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# The Executives India

Quality Matters *Vitabiotics*

Second Biggest Brand *Reliance*

Touched by Transplants *Gleneagles Global hospitals*

NEI - Rohith Saboo

Clean Mobility *SEG Automotive*

Mr. Rohit Shelatkar  
(Director & VP)  
Vitabiotics



## OUR TOP 10 CLIENTS FROM THE HEALTHCARE SECTOR



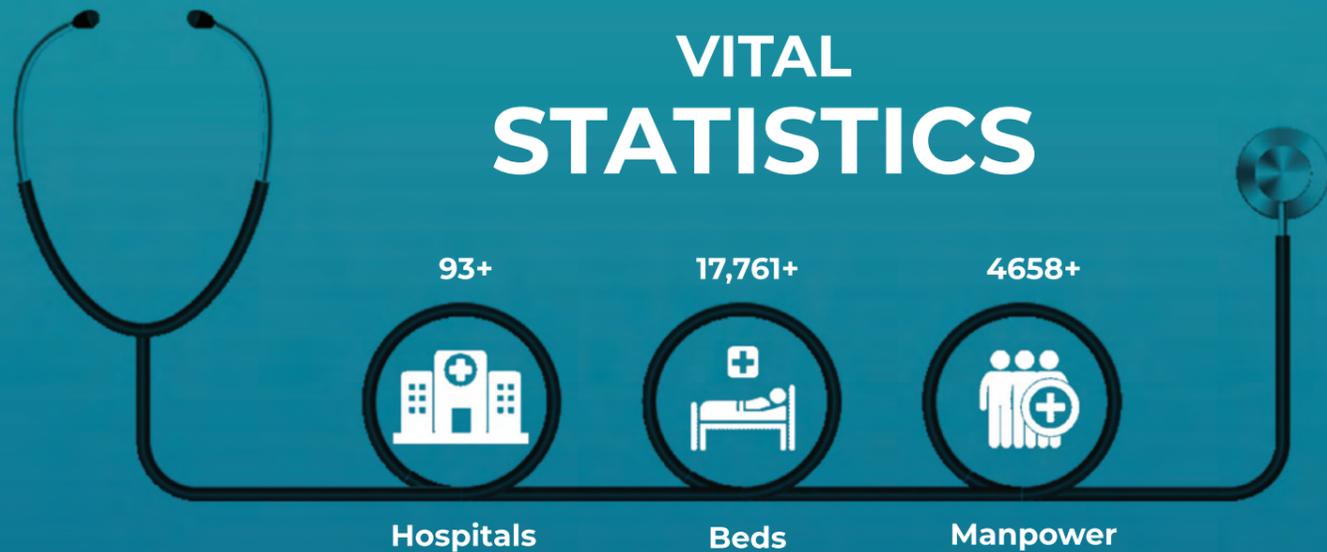
# NOT ALL HEROES WEAR CAPES

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**INSIDE**

**MINDBOGGLING THINGS YOU . . . . .**



**BMW X6 M50I**



**SCOTLAND DIARIES**



**ARTIFICIAL INTELLIGENCE**



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**Mr. Rohit Shelatkar**  
(Director & VP)

**Vitabiotics**

# Quality Matters

Speaker: Mr. Rohit Shelatkar

Can you please give an overview of your professional background leading up to and including your current role?

**I**n his 16-year spell at Vitabiotics Ltd, Rohit has held important positions within 4 years and was elected as a member of the Board in his 5th year at the company. Vitabiotics Ltd is UK's No. 1 and fastest growing company and has manufactured innovative healthcare supplements, including significant advancements in men's, women and children's health. The company has been awarded the Queen's Award for Innovation in Vitamin Research, which was personally received by Rohit from Her Majesty, the Queen on behalf of Vitabiotics Ltd.

## WHAT HAVE BEEN SOME OF THE SIGNIFICANT HIGHLIGHTS OF VITABIOTICS HISTORY?

Vitabiotics was founded by Dr Kartar Lalvani in 1971, with the product Oralcer. Omega-3 was the first multivitamin product to be launched in the market and it still remains the number one product in many countries. The company has a diverse range of original published research to support its products. They are the only company to have won the Prestigious Queen's Award four times.

## WHAT ARE SOME OF VITABIOTICS'S KEY VALUES AND BELIEFS? HOW IMPORTANT IS

## CUSTOMER'S SATISFACTION?

Vitabiotics believes in the motto "The Science of Healthy Living". The supplements are carefully designed and formulated to support the targeted needs of the customers, depending on their age and lifestyle. Customer satisfaction is extremely important for the organisation. The company is also UK's No.1 vitamin company and the customers have trusted the company to cater to their nutritional needs more than any other company.

## WHAT DO YOU THINK SETS YOUR BUSINESS APART FROM ITS COMPETITORS?

All products are clinically tested and have an extremely strong scientific support. No other UK vitamin company has such a diverse range of published research to support its products. At Vitabiotics, we're committed to human health and being a company our customers feel good about. That's why, right across our supply chain, our policy is to only do business with partners that meet the ethical standards our customers expect from us.

## HOW HAVE YOU FOUND THE HEALTHCARE INDUSTRY IN INDIA?

The healthcare industry in India is

mostly driven by pharmaceutical products. However, in the past few years there has been more focus from the industry towards prevention rather than cure. Nutraceuticals has already started taking a centre stage in preventative & proactive healthcare and management of diseases. People today are aware and conscious about health, nutrition and healthy living. This is creating a shift in the mind-set of people from treatment of a disease to disease prevention which is going to aid in the growth of nutraceutical industry. Further focus on prevention, will lead to lesser burden on the healthcare services of the country as well. In India, the preventive healthcare segment is on rising curve. India's total preventive healthcare market now estimates over \$800 million. The market offers a tremendous opportunity to bring in innovative technology solutions. Healthcare players are moving into direction of higher user and patient empowerment and better patient engagement models. People consciousness about their health and rising disposable income has given a boost to preventive healthcare at urban and semi urban market.

## HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU

# Intelligent Pharmaceutical Partner.

## Leaders in pharmaceutical packing

Central Pharma's expertise lay in the assembly of materials such as bottles, caps, labels and cartons rather than the conversion. This gave an immediate attraction for Indian companies involved in the manufacture of Pharmaceutical and Healthcare products to use the services for production of consumer packs in blisters and tubs. Assembling at point of sale gave immediate transport savings, rather than shipping many pallets of finished pack which are largely fresh air over many miles, as oppose to one or two pallets of compact bulk tablets.



## We strive for excellence

In terms of pharmaceutical product, Central Pharma's portfolio of FDA and MHRA licences including Wholesale Dealers Authorisation (WDA) and Manufacturers Importation Authorisation (MIA) allows the control of manufacturing supply chain. This is a mandatory requirement for the control of product manufactured in India or other 3rd countries when accessing the markets of UK and other EU member states.

Central Pharma Operational, QA, Technical and Regulatory teams have been built on the ethics of EU GMP and have a proven track record of supporting partners in India in terms of raising their levels of GMP as well as managing the supply of product to UK, EU and over 70 global markets.

There are many examples of Central Pharma contributing to the growth of smaller Pharmaceutical and Healthcare businesses both in India and the UK.

## We promote development

Central Pharma was the first CMO to install serialisation and aggregation equipment, in 2014, in readiness for the Falsified Medicines Directive. Central Pharma has always been at the forefront and has global track and trace solutions in place, recognising product security needs before legislation is in place. These areas are already beginning to impact Healthcare, Nutritional and Consumer goods as well as Pharmaceutical products. Examples include the validation of Serialisation and Aggregation process for Vitabiotics products in readiness for distribution in Saudi Arabia.

Our astute business management, coupled with personal involvement with commercial partners, will be invaluable in these difficult, unique, trading environments ahead.



Co. Kerry facility, Republic of Ireland



Haverhill facility, United Kingdom



## Get in touch

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**INSTIL THIS IN YOUR EMPLOYEES?**

Our company focuses on implementing a very positive and encouraging work culture. All our employees are always encouraged to voice their opinions and thoughts, without any restrictions and all our offices promote an open-door policy. What brings us all together is a culture that thrives on hard work, innovation, mutual respect, and a sense of commitment.

**WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?**

We have had on-going strategies and ideas for expansion and growth of the products and brands in the Indian market. We have recently launched Wellman in India and are currently working on its availability everywhere. Through this, we want to bring about a change in the Indian community, the mentality and the way we think about health and lifestyle. There is a range of products to be launched in India in the next couple of years and we will try and cater to every area of health starting from different ages, gender and so on. Our final objective is to increase the growth of the brands in India along with working towards making Vitabiotics a prominent and recognized brand in the Indian market. Additionally, our products match

international standards of quality by manufacturing Indian products in India but the technology will be transferred from UK. As we work with MHRA of the UK, our factory and our manufacturing's are aligned with those standards. So, if the process is standardized as per worldwide standards that it itself is a quality certificate for our product even if it is manufactured in India or anywhere else in the world.

**WHAT STRATEGIES DOES VITABIOTICS HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY PARTNERS?**

Our key partners, including suppliers are known to have a similar mindset as the company and that is the reason why the relationships and standards have to be maintained. Additionally, Vitabiotics is mindful of the new entrants in the industry, whilst keeping our relationships with our old suppliers in mind.

**WHAT ARE SOME OF THE KEY GOALS MR. ROHIT SHELATKAR AND VITABIOTICS COMPANY HAVE ACHIEVED SINCE THEY'VE BEGUN THEIR ROLE AS THE VP & DIRECTOR?**

Rohit has been involved in over 100 new product developments and has played an essential part in the development of the business and Vitabiotics products in over 100 countries. Furthermore, Rohit has been invited to deliver lectures in nutrition to medical consultants and post-graduate students in several medical symposia organized by leading medical organizations.

**ANYTHING ELSE TO YOU WOULD LIKE TO ADD OR EXPAND UPON?**

Today, the sedentary lifestyle is a problem which can be tackled but how do we tackle devaluation of food. The Vitabiotics have been recognized The Queen awards four times (2003, 2008, 2013 and 2018)

Empowering healthy living through innovation in nutritional healthcare. Vitabiotics was founded on a single big idea. For over 45 years, we've been committed to that same goal – helping you to be at your best, day-after-day and whatever life throws at you.

Today, what life looks like has changed, but we're still supporting people in more ways than ever. Above all else, we remain the same independent, family-run British business we've always been – a name people trust for safe, balanced and



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Pantnagar  
Sri city  
Guwahati

Only player having a dedicated design centre in India providing innovative and sustainable solutions.

**Recognition**

Featured in the Forbes Magazine. Printweek Indian Printing Company of the Year 3 times 2011, 2016 & 2017. Great Place to Work - Certified Dec 2019 - Nov 2020.

**EXECUTIVES IN FOCUS**

effective support.

Our team brings together decades of experience across nutrition, medicine, biochemistry and pharmaceutical science. And we continue to learn, grow and improve our products based on the latest research.

At Vitabiotics, we committed to human health and being a company you can feel good about. That's why, right across our supply chain, our policy is to only do business with partners that meet the ethical standards you expect of us.

important thing is that now people understand that micronutrients are the

ones which are protecting your organs and protecting you from cancer, heart problems, obesity etc. However, the COVID-19 pandemic has created an increased awareness among people that adapting a healthy lifestyle is of utmost importance.



**DRAVYA  
GROUP**

**BUSINESS ASSOCIATES**

**MEHEK ASSOCIATES**



**Meyer Vitabiotics:**

Meyer Vitabiotics, is one of the leading pharmaceutical Company in India, founded in London, In the year 1982, by the Visionary Dr. KT Lalvani. In India, Meyer Organics was created as a Technical Collaboration with Omega Meyer, New Jersey. Meyer Organics India has a global presence in more than 30 countries. Meyer has manufactured innovative health care products for over two decades; Meyer has created a unique portfolio of products in the key segments like Anti-infective, Nutrition Supplements for all age groups, Infertility Supplement, Pain Management, etc.

**Essity India Pvt Ltd :**

Essity is a leading global hygiene & Health Company. It is present in over 150 countries, and is headquartered in Stockholm, Sweden. Essity with well-known brands such as Leukoplast ® , Cutimed ® , JOBST ® , Delta and Actimove ® are among the most trusted in healthcare. With a comprehensive product portfolio & strong technological competencies, Essity addresses the patients' needs in the Advanced Wound Care, Vascular diseases & non-invasive Orthopedic Domain.

**Beiersdorf India Pvt Ltd:**

Beiersdorf is a Hamburg, Germany based conglomerate skin since 1882. Throughout the history Beiersdorf has built trust by staying close to its consumers and developing innovative skin care brands that are tailored to their needs. Beiersdorf works as one global team, with one focus: making people feel good in their skin. Everywhere. Every day. With progress into the future, Beiersdorf is aiming to become the number one skin care company in the world. Out of many brands owned by Beiersdorf, Hansaplast is one of the world's most trusted wound care brands that offers its consumers; smart products, solutions and innovations. At Hansaplast, the emphasis is that you enjoy your active everyday life without worrying about the small inconveniences too much.

**MAHENDRA DISTRIBUTORS**



**JOVEES HERBAL CARE:**

Blending the ancient medicinal treatment of Ayurveda with new age technology, JOVEES is offering range of products that have over the past 15 years delivered on its promises.

The company's Research and Analysis wing is constantly involved in discovering and inventing new organic products combining knowledge with natural ingredients giving JOVEES an edge over the competitors.

Jovees has two state-of-the-art manufacturing facilities that meet international standards. An enterprise that promotes excellence creates innovative products and provides value for money to its customers.

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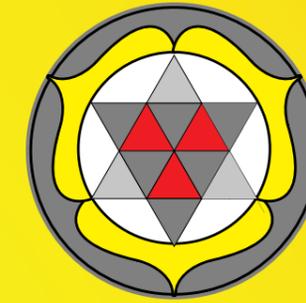
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**DRAVYA  
GROUP**

**ABOUT DRAVYA GROUP**

**Dravya Group** Is a fast growing Business Conglomerate encompassing multiple business divisions such as Healthcare, Warehousing and E-commerce. The group is headquartered in Bangalore, India. Dravya Group is always looking for opportunities that are in tandem with its goals, as it believes in enriching and empowering lives of people through sustainable Business Practices in the Healthcare Domain. Founded By Shri Mahendra B Pirgal, in the Year 1992 as a warehousing and Pharmaceutical Distribution business with its flagship firm Mehek Associates.

**01 Mehek Associates**  
C&FA/ Super Distributor for Karnataka/ South India

**02 Mahendra Distributors**  
Distributor/suppliers to retail/institutions

**03 Vitara Associates**  
E-commerce Division



**Mr. Anil Kumar**  
(MD & President India)

**SEG Automotives India Pvt Ltd**

# Leading the journey towards clean mobility:

## SEG Automotives India Pvt Ltd

Words By: Executives India

SEG Automotives is a pioneer in the automotive industry, known for its innovative solutions and continuous advancement in technological processes.

Professional background leading up to and including current role

Mr. Anil Kumar began his career with Bosch limited in 1990, known as "MICO" during that time, as a Technical Graduate Trainee, after completing the Bachelors of Engineering in Electronics and Communication, which was later followed by a MBA in Marketing. During the three decades of his professional career, he has held several responsibilities in MICO, Bosch and currently leading the SEG Automotive business in India as its President and Managing Director.

The first decade was focused on acquiring deep technical know-how and applying theory to practice on content driven topics in Machine design, Plant engineering, and Maintenance of PLC and CNC machines which were in great demand by the Indian industry. The early phase of his career instilled in him a solution-oriented problem solving mindset and a can do spirit.

The second decade was focused towards acquiring a breadth of experience. He led the Technical Engineering function of Bosch diesel systems in Jaipur-India, steered the manufacturing of Bosch Starter Motors and Generator (SG) division in Bangalore-India, and was responsible as Director of global

commercial vehicle sales, SG division in Bosch Germany-Europe. These substantive roles in various functions helped him to broaden his internal and external perspectives on business. With the depth and breadth of business knowledge and experience in key functions, the third decade turned out to be a phase where he focused both on the 'joy of leading' and transforming the business.

At the beginning of third decade, he took over as the Regional President for Starter Motors and Generators division of Bosch in India. Since then, together with his management Team and ably supported by leadership coach Mr. R R Nair, he made significant contributions in restructuring, transforming, and diversifying the business towards securing market leadership position in India.

In the restructuring phase, the focus was towards operational excellence with lean management, which was achieved through redefining the business strategy with unique approaches and efficiency drives. The transforming phase witnessed introduction of a slew of new competitive products with the help of our engineering and

design group. He chartered yet another transition when the business was carved out from the Bosch group to form a new company, operating today as "SEG Automotive India Private Limited". This phase also witnessed sustained business growth, with diversification into new products like light electric mobility and customers besides introduction of new business verticals and seizing new growth opportunities in services and electrification, thereby creating a new identity for the new entity.

What have been some of the significant highlights of SEG Automotive history?

