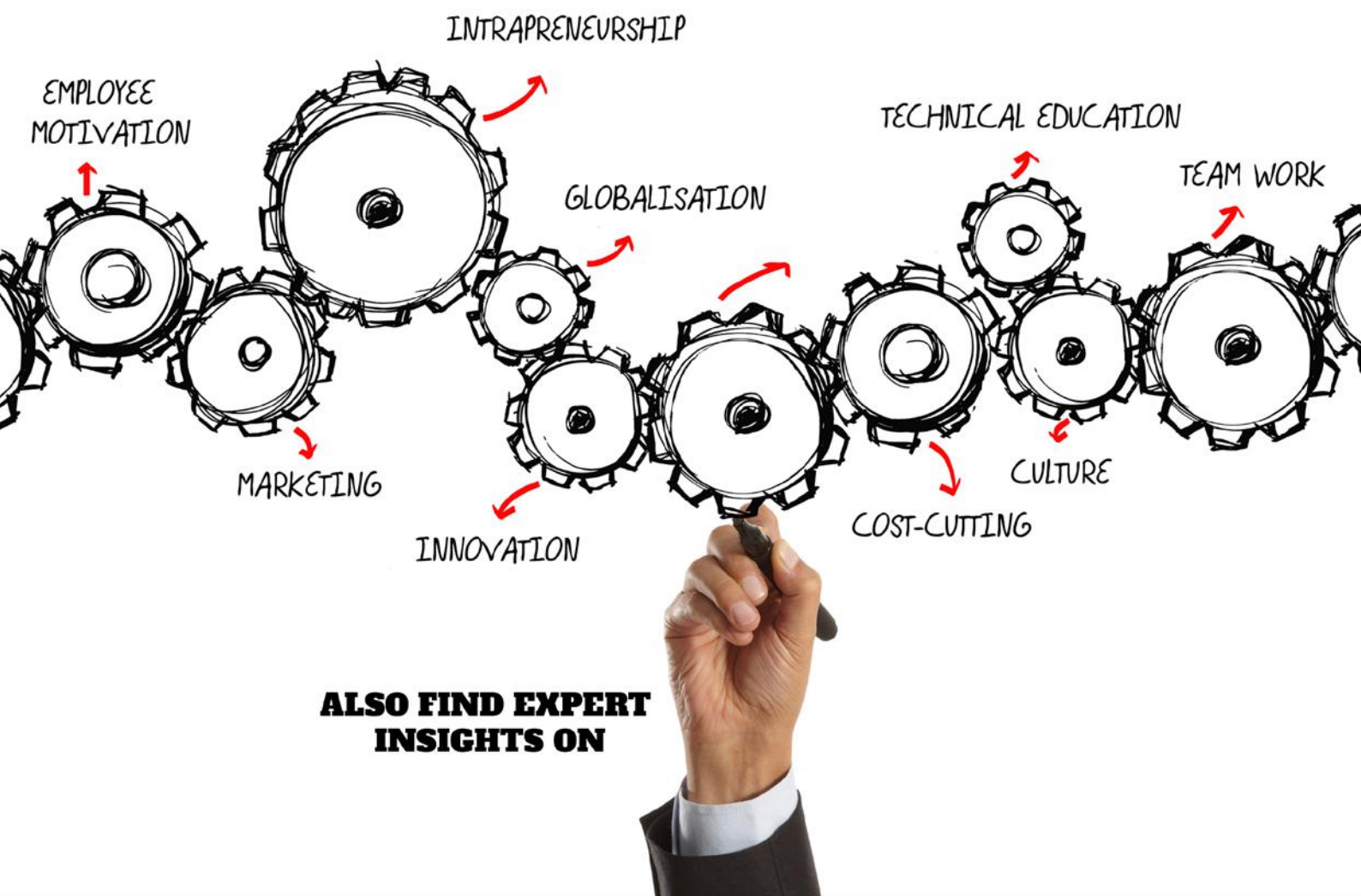


PROPEL

ISSUE 7 | AUGUST 2015



**ALSO FIND EXPERT
INSIGHTS ON**

GEARING UP FOR GROWTH

THE WORLD OF RANE



Expanding Horizons

Rane Holdings Limited (RHL)

Rane Brake Lining Limited (RBL)

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Rane (Madras) Limited

- Steering & Linkages Division
- Diecasting Division
- Rane Auto Parts

Rane NSK Steering Systems Private Limited (RNSS)

Rane TRW Steering Systems Private Limited (RTSS)

- Occupant Safety Division
- Steering Gear Division

Rane Holdings America Inc. (RHAi)

JMA Rane Marketing Limited (JMA Rane)

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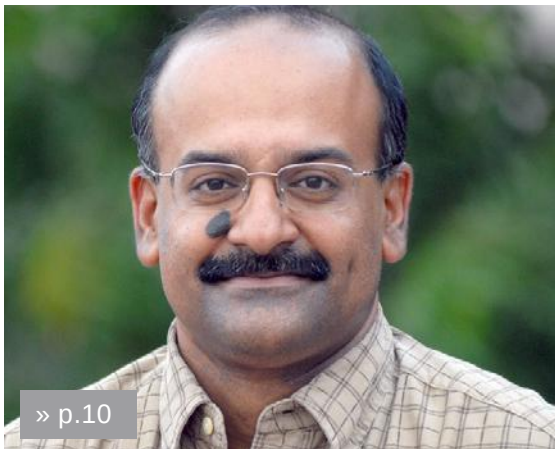
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EXPANSION PLANS AT RANE

Let me begin this note by sharing some good news. We ended FY 2014-15 with total sales of Rs. 2,921 crore, compared to Rs. 2687 crore the previous fiscal. Additionally, last year, exports grew by 8 per cent, contributing 16 per cent to total sales. Thanks to overall market sentiments and political stability, we witnessed growth in the domestic market too.

