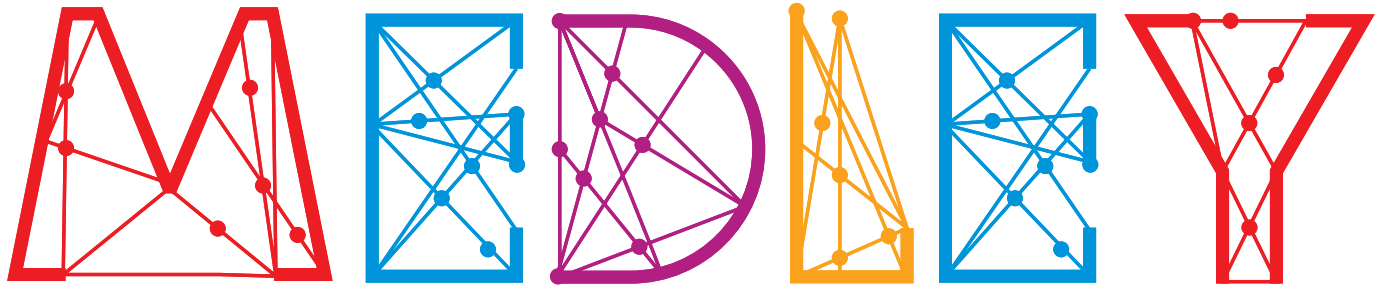




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A Mahindra Partners Publication

# To *BE* or not to *BE*

You cannot keep doing the same things  
and expect new results  
Every day is an opportunity to do the unexpected.  
**Dream big.**  
Aim for the extra ordinary.  
**Rise.**





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# EDITORIAL NOTE

**Y**ou would have recognized the opening phrase of a soliloquy by Prince Hamlet in William Shakespeare's play Hamlet. To BE or not to BE..... represents the dilemma that Hamlet is faced with when he has to choose between life and death. Since William Shakespeare isn't around, we've used that line without his permission, but in the context of another dilemma faced by many companies; how does one create a culture of Business Excellence (BE) in an organization. This issue of Medley has been curated to try and answer that question.

Many of our companies have made progress in their business excellence journeys. In the 2018 assessment cycle of the Mahindra Way; Mahindra Accelo was at Stage 5, Mahindra Susten at Stage 3 and Mahindra Logistics at Stage 4. While some of our other companies are still to formally start their Business Excellence Journeys using The Mahindra Way, there is a lot that they have done to build excellence as a way of life.

However, while scores and levels are important milestones that tell us how far we've travelled, what really matters the most in Business Excellence is the quality of the journey. This is not a journey that can be travelled by using Google Maps; there is no fixed destination. What was relevant today, is no longer relevant tomorrow, the environments we operate in are so dynamic that the only capability that a company needs to cultivate is to keep scoring in a game where the rules keep changing and the goal post itself is not permanently rooted in one spot. In such an environment, how do we even define Business Excellence, leave alone cultivate a culture of excellence.

Perhaps the answers lies in answering two questions: 1. How much time do we spend on HOW we do things (reviewing processes) v/s outcomes (reviewing results) , and 2. Are all our quality initiatives rooted in grass roots activity (efficiency) or do we also look to evaluate and improve leadership processes (effectiveness).

To BE or not to BE..... do we really have a choice?

– **Rustom Vesavevala**



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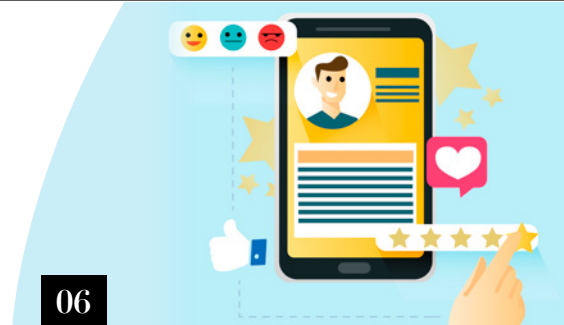
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**ZHOOBEN BHIWANDIWALA**

President-Mahindra Partners &  
Group Legal, Member of  
The Group Executive Board



**PARAG SHAH**

Managing Partner,  
Mahindra Partners

## NOTE FROM THE MANAGING PARTNERS' DESK

**M**&M Ltd. Posted a 24% rise in standalone quarterly net profit mainly because of a sharp rise in other income and higher sales with a rise in revenue across all sectors including Auto and Farm, Finance and Hospitality. The newest public limited firm in our stable, Mahindra Logistics, also reported a good set of numbers for Q3FY18. Revenue grew by 16.8% yoy to Rs 835 cr. In the first Annual Report since its IPO, Mahindra Logistics overall revenues were up 28%, crossing Rs. 3400 Cr.

Mahindra Partners has seen a number of interesting changes. Mahindra Marine reached the 100 cr mark in consolidated lifetime revenues, Mahindra Susten bagged its first Solar Water Pump tender of 400 units in Andhra Pradesh. Our youngest incubation – Cero – has completed trials of its new shear baler recycling equipment and is ready to move to the next level in automotive recycling. SLP batch 2 and the launch of Partners Pathshala was well received by our enthusiastic employees.

The Business Excellence Council was launched at Mahindra Partners, with a workshop for BE professionals across the portfolio companies conducted at MLU Nashik.

The #PartnersForKerala initiative was launched on Founder's Day in partnership with the Smile Foundation to provide a helping hand to those affected by the Kerala Floods.

The theme for this issue is Business Excellence and it features a number of insights from both within the Mahindra Group and the broader BE ecosystem, from projects implemented within the Mahindra Partners portfolio companies to external contexts. This issue also covers very specially, the people who drive these Business Excellence projects and their vision in making this function a success.



# CONNECTRONS

Our 'Partners' in putting together this magazine.

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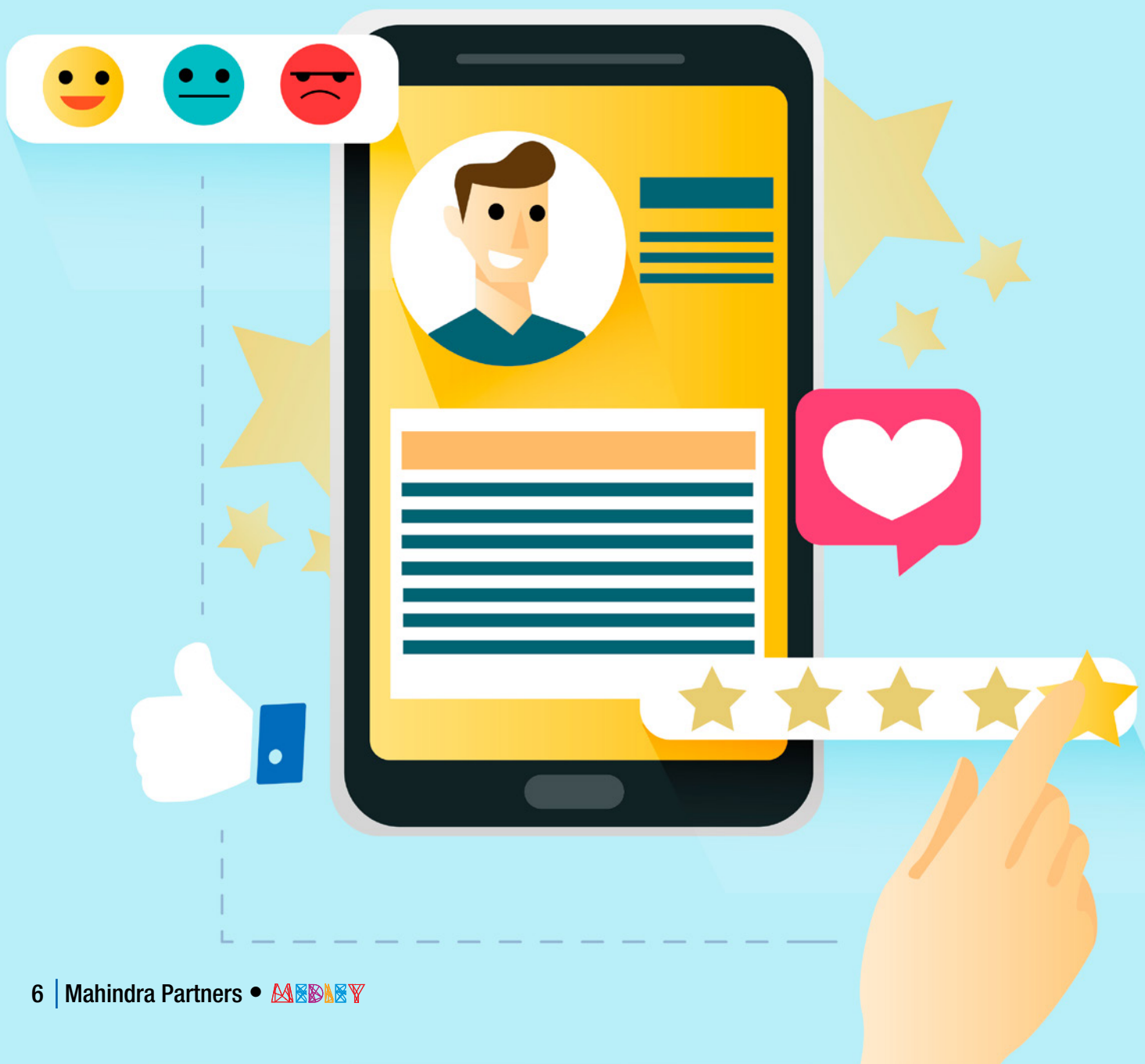
**OMKAR GAWDE**

Mahindra Accelo



# THE BUSINESS OF EXCELLENCE

Vivek Talwar explains the significance of Business Excellence in Organizations today.



In the good old days, running businesses was so much easier. There was power from incumbency, customers didn't leave the suppliers of products or services so easily, loyalty of the workforce was measured in generations of families working for the same organization, competition was most of the time from local players, and most importantly, customers pretty much lapped up anything that was served to them, even if it was of questionable quality, to the extent that getting a defective product was considered by many customers as their bad luck.

This has all changed. These are the VUCA times. There is no advantage from being an early entrant into any line of business. Start-ups are disrupting established business models and players. Employees don't stop looking upon 'Naukri dot com' just because they have recently got a job in a decent organization. Technology advancements are making products and services obsolete at an alarming pace, and social media can demolish well-set brands just by a few bad customer experiences that would not even get noticed in the past. In today's complex business environment, even if you are the leader of the pack, there is no assurance that you will survive if you do not constantly keep improving or even renewing yourself. There is an old American saying, "If you ain't rowing upstream, you are drifting downstream". In the business environment of today (that can be compared to a fast flowing river), if you stop rowing upstream, you will not remain where you are, you will lose your position, and will be pushed down.

So what is it that organizations can do to maintain or improve their position, to remain relevant, so that they can meet the expectations of their stakeholders, leading to an

improved market share and therefore, better financial performance? The answer lies in creating a culture of high performance, where continuous and breakthrough improvements are always in progress, where total employee involvement is seen in this culture of improvement, where people are not happy with the status quo but are always hungry to become better, where the knowledge of best practices from across units and from outside the organization drives the improvement culture, where the customer is centric to the being of the organization, and where processes are well laid out across all business units and functions, and their design is based on fulfilling the needs of the internal, and ultimately the end customer.

For all this to happen, the organization needs to initiate Business Excellence deep into the organization. While many things need to fall in place for Business Excellence to become part of the DNA of the organization, here are some of the critical success factors (CSFs).

The first CSF is a leadership that deeply believes in the ability of Business Excellence interventions in creating a high performing culture, and personally involve themselves in promoting these initiatives, reviewing their progress, and recognizing and rewarding those that contribute to the success of these initiatives. Without the leaders' visible support, the initiatives usually run into rough weather, because line managers who are usually fighting fires of business performance, feel that these initiatives are a distraction from their deliverables. This is quite paradoxical because if the initiatives were well embedded, there is a good chance the fires would not have been there in the first place.

The second CSF would be line managers' and functional

# QUALITY CONTROL







upon them, but the value of these are presented in ways that make sense. There is no better way than to choose an 'entry-point activity' that gives good results without sapping the resources of that work unit. In my days as a Business Excellence Chief, I have always ensured that I did not push the cost of the entry point program on the entity, and selected an important problem that the entity was struggling with.

Systematic problem solving with the appropriate tools', tight measurement of improvements, and robust reviews would in most cases result in the problem getting solved or significantly diminished. This entry point activity should be enough to cause a change in outlook and open the doors towards fostering a culture of high performance through the internalization of Business Excellence.

The next CSF would be to create a governance structure and platforms to drive BE. The reporting structures, review mechanisms, reward and recognition forums, BE Conventions, a BE Academy to train everyone in the language of continuous improvements, driving Total Employee Involvement for improvements, and active participation in internal and external BE assessments. Many organizations put in place a hierarchy of Quality /BE councils where the Apex is chaired by someone very senior, preferably the leader of the organization.

Most Business Excellence award processes are non-prescriptive and get to know the maturity of an organization based on a multitude of questions asked. Almost all the questions asked to begin with a 'How'. These 'how' questions are focused on finding out the processes that an organization uses to address key work systems. High performing organizations have a systematic process management system, and a hierarchy of processes from leadership level, right down to clear work instructions at the frontline to ensure quality and consistency in delivery of products and services, as well as meeting the needs and expectations of all stakeholders. A key CSF is the establishment of an Enterprise Process Model to drive all work processes in the organization. There is a saying that 'what got you here, won't get you there'.

“  
**No organization  
can be sustained performer  
unless it keeps the customer  
at its very core.**  
”

High performing organizations are constantly improving themselves. Processes are improved based on internal and external customer requirements and based on the desire to become world class. This gets embedded deep into the DNA of the organization.