SEG Automotive is closely linked to the history of the automobile. Building its own identity after emerging from the BOSCH Starter Motors & Generators division in January 2018, the company stands for more than a century of innovations in its product sector right from the invention of the starter motor and generator to start/stop and hybridization. SEG Automotive makes a significant contribution to climate protection by reducing emissions across powertrain technologies: Fueled by its passion for innovation, the global supplier is driving the transition towards more efficient combustion engines, 48V hybrids and electrification. Almost all



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Our Sincere Thanks to SEG for their Support

**EXECUTIVES IN FOCUS**  
automotive OEMs worldwide rely on SEG Automotive's global production network, which delivers high-performance, and durable and competitive products with uniform quality standards.

In India, the company started its operations in 1989, and since then the company has launched a series of new competitive products, upgrading the automotive electrical components landscape and supporting global and local manufacturers in meeting critical legislations or the benchmark targets. The company with in-depth understanding of the local market has been catering to its various needs and its customer base. The innovations like start-stop motors, high efficiency and durable high performance generators, thermally and water protected starter motors and integrated earth return products have enhanced the customer trust on SEG Automotive and its capabilities. The company is also catering to various needs of electrification, e.g. efficient e-motors for e-rickshaws and e-autos, currently with the locally developed products and solutions to support OEMs in meeting the upcoming regulatory requirement

At SEG Automotive, the focus has always been in improving the customer experience, through the product and/or



our employees and the environment. We are committed to being a reliable, long-term business partner with sustainable economic success. We create opportunities for personal development and international career advancement for our associates.

At the very heart of SEG Automotive's success is the dedication of each individual working passionately for a sustainable future. With Trust, Transparency and Teamwork as foundation, we approach every task with a spirit of ownership. With our customer centric culture, we keep our promises to the customers in development, and launch and time to market of new product applications. We keep improving our business processes with an aim to serve our customers in a more efficient way. Customers are the

the processes. On the processes side, the company has come up with benchmark business models with lean principles catering closer to the customer locations in a competitive manner. These new business models have also provided new avenues of growth for our business partners within the product sector.

### WHAT ARE SOME OF SEG AUTOMOTIVE'S KEY VALUES AND BELIEFS? HOW IMPORTANT IS CUSTOMER SATISFACTION?

Reduction of CO2 emissions as company mission

SEG Automotive has a clear path to achieve sustainable and profitable growth: contribute to climate protection by significantly reducing emissions from passenger cars and commercial vehicles – globally and across all powertrain technologies. Our recent developments are tackling CO2 reduction from several angles; by introducing start-stop technology into smaller cars and emerging countries with the ultra-compact SC60; by developing a best in-class efficiency and robust e-drive solution for light electric mobility; by releasing the new, highly-efficient Heavy Duty generator platform for commercial vehicles; and by making significant investments into further expanding the product portfolio



focal point in all our actions. With our agile response, we win our customer's trust and continue to remain as their preferred partners, thereby retaining our position as a pace setter in the market.

### WHAT DO YOU THINK THAT SETS YOUR BUSINESS APART FROM ITS COMPETITORS?

**Leading player – we provide more than 100 years of experience:**

SEG Automotive is closely linked to the history of the automobile. Emerged from the BOSCH Starter Motors & Generators division in January 2018, the company has been driving innovation as the technology leader in its industry for more than a century: from the very first generators and starter motors to Start/

14  
for 48V mild-hybridization. In addition, SEG Automotive's Boost Recuperation Machine for 48V mild-hybridization, is recognized as an eco-innovation by the European Union, which enables carmakers to gain CO2 credits for applying the product.

### **Our Guiding Principles:**

**Passion for Innovation:** We delight our customers with our product development competence as well as our ability to innovate. We are driving innovation as the technology leader in our industry for more than a century. Our solutions accelerate the transition towards more efficient combustion engines, 48V hybrids and electrification.

**Operational Excellence:** We deliver high-performance, durable and competitive products and solutions with robust processes and uniform global quality standards.

**Global Strength:** The foundation of our success are our diverse, cross-cultural and international teams. We have an efficient global network throughout the value chain – with close proximity to our customers across the world.

**Commitment to our Responsibility:** We care for our customers and suppliers,



Stop, mild hybridization and components for electrification. We actively support our customers in clean and green mobility by providing efficient CO2 reduction solutions for ICE, and also shape the transition towards electrification.

### **India – Three decades of expertise on leading through Innovation and Customer focus**

In India with three decades of expertise in the local market, and in-depth localization, we offer competitive innovative solutions for our customers across all automotive segments. With the state of art, 'glocal' engineering centre, we are fully equipped to simulate the real field conditions/customer desired applications. In addition, we continuously upgrade our portfolio with reliable

solutions for the local market. For example: To prevent accidently abuse during inching of vehicles, the thermal switch was developed as a local innovation, to prevent the burning of starter motors.

With our Innovative approach, new product development, application engineering and operational excellence, we continuously and successfully deliver to meet our customers' requirement. This, we believe is the source for earning the customers' trust. Customers are the focal point in all our actions and transactions. Over the years, we are happy that we have built a strong partnership with our customers making SEG Automotive a preferred partner.

**HOW HAVE YOU FOUND THE AUTOMOTIVE INDUSTRY IN INDIA?**

India is a very important automotive market in global context; India is the 5th largest producer of light vehicles, 4th largest producer of commercial vehicles and a major market for 2-wheelers, 3-wheelers and the agricultural tractors. The Indian automotive market also contributes significantly to the country's GDP at ~7% and employs over 3.5 crore people directly and indirectly. The auto component sector also contributes ~2.3% to the nations GDP and over 4% in the total exports.

Being one of the major automotive markets, globally, the penetration of cars in India is very low compared to major economies around the world; it's at ~22cars per 1000 people. Yet the congestion levels are very high already as we see in major cities. The other challenges faced by the Indian automotive industry are the pollution and the huge import bill on crude oils. On the pollution front, 7 Indian cities are in the top 10 most polluted cities in the world.

The opportunities for the Indian automotive market, considering these challenges are 1) Shared mobility with focus on digital and connected infrastructure, and 2) Electric mobility of light vehicles, namely two wheelers and three wheelers.

Considering the challenges like pollution, congestion and high import bill of crude oil, the segments of two wheelers and three wheelers provide an immediate opportunity for electrification without any additional burden on the end user or the government when compared to other automotive segments like passenger car or the commercial vehicles. On the electric vehicle, two wheelers and three wheelers have an advantage over its ICE counterparts, with total cost of ownership being very low and the returns expected within 1-2 years or

even earlier in case of shared mobility. Also the need for a public charging infrastructure is minimal.

The Indian automotive market has always been demanding in terms of requirements and timeline. In the new age, the need for safer, connected and smart vehicles are on the rise inching closer to the global standards. This offers new opportunity for the Indian players not just in the domestic market, but also in the global markets.

We strongly believe in the long-term potential of the Indian automotive industry and have significantly invested on our R&D, manufacturing facilities in spite of the downturn. Our manufacturing quality and capabilities are comparable to the best in the world backed by a highly skilled and engaged workforce. We stand to benefit from this strategy now and are able to not only grow very rapidly in the domestic market but also play a key role as an 'Export hub' within SEG Automotive world. A true example of 'Make in India' and 'Go Global'.

**HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU INSTILL THIS IN YOUR EMPLOYEES?**

I strongly believe that culture is the foundation for any business. At SEG Automotive, the **customer centric culture** based on trust, transparency and teamwork as values forms the foundation. And with the guiding principles like *Passion for innovation, Operational excellence, Global strength* and the *sense of responsibility* towards our customers, business partners, employees and the planet we achieve our vision **"contributing to climate protection by significantly reducing emissions across powertrain technologies"**.

We have processes to continuously dialogue with our employees, understand the challenges and derive solutions to co-create the future. With true empowerment we create 'Leadership at all levels' and drive the culture of entrepreneurship, with Customers being the focal point.

**SEG Automotive - Efficient solutions for CO2 reduction**

The transition from internal combustion engines to electric vehicles plays an important role on a global scale in mitigating man-made climate change. However, this transformation will not take place suddenly, but gradually. According to the current forecasts, in India, more than 90% of newly registered passenger cars will still have an internal combustion engine in 2025. The

**WE PROVIDE MORE THAN 100 YEARS OF EXPERIENCE  
OUR PRODUCTS AIM TO REDUCE CO<sub>2</sub>**



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**PRODUCTS**



**Valued Clients**



**SERVICES**

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- Manufacturing of Injection Mould
- Production of Injection Moulded Parts
- Scientific Moulding
- Flow Analysis
- Prototyping
- Reverse Engineering

**Certification**

- IATF 16949 - 2016
- ISO 9001 - 2015
- ISO 14001 - 2015
- BS OHSAS 18001 - 2007
- SQ - MARK

**PREM INDUSTRIES**

# 299/A, Hebbal Industrial Area,  
Hebbal, Mysuru - 570016  
Karnataka, India

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🌐 www.premind.com

# HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU INSTILL THIS IN YOUR EMPLOYEES?

goal for these ICE vehicles must be to keep CO2 emissions as low as possible.

SEG Automotive is actively shaping the automobile industry's journey from the combustion engine to electrification by delivering efficient solutions for CO2 reduction – regardless of the powertrain technology. We continuously evaluate the product gaps and manage our portfolio by investing on new technology for the future. One such technology recently has been the highly efficient electric mobility solutions towards electrification of two wheelers and three wheelers. We have already started on this journey and would bring in new technologies for further CO2 reduction in ICE vehicles, while upgrading the electrification portfolio.

## **SEG Automotive - Solutions for internal combustion engines**

While electric mobility is gaining popularity and proving beneficial in the light mobility space, the internal combustion engine will continue to play a significant role on the passenger car applications in the years to come. For this segment, SEG Automotive's efficient solutions like the start stop motors, high efficiency generators and the 48V hybrid solutions, offers improved fuel economy and CO2 reduction.

## **SEG Automotive – Solutions for Electrification**

Light electric mobility in India is gaining pace, considering the drive and usage pattern, the total cost of ownership is already positive for electric two-wheelers and three-wheelers. SEG Automotive India has co-developed together with the German counterpart, the efficient solutions for the light electric mobility. The locally

manufactured, EM series of machines starting with 2kw peak power and ranging up to 8 kw offers efficient, reliable solutions for the entire EV system of light electric vehicles, thus increasing range and further reducing the total cost of ownership. The systems high power density combines compact packaging with a great responsiveness, offering fun driving experience. The drive control system ensures functional safety according to global standards, and provides safe operation at all times. Specific protection features and increased robustness enable these machines to easily withstand the tough operating conditions on Indian roads.

Overall, the need of an automobile in this time and age is to be efficient and reduce pollution in addition to being a safe means of transportation. Light electric mobility provides an immediate opportunity for complete electrification due to relatively lesser investments and the lower total cost of ownership. In addition, for other segments of automobiles based on internal combustion engine, the transition to electrification will happen through introduction of hybrids. At SEG Automotive, we offer mild hybrid portfolio making the ICE much more efficient and reducing CO2 up to 26% compared to conventional cars. And the requirement of strong hybrid and HV for electrification is being investigated for future readiness.

## **SEG Automotive –Global hub for engineering software and solutions**

With the expertise in the Indian automotive market for close to three decades, SEG Automotive is focusing on scaling up our competence for the global automotive needs on mechanical design with rapid prototyping, system solutions with CAE application,

embedded solutions for hybrid and electric control systems.

## **WHAT STRATEGIES DOES SEG AUTOMOTIVE INDIA HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG-TERM RELATIONSHIPS WITH KEY PARTNERS?**

**SEG Automotive India – Make in India** SEG Automotive, a leading player in the Indian Auto electrical segment has three decades of expertise in the local market. With well-established domestic supply chain and in-depth localization of components, SEG Automotive India delivers 'Make in India' products and services to its customer base across the globe.

SEG Automotive India plays a prominent role as export hub for the global business of our company, and to cater to this requirement, we continuously evaluate and develop the competence of our business partners with our strong processes and systems. We qualify our business partners to meet the global standards required for our operations and by our customers globally. With robust business strategies, we enable our business partners for backward integration and enhance their portfolio. We have also developed flexible business models making SEG Automotive lean and competitive. We create a win-win situation for our partners across the value chain. Business partners are our integral part of the growth story. We constantly engage with them in a transparent way – building trust and collaboration.

## **WHAT ARE SOME OF THE KEY GOALS MR. ANIL KUMAR AND**

## **EXECUTIVES IN FOCUS SEG AUTOMOTIVE INDIA HAVE ACHIEVED SINCE THEY'VE BEGUN THEIR ROLE AS THE MD & PRESIDENT?**

**SEG Automotive India - Our Journey towards excellence** Starters motors and generators business division was established in 1989 as part of Bosch group. With the transition and formation of SEG Automotive, beginning 2018, the company was able to successfully retain and build on the customer trust, thereby further improving its market position together with the launch of innovative products and diversifying into new regions and business areas. The company with the foundation of Trust, Transparency and Teamwork, was successful in retaining and growing the talents, to co-create the future.

The passionate and committed leadership team did a great job in leading their respective teams in the Journey to excellence, Mr. Natarajan who is also a director in the SEG Automotive India's board focused on all the commercial activities to secure a strong financial position while driving Lean IT processes and people excellence.

Mr. Veerabasappa and Mr. Mouli drove business excellence in operations and supported establishment of new business models. Mr. Sudhir with his team was not only able to retain and improve customer trust but also gain new customers and new business, while Mr. Krishna who took over from Mr. Narayan as head of development was able to continue the innovation drive, creating a flexible range of new products in our conventional and electrification portfolio. Mr. Raghavendra was able to efficiently transition the supply chain and create new opportunities for the business partners at a Global level.

Our Journey of transformation at SEG automotive India is driven by 3Ps, resulting in achieving technological leadership and establishing as leading player in Starter motor and Generator space of the Indian Automotive market,

- Product transformation
- Process transformation
- People transformation

### **Product transformation**

At SEG Automotive, we continuously evaluate the product gaps and invest in our portfolio offering efficient product and solutions for our customers. Product excellence is the key ingredient to our success story. In the past, we have introduced a range of competitive products for passenger cars, commercial vehicle and the light electric mobility segments of the domestic market. The new base line generators first introduced over a decade for the passenger car application is been upgraded with newer generations to

meet the new requirements in terms of load and efficiency from time to time. The compact starter developed on C6 platform is the smallest of its kind in the segment, yet robust and powerful, capable of cranking engines up to 2.0l Gasoline and 1.5l Diesel. These globally developed, highly localized and cost competitive compact generators and starters were a game changer in the domestic and export passenger car market. The heavy-duty generators and starters developed locally for the domestic market and the commercial vehicle segment, offers robust performance and reliability in stringent operating conditions. While the range of conventional products offers higher efficiency in the conventional ICE vehicles and reducing CO2 emissions, the portfolio for light electric mobility like 2-wheelers and 3-wheelers are developed offering best in class efficiency and reliable performance.

SEG Automotive is actively shaping the automobile industry's journey from the combustion engine to electrification by delivering efficient solutions for

CO2 reduction – regardless of the powertrain technology. SEG Automotive products reduce fuel consumption and CO2 emissions under real-world conditions every day, enabling the transformation towards greener mobility.

