



Expanding Horizons

PROPEL

Issue 2 January 2013



EXPANDING
HORIZONS

A RANE GROUP PUBLICATION

THE WORLD OF RANE

RANE HOLDINGS LIMITED (RHL)

RANE BRAKE LINING LIMITED (RBL)

RANE DIECAST LIMITED (RDL)

RANE ENGINE VALVE LIMITED (REVL)

RANE (MADRAS) LIMITED (RML)

RANE NSK STEERING SYSTEMS LIMITED (RNSSL)

RANE TRW STEERING SYSTEMS LIMITED - SEAT BELT DIVISION (RTSSL-SBD)

RANE TRW STEERING SYSTEMS LIMITED - STEERING GEAR DIVISION (RTSSL-SGD)

KAR MOBILES LIMITED (KML)

RANE HOLDINGS AMERICA INC. (RHAI)

JMA RANE MARKETING LIMITED (JMA RANE)

SasMos HET TECHNOLOGIES LIMITED (SasMos)

Send in your comments / suggestions to propel@rane.co.in

© Copyright, 2012, Rane Holdings Limited.
All Rights Reserved.

Designed by Trazar Studios: +91 98842 79307

New Year Message

In the year 2012, the world of business witnessed wild swings. Indian economy slowed down mainly due to poor governance and infrastructural constraints. The automobile industry has also slowed down as a consequence. However, in the medium term, India continues to be an interesting story in economic growth, powered by the collective aspirations of its youth and the challenges of secular and sustainable growth.

In an environment of uncertainties, preparedness of the organisation to respond swiftly to unexpected scenarios and opportunities would make the difference between success and failure. We believe in continuously upgrading our operational and management processes to remain relevant and contemporary.

We received several accolades during the year including Deming Grand prize for one of the group companies. Rane will continue to invest in developing talent and upgrading technology in its pursuit of Profitable Growth.

Our new tag line, Expanding Horizons reflects our aspiration to grow.

Wishing you and your family a happy, healthy and prosperous New Year.

L Ganesh
Chairman
Rane Group





12 Steering Column

Rane has embraced a new tag line “Expanding Horizons”, reflecting the collective aspirations of all its stakeholders.



20 Off the track

2012, The Buzz is Over!

8 Automates

A day at Rane Gemba.

10 Outside Insight

Insights on unlocking and unleashing business innovation in India.

14 Rearview

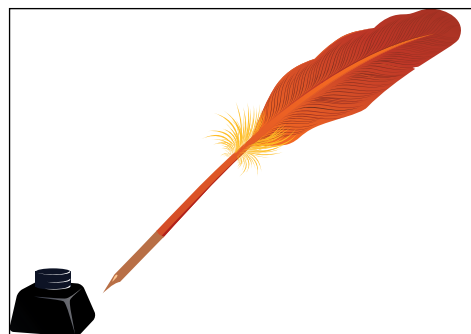
Simple purpose. Noble cause. Rane's contribution towards the betterment of our society.

18 Pitstop

Rane at the world's leading international trade fair – Automechanika.

19 HR on Wheels

Snapshot of Rane as a Great Place to Work



22 Fuel for thought

The clues are easy, the answers – fun!

TORQUE

JAMSETJI TATA AWARD

Recognizing his outstanding contribution to the Indian Society by steering the Rane Group through many exciting as well as challenging phases of evolution of the Indian automobile industry, Indian Society for Quality (ISQ) awarded Mr. L Lakshman, Executive Chairman, Rane Holdings Limited with Jamsetji Tata Award. The award was presented by Mr. Arun Maira, Member, Planning Commission, on 26th November 2012 at New Delhi.

Acknowledging the gap in the country in recognising outstanding professionals who have practised Quality Management of a high order, ISQ instituted the Jamsetji Tata Award in 2004.

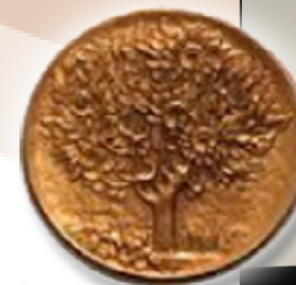
Jamsetji Tata Award is given to industry leaders who have made significant contribution to the Indian society through their work of leading an organization with exceptional and holistic focus on quality with humility, constancy of purpose and determination.