No organization can be a sustained performer unless it keeps the customer, and here I mean the end customer, at its very core. Another important CSF would be to seed the organization with thoughts and actions that foster Customer Centricity, where the organization first listens to the voice of the customer, engages with the customer, and then improves internal processes to help serve the customer better. Evangelists and champions who are recognized as being a part of the talent pool must be involved in this key activity.

It is a no-brainer that one can't be world class if one doesn't know what world class is. High performing organizations have



a very good idea about benchmarks in their industry and have a strong culture of benchmarking. Yet another CSF would be a strong benchmarking culture in the organization. Benchmarking is successful when all parties feel they are benefitting. So it's important to know what we are good at, and are willing to share these best practices up to a certain level of detail (after a strategic risk assessment) and also make an inventory of those practices that one would want to become better at. Organizations must actively contact other good players in its industry and try to establish a benchmarking agreement. After many hits and misses, one does succeed in getting good benchmarking partners, and therefore it is an exercise that needs a constant focus.

While these few CSFs are key to embedding Business Excellence, and these approaches would be common to all high performing organizations, it is critical that whatever we do in the organization through these CSFs is aligned to, and reinforces the Purpose of the organization. Ultimately, the deep connect that we create between our Purpose and all the elements of Business Excellence will future-proof the organization, and help the flotilla of all the SBUs and functions to sail smoothly, even in turbulent seas, toward the destination that it has charted for itself, through its Vision, Mission, and its Values.

#### About the Author:

*Vivek Talwar, till recently the Chief Culture Officer and Chief Sustainability Officer in Tata Power, Vivek Talwar has driven Organisational Transformation, Business Excellence, CSR, Sustainability and Customer Affection, and has played a pivotal role in the transformation of both Tata Chemicals (the company he served from 1984 to 2007) and Tata Power in terms of change management, leading to both these companies winning the Tata Group's coveted JRDQV award for Business Excellence.*

*Having superannuated in March 2018, Vivek runs Chrysalis, a Goa based consulting organization that facilitates transformation in organisations and institutions, with a focus on Organisational Development, Leadership Development, Organisational Culture, Sustainability, and Envisioning.*

# THE DNA OF EXCELLENCE

Deconstructing Excellence in great organization.

In the last two decades, organizations have experienced a period of great change in their markets and operations. International competition has meant that many organizations have faced an increasingly turbulent and hostile environment. Customers have become more demanding, competition has become more intense and sophisticated, and the pace of technological change has quickened. Regulators and consumer groups have also added to these pressures. The markets, both global and domestic are better characterized by frequent discontinuous change as opposed to the concept of gradual evolutionary change. The current VUCA (Volatile, Uncertain, Complex, and Ambiguous) world has completely changed the business imperatives from quality, consistency and control, mass customization, customer-led-innovation and value chain dominance to speed, flexibility and agility, customer intimacy, technology-led-innovation and strategic partnering. Customer preference cycles are getting shorter—new things go out of style more quickly. In these times of mass volatility, an organization must either learn to ride the waves or be swept away.

**So the key questions are: How are companies adapting to this? How should they be adapting to this?**

Many organizations have indeed adopted a range of improvement approaches in response to these forces. Among organizations worldwide, there is a growing adoption of quality management system standards such as ISO9000, the emergence of Total Quality Management (TQM), Business Process Engineering (BPR), business excellence, performance excellence, lean thinking, Six Sigma etc. Most of these efforts are based on the philosophy of continuous improvement. However, the need of the hour is to combine the philosophy of continuous improvement with efforts to anticipate future needs and circumstances.

While it is every organization's duty to ensure it continuously comes up with ways to improve its processes and systems – this will not be the source of competitive advantage. Initiatives, on the other hand, significantly accelerate the progress of the organizations and provide a sustainable competitive advantage over the competitors. Organizations sometimes focus only on the additional initiatives that they must undertake – however, it is equally important to step off the

dance stage and analyse the initiatives that are not delivering the desired results.

Business Excellence is the means here as it is a systematic way to create and sustain a competitive advantage by enabling business growth. Therefore, Business Excellence must be necessarily viewed as an organization-level change, which has both soft and hard components. Softer aspects are represented by changes in mind-sets and values and cultural changes required to create a culture of excellence in an organization. The harder aspects include management processes and

“

**Business Excellence initiatives must be accompanied by Organizational Development and Organizational Transformation initiatives to really make an impact.**

”

systems such as quality management, strategy planning and deployment and so on and so forth. In a nutshell, Business Excellence initiatives must be accompanied by Organizational Development and Organizational Transformation initiatives to really make an impact.

**What do excellent organizations do differently?**

When you think about the most admired organizations in the world, the companies that come to mind are Google, Microsoft, Toyota, Disney, Tesla, Apple, Starbucks, FedEx, South West Airline, etc. What is it that separates these organizations from others? What is it that these organizations do differently that sets them apart, both in terms of admiration as well as superior business results? The excellence of these admired organizations can be de-constructed using the values and principles discussed ahead.







# Visionary Leadership

## *Leading from the Front*

The leaders set a vision for the organization, demonstrate organizational values and ethics, and set high expectations for the workforce. Leaders are responsible for creating strategies, systems, and methods of achieving performance excellence, stimulating innovation, building knowledge and capabilities, and ensuring organizational sustainability.

Senior leaders in truly excellent organizations serve as role models through their ethical behaviour and their personal involvement in planning, providing a supportive environment for taking intelligent risks, communicating, coaching and motivating the workforce, reviewing organizational performance, and recognizing workforce members. As role models, they reinforce expectations while building leadership, commitment, and initiative throughout the organization.

# Customer Driven Excellence

## *Customer is King*

Customers are the ultimate judges of performance and quality.

### **a) Understanding customer requirements**

It is important to understand the current needs and as well as perceived needs of the consumer. This drives customer acquisition, satisfaction and loyalty.

### **b) Customer relationship management and eliminating customer dissatisfaction**

It is crucial to enhance the customer experience cycle to build trust and confidence among all while reducing errors and eliminating the causes of dissatisfaction.

### **c) Differentiation**

Customer-driven organizations address the features and characteristics that differentiate their products and services from competing offerings.

### **d) Sensitivity to changing customer and market trends**

The organization should be driven by benchmarking. By continuously anticipating and predicting change taking into account the emerging consumers and market requirements, an organization can thrive in a changing customer and market scenario.







# Organization and Personal Learning

## *Continuous Learning*

Achieving the highest levels of business performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and adoption of new goals and/or approaches. Learning should be embedded in the organization's operation. Sources for learning could include employees' ideas, research and development (R&D), customer input, best practice sharing, benchmarking and other effective practises of knowledge sharing. Organizational learning can result in: enhancing value to customers through new and improved products and services; developing new business opportunities; reducing errors, defects, waste, and related costs; improving responsiveness and cycle time performance; increasing productivity in the use of all resources throughout the organization.

# Valuing Employees and Partners

## *Creating Meaningful Partnerships*

An organization's success depends increasingly on an engaged workforce that benefits from meaningful work, clear organizational direction, and accountability for performance.

- a) **Commitment to Employees:** Committing to the engagement of employees, their satisfaction, development, and well-being includes looking into internal partnerships like labour-management cooperation, employee development, and cross-training,
- b) **Motivating Employees:** Recognition that goes beyond the regular compensation system, sharing the organization's knowledge; and creating an environment that encourages risk-taking and creativity is important to keep employees motivated.
- c) **Partnership Development:** External partnerships might be with customers, suppliers and education organizations. Strategic partnerships offer entry into new markets, or a basis for new products or services. Alliances permit the blending of an organization's core competencies with the complementary strengths and capabilities of partners.







# Agility

## *Fast and Furious*

Success in today's ever-changing, globally competitive environment demands agility—a capacity for rapid change and for flexibility in strategy, operations and people practices.

Agility is all about organizational responsiveness towards changes in the external environment. Organizations must be viewed as living organisms instead of machines, and at a strategic level, this calls for creating a shared vision. Agile organizations focus on creating networks of cross-functional and empowered teams as opposed to the concept of hierarchies. Organizations must adopt processes that fuel experimentation, rapid prototyping and rapid learning. Design-to-introduction time or cycle time is a key performance indicator for driving organizational improvements in the spheres of quality, cost and productivity.

It is necessary to continuously rethink strategy models that worked in the past. Agile organizations use tools like scenario planning to predict changes and modify their working models. From a technological standpoint, organizations must ensure that their technology architecture is up to date with the latest developments.

# Focus on the Future

## *Winter is Coming*

The pursuit of sustainable growth and sustained performance leadership requires a strong future orientation and a willingness to make long-term commitments to key stakeholders—the customers, workforce, suppliers, partners, and stockholders; the public; and the community.

An organization's planning process must be able to anticipate customers' expectations; new business and partnering opportunities; unexpected crises, including changing economic conditions; workforce capacity and capability needs; technological developments; changes in customer and market segments; new business models; evolving regulatory requirements; changes in community and societal expectations and needs; and strategic moves by competitors.





# Managing for Innovation

## *Ahead of the Curve*

The best global organizations focus on innovation to create and sustain competitive advantage. Innovation means making meaningful change to improve the organization's products, services, programs, processes, operations, and business model, with the purpose of creating new value for stakeholders. An important question that leaders and managers must always ask themselves is 'How can I add value to what I am doing?'

Organizational culture plays a very important role in fostering innovation. Innovation requires a supportive environment, a process for identifying strategic opportunities, and the pursuit of intelligent risks.

Innovation goals are defined based on determination of consumer demands, especially latent demands (what the customer doesn't know and doesn't tell you through traditional surveys and questionnaires). Self-managed and cross-functional teams should be encouraged to work on ambitious projects with autonomy. Even small wins are celebrated and communicated through efficient internal communications and reward and recognition systems.

# Management by Fact

## *Old School, New Tricks*

Data is a best friend but making sense of the data is equally important.

- a) **Strategy:** The measurement system should be derived from the company's strategy, and include segregation of data on all critical parameters especially key processes, outputs, and results.
- b) **Data Types:** Performance measurement should include customer, product, and process performance; comparisons of operational, market, and competitive performance; supplier, workforce, partner, cost, and financial performance; and governance and compliance outcomes.
- c) **Analysis:** Analysis refers to extracting larger meaning from data and information to support evaluation, decision making, improvement, and innovation. Analysis entails using data to determine trends, projections, bring out cause and effect relations that might not otherwise be evident.





# Social Responsibility

## *Planet, People, Profit*

Societal well-being and benefit refers to leadership and support—within the limits of an organization's resources—of publicly important purposes. Such purposes might include improving education and health care in the community or pursuing environmental excellence, etc. Leaders should serve as role models for the organization in focusing on ethics and protection of public health, safety, and the environment.

These organizations also emphasize resource conservation and waste reduction at the source. Planning should anticipate adverse impacts from production, distribution, transportation, and disposal of products including maintaining public awareness, safety, and confidence through the sharing of all necessary information.

# Focus on Results and Creating Value

## *Striking a Balance*

Organizations striving for excellence in all spheres of business must focus on:

- a) **Results Focus:** Any organization's performance measurement system must focus on key results as indicated by key performance indicators. The measures selected must be representative of the factors that lead to improved performance in all dimensions, such as customer, operational, financial, learning and growth and societal performance.
- b) **Balance:** Results should be balanced in the interests of all the stakeholders: customers, employees, stockholders, suppliers and partners, the public and the community. The business strategy should address all stakeholder requirements to avoid the impact of conflicts between differing stakeholder needs.



# Systems Perspective

## *Bird's Eye View*

Successful management and improvement of overall performance requires organization-specific synthesis, alignment and integration. Synthesis means looking at the organization as a whole and not as isolated functions, including core competencies, strategic objectives, action plans and work systems. Alignment means using the key linkages among different systems and processes of management to ensure consistency of plans, processes, measures, and actions. Integration builds on alignment so that the individual components of performance management system operate in a fully interconnected manner and deliver anticipated results. Thus, a systems perspective means managing the whole organization, as well as its components, to achieve success.

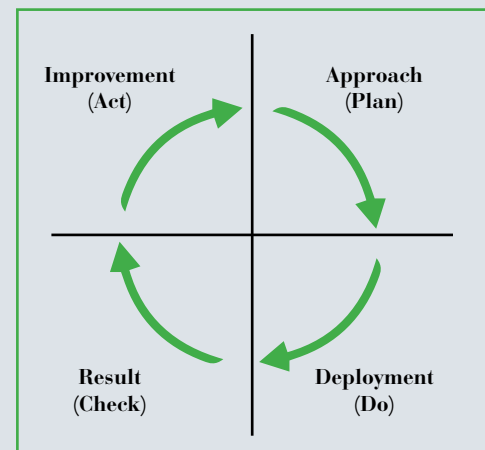
The first step in the journey of Business Excellence is to identify, accept and communicate the challenges that are being faced by the organization. However, this awareness will not simply translate into results. It must be accompanied by action planning to overcome these challenges.



## The Cycle of Change

In today's day and age, continuous improvement drives excellence. On using a systematic approach for assessment, one can consistently seek improvement and consequently improve. The Approach, Deployment, Results, Improvement Method (ADRI) or the Plan, Do, Check, Act Method (PDCA) can be used as a starting point for this assessment.

- a) **Approach (Plan)**– What is the intent? What goals/objectives have been established? How were they established? What strategies, structures and processes have been developed and why have they been chosen? Has the approach taken been benchmarked against best practice? What performance indicators have been developed to track progress?
- b) **Deployment (Do)**– How have the strategies, structures and processes been put into practice? What is the depth and breadth of their implementation? Have they been accepted and integrated into normal operations?
- c) **Results (Check)**– What trends do the performance indicators show and how do you know this? How do results compare with best practice? How have you communicated these results?
- d) **Improvement (Act)**– What is the process for reviewing the appropriateness and effectiveness of the Approach and



Deployment? How do you use the Results to do this? What has been learned and how will this be used to amend and/or improve the Approach and its Deployment?