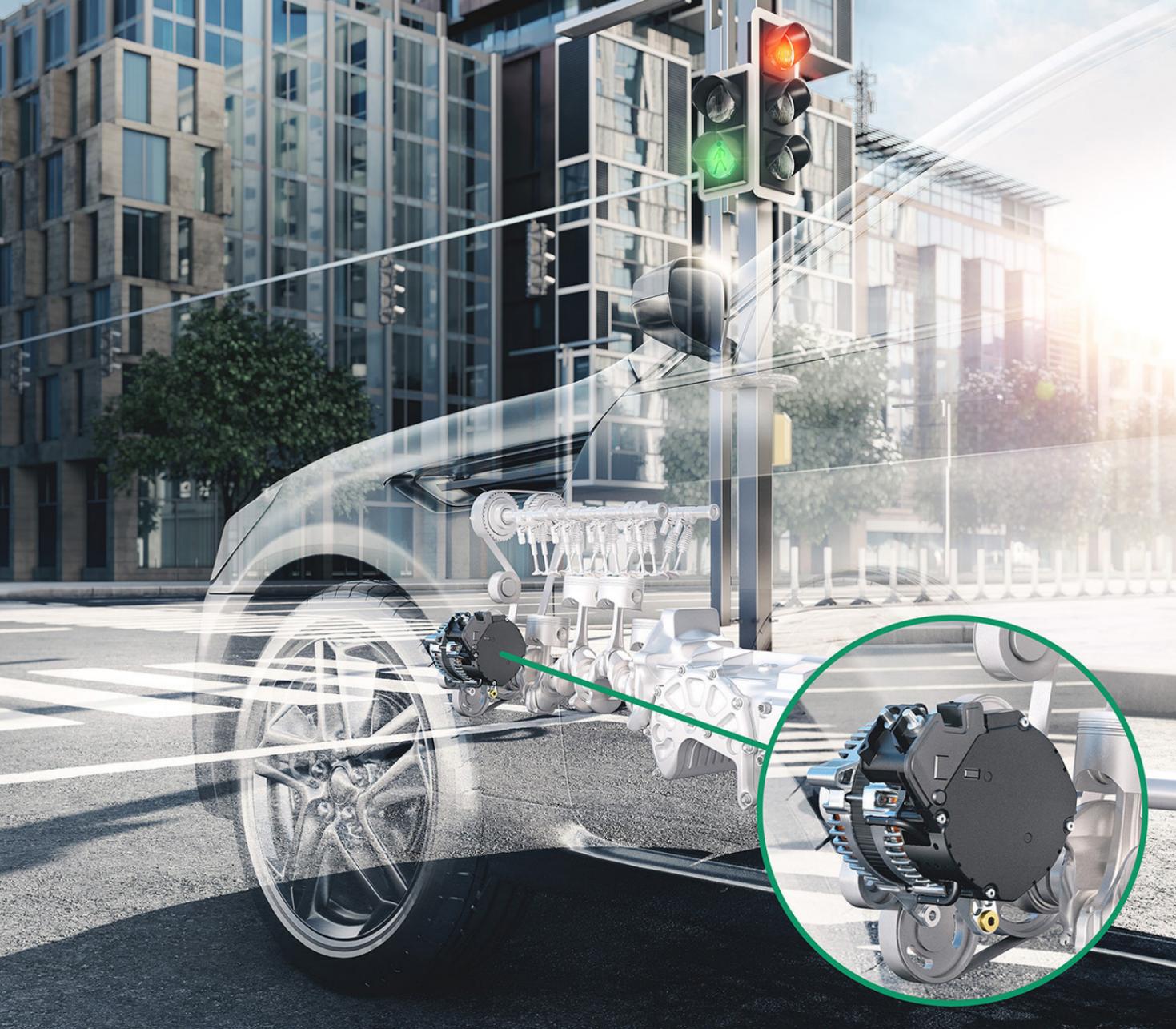
### **Process transformation Manufacturing facilities**

Principles of lean drive manufacturing at SEG Automotive. The manufacturing facility is designed for optimized material flow, as the entire value chain is consolidated under one roof, starting from inbound logistics, value addition, testing and outbound logistics. The lean line designs at SEG Automotive also ensures and prioritizes operator safety and ergonomics. The 'lean line design principles' are used in manufacturing lines which are globally standardized and the processes are released globally by lead plants within the international production network, enabling quality excellence and robust processes, to become an export hub.

### **Research and development**

The research and development team with its 30 years of experience in Indian market is capable of adopting global platforms for local needs, while developing innovative solutions for specific local requirements (e.g., protecting the starter motor against field abuse by innovative thermal protection feature). The customer dedicated application teams ensures launch of robust products with rapid time to market. The state-of-the-art research and development center is globally integrated to meet local and global requirements.





## Rotating Auto Electricals

### Late Mr. Joginder Jeet Singh

Founded the company as a small unit producing commutators. The legend that started then has today evolved into one of the most well known manufacturers & exporters of Auto Electrical Components in India.

### PRODUCT RANGE:

BESOTO has gained a strong foothold in the Export market and is supplying to more than 135 customers across the globe. It's domestic & export product range includes:

STARTER MOTORS  
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DRIVE ASSEMBLY

SOLENOID SWITCHES  
FIELD COILS  
ROTORS  
STATORS



BESOTO – ever since its inception in the year 1963 has pioneered the concept of quality & commitment translating to long-standing benefits for its customers. It is the culmination of one man's dream for excellence through relentless pursuit of latest technology and a passion to be the best.

#### **Innovative Business models – making SEG Automotive fit for the future**

We developed flexible business models with our business partners enabling backward integration and consolidation. We create a win-win situation for our partners across the value chain. Business partners are our integral part of our growth story.

#### **People transformation**

#### **Trust – Transparency – Team (TTT) work as foundation of Success**

At the very heart of SEG Automotive's success is the dedication of each individual working passionately for a sustainable future. With Trust, Transparency and Teamwork as foundation, we approach every task with a spirit of ownership.

#### **Leading the transition**

I am very glad that the team here at

SEG Automotive is highly motivated and enthusiastic to lead the change and co-create a bright future. We express this as "Joy of leading". We provide an 'inspiring working culture and environment'.

We continuously build future competence within our organization coupled with focus on leadership development to be future ready. As we successfully navigate the current challenges of the Automotive industry, our goal is firmly set on a future where mobility is electrified and connected.

#### **GLOBAL VIEW:**

SEG Automotive is a global automotive supplier headquartered in Stuttgart, Germany, which delivers to almost all automotive manufacturers across the globe. Dr. Peter Sokol, CEO of SEG Automotive, explains the significance

of the Indian market and local team: "SEG Automotive India plays an important role in our global business – India is a crucial market in the automotive industry and its importance will continue to grow. To be strong on a worldwide scale and maintain our role as a leading global supplier, we have to be a leading player in India. The leadership of our Indian region and their team are also internal leaders for driving new technologies, innovating in close cooperation with our headquarters in Stuttgart on such central topics as electrification. The spirit of Co-Creation is visible throughout the work of our colleagues and managers in India, which admirably combine global teamwork with local expertise and ideal answers for the requirements of their customer base."

#### **Besoto Starting Systems Pvt. Ltd**

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**Phone: +91 129 4007777**

Email: [angad@besoto.in](mailto:angad@besoto.in)





Mr. Rohit Saboo  
(President - CEO)

National Engineering Industries Ltd

# Artisans in the Bearing Manufacturing Business

Words by: Executives Team

Working with National Engineering Industries Ltd for 25+ years makes him a well-respected bearings maestro.

Mr. Rohit Saboo's journey within the company starts with him as the Executive Assistant to the former Chairman and renowned industrialist Mr Chandra Kant Birla, to becoming the Head of R&D and Manufacturing and finally taking over the reins as President and CEO at NEI.

#### National Engineering Industries

National Engineering Industries (NEI) was established in 1946. Bearings are machine components used for reducing friction for smooth rotation and are commonly used in the automotive, railway and industrial sectors. NEI has been a leading manufacturer and exporter in the industry for over six decades. The company exports to 21 countries spreading across five continents including the US, Japan, Australia, Germany and Brazil.

#### "It was the best learning experience for me."

Rohit graduated from Birla Institute of Technology in Ranchi and did his MBA in Rochester Institute of Technology, NY. After completing his Senior Executive Program from Columbia, he started working as Executive Assistant to the prestigious Mr. C K Birla. When asked about it, he says

"I worked with him for 4 and a half years

and let's just say that it was the best learning opportunity for me. The kind of experience I have gotten while working with him, the kind of person he is - he would explain everything to me such as explaining why things happen and he kept me involved in all the company's ventures. We had hired a few growth consultants back then for a few projects and I was involved in everything. I would say that this was a wonderful learning experience for me and I think that this was when I had matured in terms of my thinking wherein I was faster than other people at my age."

#### At the Helm

Rohit was instated as the Head of R&D and Manufacturing back in 2000, but it wasn't an easy progression, he admits. He sensed a need to change the long-established ways of the company.

"There were a lot of people and inessential practices and I wanted to improve the quality of our products," he says. He knew he wanted to change the structure of the organization to make it work towards the future without focusing on past laurels. His main focus was to ensure that the quality of their products could match the standards of any product in the world and that the

company's productivity was fully utilized. And he did ensure that these were done, regarding it as a valuable experience. They focused on spending money into research into what products and where they would be useful in the industry and the area of expertise of the people required in this process.

"We also focused on continuous quality improvement of our products by delving into established techniques such as ppam\*\* wherein the first step taken was to improve the machinery conditions to improve the optimum level & TQM concentration levels which are done to bring our process under control for the best quality of our products in the world."

"We are comparable to anyone in the world as far as quality is concerned" he confidently says. "We are also recognized as a Total Quality Management (TQM) company and we are the only company in the world to have received the Demi Grand Prize from the Japanese Union of Scientists and Engineers."

NEI is the first bearings manufacturing industry in the world to have received this accreditation. Putting aside all their business excellence, Rohit had bigger plans back then. Besides collaborating

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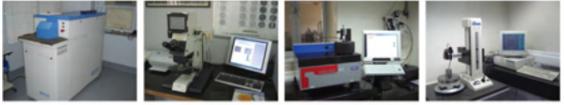
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with ntn\*\* and Branco\*\* they were keen on growing much bigger on their own.

#### Getting the team together:

"We invested money to increase our R&D capacity and got a lot of people on board. At Least 20-30% of our team members have PhDs and masters in the research field." Due to Rohit's vision, they were able to expand on their credibility.

"We did a lot of training in research with these folks and that's why we've been able to expand our product portfolio. In retrospect, these were the key things I concentrated on since 2008."

#### Growth plans amidst COVID-19

NEI is generally considered as one of the fastest-growing companies in the nation. With corona virus being the new normal in our world, most businesses have slowed down. According to Rohit, things have slowed down temporarily. He says that they plan on doubling their turnover by the end of 2025.

"We have aggressive growth plans, both organic and inorganic. Organically speaking, we will keep evolving our portfolio based on each landscape and particular requirements."

The company plans on launching an entirely new product range of medium roller bearings in the next few months.

"We are already investing almost 100+ crores in that. In the coming period, a lot of our R&D projects will be completed such as bearings for electric vehicles, smart bearings, high-speed bearings, 40 electric vehicle motors and other applications. And also some bearings for industrial applications."

**Fact: National Engineering Industries has been partnering with Indian railways for several decades now.**

"Nowadays, the Indian railway's bearing requirement has also been changing so we are adapting ourselves simultaneously. You know the vision of Make in India and Atma nirbhar right? Everybody is starting to import and we have already started supplying to Indian railways." He concludes his statement by saying that this remains the agenda for the 2-3 years. Here's what he had to say about their next course of action.

"In the next term, we will explore aerospace and the defense segment. We feel that we can contribute to the Indian defense, aerospace and space exploration

departments. Most of the bearings which are used, at least in aerospace and space exploration are imported so we want to change that as well as part of the atma nirbhar or 'self-sufficient India' vision.

#### Treading international waters

Considering the international market, 20% of their turnover comes from exports and Rohit says that their mission is to increase it to 30%.

"We have recently acquired a European bearing company called Kinex in Slovakia intending to boost our presence in Europe and we will use their footprint to grow both companies. We also continue to look for other opportunities to fuel our growth. I think doubling our turnover by 2025 is a good target for us."

#### Expansion plans and key areas of focus

"We are a company where continuous improvement is in our bloodstream, you can say. We continue to strive through and do better from what we have done previously. For example, reduce our tolerances and improve our products, we continue to respond to customers much faster than before, we continue to improve the time and efficiency of producing a bearing and we'll improve our



we provide  
**high precision steel balls**

we surround  
you  
**silently**






our presence in  
**automobile industry**





## NHB Ball & Roller Ltd.

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research ability in finding new materials, heating techniques and anything related to our industry.”

**“Our goal is to provide a really good product no matter how stringent the requirements are.”**

*Leaner, smart and completely digitized*

Being the President and CEO of a leading bearing manufacturing industry surely keeps Rohit up to date with the technology industry.

“We have embarked on our journey towards Industry 4.0 and we hope to be completely digitalized within the next three years, meaning every automation process that we do, we’ll take all our data and even digitize products such as smart bearings. These are the key areas which we are moving ahead with which will eventually make us leaner, smarter and an organization that creates value for our customers.”

It is also very apparent, not once, but several times throughout the conversation that Rohit is a proud supporter of the country.

“We take immense pride in our Make in India credential. We were the first bearing manufacturing company in India established in 1946 and we’ve

grown substantially in the last 75 years since then. We have collaborated with the best to deliver the best quality products providing immense value to our customers. What differentiates us is our focus and our commitment towards our R&D,” he says.

He further explains that they have the largest R&D setup in the country with a testing and validation facility of the best standards.

“All our customers whether Indian or international rely on us to test their products for them. This helps us mutually in the sense that we ensure our service is faster and the customer gets value-added services.”

#### **The largest portfolio of products in the country**

With more than 2800 employees and present in 30+ countries, the company has 200 million bearings and 1450 sizes in their product catalogue.

“We always keep evolving based on the needs of our customers. It’s not that we design a product and then simply produce it, instead, we tweak the product to ensure it gives the best performance

according to a customer’s requirement. As we keep adding more products, I would say that we have a much faster response time when it comes to our competitors and we hope to continue to improve our response time with customers. Another differentiator is that whatever we invest in, we always ensure that we get the best machinery and facilities in the world and our production plants and staff are the best in class around the world.”

“Our people are our biggest differentiator.”

#### **Maintaining a strong synergy with their suppliers**

The company’s first vendor base was established long ago in Jaipur where they now have a strong system-oriented structure. The vendor base is so well developed that even contemporaries use it for their products, claims Rohit.

“We have always maintained a long term relationship with whoever we work with. We had a lot of time and enough money to bring our vendor base to a world-class level. Because when we first started, most of our vendors were pretty small and some of them still are. So we invested in helping them to develop further by encouraging them to grow by giving them more business opportunities.

## BEST BEARING COMPONENTS

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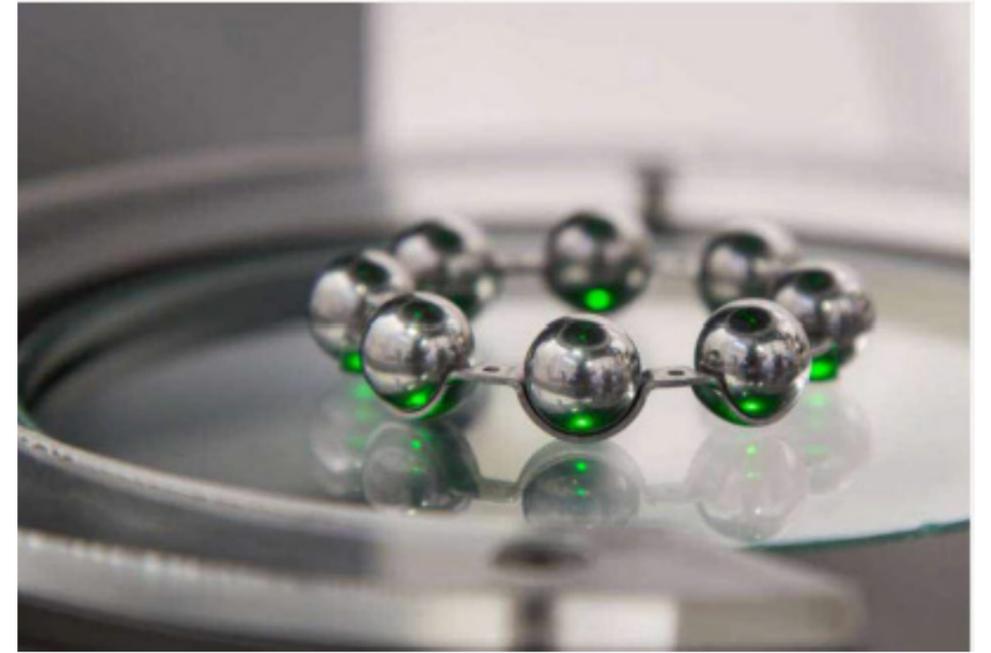


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Phone number: 0141 2771412.



We always support vendors with the right attitude and have even provided financial support when necessary.”

He further mentions that an efficient supply chain can help you with everything in business starting from a quick supply to turnover time.

“All the suppliers we have worked with for a long time. We were always very close with our suppliers and the first attribute we look at is the quality and attitude of the supplier we deal with. We do not compromise on our supplier base at any cost.”

To encourage excellence in the suppliers’ standards, the NEI Rewards and Recognition Program encourages all suppliers to meet expectations for every opportunity.

“As I had mentioned earlier that we support our suppliers, similarly our suppliers have supported us during difficult times such as during recession earlier in 2008. They had supported us. Even during this COVID time, they have supported us through April and May and in turn we supported them but this creates a great synergy between us. Because we invest a lot of our energy to teach them productivity and quality improvements, TQM, etc. Whatever we have learned we try and pass it on to our vendors. So they appreciate that.”

“I have the confidence that our suppliers would choose us over our competitors.”

Insight into their critical supplier strategy  
“All of our suppliers, whether small or big, whatever they supply would eventually be for our customers, but of course, there are some

suppliers who just because of their sheer size we may be more dependent on them. I would say that there are around 15 suppliers who we are quite dependent on in terms of critical suppliers,” he notes.

#### **A key message to all**

It is quite evident that Rohit’s driving vision has ushered the company to the position it is at right now. Before signing off, he emphasized on the importance of taking this time to analyze and adopt to the current environment.

“Since everyone is currently in survival mode due to the pandemic, I would say that this is the time to press the restart button, in the sense, analyze the entire supply chain, remove the waste and become more lean and efficient so that whenever the situation becomes normal, you’ll be in a position of a much stronger company and you’ll revive much faster than those who have a higher base or cost structure. This is the time of thinking and innovation and also executing things. We may have to make difficult decisions or do something slightly out of the ordinary, but I think the world as we know it has changed and we have to be very well prepared for it.” he explains, speaking like a true industrialist.

