Enriching Lives

cascade

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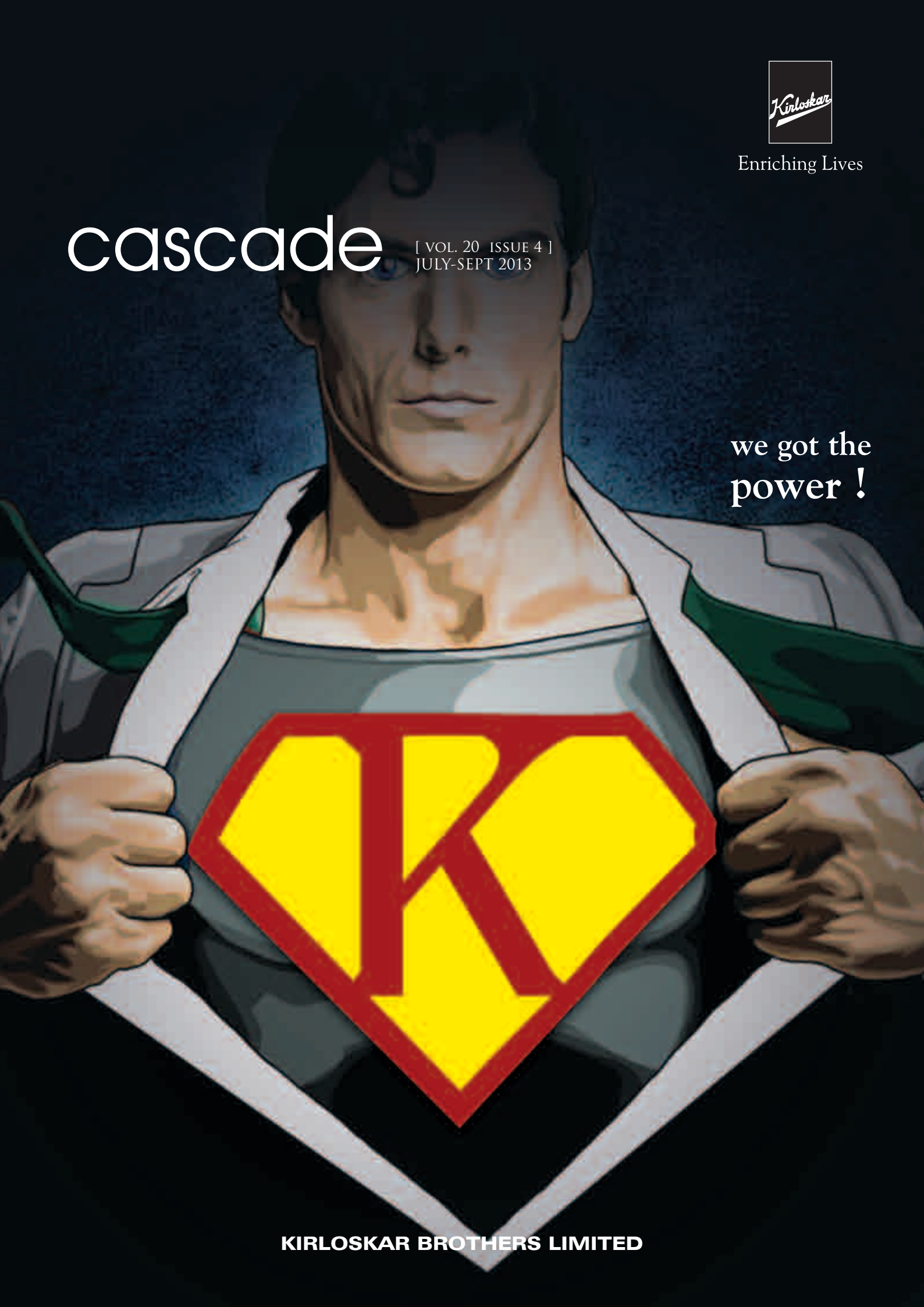
JULY-SEPT 2013



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concept

Unafraid, crusading, inventive, forging ahead with commitment, dedication and a sense of purpose that's the young brigade - the Gen-K at Kirloskar Brothers Limited (KBL) for you.

Gen-K is gathering wings to soar and take the legacy of this great organisation to newer heights. Extend a round of applause to these achievers. Meet them, the young leaders at KBL in this issue of Cascade as they share their thoughts on a wide array of subjects.

foreword

Sanjay Kirloskar
Chairman & Managing Director,
Kirloskar Brothers Limited

Kirloskar Brothers Limited (KBL) is proud to say that 65% of our employees reflect the demographic nature of the Indian population. With so many of our people below the age of 30, it becomes easy to adapt new technologies and new ideas.

It is our vision to see KBL as one of the top three companies of the world by 2020. We depend on these young people to carry the company to that level. I believe that the young men and women in the organisation really drive the pace at which we deliver and grow. It is a matter of pride to see such enthusiasm.

In this festive season, let us re-dedicate ourselves to achieving this vision.

I wish you all a very happy Diwali.

from the director's desk

Jayant Sapre
Director, Kirloskar Brothers Limited

Kirloskar Brothers Limited (KBL) has always been driven by the mission to be a reliable, innovative and cost effective solution provider. We have had a track record that is enviable and feel great pride in delivering value to our customers.

We pride ourselves as being one of the few companies in the country that has also been a part of the nation building process. For us, to be able to supply new technology pumps for application in the chemical industry segment, is as important as being certified for primary pumps for nuclear application.

We have come a long way since the days of our independence struggle, when we contributed to the struggle, and today we remain relevant to the future of India.

As we look forward to the future, let each of us find in ourselves the willingness to seek and adapt change.

I wish you all a very happy Diwali.

editor's word

Shipra Tripathi
Head, Global Marketing and Communication, Kirloskar Brothers Limited

This edition of cascade is dedicated to the young people of KBL.

The articles showcase the vibrancy, energy as well as the dedication of this generation. They have given us many reasons to be proud of them.

We believe that to have the organisation grow organically it is imperative to embrace change and the fresh ideas that these young people bring, along with their smiles. They have infused the system with a belief of ‘yes we can’.

We are looking at a future generation of K leaders who have the talent, training and tenacity to make a difference.

The team at Cascade wishes the Gen K a fun filled and prosperous Diwali.

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WE THE YOUTH...

"Older men declare war. But it is youth that must fight" Herbert Hoover once said as he aptly described the role of the youth in the society. While the senior management of Kirloskar Brothers Limited (KBL) plans and designs strategies to win the world, it is the youth of KBL, the young talent on the ground that implements the strategies.

We caught up with a few members of the youth brigade of KBL to know them a little better and they seem to be a colourful lot. They are opinionated and know where they stand. Having grown up in a globalised world, they are ambitious and go-getters. They have a vision for KBL, for this country, for themselves and like the young everywhere, they are impatient to see their vision turn into reality.

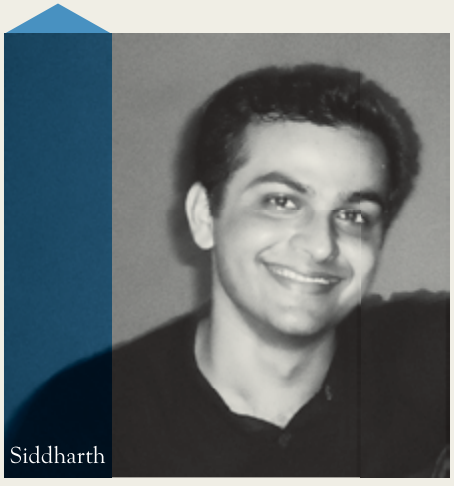
YOUTH OF KBL ...

India and China are being viewed as "the next big economies". They seem to be competing in the race for economic growth, yet with a different set of challenges. Do you think we can win this race? And how?

Alok : Personally, I view India and China how America and Russia were viewed by the world in 40's and 50's. Regardless of corruption, we still have systems for a democratic functioning. At some point, everyone has to follow those systems and guidelines our constitution has laid out. **We have a greater degree of freedom to vocalise what we feel, than a country like China.** At some point, countries like that are not sustainable. You need countries where people would feel free and can be innovative. **China is a low-tech manufacturing economy. In low-tech economy, they need people. If your per capita cost starts rising because you have only one child instead when you should have three, then you are not sustainable.** So, it will lead to per capita prices going up, which is already happening. It will become too expensive and they will not be competitive anymore. It is not a sustainable system. I am sure it will do well in next 15-20 years. But over a long term period as a country we are stronger.

Neeraj : China has ageing population. Our population mainly consists of the youth. In the coming 30-40 years, this will make a difference. China has more grey markets than original markets, which is not good. **Yet from a constructive point of view, we should take what is good about Chinese policies and implement them here.**

Siddharth : China has better infrastructure policies as compared to India and they also have better governance. They have better balance account deficits, whereas India has a long way to go on the governance aspect. We are still arguing about allowing Foreign Direct Investment (FDI) in India. So it will take time. Set-up wise China is perfect and that is probably why they have better business than us.


Siddharth

Chandan : As Brand India, in the coming 30-40 years is more acceptable than the Brand China. Indians are more valued than the Chinese. Its just because the way we communicate, our education level; to do business with India is much easier than to do business

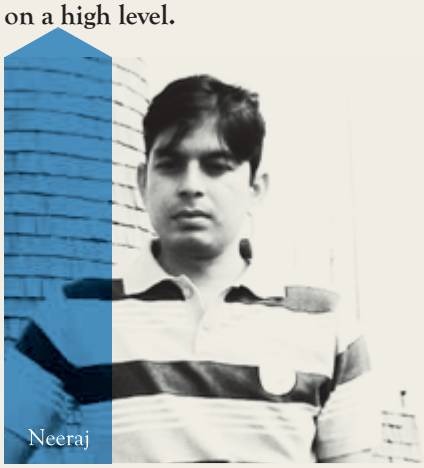
with China. So the education and higher education will play a vital role in the coming years.

Priyanka : I think the biggest difference is democracy and communism, that changes everything. It is my personal belief that **democracy would sustain longer than their systems.** It's all because of Governance. We have pros and cons with communism but democracy would last longer.

What is the true strength of India in today's globalised world? And how can we enhance it?

Siddharth : Our educated population. If we have a 1.2 billion economy and if everybody is educated we can be very powerful.

Neeraj : I think its the population and youth. The major population is composed of youth, so it is very natural that they will add up to the economy in the coming years for the country which will again lead to the development. **Coming to the main point, what I feel is that integrity in diversity is the strong factor which still brings India on a high level.**


Neeraj

Alok : As a country, probably it is the attitude. We want to be a super power. As a country, we do want to improve a lot. Whoever you are, whichever part of the society... you want to move out and you are not satisfied with the status-quo. **That's the biggest strength because in any other country people are happy where they are and we are not. That will help us succeed.**

Sheetal : I feel even the uneducated population is our strength because if you see the lady who sits at the sabji mandai (*vegetable market*) she is not educated to higher level but still she has an urge to learn these days. Even in villages you will find women wanting to do something and get educated. This attitude is our plus point.


Rajni

Rajni : The hunger to achieve. India is a developing country having tremendous scope for improvement. Every individual should believe that they can grow and achieve.

What measures should India take to increase the GDP and reduce inflation?

Neeraj : I think first - infrastructure. No second thought about that. That needs to be taken care of. If you take care of that, what you call FDIs, will automatically come into picture. That will automatically take GDP on higher level, i.e., 8-9% growth which has come down to 5% this financial year. Next year, I think it will rise to 5.8%. So may be after general elections, there has to be a change in perception, in the policies which we are following for making India more interactive for FIIs to do more investment in our country... because that has reduced consistently in the past couple of years.

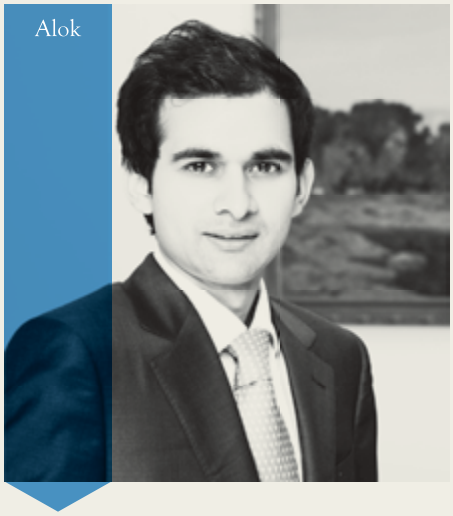
Siddharth : I think first is corruption; which needs to be stopped.


Sheetal

Sheetal : I feel there has to be more development in agro-based industries because then you will have market for agriculture wherein the farmers can process their goods and sell profitably. This would reduce migration and then there would be balance in economy. Right now, no one wants to do agriculture, except for farmers who can afford to process goods and can have some storage system.

Where do you see KBL 10 years from now?

Alok : We want to be amongst top 5 in the world. I think as a company, it continues to be that we should be the most profitable company in the world. Obviously, our focus should be high energy products, that is, the larger products which have traditionally generated disruptive margins for us. We continue to do a lot of ground-breaking work on the nuclear side, as well as a base in our regular products at Dewas, Shirwal, Ahmedabad or Kirloskarvadi. Also, small products which help our cash flows because without cash we can't fund the large products, which are the specialised products. So, a good mix of both is important for us as a



company. I hope that continues going forward. I anticipate our presence in major markets in the world which obviously includes the Americas and hope that we would be a leading player. We should be a leading player in Europe and at some point if we are able to protect our IP effectively then we should be a leading player in China as well. With that obviously, I hope that we create effective R&D systems, in terms of not just product R&D but also process and manufacturing R&D. Obviously technology such as 3D manufacturing on the manufacturing side which would be nice for us as company, especially on the engineered products side of the business. The more important thing, as a company, I think is that we need better systems on knowledge management which traditionally have not been there but have come in the last few years. We do have some base today on terms of knowledge management. So, in terms of product selections, in terms of manufacturing technologies; not the technology itself but the fact that how the system can move a product through a manufacturing process automatically, where effectively today the supervisor does it. So, obviously we need workers today, the blue collar people, who would take more initiative but allow the system to run through the whole manufacturing process. In the past things that he would do himself, which he thought adds value, is today in the system. Whether it is polishing an impeller, because he thought polishing this side of the shroud is better than that side of the shroud adds efficiency, should be in the system. As a company, to manage our systems effectively we have consistent systems across the world. Consistency is something that we need to do better, not us as a company but even as an Indian organisation. Indian organisations are not known for consistency and this is something we need to focus on. One is consistency across processes, across systems and across manufacturing and more than anything obviously we want to be a company where people want to be associated with. Because, at the end of the day, people make a company. Without the best people wanting to be associated with the company, I don't see us as a global leader. So it is whether people want to be with KBL internally or customers who want the KBL product or people who want to talk about KBL because it is a nice company. I think all this makes a difference and so to do all that, it requires as we said the technology at it at the back-end. Obviously all this requires investment around where we are, in CSR activities. Traditionally, for the group CSR is been a focus. It was one of the reasons the group was started. When the group started, it was also somebody else's CSR initiative that headed this group start. I remember, at some talk show, somebody asked my father, (about the king of Aundh) that when the king of Aundh gave him money, was he an angel investor? Most of the angel investors take shares or money or something in return. He (my father) said 'no, he was only an Angel' because he helped start the company but he didn't take anything in return. I think it is companies like this should continue to help other companies develop. Well known example is Pune's Bharat Forge which was helped set up by Kirloskar Group. So I think that is the requirement from companies like ours.

So, to shorten all that together, I think we want to be a good company and we want to be a profitable company.

Chandan Singh : Apart from being the most profitable and the best pump company and the most admired company across the globe. Like people today say that we want be at APPLE, I want to work for Amazon. Similarly I want people to say that I want to work at KBL. So lets strive hard, lets work hard, lets study hard to get into KBL.

To become the most admired and profitable company, according to you what changes in the are required?

Priyanka : Considering the competency point of every individual in the organisation we found that we had a competency mapping survey and we found that people are a bit low on the creativity and innovation. So I

would like to highlight on this as well as the functional competency of every individual working in the organisation. If we highlight that, people would tend to work more creatively and innovatively rather than doing that routine activities.

Chandan Singh : There has to be a complete shift from being system driven to individual driven, because at the end of the day in future we need to improve our response time.