The recipients so far include:

- 2004 Mr. Venu Srinivasan – CMD, TVS Motors
- 2005 Dr J J Irani – Director, Tata Sons
- 2006 Mr Arun Bharatram – CMD, SRF Limited
- 2007 Dr Surinder Kapur – CMO, Sona Koyo Steering Systems Limited
- 2008 Mr B Muthuraman – CMD, Tata Steel
- 2009 Mr K Mahesh – CMD, Sundaram Brake Linings Limited



DELIGHTED WITH THE DEMING GRAND!



Setting out with a vision of becoming the leader in the steering business and establishing a truly global presence, Rane (Madras) Limited has been diligently practicing TQM for nearly a decade. Continuous improvement and employee motivation have been focus areas for RML in its pursuit to become a world-class company.

On achieving the Deming Application Prize in the year 2007, RML did an in-depth self -diagnosis, which resulted in outlining four major objectives. These were set out to bring a competitive edge in the prevailing challenging environment. Producing globally viable quality products, developing a competent and self motivated workforce,

continued emphasis on technical leadership and enhancing profitability are some of the key areas addressed by this four- pronged approach.

RML then took on the challenge of winning the Deming Grand Prize (DGP), the next milestone in their TQM journey and was awarded the same in November 2012.

This time too, like last time, the prize is just a start. TQM culture in RML continues with an energized focus on customers with an added motivation to pursue business excellence.



Rane Diecast Limited

Teams Rane Warriors and Trisool won Gold and Silver Awards respectively at the QCC competition held by Quality Circle Forum of India – Hyderabad Chapter, September 2012.



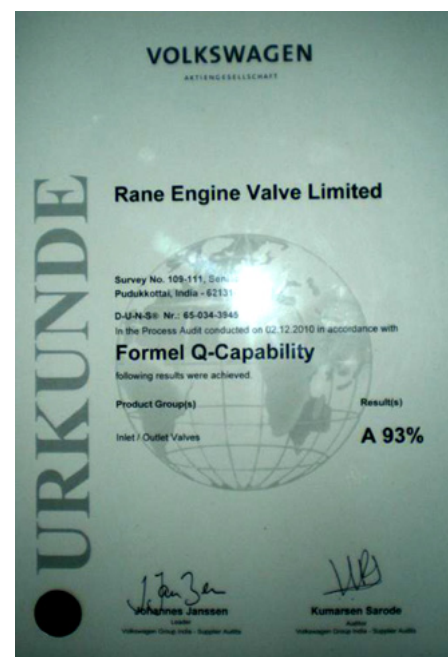
Kar Mobiles Limited

Tumkur plant won the Golden Award for QCC and Kaizen Presentation at the annual Quality Convention, by QCFCI Karnataka Chapter, September 2012.



Rane Engine Valve Limited

Volkswagen's prestigious award for the achievement of "A" rating during Q capability process audit.



Ponneri Plant received State Government Safety award, December 2012.



CII HR Excellence Award

Endeavours applauded, excellence awarded.

The Rane Group was recognized with the 'Significant Achievement in HR Excellence' award conferred by the Confederation of Indian Industry (CII). This prestigious award was received from Mr. Arun Maira, Member, Planning Commission, at the 3rd CII National HR Conclave 2012 held on 4th October 2012 at New Delhi.

"The idea behind our participation in this exercise was to get a comprehensive external perspective on our HR practices. This recognition is a reflection of the current level of maturity of HR in the organisation and will serve to set the stage for further improvement and innovation. The feedback from this assessment would also help us in further strengthening our People practices to accelerate our Journey of Profitable Growth" says R.Venkatanarayanan, President-HR, Rane Group.

The people philosophy at Rane focuses on aligning aspirations and taking challenges head on. This is powerfully backed by the strong commitment of the senior management in evolving the talent development process. These best practice methods go a long way in nurturing a solid employer brand.

Our focus areas for future are:

- To nurture and support a culture of innovation
- To intensify engagement with employees across levels to promote and sustain a stable employee relations climate
- To identify and develop leadership talent at all levels to drive our business agenda of profitable growth
- To leverage the multi-generational workforce for pursuing opportunities on a global scale
- Increased use of technology and tools like social media to promote collaboration and continuous real time learning



Refreshing, rare and remarkable: A day at Rane Gemba!

My visit to Rane begins like a breath of fresh air, and makes a mild winter's day a truly memorable one. I step in expecting to discover what the inside of a monolith looks like and what I find is not just a surprise, but a lesson of a lifetime. Originality walks hand in hand with orderliness across the shop floor; structure is no rigid concept, but an adapting reality and rules budge to make way for free-flowing creativity.