A KEY MESSAGE TO ALL



**Dr. Vivek Talulikat**  
(CEO)

**Global Gleneagles Hospitals**

# Touched by transplants: The gift of Life

Words by : The Executives India

Pioneering itself in multi-transplant operations in the country, Global Gleneagles Hospitals has come a long way from its initial establishment.

With its presence in Mumbai, Chennai, Hyderabad and Bangalore, and a bedding capacity of over 2000, the multi-specialty group of hospitals also offers tertiary and quaternary healthcare services.

Dr. Vivek Talulikat, CEO of Gleneagles Global Hospitals gave us a first-hand view of its progression and breakthrough as one of the leading multi-organ transplant hospitals in the country.

Before coming to Global Hospitals, Dr. Vivek was the Executive Officer and Chief Operating Officer of Sterling Hospitals, which has 6 hospitals, including two cancer hospitals and four multi-specialty hospitals spanning across Gujarat. When asked why he made the shift to Global hospitals, he said that he considered the role quite challenging compared to his previous role where he had been COO for the last 7 years.

"Global Hospitals was a big change for me from Ahmadabad to Mumbai. Heading a hospital in a metropolis is a different challenge altogether. I already knew that Global hospitals was a transplant dedicated hospital being very well known for its transplant operations. When I came here the hospital already had a solid foundation and I think it

was also one of the busiest transplant operating units in the city and western India. The first thing I felt was that the foundation was good enough so we could start something new."

Global hospitals were already known for their liver and kidney transplants back then. Dr. Vivek had a clear goal in mind to expand the hospital's portfolio and was able to bring in a lung transplant team successfully within the first three months of his undertaking of the hospital as CEO.

The first lung transplant in Mumbai and western India took place in Gleneagles Global Hospitals in 2019.

Since then, they have successfully conducted around 14 lung transplants, he says, till the pandemic slowed down their progression in March.

"It was a new edition of organ transplants to our hospital services and it was something that this part of the country did not have access to. People used to go to Chennai for this and now it has been made available over here as well. Apart from this, we also do heart transplants by then and so it kind of became a multi-organ transplant centre doing all sorts of

transplants in Mumbai."

During May of 2019, the hospital started a Pediatric Liver Transplant program for children. Previously they had been more focused on the liver program for adults, however, this new venture garnered a lot of attention he says, with 13 successful transplants amongst which the last three surgeries took place between May and June.

"Despite the ongoing pandemic, we were allowed to continue the pediatric liver transplant operations considering it was an emergency surgery for children. Thinking back to it, the existing lung transplant program, adult liver transplant program and the current pediatric liver transplant venture was great for the positioning of our hospital in the city. As of The first lung transplant in Mumbai and western India took place in Gleneagles Global Hospitals in 2019.

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“Despite the ongoing pandemic, we were allowed to continue the pediatric liver transplant operations considering it was an emergency surgery for children. Thinking back to it, the existing lung transplant program, adult liver transplant program and the current pediatric liver transplant venture was great for the positioning of our hospital in the city. As of today, we are known as a preeminent transplant centre and doing the highest number of liver transplant operations in India and the only transplant centre doing lung transplants in this part of the country since last December.”

He also mentions that they were the second hospital in Mumbai to add a pancreatic transplant team in their hospital. He concludes saying that the transplant program has lots of potentials and considers himself lucky to be part of its progress. Besides the transplant programs, when asked about his other ventures, the CEO had an effortless response,

“Apart from transplants, I think that one of the things I could successfully do over here is to establish a pre-eminence for the hospital as a centre known for critical care. The city hospital capacity is around 56 beds in the ICU and we could convert the beds and drive business out of it because we started getting preeminence in the city. There were a lot of good cases giving us recognition, and I had to ensure that these case stories were put out to position ourselves in the centre of referral for critical care and emergencies. We can help because now during corona virus pandemic times, we have one of the lowest mortality rates in the city,” he states confidently.

Giving credit to his critical care team,

he says that they were the only ones working in the hospital when the pandemic started. The critical care team stood by like a rock, he says, to ensure that they could come out on top with successful stories of patients coming out of the ICU and ventilator which he mentions, was a huge fear especially in the beginning of the lockdown.

“When you are put on the ventilator there is a huge chance that you will lose your life. We’ve had 16 mortalities so far out of 500 covid-19 patients who were put on the ventilators. But the fact that you could see that ventilated patients including elderly people who were getting out of the ventilator and going back home- now that was a sight you could see. That’s another thing I think has been great for me. I focused on critical care and it worked right in time during the pandemic. We were well prepared for it when it came.”

When asked what was the next specialty the hospital would concentrate on, his answer was neurology stating that a top neurologist, Dr. Shirish had joined their team last year before the start of the pandemic. Dr Shirish M Hastak is the President of the Indian Strokes Association and the Mumbai Stroke Society. Admitting that the neurology department is still in a nascent stage, the CEO states that there are a lot of interventions in their stroke work which has allowed them to recover patients who approached the hospital within the four-hour time frame and immediately undergone surgery.

Interestingly, the company’s growth plans within the next five to six years seem to be leaning towards oncology.

“The growth I perceive for the company is to get into oncology. That is the only specialty that is missing in our centre. We’ve come across all kinds of transplants including buccal transplants, the only thing which is missing is for oncology. We do surgical oncology and medical oncology but radiation is a missing piece and if you understand oncology well, then you would know that a patient gets an all-round treatment when he comes for oncology. But in the absence of radiation therapy in our hospital, we are not able to go fully strong in this department. Our location is just 800 meters away from Tata hospital. Being so close to a premier institute in the country and not being able to provide treatment

in this is something that I’ve always had a feeling to change and our board has decided to move on with this once everything settles down a bit during this pandemic. Our hospital has 16 floors out of which 13 are functional at present. We are hoping to fill up the floors with this venture to mix up medical, radiation and surgical oncology. This way we will have come across everything that is in the modern medical field as of today.”

The company seems keen on investing in oncology in the next two to three years and hopes to be full-fledged in it by then.

#### **What sets us apart from the rest**

Gleneagles Global Hospitals has always been a strong player in the healthcare industry. It is considered to be a premier institute in terms of its hospitality, clinical stewardship in its transplant operations, critical care and even in out of the common specialties such as nephrology, hepatology, etc. Dr. Vivek says that the hospital is quite known in its circles for its outstanding patient service.

“Our ratings on Google are at 4.6 today. Which is a clear indicator of standards in terms of our service. The focus has always been in providing the best of clinicians, the best of clinical care to the patients, along with the medical and nursing team. Whereas a backend team offers support for other operations such as housekeeping, patient care services team, etc. The aim is to provide service related choices to the patient and the attendant so that we can provide an overall holistic care experience.”

The company realized that most hospitals either concentrate on clinical or non-clinical care. There was always a huge lack of focus in the service-related sector. The CEO knew that they were already on par with the clinical standards of patient care due to their exceptional team of notable doctors. However, service quality was not well defined. And so, from a 4.1 rating on Google back in 2019, the hospital was able to push itself to 4.6. A remarkable advancement indeed!

“Google is a third-party rating system. At the time of discharge, our team feedback is good or bad we would be rated on a third-party platform. We have consistently moved up the ladder in the past one year. And today at 4.6, I would say if we compare with any other

# GOOGLE IS A THIRD-PARTY RATING SYSTEM

hospital in Mumbai, we are one of the best. I constantly try to know where we stand in the market and when I see hospitals of this big size, we are one of those which have the highest rating for 4.6. It just proves that our operational team is doing well.”

The team concentrated on specific areas which were crucial to the patient such as the discharge process wherein the patient gets discharged as quickly as anticipated, once the doctor has given them the green signal.

“We do know that certain things are not in our hands especially with insurance and corporate patients where we wait for approval from third parties. Nowadays we have started setting the expectations quicker in advance. So we tell the patient about the status of their approval and how much time it usually takes to be discharged. So by this, we are at least able to manage the patient’s expectations. So the discharge process is a big thing that we have focused on to bring the time spent on it down as much as possible.”

#### **Unlocking values with vendor relationships**

Gleneagles Global Hospitals is a part of a larger group called Parkway Pantai, a fully owned subsidiary of IHH Healthcare. The hospital in Mumbai acts as a part of the larger group. Most of the vendor engagement is done at the corporate level according to Dr Vivek Talulikar.

“The corporate team handles the vendors from the backend and they do rate contracts, while we do the negotiations. And I would say our job at this level would be to maintain the relationship with the vendors as well as make sure timely payouts are done. There were times before the pandemic when we have had to do transplants at every time of the day and night. We were constantly connected with our vendors and suppliers for equipment and for even transporting organs at emergency times and very short notices. We have even harvested organs as far away as Sholapur and brought lungs to Mumbai and implanted it in a patient waiting for a transplant at our hospital. We have also implanted organs from Chennai and brought organs by flight to Mumbai and implanted it here. All this is only possible because of our relationship with vendors and their support. So a lot of our operations are based on direct relationships with them and a lot has to be done via the corporate team which manages the relationships and we as a team directly manage the direct personal relationship with our vendors.”

Admittedly, things have slowed down in the last two months due to a severe crunch of cash

flow resulting in vendor payments getting delayed. However, all of the vendors were personally informed about the shortage and payment plans and fortunately, most of them have supported them during these dire times.

“Thankfully almost everybody has supported us during this time. Even today most vendors will ask you to pay in cash before delivering the supply because the times are very tough today. All materials are hard to get, especially the high-end drugs related to corona virus. They are very less in quantity and hard to find but our vendors have been supplying it to our hospital on a phone call. The main aim is for the company not to collapse during these difficult times. As they say, the ship should reach the shore before collapsing.”

With that, he remarks that his job as a CEO is to ensure that the hospital continues and they sustain this pressure while ensuring that everybody stays on the ship without losing jobs.

#### **Insight into their critical suppliers**

Speaking of their key suppliers, there are at least 10 critical players who supply around 70% of their equipment on the purchase and supply aspect according to Dr Vivek.

There are also vendors on a contract basis for housekeeping, equipment assembly, security, laundry, etc., which is very important for the hospital to run smoothly without any hiccups. Relationships are maintained directly with these critical suppliers who also report to the Head of their respective department so that the workflow does not suffer at any cost.

#### **The Standard of Quality**

The corporate team at Gleneagles Global Hospitals handles most of their purchase and supply chain vendors considering rate and quality of the equipment, etc.

On the contractual side, they have a tender process system which mentions the requirements, eligibility, criteria and expectations from the company’s side to the vendors. All the bids pitched in by the vendors are reviewed by a tender committee team in the corporate team at Hyderabad where all the bids are channeled along with being presented to respective department leads. Global hospitals ensure that the process is ‘followed to a T’ in Dr Vivek’s words, to ensure that the best option and rates are applicable for the hospital.

#### **Key Business Message**

“We have reached a stage where the covid-19 pandemic has created a new normal for all of us. With changing times and a changing



environment, I think healthcare would undergo a dramatic change when the fear settles down. It would still say that there would be a general fear among people while entering a hospital. I can confidently say that as a hospital we have cleared the market in both covid and non-covid areas with very clear separate entries for both as well as staff up to that level. We do not mix anything. With the new normal being covid staying here for the next 6-12 months. It is not going to go away anytime soon. That said, the biggest challenge in healthcare would be to ensure to the public that they should not avoid hospitals for their healthcare needs just because of covid. I have seen patients in the last 2-3 weeks who were so late to come that they already lost precious time because of the fear of the pandemic. There are hospitals as of today besides our hospital which are functioning and also have very clear market between covid and non-covid patients. We ensure that the transmission of the disease does not happen.

As we are entering a new stage in the pandemic a lot of new processes are coming up because we as a hospital cannot afford to have everything piled up in a single place believing that patients can handle everything. I think going forward you will see a lot of collaboration between hospitals in the city, irrespective of which group or organization you belong to help each other to at least move forward and provide sufficient healthcare to the rest of the city. And Mumbai, we have seen it being a big hotspot in the country and so, we have collaborated with other hospitals in the last three months to ensure that patients are getting beds and the best of service. Going forward a lot of public and private partnerships would come forward to ensure that healthcare would be a big focus for everyone. The Covid pandemic has woken all of us."

• Monika More met with a local train accident (gap trap victim) at Ghatkopar, on January 11th 2014. There was complete amputation of both her hands at the level of the proximal forearms.

• She was taken to a local municipal hospital at Ghatkopar primarily and later shifted to KEM Hospital, Parel.  
• Her hands could not be replanted due to delay in reaching the hospital. The amputation stumps were closed and partly skin-grafted.

• There was a widespread outrage in the media following the accident. Social activists protested against the wide gaps between the platforms and the train foot step.

• Monika was rehabilitated by providing her with prosthetic limbs from Ottobock company.

• She completed her college education with great difficulty and help from her family and friends.

• She soon realized that the artificial limbs were not of much use. They were actually more of a burden for her. It was not possible to perform any useful work or activity with the prosthesis.

• She would use the prosthesis only for social reasons. For performing any activity, she would have to remove the prosthesis and use her remaining amputation stumps.

• Monika and her parents consulted me in August 2017. I informed and counseled them about Hand Transplantation. She was an ideal candidate for the surgery. She and her family were willing for the surgery.

• They came back in a few months and got all the investigations and assessments done.

• She was registered with the ZTCC and was on the waiting list. Meanwhile the family was trying to gather funds for her surgery.

• Unfortunately, in January 2019, Monika's father expired. He had a prolonged kidney disorder which worsened suddenly.

• The family was still trying to gather funds for the surgery.

• Finally, on Thursday, 27th August 2020, there was an organ alert from Chennai. The donor blood group was O -ve. Monika's blood group was O +ve.

• The transplant coordinator from Global Hospital went to Chennai along with a blood sample of Monika.

• The cross-match was done and was found to be favorable. The hands were harvested and were carried immediately by a chartered flight from Chennai to Mumbai.

• In the meantime, Monika was admitted in the hospital and her blood tests were conducted.

• She was wheeled into the Operation theatre at 11.30 pm. General anesthesia along with bilateral supraclavicular blocks were administered.

• The surgery started at 1 am (on Friday, 28th August 2020). The surgery was completed at 5 pm. Total surgical time was 16 hours.

• The patient was stable throughout the surgery. She was shifted to the transplant ICU for post-operative care and monitoring.

• She was extubated on Saturday, 29th August 2020, at 2.30 pm.

• She has been stable in the post-op period. The vascularity of the transplanted hands is well maintained.

• Total 12 hand transplants have been done in India- Bilateral -11 and Unilateral-01. Among 11 bilateral 10 were successful and 01 failed. Amruta institute- 7, Pondicherry- 2, Chennai- 1, Pune- 1(fail).

• We are not only the first hospital in Mumbai but also the only private hospital in the country to have done a successful Bilateral Hand Transplant. This is the 10th bilateral hand transplant of the country and all the rest have been done in trust or government funded hospital / medical colleges.

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**Mr. Anantha Padmanabhan**  
(Managing Director)  
**Alfa Laval (India) Limited**

# Manufacturing Locally, Acting Globally:

## Alfa Laval (India) Limited

Words by: The Executives India

Alfa Laval is a Swedish company that has been a supplier of high-quality products since 1883.

The company's vision is to create better living conditions for people every day and its key areas of technology include heat transfer, separation and fluid handling. Alfa Laval products are recognized throughout the world today with sales in more than 100 countries. Alfa Laval came to India in 1937 and has been a key player in several Indian segments including pharmaceutical, oil and gas, energy, steel and metal, sugar, food processing, pulp and paper, distillery, edible oil processing, brewing, starch, effluent handling, inorganic and the marine industry.

Mr. Anantha Padmanabhan has been working with Alfa Laval for almost 35 years. After leaving India to manage the Middle East and African regions of the company in 1991, he returned to be appointed as the Managing Director of Alfa Laval (India) Limited and Cluster President for India, Middle East and Africa.

"It was a dramatic change," he says when he came back to India from abroad.

"It was a great opportunity for me and even Alfa Laval India changed a lot in these years in terms of its competent manufacturing capability, its reach

and its presence. That is what the best experience was for me when coming back to India. I could do something different from what I had learned outside the country."

Alfa Laval's range of products can be found in anything related to the manufacturing industry. With a huge investment in R&D, there are at least 25 to 30 product launches every year.

"We have a presence in everything ranging from capital equipment till nuclear power plants. We have core products and engineering systems and plans which cover the entire structure. But being a capital equipment company, the growth and development of the company, up to an extent, is our connected economic growth in the country. I am a sworn believer that any progressive company should grow faster than the economy. That is the way the company and its people will grow and that is how the development will happen in the organization. So there are plenty of opportunities in this country even during these difficult times."

2019 was a difficult year for the economy, he states. The first two years after being appointed were very good, but in 2019

the economy started going southwards. Despite that, they were able to deliver positive growth for the company.

"2020 is a tougher year but we hope that we do better than the economy. But if you look at the future, the future is tremendous. There are a lot of fantastic opportunities out there."

### Delving into their key business divisions

The company is a major player in the food processing industry in the country for both core products and engineered systems. Other industries include biotechnology and pharmaceutical industries where they supply critical electric plants including equipment used for vaccine processing. Besides these, the general manufacturing industry, chemical industry, infrastructure-related industries and the alternate power industry are areas where the company is expecting growth.

