herring Prospectus, or offer document, is a SEBI-mandated declaration where a company planning to raise money from the public documents its business operations and financials. This includes details about its promoters, reason for raising money, how the money will be used, risks involved with investing in the company, litigations pending of all associated companies, etc.

It was here that the complications of being part of such a large and diverse group came home.

The group comprised 180 companies but with no precise definition of 'Company' available, the list was narrowed down to 36 businesses within the Mahindra Group and the data collection process commenced.

All legal cases in these 36 companies had to be reported and every grain of information was to be validated by certificates.

Banks, lawyers and auditors are crucial in this entire process. The DRHP needed to be certified and all the information collected and shared had to be verified by a third party. Lawyers play an important role in helping navigate through the process and carrying out the necessary due diligence. The DRHP was filed with SEBI on 31st August; their interim comments were then received and responses were drafted.

This was when the first roadblock presented itself. A subsidiary of Mahindra's Agribusiness Sector in the irrigation space named EPC had a pending statutory benefits litigation.

The Mahindra ecosystem sprang into action and the issue was resolved - but 3

precious weeks were lost. The October deadline, targeted at riding the Diwali wave, would not be met.

This was no doubt a setback but the team pressed on, with the leadership at the company, division and group levels driving the process all the harder.

The next stage was the Roadshows, where the senior leadership meets large investors to pitch the company to them.

Up to 30 per cent of the total issue size can be allotted to anchor investors; based on its issue size, MLL was permitted to bring 15 anchor investors on board.

Unlike analysts, brokerages or investment bankers who put out reports on IPOs, anchor investors have a real skin in game. Their participation sends arguably the strongest signal to the markets and it was crucial to have a strong investor book.

The MLL leadership team met a hundred investors within 4 weeks and were screened on every aspect of the company's past, present and future vision.

These questions were as much to do with the leadership of the company as its business operations. Phil was asked about how long he'd been in the organization, his USP, his leadership style and his(personal) plans for the future.

With every new investor meeting, Phil refined the pitch, soon clearly understanding what exactly an investor wished to gauge through a disguised question. He outlined the capabilities of the management team and emphasized the fact that the company had a stable and efficient management set up and that he was not running a solo performance.

The roadshows resulted in offers from 25 anchor investors, and the team was faced with the task of selecting 15 as per SEBI guidelines. A matrix was created which evaluated potential investors in terms of their investment portfolio and their strategic value to MLL.

The Launch

The anchor investors had come in on Monday and had invested ₹247 crores, a strong signal to the markets.

The initial public offering was oversubscribed over 7.9 times during October 31-November 2, 2017.

The reserved portion for qualified institutional buyers (QIBs) was oversubscribed 15.60 times, non-institutional investors 2.04 times and retail investors 6.10 times.

Nearly all brokerage houses were bullish on the stock. The fundamentals of the company, the backing of the Mahindra Group and shrewd pricing powered a strong opening and the stock price went up substantially in the succeeding weeks.

The climax was the ceremony at the iconic Bombay Stock Exchange when Phil Sarkari

rang the symbolic stock exchange gong. The press had turned out in force and the senior management team of Mahindra Logistics and Mahindra Partners took questions on every aspect of the process.

Parag Shah, Managing Partner of Mahindra Partners commended the entire IPO team in no uncertain terms. "Every time you felt they might stumble and fall...they rose to the challenge!".

He was particularly proud of how much Phil had grown as a leader over the past 6 months in the process of managing both the company and the IPO process. Phil too recognized Parag's remarkable leadership and the way he drove the process on a day to day basis, clearing away bottlenecks within the group and pointing the way ahead.

Of course, none of this would have been possible without the guidance and support provided by the Mahindra group and its Executive Chairman, Mr. Anand Mahindra.

Anand envisioned the group as a great banyan tree, with the companies like the tree's prop roots, each supporting the foliage above. Over time, as the companies would grew stronger, it would be impossible to distinguish the trunk from the roots: the true image of a federation.

At a company level, of course, an IPO is currency—it facilitates the raising of capital and represents enhanced credibility and thought leadership to customers and vendors.

So as the excitement settled down, as the Mahindra Logistics' team looked round from the peak that their journey had brought them to, one clear realization hit home. The company's future was now in their hands: the fuel had been injected, it was up to them to deliver on MLL's promise. The goal was within sight – MLL could and would and dominate India as a world-class 3PL company.

Conclusion

Phil put down the phone, his smile intact.

The discussion had carried on for over 2 hours - every minutia of courtroom tactics gone over with the lawyers. It was clear to everyone that after months of preparation, after two major hurdles on the way... this final one might well derail them.

It should have frustrated him, made him feel almost persecuted. But in the midst of their troubles one clear fact shone out. This was Mahindra—they would see this through. Like every other obstacle, every facet of the group's resources would come into play and

overcome the problem like it was their very own.

The instructions to the lawyers were clear. The case would be fought on its merits, with all the resources of the Mahindra ecosystem at their disposal. Navin Raju, EVP – Corporate Legal, would fly down personally to Kochi along with a battery of lawyers as well as local representation.

Phil Sarkari replaced his phone and restarted his XUV500. There had been highs and lows since he took over Mahindra Logistics in 2010, there had been setbacks and triumphs aplenty in the past few months. But now, at this final obstacle, he knew that the entire management had a clear vision of the future of Mahindra Logistics and that together they would take MLL to new heights.

The car slipped into gear and purred smoothly down the road. There were bumps ahead – large ones, some of them still not visible. But there was also a steady hand at the wheel. The path ahead was clear. Mahindra Logistics would deliver.

Message from Mr. Zhooben Bhiwandiwala on behalf of the Board of Directors to the employees of Mahindra Logistics

Dear Colleagues,

This morning Phil had the proud honor of opening trading hours at the Bombay Stock Exchange and thus launching the listing of our company's shares on both exchanges. It was my privilege to be there with him and I thought it fit to congratulate you all on this remarkable milestone. Remarkable not only for us at MLL, but equally for the Mahindra Group, as we have listed a company after nearly a decade. On behalf of the Board of Directors as well as the Mahindra Group, I would like to express my thanks and appreciation for all your endeavors and efforts which have helped us achieve this milestone.

At MLL you have traversed a remarkable path over the last few years; achieving commendable growth, and doing so with a

commensurate trajectory of profits. On this journey, what has most abundantly been on display within MLL is how high performance teams, operating in a culture of trust and transparency, can deliver ambitious outcomes. While achieving all of this, you have never forgotten your Mahindra roots and consistently not only done well, but done good as well. Laying the foundations of an organization with conscience; one which genuinely cares for drivers, communities, the disadvantaged and our environment. To me this makes MLL the very embodiment of RISE.

As we journey beyond this milestone and wonder what the future holds; I assure you that there will be challenges, a lot of hard work is yet to come, to further build on these strong foundations. But I am certain that there is no other company as well

placed as you are to make your future what you choose it to be. You have, and always will have, our trust and confidence in you. On behalf of the entire Board of Directors of Mahindra Logistics, I take this opportunity to wish you all success in living up to the exciting promise of MLL's future, and to thank each one of you, and your families, for your invaluable contributions to our success.

Warm regards,

Zhooben Bhiwandiwala (On behalf of the Board of Directors)



While an IPO is about numbers and financials, there is a lot that does not get told in a DRHP. Here is a glimpse at how much goes on behind the scenes at MLL in order to make it the company it is.

Mahindra Logistics seeks to achieve an environment where its growth and success is always 'inclusive' and has a minimum impact on the environment and the world it lives in. MLL also believes that social responsibility is a long term continual phenomenon rather than an episodic intervention. In line with this belief, MLL adopted a village named 'Aware' in Maharashtra's Thane district in 2014 for a duration of three years. Here, MLL worked closely with the Gram Panchayat and attempted to improve the life of the villagers through multiple initiatives like:

Education

- School Infrastructure Development
- Digitization of Anganwadi
- Bicycle distribution to the tribal children
- Scholarships & donations
- Skill Development Programs in Logistics
- Adult literacy classes

Health & Sanitation

- Health Check up camps
- Project on Fighting Malnourishment
- Banana Distribution to School children
- Alcohol Free Aware
- 628 Hrs of Shramadana by 58 MLL volunteers at the Community Center

Other Initiatives

• Financial Inclusion Programs

After Aware, MLL has now adopted another village - Tembha, in Shahapur District, Thane. It aims to provide the following over the next 3 years:

- Education for all
- Infrastructure Development like roads, bore well, rain water harvesting
- · Health & Sanitation facilities
- Vocational training to create employment opportunities
- Women empowerment
- **Financial Inclusion**

Driver Welfare

For MLL, their drivers form an integral part of their organization. These drivers are the backbone of their company. MLL has genuine respect and admiration for their drivers and so driver welfare is a very important agenda for MLL.