The energy and passion of the employees was palpable from the very beginning. Every operator deems his workstation as a part of his own home. Operators are oriented to and follow the TQM principles that boost efficiency and productivity at the workplace as everyone is meticulous about following its tenets. That's not all. In the words of one operator: "This system is so effective that I have implemented its basics in my home as well and it has transformed my life!" The day continues, guided along a systematic path, encompassing principles of Lean Production System,

Value Engineering, Total Productive Maintenance, Process optimization using design of experiments, Kaizen and the like for sustaining operational excellence.

Got a suggestion? You're welcome to hand it in! Suggestion-givers are appreciated and awarded and go up on the walls of fame in every company, their photographs listed alongside their contributions. The prevailing managerial philosophy that encourages employee contribution is a tremendous boost to drive the operators to bring the same level of energy and enthusiasm to work, every day.

In order to facilitate employee engagement in productivity and quality assurance, several platforms are made available, 'Quality Circles' is one such.

I could sense great levels of positive restlessness during the Quality Circle meetings that aim at solving many tall



orders. These encourage operators to make high-impact contributions that can grow not just the company, but their own personal career graph as well.

Employees see the company as an institution in the making where they learn cutting-edge know-how that compares with the best international trends, hone abilities – both technical expertise and soft skills, enjoy their work and above all, enrich their lives. Every facet of the employee's work life is constantly improved and alterations executed through sunrise and sunset meetings and brainstorming sessions. A senior management official tells us that these small steps go a long way in growing the collective aspirations of the Rane group to become an established global brand, while still nurturing individual goals and ambitions.

Scheduled breaks are opportunities for the employee to socialize and share experiences, thoughts and ideas. These are complemented through recreation like regular yoga sessions, sporting events and celebrations of achievements, birthdays, festivals and a lot more. Together, these activities serve to strengthen the bond between the employee and the organization.

You can imagine how well this has worked when you hear the employees refer to Rane as "my" company!

The most fascinating moments of the day came when I asked them what they envisioned for the future, considering a New Year was just beginning. Opportunities were being planned to bring innovative ideas into the spotlight. There are plans to step beyond the structured models of the last 4-5 years into new terrain. This aims at challenging existing paradigms in order to discover newer possibilities. This would be achieved by working on the gains of the past to push Rane into the international arena and compete with the best by building on in-house strengths and capabilities.

All these and more make 2013 a year that is anticipated by all. In the words of one Rane operator, "In the year ahead, our company should become a household name, not just in India but everywhere in the world. That will be the greatest accomplishment, not just for the company, but for me as well."

Such aspirations and ambitions, backed by the constant learning and the energetic drive of all the employees, are sure to send Rane right into the big league in the coming years. In the face of this optimism, the day draws to a close on a high-note and I am led away for a cup of suda-suda filter coffee.

As I bend to take a sip, I realize that my little cup symbolizes everything that Rane is today – energetic, fresh, enriching and for all the employees I had the pleasure of getting to know, the perfect way to get revitalized, every single day.

*As experienced by
Ms. Bhargavi Ravishankar,
Freelance Writer*

"Pride and trust are the primary take-away for any Rane employee", says the head of one of the Rane companies. "Our open-door policy and our focus on team involvement ensure that everyone feels included and part of the growth process," he adds. And his statement is testified by the employees at the gemba as well, when their voices echo the same. "Where else does a senior official know the names of his people and relate to them on an individual basis?" asks an operator.

"UNLOCKING AND UNLEASHING BUSINESS INNOVATION IN INDIA"

"The India Innovation Imperative"

India the Innovator is at a tipping point. The last decade has seen the emergence of business innovation in India, innovators like **Bharti (Airtel)** and **Aravind Eye Hospital**, who have gone beyond meeting to beating global benchmarks. Innovators like **Cavinkare**, **Sukam**, **Marico** and **Paras** who have out innovated industry giants. At the same time multinationals like **GE**, **Microsoft**, **Unilever** and now **Pepsi** have adopted **'Reverse Innovation'** – innovate in India for the world. While innovation is an emerging trend, it still happens only in pockets and that too infrequently.

On the other hand, the speed of Strategic Commoditization - a state where most of the players in an industry are busy doing more of the same (products, services, business models, even promotions) - has increased. The IT industry reached strategic commoditization a few years ago. Telecom, a sunrise industry is already close to commoditization.