"Another area where I expect to see an acceleration of growth is the defense industry. We supply critical equipment to the aerospace and defense industry."

The company is truly flag-waving in the sense that they have been manufacturing everything in India for

the last 80 years. Due to past regulations, the company had an option to leave the country and opted to stay and continue manufacturing in India.

"During those days we were not a private limited company, we were only a 40% owned company of a group, but we still managed to play a major role. For example, if you look at the White Revolution which took place back then, related to milk processing, we played a key role in bringing international technology into that area. From manufacturing the equipment over here till its execution in India itself. As of today, we are manufacturing in India for our country, but depending on the year, anything between 30-40% of what we



The company's petrochemical complexes in the Middle East are larger than the Reliance Industries facility, which is said to be the largest one in Asia. He concludes by saying that the scale of operation is much wider on an international level with a team of managers respectively in Africa and the Middle East but there's also a close connection.

#### Key areas of focus in the next 12-18 months

Customer service has always been the focal point for most companies.

make each year is exported worldwide.

They also have an engineering centre in India for global food processing projects. India is considered to be a huge market and he seems to be very optimistic about the Indian market.

#### Differences between India, the Middle East and Africa

Mr. Anantha Padmanabhan took the helm as MD, Alfa Laval India in 2017. Speaking about his experience in these distinct zones, he says there are a lot of common things as well as differences. There is a very large population of Indians mostly in the technical field, he observes, in both the Middle East and Africa. Over the last few years, the

Mr. Padmanabhan asks, what does a customer need in the current scenario? Service and support are a gradual process however, customer service has always been an area that Alfa Laval focuses on, he insists. In that prospect, they increased their service presence by getting a lot of qualified engineers on board and upgrade their technical expertise.

"We moved our service team of engineers closer to our customer bases instead of keeping them in our regional offices.

quality of the Indian manufacturing industry, i.e., their products have been exceptional in the market.

"We also undertake engineering projects from India for the Middle East and Africa in the food and vegetable oil processing industries amongst other industries. The projects are engineering and manufactured over here and then exported to these countries. From a business point of view, it is different.

Particularly, if you look at the Middle East- the operations are done on a larger scale. There are fewer plants but with larger capacities when compared to India which has a large number of medium and smaller sized plants and enterprises."

The intent was to be able to respond to our customers sooner. Each engineer is assigned an area of around 200 km radius from their location so that they can effortlessly reach the customers and solve the issue quickly. Depending upon the need of the hour, the engineer would be travelling either daily or weekly. We need to take care of our people, that's what we believe in."

Today, during the covid-19 scenario, the company is on a journey towards digitalization, but Mr. Padmanabhan

## DIFFERENCES BETWEEN INDIA, THE MIDDLE EAST AND AFRICA

says that this has accelerated it. The focus for the next one and a half years is to increase the digitalization in the service offered by the company. He calls it 'connected services'.

"In connected services, there would be two divisions. The first one would be a virtual reality experience for the customer where they can see the product and be advised to go through troubleshooting and maintenance of our equipment by contacting our office. The issue can easily be resolved in 1-2 hours without travelling to the location. It saves a huge cost and overcomes the current travelling restrictions. This is the first half.

The second part of the connected services has already started. We deliver equipment with necessary features in corporate equipment so that we can connect the equipment and monitor it remotely. This is called predictive maintenance wherein we are not only maintaining the equipment but also ensuring its constant performance."

The ongoing pandemic has put digitalization on a pedestal and changed the way companies are interacting with customers. The same goes for Alfa Laval, according to Mr. Padmanabhan who considers this to be a high priority.

"Digitalization doesn't mean just bringing in technology, it is a change in the way we work. It's a transformation. The advantage we have as an engineering company is that we also have a sales team who sell our products. A big step would be the transformation of sales and service into digitalization."

#### Keeping ahead in the market

The company spends a huge sum of money on research and development, according to Dr Padmanabhan. R&D is done at a group level. He says that almost half of their revenue goes into this field. The company had recently launched new products both in India and internationally.

"We are introducing new technology and markets here. But in reality, our competition, people whom I would consider as our competition which is necessary they are also not keeping quiet. So what differentiates us from other competitors? We are continuously working on the competence of our people. Our people of service or sales are actually like partners to our customers. They are trained to understand the requirements of the customers and they work with them very closely. If I look at the purpose of Alfa Laval, we are submitted to creating better everyday conditions for our people and helping our customers become more productive, more energy-efficient and more competent in their

business."

Self-sustainability is another core value of this corporation. Mr Padmanabhan explains that as a core value, they have certain ways in which they utilise energy to manufacture or shipment of a product. Most of their products are offered as a technology and solution where they produce the requirement and deliver it.

This decreases the overall energy and water consumption in the industry. "That is what we are valued for," he says.

Industries in which these technologies are used include the sugarcane industry wherein the company supplies the equipment for the sugar processing plants. As sugarcane is one of the largest consumers of water, it is not recommended to be grown in parts of the country. However, the company's high performing system allows the water to be recycled, thereby directly contributing to sustainability. Similarly, the company supplies equipment for dewatering sludge and wastewater management. The equipment used to dewater sludge known as decanters are processed in these plants. Alfa Laval is the largest manufacturer of this particular equipment in the country. Approximately 50% of what they manufacture is exported across the world.

#### The company's brand value

Brand value is extremely important at Alfa Laval. Particularly when dealing with certain countries, says Dr Padmanabhan. Considering Asia, the Middle East and its surrounding nations, business ethics is of utmost value in keeping the brand value high.

"Your company can have amazing products and good solutions but business ethics is a necessity. It does not just mean how transparent you are, but also how loyal you are.

As a company, we don't walk away from products in terms of equipment performance and the solutions that we deliver.

When you work in industries which are related to processing, particularly when it is natural products, sometimes what you expect may or may not be the result as planned. There could be differences in what you expected and what you may deliver. But with us, there is a commitment from the company's side always wherein we deliver the product or project we have up taken. We always ensure that it is delivered. And that is the history that Alfa Laval has and we have been carrying it since then. Of course, it is a very old company and very strong foundation but I would say it is



our commitment to our customers- even staying with them if something goes wrong and making sure that we fix the problem and arrive at a solution, that is what has built the trust and confidence of our customer base.”

#### Supplier relationships

With a base that has been in operation for the last 80 years, the organization has a strong foundation of suppliers.

“Suppliers are the backbone of what we promise, convert and deliver to our customers. We outsource a lot of our fabrication work and also components supply. The good thing is, we have nurtured and supplied a strong base in India. We work with them very closely and listen to them and we work with a very strong but not a very large supplier base. These guys can deliver quality and also follow the safety, health and business procedures. So it is not that we move suppliers. We believe in a long term relationship with our suppliers. Our suppliers have been working with us for many years. That doesn't mean that we don't evaluate them or challenge them or even change them. But we work with them very closely. We support them in improving their technology, health and safety standards. And I would say one of our biggest strengths is that we make payments on time. Possibly, we have

one of the best markets out there where suppliers are concerned,” he concludes.

#### Making customer relationships work

Similar to their relationship with suppliers, many of their customers have lasted throughout the years. Dr. Padmanabhan says that Mr. Azim Premji, well-known Indian industrialist visited them recently.

“We have worked with his father's family before they started their journey into the IT industry. That was in India during my first stint. Even today we work very closely with them. There are quite a few customers like JSW, Biocon, etc.”

Reaping the benefits of strategic partnerships Predictability and quality of the product is a direct benefit of strong relationships between the suppliers and the company, according to Dr. Padmanabhan.

“We don't waste time in just inspecting once we have developed a product. We are very sure that quality is maintained. This reduces the risk of last-minute rejection which will have a big impact on the delivery time for our customers. That is one strong area and number two is the predictability of the costs. You won't have surprises. You know the cost.

As there is a strong relationship between the suppliers and us, they understand when the market is in difficulty, in fact very evidently during the covid days. We as a company were given special permissions to run the factories because we were supplying equipment to critical industries such as pharmaceutical and defense.

But then it is very clear that we cannot run without our suppliers running. Fortunately, they were ready to support us and it is that strong bond that helps us overall. They are almost like partners to us.”

The company has at least 40 to 50 suppliers who are crucial for its ever-growing progress.

#### Key Message to everyone

A visionary in the manufacturing industry, he has been with Alfa Laval during its climb up the ladder. His message to all during the pandemic is to stay together, talk to each other and contain it as he expects the pandemic to last at least till 2021.

“To our suppliers, I would say we need to be together, to understand each of our challenges, work and support each other to ensure that we don't stop production. That is what our country needs to do”.

# WHEN HITMAN HITS

## Rohit Sharma



His journey has been a topsy turvy one. He has seen failure, a lot of it, in his early days. He has been a disappointment in the yesteryears. And then he has followed it up with success at an alarming rate. The stuff he has achieved within a short time is unimaginable.

If Rohit Sharma's era can be divided into 2 parts, it would be pre 2013 and post 2013 era. The pre era would consist of a talented batsmen being delivered a spoonful of opportunities and still failing to rise to the occasion. It wasn't easy for him to break into the team which boasted of yesteryear greats. But then he got the chances and spilled it at a consistent basis. Every time he went out of the team, he would deliver some strong performances in the domestic tourney and be brought back to the national side.

Many would've thought his exploits in the CB series 2008 might have sealed the deal for him. However, that wasn't the case. It's not easy being an in and out person in the team. Playing a game with the fear of being dropped in the next. This in and out process continued until

another masterstroke decision by M S Dhoni changed his career for the better. The Captain Cool promoted him as an opener, an opportunity which Rohit Sharma grabbed with both his hands.

When Sachin Tendulkar scored 200, it took the world apart. While people imagined the possibility of someone scoring 200 in a game, they would've never imagined someone going bonkers and scoring 264 runs in a game. At most grounds, it would be a winning total and Rohit Sharma did it all alone. To top that, the Sri Lankan innings failed to match Rohit's total in that game. And he didn't do it once, he did it thrice. Though, I've my own reasons to believe that his 209 knock against Australia stands right at the top.

If someone told me in 2011 that Rohit Sharma will score 10 hundreds or a single double century or a test debut century, I would've had a better chance of believing that 'the earth is flat'. But this is how Rohit Sharma is. Unbelievable. His transformation is certainly on par with Bruce Wayne's transformation to

BATSMAN.

Often Rohit Sharma is criticized for not stepping up but if you check on the stats, after Virat Kohli, he has been India's most reliable batsman. Talent is surely one word he hates, so we'll use the word blessed. The 30 year old batsman is blessed with style in his rampage strokes. His crickering shots are so beautiful that I can totally imagine bowlers going awestruck inspite of being hit out of the park. For someone who has proved to be an assassin to the bowlers, he's rightly called the HITMAN.

I've been following Rohit Sharma since the start of his career. While I may have not been an admirer in his initial days, I've been a part of this expedition. It was a breathtaking moment as he walked out for the toss against Sri Lanka. From being a player pushed into the team on the basis of his capabilities, to captaining the Indian team a decade later, this journey has surely been incredible to say the least.



**Dr. Rajendra Patankar**  
(Chief Executive Officer)

**Jupiter Hospitals**

# Patients First

## Jupiter Hospitals

Words by: The Executives India

Jupiter Hospital is a well-known hospital brand that follows the 'Patient first' ideology. The group has hospitals located in Thane, Pune and Indore.

Dr. Rajendra Patankar was recently appointed as the Chief Executive Officer of Jupiter Hospital, Pune. Executives India Magazine was able to get a glimpse of how the journey has been for this experienced personnel as he took up this role of authority.

Jupiter Hospital was established over the last two decades in Thane. To cater to the ever-changing healthcare needs of the public, the organization decided to expand itself and commissioned a beautifully designed, star rated BEE (Bureau of Energy Efficiency) building with capacity of 375 beds spread across 10 floors at Pune. The management was focused at creating a functionally and artistically future ready hospital structure with 'Patient' as the focus.

Dr. Rajendra has previously worked at Nanavati Super Specialty Hospital, Mumbai for almost 6 years, especially during its turnaround process. He has also worked with other leading and prominent Hospital Groups like Hinduja Hospital, Manipal Hospital, Fortis Healthcare, Aster DM Healthcare and Surya Child Care. With more than 20 years of experience, his operational excellence seems to be exactly what the organization needed.

"I felt that my role in Nanavati Hospital back then was fulfilled and I could play a bigger role in developing the new facility at Jupiter Hospital, Pune. This facility is a delight for any hospital Planner and administrator. One finds this as one of the best-designed and futuristic hospitals in this country at par with International Standards. As a student of Hospital Administration & Planning, one is impressed to see how the fundamental process of - 'Design follows the function' is clearly embodied in its entirety. That is what exactly you can see over here. For me, the functionality of the property is most important. The design comes later. The overall space planning along with the logical functional flow of various departments is a delight for any Hospital Administrator to manage or for any patient to experience. The design of this hospital gives an insight on the vision of the promoters where patient and quality comes first.

### Growth Plans

The organization intends to expand in delivering Tertiary & Quaternary level of healthcare and is focused to provide clinical services in areas like Solid organ transplants including Kidney, Pancreas, Liver, Small Intestine, Heart & Lungs and Bone Marrow Transplant.

"I am happy to share that we have done the first living donor small intestine transplant for a post Covid patient in the country". We have an experienced multiple-organ transplant team supported by dedicated Transplant Anesthetists and Intensivists which does transplants at Jupiter hospitals between Pune and Thane.

As of now, in Pune we have 250 operational beds and have plans to further operationalize additional 175 plus beds to service the needs for delivering advanced but affordable clinical care to the people in this region."

### Clinical Management

In the healthcare industry, clinical management is of utmost importance. The group aims to create Centres of Excellence in not only organ transplants but also in areas like Oncology, Joint replacement & orthopedics, Neurosciences and Renal sciences. The hospital at Pune has one of the most advanced setups for handling Cancer Care supported by State-of-art technology and experienced and skilled hands as stated by Dr. Rajendra Patankar.

The hospital boasts of robust Infection Control practices led by one of the best experts in the industry. With a clear

# STRATEGIC PARTNERSHIP WITH THEIR SUPPLIERS

objective on Clinical Outcomes and as an NABH accredited hospital, the whole journey of excellence is driven by Quality focus at its core.

Furthermore, they are one of the only hospitals in their region to conduct pediatric cardiac surgeries. The hospital has a dedicated Pediatric Cardiac Surgery Unit supported by an advanced Pediatric Cardiac Intensive Care Unit which is often not found in most tertiary care hospitals in India.

## Management Calibre

Dr. Rajendra says that it is important to focus not only on the healthcare delivery on the ground but also try and create a right listening in the community you serve. In the current times there should be a lot of focus on changing the perception about hospitals. This is possible by harnessing the possibilities provided to us by Technology. Digital Marketing has emerged as a successful way to reach out with a clear objective to create awareness about the hospital, the infrastructure and the clinical programs that it conducts.

“Unless we ensure that what we are doing is visible to our users and people around, we can't grow, it won't help. To achieve to be one of the well-regarded hospitals, it is important that our patients perceive it that way. So, one key focus is to use digital marketing to its maximum extent to ensure that we reach out to our community and the right people. Hospitals are a quintessential need of any community and that's why it is important to be connected with them directly”.

There are different modalities through which they try to reach out to people, according to him. On the internal side, the hospital has a systematic and protocol driven management rapport between its group hospitals. Any development, clinical or non-clinical that happens within the organization is passed on through that channel for the benefit of the entire group.

“In the current Covid times, it is very important to ensure that we stay afloat and steer the hospital's ship as currently the whole healthcare system is going through a lot of turmoil. There are a lot of issues concerning occupancies at hospitals as elective surgeries get postponed and patient foot falls goes down due to the fear and apprehension of infection. On one hand the footfalls are reducing however on the other hand the costs have either remained the same or increased because of the additional requirements for handling Covid related processes and protocols. The most important thing for any organization is to maintain and manage its cash flow while ensuring that we are always in line with the latest technology to attract the best talent and create robust clinical programs.

## Operational Excellence at Jupiter

Jupiter Hospital's tagline says 'Patients first', which is something that Dr. Patankar and the rest of the organization firmly believes in.

“For us, our patients are the fulcrum around which the entire ecosystem of the hospital exists”. It is important that everyone in the organization has their objective aligned to this philosophy. Living this philosophy, we had a brainstorming session to create something called 'Patient Touch Points or PTPs. We've identified a list of more than 150 PTPs covering the entire journey for a patient right from the time when a patient decides to call the hospital, to physically reaching the hospital, the OPD consultation or during the admission and discharge process. The clear objective was to identify and create a compassionate and caring healthcare delivery at various levels where the patient interacts with the hospital during the entire journey.

## Strategic partnership with suppliers

Commenting on the supplier relationship with the organization, Dr. Patankar said that they have a centralized function which handles supply chain for the group hospitals. As a best practice,

vendors are signed on a rate or yearly contract.

“The centralized function helps us to create a seamless flow of material across all hospitals. Conventionally and especially in the current times, it is important to optimize your costs by using the best practices in supply chain management”. It helps in optimizing your SKUs without compromising on quality. On the importance of a healthy relationship with key suppliers, Dr. Patankar tells us that the Pune hospital had an unfortunate incident last year due to excessive rains.