### CONCLUSION:

In the context of the VUCA world, the Approach-Deployment-Results-Improvement (ADRI) methodology should be used to design, implement, evaluate and systematically improve projects.

*Written by Pranav Mahajan (Based on the Business Excellence workshop delivered by Vivek Talwar at MLU-Nasik on 29<sup>th</sup> and 30<sup>th</sup> October.)*



# THE MAHINDRA WAY

Promoting Excellence within the group, Harsh Kumar, Director of MIQ talks about The Mahindra Way.

**T**he Mahindra Way, the group's Business Excellence model, is much more than a quality framework. It is an integrated approach to promote excellence in all processes and operations of a company to help it achieve business objectives efficiently. TMW strongly promotes the adoption of common policies and practices which are expected to be followed by all businesses and functions in the Group. TMW therefore, works very closely with the process owners responsible for promoting these common policies and practices within the Group, such as the Office of Strategy Management, the Sustainability Cell, Central Safety Council, Diversity Council, Corporate HR and Office of Risk Management.

TMW was introduced in 2013 as a successor to its earlier avatar: The Mahindra Quality Way. The amendment tells a story – that Business Excellence goes above and beyond a narrow focus on Quality.

## Principles of The Mahindra Way

The Mahindra Way promotes the adoption of the following 8 Basic Principles in an organization

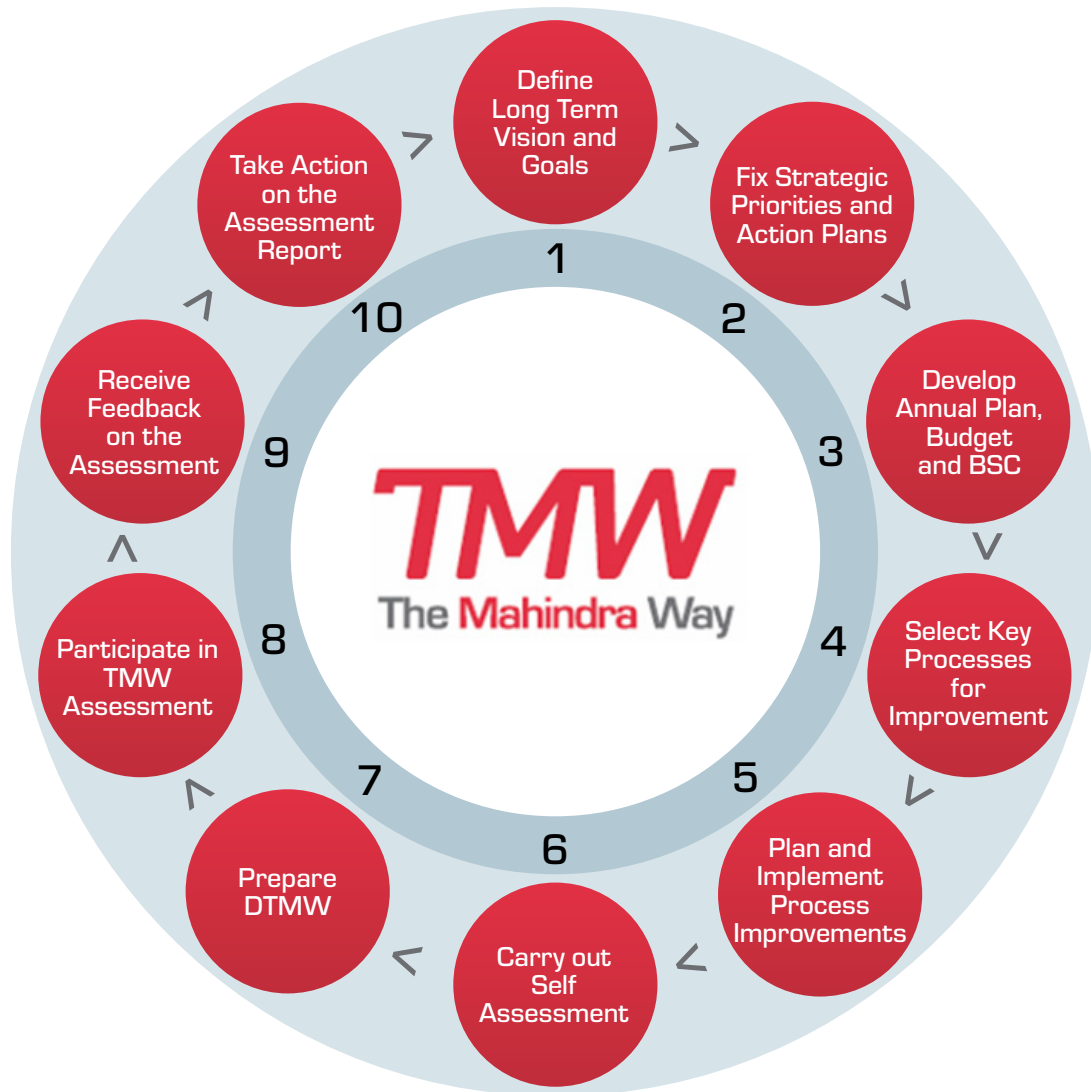
While all companies in the Mahindra Group are expected to adopt TMW in the conduct of their businesses, the adoption needs to be phased, depending on the size of the company and the period of operation, among other factors. The TMW Corporate Jury considers these factors when recommending a company's coverage under TMW.



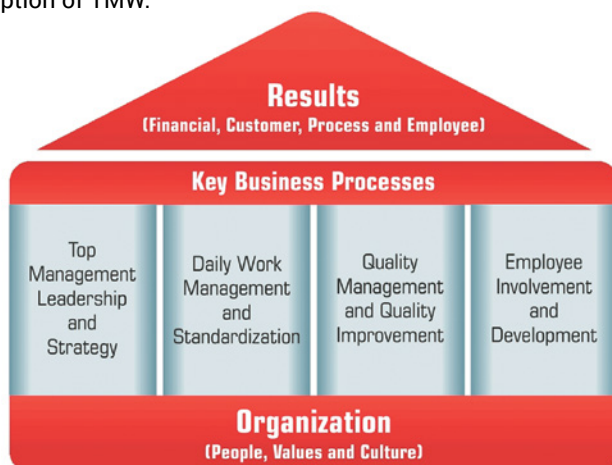
**HARSH KUMAR,**  
Director – MIQ



## TMW Adoption Cycle



The diagram below is a simple representation of the framework which can guide the company in structuring the adoption of TMW.



The framework has four important elements:

1. Organization
2. Management Processes
3. Business Processes
4. Business Results

Mr Harsh Kumar, the Director of MIQ, emphasized the importance of incremental, continual excellence. This mindset is an import from the Japanese philosophy of Kaizen that promotes continuous improvement in all functions and the involvement of all employees from the CEO to the assembly line workers. There is too often a disproportionate focus on results over process, manifested in a 55% to 45% weightage on results to process in BE evaluations. The Mahindra Way, in contrast, focuses equally on results and processes with a 50-50 weightage for each. Mr Kumar commended a number of Mahindra Partners portfolio companies for making considerable strides in their TMW journey.



# MAHINDRA FARM DIVISION LEADS THE WAY

Mahindra Farm Division sheds light on their Total Quality Management Journey.







**T**he perception of word 'quality' is different for different people, but largely it is synonymous to excellence, value to customers, conformance to specification and standards, fitness for use and ultimately customer satisfaction. Total Quality Management (TQM) thus provides a broad-based Business Excellence architecture across entire value chain i.e. from suppliers to customers. This utilizes a system, data based and scientific approach towards Excellence through an environment of a collaborative team effort with an utmost focus on top management commitment, belief and involvement.

The Deming Prize is one of the highest awards in the field of TQM in the world that recognizes businesses for successful implementation of TQM and thereby achieving and outperforming business results. The award was established in 1951 to honor W. Edwards Deming for his pioneering work in utilization and promotion of Total Quality Management philosophy. His teachings and its subsequent implementation helped Japan to establish itself as a frontrunner in Total Quality Management and rise from the ruins of the Second World War to a developed nation. The award was initially open only to Japanese companies and was extended to the rest of the world in 1985.

With an aim to further develop and promote TQM culture across the world, Deming Grand Prize was established in 1969 which commemorated the first International Conference on Quality (Deming Grand Prize was originally established as Japan Quality Medal and was renamed in 2012 in honor Dr. W. E. Deming). The companies which won Deming Prize after

successfully implementing TQM could apply for the Deming Grand Prize after a period of three years or more. This examination emphasized how the organization had prioritized and continued its TQM activities after having received the Deming Prize by implementing "Unique Business Impacting TQM Activities". Both the above awards are offered by Union of Japanese Scientists and Engineers (JUSE).

The Tractor business of the Mahindra group was started in 1963. From the very beginning, the business has contributed to the growth of agriculture in the country and facilitating the spread of prosperity in the rural and agricultural sectors. In 1997, Farm Division (FD) set the vision 'To Become the Largest Tractor Manufacturer in the World (This was made Sharper in 2005).

The FD TQM Journey was set to realize the vision by deploying the TQM learning and implementation across the organization in five phases spanning around two decades.

The Introduction phase was early stages of the Deming Prize journey wherein we focus was on improving the quality of our products through Quality Circles, improving our processes through Statistical Process Controls (SPC), Development of SOPs and QCPC, supplier involvement etc. To further build on this, the next step was improving the quality of the processes during Promotion Phase (1995-99) which involved inculcating Process and System Thinking across all functions of the organization. For this, concepts of Business Process re-engineering, International Standards like, ISO 9001, QS 9000/TS 16949 was adopted to standardize processes, systematic new product introduction and technology up-

Introduction Phase (1990-94)	Promotion Phase (1995-99)	Development Phase (2000-03)	Consolidation Phase (2003-07)	Post JQM Phase (2008 onwards)
Improve Quality of Products	Improve Quality of Processes	Improve Quality of Management	To achieve Vision	To achieve Vision & Excellence Everywhere

gradation. During these phases, Farm Division as an organization oriented itself from a focus on “Product Quality” to “Product and Process Quality”.

During this time Prof. Y.Washio, a distinguished TQM counselor from JUUSE was invited to guide us on Total Quality Management Philosophy and deploy it across the organization.

Further FD evolved its own TQM model to communicate and align the entire organization and also set the path to achieve its vision.

In 2000-2003 (Development Phase), like others in the industry, FD faced a huge downturn in Tractor Business in India. During those challenging times, wherein further enhanced its focus to improving the Quality of Management along with Product and process quality, extensively utilized Deming Prize Guidelines under the guidance of Prof. Washio. This enabled FD to establish differentiated Quality Management Approach across the organization. FD introduced key concepts of Policy Deployment (Hoshin Kanri), Daily Work Management (Gemba Management), Kaizen, Capability Building etc. Furthermore, during this phase, FD transformed its core business processes as well, viz. Developed and launched Mahindra New Product Development (MNPd) and Mahindra Sales System (MSS) to gain a competitive edge.

With such focused approach, FD was able to maintain the domestic market leadership, retain the market share and profits during the period of market downturn, FD even started new revenue stream of Engine business (Currently known as Mahindra Powerol Business). Thus, FD's journey towards customer centricity, quality focus, change management and alignment of stakeholders culminated in making Farm Division, the First Tractor company in the world to win the prestigious ‘Deming Prize’ (2003).

During 1997-2003, though there was an improvement in

our global market share position, a need was felt to further sharpen our Vision. Hence in 2005, Vision was revised to ‘Become World's Largest Tractor Company by 2009’ i.e. to have more ‘Mahindra’ Brand Tractors sold around the world compared to any other single brand of tractors. Clear goals to achieve the vision were set for achieving Volumes, Customer Satisfaction Index, Employee Satisfaction Index and Return on Capital Employed for 2009. Strategic building blocks viz. Employee Empowerment, Speed to Market, Customer Sensitivity, Cost Leadership, and Employee Empowerment were then identified as a way to achieve the goals as a movement towards the Vision.

In 2005, with an aim to further improve our processes further, FD aspired to challenge ‘Deming Grand Prize’ by 2007. During this period (2003-07, consolidation phase) key processes were identified for transformation viz. Establish end-to-end quality assurance system to build quality across the value chain, Product Reliability was introduced to further improve the quality of our products. Total Productive Maintenance (TPM) was introduced in 2006 for driving manufacturing excellence across plants. Nine pillar approach was evolved to maximize machine life and develop equipment and process expertise amongst employees. Total employee commitment and ‘My Machine concept’ resulted in driving Zero thinking and culture building across the organization. MSS system was further strengthened by introducing critical ratios like coverage, hit and loyalty ratios as a process to achieve further market share and consolidate market position.

Unique strategic initiatives were introduced to build an emotional bond with customers’ viz. doorstep service, Mahindra Shree - loyalty programs and others.

New Product Development was further streamlined through better customer understanding to identify latent

## TQM Out Path to Vision



Mr. K. J. Davasia, President, FES receiving the Deming Application Prize in 2003 from Dr. H. Kume, Farm Division TQM Model



Mr. Anjanikumar Choudhari, President, FES receiving the Deming Grand Prize in 2007 from Dr N. Kano.





needs which then translated to attractive product qualities in our Blockbuster Products. One of our product bagged 'Outstanding Innovation Award' from ASABE, 2007 (American Society for Agricultural and Biological Engineers).

Corporate Social Responsibility (CSR) was made an integral part of the business for the fulfillment of societal and environmental commitments.

With such concerted efforts we were able to improve our market share and sustain our leadership, furthermore, we were able to improve upon all stakeholder satisfaction (Customer, Supplier, Dealer and Employees). In 2007, we won 'Deming Grand Prize' and were the only tractor company to bag this coveted prize and 20th since its inception in 1969.

