



Expanding Horizons

# PROPEL

Issue 4 January 2014

## IMMOBILISED

## INDIA



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 - OCCUPANT SAFETY DIVISION ( RTSSL-OSD )

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](mailto:propel@rane.co.in)**

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As we enter 2014, we leave behind what has been a very challenging year. The economy in India has slowed down significantly. There has been very poor governance in the country and leadership at its weakest in recent past.

The automobile industry has suffered due to the poor GDP growth. At Rane, companies have done a very good job on cost management.

We continue to work on our strategic initiatives and innovation projects. The focus on providing a challenging work place with learning opportunities continues to be part of our Brand Promise to employees.

I hope that 2014 will bring better times for the country and Rane.

Wish you and your family a ver happy, healthy and meaningful year ahead.

**L Ganesh**  
**Chairman**  
**Rane Group**



**NEW YEAR MESSAGE**



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## Rane Group at the Automotive Aftermarket Products Expo (AAPEX) 2013



With over 250 million vehicles in operation and over 12 million new vehicle registrations year after year, United States automotive aftermarket industry alone is a great place to be in for any auto component manufacturer. Automotive Aftermarket Products Expo (AAPEX) provides the flavour of such aftermarket opportunities available in Americas and the expo takes place every year November in Las Vegas, Nevada, USA. AAPEX is said to represent \$470 Billion plus global motor vehicle aftermarket and place for more than 130,000 professionals from around the globe to participate in. AAPEX 2013 took place from 5th to 7th November, 2013 and had over 2400 exhibitors from various countries around the world.

In line with our strategic intent to improve exports and aftermarket revenues, Rane Group participated for the first time in this year's AAPEX. Our group companies Kar Mobiles Limited, Rane Madras Limited, Rane Engine Valve Limited, Rane Brake Lining Limited and Rane Diecast Limited exhibited their products in the expo.

We set foot in AAPEX for the first time to learn about the aftermarket industry in the United States and the responses our group companies got during the expo were undoubtedly encouraging and we believe there is a great potential for our group companies' products in Americas. Enthused by the responses from the just concluded expo, our group companies are keen to participate next year as well.

Specialty Equipment Market Association (SEMA) show, which also takes place in Las Vegas in the same week as AAPEX does, is another prominent automotive show that is worth mentioning here. SEMA show is an event for premier automotive speciality products such as high performance components, custom built vehicles, speciality tools and equipment etc.



Rane Brake Lining Limited (RBL) being domestic market leader and a first Deming Prize (formerly Deming Application Prize) winner in the Rane Group has been always committed to customers through Total Employee Involvement and Kaizen culture.

RBL has successfully battled challenges like industrial relations, cost competitiveness, major technological changes, increasing competition and 2008 global recession through major activities which includes HR focus, proactive New Product Development using formulation library, proactive marketing and establishment of world class plant by practicing TQM as a way of life.

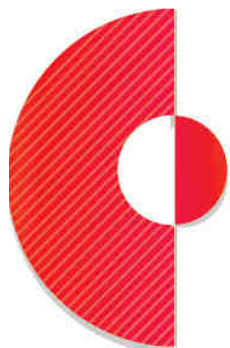
RBL won Deming Grand Prize in November 2013 and became the first friction material company in the world to receive this award.

Post Deming Grand Prize, team RBL is energized to realize Vision-2020 of becoming one of the top-10 friction material companies in the world by practicing TQM innovatively.

## COMMEMORATING 'DEMING GRAND PRIZE' & MARCHING TOWARDS NEXT LEVEL OF TQM



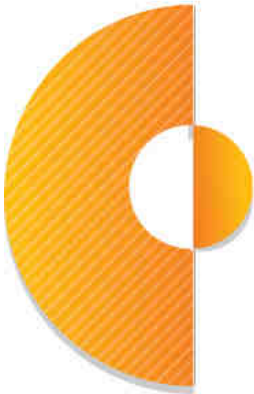
RBL won 2nd prize for the case study presentation on "Fright Cost Reduction" at the 6th National Cluster Summit organized by CII, October 2013



RBL won Silver award for "Excellence in Manufacturing" from ACMA, September 2013



RML won Special Performance Award under the sub-category “Highest Exporter of Thrust products to Thrust markets” for the year 2011-12 from Engineering Export Promotion Council (EEPC), September 2013