The new government has ushered in high expectations. Due to various political constraints the actions on the ground are not keeping pace with intentions. If they implement their manifesto the economy should start improving. Based on this expectation, we are planning for next three years, a capex spend of 790 crores, primarily to support new order wins and other growth programs. Of this, Rane Madras and Rane NSK Steering Systems Pvt. Ltd. will spend Rs. 280 crore and Rs. 200 crore, respectively.

Rane Madras looks to scale up its export business in the European market and, also widen the product range in Rane Auto Parts, the new division formed to seize opportunities in the after-market segment.

Rane NSK aims to strengthen its electric power steering business, to take advantage of the opportunities in this space.

We've also allocated Rs. 110 crore for capex in Rane TRW Steering Systems. This spend is to enhance our offerings in airbags and seatbelts, and also to deliver on our new order wins from Tata and Renault.

In Rane Brake Linings, we'll invest Rs. 120 crore for the after-markets and exports business.

We've also won new business from Renault, Volkswagen and BMW at Rane Engine Valves, and we'll be allocating Rs. 80 crore for new product development and research.

Overall, we're looking forward to the Indian economy getting back on track and this capex move is done keeping in mind the opportunities in front of us.

In addition to the financial results and capex plans, I also wanted to take this opportunity to introduce this edition of *Rane Propel* to our readers.



This time, we've put together a diverse set of renowned individuals who have contributed their valuable time to *Propel* and I must thank them for the same.

In one of the articles this edition, Dr. Tridibesh Mukherjee, a member of the Board of Directors of Rane Madras and Former Managing Director of Tata Steel, shares with us an anecdote from his Tata Group days. He narrates a story on a cost-cutting exercise he led for Tata Steel, and the article is filled with lessons learnt from the same.

V. Sriram, a well-known historian and author of Rane Group's corporate biography shares with us lessons learnt from authoring this biography and why such efforts shape up the future of a company, especially from a people-orientation standpoint.

Last but not the least, we also feature an article authored by R. Murali of Unifi Capital, on enhancing employee productivity through intrinsic motivation.

Hope you enjoy reading this edition of Rane Propel.

L. Ganesh
Chairman



Can employee motivation be enhanced through intervention?

R. Murali, Vice President, Corporate Finance at Unifi Capital, steps out of his comfort zone in the world of finance to explore the topic of employee motivation and how it can be enhanced. Read on.

BY R. MURALI

"I tap dance to work every morning" - Warren Buffett

Enhancing employee productivity plays a significant role in every business. Broadly three factors drive productivity: a) the learning curve b) productivity tools and c) a motivated workforce.

The purpose of this article is to explore the role of motivation in enhancing productivity and whether motivation could be enhanced through deliberate intervention.

The following table, I believe, will help us understand the various attributes related to enhancing employee motivation, and hence, overall productivity of the enterprise.

Intuitively, it is clear that a credible measure under any of the attributes in the following table is completely dependent upon the intensity of motivation among the employees.

Understanding Motivation

A significant part of this section is based on the work of Daniel H. Pink, the author of *To Sell is Human: The Surprising Truth About Moving Others* and several other best sellers.

Currently, most businesses influence the actions of their employees either through rewards or punishment (Carrots & Sticks). The underlying assumption being that, rewarding an activity will get you more of it and punishing an activity will get you less of it.

ATTRIBUTES	Loyalty	Teamwork	Reputation	Product innovation
MEASURES	a) Employees turnover versus industry average	a) Cost of rework/ number of employees b) Total years with company/number of managers c) Performance of company's sports teams	a) Overall customer satisfaction b) % of revenue from repeat customers c) Average length of customer relationship	a) Number of patents b) Revenues from patents & copyrights c) R&D spend/revenues versus industry average d) % of employees making suggestions/year

Current research by behavioral scientists has established two interesting facets with regard to extrinsic motivation (motivation by rewards):

a) Extrinsic motivation works very well when the task is algorithmic. An algorithmic task is one in which you follow a set of established instructions down a single pathway to one conclusion.

b) But, in case of heuristic tasks, where no algorithm exists, one has to experiment with possibilities and devise a novel solution. In such situations it has been found that extrinsic motivation does not work. In fact, it diminishes performance.

As businesses evolve, it is clear that competitive advantage cannot be established just by doing logical tasks in the most efficient manner. In fact, the degree of creativity a firm possesses will determine its competitive position in its industry.

Before exploring the new paradigm on motivation, it would be useful to read the results of an experiment conducted by four economists (2 from MIT, 1 from Carnegie Mellon & 1 from University of Chicago) for Federal Reserve Bank of Boston.

Eighty-seven participants were selected in Madurai to participate in

several games (tossing tennis balls at a target, unscrambling anagrams, recalling a string of digits) that required motor skills, creativity and concentration. To test the power of incentives, the experimenters offered one-third of the participants a reward of Rs. 4, one-third were offered Rs. 40, and the remaining one-third were offered Rs. 400 for reaching their performance targets.

The findings of the experiment were counter-intuitive. People who were offered Rs. 40 didn't perform any better than those offered the small incentive. And those offered Rs. 400 fared the worst of all. Reporting the results to the Federal Reserve Bank of Boston the researchers wrote, "In eight of the nine tasks we examined across three experiments, higher incentives led to worse performance." These findings were further corroborated by the findings of a London School of Economics analysis of 51 studies of corporate pay-for-performance plans. The economists' conclusion: "we find that financial incentives can result in a negative impact on overall performance."

Let's first try to understand why people fail in creative tasks when success is linked to rewards. Various research findings have indicated that:

- Rewards by their very nature, narrow our focus. Rewards are

helpful where there is a clear path to a solution. But when situations demand flexible problem solving, inventiveness, or conceptual understanding, then contingent rewards can be dangerous. This is because these capabilities require an ability to develop a broader view to craft an original solution. But as mentioned earlier, rewards actually narrow one's focus & defeat the very purpose they are being offered for.