Alok : I think today as a company we have very good infrastructure in UK, America and South Africa. I think it's a good time today to start doing exchange of people between these three locations and obviously India. So, we have lot of people from here who would move to either of these three places because that will give a better understanding of various markets. Even today, in terms of production and contract management, almost 60% or 65% of the business is done through here even if it's going elsewhere. I think that will give people wider understanding of the requirements of the products. It looks the same but there are some changes in the product. It changes the way you interact with the customer. I think it will help the company as a whole and it will become more globalised.

Neeraj : Actually, if you see, we have one of the best processes in KBL in terms of manufacturing but we don't follow them so implementation is lacking. So there we want to improve and also aggressiveness in marketing, product launch and any new market development.

Preeti : Going back to the first question, we have many options and it's just a matter of preference. I think acceptance of change is low. The *'Chalta hai'* attitude or a very casual approach should change, only then all of us


Preeti

together can think differently. Each one of us can contribute largely to the organisation.

Priyanka : Resistance, to some extent, is mainly because of traditional thinking. Age is one part of it. You might see most of the seniors. **To give you the biggest example would be Mr. Jayant Sapre. You might get a bit confused because of the grey hair, but if you talk to him he is truely the youngest of all!** So age is one part but attitude plays another role which compliments if you are open to new ideas. **Even Mr. Sanjay Kirloskar is the most approachable person. Anyone would walk up and want to put up a suggestion, and he will be more than happy to hear. He wants youngsters to come out and speak**. We have got this opportunity to work with these people for Cascade. I think entire new look & feel and the change is what we wanted to make and bring about. Obviously, we wanted them to know about the change. That is why we had the same approach - should we change it or not. We went and spoke to them. If you are going to do something right and if it's not going to harm anyone, just go ahead. I think it applies to all of us. **If you know you are not going to do anything wrong, it certainly adds value to the organisation**. So, all put together, if we take conscious efforts, then it can add value tremendously. Of course, if one starts changing, it's like a change reaction. You can't change anyone's attitude or thinking, it's just that if you change things around them, it changes automatically!

Meeting Expectations with KBL Fire Fighting Installations

- Avijit Banerjee, Building & Construction Sector, KBL Kolkata

Srijan Realty Pvt. Ltd. is a fast-growing real estate company engaged in construction of several real estate projects across the country to meet the growing demand of an emergent India. Within five years of its inception, the company has acquired an enviable reputation in Eastern India for its expertise in building construction.

Srijan Realty is one of the most progressive clients of Kirloskar Brothers Limited (KBL) that has always been open to adopting new technology and has a penchant for procuring only the most reliable and 'value for money' products. It floated an enquiry for a conventional fire fighting system for the Srijan Tech Park, Phase 2 at the famous Salt Lake City area in Kolkata. The BOQ specified that the pumps should be UL listed only.

After receiving the enquiry, we offered pump sets that were FM approved as well as UL listed. We approached the consultant and explained the advantages of NFPA-20 pumps over TAC, which have now become extinct. The consultant was convinced by the idea. The next step was to approach the end user, Srijan Realty and explain the superiority of the FM/UL over the conventional fire pumps for the same application.

Advantages of FM/UL set against TAC:

An FM/UL set because every component of the package like pump, engine, prime mover, controller should be FM approved or UL listed in line with NFPA-20, i.e., the pump has a hydro test pressure of minimum. 250 psi and rupture pressure minimum 400 psi which is much above the norms specified by TAC for these parameters. Its engines are compact in design and small in size comparatively for the equivalent rating. The controller of the FM/UL is micro processor based with field programmable features and LCD display, whereas in a non FM/UL set the controller is a relay based with light indicators. There are 16 programmable relays to take annunciation from the controller to controller in a non FM/UL set which has only 3-4 relays.

- FM/UL pump & engine has drive shaft coupling arrangement and all the electrical connections are well protected and covered by insulator with proper routing
- The engine has two starters that have an alternate arrangement of start either in auto or manual
- Insurance companies allow huge reduction on insurance premium for FM/UL as against non FM/UL sets
- Worldwide accepted standards which fully comply to NFPA-20

The technical team of the customer appreciated the reliability as the most convincing USPs amongst others and immediately the purchase department released PO for FM approved UL listed pump set in favour of the contractor with KBL make pumps.

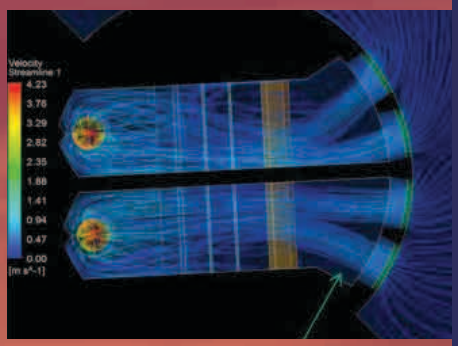
success story

Circulating Water System Package for one of the World's Largest Offshore Sea Water Pumping Systems

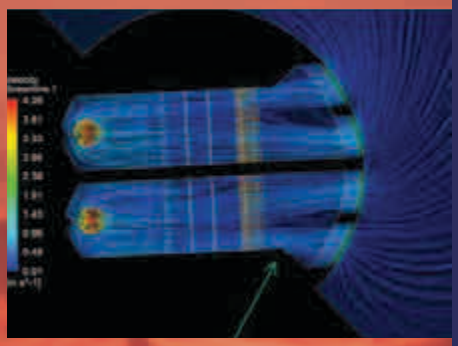
- Chandan Singh, Power Sector, KBL Pune

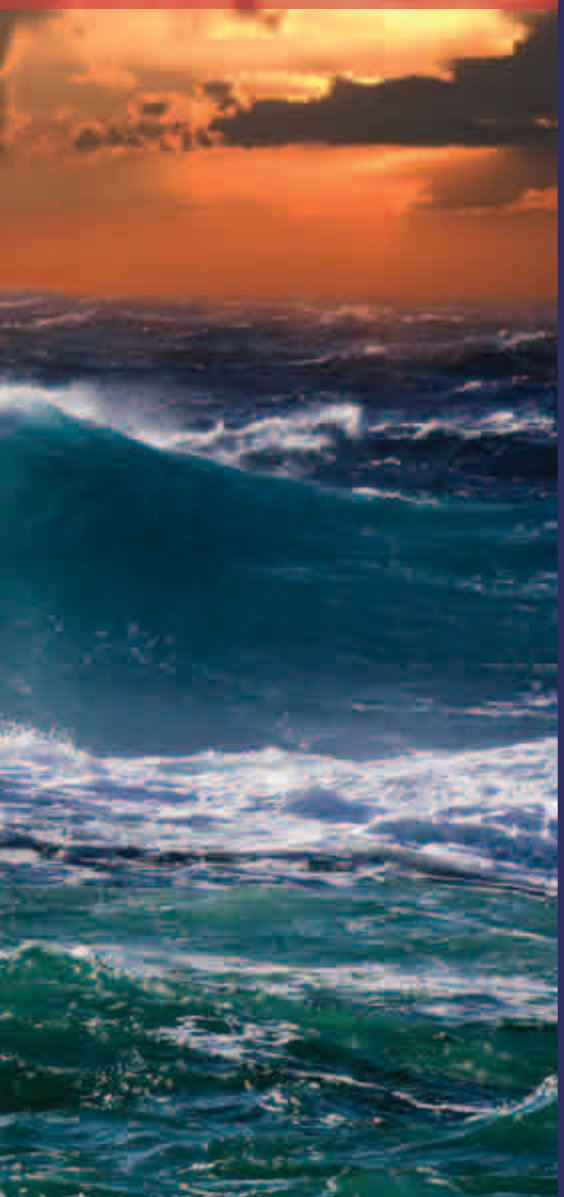
Hinduja National Power Corporation Limited (HNPCL) is setting up a Thermal Power Plant of 2x520 MW at Visakhapatnam, Andhra Pradesh, India.

Original sump geometry with non uniform flow



Modified sump geometry with uniform flow





This cooling water (CW) system package is one of the world's largest offshore sea water pumping systems pumping 182,000 m^3/hr of sea water. It consists of four sets of functional Vertical Turbine Pumps each with a flow capacity of 45,500 m^3/hr driven by 4600 kW/18P motor. Kirloskar Brothers Limited (KBL) bagged this prestigious order and thereby manufactured the largest ever Vertical Turbine Pump in India. KBL played a vital role in envisaging and designing this one of its kind cooling water systems by working in close proximity with customer aspirations.

The complex nature of this project can be understood by the fact that four sets of Vertical Turbine Pumps had to be installed a kilometer inside the sea, with two pumps each with an intake well of diameter 28 m. We studied the system and observed all possibilities to deliver the required results. The pumps inside the sea will always be open to turbulent nature of sea waves.

The pump house has been designed to offer the most viable solution within the existing dimensions and also ensure hydraulics were perfectly streamlined for a successful system. A Computational Flow Dynamics (CFD) analysis was carried out at our R&D centre during bidding stage to analyse the sump suitability and it led to following developments:

- *Modified sump geometry after analysing the CFD analysis report*
- *Led to improvement of complex fluid phenomenon in sump*
- *Improved hydraulics thereby enhancing cooling water system efficiency and effectiveness*

KBL later carried out sump model study at Kirloskarvadi to further substantiate its inputs and modifications. We ensured successful design of the cooling water system which would eventually lead to development of largest ever Vertical Turbine Pump in India for sea water application in thermal power plants. The Vertical Turbine Pump was successfully designed, engineered and manufactured at Kirloskarvadi.

The major highlights of the project were:

- *Designing and building one of the world largest offshore sea water pumping system*
- *Creating Largest CW pump -Vertical Turbine Pump (sea water application) ever built in India*
- *Physical sump model study & CFD analysis for CW system was carried out in Kirloskarvadi & CRED Pune respectively*

In years to come, this development of the largest Vertical Turbine Pump and design of CW system (electro-mechanical) equipment package will act as an excellent reference for KBL for being a complete solution provider in hydraulic systems.

It would also add value to KBL's references in sea water applications and will definitely help achieve further laurels for the Kirloskar Group.

Largest Butterfly Valve in Thermal Power Plants in India

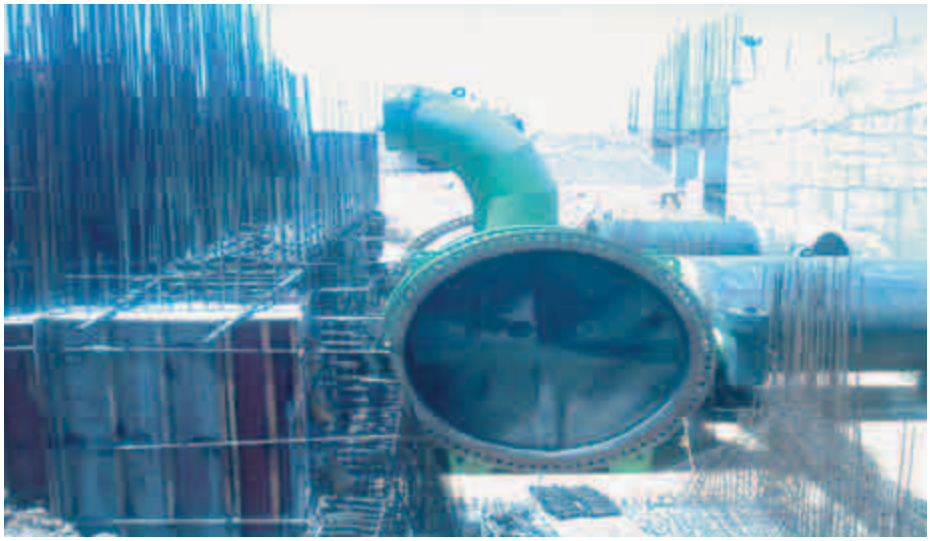
- Nitin Nalawde, Power Sector, KBL Pune

Kirloskar Brothers Limited (KBL) bagged the Cooling Water System Package for the Jaypee Nigrie Super Thermal Power Project. The project comprises 2 x 660 MW Super-critical in Singrauli district of Madhya Pradesh. Through this project, KBL added another feather in its cap by developing largest ever motorised Butterfly Valve (BFV) in thermal power plants in India.

We received an order for two sets of 3800 mm motorised butterfly valves under CW system package. This was the largest ever requirement of motorised butterfly valve in power plants in India. Super critical power plants have become a growing market due to India's ever increasing efficient and economic power demand.

We took this challenge as an opportunity. We designed, engineered, tested and commissioned a 3800 mm motorised BFV. We utilised state-of-the- art facilities, implemented required design software to develop and modify design to meet the clients' requirement and satisfaction.

Manufacturing activities such as fabrication and machining were carried out phase-wise. The vast engineering expertise accumulated by KBL came in very handy in this project. The Kondhapuri team introduced an innovative process to get the concentricity at the drive end and non-drive end valve body. To test the BFV, existing testing facilities were modified to suit the requirements which greatly impressed the client.



Applying Appropriate Technology : A Case Study of Duncan Industries Ltd.

- *Avik Lal Mitra, Industry Sector, KBL Kolkata*

Overview

Duncan Industries Limited reached out to Kirloskar Brothers Limited (KBL) to supply Drainage Water pumps having duty conditions for their Tea Gardens in Goalgoach & Patagora in North Bengal.

V for Victory

Application of V-Belt Pulley System in Tea Garden for Drainage Water Pump.

After primary analysis of their requirement and the ground conditions, the team KBL selected the following pump models:

a. MF 35/40 in 01 MOC, having 27.67 kW (37 HP) of rated power and an efficiency of 85% at 728 rpm

b. MF 35/40 in 01 MOC having 23.15 kW (31 HP) of rated power and an efficiency of 84% at 728 rpm

c. MF 35/35 in 01 MOC having 19.73 kW (26.5 HP) of rated power and an efficiency of 83% at 728 rpm

Challenge

The location where the pumps had to be installed has no supply of electricity. The only option available for the team was to drive them with a diesel engine set. Since the pumps have a high capacity and low head, it was not possible to select the pumps at 1500 rpm (minimum rpm required by the diesel engine)

V-Belt Pulley System Saves the Day

In order to solve the disparity in rpm between the Driving force i.e. Engine (1500 rpm) & Driven force i.e. Pump (720 rpm), KBL offered a solution of V-Belt Pulley System, which could reduce the speed into half, i.e., 750 rpm (effective speed of Pump).

A V-Belt Pulley System transmits motion and power between shafts that are at a distance. They are connected with belts, running over suitable pulleys. The speed of the belt, in feet per minute, is equal to the product of the circumference of the pulley, in feet, and the revolutions per minute. The speeds or numbers of revolutions of two pulleys connected by belt are inversely proportional to their diameters.

A Winning Solution

The customer was delighted with the solution, which was implemented on a test run basis. Satisfied with the performance of the solution, Duncan Industries placed an order of two MF Pumps and also gave a Letter Of Intent (LOI) for more pumps.

Vision to Zero Mismatches

In order to improve the efficiency of our plant, we had taken up the task of achieving a zero mismatch between the system stock and the physical stock at the premises. The plant, inaugurated in June 2011 had a very high mismatch value as observed from stock audit figures. The team resolved to bring the mismatch value to zero, by adopting the **"Vision to Zero Mismatches (VZM)"** in the third quarter of the year 2011. It aimed at reducing mismatch values quarter to quarter to bring them to zero and then maintain them at the lowest level.

In order to give shape and form to the vision of zero mismatch at the plant, the Plant Head and the Head of the Department set targets for the team to work with. A pre-audit was conducted by the plant head. On monthly basis in order to achieve these targets, employees were to rigourously ensure:

- A perceptual inventory
- One storage location for one kind material
- Tagging into the system at time of physical verification
- Gate entry vs. GRN verification
- Rejection monitored within the in-system
- Serial number maintained in tagged materials for easy traceability
- Stored material to bring down to easy counting
- Proper training and manpower utilisation

The team is well on its way to achieving its target of zero mismatch and this is evident from the audit data.

You can win

- Nikhil Gorhe, Building & Construction Sector, KBL Mumbai

Every individual has an aim to achieve "GREAT SUCCESS" in his life and I am no exception.

During my college days, I wanted to achieve great success, so started studying zealously. This helped me build confidence and prepare for exams at all times. I also found ample time for hobbies like sports and reading books on general knowledge. During those days, I chanced upon a famous book *"You Can Win"* by Shiv Khera - a business consultant. The book was about this unique mantra *"Winners don't do different things. They do things differently"*. This impacted me positively and I started thinking in an innovative way to become a winner.