“There's a river behind the hospital and unfortunately due to heavy rains, there was a flood situation. A lot of our equipment installations including the diesel generator, Oxygen Plant, CSSD autoclaves, Chiller plant, UPS and many engineering equipment were submerged under water and had to be replaced. In a matter of 3 to 4 weeks, the entire basement was cleaned up and all the installations were replaced and returned to normal functionality. Normally, it would have taken about 6 months for such setup and installation. However, we were able to re-start our Linear accelerator, equipment for Radio therapy which was also damaged due to flooding in less than 3 months after the incident. It was possible because we have built good relationships with our vendors across the spectrum, whether it's the engineering or medical equipment. We treat them as an extension of our entire healthcare ecosystem. Cultivating good relationships with vendors can inspire them to go out of their way & make things right. If you work in good faith and trust with your vendors and suppliers then they will be more than willing to be a part of your growth and success story.”

Dr. Patankar considers his staff as internal customers and the vendors as their external customers. Both of them are very important to ensure that the ecosystem runs and progresses, he mentions. Since the critical equipment

## ENLIGHTENMENT

supply, biomedical supply, imaging equipment and other major equipment have high energy consumption and require high capital investments, the vendors are made to ensure that the equipments are functioning 24\*7. This has a key impact on hospital's ability to meet patient needs & deliver quality care. Therefore, there is always an effort to maintain lasting relationships with key vendors or suppliers.

## Key business message

“I think the most important message is to be patient-centric and focus all actions keeping the patient in mind.

In order to run the hospital successfully and take it to the next level, it is important to create an impactful experience & positive outcome for patients. The hospital staff & infrastructure has a major role in ensuring patient satisfaction at every touch point. We collect an SMS based feedback to ensure absolute unbiased & unfiltered opinion on our services, people and infrastructure of the hospital. It helps us to be agile and continually improve. We always ensure to act upon every suggestion given in the feedback & revert to the patient. It is very important to complete the loop of communication.

In majority of the organizations, not just in healthcare, there's always a huge gap in communication between customer and organization. So every feedback is addressed in a very systematic manner and within a certain amount of time. If a concern is not addressed, then it must be escalated.

We are also very keen on getting feedback from our vendors for all the processes that we follow. We believe in building a culture of open & transparent communication.

Dr. Rajendra Patankar has proven time and again his knack for creating valuable relationships in the healthcare sector and promote clinical excellence for the hospital's development and his vision is leading the way to provide a great patient experience.



**Personalized treatments**  
Highly competent team of experts offering customized treatments for better prognosis.

# Growing uncertainty for exporters of Cotton Textiles

Words by: The Executives India

Mumbai, 16th June 2020 : As per data released by the Ministry of Commerce & Industry , exports of Cotton textiles touched US\$ 9405 Million during April to February 2019-20

as compared to US\$ 11262 Million in the same period last year registering a negative growth of (-) 16.50% .

“The falling exports of Cotton textiles is a matter of deep concern” said Dr. K.V.Srinivasan, Chairman of The Cotton Textiles Export Promotion Council (TEXPROCIL). Within the basket of products, there has been a steep decline in exports of Cotton Yarn by (-) 28.45% during this period. Exports of Cotton Yarn reached US\$ 2547 Million in April -February 2019-20 as compared to US\$ 3559 Million during the same period last year. Sharp declines were reported in major export markets like China (-51%), Bangladesh (-23%), Vietnam (-18.5%) and South Korea (-28.46%). There has been a consistent decline in exports of Cotton yarn in almost all the months during April-February 2019-20, which has adversely affected the cotton spinning sector”, pointed out Dr. Srinivasan. On the other hand, the growth in exports of cotton fabrics and made-ups has also been marginal at 3.05%.

According to the Chairman, TEXPROCIL, export figures of cotton textiles during March to May 2020

would be very low and insignificant on account of the outbreak of COVID-19 which had led to forced lockdowns in China and other leading markets in the world.

The quick estimates of exports for the month of May released yesterday by the Ministry of Commerce points to a steep decline of (-) 64.55% in exports of Cotton Textiles including Cotton Yarn during the two month period of April - May said Dr. Srinivasan.

The Chairman further pointed out that buyers in the US and EU, two top destinations for exports, are cancelling orders and many of them are increasingly invoking ‘force majeure’ clauses within their contracts to halt payments. Buyers of Cotton Yarn are insisting upon a steep price cut by 15 to 20% adding to the problems of the cotton spinning sector.

Since exporters are passing through unprecedented times which they have never faced in the past, Dr. Srinivasan appealed to the Government for policy support. He urged the Government to include Cotton Yarn under the 3% Interest Equalisation Scheme. He also requested the Government to cover Cotton Yarn & Cotton Fabrics under

the present RoSCTL Scheme and the much awaited Refund of Duties and Taxes on Export Products (RoDTEP) Scheme. These schemes, he pointed out reimburse all the duties and taxes which are incurred during the production process and support the maxim of “export of goods and not taxes”. It would also enhance the overall competitiveness of the textile industry and give a fillip to India becoming a hub of fabric and yarn production in South/South East to serve both the domestic and export markets.

Chairman, TEXPROCIL also urged the Government to release all the pending claims under the ROSL and RoSCTL Schemes to the exporters of Made-ups and garments.

All these measures will help exporters of Cotton Textiles to survive and sustain in exports which in turn also enable consumption of Cotton which has been procured and stocked by the Cotton Corporation of India in very large quantities.

Dr. K.V. Srinivasan  
(Chairman)

Texprocil



**Dr. Anil Madhok**  
(Chairman)

**Sarovar Hotels & Resorts**

# CUSTOMER CENTRIC

Words by: The Executives India

Passion is what influenced Anil Madhok to enter hospitality. However, it is his genuine love of people that is behind his ongoing drive for success.

Having been part of the sector for more than 25 years, Anil Madhok has spent much of that time achieving his personal goal: experiencing all aspects of the industry.

His portfolio includes city hotels, resorts across globally, Anil Madhok, now Chairman of Hotel Operations, has been part of the planning, hiring and unveiling of the largest chain integrated hotels globally

When the opportunity arose to be part of the pre-opening team and build a prestigious brand from scratch, Anil Madhok grabbed it. It's a decision that has led him on his most significant career adventure yet – full of new trials and rewards.

"Developing the hotel from nothing was the greatest challenge," Anil Madhok says. "It has also been the most fulfilling experience of my entire career." The brand doesn't have properties elsewhere, which mitigated the risk of preconceived notions of what the resort would be like or what it would offer.

"Sarovar Hotels presented the greatest opportunity to build a brand from ground zero," he adds. "We had a chance to establish all our operating procedures

and guest experiences with world class Service standards."

Since its opening, the beautiful located properties has continued to adapt and change its business model to align with the newest strengths. "We're a fast-paced business and differ from a traditional hotel," Anil Madhok says.

"In the integrated resort and hotel environment, you have the opportunity to do both significant and small changes on a weekly, monthly and annual basis."

Following its ethos of endless adaptation, Sarovar is looking to open additional services for customer satisfaction.

"We're aiming to continue to grow and diversify our business to suit the needs of every single traveller who comes to our Hotel," Anil Madhok says. In recognition of the resort's grandeur, Sarovar Hotels won number of appreciations and awards

"This is the Oscar in the hospitality industry," Anil Madhok enthuses. He further notes that providing exceptional guest experiences has been part of the property's DNA from the beginning. "That motto has become the driving

motivator behind every single day," he says.

"That has made us successful so far and will be the key to our future growth." To achieve such a high level of guest experience, Sarovar provides training to all staff members.

"We have fantastic training programs for team members," Anil says. The resort also organizes staff motivational events that lead to creating better morale within the organization.

"It's important to ensure that our employees are empowered to perform their tasks and that they have the tools to execute their job. People are the most important asset of our company. We have a biggest chain in the country; however, the heart and soul are our employees."

The aim of every resort is for people to spend time together – something that isn't advised in the climate of COVID-19. So Sarovar has had to adapt to the current situation. "Our priority is to go through this time together," Sarovar Says "It's to ensure the wellbeing of staff and to make sure that we support them and their families." During these months, the property temporarily ceased all



operations until further notice to support the Indian government.

Our business model is adapting to social distancing to ensure the safety and security of our team and all our guests," he says. "We will continue to adjust our business to the current environment and we will do our best to adapt to these new changes.. That's all we can do."

Anil leads his team with the same honesty, a virtue that he says is vital in every business, especially in hospitality. "You have to practice integrity daily," he says. "You have to be able to teach it to hundreds of people. It's everything."

While on the subject of leadership, Anil shares that he's a firm believer in

empowering people through guidance and mentorship. "We try to build people up so that they're not scared of making mistakes," he says.

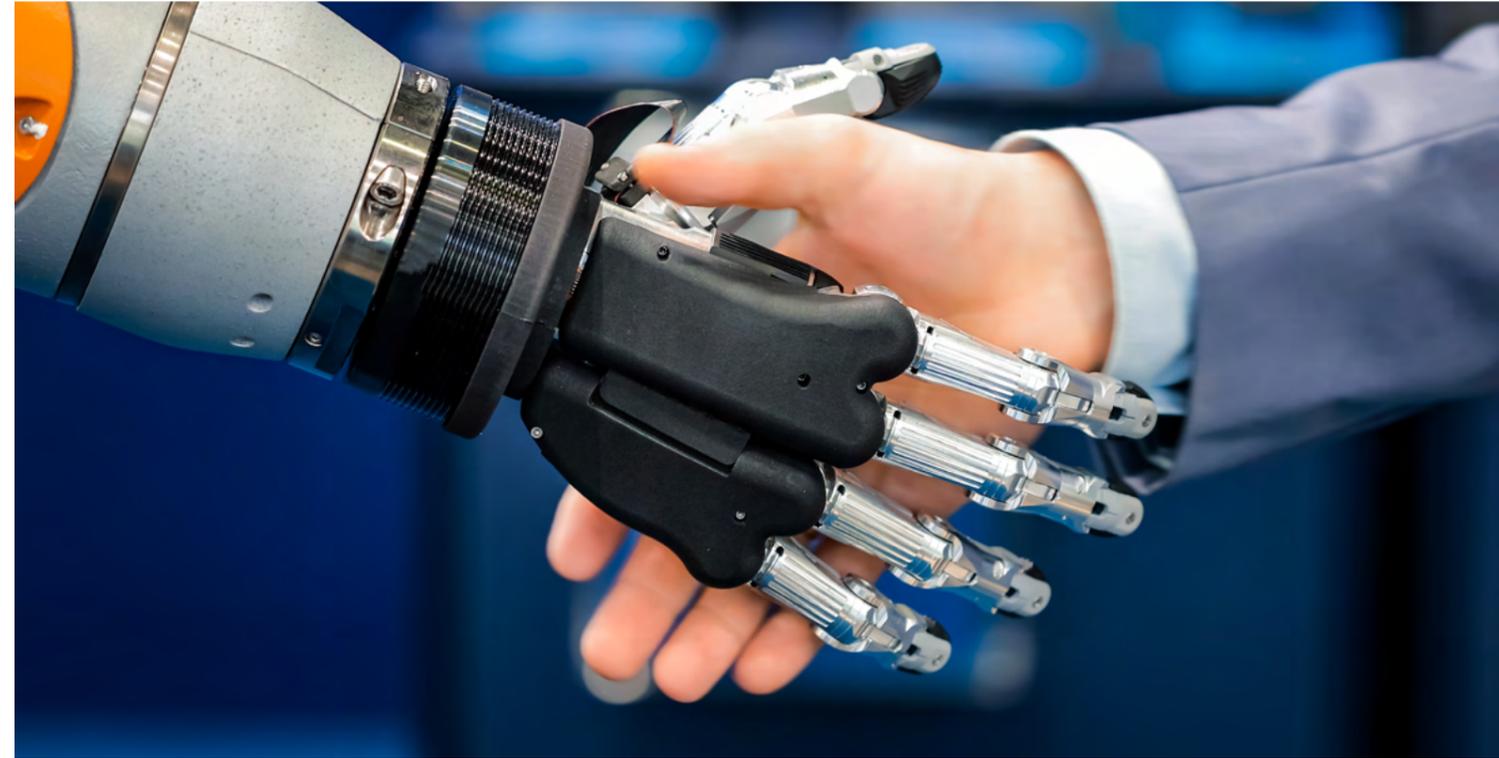
Anil also surrounds himself with people who genuinely care about the sector. "We're in the people industry. You cannot be successful if you don't like people. My leadership viewpoint is to focus on developing, motivating and pushing people to be their best. I deal with every single person as an individual." We have a fantastic strong relationship with all the suppliers

Sarovar is a technologically advanced and environmentally friendly property," he confirms. "When you have a hotel

and resort like Sarovar, you have a huge impact on the environment. But you can also make a substantial positive impact."

"The biggest challenge is in making sure we take care of nature even better," Anil notes. "There is currently a big push happening in India to ensure businesses across all areas have an environmentally friendly policy. I'm pleased about where we stand right now."

# Artificial Intelligence (AI)



Artificial Intelligence, or AI, has already received a lot of buzz in recent years, but it continues to be a trend to watch because its effects on how we live, work, and play are only in the early stages. In addition, other branches of AI have developed, including Machine Learning, which we will go into below. AI refers to computer systems built to mimic human intelligence and perform tasks such as recognition of images, speech or patterns, and decision making. AI can do these tasks faster and more accurately than humans.

Five out of six Americans use AI services in one form or another every day, including navigation apps, streaming services, Smartphone personal assistants, ride-sharing apps, home personal assistants, and smart home devices. In addition to consumer use, AI is used to schedule trains, assess business risk, predict maintenance, and improve energy efficiency, among many other money-saving tasks.

AI is one part of what we refer to broadly as automation, and automation is a

hot topic because of potential job loss. Experts say automation will eliminate 73 million more jobs by 2030. However, automation is creating jobs as well as eliminating them, especially in the field of AI: Pundits predict that jobs in AI will number 23 million by 2020. Jobs will be created in development, programming, testing, support, and maintenance, to name a few. Artificial Intelligence architect is one such job. Some say it will soon rival data scientists in need of skilled professionals. To learn more about potential jobs in AI, read about building a career in AI, or why you should earn an AI certification.

## CYBERSECURITY

Cybersecurity might not seem like emerging technology, given that it has been around for a while, but it is evolving just as other technologies are. That's in part because threats are constantly new. The malevolent hackers who are trying to illegally access data are not going to give up any time soon, and they will continue to find ways to get through even the toughest security

measures. It's also in part because new technology is being adapted to enhance security. As long as we have hackers, we will have cyber security as an emerging technology because it will constantly evolve to defend against those hackers. As proof of the strong need for Cybersecurity professionals, the number of cyber security jobs is growing three times faster than other tech jobs. However, we're falling short when it comes to filling those jobs. As a result, it's predicted that we will have 3.5 million unfilled Cybersecurity jobs by 2021. Many cybersecurity jobs pay six-figure incomes, and roles can range from the ethical hacker to security engineer to Chief Security Officer, offering a promising career path for someone who wants to get into and stick with this domain.



Mr. Vishal Sharma  
(CEO)

DB Schenker

# Innovative & Responsive Logistics

Words by: The Executives India

Can you please give an overview of your professional background leading up to and including your current role?

Being the Chief Executive Officer – Cluster India and Indian Sub-Continent at DB Schenker India, my role defines responsibilities around key focused areas such as Contract Logistics (3PL), Land Transport, Ocean and Air Freight. Over my past two years with the company, I have been closely overseeing the expansion of our service portfolio across key markets through global collaborations.

I have a history in the logistics and supply chain industry having previously worked as the CEO of DAMCO (India, Bangladesh, Sri Lanka), and have also led operations as the CEO of Gateway Rail Freight Ltd. (GRFL) - India's largest private rail operator.

#### WHAT HAVE BEEN SOME OF THE SIGNIFICANT HIGHLIGHTS OF DB SCHENKER INDIA HISTORY?

DB Schenker in India started its operations in 1996 and since then the journey of the company is on a growing trend. Some of our significant highlights are as follows:

- Becoming a 100% subsidiary of Schenker AG in 2002
- Merger with BAX Global in 2007
- Bangladesh Go Live under the India

Cluster

- Launch of connect 4 Ocean
- Obtaining our Insurance license in 2019

... the list goes on.

#### WHAT ARE SOME OF DB SCHENKER INDIA'S KEY VALUES AND BELIEFS? HOW IMPORTANT IS CUSTOMER'S SATISFACTION?

We have an in-depth understanding of the consumer industry and offer innovative and responsive logistics solutions. Our numerous consumer industry partners trust us to optimize the supply chains of their business-to-consumer organizations and have done so for years. We work closely with each of our customers to develop customized solutions.

Customer satisfaction is one of the vital factors for us. We at DB Schenker also offer a variety of supplementary services from customs clearance, co-packing, fulfillment, production supply, project shipments, fairs and exhibitions services to eco-friendly transport.