As part of its Driver Welfare initiatives, MLL has launched its first portable medical clinic for Drivers at Trailer parking yard, Vilholi, Nashik. This facility provides basic medical treatment to all drivers free of cost. MLL has also launched a restroom facility for drivers at JSW, Dolvi recently.

Drivers' Day was celebrated on 17th September 2017 across locations. Some of the activities carried out were health check

- Tea with Drivers session
- Festival celebrations
- Health Initiatives

BA Engagement

MLL, operating through an asset-light model, is associated with over 1500 business partners which they call as BAs (Business Associates). With an aim to building sustainable partnerships, MLL has a dedicated team for BAs which focus not only on engagement with their business partners but also on their development and relationship management.

The initiatives taken by this team are:

Engagement

- Felicitation & Recognition of BAs through an Annual BA Award ceremony
- Compliant Management
- Inclusion of articles by BAs in their employee newsletter

Development

- Training programs for employees of our business partners
- Partial sponsorships to BAs for a 7day management course in IIM, Ahmedabad

Relationship Management

Reward & Recognition Programs -Coffee with Phil, Chai Pe Charcha



Little Steps to Wellness

Sedentary routines, erratic work hours, bad eating habits are literally squeezing the life out of young corporate India. A typical day at the workplace includes endless hours glued to your seats rarely dispersed with far and few breaks.

It's easy to get caught up in the incessant routine of work, sleep, and work some more, but over a period of time, your lifestyle puts tremendous strain on your body and mind. Long periods of sitting are harmful to the human body. Inadequate movement slows metabolism and results in fat accumulation, obesity and the related list of diseases — heart disease, diabetes, hypertension, arthritis, etc.

Short bouts of activity, walking and stretching in small quantities between the daylong sitting marathons are a few ways in which you can improve your health by leaps and bounds. Even a few minutes a day can enable you to take care of yourself without eating into your busy schedule.

Stand up from your desk every 30 minutes (even if just for a minute or two)

3 simple ways in which you can greatly improve your health even with crunched timelines

Do simple stretch exercises at your desk every once in a while.

The crusade to promote a healthier lifestyle began on 20th September 2017 at Mahindra Partners with the launch of Stepathlon.

Stepathlon Lifestyle (SLPL) is a global wellness company, founded in 2012 by Ravi Krishnan and Shane Bilsborough.

Stepathlon's 'Movement for Movement' is a mass participation event for corporates and institutions which promotes behavioral change through teamwork and participation for all employees regardless of age, gender or location, designation and fitness levels. SLPL creates an

ecosystem that promotes corporate health, fitness and productivity by increasing daily activity.

At Mahindra Partners, 75 teams consisting of 375 individuals enrolled in the Movement for Movement.

Testimonials:

Rengadurai, MWUL-

"With the 'Log Activity - Today's activity' @ Stepathlon, it has become like a daily target that I don't miss at all. I joined the gym 2 weeks before starting the journey of Stepathlon and I was missing few days in-between, due to work or family situations, but after Stepathlon it has become a priority and there was not even a single day I missed in the last 70 days. Initially I clocked 17000 steps on Stepathlon, now I clock an average of 35000 steps. I've lost 5.2kgs, from 86.6kg in Sept'17 to 81.4 kg in Nov'17, within a time span of 65 days and the target weight is 78kg to reach before 31st Dec'17. More than weight reduction, it is awesome to feel more active and healthy than before."

Jonathan Lobo, MTCS -

"The daily nutrition and health tips provided on the site has helped me workout in a proper manner without hampering my health. The daily quiz arranged by them helped me understand what is good in order to improve my health. Over a period of time after using stepathlon I've improved my physique and a feeling of competitiveness in myself. My current step count is about 30000 steps a day and yes it's more than the steps I used to take before the race. I've also found that I had lost 7.32 pounds (Approx 3.5 kgs)."

Rohit Kaprwan, Mahindra Logistics -

"Initially I took it as a game for which I started working out, but later it converted into my interest. I never counted the steps earlier, maybe I have taken more steps earlier but never accounted. I didn't lose much weight, hardly 1 Kgs. But to lose weight was not my aim. I was aiming for proper healthy routine which I have achieved up to large extent."

Shubham Sharma, Mahindra Accelo-

"With Stepthalon installed on my phone I feel more active all day so and don't feel low at the end of the day for not contributing in my physical health. My average steps per day has been - 14,000 steps. Which is good and definitely more than my regular regime. I have lost about 3 kgs!"

Catching the Action

Apart from the Stepathlon website that offers frequent contests to engage users, a few offline events keep the buzz of health alive at our companies.

A Walk with Brig. Adrianwalla

At Mahindra Towers, Worli, 'A Walk with Brig. Adrianwalla' was organized by the Group HR Team on Thursday 28th September 2017, heralding the launch of Stepathlon in the Mahindra Group. The 20 minute walk began with the Brigadier sharing his personal story to elaborate the importance of walking. His dedication and commitment to a healthy lifestyle was truly inspirational to everyone who had gathered for the walkathon.





Workout at Work Contest:

The #Workout at Work Contest was run on the Stepathlon site encouraging employees to take pictures of simple stretching exercises of themselves.



#Stepdoodle Contest:

Rengadurai from MWUL entered in the Step Doodle contest



Ask our Expert Challenge:

Our lucky winner Naman Joshi from Mahindra Susten won ₹1000 for contributing with an interesting question in the 'Ask our Expert Challenge' – Naman's profound question was, "I often sit on my bed with legs folded in thunderbolt position (Vajrasana in yoga) is it harmful for my joints?"

#Step Snap Challenge:

Our lucky winner Sathishkumar Ranganathan from Mahindra Water Utilities won Rs. 1000 for contributing with an interesting picture in the Step Snap Challenge. The picture he chose to upload is attached below:



Moves like Jagger Contest:

The Moves like Jagger Contest encouraged individuals to share a 60 second video or a picture of creative ways in which they can lose weight. The victorious winners were – Ranjan Kumar Nath, Mahindra Logistics; Satishkumar R, Mahindra Water Utilities; Vinitia Sequeira, Mahindra Tsubaki Conveyor Systems. Each of them demonstrated tremendous creativity in the idea and execution of weight loss techniques.

Terrific Transformation Contest:

Balaji J from MWUL joined the Stepathlon Terrific Transformation contest with a body weight of 90 kgs and after a dedicated 75 days routine of exercise and eating right, successfully brought it down to 79 kgs. He won a ₹2000/- gift voucher from Stepathlon for this tremendous feet.



Other Contests:

Contest Name: Name of the Winner

Update your Personal Health Journey Rengadurai M
Food Comedy Contest Rengadurai M
Best Profile Picture Contest Sathish Kumar R

Top 10 Teams of Mahindra Partners at Stepathlon:

TEAM NAME	DIVISION	TOTAL STEP COUNT	EVENT LEVEL RANK	COMPANY LEVEL RANK	
Abhyudaya	Susten	18016912	3	1	
5 States	Susten	11824275	15	2	
Unnayan	Susten	11030154	22	3	
TEAM McSlim	MTCS	8629339	54	4	
Fitfam	Logistics	8203624	61	5	
Relay Racer	MWUL	8132658	67	6	
Gulbarga Susteners	Susten	8066188	70	7	
The Metabolics	MWUL	7439878	94	8	
Another Mile	Susten	6408978	147	9	
Walkaholics	MTCS	5554417	229	10	

The Rise Flag Flies High

"Rise is our reason to be. And our rallying cry.

Our philosophy. And a call to action. Us stretching our arms. Towards perfection.

Rise is who we are And together, Rise is what we do." Rise was launched across the various Sectors and Functions of the Mahindra Group on 17thJanuary 2011. For Mahindra, Rise means becoming world class in everything we do, setting new benchmarks of excellence, conquering tough global markets and becoming the global number one.

At Mahindra Partners, our commitment to this philosophy is reflected in all our endeavors and undertakings. RISE is the fuel that drives us and our raison d' etre.

A philosophy as powerful as 'Rise' needs a powerful approach to cascade it tangibly across our organization into the attitudes and mindsets of our people. With this cognizance, the Mission Rise App was launched in January 2017. No ordinary app, the platform aims to capture individual stories of Rise of all our employees within our companies, nationwide. It aims to make Rise a fundamental aspect of our daily lives. It

aims to keep rise alive, daily in each of us through the gentle encouragement of mentors, peers and well-wishers.