I believe that everyone is born unique but through the years we work very hard to be like everyone else. To avoid that, I chose one creative subject in the final year of Bachelor of Mechanical Engineering 'Non-Conventional Energy Resources'. I was one of the top rankers of the University.

Subsequently, I joined as a trainee in Kirloskar Brothers Limited (KBL). I continued to think differently and also focused on applying theory in product manufacturing. After I completed my training, I was placed at KBL Mumbai Office - the commercial capital of India. It was a huge opportunity and a challenge for me to be differentiated due to my innovative implementation of Application Engineering.

My fresh factory training knowledge greatly helped in preparing offers promptly. This has enabled all my seniors to spend more time in market and generate multiple businesses from the field. Prompt responses to their queries at the design stage itself has helped us surpass our targets and satisfy customers and associates alike. Pre-bidding is back-bone of the marketing and I have utilised my special tool for discussions with consultants and have made specifications to market our new products like MSMO / HYPN / HVAC / LLC™ and enjoyed the outcome.

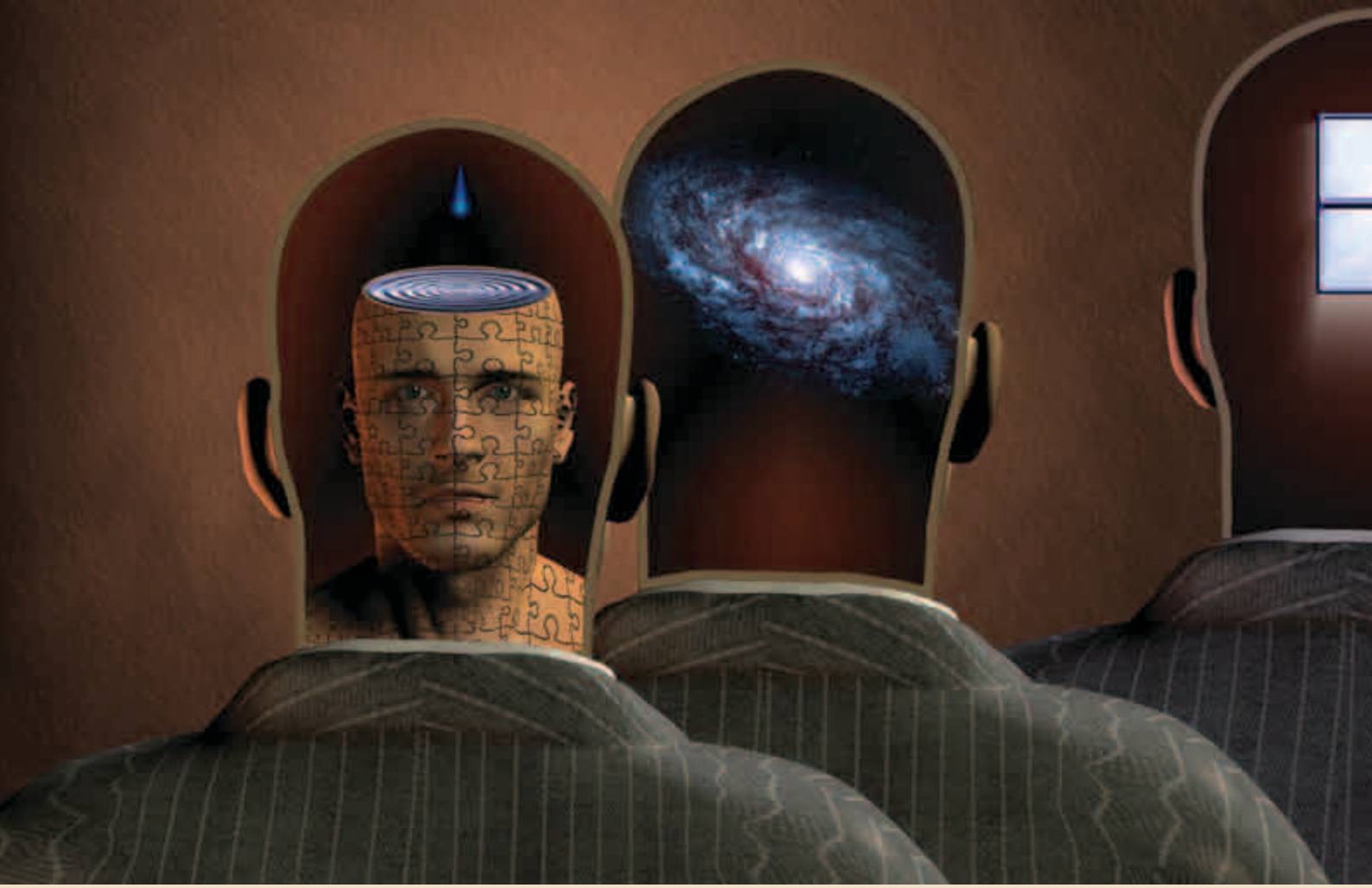
Personally, I have experienced the various steps to achieve success by doing things differently mentioned by Shiv Khera. **After all successful people don't do great things, they only do small things in a great way.**

I am sure if you follow this "You Also Can Win".

Shaping Young Minds

Young managers making difference in today's corporate world

- *Ragini Gureja, HRM&C, KBL Dewas*



Organisations are increasingly focusing on young managers since they are going to be the leaders of tomorrow. All organisations are now making an investment in creating innovators - young managers who will bring the change tomorrow.

Currently, young managers are beginning to enhance and develop their competencies to integrate various social and environmental considerations into business decision making process. Building responsible business practices as a part of mainstream management development is a long-term task that requires behavioural changes. Young minds need to be shaped for leadership qualities, management skills and reflexive abilities.

A young manager must learn a special set of skills. Some of these are:

- **Building Teams.** Understanding that synergy of a team is what creates a difference. You can become a great manager, only if you have an effective team working together towards the organisational goals. A team can work better if it is not just working under you but with you. One cannot overlook the importance of a team that is working with customers to solve problems and understands what being part of a company means.
- **Broader Vision.** Since executives are, by definition, immersed in their environment, perspective is difficult to achieve. One of the most powerful tools in decision-making by a young manager is the ability to take a step back, ask others what they think, and see the big picture.
- **Balance.** Balancing intelligence and experience is very important. It is not strategy versus operational execution, ideology versus practicality, intuition versus logic, passion versus calmness.

In fact, if anything at all, it is the balance of such opposing ideas that is required among young managers. Being young, one must also learn the art of maintaining a balance among group members of all ages.

- **Being Humble.** It's okay to be arrogant and full of yourself when you are young, but doing that also leaves you wide open to all sorts of issues like shortsightedness and being overconfident. Humility leads to objectivity. It's an important leadership quality; if you can be humble, then confidence and strength can't be far behind.

- **Being a Learner.** It's good to be intelligent, logical and able to wrestle tough problems to the ground and reason them out. But knowing what you don't know is just as important. It is the zeal of young people towards learning which makes them exceptional and shine brightly in an organisation.

Young professionals with "fresh energy and new perspective" are being tapped for management positions, but age-related skepticism is a challenge for these new managers. It is a challenge that these new managers must face. When age becomes an issue, young managers should concentrate on what they were hired to do. There is a fine line between being confident and being a know-it-all.

While facing these two challenges, a young manager can adopt two different approaches:

Team First

Young managers can make subordinates of all ages feel comfortable by emphasising on teamwork. Being a manager doesn't mean taking all the final decisions. It means collaborating with team members to come up with the best solutions and implement them. A very important quality required is to be an effective communicator. As a young manager, give the team members the responsibility and accountability for their work and then ask them to review it. This gives them an opportunity to understand the team work and attain the organisational goals in an effective manner.

Being a young manager is also a challenge because it creates a problem of respect. You know you can do the work, but because you are young, it may take a longer time to prove yourself. One of the ways to face this challenge and build respect among the team is like always showing appreciation to helpful colleagues. It develops relationships. You have to work on a level that people of all ages will relate to, and sometimes that means tailoring your behaviour to a situation.

Room to learn

One of the advantages of being a young manager is that one is not set in one's ways. With a fresh mind, young managers always think out-of-the-box and look out for ways of improvement. They have a mind set to learn and grow. Unfortunately, not everyone looks beyond age and gives credit where it is deserved. Respect is something that you have to earn over time by working hard and showing that you have an interest in improving. To earn the respect one has to take time to listen to employees. It is important to know what makes people tick.

There is a lot more for a young manager to do with time as they enhance their spectrum of knowledge. Young managers are proving to be a talent pool that is wise beyond their age.

Working with Kirloskar : A Period of Never Ending Learning Experiences

- Siddharth Jadhav, Irrigation Sector, KBL Pune

I joined Kirloskar Brothers Limited (KBL) as a Graduate Trainee - 2010 batch. My training was at Kirloskarvadi (KOV) and it completely impressed me. I had never been to any manufacturing facility of such magnitude and capacity. I learnt some manufacturing techniques at the Large Pump Division (LPD) along with some pump testing work at the Hydraulic Research Centre (HRC).

Subsequently, I worked on the Rural Electrification (RE) projects in the Irrigation sector. While working on the RE projects, I got an opportunity to work on site at Jamtara, a village in Jharkhand. It was a tough experience. Some villages around had no power supply at all. This visit gave me a glimpse of the ground realities of the country, something that I would never got here in Pune.

Later, I got a chance to work on the pumping projects with the testing and commissioning team. I felt lucky to be a part of this team because they were going to test and commission thirteen pumping projects in next two years.

It was an experience of a lifetime. I got to learn the technicalities of induction system design, testing and commissioning. The best part of testing and commissioning, however, was to work under pressure, in the presence of the clients. Personally speaking, this experience has made me very confident of working under stringent and adverse conditions.

There is an interesting experience of our Chimalgi Lift Irrigation Scheme (LIS) project in Karnataka that I would like to share. Chimalgi LIS has two vertical turbine pumps BHQ-70M driven by 1.3 MW induction motor. The incoming supply of 11 KV was supposed to be provided by the Hubli Electricity Supply Company Limited (HESCOM) department of Karnataka division. The date of commissioning was finalised and we were informed that the then Chief Minister Mr. Jagdish Shettar was going to inaugurate the pump house. We finished our testing activities and received the power from the client five days before the date of inauguration by

the CM. When we started the pump on load for the first time, we noticed that the voltage at the receiving end dipped to 7.5 KV from 11 KV. This resulted in motor getting tripped. We experienced a similar drop in voltages for next consecutive trials. We did a lot of research and checked if we were wrong somewhere at our end. When the department engineers found that the motor was not working they were upset. We repeatedly told the client that the problem was because of the incoming voltage drop, but they were not ready to understand. Everyday their consultants would check the total system thoroughly and go back without any conclusion.

At the end of the fourth day, one of the senior technocrats who was the advisor to HESCOM, understood the problem and told them that the problem was at client's end. HESCOM was ignorant about the distance from which the supply line was brought. It was 30 kms. as against the ideal of 18 kms. KBL proved its point and commissioned the pump house after making changes in the incoming line on behalf of the client. After commissioning, we felt the way a warrior feels after winning a battle. Voltage drops and the line losses are basic issues. Engineering students are taught about such problems in second year. However, it was taken for granted and ignored by experienced engineers from HESCOM. In spite of having the entire system ready in place, we were unable to run it when the Chief Minister arrived, simply because we ignored a minor detail. This project taught me that ignoring the small details can lead to big troubles.

I still vividly remember the first day when I was transferred to our corporate office at Yamuna in Pune. My first feeling was of awe. It had one of the best interior decors I had ever seen. I was very happy to be there but when I called my father, he told me that an engineer's true learning is always on-site. Having worked at the various sites in KBL, I can say I have experienced true learning.

Anchoring Your Career: Being Different at Work

- Soumi Banerjee, KBL Dewas

Charles R. Darwin gave to the world, the theory of 'Survival of the Fittest'. In modern times, in my opinion, the definition of being fittest should be "being unique and being different". History has proved this to be true, time and again.

In today's competitive world everyone wants to achieve success and to lead in their chosen field of work. To beat the competition, everyone is trying to constantly upgrade themselves with skills and knowledge. But is that enough to survive in this big wide world? Maybe not. I feel, in order to anchor yourself in the sea of the modern workplace, you must be unique, you must be your own person.

Getting that Unique Edge

Today, every organisation is looking for that extra edge in every individual. It is this extra edge that makes them different and unique from others. One of the main ingredients to the recipe to success in modern organisations is to have such quality in work that cannot be replicated by others.

So what are the qualities one must imbibe for being different?

1. Deeper field /subject knowledge. This is the basic foundation for being different. When a person has a deeper knowledge and understanding of the subject or of his work field, it will empower him to understand and think analytically considering the pros and cons as well as the situational requirements related to it.

2. Dare to be different. To become unique, one must have the courage to think differently and go against the conventional thinking patterns.

3. Innovativeness. Doing something new and what has never been done before has become a requirement. In order to be innovative one must always keep experimenting with their work irrespective of the failures.

4. Creativity. Creativity means going a step further than your mandate and making your work more interesting and attractive. Though your work may require you to follow the basic steps and procedures, you can experiment in your approach and in the presentation of that work.

5. Having a bird's eye view of the problem Sometimes, to understand and solve a problem in a better manner, one has to detach oneself from the problem and have to give it a hovering bird's eye view. This helps them understand the problem in a wider perspective.

6. Out of Box Thinking This is about work in a manner that is least expected by others. For this to happen, one must have curiosity about theories and practices of other fields and sectors apart from one's own.

You should never fear having a thought process of your own or a work style that is different from others. You must develop the attitude of following others only when you can learn and gain knowledge and try to find out ways and means that haven't been used by others. Take it as a challenge and find your own way.

My experience with KBTL for the past 4 years

- Sirawan Petachut, KBTL

I have been working with Kirloskar Brothers (Thailand) Limited (KBTL), since June 2009. Back then, both, the company and I were "freshers". I had freshly graduated and the Company had just started operations in Thailand.

The motley group of four employees included the administration, accounting, operation and the Managing Director. Due to the small size, we were a closely knit group. My colleagues mentored me. The experience was like being in a group of good friends, something I had not expected. We learnt, laughed, worked and grew together as a team.

After I completed my first year at KBTL, I was promoted as an Admin & HR Officer, in appreciation of my performance over the year.

I feel proud to work with KBTL as one of its first employees. It is my honour to work in such a reputed company. I have enjoyed working here and its has been a wonderful experience.

Sabbatical : A way to retain at workplace

- Nupur Singh, KBL Dewas

Sabbatical is derived from the Latin word sabbaticus, is a rest from work, or a break, often lasting from two months to a year. The concept of sabbatical has its source in shmita and is described several places in the Bible. In the strict sense a sabbatical lasts a year.

Sabbatical has its roots in the Genesis in which God rested (literally, "ceased" from his labour) after creating the universe, and it is applied to people. Today, everyone needs some time off after following a conveyor belt-like routine. Such a deliberate break from one's career in search of something meaningful is increasingly being accepted globally, by the corporate world. In the United Kingdom, for instance, almost 20% of the companies have a career-break policy, and a further 10% are considering introducing one.

The corporate world is increasingly becoming more sensitive. Their social responsibilities towards their employees have also increased. There is a sense of concern towards the social and personal well-being of employees.

The corporate world is increasingly open to sabbaticals taken for legitimate reasons. Sabbaticals give an extended break from work, unrelated to family leave. It provides the time to recharge, study or simply do something different, away from the grind of the workplace. Today everyone is expected to work 24/7, with very little time for themselves. The work-life balance concept has forced companies to adopt a considerate approach towards their employees, thus flexing rules to accommodate their interests as well. To keep employees motivated, it is not difficult to find companies offering facilities like working from home and sabbaticals.

Attrition figures of female employees in the IT and banking sector reveal pregnancy and marriage as the main reasons of attrition. These sectors have applied many tools to maintain work life balance and reduce the attrition trend.

An extended break from work reduces burnout, ultimately increasing the quality and quantity of work. Stress levels may be reduced, which could save health-care costs, the biggest benefit is that sabbaticals allow people to be more creative and inventive when they come back to work. The returning employee has a fresh perspective. He/she sees the workplace in a new, enlightened way and may be able to incorporate new skills or knowledge into the job.