Strategically commoditized industries often called **'mature markets'** - a term often used to explain-away and excuse lack of innovation. There is nothing called a saturated market just saturated mindsets! Increasing strategic commoditization across industries makes Innovation a business imperative. To add to the excitement and challenge, is the growing realisation that the predisposition and needs of the next generation of consumers and workforce are substantially different.

This takes the imperative of innovation beyond the products and services space. Organisations need to innovate in the talent market - the gap between the stereotyped career proposition and the needs and aspirations of the next generation employees is visible in the alarming attrition numbers. The traditional 'career concept and proposition' needs reinvention.

The biggest innovation imperative is posed by the country's need to generate inclusive growth. Business innovation will need to find nonlinear solutions to the extreme poverty and environmental challenges facing the country.

Recognising this imperative most CEO's talk innovation. 'A CEO dare not be caught not talking innovation' - the trouble is the huge gap between 'talking it' and 'doing it'. There is huge force of gravity (legacy mindsets) that resists and drags down innovation in an organisation.

The biggest difference between those who talk and those who do innovation is the willingness to confront gravity. Innovators take it head on and overcome it while others accept it, accommodate it and give in to it - they call it being practical.

The biggest Innovation Gravity is the mindset of Top Leadership that manages innovation in the same way as they manage performance - by imposing 'goals' and 'then generating execution pressure.' Innovation needs the team and the organisation to venture into the unknown - a world where ambiguous and unanswered questions outnumber the known. Traditionalists stick to the comfort zone of the tried and tested. Successful innovators, 'manage innovation - business as unusual' very differently from **'managing performance - business as usual'**. They manage performance and innovation as two parallel tracks with different processes. For example, business as usual starts with an incremental goal whereas innovation starts with an out of the box challenge; further, a performance goal is uncompromisable whereas an innovation challenge is a direction and not a destination. A 10X drive inspired by Anand Mahindra has fuelled a tremendous innovation drive across the group. Out of the box challenges like these, spur out of the box thinking and action.

The second big innovation gravity for top leadership in Indian organisations is the deeply embedded cultural mindset of **'Risk Aversion'** and **'Avoid Failure'**. Successful innovators do not avoid risk, they actively de-risk. Innovators like Ratan Tata, publicly burnt the bridge, by announcing the **'NANO'** even before the project had taken off. The biggest fear holding back innovation in India today is not the fear of commercial risk; it is the fear of personal risk. One pioneering award

category in the TATA innovation awards is called **'Dare To Fail'**, the message is clear - the group is promoting a culture where daring is more important than failing.

Innovation gravity for new business development managers is mindlessly following western and developed market trends. Many Indian companies still 'assume that market trends that evolved in developed markets will play out in India.' This leads them to replicate and reverse engineer the products and services from developed markets. If this were true, the **'prepaid mobile card'** and **'Grameen bank microfinance'** – the two mega business innovations in the sub-continent should never have taken off. Innovators create trends, consultants publish them and followers track and follow them.

Ineffective processes are dragging down even organisations that do find the will to innovate. Entrepreneurial organisations that have grown by innovating, often look to the established organisations and adopt their processes. Some innovative Indian entrepreneurs have now adopted the Stage Gate process to screen and channelize innovative ideas. This usually limits them to incrementalism, Real Game Changing innovations have almost never come through a **'Stage Gate Innovation Process'**.

The innovation gravity for marketing is the overdependence on classic market research. This has led to most organisations' strategies being built on **'hindsight'** rather than **'path breaking market insight'**. Marketing at Marico has institutionalised a breakthrough insighting process to build strategies based on fresh and path breaking insights. Another marketing process that drags down and often dilutes innovation is **'test marketing or piloting'** an idea before scaling it. The mindset underlying piloting is one of testing - let us see if it works! the Go/No Go! mindset? Whereas successful innovators take the innovative ideas to market with an 'how to make it go!' mindset. They adopt the entrepreneurial in-market versioning model. They build a new concept into a

Total In-Market Solution through multiple low risks, hi-speed experiments and only then scale up. They realise that one pilot will never be enough, a minimum 2-3 iterations will be needed before we figure out a way to make the idea live up to its promise in the real market conditions.

The biggest innovation gravity dragging down R&D organisations is the mindset of insulated, in-house development. Successful innovators, like TATA NANO, seek out and collaborate with partners both within the industry and outside to co-create solutions. Further, in most organisations R&D is treated as a supplier to marketing that limits R&D thought spectrum to solving immediate problems leading to disruptive innovation.

