

RPGCOM

OCTOBER 2017

ON THE RIGHT TRACK

**IN CONVERSATION WITH:
SANDEEP KISHORE**

**SPOTLIGHT:
GMRs GEARED UP FOR SUCCESS**

**FOCUS:
UNVEILING THE RPG WAY**





ON THE RIGHT TRACK

KEC'S RAILWAYS BUSINESS CONTINUES TO SOAR

Over the past seven decades, KEC has built robust project management capabilities, exceptional manufacturing and operational excellence, combined with incisive business acumen, and the right strategic intent. Its unwavering drive to achieve the unachievable, together with continuous improvements in business practices and processes has set the business apart from its competitors. KEC, a world leader in Power Transmission & Distribution EPC, has a strong presence in the verticals of Railways, Solar, Civil and Cables.





BACKWARD INTEGRATION WORKS

As part of KEC's backward integration in Railways, the Transmission Tower factories in Jabalpur and Jaipur have begun manufacturing galvanized steel structures for Railways. With this, the company expects to have better control on supply chain and improved margins, on account of better PV management. This will also give it a push to handle the growing infrastructure needs of the Railways industry. KEC has also undertaken the initiative of manufacturing railway catenary and overhead conductors at the Vadodara unit. This will diversify its revenue stream and at the same time, increase the capacity utilisation of existing machines.

KEC, has always kept abreast of the advancements in the EPC industry, be it in terms of mechanised construction processes or digital interventions that have made projects efficient, smarter and faster. It has implemented several mechanised initiatives in its project execution, some of which include, mechanised sleeper laying, in-house mechanised mast erection works, etc.

ROAD AHEAD

The outlook for the Railway industry is very positive and the sector is on a rapid growth path. One can see significant capital outlay in KEC's core areas of operations, including electrification, track renewals, construction of new lines, gauge conversion and doubling. The Indian government has set forth ambitious plans for network expansion, as well as upgradation and modernisation of the existing infrastructure. The FY 2017-18 Railway budget unveiled several opportunities for players like KEC, including an increase in capital outlay, electrification of 6,000 km of tracks, commissioning of 9.5 kms of broad gauge lines per day, etc.

THE BEGINNING

An integral part of India's railway electrification story for over five decades, KEC was one of the early entrants into this sector. It has significantly augmented its capabilities and offerings to cater to the evolving needs of the Railway industry, a core sector in India's development story. It has electrified more than 12,000 track kilometres and executed over 40% of overall electrification of the Indian railways.

KEC's Railways business has witnessed a remarkable uptick over the last year. The business doubled its revenue in FY 2016-17, over the previous year, while Q1 FY18 revenues have also grown by 129% over the year before. KEC continues to perform well on execution. Its June-end order book is close to around Rs 1,370 crore and it is currently executing around 15 projects. A focused approach on cash flows has also significantly reduced DSO Days/ Accounts Receivables.

The company has also expanded its portfolio beyond electrification, to include composite railway projects related to civil works, track laying, building railway stations, tunnels & bridges, and electrification & signalling work, to become an integrated player in this sector. It is also exploring opportunities in the overseas Railway EPC space in Africa, Middle East, CIS and East Asia Pacific regions by leveraging the presence and expertise of its international T&D business. This is in addition to the various opportunities KEC is exploring in DFCC (Dedicated Freight Corridor Corporation of India) projects.

The customer profile of this business has also widened to include PowerGrid, RITES, IRCON, in addition to RVNL and CORE.



"The Railways SBU has successfully turned around by doubling its revenue in the previous year. We are confident that the team will be able to achieve a similar growth this year as well. It is noteworthy that this growth is driven on improved profitability against the backdrop of strong and timely execution. As we have now built significant capabilities, we are focussing on bidding for larger projects in DFCC, Metro and international markets. We are confident that our Railways business will reach new heights with the government's increased focus on Railway projects."

Vimal Kejriwal, MD & CEO, KEC International Ltd



UNVEILING THE RPG WAY

It was 2 years ago when the Group launched its new Vision statement – Unleash Talent, Touch Lives, Outperform and Be Happy. While group-wide cascades of the Vision were launched, followed by dipsticks checking employees’ familiarity with the Vision, the journey of realising the Vision is still underway. Developing people and shaping their mindset is an integral part of any organisational Vision programme and this is exactly what Group HR set out to do with the launch of the RPG Way this year.

