

**Waste to Energy Solutions Ltd. joins Mahindra Partners sector**

WASTE TO ENERGY >> 12

**The Mahindra Group rises to the COVID Challenge**

THE COVID CHALLENGE >> 05

**Mahindra Partners invests in Aquasail**

AQUASAIL >> 14

## One company, three major achievements

**Narayan Dharmadhikari**  
Mahindra Accelo

Mahindra Accelo hit the hat-trick by being certified by JIPM, featuring in Asia's Top 25 world places by GPW and Zero Waste to Landfill certificate.

Japan Institute of Plant Maintenance (JIPM) Total Productive Maintenance (TPM) Excellence award is the most coveted and prestigious award to certify the overall performance of the plant.

It means achieving the uphill task of 4 Zeros: Zero Accidents, Zero Defects, Zero Waste and Zero Breakdowns.

Four years ago, a need for TPM was felt for Nashik Plant location, as the plant was ten years old. The Overall Equipment Effectiveness (OEE) needed to be improved to become competitive in a volatile open market. External market situations such as new players, auto-market slow down, steel mills starting its service centres, etc. had an adverse impact on the growth.

Vijay Arora, then Sr. VP and now COO threw a challenge of winning JIPM TPM excellence award to



the Accelo Nashik team. The excited young team accepted this thrilling yet herculean task.

TPM is not only a journey of improving Productivity (P), Quality (Q), Cost (C), Delivery (D), Safety (S) and Morale (M) results but also calls for a cultural change. Mahindra Accelo Nashik team was very young, with an average age of 27 years only. It was a lean team. Though the team was very agile, flexible and passionate about winning.

Vijay Arora decided in consultation with Laxman Mahale – Chief Business Excellence and Sanjay

Somkumar – Chief Chakan and Nashik plants on the TPM steering team, the TPM pillars; and a master schedule for four years. Another significant driving force of this was Sunil Tidke - Head, Nashik plant. Structured review meetings were held weekly, fortnightly, monthly and quarterly. Under the Education and Training pillar, a full-fledged training room with all learning tools in the local language was also prepared.

TPM journey kicked off at Mahindra Accelo, Nashik Plant in November 2015. All employees were

trained rigorously about TPM for around three months. Plant visits were conducted to other Indian companies like Godrej and Boyce Appliance Shirwal plant, Mahindra and Mahindra- Igatpuri plant, etc. that have the best in class TPM capabilities.

Initially, the team only decided to focus on 5 TPM pillars. In December 2016, Nasik Plant was assessed by Confederation of Indian Industries (CII) and received 'TPM commitment award'. With this, the enthusiastic team decided to challenge themselves further to achieve all eight pillars of the TPM excellence award.

In December 2018, the TPM Health check assessment was carried out by Srinivasan of CII.

JIPM assessors Prof. Tetsuo Miyamura and Masayoshi Sugiura San conducted Stage 1 assessment on 27th April 2019 and stage 2 assessment on 30th and 31st October 2019 at the Mahindra Accelo, Nashik plant. Assessors appreciated the team's extraordinary efforts and excellent demonstration of case studies on all eight pillars of TPM.

The 30th of January, 2020 was a historic day for Accelo Nashik Plant when JIPM declared that the Mahindra Accelo, Nashik plant was a 'TPM Excellence Award' winner and invited to receive this coveted award at Kyoto, Japan.

Read about the GPW achievement on page >> 18  
Read about Zero Waste to Landfill certificate on page >> 29

## Mahindra Logistics introduces MLL 2.0 – a strategic change to the organisational leadership



**Ketaki Sule,**  
Mahindra Logistics

With Rampraveen Swaminathan's arrival, MLL renewed its focus on growth and excellence with the launch of MLL 2.0, built upon the accomplishments of the past few years. With some fundamental organisational changes, MLL 2.0 will bring about transformations which will enable the company to accomplish its vision for the future. These changes are based on a deep understanding of customer orientation, the ever-expanding capabilities and continuous growth

in MLL's solution mix. The underlying premise here is that MLL wants to be a bold company. And MLL 2.0 will enable the organisation to emerge as a premier 3PL logistics service provider.

With its eyes set on the future, MLL aspires to emerge as a Great Company. To achieve this, MLL will not only do different things but also do things differently. With MLL 2.0, it will strive to drive profitable growth by becoming the first choice of customers; be purpose-led; leveraging technology and digitisation to create differentiation.

## Mahindra Susten completes 3 million Safe man hours at Sakaka project

Mahindra Susten announced an achievement of the significant safety milestone of 3 Million Safe man hours that the team achieved in the Sakaka, Saudi Arabia, 405MWp project site! To have accomplished this significant milestone took more than just commitment and support of the management, it took teamwork, dedication and a robust health and safety process.



**What exactly is a Safe man hour?**

The measure of Safe man hours is a clear reflection of safety performance in all of the projects undertaken. A Safe man-hour, by definition, is a unit of production completed without any lost time, injury or accident. At the organisational level, it is a crucial indicator of the performance of Health, Safety and Environment (HSE) Management System – a systematic approach to managing safety, organisational structures, accountabilities, policies and procedures. It also aids in proportionately weighing business activities and applying principles, framework, and processes to help prevent accidents, injuries and minimise other risks.

A stellar performance in Safe man hours reflects the ability to assess, predict and perform under challenging environments comprising of complicated social and physical environments, a diverse mix of culture, nationality and language of workmen, consequent communication and coordination problems.

This achievement would not have been possible without the HSE Team's continuous efforts to create and maintain a sustainable safety culture on all sites. Team Mahindra Susten's commitment and dedication towards achieving excellence in safety performance are reflected in this achievement.

## Mahindra Tsubaki launches the Gravimetric Feeder



**Vinitia Sequeira**  
Mahindra Tsubaki Conveyor Systems

Mahindra-Tsubaki unveiled its new product 'Mahindra Gravimetric Feeder' – a Coal Feeder for boilers, primarily for Captive Power industry. MTC has associated with Yamato Scale Company, Japan for this.

### MACE leads the way in Bangladesh

**Ankita R**  
Mahindra Consulting Engineers

The Government of Bangladesh in its endeavour to promote sustainable tourism, intends to develop the Sonadia Island as an international eco-tourism destination through the tourism economic zone model. This project is first of its kind in Bangladesh conceptualised for the sustainable and holistic development of eco-tourism cluster and knowledge-based green economy. MACE was engaged with the Government of Bangladesh for 30-year Master Plan and Development Plan with supporting infrastructure/utility planning.

The strategies evolved by MACE to trigger economic growth, rural development, create large scale local and regional employment and promote inclusive growth through Sonadia Eco-Tourism Park initiative. MACE CEO, B Suresh and Manivannan recently made a presentation to the honourable Prime Minister Sheikh Hasina of Bangladesh explaining the master plan and they were appreciated for the same.

The 'Mahindra Gravimetric Feeder' combines the expertise of Yamato in weighing systems and of MTC in conveying technology. This combination feeder has been developed with the unique feature of ensuring measured and controlled feed to the boiler, in accordance with the load demand and at the same time offering flexibility to accommodate varied user layouts.

The event was held at the factory premises of Mahindra Tsubaki at Pirangut, Pune. A working model of the equipment, with a Coal handling capacity of 18 Tonnes Per Hour (TPH) was manufactured and installed in the factory, especially for this event – for trial demonstration in front of customers. Major Power equipment suppliers such as Thermax Ltd., Thyssenkrupp Industries India, ISGEC, L&T Power along with the end-users and select consultants attended the event. Members from Tsubaki Indonesia office and Yamato Scale Co., Japan were also present on occasion.

The event began with a short welcome and introduction which was followed by a detailed presentation of the Mahindra Gravimetric Feeder. The presentation was followed by a Q&A session in which customers enthusiastically fired a variety of questions regarding the equipment; it's operation, application, feasibility and cost. Members of the MTC team and experts from Yamato promptly answered all queries.

The customers were then taken to the Shop floor area where the working model of equipment awaited to be unveiled. A working demonstration of the equipment was conducted in front of customers using coal to give them better clarity of equipment functioning and operation.



# Uncovering one's purpose to create change

Mitesh Jadhav  
Mahindra Accelo

*"It's not enough to have lived. We should be determined to live for something."*

—Winston S. Churchill

The Signature Learning Program, Phase 4 was conducted at the Environmental Sanitation Institute, Ahmedabad. The institute is a place every Indian should visit if they get a chance. Space has over fifty indigenously designed toilets meant for different terrains and climatic conditions of every corner of India.

Simply put, this phase was a journey of understanding oneself and discovering one's purpose. This was the starting point to enable participants to want to create change in society (through the GAP program).

This phase kickstarted the Global Action on Poverty (GAP) program for participants. The GAP Intensive is a flagship program run by the GAP organisation along with Head Held High that invites young leaders from organisations to engage in a meaningful and impactful way with real-world challenges faced by social service organisations to create real change. The program was created to enable Social Entrepreneurs (Change Makers) to amplify the impact they have in communities by providing them support, knowledge and resources that are easily available through organisations, individuals and government.



The GAP Intensive is a 12-month program, starting from Oct 2019, brought together Changemakers, and Corporate Executives from Mahindra (Change Leaders) to collectively find new strategies and partners to deliver better impact. The program began with a 5-day immersion at Ahmedabad through the Mission Impossible Leaders Program – designed and delivered to uncover one's life purpose and get tremendously motivated to drive social change, followed by a one day workshop with the Changemakers to draft an Impact Goal to increase the impact of the NGO.

The activities conducted in the five days were:

discovering who one truly is: deep levels of listening, uncovering one's limiting beliefs and cleaning up of one's life among many soul-searching activities. Focus on one's work and personal relationships: how to own and transform them. Much of the actual transformative work happened there and then. And most important of them all, these sessions were all leading to one final moment of truth, and that was of uncovering and determining one's true purpose in life. Some of the key highlights of the program included uncovering a new dimension of leadership through the path of confusion and paradox leading towards enlightenment. The participants not only understood who they really are but also got further clarity on their core beliefs and everything around themselves.

The participants also visited the Sabarmati Ashram and met the famous Udaybhai rickshawwala. Udaybhai is famous for not charging people for their ride and urges them instead to pay from their heart. He calls the concept 'Ahmedabad no rickshawwala' and works on the principle of giftivism. He creates a unique experience with his rickshaw design with food to eat, water to drink, books to read, music to hear, a fan for summers and also a dustbin.

A visit to the Seva Café of Ahmedabad brought in further perspective to the concept of giftivism. At Seva Café, the participants were matched with the NGO that resonated with their uncovered potential. The past five days had set the tone and context for the participants. The clarity with which they reiterated their purpose also enabled them to open up to the idea of creating real impact with their NGO partners. The teams have regular evaluation sessions with their NGO partners and continue on their journey of change.



## Training for future-ready businesses

*An organization's ability to learn and translate that learning into action rapidly, the ultimate competitive advantage.*

— Jack Welch

SLP Phase 5 was conducted at a place that offers serenity and sanctity in its real sense. It was fun to learn and unlearn amidst the French capital of India, i.e. in Puducherry.

The participants enjoyed phase 5 as it was a unique mix of storytelling, heritage walks, digital landscapes, business case simulations, and more.

The phase started with 'tour-de-MRV' (Mahindra Research Valley, Chennai). The participants were fascinated with the engineering research and product development wings for automobiles and tractors, all under one roof. MRV indeed bears testimony to the Mahindra Group's commitment to technology-driven innovation. After the 80-minutes, and 2 km plus walk, the hungry participants, to their delight, were presented an authentic south Indian lunch on a banana leaf, consisting of 34 different food items.

A session on the 'Art of storytelling' followed the delicious lunch. The group also went through the fundamentals of delivering PowerPoint presentations. A summary of this session can be captured in one perspective the presenter lay before us. 'If Ramayana was needed to be reduced from 50 slides to 20 slides, one needs to reduce the story arcs of characters and not reduce the number of characters.'

The third day we had sessions on understanding digital transformation for achieving stratospheric success. The session was named Digital BLUR in which BLUR stood for Boundaryless Organization, Limitless Digitization, Unbounded Innovation and Relentless Iteration. We went through case studies and other comparative research tools to understand deeper the world of social, mobile, analytics and cloud and their convergence to drive business innovation. It was indeed a session on covering the disruptors that separate the 'Now' from the 'New' to the 'Next'.

The second half of day three comprised of practising design thinking approach through a business simulation. Day four was all about reviewing the social immersion projects of every participant with their respective NGOs. The session started with every participant sharing his/her experience about visiting the NGOs workplace and field visits. All the stories were filled with a sense of responsibility towards social work and on positive spirit towards driving positive change. The stories ranged



from a farmer reaching markets by eliminating middlemen, to helping the talented but less business savvy artisans among a host of other inspirational accounts.

For the first time, the SLP 2 cohort spent an entire day understanding the heritage of the city in which their program was conducted. The group explored the French capital of India and even Auroville. The utopian community of fifteen square miles made from desolate scrubland outside Pondicherry was designed by the French architect Robert Anger dividing Auroville into four zones (residential, industrial, cultural and international) all arranged around the centrepiece of the community, the Matrimandir, or "Temple of the Mother".

More than two million trees have been planted since Auroville's inception, transforming the arid waste into a thriving eco-system. Participants watched a 15-minute documentary followed by introductions to the best practices on waste management, women empowerment, uplifting local livelihoods, musical instruments, earth-based building technologies, mensuration, sustainable product design studio, organic farming, animal care, carpentry etc., and the list goes on. Participants were explained three Auroville case studies of e-Cycle rental, wastewater management and sustainable bricks. Phase 5 ended with a delicious lunch at the 'Auroville Solar Kitchen.'

From understanding product development to effective storytelling techniques, clearing the digital blur, becoming a societal leader to the meaningful exploration of Pondicherry and Auroville, SLP phase 5 was indeed a whole-brain stimulating experience.

### BATTLING A PANDEMIC WITH HOPE

Being appreciative of the myriads of things happening around us, we bring to you, stories of resilience, excellence and hope.

This issue of the Partners Post touches upon various aspects of the current times we live in.

Don't miss our exclusive coverage on the COVID-19 Challenge: the Mahindra Group's efforts, Work from Home stories and methods of surviving the indoors.

At Mahindra Partners, we have indeed been preparing 'to expect the unexpected'. Read all about our conclave on the theme of Change Management.

Welcoming the new addition in Partners, we introduce to you Mahindra Waste to Energy Solutions Ltd and our latest investment, Aquasail. In an exclusive, Mahindra Finance gives us an account of their resilient journey-overcoming many challenges to stand where they are today. We also have exciting stories from AFS and FES, as they continue raring ahead dauntlessly.

In a story of dedication, read about the journeys of people rising through the ranks. There has never been a better time to emulate the ideals that motivated them to get this far. We are not short of brilliant employees who use alternative thinking to drive our organisations. The Shadow Board presentations of Accelo, Susten and the Group teams stand testament to this.

As we set course on a 'different' future, let us embrace the change it sets into motion and also try to be harbingers of change on that journey.

Susanne Rodrigues  
Mahindra Partners

#### CONTENTS

News: The most remarkable news from across Partners features here.....	1
HR: Signature Learning Program updates.....	2
Note by Zhooben Bhiwandiwalla .....	3
Mahindra Rising to the COVID Challenge .....	4-5
Note by Parag Shah .....	6
Biding Adieu to Mahindra Logistics .....	7
Glimpses from the Senior Leadership Conclave 2020.....	8-11
Introducing Waste to Energy Solutions Ltd.....	12
Nexus of Good: Anil Swarup tells above this platform of sharing stories of hope .....	13
Introducing Aquasail, the latest investment of Partners.....	14-15
Driving Positive Change in Rural India: The story of Mahindra Finance .....	16-17
HR: Taking you through the interesting stories across Partners .....	18-19
Auto and Farm Sector: Bringing together stories of sheer excellence.....	20-21
Business updates from our companies.....	22
The Digital world .....	23
Shadow Boards: Accelo, Susten and Group .....	24-25
Rising through the Ranks .....	26-27
Sustainability and CSR .....	28-30
Leadership: A look at Anand's Twitter Feed .....	31
Group News .....	32-33
<b>The COVID Challenge</b>	
• Working from Home.....	34
• Health is Wealth.....	34
• Fun from Home.....	35
• Stories from our companies.....	36
Books to keep you busy.....	37
Videos to motivate you.....	38

#### TEAM

**Editor:** Susanne Rodrigues

**Edit Team:** Rustom Vesavevala and Shernaz Kapadia

**Special contributors:** Zhooben Bhiwandiwalla, Parag Shah, Ketaki Sule, Renfred D'souza, Arun Kumar V, Ankita R, Vinitia Sequeria, Omkar Gawde, Mitesh Jadhav.

**Art Director:** Varghese Sakariya



# RECALIBRATING OUR STEPS

**ZHOOBEN BHIWANDIWALA**  
President-Mahindra Partners & Group Legal.  
Member of The Group Executive Board

Admittedly, this seems a truly surreal moment in history for our Post to be launching its next edition. I think it is necessary to emphasise that our business activities continue as usual.

My earlier note for this edition of The Post is attached below, unchanged. I wrote it on 11th March 2020. Today, 15th April, as requested by our Editorial team, I am adding a supplementary to that original. How the world changed, in 34 days.

The events during this period have so effectively exposed our weaknesses and laid bare the fragility of the world we have created. But simultaneously, it has identified new strengths and brought to the forefront the extraordinary abilities of the human spirit, of our humanity.

COVID-19 has made the world hit ‘reset’. It has circumvented the entire globe at 5G speeds without restraint, affecting millions at complete random. It has held up a mirror for each of us, teaching us how interconnected we all are and how fragile the balance between humanity and nature is, that the world we had built was not a fair one.

Allow me some humour here—all of you recall our annual employee engagement surveys, craving for ‘work-life’ balance? Well, we got it. And now, we desperately want work back in our lives. So, be very thoughtful, very, when you fill out your next survey.

In this short period, I have personally relearned one emotion – appreciation, in so many myriad and minute ways:

- appreciation of watching children play in a park
- appreciation of all our domestic help, who daily surmount difficult travel conditions to make our lives more comfortable

- appreciation of the flowers outside my window, previously unseen
- appreciating how valuable family holidays are, and will be in future
- appreciating our inter-connectedness as a society, inter-dependency with so many others, and pausing to be grateful for the richness of our lives.

Each of you is currently sequestered at home, wondering about the future. Honestly, the immediate future is extremely uncertain. Now, we look ahead at the next few months, evaluating how to navigate through the fog of uncertainty, till things return to normal. There is today a challenge for the world to find an effective exit strategy to end Lockdowns and return to normal. The question is, ‘What will normal look like?’ While the duration of this crisis is uncertain, our future normal will not look like the normal of recent years.

The good news is that we have rapidly adapted.

- Our leadership teams are well organised, meeting regularly and sharing best practices.
- We quickly and efficiently commenced working from home, albeit in a ‘novel’ (pun intended) format.
- Mahindra as a group is demonstrating leadership in helping the govt in weathering this unique crisis.
- Our HR, Admin, and IT teams are extending super support and deserve our recognition.
- Financial planning is complete to ensure our continued operation going forward.

In closing, I request each of you to be a true Mahindra Rise brand ambassador in your communities and to be sensitive to the travails of those who are less privileged and have less financial sustenance to overcome this crisis. The Group has launched a donation portal, and I exhort each of you to step up, in any little manner, to support that initiative.

This is a great opportunity for each of us to reflect, resolve and recalibrate.

Yes, we can. Yes, we will.

**Zhooben**

**Note written on 11th March 2020**

My earlier Foreword, titled “reflections on the year gone by” dated 19th February, was celebrating all-round performances as well as momentum on key initiatives related to environmental stewardship, innovation agenda’s, CSR

activities, and corporate governance which build long term institutional resilience.

Fast forward to March 2020, and we are faced with a dramatically challenging external environment. Even prior to the virus threat, many of our group companies have been severely buffeted by the economic downturn in India, resulting in declining revenues and profits. The short term economic outlook remains highly uncertain, with the added volatility of the Carona virus leading us into entirely unknown territory.

However, using the cliché –in adversity emerges opportunity. Most of our portfolio companies continue to occupy a leadership position in their respective domains. Our brand reputation, along with talented and purpose-driven people are a crucial asset today. The current scenario allows us to leverage both our leadership and institutional resilience to manage the present while simultaneously investing for the future effectively.

We must watch the horizon, even as we fight today’s battles, and continue to invest for the future revival which will surely follow prudently. Being future-fit is an equal requisite to being fighting fit today

In the immediate short term, the unprecedented global emergency caused by the spread of the Coronavirus must remain our priority – towards the welfare of our employees, our broader communities, customers and suppliers. This will surely test our resolve and require extremely collaborative mindsets towards each other, but I am sure that we will jointly overcome this adversity.

I wish all your families and each of you a brighter, and safer future.



## How much should I Give?

All of us would have read Anand Mahindra's appeal and the appeal put out by various leaders at Mahindra Partners, and the next question that would come to your mind is how much should I give?

Each one of us has to answer that question for ourselves. The minimum suggested amount is 1 day's salary, but if you really want to make a difference then you should be looking at donating atleast 10% of your March 2020 take home salary.

**If you donate 1 day's salary, then cut this pizza into 30 slices, what you will be keeping for yourself is 29 slices. If you donate 10%, then cut this pizza into 10 slices and you will be keeping 9.**



Click Here  
[www.mahindrafoundation.org](http://www.mahindrafoundation.org)

Look at your March 2020 take home salary and then make a decision

## Coronavirus could lead us towards a new crisis A WATER CRISIS

Here's how:

If your tap is running during your 20 seconds hand wash, 1.5-2litres of water will go to waste. So you end up wasting around 15-20 litres of water because of frequent hand washing.

Hence, a family of 5 will need 100 litres of water everyday.

NITI Ayog has already said that 21 cities in India will not have any underground water in 2020. But washing your hands is very important else the virus cannot be stopped.

So, what to do?  
If you consider yourself a responsible citizen, turn off the water tap during those 20 seconds. Convince your family to do this, you will be saving 100 litres of water everyday.

Please follow this and share this message so we don't add to another crisis unknowingly while battling this one

## Serve in your own way

We continue to serve in the way we can



Because they continue to serve in ways that we cannot  
Stay indoors  
Donate to those affected

Give generously, give with your heart by clicking on this link...  
[www.mahindrafoundation.org](http://www.mahindrafoundation.org)

Please click here on the link to complete a brief survey and to tell us about your contribution.

## When it rains heavily, many get drenched to the bone



While all of us are sheltered and safe at home, there are millions, and millions of Indians who don't know where their next meal will come from. Hundreds of thousands of health care and other essential services workers leave their homes, so that we can stay safe in ours.

Sitting at home, you can make a difference by donating generously to the Mahindra Foundation.

Click Here  
[www.mahindrafoundation.org](http://www.mahindrafoundation.org)

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

## THE FUTURE IS IN YOUR HANDS

Help yourself, to help others around you.  
Keep your hands safe!

Wash or sanitize after touching....  
currency,  
public transport,  
any shopping packages,  
door handles, switches, elevator buttons  
and your beloved phone.

There are hundreds of things from which you can catch an infection. You can never be too safe.

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

THE COVID-19 CHRONICLES

## "DON'T DOCTOR-HOP"

NUS Yong Loo Lin School of Medicine

A few days later...



Dr Dale Fisher is Professor in Infectious Disease, NUS, and Chair of the Global Outbreak Alert and Response Network, WHO.

## MAINTAIN PHYSICAL DISTANCING



Maintain a distance of 6 feet

## SATURDAY NIGHT FEVER

If you feel the urge to go dancing or prancing tonight, make sure it's a solo performance, so that when things get back to normal, you can show the world you made all the right moves.



## STAY AT HOME

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

# THE POWER OF IMAGINATIVE COMMUNICATION

Since 16th March we have been running this campaign across all Mahindra Partner companies. In these 31 days, over 60 elements of communication have been shared across all our companies.

It's a case study on how to handle internal communications. All change takes time to seed. Using creativity and imagination, drawing upon your values, and ensuring your message is consistently followed through, brings about the shift that is sought. Never underestimate the power of creative and continuous messaging, for any project that you are working on.

## A Day of Giving

Celebrate Easter this year by putting some food on the table for those who don't know where their next meal is going to come from...



Give generously, give with your heart by clicking on this link...  
[www.mahindrafoundation.org](http://www.mahindrafoundation.org)

If you've already contributed, make another contribution today. Let's all donate the rupee value of a dozen eggs.....  
No amount is too small.

Please click here on the link to complete a brief survey and to tell us about your contribution.

## In this Together

When this is over we should be able to see that love spreads more quickly than any virus ever could. May we say that it was not just an ending but also a place to begin.

We are in this together, whether we like it or not and the only thing that is clear about this situation is that some things are within our control and some are not.

Give generously, by clicking on this link

Please click here on the link to complete a brief survey and to tell us about your contribution.

## Michaelangelo realised more than 400 years ago...

that keeping a safe distance is not such a bad idea after all  
What are you thinking about?

## KEEP THE DISTANCE

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19



## GENEROSITY

The English language has some interesting words that can be interpreted so differently by different people.

### Generosity is one such word.

Some people give away their old clothes (clothes that they haven't worn for such a long time, that they've forgotten that they existed), and feel extremely proud of their generosity.

There are others who will take their favourite shirt off their back and hand it over to someone in need, and feel that what they have done is trivial.



How generous will you be when you donate to the Mahindra Foundation COVID-19 fund?

The money that you give now, will come back to you in the future. The memory of having done very little or having done a lot.

Yes.... generosity is really a very interesting word

Click here to make a generous donation to [www.mahindrafoundation.org](http://www.mahindrafoundation.org)

Please click here on the link to complete a brief survey and to tell us about your contribution.

## FOREVER 21

## The next 21 days are going to stay with us Forever.

We will look back and remember these days for the rest of our lives. Even though everyone is physically apart, never before has this physical separation brought about the stark realization that we are all interconnected in so many ways.

There was a time when you and I could sit six inches apart and feel completely disconnected. Today, we are miles apart, but realize how interdependent we are.

If there is one lesson that this pandemic has taught us; and it's a lesson that many, many people will pay a very steep price to learn; is that there is no you and me, only us.

Make wise choices, make caring choices.

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

Ae ... kya bolti tu.....

....Ae ... kya main bolun

Sun ...

Suna...

....Aati kya Khandala?

Kya karoon aake mein Khandala  
Ghoomenge, phirenge, nachenge,  
gaaenge....

Unfortunately, you can't go to Khandala because the Mumbai Pune Express way is closed.

Here are some journeys that you can go on:

- Build deeper connections with you family at home.
- Call friends to check up on how they are doing.
- Reflect and start working on how to improve your business capabilities.
- Ask yourself, what are the changes I need to bring into my life.
- Work from home with great intensity

#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

## "Your left hand doesn't know what your right hand is doing!"

(If someone had said that to you few weeks back, you might have got offended. Today, it's the best thing you can hear!)

One significant way you can catch the virus is when you touch contaminated surfaces and then use the same hand to touch your face. We've been so used to touching our faces all the time, that it's impossible not to do so.

But there is a way out, it's called **DIVISION OF LABOUR**. Use left hand for face, right hand for everything and everyone else. Or the other way around. Just a little practice and you'll get perfect at this.

Make sure your left hand doesn't know what your right hand is doing.