RDL QCC teams Rane Warriors, Krishnadevaraya and Rainbow won 3 Gold awards in QCC competition conducted by QCFI Hyderabad chapter, September 2013



RML won the "Sustainability Award" from M&M (AS and FES) in their supplier meet at Copenhagen, June 2013



REVL received shield for “Vendor Rating improvement” for the year 2012 from MSIL during their Vendor Conference held at Kuala Lumpur, Malaysia, May 2013

*“It takes humility and knowledge  
to understand success and create  
conditions to sustain it.”*

# Immobilised India





It is indeed a privilege and honour to be invited as Chief Guest of a venerable institution as the MCCI.

For a chamber of commerce to attain the age of 177 in a country such as ours calls for a huge amount of grit and resilience. Given the current situation and the outlook, you would need even more of these qualities as we go forward. Nani Palkhivala at the 150 year celebrations of MCCI said it is only the first 150 years in the life of a chamber that is difficult. Thereafter things get easier. A rare occasion when Nani Palkhivala seems to have got it wrong.

When a Chamber of Commerce travels backwards 19 years in time and invites its President of 1994 to be the Chief Guest, it makes one wonder why. Having thought through many possibilities, I concluded it must be that, prevailing wisdom has fallen upon hard times and the Chamber needs to hark back to the golden era – of precisely 19 years ago. A flattering conclusion!

cricket grounds, clubs, restaurants, factories and boardrooms. So it is not merely the voice of the elitist.

The gist of it is, as a nation we stand immobilised. Thanks to our national ethos of treating always, the symptom and never the disease. That in itself is an immobiliser.

Economic policy is merely result of the manner in which we choose to perceive and pursue ideas and put them into action. Adam Smith, Keynes and Hayek had their views on how economies should be run. You would think that a nation, 65 years old, would have by now distilled from these great thoughts and come up with its own formula to meet its disparate needs, duly tinkered from time to time with policy tweaks. Sure enough, the whole world has a problem today, but ours seem more self-inflicted and the consequences potentially more pernicious.

**Excerpts from the Speech at  
MCCI Chamber' day on 29th Sep.'13  
by L. Lakshman**

To validate that, I went back to my archives of notes and speeches. Lo and behold! The topical issues then as now for Chambers and Associations were current account and fiscal deficits, quality of public governance and interest rates. So much, for superior wisdom from the past and the golden era!

I have titled my address **Immobilised India** - very different from Incredible and Shining India, the promoted paeans one normally hears from time to time.

The fact that our national agenda has neither deepened nor broadened over the years is worrisome. The way our political economy is run, it would seem that we are inescapably frozen in time. I sense increasing anguish and concern on the part of the people that I interact with regularly and this is what I shall speak about. Young and old, women and men these voices emanate from

For many of us in India, who try to make an honest living through proper conduct of our profession and businesses, the reforms of 1991 seemed an irreversible watershed although, these were effected with a gun pointed at our head. The expectation was that the markets would take over from poor politics and bureaucracy and that the invisible hand of Adam Smith will bring balanced growth and prosperity. Granted, market efficiency cannot be the only measure of economic success in a country such as ours. Yet, the hope was that a virtuous cycle would be set in motion that would improve quality of education, health care and the hard infrastructure. In other words, the foundation for a country to build upon.

Sure enough, the Indian economy grew at an average of 6.4% from 2000 to 2005 and at 9% from 2005 to 2011. We successfully weathered the global financial storm of 2008 albeit our growth dropped



to 6.72%. At that time, our foreign exchange reserves provided a cover of over nine months of our imports and the current account deficit was 2.4% and fiscal deficit was 3.1%. A relatively comfortable position to be in. (Please take these numbers under advisement. Going by press reports the political parties are yet to agree upon them; numbers of five years ago.)

As if we wrought a miracle growth was back at nearly 9% in the subsequent two years. Since then we have been on a declining mode.

So what really has gone wrong? Were we just fooled by randomness? Could we not discern between mild and wild success and formulate policies to build on the latter?