As next steps, the Learning & Organisational Development (LNOD) teams from the Group and the various group companies formed a taskforce to outline the Values and Capabilities which each RPGian must develop and nurture to contribute towards realising the group Vision. These include the 5 Values and 7 Capabilities which the taskforce has termed as the RPG Way of life. After all, our behaviours and values form the core architecture which supports our Vision.

The RPG Way

Our Vision

Unleash Talent
Touch Lives
Outperform
Be Happy

Our Values

Integrity
Respect
Openness
Courage
Passion

Our Capabilities

Growth Mindset
Result Orientation
Developing People
Personal Excellence
Customer Centricity
Leading Change
Inspiring Innovation

It was a proud moment for all members of the taskforce as the RPG Way of life was unveiled on August 18 at a scintillating event comprising senior leaders and employees from RPG House. The event was broadcast live across locations. Setting the stage for the event, Chairman Harsh Goenka spoke about the need for Values and Capabilities which “take the form of purpose, principles, habits, discipline, and tasks. We set them in accordance with our long-term goals and work determinedly on them.” The MBM members also had their roles cut out with each of them elaborating on a particular Capability – Vimal Kejriwal (Result Orientation), Anant Goenka (Customer Centricity), Inspiring Innovation (Sachin Nandgaonkar), Personal Excellence (S Venkatesh), Developing People (Pramod Menon), Leading Change (Sandeep Kishore) and Growth Mindset (Harsh Goenka.)



Fortune cookies based on the 7 Capabilities were distributed

In order to make the RPG Way easily accessible to all employee groups, a creative AV was screened along with an Illuminati act outlining the meaning, impact and expected outcomes from adopting the RPG Way. Created with the help of Tron technology, the Illuminati act had all employees asking for more.

At the event’s close, President, Group HR, S Venkatesh, took the opportunity to outline the various touchpoints and people interventions that HR would facilitate to administer the new Capabilities. Here’s wishing much luck towards making the RPG Way a huge success !



Illuminati act

IN CONVERSATION

WITH
SANDEEP KISHORE

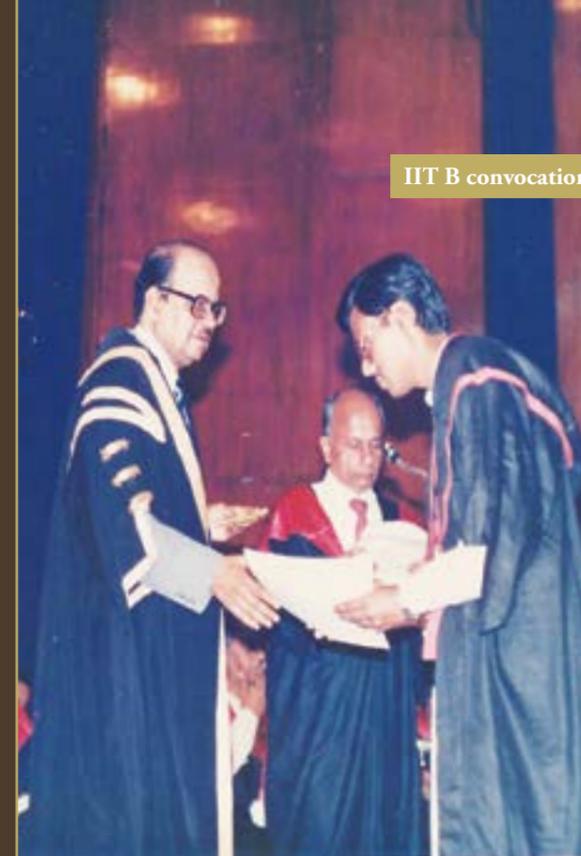


Sandeep with his mother

Why don't you tell us a bit about your early years and your family? Growing up in Patna, what was the ideal career choice at that point and how has it all worked out?

My dad is a doctor and my mom chose to be a homemaker. If she had chosen instead to pursue a career, I am sure she'd have been hugely successful. She has a degree in economics honours and was an ace debater and had represented Bihar in inter-state debate competitions where she had the good fortune of meeting eminent figures such as Prime Minister Nehru and President Zakir Hussain. That she gave up her career to bring up the family, is deeply humbling and something that has always moved me.