With such improvement, we were up against the challenge of sustaining the gains and learning achieved from our TQM Journey. With this objective, in 2007 Business Excellence function consolidated the key learning from Deming, Deming Grand Prize, TPM in conjunction with studying Global Excellence Models like European Foundation for Quality Management (EFQM) and Malcolm Baldrige, to develop an internal excellence framework called Mahindra Excellence Model (MEM). This model comprised of 7 criteria viz. Customer Approach, Leadership, Process Approach, TQM Promotion, Human Resource Focus, Innovation, and Knowledge Management further subdivided into 24 sub-criteria each having clearly defined guidelines. This model along with the guidelines helped the functions to identify and improve their process and system to realize business deliverable. An internal mechanism of annual assessments was also developed which was followed by an annual award ceremony where-in Top performing ones were then felicitated by the top management.

With such a structured and customer centric approach aiming towards developing Blockbuster products through Stakeholder Engagement, FD was able to achieve the vision

of becoming the World's No. 1 tractor company by volume by 2009.

All these efforts were in-route to become a World-Class company and helped us pioneer implementation of TPM practices across its business. We received TPM Excellence Award- 2010, TPM Consistency Award- 2012, and TPM Special Award- 2015 and are now aspiring to challenge TPM Advanced Special Award.

These learnings were horizontally deployed to Swaraj Division and Powerol who were able to improve their processes for realizing their business goal. They too in their TQM journey had challenged and won the coveted Deming Prize in 2012 and 2015.

In our Excellence journey, we have always evolved our processes from the learning. In 2018, we realized that there was a need to improve interfacing systems/processes through greater collaboration between stakeholders. Also, employees were increasingly looking for simplicity in the operations. Lastly, our processes needed to be further strengthened to incorporate futuristic aspects like Digital, Analytics, Simplicity etc. while reinforcing the basics like safety, quality, capability improvement.

To realize all these aspirations, our Excellence Model has been further evolved incorporating all stakeholder perspectives. Thus, this revised methodology is aimed towards improving the alignment of functional excellence systems which would lead to greater convergence amongst stakeholders and bring in an excellence culture with clear and objective business impact.

Thus, our Journey towards achieving a higher degree of Excellence continues... ■■■

*Written by Shilash Bharné, Head BE – FD, FM & Gromax and Maneesh Tahilramani, Senior Manager – BE, FD.*

# A QUEST FOR QUALITY

The quest for quality at Mahindra Logistics takes new shapes and forms in its different initiatives as reported by Tejas Shah.

**T**he perception of word 'quality' is different for different people, but largely it is synonymous to excellence, value to customers, conformance to specification and standards, fitness for use and ultimately customer satisfaction. Total Quality Management (TQM) thus provides a broad-based Business Excellence architecture across entire value chain i.e. from

suppliers to customers. This utilizes a system, data based & scientific approach towards Excellence through an environment of a collaborative team effort with an utmost focus on top management commitment, belief & involvement.

The operations team at Mahindra Logistics has the following sub-functions of Stores & Linefeed, Warehouse Excellence, and Transportation Excellence, PTS Excellence,







and The Mahindra way. The team is responsible for driving account performance improvements through the Model Operations approach with the deployment of Diagnostics Assessment Toolkits wherein an EPR (Enterprise Performance Ratings) is published for operating locations which is institutionalized across all service lines & business units (Warehousing, Stores & Linefeed, Transportation). The major focus is pre-sales support for large deals, Gross Margin improvement initiatives, process standardization, and new age technology and automation deployment.

In addition to the above, we deploy new & customized solutions for addressing customer needs through the aid of new age technology, mechanization, trolley design etc. A patent has also been applied for one of the mechanizations.

Continuous Improvement and Standardisation is the way chosen for achieving excellence at MLL. A testimony to which is the successful implementation of over 20000 Kaizens, more than 100 QC Circles across our clientele thereby resulting in reduction in raw material cost, TAT and damages, faster turnaround cycles to achieve improved efficiencies, increase in manpower productivity, adoption of the “Safety First” culture to minimize accidents and achieving cost savings.

Another noteworthy feature is the successful implementation of over 250 Mahindra Yellow Belt projects in the areas of KPI Improvements, cost savings for customer and MLL. MLL

has completed 6 “Green Belts” projects which are highly complex, and data-driven using Lean Six Sigma approach.

In Sep 2017, MLL launched its flagship Functional Excellence Program branded as ACE with an objective to develop supply chain professionals across various operations & service lines. The program focusses on improving the skills sets in Behavioural, Quality & functional domain at the same time providing a career progression for employees at MLL.

ACE, an application-oriented program comprising of 20 days covered in 5 phases spread across 7 to 8 months following a field & forum approach. It is one of its kind programs in the Indian Logistics Industry as the program covers all the aspects of operations and focusses on enhancing the people management aspect of the business. The participants selected through a rigorous selection process.

Furthermore, to sustain the above, we have revamped the BE Annual Awards in F19 with an objective of developing locations as best of best on pre-determined parameters and a major principle to create a PULL from the site teams. Each location will have a designated champion referred to as an “Excellence Enabler” to drive this initiative. The locations would be given star ratings basis their evaluation and the Star locations and Excellence Enablers will be rewarded in the Platinum, Gold, Silver and Bronze category truly enabling them to RISE !!





# SUSTAINING EXCELLENCE

Powered by innovation and grit, the Business excellence processes at Mahindra Susten has evolved and flourished.



“**B**asant...I compliment you on your TMW journey and for inculcating the TMW principles in a business that you and your team carved out of thin air”, said **Mr. Harsh Kumar, Director MIQ**. These encouraging words from the Director of MIQ became a major driver for renewed energy in what the Business Excellence team does at Mahindra Susten. In line with the TMW philosophy, every initiative is consciously designed and followed under the 4 TMW management pillars. With a view to strengthening the coverage across business processes, apart from the existing 3 processes (Design-Engineering, Projects and Operations-maintenance), 2 more key business processes (Business Development and Procurement) and a support function (Administration) was inducted into the TMW journey.

Along the way, there were a host of improvement projects undertaken with an objective to improve productivity, cost optimization, standardization and knowledge dissemination. One of the major focus for the year was to inculcate the culture of continuous improvement as well as improve employee engagement across MSPL; Kaizen was the answer! Mahindra Susten garnered 272 kaizens from its various sites as well as head office. Falling short on the target kaizen/employee, BE team captured the Voice of Employees (VOE) and found the major problem to be that employees had to put in a lot of efforts to fill the excel based format for registrations. With an aim to simplify this, we completely automated our kaizen registrations and evaluation processes by adding a Kaizen module in the existing Knowledge Management System thus making the entire process, online. This in return has not only increased the credibility and transparency in the kaizen registration and evaluation process but also helped in creating

awareness about the kaizens being implemented at all our sites and the possible chances for horizontal deployment. To boost employee morale to register their kaizens, apart from the rewards, we also created a “Kaizen wall of Fame” for our top scoring kaizens at our corporate HO and regional offices. We plan to implement the “Kaizen hall of Fame” at each operational site in the near future.

“  
**In line with the TMW philosophy, every initiative is consciously designed and followed under the TMW management pillars.**  
”

Continuing to incorporate best practices from the group, we followed “Management by Review” in order to ensure effective linkages between our Business Unit Balance Score Card and departmental policies. In FY18 Mahindra Susten also engaged with a 3rd party for Customer Satisfaction Index (CSI) and its results were extremely encouraging. Mahindra Susten received an overall score of 74% which is a true reflection of Mahindra Susten’s ethos. Susten could not achieve this feat





without ensuring that our internal customers' i.e our employees were satisfied; Internal Customer Satisfaction Index (ISCI) also saw an improvement of 3%.

381 employees, which is 64% of employees have gone through Quality tools training like 7QC Tools, Six Sigma, RCA, QMS or Kaizen till FY18. With an objective of inducing data-based analytical thinking and better data-oriented decisions across higher and lower management, six sigma methodology has been adopted. Last year a select set of 38 executives working at multiple project sites were trained on Six Sigma Yellow Belt (SSYB). The participants came up with project ideas pertaining to pain areas they face in day to day job and initiated 33 SSYB projects. With Top-Down Approach Improvement opportunities were identified through Voice of Customer, Business and employees. Cross-functional teams were formed and are assigned a project. So far 72 employees were trained on Six Sigma Green Belt so far. This year alone 15 SSGB Projects were initiated. This year a major focus was also on Root Cause Analysis of various issues faced on site. This was achieved with extensive training on RCA and RCA workshops at sites.

**Mahindra Susten Centre of Excellence:** A recent milestone was the creation of the “Mahindra Susten Centre of Excellence” training center at Karjat, near Mumbai. With a training Capacity of 18000 man-hours per annum, the center's aim is to build the capability of Susten's third-party employees, contractors, and sub-contractors, and Susten's employees. As of August 2018, our centre received the Government Affiliation by the Skill Council for Green Jobs (aligned to the National Skill Development Corporation and promoted by the Ministry of New and

Renewable Energy (MNRE) and Confederation of Indian Industry (CII)) and hence participants would receive government certifications post clearing the relevant examinations.

“  
A recent milestone was the creation of the “Mahindra Susten Centre of Excellence” training center at Karjat, near Mumbai.  
”

**Some of the key initiatives that are being conducted at the MSCOE –**

- 1) Green Channel Partner Development - technical skill training for our service contractors and vendor partners over 15 days.
- 2) Surya-Mitra Training – men and women from across India from different backgrounds are provided technical skill training on Solar PV and offered to absorb as sub-contractors, contractors, third party employees of Susten. This is a 3-months extensive program.
- 3) Surya-Shakti program – For underprivileged women, 3 months extensive program in line with Surya-Mitra training model, this program has helped women empowerment in the true sense.
- 4) Recognition of Prior Learning – technical skill training for experienced employees, third-party employees, service contractors and vendor partners who are already in the solar space but need a recognition or refresher on certain aspects.

All these 4 programs are conducted by Master trainer (Certified by SCGJ) – participants also receive certificates from the NSDC once they clear the respective examinations. MSCOE is helping project sites by providing skilled manpower and thereby improving operational efficiency by reducing time, cost at the same time improving quality and consistency. Risk of non-availability of skill at the right time is being mitigated.

Being awarded stage 3 in recent TMW assessment, Mahindra Susten is solely focussing on improving its current processes and bringing in automation wherever viable, to satisfy all its stakeholders and bring in more business processes under the ambit of TMW.



*(Compiled by the Business Excellence team at Mahindra Susten – Vivek Dahake and Macsen Jose)*



# #PartnersForKerala

Let's attempt to make a difference...

The true spirit of the group is  
embodied in Rise.

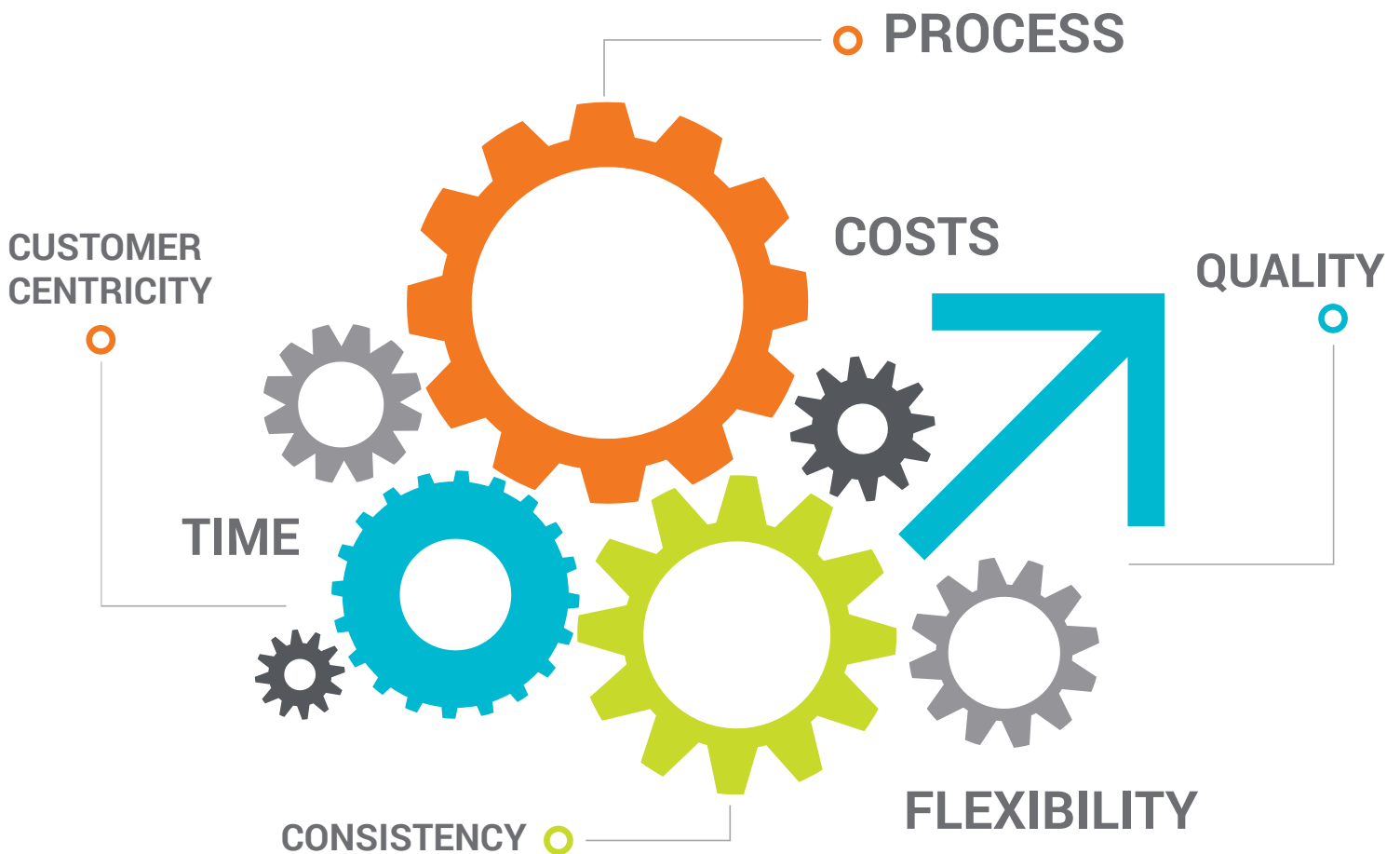
Rise has always been about people.  
It's time to take it to the next level.