On Founder's Day this year, a new adventure in the Mission Rise journey took the shape of 'The Rise Flag Campaign'. An initiative that gives employees an opportunity to recognize and acknowledge the Rise attributes within themselves as well as their colleagues. The prestigious Mission Rise Flag was unfurled on the desks of each of our CEOs along with a quote on why they were chosen as the Primary Flag bearers. In the weeks ahead, the flag was passed from employee to employee across the company as they shared and appreciated Rise moments of their colleagues. The Mission Rise Flag Bearers notebook records each of the flag bearers names and their stories - to celebrate their legacy and achievements and serve as an inspiration to many other individuals across our companies.



Proud to have launched the Rise Flag on the desks of our leaders



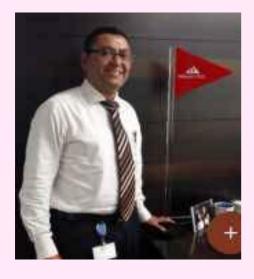
Pugezhendhi

"While very early days, since Pugal has just taken over as the Project Manager of the Water Utilities business, he has already moved to working closely with all team members, and has demonstrated his orientation to build a strong consensus as he moves forward in this new role."



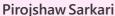
Sumit Issar

"Sumit exudes a constant high level of energy to simultaneously move forward on several fronts. He had prepared himself well in advance at the time of taking over as Managing Director of Accelo, and had a well thought out action plan which was activated on his first day in the new role. Early in this role as MD, he has comprehensibly shattered my record for extensive travel!"



Hiten Ghelani

"Hiten has infused a huge sense of ambition into the culture of Mahindra Marine over the last few years. He is universally positive about developing new products and accepting challenges, even when the team has never produced any such models in the past. He exudes confidence as a leader to drive the organization to stretch and deliver - as can be seen in the current Navy order which was won and is being delivered on schedule."



"Phil has done an outstanding job in making MLL ready for an IPO. His unassuming style of leadership through Learning, Inclusiveness and Empowerment is a True Rise Best Practice."



Basant Jain

"Basant has grown Susten into one of our Group's largest and most important business for future. And more importantly, maintaining a culture of innovation and startup. Basant has always displayed Rise behaviours of Driven, Bold and Creative."



Ravindra Vaidya

"Vaidya has demonstrated persistence and focus in continuing to drive the product development initiatives at M Tsubaki. He has adroitly managed a JV with the Japanese, winning their trust and steadily expanding the product offerings of the company. News the time to launch the next phase of substantive growth."



Al Majumdar

"Al brings very celebral personality to the table, in his role as the head of the Retail business. Even while he was supporting Prakash Wakankar in his earlier role, he was deeply into analyzing all the customer/CRM data, establishing corelations and devising plans to increase sales on the basis of data. In his current role he continues this extensive analysis of data to drive decision making."

Suresh B

"Suresh has grown Mace into a Knowledge Management Organization. His innovative growth in African markets through sustainability first is a Rise Best Practice."

Here are a few comments from our flag winners on how they feel about the initiative.

Sumit Issar, Accelo

For me, the best part about the Rise app is the Rise moments of my colleagues that I read on the app. It inspires and challenges me every day to do better and live the Rise attributes.

Devesh Taparia, Accelo

I never expected to get the flag so early during its journey, but it gave a great sense of pride and happiness that the work we do is actually appreciated. It brought out a revelation that every small bit of work that we do is noticed by someone or the other.

Passing on the flag was amazing. It was a difficult part initially to decide on who to pass it on to, since everyone has been contributing immensely in their own ways. So for me passing the flag to Praveen was a means of not only acknowledging the great work done, but also thanking him for the learning and inspiration I got from his contribution.

I would encourage people to be more verbose and expressive about how they felt while getting the flag, as also why they passed on the flag and what others can learn from that (instead of only mentioning who they are passing it on to). These can be published as Stories on the Mission Rise App. This will motivate others too to strive for getting the flag.

Ritesh Prasad, MTCS

I got the flag from MD sir (Ravindra Vaidya), and that was really pride moment for me.

When I passed the flag to my colleague, Aniket I felt responsible. I felt it was my turn to appreciate a colleague's good work.

I think the Rise flag is a great initiative.

Narayannan C.S., MACE

The major source of energy for MACE is the high-level of motivation and guidance which we receive from our CEO & MD on day to day basis. I feel the honor and recognition belongs not me but to my whole MACE team.

Many times, we reward and recognize our team mates orally; but with this flag, I feel it gives a visible honor to the achiever. I feel the Mission Rise flag is a simple and smart way to reward and recognize our employees instantly; not only for their good job done but also on their Rise moment they achieved.

Glimpses of our winners for October 2017



Sainath Vanjare & Mangesh Jadhav



Sonali Jain



Mitesh Shah



Persis Hataria



CS Narayanan



A Srinivasan



Sudha L



R Vijaya



Ganesan K



Rajan & Rajaskar



Govindarajan T



Ritesh Prasad



Aniket Torase



Shanteshwar Munolekar



Apurva Chakor



Sushil Rathi, Rama Malik



Ankur Singhai



Neeraj Balani, Amit Kamat



Andrew D'Souza



Venkata Ram



Roshan Gandhi, Pramod Deore



Virpal Yadav, Pramod Kalyanshetti



Suhas Sutar, Prejith



Percy Mahernosh



Nora Bhatia



Devesh Taparia



Praveen Gupta, Milind Patel



Vinay Saluja



Balasubramani Seran



A Sridharan



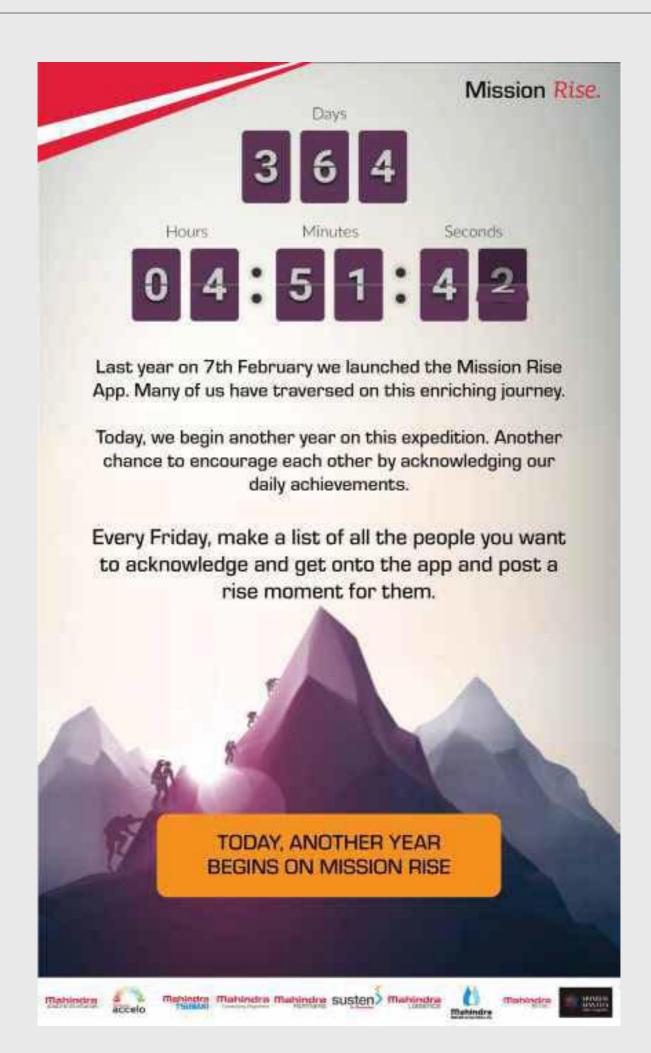
Premchand Pilla



Shafiq Shaikh



Sugandha More



A new year on Mission Rise

On 7th February 2017, we launched Mission Rise, an innovative tool to help us on our individual journeys to RISE. Many colleagues across all the Mahindra Partner companies have started climbing some of these RISE mountains and on that journey discovered a lot more about themselves.

One year later, on 7th February 2018, the clock has been reset and all of us have an opportunity to head out once again. For those of you who have already started climbing, all the best on the way ahead. For those of you who have not yet made a beginning, it's a great opportunity to move forward from base camp and start climbing.

Every mountain has to be climbed step by step; and that's true for our own development journeys too. The Mahindra Rise attributes are a great opportunity to shape your leadership potential into something very powerful. And Mission RISE helps you move forward on that journey. Personal growth is about pushing yourself to get outside of your comfort zone to tread new territory. Mission RISE helps you in exercising that conscious will so that you can accelerate your leadership journey.