While the TQM led incremental improvement drive has had a phenomenal impact on enhancing manufacturing effectiveness, it is clearly not enough to make quantum innovation happen. The Indian manufacturing organisations have followed and adopted the best practices from Japan and US to successfully embed the quality movement into their system. However to lead quantum innovation drive, we will need to pioneer our own innovation model. Titan industries have successfully embedded quantum innovation. They have over the last three years, developed over 100 innovation champions and now genuine **'process and even product innovations'** are emerging bottom up, from the shop floor.

Unlocking innovation and making it the engine to make India truly Incredible calls for courage to create our own innovation model and pathway. The map has emerged; there is no doubt about the capacity to make it happen. Let us single-mindedly focus on making **'Innovation for India what Quality was for Japan'** – the transforming agent.

Rajiv Narang - Founder and CMD
ERHWON Innovation Consulting

The road ahead is plush with opportunities
- when horizons expand, dreams abound,
ambitions fulfill and lives enrich.

EXPANDING HORIZONS



Expanding Horizons

Rane has embraced a new tag line
“Expanding Horizons”,
reflecting the collective aspirations of
all its stakeholders. Mr. L Ganesh,
Chairman Rane Group shares his
perspectives on this change.

In a world where aspirational catchphrases are abundant, how does Rane plan to make the words “Expanding Horizons” a reality?

‘Expanding Horizons’ is a reflection of our aspiration to grow our business in the automotive industry and beyond, establishing new synergetic footprints in terms of businesses, geography, technology, collaboration, diversity of talent etc. We believe in exploring new avenues for growth. Building on the strong foundation of operational excellence, our theme for this decade - ‘healthy and profitable growth’ reflects this and pushes us closer to defining the ways in which we can bring this concept into our everyday work-life.

What would you say are the key drivers for realizing this vision?

While reflections of operational excellence through the rear view will guide us, wheels of Aspiration, Innovation, Expansion and Diversification will propel our growth. Collective aspirations of our people, customers, vendor partners and investors will continue to shape our business agenda.

You mentioned that of the aspirations of four groups – People come first. How do you propose to align this with your people practices?

Through our Employer Brand Promise we endeavour to create meaningful and enduring experiences for our talent by developing, nurturing and institutionalizing a culture of high performance and innovation. Challenging assignments and continuous learning opportunities will lead our people to realize their potential and grow professionally and personally.

The role of leadership in the context of such a transformation will certainly be demanding and will need realignment. We are on the road to build fresh insights and perspectives on leadership.

Customers are always king. How does Rane propose to take this to the next level?

Our aim is to be the preferred partner. With more customer insight, we hope to bring their perspectives into our workspace. We would focus more on value creation that will in turn help them deliver a great product experience to their customers.

In this industry, suppliers and distribution partners are crucial. How will they be aligned within the framework of “Expanding Horizons”?

We have always believed in growing along with our supplier and distribution partners. We will involve them in the early stages of new business opportunities, technology and product development and create solutions for our customers. We foresee providing greater exposure and reach to them to grow and expand their businesses.

Rane is known for its social accountability and standing. What part will Society play in this model?

We will focus on CSR initiatives in the areas of Education, Environment, Healthcare and Community Development.

And last but not the least, the world’s current favourite hot topic – the Environment. How does it feature as a part of your considerations?

Environment friendly initiatives are important for promoting long term growth of the Indian economy and industry. Our environmental concern translates into initiatives in the areas of Wind Power Generation, Water Conservation and Harvesting and Solid Waste Management.

Rane is conscious of the imperative to protect the environment and the natural resources for achieving sustainable economic growth and have started several initiatives in this regard such as conservation of energy and water and eco-friendly waste management systems.

Around 50 employees of the Rane Group along with their family members participated in The WIPRO Chennai Marathon (TWCM) on 2nd December 2012. While most of them ran 10 kms, there were a few who challenged the half marathon (21.1kms) successfully.

TWCM partnered with United Way Chennai (UWC) to support their efforts in three areas; education, health and livelihoods, Rane Group contributed towards this cause.



RANE GROUP AT THE WIPRO CHENNAI MARATHON 2012

Medical Camps:

Kar Mobiles Limited (KML), Bangalore, organized a special blood donation camp at the Peenya plant. The initiative was driven by the Employees Sports & Recreation Club in association with the Red Cross Society of India, Bangalore.