I grew up amongst doctors as we lived in the Patna Medical College Hospital campus. It was assumed all along that I would pursue medicine, and after my intermediate I enrolled for Biology. However, after I'd attended the first dissection class, I knew that I wasn't cut out for all that cutting and slicing! Engineering was the next logical choice, and of course IIT was the mecca for all engineering students and that's where I eventually headed.



IIT B convocation

What are some of your fondest memories from your IIT days?

Those are four incredible years that leave an indelible mark on you and shape your thinking. I was the editor of a hindi magazine called Aksh. Since we had practically zero budgets, I recall that I would handwrite the content, stencil the art work, xerox copies and distribute them.

Being a Civil Engineering major at IIT Bombay, I was involved with CIDCO in a city planning project at Sanpada, for what is now a part of Navi Mumbai. That was a huge learning opportunity.

Mood Indigo, of course, comprises the best of IITB memory. You have to be there to see the unbelievable confluence of talent, freedom, fun, expression, creativity from all the engineering and tech students from around the country. Who says engineering students don't have fun !!

Who have been some of the mentors or colleagues who have impacted you and who you look up to?

I have been lucky enough to have met some exceptional mentors throughout my life. First would be my parents - my mom instilled a sense of purpose in everything that I do. From my father, I have learnt to be a person of soul and values.

One of my science teachers in school – DD Rai – left a deep impression; he was strict and yet instilled confidence in his pupils.

I worked closely with Shiv Nadar, the founder and Chairman of HCL Technologies, for nearly 25 years. He offered many learnings about the technology business, about finding opportunities where there were none, and about going beyond one's comfort.

Harsh has been tremendous – always supportive, gracious and ready to brainstorm ideas and thoughts whenever I've tried to do something new at Zensar.



At the farewell of Zensar CFO S Balasubramaniam

You have pushed the imperative of Zensar being a 100% digital company ever since you took up the reigns. Why do you feel so strongly about this? Where in our country, do you think, lies the maximum scope for digital interventions to improve the lives of the masses? What does the Indian software industry need to do to stay relevant?

First, every organisation must figure out what they need to do to stay relevant. Relevant is a timeless theme and the reason we are betting so heavily on digital is because Virtual Reality, Artificial Intelligence, etc are relevant today. Staying relevant is one of the most important ways of differentiating yourself.

There was also another reason for accelerating the digitisation of Zensar. For us to showcase the value we bring on board, we realised that we first needed to become a 100% digital company. The experience of transforming a 54-year old publicly listed company and sharing that with your clients will always resonate with them. It convinces them that we know what it takes to craft a transformational journey.

Also, we could have hired consultants from outside but we wanted to live this journey with every Zensarian so that everybody bought into the idea. Return on Digital, our client facing platform, is configurable and customisable for most of the client situations or opportunities.

To answer the last part of your question, I must first give a lot of credit to this government for bringing digital to the forefront as a new way of transacting. I think the next step should be to drill down to individual sectors and evaluate the scope for digital intervention there to transform it completely. For instance, in Agriculture, how can we create digital dashboards which will enable a farmer to buy and sell fairly and seamlessly? Can we think of voice-based platforms instead of keyboard? India has the unique advantage that it can easily adopt the latest, most relevant platform instead of going through the entire cycle of digital maturity which has already taken place.

Finally, Indian software companies must invest in future IPs of machine learning, initiate enterprise conversation, and strive to kickstart original innovation from India.

What is your personal leadership style?

It is inclusive - you have to empower people and let them lead, rather than keep directing them as that is simply not sustainable. I sincerely believe that successful leaders create more leaders. One must always lead with thoughts and ideas that have a multiplier impact. In my case, what you see is what you get. I have an open, transparent style of leadership.