Mission RISE also gives you the opportunity to recognize your colleagues and to encourage them as they progress on their journeys. On a mountain a helping hand can save someone's life; on Mission RISE an encouraging word can shape someone's life. As you make your own way up your mountain, don't hesitate to help your colleagues climb as well.

There are 7 peaks on Mission RISE. Which peak will you be on 7th February 2019?

Mahindra Shadow Board competition -2017

Three companies from Mahindra Partners – Susten, Intertrade and Accelo participated in the Mahindra Shadow Board competition.

The Susten Shadow Board focussed on the Smart Bin product. It conducted extensive market research and Voice of Customer(VoC) exercises which included a bin pilot for 2 weeks to understand user behaviour and Failure modes. Over sixty B2B interviews with the Industry experts, Facility managers and End- to – End waste handlers were conducted. The next leg involved understanding the user requirement through a detailed

questionnaire through an external agency which covered 6 prominent cities across India, getting over 240 responses. The Shadow Board submitted the final strategic plan in 3 phases for the Smart Bin. The goal is enabling another business to make a positive impact on the society and truly becoming a Sustainability Enabler.



Mahindra Susten's entry into the SWM market

Smart Bin





Compaction:

A 500 kgf Force allows bin to fit 5x volume



Level Sensor:

The bin identifies the trash levels.



Disinfectant:

UVC light kills the microbes and slows decay



Solar Powered:

Ensures Autonomy. Grid option available



Vandal resistant:

Ensures Autonomy Grid option available













Secured Login:

For the truck driver to smart the collection trip.

Trip List view:

Helps identify bins to pick-up.

Bin details:

Lists the parameters of the bin.

Trip details:

And option to call driver directly.

Resume:

On-going trip from any page.

Mahindra Logistics

The auto outbound logistics industry faces problems such as capacity constraints for OEMs, thin margins for 3PL players like MLL, poor ROI for BAs and poor earnings & work-life for drivers.

The MLL shadow board leveraged the M&M network across Auto and Farm sector to address these concerns through MLL Network Express. Closed circuit routes within M&M network have been designed to ensuring proactive load

planning, minimum waiting time & maximum revenue for BA / 3PL players and guaranteed capacity for OEMs.

A one month pilot run was done on two such routes and 65% growth in Revenue and Margin over current industry average was observed. The drivers also earned more incentives and were able to visit their homes 3 - 4 times in the month (against 1 home visit previously).

After the success of the pilot run the team had the confidence to scale up to 10 trailers on 2 routes in the following month.

The learnings were codified and processes, IT tools and team structures were designed to ensure smooth operations with a minimum of ad-hoc human intervention. MLL's senior leadership appreciated the project's tremendous impact and even greater potential.

A win-win situation for all

BA and Driver



- Maximum utilization of trailer and higher ROI
- Minimum waiting period
- Complete route planing by MLL

MLL



- Improved margin through optimum fleet utilization
- Trailer availability on routes not favored by BAs
- Opportunity to win more business during peak season

Mahindra Group



- MTBD Trailers to be used
- Opportunity to reduce sale-loss due to trailer unavailability

Environment



• Efficient planning will lead to fleet optimization thus resulting in lower carbon footprint

A conservative estimate of 500 trailers suggests a potential of incremental Revenue of INR 48 cr and GM of INR 23 9 cr in one year.

Moreover, there is scope to deploy similar concept across transportation operation in other business verticals for MLL.

Mahindra Accelo

Mahindra Accelo is collaborating with government Industrial Training Institutes (I.T.I.) to provide industrial/vocational training to I.T.I. Trainees before

they are hired by industries. The team worked out skill gaps by evaluating a

matrix and then accordingly selected training modules which would improve their skills and meet the basic needs of industry.

The goal is to also create a local ecosystem by involving leading corporates as future pools for trainers and as potential recruiters. The benefits of this project to stakeholders will be benefited, including Mahindra Accelo. There will be considerable intangible dividends to be reaped in terms of contribution towards society, brand recognition and potential synergies between group companies.



Sessions

Mahindra Innovation

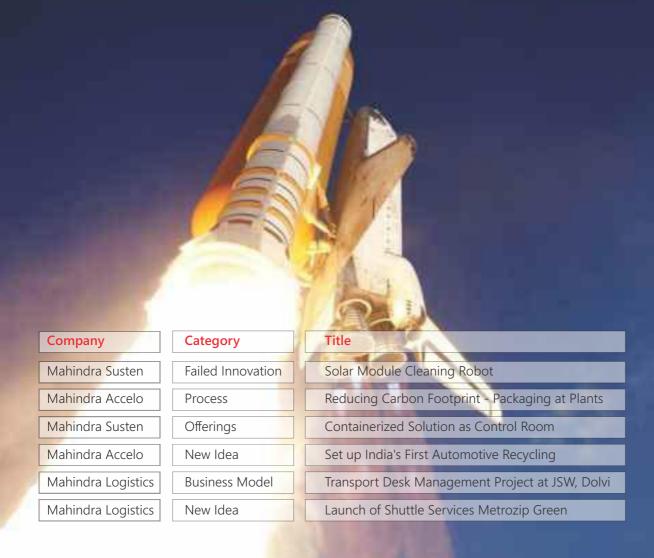
Across the Mahindra Group, Mahindra Partners is perceived as a hub of innovation. The best-in-class innovations across Mahindra Partners in the past year could be easily witnessed in events like Mahindra Innovation Awards 2017 where numerous teams from the portfolio companies participated enthusiastically to showcase their innovative work and be recognized at the Group Level.

Overall, 30 teams submitted their projects

for the Partners' level selection round (Stage 1). These entries were first scrutinized offline by a jury panel consisting of Mr. Anjani Kumar Choudhary (ex-President, Farm Equipment Sector, M&M), Mr. Shreyas Bakshi (Head of Innovation, M&M) and Mr. Prasanna Pahade (Chief Strategy Officer, Mahindra Logistics). They selected 16 teams which got the opportunity to present before them on 8th Sept 2017.

Through an interactive session with Mr. Shreyas Bakshi, these 16 teams also got an opportunity to learn about the systems and processes that enable innovation in an organization.

A total of 6 teams were then shortlisted and sent for Stage 2 evaluation. These teams are:



Among these, the projects – "Transport Desk Management Project at JSW" from Mahindra Logistics and "Set up India's First Automotive Recycling" from Mahindra Accelo progressed to Stage 3 – the final round.

"In the face of extreme competition with over 800 teams participating across the group level, it is a moment of great pride for all of us that the project "Transport Desk Management Model at JSW Steel, Dolvi" from Mahindra Logistics was finally adjudged as the "Winner" in the Business Model Category"

We present to you some of the Innovation stories from the different Mahindra partners companies.





Business Model

Company:

Mahindra Logistics

Team Members:

Swarup Negi, Kamal Kapoor, Neeraj Balani

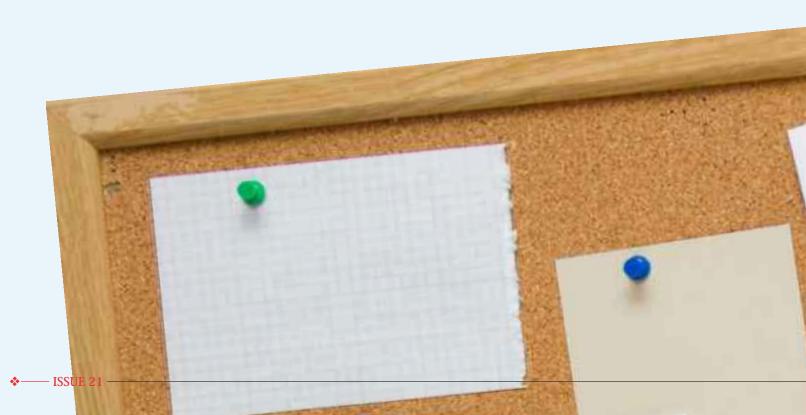
Key Highlights of this model are:

- MLL took over all transportation operations out of the location on 'As-Is' basis
- MLL served as the single point of contact operationally as well as contractually for the customer
- MLL delivered operational and cost improvement over time through implementation of logistics best practices

Key Benefits are:

- Ramp up from 1.2 lakh MT to 2.27 lakh MT/month
- >95% Truck Placement
- 100% accuracy in tracking
- <0.01% transit damage & shortage
- Passed on ₹2.15 cr of direct savings and ₹3.61 Cr of Indirect savings to the customer

This project has generated a revenue of ₹229 cr in FY17 for MLL. The transport desk model has been widely appreciated across industry. In fact, MLL has bagged new contracts from esteemed companies like Schlumberger and Spicer for replicating this model. Contract from Mahle Filters is in pipeline and is expected to begin from December 2017. MLL has generated a large funnel of customers desiring to undertake this model. Our client JSW has also acknowledged on record that ever since MLL has become their transport partner, their supply as well as service to their customers has improved.