Here is an initiative to raise funds  
for Kerala

Let's Rise For Good  
Let's Rise For Kerala  
Let's be #PartnersForKerala

# A PECULIAR CASE OF BUSINESS AS USUAL

The Dabbawallas of Mumbai and the Indian Army are here to prove that when excellence is ingrained in a process, business can function in the most unconventional ways.





**T**he main aim of business excellence is to promote all-around improvement and utmost quality in all processes and services. From leadership, strategy, cost management, business model, social responsibility, market focus, partnerships, process management, innovation and more, it encompasses all levels of an organization and emphasizes on its sustained success.

The success of an organization in today's competitive scenario is broadly influenced by three driving forces, namely, environmental turbulence, strategic decisiveness, and organizational response. While environmental turbulence is a force that is predominantly external, the other two drivers can be influenced by an organization. Coming together in unique ratios unlike the usually sanitized offices from where corporates plan and execute business excellence frameworks, these principles attain a whole new meaning when set in offbeat contexts. The Dabbawallas of Mumbai and the Indian Armed forces are two cases that are predisposed with conditions unlike the usual yet display the pulse of the concept of business excellence every day.

The Dabbawallas of Mumbai use a two-pronged simple yet flexible strategy. The use of existing support systems of infrastructure, the norms and regulations in place, the way new clients are onboard or new dabbawallas, all fit into an overall scheme of the efficiency of time and money. Even the modular operations account margins of a time buffer to avoid errors. Simplicity and flexibility in all aspects provide not only agility but also scope for further expansion seamlessly.

Their main strategy is that of providing a value driven service which in turn leads them to a very satisfied client base. The timed processes fit in not only the existing infrastructure that optimally supports their functioning but also with the

consumers' schedules. The excellent business model even factors in unique traffic flows, manpower availability, urban transport and more. The model uses no technological competencies at all and continues to sustain without any technological breakthrough.

The model is based on innovation that is frugal in nature. Timely service, affordability, and good quality service takes precedence in the scheme of work.

'The dabbawallas have an overall system whose basic pillars—organization, management, process, and culture—are perfectly aligned and mutually reinforcing.' The example of the dabbawallas show that there is no need for excellent talent to deliver exceptional results, training and systems can achieve a lot too in process driven jobs.

The Indian Armed forces on the other hand function in a different manner. One of the largest armies in the world, the

**The dabbawallas have an overall system whose basic pillars—organization, management, process, and culture—are perfectly aligned and mutually reinforcing.**





Indian Armed forces is a very apt case of how streamlined processes affect overall functioning. Being spread out into different topographies over land, air and water with varied training and competencies, in light of emergencies they have to work in sync. The Army, Navy and Air Force although very different from each other have to work closely with each other.

Even in times of distress, the state may call upon the navy to work on land and they are perfectly aligned in terms of strategy and means- if even they are makeshift.

Base camps are created in strategic locations that are difficult to get to. With limited food and water resources as well as being in combat or high alert for days, the forces still have to be agile and responsive. From temperatures of -40 degrees Celsius to scorching heat and even floods, they have to work through some of the toughest natural conditions with meager portions.

They survive these conditions day in and day out. Moreover, their administration is further strengthened by their value for

time. The most complex of tasks are achieved in a nick of time as each and every moment is crucial when troops are engaged in combat. Zonal leaders and higher command dispersed throughout the country, assist these functions effectively while being directed by a central command.

Troops require their ammunition and these need to be transported to the remotest of towns in the country. Passing through conflicted areas and reaching ultimately in the right hands is a process of sheer precision in planning and execution. Their operational excellence is what drives their working.

In today's world, organizations face ever-shorter cycles for products and services. Disruptive events are occurring more frequently and discontinuously, triggered by either innovative technologies or product introductions, economic upheaval or stress, or social or societal demands. Despite it all, there are entities that function without being disrupted due to their processes and factored in the scope of improvement. ■■■

# LEARNING CURVE

Partners Pathshala, a new program under the HR council was launched!

The HR Council for Mahindra Partners is faced with a singular challenge as well as a unique opportunity. The diversity of our businesses, and the limited employee base in some of them, makes it challenging for companies to run programs on their own where they might not have the critical mass. However, while our businesses are diverse, many learning needs are common.

To further this cause, the HR Council in June 2018 announced a new offering - Partners Pathshala.

Partners Pathshala aims to identify common learning requirements across all companies and design programs based on these needs, leading to better design of programs, lower costs and better synergy among all our companies.

This initiative is focussed on the Managerial band and above, and delivered in a series of learning modules/interventions. Areas include Design Thinking, Digital Expertise, relationship management and proficiencies like Business Finance.

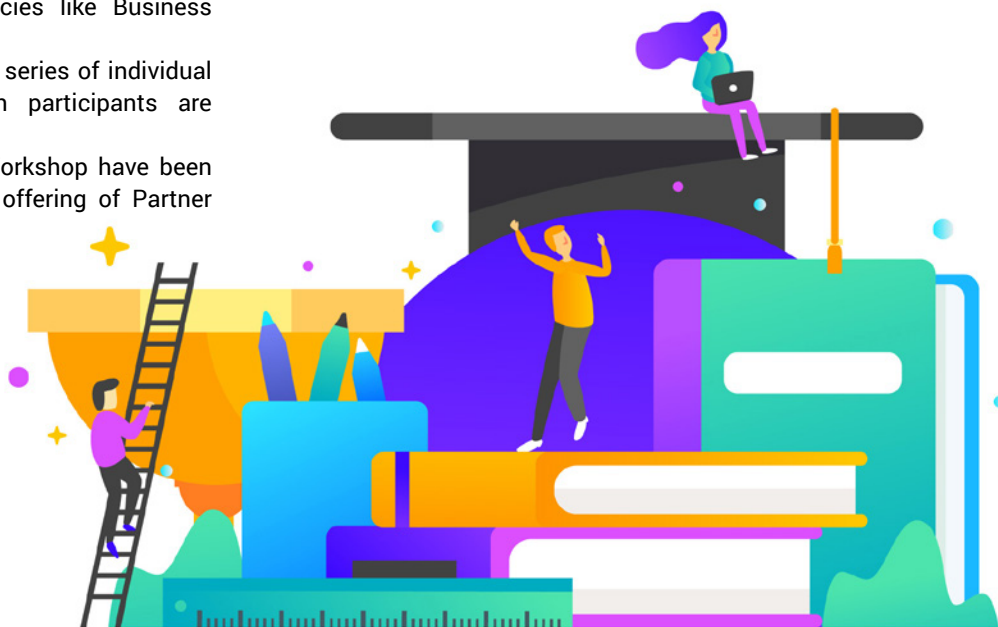
Partners Pathshala is structured as a series of individual workshops held in Mumbai to which participants are nominated by their company leadership.

Two batches of a Design Thinking Workshop have been conducted in Mumbai as the inaugural offering of Partner Pathshala. Design Thinking is an approach to problem solving that utilizes elements from the designer's toolkit like empathy and experimentation to arrive at innovative solutions. The Design Thinking philosophy has been revolutionizing the way products and services are designed and deployed across the globe and is being adopted in several sectors of the Mahindra group. The faculty for this workshop was Dr Kaustubh Dhargalkar, an acclaimed Design Thinking coach with over 50,000+ hours of training. The feedback from both batches was

unanimously positive and can be considered the seed for a creating a culture of Design Thinking at Mahindra Partners

A batch of The Make You Happen Workshop, a unique intervention that takes the participants to the core of a singular challenge that has caught the imagination of an entire generation: "How do I become successful?" The core of the solution lies in a combination of Focus + Will + Passion. The program aims at revitalizing the seemingly lost essence of these values, to enable each participant to assimilate the equation essential to success. With the use of video games, stories, and multimedia clips, age-old wisdom was conveyed in a manner best suited to the digital native.

With 3 batches under its belt and many more planned, Partners Pathshala is well on its way to becoming another of Mahindra Partners' flagship programs and drive synergy and learning among our ever-growing portfolio.



# CREATING WHOLE-BRAINED LEADERS

The Signature Learning Program begins its second innings!

**R**obert Katz's Skills model of Leadership has dominated both academic discourse and the design of Leadership Development programs for decades now. As you go up the ladder, job skills and therefore developmental inputs change from technical to conceptual/perspective building. There are a few trends disrupting this seemingly intuitive perspective. Today, in smaller, fleeter companies people in their 20s and 30s are taking decisions that can change the fortunes of a company. These young department/business unit or function heads are often managing dozens of people, many older than them. Both **Human** and **Conceptual** skills are now essential for even First Line Management

This was the idea behind the Signature Learning Program, which was launched in 2016 with 27 young hi-potential managers from across the Mahindra Partners portfolio companies.

Over 18 months they went through a series of unconventional experiences and exposures structured around our 3 focus areas: Knowing Self, Knowing Others and Knowing the Ecosystem.

Batch 1 of the program completed their convocation in April 2018 and Batch 2 has now begun their journey. Out of over 100 applicants, 34 managers from our 8 portfolio companies have been selected after 8 grueling assessments including cognitive tests, psychometric evaluations, group exercises and manager feedback.

The Batch 2 Induction session saw interactions with the leadership of Mahindra Partners – Zhooben Bhiwandiwalla and Parag Shah – as well as Rajeev Dubey. Debriefs on the Gallup Strengthsfinder tool and the Motivational Questionnaire helped participant understand their strengths and motivations. And true to the SLP credo of local colour, the batch visited Dharavi, Asia's largest slum and a self-sustaining alternative economy existing right at the heart of Mumbai.

The first phase of SLP Batch 2 was held at the Mahindra Leadership University, Nashik from 13th to 17th October 2018.

- **Take Charge by Pervin Bhasin:** The objective of the program was to enhance personal effectiveness by learning to lead one's own self, before leading others. The program enabled the participants to bring the locus







of control within and hence accept ownership for their lives. Through a mix of class room sessions and fun group activities, the program examined the mind sets that guide our lives and how to reshape them to live a life of consciousness, contribution and responsibility

- **Business Finance by Professor Nitender Dhillon:** The objective of the workshop was to provide a numbers perspective to all aspects of corporate life. Through a mix of classroom sessions and real life and relatable problems and questions, the workshop enabled the participants to make better commercial and business decisions using financial ratios, metrics and financial statements. The workshop also aimed to make the participants understand the relationship between operations and financial levers.
- **Creating a Digital Brand and Leveraging Social Media for Fundraising by IIDE and Ummeed:** As the world becomes increasingly digital, it is imperative that the leaders of tomorrow create a presence for themselves on various online social media platforms. This larger objective ties in with a more immediate one: to leverage social media capital to raise funds for the Ummeed Walk, a 55-km walk for charity for which all participants have been registered as part of SLP Phase 2 in January. The workshop will enable the participants to build a Personal Profile and a strategy for Social Media Engagement to maximize outreach and conversions for their fundraising efforts.

An important aspect of developing into whole-brained leaders, is the personal commitment to stay healthy and fit through continuous exercise. In order to inculcate this habit, we introduced the Royal Canadian Air Force's 5BX Fitness Regime, sessions on which were held every morning and which participants continue to practice in the run up to the Ummeed walk in January.

The success of the SLP depends on continuous, measurable change and our Learning Management System allows participants to access readings and make submissions online, as well as track their progress on a number of metrics.

We are confident that 18-months on, Batch 2 of the SLP will emerge armed with a unique set of experiences, perspectives and learnings, ready to take on new responsibilities in a rapidly evolving world.





# LEADING WITH A DIFFERENCE

Pearls of wisdom is the outcome of an evening well-spent with  
**Mr. Rajeev Dubey** as reported by Anuja Doiphode and Leon Da'Costa





significant goal at Mahindra Partners is to foster leadership in its young managers to eventually create a creative, risk-taking, agile workforce of the future in a sustainable manner. The Talent Development initiative - "Meet the Lead" serves as a dynamic platform which gives young employees the opportunity to interact with senior leadership in the sector and know more about the leader's career path and other life experiences. In this session held on the 10th of October 2018, 14 participants from across Partners got a chance to interact with Mr. Rajeev Dubey, Group President (HR & Corporate Services) & CEO (After-Market Sector), Member of the Group Executive Board of Mahindra & Mahindra Ltd.

A charismatic personality, Mr. Dubey shared his very refined and mature outlook on an array of topics such as Work Life Balance, Conflict Management and Goal – Setting, etc. While talking about Work Life Balance, Mr. Dubey said, "I don't distinguish between life and work or home and relaxation. For me they are the same and that's why I don't feel pressure from either." In a questions addressing the topic of goal setting, Mr. Dubey spoke about setting not only long term but also short-term goals which need to be connected. In his words, "As much as it is important to focus on the main goal, it is also important to focus on the steps that lead to reaching the goal."

Every participant received a book, 'The Joy of Leadership' by Tal Ben-Shahar and Angus Ridgway as recommended by Mr. Dubey. Much like the awe-inspiring session with this charismatic leader, the book talks about rekindling a passion for work and achieving success through positive psychology.

Mr. Dubey ended on a high note talking about the RISE philosophy and its 3+5 framework which was created to help every person to reach their potential. He spoke about of self-motivation and how it perfectly aligns with our group philosophy of Rise. Paraphrasing some of the emotions that Mr. Dubey ended with he said, 'Rise continues to be a way to engage both the right and left brain and we should continue to milk the potential of it. One where a person not only combines his rationale and intuition, creativity and empathy but also an attitude of mindfulness along with risk-taking.'