#desperatetimesdesperatemeasures  
#betersafethansorry #COVID19

THE COVID-19 CHRONICLES  
"OUR DUTY OUR CALLING"

NUS Yong Loo Lin School of Medicine

At this time, extra help is needed, so...  
All our leave has to be postponed.  
I'll cancel my wedding photoshoot.  
I'll cancel my family trip to Austria.



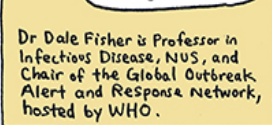
My wife is due in three months. I wish I could spend more time with her.  
Sorry, I'll be late again today.



But somehow, we don't see these as sacrifices. This is just our professional duty and calling—to help others.



Healthcare workers such as those in Dr Kumar's team see sacrifices in times like this as part of their core duties. Their priority is making sure your loved ones are in good hands.



\*National University Hospital



# MAHINDRA RISES TO THE COVID CHALLENGE

As the coronavirus continues to spread, medical resources around the world are being stretched to the maximum. Equipment like ventilators for COVID-19 patients and protective gear for healthcare professionals are in short supply. Corporates and manufacturers across the globe are scrambling to meet the growing demand for these lifesaving devices.

In India, Mahindra is at the forefront of corporate India's fight against the pandemic. Within 48 hours of Group Chairman Anand Mahindra putting out a tweet, teams at the company's Igatpuri and Mumbai plants had made a working prototype of a ventilator machine.

Anand Mahindra announced a series of initiatives to help the country in the fight against the coronavirus pandemic. They include leveraging the Group's production facilities and expertise to manufacture ventilators, donating his salary to help those most likely to suffer the financial fallout of the pandemic, and the use of Mahindra Holidays resorts across India as temporary care facilities. With the country short of facilities to test and quarantine the victims of this pandemic, he also announced that the project teams at Mahindra would assist the Government and the Indian Army in building temporary care facilities.

Dr Pawan Goenka tweeted that the Group has formulated a two-pronged strategy to manufacture much-needed ventilators at short notice. "At one end, we, along with two large PSUs, are working with an existing manufacturer of high spec ventilators

to help them to simplify design and scale-up capacity.

On the other end, the Group is working on an automated version of the Bag Valve Mask ventilator (commonly known as Ambu bag)", he tweeted.

Commenting on the development, Anand said, "These are sophisticated machines costing between Rs 5 to 10 lakh. This device is an interim lifesaver & the team estimates it will cost below Rs7,500."

Mahindra Logistics' ALYTE rolled out a 24x7 free, non-medical emergency cab services in Hyderabad to help those affected by the pandemic. Alyte will provide these services through a dedicated fleet, including Electric vehicles. These services are focused on single mothers, disabled individuals, senior citizens etc. who are unable to secure transport for essential services like shopping essentials & medication, visits to Banks, Post offices and periodic medical visits. They will also provide these services to doctors, nurses and others involved in providing essential services. Interested groups may contact Mahindra Logistics' dedicated helpline to access the same.

This service is available in Delhi, Mumbai, Bengaluru, Hyderabad, Chennai, Kolkata, Pune, Kochi and Trivandrum.

Mahindra's Kandivali plant has begun the manufacture of face shields, based on a design sourced from partner Ford Motor Company. The face shield fully protects the face and eyes from accidental contact with liquids. Paired with N95

respirators, the face shields will be a more effective way to limit exposure to the virus. Initially beginning with 500 masks a day, Mahindra intends to ramp up the production to meet the huge requirements for face shields.

Other initiatives by the Group include:

- Tech Mahindra develops a curfew management system for Delhi police in 72 hours.
- AFS factory canteens serve cooked food for free distribution.
- Both a low-cost Ventilator (Around Rs 15,000 each) as well as a more sophisticated version (approx. Rs 1.5 lakh each) to be produced.
- Two Club Mahindra resorts already opened up to authorities as medical/isolation centres. Others will be made available as required.
- Mahindra Agri has commenced production of Sanitizers – available immediately.
- Mahindra Tractor-sprayers power Mumbai's sanitation drive.

Through the Mahindra Foundation, the Group has created a fund to assist the hardest hit in its value chain, both small businesses and the self-employed. Besides announcing his decision to donate 100 per cent of his salary to the COVID-19 fund, the Chairman, Anand Mahindra also encouraged his colleagues to contribute to the fund voluntarily. Log onto [www.mahindrafoundation.org](http://www.mahindrafoundation.org) to make your contribution now.





# PREPARING FOR THE NEW NORMAL

**PARAG SHAH**

Managing Partner, Mahindra Partners

As we are sitting on Day 21 of our lockdown, hoping like the rest of the country that it will soon come to an end, just this morning, PM Modi announced that the lockdown had been extended for another 18 days. But, if I were to read between the lines, I would say he has left us a message of hope.

We have seen a profound level of collaborations across public, private and civil society to deal with the pandemic. Even in India, people are showing their solidarity in univocally supporting the prime minister's message. While the recovery is going to be slow, we all need to do our bit as individuals, as businesses, and as a group. We need to ensure that people and companies that are most affected by this can come out of the situation.

The Mahindra Group is playing a tremendous role in seeing our country through COVID-19. The Group's effort in manufacturing ventilators and sanitizers are commendable. Our engineers have ingeniously built models applying their expertise to create ventilators from scratch. We are proud of the teams who are working tirelessly at the shop floor level to realise the vision of the Group in such challenging times. We saw Mahindra Logistics' launching free emergency cab services with Alyte and Mahindra Tractors leading the sanitisation drives in the city. It is moments like these that give us the perfect

opportunity to RISE, and we indeed have done our nation proud by being an active participant in this movement of change. This crisis is the biggest test yet, of responsible capitalism.

For us, we spent the first couple of weeks in accepting the problem and focussing on how to get work done from home successfully. This happened parallelly as the leadership was ensuring that all companies have sufficient funds to survive through slightly long-term recovery from the COVID crisis. We are happy to report that on both those fronts we have had a successful transition.

In a black swan event such as this, companies will have to relook at their business models and strategy. There is a need to build resilience in every aspect, right from our cash flows to our supply chains. We need to mobilise our war rooms by protecting our employees and customers (while we work from home) to ensure business continuity and create centres of excellence for knowledge management. Building agility in every aspect is another imperative; this crisis calls for, as we reimagine our businesses. More companies will go digital-first. Even in the businesses, we plan to launch

like Mahindra Healthcare; we are looking at digital business models.

Taking a step back - of life before the COVID situation, we did start our new financial year with some changes. As the Group strategically re-aligns itself, we bid adieu to Mahindra Logistics. We have had a fulfilling journey with MLL, one of my proudest moments being the IPO. At the time it was brought into the sector, we were reconsidering its future. But over the next three years, it rose like a Phoenix from the ashes. With capable leadership and dedicated employees, the company pulled itself out of the shambles that it was in and was re-built with an influential culture of Mahindra Rise woven into its very fabric. We are delighted to celebrate MLL as it joins the big boys. We welcome Waste to Energy as we partner with them to take the company to new heights. We also welcome Aquasail, our latest investment.

In 2009, when we were discussing the idea of Partners and the role it would play in the Group, we came up with a unique formula. One where we would nurture existing businesses, invest in companies and incubate. In the past ten years, we have navigated through different stages, addressing each one of the goals set out for us. All our companies have grown to become formidable entities in the Mahindra Group. We are more than proud of this juncture because it is evidence that we have served our purpose successfully.

In conclusion, while we prepare for business to get back to 'usual', we are also making way for a 'new normal'. This new normal is going to bring with it a host of opportunities and we need to Reboot, Reimagine and Reignite as we wait on this new face of business to take shape.

14th April 2020



# THE JOURNEY OF BECOMING

There is no better way to explain the meaning of 'becoming' than describing the metamorphosis of a butterfly. A butterfly evolves from a tight cocoon. The process is painful but also necessary. It is a mere limp caterpillar, a whole different being when the journey begins. But then it evolves. It emerges to become a new creature altogether. Ready to spread its wings. It begins to fly.

Mahindra Logistics, after ten remarkable years, moves on from Mahindra Partners sector to the newly formed Mobility sector in the group. We fondly reminisce the journey of the company with our sector.

**Emerging: Mahindra Logistics showed us that 'where you are is not who you are'.**

As the story goes, the

Moulding the largely unorganised sector with the Mahindra philosophy, it delivered value to all.

**Evolving: They remind us always to push the envelope & not accept a comfort zone.**

Over the years, the team has successfully grown from one challenge to another. It has come back stronger after each storm. At the forefront of the industry at every stage, it truly shone with its people initiatives along with its incredible CSR efforts and stakeholder practises. Emerging, it shone with its IPO achievement.

**Becoming: They taught us to Never Settle.**

At every step of the way, the team has surprised themselves. They thought alternatively and had the guts to see their ideas through the challenges. Always, always aiming for better.

company had it rough in the first couple of years and had a hard time finding its footing. But through consistent effort, the leadership and the team pushed to build a strong foundation for its future growth.

This new phase for the company is that of Becoming, even better. By reimagining every aspect of its operations, we hope to see it transform the face of the Logistics Industry in India.

**Mahindra**  
LOGISTICS





# PARTNERS FOR CHANGE 2020

Our Chairman Anand Mahindra says - "We are at a momentous confluence of time and possibilities. When there are such great changes, the future belongs to those who know how to harness the opportunities that such change brings. To Rise, has always been a part of our DNA. Rise is the philosophy that will shape us into the company of tomorrow."

Over 100 senior executives from nine Mahindra Partner companies and three investee companies

participated in the Partners for Change 2020 conclave held at the Hotel Radisson Blu, Karjat from 12-14th January 2020. The participants went through three days of intense learning and reflection on what it means to be a change leader in challenging and turbulent times. Some of India's leading minds from diverse fields and professions shared their life journeys, and inspired the audience to reflect on how "the change begins with me".





Conclave



12<sup>th</sup> JANUARY 2020

Day one had sessions on varying themes like thriving on change, mobility services and their changing scenario, Holacracy, presentations from our newly acquired partner companies, fireside chat with Anupam Thareja of Jawa Motorcycles, a presentation on wildlife photography and more.

**Vijay Kalra**, ED & CEO, Mahindra Vehicle Manufacturers Ltd. addressed us on **‘Keeping the pace with change.’** He said that, in today’s fast-paced world, the leader should actually be dealing with tomorrow and the day after, not just about today.

**Sanjay Krishnan**, Co-founder and CEO at Lithium Urban Tech spoke about **the changing scenario on B2B mobility services and electrical mobility.** His company Lithium operates India’s first completely electric vehicle fleet, thus reducing the carbon footprint in our major cities.

**Ranjan Pant**, Member, Mahindra Partners Investment Committee and global strategy and change management expert spoke on **Simplexity i.e. how simple interfaces improve the usability of complex systems.** He spoke about ‘Holacracy’ which is a method of decentralized management in which authority and decision-making are distributed throughout a holarchy of self-organizing teams

rather than being concentrated in the hands of the management hierarchy.

Next, we had presentations from some of the new entrants and companies that we’ve made investments in; Medwell, Center for Sight, Aquasail, and Waste-to-energy

**Piyush Bhargav**, COO, Nightingales – Home Health Care said that their objective is to build India’s largest Home Health business with easy access to high-quality healthcare. Nightingales has a Multi-disciplinary team of specialists who offer a diverse basket of services ranging from Rehabilitation to nursing services. They also service B2B business. Their USP is their depth of healthcare experience, clinical and technical expertise, due diligence, big data analytics, and one-stop solution for all medical needs.

**Ritika Sachdev** said their company CFS was born with a vision that “Every Eye Deserves The Best”. Established by Dr Mahipal Sachdev in 1990, CFS is a pioneer in the fields of SMILE, Femto-Laser, Mobile Lasik, Angio OCT, in India. They operate on the core values of efficiency, precision, compassion, and integrity. They see Mahindra Partners as major collaborators in their growth. They hope to widen their reach in future by

employing technology as the enabler.

**Zia Hajeebhoy** on behalf of Shakeel Kudrolli and Aquasail shared the entrepreneurial voyage of their company. Aquasail’s vision is to create access and bring safe, responsible boating to India. And make India a vibrant global destination. The brand today stands for uncompromised standards of safety, flawless execution, and pure undiluted customer delight. Aquasail hopes to grow exponentially with Mahindra Partners adding wind in their sails.

**P Palaniappan**, Mahindra Waste To Energy Solutions Limited (MWTESL) spoke about their partnership with the Mahindra group, of which MWTESL is a wholly-owned subsidiary. They are already functional in MWC Chennai, Indore, MIDC Aurangabad, Andhra Pradesh. In fact, Indore has also been voted India’s cleanest city due to their Swachh Survekshan program. It has paved the way for 72 more nations to follow the waste-to-energy model.

**Himanshu Sheth**, an avid photographer spoke about his passion which led him to establish Photosafaris. Himanshu is fascinated by nature, wildlife, people, cultures, spaces and landscapes. He has travelled extensively in India and abroad for multiple photo-safaris. He took us on a veritable

journey of colour, and wildlife. His candid observations of people, and capturing their spontaneity on camera, was interesting.

**Anupam Thareja**, Managing Partner, Phi Capital & Founder, Jawa Motorcycles, was in **an engaging fireside chat, conducted by Parag Shah.** Whilst on the journey of his life, Anupam said that a large part of his success can be attributed to his ability to take risks. He also spoke at length about brands and their special connection with customers. He is responsible for reintroducing an iconic brand like JAWA, which is both, his passion and pride.

**Recipes for Success** - After the conclusion of sessions on the first day, all our members got enthusiastic about a **cooking competition showcasing their culinary skills.** And our chefs-in-the-making turned out delicacies like chicken seekh kabab, chilly chicken, paneer tikka and vegetable balls in Manchurian gravy. On display was a wonderful spirit of teamwork, comradery, and passion for excellence. Some churned out the dishes, some others gave valuable advice on how to make them better, and together each team excelled; in their own way. The proof of the pudding is in the eating, the judges can vouch for that.



**Navtej Sarna**, former Indian Diplomat, Author and Columnist



**Rupa Purushothaman**, Chief Economist & Head of Policy Advocacy, Tata Group



**Anil Swarup**, IAS, Ex-Secretary, Dept. of School Education and Literacy, and author of the book ‘Not just a Civil Servant’



**Suman Srivastava**, Founder and Innovation Artist at Marketing Unplugged



**Meagan Fallone**, the dynamic CEO of Barefoot College International,



**Shridhar Venkat**, CEO- The Akshaya Patra Foundation





## 13<sup>th</sup> JANUARY 2020

Day two had us engaging in insightful discussions on a case study on Danaher Corporation, the impact of digitization on the business landscape, Diplomacy amidst shifting sands, Nudge theory and its learnings, JAM session with our Partner company CEOs, shadow board presentations, Barefoot International college-leading socio-economic change, and Change management simplified.

To kickstart the day's proceedings, **Huafreed Nasarwanji (MLL)** and **Rakesh Singh (Mahindra Susten)** effectively facilitated a case study on *Danaher Corporation by HBS*. Some key learnings emerged namely; their USP which is at the core of Danaher's strategy. They have clear benchmarks for doing acquisitions, careful assessment of markets in which the companies operate. To put in a nutshell, what worked for Danaher is; Right strategy in place, proper planning, Right people, right policy deployment of a leader leading from the front, ensuring that the culture is embedded after every acquisition, lean continuous improvement-kaizen.

**Ashok Lalla**, our Digital Advisor at Partners spoke about *how digital is changing the opportunity landscape for business*. He showcased the all-pervading presence of digital and how it has taken control of our lives namely; Facebook, Apple, Amazon, Netflix, Google, Whatsapp.

**Navtej Sarna**, former Indian diplomat, author and columnist spoke about the *Diplomatic dance*

*on shifting sands*. Mr. Sarna has also guided India's engagement with the US during the first two years of the Trump Administration. He has been the top official responsible for India's relations with 95 countries. He said that in order to manage change especially in this complex area, you need to constantly focus on the positive.

**Suman Srivastava**, Founder and Innovation Artist at Marketing Unplugged, spoke on *'Forget AI, focus on natural stupidity.'* Starting off with a brilliant example from the book 'The Undoing project-A friendship that changed our minds', he explained common errors in decision making made by the human psyche. Earlier it was thought that people are analytical and rational. However, in reality, they may be the complete opposite! He also spoke about Thaler's Nudge theory - a highly effective model for change-management, used for understanding how people think, behave, make decisions, and for identifying /modifying undesirable influences on people.

**J-A-M with Parag** was a 60-minute invigorating session, conducted by our Managing Partner and JAM Master, Parag Shah. He posed questions to our Partner companies' CEOs. All the CEOs rose to the challenge and answered with aplomb. Some of the questions asked included One aspect that needs to change --- how will you make that change? What is the proudest moment in your organization and why?

What are you doing to ensure you continue to grow as a leader? Each question was answered by 2 CEOs selected by the JAM Master. In the end, was a rapid-fire round, followed by Q&A from the audience. The session brought out the fact that though leadership styles may be unique, the intrinsic qualities of every Mahindra leader are the same.

The Shadow Boards of Mahindra Accelo, Mahindra Susten and Group presented their projects. They were very thought-provoking and made us look at young talent with new eyes.

**Accelo Shadow Board** was on the developing *low-cost houses for economically weaker households* and rural areas using Purlins -Accelo's new vertical.

**Group Shadow Board** presented on taking the group to the next level through *new businesses in the field of healthcare*.

**Susten Shadow Board** was about *solarizing every rooftop*. Chiefly, this would be achieved through Automated design (AI), lean teams, integrated financing options which would reduce upfront investment, supply chain optimization leading to quick delivery and economies of scale, and effective channel partner training and after-sales support.

**Meagan Fallone**, the dynamic CEO of Barefoot College International, spoke about *'leading change to build a better world.'* Barefoot college is run on

Gandhian principles. Meagan has the vision to bring together formally educated people with resource-deprived communities; thus empowering semi-literate rural women to be financially independent. Their educational program in partnership with Apple is called - Enrich which deals with Digital literacy, Women's rights, and sustainable livelihoods. Semi-literate rural women go through a six-month the program, to assemble, install, maintain solar photovoltaic systems. They then return to install solar systems in each house and get paid for their efforts. These wonder women have extended their model beyond their villages; into Bhutan and Africa as well.

**Ramesh Iyer**, Vice Chairman & Managing Director- M&M Financial Services, & Member of the Group Executive Board - M&M, spoke to us about *Change Management* in a simple, yet most inspiring manner. He has been instrumental in building Mahindra Finance since 1994, into one of India's leading rural finance companies. Ramesh Iyer took us on the journey of his career and leadership and people skills he has acquired. He said that in order to successfully make a change, you must first get the 'buy-in' of the stakeholder, that is, the person who will be implementing the change. A key takeaway from his talk was; use your experience to show others how to do it successfully, rather than tell them why it will fail.





The final day of the conclave also saw the launch of our magazine **MEDLEY's special 10<sup>th</sup> anniversary** edition; which covered 10 milestones in each of our Partner companies.





# SMALL STEPS TO A SUSTAINABLE FUTURE



*“There is no such thing as ‘away’. When we throw anything away, it must go somewhere.”*

Mahindra Waste to Energy Solutions Ltd (MWTESL), a subsidiary of Mahindra & Mahindra Ltd provides unique solutions for converting organic waste to Bio-CNG (Biogas) and organic fertiliser.

The company began with a simple yet daunting vision of converting organic waste into useful energy. Mahindra Research Valley collaborated with leading research institutes like the Indian Institute of Technology-Delhi, and Central Leather Research Institute to develop a waste-to-energy solution.

Biogas technology provides an alternate source of energy in India and is hailed as an appropriate archetypal technology that meets the fundamental need for cooking and automobile fuel.

MWTESL, with the help of the Mahindra Group’s engineering prowess, has proved the benefits and unexplored potentials of biogas by installing plants to produce bio-CNG gas which is equal to auto-grade CNG gas. The nutrient-rich slurry that remains from the process is further converted to organic bio-fertiliser for farming. The entire process is zero- waste and is a feather in the cap for the Mahindra Group. It has also further optimised best in class processes to reduce electricity consumption, water sealing technologies to avoid gas leakages, premium and improved digestion capability, among other reliable and cost-effective solutions.

The team works in tandem with the municipal

authorities. The municipality delivers a part of the city’s organic waste to the plants which MWTESL uses to generate Bio-CNG. Scientific treatment and disposal of waste is also a smart city focus area. Solid waste management becomes an integral part of the fabric of a futuristically well-integrated city.

The first plant was that of 10 tonnes per day in Mahindra World City (MWC), Chennai. The plant powers streetlamps in MWC. Every day, ~ 400 kg of CNG grade fuel is produced that propels the Mahindra Tourister bio-CNG buses for 2800 km a day. These buses are used as shuttle buses inside the city. The plant also powers bio-CNG Mahindra Jeeto and tractors which are used for collecting waste and cultivation. Daily, ~4 tonnes of organic manure are also produced. This MWC plant helped the team to try and test the model that is scalable.

The Indore plant is yet another ideal example of the usage and adoption of Bio-CNG for regular city usages. This model has been hailed time and again as one of the best globally. The city prides itself in being a shining example of successfully and sustainability using this simple zero-waste technology.

Choithram Mandi in Indore generates approx. 20 tons of fruits and vegetable waste daily. MWTESL has established a waste to Bio CNG/Organic Fertiliser plant for Indore Smart City Corporation Ltd on the Viability Gap Funding model in a site adjoining the Mandi. The plant has been operational since July 2018.

This project extends support to keep Choithram Mandi, and it’s surrounding clean by scientifically disposing of organic waste. This project supports sustainability by reducing carbon footprint through the usage of renewable energy for the city buses and covers around 2500 km every day. The organic fertiliser produced is rich in Nitrogen, Phosphorous, and Potassium and helps to increase the soil fertility.

The Bio CNG generated in this plant (on an average 600kgs of gas/day) is used to propel the buses of Indore Smart city apart for meeting the cooking needs of prestigious institutions like IIM, Indore.

Although CNG does produce greenhouse gases upon combustion, it is a more environmentally clean alternative to other fossil fuels like gasoline or LPG. CNG is also safer than other fuels in the event of a spill because natural gas, being lighter than air, disperses quickly when released. Moreover, the flame is better, and no liquid is leftover like in LPG (so there is no wastage).

“We are proud of the fact, our waste to Bio-CNG plant played a small role in Indore being continuously declared as the cleanest city of the country. It won’t be an exaggeration to say that more than 1000 government officials, Mayors, Municipal authorities from across the country have visited our plant and appreciated the successful running of this plant,” Palaniappan, CEO - Mahindra Waste to Energy Solutions Ltd.

## Here are the current and upcoming plants of MWTESL

Location	Capacity (Tons/day)	Current Status
Mahindra World City - Chennai	10	Functional since January 2016 produces Auto CNG for Bus, tractors and Manure.
Indore	20	Functional since July 2018 produces Auto CNG for Buses/auto rickshaws and Manure.
MIDC - Aurangabad	30	Production commenced from June 2019.
Andhra Pradesh	10-40	<ul style="list-style-type: none"> <li>40T/day Tirupati plant operational from January 2020.</li> <li>20T/day Piduguralla operational from December 2019.</li> <li>20T/day Adoni to be operational by May 2020.</li> <li>2 compost plants are operational since July 2019.</li> <li>Rajahmundry – 40 T/day land allocation is under progress.</li> <li>Ongole – 20T/day Land allocation is under progress.</li> <li>Gudivada – Compost Project – Land Allocation is under progress.</li> </ul>
Udaipur	20	Pre-construction work under progress.
Punjab	23	MOU signed with Punjab Government for setting up 10000 Tons/year Paddy Straw to energy project in Punjab. This project is a pilot for establishing a sustainable alternative to straw burning which leads to smog and pollution in North India.





# Nexus of Good

Anil Swarup, former secretary of the government talks about identifying, propagating, appreciating and replicating good work by sharing positive news in the movement #nexusofgood. Written by Anil Swarup

## What is 'Nexus of Good'?

It is a movement to bring around good people to identify, understand, appreciate, replicate and scale good work that is being done in the society as a whole. The idea is to evolve an alternative narrative to the negativity that is becoming all pervasive in the social media and other mediums of communication. Such negativity is impacting the thoughts and actions of a large number of people, especially the impressionistic young minds.

## Why 'Nexus of Good'?

There is no doubt that a lot of good work is happening around us but unfortunately on account of all pervasive negativity, it gets lost. The 'premium' on good work seems to have been lost in the din of the high decibels used for promoting negativity: 'आज एक शोर बरपा है कहीं, कोई खमोश हो गया है कहीं'.

The 'good' are struggling for recognition and a number of them are fighting their battles against a much more organised set of 'negative mongers' all alone. Can the good work in tandem? Should the good work in tandem? The benefits of positive thinking and doing good are enormous. Those that have experienced the 'kick' of doing good work know what it means. However, in the vitiated environment the majority haven't had the opportunity to experience this 'kick'. The good work has either not been seen or, if seen, ignored. Hence, the need to make a beginning to make everyone realise the utility of 'positive thinking' and doing good.

## Where to begin?

Begin with yourself. Try and experience the 'kick'. All of us have had some such experience during our life time that makes us feel good inside. It is not always very easy to define it but the experience has been there. The initial effort should be to recall and live in those 'exhilarating' moments that made you feel 'good'. Try and analyse how they happened and then attempt to recreate those moments. However, unless you begin with yourself, unless you have experienced yourself, unless you live in those experiences you will never be able to replicate it:

'खुदी को कर बुलंद इतना की हर तक्दीर से पहले  
खुदा बंदे से खुद पुछे की बता तेरी रजा क्या है'.

There has to be a deep desire in you. You have to 'be the change you wish to see in the world'. You can't blame

the world for what you are. If any change has to come about, it has to be with you. Sometimes this journey may have to be begun all alone: 'मैं अकेला ही चला था जानिले मंजील मगर लोग साथ आते गए, कारवा बनता गया'.

## How to create a nexus of good?

One must understand that there is no such thing as 'objective reality'. Your understanding of a situation depends upon how you interpret it. It is your own mental make-up that determines whether you are happy or unhappy, satisfied or dissatisfied. Hence, effort should be made to change your own thought process. This can be done but requires consistent effort. The 'Magic Rule of 21' as outlined by Robin Sharma in his book 'The Monk Who Sold His Ferrari' can help. It primarily relates to periodically and consciously repeating an act or thought that one wants to internalise.

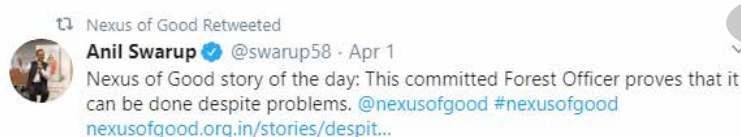
You should be convinced about the need for nexus of good. Without this conviction it would be difficult to convince others. You should yourself feel the 'kick' out of praising good work done by others. There could be some initial problems but the '21 day rule' could help. You 'have to' evolve as an optimist yourself because 'The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty' (Winston Churchill). Without the requisite passion behind any thought, it would not work, it would not get conveyed effectively.

Be on the lookout for good work being done around you. Identify and understand the good work. Understand how the good work happened. Appreciate that good work. मुक्तकंठ से प्रशंसा करें. Propagate this good work by talking about it. Use social media for this purpose. Try and replicate this good work or facilitate such replication.