Understandably, the effect of the global situation has been an issue. Exports started softening and the uncertainty in Euro economies created a drag. These are inevitable realities we must contend with even in a semi-globalised economy such as ours. Weak foundations do not help.

Offering the global situation as reason is an unacceptable excuse; but our leadership does so ad nauseum. After all, it could be argued that had our fiscal discipline been even at the level of 2008, there would be lot more headroom to handle the current situation. Regrettably, we started going in wrong directions. Profligate government expenditure, unrealisable tax revenue forecasts, indiscriminate subsidies and inadequate attention to supply side issues have been the real culprits. The last of these a well acknowledged bane of this nation, for many years. Vested interests and incompetence seem to come in the way. Last but not the least, lack of accountability in the public sector that has dogged us for many years.

Vote bank politics, crony capitalism, resultant corruption charges and policy paralyses have brought us to our knees.

Viewed in this background, the success we achieved in the window of roughly ten years

seems almost a random effect; perhaps the result of the first and only phase of reform of early 90's and the global conditions. But the hubris it generated has been unreal. Indian policy makers, reformers, financial and business community would say, "Where else but India will the world capital go to". It takes humility and knowledge to understand success and create conditions to sustain it.

Instead, cosmetic reforms are proposed to restart the economy. Take FDI in retailing as an example. To think that Wal Mart and Tesco can solve the underlying problems of India is a ludicrous proposition. It is an insult to Indian intellect and capabilities. When this so-called reform fails, as plan B we are asked to wait for the monsoon. As if these are comparable alternatives.

Finding himself in a similar vexatious situation, Abraham Lincoln is supposed to have said, "I am too old to cry but it hurts so much that I can't laugh".

Compulsions of coalition politics is the other often heard excuse. If that is a constraint, it will remain so for many years to come. What efforts have been made to understand the dynamics and impact of it? Has a think tank comprising the best political minds from all the political parties been constituted to understand how best to deal with this ground reality? The political parties seem to close ranks soon enough to defend criminality in politics and avoidance of RTI obligations!

The other standard refrain one hears is "our fundamentals are strong"; I find that comical. If this assertion was true:

- Important legislations will not remain pending for years on end.
- Our Parliament will function with dignity and for many more than the 70 days it did in 2011.
- The employability of our school and college graduates will not be the dismal story it is now.

I come from a business background and to me strong fundamentals imply highly trained employees working with robust processes, implementing policies formulated by leadership

with a clear vision and purpose. Is this what we do as a nation? Let me offer more thoughts on what strong fundamentals are - they are common sense based.

**Firstly, it means high class institutions that function on principled policies to serve the people.** At one time, our parliament would have qualified as one. We seem to have moved a long way since and for the worse. Kanchi Paramacharya in his work titled "Voice of God" alludes to governing institutions or Sabhas. The Sabhas were considered worthy of salutations even in Shree Rudram because the Sabha was created through the collective efforts of the learned with the intention of doing good to the people and therefore considered the equivalent of Ishwara himself.

He also alludes to the quality of the Sabhayans who debate and discuss affairs of the state to make recommendations to the king. Good intellect, exemplary conduct and skilful articulation are proposed as essentials. Sound knowledge, constructive attitudes and selflessness are my additions to the list.

Kanchi Paramacharya is no longer with us. I wonder what his response would be to the current state of affairs. Rewrite the Voice of God or modify Shree Rudram!

As institutions go, the Reserve Bank of India seems to be the only one that functions based on purpose and principles. The judiciary at higher levels and the Election Commission can lay claims to be the other performing institutions. You would have seen recently evidence of this. But you cannot build a strong nation on just a couple of pillars.

**The second fundamental is the centrality of education.** Tagore said, "In my view the imposing tower of misery which rests on the heart of India has its foundation in the absence of education." The capability to read, write and count has powerful effects on the values and beliefs of a society. The success of China and East Asia has been based substantially on the capability of its well educated citizenry. Education makes a huge contribution



to making right political choices, use of legal rights and provides a solid platform for narrowing income inequality.

Our track record has been dismal. The Indian literacy rate at 74% is an insult when compared with 93% of East Asia. Public expenditure on education at 3.3% of GDP (World Bank report) and the quality of its deployment makes a mockery of nation building.