- Rewards transform the way one approaches an activity. Instead of deriving pleasure by the very activity itself, it is transformed into work. And this changes the mindset of the individual in their approach to the activity.
- Contingent rewards are addictive i.e. the individual starts requiring the stimuli of rewards to be motivated to act. It has been scientifically proven that the way the brains of people respond to monetary rewards is similar to the way the brains of addicts responding to drugs!!
- Rewards distort decision-making. It increases the likelihood of individuals switching from risk-averse to risk-seeking behavior.
- Rewards could foster short-term thinking.

In the backdrop of the underlying contradictions regarding the impact on motivation through contingent rewards, various behavioral scientists and psychologists have been exploring other paradigms with regard to motivation. The result of these studies was the concept of “intrinsic motivation”. The underlying principle of this concept is that “the performance of the task provided intrinsic reward”.

To avoid any misunderstanding, the contention of this article is not to state that money is not important. Of course, if people are not appropriately compensated for their work then their focus will be on the unfairness of the situation. And in such a condition, they will be least open to any type of motivation. But once we are past the threshold of baseline rewards, then to enhance the motivation of people requires a completely different understanding of motivation compared to the present carrot & stick approach.

To achieve Intrinsic motivation requires fulfillment of three elements; autonomy, mastery and purpose. For the rest of this article the focus would be on the element of autonomy.

Autonomy, in this context, is to be understood as acting with choice – that means that the individual feels a sense of control over their actions. Studies have indicated that autonomous motivation results in greater productivity. Researchers at Cornell University studied 320 small businesses, half of which granted

Researchers at the London School of Economics studied 51 corporate pay-for-performance plans and arrived at the conclusion that pure financial incentives, without other incentives, can result in a negative impact on overall performance.

workers autonomy, the other half relying on top-down direction. The businesses that offered autonomy grew at four times the rate of the control-oriented firms.

Providing Autonomy in the workplace consists of three characteristics:

a. Autonomy over task: In simple terms, this means that an individual defines or selects what he or she wants to work on. To ensure that there is no clash between the individual pursuits and the organizational goals, organizations formally carve out time from an employee's overall work time wherein they could pursue projects of their passion. Studies have demonstrated that the outcomes from the carved out time have been exponentially productive for the organization as a whole. Organizations as varied as 3M, Google, Georgetown University Hospital have formally adopted this policy and the results have been exponentially satisfying.

b. Autonomy over time: The individual has sovereignty over their

time. They are not straight-jacketed into a rigid time schedule. They are held accountable only for results.

c. Autonomy over approach:

Employees have the freedom to choose their approach to achieving a particular goal. (Obviously, this does not mean they can do something illegal).

On the face of it, the concept of intrinsic motivation seems to demand a fundamental paradigm shift that flies against so many of our ingrained beliefs. But if we refer to the table on attributes (above), we can intuitively sense that many of the measures cannot be achieved by diktat but requires voluntary commitment by the employee. Instead of a big-bang implementation, organizations can start small by providing the foundational structure of intrinsic motivation to their most creative employees and those employees who are high on the maturity continuum. Based on the results, management can then decide to expand it across the organization.



About the author:

Mr. R. Murali is a Management Graduate from the Asian Institute of Management, Manila. He has more than 16 years experience in the field of Corporate Finance and currently serves as Vice President, Corporate Finance at Unifi Capital.

Rane Group represented at Vision 2020:

The Right to Sight India Conference.

Held on 6-7 June
2015 at Moradabad,
Uttar Pradesh

ABOUT THE CONFERENCE:

Vision 2020 – “The Right to sight” is a one of a kind conference focused on the goal of eliminating avoidable blindness completely by the year 2020. With good participation from NGOs, industry representatives and experts from the healthcare sector, the conference was focused deeply on learning from people from diverse backgrounds on how to tackle the problem of blindness.

S. Bhargav, Head – Operations of Rane Brake Lining Ltd (Trichy Plant) was invited to this conference to deliver a lecture on “Systems for Quality – Role of Leadership”.

The two-day program covered various topics – both clinical and non-clinical, and all the sessions were designed by the expert committee to be highly practical and focus on gathering learning and best practices from eye care institutions and other related organizations that implement community ophthalmology programs successfully across the country. The conference witnessed industry representatives share lessons from their companies that could potentially be used in the eye care industry.

In addition to business leaders, several senior doctors and healthcare professionals attended the event as well.



In the Leadership track in which Rane participated, we covered the following topics:

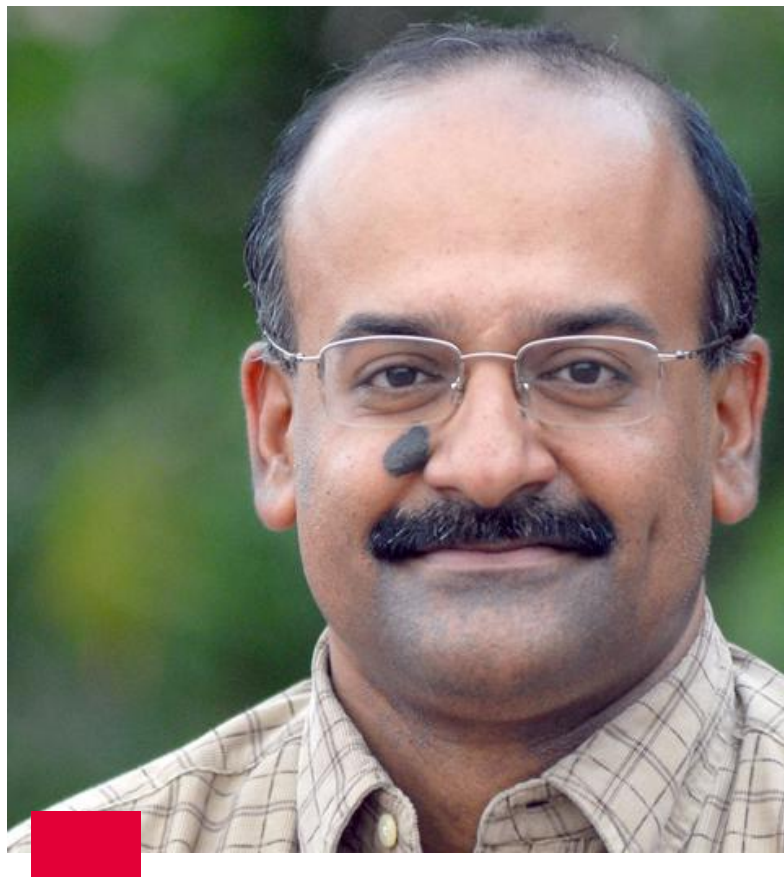
1. The role of leadership in developing systems
2. Generating demand for the service
3. Efficiency of managing high volumes
4. Quality of care offered
5. Attracting and retaining people
6. Leadership bandwidth, not only for strategy formulation but also to manage operations

The talk by Mr. S. Bhargav was very well received by the audience.