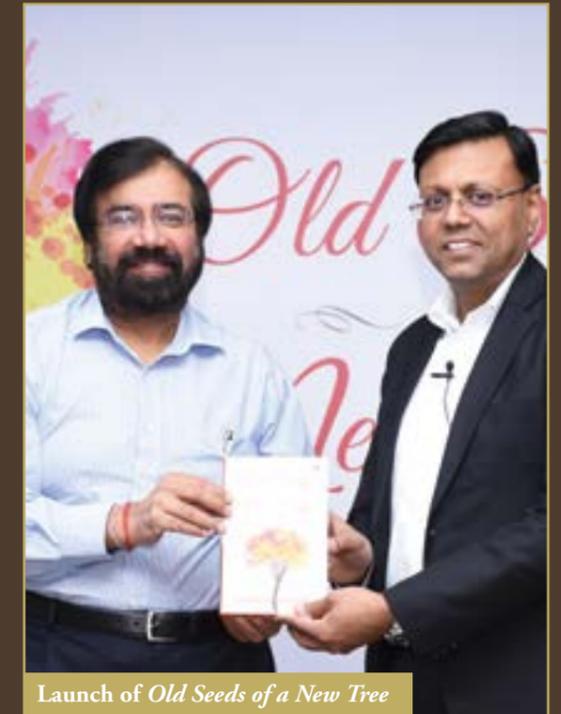
Aug 15 celebrations at San Jose office

You recently released your 2nd book of poems. How did that come about? What are your hobbies?

You know, every year for the last 10 years I have chosen a personal project and committed myself to it for that year. *Old Seeds of a New Tree* was my project for 2016 and I decided that not only would I complete penning these poems but that the book would be designed, printed and published. Last year, I learnt to cook and now I can prepare around a dozen dishes; another year I learnt to play the piano; the year before that, I started building a coin collection and I'm proud to admit that I have coins from every single country; I have built a collection of original DVDs of Filmfare winning movies since 1954 when the awards were instituted.

You are a voracious reader. Can you tell us about some of your favourite writers or books?

Some eternal favourites are Malcolm Gladwell, Gulzar, and Ramdhari Singh Dinkar. Two of my all-time favourite books are Mahatma Gandhi's *My Experiments With Truth* and Gladwell's *Outliers*. For light reading, I enjoy the thrillers of Ashwin Sanghi.



Launch of Old Seeds of a New Tree



Sandeep & family at Discovery cove

Please tell us a bit about your family.

Sushma, my wife is my pillar of strength; our son Somu is also a part of the tech world (works at Yelp!) and is engaged to be married to Khyati, a lovely girl. Our daughter Shikha is a sophomore at Johns Hopkins and wants to become a Neurosurgeon. Our 3rd is 6-year old Bishop, our golden retriever!! He is a total mamma's boy and the centre of our family.

BULLETIN



RPG LIFE SCIENCES LAUNCHES EMPLOYEE EXCELLENCE AWARDS

The Employee Excellence Awards are a unique quarterly Reward & Recognition programme launched for its field force by RPG Life Sciences. The objective of the awards is to reinforce the Vision across field staff, thereby bolstering their performance.

In keeping with RPG Life Sciences' focus on employee engagement, the awards will help drive engagement with field staff who are mostly based away from the head office, often traveling away from the confines of a formal office environment for long periods.

The Employee Excellence Awards are closely aligned with the RPG Vision "Unleash Talent, Touch Lives, Outperform and Be Happy" with the various award categories being tailored around the four Vision tenets. These awards will be conducted at the periodic business meetings held across regions. Winners are given certificates and trophies.

RAYCHEM AT THE RENEWABLE ENERGY INDIA EXPO – REI 2017

Raychem has been on an accelerated path of developing its Solar and Energy Storage Business. Chiefly focusing on three clear segments, viz., the utility scale solar projects, distributed solar, including off grid projects, and the energy storage systems, the company showcased its offerings at the recent REI 2017 held in Greater Noida from September 20-22. Raychem showcased a diverse array of products including string inverters, central inverters, bi-directional inverters, energy storage systems and combiner boxes.

Speaking on the occasion, Nitin Sharma, VP & Head - Solar & Energy Storage Business, said, "We have unique offerings and platform based solutions in each of these systems. In distributed solar, we are getting a lot of traction and growing fast. This is driven by our unique positioning of having a very strong network of channel partners who have been associated with Raychem for a long time. The key thing for us is innovation, in terms of product technology, service technology and also innovation in terms of how people are engaged in our company."



GEARED UP FOR SUCCESS

GMR BATCH OF 2017 EMBARKS ON A NEW JOURNEY

BY PAVAN RAPAKA, ZENSAR TECHNOLOGIES



As we stepped into the elegance of RPG House on the sunny morning of May 15, fascinating art forms and welcoming smiles added to the exuberance, making it clear that it wasn't going to be just another corporate onboarding program. It was Embark 2017, this year's annual induction of new hires joining the Group Management Resource (GMR) programme. A warm welcome with a personalised goodie bag set the tone for what followed through the rest of the day and made the seventy of us feel a part of the RPG family.