Inadequate appreciation of the value in vocational skills is an incipient disease that kills. Every young Indian seems to prefer the inane poor quality so called higher education that leads them nowhere, rather than learning a productive skill, that benefits them and the nation.

In recent times the quality and image of our higher education has also taken a beating. The latest ranking of international universities published last week does not include any Indian University in the top 200. Three of our IITs are ranked below 220. This should be the state of affairs, in the home of Takshila and Nalanda, the earliest of Universities in the world is a sad commentary.

I see education as mother of all fundamentals.

**The next fundamental is health care.** Put mildly, health care has been in a permanent state of crisis. With infant mortality at 47 per 1000 births, access to sanitation limited to 34% of Indian population and appalling, child related statistics as underweight, stunted growth and low immunisation rates makes you wonder what we have been doing for 65 years, if anything at all. I quote Amartya Sen “a recent analysis of questions asked in the parliament finds only 3% of them relate to children although they constitute 40% of the population. Further, less than 5% of these questions were concerned with childhood care and development.” I cannot think of a stronger indictment of the sense of priorities of our planners and elected representatives.

Compare this dismal performance with our neighbour Bangladesh. With half our per capita income, they have marched ahead in so many of

the social indicators, particularly female related. This is hallmark of a strong fundamental that builds nations.

**The last fundamental I want to touch upon is accountability to citizens and tax payers.** It is well known that the record of the public sector in many fields from agriculture to state run airlines stands comprehensively tarnished across the world. They are a drain on the taxpayers’ money.

Public services fare no better. Try accessing any public service such as obtaining a building permit or filing a police complaint and you will know what I mean. The public service providers have become a privileged class who will respond at their whim if and only if they are sufficiently incentivised or directed by their political bosses. A huge blot on a nation that gave the world the concept of Dharma - **sense of duty and righteousness.**

The private sector is not a paragon of virtue; after all, it represents the other half of crony capitalism. Even the conscientious ones amongst us constantly clamour, for lower taxes rather than demanding results for taxes paid, lower interest rates than demanding to fix the root cause of inflation. It is symbolic of the short-term view that we too take, even on issues of national import.

This ethos and I call it “**protect our turf**” syndrome seems the biggest challenge that we face. It relates to values and beliefs of a nation. How do we fix this? Do we start teaching civic sense and accountability at schools as a nationwide curriculum? Should this be our nation’s mission for next 25 years with the brightest minds leading it? I can visualise a true leader like Lee Kwan Yew driving such an initiative as a fundamental requirement in the nation building process.

The desperate need of the hour is a missionary zeal to build a nation of healthy, capable and empowered people with a strong sense of accountability. Creation of an enabling environment to grow knowledge and intellectual property, the capital of the future (and incidentally reduce dependence on Wal Mart’s of the world); leadership that is skilled

in conflict management and cuts across party lines and coalition politics that will not compromise on these fundamentals.

So what would be the consequences if these fundamentals are not put in place? You may have heard of this story from the tales of Jalaluddin Rumi.

The angel of death came visiting to Babylon. Walking along the bazaar, he saw across the street a powerful minister and looked at him quizzically. The minister thought his number was up and hastened back to the palace and being a powerful man (as all ministers are) negotiated an immediate transfer to Bhagdad and left the same afternoon.

That very evening the angel of death made a courtesy call on the King. The King after exchanging pleasantries asked the angel of death why he had scared his minister. The reply was, I was surprised to see him here because I have an appointment with him in Bhagdad tomorrow.

You cannot run away from destiny.

Economies will and must wobble from time to time. This is its nature. The counter measures must be to build strong but resilient foundations. This calls for high quality democratic institutions with strong accountability and healthy educated citizens. They add up to more than the sum of the parts. If and only if a nation has these attributes, can it claim its fundamentals to be strong. Only then, can it formulate and implement, enlightened and sustainable economic policies.

They say, “**as you sow shall you reap**”. We do not seem to have sown wisely enough over a couple of generations. But two thirds of the Indian population now is below the age of 33 and the median age is 28. That makes it 600 M people below the age of 28. In terms of demographics, perhaps the youngest nation in the world. Will they coalesce into a critical mass that will change the face of this country and do us proud? Can they make the dreams of our founding fathers come true?