## What has happened so far?

To begin with, a Twitter Handle (@nexusofgood) was created. This was followed up by hosting a portal ([www.nexusofgood.org.in](http://www.nexusofgood.org.in)). Hundreds of positive stories have been hosted on this portal. One story is hosted everyday as 'Story of the Day'. A few conferences have been organised in Delhi with FICCI to road-show the good work that is happening in various sectors. A Trust has been constituted in the form of a Foundation to take this movement forward.

Come, join the Nexus of Good by identifying and appreciating good work around you and feel good about it. Try and see if the work can be replicated and scaled. Host these stories on [www.nexusofgood.org.in](http://www.nexusofgood.org.in) and follow @nexusofgood



**Despite Death Threats, Fierce Official Frees 6,000 Hectares of Forest Land**

Nexus of Good story of the day: Kudos to this Agri Engineer from Coimbatore who is growing crops out of thin air. #nexusofgood <https://nexusofgood.org.in/> /coimbatore-agri-engineer-grows...



NEXUSOFGOOD.ORG.IN  
Coimbatore agri engineer grows crops out of thin air — and very little water

Nexus of Good story of the day: <https://nexusofgood.org.in/.../this-young-doctor-has-transfor...>



NEXUSOFGOOD.ORG.IN  
This young doctor has transformed lives of more than 11lakh poor blind people in Odisha



Disinfection Chamber

Mr. Aditya Ranjan 11/04/20

As disinfection is highly recommended on entering high-risk areas; walk-in disinfection chambers can be installed in such areas to enable full body disinfection and

SHOW MORE



Phone Booth COVID-19 Sample Collection

Mr. Aditya Ranjan 11/04/20

Phone Booth COVID-19 Sample collection Centre is a unique, low cost and portable sample collection unit for COVID-19 sample collection. It ensures safety of Health workers

SHOW MORE



**Anil Swarup** is a retired Indian Administrative Service officer of Uttar Pradesh cadre (1981 batch). Swarup in his 38 years of career has served in various capacities and later went on to become the Secretary to the Government of India. He is the author of the book 'Not just a Civil Servant'.



# SAILEBRATING LIFE ON Ocean Waves



Aquasail is pioneering the leisure boating industry in India. Shakeel Kudrolli has in-depth domain knowledge and has used this to ensure that Aquasail has invested in relevant state of the art equipment and built into the DNA of the organisation deep respect for adhering to the highest safety standards. Today Aquasail is proud to have a fleet of 80 diverse boats, catering to the needs of a nascent evolving market. Aquasail's team is passionate and highly qualified, delivering a consistently WOW experience whether to a corporate client or a retail customer.

Aquasail's vision is to create access and to bring safe and responsible boating to India. The dream is to make India a vibrant global destination leveraging the warm weather and water and predictable wind conditions that make it an idyllic sailing destination that is as yet undiscovered. Aquasail has carefully developed three sailing centres- Iconic Gateway at Mumbai which is a city-centric model, Magical Mandwa, which provides a weekend getaway and great corporate offsite option and Sundrenched Goa a superb MICE (Meetings, Incentives, conferences and Exhibitions) and holiday destination. Each of these centres is geared to give unique and end to end experiences. The Goa centre is located in the Grand Hyatt Goa at Bambolim Bay.

Aquasail's offers a host of activities- there is something for everyone to do!

1. **Discover Sailing and SAILEbrations:** WOW leisure experiences for first-timers. For those who want to experience the magic and joy of sailing. For those who wish to sailebrate differently. Create magical memories. The experiences are relevant also for Corporate India
2. **The Aquasail Yachting Academy:** A range of specially crafted courses for adults and children. Aquasail helps ignite a love for sailing. Young children, Schools and adults have come onboard and earned multiple certificates. This is a social sport, and Aquasail is working at creating community programs to help people share their newfound hobby
3. **The Aquasail Club Select:** A way to engage and stay connected in a convenient manner. The Aquasail Club is an inclusive scheme with many options for the new entrant and the avid sailor. Ideal for individuals and families as also for Corporate India
4. **SAILIENCE:** Aquasail leverages the platform of

sailing, kayak racing and sailing Regattas for insightful team building and leadership programs focusing on essential business needs.

5. **Corporate Events:** Unique and customised formats curated to meet objectives of networking, employee engagement and reward, brand launches and other corporate goals. Aquasail ensures that brand and business objectives are met. Formats like Beach Sailing Fiestas, Sailing Olympics and Carnivals have captured the imagination of Corporate India and the event industry. Aquasail has hosted events as significant as 800 plus people in one day
  6. **Sponsored Regattas:** A superb branding platform for customer acquisition and powerful networking. Key clients have come onboard for long term season partnerships. This is deep engagements and helps clients meet their business needs in a very differentiated way
  7. **Global Sailing Holidays:** Through a global partnership, Aquasail offers 30 exotic holiday destinations in 18 countries, where you can explore aboard luxurious sailing yachts, sailing catamarans or powerboats. They handhold the customer as he/she explores a holiday aboard a sailing boat
  8. **Distribution:** Aquasail focuses on customer-centric advise and sells a range of relevant boats and yachts to those who wish to own a boat of their own. Aquasail is known for its advice and its after-sales service. Aquasail also provides flexible ownership solutions like Time Share and Fractional Ownership
  9. **Marina Building:** Aquasail has partnered with some of the world's best marina builders to help facilitate the growth of the marina infrastructure in the country
  10. **The Aquasail Youth Sailing Foundation:** Aquasail believes in teach the youth. It does so through its courses and through school engagement. Aquasail also has a CSR program where they engage with underprivileged children and take them sailing. Aquasail believes that sailing builds self-confidence and self-esteem and deep respect for the outdoors and the environment. They are working towards GREEN BOATING initiatives
- Aquasail is proud and happy that over 70,000 people across all ages have had an unforgettable experience sailing with them. And over 400 corporates have engaged with them in different ways. Aquasail



# Aquasail



has an enviable list of C SUITE customers, a host of happy partners and people who simply love to be associated with sailing and Aquasail

## The Voyage

**You cannot control the wind, but you can adjust your sails:** Aquasail faced many a storm as a young start-up in a new industry. These included regulatory complications, consumer mindsets, talent acquisition and more. Aquasail successfully negotiated these unpredictable stormy seas with entrepreneurial zeal combined with a sailor's innate agility, continually innovating and finding solutions. Aquasail believes that resilience and commitment to its vision are what made the journey successful and helped create a robust brand with a strong differentiation

**Navigating Uncharted Waters:** As the market unfolded, Aquasail realised that they had to build from the ground up. There was no precedent. What was required to get India to sail was agility and innovation, ideas and flawless execution. Aquasail today has a portfolio of diverse experiences catering to individuals, to families and to Corporate India. Products and experiences were tailored to meet the needs of partners, sponsors, individuals and organisations. The portfolio that includes networking curations, leadership and team-building solutions and superb brand integration delivers varied Corporate objectives. Aquasail created fun sailing events like SPLASH programs and integrated sailing into festive occasion like Valentine Day and others seamlessly creating an alternative way to spend leisure time and to celebrate.

Today, it is a brand which stands for pure, undiluted customer delight, and it's repeat clients are its most prominent advocates.

**Ships are safe in harbour, but that is not what ships are built for:** With Mahindra Partners onboard Aquasail hopes to grow exponentially. The foundation of this growth will be to invest in a powerful team and to create a second line of leadership to sustain the culture and passion, which has brought the team success so far. Aquasail believes that the partnership will fill the sails with favourable winds, helping the company to explore new horizons.

## At the Helm: A brief note about the Founders

The very able leadership Shakeel and Zia have been charting the course for Aquasail for over a decade. Shakeel Kudrolli, the Founder and the Managing Director of Aquasail have over three decades of sailing experience. He coached the Indian Junior squad which won the Junior World championships in 1988. Committed to excellence, he has achieved what no Indian had done by winning Gold for the country in international waters at the Asian Regatta in 1989. He then went on to win two silvers at the competitive Enterprise World Championships in Zimbabwe and South Africa in 1995 and 1997. At the prestigious UK Enterprise Open Championships in 1997, Shakeel achieved what no Asian has, by bringing home the silver. He was awarded Yachtsman of the Year in 1989 and 1995. Shakeel began sailing at the Sea Cadet Corps and spent over 30 years volunteering, his time at this organisation. He was the Executive Officer for over ten years. Today, he is a Trustee at the Sea Cadet Corps. He also founded the Indian Marine Federation. The IMF is an industry body aimed at guiding and facilitating the growth of this emerging industry healthily and sustainably. It is associated with the British Marine Federation, the apex body in the UK for the leisure boating industry and is a member of International Council of Marine Industry Associations. He brings domain expertise, deep experience and is the inspiration behind the dream.

Zia Hajeebhoy, Director at Aquasail, has over 20 years of in-depth corporate experience with organisations including Unilever, Reckitt and Colman, IL&FS and Monsanto. She has steered brands and categories through various business cycles and across industry segments in highly competitive environments. Zia discovered the sport at the age of sixteen and since then has enjoyed experiencing the various dimensions of it. She uses her expertise to conduct transformational leadership sessions using sailing and sailing regattas. Zia brings onboard diverse skills and has helped build Brand Aquasail into a sustainable, reputed brand standing for safety and customer delight.

**Mahindra Partners and Aquasail are working together to chart an exciting new course for leisure boating in India.**





# Mahindra Finance: Driving Positive Change in Rural India

Striving for positive change: The Journey of Mahindra Finance through the years



Mahindra Finance since its inception has strived to create shared value at the bottom of the pyramid. Here is the inside story of their journey through the years.

Way back in 1991, at an M&M dealer meeting, the lack of formal financing options for Light Commercial Vehicles (LCVs) in rural India was being discussed as a critical growth barrier. Bharat Doshi, then Executive Vice President at M&M, recognised this gap as an opportunity to set up a financial services business, that would help rural customers finance their vehicle purchases. He took the idea to the M&M senior management and thus were sown the seeds for Mahindra Finance.

V Ravi, then general manager, accounts, at M&M and Ramesh Iyer, who joined the Group in 1992 as GM, Operations, from Ashok Leyland, were assigned the responsibility of setting up the company, which could make finance available to M&M's Utility Vehicle buyers, especially in the rural and semi-urban parts of the country. Together, they began working out of a small office in the parking lot of Mahindra Towers, Worli, operating from a table, two chairs and a Godrej cupboard doubling up as a separator!

Almost three decades later, Mahindra Finance is one of the largest non-banking financial companies (NBFC), serving rural India. From that make-shift office, with four employees, to more than 27,000 employees across the country, with assets under management of over 10.5 billion USD, Mahindra Finance has genuinely surpassed the expectations of the founding team, the promoters and its shareholders. From a captive finance company, it has matured into India's largest NBFC in semi-urban and rural areas, perhaps more extensive than some of the private sector banks in the country.

"But it is not profits alone that drive us," says Ramesh Iyer, Vice Chairman and Managing Director, Mahindra Finance, as he recounts this phenomenal journey for The Partners Post. "We started the company with aspiration, to put our financial acumen

to work to enable Positive Change in rural pockets of the country and help our customers Rise."

## A Remarkable Journey

The company began by financing M&M dealers and their LCV and Utility Vehicles (UV) customers. The small team travelled the length and breadth of India, meeting dealers and customers and offering them vehicle loans. "Meeting customers at their homes was important, because it gave us valuable insights into the customers' socio-economic backgrounds and how they could be serviced better", explains Iyer.

**WE STARTED THE COMPANY  
WITH ASPIRATION, TO PUT  
OUR FINANCIAL ACUMEN TO  
WORK TO ENABLE POSITIVE  
CHANGE IN RURAL POCKETS  
OF THE COUNTRY.**

Just as the company was formed in response to a customer need, the business model too evolved around the customer, and the initial learnings came from the customers themselves. The first realisation was that most of the customers did not have bank accounts, and therefore no financial statements. There was no method to assess their credit risk. Secondly, the vehicles that were being bought were going to help them earn their livelihoods. They would be used commercially, either to carry people or to transport

goods. Since the customers did not have regular incomes, a crucial part of the job was to ascertain their credit-worthiness by predicting the cash flow they could generate from the asset (vehicle or tractor) once they put it to work. This was the genesis of Mahindra Finance's proprietary "Earn and Pay" model, which helped rural customers build their credit-worthiness, while also generating rural employment. There have been several instances where Mahindra Finance has been instrumental in helping a customer grow from a worker to the owner of a business. Another decision the company took was to consciously recruit people from local colleges, rather than appointing people from cities or towns. Local employees were familiar with the language and the local culture and understood the challenges faced by the customers. This deep connection with the customers and their evolving needs has been the key to its growth and success over the years. It has helped pioneer many innovative financial solutions that are transforming lives in rural communities across India.

These initial learnings proved invaluable as Mahindra Finance grew from a captive finance company into a diversified financial services provider. In 2001, financing of M&M tractors was added to the portfolio, and in 2002, the company started financing vehicles manufactured by other OEMs as well. The company was listed in 2006. From a market cap of around Rs. 2000 crores at the time of listing in 2006 to more than Rs. 26,000 crores at the end of FY19, the company's market cap has grown more than 13 times in the last 13 years.

New subsidiaries were formed subsequently, the insurance broking business, Mahindra Insurance Brokers Ltd in 2004, Mahindra Rural Housing Finance Ltd. in 2007 and more recently Mahindra Asset Management Company in 2016. All is not rural with Mahindra Finance. The company set up a joint venture in the US – Mahindra Finance USA, to finance Mahindra tractors in the US in FY 2011. With the intent of taking its socially inclusive business

model to other markets, Mahindra Finance tied up with Ideal Finance to set up a Non-Banking Financial Institution in Sri Lanka in 2019.

The company today offers a whole suite of financial solutions tailored to the needs of the underserved customer in under-penetrated rural markets. It finances UVs and passenger vehicles, tractors, commercial vehicles, construction equipment, pre-owned vehicles and SMEs. It also undertakes mutual fund distribution, offers fixed deposits and personal loans, and offers insurance solutions, housing finance and mutual fund schemes with a special focus on rural and semi urban areas through its subsidiaries.

## Growth Challenges

As the business grew in size, so did the complexity. The team had to re-orient its thinking and approach which included not just a diverse range of product offerings, but also a distinct set of expectations from different OEMs, dealers and customers, on the operational and service front, on both the lending and collection side of the business. New branches were added to the network. While this meant proximity to the customers geographically, it also added to the complexity of operations. The branch model that the business had begun with and which served all needs of all customers, was no longer equipped to provide specialised attention to different types of customers. Also, between managing the current business and keeping the branches profitable, new opportunities offered by the growing market were probably being over-looked. While overall targets were being met, the teams on the ground weren't able to go granular into individual products and the growth opportunities that lay there. Several signs on the business and organisational front pointed towards a need for change.

A three-phase plan was developed to evaluate if the customer and the market needed it. As a first step, the team worked at identifying the reasons leading to the current challenges. The second step involved identifying and evaluating various alternatives to deal with these challenges and finally, the third step, which was the implementation of the chosen alternative.

Employees across the organisation were co-opted at every stage. Surveys were conducted to confirm assumptions about the limitations of the existing structure and studies benchmarking the company against other financial services firms were undertaken. All of these pointed towards the need to bring in product orientation into the organisational structure, to enable greater customer centricity and efficiency. Operationalising this had its challenges. The geography-based branch structure was working well. The branch was a cohesive unit, driven by branch profitability and sales targets. Altering the structure to a product-based one could destroy this cohesiveness and team spirit. Several options ranging from pure product structure to hybrid ones were discussed, and the pros and cons of each were analysed. Finally, a pure product-based structure emerged as the most suitable option.

The new structure split the organisation into two functional verticals - Business and Collection. The Business vertical was further divided into – Automotive, Farm Equipment, Commercial Vehicles, Passenger Vehicles, Pre-owned vehicles and Direct Marketing. So while the branch remained a physical unit, it was divided into sub-units by-product, each with an independent reporting line to its respective Business Head. The branch would no longer be headed by a single Branch Manager but would have multiple Area Managers for specific products and collection.







## Steering the Change

New roles and responsibilities were allocated based on competencies, and concerns were addressed and resolved. “Addressing the apprehensions of employees at the ground level was most important”, says Ramesh Iyer. “I talked about the change everywhere, as often as I could. I mentioned it

The performance of the company improved significantly, and so did collection efficiency. Interestingly, the company did not encounter the initial dip in performance that typically follows a restructuring exercise such as this. This could be attributed to the care taken by the company to roll out the change, gradually allowing people to adjust to new roles and expectations. Today, each product vertical is a microcosm of Mahindra Finance in its earlier avatar. The branches have not lost their earlier cohesiveness. They still function as a small family unit and work collaboratively.

## Tech as a Growth Enabler

Mahindra Finance was among the first financial services companies in the country to introduce handheld devices, which enabled the Collection staff to provide a customer with an instant receipt as soon as his EMI was collected, which was in cash, given

## A Fulfilling Journey

The journey to transform rural lives that began with an idea in 1991, has come a long way. The company has successfully created a strong deeply penetrated rural financial inclusion model, with customised products and services, delivered via a locally built channel and a large network of locally recruited employees. The business model has been appreciated and lauded with several prestigious awards. Some of the recent ones include the '*Forbes India Conscious Capitalist Award*' and the 'Outlook

The Mahindra Financial Services Sector today is present in every Indian State. Through its deeply penetrated 2000 branch network, it covers upwards of 85% of the districts in the country. It has served over 6.6 million customers in more than 3,75,000 villages, which is one in every two villages in the country. The Sector cumulatively manages assets upwards of 12 billion USD. "But more than the growth, what truly matters to us is the value we have created for our customers and the Positive Change we have made in their lives," concludes Ramesh Iyer.





## Safety week celebrated across Accelo plants.

This year's 49th national safety week's theme was 'Enhance Safety and Health Performance by Use of Advanced Technologies'. Several activities like Safety oath, training of remedy on snake bites, f-fighting etc were undertaken across Accelo plants. The team have also adopted 'Zero is our Hero' as the safety slogan to raise awareness and ensure safe working environment along with strict adherence to safety practices.



## The leadership journey at Susten



**Manisha Devani and Sagar Mondal**  
Mahindra Susten

'L.E.A.D.' (Leadership Empowerment and Development) was launched in July 2018 as a 6-month leadership journey for 18 people managers across businesses. The second batch was held in September 2019 wherein 10 people managers participated in a 3 day workshop exploring their own vision and goals, recognizing the importance of building trust, learning to apply deep empathy with their teams to collaborate effectively, exploring their own strengths and gaps in managing conflicts as well as learning to effectively perform skills coaching to develop their teams and elevate performance. At the end of the 3-day session, every manager made their Individual Development Plan with key team related goals to work on over the next 6 months.

Through the 6-month journey, the managers are encouraged to discover their own leadership style,

balance the nature of goals and relationships, and bring a project-based approach to self-development in collaboration with an executive coach. Across the course of 6 months, the participants had regular follow up calls with their executive coach, who was able to guide them in their journey, assisting them with challenges and potential roadblocks in dealing with their team members. The closure workshop will be held soon with a panel of senior leadership to have a developmental conversation on the work done by the people managers across the 6 months.

The early results of the program are in line with the objective of creating positive impact in the various teams of the people managers, with improvement in terms of Morale, Delivery, Customer Orientation, etc. A major impact of this journey will be a shift in mindset for the people managers to invest in their teams through changes in their own behaviours, rather than focusing on external factors.

## Mind Games Season 6 goes digital



For the first time in the history of Mind Games, Round 1 was conducted online. In a unique gamified simulation, all the participants were put through a dynamic challenge of running a company. The timed game ensured to keep the pressure built in the strategic decision-making scenarios. The simulation assessed performance on four core areas of business acumen. It drove decision making on strategy finances, operations, people-management execution and other such areas that would lead to driving an organization successfully. The round received an overwhelming response and it

was conducted twice for those who missed taking part in it the first time around. Over 100 teams participated in the challenge of which 25 teams made it to Round 2. The teams were then given the option to choose their case studies of Partner companies and they had a month to work on building a presentation with the solution. The teams were judged on their research and analysis, depth of solution as well as quality of presentation. Five teams made it to the finale. The Finale this time is going to be conducted virtually on the 27th and 28th of April 2020.

## Mahindra Logistics introduced 'Sandhaan', aims at training the women family members of business partners



Mahindra Logistics facilitated a session on capability development for the women family members of the business partners. The first batch, which included 12 participants, was held on 27th and 28th January

2020. Mahindra Logistics endeavours to empower these women to get actively involved either in their family business or to pursue a career of their choice.

## Mahindra Tsubaki's team outing to The Hidden Oasis



Recently the Mahindra Tsubaki team went for their Annual Winter Outing to 'The Hidden Oasis' – an eco-farm surrounded by a lake on three sides, situated on the Kondhwa-Saswad road, approx. 52 km from MTC. The facilitators of this event were two Everest Summiters who are survivors of the avalanche that took place at the Everest base camp in 2015 and were among the few survivors who stayed back to rescue others. These two mountaineers have built activities through which they share their experience and life learnings with others. They conducted many team activities that emphasized the importance of collaborating and leveraging on each other's strengths.

The events were kicked off with Virtual Volleyball and a Night survival game. The Virtual Volleyball was an icebreaker for all to acquaint themselves with one another whereas the Night survival game was adventurous in which the team members had to complete a daunting task tied to one another. A fun bonfire ended the night.

The next team activity held early in the morning was a High Rope Walk. The activity highlighted how every team member's contribution was crucial in this activity. The next team challenge was building rafts using truck tyre tubes, bamboos and ropes and then testing those rafts in the water. A sumptuous lunch followed the rafting activity.

Post lunch was an activity which was the highlight of the outing – The Avalanche Simulation and Everest Experience sharing. The Everest Summiters conducted this activity in which they recreated the scenario of the

avalanche they witnessed in 2015 at the Everest base camp and passed on their experience coupled with many learnings one of which was – in a situation of crisis it is crucial to leverage each other's strengths. They shared actual visuals and videos of the avalanche captured by them. They also narrated how they left their corporate jobs to pursue their passion for mountaineering and reach the top of the world someday - the Everest. Climbing the Everest was never a cakewalk for them; it involved collecting funds and training themselves – both physically and mentally. They narrated how they were faced with the avalanche at the base camp in their first attempt and a snowstorm in their second attempt when they were only 850 meters away from the summit. Both attempts posed life-threatening situations for them and left them extremely disappointed. Many would have given up by this time with a loss of hope and funds. But these two mountaineers refused to give up, they focused on what they had to achieve and attempted to climb the Everest for the third time – this time was a success, they finally achieved their dream of climbing the top of the world. They left all the participants with essential learning – to be determined and never give up on your goals. The Everest is many times used as a metaphor which denotes something challenging that one wants to achieve in life. They inspired all to never give up on 'your Everest'.

The team spent 24 hours at the campsite bonding with one another and took back with them learnings for a lifetime!

## Great Place to Work certified, again!



**Meghana Moses**  
Mahindra Susten

In January 2020, Mahindra Susten was certified as a Great Place to Work, for the 4th year in a row. Every year, more than 10,000 organizations from over 58 countries partner with the Great Place to Work®

Institute for assessment, benchmarking and planning actions to strengthen their workplace culture. Great Place to Work® Institute's methodology is recognized as rigorous and objective and is considered as the gold standard for defining great workplaces across business, academia and government organizations.



## M.A.D: Make a Difference

**Anila Nair**  
Mahindra Susten

An initiative launched in October 2019, 'M.A.D: Make - A - Difference' is a platform for young leaders to interact with senior leaders across Susten to connect better, share business insights, exchange ideas and learn from each other.

Aspiring young leaders across Susten get opportunity to connect on a one-on-one exclusive lunch or High tea with senior leaders wherein they get to share their experiences at Susten and beyond,



**Rakesh Singh & Himanshu Goyal**



**Basant Jain & Rajesh Pandey**

discuss about any challenges or opportunities they are facing in personal or professional aspects.

The senior leaders encourage and inspire the young leaders by authentic listening and providing developmental insights from their personal and professional life experiences.

In addition to a cherished memory, the young leaders feel energized, motivated and takeaway interesting insights and memorabilia from their lunch with the senior leaders

The team has completed 7 M.A.D session with leaders like Basant Jain and Rakesh Singh

## Accelo Features in Asia's Best Workplaces in the Top 25.



For the first time, Mahindra Accelo has featured in Asia's Best Workplaces 2020 – in the Top 25 list of Great Place to Work. There are two companies of India in the Top 25 Best Small And Medium Workplaces list. Accelo ranked number 23 and is one

of the two from the Manufacturing industry to feature in the top 25. This achievement reaffirms Accelo's commitment to 'employee first' approach. The Senior Leadership team is proud of its employees whom together create the Great workplace

## Partners Pathshala: Learning unlimited



In a very unique initiative to drive continuous learning during the lockdown, Partners Pathshala launched a 30-Day learning calendar for the month of April. This

calendar covers concise learning bits in the format of articles, webinars, videos and even self-paced courses. The open domain knowledge curated to suit

business needs, functional needs and personality training is the perfect cumulation of rich content for learning in the work from home scenario.

In December and January, Partners Pathshala conducted two workshops on Customer Centricity. The main objectives of this course were to gain a deeper understanding of customer centricity and its drivers. The course also enabled its participants to develop an approach using tools such as benchmarking, KANO model and Servqual model. Moreover, it got the managers thinking about using metrics such as NPS, customer satisfaction, customer engagement to drive business improvement. The workshop was conducted by Dr Kalim Khan and our partner was Acumen Business Consulting. Dr. Khan is a management consultant, facilitator and is the Director of Rizvi Institute of Management Studies & Research. A PhD in operations research and a statistician by qualification. He is also the co-author two Bestselling books ("Where Is My Ketchup" & "Seal the Hole In the Bucket") on Customer Experience Management in the Indian context and has also co-authored a book on enhancing the selling skills. ("Be A Super Salesperson").

## Mahindra Logistic's D&I team introduces 'Aspire', a new initiative on career guidance for employees

With the help of the 'Aspire' initiative, the D&I team of Mahindra Logistics aims to provide opportunities to the employees to build their personal and professional capabilities. The employees get to interact with the leadership team to gain more in-depth insight into managing their career aspirations, accelerating their learning curve and making the best use of available career opportunities. The first session was conducted by Edwin Lobo, Sr. General Manager-HR, at Mahindra Logistics.

## Susten Champions League 2020

**Pranjali Deshpande**  
Mahindra Susten

In February, Mahindra Susten witnessed its 4th Annual Sports Event – The Susten Champions League 2020 with over 400 participants joining from locations all over India. It comprised of 7 wonderful sporting events viz. Cricket, Football, Badminton, Table – Tennis, Computer gaming, Chess and Carrom.

In Susten, Health and Wellness is an important initiative driven across all the locations. The games were especially curated for the purpose of promoting health, facilitating collaboration and ensuring diverse participation of all types of talent.

Ssports like chess, carrom and Table -Tennis which result in better brain function, improved memory enhanced cognitive abilities, strategic thinking and attention improvement were also included.

To encourage diversity. Each team had to have women players and to encourage synergy, team had to comprise of at least 4 different departments. The event also ensured that employees from different locations get to meet each other and bond.