#### WHAT DO YOU THINK SETS YOUR BUSINESS APART FROM ITS COMPETITORS?

We have seen a tremendous opportunity in expanding our domestic logistics offerings through contract logistics and land transport, post GST implementation. The whole concept of moving goods from one place to another is changing with the improvement of road infrastructure. With more companies starting to realize the importance of a specialist who understands the changing landscape, it allows us an opportunity to lead the space. Therefore, we are constantly following this trend and helping customers to design supply chains thereby making them more adaptive and resilient. One such initiative is the reduction of lead time in long-haul movements by efficient track / trace / ongoing run time of the vehicle.

DB Schenker's customer base in India had a lot of European multinationals, however since last year, 50 percent of the organization's business is coming from the Indian companies who are redesigning their supply chains.

#### HOW HAVE YOU FOUND THE INDUSTRY IN INDIA?

We offer a complete range of international air and ocean freight, contract logistics and global supply chain solutions from a

single source. With 35 office locations and more than 52 warehouses covering more than 3.5 million sq. ft. of warehousing space, we want to serve our customers end-to-end logistics solutions across the world.

India is a priority market for DB Schenker globally and with the growth triggered by the implementation of GST, the company is aggressively focusing on developing local logistics capabilities to capitalize on India's growing market. The logistics industry witnessed a huge growth in 2019. Trends such as advanced automation, IoT, last-mile delivery services by companies, growth of start-ups, and process digitization were some of the major developments in the industry. A few of these trends were initiated and practiced by logistics leaders globally and are planned underway in India.

With the current lockdown situation due to the COVID-19 outbreak in the country, the logistics sector is severely hit. While the government is taking all necessary steps to ease the movement of goods, it's important for the industry to focus on new-age technologies like Artificial Intelligence (AI) which will be critical to next generation supply chains due to higher turnaround times to respond to

emergencies.

HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU INSTILL THIS IN YOUR EMPLOYEES?

Culture cannot be separated from business and we embarked on a culture transformation journey a few years ago. Today culture plays a significant role in our day to day activities as the same is in line with our internal program "PRIMUS" (in Latin it implies First). We have PRIMUS for Growth, Culture & Efficiency. Our culture is embedded in our purpose statement "We advance businesses and lives by shaping the way our world connects". Our values again continue to incorporate our culture.

- Play fair, be honest. ...
- Be one team with one goal. ...
- Walk the talk. ...
- Win together. ...
- Push limits. ...
- Take customers further.

We are in a culture transformational journey to have employees & customers in the center of all our strategic initiatives. Increased level of transparency, frequency of communication & an inclusive approach are some of the fundamental changes we have brought in to impart the culture of

our organization.

WHAT ARE THE PLANS FOR THE FUTURE IN TERMS OF EXPANSION AND GROWTH?

Schenker India plans to scale up its operations in the country by expanding its warehousing capacity as well as deploying technological solutions capable of processing shipments at a quicker pace. We have been proactive in adopting digital technologies to keep pace with ever-evolving industry demands and the existing online platform eSchenker features, like its track and trace capabilities, are meant to improve fluidity and transparency. Further, there are opportunities to introduce new and advanced technologies such as scanning, auto picking, and locational capabilities, at our upcoming facilities over the next few years.

We have a state-of-the-art Enterprise Lab for Logistics and Digitization in Germany which offers the best location and resources to innovate, develop, and test new solutions.

DB Schenker has also collaborated with IAM Robotics to create 'Warehouse of the Future' with the aim to lead to

automation within the logistics business of the company with the minimization of human involvement in various processes.

WHAT STRATEGIES DOES DB SCHENKER INDIA HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG TERM RELATIONSHIPS WITH KEY PARTNERS?

Our aim is to develop a solution that would help our customers manage their supply chains, optimize inventories and significantly reduce logistics costs. We are using artificial intelligence (AI), especially for our internal processes, predicting market trends, network optimization, route management, and freight rates where large sets of data are available and accessible.

We at DB Schenker understand that managing supply chain logistics can be a complex process. Creating a network among many business partners across key markets while catering to each individual's requirements can be a challenge. Keeping this into consideration, with support of our worldwide network of branches DB Schenker in India connects all-important global economic regions and offers logistics solutions tailor-made

to the customers' requirements. We cover all stages of the supply chain – from supplier to customer delivery, from reverse logistics to aftermarket support, in different industries such as automotive, pharma, infrastructure, and so on.

WHAT ARE SOME OF THE KEY GOALS MR. VISHAL SHARMA AND DB SCHENKER INDIA COMPANY HAVE ACHIEVED SINCE THEY'VE BEGUN THEIR ROLE AS THE MD?

2019 was a successful year for us as DB Schenker India witnessed developments in terms of innovations, expansions and policies. Early last year, Schenker India announced plans for growth – we will be strengthening our local footprint and are set to double warehousing capacity by 2022. Later in the year, we launched DB Schenker's new digital forward online booking portal, Connect 4.0, in India to provide a hassle-free logistics experience to small, medium and large organizations.

HOW DOES DB SCHENKER INDIA COLLABORATE WITH AND DEVELOP RELATIONSHIPS WITH KEY SUPPLIERS AND WHAT BENEFITS AS A COMPANY DO YOU SEE FROM THIS

COLLABORATION?

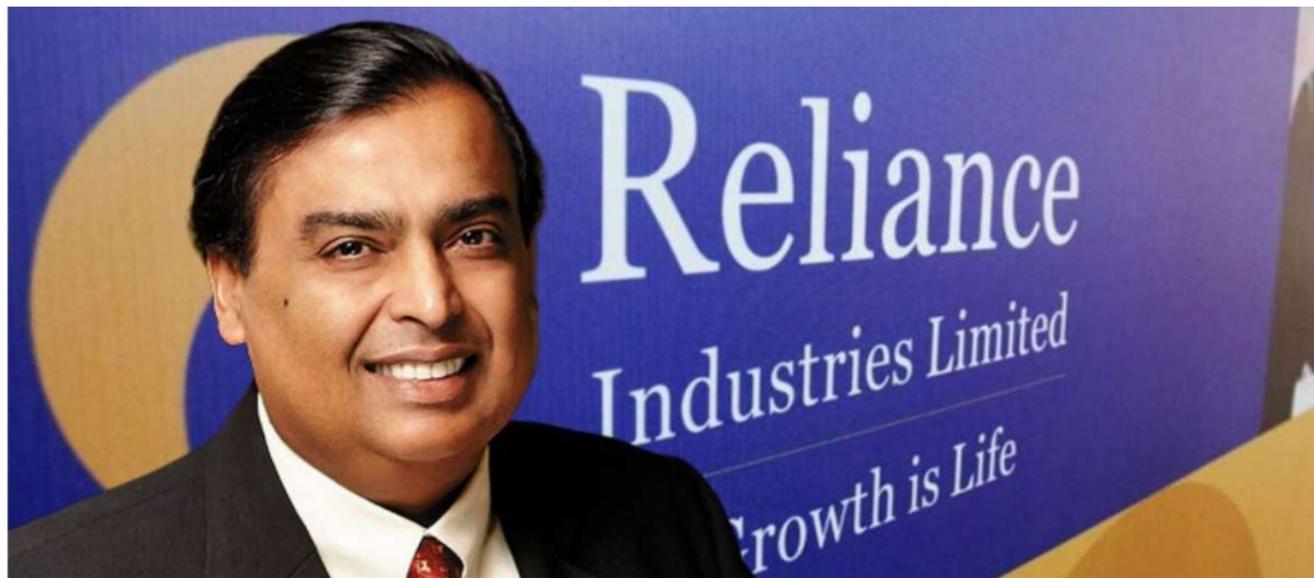
In our general conversation instead of using the word "supplier", we use the phrase "Partners" as we value our partners more than ever. They are an extension of our organization with a different label, however we wanted the flow of communication and needs including compliance expectation to be 100% aligned with our partners. Our partners at times remain the face to our customers doing the first mile and last mile legs or supporting an integral part of the supply chain. Hence our partners play an extremely significant role & we collaborate with them in multi-dimensions. Collaboration starts with win-win positions for both organization, technology advancements, IT integrations and automation possibilities that will allow our partners to work with us collaboratively. We treat them as one among us than our "Supplier" which again gives them an inclusive approach towards business needs. They continue to grow with us & also become loyal to DB Schenker in India. We have various collaborative partners in place for brokerage activities, land transport, strategic supplier for Material Handling Equipment (MHE) & Automation equipment, etc.



Globally after Apple

# Reliance Industries ranked second biggest brand

Ranked ahead of Mukesh Ambani-helmed Reliance Industries is Apple. On the third spot is Samsung, followed by Nvidia, Moutai, Nike, Microsoft, ASML, Paypal, and Netflix



Mr. Mukesh Ambani-led oil-to-telecom conglomerate Reliance Industries has been ranked the second biggest brand after Apple on the Future Brand Index 2020.

Future Brand said that its highest entrant "excels on every attribute". It said that the Ambani-helmed company is "very well respected" and "seen as behaving ethically", adding that it has been associated with "growth", "great customer service" and "innovative products".

The index looks at PwC's Global Top 100 Companies by Market Cap and reorders them according to global perception strength rather than on financial strength. Reliance ranked 91 on PwC's 2020 list.

Future Brand stated that in the six years that it first published the Future Brand Index, the world has changed

dramatically and priorities have changed. "While the Future Brand Index 2020 has uncovered a number of seismic shifts in the way companies work and how they present themselves to the outside world, one key theme has stood out: individuality," it said.

Ranked ahead of Reliance Industries is Apple. On the third spot is Samsung, followed by Nvidia, Moutai, Nike, Microsoft, ASML, Paypal, and Netflix. The global brand transformation company said that part of Reliance's success can be attributed to Mr. Mukesh Ambani's recasting of the firm as one-stop-shop for Indians.

"The chairman built on the existing petrochemicals business, transforming it into a digital behemoth designed to meet every customer need. Today, this company is engaged in a number of sectors including energy, petrochemicals, textiles, natural resources, retail, and

telecommunications. Now that Google and Facebook are taking equity stakes in the firm, we may see Reliance jostling for the top spot in the next Index," it said.

Future Brand said that a number of new entrants were included in their index including ASML Holdings, PayPal, Danaher, Saudi Aramco, and American Tower Corporation. There are 15 new entrants out of which seven have made to the top 20, including Reliance.

The Future Brand Index is not based on consumer research. Unlike most other rankings, the Index offers a rigorous assessment of how prominent companies are doing and are likely to do over the next few years. "We are living in unprecedented times," it said, adding the world is living through the worst healthcare crisis in a century.

"But out of this will emerge a re-imagined world, and it will be up to leading

companies and the people who work for them to respond to new demands and new expectations," it said. The Future Brand Index 2020 examines the world's leading firms and determine how they have fared over the past year.

"Our unique perspective shines a light on the innovators as well as the brands which have successfully navigated sector-specific rough waters. As we discovered, it can be premature to write off a company in difficulty and risky to extol the virtues of a seemingly unbreakable brand," it added.

Mukesh Ambani, in full Mukesh Dhirubhai Ambani, (born April 19, 1957, Aden, Yemen), Yemeni-born Indian business mogul who is the chairman and managing director of the Indian conglomerate Reliance Industries Limited (RIL), the foremost company of the Indian energy and materials conglomerate Reliance Group.

Ambani was one of four children of Dhirubhai Ambani, who first worked as a gas-station attendant. Owing to the increasingly unstable political climate in Aden, the family relocated in 1958 to the Bhuleswar neighbourhood of Bombay (now Mumbai), where they lived in a chawl (a communal building that commonly features low-rent two-room

apartments). In the same year, Dhirubhai and a cousin founded the Reliance Commercial Corporation, which grew from a commodities-trading business that they initially operated out of a one-room rental space into RIL.

Ambani earned a bachelor's degree in chemical engineering from the University of Bombay (now the University of Mumbai) and subsequently pursued a master's degree in business administration from Stanford University. However, he left the program in 1981 to join the family business, where he worked to diversify the company, venturing into a vast array of areas, including communication infrastructure, petrochemicals, petroleum refining, polyester fibres, and gas and oil production. In 2004 he was named one of the world's most respected business leaders by the professional-services firm Price water house Coopers.

Following Dhirubhai's death in 2002, Ambani and his brother, Anil, assumed joint leadership of the Reliance companies. However, feuds between the brothers over control prompted their mother, Kokilaben Ambani, to split Reliance's assets via a noncompetition agreement (2006-10) under which Mukesh assumed control of the gas, oil, and petrochemicals units as RIL under the umbrella of the Reliance Group. Ambani has been

credited with creating the globe's largest start-up petroleum refinery as well as spearheading the creation of several state-of-the-art manufacturing facilities that vastly increased RIL's production capabilities. In 2006 he was chosen to cochair the India Economic Summit of the World Economic Forum (WEF)—an international organization made up of some of the world's prominent business leaders, politicians, policy makers, scholars, philanthropists, trade unionists, and representatives of nongovernmental organizations that convenes annually to discuss global commerce, economic development, political concerns, and important social issues. The following year he became India's first rupee trillionaire.



Reliance  
Industries Limited

# Offered to new customers by DCB Bank

## Contactless FD account opening

The digital onboarding facility is currently available for DCB Zippi Online Fixed Deposit, which is fully contactless, online and automated

Corona virus pandemic has led to many digital innovations and banking sector is not left out. DCB Bank has launched a virtual video booth facility for contactless onboarding of new customers. This enables any Resident Indian to apply for DCB Bank Fixed Deposit through video-based KYC without visiting the branch or meeting a DCB Bank representative.

The virtual video booth is compatible with most Android and iOS handsets. It uses geo-tagging features to ascertain the applicant's location and face-matching technology to complete the KYC process through a secured, encrypted audio-visual interactive platform.

"DCB Bank customers are delighted to use the virtual video booth. They are pleasantly surprised with the ease and simplicity of the procedure. It saves time, expense, and with heightened fears on the pandemic - this social distancing video KYC procedure ticks all the boxes. The transition to high tech and high digital touch customer experience is

adapting to a new normal. DCB Bank has deployed this notwithstanding the challenges on account of the pandemic," said Praveen Kutty, Head - SME & Retail Banking, DCB Bank.

Almost every bank offers online banking facility, but the options are very limited when it comes to allowing customers to open a bank account digitally without any paperwork. As people prefer to carry out all their transactions without visiting crowded places, this virtual FD account opening facility is bound to have greater appeal with the depositors.

The digital on boarding facility is currently available for DCB Zippi Online Fixed Deposit, which is fully contactless, online and automated. Typically most banks insist customers to open a saving account with them before opening any FD account. However, the current facility from DCB Bank is a pure Fixed Deposit account, without the need of having a linked savings bank account. Over time the bank expects to activate other

banking accounts and relationships using the virtual video booth.

The entire process is user friendly, free of cost and takes only 2-3 minutes. Customers can choose a convenient time for video KYC on any working day. Post-video KYC, customers can open multiple DCB Zippi accounts of any value.

The virtual KYC facility is a significant transition to the new normal taking into account important issues of the day - the pandemic and degradation of the environment. It addresses fears of social distancing and face-to-face contact by going contactless. The contact less and paperless video KYC is eco-friendly as well as it reduces use of paper and in-person visit to the branch.

To attract customers for opening FD account the bank has a special FD called DCB Suraksha Fixed Deposit at an attractive interest rate (for example, the Bank currently offers 6.95 per cent p.a. interest for 3 years DCB Fixed Deposit) as well as the benefit of free life insurance



# Rebooting Economy XIII

## Why Indian corporate are debt-ridden

Even before the COVID-19 pandemic hit, the world was witnessing a phenomenal rise in debt against which multiple agencies were issuing warnings

India faces a fresh threat of NPAs with RBI warning dramatic rise in loan default rate from 8.5% in FY20 to 14.7% in FY21. A global study shows the Indian corporate sector was most debt-stressed with 43% of long-term loans vulnerable to default even before the COVID-19 pandemic hit. On July 31, 2020, Finance Minister Nirmala Sitharaman announced that talks were on with the banking regulator RBI to extend the moratorium on repayments and restructuring of borrowings beyond August 31.

This was after the RBI released its Financial Stability Report on July 24 issuing a dire warning: Macro stress tests indicate that the Gross NPA (GNPA) ratio of the Scheduled Commercial Banks (SCBs) could rise from 8.5% in FY20 to 12.5% under baseline scenario and 14.7% under very severe stress in FY21 because of the lockdown-induced economic disruptions.

Although Sitharaman's statement came in the context of hospitality industry, extension of moratorium or restructuring of borrowings can never be restricted to one sector since many others, like aviation and MSMEs, are hit equally hard too.

Evidence shows such remedies are fraught with damaging consequences for the economy by worsening the debt crisis and weakening banking finances. But before getting there here is how big the debt crisis is.

### WHAT DO GNPA RATIOS OF 12.5% TO 14.7% MEAN TO INDIAN ECONOMY?

The RBI has stopped providing data on the non-performing assets (NPAs) it is writing off every year, thereby blunting accountability and transparency in its operations. It hasn't revealed the GNPA for FY20 in absolute number (in Rs crore)

either, but says the GNPA ratio (GNPA/ Gross Advances) in FY20 is 8.5%. But this can be easily calculated.