Rane (Madras) Limited, Puducherry with A.G.Padmavati's Hospital Limited organized an Eye Check-up camp for the residents of Thirubuvanai Village.



A similar camp was organised by Rane NSK Steering Systems Limited, Guduvancherry along with Sankara Nethralaya to benefit the residents of Vallancherry village. 105 villagers were tested, 49 were given spectacles and 9 were operated for cataract at Sankara Nethralaya.



Rane (Madras) Limited, Puducherry organized a dental check-up camp for its employees in association with Vasan Dental Care.

Helping Hand!

Rane Diecast Limited (RDL), Hyderabad has allied itself on a regular basis to help the DESIRE SOCIETY - a Non-Profit Government Organization – reaching out to 53 HIV infected children aged 1-16 yrs.

Every month, RDL employees distribute protein supplements to these children, and also contribute to donate school bags to these children. In addition they spend about 4 hours per month with them, on their premises encouraging and energising them.



Rane TRW Steering Systems Limited - Seat Belt Division showed their support for the traffic police by organising a raincoats drive to help them during the monsoon season.

First and second rank holders from Class 6 to 10 across the English and Telugu wings of the Government ZP High School, Aziz Nagar received mementos and study material arranged by Rane Engine Valve Limited, Aziz Nagar. The Trichy plant donated books at Kodumbalur School and Hope Home.



automechanika 2012

RANE GROUP

Automechanika – the world's leading international trade fair in the automotive aftermarket sector. Where a worldwide network of 12 events with 11 participating countries gives automotive companies a chance to spotlight innovations and solutions on a regular basis.

Rane group companies have been involved in these events regularly under our unified banner. And our engagement with events of this stature will go well beyond a decade from now.

We participated in the Automechanika fest held during September 2012 at Messe Frankfurt, Germany. Among those represented were Rane (Madras) Limited, Rane Engine Valve Limited, Rane Diecast Limited, Kar Mobiles Limited and Rane Brake Lining Limited. Showcased to a global audience were their products, technology and solutions.

And the number of people who were watching us as we put our best foot forward? A whopping 1,48,000 visitors from around the world. With such numbers making up the total registered visitors at Automechanika, we can only conclude that the aftermarket business is booming, and we look forward to using this space as a viable market place through consistent representation.

We keenly look for capitalizing on such platforms, as at Rane, exploring opportunities is an inherent trait. This helps us showcase our capability, advanced process and technology practices. We see this as an opportunity to show the world our commitment to quality, which is not just a way of life at Rane, but also a vital way to promote business and achieve goals.

Rane presence at Automechanika 2012



Great place to work

Workforce in the spotlight!

To enrich the lives of its people, Rane (Madras) Limited provides platform for employees to share their knowledge and experiences in the daily morning meetings. The best presenter of the month is acknowledged with an award by the Company Head.



Communication is Fun!

Rane Engine Valve Limited revitalizes the work week of its employees through weekly mailers, 'Happy Monday' and 'Happy Weekend' and 'Thursday thoughts'.



Kodak Moments!

Recognising the need for workers to unwind, sports activities were organized by Rane NSK Steering Systems Limited.



Well, according to the ancient Mayans of Central America, the current age of gold (also called the Fifth Age), ended on 21st December 2012. The previous four ages (water, air, fire and earth) all concluded with tremendous environmental upheavals, signaling the “end of a world”, which was then left barren and beaten, to reinvent itself. ☾

2012 THE
BUZZ
IS OVER!
TOWARDS A NEW BEGINNING...

It's 2013, the world is going strong, and the doomsday prophecies of 21.12.2012 are now just a matter of SMS jokes and online banter. What was all the fuss about? Well, according to the ancient Mayans of Central America, the current age of gold (also called the Fifth Age), ended on 21st December 2012. The previous four ages (water, air, fire and earth) all concluded with tremendous environmental upheavals, signaling the “end of a world”, which was then left barren and beaten, to reinvent itself.

Several researchers both within the field and outside it rationalized and explained these previous upheavals with scientifically validated statements. For instance, one explanation offered up was that the earlier cataclysms that characterized the end of the Maya ages were caused by a reversal of the terrestrial magnetic field due to a shift of the axis of the planet.

But these scientists and their explanations were drowned by the clamour of the doomsday theorists who convinced themselves and the world that the world would end, that a giant meteorite would impact the earth and send it hurtling away from orbit, that a nuclear holocaust

would annihilate civilization as well as the human race that created it, or as was heard from one tabloid, that fire would rain down from heaven and cause the earth to open its maws and swallow us all whole!