Everyone at Susten supported this initiative by following the "Bring your own bottle" rule which in turn helped in minimize waste. SCL -2020 was a success because of the supportive senior leadership team, a sports committee and because of the unending enthusiasm of the employees.

## Connecting Conversations



**Anila Nair**  
Mahindra Susten

*"Leadership and learning are indispensable to each other."*  
-John F. Kennedy

With the above philosophy and Susten's Vision 2.0 of an efficient and an agile organisation, the team is constantly striving to create an environment in which they can leverage open communication channels that

encourage greater degree of Leader interaction with employees.

In line with the PEOPLE 2.0 initiatives, in addition to Susten X which is a web enabled platform and M.A.D. (Make- A- Difference) which is a One to One session, the HR team has extended the leader connect platform and started "Connecting Conversations".

It's a freewheeling connect session with a close-knit group, that gives the opportunity to ask questions, exchange ideas and insights, receive business updates and learn valuable lessons from our inspiring leaders.

## Step Up masterclass

**Meghana Moses**  
Mahindra Susten



A new initiative launched this year was Step Up Masterclass – a series of mastery sessions on topics that are initially being touched upon in the Step Up program. While Step Up is a program catering solely to the Operational band of employees, Step Up Masterclass is open for employees across Susten, irrespective of their grades or roles.

The first session on the topic 'Email Etiquette' was conducted in January 2020 as a webinar to ensure accessibility for our employees across locations. In this hour-long webinar, participants learnt how to manage their mailbox, their time and their relationships through the effective use of emailing. The session included practice rounds and polls as well, to ensure that learning was happening during the session, and the practical tips taught ensured applicability on a regular basis.

## Mahindra Logistic's D&I team organizes a session to inspire its women employees



The activity, which included a wide array of topics like career development, competence, managing work and home, excellence at work etc., was aimed at inspiring women employees of Mahindra Logistics to excel in their professional and personal lives.

The session was also enhanced by interaction with Bandita Panda, Area Sales Director (West), Hyatt Hotels. Bandita shared her success stories and anecdotes about her corporate experience, which was enriching for the women employees.



# Mahindra Farm Equipment Sector shines on

The Partners Post brings to you an interview with **Rajesh Jejurikar, Executive Director, AFS, Mahindra & Mahindra Ltd.** He gives us a bird's eye view of the sector along with insights into its growth journey and aspirations.

**Where does the Farm Equipment Sector (FES) stand within the Mahindra Group in terms of revenues and strategic importance?**

The Farm Equipment Sector (FES) forms an integral part of the Mahindra Group. At FES, we aim to deliver Farm Tech prosperity through pioneering technologies for farmers across the world to enable them to Rise.

With a presence in over 40 countries, Mahindra is the world's largest farm tractor manufacturer by volumes and is India's leading tractor manufacturer for over three decades. The company achieved a manufacturing milestone of over 3 million tractors (since inception) in FY19. During the year, FES sold 3,30,436 tractor units in both the domestic and export markets, with a revenue contribution of approx. \$3.2 billion or about Rs.22,000 crores to M&M Group's overall revenues

FES has a strong tractor portfolio and is building technology skillsets beyond it. The company is working on introducing a range of farm machinery, with the idea of driving positive change by taking



technologies used in large land holding farms around the world and making them affordable and accessible to small land holders. A step in this direction are alliances and acquisitions in Agri start-ups in the last few years.

**It's been about two years since M&M unveiled Farming 3.0. How has it evolved since then and how has it helped you better serve the farmers?**

When we consider the global demand for food 20-30 years from now, we realise that food production needs to go up by around 70%. With most of the arable land already under cultivation there is limited land to work with. Hence productivity will need to drive the food needs of people, and we believe that we have a significant role to play in enabling that productivity. That new wave of productivity will come out of data, analytics and new age technologies around digitisation.

When we started thinking about Farming 3.0, we were building a strategy to not just sell tractors and farm machinery, but to sell a solution; solutions which help our customers achieve an outcome. It was about thinking alternatively. It was about traversing our business from being a manufacturing company, to one that will help the customer achieve outcomes, through improvement in yield and productivity.

Farming 3.0 has multiple legs of how we will use technology. It comes from the vision of democratising technology for small landholders.

There are many new technologies that are deployed on large farms around the world, and our idea is to make those new technologies affordable for and accessible to small landholders, to help them achieve a better output.

In line with our Farming 3.0 strategy, we have recently invested in start-ups like Resson Aerospace Corporation of Canada and more recently in a Switzerland-based agricultural-technology company Gamaya SA. Both start-ups will enable us to support the company's business by developing technology solutions, with the idea of making a difference in the way farming is done.

**How are things doing on the exports front?**

Global Farm Machinery makes up about 30% of the total revenue for Mahindra FES.

We have an on-ground presence in North America, Brazil, Mexico, Finland, Turkey and Japan through our subsidiaries.

Going forward we will continue to explore newer markets for our products and consolidate our presence in existing ones, introducing newer products including upgrades, while building our sales and service network.



**Which tractors are selling more in the recent times for Mahindra and the overall industry in India – lower or higher horsepower? Do you see the trend to continue?**

While demand for tractors in the 30-50HP makes up over 80% of tractor sales, over the last few years we have witnessed demand in the sub-30HP segment due to factors like niche applications like horticulture-based farming, which is becoming popular.

## THERE ARE MANY NEW TECHNOLOGIES USED ON LARGE FARMS AROUND THE WORLD. WE WANT TO MAKE THEM ACCESSIBLE TO SMALL LANDHOLDERS.

The three Centers of Excellence are:

- Finland – Sampo Rosenlew – 49% stake – For Combine Harvesters
- Japan – Mitsubishi Agri Machinery – 33% stake – Rice value chain machinery
- Turkey – Hisarlar – 75.1% – Global range of soil / farm preparation implements

**Mahindra & Mahindra acquired a 11.25 per cent stake in a Swiss company called Gamaya, which focusses on farming. How do you plan to leverage on this acquisition?**

With agriculture increasingly becoming technology intensive, we at Mahindra are investing in future ready technologies to provide complete solutions to the global farming community.

Our latest acquisition of Gamaya, will enable us to develop and deploy next-generation farming capabilities, such as precision agriculture and digital farming technologies, giving us access to hyperspectral imagery analytics, artificial intelligence and machine learning, which captures and interprets useful information on the state of crops for the farmers. With this partnership, we expect to set new benchmarks in farming and its related services.

**How happy are you with the overall product portfolio of FES at present and how do you see it evolving in the next three years?**

At FES, we have one of the most comprehensive tractor portfolios in the industry. We have introduced products on Mahindra's next-generation tractor platforms – the Novo, Yuvo and Jivo. We have also introduced new product offerings from Swaraj.

In addition to a strong tractor portfolio, we now have a full range of Farm Machinery solutions. As the Indian consumer is evolving and as we grow our tractor business, there is a greater need for implements and differentiated farm machinery. Horticulture is a big area of growth. We believe that this is an opportunity for us to leverage in the domestic market.

**Tell us about the overall production footprint of FES. How are you utilising advanced technologies to become smarter at the manufacturing level?**

FES has Manufacturing and CKD assembly in 8 countries – India, USA, Brazil, Finland, Turkey, Algeria, Australia and Japan.

At Mahindra, we have embarked on a Digital Transformation Journey for manufacturing around 2 years ago. The Manufacturing Value Chain (Supply Chain & Manufacturing Processes) is digitised and created for all processes, for Data Driven Decision Making through Self Service Analytics.

## 1st Tractor Company in the World to win the “TPM Advanced Special Award”

**Shubhabrata Saha**  
Farm Division

The Mahindra & Mahindra Farm Division has become the 1st Tractor Company in the World to win the “TPM Advanced Special Award” integrated at a business level, covering end to end value chain encompassing Plants, Supply Chain, Suppliers, Dealers with inclusion of Sales, Service and Product Development functions. This award puts Farm Division in the league of 30+ plants across the world who have achieved this phenomenal achievement.

This Award is given by **Japan Institute of Plant Maintenance (JIPM)**, Japan for the significant improvement in Operational Efficiencies across Organizational Value Chain with Processes and Systems delivering ‘Zero Defect and Reliable Products’.

The TPM journey started way back in 2006, with an objective to develop an ecosystem, for maintaining and improving Operational efficiencies at world class levels. During this journey, the division has crossed some major milestones.

- TPM Excellence Award (2010)** – Built the culture of achieving Zero BADS (Breakdowns, Accidents, Defects) with Higher Equipment Efficiencies in plants.

- TPM Consistency Award (2012)** – Improvement in Manpower Productivity, substantial reduction in breakdown of critical machines and developed Equipment Competent Operators across plants.
- TPM Special Award (2015)** – Expanded the scope of TPM activities focussing on Lean concepts - NVA reduction across Supply Value Chain (Introduction of Supplier TPM clusters)



This TPM journey further towards **TPM Advanced Special Award** has enabled the division to spread these processes further in line with the unique theme of ‘**Lean Digital TPM**’, which is an amalgamation of Learnings from 13 years of TPM practices built on a platform of ‘Zero Based Culture’ and continual benchmarking of world's best practices like -

- Zero Loss Factory** – Zero Breakdown Plant and ‘Flexible Manufacturing’ ably supported by Self-Managed Teams to cater the fluctuating demands in the industry’
- Zero Defect Plants** – Zero Defect Stations by concepts of ‘Built in Quality’.
- Supplier and Dealer TPM** – Penetration of TPM Culture for Business Partners – Unique Framework for Mutual benefits.
- Digitization (Industry 4.0) at Plants and across Supply Chain** – For ‘Quantum Impact’ on key operational metrics.
- Maintenance Methodology from TBM/CBM to ‘**Predictive and Reliability centred Maintenance**’

Winning the TPM Advanced Special Award from JIPM is a testimony to the **highest levels of collaboration, personal commitments from all members across the organization.** This has brought the division one step closer towards realization of highest levels of excellence maturity and business metrics which will enable Mahindra to Challenge ‘**World Class Level**’ three years from now.







## Mahindra's 'Driven by Purpose' theme resonates across its Mobility Solutions at Auto Expo 2020

The highly anticipated 15th Auto Expo 2020 took place from 7 – 12 February 2020 at Greater Noida, UP.

The Auto Expo is a premier auto show held every two years, that showcases the best products, technologies, concepts and trends from the automotive world. A marquee event of Organisation Internationale des Constructeurs d'Automobiles [OICA] - the global automotive trade association - the Auto Expo is jointly organised by ACMA, CII and SIAM.

Mahindra & Mahindra Ltd. displayed an impressive range of 18 future ready products and mobility solutions with the theme **#DrivenByPurpose** showcasing its concept vehicles, EVs, passenger and commercial vehicles, as well as technology solutions. Mahindra's Rise philosophy of driving positive change resonated with the theme as the company addressed consumers' needs for a better today and a sustainable tomorrow.

As the pioneer of electric mobility in India, Mahindra displayed one of the widest ranges of EVs and related technology solutions by an Indian OEM this year. This clearly demonstrates the company's commitment to be #DrivenByPurpose, for a cleaner, greener tomorrow.

Mahindra turned the spotlight on its range of electric vehicles and solutions, which include:

1. **Funster**, a thrilling futuristic roadster electric concept with a playful convertible mode, nothing short of being an object of desire
2. **ATOM**, a new age electric urban mobility solution for Smart India's last mile connectivity needs
3. **e-XUV300**, the electric version of the popular compact SUV, an aspirational electric SUV for those who want a thrilling performance.
4. **e-KUV100**, India's most affordable EV starting at a competitive price of Rs. 8.25 lacs (ex-showroom Delhi, post FAME benefit)

Apart from the concept car and three EVs, Mahindra also showcased 2 variants of the Treo, the pioneering Lithium-ion battery electric 3-wheeler. A first-of-its-kind future electric vehicle architecture **MESMA 350 (Mahindra Electric Scalable Modular Architecture)**, electric batteries and charging station to drive a connected experience for the consumer, was on display.

In keeping with the upcoming BSVI emission norms implementation, Mahindra displayed **mStallion**, its range of advanced **BSVI ready turbo gasoline direct injection, TGD engines** which will deliver a great 'fun to drive' experience to its customers. Developed at its cradle of R&D and innovation, the state-of-the-art Mahindra Research Valley in Chennai, the mStallion range of gasoline engines have been designed, engineered, developed and tested to deliver thrilling performance across varied driving and traffic conditions.

For a better tomorrow that is Driven by Purpose, Mahindra showcased its new division **CERO (Mahindra MSTC Recycling Pvt. Ltd.), India's first organised vehicle recycler**. CERO stands for a world of zero waste and zero pollution through automobile recycling and reuse.

**Dr. Pawan Goenka** said, "As Mahindra enters its 75th year, our theme of Driven by Purpose will be the pillar on which we develop sustainable mobility solutions for the future. Our focus will not only be on growing our clean business unit through our electric mobility business but to also provide cleaner engines as we approach the implementation of BSVI norms. I am also delighted that Mahindra's showcase this year reflects our commitment to the 'Make in India' philosophy, while developing globally relevant mobility solutions."

**Rajan Wadhera** said, "What gives us a sense of pride today, is the display of our new M Stallion BSVI range of Gasoline Engines, which are truly world class with the highest level of technology. It is fitting that we choose to display these engines at an important industry event like the Auto Expo. I am particularly proud of our new range of BSVI trucks which have had minimal changes and offer a hassle-free ownership experience. The launch of our CRUZIO range of buses is another significant step toward making us a full range player in the CV segment."

### FUNSTER - ROADSTER CONCEPT WITH A PLAYFUL CONVERTIBLE MODE

'Play-for-fun' is the core experience that personifies Funster, a 'sports electric vehicle'. With its dual electric motors and full-time AWD system, Funster offers a class leading output of 230 kW with a top speed of 200 kmph, clocking 0 to 100 kmph in a breath-taking 5 seconds. Funster is equipped with a high end 59.1 kWh battery pack, enabling an impressive range of 520 kms on a single charge. The strikingly sharp front end, floating tail lamps, sports-shoe inspired wheel arches and advanced interiors express an active sporty lifestyle as the new norm.





# Tech M and TEQO partner up



To leverage Artificial Intelligence, Machine Learning, Augmented Reality and Virtual Reality technologies while developing advanced solutions. Solutions will decrease operational and maintenance expenses by 20% and enable customers to optimize their Renewable Energy assets.

Tech Mahindra, a leading provider of digital transformation, consulting and business reengineering services and solutions, announced a partnership with Mahindra TEQO (Technology, Quality and Operations), the newly formed renewable energy asset management company, to create digital solutions for the global renewable energy industry. The solutions, developed by leveraging next-generation technologies like Artificial Intelligence, Machine Learning, Augmented Reality, Virtual Reality and IIoT (Industrial Internet of Things) have the potential to decrease operating and maintenance expenses by 20%, enabling customers to optimize their renewable energy assets.

This partnership will create a digital ecosystem for the global renewable energy industry, deliver high quality, end-to-end, integrated solutions to customers worldwide and provide powerful support for customers throughout the lifecycle of the asset. Jagdish Mitra, Chief Strategy Officer & Head of Growth, Tech Mahindra, said, “At Tech Mahindra, our focus is to ensure that business decisions across industries and geographies, lead to equitable and sustainable growth. The aim is to enhance our portfolio by developing and collaborating with partners like Mahindra TEQO to provide our global customer base with a platform powered by next-generation digital technologies like

Artificial Intelligence and Data Science, to not only help in operational maintenance but also to optimize their renewable energy assets.” Mahindra TEQO’s SolarPulse, a cloud-based software application, which analyses plant performance data will be synergised with Tech Mahindra’s AssetRise, which facilitates modular deployment of asset management and asset performance management, to improve asset monitoring. Customers will have a comprehensive understanding of asset performance using advanced interactive plant performance analysis, realtime alerts, energy and event log analysis, audit or report energy production and meter analysis, automatic fault localization, remote troubleshooting etc.

Steve Odak, CEO, Mahindra TEQO, said, “The collaboration with Tech Mahindra provides a great opportunity for us to deliver a growing ecosystem of advanced technology products and services, backed by a strong team with deep domain expertise globally. Tech Mahindra has clearly demonstrated its ability to apply its considerable resources and expertise not only to enter but to lead major market segments. We are excited to partner with Tech Mahindra as we focus our combined energies on serving a broader range of customers with industry-leading renewable asset management solutions and an end to end integration capabilities.”

As part of its TechMNxt Charter, Tech Mahindra is focused on leveraging next-generation technologies to cater to the customer’s evolving and dynamic needs. As a leading digital transformation company, Tech Mahindra continues to deliver tangible business value and experiences to solve real business problems.

## Mahindra forays into Healthcare

**Phil Sarkari**  
CEO, Mahindra Healthcare Business

Healthcare and Logistics in India have 3 significant similarities:

- 1) Both are large spends upward of 150Bn USD
- 2) Both are unorganised and fragmented to the tune of over 90%
- 3) Both have Governance issues

The Indian healthcare ecosystem, like the rest of the world, has evolved rapidly with the common underlying theme of change, i.e. reducing disease burden, improving access to quality care and optimising the cost of delivered care. Notwithstanding the continued advancement, India ranks 145th among 195 countries in terms of quality and accessibility of Healthcare.

India has amongst the lowest per capita healthcare spend (\$85) and public healthcare expenditure (1.5% of GDP) in the world. Additionally, the country has a shortage of infrastructure and qualified healthcare professionals with 1.1 hospital beds (WHO recommendation – 3.5), 0.7 doctor (WHO recommendation – 1.1) and 1.3 nurses (WHO recommendation – 2.5) per 1,000 people.

As things stand today, the industry is on the cusp of significant change with several key trends (below) redefining the healthcare industry

1. **Demographics** – Higher consumption of healthcare services with ~140Mn households entering the middle class and ~150Mn ageing population by 2025
2. **Disease Profile** – Higher Incidence of lifestyle diseases/ NCDs as demonstrated by the rise in DALY (Daily Adjusted Life years) due to NCDs from 30% (in 1990) to 55% (in 2017)
3. **Insurance Penetration** – Growing Health insurance penetration (>20% cagr over last 5 years) which is expected to be ~40% by 2020
4. **Medical Tourism** – Growing preference for India as a medical tourism hub due to a combination of ease of travel, English-speaking population, affordability and quality of healthcare services
5. **Govt. Policy** – Govt. has made bold policy interventions incl. Ayushman Bharat, medical

education reform through NMC Bill and medical devices/ equipment price caps to improve healthcare access, quality and standards

6. **Technology Ubiquity** – Growing adoption of digital health by incumbents will further expand the patient pool with access to healthcare services

Riding on the wave of these drivers, the Indian healthcare industry is poised to double from USD 160 bn (in 2019) to USD 320 bn by 2025, growing at a 15% CAGR. The healthcare industry comprises 5 key segments (i) Healthcare Delivery (contributing 68% of overall healthcare market), (ii) Pharma (14%), (iii) Diagnostics (6%), (iv) Medical Equipment and Devices (8%) and (v) health insurance 45). Multispecialty and single-specialty contribute roughly 80% of the overall healthcare delivery segment.

What makes this growth story even more attractive for patients and investors alike is the unprecedented growth that allied sectors like wellness and rehab, home health, medical technology and Healthcare IT, medical tourism and distribution platforms will witness in the coming decade. This would be largely fueled by frugal innovation in technology and delivery mechanisms.

Government focus on Healthcare has seen a positive upswing in last few years, and this momentum is likely to sustain, however, fiscal constraints will mean the role of Govt. is unlikely to be of the dominant provider. The public spending in

## MTCS participated in the International Mining Exhibition

**Vinitia Sequeira**  
Mahindra Tsubaki Conveyor Systems

Mahindra - Tsubaki participated in the 8th Edition of International Mining Exhibition (IME - 2019), held between 6th to 9th November at Eco Park, Rajarhat, Kolkata. IME is a leading institutionalized biennial international exhibition of the Mining, Minerals, Metals and Machinery industries in India. The Ministry of Coal sponsors it, Ministry of Mines, Ministry of Steel, Ministry of Power and Department of Heavy Industry, Government of India.

The event acted as a platform for exhibitors of 269 Brands from 6 different countries to display their latest initiatives, technologies and machinery products. It promoted the establishment of joint ventures along with the development and renewal of regional as well as international contacts. The 8th Asian Mining Congress and a “Buyer-Seller Meet” was conducted during the exhibition with speakers and delegates from over 20 countries including Australia, China, Czech Republic, Germany, Poland, Russia, UK and USA.

Mahindra Tsubaki made the best of this opportunity to showcase the products highly relevant to the mining industry. MTC showcased Mahindra Bulk Feeder (MBF) and forged chain links, state-of-the-art products in bulk material receiving & feeding applications. Bulk Feeder, which has been launched recently by MTC, is used for unloading material directly from truck tipplers



and feeding the downstream conveyor. It can handle a variety of materials and can be easily installed above ground without the need for expensive civil work. A prototype of the Feeder made especially for the event was displayed, which enhanced the presentation. Exhibited products also included Forged Chain Links of different specifications and associated components such as individual pins and circlips. Accompanying catalogues and posters highlighted MTC’s entire product range.

The exhibition provided a unique platform to showcase our innovative technology and an opportunity to expand the business to new customers.



## MLL achieves the Integrated Management System (IMS) certification!

IMS is a combination of 3 International Standards: ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environment Management System) and ISO 45001:2018 (Occupational Safety and Health Management System) recognised worldwide.

This certification, a first of its kind in the logistics industry, and it will go a long way in optimising processes and resources, reducing operating costs and improving overall performance.

The audit was conducted by TUV Rhineland, an International Certification body. TUV has conducted audits at following locations/functions.

Cummins Kothrud, Powerol Chakan, MVML and AOB Chakan teams for Transportation; Bosch Chakan and Badali, VIL Chakan, New BTS, Amazon Bhiwandi and HUL Vapi for Warehousing; MHCL, GE and GMI Chakan for Stores and Line Feed; Pune branch, Wipro and CTS for PTS (Enterprise Mobility); MR Office, HR and Admin, Solution Design, Implementation, Control Tower, Procurement, Safety and Legal teams from HO.

Team Business Excellence played a critical role in preparing and coordinating as per the requirements of all the standards. Kudos to team MLL for living by its Purpose principles ‘Shaping the Industry’, ‘Sustaining



Our Environment’ and ‘Earning Trust’ of all stakeholders with this outstanding accomplishment!!!

**MLL’s Ecom Team’s Meticulous Planning and Execution breaks Volume records; Continues Transformation of SCs**

Quarter 3 of FY ‘19 has been a watershed for MLL’s Ecom vertical. At the end of Q3, the revenue grew by 33%, and the festival of Diwali was a significant contribution to this.

MLL’s ECOM team also launched its first two fully mechanised sort centre at Bangalore and Mumbai for Amazon. At its peak, the sites are capable of processing 350000 shipments in a day.

The team also successfully launched flex sort centre for Flipkart at Bangalore and Mumbai.

MLL also launched a Autonomous Guided Vehicle at MVML Chakan. it helps to move items within a warehouse and is a safe and efficient solution.

the sector is likely to be limited to ~20% of annual healthcare spend. Govt. will increasingly play a greater role as payor (for a large part of the Indian population) and regulator for pricing and standards. This will result in the private sector continuing to play a crucial role as in the recent past.

Having said that existing high level of fragmentation and unorganised play across all Healthcare sub-segments is likely to change dramatically. Pricing caps and resulting pressure on margins need for better quality standards and measurement of clinical outcomes, improved patient value-proposition in terms of trust/ transparency and integrated care will necessitate a higher share of organised participants. Private players will also need to move away from over-saturated metro markets towards non-metro markets. This will require a rethink of the current operating models/ formats and leveraging technology to benefit scale and cost.

Hence going ahead, the Indian healthcare ecosystem is likely to present greater consolidation opportunities for existing private players in traditional formats (viz hospitals, diagnostics). At the same time, emerging trends, policy interventions and technology adoption will also offer incumbents and new participants to develop newer models, e.g. super specialised formats (in Oncology), low-cost secondary care models to penetrate tier-II/ III cities, tech-led delivery and support for chronic ailments.

To summarise, the healthcare industry offers a large growing market driven by both structural and policy drivers. Existing levels of fragmentation and enabling ecosystem to develop newer delivery models presents the right opportunity for Mahindra Group to build a business that can help deliver both economic (in terms of size and economic viability) and social impact (in terms of improved health outcomes and employment generation).



# Nine questions smart business leaders will ask themselves in 2020

When it comes to digital marketing, these are the nine key questions that businesses must ask themselves.



Ashok Lalla is an independent Digital Business Advisor who also advises the Mahindra Partners portfolio of companies. He tweets at @ashoklalla. This article first appeared in the online publication, Adgully in January 2020



## Protect your data

Sumedha Shukla,  
Mahindra Partners

Data protection has become a top priority for most organizations and individuals. All organizations are investing in secure cloud services to ensure their customer data is secure, but what are you doing as an individual to protect your personal information?

We all use several devices and applications in our daily lives which require us to give necessary access for basic usage. Our personal data with our internet service providers and financial services is largely secure. However, we must remain vigilant of wherever we get the choice to “opt – out”. While there is no legal requirement for Indian companies yet, since the introduction of GDPR, several Europe based organizations have enacted these rules for their overseas operations. Some Indian organizations have also implemented this to stay ahead of the curve and practice an ethical form of data consent.

As publicly available data is being increasingly sold to multiple parties and overall surveillance also becomes a concern for privacy – here is quick guide on how you can protect yourself.

### 1. Check your devices:

You must check which devices are connected to all your web services. Whether email, social media profiles and even e-commerce portals, you must delete all inactive or old devices from the platforms.

### 2. Clean up your app permissions and data:

Reconsider using an app if it requires all permissions to operate. There are several non-invasive options in the market now. You can go into your phone settings and remove critical permissions like phone, contacts and locations for almost all apps except the ones you use regularly.

### 3. Information on social media:

With social media policies for employees becoming stringent, reconsider what information is public on your profiles. You may want to remove your workplace information from platforms where you are not required to be a brand evangelist. Deactivate

accounts which you no longer use from platforms you may have signed up on previously.

### 4. Use secure services for file exchanges:

Do not use unreliable services for file exchanges. Recently it was revealed that even Whatsapp group

links which are shared publicly outside of the platform, are indexed by Google and can be used by anyone to extract and alter information from the group. So be aware of the services which you use and their security protocols being followed before you share critical information online.

### 5. Actively unsubscribe and opt-out of communications:

This is perhaps the biggest exercise to do for all users. If there is an email subscription you no longer read, consider unsubscribing. You are being sent emails as you are part of a larger email list, which can be shared with other email marketing agencies depending upon the subscription TnCs. You must periodically unsubscribe from emails you are not reading to limit email access. Alternatively try using aggregator apps which consolidate subscriptions or setting up Google Alerts for important topics you will like to track.





# A pathway to the future of the Mahindra Group

Shadow Boards are an important part of the talent management process at Mahindra, and this is often cited as a best practice of the Mahindra Group. The Shadow Board was instituted to hear different voices and counter-views that could challenge established modes of thinking and to encourage new inputs for the Mahindra group's strategic business plans.

This year the Shadow Boards were given direction from the Group to choose a topic that was either related to radical transformation of the business or working on a digital business.