Sabbaticals are also important for rejuvenation; they act as boosters/ catalysts when people return to their professional space. Various studies show that organisations benefit in a variety of ways from sabbaticals. The experts agree too.

KBL wins the CMO Asia CSR Award

Asia's most prestigious recognition for organisations delivering significant positive impact on lives of people in society.

Kirloskar Brothers Limited (KBL) bagged the Asia Award for best Corporate Social Responsibility (CSR) at the 3rd Asia's Best CSR Practices Awards event, held in Singapore.

The awards are organised by CMO Asia, an organisation dedicated towards high level knowledge exchange through leadership and networking amongst senior CMOs and brand decision makers across industry segments. Prof. Y. K. Bhushan, Senior Advisor, ICFAI Business School & Vice-Chancellor, ICFAI University, Meghalaya presented the award certificate to Anil Malik, AVP - HRM&C Dewas, KBL.

KBL has innovative CSR initiatives and interventions across areas such as health, education, energy, making people employable. Admired for its numerous corporate social practices, with this prestigious award, KBL has added another feather to its cap.

Elated with this award, Sanjay Kirloskar, Chairman and Managing Director of Kirloskar Brothers Ltd. shared, "KBL was born out of CSR initiative of King of Aundh and we understand the importance of corporate social responsibility practices. Our aim has always been to take our activities beyond CSR to the next level of PSR (Personal Social Responsibility). Dewas plant has been a role model for implementing innovative CSR initiatives and this award reiterates this."

Speaking on the occasion, Anil said "Over 1200 companies participated in this category of the awards. It's an honour for us to get this global recognition for our Corporate Social Responsibility Initiatives."

Kirloskar Brothers bags CII National Award for Excellence in Energy

Kirloskar Brothers Limited (KBL), won the Innovative Energy Saving Product Award for Lowest Life-Cycle Cost (LLC™) pumps and Excellent Energy Efficient Unit Award for Kirloskarvadi plant at the 14th National Award for Excellence in Energy Management 2013 by The Confederation of Indian Industry (CII).

Dr. Naushad Forbes, Chairman Energy Efficiency Summit 2013, Dr. Ajay Mathur, Director General Bureau of Energy Efficiency and Mr. L. S. Ganapati, Chairman - CII National Energy Award for excellence in Energy Management 2013 presented the award to KBL teams at a recent ceremony held in Hyderabad. KBL showcased innovative and sustainable pumping solutions at the 14th National Award Seminar 2013.

Speaking on the occasion, Mr. Sanjay Kirloskar, CMD, KBL, said, **"This milestone validates our commitment towards sustainability by providing energy efficient fluid handling solutions for the industry. We take immense pride in introducing innovative products that cater to the changing economic needs of the industries."**

Established in 1910, the Kirloskarvadi plant was awarded the Excellent Energy Efficient Unit Award. The plant has, under one roof, manufacturing facilities for various types of pumps like Split Case, Multistage, End Suction, Sewage Handling, Solid Handling, Vertical Turbine and Concrete Volute. These pumps, with capacities ranging from 1/10 kW to 12,000 kW, are used for in various applications in Irrigation, Coal, Steel, Building, Power, Petrochemicals, and Sugar industries.

The Innovative Energy Saving Product Award was presented to the distinctive range of LLC™ pumps that sustain efficiency over longer period of time and have a low life-cycle cost as compared to conventional pumps. LLC™ pumps will save additional energy cost and effectively reduce the maintenance costs and depreciation. The cumulative reduction in energy consumption will directly aid cost saving and therefore, increase the profitability of the organisation. LLC™ pump users will derive the benefit of guaranteed performance over the life-cycle of the pump in a sustainable way.

Greentech Safety Gold Award 2013 for KBL Dewas

The corporate EHS (Environment, Occupational Health and Safety) policy of Kirloskar Brothers Limited (KBL) is a commitment of the organisation to promote safe and green practices across all areas of its interventions. It is a significant pillar of our overall quality focus.

Recognising and applauding this focus, Greentech Foundation awarded KBL Dewas, the Greentech Safety Gold Award of 2013 in the engineering sector for outstanding achievement in Safety Management.

Arun Modi, Factory Manager, Dewas and Bachchan Kanungo, Safety Officer received the award from Shri Parmeshwar Naik, Labour Minister, Govt. of Karnataka and Shri Kamaleshwar Sharan - President of Greentech Foundation at a grand award ceremony in Goa on September 3, 2013.

Greentech Foundation is a leading non-profit organisation that recognises and celebrates the ethos of outstanding performance in safety issues. It takes a lead role in promoting education, training, research and dissemination of knowledge, advancing the scientific, technical and practical aspects of safety at work place, environment protection and climate change.

Greentech Safety Awards are presented annually by Greentech Foundation to recognise excellence in Safety management. This award takes a comprehensive look at the full spectrum of occupational safety throughout the world and is presented only to the most outstanding achievers in this area. Greentech Safety Awards promote improvement in workplace safety, encourage those who are responsible for workplace safety management and recognise workplace safety as an ethical responsibility to both employer and employees. Many eminent companies participate in this intensive awards process. The nominations are evaluated by experts from Government, Academia and Industry.

REACH Expanding Foot Prints

In order to reach even closer to the customer and to establish our presence in various markets, the **Distribution Sector formulated and implemented Project REACH**. We started by identifying the gaps in our existing network presence, with the help of various demographic parameters of India, extending from class I to class VI cities and in rural areas. These gaps were then converted into targets for our sales staff. After conducting many pilot projects in markets like Delhi, Pratapgarh, Agra, Rajasthan and Andhra Pradesh, we started a robust appointment process for channel partners with a mix of surveys, marketing campaigns and seminars. The entire team took on the project with full enthusiasm and made exceptional efforts in appointing channel partners all across the country. In order to retain transparency and maintain a robust review system, the entire project was monitored online.

Engaging and attracting new channel partners was one of the toughest jobs since the market is crowded by so many organised and unorganised players. In order to overcome this challenge, we launched a one-of-a-kind, reward based loyalty programme for retailers called the Kirloskar Family Bonanza (KFB). **The strategy yielded good results and won a Silver award in the prestigious Promotion Marketing Awards of Asia (PMAA) in the Business to Business category.**

We are in the process of reaching out to rural markets with the help of influencers such as plumbers and mechanics. Influencers, as the name suggests, play a very significant role in leading the end users to buy our products. For this set of influencers, we have devised another reward based loyalty programme, the Kirloskar Captains Bonanza (KCB) which, we hope, will repeat the success story of KFB.

With the help of technology, strategy and marketing initiatives, we have created a strong network with 12,000 retailers and over 450 distributors/ dealers in less than three years. It has now become a growth driver for the Distribution Sector. Our journey does not stop here as we are now targeting new markets, new places and new benchmarks with the help of innovations and new marketing strategies.

Introducing KBL VT Pumps in Spray & Injection Water Application in Harinagar Sugar Mills

- Suman Das, Industry Sector, KBL Kolkata

Harinagar Sugar Mills Limited (HSML), established in 1933, is the largest sugar mill in Bihar. It is situated in Harinagar, in the West Champaran district, nearly 250 km from the state capital of Patna. It is the most modern and the largest sugar mill in the region, in terms of crushing capacity and production of refined sugar. Since its inception, it has grown to have a crushing capacity of 10,000 Tons Crushed per day (TCD) from a meagre 600 TCD, thanks to continuous modernisation and capacity enhancement. It is the only sugar mill in India with such a large crushing capacity in a single train. The factory has 2 captive power plants of 14.5 MW & 5 MW each. It has a modern automatic distillery 45 KLPD, where methanol is produced from molasses.

In order to ensure that nothing useful goes waste at the plant, HSML established a biogas plant and a manure plant in the factory premises. It also has a captive sugar plantation where research is carried out for developing better varieties of sugarcane. Kirloskar Brothers Limited (KBL) has been associated with HSML since five years.

HSML had been facing regular problems in one of the most critical applications of pumping in a sugar mill, the Spray Water & Injection Water application. The installed pumps were Vertical Turbine (VT) pumps which were manufactured by a local manufacturer. However, the production and maintenance teams were facing many problems due to frequent corrosion which required the replacement of parts very often. This, of course, had additional costs. They also informed us that these pumps consumed more power than foretold by the manufacturer.

HSML, therefore, decided to change the pumps. They approached us for a solution. As usual, we were working with a tight budget. In addition, the solutions provided needed to work in tandem with the existing motor system.

A meeting was arranged with the team of technical, production and financial personnels as well as their consultant. The pumps offered by KBL were technically much superior to the pumps offered by the competitor, both in construction as well as utilisation of the existing motor. As we presented our technology, we stressed on the sustainability and reliability of KBL products. All the members present in the meeting were convinced about the technical superiority of the KBL products offered. However, they reacted just like anyone would react while adapting new technology. They were hesitant while adapting the new technology since KBL had not installed those pumps for similar applications.

HSML then requested KBL to make a presentation on the global references of VT pumps supplied for various applications. KBL was also endorsed by their consultant present there. In the past, he had been associated with a project in Africa where KBL VT Pumps were supplied and have shown a satisfactory performance since the last four years. It was then decided that the order for pumps would be placed with KBL.

This project will also serve as reference for similar applications in sugar industries in the region.

Pumping Energy in Pump

- Dhananjay Bidnur

Very few fortunate people get rare opportunity to practically implement what they learn during school days. As an employee of Kirloskar Corrocoat Private Ltd. (KCPL), I got such a rare opportunity. This article talks about my experience.

Through the new coating product, KCPL has made a significant contribution in the field of energy conservation and I feel proud to be a part of this contribution and to work in the field of energy conservation... Thanks to this new concept of energy saving, during last two years KCPL has been able to save 2387 kW of energy. What makes the product superior is that it requires the customer to make only justifiable investments. Despite wanting, there are certain occasions when are unable to invest in energy saving. KCPL has innovated the concept of build and transfer arrangement for such customers. KCPL has innovated the concept of build and transfer arrangement for such customers. Here, KCPL makes all the initial investment, demonstrates the savings and gets part of savings from customer as a part of recovery of initial investment. One such innovative pilot project has been successfully completed by KCPL at Solapur Municipal Corporation (SMC) where benefits received by SMC were:

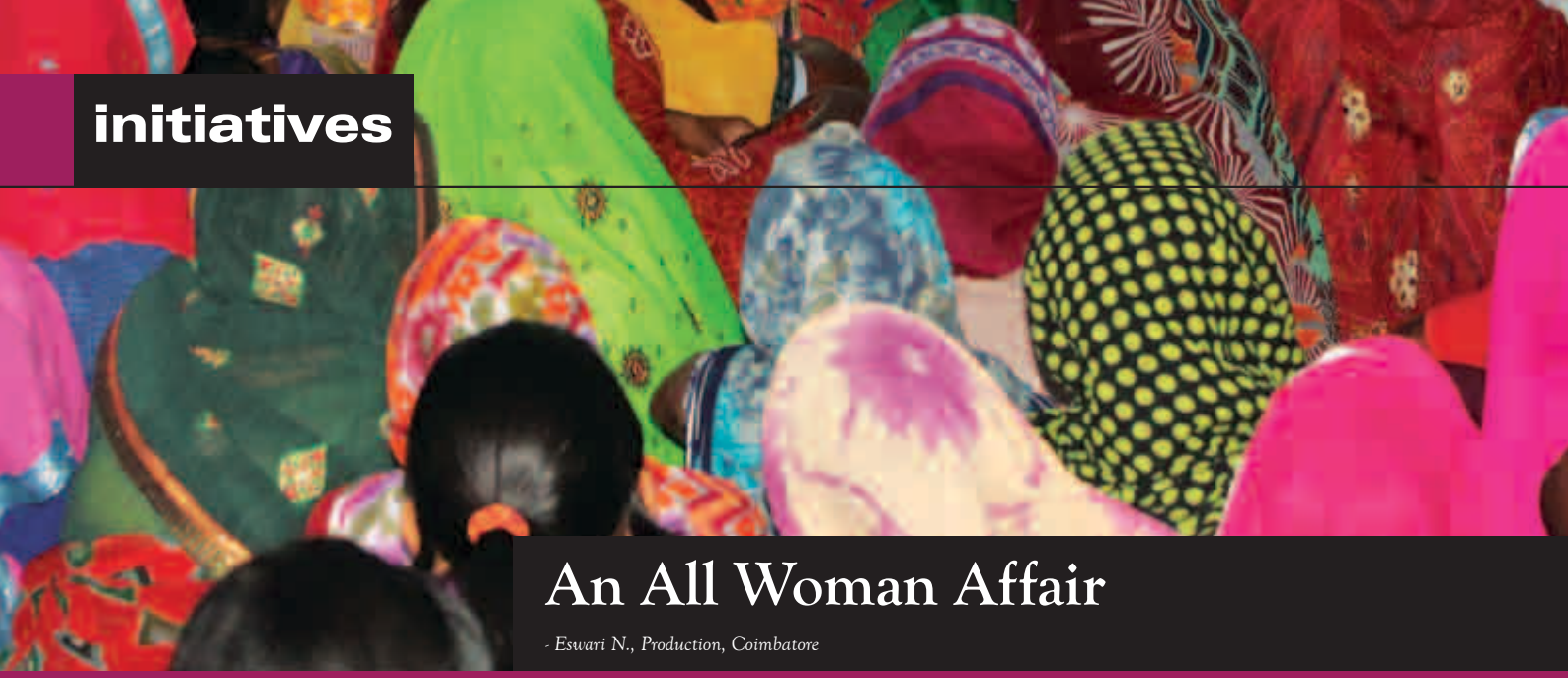
- **Extra monthly income with zero investment through savings on electricity bills.**
- **Total power saving of 170 kW/day**
- **Total monitory saving of ₹ 4.62Mn/yr**

The improvement in efficiency after coating over the existing system was found to be approximately 12 points and hardly any deterioration in efficiency was observed over corresponding periods. KCPL monitored the performance for three years and SMC has appreciated benefits offered by KCPL.

My assignment required me to test the pre-coating and post-coating performance of a pump and demonstrate the benefits to the customer based on the outcome. I experienced true satisfaction when a customer appreciated the benefits demonstrated.

Since I work in the field, I get a chance to receive that appreciation on behalf of my organisation. This appreciation works like a tonic for my further assignments and thus, while conserving energy at customer end I personally feel more energised.

If I were asked to summarise my feelings for KCPL pumps, it would be, **"KCPL pumps energy in the pump".**



An All Woman Affair

- Eswari N., Production, Coimbatore

Kirloskar Brothers Limited (KBL) commenced its operations at Coimbatore on June 17, 2011. The uniqueness of this facility is that it employs 100% female employees for the manufacture of domestic pumps. This idea of women's empowerment was the vision of our Chairman and Managing Director, Sanjay Kirloskar and stemmed from the fact that women were the end users of the pumps.

All women employed at the unit are school drop outs from class 8 to 10. Electrical vocational training at the government ITI was given along with certificates. The ladies were then given 100% placements at KBL, Coimbatore. The manufacturing unit has become a role model for our ancillary units and other plants.

Empowerment of women needs to begin with a woman's participation in different spheres of life. Education is a great determinant in this regard. To achieve empowerment, women have to be made aware of their rights and privileges in the society. Economic independence is another major factor which can contribute in empowering women. In the modern times, women play roles and shoulder multiple responsibilities in their home and in the society. KBL, Coimbatore helps us in our efforts and has given us an opportunity to empower ourselves.

Mahila Mission 20: Revolutionising Pump Production at Coimbatore

The revolutionary workforce proved its might by implementing the Mahila Mission-20 project. The ambitious plan was formulated in a bid to increase the overall productivity of the plant. In initial stages of the plant operations, 460 pumps were manufactured at the unit per day at the rate of one pump per minute. Currently the output has increased to 1380 pumps per day, at the rate of three pumps per minute, thanks to the implementation of the project. This is a huge milestone in the industry.

A variety of qualitative changes were made to the manufacturing process to achieve the target. These included introducing Kaizen culture, formation of a 5S team, a quality circle team, a Kanban team and an ERT team. Each change was well received by the employees and implemented enthusiastically. As a result, the project saw spectacular success and has received a lot of appreciation in the organisation.