Mr Supratik Bhattacharyya, VP - Group HR, kicked off the program, setting the expectations for the next ten days and exhorting us to be go-givers rather than go-getters. When Mr Suresh Mathew, ED - Chairman's office, and Mr S Venkatesh, President - Group HR, spoke about the elements of 'The RPG Way,' we knew that the sense of belonging and camaraderie surrounding us wasn't without reason. Emphasis on people centricity and fostering a high performance culture seemed to explain why our campus recruitment interviews had an unusually high focus on people skills and fitment.

S P O T L I G H T

Over the course of two days, senior executives highlighted various learning and development initiatives, such as corporate university and the top talent programme, designed to unleash the internal talent. While leaders from every group company briefed us on the organisation's performance and plan to outperform the competition, the RPG Foundation leadership walked us through their various initiatives that touch the lives of those communities in which they operate. The generous breaks in the induction, gave us the opportunity to unwind at the Fun Zone. By the end of the second day, we had witnessed firsthand how every aspect of the group's vision statement came to life in this group.

Our training got into overdrive when we reached Halol, Gujarat to visit the manufacturing plants of CEAT, KEC, and Raychem. At each facility, our gracious hosts took us on a guided tour and arranged for talks on various aspects of the business. Understanding CEAT's turnaround story, KEC's bold plans for the future and Raychem's innovations was a memorable experience. Although, we could not grasp the nuances of wheel camber or resin casting in the technical sessions, we were enthralled by the passion of our presenters and the pride in their work. The plant visits seemed like a breeze despite traveling to far flung locations in the sweltering heat, only because of the meticulous planning and coordination by the campus recruitment team.

Ms Cheri Bhengra and Ms Surya Pillai, alumni of the GMR programme themselves, shared their personal experiences and perspectives all the while ensuring that we enjoyed the trip. Sure, we had a lot of fun, but it wasn't a jolly excursion. Walking in hard boots and helmets, observing the hard work and dedication of the operators, was an unforgettable experience; it enriched our understanding of field level issues and broadened our outlook. For instance, no corporate presentation could have conveyed the prominence of uncompromising quality, as powerfully as hearing directly from a supervisor how residual air bubbles can render a complete cable useless – wiping away narrow profit margins. Defect rate isn't just a number — it is a reminder that we cannot afford to let the sweat and toil of these bright, young people be condemned to scrap.





The evening of day five took us to High Places, an outbound experiential learning center at Garudmachi. Over the next two days, we worked in diverse groups tackling a variety of challenges that tested our problem-solving abilities. It was heartening to see the participants cutting across companies, functions and experience levels and joining hands — often literally — to grapple with the time bound tasks; it undoubtedly foreshadowed how we would collectively approach RPG’s growth efforts. Not only did we enjoy group tasks that required placing the common good over self-interest, but also had fun showcasing our athletic talent.

After a well-deserved day off in Pune, visiting the Kharadi campus of Zensar Technologies on the ninth day brought us face to face with the digital trends transforming our world. Mr Tarun Raj, Head of Zensar’s L&OD team, tapped into our learnings about self-awareness and change management at High Places and described how to apply the lessons in an enterprise setting. The venue for our discussion, Himalayas, was fitting — as the speaker encouraged us to aim high and scale great heights. Ms Anamika Bhargava of Raychem RPG covered various aspects of cognitive behavior theory on the last day of our induction, explaining the significance of taking charge of situations with a ‘me-cause’ attitude.



Following a fruitful roundtable discussion with GMRs from earlier batches, we were pleasantly surprised to learn that Mr Anant Goenka, MD - CEAT, was present to deliver an unscheduled address. He touched upon various aspects of CEAT’s business ranging from Quality Based Management to Safe & Smart Mobility. The young leader also narrated his experience of gaining credibility through humility and willingness to learn. Small wonder then that CEAT takes home the prestigious Deming award this year.

Finally, it was time for the much-awaited interaction with Chairman Harsh Goenka. He shared his philosophy of compassionate management and urged us to challenge the norms. Adeptly drawing management lessons from Bollywood movies, he captivated the audience with his analysis of films as well as leadership traits. With the ambition of Bahubali and the determination of Dhangal gripping us, Embark 2017 certainly ended as a blockbuster.