New Idea

Company:

Mahindra Logistics

Team Members:

Amit Kamat, Shashank Sinha, Ankit Bansh

Previously, there was limited TWA storage capacity inside customer plant – max 24 car sets. Manual unloading of 24 car-set TWA from a non-conveyor truck would take 40-45mins and manpower required was 8. In order to match our delivery speed with the production speed of customer car assembly line (1.0 minute/vehicle), we needed some out-of-the-box solution. The customer was using a powered conveyor system to feed TWA from unloading dock to line. MLL also decided to fix conveyors inside the truck which can get connected to customer TWA feed conveyor. The Innovation in this project was to

introduce Sequential Delivery of Tyre Wheel Assembly (TWA). This resulted in key benefits like:

- Reduced human fatigue
- Reduced error in delivery
- Manpower cost reduction.
- Reduced time for unloading of TWA
- Lean inventory at plant

This innovation has resulted in cost savings of 17.1 % per annum. It will be replicated for current businesses and will be used for bagging similar contracts in the next 5 years.





Business New Idea

Company:

Mahindra Marine

Team Members:

Sanket Naik, Akshay Chavan, Shafiq Shaikh

The art of building a Fibre reinforced plastic (FRP) boat involves the following process:

- a. Mold building which acts as the template for the boat's hull and deck.
- b. Laminating the glass mats and sheets on to the mold to extract the casting
- c. Outfitting the boats
- d. Trials

Of these the step (a) is a capital investment for different type of boats. As the industry norm is to customize heavily as per the customer needs - investing on molds for the varying CTQs imply large investment in terms of building the mold and thereafter in inventory holding costs.

To optimize this large cost, an innovative idea of modifying the molds as per customer needs was found as a feasible solution. Accordingly, a single mold of 14m length 3.8m width was modified to build two boats of 16m length and another one of 14m length and 4.2m width.

This was achieved for the first case by inserting a 2m distance piece laminated separately and then joined to increase the length from 14m to 16m. An illustration is given below:



For the second case, the mold was used to extract the standard 14m hull which was cut from the transom and stretched to produce a boat of 4.2m wider than the original mold.



Thus just by using a standard mold, differentiation was achieved as per customer requirement in a frugal manner (in lines with the Mahindra Rise philosophy) and thereby saving capital investment close to 30 lakhs



Offerings

Company:

Mahindra Susten

Team Members:

L Krishna kumar, Vishal Pandya, Suhas Sutar, Tushar Belose

A containerized solution for inverter control room was developed to meet the challenge of - having Solar power plant projects with crunched timelines for quality execution and shortage of resources - in remote locations for constructing the Control rooms of RCC structure. Control rooms are a vital housing arrangement for the niche power electronics equipment's like Central Inverters, ACDB, Communication System (SCADA), UPS and Batteries.

- Identifying the right problem: Sort of Plug-N-Play solution with reduced efforts at site, an alternative was always longed-for Control rooms
- Managing expectations: The Containerised solution managed to

overcome Supply chain barriers and made the clear path to commission the 265MWp project 52 days ahead of the schedule timelines

The Key features of this solution are:

- Mere 5.5 tonnes of Steel Structure suitable for 50m/s wind zone, enabling it to deploy PAN India
- Ventilation system with control air monitoring to supply less than 10 micron filtered air for Power Electronics components healthy functioning
- Fire detection and online Security system
- Standardised offering for Central Inverter with power rating 1.7MW to 2.5MW

1. Planet:

- -Total water conservation: 750kL
- -Diesel saving: 10,800L equivalent to 26.4tons of CO2

2. People:

- Construction time reduced to 60 days to 10 days
- Manpower requirement reduced to 1800 to 200 man-days

Milestones:

- First firm to install Inverter Container deployment in India at 265MWp (SoftBank) project as an EPC contractor
- First firm to execute Welded Inverter Container deployment as Control rooms

Impact:





Failed Innovation

Company:

Mahindra Susten

Team Members:

Watwe Ninad, Jain Apurav, Wahane Ashwajit, Bhiwandiwala Meherzad, Kammert Allison, Bhosale Sandeep

Solar modules generate electricity by converting incident sun light to potential difference. The presence of obstruction (such as dirt and dust) reduces the power being generated, which translates into loss of revenue. It may be interesting to note that cleaning of a solar module the way it is done today requires excessive water, a high dependence on unreliable rural labour and is a costly affair. The need for automatic solar panel cleaning, with reduction in water use was clear and present, and highly innovative companies are offering various products to achieve the same. But even among all the existing offerings in the market, there are wide gaps which can be filled profitably. The identification of these gaps led to the creation of a problem definition along with a strong business case.

In 2015, it was decided to tackle the problem of cleaning solar modules in diverse geographical terrains. After a brainstorming session, detailed discussions of the problem faced, various potential ideas, choosing a partner following a SWOT analysis - a solution was proposed for automatic cleaning of solar modules and work began on design.

A feature rich product was envisaged that would not only clean modules, but do a host of other things along with being completely autonomous and electric. After an enthusiastic beginning, and facing problems, we figured that we had bit more than we could chew and after close to two years of work, the project was shelved after repeated failures and massive delays.

To retrospectively avoid failures is impossible, and one can only learn from them. The key learnings from the debacle are as given below:

 Identifying and solving the right problem: A significant amount of our resources was spent (read: wasted) in solving problems that were not a top priority. We should rather have invested time in identifying key problems. Also, not every problem needs to be solved in-house, rather an ecosystem for problem solving be developed.

- Mismanagement of Resources: In our case, only a hazy definition of roles and responsibilities along with mismanaged assets and resources prolonged the time and caused delays. Every project needs a dedicated core team that will stay till the completion of project- which was missing in this project.
- Managing expectations: The expectations of partners, vendors and management should be managed by the innovators as any mismatch in expectations can cause significant friction. A part of our failure can also be attributed to this.

We hope that our learnings will help other teams avoid the same mistakes.



New Idea

Company:

Mahindra Accelo

Team Members:

Vijay Arora, Laxman Popalghat, Sonali Porwal, Devesh Taparia

With a large old-polluting vehicle population in India, and an almost non-existent vehicle scrappage industry, Mahindra Accelo decided to take a plunge into this space. Mahindra Accelo partnered with MSTC Ltd. to set up India's first auto shredding plant, and the idea was further refined to focus on autorecycling.

The venture's business model is to dispose-off vehicles in an environmentally friendly manner, while deriving the maximum realization and offering an end-to-end solution to customer. This will be done by building a network of collection and dismantling centres for supplying feedstock to strategically located shredders.

The vehicle sourcing is from multiple segments with a high emphasis on use of

technology via a dedicated website, CRM platform, SAP as ERP and procurement/auction platform. The sale of material (scrap and parts) will also be through multiple channels like Auctions, Offline / In- plant sales, E-Commerce portals, etc.

Through this, the venture will formalize a sustainable sector, as also reduce the pollution and dependence on scrap imports. For Accelo, it adds a new revenue stream and enhanced brand visibility.

There are immense synergies with other group companies like MFCWL, MLL and M&M AFS, and the venture has the potential to be a ₹1000+ cr business over the next 6-7 years.





Process Innovation

Company:

Mahindra Accelo

Team Members:

Jagdish Parab, Prashant Chatap, Laxman Mahale, Niwas Gandhale

Being a sustainability focused corporate company, Mahindra Accelo believes that 3 Ps – People, Planet and Profits are critical for creating long term shareholder value and for leaving behind a better planet for our future generations. Our group CMD Mr. Anand Mahindra was amongst few who represented India at COP 21 Paris Pact where he spoke about sustainability and the need for reducing carbon footprint.

At Accelo, we have prepared Sustainability road-map and tracked it year-on-year. Accelo has embarked on an ambitious journey to become a zero-wood consuming company. Multiple projects were initiated under Accelo's sustainability roadmap in F'18.

There was high wood consumption (1000+t) in our Auto and Home Appliance sections. One of our front-end transformers from Auto section was inspired by the adjustable feature of a

selfie stick. This inspiration led to development of in-house adjustable metallic pallets. These adjustable metallic pallets can carry 257+ sizes of finished goods material. In Home Appliance section, the packing method was complex with 8 different types of material used to prepare a packing box. We were using hygroscopic material for square box along with wood for preparing pallet. It was also causing rustiness of stampings. The team came up with a unique solution of recyclable plastic packing which is not hygroscopic, thus eliminating rustiness problem. These packings were easy to assemble. It eliminated use of wood. Packing lead time reduced and operator Muri (fatigue) was reduced significantly. These two projects helped Accelo to reduce carbon emission by 4675 t.