5S Implementation Certification in 96 Days

- Manoj Prabhakar, Coimbatore

Coimbatore manufacturing unit has been exceptional in its very concept and operational performance, manufacturing one pump per minute per line. In a bid to improve the efficiency and the operational performance of the plant further, the management decided to implement the 5S Project.

5S is the name of a Japanese technique of workplace organisation. The 5S technique, used worldwide, is an amalgamation of five concepts used to remove clutter from the workplace and streamline the flow of work. The five concepts are seiri, seiton, seiso, seiketsu, and shitsuke. For modern workplaces, the implementation of 5S happens in the five stages of sorting, setting in order, systematic cleaning, standardising and sustainance.

5S was the most suitable answer for the plant as it would help us improve the quality, productivity, delivery time and safety of the plant. We implemented it on March 10, 2013 with the help of F1 solutions and guidance of Dr. R.V.Rajkumar, our Project Head and Mr. Jayakumar, our Team Leader.

The Five Phases

The Coimbatore plant chalked out a 5 phase plan in accordance with the technique. The five phases for the plant were Sort, Stabilise, Standardise, Shine, Sustain.

1S: All unwanted things were collected and were either re-used or scrapped

2S: All movable items were identified and allotted in a designated place

3S: All spaces were cleaned and conducted and O-Soji (Mass cleaning) audits were conducted

4S: In order to standardise, the team derived When, Who, Where, How to follow the above 3S's and displayed all the procedures, checklists and do's & don'ts

5S: In order to sustain the system, monthly internal audits are conducted

After the successful implementation of the various phases of the 5S system, we conducted an audit of the entire plant and the 'Inspection and Stores' department were awarded the best 5S zone. An external audit conducted in June 2013 also won the unit Four Stars for its performance by QCFI CC.

Impact of the Project

Since the implementation of the 5S technique at the unit, we have observed an improvement in productivity, quality, visual impact and searching time. We are the first, third party certified 5S Organisation in Coimbatore and as well as within the Kirloskar Group.

	1S Sort	2S Stabilise	3S Shine	4S Standardise	5S Sustain
Planned	10.3.2012	3.4.2012	10.4.2012	24.4.2012	2.5.2012
Achieved	10.3.2012	20.4.2012	18.4.2012	2.5.2012	10.5.2012

Simply Engaged

- Adeeth Joshii, KEPL

Kirloskar Ebara Pumps Limited (KEPL) has been a unique company in Kirloskar Group for many years with generating highest profits continuously, but having the lowest Employee Engagement Score (EES). Higher profits for many years was possible due to excellent products and their performance, high margin business sector, good management and limited competition.

Things changed rapidly with new competition from, the West, especially American companies. This led to high attrition as people started getting better opportunities. It also led to lowering of margins and high working capital requirement. The sales team started compromising on payment terms, and plant and purchase started building inventories due to pressure on deliveries. The real reasons for low margin and high working capital were intangible, subtle, unseen and hardly spoken. These are finest vibrations of distrust, negativity, lack of teamwork and less engagement of people.

The challenge was apparent for many years, with overall EES of 43% in 2010, 51% in 2011 and 32% last year. This is, technically speaking, the disaster zone. The RKQP assessment and feedback also indicated three areas of big challenge as **Leadership, Strategy and People.**

A common man in a comfort zone, not taking risk, believes in security of no change. Not taking risk turns out to be the biggest risk. But, circumstances force an individual to buckle up and take complete charge, move into unknown and embrace change. Change is the only constant. Right from Big Bang, everything has changing. The Universe is nothing else but change. Not changing is going against the flow. Fear (False Evidence Appearing Real) is the biggest hurdle to accept and then embrace change.

The senior team in KEPL understood this, overcame fear and started the process of transformation. The first step was to identify and build leaders, who can bring change by building and implementing new strategy, motivating and inspiring people, and driving processes. The mantra was super engaged employees driven by appropriate processes, towards customer delight and cash generation.

The leaders had to lead by example and be a role model for positivity, trust, passion, energy and enthusiasm. This is where, the newly formed strategic committee paid a key role. They led from the front and brought about change in the mindset of operational committee members and other leaders. The idea was to create as many leaders as possible, who should inspire and motivate others, rather than command and control. Their job was to make things simpler, remove hurdles, be process oriented but not bureaucratic, bring end to end process to the surface and department to the background, build trust and teams and instil confidence instead of fear.

This required working at the foundation of leaders' beliefs and culture. It was not possible by working at the level of body and mind. The management decided to work at the level of their soul. One-to-one sessions, focus on simplification, outbound training, quick decisions on negative elements, Yoga and empathy were some of the tools employed achieve the aim.

The three areas of focus were changing attitude, behaviour and thinking.

The employee engagement score in internal survey of Manager to DGM, who are leading this initiative, is 90% now, i.e. more than the world class. This young team will now lead the transformation down the line.

Feedback sessions and regular interactions also identified hundreds of mundane and people related problems like IT tools, working hours, housing, salary, transparency, freedom, disrespect for others, blame game, inflexible and old rules, poor HR practices, tyranny to name a few. Every issue was listed, whether small, big, serious or not so serious, was systematically resolved. Communication and openness are powerful motivators and these began to be used. One such example was housing, where discussions were going on between KEPL and KBL for 10 years. The problem was sorted out in 10 days, and now more than 40 employees of KEPL are proudly staying in KBL housing complex in the Kirloskarvadi township as part of Kirloskar family. KEPL signed a formal contract with KBL for use of KBL facilities like Kirloskarvadi Shuttle, Guest Houses and Regional Offices for KEPL employees. KEPL improved work-life balance, introduced 1st and 3rd Saturday weekly off in the beginning of the year itself. Works employees at Kirloskarvadi also got their regular weekly off on Sunday unlike before.

Many initiatives and ideas started pouring in from all levels. Training and development activities were undertaken on a front foot, the man-days covered in FY 2012-13 were more than 850% increase than the previous year. KEPL also started new initiatives like cultural events, safety functions, sports events, maha-sabha, and many other good HR practices and people initiatives were organised to give a feeling of ownership, build relationship on trust and respect, and make working place a place of joy and happiness. The idea was to change the attitude from "Thank God it's Sunday" to "Wow it's Monday".

Some other good practices that were initiated were "I appreciate - cards", "You are a team player - card", picnics, horizontal communications, mentorship programme, one-to-one and one-to-five meetings with MD

KEPL restructured itself and prepared a new organisation chart to support strategic and operational initiatives well. Powers and authorities were decentralised to the bottom most level and hierarchy was loosened. Most of the employees understood the direction of change and embraced it. Right performance and attitude were rewarded frequently. Many CFTs started working towards KEPL vision 2016-17. KEPL redefined and displayed its mission, vision, values, LRP, AOP and goals.

Many employees were given leadership roles in new sectors, functions and plant. Regional offices were expanded and sales & service engineers were placed closer to customer to encourage marketing and selling by differentiation, rather than prices and compromised terms. This brought in market intelligence, which was used to learn and implement changes in factory and products. The factory started working on new test-lab for international and improved process and system to suit Shell and Saudi Aramco specifications. Engineering took the challenge of implementing Dolphin (a pump selection) package to help application engineers, sales engineers and customers. They have taken the challenge of developing new products also for future. The international initiative was started, which led to instant success in approvals from Takreer, Saudi Aramco, Saipem, Sabic to name a few. The purchase team started working on reducing inventories and building partnerships. Finance, IT, HR, Quality and all other support functions started initiatives outside the obvious towards larger goals.

Many cross functional teams were formed to encourage a culture of teamwork and remove silo working. The teams started working on short, as well as long term issues like short supplies, non-moving inventory, LD, documentation, delay in making offers, on time deliveries, partnerships, high debtors, cost saving, approvals, certifications and others. More than 35 such teams were formed and every month new teams are now getting formed proactively. The results are visible, with gross cash generation of INR 540 million, which was the first goal of the organisation in 2012-13.

Some other good practices that were initiated were "I appreciate - cards", "You are a team player - card", picnics, horizontal communications, mentorship programme, one-to-one and one-to-five meetings with MD, instant cash reward. We Care We Share (WCWS) employees visited Toyota, KBL Dewas, KOEL Kagal, PMS system, sharing of performance results, 10 days exhaustive training programme for Application Engineers and new comers covering from Pump Basics to API requirements and Accessories. Some of these small initiatives had profound impact on thinking of people and building respect towards nation and people.

Two more initiatives to change the mindset of people were, sessions on "Ulta Pulta" and "How to be a star at work". The idea was to adapt and learn from the best practices of great leaders of the world like Jack Welsch, Robert Kelly, Fons Troppeneurs, Stephen Covey, Robin Sharma, S.L.Kirloskar and JRD Tata. The idea of "star working" is based on the philosophy of "Laxmi Nayayan". Any individual who wants to be a star, has to give focus into Laxmi (material like money, fame and position) and Narayan (non-material like attitude, positivity, joy and happiness). These are not opposite but complimentary, in business.

The idea of "Ulta Pulta" or upside down living was to shake the foundation of beliefs of the leaders, which was need of the hour. For example, the team changed the idea from "seeing is believing" to "believing is seeing". The cash generation of INR 540 Mn, which seemed impossible one time, gave confidence to the leaders in this Ulta thinking. The "survival of the fittest" was replaced with "the fittest only just survives, collaborators excel". This will bring paradigm shift in the mindset of people and innovation will become a way of life in KEPL. This will help us change and embrace change.

We believed in the change. As a result, the attrition rate, which was close to 20% in last few years, is now stabilised at 8%. People have started staying with KEPL. The EES in an internal survey has jumped to 65%, which hits the bull's eye of goal no. 2 of 2012-13 and shows more than 100% improvement over last year. Some departments and parameters have shown growth ranging from 100% to 600%.

Sustainable Green Manufacturing - A Perspective

- Robin Gupta, Plant Engineering Dept., Dewas
- Tushar Parolkar, VIMEG, Dewas

Today there is increasing pressure for almost every manufacturer to go "Green". Going green is nice, but not if it hinders you're ability to compete with realities in the market place. With the right approach and defined goals, green manufacturing holds potential economic benefits including long term cost savings, waste reductions and process efficiency improvements.

Kirloskar Brothers Limited (KBL) steps towards green sustainable manufacturing, and continues to take several initiatives for sustainable, economic and social development. Green manufacturing helps to conserve natural resources and to reduce process waste from industries.

Green manufacturing trends talk about continual optimisation of material and energy resources from inception of product development activities to its use by customer in order to reduce production cost, eliminate negative environmental impacts, increase business opportunities.

The focus area for green manufacturing covers sustainability, solid waste management, energy management, environmental business management.

The 'Mantra' for green manufacturing is on 3-R

Green technology in manufacturing, focuses on use of biodegradable waste which no more produces toxic agents for residuals, such as use of vegetable based cutting oils and lubricants for manufacturing processes.

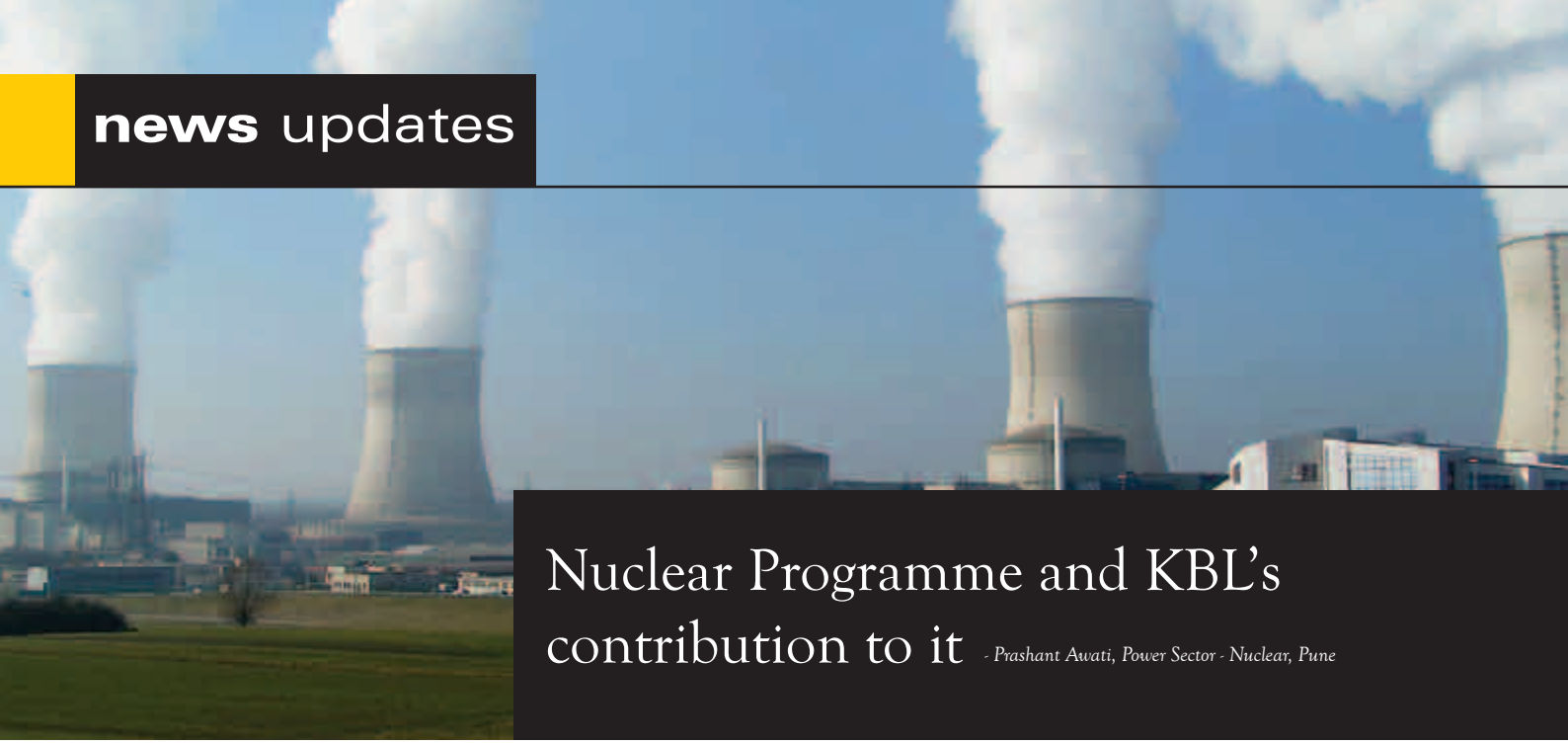
Green manufacturing can directly benefit the environment. For example, green manufacturing can help to reduce waste and harmful emissions and work towards preserving resources that are finite and non-renewable. Many customers want to support businesses that implement green manufacturing. In turn, a business can also gain new customers by implementing this process.

Further, the transition generally requires not only the implementation of new manufacturing processes, but also the ability to design and build the necessary technology and machinery to support green manufacturing. Additionally, a business will typically have to find new talent to come in and educate current employees on how to work in the new green manufacturing environment.

There are multiple points within the product life-cycle where manufacturers can go green and save money - from design, to the costs and energy it takes to develop physical prototypes, to the ongoing rounds of trial and error, all the way through to manufacturing and product support.

Green manufacturing plays a vital role in today's manufacturing scenario to protect environment and conserve natural resources. Many Indian and foreign companies are working to implement green manufacturing in their product, processes and also increase business opportunities. The green practices will definitely bring industry revolution to sustain business and serve society.

Green manufacturers try to make products that have a lower environmental impact than other products. Examples include carpets made from recycled plastic bottles, cars that use electric power instead of gasoline and light bulbs that consume less electricity. Other examples of green products would be wind turbine parts or energy-efficient window parts. Wind turbines produce electricity from wind, a renewable source of energy; and energy-efficient window parts help homes use less energy for heating and cooling.



Nuclear Programme and KBL's contribution to it

- Prashant Awati, Power Sector - Nuclear, Pune

Dr. Homi Bhabha formulated India's three-stage nuclear power programme in the 1950s as a roadmap to secure the country's long term energy independence, through the use of Uranium and Thorium reserves.

In the first stage, Pressurised Heavy Water Reactors (PHWR) using Natural Uranium were developed to produce the electricity. Plutonium-239 is the by-product in this process along with depleted Uranium. We are proud to be associated with NPCIL to cater to their requirements of the pumps by manufacturing and supplying various products like Canned Motor, Shut Down Cooling Pumps and Cooling Water Systems in the first stage.