In case you are interested in writing for RPGcom or have an interesting story to share, drop a mail to manjira@rpg.in

RPG Speaks



ANKIT KEDIA
CEAT

ABOUT ME:

I'm that colleague in the next bay who is either the much loved storehouse of energy or who gets on your nerves. Love me or hate me, I will get the work done. Dancing is my passion, while family is my priority.

MY MOTTO IN LIFE:

Carpe diem is what defines me – I live in the moment. I'd rather do things than regret not doing them; yet, I'm more of a thinker than I let on.

THE RPG VISION TO ME IS:

Most things which I already consider important in life - realizing one's full potential; making a meaningful difference; outperforming; and my personal favorite, to have fun and keep smiling.

WHAT I LOOK FORWARD TO AT WORK EACH DAY:

RPG, and more specifically CEAT, has been an integral part of my life for the last 2.5 years. Variety is what excites me - new challenges thrown at me gets the adrenaline pumping and I revel in it.

MY CAREER ASPIRATION IS TO:

Ascend the corporate ladder without compromising on my zeal for varied and challenging assignments.

WHAT I LOOK FOR IN MY LEADER:

My kind of leader has to be a person who values ethics and meritocracy, helps me push my limits, inspires me to excel, and can balance short-term mission with a long-term vision.



NIKITA SINGHVI
KEC International

ABOUT ME:

I am a happy-go-lucky person; I believe in enjoying the present and working towards a better future. Am a foodie by heart and love exploring new cuisines and new places.

MY MOTTO IN LIFE:

Everyone faces challenges in life, it's a matter of how you learn to overcome them and use them to your advantage – this defines my journey through life.

THE RPG VISION TO ME IS:

The mantra of living a happy life, i.e. focus our energies in identifying our competencies, work towards making our society better, and do the best we can.

WHAT I LOOK FORWARD TO AT WORK EACH DAY:

New challenges, opportunities to grow and contribute to my organisation.

MY CAREER ASPIRATION IS TO:

Continuously learn and take up bigger responsibilities and contribute towards the improvement of our society.

WHAT I LOOK FOR IN MY LEADER:

A good leader should be approachable, open to suggestions, motivational and be able to take decisions which benefit the company's shareholders as well as its employees.



SHAILESH WAVDHANE
RPG Life Sciences

ABOUT ME:

A self-inspired worker who takes new initiatives and builds a strong team. Always positive and well connected to all stakeholders within the business.

MY MOTTO IN LIFE:

To pursue transparent and profitable business goals.

THE RPG VISION TO ME IS:

Openness, Innovation, Performance and Happiness.

WHAT I LOOK FORWARD TO AT WORK EACH DAY:

New challenges, completing tasks on time, and a harmonious workplace.

MY CAREER ASPIRATION IS TO:

To lead the organisation to its next level of growth.

WHAT I LOOK FOR IN MY LEADER:

Should be able to balance growth and the interests of the team members.



SUNIL JOHN
HML

ABOUT ME:

I'm an MBA graduate working with HML for the past 17 years. I'm an avid sportsman and have been playing cricket and tennis since my college days. I am a part of the cricket team for HML for the past 15 years.

MY MOTTO IN LIFE:

Be passionate about what you do and the rest will fall in place. I always aspire to make a difference.

THE RPG VISION TO ME IS:

The RPG vision conforms to my thoughts about making a meaningful difference in society; it gives me freedom at work which makes it enjoyable and brings out my full potential.

WHAT I LOOK FORWARD TO AT WORK EACH DAY:

The singular challenges of my work, the spectacularly beautiful environment and the dynamic team I work with, all draw me to my work each day. I take each day at a time and set yearly, monthly and daily goals.

MY CAREER ASPIRATION IS TO:

My aspiration is to be successful and enjoy myself in the process of getting there. I also hope to justify the faith bestowed upon me by the company and my family.

WHAT I LOOK FOR IN MY LEADER:

I want my leader to be a good mentor, guide and motivator who trusts his team to achieve the common business goals.

SNAPSHOT



Raychem Halol Wins the Good Housekeeping - GreenEnv contest organised by the Baroda Productivity Council



Raychem Innovation Centre bags LEED Platinum Certification



EPD Team, Halol takes home multiple trophies at Quality Circle Forum of India Competition



RPG Life Sciences Cyclothon with participating ENTs



CEAT Haath Dikhao Wins At IAA (International Advertising Association) India 2017 Awards