## Pearls of Wisdom

### *What to keep in mind while making important decisions:*

- What is expected of me? What's the objective?
- What is the data and input I have ready?
- There is a small risk in every decision
- Take feedback and move on if you fail
- Those who do something truly transformational, have failed a lot

### *Dealing with difficult situations*

- Quality to face diff situation is to have a belief in yourself and not give up trying
- If not it becomes difficult to face rejection
- If you give up then how do you face a problem
- Sometime to deal with a difficulty is to move out
- To solve a problem, you have to engage







# TREKKING WITH A CAMERA

Brig. Xerxes Adrianwalla tells us about this trekking tales with his favourite companion, his camera.



I have been climbing since 4 am. It is pitch dark and all the light I have is that of my head torch. Every muscle of mine is straining. At 4000 metres, my oxygen deprived lungs are gasping and I adjust the seemingly heavy photographic equipment on my aching back. Then in a final burst of energy I climb the last slope and in a sudden breath-taking moment a spectacular panorama of ice-capped mountains unfold. It is the blue hour when the sun is yet to rise above the clouds, light enough to see and ideal for taking pictures. The clouds are now below me. Clear skies and a crisp wind welcome me. The strong wind ramps up the cold, sending a chill down my spine. After absorbing the beauty of what I see, I set up my camera equipment to record for posterity what the eye and mind sees. But a photograph does no justice to being here, in this very moment. The spectacular panorama in front of me make months of hard preparation, the tiring journey and the cost of the trip worth it. This dreamy communion with the Gods is what I experienced when I trekked to Chandrashila Top earlier this year.

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**To me, photography is the art of observation. It is about finding something interesting in an ordinary place, it has little to do with the things I see and everything to do with the way I see them.**

”

Trekking with a camera has become my passion, each year I try and do two long treks into the mountains and many day treks in and around Mumbai and Maharashtra. You can read about my peregrinations on my blog <http://xerxespa.blogspot.com/>

So why trekking? It is quite simple really, the more difficult a place is to get to, the less people I find there. The holiday makers and tourists generally stay where it is well connected. Much fewer make the effort to get higher or further on foot. Of course the corollary is true too, that the more inaccessible a place and lesser people there are, the more basic will be the accommodation. Over the years I have grown used to this and have always managed to find a place to rest my weary body at the end of a long day.

To mutilate a well-known quote: “into the mountains I go, to lose my mind and find my soul”. One of the joys of being in







inaccessible areas is the sporadic or complete lack of mobile and data signal. I have been to many places where I haven't made (or received) a call in days. In fact the moment I go into an area with no signal, I switch off my mobile and put it into my rucksack, (I strongly urge you to try this, a complete disconnection). Initially you will feel trepidation as you instinctively reach for the phone at an idle moment and do not find a signal, but soon you will feel extremely liberated from the electronic shackles that otherwise bind us. This is an absolute joy for me in today's over-connected e-environment.

Not being connected allows me to 'smell the roses' and enjoy the moment, the sheer joy of being where I am at that time. One of the major benefits of not being connected is that I get a chance to reflect, to think, to be alone, and to become comfortable with myself. I find it important to discard the electronic crutches of needing constant media entertainment to keep me amused. Who knows, by being alone you may meet a stranger, a person you never knew existed; you may meet the real you.

Trekking gives me a reason to workout, each day before





going to the gym, I make to myself over a hundred (very valid), reasons as to why I need not workout; and then I think of the upcoming trek and the fact that I need to get fit, it gives me a powerful reason to exercise. I find that I enjoy a sojourn in the mountains when I am fit enough to do it without pushing myself and not have too many aches and pains. I have worked myself into a very decent shape before most of my long treks and enjoyed them all the more for this. Being fit also allows me to focus (pun intended) on my other passion, photography. On my recent trek to the Valley of Flowers earlier this year, I walked and photographed for 10-12 hours each day and was comfortable doing so.

Walking on trails is a great leveller, I have only myself to account to, especially when I am walking solo. This means I can walk as fast or slow as I need to, do what I want on the way and change my plan when I wish to. There have been many occasions when I have backed off from my original plan due to circumstances which I felt were dangerous. While on hikes to the Great Himalayan National Park and Kheerganga, unexpected snowfall had turned to slippery ice, so I did not go to the top as I had intended. I can go wherever my fancy takes me, like getting to Tungnath and Chandrashila was completely unplanned but turned out to be the most delightful part of my trip.

Taking photographs of the places I visit is another deep passion for me. I do touristy pictures, arty photographs and images just for me. To me, photography is the art of observation. It is about finding something interesting in an

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**My inspiration is accurately summed up by this graffiti on a rock at Chandrashila. ‘Hard work pays, let this summit be the testament.’**

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ordinary place, it has little to do with the things I see and everything to do with the way I see them. It is about capturing what I felt, the mood of the place and trying to get the viewer to see it. One of the joys of digital photography is that it costs nothing to take a picture and one can see the result instantly. This is great as it makes photography more affordable and immediate, but unfortunately it has also spawned the ‘spray and pray’ kind of photographer who takes many pictures of the same scene and hopes one will be worth keeping. It has also









bred the 'bigger is better' type of photographer who feels that simply owning a DSLR with a big lens is a guarantee of good pictures. I plead guilty to these vices most times, but sometimes discipline myself to a set number of pictures, with limited equipment in a given time and situation; this instils in me the need to carefully plan each image.

There are two fundamental aspects to working with a camera: the technical and the aesthetic. The theory that Malcolm Gladwell popularised –that 10,000 hours of practice can turn anyone into an expert, has been hotly debated, however, I do know for sure that practise makes perfect. I am far short of these many hours and am learning something new all the time.

I cannot emphasise the importance of technical knowledge, and that it is best got from reading the camera manual, repeatedly. There are many photography workshops at all levels from elementary to advanced, I often do these and build on them. Recently I ventured into the world of macro-photography and went with like-minded groups to Amboli and Agumbe near Udipi and learned a lot.

The aesthetic aspect is yet another learning curve, initially I studied the theoretical aspects of composition and the colour wheel. Gradually I have made these learnings instinctive and only break the rules consciously to achieve an effect that I am looking for. But I often land up with 'a tree growing out of my

subjects head' because sometimes when shooting fleeting nature, it is difficult to pay attention to aesthetics, in such cases I compose in post-processing. However, I try and get a picture right in the camera as much of the feeling is lost in processing. Essentially I try and capture the mood of the moment, filling in with words what the picture cannot say, resulting in my photo-blog.

Have you seen that glassy-eyed look on your friends and relatives when you say "I am now going to show you a thousand pictures of my last trip to...?" From experience I find that 10 to 20 pictures of a trip is the most that people can remain interested in. Remember that for you each picture is associated with a moment, but this is not true for others who were not there. Also keep in mind the saying "Photography for me is not looking, it's feeling. If you can't feel what you're looking at, then you're never going to get others to feel anything when they look at your pictures." I am brutal in my selection, and have to guard carefully against sneaking one more in. You will see this rigid selection on my link to Flickr - <https://www.flickr.com/photos/129459215@N08/albums>

I find that I am really deep inside myself when walking on my own with a camera. My inspiration is accurately summed up by this graffiti on a rock at Chandrashila. Painted crudely by a passer-by it said : "Hard work pays, let this summit be the testament."





# PEOPLE OF BE

This year, Mahindra Partners division held its first ever Business Excellence Council meeting. This was followed by a workshop on Business Excellence at MLU Nashik in October. Here are the people from across our Partner companies that are from Business excellence teams, old and new.

**Name:** Kanishka Yadhav

**Company:** Mahindra Logistics

**Past Experiences:** Total 8 years of experience of which 3 years have been as a Business Excellence Manager in MLL.

**Your Journey in BE:** Associated with MLL from the past 3 years looking after process audit and improvement functions. Worked in the Operations Excellence department for 3.5 years. Currently looking after Transportation Excellence.

**Your special projects of BE in your company in the past:** Inventory Reduction Project, Resource Optimization Projects, Reduction of cycle time/ time for overall production, Optimizations of Veld Bead for SAW Welding.

**Your special projects of BE in your company, currently:** Productivity Improvement Project, Manpower Optimization Project, Setting up of BALCM (BA life Cycle Management), Packaging Improvement, Cost Reduction Project, Driving Model Operations across different sites, etc.



**Name:** A. Ramesh

**Company:** MACE

**Past Experiences:**

34+ years of diversified sectors and domains spanning start-ups, private, public, GOI organization, consulting MNC, Indian MNC etc.

**Your Journey in BE:** Just started

**Your special projects of BE in your company in the past:** MACE by default is a firm where 'Excellence' is inhibited/embedded in its culture.

**Your special projects of BE in your company, currently:** We are expanding more into sustainable, inclusive growth a circular economy focused projects more on African Soil as one of the parts of e approach.

**Name:** Macsen Jose

**Company:** Mahindra Susten

**Your Journey in BE:** Starting as an MT in BE, I was given a key role in implementing and structuring strategic initiatives of the company and currently as the TMW coordination and Kaizen Program Manager of the company.

**Your special projects of BE in your company in the past:** Institutionalizing the internal Customer Satisfaction Index (ICSI), Ideating and Deploying knowledge management System, Issue Resolution System, Bringing in the Kaizen Culture @MSPL Structuring COO Reviews, etc.

**Your special projects of BE in your company, currently:** Kaizen Portal, Project Management tool for solar space, etc.



**Name:** M. Rengadurai

**Company:** Mahindra Water Utilities Limited

**Past Experiences:**

Worked at Videocon Telecom as a Zonal Sales Manager, At Airtel as Customer Service Manager, At BPL Mobile as Relationship Manager and at PACL India Ltd. as Branch Manager.

**Your Journey in BE:** New to BE

**Your special projects of BE in your company in the past:** We have ISO in our company, BE is yet to start.

**Your special projects of BE in your company, currently:** Planning to implement Kaizen across the company. Planning to focus on Customer Feedback/Survey, to begin with.

**Name:** Mangalsingh S. Chauhan

**Company:** Mahindra Tsubaki Conveyor Systems.

**Past Experiences:** Worked in the planning department for 10 years. From August 2015, working in the subcontract department as a Deputy Manager looking after the vendor department and sub-contracting activity.

**Your Journey in BE:** Just entered in the function.

**Your special projects of BE in your company in the past:** We have worked on DWM in our company. Which includes a display of safety norms and departmental performance Plan adherence result, pictorial SOP for major processes, inventory control through CFT, SAP procedure documentation for MTC users, Daily Morning meeting at a shop, Display of gang-wise loading board, pull type system for spares, etc.

**Your special projects of BE in your company, currently:** Currently, we are focusing on DWM in all functions. Employees are actively participating. Also, DWM is part of our BSC and reflects in individual KRAs.



**Name:** Nikhil Samant

**Company:** Mahindra Logistics

**Past Experiences:** Have 15 plus years of experience in various companies from Godrej and Boyce, UPS Logistics, AFL Logistics, and DHL Supply Chain.

**Your Journey in BE:** Managing Operation Excellence, Process Improvement Advisor, Sr. Manager- Business Excellence, DGM BE – (Warehouse Excellence).

**Your special projects of BE in your company in the past:** Remote Monitoring System, Standardization of Visual Management, Developed Movable Dock leveler along with other team members, Developed Clampers across all Amazon H&B Sites, etc.

**Your special projects of BE in your company, currently:** Key Initiatives to improve productivity at MBI, Analyzing claims received – 2 major CSP cost, Process Improvement initiatives, Inventory Management.



**Name:** Meher Arneja

**Company:** Mahindra Retail

**Your Journey in BE:** The learning has just begun after attending the BE Council Meet. The possibilities are endless.

**Your special projects of BE in your company, currently:** We have just launched this platform called Wooqer to Standardize and Streamline Business Processes.

**Name:** Vivek M. Dahake

**Company:** Mahindra Susten

**Past Experiences:** Tata Motors – 12.5 years as Manufacturing Engineering and Essel ProPack – 1.5 years as the Process Improvement Head. Currently at Susten handling key projects like writing DTMW for MSPL, Heading QMQI pillar, Heading Operational Excellence & MSCOE, Leading IMS (Integrated Management System), Leading mentoring Six Sigma, Kaizen, IRS Projects.

**Your special projects of BE in your company in the past:** To win RBNQA BE award for Essel ProPack, Lead PCBU (Passenger Car Business Unit) from IBEM implementation point of view, represent supplies quality, warranty improvement, Kaizen Journey to them and seek their inputs to improve it further.

**Your special projects of BE in your company, currently:** Implement Six Sigma culture, Implement IRS, Kaizen, culture, Train staff in RCA, 8D, Kaizen, IMS etc., Develop GCP – Green Channel Partners.





**Name:** Sanjay Narayan Phalke

**Company:** Mahindra Logistics

**Past Experiences:** M&M FES – Total Experience – 19 years (6 Years In BE and an additional 2.5 years in BE before.)

**Your Journey in BE:** Started working in Core BE Team from 2010 in M&M FES. I was handling continuous improvement for all 5 factory plants through Kaizen, MYB, MGB & MBB. Also Facilitated HR, Production & Quality from TMN point of view. Worked in TPM implementation team from scratch to TPM special Award.

**Your special projects of BE in your company in the past:** Development of Kaizen & Problem solving, TPM Implementation and many more projects.

**Your special projects of BE in your company, currently:** Continuous Improvement Drive at all locations, Quality Audits as per customer requirements, TPM, TMW, Cost Saving – Idea Network.



**Name:** Tejas S Shah

**Company:** Mahindra Logistics Ltd

**Past Experiences:** Total 12 years with the Mahindra Group. 2012 till date at MLL as Heading Business Excellence – Operations Department.