In the second stage, Prototype Fast Breed Reactors (PFBR) will use a mixed oxide (MOX) fuel made from Plutonium-239, depleted and natural uranium. In PFBRs, Plutonium-239 undergoes fission to produce energy, while the Uranium-238 present in the mixed oxide fuel transmutes to additional Plutonium-239. Thus, the Stage II FBRs are designed to 'breed' more fuel than they consume. Once the inventory of Plutonium-239 is built up, Thorium can be introduced as a blanket material in the reactor and transmuted to Uranium-233 for use in the third stage. KBL is supplying critical indigenous products like Primary and Secondary Sodium Pumps in second stage.

In the third stage, Advanced Heavy Water Reactors (AHWR) will use Uranium-233 and Thorium for generating electricity.

KBL has received the prestigious Nuclear stamp 'N' certification (for construction of pumps class 1, 2 & 3 category for nuclear projects), 'NPT' certification (for carrying out class 1, 2 & 3 fabrication without design responsibility and as a Material Organisation (MO) (for manufacturing and supplying ferrous & nonferrous material required for Nuclear reactor applications) which will prove a path forward for supplying pumps in domestic as well as international nuclear markets.

India's three-stage nuclear power programme will be beneficial for future energy requirements. By supplying pumps for these reactors being the heart, KBL is proud to be associated with NPCIL and nuclear products as an indigenous supplier.

A POWERful Track Record

- Rupesh Navthale

Kirloskar Corrocoat Private Limited (KCPL) received the order for 29,000 sq.m. internal coating of Auxiliary Cooling Water pipeline carrying sea water from Thermal Powertech Corporation India Ltd. (TPCIL) for its a 2x660 MW coal-fired coastal power plant at Krishnapatnam in Andhra Pradesh. This order was based on last year's success by KCPL in completing 45,000 sq.m. coating area for pipeline internal surface for main cooling water system awarded by BGR Energy Systems Ltd., an EPC owning total package.

Beating cheaper substitutes with low life-cycle costs. KCPL also received order for 60,000 sq.m. of pipeline internal coating surface area from another upcoming power project at Krishnapatnam in Andhra Pradesh built by NCC Power Projects Ltd. for 2x660 MW units Coal Based Thermal Power Plant.

During tendering stage NCC had specifications of Polyurethane coating of 2 mm thickness. KCPL team presented unique advantage of Glass Flake coating along with their project execution capabilities in stipulated timeframe and was able to incorporate specifications for Glass Flake coating and convince low life-cycle cost advantage along with proven track record over competition.

A giant stride in Pipe External Coating

Reliance India Limited - a global crude refining & petrochemicals has used internally coated pipelines using Kirloskar Corrocoat products. About 300 km of lines exceeding 3,00,000 m^2 have been internally lined so far for them. For their forthcoming RIL-J3 project, they evaluated Polyglass VEF for above 60° centigrade applications & Polyglass100 for below 60° centigrade at 800 microns for their pipe externals. These pipes will be used for underground service and range from 2" to 90". After extensive tests, they have placed order for 1,70,000 m^2 of pipe external coating. The project which will commence shortly will be executed over a period of 16 months.

KCPL bagged these orders amidst stiff competition from international paint manufacturers, though some of them offered a turnkey price of around 30% cheaper than KCPL. However, customers continue to be impressed with KCPL's long and proven track record for handling sea water and execution capabilities.

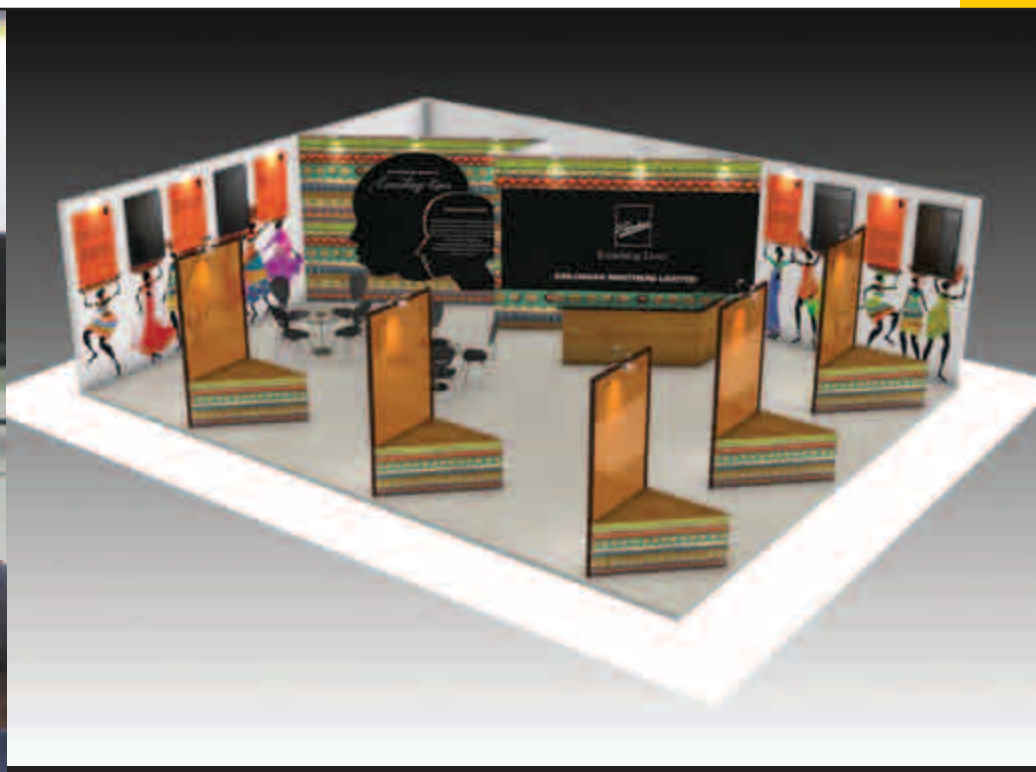
SPP Pumps Inc. Inaugurates its New Plant in Atlanta, USA

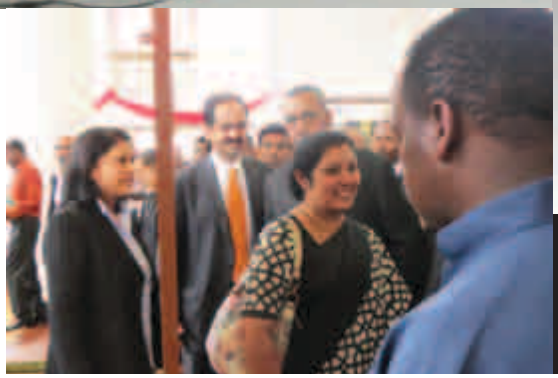
In a bid to boost its business globally, SPP Pumps, a subsidiary of Kirloskar Brothers Limited (KBL), recently inaugurated its most advanced facility at Atlanta, USA. This is the seventh manufacturing facility of Kirloskar Brothers overseas.

With an investment of USD 6 million, this facility is spread over 155,000 square feet and has an installed capacity of 2,500 units annually. The state-of-the-art engineering, testing and training facility in Atlanta will manufacture and assemble end-suction, horizontal split-case, multi-stage and vertical turbine pumps. The new vertical turbine test facility will enhance our capability to expand in the power sector and increase our dominance in fire market. With the inauguration of this new facility, the production capacity of SPP Pumps has increased by 30% and the turnover of the company is expected to reach USD 40 million in next three years.

The facility was inaugurated by Mr. Sanjay Kirloskar, CMD, Kirloskar Brothers Limited, in the presence of many eminent guests. Speaking on the occasion, Mr. John Kahren, President of SPP Pumps Inc. said, "The new plant in Atlanta is all set to take the success story of SPP Pumps even further. With this new investment, we are eyeing expansion in new and exciting markets and continuation of our dominance in the fire pump markets. The Atlanta facility will be instrumental in achieving our projected growth for the years to come."

The new plant will further strengthen growth of SPP Pumps Inc. in various market segments such as Municipal Corporations, Commercial, Industrial, HVAC, Process, Power and Fire pump markets.





KBL at The India Show, Tanzania

Under the theme "Enhancing Growth, Nurturing Partnerships" between India and East African Community (EAC), the exhibition was held at the Mwalimu J. K. Nyerere (Saba Saba) Trade Fair Ground along Kilwa Road in the city.

The Indian Minister of State for Commerce and Industry, Dr. D. Purandeswari, graced the event which was inaugurated by the Zanzibar First Vice-President, Mr. Seif Shariff Hamad.

"The India Show" is an initiative of the Government of India, Ministry of Commerce and Industry, Department of Commerce, the High Commission of India in Tanzania and Confederation of Indian Industry (CII), India Brand Equity Foundation (IBEF) to promote "Brand India" and the Indian industry, especially in developing countries and emerging markets with demand for Indian Products and Technologies.

This exhibition of Indian products and technology helped to enhance bilateral trade and investment between India and Tanzania. It created awareness and explored business opportunities available for both countries, open windows to the larger EAC markets.

Inauguration of new showroom of M/s. SRC-Bangalore by CMD

- B.R.Pachkawade, Channel Partner Management

M/s. SRC has been associated with Kirloskar Brothers Limited (KBL) since 1964 and has an exclusive dealership for Kirloskar range of products and dealing in Kirloskarvadi, Dewas, Shirwal and Kondhapuri products. They have a well established set up of sales and service that includes a 4,500 sq.ft. godown area with latest material handling equipment, a corporate office in Bangalore and a branch office in Hosur. They are privileged members of Apex Dealers Programme and are always amongst top ten dealers at All India level.

A member of 3rd generation of the company, Nitin Aradhya has taken the relationship one step further by inaugurating a new showroom with latest amenities for corporate customers. This is a great stride forward towards implementing five year plan presented in the Module-2 of Gen-Next programme conducted in April 2012, the highlight being that the opening was held well ahead of the scheduled programme.

We are confident that all strategies planned by Nitin and entire SRC family will be completed ahead of schedule and we wish them all the best.

Inauguration of AOPEM at Silvassa

- B.R.Pachkawade, Channel Partner Management

In an attempt to enhance customer satisfaction we inaugurated first state-of-the-art Authorised Original Pump Set Equipment Manufacturer (AOPEM) plant at Silvassa where pump sets will be packaged and branded as per KBL norms. This is to deliver electricity driven motor pump sets as per KBL norms and quality in order to fulfill customer requirement within shortest possible time. Sufficient stock of pumps and KBL motors is maintained at Silvassa.

In order to offer basic testing as per QAP Category-1, testing facility as per KBL norms is also available. All dealers across India can also procure their required electric motor pump sets ex-stock from APOEM to cater to their customers.

Powering Indonesia

- Atul Suryawanshi, KBTL

Kirloskar Brothers (Thailand) Limited (KBTL) bagged the first Power plant project order with Indonesian Govt. (PT PLN - Power producer, distributor) and delivered in time.

Get to know more about this success and a journey behind it.

The Indonesian Economy has been growing just above 6% providing a case for the country's inclusion in the BRIC economies. The Indonesian government has been trying to resolve the increasing power requirement issues in the country. In 2010, it announced its ambitious goal of adding 10,000 MW power capacity every year, until 2015. In addition to this, private sector companies are now being pushed to put up own power plants for manufacturing facilities. As a result, currently there are over 90 power plant projects in design phase in Indonesia.

KBTL identified this big opportunity and formulated an action plan to make the most of it. To begin with, KBTL identified two local faces and appointed them as a local partners. These partners then introduced KBL to PT PLN (Sri Lanka Govt. Power producer and distributor), PLN subsidiaries (consultant & EPC) and over 20 local private EPCs. KBL Sri Lanka managed to get along with them through regular visits, technical seminars to discuss capabilities and experience in power plant. Efforts started giving fruits in 2012 and KBTL bagged breakthrough order of 3x18 MW Sangatta CF captive power plant for supplying CWP, auxiliary pumps package and established a reference. In 2013 got 2x7 MW Sumbawa CFPP for supplying CWP, BFP & auxiliary pumps package to PT PLN. Officials from PT PLN & local EPC attended FAT at KBL, KEPL facilities and impressed with capabilities.

These projects are proving milestones and helped to create a brand Kirloskar in Indonesia. KBL is now an approved vendor for all upcoming PT PLN projects. This is just the beginning and efforts would continue further to make 'Kirloskar' as a preferred brand to keep powering Indonesia.

Kirloskar Pumps : Helping Tourism in Sri Lanka

- Anirban Bose, KBTL

Tourism growth in Sri Lanka is taking big strides with a target to achieve 2.5 million tourists by 2016. In order to get the required infrastructure, there is an immediate need to increase 25000 hotel rooms and 30% in power generation.

Cultural relations between India and Sri Lanka have traditionally been friendly, reflecting the close ethnic, cultural, religious and linguistic ties between the two countries. The Sri Lankan market, however, is dominated heavily by South East Asian nations, Australia and China.

With this background, Kirloskar Brothers, Thailand forayed into the Sri Lankan market in 2010 with some local support. It started out with a plan that focused on projects in fire fighting, HVAC and renewable sources of energy. The idea was to penetrate the market with key USPs of - customer focused sales and after sales and market based stock pumps to achieve quick delivery. The aim of the project was to have a pump ready for a customer at any given point of time either in Sri Lanka or in KBTL RO - Bangkok.

The start was intentionally slow as KBTL focused on gaining all the business know-how required to work in Sri Lanka. In 2011, once the market, its key players and key decision makers were understood, KBTL shifted to overdrive with promoting the brand and its legacy, with end users and consultants.

In 2012, KBTL successfully penetrated the fire fighting business. Several prestigious projects were secured during this phase. Deals with Intercontinental Hotel Colombo, LB Finance, Taj Sumadra Hotel were some of them. Diversification in the industrial fire fighting segment got us orders from Glaxo Smith Kline, Dabur Lanka.

In the HVAC market segment, the venture received prestigious contracts from K Zone, John Keels Supermarket (the biggest supermarket in Sri Lanka), and Tudawe Brothers (a leading construction company in Sri Lanka). Both these markets are poised to grow exponentially in the years to come. In order to cater to this KBTL has developed a market-need based stock planning system with a near 90% turnover rate. This will certainly help KBTL achieve a substantial market share in this most promising market segment for pump companies in Sri Lanka.

To make the most of the growing renewable energy market, KBTL started engaging several end users. The idea was not merely to supply pumps, but help them design systems and make Kirloskar pumps a natural choice for them. We are glad to report that in 2012 and 2013 KBTL secured two major contracts for a 4MW and a 6MW biomass power plant. With the restrictions imposed by the Sri Lankan on fuel driven power plants, non-renewable energy projects KTBL has secured three additional projects to be implemented in 2014.

Experiencing the Love of Labour: Memoirs from an Offshore Project

- *Ayush Singh, Oil & Gas Sector, KBL Pune*

When I first joined the department, I was filled with mixed emotions about my work profile. I was nervous as well as excited on my first day in the corporate world. From my six months training experience at Kirloskarvadi, I discovered that I had a preference for projects and project execution. And as lady luck would have it, very soon I started to work on one. Mr. More called Abhay and me to brief us about the ONGC project and suggested we go through the details of the project. Our instinct told us that we would be working on the project very soon and we did.

On the very first day, I was sent to a custom bonded godown which stored fire water pump package for the project. I was awed to see the huge, heavy machinery and simply wanted to take photographs all day!! As we were getting used to the environment, I was introduced to the sub-contractor and was asked to monitor the work progress. I started interacting with him regularly. One day, the sub-contractor used harsh words towards my senior. I was quite disturbed by the way he spoke and found it very disrespectful. I reported this to Mr. More and clearly expressed to him my reservations about working with a person as disrespectful as him. If he had no respect for my seniors and the organisation, then, probably, he would have no respect for me as an individual. I had to find a way of dealing with him on my own. This was my first taste of the industry and my raw aggression was clearly showing. My seniors supported me on this and asked me to continue my work. The next day, I was introduced to an ONGC personnel. He enquired about the length of my experience at platforms. My senior shot back and told him, "He's young and doesn't have much experience about working on a platform but he has industry knowledge. He has the urge to learn and is capable of handling this project." He stood up for me.

As I started supporting the execution team on the platform, I began interacting with officials on regular basis. There was pressure on me with regards to the receipt of payment since it was the last quarter of the financial year 2012. My senior was very confident of the payment. His confidence was inspired from whatever he had learnt from his seniors and in turn, inspired me.