“I BELIEVE THE FRANK AND FORTHRIGHT NATURE OF THE NARRATIVE OF RANE’S CORPORATE HISTORY LED TO IT BEING WELL RECEIVED.”

V. Sriram, an entrepreneur and historian, fondly remembers his experience of writing Rane Group’s corporate biography and the lessons he learnt from this exercise

BY V. SRIRAM



THE ROLE OF CORPORATE BIOGRAPHIES

1. Well-narrated biographies help us understand the company’s past and present and often hold clues to the future as well. When the narrative is genuine, it serves as good case study material for anyone eager to understand the finer nuances of the business.
2. A biography is a simple tool that helps us avoid costly mistakes. It helps the leaders of a firm look carefully at mistakes made in the past and makes them cautious dealing with similar situations in the future.
3. Corporate history is a sure record of how people-oriented an organisation is and a documentation of its cultural ethos. The machines and finance may be there, the factories top class and the products perfect but if the people are not treated well, no organisation can survive.

I still recall the day in 2007, when I met Mr. L. Lakshman, then the Chairman of Rane Holdings Limited at his office. I did not know why I had been called and was surprised when he asked me if I would be interested in writing the corporate biography of the Group. I had till then done a couple of books on music but writing a corporate biography was something else. However, I accepted it as a good opportunity. There followed a year of close interaction with several key people in the various Group companies, and many of them became close personal friends in the process. I sensed wonderful openness towards the whole exercise and everyone including Mr. Lakshman and Mr. Ganesh shared several anecdotes about the company – both positive and negative – including the finer details. The professionalism of everyone involved (not one meeting postponed, delayed or cancelled) was evident right through. My request that the Minute Books of the Group companies be thrown open to me was readily acceded to and I was privy to several confidential details.

I would email at least two chapters to Mr. Lakshman each week. We had fortnightly review meetings on them. He would have read every chapter in great detail and marked passages that he felt needed discussion. He never tried to get me to write anything in a rosy or hagiographic light,




ABOUT THE AUTHOR

V. Sriram is an entrepreneur, historian and a guest columnist for The Hindu. Additionally, he's Managing Director of Broadgate Technical Services, an IT company and also manages a family distribution business in the area of Industrial Hydraulics. A firm believer in culture and heritage, he leads various heritage walks in Chennai.


restricting his inputs to pointing out factual errors or omissions. I largely feel that the frank and forthright nature of the narrative led to it being well received. It also showed that Rane as a Group did not want to be portrayed as some kind of super God of a company, that was incapable of errors in its journey.

I can never forget the thrill of the book release at the Music Academy when 1500 invitees broke into applause when I walked on to the stage. I received a pen as a gift on that occasion and have signed all new book contracts only with it, such being my sentimental attachment to Rane. My suggestion that the book be made a free download from the Internet was accepted and that has made it accessible to people outside the company as well.

Being a business school graduate myself, I feel that corporate biographies like Rane's serve as good case study material. For one, well-narrated biographies help us understand the company's past and present and often hold clues to the future as well. The latter is chiefly from the cultural ethos of the organisation, which shapes its likely decisions. In Rane there were several milestones like that – the shift from trading to manufacturing, the decision to stick close to the knitting after giving up the hotel business, the emphasis on quality and the TQM journey are a few significant ones. All of them, spread across the tenures of Ganapathy Iyer, LL Narayanan and TGK Raman, L Lakshman and L Ganesh, have one thing in common – a keen sense of what the market wants, a strong awareness of inherent strengths and weaknesses, and a great desire to serve customers – both internal and external – to the best extent. Profits, often touted as the sole motive for any business entity to exist, is more a by-product of these values than a goal by itself. A biography helps in keeping these values in sharp



“Rane acquired a foundry in the 1980s but the move backfired because the new employees were not from a culture that was like the Group's. Mr. Ganesh said that, ever since this experience, he always evaluates a potential acquisition more from its cultural similarity than financial viability before taking a decision.”



focus and also helps newcomers be aware of what keeps an organization on its chosen path.

Secondly, a biography is a simple tool that helps us avoid costly mistakes. Looking back we come across several errors that have been committed and are automatically cautious when a similar situation crops up in the future. Rane acquired a foundry in the 1980s but the move backfired because the new employees were not from a culture that was like the Group's. Mr. Ganesh said that, ever since this experience, he always evaluates a potential acquisition more from its cultural similarity than financial viability before taking a decision. These failures are also, in a way, motivating factors, for reading them helps us understand how an organisation overcame such problems and went on to greater heights. Likewise, the narratives of success are equally inspirational. The story of how Rane pioneered power steering in India for instance, is an inspirational one that several entities in related industries would do well to read and assimilate.

Lastly, a Corporate History is a sure record of how people-oriented an organisation is. The machines and finance may be there, the factories top class and the products perfect but if the people are not treated well, no organisation can survive. Rane's long history shows that it has been a people's company where the ownership may be familial but the management professional and caring. That accounts for its survival and growth in these turbulent times.



ABOUT THE AUTHOR

By Dr. Tridibesh Mukherjee is a Former Managing Director of Tata Steel and currently serves on the board of Rane (Madras) Ltd. He's a technologist and a renowned expert on metallurgy. He received the 2008 Bessemer Gold Medal for his service to the steel industry.