They have to for their sake and ours.

“*Economies will and must wobble from time to time. This is its nature. The counter measures must be to build strong but resilient foundations. This calls for high quality democratic institutions with strong accountability and healthy educated citizens.*”









## **Rane Group at The Wipro Chennai Marathon 2013**

Increasingly for most professionals the concept of “Worklife Balance” is being substituted with “Work is Life”. Other factors like social issues, poor economic condition, depressing infrastructure scenario fuels further stress resulting in dysfunctionality. To counter this, organizations today are encouraging employees to be physically active. The key idea is to promote well-being, self-confidence, competitive spirit, values of comradeship, determination and of course health & wellness.

Rane’s enlightened self-interest was to provide an exhilarating experience to employees by joining hands with The Wipro Chennai Marathon (TWCM).

The second edition of TWCM revealed some unimaginable running talents in the Group. Our employees from several parts of the country congregated in Chennai all excited – wow! the rains greeted them. 163 employees of Rane Group participated in TWCM 2013 on 1st December 2013. While most ran 10K, significant number of employees challenged the Half Marathon (21.1 Kms) successfully and 2 in particular cracked the gruelling Full Marathon (42.2 Kms). It’s important to note that the participation have grown three times between the first and second edition.

Besides this, the selfless efforts of 40 odd Rane volunteers stationed at two key aid stations perked up the event through their energetic encouragement and contributions.

TWCM, in addition to fashioning all the fun, also partners with United Way Chennai (UWC) to support their efforts in the areas of education, healthcare and livelihoods. Rane Group takes immense pride in continuing to contribute towards this noble cause.

These are exciting times for Indian leaders. In the recent years, we have seen an emergence of leaders groomed in India taking on global leadership roles. From being an exporter of Software and Technical talent, India is in the headlines for exporting Global CEOs. This includes Vikram Pandit at Citicorp, Anshu Jain at Deutsche Bank, Indra Nooyi at PepsiCo, Ajay Banga at Mastercard and Harish Manwani at Unilever. Egon Zehnder recently announced Rajeev Vasudeva, a partner in the Gurgaon office, as the Global CEO. While we should clearly celebrate the success of the CEOs who have made it big on the global arena, we should pause to ponder about how we think about creating the leaders of tomorrow, especially, as we go through a tectonic shift across multiple fronts.

We live in a “VUCA” world – Volatile, Uncertain, Complex and Ambiguous. It is worth thinking about how we create the leaders for the future in the context of some of these accelerating changes that we have witnessed in the last several years. The ideas are my personal opinion and not necessarily endorsed by my company. Instead of using both genders (he/she, him/her), I have used the female gender throughout the note to simplify things. I would like to talk about how, given the VUCA world we live in, we need to think about how the children (and even adults) need to alter their thinking.

**Resisting the Marshmallow:** In a research experiment in the US, several years back, 4 year old children were kept confined in a room and were given a marshmallow. They were given a minute and told that if they resisted consuming the marshmallow, they would get one more at the end of a minute. When they tracked the trajectory of the children several years later, it turned out that the kids that had resisted the immediate temptation did much better than the ones that consumed the sweet. Postponement of gratification is all the more relevant and pertinent today because of the explosion in the extent of distraction today across TV (100s of channels), Mobile Phones, Tablets, and Computers etc. This ability is expected to be the foundation for traits such as grit and resilience.

**Asking the right question:** A lot of us grew up in an environment where “knowing” answers to questions was a big deal. While it is important to build memory, we now live in a world where most of the information we need is available a click away on sites such as Wikipedia and Google. It is arguably all the more important today to know what questions to ask and to whom. This has become all the more relevant given the tonnes of information available on any topic. It is critical to impart this element of curiosity in children to ask the right questions in life than focusing their energies on memorizing the right answers. Else they might be lost in the tsunami of data that will hit them on any topic.

**Connecting the dots:** A lot of the education (in school and at home) often is focused on solving difficult “closed-ended” problems – questions with a unique answer. However, real life often consists of open-ended problems with no clear unique answers. That can feel very unnerving when children are exposed to it for the first time. This is all the more important in a VUCA world with several moving parts where the right answer might change quickly as the various variables change. While learning tools in Mathematics and Accounting is crucial, it is critical to develop the skill-set to grapple with ambiguity and deal with a life that does not have “one right answer”.