**Your Journey in BE:** December 2012 to March 2015 worked as a Sr Manager, TMW. April 2015 to 2017 – Worked with McKinsey & Co. on a business transformation project at MLL.

**Your special projects of BE in your company in the past:** Driving a Continuous Improvement and Standardization culture. Driving breakthrough improvement projects through the use of QC Tools, QC Story, and Six Sigma. Cost savings on existing and new Tractor projects through the use of Design thinking, etc.

**Your special projects of BE in your company, currently:** Deployment of New age technologies, mechanization etc. to improve the productivity in operations. Working on synergy projects at M&M Group level to achieve business objectives. Driving TMW across key functions which eventually led us to win the gold award in innovation for business model and offerings category at the M&M group level.



**Subject: Partners For Kerala- An Initiative to raise funds for Kerala**

**Dear colleagues across the Mahindra Partners division,**

We are all aware of the severe destruction which has engulfed several parts of Kerala. The enormity of the impact is still being evaluated, and there will be a long period of rebuilding required to achieve normalcy. I myself was in Cochin during the Founders Day celebrations to hear many of these stories first hand.

Across the Mahindra Group, our Companies have already responded rapidly with immediate actions to relieve the short-term suffering. There is however also a need for longer-term rehabilitation. At Mahindra, Partners launched this initiative of #PartnersForKerala, which makes each one of us partners in the gigantic rehabilitation requirement. By focussing on the infrastructure of schools and enabling them with facilities enough to function smoothly. Through our implementation partners, Smile Foundation we hope to make a lasting impact.

This requires each of us to offer a negligible daily contribution of between Rs 1 to Rs 10 over the period of the next 100 days. Our meager collections put together can provide aid and rekindle the education for hundreds of young impressionable minds.

As Mother Teresa said: "I can do things you cannot, you can do things I cannot, together we can do great things.

Lets put a smile back on the faces of many little children.

Sincerely,

*Zhooben Bhiwandiwala*

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



# CULTURE OF INNOVATION

Mahindra Partner companies receive two Gold awards at the Mahindra Innovation Award finale as reported by Archana Dalvi.

The Mahindra Innovation Awards (MIA) 2018, is a flagship platform to recognize and award the innovative work done by employees. In all, 32 teams from across Mahindra Partner Portfolio Companies presented their Innovation stories to 3 Jury Panels at the Sector Level Evaluation on 5th & 6th September. With an intent to institutionalise the culture of innovation across the Mahindra Partner portfolio companies, a day-long workshop on **“Fundamentals of Innovation – Ideation & Engagement”** for all our stage one participants was conducted. Facilitators for the workshop was the AFS Innovation Team - Shreyas Bakshi, Vice President- Innovation & his team - Bindu Chandana, Sana Arora, S. Narayan. The workshop provided the participants with multiple valuable insights and takeaways. The biggest effect of the workshop was its role in changing the participants’ mind-set about Innovation – instead of viewing Innovation as something that is related to intangibles, it helped them view it as a Process. The workshop also emphasized the importance of not killing seemingly simple ideas and thoughts – irrespective of the seniority of the person generating the idea.

The participants appreciated how simple ideas can be multiplied to great impact through a change of perspective. An overview of different frameworks such as TRIZ, biomimicry and Mahindra’s MIND framework etc. also provided the participants a way forward in terms of how to institutionalize Innovation in their own companies.

At Stage 1 Sector Level Evaluation, eight projects qualified for Stage 2 (Intra Sector Evaluation) of the Mahindra Innovation Awards 2018 held in October 2018. For the first time in five years, two projects from Partner companies won Gold at the Rise Awards held on the 2nd of November 2018.

The Susten team of Vishal Pandya, Suhas Sutar, Krishnakumar L and Basant Jain took home the award. Their project was on the **All-Terrain Cable Tray** developed to route complex network of cables throughout a large solar power plant without any support posts.

The Logistics Team of Nikhil Samant, Bharti Gupta and Tejas Shah also made Partners proud with their project of **Mobile Dock Leveler** that ensures safe and efficient material handling at sites that won the Gold award too.





# MAHINDRA TAKES THE LEAD

The Mahindra Group champions the cause of sustainability  
for corporates in India.



Leading the way for corporates in India, the Mahindra Group has taken up many initiatives for climate related action. In line with global standards of EP 100, carbon neutrality and more, the group is striving to achieve sustainability in all its verticals.

Anand Mahindra, Chairman, Mahindra Group attended the Global Climate Action Summit (GCAS) as a co-chair. It was held in California during 12th -14th September 2018. The Summit brought together leaders and people from around the world to "Take Ambition to the Next Level." It celebrated the extraordinary achievements of states, regions, cities, companies, investors and citizens with respect to climate action. As a precursor to the GCAS, Mr. Anand Mahindra issued a challenge at Davos to all companies to set science-based targets to cut their greenhouse gas emissions. Science-based targets give corporates a clear roadmap for how much they need to shrink their carbon footprint in line with the Paris Agreement goals.

The Science Based Targets initiative (SBTi) announced that more than 448 major global corporations committed to work towards emissions reduction aligned with what climate science says is required to prevent dangerous global warming.

Of these companies, more than 120 already had their targets approved in line with the Paris Agreement's goal (of limiting global warming to well below 2°C above pre-industrial levels). Mahindra Sanyo Special Steel, a Mahindra group company was the first Indian company as well as the first steel company to have its science-based targets approved.

Additionally, 13 of Mahindra group companies signed the SBTi. In 2017, Mahindra & Mahindra became the first company in India to announce its internal carbon price of \$10 per ton of carbon emitted to fund investments required to pursue the path of carbon neutrality. The price was carefully arrived at on the basis of international benchmarks and an assessment of what was required to achieve the goals set by the business on energy efficiency and renewable energy.

M&M will be working on its carbon neutrality commitment with the international non-profit organization Environmental Defense Fund (EDF), which works with leading companies to raise the bar for corporate sustainability leadership. It will continue to work with EDF and other leading partners as it implements actions towards achieving carbon neutrality.

Mahindra & Mahindra is the first global company to join the EP100. EP100 is a global collaborative initiative on energy productivity led by The Climate Group in partnership with the Alliance to Save Energy. By setting ambitious targets and integrating energy efficiency into business strategy, EP100 members are driving clean tech innovation while delivering on emissions reduction goals.

Another Group Company Mahindra Holidays & Resorts India Ltd has since signed the EP 100. As the world looks to heavy industry to help drive emissions cuts, Mahindra Vehicle Manufacturers Ltd, Mahindra Heavy Engines Ltd on 12th September, pledged to put energy efficiency at the heart of

their business growth strategies by joining EP100.

The Mahindra Group, on the 14th of September 2018 announced its commitment to becoming a carbon neutral company by 2040. Mahindra will focus on energy efficiency and the use of renewable power to achieve this target.

This is significant because earlier Mr Mahindra had pledged that only its flagship company - Mahindra & Mahindra - would become carbon neutral by 2040. However, after listening to leaders speak at the Summit, he upped the ante on his commitment by extending that pledge to the entire group.

**Anand Mahindra, Chairman, Mahindra Group** said, "We are doing our part in the global fight against climate change with

“  
Sustainability is not just  
good corporate citizenship, it  
is the only viable long-term  
business strategy  
”

this ambitious new target. Mahindra will leverage the latest technological advances and its recently announced Carbon Price to work towards being carbon neutral by 2040."

Using energy efficient lighting, efficient heating, ventilation, and air conditioning (HVAC), motors and heat recovery projects, Mahindra & Mahindra has doubled the energy productivity of the automotive business almost 12 years ahead of schedule. The farm equipment business is also





ahead of schedule in achieving its goal and is more than half-way there.

**Helen Clarkson, CEO, The Climate Group**, said, "I am excited to see such a significant group of large energy users' step up their efforts on energy efficiency. Lowering energy use in sectors like auto-manufacturing is an ambitious task, but the figures speak for themselves – making smarter use of energy boosts the bottom line and drives down greenhouse gas emissions. These announcements will inspire many more to come on board, accelerating a clean economy."

Mahindra Vehicle Manufacturers Ltd has committed to doubling its energy productivity by 2041 (2016 baseline); Mahindra Heavy Engines Ltd by 2041 (2016 baseline). Mahindra & Mahindra, a leader in the automotive and farming equipment sectors with operations spanning 21 industries in more than 100 countries, has, to date, invested INR 44.7 Rs Cr in 1,757 energy efficiency projects globally, saving 8.3 KWh, 67,655 tons of carbon emissions, and INR 66.7 Cr over the last four years.

Speaking about this commitment, **Vijay Kalra, Chief of Manufacturing Operations – M&M, Auto Division** said, "Operating in a country like India which is energy deficient, energy security and energy cost is of vital importance for sustainable business performance. By joining the EP100 program, we demonstrate our commitment to our employees, society and the nation at large. As we take aspirational targets to enhance energy productivity there will be innovation and development of new technologies that will change the way we live and work. It's all about arriving at a win-win situation for all. Be it business, employees and society."

In addition to this, Mahindra Electric, a Mahindra Group company, has signed EV100, a global initiative bringing together forward looking companies committed to accelerating the transition to electric vehicles (EVs) and making electric transport the new normal by 2030. Another Group company, Mahindra Holidays & Resorts India Ltd. has committed to RE 100, setting a 100% renewable electricity target for its entire global operations by 2050.





## 6 THINGS INDIA GAVE THE WORLD

By Pritesh Patel, Mahindra Susten

1. **YOGA:** The spread of Yoga to western culture was significantly aided by Swami Vivekanand.
2. **RADIO BROADCASTING:** It was the Bengali Scientist Jagdish Chandra Bose who conducted an earlier experiment using millimeter range wavelength microwaves to ignite gunpowder and ring a bell.
3. **FIBRE OPTICS:** Narinder Kapany, a Physicist and Entrepreneur born in Punjab, is widely credited as being the 'the Father of Fiber Optics'.
4. **The USB Port:** The USB (Universal Serial Bus) port revolutionized the way in which we connect our electronic devices; and also changed the life of the man who helped create it – namely Ajay Bhatt.
5. **Cataract Surgery:** In India, cataract surgery was first performed with a curved needle used to loosen the lens and push the cataract out of the field of vision. The eye would later be soaked with warm butter and then bandaged. These methods were later spread to the world.
6. **Pentium Chip:** Vinod Dham is also known as the father of the Pentium Chip, and for his contribution to the development of the successful Pentium Processor from Intel.

## THE CLEVERNESS OF CHURCHILL'S CHAUFFEUR

By T. Govindarajan, MWUL

For a change, Winston Churchill wanted to take the role of his chauffeur. Asking his chauffeur to take his seat, he went to attend a social gathering. At the gathering, the audience started asking questions to the chauffeur (assuming he was Churchill) because he was in Churchill's seat. Because he was with Churchill for many years, the chauffeur managed the situation and answered most of the questions from the audience. When a difficult question came up, the smart chauffeur replied pointing towards Churchill: "Ha, this is a simple question, my chauffeur himself will answer this". Surprised by the chauffeur's cleverness, Churchill answered the question.

## THE UNTOLD STORY

By Aniruddha Salvi, MLL

My love for mountains dates back to my childhood days when I had a chance to explore the mountainous regions in my native place, which is located at the base of the mountains in Ratnagiri. This passion of mine grew over the years and I started exploring new places to trek. I must acknowledge my parents' contribution in nurturing this hobby.

I began with 1-2-day treks at Sahyadri region in Maharashtra. My first trek was at the Arnala sanctuary at Panvel. My first Himalayan trek was a 7-day trek at Roopkund in Uttarakhand where the final peak was 15,750 feet, a great achievement for a first timer.

Trekking for me is synonymous with meditation as I feel it gives me time to think and reflect. Trekking, for me, is more of a mental game than physical; self-motivation to keep going is a skill which helps in all facets of life. You start to value the small things in life as you get out of your comfort zone. It's not as comfortable as going on a vacation, but the peace, satisfaction, and feeling of accomplishment gained from these experiences push me to keep trekking and go on new adventures.

## SAME OLD.... BUT TILL WHEN?

By Mitesh Jadhav, Mahindra Accelo

The festival of Ganesh Chaturthi is a time for festivities. It gets people into the festive season mood that spans till the end of Diwali. In cities like Pune and Mumbai, the celebration lasts for 10 straight days.

The Ganesh idols that are made from POP contain chemicals like Magnesium, Phosphorus, and Sulphur. These dyes are commonly used to decorate these idols also contain Mercury, Cadmium, Lead, and Carbon. When ingested, these chemicals affect the Nervous, Circulatory and Digestive Systems.

One of the unique initiatives of celebrating an eco-friendly Ganesh festival is that it gives a strong message to have a mature mindset and be careful of our actions while celebrating festivals.

The need of the hour is to celebrate festivals and everything they represent to us but ensuring that it doesn't come to a high cost of the environment. While there are many alternative options written/practiced,

It's the mindset which has to be alternative and precise...the mindset has to Change...moving to drive POSITIVE CHANGE.

## EMOTIONAL INTELLIGENCE: A GATEWAY TO SUCCESS

By Rohit Kumar, Mahindra Susten

Emotional intelligence (also known as 'emotional quotient', or EQ) was ranked sixth in the World Economic Forum's list of the top 10 skills that employees will need to possess to thrive in the workplace of the future. A buzzword for Human Resources departments across the globe has researchers saying that its time that emotional intelligence was given importance.

### How does emotional intelligence help?

**Daniel Goleman** a famous behavioral scientist said that "the part of the brain which supports emotional and social intelligence is the last circuitry of the brain to become anatomically mature and because of neuroplasticity, the brain shapes itself according to repeated experience"

**There are 5 elements of EQ which are:**

**Self-awareness** is about understanding yourself

**Self-management** is the ability to control and redirect impulses and moods.

**Motivation** stimulates desires and energy to attain a goal.

**Empathy** is understanding other people's emotional makeup.

**Social skill** is building a relationship with others.

### Has emotional intelligence made a difference in the workplace?

Emotional intelligence in the workplaces comes down to understanding, expressing and managing, good relationships and solving problems under pressure. Accepting the nuances of human emotion has great benefits, like better collaboration among employees resulting in a happier workplace.