## Accelo Shadow Board: Low-cost housing

**Shadow Board Team**  
Mahindra Accelo

Every year, Accelo encourages its employees to nominate themselves to become a member of the prestigious shadow board platform. The shadow board functions independently. The team members were Mitesh Jadhav, Manager – Business Development; Vinu Cherian, Manager – Sales (Home Appliances); Rajvimal Agarwal, Head – Accounts; Seema Choudhary, Head – Accounts; Harshit Pancholi, Manager – Operations; Omkar Gawde, Manager – Sales (Steel Trading); Manish Ramteke, Head – Production Planning; Vaibhav Chavan, Head – Electrical Section; and Yogesh Shirsat, Head – Operations (Automotive). The team is cross-functional, cross-bordered and is a unique combination of members representing each plant,



with different work experience and functional expertise. This year, Vijay Arora (COO – Mahindra Accelo) was the business mentor t who provided strategic direction to the project.

The economic downturn of 2019 made businesses reflect on the intensity of the VUCA world. This economic degrowth posed a unique challenge for the Accelo Shadow board. Should the board work on identifying ways to improve existing processes OR identify diversification in the existing business model? But based on the direction given by the Group mandate of choosing projects, the team instead decided to evaluate a radical transformation opportunity.

Accelo, under its brand Purtec, manufactures purlins which cater to Solar and Construction segments. But, recently, the solar purlins market has been extremely turbulent with major changes happening. This resulted in a capacity utilisation gap in the Accelo plant. The Shadow Board brainstormed opportunities to fill this gap and evaluate the opportunity of providing a new product developed carefully. The product that the team identified was in Pre-Engineered Buildings (PEB) segment. The Shadow Board noticed that, in hindsight, with the development of a new product for the PEB segment, Accelo has an opportunity to cater to the housing segment where 90% of the houses can be made of purlin structures.

Some of the factors affecting the housing sector were identified as cost, time, living standards and House type. There is a need for a



low-cost house, which can be built faster, provides basic hygienic standards and ones that are built to last.

Traditional methods of house making were studied, and alternate materials to develop a low-cost house, which will cater to all the above needs were identified during research. The team proposed a product which essentially is a housing kit that will consist of purlins, sandwich sidewalls, doors, fasteners, roof panels, etc. With these materials in the kit, a complete house can be built in less than 72 hours. The application of the housing kits is in the areas prone to natural calamities, rural areas, slums and Tier III cities. Apart from houses, structures of office cabins, labour townships, portable cabins can be developed for commercial purposes.

Accelo can also leverage its tie-ups with Japanese partners for the design support, source secondary materials from local vendors and manufacture purlins from its existing facility. These housing kits can be sold through B2C and B2B channels and ultimately construct these houses at the customer's end. These kits can be sold via brick and mortar and via online platforms also.

The Shadow Board believes that these low-cost housing kits can contribute to The Pradhan Mantri Awas Yojana which has identified 305 cities for building two crore houses till 2022. Building a low-cost house is a unique opportunity for Accelo to radically transform its business and accelerate towards achieving its vision of becoming a billion-dollar company.

**ZOLARIO**  
By Mahindra Susten

## Susten Shadow Board: ZOLARIO - Solarise every rooftop

**Vishal Pandya**  
Mahindra Susten

At Susten, the Shadow Board was formed based on leadership selection of cross-functional team members which comprised of Vikram Kenjale – Head Program Management, Technology and Products; Dhruv Khosla – Head Sales and Marketing, B2C business; Shashi Madapartil – Head International Operations, O&M; Nagesh Patil - Senior Manager – Supply Chain, B2C business; Prabhat Lakhera – Manager Business Development, Utility Solar; Gangesh Tiwari – Manager Proposals – Utility Solar; Ankit Sharma – Manager Business Development, BESS and Vishal Pandya - Senior Engineer, D&E - Utility Solar. The board functioned independently under the mentorship of Abhay Tilwankar – Chief Growth Officer, TEQO.

The team began their phase of exploring business challenges by conducting one to one interviews - both physical and telephonic with the senior leadership and managerial cadre. They analysed themes and narrowed down those that had an apparent link to bring about radical transformation to the existing business line (In sync with the Group's ask). Thus, was born the product, Zolario with a mission to solarise every rooftop. The beauty of it is that everyone with a

roof is a potential customer. As an EPC, Susten is well placed in construction and infrastructure, especially handling large operations of solar. But replicating the same model for small scale rooftops would be a costly affair. So instead, the team thought of coming up with the idea of productising the offering. This modular kit could fit any rooftop in its various combination. The model moreover will be the channel partner-driven – reducing overheads drastically and leveraging on networks of collaborators both within and outside of the Group. The team intends to collaborate with Mahindra Powerol for its network, Mahindra Finance for integrated financial options and Mahindra Logistics as a logistics partner.

The team has also taken special efforts to ensure that the solution provides an unparalleled customer experience. The team presented a design that was 'online'. The customer will get a complete introduction to the product and process online. On a tech-based platform, the customer can sign in and provide their address. The app will find their rooftop automatically - detect objects of obstruction to define the area available for the solar panels. They will even get a quote, and a calculation of the savings they would have in the long turn by switching over to this solar solution. The channel partner will thus reach them directly with a proposal along with a VR tool that will help them visualise



their rooftop with the solar panels. The set-up will take only four days as opposed to a typical 14 days, and the client will also be able to monitor the daily generation from solar in real-time through an app. Ever since the team unearthed the idea, they have

completed four installations and are rearing for more. You could say that Shadow Boards truly serve their purpose, not only by getting new ideas from engaged bright minds; but also by leading companies to experiment and execute.



# M&M Group Shadow Board: Wheels of Change – The next 75 years

Mitesh Jadhav  
Mahindra Accelo

In a first since its inception, a Mahindra & Mahindra Group-wide Shadow Board was formed which consisted 12-members from 6 different Mahindra company Shadow Boards of Auto Division, Farm Division, Finance Services, Club M, Accelo and Susten. The cross-functional team was therefore established with people from different sectors and different businesses.

The main aim of establishing the Group Shadow Board was to anticipate and embrace change. The project infused with a dynamic spirit was taken on by a young team of sharp minds. Their mandate was to discuss and give recommendations on significant issues, both strategic and operational while redefining the meaning of success through it. The Group Shadow Board was mandated to think of projects that were Group-wide as opposed to business-wise. The board was expected to engage with the mentors, Ramesh Iyer (VC & MD, President – Financial Services Sector & Member of GEB) and Suman Mishra (Sr. VP. Group Strategy Office) on formulating the topic, the approach, the format, and the preparations.

The team of 12 consisted of the following members: Akshay Gupta (EA TO Sr. VP-Sales & Customer Care, Auto Div.), Anubhav Agrawal (Manager- Human Resources, MTBD), Shrey Tamhane (Sr. Manager-Consumer Analytics Farm Div.), Abhiyan Adhikari (Sr. Manager – EA, AFS), Urvi Laoria ( Sr. Manager – Refinance, Mahindra Finance), Amogh Doger (Dy. General Manager – Accounts, Mahindra Finance), Karthik Ramasubramanian (Dy. General Manager, Data Sciences, GSO), Vidisha Debsarkar (Manager – Member Communications and Product Marketing, Club M), Rajvimal Agarwal (Head – Accounts, Mahindra Accelo), Mitesh Jadhav (Manager –



Business Development, Mahindra Accelo), Shashi Madaparil (Head – International Operations, O&M, Mahindra Susten), Dhruv Khosla (Head – Sales & Marketing, Mahindra Susten)

The participants had only 30 days to formulate a topic, present and even rehearse. The Group Shadow Board ate, drank, slept, walked, thought, spoke only about the M101 presentation for 30 Days. More than 20+ Face to Face meetings, 60+ virtual calls, 15+ Leadership interactions, 500+ phone calls, 3000+ working hours were what it took for the coordinated efforts of 12 people to culminate to the 45-minute presentation at the M101.

The Shadow Board had to step into the shoes of the Mahindra Group Executive Board and evaluate ideas, deliberate on the company culture, understand

the past, present, future and imagine the kind of organisation that they would have liked to lead in the future. It was then the team felt the real weight of the task they had at hand– ‘great power’ that with it brought along ‘great responsibility’.

After intense brainstorming sessions, the Group Shadow Board zeroed-in on ‘Female Healthcare’ a.k.a. ‘FemTech’ as the segment they wanted to develop on, and they named this presentation as Wheels of Change: The next 75 years.

The Group Shadow Board proposed to start a business around female healthcare, one that was built on a vision of inclusivity, progression and positive change. The team proposed a host of product and services that would address the critical stages in the life-cycle of a woman with this

business. Backed by the trusted name of Mahindra, it would be an opportunity to emerge as an industry leader, one where futuristic technology and evolving needs were addressed. The potential of the opportunity was mapped at a billion dollars in the Indian Economy.

The real question that it got boiled down to was why the Group should take up an opportunity like this. Unlike its current businesses, this is an entirely different venture, and the team very well knew that the leaders could become hesitant. In an exciting way to highlight the rationale behind their faith in this venture, the team presented seven sins and seven antidotes. It outlined some of the core areas in which Mahindra could buckle up with best practices in this VUCA times.



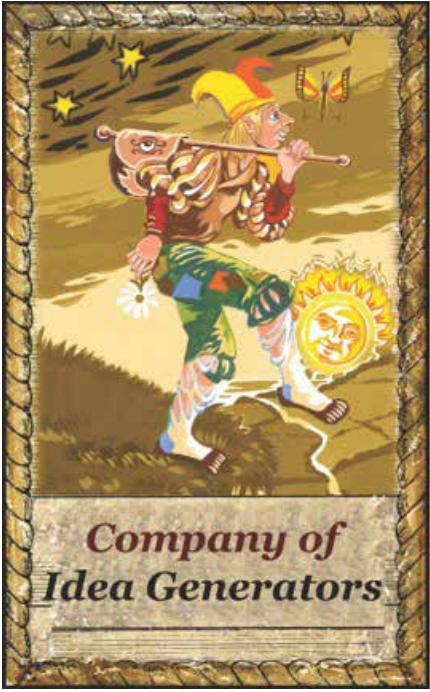
### Sin 1 – To pioneer or not to pioneer

Mahindra & Mahindra group has a journey of many firsts. They have built the first indigenous tractor, first to spot the rural NBFC opportunity, Build India's first true blue SUV, First to spot real-estate as a big business opportunity, etc. The Group has seen a slowdown in the past decade, and hence the real opportunity was to encourage diversity of thought, age, gender, competence and geography. The Group needs to enter these VUCA times, asking every opportunity the question “Why not Mahindra?”



### Sin 2 – Competitor is King

The Group has always been the customer's choice. Going ahead too, it needs to focus on the evolving customers first to thrive while building technologies of the future.



### Sin 3 – Company of Idea Generators

The Mahindra group has been A1 on idea generation, and now it's time to transform into a company of pilots. Sustained experimentation is the formula to succeed in the long term.



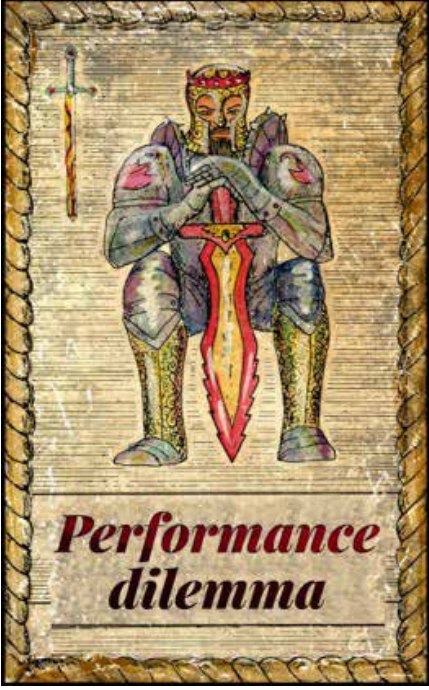
### Sin 4 – Go Big or Go Home

Homing in on the Group's capacities to fund and mould the start-ups of tomorrow, it is the Group's responsibility to give each business a fighting chance to become more than what it is.



### Sin 5 – Analysis Paralysis

Accelerating decision making by delegating & empowering key stakeholders and employees will increase the pace at which the Group as an organisation can thrive.



### Sin 6 – Performance Dilemma

To make the best of the processes of evaluating employees based on their performance, one must build in a system that encompasses the ‘aspirations and goals’ of its employees while the employees look at becoming full process owners and take responsibility of business outcomes.



### Sin 7 – SI.Nergy

In a federated group of 100+ companies, the current synergy boasts of hard-core business collaborations only, which represent, just the tip of the icebergs. Hence, synergy must be exploited to the core, in terms of leveraging customer data, business processes, technology prowess, talent, etc. to power the growth of the Group ahead.

The Group Shadow Board, through this presentation and its antidotes, intended to plant the seed of an idea that would get all the leaders thinking- what is it that they need to challenge to propel the Group into the next 75 years of changemakers.

In October, the Shadow Board teams presented

the project to the jury which consisted of the M&M GEB members and Anand Mahindra (Executive Chairman, M&M) at Mahindra Towers, Worli. Selected Shadow Boards were invited to present at M101 – Mahindra's most prestigious, Senior Leadership Conclave at Hotel Taj Mahal Palace, Mumbai. It was an opportunity to plant the seed of a

thought in 101 best minds of the Mahindra Group. The teams were overwhelmed with the scale of the chance that those 45 minutes would give them. It was also the first time in Partners history that two shadow boards were selected to present at the M101.

The journey did not stop here, as all three Shadow Boards were further invited to present at

Mahindra Partners Annual Senior Leadership conclave at Radisson Blue, Karjat in January.

The Shadow Boards have since been evaluating the feasibility of the projects with collaborators within the Group. The interest of other companies in the projects is the manifestation of the hard work and uniqueness of the innovative projects.



# Rising through the Ranks

We capture some amazing stories from across Mahindra Partners of people who have grabbed their opportunities, surpassed challenging moments and risen through the ranks.

*“This whole level of wholeness is a place where I am able to show up as a full human being with all of my gifts to the table to be a part of this organization. That leads to a great feeling of inclusiveness because what it allows me then to do is to bring this real, authentic self to the table and to really love the work that I do.”*

- Kimo Kippen (Founder of Aloha Learning Advisors)

What opportunities should you make the most of? How would you like to sharpen the way you work? We hope that at the end of reading this article, you will have serious food for thought, about how you would like to Rise through the ranks in your own way.



**ANNASAHEB RAMKRISHNA SHINDE**  
*Deputy General Manager -Freight Procurement, Mahindra Logistics*

Annasaheb Shinde joined the company more than 17 years ago, on third-party rolls when MLL was only a department in M&M. As of 2018, he was instated as the DGM of Operations. He was the first employee of the company at the customer’s facility. Being the face of the brand to the client, he had a huge responsibility to gain the customer’s confidence. He got a chance to be a part of the central team in Mumbai, but with a young son and family well settled in Nashik, he considered declining the transfer. He credits his wife of being his stronghold in the situation who assured him that despite their young family, she would manage if he had to be away for work.

From there on, the journey got bigger and better. At every turn, there were challenges and emerging victorious from them all was the real win. He credits his early successes to qualities such as maintaining meaningful relationships with all stakeholders, excellent listening skills and innovative thinking. Some of his most memorable projects have been that of introducing Cross-docking in facilities. This not only saved time and space but also cost for MLL. In every project, he is also motivated to Rising beyond. An example of this would be the project of converting old diesel vehicles to CNG, which led to the revival of dead asset and other cost benefits. “In this tenure, I have faced many challenges. I tried, I failed, I followed, I learned, I succeeded but most importantly, what I learnt is that in every situation you have to be a team player”, he says. He doles out only one advice to all, “At every step of the way know that you are responsible. You have to take care of your tasks at hand, and you have to deliver the best results.”

**CHINNAIYAN R**  
*Manager – Maintenance, Mahindra Water Utilities Limited*

Chinnaiyan who joined MWUL as a Shift Engineer now handles the overarching role of plant maintenance functions. He joined the company as a young engineer and early on he even received an opportunity to organize a major plant shut down. He got his first boost of enthusiasm on successfully carrying out this operation. Some of his most rewarding moments since then have been when his analysis and recommendations for the company have brought in major cost savings. Time and again, he looks for opportunities in saving via efficient maintenance, necessary replacements and experimentations to increase efficiency.

On asking him about the secret of his successful journey so far, he will tell you it is all about how you treat people. He recites the story that led him to this realization, “During my early days, as a dynamic young engineer whenever a process equipment failed, I used to blame the operators who were from

non-technical background. During a review meeting with my COO, he gently taught me a good lesson. He generally asked me about the grinder machines we use at our homes. Being an electrical engineer, I explained in detail. And then he asked if a grinder at your home failed, what your mother will do? I said, “she will inform my father and he will get it repaired”. That where he stopped me and told me that “your mother is not a technical person and she knows how to use it. When a problem occurs she only wants to fix it. The root cause of the problem doesn’t bother her, she doesn’t assess why the machine failed in the first place. That’s the way, an operator also will behave, it makes no sense to blame them”. He taught me such a profound lesson in the most gentle and simple way possible and since then, I have always put myself in the other’s shoe first and maintained harmonious work relationships with all. Today, the team is my support and my backbone through daily work.”

While there is no limitation to seizing opportunities and taking on new responsibilities one must consciously develop a reasonable attitude towards the tasks at hand before developing a course of action.



**REKHA BHANDARKAR**  
*Chief - Sales Accounts and IT, Transaction Department, Mahindra Accelo*

Rekha joined the company as a data entry operator on a contract a basis 23 years ago. While she joined with limited operational skills that helped her with daily work, she took on learning as a personal task. She began not only learning newer technologies but also experimenting and steadily implementing them. Her supervisors also pushed her further to learn larger software systems and she took it on happily. Although it was challenging, she knew very well that she wanted to achieve it not only for herself but also to apply it in her organisation. She also credits much of her nuanced learnings to her colleagues. Over the years, she has attained



knowledge on purchase, sales and even accounting. Her initiative served her well over the years, she and owes much of her success to consistent learning.

Rekha advises, “One must understand well, their own strengths and weaknesses. And while trying to overcome the latter, one must leverage their strengths and align it with the needs of the organization. When faced with any challenge, one should Rise up to the opportunity and one should always continue to learn.”



**VINITIA SEQUEIRA**  
*Sr. Executive – HR, Mahindra Tsubaki Conveyor Systems Pvt. Ltd.*

Vinitia began her stint with MTC as a fresher and today she is heading the HR function – responsible for all HR processes at MTC.

Her journey has been enriching and rewarding. From the moment she was given the choice to step into the shoes of her senior taking on major responsibility to attending her first Management Team Meeting, from earning her first “Good Job” appreciation from her MD to successfully executing the Company’s Annual Event for approx. 200 members, these are some of the moments that she cherishes deeply.

Some of her most fulfilling projects have been that of organizing Assessment Center for leadership team members, streamlining processes, conducting employee engagement initiatives and organizing major events like the annual outing and annual bash. In her journey, she has encountered and overcome a number of obstacles. Vinitia describes her experience, “To begin from a ‘no one’ and become a ‘someone’ in the company is challenging. I have been exposed to so many new tasks and have gained so many learnings. Each of those tasks came along with challenges that have now translated into experiences. They have helped me grow more and more!”

One of her biggest learnings have been to keep moving forward even in difficult circumstances. Quoting Steve Jobs, “You can’t connect the dots looking forward, you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future,”

Her advice to others is to make the best of the opportunities at hand and step up to responsibilities. She didn’t let the fear of striking out stop her from playing the game. She reiterates that one must always choose to Rise to the occasion.



Career



SUMIT ISSAR  
MD, Mahindra Accelo

Mahindra Intertrade was Sumit Issar’s first job. Today, he is the MD of the company. Hailing from the town of Indore and having lived all his life in the Eastern part of India, Sumit craved the fast-paced city life and incidentally joined Mahindra in Mumbai. He joined the company as a GET, and in his very first role, he was asked to report to 7 managers across departments. The challenge was that at 9 am everyone wanted him to be there for work, available to them. And, so in his first role itself, he got a depth of experience of balancing expectations, managing time, and creatively dealing with different types of people. Moreover, as a young bachelor surviving on rent in Mumbai on a salary of Rs 3000 was a daunting task. He confesses that while it was not easy, he used simple tricks that any other young guy would use, like skipping breakfast on holidays to manage resources judiciously.

In yet another anecdote, he tells of how relationship building became a strong suit for him. “We were pursuing a customer for sales. I would spend hours waiting for this man at his reception and would always get the reply that he was too busy and unable to meet. I was young then and stayed in Khar. I got to know that the customer, visited the Khar vegetable market on Sundays. In a genuine attempt to build a relationship with the customer, every Sunday for two months, I also visited the Khar market to bump into him casually and strike a conversation. After building a successful relationship with the client, he finally called me in for a meeting and closed the deal. Till date, they are customers of the company,” says Sumit. This, among many other experiences, formed the foundation of learning in his journey at Accelo.

In 1995 many senior people quit the service centres on the sales side, but with the very supportive management, junior staff were challenged to do these assignments. Sumit credits this phase as one of massive learning. Working day in and out with the leaders, he learnt many nuanced skills by observing his seasoned bosses at work. Right from sensing an opportunity to speaking to customers to explore value gaps, these were the days where he learnt ‘the art of trading’.

The operations only grew by the year. Every two years, the team explored a new opportunity gap which kept him on his toes. The real turning point was in 2005 when the Sharjah plant was set up. This cemented further the relationship with the Japanese partners Nippon steel. Another learning curve for Sumit has been this interaction with his Japanese business partners. He considers their work ethic as the best in the world.

Once, on a business trip in Japan, Sumit was on his way to the airport after checking out from the hotel. On his way, he got a phone call from the hotel staff. They informed him that they had accidentally over-charged him and needed to return his money. Since he wasn’t too far off, he turned the cab and went back to the hotel. After returning his money, they gave him an envelope with more money for the taxi, because it was their error and they had wasted his time. He was pleasantly surprised at how the Japanese think to such detail of a customer’s experience. Since then, customer delight became another strong pillar of his business attitude.

Sumit always felt that his leaders truly cared for him. They gave him the freedom to experiment and innovate, and hence he felt like he was doing everything he loved. He advises that “one must love what they are doing and should be passionate about it. This will show in their work as they come up with creative solutions. One must always strive to do every task with great dedication as well as applying alternative solutions wherever necessary.”

VIJAY ARORA  
Chief Operating Officer, Mahindra Accelo

Vijay Arora began his career as a graduate Apprentice Trainee in the year 1991 in M&M, Machine tools division of the group at Worli as a Service engineer. Around then, Mahindra & Mahindra Intertrade division was just set up bringing together the trading divisions of the group under one entity namely M&M Steel, M&M Machine Tool Division and EAC Graphics. At that time India’s first steel centre was being set up by M&M Steel Div. at Kanhe, and they needed support during the project execution phase to support a very lean team executing the project. He took the opportunity as it came along, and this was his first exposure to the steel service business. During the apprentice stage, he was deputed to Kanhe plant for project execution for 6 months and was asked to look after the production till an experienced person joined the plant, and the rest is history. From there on he went on to introduce newer products in the service centre industry which were the latest in the country. In essence, CRNGO slitting (1997) and CRGO transformer Laminations (2000) and established MSSCL Kanhe and a leading quality supplier of products to the industry and which looked at it as a benchmark.

With MSSCL growing only in Pune, the first most significant challenge was of gradually expanding the business that was set up in 1993 out of Maharashtra. The first opportunity came when Nippon Steel of Japan, impressed by MSSCL’s capability to handle their Electrical Steel products, asked Intertrade to set up Middle East’s first Electrical service centre at Sharjah in 2003. He was deputed to Sharjah alone to set up the factory there. For 7 months, where he had to battle immense challenges like the streamlining of resources and vendors in unknown foreign territory. The Mahindra Middle East Steel Service Centre was ready for Inauguration in 2004. Post this he was given the charge of setting up India’s first merchant Blanking line at Nashik in 2005 and area where Intertrade had no expertise.

While at Nashik, while visiting the M&M Engine plant at Igatpuri, the potential of electric motors dawned on him, as a futuristic opportunity and this made him work on the Electrical stampings which was a forward integration of CRNGO slitting. Diversifying the business further Electrical stampings was established in 2011 in Kanhe and is today supplying all motor stampings to M&M Electric. Besides helping in developing the Bhopal, Vadodara and Chakan plants in 2016, he also lead the conceptualisation and execution of the CERO business. The auto recycling industry in India is exceptionally unorganised, and there are no laws or regulations around it in India. Despite this, along with his time, they not only conceptualised the plan but also executed it. Another significant achievement has so far been that of achieving JIPM in the two plants of Kanhe and Nashik. It is the highest recognition of quality, process and productivity in the industry and is one that requires unprecedented efforts and mindset change to achieve.

If you ask Vijay how he got so far, he will tell you that it was the supporting and nurturing leadership, support of my teammates at all levels along with opportunities coupled with his own passion and drive to do something new every time. The team is always experimenting with new and daunting technologies which enthruses him further.

Vijay follows a couple of leadership mantras. This includes challenging the status quo at all times, having an attitude of challenging oneself to do better and improving slowly yet consistently; appreciation and gratitude towards all irrespective on their rank in the organisation and most importantly leading from the front. “If you design and conceptualise things, you need to lead from the front. You have to also get the buy-in from your team on the purpose and face all the challenges from the helm,” Vijay advises.



VINAY MOHAN  
Senior General Manager, Mahindra Partners

Vinay Mohan joined the Mahindra Group at a stage when they were rapidly diversifying into different business ventures. During his first stint in the Oilfield Services Division, he had the privilege of leading a very complex operation that involved moving heavy equipment through sensitive zones among other issues like harsh weather and restrictions on imports. Not very long after, the management decided to exit the business and although it was heartbreaking, he credits his hard bargaining skills and his austere sense of maturity to this event.

His next role was as the EA to the ED & President – IDS after which he went onto head Business Development for Mahindra Realty. He saw the set-up of Guestline Juhu, Mahindra Air Services, Club Mahindra at Varca and the inception of Mahindra Acres Consulting Engineers Ltd, Mahindra Construction Company Limited, Mahindra Water Utilities Ltd. He also played a pivotal role in the acquisition of 850 acres of land for MWC, Chennai and 175 acres for Mahindra United World College, Pune. As part of brand building projects he played a lead role in organizing large events such as Mahindra International Squash – piloting the squash scene revamp in India. The event with over USD 500000 prize money was heralded by many players as the best event on the PSA Super Series. One of his most memorable projects would be that of setting up Mahindra Research Valley (MRV) at Mahindra World City (MWC), Chennai. He was Head - Commercial, Statutory Relations & Business Development for the project. In their journey of creating a world-class facility, one that would host testing and research for both the Auto and Farm divisions, the management did not want to compromise on the quality of the project. Due to space restrictions, they took a call to change the location of MRV to Chennai as opposed to the originally planned site in Thane.