**Kaizen on self:** Carol Dweck refers to the notion of Growth Mindset, where she says that individuals should focus on being better than yesterday than celebrating the “talent” that they were born with. Sachin Tendulkar, in his farewell speech, talks about how he was discussing his dismissal in the first innings of the 200th test with his brother Ajit, just in case he had to come back and bat again. If Sachin, after breaking every record worth breaking in world cricket, can have the mindset of “developing self” at the end of a stellar career, we could take a leaf out of his book.

**Learn to work with people:** Hall-mark of a true leader is often not what she does on her own but to what extent she leverages the people under her and her peers. However, a lot of our



emphasis is around individual achievement and individual excellence in school and college (as measured by grades). Several studies illustrate that academic scores and corporate success are often poorly correlated or even uncorrelated. As a leader, the key is how you are able to galvanize a team to pursue a passion and how you are able to influence your peers in order to drive outcomes. Your skill as an individual contributor often becomes less relevant than your ability to drive results through others. Children get a better opportunity to build these muscles in extra-curricular activities like Sport, Music and Debating. While academic success is good-to-have, it by no means is sufficient to be an effective leader.

**Building an internal compass:** While it is helpful to have children do well in academics, it is critical to think beyond and give them a framework to cope with life so that they can make meaningful choices along the way. In his book “How will you measure your life” Clay Christiansen, talks about how to focus on long-term priorities such as relationship with family etc., while the temptation is often to focus on the “here and now” at work. While developing children, we focus on building the engine but often miss out on giving them a steering wheel to navigate through life.

My objective, through this article, was to provoke a few thoughts in your minds as you deal with children of today who will grow on to become the leaders of tomorrow. Wish you the very best!



## Nurturing Tomorrow's Leaders



Deepak Jayaraman  
(EgonZehnder)





Expanding Horizons

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# NEW

Looks

Perspective

Opportunities



For a company to be a dominant player globally, it needs to have a strong presence on the internet and what better way to communicate with a global audience than the company website. A refreshed, strategic online presence is what we desired and owing to the valuable inputs from key personnel within the organization, we made it possible.

In the technology driven industry which we operate in, it is necessary to communicate our offerings in a detailed yet lucid manner. Updating our website is a significant leap for us in this competitive environment and we hope to reach out our to-be customers and partners while creating a superior brand image amongst the existing ones.

When we started redesigning the website, multiple layouts were taken into consideration before selecting the final one keeping in view the colour combination, the display of products and the size of fonts, all in coherence with the RANE logo – white letters implanted on a blue background inclining upwards on a grey base. It took four months of consistent inputs and reviews to come up with the final version of the fresh website.

Our primary objective was to smoothen the navigation ability of the website and hence numerous iterations were done before selecting the final layout. You cannot help but notice the new sliders which have been added to easily navigate through all the contents with ease. The colours used have been carefully chosen to give a pleasing

background to the viewer amidst the organized and updated content. Enhancing the aesthetics are the high resolution pictures of all the products we manufacture. Efforts were made in tandem to make the interface user friendly and give an engaging experience to the viewer. The investor section now has a new looking vertical accordion display giving complete financial details of the group. We also have a new section which gives the recent updates about the company.

It is hard to ignore the organized manner in which the products have been displayed on our new website. The way in which the space has been managed to adjust the never ending portfolio like ours is for you to see yourself. Be it the steering suspension systems or friction material products, occupant safety systems or the die casting products, all are displayed with complete details for potential business opportunities from customers even beyond the country. Apart from the refreshed colours, pictures and navigation of the website, new businesses like SasMos HET Technologies Ltd (producing electrical interconnections of international standards) have been added and we wish to add many more soon!

We invite you all to visit our company's homepage and discover how the inspiration within each of Rane Group companies and associates has been manifested into the website. We are clear in thought, we are focused, we are expanding horizons... And this is just the start!!