TARGET-LED INNOVATION

Dr. Tridibesh Mukherjee, a Member of the Board of Directors of Rane (Madras) Limited, recollects a story from his days at Tata Steel and gives us a glimpse of how he and his team went about cutting costs at Tata Steel

BY DR. TRIDIBESH MUKHERJEE

It was July 1992, when I attended the AGM of Tata Steel for the first time. Earlier that year, Mr. Ratan Tata had become the Chairman, Dr. JJ Irani the MD and I, the Sr. GM (Operations) of Tata Steel. I was very pleased to be invited to the AGM, but even more so, when at the conclusion of the meeting we came to know of the invitation from Ratan Tata for dinner that evening at the Chambers of Taj Mahal Hotel. It was a dinner for the Tata Steel directors, where four executives, including myself were also present.

I was on time, and was perturbed to see the directors with grave faces. I could make out that there was something amiss. An informally dressed Ratan Tata came on time. After exchanging pleasantries, in that informal ambience, he came to the point. For the benefit of understanding this anecdote, please recall that Dr. Manmohan Singh had presented the epoch-making economic liberalisation budget a year ago. Before that budget, steel could not be imported into the country without specific approval and license, the customs duty was over 100%, and steel companies were under no pressure to be competitive. The budget changed all that. Anyone could import any amount of steel, and the duty was significantly brought down. The Jindals, the Ruia's and the Mittals had announced setting up ultramodern steel plants, and South Korean steel giant POSCO wanted to set

up a large plant in Orissa. To the credit of Ratan Tata, he was very supportive of the liberalisation process and new investments in India, and was confident of the team at Tata Steel to cope with the challenge.

He told us, at that dinner, of the glorious past of the Tata Group, of the company and about how it was the bluest of blue chip companies in the country. It had made profits even under extremely difficult circumstances. In his own words, in the first quarter of that year, i.e. 1992-93, the company had hardly made any profit. Those years, it was not mandatory to publish quarterly results either. The way we were running the company, he calculated that the company would post a gushing red bottom line, a loss of Rs. 180 crore. He wondered if we would let this happen. Emotionally charged, all those sitting around the table of the Hibiscus Room at the Chambers had only one answer. Since I was running operations, he made me accept a cost reduction target of Rs. 500/- per tonne.

It does not sound like much nowadays, but it was 7.5% of the cost and if the cost reduction could be achieved, we'd post a good profit. The target had to be achieved in less than 9 months. The cost of everything that steel plants use had gone up. All raw materials came by rail to Tata Steel, and railway freight had gone up. For us, the target sounded impossible. I woke up many of my colleagues in Jamshedpur that night and told them that on behalf of all of them, I had taken this target. "It is now our target," I repeated. Returning to Jamshedpur at about 9:00 AM on a Sunday morning, I drove straight from the airport to the meeting room of our guest house, and met the somber looking assembled executives, maybe 8 to 10 of them. Many of them had ideas yet were full of inhibition; no other company in the world had done it. There was also that fear of failure. But the Tata Steel team was the brightest well-knit team

“Ratan Tata told me, ‘Doc, you don’t have to make another promise. Your promise is with me. What is at stake is your reputation and your prestige’”.

that any steel company could boast of and we were up to the challenge. Before midday that Sunday, we decided on a set of actions, and decided to implement them. We also decided never to take any action that could remotely jeopardize the safety of our employees.

At that time, Tata Steel ran in at least three different, well-defined, watertight silos; the Raw Material Division, the Marketing and Sales Division and, of course, the works at Jamshedpur. The target was so stiff that it would have been impossible to achieve without a cohesive team. Everyone had to innovate, break away from the past and develop a new way of thinking. It needed grit and determination to achieve the impossible. In October that year, Ratan Tata came to Jamshedpur. In a packed Board Room, before many members of the Tata Steel team, I presented our approach. We benchmarked performance parameters with the best in the world. If they can achieve, we can achieve, was our mantra. “Copy whatever we can and innovate what cannot be copied,” we told ourselves. We did not know how to achieve; all we knew was that we have to achieve. Ratan Tata was happy and encouraged us to proceed along this line. He came again in January 1993, when he was not just the Chairman of Tata Steel, but the Chairman of the Tata Group! He spent ample time with us, chairing a cost meeting, one that lasted till 2 in the morning. I proudly presented a graph that showed how the cost had gone up every year, and that it would have been the first time that the cost would come down. With a sense of pride and achievement I announced that the cost would come down by Rs. 350 per tonne that year. Ratan Tata told me “Doc, you don’t have to make another promise. Your promise is with me. What is at stake is your reputation and your prestige”. He was referring to the target cost reduction of Rs. 500 per tonne. All the members of our team were seated around me and I looked at them questioningly. We all felt that the target has to be achieved before the end of the financial year, March 1993. That’s what I promised, and that’s what we achieved.

We had a very profitable 1992-93.

IN BRIEF

KEY TAKEAWAYS TO ACHIEVE TARGET-LED INNOVATION

1. Break away from the cage of inhibition and pursue the target with all cylinders on
2. Analyze, learn and even copy from others’ innovations; Innovate on your own wherever needed
3. Unite divided groups within your organization; work as one team of diverse experts
4. A target may not motivate everyone but it will certainly motivate the emotionally charged
5. Toil till the final target is achieved and do not get satisfied with partial results

What I learnt was the importance of target in testing out innovative ideas, in implementing such ideas, in breaking away from the cage of inhibition and in uniting divided groups. It is possible to list out many of the innovative ideas. These were innovations from over 20 years back. I also learnt that a target might not motivate everyone. But it will impact the emotionally charged. I also learnt that the flywheel of the process of target-led innovation keeps on gaining momentum. Soon, Tata Steel became the lowest cost producer in the world and eventually was declared the best steel company in the world by World Steel Dynamics, the New York based organisation.

It was a proud moment for all of us.