The peak construction phase was during March 2008 to December 2010. This overlapped one of the biggest construction boom phases in India which resulted in a steep increase in the cost of raw materials, labour and other resources required. The project team worked tirelessly to reduce the impact by resorting to import of material, hard bargaining in negotiation, harmonious relationships with the contractors, etc. The team to stretched beyond measure – tackling local regulatory requirements, meeting stringent design standards and collaborating with business teams to deliver a state-of-the art facility within the desired timelines all while maintaining a track record of zero accidents. The site received recognition from the National Safety Council in the form of “Prashansa Patra” in 2008 as well as in 2010. MRV was fully completed and handed over by December 2011 and was formally inaugurated by Dr. A.P.J. Abdul Kalam, former President of India, on April 11th, 2012. The MRV Project Team won the Mahindra Rise Award in 2012.

Vinay said, “I have learned over the years that the most valuable asset you can build for yourself is the power of relationships. I have teamed up with very bright people from different backgrounds during my long tenure of 31 years at M&M and my journey stands testament of the fact that true achievement cannot be derived without collaboration. I strongly believe that nurturing of relationships is key to making your dreams come true.”



# Future sustainability trends in real estate and Mahindra Lifespaces' pioneering efforts

**Sunita Purushottam**  
Head- Sustainability, Mahindra Lifespaces

Each year in January, the World Economic Forum shares a risk report. In 2019, extreme weather events induced by climate change was ranked as the top risk in this report.



**What does this mean for the global real estate sector?**

A sustainable built environment is today defined as one that practices ethical land acquisition; sitting as per climate, water risk and seismic risk evaluation; the incorporation of passive and active strategies in building design; integrated planning of mobility with last-mile

connectivity; ethical and conscious procurement; and the mitigation of construction phase impacts via low-carbon, green homes. As we design cities and urban habitats, we will have to bear in mind how design considerations will help us mitigate the risks of flooding, water shortage and air pollution. Moving into a new decade, the efforts of the real estate/construction ecosystem to align to the above trends will dictate how quickly it is able to adapt to and thrive in a carbon-constrained world of the future. Mahindra Lifespaces is deeply cognizant of the opportunities and challenges stemming from this context. Our materiality exercise - recognised as a best practice within the Mahindra group - uses the risks and opportunities to identify issues that impact our business and key stakeholders positively and negatively. As a pioneer of the green homes movement in India, our science-based target is in line with 1.5C



pathway proves. In fact, we are the only real estate companies in India (Mahindra Lifespace Developers Ltd., Mahindra World City Developers Ltd., Mahindra World City Jaipur Ltd.) to get targets approved and are

among the first 7 companies in the real estate sector globally whose targets are in line with the 1.5°C limit (the limit on average global warming by the end of the century, as compared to pre-industrial temperatures). We have partnered with The Energy and Resources Institute (TERI) for the first-ever Centre of Excellence (CoE) to boost energy-efficient real estate in India. The CoE will boost energy-efficient real estate in India, while working towards preparing policy briefs for Central and State Ministries to promote 'green' development. Our 'Green Army' school program is taking our message of environmental consciousness outward and beyond our immediate stakeholder ecosystem – to future citizens and change-makers. Sustainability has moved far beyond the 'do-good' approach of the past. It is a business imperative and nowhere is its potential impact as high as within the real estate and construction industry.

While there are many, here are some of the most prominent sustainability-related trends that we can expect will shape the global real estate industry going forward:

<p><b>1</b></p> <p><b>Green buildings -</b> The green building market in India is slated to double by 2022. They reduce costs of ownership for occupants due to reduced energy and water costs. Intangible benefits include improved ventilation; better air quality; provisions for waste management and recycling.</p>	<p><b>2</b></p> <p><b>Increased customer awareness of sustainable lifestyles –</b> in other words, conscious home buying. The real estate developer community will market green features and embrace green portfolios, driven to a significant extent by policy measures and/or incentives.</p>	<p><b>3</b></p> <p><b>Increase in renewable energy adoption –</b> an opportunity for long-term savings for cities and residents of housing complexes.</p>	<p><b>4</b></p> <p><b>Severity of water challenge will rise.</b> However, this will also create opportunities for conservation and rainwater harvesting.</p>	<p><b>5</b></p> <p><b>Increased adoption of electric vehicles, shared mobility and improved public transportation</b> will dictate how people move; parking spaces will open for other uses.</p>	<p><b>6</b></p> <p><b>Increased telecommuting</b> will define how apartments are designed to also factor for home offices.</p>	<p><b>7</b></p> <p><b>Waste segregation</b> will be on tech-enabled platforms with increased focus on composting at source.</p>	<p><b>8</b></p> <p><b>Circularity</b> will dictate how we live in the sharing economy – we will see a shift from ownership to service-based models.</p>	<p><b>9</b></p> <p><b>Focus on local economies through local sourcing –</b> this will be fortified with higher import tariffs. We can expect feasible options to grow our own food!</p>	<p><b>10</b></p> <p><b>Climate change and associated extreme weather events</b> will have far-reaching impact.</p>
--	---	---	--	--	--	---	---	---	--

## Planting the seeds for a sustainable future

In yet another feather in the cap for the Mahindra Group, it entered the Limca Book of Records for planting a total of 16.4 million trees from 2007 to 2019 as part of its Mahindra Hariyali sustainability initiative. This is part of the group's efforts to create a sustainable future and to enrich the lives of the communities which it serves. The



group has taken the lead to plant a million trees every year as part of the Mahindra Hariyali initiative which was launched on October 2, 2007. Till March 31, 2019, a total of 16,413,894 trees have been planted in and around the factory premises of the group across India. The group's corporate social responsibility unit, which drives the effort, also gets the tree plantation audited once every three years.

## MLL extends its efforts to support sustainability

By recycling Ganpati idols during Visarjan, MLL's Nashik & Igatpuri teams continued their initiative of promoting environmental sustainability in the year 2019 as well. A camp was set up on Anant Chaturdashi, and the team managed to collect 22,000 idols on Day 1. 136 volunteers from Team MLL contributed to 598 man-hours. The idols were handed over to government officials for recycling.



## To France on two-wheels!

The brand new electric two-wheeler, E-Ludix, arrived at M&M's subsidiary, Peugeot Moto in France from their Pithampur plant in Madhya Pradesh. India has made its mark in the automobile industry with Mahindra and Mahindra becoming the first Indian manufacturer to export two-wheelers to Europe. M&M recently exported its first batch of E-Ludix, (electric two-wheelers), manufactured at the Company's Pithampur plant in Madhya Pradesh, to its subsidiary Peugeot Moto in France. The moped-style two-wheeler E-Ludix, is powered by a 3-kW motor, with a top speed limited to

45 kph. Its performance and weight of 85 kg makes it an equivalent of a conventional 50 cc scooter. The Bosch battery on the E-Ludix weighs 9 kg. A full charge takes three hours and the e-moped has a claimed range of approximately 50 km, with features like regenerative braking. With an investment of Euro 11.7 million (Rs 100 crore) into the development of E-Ludix, M&M will incorporate the knowledge of the development process of the Peugeot-branded electric scooter into its own range of products.



## Mahindra acquires Meru cabs

Driven by its mission to realize the Future of Mobility, the Mahindra Group has partnered with a variety of enterprises globally to offer shared mobility solutions. The Mahindra Group has consolidated its presence in the growing shared mobility space, with the first tranche of its investment in Meru Cabs. With the 37% stake, Meru and its allied companies have become subsidiaries of Mahindra and Mahindra Ltd. The Meru acquisition is Mahindra's latest foray into the shared mobility and ride-hailing market, after investments in self-drive car rental company Zoomcar, in addition to running its own e-mobility company Mahindra Glyd with e-Verito cars. Now, with the Meru acquisition, M&M is competing against Ola and Uber, after earlier working with the cab-aggregators to

run a pilot fleet of electric cars. Mahindra's acquisition in Meru is an all-cash deal for Rs 44.71 crore with plans to acquire a 55% stake in multiple tranches. The investment gives Mahindra the right to appoint a majority of directors on Meru's board. As the pioneers of electric vehicles and related technologies in the country, the Mahindra Group has already partnered with a variety of enterprises globally to offer EV mobility solutions, and is focused on realizing a futuristic automotive industry in India which is at par with global standards. As pioneers in sustainable technology, Mahindra & Mahindra have always been at the forefront of leading the change towards smart and sustainable living.





# Sustainability first: Rising with the environment



Gnanaprakash Vunnam, a Sustener from Site Operations (O&M) along with his team, planted 350 trees at their sites. Here is his story.

"I belong to the O&M function, and I take care of and monitor the O&M activities that take place post-commissioning and handover of the plant from the Utility function. When I first moved to Divine Solren (DSPL) site at Nirmal, Telangana, it was just like any other solar site with a few patches of grass and solar panels all around. I came to the DSPL site in May 2017, and in July, we got our first rains. Something sparked in me on that rainy day, and I got myself two saplings - one was of a Mango tree and the other a Guava tree. I planted them at the entrance of the site and fondly named them Abhaya (Mango) and Akshaya (Guava).

Its amazing how all we need is a handful of soil, some seeds and water to start contributing to the world.

My team of 14 members and I started to work on this initiative further as we recognised it is a vision we all shared. We identified a few parameters for planting the trees as it was not just any other piece of land but a fully functioning solar plant. We ensured that the area chosen for plantation has enough groundwater reserves or is accessible to water pipes that are laid across the plant. Certain trees can grow quite tall, and shadows cast by such trees can affect the energy generation of nearby solar panels. Hence we ensured adequate distance between the planting area and the solar panels. The roots of plants and trees are quite stiff, so we took measures to prevent them from coming into contact with low underground tension & high tension cables. We researched on the compatibility of soil and types of trees to ensure the right fit for the plants with the environment. Summer months of March, April and May were chosen for taking extra care of the vegetation as groundwater reserves from the rains of last year are drying up, and the chances of the plants dying are high. We made it a point to use no fertilisers in this initiative and wanted the plants to be grown entirely organic. There are many benefits of organic farming like an increase in the health of the soil, combatting erosion, fighting the effects of global warming, water conservation and water health, supporting animal health and welfare, and flourishing biodiversity.

With this knowledge, my team and I started getting in touch with local nurseries and governmental organisations to check if they have the saplings we require.

'Haritha Haram' is a large-scale tree-planting program implemented by the Government of Telangana to increase the amount of tree cover in the state from 24% to 33%. The Government makes the arrangements at the District Forest Officer's (DFO) location for saplings to grow to a suitable height. These saplings are then distributed to various local institutions and individuals for free. We made the best

of this opportunity and started to collect the saplings from the DFO's Office and transported them to Divine Solren and Neo Solren sites. My team, with the help of a few locals and the staff provided by Haritha Haram, planted the acquired saplings at sites and nearby road areas. After plantating, the team took personal ownership for the care of these plants.

We reached another milestone on the World Environment Day (WED), i.e. We received an encouraging mail from Kamalash Dube a few days before WED wherein he shared his vision of planting 1500 trees this year across all TeQo - O&M sites. He also shared his recommendations on what type of trees can help increase groundwater levels which we incorporated in our initiative. Taking note of the suggestions, we planted a total of 100 plants at DSPL and NSPL sites.

Our efforts were highly appreciated, and the total count of trees planted at both the sites reached 350.

A mini garden of 23 Metres X 17 Metres was created at the DSPL site, and a total of 2 acres of land (excluding the garden) at DSPL and NSPL sites were utilised for planting the trees. Vegetables like drumsticks, brinjal, tomatoes, and ladyfingers were grown alongside trees like Neem, Pomegranate, Guava, Mango, Amla, Jamun, Strawberry, Moringa, Badam, Coconut, Teak, Ashoka etc. were planted and flowers too. The result of this initiative is visible. The site looks more beautiful with green trees, colourful flowers and fruits all around. It has added to the overall beauty of the site. There are rabbits and various species of butterflies flocking to the site. Peacocks drop by and rest in the cool shade provided by the trees. 120 Neem trees have been planted which are known to increase groundwater reserves and used in reforestation of infertile regions.

My team is happy to have contributed to this initiative, and I would sincerely like to thank them for supporting this initiative wholeheartedly. They have brilliantly managed their time with regards to managing the site work and driving this initiative. Sometimes they have even worked extra hours to ensure the plants are taken care of. 350 Trees is just the start. I have a vision of taking the total count to 500 by 2020.

To leave with a message, I would like to highlight that over 15.3 Billion trees are chopped down every year across the world. It is not just enough for us to plant 100 trees per year. We should aim for a greener, healthier and a thriving ecosystem, and that only comes with small actions that we can take today."



# Mahindra Accelo, is now certified as 'Zero Waste to Landfill'



This is a huge achievement for the Mahindra Accelo team as it is the first certified Steel Trading plant in India (and possibly the world) to receive this recognition for its sustainability initiatives through

this certification. Kudos to the team who at every turn display their dedication to sustainability in taking the company to new heights.

# Reaffirming our commitment against Climate Change

The 50th edition of the prestigious World Economic Forum 2020 was held in little town of Davos, Switzerland from January 21 to 24 with the core theme this year being 'Stakeholders for a Cohesive and Sustainable World'. The focus was on 'reshaping capitalism' to embrace all the stakeholders in the business eco-system to create a more sustainable world.

It brought together 3,000 participants from around the world, with the aim of giving concrete meaning to "stakeholder capitalism", assist governments and international institutions in tracking progress towards the Paris Climate Agreement and the Sustainable

Development Goals, and facilitate discussions on technology and trade governance.

"Scientific research tells us that the next decade will be critical in dealing with the global climate crisis. It is clear that the world cannot continue to pursue a business-as-usual approach and nobody can solve the problem on their own. Business, government, and philanthropy must collaborate within and among themselves to drive results quickly and at scale. India Climate Collaborative can make this happen. Together we will find solutions that will make climate action effective and impactful", said Mr. Mahindra during his many interactions at Davos



# Mahindra Finance raises the bar

Mahindra Finance is the only BFSI company from India to be included in the DJSI Emerging Markets category out of the selected 12 Indian companies.

Mahindra Finance has made it to one of the most prestigious global benchmarks for corporate responsibility and sustainability, the Dow Jones Sustainability Index (DJSI), in the Emerging Markets Category for the 7th consecutive year. Mahindra Finance is the only BFSI company from India to be included in the DJSI Emerging Markets category out of the selected 12 Indian companies. Out of 4500 of the world's largest companies (by Market Cap), 144 of them were Indian firms, assessed by the DJSI

Corporate Sustainability Assessment (CSA) department. This membership is awarded based on an integrated assessment of the organization's economic, environmental and social performance. **Vinay Deshpande, Chief People Officer, Mahindra Finance**, said, "We are delighted to be a part of the prestigious DJSI ranking for the 7th consecutive year. This recognition is an endorsement of Mahindra Finance's continuous efforts towards driving sustainability. The company through its' several environmental and social initiatives focuses on giving back to the society more than we take."

# MLL distributes 8000 saplings to the residents of Tembha village

MLL encouraged the residents of its adopted village Tembha to fight environmental pollution by planting trees in the vicinity. The activity saw the distribution of

8000 saplings to the residents. This endeavour is part of the multi-pronged approach MLL has undertaken to build a more sustainable future for the village.





## Steady steps of progress with Tembha village

With an aim improve the infrastructure and the lives of residents, Mahindra Logistics had adopted the village Tembha (Thakurpada) a hamlet near Shahapur, Thane. Through this CSR initiative, Mahindra Logistics has been conducting various developmental programs including infrastructure development, education, health and vocational guidance amongst others.

To promote health and family welfare, Swachh Bharat Abhiyaan and Family Planning Awareness programs were conducted. Self-help groups session was undertaken for women empowerment. Raksha Bandhan, Makar Sankranti, Farmer's Day, Christmas and New Year celebrations were also organised by Mahindra Logistics in the village. Schools were inaugurated, and Vanrai Dam was built to improve the water scarcity situation in the village.

With its continuous efforts, Mahindra Logistics strives to bring about socio-economic and sustainable transformations to the lives of the residents of Tembha.



## Zero Accident Zone Project by Mahindra Logistics



In order to promote a culture of road safety in our country, Team Mahindra Logistics initiated the Zero Accident Zone Project. This Road Safety Awareness session was conducted for 300+ students at Vashi and

Kurund areas. To put further emphasis on the importance of road safety, Mahindra Logistics' Nashik Team organized a bike rally wherein 92 employees participated and contributed to 368 man-hours.

### MACE takes another step to make Bharat Swachh

As part of CSR initiative of the Mahindra Group, a public/community block at Madras Veterinary college campus, Veppery, Chennai was constructed by Mahindra Consulting Engineers. This was to address the difficulties faced by visitors, especially women, in accessing toilet facilities within the campus. The objective of this CSR initiative was to provide easy access to toilets for people who bring their animals for treatment. The site is adjacent to the intensive care unit and provides easy access by connecting both the roads leading to the clinic.

Three units of toilets are provided with basic facilities in which one is exclusive for the differently abled visitors. Aspects such as circulation, elevation high, hand-washing areas, low maintenance requirements were also addressed at a micro-level.

While ensuring a good finish and quality eco-friendly materials used throughout the process, aspects like natural light and ventilation, minimum water consumption, incinerator disposal machine were some of the additional features of the initiative.

## MANA buzzes with activity!



Mahindra Automotive North America (MANA) has become a 'hive' of activity ever since the automaker partnered with Bees in the D, non-profit organization in Southeast Michigan that's turning yards and rooftops of Detroit into homespun apiaries. Thanks to this collaboration the recently installed ten hive-bee habitats at Mahindra's Auburn Hills headquarters is 'buzzing' with thousands of honeybees.

Mahindra's sweet partners - Bees in the D, is building a network of urban honeybee hives throughout Detroit, Southeast Michigan and Canada to preserve healthy, sustainable pollinator levels in an era of the vastly declining bee population. Three years and, more

than a hundred hives and six million swarming bees later, the NGO is spearheading efforts to spread the importance of pollinators and the need for conservation of honeybees.

**Brian Peterson-Roest, the co-founder of Bees in the D,** said, "They say one of every three bites of food you put in your mouth is dependent on pollinators, more specifically, honeybees. The stated mission of Bees in the D is to create a cooperative effort to contribute to both the health of honeybee colonies and the education of their importance to our environment. We heard a lot about the things Mahindra does and we are excited to now be a part of that team."

The fresh honey that Mahindra employees will get to enjoy next year would be the end-product of a strenuous journey for bees. To put it in perspective, a bee must collect nectar from around two million flowers to make one pound of honey. Also, if one adds up all their distance traveled, bees fly more than once around the world to gather just a pound of honey!

However, all that Mahindra employees have to do to savor fresh honey is just wait a little longer. Though the MANA hives were installed too late this season to reap a robust honey yield, next year 3-5 gallons of fresh honey will be distributed to interested Mahindra employees. Till then the office will continue to 'buzz' with anticipation.

## Fostering positive change

The Group's CSR initiatives aims to create a positive impact through deeper engagements.

### Walking the green mile

The Mahindra Group continued to lead the way when it came to businesses taking effective action against climate change. It was the only Indian corporate to be listed as an "Organization to Watch" by the GreenBiz Group in its prestigious 2019 'State of Green Business' report. The report analyzes key trends and metrics to assess how companies worldwide are adapting their business models to address the existential threat of climate change.

### Averting a climate crisis

At the United Nations' Climate Action Summit in New York, on September 23, 2019, Anand Mahindra, Chairman, Mahindra Group, addressed world leaders, governments, business conglomerates, and urged them to take on an urgent and collective course of action in tackling the climate crisis and to recognize the key role that companies play in driving progress on the global agenda.

### A SMART Academy for women

To mark the occasion of International Women's Day, the Tech Mahindra Foundation launched an all-women SMART Academy for Healthcare in Mumbai. The state-of-the-art institute is aimed at helping women make a career in the healthcare sector. It is equipped with hospital simulated labs, industry-relevant study material, and experienced faculty to help young women make a career in the healthcare sector.

### Women rising

A common perception is that an automobile workshop is a man's domain. The Mahindra Group dispelled this notion in October, by launching India's first, all-women run automobile workshop in Jaipur. This initiative is a part of Mahindra's #pinkcollar program that encourages the participation of women in the workforce, particularly in core sectors and bring more women on board across roles in the automotive industry.

## Laying the foundation

**Arun K,**  
**MWUL**

As part of its CSR, Mahindra Water Utilities is constructing classrooms for a school. The foundation was done by Pugal, COO along with the team and school headmaster.



## #SustainableMe: Making sustainability personal at Susten

**Sohini Gupta,**  
**Mahindra Susten**

At Susten, we believe in cultivating sustainability champions at all levels. Our employees have always been an integral part of advancing sustainability across our operations and locations. This year, we attempted to converge innovation, CSR and sustainability and take a higher leap to give back to the communities.

### #Cut the Crap:

Littering, coupled with a lack of waste segregation is a problem that has crippled India's progress. After concentrated efforts by the government, NGOs and individuals, the littering has reduced, but it is still not enough.

We have taken this initiative to educate the masses about the benefits of proper waste disposal and garbage segregation. To illustrate the impact of proper garbage collection and segregation, we conducted scrap collection drives #CutTheCrap across our offices with Ennoble. We collected old clothes, denim, bags, flexes, plastic bottles from our employees. The scrap collected from these drives is used to provide yellow-green backpacks to underprivileged children. Yelo backpacks are durable, lightweight bags that can be converted into writing tables.

Till now we have upcycled close to 3 tonnes of waste and donated close to 2,000 bags.



### Climb and Clean: Wellness and Clean-up hike

Project Climb and Clean is about Promoting Swachh Bharat and fitness amongst employees. Under the purview of this project, we are cleaning up mountain trails, historic forts and restoring lakes, being a part of a national clean-up drive. Employees of Mahindra Susten from Mumbai, Thane, Delhi and Bangalore went to an adventurous rendezvous with nature while ensuring that we commit to the zero-waste travel experience and contribute by cleaning up the mountain trails. 50 employees from Delhi, Bangalore and Mumbai office locations recorded 520 ESOPs hours while collecting approximately 55 kgs of scrap.

This scrap was then brought to the city and disposed of responsibly with the help of the local municipal corporation working on waste management.

## Rise for Good: Giving and receiving



Shri Ram Nath Kovind, President of India, with other dignitaries and award winners at the first-ever National CSR Awards Ceremony organized by the Ministry of Corporate Affairs.

The President of India, Shri Ram Nath Kovind, presented the first-ever National Corporate Social Responsibility (CSR) Award to select companies in New Delhi on October 29. The Mahindra Group was the only corporate to be honored with awards across all three categories for its outstanding contributions in the field of Corporate Social Responsibility.

The 3 awards were in the following categories:

1. Excellence in CSR
2. National Priority Area Education for Project Nanhi Kali
3. National Priority Area Agriculture & Rural Development for the Integrated Watershed Management Programme in the state of Madhya Pradesh

While the National CSR Award for Excellence in

CSR will be handed over to Anand Mahindra, Chairman, Mahindra Group or Pawan Goenka, MD, M&M Ltd, at a later date, the other two awards were received by Manoj Chugh, President-Group Public Affairs, M&M, in the hands of Nirmala Sitharaman, Hon. Union Minister for Finance and Corporate Affairs, and Anurag Thakur, Minister of State for Finance and Corporate Affairs.

The National CSR Awards (NCSRA) have been instituted by the Ministry of Corporate Affairs to recognize corporate initiatives in the area of CSR to achieve inclusive growth and sustainable development. These awards are the highest recognition in the domain of CSR by the Government of India and seek to recognize the companies that have made a transformative impact on society.

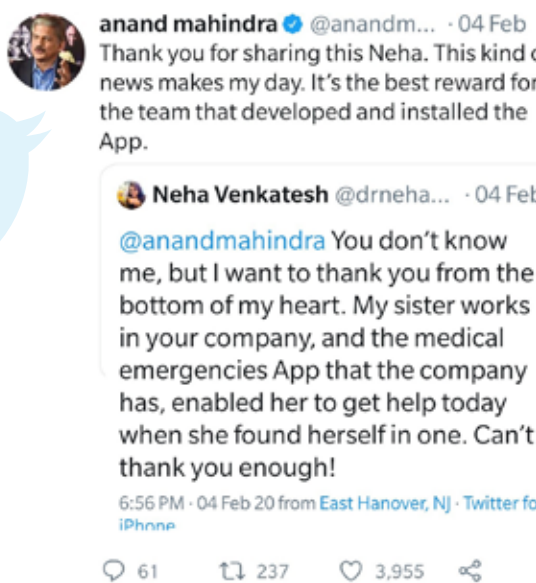
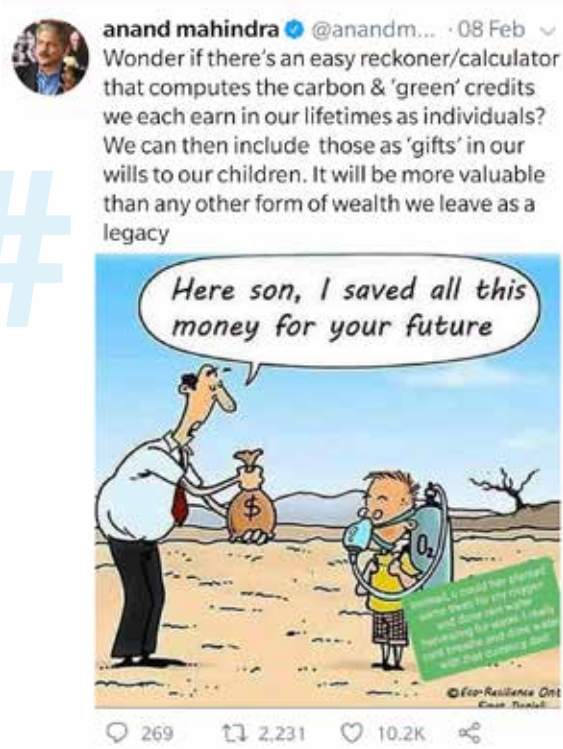
This year, 528 entries were received for the NCSRA. 131 companies were invited for detailed submissions. In the end, 19 winners and 19 honourable mentions were made across the three award categories.



# आनंद ही Anand

*'Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar.'*  
- Orrin Woodward.

Anand's twitter feed constantly resonates with our brand truth of Rising for Good. How he does that you may ask? His tweets constantly bring out positivity, encouragement and inspiration.







#### Global Safety Recognition for XUV300

Mahindra's compact SUV model, the XUV300, has just received global recognition for its safety performance, getting a 5-star rating from the Global New Car Assessment Program (GNCAP), in addition to a 4-star child safety rating.

A mandatory criteria for this recognition is the side-impact performance of a vehicle, for which the XUV300 is one of the best among all 5-star rated cars. The XUV300's safety features include 7 airbags, disc brakes on all 4 wheels and parking sensors that gives it a fortress-like safety, in this segment.



#### To 5G and Beyond

Tech Mahindra has signed a Memorandum of Understanding (MoU) with Business Finland, a government agency directed by the Finnish Minister of Employment and Economy to set up a 5G and 6G innovation lab in Finland. This lab will develop, pilot and implement state-of-the-art digital products and services to foster growth, productivity, and innovations in the area of 5G and 6G technologies while acting as a platform for collaboration with key universities, research institutes, government and corporates in Finland.

5G and its associated technologies have the power to transform our digital lives with their immense speed and capabilities.

Tech Mahindra already has a three-step approach to 5G, providing solutions for communications service providers to help with the network roll-out and upgrade enterprise applications across industries like manufacturing, retail, oil and gas, and logistics, and device enablement. This collaboration with Business Finland and the newly set up Innovation Centre will further enable Tech Mahindra to leverage their expertise in this space and establish themselves as a globally recognized leader in the 5G and 6G segment.