Breaking Boundaries to Bounce Back  
A large scale change journey that has  
begun in REVL Hyderabad





One hundred and forty staff of REVL Hyderabad gathered for a Large Scale Interactive Process (LSIP) at an offsite near the new Hyderabad airport. The sound of huge clapping reverberated as three of their customers took the dias. After their gentle introduction, the soul search began. Each customer talked straight about what REVL Hyderabad has to change. They wondered what one could teach a company that has set the standards for engine valves and dramatically lost its way when the environment changed. Do the basics right. That's their message. Just to make sure that everyone got the point, one of the customers shared that REVL was slipping in the vendor rating indices.

Supplier feedback, Board of Director's feedback, Competitor and Market Analysis followed. The sense of urgency that the honest feedback of the stakeholders generated was palpable. It really hurts when we know that we are really good and the results do not justify our true potential. As they dialogued, it was increasingly clear to the participants that their silo culture was not supporting customer centricity. As a team, they are being polite and not honest and demanding towards each other. Boss centricity has replaced customer centricity. The team co-created an aspiration. To make the aspiration real they got into the root causes. It is time for change, the entire REVL Hyderabad team promised with determination. They defined a set of non-negotiable behaviours expected of all to realize their aspiration. They created a young brigade team of eighteen youngsters to channelize their latent energies. The meet ended with tangible commitments from each department and individual participants.

One month hence, sixty managers consisting of HoDs of both the plants and the executives of REVL Plant 4 shared what has changed since the LSIP. The magic in the air was evident. Transparency, cross-functional working, inter plant collaboration and root cause analysis figured in the success stories that were shared. The appreciative feedback of customer received during the month was shared. There was so much happiness. While stories represent the best of what has happened, it was important to see if there is consistency. To understand this, the team looked

at the Management Information System (MIS) trend with respect to safety - number of accidents, uptime of machines, rejection levels, productivity and production. There was scope for improvement. The team reflected. The departments were all doing great improvement work, some in collaboration but largely in silos. Therefore, the efforts of one department were actually affecting the performance of another. The team decided to work together a lot more than they did in the previous month. With this intent, they chalked an aspirational MIS to be discussed on the 24th of February 2014. The group made a commitment that they will not chase the aspirational MIS. This will only result in temporary gains. They promised to focus on communication, collaboration and root cause focussed problem solving. The young brigade promised to intensify their efforts. The HoDs committed to empower and delegate to build the momentum.

A change journey has begun. We do not know what will happen on the 24th of February or for that matter a year or two from now. What we definitely know is that this REVL team is made of steel, has the character to reflect, humility to accept feedback and passion to bounce back. Let us wish them that they successfully realize their goal of "Breaking Boundaries to Bounce Back". May they become an inspiration for all of us to realize our organization's true potential.

**Kanti Gopal**  
**Institution Builders**



Bali is magical. As probably the most famous island in Indonesia, Bali blends spectacular mountain scenery and beautiful beaches with warm and friendly people, a vibrant culture and out of this world resorts.

On Bali you can lose yourself in the chaos of Kuta or the sybaritic pleasures of Seminyak and Kerobokan, surf wild beaches in the south or just hang-out on Nusa Lembongan. You can go family friendly in Sanur or savour a lavish getaway on the Bukit Peninsula. Ubud is the heart of Bali, a place where the spirit and culture of the island are most accessible. It shares the island's most beautiful rice fields and ancient monuments with east and west Bali. The middle of Bali is dominated by the dramatic volcanoes of the central mountains and hillside temples such as Pura Luhur Batukau (one of the island's 20,000). North and west Bali are thinly populated but have diving and surfing that make any journey worthwhile.

Also known as the Land of the Gods, Bali enchants with its dramatic dances and colourful ceremonies, its arts and crafts and intricately carved temples. For, the Balinese, who embrace the Hindu religion, are a most devout people where a large part of their lives is dedicated to rites and ceremonies aimed at maintaining harmony in this world.

This is a miraculous island indeed, for this exotic island has much to offer, from inspirational spirituality to fine dining and meeting experiences, from world class surfing and diving to exhilarating treks in the wild.

**Bali - a place to relax and enjoy your summer!**

# B ali





I learned that courage was not the  
absence of fear, but the triumph over it.  
The brave man is not he who does not  
feel afraid, but he who conquers that fear.

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## Nelson Mandela





Expanding Horizons

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