On the contrary, the 21st of December dawned unobtrusive and quiet, life went on as usual and far from ending the world. It set a new pace in motion, the coming of a fresh, bright beginning – the start of a brand new year. Ambitions filling every head, resolutions on everyone's lips and hands and feet itching to prove themselves capable of greater stuff in the 365 days to come.

As with every year, this year too promises new beginnings to kickstart, new paradigms to adopt and new frontiers to explore. We must strive for higher goals, set better processes in motion and make fresh endeavors to bring further successes within our grasp.

Maybe the Mayans were right after all; hasn't the so-called end of the world actually brought about the end of the old ways and ushered in an era of newer possibilities? The spirits of that great civilization – the Maya – are having the last laugh!

The End of the world according to other ancient myths.

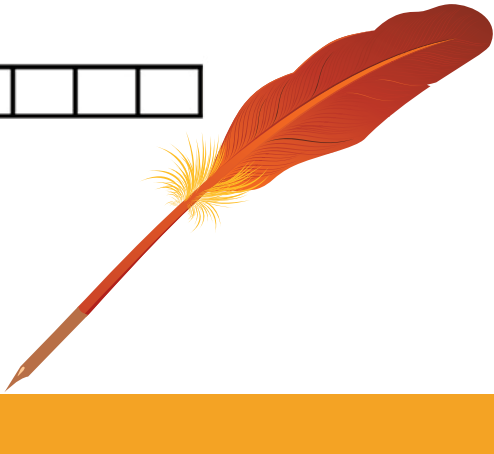
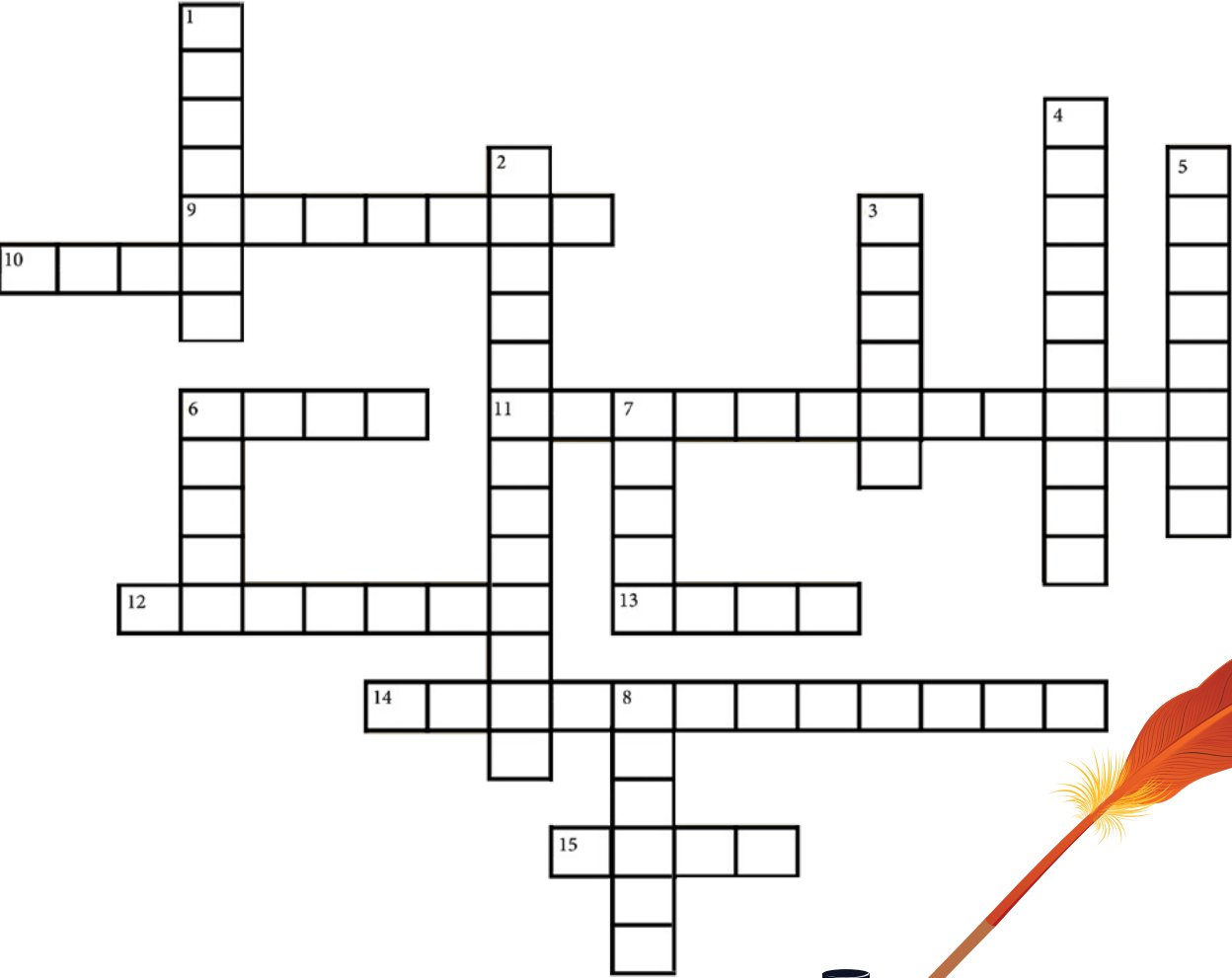
Norse: The ancient war-heroes of Scandinavia spoke of “Ragnarok” as the end of the known world. They believed that after three summer-less winters, the wolves Skoll and Hati will swallow the sun and moon and the great wolf Fenris will kill the great Odin, bringing the entire pantheon of Norse gods to war. This battle will see all but two gods slain and the sky will fall into a pit of flames and the earth will sink into the sea. However, after the end of the world, the earth will rise renewed out of the sea and flourish, grain will grow where no grain was sown and the last two Gods will re-establish order and rule the earth once more.