EMPOWERING RURAL YOUTH THROUGH RANE POLYTECHNIC TECHNICAL CAMPUS (RPTC)

RPTC has a clear path charted out to provide an excellent learning platform with solid curriculum and skills necessary for rural youth to meet the challenges of the modern industrial era | By Team Rane Propel

Rane Group is committed to contributing towards societal responsibilities beyond statutory obligations. With the CSR vision of being a socially and environmentally responsible corporate citizen, the philosophy is to function in a sustainable manner, recognizing the interests of all stakeholders. And what better way to do it than through education. Many projects are designed to bridge the vocational skills gap between the market demands and employability of the nation's youth. Realizing the potential of quality technical education, through Rane Polytechnic Technical Campus, the Group provides holistic technical education that enhances skills and employability amongst rural youth.

Introduction to RPTC

As Rane Polytechnic Technical Campus (RPTC) enters its fifth year of operations, the institution has clearly made a significant difference to the lives of the students and the industry at large. It has been preparing students for the rigors of industry as well as leading productive lives as professionals. Most importantly, the dedicated effort by the RPTC team has led to the sustainable development of the rural youth.

The progress of this institution shall

in great measure be attributed to the collaboration with industries as well as education bodies such as Directorate of Technical Education (DOTE), All India Council for Technical Education (AICTE) and more. It is with their insights and support that bringing this noble intent to fruition was possible.

Our growth path

RPTC started its first academic year during August 2011 offering courses in two disciplines; Diploma in Mechanical Engineering (DME) and Diploma in Civil Engineering (DCE), with an intake capacity of 60 students each. RPTC takes pride in having made momentous progress since then. In the year 2013, RPTC introduced Diploma in Mechatronics Engineering (DMTE) and enhanced intake for DME from 60 to 120 students. In addition, AICTE had approved RPTC to conduct part-time Diploma Course in Mechanical Engineering from 2014-15 onwards.

With humble beginnings, RPTC registered an admission count of 35 students in 2011 and in 2012 the admission count stood at 194. In 2013 the number scaled up to 395 and at present, RPTC records a strength of 581 students against an approved intake of 672; a quantum leap from achieving a mere 29% admission rate in 2011 to an 86% admission rate in

2014. This called for heavy-duty work ranging from promotional initiatives to academic excellence to strengthening placements. It is the hard work and resilience demonstrated by the team, able support provided by the management and other key stakeholders that translated into achieving this commendable feat. Similarly, RPTC started with 17 staff members in the year 2011. To keep pace with the progress of the institution, 32 staff members were inducted in 2012. This grew to 52 in the year 2013 and currently the RPTC family has 63 staff members thriving towards continuous development of this institution.

Finishing school program

Finishing School Program (FSP) formerly referred to as Value Add Program (VAP) is a structured curriculum delivered over 248 hours along with the DOTE prescribed syllabus. The curriculum includes language skills, behavioural competencies, value education and systems & safety. The philosophy behind this initiative is to enhance the employability of the students and mould them as good citizens.

The progress is an outcome of continuous improvement in the teaching-learning process that includes:



- Motivating toppers through providing merit scholarship and other recognition
- Intensive coaching for late bloomers
- Counseling for students experiencing misfortune
- Mentoring by subject matter experts to teaching staff
- Periodic review with faculty by Governing Council and other bodies

Placement

The first batch of 92 students completed their diploma program last year and received encouraging response from corporates in providing employment opportunities. While 75% of the students from the previous batch were placed in leading corporates, about 25% of the students had gone on to pursue higher education.

This year, with 122 students from the second batch completing their diploma program, the campus recruitment process for the 2012-15 batch began in the month of September 2014. Several leading corporates visited RPTC and students were also encouraged to participate in off-campus recruitments. As of today, 80% of the students have been placed and some

have enrolled for higher education.

The Canada India Institutional Cooperation Project (CIICP)

Contributing to the national agenda of skill building has always been on the radar of RPTC. Accordingly, the institute has been approved as one of the polytechnic colleges for the implementation of the CIICP program from the academic year 2012-13 by the State Project Coordination Unit (SPCU), established under DOTE. RPTC takes pride in becoming one of the few institutions to get approval to implement CIICP in the second year firms inception.

The fundamental philosophy behind establishing CIICP is to create industry-ready human resource that will also elevate the earning capacity of the underprivileged in the country. Under the CIICP umbrella, RPTC continues to offer a wide range of programs that meet the specific needs of industry and the community at large.

All the courses conducted as part of the CIICP project are duly authorized by the DOTE, including the syllabus, course content, faculty, course fee and more. The duration of the program ranges from 7 hours to 240 hours depending upon the course.

DOTE and RPTC jointly award the course completion certificate to those candidates who have successfully complete the course.

As part of the CIICP initiative, RPTC focuses on designing programs that will help people gain knowledge, skills and improve attitude in the areas of:

- Continuing Education
- Vocational Training
- Total Quality Management (TQM), which includes Staff development, Students services, Management Information System and Infrastructure
- Industry Institute Interaction
- Women in Development
- Environment Development
- Equipment Repair & Consultancy

Conclusion

With a long-term strategic focus, RPTC will be well-poised to continue to provide an excellent learning platform with solid curriculum and skills necessary to meet the challenges of the modern industrial era.

With the deep rooted intent of becoming a model institution, RPTC will continue to Learn and Grow.

A tribute to Dr. APJ Abdul Kalam

When Avul Pakir Jainulabdeen (APJ) Abdul Kalam shared his last words of wisdom with the students at IIM Shillong on 27th July, the young and old, world over, mourned his death by remembering his eminent words; *you have to dream before your dreams come true.*

In his various speeches, Kalam, often referred to as the People's President, made it clear that his grand vision lay in inspiring and encouraging young Indians to dream for themselves and to dream for the country.

As a mark of respect for his valuable contributions to the country, let us look back at his life and key milestones from his career.