Offerings

Company:

Mahindra Consulting Engineers Limited

Team Members:

Mr. T. Sathyamoorthy, Mr. A. Srinivasan, Mrs. R. Vijaya

Swachh Bharat: Swachh Vidyalaya (SBSV) is the national campaign driving 'Clean India: Clean Schools'. It is an initiative of Ministry of Human Resource Development, Government of India to create a functional toilet in every school. A key feature of the campaign is to ensure that every school in India has a set of functioning and well-maintained water, sanitation and hygiene facilities.

Mahindra Consulting Engineers Ltd (MACE) on behalf of "The Mahindra Group" & Mahindra Foundation, has pledged to support the Prime Minister's "CLEAN INDIA" campaign through the "Swachh Bharat - Swachh Vidyalaya" mission under which MACE has built 4597 toilet units in 11 states.

MACE has also taken the responsibility to maintain and upkeep the constructed

toilet units for one year starting from March 2016. As part of awareness, training and capacity building program, MACE is conducting programs at our school premises toilet has been built. The program dealt at length on awareness creation regarding use of toilets, keeping the toilets clean in particular and schools in general, induce behavior change covering aspects on menstrual hygiene management and personal hygiene. The program is aimed to imbibe the concept of cleanliness conceived under "Swachh Bharat - Swachh Vidyalaya" mission to the students. Around 2.94 lakhs school students especially girl children are getting benefit out of this initiative.





New Idea

Company:

Mahindra Tsubaki Conveyer Systems

Team Members:

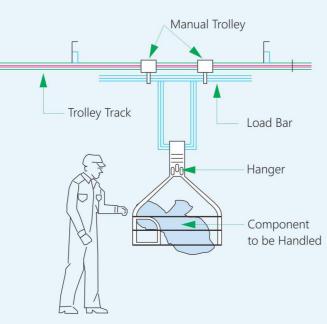
Ajay Pawar, Sambhaji Kadam & Kaustubh Sontakke

Our customer had the requirement for overhead conveyor system & MTC offered standard "TH" Free curve - Chain conveyor system". Due to budget constraints, customer insisted for manual system which can be automated in future. MTC decided to customize standard conveyor arrangement to meet customer present requirement. Chain tracks were used from standard design and chain/drive unit/take-up unit was replaced by a trolley which can be operated manually without changing the existing layout. This trolley system is supplied & working satisfactorily at the

In future customers can add chain/drive unit/take-up unit to convert the trolley system into a chain conveyor system.

Further, MTC will innovate trolley design & make it a chain-less system by incorporating Friction drive. With the combination of trolley & friction drive system, MTC can offer chain less & highspeed system which will be less noisy & low maintenance application. Weight carrying capacity can be up to 200 kg. Friction conveyor system can be applied for powered as well as power-free conveyor application.





Chain conveyor system customized to manual trolley system



Innovation Category:

Offerings

Company:

Mahindra Water Utilities Ltd.

Team Members:

Sivakumar K, Chinnaiayan R, Sakthivel S, Adline J

Tirupur - the knit wear capital of India is a issues. By applying alternative thinking, customers.

Currently we are managing the 'Tirupur Water Supply & Sewerage Project' with distribution pipeline network of over 300 Kms. On this massive geographical location, we face interruption of water supply due to power failures and voltage

busy and bustling town located about 50 our team did innovative modifications to Kms from Coimbatore in Tamil Nadu. introduce a new "By-pass system" for Mahindra Water Utilities expertise lies in supplying water to customers directly Operation and Maintenance of Water even if there is a power failure. This frugal Supply & Sewerage Projects. This involves idea was implemented by making use of extracting water from river Cauvery at the master balancing reservoir pump head Bhavani and conveying it to Tirupur, and pressure available at the respective further distributing it in and around location of water distribution stations. Tirupur for the domestic and Industrial After this even if the power gets interrupted 13 water distribution stations were benefitting around 200 industrial customers and Tirupur Municipal Corporation. This innovation resulted in maintaining uninterrupted supply to customers and also minimized the O&M





Mahindra Logistics MLL becomes India's first Logistics company to use the Cloud technology for managing our Transport, Warehouse & **Last Mile operations**

Reduction of operating & inventory

Last Mile Load & Route Optimization

operational efficiency & cost

Data accuracy enabling business

ATTRIBUTE: Creative



Oracle Transport Management on Cloud

- Visibility across operations, revenue & costs enabling optimization and alignment to industry's best practices
- Single platform will provide better user experiences



Rama Malik recognized as the 'Business Woman of the Year 2017' at the **Future Woman Leader** Summit & Awards 2017

ATTRIBUTE: Driven + Bold





Rama Malik gets felicitated with a recognition award as the 'Business Woman of the Year 2017' at the Future

The Future Woman Leader Summit & Awards 2017, organized by UBS Transformance, aims to bring about and recognize transformational leadership for individuals and industry with an ideal mix of panel discussions, case studies, best practices and think tank sessions followed by an award ceremony to actively engage participants beyond the traditional one way information stream

Rama Malik, VP & Business Head, PTS was felicitated in this forum for her outstanding performance and contribution to the transformation of her business vertical in a very short span of



Launched ACE **Functional Excellence** AGE Program

ATTRIBUTES: Listening +



Creative



Mahindra Logistics Limited (MLL) successfully launched Batch 1 and Batch 2 of "ACE Achieving Excellence" program from 11th Sep 2017.

The program objective is to develop supply chain professionals in functional, quality and behavioural domain to drive excellence in our operations, Customer delight and support our growth in the years to come.









Mahindra Susten launches India's first Mobile PV Testing Lab

ATTRIBUTE: Bold + Creative



On August 3, 2017 Susten launched India's first Mobile PV laboratory for testing of the Solar PV modules on site. Developed inhouse, this patented PV lab has an innovative design, combining all the key tests required for PV modules in a compact lab. This

Suraksha Shikshalaya, a one-step Occupationa Health & Safety model at site

ATTRIBUTE: Sensitive + Creative





business by ushering in a paradigm shift in the way safety is perceived and practised at Susten

This displays all best practices on Occupational Health & Safety like HSE Induction Hall, Project Module, Road Safety training module, best out of waste area, biodiversity zone, first aid centre etc. This boosts employee morale & highlights the overall safety culture of an organization. Apart from this Capacity building on specific modules relevant to solar sites, increasing quest by creating various avenues for specific inspections, quiz competitions are also done to increase employee participation.

• All employees are evaluated on certain aspects as per the criterion specified in Employee Safety Score card. This has seen a paradigm shift in the criterion of evaluation for

Suraksha Shikshalaya, a one-step • reward & recognition as the traditional • up quickly & discussions are specific in Occupational Health & Safety model at method of evaluation was based only

for a Solar PV plant, and

YOUR PV MODULES YFT?

susten

on No. of Near Miss reported & closed which a Workman open

relation to the hazards and its control

BRAND MUSCLE • JAN 2018 ——•

solution will make world-class testing underperformance of the modules can be

facilities available to solar asset the single largest reason why an asset

losses or redressal.

Safeguarding the well-being of our • The transition from traditional system By adopting all industry best practices we workforce is our highest priority. The goal of Tool Box talk to 3Q system. 3Q marked a reducing trend in injury rates is to entrench a Zero Harm culture across system is basically job safety analysis in achieving 12.5 million safe man hours without a lost time incident till March 2017.



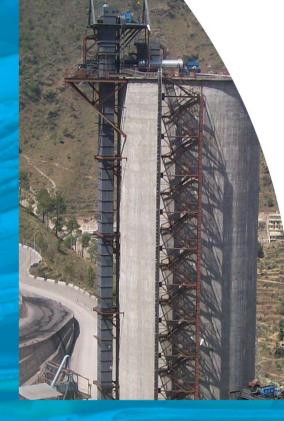
developers, EPCs and the O&M operators owner's (lenders) financial model and MTCS Bags Leading at the location of their own plant. PV actual cash flows may not match. Early modules account for ~ 70% of the capex detection can lead to immediate control of **Chain Elevator Order**

ATTRIBUTE: Driven



Mahindra-Tsubaki consolidates position as leading supplier of Chain Elevators, bagging orders for over 35 elevators since April-17. With high reliability and trouble free operation, the elevators are customer's choice for critical applications.