We had to deliver the material of the fire pump package to ONGC Nhava. It was a challenge for me to deal with such a situation. It wasn't easy at all for anyone to work in such an environment, much less for a person who had no networking among them. For this very reason, Abhay and I were sent together to Nhava to deliver the package. We had the material ready at our end but we could not off-load it due to internal problems at ONGC;

but we managed to get it done our way. Our success tasted sweeter because we achieved it despite the problems. It was a different experience for us and it instilled in us a great sense of pride and satisfaction.

After working for some time as support for our execution team at a platform, we had to send material as and when required at platform. We would check the material specifications as per the tender and we started looking for the vendors. Eventually I was made incharge of materials. Some co-workers even started calling me "Materials Manager". At this juncture, I reached crossroads in my career. I had written an examination for entry to be an Airforce Pilot. I cleared the examination and thus became eligible for selection process of a Pilot! This was very exciting news since being an Airforce Pilot has always been my dream. I received an interview call for the selection process. At the same time, Abhay and I were asked to dismantle our two fire water pump packages at custom bonded godown. This was an important step in order to understand our equipment better and a challenge I was looking forward to. So, I decided to not respond to interview call. We did not have enough tools to dismantle the package and everything had to be handled in a very delicate manner. Thanks to continuous support and guidance from Naresh Sir, Abhay and I successfully dismantled and re-packed two fire water pump packages.

Another challenge that we faced was material procurement. Vendors and purchase teams required us to be specific about each and every component we were talking about. It was a big responsibility. We had to look into all the minute details and make sure we were not compromising on the quality. We had to read and learn from different sources, use our judgment and balance all aspects of procurement. It would have made a huge difference in the long run. We learnt a lot from this entire process.

In the next stage, we needed some piping to be fabricated. It had to be procured and kept in a godown outside the Mumbai octroi limits and delivered at the Nhava Supply Board. As agreed upon by the sub-contractor, the fabrication would be done outside octroi limits of the city and the material would be sent from there. But the sub-contractor backed out on his commitment. This meant that we would have had to pay heavy octroi charges for getting the material inside the city. We realised that the octroi could be refunded and that we needed to find an agent to help us with that. We started equipping ourselves with the details of the octroi law ourselves and completed much of the documentation without any help. We faced a new challenge everyday and our work schedule was all over the place. It was a continuous learning process for us.

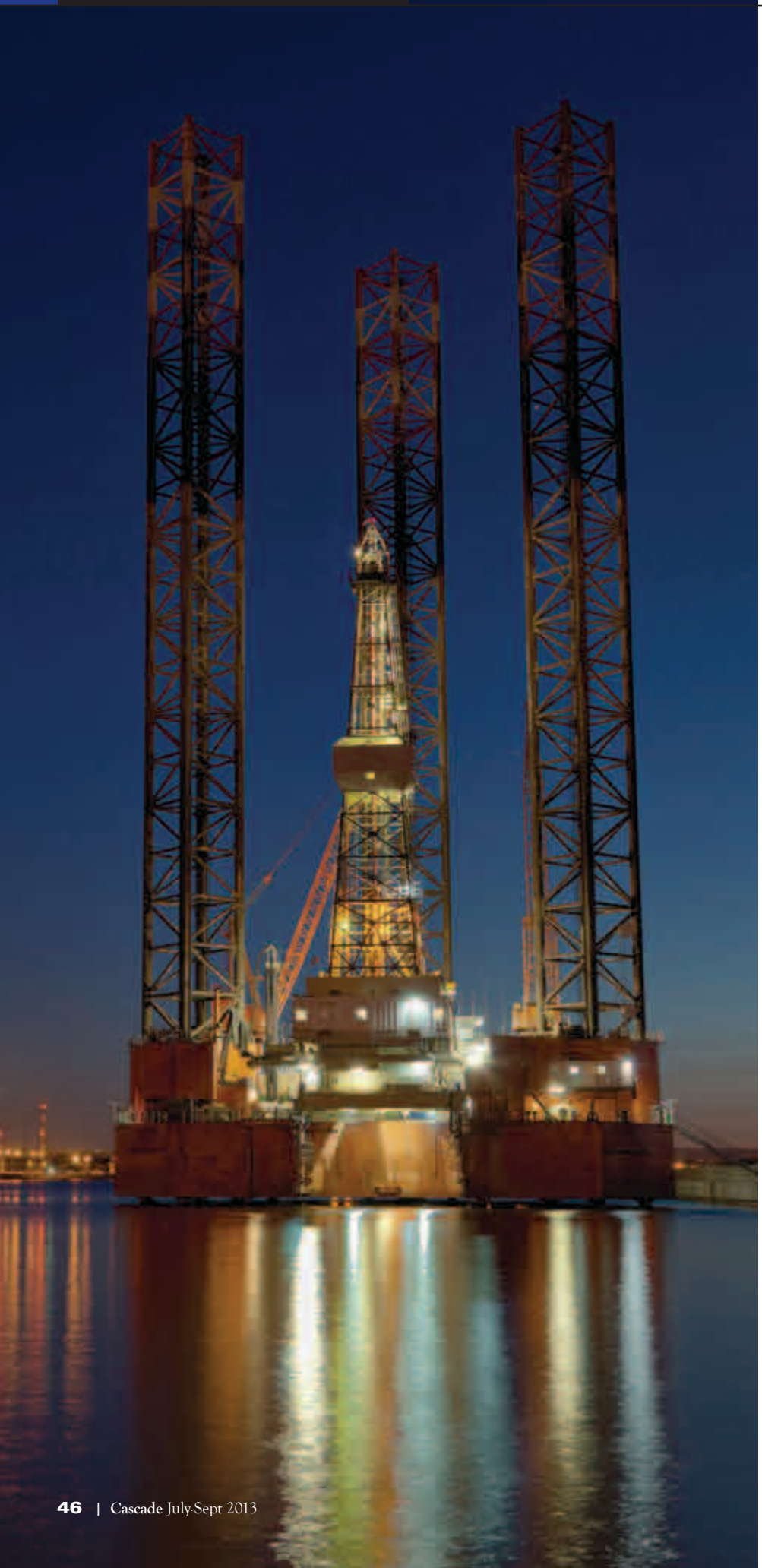
Soon after, our supervisor then encouraged us to go on the platform. We were a little skeptical about being taken seriously by the ONGC officials since we were inexperienced.

On the day that we were scheduled to depart for the offshore platform, my colleagues had a birthday celebration for me at midnight. However, in the morning it was decided that I would stay back. The material that we had dismantled in May had been exposed to sun and rain. The package boxes had become very weak and we had to repack those before delivering at Nhava. We packed the boxes again and stored them safely and I left for platform very next day.

We had to travel to the platform by a chopper. I was very excited but I did not know what to expect. It was exciting since to fly through the clouds. Very soon we landed at the platform on the upper deck and it was beyond my imagination! It had imagined the platform to be like any other metal structure but it was intellectual synergy at its best!!

For ONGC officials, it was "engineers" who made all the difference; everyone else was taken very lightly. My first task was to carry out a performance test. It was nice in the beginning. We were in the middle of the sea with the lovely cold breeze all around, witnessing the sunrise and sunset everyday. That offered a relief through the hard day at work. The platform had stringent work timings and we had to obtain permit to work from 7 am to 7 pm. All the formalities were required to be completed before 7 am. This would include taking permission from various supervisors to begin work. We had wake up at around 5 am or 5:30 am and have breakfast at 6:30 am. For communication, there were facilities to call locally albeit only for a specific duration and the queue for the call was always too long. When I worked in Mumbai, I would speak to my family every evening. Here, I was afraid to make any call because if I made one call, they would wait for my call every evening. So I decided I would call only when I returned to Mumbai. There was however the facility of sending mails and I kept my family informed through e-mails.

We could only communicate from platform to platform. So, working on a platform was easier than sitting idle. It was tough as I was totally disconnected with my family and there was limited



source of any entertainment. Although, this was a little difficult for my morale, I had a team to lead and had to carry on.

While working for this project, I have done everything, from enquiry to order confirmation, from procurement to quality check and much more. Everyday was a crisis situation and it was becoming draining. We were disconnected from our family, friends and colleagues. However, our seniors have always been there to boost our morale.

I had evolved to a mature professional who knew the nitty-gritties of nearly every aspect of ONGC and could call a decision when needed.

Then, I was sent to another platform as a reliever of one of my seniors. There was little work left since we were at completion and handing over stage of our equipment to ONGC.

I completed all activities in 2-3 days and now had to take a final test run of our equipment. Till then, I only had theoretical knowledge of our equipment which was gained while executing this project. I had limited knowledge about all the equipments of our package and their functions. Knowledge of the entire equipment, how components work in a synchronised manner, was elusive.

Besides, I had never started a normal bare pump-motor assembly; this package consisted of many more equipments and controlling systems.

It was conveyed to me before leaving for the platform that only I need to go there, finish the pending activities and that my other colleague will join after 5 days for final test run. My colleague could not join me since he was called to another platform for commissioning.

I was determined to perform the final

test run on my own. I wrote a mail to my seniors to obtain the necessary permission to start the pump which was readily accepted and encouraged. This boosted my morale even more.

I started the pump after obtaining necessary authority from the platform. It was a great moment to cherish. I was overjoyed after seeing the equipment run; moreover, since it was running satisfactorily.

However this happiness did not last long. Unexpectedly one of the valve started leaking. I was unable to act on this since I was clueless of what needs to be done in such a situation. Then, I thought for a moment calmly and applied the knowledge I had. It was important to know the reason. Despite my efforts, the problem persisted. I had to then inform the ONGC personnel that my colleague will be here in 2-3 days to supervise this situation. I was dejected since I could not complete the final test run on my own.

When my colleague arrived, I told him about the observations of the previous test run. He then started the pump and the problem continued. Then we gave the valve for repair to a company which was already working on that platform.

In the meantime, my sister fractured her leg and my parents had come to Pune to see her. I was a bit restless after hearing this. I had to seek permission to come back to Mumbai and then meet my sister and parents; I informed my seniors that my colleague would take care of the pending work.

ONGC officials called up a meeting to discuss the completion of contract of single fire water pump package. My HoD was present there in the meeting and he instantly directed me and one of my seniors to go to the platform for this balance job. We had to leave the very next day to complete the work.

Fire water pump package being huge machinery with lot of equipment involved, there is always a curiosity for all when any test run the pump. Many ONGC officials were there at the time of the test run. We then tried to start the pump in auto mode. For that, one of the ONGC officials sent a message through paging system that our pump sets have to be started. The pump was commissioned in auto mode and despite which it did not start leaving us astounded.

It was a tense situation, as the pump did not run in auto mode. Later in the evening, I sat alone enjoying the breeze thinking about the probable reasons of this failure. The official came to me to discuss the schedule for the next day. While we chatted, he mentioned he had sent a message to the control for a different pump. It was a sigh of relief! Next day, we tested the pump in auto mode and it started immediately. Pump performance was again checked. I was a second fiddle to my colleague; I was observing and understanding. A sigh of relief was too soon than required. Even though the pump started in auto mode we could not stop the engine manually. ONGC officials along with our expert tried to stop the engine various times. Suddenly I observed a Red signal on the control panel. I applied my common sense and asked the ONGC official to direct control room to cut-off the emergency signal. We could only do it once the emergency signal was cut-off and it signalled green. I learnt that presence of mind and common sense play the most vital role in crisis situation.

More importantly, after this successful pump test, ONGC provided us completion certificate. That was a radical achievement as this is the first completion certificate we received from ONGC and this could open more opportunities for us. Also, we are now eligible for bidding in tenders without any alliance.

All's well that ends well. It was indeed a good learning experience working with ONGC. With this I was given another project to handle. I was told by my senior to take sole responsibility of this contract. This gave me a great opportunity to be more professional and it fulfils me with the happiness to know I was worthy of this responsibility. My learnings from this are: be positive, patient and persistent. The moment you stop accepting challenges you will remain stagnant. Don't change challenges; let challenges change you.

Of Battles, Big and Small: My Experience from the ONGC Project

- Abhay Undale, Oil & Gas Sector, KBL Pune

Real work, they say, is always done on the ground. There is a lot and lot of work that goes into making Kirloskar Brothers Limited, the company that it is. Everyday, the company and its employees battle a new challenge and take a new risk at different levels. These include tackling technology, people and of course force majeurs, everyday.

This is all about my experience of working on an offshore project that is a replacement of Fire Water pump packages at offshore platforms on turnkey basis.

When I started out at the company, after completing six months of training at the KOV, there was lot of talk about ONGC offshore project in the sector. It was heard that this was a very difficult project and the team was facing plenty of problems. One day, my friend Ayush and I were called by our sector head and asked to start working on the Project. Since I had heard a lot about the project, I was already inclined towards working on this project and I felt a great sense of honour as I got an opportunity to work on this project.

The first task that I was assigned with was to assist in despatch of material after knocking down in the small units in a custom bonded warehouse. The very first question which came to mind was, 'why is this knock-down needed?' Actually, these fire fighting packages came from SPP assembled, as they were, and the platforms where these were to be installed have low capacity cranes. In addition, the space available was insufficient to keep the assembled package. This led to another question in my mind. Why couldn't the material have been sent to us as dismantled packages? Well, had the packages been dismantled in SPP, then our workers, working at the platform, wouldn't have any idea on how to assemble it. Therefore, this knock-down in India made it easy to understand the package and hence the reassembly on the platform. These packages were dismantled in a one of a kind custom bonded warehouse. This should give you an idea of the level of difficulty of the challenges involved in this project. In order to deliver the material to ONGC according to their certification standards, the material had to be knocked down inside a custom-bonded warehouse with special tools, tackles and lifting arrangement. We had to sacrifice our weekends in order to assist our team in completing this task.

At the same time, site activities at two offshore platforms, the SHG and the SCA had already started as ONGC had received the material. Our team worked round-the-clock to maintain tandem with our installation sub-contractor at one end and the ONGC officials at the other. The days would start with setting of targets for different teams. In the evening, we would return from a day's action-packed exercise to share the day's achievements, difficulties and sometimes even frustration. As a result, a distinct bonding and a healthy working environment was formed.

After successfully knocking down and repacking of packages, the next target was to deliver it to ONGC and get the very important Material Receipt Note (MRN). MRN was basically a document

to be used to claim payment from ONGC. Since we were nearing year end, there was tremendous pressure for earliest delivery and payment of packages. Delivery to the Nhava Supply Base (NSB) was a big challenge, since we heard a lot about the culture and the people there. We assigned a sub-contractor for this task. But he wouldn't deliver the package. Finally we had no option but to go ourselves.

Here, we learnt an important lesson in life. Yes, people can be rough, but in most cases, they can be dealt with friendly and straight forward talks; and obviously, 'BRAND KIRLOSKAR' helps. During my first visit to Nhava, as expected, I faced a troublesome person who hampered work. But I did not buckle down and replied strongly, "Sir, You are misguiding the young generation of INDIA. We are a transparent company." He asked me the name of the company I represented. As soon as he heard the name, he apologised and promised to complete the formalities faster. Finally, our packages were delivered since I was confident about being perfect on our part. It was such an achievement that we celebrated that night.

In the meanwhile, the process of dismantling was in progress at two sites. We were on the verge of starting the erection of our new package. Now, my responsibility was to plan the site activities and provide support to site crew based on the agreed plan and feedback received from site. The material required for erection had to be procured and made available at site with proper specifications. The time available to study the required specification and getting the specified material was too little. I was short of experience in procurement but discussions with vendors and search engines helped greatly as I was able to complete the task. We worked as a team with the purchase team and managed to get it done in time.

The project involved erection of new piping inside the pump room. Since we were dealing with sea water, we needed to install Cupro-Nickel (Cu-Ni) pipes only. The fabrication of these piping spools is partially done in the shop floor of a sub-contractor, in this case, in a workshop outside the octroi limits of Mumbai. For some reason, that option wasn't available. The only option that we were left with was fabricating the pipes in the shop inside the Mumbai Octroi limit. This led to another challenge. The octroi rates had been raised. These pipes were a special metallurgy product, with already a high cost. The addition of the high octroi payment raised the costs. After studying the rules of octroi, we set out in search of an agency which would take responsibility of octroi issues. We finally met with an agency in Mumbai who assured us of getting our octroi refunded.