## TRUE LOVE

By Shafiq Shaikh, Mahindra Oydseea

It was 08:30 am, when an elderly gentleman arrived to have stitches removed from his thumb. He said that he was in a hurry as he had another appointment at 9 am.

On examination, it was well-healed. While taking care of his wound, we began to engage in conversation. I asked him which important appointment he had that morning, as he seemed to be in such a hurry.

The gentleman told me that he only needed to go to the nursing home to eat breakfast with his wife. I then inquired as to her health and he told me that she had been there for a while and that she was a victim of Alzheimer's.

Continuing, He said that she no longer knew who he was and that she had not recognized him for five years now. I was surprised and asked him. "And you still go every morning, even though she doesn't know who you are?"

He smiled as he patted my hand and said: "She doesn't know me, but I still know who she is." I had goosebumps on my arm, and thought: "That is the kind of love I want in my life."

## HEALTH AND FITNESS

By Vikram Chaudhar, MSSCL

The word "health" refers to a state of complete emotional and physical well-being. Health can be defined as physical, mental, and social well-being and as a resource for living a full life. It doesn't mean the absence of disease, but the ability to recover and bounce back from illness and other problems. Factors facilitating good health include genetics, environment, relationships, and education. Physical wellbeing involves pursuing a healthy lifestyle to decrease the risk of disease.

Mental health refers to a person's emotional, social, and psychological well-being. Mental health is as important as physical health.

Health mainly depends on a wide range of factors like biology. Environmental factors also play a role. The environment alone is enough to impact health. An environmental trigger can cause illness in a person who is genetically susceptible.

### Some Health tips are:

1. Avoid skipping Breakfast.
2. Drink plenty of water.
3. Sleep on time (10 pm)
4. Avoid processed foods.
5. Sleep for minimum 8 hours.

## IMPACT OF MINI RMP

By Balasubramanian Seran, Mahindra Retail

In May 2018, I received the first SLP 2 Batch application invite. On receiving the reminder mail I was surprised to see a fellow colleague from Mahindra Retail as the Star Performer of the SLP Phase 1. Inspired, I checked the eligibility criteria and to my surprise 3 out of 4 allowed me to apply.

After reaching the Worli office, I was delighted to hear that there would be no elimination in the program. On hearing the results, I was surprised that I didn't get through. The organizers this time around planned something new though, for which I am grateful. Those who didn't make it through were given an option to choose an online course or attend a short Relationship Management Program (RMP). Instead of being discouraged, I decided to apply for MINI-RMP. The MINI RMP was a 3-day program which helped me figure "Who, What and Where I am?" and helped me grow personally and professionally. I began to exhibit the new thinking and behaviors I had learned in this program in my daily activities and uncovered huge potential in every situation. This helped me take on challenges with a more positive approach too.

A Message from the facilitator that I take back very strongly goes like this.

"I AM NOT WHAT I AM I THINK"

"I AM NOT WHAT I AM YOU THINK I AM"

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## 6 THINGS INDIA GAVE THE WORLD

By Pritesh Patel, Mahindra Susten

1. **YOGA:** The spread of Yoga to western culture was significantly aided by Swami Vivekanand.
2. **RADIO BROADCASTING:** It was the Bengali Scientist Jagdish Chandra Bose who conducted an earlier experiment using millimeter range wavelength microwaves to ignite gunpowder and ring a bell.
3. **FIBRE OPTICS:** Narinder Kapany, a Physicist and Entrepreneur born in Punjab, is widely credited as being the 'the Father of Fiber Optics'.
4. **The USB Port:** The USB (Universal Serial Bus) port revolutionized the way in which we connect our electronic devices; and also changed the life of the man who helped create it – namely Ajay Bhatt.
5. **Cataract Surgery:** In India, cataract surgery was first performed with a curved needle used to loosen the lens and push the cataract out of the field of vision. The eye would later be soaked with warm butter and then bandaged. These methods were later spread to the world.
6. **Pentium Chip:** Vinod Dham is also known as the father of the Pentium Chip, and for his contribution to the development of the successful Pentium Processor from Intel.

## THE CLEVERNESS OF CHURCHILL'S CHAUFFEUR

By T. Govindarajan, MWUL

For a change, Winston Churchill wanted to take the role of his chauffeur. Asking his chauffeur to take his seat, he went to attend a social gathering. At the gathering, the audience started asking questions to the chauffeur (assuming he was Churchill) because he was in Churchill's seat. Because he was with Churchill for many years, the chauffeur managed the situation and answered most of the questions from the audience. When a difficult question came up, the smart chauffeur replied pointing towards Churchill: "Ha, this is a simple question, my chauffeur himself will answer this". Surprised by the chauffeur's cleverness, Churchill answered the question.

## THE UNTOLD STORY

By Aniruddha Salvi, MLL

My love for mountains dates back to my childhood days when I had a chance to explore the mountainous regions in my native place, which is located at the base of the mountains in Ratnagiri. This passion of mine grew over the years and I started exploring new places to trek. I must acknowledge my parents' contribution in nurturing this hobby.

I began with 1-2-day treks at Sahyadri region in Maharashtra. My first trek was at the Arnala sanctuary at Panvel. My first Himalayan trek was a 7-day trek at Roopkund in Uttarakhand where the final peak was 15,750 feet, a great achievement for a first timer.

Trekking for me is synonymous with meditation as I feel it gives me time to think and reflect. Trekking, for me, is more of a mental game than physical; self-motivation to keep going is a skill which helps in all facets of life. You start to value the small things in life as you get out of your comfort zone. It's not as comfortable as going on a vacation, but the peace, satisfaction, and feeling of accomplishment gained from these experiences push me to keep trekking and go on new adventures.

## SAME OLD.... BUT TILL WHEN?

By Mitesh Jadhav, Mahindra Accelo

The festival of Ganesh Chaturthi is a time for festivities. It gets people into the festive season mood that spans till the end of Diwali. In cities like Pune and Mumbai, the celebration lasts for 10 straight days.

The Ganesh idols that are made from POP contain chemicals like Magnesium, Phosphorus, and Sulphur. These dyes are commonly used to decorate these idols also contain Mercury, Cadmium, Lead, and Carbon. When ingested, these chemicals affect the Nervous, Circulatory and Digestive Systems.

One of the unique initiatives of celebrating an eco-friendly Ganesh festival is that it gives a strong message to have a mature mindset and be careful of our actions while celebrating festivals.

The need of the hour is to celebrate festivals and everything they represent to us but ensuring that it doesn't come to a high cost of the environment. While there are many alternative options written/practiced,

It's the mindset which has to be alternative and precise...the mindset has to Change...moving to drive POSITIVE CHANGE.

## EMOTIONAL INTELLIGENCE: A GATEWAY TO SUCCESS

By Rohit Kumar, Mahindra Susten

Emotional intelligence (also known as 'emotional quotient', or EQ) was ranked sixth in the World Economic Forum's list of the top 10 skills that employees will need to possess to thrive in the workplace of the future. A buzzword for Human Resources departments across the globe has researchers saying that its time that emotional intelligence was given importance.

### How does emotional intelligence help?

**Daniel Goleman** a famous behavioral scientist said that "the part of the brain which supports emotional and social intelligence is the last circuitry of the brain to become anatomically mature and because of neuroplasticity, the brain shapes itself according to repeated experience"

**There are 5 elements of EQ which are:**

**Self-awareness** is about understanding yourself

**Self-management** is the ability to control and redirect impulses and moods.

**Motivation** stimulates desires and energy to attain a goal.

**Empathy** is understanding other people's emotional makeup.

**Social skill** is building a relationship with others.

### Has emotional intelligence made a difference in the workplace?

Emotional intelligence in the workplaces comes down to understanding, expressing and managing, good relationships and solving problems under pressure. Accepting the nuances of human emotion has great benefits, like better collaboration among employees resulting in a happier workplace.



## TRUE LOVE

By Shafiq Shaikh, Mahindra Oydseea

It was 08:30 am, when an elderly gentleman arrived to have stitches removed from his thumb. He said that he was in a hurry as he had another appointment at 9 am.

On examination, it was well-healed. While taking care of his wound, we began to engage in conversation. I asked him which important appointment he had that morning, as he seemed to be in such a hurry.

The gentleman told me that he only needed to go to the nursing home to eat breakfast with his wife. I then inquired as to her health and he told me that she had been there for a while and that she was a victim of Alzheimer's.

Continuing, He said that she no longer knew who he was and that she had not recognized him for five years now. I was surprised and asked him. "And you still go every morning, even though she doesn't know who you are?"

He smiled as he patted my hand and said: "She doesn't know me, but I still know who she is." I had goosebumps on my arm, and thought: "That is the kind of love I want in my life."

## HEALTH AND FITNESS

By Vikram Chaudhar, MSSCL

The word "health" refers to a state of complete emotional and physical well-being. Health can be defined as physical, mental, and social well-being and as a resource for living a full life. It doesn't mean the absence of disease, but the ability to recover and bounce back from illness and other problems. Factors facilitating good health include genetics, environment, relationships, and education. Physical wellbeing involves pursuing a healthy lifestyle to decrease the risk of disease.

Mental health refers to a person's emotional, social, and psychological well-being. Mental health is as important as physical health.

Health mainly depends on a wide range of factors like biology. Environmental factors also play a role. The environment alone is enough to impact health. An environmental trigger can cause illness in a person who is genetically susceptible.

### Some Health tips are:

1. Avoid skipping Breakfast.
2. Drink plenty of water.
3. Sleep on time (10 pm)
4. Avoid processed foods.
5. Sleep for minimum 8 hours.

## IMPACT OF MINI RMP

By Balasubramanian Seran, Mahindra Retail

In May 2018, I received the first SLP 2 Batch application invite. On receiving the reminder mail I was surprised to see a fellow colleague from Mahindra Retail as the Star Performer of the SLP Phase 1. Inspired, I checked the eligibility criteria and to my surprise 3 out of 4 allowed me to apply.

After reaching the Worli office, I was delighted to hear that there would be no elimination in the program. On hearing the results, I was surprised that I didn't get through. The organizers this time around planned something new though, for which I am grateful. Those who didn't make it through were given an option to choose an online course or attend a short Relationship Management Program (RMP). Instead of being discouraged, I decided to apply for MINI-RMP. The MINI RMP was a 3-day program which helped me figure "Who, What and Where I am?" and helped me grow personally and professionally. I began to exhibit the new thinking and behaviors I had learned in this program in my daily activities and uncovered huge potential in every situation. This helped me take on challenges with a more positive approach too.

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# Talent@Partners



## **ALOK DUKLE**

Alok Dukle from Cero (Mahindra Accelo) is a very talented guitarist and vocalist. He is always up for a jam session and is always collaborating with new artists, mostly from Mahindra.



## **PRANAV PRIMLANI**

Pranav Primlani from Mahindra Partners is a true theatre marvel. Being well versed with Shakespeare and other classics, he commands the stage with his wit and ecstatic personality.



## **AYUSHA PANDHARKAR**

Ayusha Pandharkar, a design engineer from Mahindra Tsubaki began dancing at the early age of three. Dancing is her medium of expression, it does not require words! In addition to the Indian forms, she also performed western styles. She has participated and has won awards in many State Level dance competitions- Kalavaibhav Techno Dance, City Channel, Maa TV, etc. to name a few. Dance is her passion, dance gets her peace, dance is her workout, dance is her everything! Dancing keeps her alive!

### SURAJ BEDSE

Suraj Bedse, an engineer from Mahindra Tsubaki's Procurement Team has a talent in creating tattoos or word art. It all began from his early years in school when drawing was the one and only appealing subject to him. Like other kids of his age, Suraj was a big fan of cartoons. He put together his love for cartoon and drawings and soon began recreating cartoons on paper. He had found his passion and favorite pastime. As he grew, he artistically began scribbling his name on books, desks, and benches which in turn developed into word art. He incorporated his love for cartoons and drawings with the modern-day fashion of getting inked, Suraj was soon inspired to express through tattoos. During his graduation years, he began temporarily inking his hand which was noticed and loved by many. Many times he was assigned the task of creating tattoos during his college events. He soon began inking his friends' hands. The high demand for designs, shapes, and sizes challenged the artist within him to be better. He describes Art as meditation to him. Art to him is a world of countless opportunities. A world of creation with different colors, designs, and letters.



## Major Minors

### ATHARVA BHANDVALKAR

Atharva Bhandvalkar, son of his proud father - Dilip Bhandvalkar, an engineer from Mahindra Tsubaki's Engineering Team, is a 15-year-old chap studying in class 10 in P Jog School, Pune. This young kid developed an interest in dancing at the age of 5. Since then it has become one of his fond hobbies. His aspiration in life is to become a leading Choreographer in the Bollywood Industry. Till date, he hasn't taken any formal coaching for dancing but has learned it on his own by watching YouTube videos. His father is the biggest source of inspiration and plays a vital role in guiding him while he learns new dance moves. Atharva recently performed at Mahindra Tsubaki's Annual Awards Nights wherein his exceptional moves were witnessed by all present there. His moves were just flawless. He is indeed one talented kid.





# You Have Made a Difference!

Our fundraising for government schools in Kerala  
in collaboration with Smile Foundation has closed

A total of Rs 3, 06, 601 was raised  
through the contribution of 400 Employees  
across Mahindra Partners

Smile Foundation is currently working at the  
grass root level to assist the affected children.



You cannot keep doing the same things  
and expect new results  
Every day is an opportunity to do the unexpected.  
**Dream big.**  
Aim for the extra ordinary.  
**Rise.**