MTC has vision to be associated with most challenging assignments in Materia Handling. One such installation is coming to shape at RSPL's new Soda Ash Plant in Gujarat where MTC completed supply of 2 nos, single flight chain conveyors of 100 r length. On installation these will be the longest single flight conveyor installation



Mahindra Accelo participates in the Club Mahindra Co-creation challenge



Cocreation Challenge for all Mahind Group employees from 20th July 2017 to

Mr. Mitesh Jadhav and Mr. Anshuman Reza of Mahindra Accelo raced through Stage I and II and were shortlisted in the final round to present in front of eminent grand jury. from Auto, FES, MHRIL, Tech Mahindra.





Diversity & Inclusion @ Partners-

Mahindra Susten - Top 100 companies for Women in India

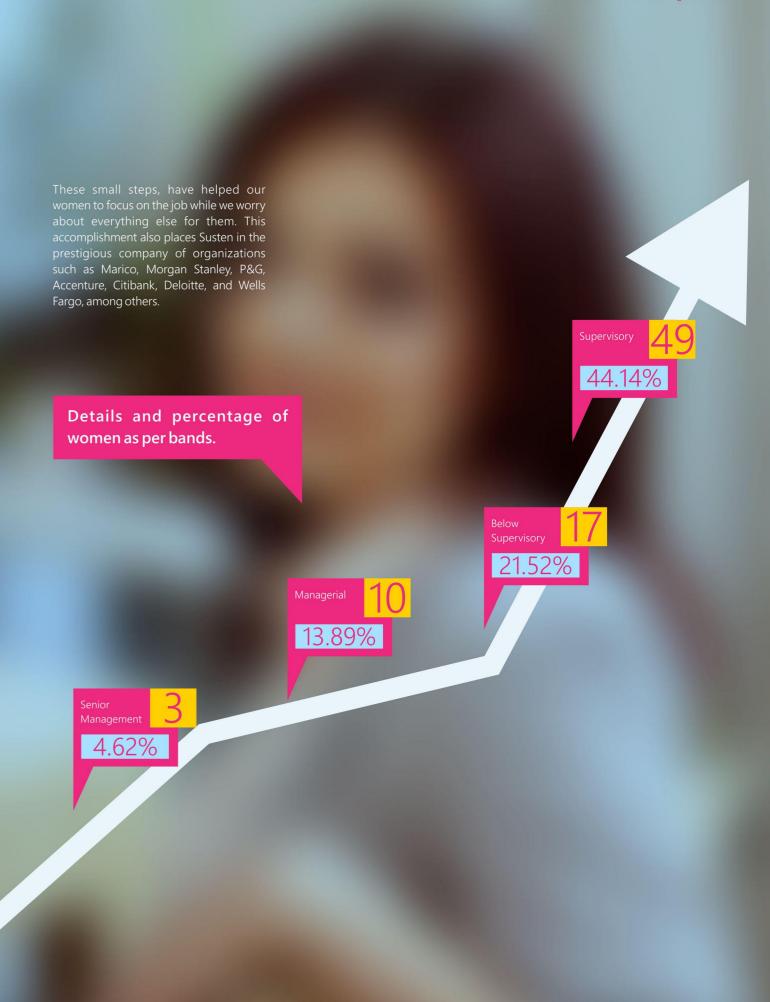
Mahindra Susten has recently been awarded as one of the Top 100 companies for Women in India in the 2017 Working Mother and AVTAR Best Companies for Women in India (BCWI) Survey. The recognition is the result of the focus of the leadership in making Susten a diverse and inclusive workplace.

To support our women during the key phase of maternity, our maternity policy ensures a paid maternity leave of 7 months, reduced working hours for the duration of pregnancy to avoid rush hour traffic, additional paid leave for women who have been with the organization for more than 2 years and a host of post-delivery benefits with options to choose from unpaid leave, flexi working hours and work from home.

To support our women for safe mobili while at work, we have waived off our hot entitlement limits and tied up with Caservice providers for pickup of wome from airport if travelling at odd hours. Walso have regular self-defence workshop to build lifelong skills for empowerment.

At the same time, we offer sabbatical & short term loans to take care of any personal priorities. We also offer Nutritionist consultation and EAP services to take care of physical and mental health of our teams





Sustainability-Rally for Rivers

Our rivers are depleting. At a pace so rapid that it if goes unchecked, we are hurtling towards a disastrous destiny. The situation is grim. But with a comprehensive policy and resolute government action, our rivers can be nourish future generations as well. Read more about the proposed solution to revitalize our rivers.

Some statistics:

- 25% of India is turning into desert
- In 15 years, we may have only half the water we need for our survival
- The Ganga is one of the most endangered rivers in the world
- The Godavari was dry along much of its length last year
- The Kaveri has lost 40% of its flow. Krishna and Narmada have lost around 60%.



'Rally For Rivers' by the Isha Foundation is an initiative to regenerate rivers. The longer we wait to start action, the longer it will take to see result. Using the best of brains, combining Economics with Ecology, the Isha Foundation has charted out a totally workable plan for river revival. After leading a road rally (to spread awareness) across sixteen states over one month, on October 2nd 2017, Sadhguru himself handed over the proposed plan for revitalizing rivers, an over 700 pages' document to our Prime Minister, Shri Narendra Modi in New Delhi.

Implementation of this plan is complex and long drawn, and therefore demands unstinting commitment by the Government for at least fifteen years before results may be seen. In a democracy, public votes make a difference. Rally For Rivers is therefore asking everyone to make a missed call to

8000980009.

When you dial 80009 80009, you are casting a vote. Your vote says to the Government that you want a sustained process of river revival. Reviving rivers is not going to be an easy process, nor one that will see result overnight. The process may be initiated by the present Government but will need successive Governments to take over and continue with the same commitment. Something that may happen a lot better when they recognise that a large portion of the electorate asked for river revival.

This is why in a democracy like ours, your vote counts. The Isha Foundation has documented an elaborate fully thought out plan, a comprehensive policy, that can save the next generation from the peril of gross water shortage. The current state of our rivers guarantees our children untold hardship if not checked right now.

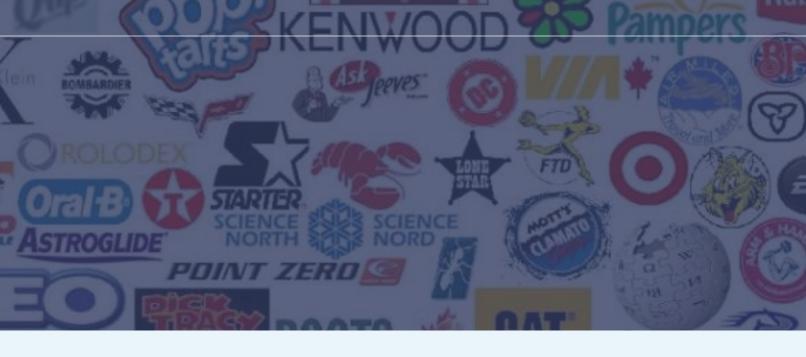
P.S: Also check out:

http://isha.sadhguru.org/rallyfo.../how-planting-trees-works/ http://isha.sadhguru.org/rally-forrivers/references/

Do view:

https://youtu.be/ tg10aK JzM https://youtu.be/EnlipPfDAao

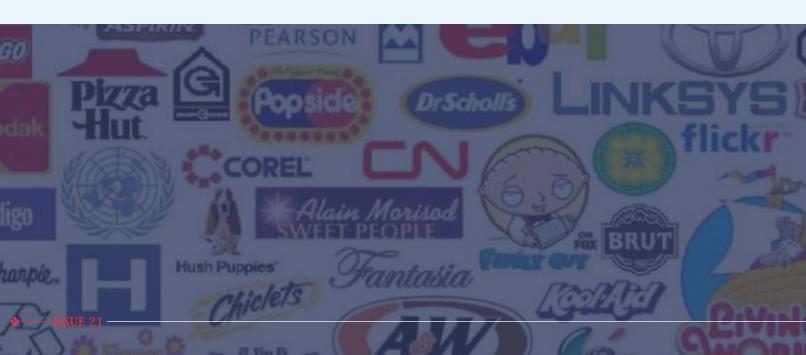




Brand Quiz

How well do you know your brand taglines? Take the quiz and test yourself. To win exciting prizes, take a picture of your completed quiz and send it in to pereira.roshni@mahindra.com