Kalam was born on 15th October 1931 to a Tamil Muslim family in Rameshwaram. His father, a boat owner, ferried Hindu pilgrims back and forth Rameshwaram. Being the youngest born in a poor family, at an early age he began taking up odd jobs to support the family's income. Despite that, he went on to finish school and armed with Bachelors in Physics from Saint Joseph's College (in Tiruchirapalli), he moved to Madras in 1955 to pursue a course in aerospace engineering. His dream to become a fighter pilot slipped away by a narrow margin when he was ranked ninth in the qualifiers (while only eight positions were available in the IAF).

Braving the setback, he went on to join the Aeronautical Development Establishment of the Defence Research and Development Organisation (DRDO), where he designed a small helicopter for the Indian Army. Not entirely convinced with his nature of work, he



**You have to dream before
your dreams come true.**

moved to ISRO (Indian Space Research Organisation), where he was appointed the project director of India's first Satellite Launch Vehicle, which launched *Rohini* (satellite) in near orbit (in July 1980).

His other notable milestone, as we all know, was being elected as the 11th President of India in July 2002. He was affectionately known as the People's President owing to the impact he created during his tenure. While he expressed an interest to continue a second term, he decided against contesting within two days, stating that he didn't want to involve Rashtrapathi Bhavan for any political processes.

Post his Presidential tenure, Kalam became a visiting professor at IIM Ahmedabad, Indore and Shillong.

In his personal life, Kalam enjoyed writing Tamil poetry and he was an ardent believer in the Hindu culture. It is said, he used to read the *Bhagavad Gita* and listen to Carnatic classical music every day.

This is a post written as a tribute to Dr. APJ Abdul Kalam.

RML's New Test Facility

A state-of-the-art Research & Development facility for expanding the fast growing Rack & Pinion (R&P) business was inaugurated at RML's Pondicherry plant in February | By Team Rane Propel



salt spray testing for humidity & cyclic corrosion test, electro dynamic shaker for vibration endurance test, thermal shock chamber for artificial aging & thermal shocking test, 3 Axis servo RIG 2 for durability test with variable input torque load & steering gear fatigue test, vertical impact test stand for housing & rack & pinion strength test & muddy water durability test and noise simulation test. Additionally, a torture test track of 92 meters has been laid to simulate on road and off road conditions.

We had the honor of having with us Mr. Kenichi Ayukawa, Managing Director and CEO of the automobile giant Maruti Suzuki India Limited (MSIL) to inaugurate the facility. In his speech, he had applauded RML's advancements and was keen on strengthening the beneficial business relationship between MSIL and RML. The occasion was also graced by many leaders from the auto industry such as Mr. Pravin Akarte of VW India, Mr. Jean Baptiste of Renault Nissan, Mr. A.K.Dash of MSIL who left their mark by planting tree saplings near the R&D Centre.

The plant management utilized the opportunity of the august presence of all the guests to showcase the new production facility by organizing a tour within the plant with important pit stops.

In an era where companies seek collaborations with international giants for technology, RML is gearing up to meet the challenges placing trust on its own technological competency.

February 3rd, 2015 is a red-letter day in the annals of RML's history, when a new state-of-the-art Research & Development (R&D) test facility was inaugurated at its Pondicherry Plant for expanding the Rack & Pinion (R&P) business.

The plant was earlier supported by a test lab facility within its premises. However, despite intense competition, the R & P business has grown many folds over a period of time. Henceforth, providing world-class products will be the only way to progress and grow. The establishment of Project 3D has thus propelled our growth towards an ambitious target of Rs. 778 crore in the R & P business by 2020 (from the current level of Rs. 160 crore). We believe, a major share of this will come from exports to prestigious global customers (grow from Rs. 50 crore to Rs. 577 crore).

We feel the need to articulate our excellence not only through the



competencies of our people but also through our impressive R&D facility, with state-of-the-art modern equipment. Competence of engineers when coupled with modern facilities brings forth breakthrough innovation. What makes this facility unique is the French design that was conceived and executed by our own R & D team in Pondicherry. The Rs. 60 crore facility is spread over 435 square meters and equipped with state of the art modern equipment to meet the increasingly stringent demands of the auto industry. Some of them include

'GET' CONNECTED

In this article, we take a look at GET Connect, our on-boarding suite for Graduate Engineer Trainees, with a specific focus on building the necessary skills to be effective on the job

| By Team Rane Propel

When GE's Jack Welch wrote in his book titled 'Winning' about why the Chief Human Resources Officer is as important as the CFO, he was simply emphasizing on a cliché most business leaders already knew. After all, in any business, the role of human capital cannot be emphasized enough. But what Welch and other successful leaders did right was offer top management support to organization wide human capital development programs. As we all know, execution in a business is everything and getting your people – across the breadth and depth of the organization – on a 'getting things done' mode is crucial to implement your business plans well. At Rane, we realize the importance of this and are working on several HR processes to build the foundation of the firm for the next era of aggressive, profitable growth.

In this article, we throw light the revamp for our Graduate Engineer Trainees (GETs) scheme. Few of the brightest graduates join Rane Group from across the country, every year under the GET scheme. To blend these GETs into the Rane culture, we have created an intense and accelerated on-boarding suite; and is called GET Connect. GET Connect is an innovative and dynamic development program that has been designed and structured by Kelsa Solutions, a niche consulting firm. Its aim is to expand the breadth and depth

of the GET onboarding experience during their first year in Rane, which in turn, in the long run is expected to create a stable talent platform for the company's future growth.

The key objectives of the program are to provide GETs with a holistic professional view of Rane, build necessary skills to be effective on the job and establish valuable connections with peers, recent graduates and experienced professionals from across the group.

This year a batch of 62 energetic and ignited minds have joined us on 22 July 2015. The program kicked off with a thorough introduction of the group followed by a 2-days Campus to Corporate workshop, with a view to ready them to transition from student life to professional life. As part of the program we have planned structured real-time learning, classroom training, ongoing internalization of on-the-job inputs, as well as exposure and interaction with industry leaders from across all disciplines. The assignments will be the real job that will challenge and enable GETs to make a real contribution to the business.