Finland is one of the important European destinations for the Mahindra Group. Apart from Tech Mahindra, Holiday Club Resorts Oy, Finland is owned by Mahindra Holidays & Resorts India Ltd. that makes the Company the largest vacation-ownership firm outside the US. The Mahindra Group has also acquired stakes in Finland-based Sampro Rosenlew that develops, markets and manufactures high quality combine harvesters and forest machines reaffirming their commitment to the region.



#### Pioneering Zero Waste to Landfill

'Zero Waste to Landfill' (ZWL) is a sustainability concept that encourages the redesign of resource lifecycles so that all products are reused. The goal is to ensure that no waste matter is sent to landfills, incinerators or the oceans. Mahindra Holidays & Resorts India (MHRIL), a leading player in the leisure hospitality industry, recently set a sustainability benchmark when Club Mahindra Virajpet, its property in Coorg, Karnataka, was certified India's first ZWL resort.

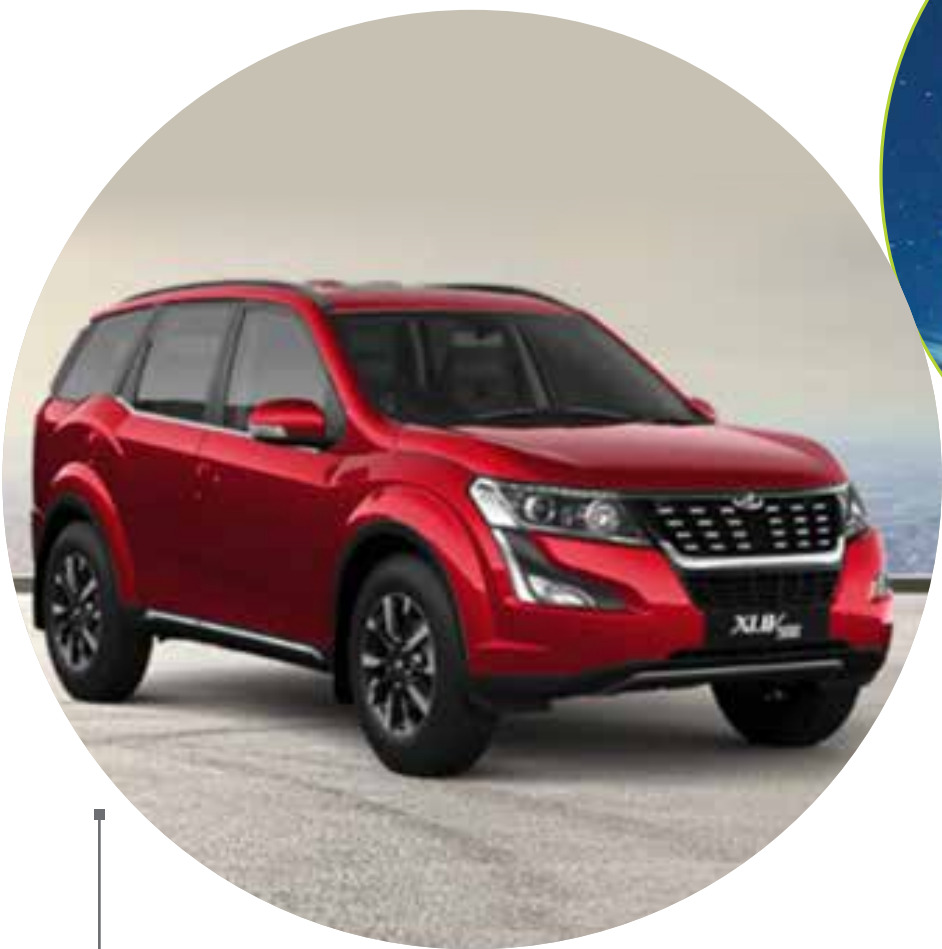
Organisations with more than 99% waste diverted away from landfills receive the ZWL certification. Club Mahindra Virajpet recycles and reuses 99.32 per cent of its waste, a pioneering achievement. The resort was certified by Intertek, a renowned quality assurance provider to industries worldwide.

This certification was the successful culmination of a host of initiatives. The journey towards ZWL began in September 2018, when Club Mahindra first began by sourcing eco-friendly and biodegradable materials for its resorts. The resort made it a point to use materials like straws, laundry bags and packaging of bathroom amenities made from corn starch, disposable wooden cutlery, liquid soap dispensers (instead of soap) and bottled shampoos, etc.

Then, it began to identify and categorise waste, and authorised collectors and recyclers were hired to ensure its proper disposal. Food waste was converted into manure, sewage water was treated in a sewage treatment plant and used for gardening, and aerators were installed in the taps in every room to reduce water consumption. The resort also eliminated the use of bottled water on the premises. An organic garden was planted and rainwater was harvested for all outside use.

# AROUND MAHINDRA AND MAHINDRA

Here is our list of the most happening news of the Mahindra Group.



#### 'Revv' Up to a Mahindra

Mahindra and Mahindra recently launched a unique subscription-based initiative in partnership with Revv, a self-drive car rental platform. This unique, flexible ownership experience for customers of Mahindra's personal range of vehicles is an all-new, affordable and convenient way of using a brand new vehicle, without actually having to buy or own one. Retail customers can choose from the entire personal-vehicle portfolio -- from KUV100, XUV500, XUV300, Scorpio, TUV300, Marazzo to the Alturas G4, at a subscription price starting from Rs 19,720 per month. The offer is inclusive of insurance and routine maintenance charges. Other highlights are zero down payments, no road tax, and zero risks on the resale value of the vehicle. Once the subscription period is over, the customer can either upgrade the models or return the vehicle to the company without the hassle of selling it and buy a new car instead.



#### Smart City Tech

Five years ago, the Central Government announced the Smart Cities Mission, to set up 100 smart cities across the country. The objective - to develop cities that provide core infrastructure, a decent quality of life to citizens, and a sustainable environment through the application of new technology. To accelerate this Mission, Tech Mahindra is all set to power the Pimpri Chinchwad smart city project near Pune.

Through this project, valued at Rs. 500 crores, Tech Mahindra will engage with more than 15 lakh citizens of the Pimpri Chinchwad Municipal Corporation (PCMC), by enabling a technology-led transformation to convert it into a smart and sustainable city. Part of the Prime Minister's Smart Cities Mission, this project will be executed over a period of one year.

As part of its TechMNxt charter, Tech Mahindra is focused on making use of next-gen technologies to cater to evolving market needs. With PCMC being a hub for industrial houses and business conglomerates, the municipal corporation has been keen to maximize business value by transforming itself into a smart city.



#### Pininfarina Thinks Electric

Pininfarina has entered into a strategic agreement with China's third-largest property developer, the Evergrande Group, for the design and development of a new range of Electric Vehicles (EV). This partnership will harness Pininfarina's expertise in the field of vehicle development, its R&D capabilities as well as utilize the existing resources of Evergrande to jointly develop a new range of innovative models for the car brand, 'Hengchi'. In China, Evergrande has smart luxury factories in Guangzhou, Shanghai, Tianjin and, Shenyang. They are known to use the best equipment and production technologies in the world for the development of EVs. Earlier this year, the Evergrande Group launched its first-ever Electric Vehicles.



## SPEAKUP THEN AND THERE

### Speak Up!

In its endeavor to keep workplaces safe, transparent and friendly for people to work in, the Mahindra Group had a POSH (Prevention of Sexual Harassment) policy in place even before it was made mandatory. Over the years, the policies have been updated to enhance the focus on both, physical and psychological safety at the workplace. The robust policy and processes were again reviewed recently to ensure that any complaint of sexual harassment is dealt with appropriately, sensitively and expeditiously while maintaining discretion and confidentiality. The Mahindra Group strongly believes in creating a safe and inclusive environment for everyone. Which is why they have a zero-tolerance policy about sexual harassment at the workplace. If you or any of your colleagues have faced sexual harassment in the office, you can count on them to take prompt and appropriate action, without any prejudice. All you have to do is Speak Up.



### Mahindra Heavy Engines - India's First Manufacturer to Double Energy Productivity

Mahindra Heavy Engines Ltd (MHEL) has become India's first and the world's third manufacturing unit to double its energy productivity, within a record time of just 4 years. This is aligned with the company's EP 100 program commitment in alliance with the Climate Group.

MHEL's efforts to enhance energy productivity included the adoption of energy efficient lighting, air-conditioning and motors & appliances, the use of alternate fuels, and smart metering for real time monitoring of energy consumption, along with other natural resources. The company also improved manufacturing efficiency through cycle time reduction and optimisation of production shifts and resources. Flexibility was also built in the process to avoid the addition of equipment.

"MHEL is the first EP100 member from India to achieve this ambitious goal and is leading by example. We hope the news will inspire many more companies to join the initiative and accelerate towards a clean economy," said Mike Peirce, Corporate Partnerships Director, The Climate Group.

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.

The other Mahindra Group companies that have signed on to EP 100 include, Mahindra & Mahindra, the first company globally to make the commitment; Mahindra Holidays & Resorts India Ltd. that joined in 2016; Mahindra Vehicle Manufacturers Ltd and Swaraj Engines Ltd. that joined in 2019.

### Global Recognition for Mahindra's Strong Corporate Governance Practices

Mahindra and Mahindra recently won the prestigious Golden Peacock Global Award for Excellence in Corporate Governance for 2019. The Awards Jury was led by Chairman Sir Richard Needhan, Non-Executive Director, NEC Europe Ltd & Chairman – Advisory Group, STERN UK.

One of the important objectives of the 'Golden Peacock Awards' Excellence Scheme is to boost a company's brand image and employee morale. It encourages the organization to share their successful journey on improving corporate governance – not just compliance, but also the firm's efforts on performance aspects of the Board's work through strategy formulation and policy making.



## Mahindra First Choice

India's no.1 Multibrand Certified Used Car Company

### Building the 'Factory of the Future'

Tech Mahindra recently launched a 5G-enabled solution to help build a wireless and secure 'factory of the future.' Built-in collaboration with American technology firm, Cisco, this end-to-end business and technology solution will provide network infrastructure assessment and consultancy services to build connected factories.

By leveraging the latest 5G technologies, these solutions will help accelerate the adoption of a factory wireless network, factory-to-enterprise software-defined network, cybersecurity, and a Information Technology-Operation Technology (IT-OT) integration area.

Industrial Internet of Things (IIoT) coupled with Artificial Intelligence (AI) has paved the way for the creation of completely autonomous production units. A self-learning network of machines can significantly boost profitability at each point of the manufacturing value chain and transform the industry for the better. Tech M's range of advanced and innovative analytics tools are designed to optimize, simplify, and accelerate manufacturing operations.

With reduced production downtime, efficient supply chain, and significantly less time to market, these analytics solutions pioneer a way into the connected manufacturing future.

### Mahindra invests in Car and Bike Portal

Mahindra First Choice Wheels is expanding its digital presence with its recent investment in leading automotive portal CarandBike.com. This initiative will seamlessly integrate the online and offline user experience of Mahindra's customers.

This acquisition will lay emphasis on strengthening content leadership and adding new services for prospective two and four-wheeler customers. There will also be a special focus on improving the customer experience to connect those looking to buy used cars with dealers.

### Mahindra Electric & Lithium surge past 100 million e-kilometres milestone

With the New Year, come new achievements, this time in electric mobility. Mahindra Electric and Lithium Urban Technologies, today celebrated the significant milestone of 1,000 Mahindra electric vehicles clocking 100 million e-kilometers (ekms). India's largest zero emission service for employee transportation, Lithium Urban Technologies had partnered with Mahindra Electric in 2015.

Having clocked 100 million ekms, with over 500 Mahindra electric vehicles (EVs) running more than 1 lakh ekms each, the partnership aims to transform employee transportation and increase the adoption of electric mobility in the country.

What started off with a small fleet of 10 Mahindra e20s, has now increased to 1000 Mahindra EVs. Together the companies have aided in 20,000+ MT of CO2 abatement and saved 8,500,000+ litres of fuel.

The partnership between the two companies has been bringing about a positive change in consumers' lives, by changing the way they commute. A greener and more sustainable option, initiatives like this, are aimed at bringing rapid transformation to the overall EV adoption rate in the country.





# Your 10 step guide to working from home

In the wake of the COVID-19 pandemic, most organizations across India and the rest of the world have adopted Work-From-Home (WFH) policy, as one of the ways to check the spread of the virus. Let's look at some WFH etiquettes for those especially who are doing this for the first time. It may need getting a little 'used to.' But can prove to be very useful.

## 1. Office Camaraderie

It would also be fun to have a 'virtual' get-together or a birthday event, as it brings the team together. Or there could be an office contest online, where all members 'assemble and mingle' in the virtual world.

## 2. Official dressing

It's best if you can dress the part. With office attire, you will also feel more energetic and more productive. So, imagine you are going out to work. Dress up well. You need not wear a blazer or a tie. However, dressing up well will put you in the right frame of mind for working.

## 3. Maintain a work area

At home too, try to keep a dedicated work area comprising your desk, chair, laptop etc. And try to keep it a little distance away from the family area. This will result in minimal disruptions, especially if there are young children at home.

## 4. Take power breaks

As we know the saying, All work and no play in-between a hectic session, take a 5 min power break. Listen to your favourite music, catch up on some news, or a 5 min power workout. Get re-energized for another power-packed work hour. Taking 3-4 such short 5 min breaks will help in increasing productivity.

## 5. Keep work hours discipline

You may be working from home, but that does not mean you go slack on work hours. Do your utmost during your regular work hours.

And then remember, to also shut your laptop, and do your regular home routines. And spend precious time with family. Rules like weekly schedules, daily meal timings, regular exercise, and proper sleep patterns are essential.

## 6. Meetings

While attending online meetings; it would be nice to follow some rules; Limit the background noise as far as possible. This could be the sounds of outside birds, car honking, or the sound of children. Be on time for online meetings. Have your camera switched on so that others can see you and the meeting is as close to a face-to-face meeting as possible. Participate in the meeting. This could be in the form of expressing your views or speaking on a particular topic. While speaking online, be expressive. This will hold the attention of the other members present at the meeting.

## 7. Communicate Communicate Communicate

Setting clear goals with your reporting manager vis-à-vis communication will play a significant role in making a smooth switch to WFH. Having a quick discussion-recap every morning/ evening will help prioritize tasks and be 'on the same page.'

## 8. Working in a team

Setting up video calls, and zoom calls are good as it creates a 'virtual' face-to-face communication as opposed to only emails. Using applications like MS teams, WebEx is useful in aiding effective communication and also chatting.

## 9. Keep the spirit and motivation going

Sometimes, just a chat-call or a quick Teams call just to say 'hello, how's it going?', is an excellent way to keep fellow workers perked up, especially those who may be living alone, and have minimal connect with the outside world during the lockdown period.

## 10. Virtual commute time

During the time you would have regularly been commuting, try to do those same activities you were doing during your commute. It may be reading a book, surfing the net on your android, or listening to your favourite melodies.

## 11. Balance expectations

Balancing the expectations you share in your household are equally important. Be there in times, places and ways you can to take ownership. One can craft a 'Do not disturb' sign to be used judiciously and even set up children with their timed work assignments -paid or unpaid. Challenges may be Stumbling blocks, but they can also be Stepping stones. After all, **every cloud has a silver lining.**



# Health is Wealth

Robin Sharma says; "If you don't make time for exercise, you'll probably have to make time for illness."

Let's take the first step ... literally, through exercise, coupled with mindful eating. This can go a long way to keep the body toned, and in good shape.

## Some simple things we all can surely do;

- Maintain a good diet. Eat smaller portion sizes. Plan meals. Some other easy-to-follow tips; would include bumping up your fibre intake, avoid over-eating and eating smaller meals to help resolve this, give healthy snacking a shot. You can use the help of apps, HealthifyMe and Cure.fit being two of the most popular ones in this genre.
- Get a good night's sleep
- Do some form of exercises and stretches at home, even during the lockdown period. This will also help reduce your feelings of stress and anxiety in the wake of the pandemic. 150-300 minutes per week of moderate-intensity physical activity is recommended. If you cannot find a continuous stretch of 40 minutes, break it up into 4 slots of 10 minutes each.
- Walk briskly; at home, or up and down the stairs for 10- 15 minutes, at least thrice per day. It's completely do'able. Put on your favourite music and dance. Do skipping (if you have weak knees, please skip it). Play active games with your family.
- Workout to a video. There are scores of free fitness videos on the youtube. Sift through them and select one which you like and also which is 'doable' for you.

- Perform yoga and deep breathing exercises to achieve complete relaxation of mind and body.
- Do simple muscle strengthening exercises from simply stretching your muscles to moving parts of your body from the wrist, shoulder, hands and legs in simple clockwise and anti-clockwise motions.
- Zumba today, is gaining ground, as a fun-cum-intensive workout. It exercises and stretches every muscle and burns fat too! And it can easily be done indoors. Some of the hip and more popular Zumba instructors today are; Vijaya Tupurani-Hyderabad, Joanna Michalska, Mark Kramer Pastrana, Alix, Karina Rocha, Jessica Bush, Zumba\_Lo, Claudio Lopez
- If you are looking for the motivation, nothing is better than an entire community of people who are exercising from the confines of their homes. Download a Fitness app. They have workouts tailor-made for you. And many of them are FREE! Here are some you could check out: Peloton, Nike Training Club by Nike, Inc (NTC), Cultfit, Fittr, POPSUGAR Fitness, and FitOn.

NOTE – Please choose and do the workouts as per your requirements, and fitness levels. If you have Arthritis or other bone or physical issues- do not strain yourself to a level that it is uncomfortable. Look up the internet, or ask a friend about something that suits your condition.

**Go on, take control of your fitness today!  
Or as Nike says, JUST DO IT.**





# Fun from HOME

While we continue to work from home, one also needs to make time to enjoy the new pace of things. Hobbies can be a refreshing change from the humdrum of everyday life. They are engaging, fulfilling, fun and enhance our experience so! Especially at a time like this when socializing is minimal, and ‘staying home’ is the norm, having one or two hobbies does help in passing the time productively, and happily. We can choose from a wide range of hobbies. Listing a few exciting options, Pick the ones that work best for YOU!

## To-Do list

Make a list of things you want to do or see. It could be anything from that film you want to watch for the longest time, to places you want to visit ‘virtually’, to perfecting that Toastmasters speech you had heard on TedEX...

## DIY

Buy a book on Do-it-Yourself (DIY) and start on anything. It could be a new skill, like a DIY kit, assembling a piece, puzzles, embroidery. And when you look back at your creation, you will realize it was worth it.

## Experiment with your culinary talents

It could also be learning and experimenting with new recipes from a book, and maybe even perfect them. Also, while trying various things, you may get hooked onto any one of them. Making that ‘just right’ fluffy idli, or just the perfect ‘dar-ni-pori’. And this applies equally to the men too! You too can aim to be as good as Sanjeev Kapoor ! and if you haven’t started yet – Dalgona, the hottest internet coffee trend is something you should try.

## Gardening

Gardening can be fulfilling and therapeutic. Just a few reasonably priced packets of seeds which you can also buy online, and start your garden, right from your kitchen window. And then watch it bloom. Wouldn’t it just be fun, picking tomatoes from your garden?

## Sketching, painting

Sketching and painting is a delightful way of expressing yourself. There are many different ways to draw, from sketching to doodling to shading, to charcoal painting. Choose the one you are comfortable with and then Paint Your Canvas!

## Writing/ blogging

Writing is a beautiful way to express your thoughts. You can start by maintaining a daily diary to pen your thoughts. And later, progress into writing a blog. Who knows, it may even transform into a book at some point in time. And you will be the Author.

## Online Movies

You can watch them free on Youtube, TV channel websites, Netflix. Select your genre, and then sit back and enjoy them.

## Google your interests

What are you passionate about? It could be science, wildlife, astrophysics, psychology. With Google, you have the world at your fingertips - literally.

## Scrabble and indoor games

Scrabble, carrom, and other such indoor games involve the entire family, and are great fun, for any age group.

## Music genres

Check out music websites, Youtube or Spotify. You may listen to various genres and shortlist a few which you find most fascinating. And then listen to these.

## Yoga/ meditation

Use videos on Youtube or e-books, to master some easy yoga positions. It has holistic benefits, both for the mind and body. And is a great relaxation technique.

## Maintain a picture scrapbook

This is an excellent way to help you remember the best moments of your life. You could make a scrapbook on a friendship, a holiday, or even your school years. And build some unforgettable memories!

## Learn Financial planning

Do some research and then create a sound investment plan, and start building up on your investments. Set aside an hour or two every week towards working on your home budget.

## Volunteering (On-line)

This is a great hobby to pick up, as it will also benefit others and give you immense joy. You could help people in need, and feel fulfilled.

## Learn To Dance

This low-cost hobby is great for working out the entire body and lots of fun. Use Youtube videos and tutorials to learn new dance steps, or perfect some intricate steps.

## Reading

Reading in any form- fiction or non-fiction is both; fun, and stimulating. Admittedly, we have lots of books at home which we may not have glanced at even once. Use this time to devour the books, and get lost in an enchanting world of visual imagery. For those who prefer e-books, read on your kindle. Or on your tablet.

## Learn a new Language

Have you always longed to learn that new language; be it English, Urdu, French, Spanish or German? Now you can. There are a plethora of resources online – and youtube videos, podcasts. Who knows - in the next six months, you may be able to start a conversation in any of these languages.

## Calligraphy

This is a skill, which can be perfected, of course with practice and patience. There are books and online tutorials. It’s not expensive to learn. You can pick up the pens from a nearby stationery store, and begin learning. You can then personally calligraph that ‘special’ birthday card, and pen your personalized wishes.

## Podcasts

These are a good way of productive time-pass. Celebrities today also record podcasts. There could be podcasts linked to your favourite topics, on education, or profession, or travel, or humorous podcasts as well. Name it, and you could probably find the podcast of your choice.

## Photography

If you love taking pictures, but want to learn more, you can check out the internet for some good tutorials. There’s a host of them. You can also use some online mentors, eminent photographers, like Girish Menon and follow them on Twitter or Instagram.

## Mentoring

If you are a Subject matter expert, consider sharing your knowledge with others. This is the time when you probably can do it. Mentoring can be very satisfying; both to the mentor and the mentee. ... and some others... Reach out online to friends and other family members. Take a course online. Binge watch some good documentaries or videos and open sourcebooks. (We have some recommendations too in the next page for you) Don’t hesitate to ask for help. Don’t hesitate to reach out to a professional to assist you with your mental health. Keep active. So, come on, start today! Make this period of lockdown an enriching and learning experience for You.

**So, come on, start today !  
Make this period of lockdown  
an enriching and learning  
experience for You.**





# And Life goes on...

While we all work from home, it is really interesting to note our learnings from this situation. We all have different reactions to what is happening around us. Here are some stories from our employees.



## MADE WITH LOVE

Fakkirappa Savadatti (Executive, Kanhe Plant) uses his skill to make homemade masks and distributes them free of cost at his village in Karnataka. He has distributed over 100 masks so far. It is remarkable how each one can make a difference in our own way.



## AN OPEN LETTER TO COVID-19

by Dinesh Jadhav, Mahindra Susten

Dear SARS-CoV-2,  
We would like to tell you that we know your relatives – the cough & cold, flu, fever, etc. we treat them with respect. When they meet us, we slow down and stop our work, take medicines, eat well, take rest, and when they decide to leave, we say bye politely. When they visit us again, we do not complain. All is well. But because of some reason, you don't seem to stop attacking us. That is very disrespectful, and rude.

We do not appreciate you, attacking the people we all know directly or indirectly. The people we love, people we care about, and we do not accept you taking any of them away. We may not meet these people on daily basis, we may not like them sometimes, we may not even know many of them, but we do not appreciate you hurting them.

There are great minds, extremely talented & brave people amongst us. We trust them. They will hunt you. They will find you. They will break you down. They will eliminate you. We will be with them, doing everything we can, to support them. We have defeated many viruses in the past, Ebola, Rabies, HIV, Smallpox, Influenza, to name a few.

As the human race we have courage, we have hope. We will overcome.

## BEATING THE WORK FROM HOME BLUES

by Vishwa Tanna, Mahindra Logistics

Vishwa tells us about her lockdown experience, and she navigated from being restless at home, (just like the rest of us) to make useful use of her time.

"While initially I spent time binge-watching Netflix, three days into the lockdown and it began taking a toll on my mental health. In the past seven years, I have always spent my weekends out – be it meeting my friends, colleagues, at sites, etc. To help myself feel more energetic, I made a schedule and stuck to it with a breakup of hourly tasks. So far, I have started an online course on digital marketing to brush up my skills. I have learnt a ton of recipes from my mom. I even learnt some yoga and how to grow tomatoes at home. Among other things, I am now proficient at folding the table napkin in over ten different techniques and draping sarees like a pro."



## WINNING THE DEAL

by BD team, Mahindra Susten

The BD Utility team at Mahindra Susten closed a deal for a project during these trying times when meetings and traveling is not possible. The team connects every morning to plan and discuss strategies. "We have been engaging with the customer for this project for past one month or so. It is a 50MW/70MWp project. In the final negotiations sitting across the table is usually easier. But not being able to do so, the team transitioned this same process seamlessly to emails and calls. because

Coordinating with multiple teams, time management was a challenge. We truly realized how we take these simple things for granted like printing and proof-reading a document to physically signing it to seal the deal. We scanned using our mobile phones and used digital signatures instead to successfully close the deal," said Monika Rathi.

## UNITY IN DIVERSITY

by Shernaz Kapadia, Mahidnra Partners

In china when COVID struck  
We tho't anyway its China tough luck  
It reached SE Asia and moved around  
We still tho't we are safe n sound  
It went to Italy and spread like wildfire  
We tho't it still doesn't matter  
It went to Europe and created a buzz  
We tho't what's this why the fuss  
It went to US and crushed it piece by piece  
We tho't why worry over troubles as these  
And then it crept upon US  
Like a lurking spirit in the dust  
A tiny speck in the air  
Yet its effects all over.. here and there  
Our urge to our Nation, please unite  
For once forget your issues your strife  
Let's leave aside our political, religious notions  
Let's do this together, as One force, One Nation  
If social distancing is the mandate  
Let's not congregate and complicate  
Our brethren who are starving  
Let's pour our generosity our Caring  
It's not only them who will be nourished  
It's for us, for our hearts to flourish  
So when, as One we reach our goal  
We shall be happy we saved our soul.



## APPLYING CORPORATE LEARNINGS AT HOME

The Kanhe team has been implementing their Kaizen training at home! The 5S include Sort (Seiri), Straighten (Seiton), Scrub (Seiso), Standardization (Seiketsu) and Sustain (Shitsuke). Categorised bookshelves, a standard naming system for kitchen herbs and reorganising shoe racks are some examples of these pieces of training put in action.

## GETTING OUT OF THE COMFORT ZONE, COMFORTABLY!

by Deepen Shah, Mahindra Susten

"Currently, the team has been working to create our knowledge database on our ventures for Floating Solar. So we have been speaking to vendors and other consultants to understand the mechanisms and challenges they have been facing for these type of projects. A critical part of this project is the floating island which is really the foundation of the entire project. From my team, I was given the opportunity to explore this area. At first, the task seemed extremely daunting, and I was unsure if I could deliver in time. These quarantine days worked wonders for me as they gave me a time of relaxed learning and understanding, which is hardly possible when otherwise one is swamped with day to day engineering tasks.