Assistance in this fabrication of Cupro-Nickel piping was on my shoulders. It involved putting into practice a lot of personal knowledge and experience about fabrication as I has to do a plan every step of the phase, right from drawing the sketch, to assigning work and getting it done and even billing.

As soon as the fabrication was completed in order to be made available at the platform, it was time to visit the platform to supervise work at SHG platform. We started execution of site at SHG but work got delayed due to misjudgment of our sub-contractor. Thus the responsibility of patching up the work and bringing the project up to

SHG – Sierra Hotel Golf
SHW – Sierra Hotel Whiskey
SHQ – Sierra Hotel Quebec
BHS – Bombay High South
SLQ – South Living Quarter
WIS – Water Injection South
NQO – November Quebec Oskar
SCA – Sierra Charley Alfa
SC-1 – Sierra Charley-1

speed became my responsibility.

It was time for my first visit offshore. I was going to work at the SHG platform. The chopper took off early morning and as I looked down, I was astonished by the beauty of Mumbai and its seashore. After a wonderful journey of over 50 minutes over the Arabian Sea, I finally reached the SHG platform. I was astounded to see the massive structure standing on four legs on the seabed, holding its own amidst the great force exerted by sea as well as by wind for more than 28 years. I landed on the SHW platform which is adjacent to SHG. These platforms along with SHQ, SHP and SHD complex are process platforms for a complex process named as SHW Process Complex. They process the fluid extracted by wellhead platforms also known as unmanned platform.

My responsibility on SHG platform was supervising the erection work and the target was to complete the assembly and piping fabrication work within a scheduled duration. Material movement at platform was a very big challenge as the platform is a live plant and hence we can never remove process component coming in the way of our material. Also, there was very little provision for mounting the lifting equipments. Every movement of material was required to be planned keeping in mind that no movement could be reversed. To save time, it was decided that the fabrication was to be done simultaneously with the assembly of package. For this, a fabrication team was called from the base. The piping supervisor of our sub-contractor was upset about this and refused to report to the work location. From his personal point of view, he was absolutely right about his stand. But it very crucial that he reported to work since all further activities directly relied on the fabrication of piping. He wouldn't respond favourably despite persistent calls. Finally, I managed to get him back on job and work started after three days of continuous efforts. Finally, assembly and fabrication were in progress smoothly. It taught me a very important lesson about people management. Everyone has problems in their life. Most of the problems are a result of attitude towards the life. It is a mountain of challenges for managers to motivate people and make them happy to get their best performance out.

During my tenure at SHG I was lucky to see flying fish, dolphins and a large shark always on the look out to attack golden fish.

During my offshore tenure, I was visited by SPP personnel from the base who was on his way to the SCA platform. This person had great reservations about visiting these offshore platforms because he doubted the hygiene and sanitation available on Indian offshore platforms. I tried to assure him of the hygiene facilities available on these platforms, but all in vain. Nevertheless, he carried on to the platform and completed his assignment. After spending 30 days at the platform, I returned to base and most of the assembly was streamlined by then and we started planning about the commissioning phase.

Around a month later, we were close to commissioning the NQO package and again the services of the SPP person were required. However, he refused to come to Indian offshore fields. We were already under a lot of pressure time-wise. Then, I recalled the documents given by SPP and the realised that those documents could help me and to understand the working of package. I decided to try to commission the package myself with a team comprising myself with our pumpset expert Sanjay Kachare. On my very first day on NQO platform as a commissioning engineer, I was flooded with questions from the ONGC staff. They were very excited about a new fire fighting package. It took a total of 20 days for successful commissioning of the package without any help from SPP and any control panel vendor. We faced one difficulty after another as the ONGC staff were very stringent about testing the package and very specific about the documentation process to be followed for any kind of work on the package. However, they were happy to see the dedication shown by KBL team for commissioning it satisfactorily. It was really a great achievement to commission the package with courage and my own knowledge.

I regularly visit offshore platforms. During every visit, I face new challenges, big and small, that demand a different approach every time. Till date, I have spent 90 days on offshore platforms. The environment of offshore platforms is completely different. It has different challenges and risks every time. The communication system used on platform is called as paging system. To communicate using this system, we must announce the name of the person we want to communicate with and ask him to connect with the corresponding communication line. The system is very different and very effective. The means of communication with base are very limited at offshore and are restricted due to safety reasons. During my tenure at platforms, I was totally away from the family, friends and I was able to call them once in a week.

My days during my project were very busy and full of challenges. I had very little personal time. Nevertheless, I had the most memorable and enjoyable time, as I faced challenges, conquered them, bonded with team members and celebrated with them. I have memories that shall always cherish.

KBL bags CII award for excellence in energy

BS REPORTER
Pune, 28 August

Kirloskar Brothers Limited (KBL), has bagged the Innovative Energy Saving Product Award for lowest life cycle cost (LLC) pumps and an Excellent Energy Efficient Unit Award as well for its Kirloskarvadi plant at the 14th National Award for Excellence in Energy Management 2013 organised by the Confederation of Indian Industry (CII).

"This milestone validates our commitment towards sustainability that we achieve by providing energy efficient fluid handling solutions for the industry. We take pride in introducing innovative products that cater to the changing economic needs of the industries," Sanjay Kirloskar, CMD, Kirloskar Brothers Limited, said.

The Kirloskarvadi plant manufactures various types of pumps like split case, multistage, end suction, sewage handling, solid handling, vertical turbine and concrete volute. These pumps are used for sectors like, irrigation, coal, steel, building, power, petrochemicals, and the sugar industry. These pumps range from 1/10 kilo watt (Kw) to 12,000 Kw.

Innovative Energy Saving Product Award was presented to the range of LLC pumps which sustains efficiency over longer period of time and has a low life cycle cost as compared to the conventional pumps.

Kirloskar Brothers Limited (KBL) recently won the Innovative Energy Saving Product award for lowest life cycle cost (LLC) pumps and the Excellent Energy Efficient Unit award for their Kirloskarvadi plant at the 14th National Award for Excellence in Energy Management 2013 by the Confederation of Indian Industry. "This milestone validates our commitment towards sustainability by providing energy efficient fluid handling solutions for the industry. We at Kirloskar Brothers Limited (KBL) take immense pride in introducing innovative products that cater to the changing economic needs of the industries," said Sanjay Kirloskar, CMD, Kirloskar Brothers Limited, on the occasion. The Kirloskarvadi plant was established in 1910. The plant manufactures various types of pumps which are used for sectors such as irrigation, coal, steel, building, power, petrochemicals, and the sugar industry.

Assocham innovation excellence award

Coimbatore, July 11

The all-women Coimbatore plant of fluid management company – Kirloskar Brothers Ltd – has bagged Assocham's Platinum Innovation Excellence Award in the social development category for women empowerment. The Divisional Head of KBL's Coimbatore plant R.V. Raj Kumar received the award from the Minister for Science and Technology S. Jaipal Reddy at the national Assocham India summit in Delhi recently. The all-women plant that is located here was established in 2011. It is equipped to manufacture different models of domestic pumps. There are around 70 women between the age group of 19-30 employed on the shop floor. A company release said that KBL provides intensive industrial training to the women (who are mostly school drop outs) at the plant for two months. Sanjay Kirloskar, Chairman and Managing Director of KBL, said that the award was a testament of the company's woman staff ability to perform any task with complete diligence. "This award will encourage more women to join us in this endeavour," he added.
— Our Bureau

KBL arm opens $6-m plant in Atlanta

SPP Pumps, a subsidiary of Kirloskar Brothers (KBL), opened its manufacturing facility in Atlanta, USA. This is KBL's seventh manufacturing facility set up with an investment of $6 million and has an installed capacity of 2,500 units annually. The Atlanta facility will manufacture and assemble end suction, horizontal split case, multi-stage and vertical turbine pumps. With the new facility, SPP Pumps' production capacity will increase by 30% and the turnover is expected to reach $40 million in three years.

Kirloskar Brothers Ltd bags Asia's prestigious award

HT Correspondent

INDORE: Kirloskar Brothers Limited Dewas plant has bagged the Asia award for best corporate social responsibility practice at the 3rd Asia's Best CSR Practices Awards event, held in Singapore.

"The award is highest recognition for corporate organisations that have created a significant impact on the lives of people. Kirloskar Brothers Limited has been actively involved in corporate social practices and has won a string of awards for its CSR initiatives across various platforms," a company release stated.

Company's chairman and managing director Sanjay Kirloskar said, "Our aim has always been to go beyond mere 'corporate social responsibility' to the next level of PSR (personal social responsibility). Dewas plant has been a role model for implementing innovative CSR initiatives and this award acknowledges our efforts."

Kirloskar Bros; bag Asia CSR award

dna correspondent

Global fluid management company Kirloskar Brothers Limited (KBL) bagged the Asia Award for best corporate social responsibility (CSR) practice at the 3rd Asia's Best CSR Practices Awards event held in Singapore. Sanjay Kirloskar, chairman and MD, said, "Our aim has always been to go beyond CSR; to personal social responsibility."

An All Women Affair

Productivity at KBL's Coimbatore facility, which employs all women, has tripled since inception thus breaking the myth of men's superiority on the shop floor.

Productivity at our all women manufacturing facility has tripled in a short span of time, says elated Dr R V Rajkumar, Divisional Head, Coimbatore Plant, KBL, which is engaged in manufacturing of industrial pumps, after receiving the ASSOCHAM award for Women Empowerment. "It is indeed a matter of pride for us," Rajkumar adds. Sanjay Kirloskar, Chairman & Managing Director, KBL, envisaged Coimbatore industrial pumps project as an initiative towards self-sustenance for women and improving their standards of living.

Although the women force has increased in the corporate houses, the manufacturing sectors still prefers having male employees. Rajkumar notes, "In India, mere 30 per cent of women have white collar jobs based on their educational qualification and rest 70 per cent are either undereducated or uneducated to work in the corporate environment." He expresses that there is a huge potential in the industry to offer employment to women from rural areas that is fairly untapped.

KBL envisaged this project as an initiative towards women empowerment by offering employment to the women from the rural areas near Coimbatore. Though the culture of women working in a production facility has still not seeped into the rural areas and people are still apprehensive towards sending the girls to work in the factories, KBL has very successfully crossed this barrier. The facility employs 70 women between the age group of 19 – 30 years on the shop floor.

KBL has gone extra mile to impart intense industrial training course for all the employees at this facility during induction, which included 8 hours training during the course of employment and 8 days of mandatory training for each operation. In addition, KBL has also tied up with the Government ITI to train personnel under MES Central Government Scheme and receive NCVT certification.

Rajkumar appreciates the approach of women towards handling the responsibilities which are far better than their male counterparts as women are naturals when it comes to multi-tasking. He considers this as a reason for the inclination of large corporates towards hiring women professionals for creating balanced work environment.

"In fact, when we started the facility, our productivity was 60 seconds per pump which has increased to 20 seconds per pump," Rajkumar reveals. He further adds that with all-women facility, KBL has busted the myth about inability of women to run the shop floor efficiently as compared to men." However, Rajkumar feels

retention of associates and frequent absenteeism from work as the biggest challenges and KBL has introduced the sabbatical leave policy for the employees to address these issues.

"It feels very safe being surrounded by women , which makes it easier to work in perfect harmony," says L Bhuvana who works as the production supervisor at the facility. another senior employee N Eswari adds that working in an all women environment not only makes them feel much safer but also excel in their work. "We feel like one huge family where we share compassions for our colleagues which is not the case while working with the male colleagues," shares C K Selvi, Assistant Manager Materials.

The women are much more confident now working in the facility and increase in productivity has been extremely encouraging for the entire team at the facility. Eswari laments about the long commuting time but feels very proud to be independent and having been able to contribute to the family income. Bhuvana rues that females are underestimated in the industry, but she feels extremely proud that KBL's initiative that will now change this perception in the society.

The team appreciates on the job training ... which has ...

0 • July 2013

KBL inaugurates new facility in US

SPP Pumps, a subsidiary of Kirloskar Brothers Ltd, recently inaugurated its most advanced facility at Atlanta, USA. This is seventh manufacturing facility of Kirloskar Brothers worldwide.

With an investment of $6 million, this facility is spread over 155,000 sqft and has an installed capacity of 2,500 units annually. The engineering, testing and training facility in Atlanta will manufacture and assemble end suction, horizontal split case, multi-stage and vertical turbine pumps. The new vertical turbine test facility will enhance KBL's capability to expand in power sector and increase its dominance in the fire market. With the opening of the new facility, SPP Pumps' production capacity will increase by 30 per cent and the turnover is expected to reach $40 million in the next three years, a statement by KBL said.

Inside view of the new facility at Atlanta, developed by KBL subsidiary SPP Pumps.

Awards for Kirloskar Brothers Limited

KIRLOSKAR Brothers Limited (KBL), a leading global fluid management company, has won the Innovative Energy Saving Product Award for Lowest Life Cycle Cost (LLC) pumps and Excellent Energy Efficient Unit Award for Kirloskarvadi plant at the 14th National Award for Excellence in Energy Management, 2013 organised by the Confederation of Indian Industry (CII). Naushad Forbes, Chairman, Energy Efficiency Summit 2013, Ajay Mathur, Director General Bureau, Energy Efficiency, and LS Ganapati, Chairman, CII National Energy Award for Excellence in Energy Management, 2013, presented the award to KBL teams at a ceremony recently held in Hyderabad. KBL also showcased their innovative and sustainable pumping solutions at the National Award Seminar, 2013.

किर्लोस्कर ब्रदर्स लिमिटेड ने सीएसआर एशिया सीएसआर अवार्ड जीता

पुणे। किर्लोस्कर ब्रदर्स लिमिटेड (केबीएल), अग्रणी वैश्विक फ्लुइड मैनेजमेंट कंपनी, ने सिंगापुर में हुये तीसरे [illegible] [redacted] [illegible] है।

Kirloskar bags CII National Award

[illegible]

'The pump market in India is growing at 8% per year'

Kirloskar Brothers Ltd bags ASSOCHAM award 2013

किर्लोस्कर ब्रदर्स लिमिटेडला सीएमओ एशिया सीएसआर ॲवॉर्ड प्रदान

देवास यंत्रसंचाला सर्वोत्कृष्ट समाज कल्याणकारी कार्यांकरिता पुरस्कार

भारतीय उद्योग महासंघाच्या १४ व्या पुरस्काराचे वितरण कार्यक्रमात किर्लोस्कर ब्रदर्सच्या किर्लोस्करवाडी येथील प्रकल्पास उर्जेच्या कार्यक्षम वापराबद्दल पुरस्कार मिळाला.

INVESTMENTS

KBL's subsidiary SPP Pumps opens plant in Atlanta

In a bid to further boost its presence and business globally, SPP Pumps, a subsidiary of Kirloskar Brothers Limited (KBL), recently inaugurated its most advanced facility at Atlanta, USA. This is seventh manufacturing facility of Kirloskar Brothers worldwide.

With an investment of Rs 37 Cr, this facility is spread over 1,55,000 sq ft and has an installed capacity of 2,500 units annually. The state of the art engineering, testing and training facility will manufacture and assemble end suction, horizontal split case, multi-stage and vertical

किर्लोस्कर को अवार्ड

देवास : किर्लोस्कर ब्रदर्स को सिंगापुर में तीसरे एशियाज बेस्ट सीएसआर प्रैक्टिसेज अवार्ड समारोह में अच्छे लोकोपकारी कार्यों के लिए एशिया अवार्ड मिला है। आई सी एफ ए आई यूनिवर्सिटी मेघालय के उपकुलपति वाई के भूषण ने किर्लोस्कर देवास के अनिल मल्लिक को यह अवार्ड दिया। प्रमाण पत्र पर सीएसआर के आरएल भाटिया और एडवू केली के हस्ताक्षर है।

Priyanka Sangani

Pump It Up

How the 93 year old Kirloskar Brothers is innovating to stay young

Sanjay Kirloskar

Alok Kirloskar

Vikrant Sapre

Notable firsts : The Kirloskars have a long history of being the first to manufacture a number of products in India

1903	1926	1927	1940	1941	1995
Iron plough	Centrifugal Pump	Diesel Engine	Electric Motor	Lathe	Concrete Volute Pump

KBL bags CII award for Excellence in Energy

Enriching Lives

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