The success of the program and that of GETs largely depends on the contribution from the internal torchbearers - their Immediate

GET Connected Successfully!

Objective: To provide Graduate Engineering Trainees (GETs) with a holistic professional view of Rane, build necessary skills to be effective on the job and establish valuable connections with peers, recent graduates and experienced professionals from across the group.

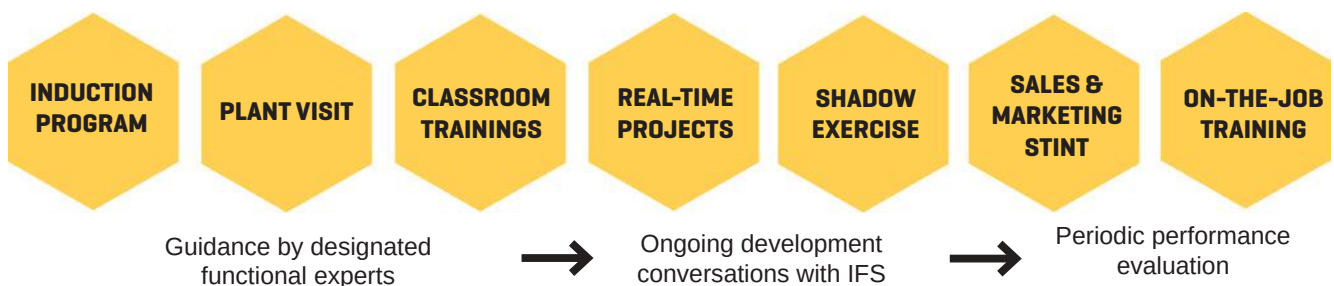
Start: Induction; structured real-time learning; classroom training; ongoing internalization of on-the-job inputs; and interaction with industry leaders from across all disciplines.

Assignments: The assignments will be the real job that will challenge and enable GETs to make a real contribution to the business.

Success: Depends on the contribution from the internal torchbearers - their Immediate Functional Supervisors (IFS), designated members of the management team and the recent batches of the GETs.

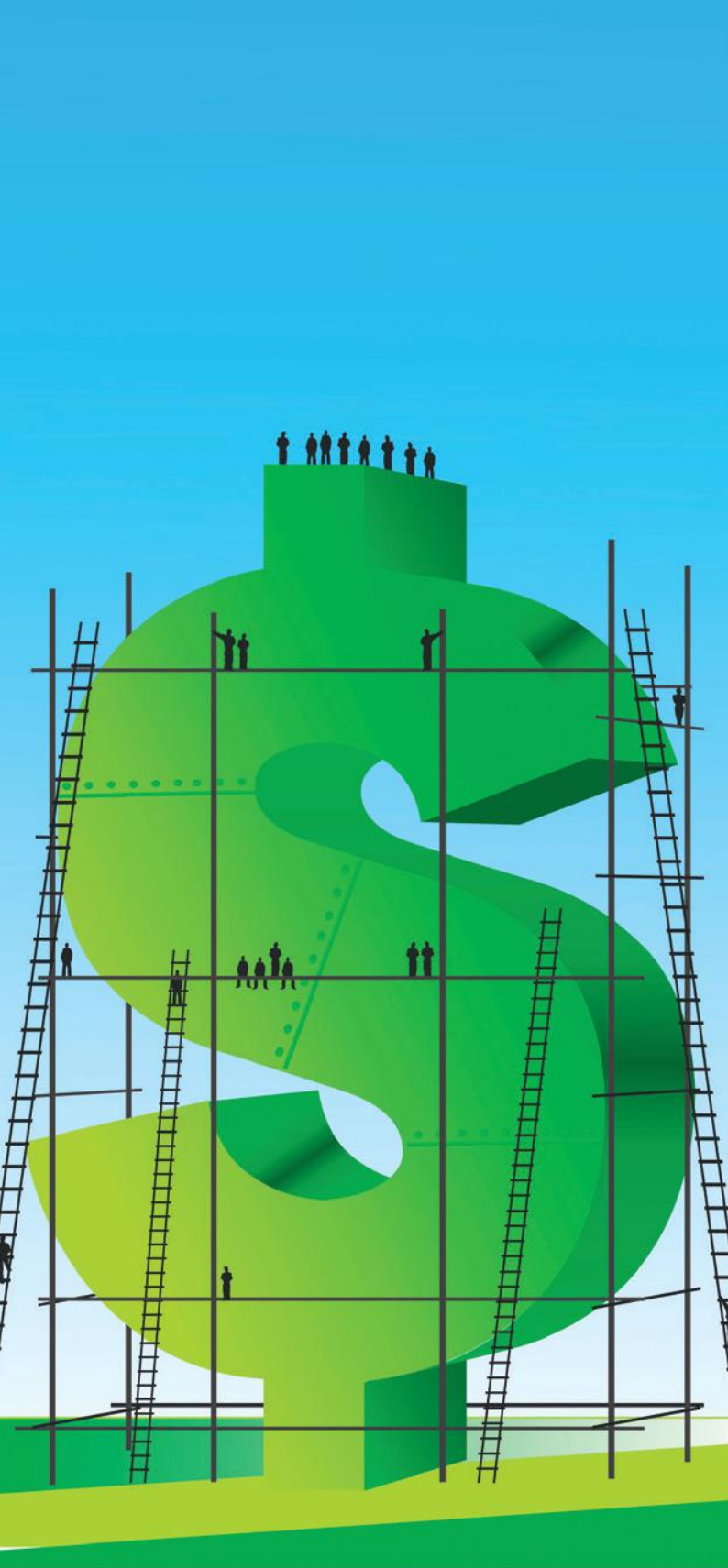
Functional Supervisors (IFS), designated members of the management team and the recent batches of the GETs. It is, therefore, necessary for all the related to realize, undertake and fulfill their role in the implementation of the program.

GET CONNECT PROGRAM STRUCTURE





Expanding Horizons



Expanding Horizons

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