While I am from the D&E team, I had to conduct a training session for the OE team on Ferrocement Technology. I thought, what if I can make this presentation a new experience for attendees?

I started learning a new software called Whiteboard animation presentation, which is supposed to be much more effective compared to the simple PowerPoint presentation. It seemed fairly simple to work with, but at the end of it, I had to put together all the different parts of the presentation that I had created (from the videos, voice-overs and content). To complete it before the presentation day, I even had to pull off an all-nighter. I actually loved the process. It reminded me of my engineering days when I would sit up all night for assignment submissions. Long story short, I realised that we all have that enthusiasm to learn something new every day in our respective field, somehow we restrict ourselves to our comfort zone."



## THANK YOU, CORONA VIRUS

by Pritesh Patel, Mahindra Susten

Thank you for shaking us and showing us we're dependent on something much bigger than we think.

Thank you for making us appreciate the luxury we lived in abundance of products... freedom.... health and making us realize we were taking it for granted.

Thank you for stopping us to make us see how lost we were in the "busy-ness" Not having time for the most basic things...

Thank you for allowing us to put aside all our problems

We thought were so important... And showing us what is actually important.

Thank you for stopping the transport, we knew the world had to change its ways. The Earth was begging us to look at the pollution for a very long time and we didn't listen...

Thank you for all the FEAR. As we learn how to embrace it with love and with the support of our communities. Thank you for the unity among us all.

Thank you for helping us re-evaluate our lives. We understand better now, what it means.

Thank you for helping us to undermine everything and giving us a chance to build the world anew.  
This Virus is part of us  
It's between us, in us  
It connected us all.

We can view the same situation from many paradigms but we can ignore the gratitude we should have towards it.

Be Grateful  
Things will never be the same again  
The World Is Changing  
NOW



## STILLNESS..... AND NATURE SPEAKS

by Nora Bhatia, Mahindra Accelo

No children rushing for the school bus,  
And all the ghar ka khana frown and fuss.

No Mums rushing to work  
The hurried breakfast almost a perk.

The relentless honking on the roads has gone,  
It's such an eerie stillness at dawn.

Can now here the sparrows constantly chirp,  
The parrots come closer to the balcony curb.

The crows seem to have gathered for a session,  
Never heard them this loud in unison.

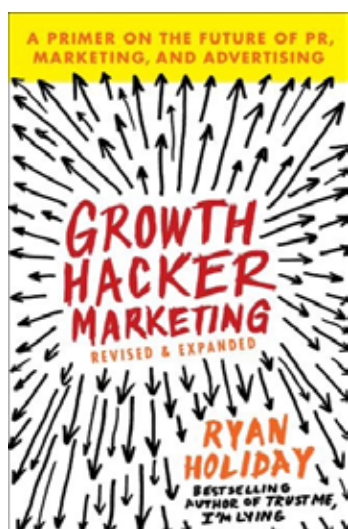
Seems like nature is saying "I reclaim"  
"It's my space too," it proclaims.

COVID-19 and the forced lockdown,  
May be its time to introspect and create a new dawn.

We co-exist with different species,  
It's almost like they are saying "live and let live" ..... please.

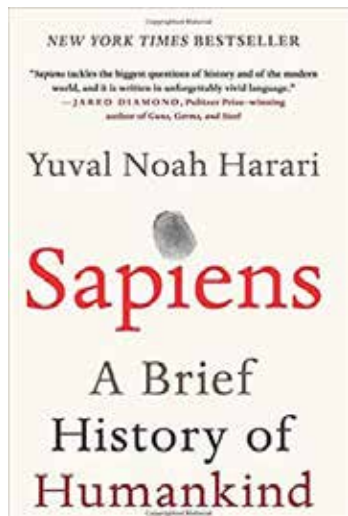


## Books



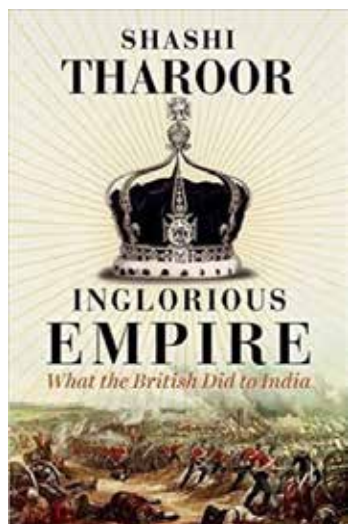
### MARKETING

**Title:** Growth Hacker Marketing  
**Author:** Ryan Holiday  
Today, big brands do not spend much on traditional methods of marketing. They employ a new kind of strategy called growth hacking—to reach millions. Whether you are part of a small startup company or a Fortune 500 one, this book serves as a 'road-map' with practical tools on Advertising and Marketing.



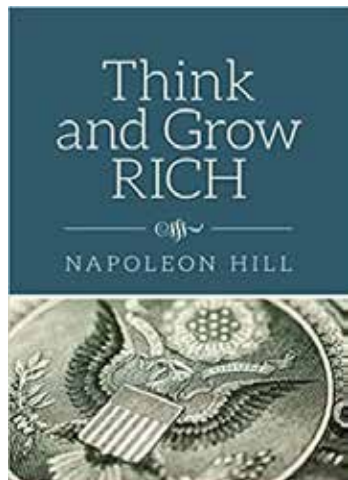
### EVOLUTION

**Title:** Sapiens: A Brief History of Humankind  
**Author:** Yuval Noah Harari  
The author views the whole of human history with a fresh set of eyes, examining critically the building blocks and making us question the very foundations of history.



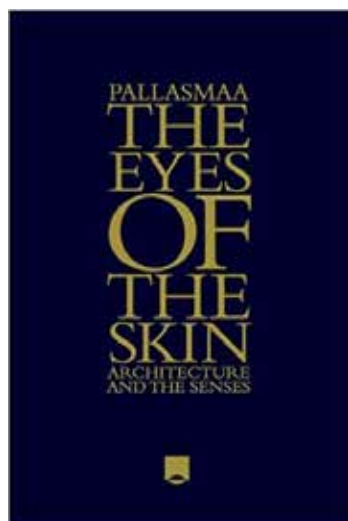
### HISTORY OF INDIA (POST THE BRITISH)

**Title:** Inglorious Empire – what the British did to India  
**Author:** Shashi Tharoor  
Shashi Tharoor gives a full account, of how every supposed imperial 'gift' from the British was designed in Britain's interests alone. Through this bold and scathing account, Tharoor depicts the devastating effect of British reign in India.



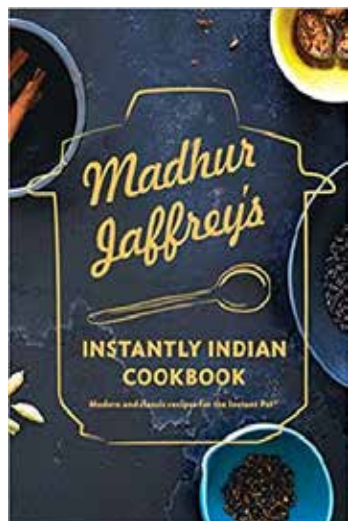
### FINANCE (an attitude)

**Title:** Think and Grow Rich  
**Author:** Napoleon Hill  
Napoleon Hill, in this book on personal development, presents a 13-point philosophy for success and growing rich. Some of these are – desire, faith, imagination, persistence, organized planning, sixth sense, and harnessing the power of the subconscious mind.



### ARCHITECTURE

**Title:** The Eyes of the Skin: Architecture and the Senses  
**Author:** Juhani Pallasmaa  
The Eyes of the Skin is almost like a 'Bible' for fresh architecture students. It provides new insights into an old subject. Pallasmaa has outlined new ideas into architectural thinking. The title of the book suggests a revelation of sorts, of what lies inside the book.



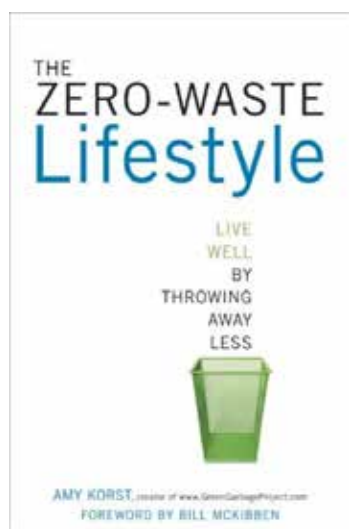
### INDIAN COOKING

**Title:** Madhur Jaffrey's Instantly Indian Cookbook  
**Author:** Madhur Jaffrey  
The Queen of Indian Cooking shares different types of dishes both; quick and easy to prepare. She shares the best and fastest way to cook rice, meat and fish in an instant pot. She also shares Indian recipes along with their accompaniments like various delicious types of raita.



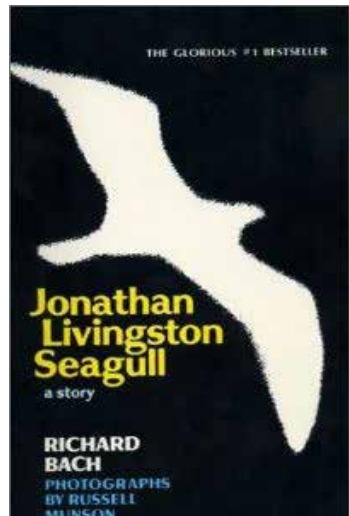
### PLANTING

**Title:** The Less Is More Garden: Big Ideas for Designing Your Small Yard  
**Author:** Susan Morrison  
How does on complementing their lifestyle with their landscape? The author recommends the best plants to grow in order to personalize your own landscape. She shows conclusively how limited spaces can be converted to unlimited opportunities to design your own garden.



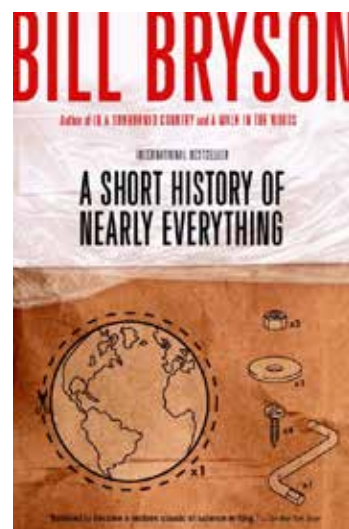
### ZERO-WASTE LIFESTYLE

**Title:** The Zero-Waste Lifestyle: Live Well by Throwing Away Less  
**Author:** Amy Korst  
This is a practical guide to generating less waste, by employing small meaningful strategies. If trash can be effectively recycled, it would lead to a more healthy sustainable life on this planet, and preserve the planet better, for future generations.



### SELF-DISCOVERY

**Title:** Jonathan Livingston Seagull: A Story  
**Author:** Richard Bach  
The short novel is about a seagull who in his simple struggles, learns about taking flight and life.



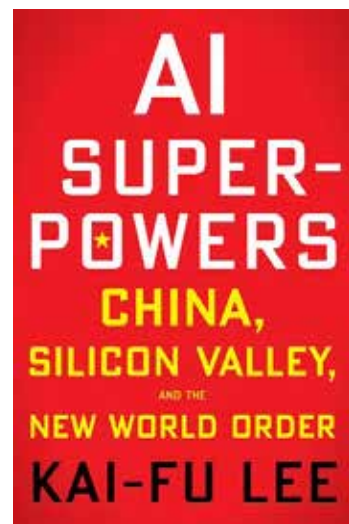
### HISTORY

**Title:** A Short History of Nearly Everything  
**Author:** Bill Bryson  
Bill Bryson describes the beauty of science in a very involved and imaginative manner.



### SUCCESS

**Title:** Give and Take: Why Helping Others Drives Our Success  
**Author:** Adam Grant  
Give and Take highlights what effective networking, collaboration, influence, negotiation, and leadership skills have in common.



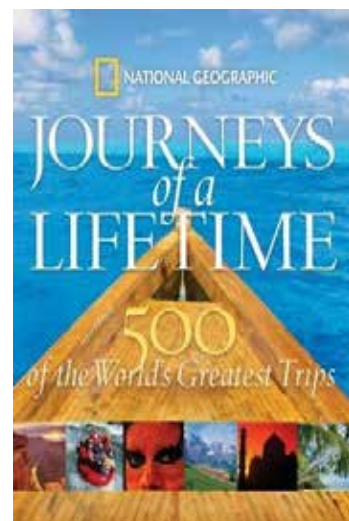
### SUPERPOWERS OF THE WORLD

**Title:** AI Superpowers: China, Silicon Valley, and the New World Order  
**Author:** Kai-Fu Lee  
The author describes how China has rapidly caught up with the US as a Superpower of the world. Through his book, he urges both, US and China to accept and embrace the significant responsibilities that come with being superpowers.



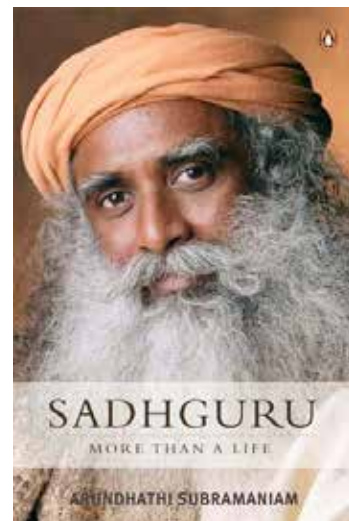
### WORLD ECONOMICS

**Title:** Good Economics for Hard Times  
**Author:** Abhijit Banerjee and Esther Duflo  
Winners of the Nobel Prize in Economics 2019 Abhijit V. Banerjee and Esther Duflo show how to deal effectively with today's critical economic problems, with decisive thinking. And they also show the importance of making timely, intelligent interventions toward a society built on compassion and respect.



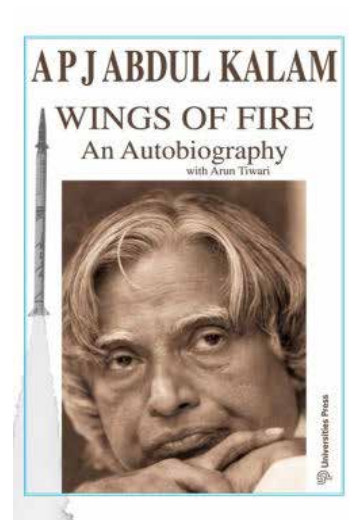
### TRAVELLING

**Title:** Journeys of a Lifetime: 500 of the World's Greatest Trips  
**Author:** National Geographic Society  
This book depicts the world's most fabulous journeys, along with helpful tips for readers who want to venture into some of the most famous as well as obscure travel destinations.



### JOURNEY WITHIN

**Title:** Sadhguru: More Than A Life  
**Author:** Arundhati Subramaniam  
Sadhguru, with his profound wisdom and compassion towards all living beings on the planet, urges us to explore our spiritual self. With his razor-sharp intelligence and surprising insights into every minute happening, Sadhguru is both; a mystic and an enigma.



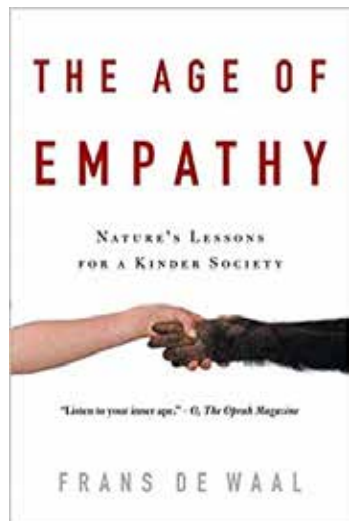
### WINGS OF FIRE

**Title:** Wings of Fire: APJ Abdul Kalam  
**Author:** Arun Tiwari  
This book is about a young Muslim boy who lived in Rameswaram, and later turned into a famous scientist and then the President of India, APJ Abdul Kalam. It depicts the various stages of his life; from orientation to creation, to accomplishments, to contemplation.

# 18 Book to read during the lockdown

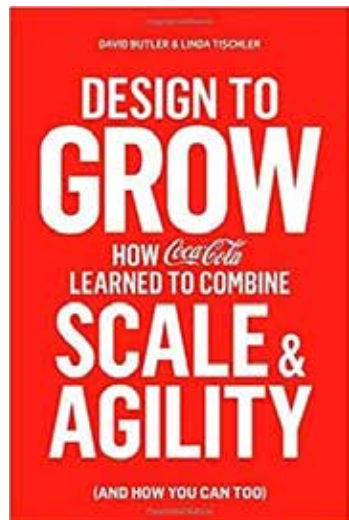
*"Reading is essential for those who seek to rise above the ordinary."*  
– Jim Rohn

While this lockdown gives you a reason to stay indoors, we give you yet another reason to spend your time productively. Here are some interesting books on a variety of subjects that could give you different perspectives of life.



### EMOTIONAL INTELLIGENCE

**Title:** The Age of Empathy: Nature's Lessons for a Kinder Society  
**Author:** Frans de Waal  
By studying social behaviours in animals, such as bonding, the herd instinct, the forming of trusting alliances, expressions of consolation, and conflict resolution, Frans de Waal demonstrates that animals—and humans—are 'preprogrammed to reach out.'



### DESIGN THINKING

**Title:** Design to Grow: How Coca-Cola Learned to Combine Scale and Agility (and How You Can Too)  
**Author:** David Butler and Linda Tischler  
Learn how Coca-Cola uses design effectively to grow its business by combining the advantages of scale with the agility to respond to changing market conditions. It also shows how other companies can replicate this approach to grow their businesses.



# Reel Life *Motivation*

Have you wondered -Why is it that some people achieve greatness and some do not? Are they born great? Or is it something else? Your limitation—it’s only your imagination. Push yourself, because no one else is going to do it for you. Sometimes later becomes never. Great things never come from comfort zones. Success doesn’t just find you.

Here are 20 incredibly motivating videos that we hope will move you, curated by Shernaz Kapadia.



**Title:** Have the balls to follow your dreams  
**Speaker:** Dianna David  
**Description:** You have to have the courage to follow your dreams, and believe in yourself.  
**Link to video:** <https://www.youtube.com/watch?v=wLxMbzM5Es>

**Title:** How to live passionately—no matter your age  
**Speaker:** Isabel Allende  
**Description:** Isabel Allende gives an insight into how to live your life. Irrespective of your age, you can live in the best possible manner, and as passionately as possible. Age is after all, just a number.  
**Link to video:** <https://www.youtube.com/watch?v=5ifMRNag2XU#t=35>

**Title:** The Secret To Achieving the “Impossible”  
**Speaker:** Ravi Dubey  
**Description:** Those who have achieved the impossible, the common thread running through all of them is Madness. Whether it may be Shah Rukh Khan, Raj Kapoor or anyone who has achieved great heights, they have been delusional enough to believe that they could do it. The future holds infinite possibilities for each of us. So, the question then is – who is willing to push the boundaries? Live on the edge and sometimes jump off it.  
**Link to video:** <https://www.youtube.com/watch?v=iQaiMoUn-zc&t=186s>

**Title:** After watching this, your brain will not be the same  
**Speaker:** Dr. Lara Boyd  
**Description:** Dr Boyd describes how neuroplasticity gives you the power to shape the brain as you want.  
**Link to video:** <https://www.youtube.com/watch?v=LNHBMFCzznE>

**Title:** Thoughts on humanity, fame and love  
**Speaker:** Shah Rukh Khan  
**Description:** “I sell dreams, I peddle love to millions of people,” says Shah Rukh Khan, Bollywood’s superstar. In his inimitable style, Khan traces the cycle of his life, displays a few of his famous dance steps and shares nuggets from his life as a public figure.  
**Link to video:** <https://www.youtube.com/watch?v=0NV1KdWRHck>

**Title:** Rising when you fall  
**Speaker:** Neha Aggarwal  
**Description:** Life is at a high, with all your dreams coming true, all your efforts paying off, and all of a sudden, life throws you a curve ball. Neha Aggarwal, the only woman participant from India for table tennis in the 2008 Olympic games, relates her journey to the Olympics and the weight of expectations that followed it. She says that what kept her going was sheer grit and determination, and the dream to represent her country again!  
**Link to video:** <https://www.youtube.com/watch?v=8KKGj9EFV3E>

**Title:** Befriend Yourself  
**Speaker:** Nivetha Thomas  
**Description:** The speaker traces the journey of her life; from childhood to excelling in her career. She shares her path to being a successful film artiste. Her personal quest to find joy, happiness and success in life is captivating. An actress as well as architect, she is among the top names in the South-Indian film industry. A beauty with brains indeed.  
**Link to video:** <https://www.youtube.com/watch?v=sB34sRehUvU>

**Title:** Kerala’s First Lady IPS Officer  
**Speaker:** R. Sreelekha  
**Description:** R. Sreelekha is the first female IPS officer from the Kerala cadre and is also an officer in the Indian Police Service. She speaks about how her calibre was questioned during her tenure as an IPS officer, but she proved her true mettle to her country. She is a shining example of an empowered woman and has served as Managing Director for PSUs in Kerala. She also became the first woman to be given the rank of Director General of Police (DGP). In this inspiring video, she speaks candidly of her journey.  
**Link to video :** <https://www.youtube.com/watch?v=OswaMyBZEyA>

**Title:** The Unstoppable Power of Letting Go  
**Speaker:** Jill Sherer Murray  
**Description:** Letting go can make you unstoppable. The most important thing is that it CREATES THE SPACE FOR THINGS THAT YOU REALLY WANT. Also learn to Let go, of what PEOPLE WILL SAY. Let go of the need to be perfect. Let go of NOT YET. Make everyday count. In this video, Jill recounts her story of love, loss and a new lease of life. She speaks of the challenges of an uncommitted boyfriend, her fear of letting go, and then facing her fear, which led to her success and future happiness. Jill shares the 5 Steps she took to change what was not working for her, and convert it into what worked for her.  
**Link to video:** <https://www.youtube.com/watch?v=nirKw3mWB3I>

**Title:** Mumbai Dabbawalas  
**Speaker:** Dr. Pawan Agrawal  
**Description:** The speaker is CEO of the Mumbai Dabbawalas. He is also involved in conducting research and contributing to the design and delivery of courses for the entire educational fraternity, and fostering a positive learning environment by embracing a wide range of teaching methodologies. He has always shown empathy for the socially weaker strata of society and has undertaken many activities for their upliftment. Hear his inspiring talk, with many learnings.  
**Link to video:** <https://www.youtube.com/watch?v=N25inoCea24>

**Title:** You become what You believe!  
**Speaker:** Oprah Winfrey  
**Description:** Celebrity TV anchor Oprah Winfrey shares her 10 rules for success -Set boundaries, Create the life you want, Turn your wounds into wisdom, Live your life to the fullest, Demand respect, You become what you believe, Touch lives everyday, Own your life , Live a truthful life, Say thank you.  
**Link to video:** [https://www.youtube.com/watch?v=xe99QWIM\\_9A](https://www.youtube.com/watch?v=xe99QWIM_9A)

**Title:** Life Advice that will change your Future!  
**Speaker:** Michelle Obama  
**Description:** Do not be afraid to fail. It’s not about failing. It’s about what you do when you fail. What do you want to be ? How do you want to give back ? Change course, and do what you dream for. Listen to your thoughts, listen with your mind and with your heart. Only you can choose your path. Do not let someone else choose it. Good things don’t come easy. Overcome your fear... all this and more.  
**Link to video:** [https://www.youtube.com/watch?v=E5zpakvc\\_4w](https://www.youtube.com/watch?v=E5zpakvc_4w)

**Title:** Amitabh Bachchan’s Most Inspiring speech – on education !  
**Speaker:** Amitabh Bachchan  
**Description:** Speaking on the importance of education, superstar Amitabh Bachchan said, “Knowledge is yours forever. No one can steal it from you.” History remembers the wise and knowledgeable; not the ones with wealth alone. Therefore keep learning. Knowledge is the shield which will protect you. Always respect your teachers.  
**Link to video:** [https://www.youtube.com/watch?v=j7H9E62P9\\_A](https://www.youtube.com/watch?v=j7H9E62P9_A)

**Title:** One of the Greatest Speeches Ever – find your calling  
**Speaker:** Jeff Bezos  
**Description:** The best thing to happen to you is for you to find your passion, your calling. When you find it, you will never have to work another day in your life, says Jeff Bezos CEO and Chairman of Amazon. It will give meaning to your life. Be proud, not of your gifts, but of your hard work and choices. There are no shortcuts. You have to take one step at a time, with patience. You have to be resilient and stubborn on your vision. And be flexible on the steps to reach that vision.  
**Link to video:** <https://www.youtube.com/watch?v=EctzLTFrktc>

**Title:** Steve Jobs’ 2005 Stanford Commencement Address, stay hungry stay foolish  
**Speaker:** Steve Jobs  
**Description:** Steve Jobs, Chief Executive Officer and co-founder of Apple Computers and Pixar Animation Studios, tells the 3 stories from his life, and urges new graduates to pursue their dreams and see the opportunities in life’s setbacks – including death itself . He says- Do what you believe is great work, love what you do. If you haven’t found it yet, keep looking. Don’t settle. As in all matters of the heart, you will know when you find it. And there’s more .....  
**Link to video:** <https://www.youtube.com/watch?v=UF8uR6Z6KLc>

**Title:** Do what is Hard  
**Speaker:** Jack Ma  
**Description:** Jack Ma is a Chinese entrepreneur and philanthropist. He is Founder and Executive Chairman of the Alibaba Group. He is the richest man in China and 18th richest person in the world. He says, the future world will be C2B, not B2C. Machines of tomorrow should not only manufacture, they should also talk, they should think. The future will also have many women leaders because it will be based on wisdom, caring, responsibility, not just muscle power. It’s dreams that drive the world, it’s not just technology.  
**Link to video:** <https://www.youtube.com/watch?v=OyGVCi8bMmE>

**Title:** The secret power of introverts  
**Speaker:** Susan Cain  
**Description:** Introverts bring extraordinary talents and abilities to the world that should be celebrated. They are an asset to society.  
**Link to video:** [https://www.ted.com/talks/susan\\_cain\\_the\\_power\\_of\\_introverts?language=en](https://www.ted.com/talks/susan_cain_the_power_of_introverts?language=en)

**Title:** Understand the vulnerability behind humanity  
**Speaker:** Brene Brown  
**Description:** The ability to feel connected is what makes us feel alive. As human beings we have the ability to empathize, love, belong. And there is also an inherent fear of disconnection, which results in our vulnerability.  
**Link to video:** <https://www.youtube.com/watch?v=iCvmsMzIF7o>

**Title:** Simon Sinek shares how great leaders inspire others to take action  
**Speaker:** Simon Sinek  
**Description:** Why is Apple so successful ? Dr King - why was he so popular in America ? He did not show people the path, but he said ‘I believe’. He inspired them. People took his cause and made it their cause, and in turn, told other people. And he got the support of the entire population. Hear the video to know more.  
**Link to video:** <https://www.youtube.com/watch?v=qp0HIF3SfI4>

**Title :** How your body language shapes who you are  
**Speaker:** Amy Cuddy  
**Description:** Can power posing for a few minutes really change your life in meaningful ways ? Our bodies change our minds. Is this true ? Amy Cuddy in this video, discusses the ways we use body language to change the way our life unfolds.  
**Link to video:** <https://www.youtube.com/watch?v=S3nlgbVxNfA>