Indian: From the Vedic ages, it was believed that the Universe ends in cycles, but is reborn into a new age by the intervention of the gods. The current Yuga, the Kali Yuga, the most depraved and improvised will in its turn end through fire and flood, but is reborn through the tenth incarnation of Vishnu - Kalki, the horse-faced man, who will descend upon our planet to destroy evil and recreate life anew. In an eerie coincidence, the Christians believe that the second coming of Christ will see him arrive on a white horse, similar to the Hindu concept of Kalki.

Aztec: The ancient tribes of central Mexico, the Aztecs believed in the Legend of the Five Suns. Each sun is a period of time wherein there is peace and life. Once a sun dies, however, the world is absorbed in chaos as the gods destroy the world and renew it. We are presently on the fifth, the Sun of Movement, Tonatiuh the Rising Eagle. It is destined to end in 52 years by a large earthquake that will tear the earth apart.

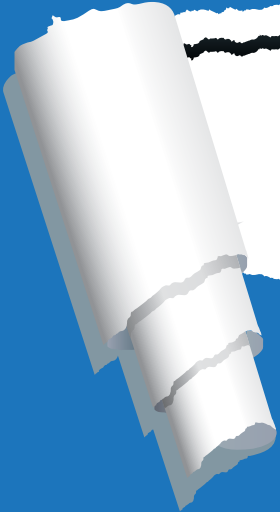
IN THE RIGHT COMPANY!

THE CLUES ARE EASY, THE ANSWERS - FUN!



- Across
- 6. Would you look in here for Lineage? (4)
 - 9. Benz it like these pros! (7)
 - 10. Wait a Nano second! (4)
 - 11. Trucks for the common 'Ley'man? (5,7)
 - 12. On another Scala altogether. (7)
 - 13. The code word is A4 (4)
 - 14. Stay Zen to find the answer. (6,6)
 - 15. Their latest Endeavour in India was a super success! (4)

- Down
- 1. The company with a 'Seoul'? (7)
 - 2. The world's largest automaker – 'general'ly speaking! (7,6)
 - 3. Riding to success on the Royal Enfield? (6)
 - 4. Which sport would these people prefer – Cricket or Polo? (10)
 - 5. Is its Zodiac sign Scorpio? (8)
 - 6. The power to make it all – from school buses to tractors! (5)
 - 7. This is what the City is in love with. (5)
 - 8. Just a single word will do – Innovate! (6)



Never look down to test the ground before taking your next step; only he who keeps his eye fixed on the far horizon will find the right road.

Dag Hammarskjold



Expanding Horizons

Rane Corporate Centre
"Maithri", 132, Cathedral Road,
Chennai - 600 086, India
Phone : +91 44 28112472 / 73
Fax : +91 44 28112449
Website : www.rane.co.in