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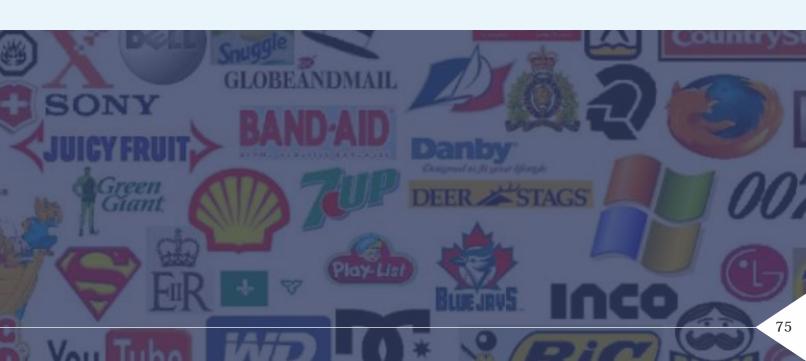
Down

- 1 Jago Re
- 2 Your welfare is our responsibility
- 3 The Taste of India
- 4 Life's Good
- 7 I'm Loving it
- 8 The mint with a hole
- 9 Have fun out there
- 10 Dimag ki batti jala de
- 11 Empowering Technology
- 12 Be the 1st to know
- 14 The complete man
- 18 Refreshment to be shared
- 19 No Confusion, great combination
- 21 An idea can change your life
- 22 Just do it

Across

- 3 Express yourself
- 5 Nothing is Impossible
- 6 Aaj Kuchh Toofani Kartey Hain
- 12 Open happiness
- 13 Simplyfly
- 15 Tyres with Muscle
- 16 No one can eat just one
- 17 Daag Ache hain
- 20 Swad Zindagi Ka
- 23 Delighting you Always
- 24 Think Different





After Hours
Diary

Talent @ Partners

Privanka from MTC's Sales team is a passionate dancer who loves to tap her feet in her free time. Whenever she hears a song, her feet begin to tap. She developed this passion for dance during her kindergarten years as she watched Saroi Khan's shows and tried to imitate every step. Madhuri Dixit has been her role model whose grace inspired her all throughout. She loves watching her dance and adores the way she performs every step.







Dance is her source of happiness which has rewarded her immensely during her college years. She was a part of 'One Soul Dance Group' – her official college dance group, through which she had the opportunity to participate in many competitions. "Nrutyabhushan", "Gandhaar-15" and "Melange" are a few mentions where her team won the 'Winners' title and bagged the 'Runner Up'

title in "Sinhagad Karandak".

She continues to keep her passion alive by watching various dance tutorials and reality shows during her leisure and imitates each step. In her words she says "I don't know what Passion is, but if it means enthusiasm or excitement towards something then yes, for me, its Dance".



Akshay Kulkarni, another member from MTC's Sales Team is a talented singer. Music has been his first love ever since he was a child. He recollects the days when he used to lock himself in his room and listen to songs for hours. His family noticed his talent at reciting and replicating songs who then encouraged him to participate in various competitions where he won some prizes as well. He claims to be a good bathroom singer and says that this habit hasn't really gone away.





He rightly says that 'Appreciation is the best motivation'. During his first year of engineering, he recorded a song and sent it to his friends for which he received some overwhelming appreciation. This motivated him to record more songs just to get those appreciations and that's when it all started.

In his third year of engineering, he saved up some pocket money, bought himself a guitar and secretly joined a guitar class. After a year he surprised his parents when he directly performed in front of them.

The appreciation received from all motivated him to perform on stage. He was also a part of his college cultural group. Ever since, he records songs and uploads them on social media. He hasn't pursued any formal classes for singing but intends pursuing this passion as much as possible. He dreams of having his own music space in his house.

Mahindra-Tsubaki's Thrilling Adventure to X-Thrill Adventure Academy, Lavasa

Just like the previous year, this year as well our HR team was all set to deliver yet another wonderful outing. Recollecting the unforgettable memories from our last outing to Kundalika, we wondered where we would be taken this time and trust me we were all eagerly looking forward to it. Finally the suspense was broken and we learnt that "X-Thrill Adventure Academy, Lavasa" was going to be our destination this year. We were really thrilled as we got to know the activities we would be doing there, that too all in the rains! 30th June and 1st July 2017 were the dates set for this trip. And the countdown began!! The mails we received from HR as we approached towards "the day" brought our energy and enthusiasm levels to its peak. There couldn't have been a better place to be in the rains!

Finally "the day" arrived when it was time to hop on to the bus and begin our journey. Our destination was approx. 47 kms away and the journey was mesmerizing. The lush green mountains all throughout were a real treat for our eyes.



We reached the beautiful campsite at 5:30 PM where we were warmly welcomed by the X-Thrill team. We were given refreshments after which we were allotted our tents. Not to mention that the tents were well set and equipped with all required amenities, nothing like what we had seen before. The academy was managed by an ex-army personnel who gave us an introductory session of all the Do's and Don'ts of the campsite and the activities we would be doing.

And then came some action time where we had some fun team activities followed by a DJ session and dinner. The DJ session brought out the hidden side of many as all began dancing to the rhythm of the songs. It was amazing to see the barriers of age and hierarchy break as all danced together to the same tunes. We had an early night as the next day was packed with a lot of activities for which we had to wake up as early as 6:30 AM.

The next morning arrived sooner than we expected! Before we knew it was already time to get set into action. We had another bout of some light team activities followed by breakfast after which the real fun began. We had a 'Waterfall Cave Exploration Trek' that awaited us. Must mention that this trek was nothing like the ordinary. The pathways we walked and the waterfalls we climbed were both breathtaking and adventurous. Climbing

waterfalls against its flow with the help of ropes was something which we normally do not experience. The glimpse from the top was spellbinding and cannot really be described in words. It was both challenging and fun. All this in the rain was really thrilling.

On returning to our campsite tired and drenched we had a sumptuous hot meal waiting for us. After the meal we headed for yet another adventurous and thrilling activity - Waterfall Rappelling! This activity was truly the highlight of the entire trip. The best was saved for last. Doing rappelling in a waterfall is really a 'once in a life time' experience. It looked challenging from above as we had to climb down a steep slippery rocky area through a heavy waterfall. All had a nervous look on our face as our turn approached, but as we descended to the bottom, the expression on our faces spoke for itself. The

experience was inexplicable.

Finally all the thrill and adventure came to an end as we returned from the activity. It was time to pack our bags and bid the campsite 'Good Bye'. Trust me it was one of the hardest goodbyes that I have ever had to say.

This experience was truly enriching. We had the opportunity to connect with our colleagues at a personal level. All activities brought about the team spirit in each of us. Each individual was ready to lend a helping hand to the other in need. The entire trip had numerous teachings for us which each one of us could carry back and apply in our work.

All in all it was a trip worth experiencing!

- Deepak Jawalkote



The Other Side

1. If you bumped into Kim Jong Un at a bar, what would you say to him?

Do you know that you are popular in India? You have got a good and a different hair style and many schools in India have made this mandatory style for boys. Caution: to be said only after he has had a few pegs.

What's your favourite 90s Hindi song?

Mere Rang Mein Rangne Wali Pari Ho Ya Ho Pariyon Ki Rani Ya Ho Meri Prem Kahani from the movie Maine Pyar Kiya

Na kajre ki dhar, na kiya koi singaar... from Mohra

3 You hosting a dinner party and must invite 3 famous people, who would you choose and why?

- 1. Amitabh Bacchan he is an iconic personality of our times. Have grown up watching his movies. More importantly, he symbolises adaptation to the changing environment.
- 2. Zaheer Khan We have a common hometown. He was among the first few cricketers who came outside the top metros.
- 3. Elon Musk he is working on things; which others do not even think. I like his audacity to think big and different.

4 What was the last thing you binge watched?

TV serial Adalat (with Ronit Roy as lawyer K D Pathak) before it started featuring ESP/ET kind of stories. Nothing off late. I rather binge read – the Jeffry Archer novels. Latest was – Clifton Chronicles.

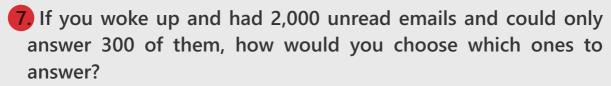
5 If you met (one of) your high school girlfriend(s?) now, what would she say about you?

a. Is your hand writing still the same – not legible? You know what, I could not understand what you had written and therefore never responded back. I wish we had mobile phones and whatsapp those days.

b. Are you pressurizing your children do become like you? Sincere and disciplined or you are giving them their own space?

6 If you met God, what is the one question you would ask him?

a. When would we look at each child as your unique creation and not compare with other children?



- a. Received from my boss and his bosses
- b. From the remaining ones pick out which are addressed to only me. Priority to the ones sent by my team members.







Build a lifestyle around your brand, and the audience will follow. -Eva Chen