The simple averages of the GNPA and Gross Advances of the SCBs for the previous five years between FY15 and FY19 (for which data is available in the RBI database) work out to be Rs 7.4 lakh crore and Rs 87.5 crore, respectively.

Let us assume these average holds for FY20.

Now the GNPA ratio for FY20 works out to be 8.5%, perfectly matching with the RBI's declaration (that is perhaps how the RBI calculated it too). Assume also that the FY20 levels of GNPA and Gross Advance hold true for FY21. What would the projected rise in the GNPA ratios to 12.5% and 14.7% mean for the GNPA in absolute terms?

The GNPA for FY21 would be Rs 11 lakh crore and Rs 13 lakh crore, respectively. These are very big numbers - 7.5% to 9% of the FY20 GDP (GDP at constant prices for FY20 is Rs 145.66 lakh crore, according to the NSO's May 29, 2020 statement).

Imagine there is no GNPA for FY21. Banks would not have to set aside money as contingency cover. Also imagine if a part of the GNPA is not written off, partially or fully, in subsequent years.

The entire amount of Rs 11-13 lakh crores plus banks' provisioning against it would be available and work to revive the lockdown-hit economy.

Two important facts should be kept in mind here: (i) the RBI routinely writes off NPAs even when it is wilful (those who can pay but don't are classified as "wilful defaulters"), letting private corporate routinely get away with public money and (ii) the public sector banks (PSBs) account for more than 80% of total

GNPAs in the SCBs (86% in FY18), which are compensated (recapitalized) later with more public money.

Writing off NPAs is a double loss to the economy: (i) loss of public money (deposits) in the SCBs (Rs 11-13 lakh crore) and (ii) the subsequent recapitalization of PSBs with more public money (to the extent the NPAs are written off).

Dire warning against growing debt across world

Even before the pandemic hit, the world was witnessing a phenomenal rise in debt against which multiple agencies were issuing warnings. The lockdown would surely be worsening it. For example, Kristalina Georgieva, managing director of the International Monetary Fund (IMF), warned on November 7, 2019, that the global debt - both public and private taken together - had reached an all-time high of \$188 trillion or 230% of global output (GDP).

The IMF had organized a conference in Washington to discuss the development which she was addressing.

She cautioned: "Think of the devastating effects of unsustainable credit booms, including in the run-up to the global financial crisis (2007-08). A major driver of this build-up is the private sector, which currently makes up almost two-thirds of the total debt level."

She went on to explain: "But that is only part of the story...Remember: the build-up of public debt has a lot to do with the policy response to the 2008 financial crisis - when private debt moved to public balance sheets, especially in advanced economies. Recent IMF staff research shows that direct public support to financial institutions (banks and others) alone amounted to \$1.6 trillion during the 2008 crisis."

Writing off NPAs (private businesses' loan defaults) by the RBI similarly shifts private debts to public accounts. India witnessed rapid lending in recent years - target-driven MUDRA loans and continuous lowering of interest rates that endured in the post-lockdown period. More than 90% of India's economic package of Rs 21 lakh crore consists of facilitating credit or liquidity infusion.

Here is the latest update on global and Indian debts.

The Washington-based Institute

of International Finance (IIF), an association of financial industries, provides debt positions four times a year. Last updated in July 2020, its data is presented in the following graph, using only the debt position as on March 1 of every financial year.

The data shows, the total global debt stood at \$258 trillion on March 1, 2020, which was 331% of the global output (GDP) - up from \$184.4 or trillion 10 years earlier on March 1, 2010. Private sector debt accounted for 73% of the total GDP or \$188 trillion (it includes household debt of \$48.1 trillion).

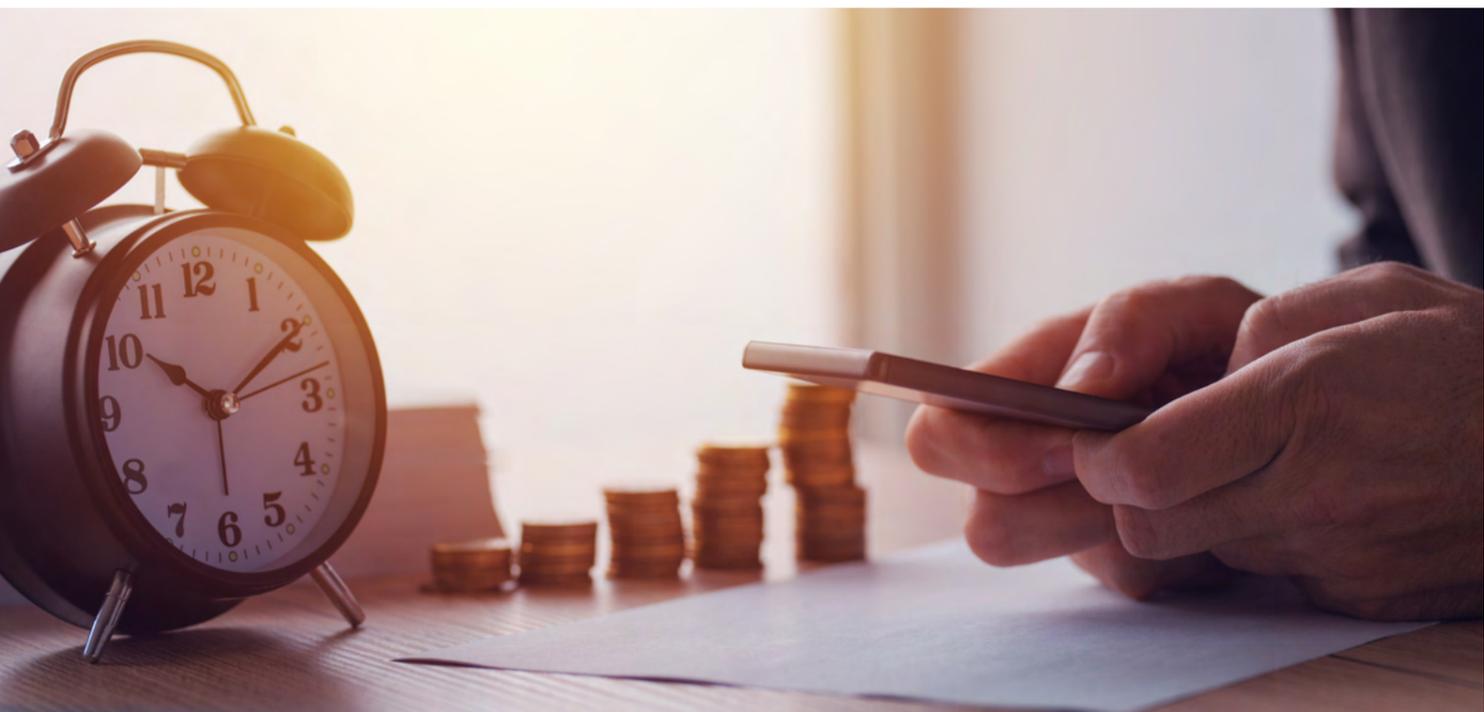
#### WHAT ABOUT INDIA?

The IIF provides data for India only in terms of GDP, not in absolute value. Its data shows the total debt stood at 130% of the GDP in the January-March 2020 quarter.

India's government debt stood at 69% of the GDP and that its private sector 61%. But that is only one part of the story.

Indian businesses show highest debt-stress level

The US management consultancy firm



McKinsey & Company had warned about debt-stress in corporate entities in its July 2019 report, "Signs of stress in the Asian financial system".

It singled out countries like India, where it said the signal was "ominous" and called for monetary policy reviews and preventive actions.

The report showed India's corporate sector had the highest level of debt-stress in the world in 2017 with 43% of long-term loans facing potential default (interest coverage ratio of less than 1.5) - a rise of 30% from 2007. This is far more than 37% for China but India never attracted the kind of global attention China did.

It further pointed out that the corporate debt-stress was spread across sectors: industrial (capital goods, commercial professional services, transportation

etc.), utilities, energy, real estate, and materials (in decreasing order).

Though this graph doesn't differentiate between public and private sector corporates, data from the bankruptcy proceedings (under the Insolvency and Bankruptcy Code) and other financial reports show that debt stress is predominant in the private sector.

The McKinsey report also highlighted a structural weakness in India's lending system that remains unaddressed as yet: high-risk lending by poorly regulated non-banking financial institutions (NBFCs).

It said: "In India, while (regulated) banks reduced lending as defaults showed signs of growing around 2014, nonbank financial intermediaries continued to lend. The Reserve Bank of India, India's

central bank, estimates that 99.7 percent of nonbank finance companies (NBFCs) and housing companies make long-term loans against short-term funding."

That India's corporate debt-stress remains elevated has been flagged off by the global financial services agency Credit Suisse for at least three consecutive years since FY17.

It's "India Corporate Health Tracker" of August 2019 shows that barring a few, all familiar big private business houses figure in the list of 49 "chronically stressed" corporates (interest cover ratio of less than 1 for a period of 1 to 12 quarters).

The names include one or more entities belonging to the Reliance, Tata and Adani stables. A few are public sector entities, like the SAIL, MTNL, Shipping

# WHAT ABOUT INDIA ?

Corporation, Mangalore Refinery, Petrochemicals, and Chennai Petroleum. Debt stress is spread across sectors like infrastructure, manufacturing, telecom, power, metals, textiles, etc.

The debt of these 49 chronically stressed companies has been consistently rising from Rs 8.9 lakh crore in FY17 to Rs 9.1 lakh crore in FY 18 and Rs 10.2 lakh crore in FY19.

WHY INDIAN CORPORATE ARE DEBT-RIDDEN ? THE FINDINGS OF THE MCKINSEY AND CREDIT SUISSE REPORTS RAISE MANY FUNDAMENTAL QUESTIONS. WHY ARE INDIA'S BIG AND APPARENTLY SUCCESSFUL CORPORATE ENTITIES DEBT-RIDDEN? WHY DON'T THEY USE THEIR OWN MONEY - ACCUMULATED PROFITS AND WEALTH OVER THE YEARS -OR INFUSE EQUITY FOR ESTABLISHING NEW BUSINESSES OR EXPANDING EXISTING ONES? ARE THEY REALLY STRESSED OR IS IT A DELIBERATE PLOY TO MISAPPROPRIATE PUBLIC MONEY?

The last question arises not only because the Indian government and RBI routinely write off corporate loans as NPAs (even if willful) without question (the data is also kept hidden from public eye) but also because a series of corporate frauds have flooded out in the past couple of years: PMC, PNB, IL&FS, HDIL, DHFL, Yes Bank, ICICI-Videocon, and NSEL scams to name some.

Some of these scams reveal years of fraudulent financial dealings, others demonstrate outright loot of public money (for example, Nirav Modi, Mehul Choksi, Vijay Mallya, Jatin Mehta and many others fled India after pocketing public money). In all, 36 such businessmen fled in recent years, the Enforcement Directorate (ED) told a court. With the Insolvency and Bankruptcy Code now diluted, the misappropriation of public money is more likely.

Leaving aside malfeasance, debt-driven

businesses are a common phenomenon. With the economic slowdown, the chances of defaults are now heightened with an already debt-stressed corporate sector.

Moratorium and restructuring of loans are bad ideas

Should the RBI then continue lowering interest rates to push supply-driven-credit? The repo rate (rate at which the RBI lends to banks) has fallen from 6% in April 2018 to 3.5% in May 2020, the capital reserve ratio (CRR) is down to 3% for FY21 with no corresponding gain seen in the economy.

Most of the liquidity gets parked in the RBI's reverse repo account and it is well known to bankers and policymakers. In effect, the RBI and government know liquidity infusion is a spectacular failure and yet the push for more of the same continues.

A day after the IMF's Kristalina Georgieva warned against the growing global debt, the main speaker of the event Jeremy Stein, a Harvard professor, issued a direct warning.

His presentation read: "Supply-driven credit booms - accompanied by aggressive pricing and erosion of credit quality - appear to play a big role in fluctuations in economic activity across a wide range of sample periods, countries, and institutional arrangements."

It said such supply-side credit push brings "not just financial crises, but garden-variety recessions as well."

Not long ago, economist Joseph Stiglitz too had warned against supply-drive debt push: "...periods of rapid lending are often associated with bubbles like the tech bubble and the real estate bubbles in the US. (There is again typically a causal link: rapid lending helps create and sustain these bubbles.) Such bubbles make the assessment of risk more difficult."

Here is a warning from India's largest public sector bank SBI about extending moratorium on debt repayment.

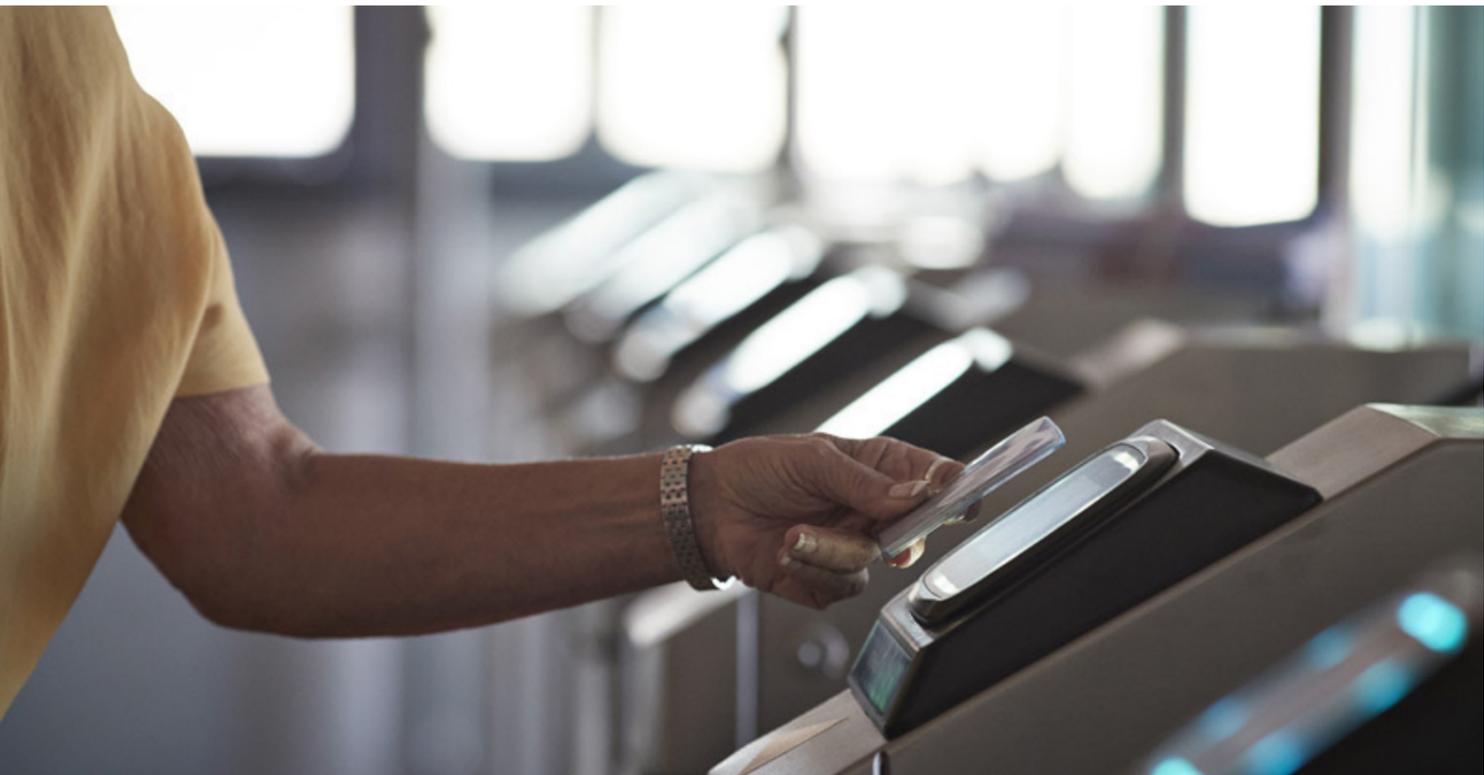
On August 3, 2020, its research paper said: (i) 70% of the total moratorium have been availed by corporates which are rated A and above - those who can easily repay with "comfortable debt-equity ratio" (those with comfortable debt-equity are spread across sectors like pharma, FMCG, chemicals, healthcare, consumer durable, auto, etc.) and (ii) consumer loans declined by Rs 53,023 crore in the current fiscal, but "consumer leverage in lieu of exposure to stock market" increased by Rs 469 crore that could be a potential source of financial instability".

It warned that a blanket extension of moratorium beyond August 31 would "do more harm than good".

As for restructuring of bad loans that the government talks of, the IBC was brought in 2018 precisely because the earlier regime of restructuring was a disaster and ended up ever-greening bad loans and caused higher losses as more good public money was thrown after bad money year after year. Here is more food for thought.

# Technology for a no-touch world

COVID-19 has revealed ways in which existing technologies might be applied to help us avoid germs and contain future outbreaks of disease.



We're seeing a similar phenomenon today with three technologies: speech recognition, facial recognition, and digital money. None was invented to help us deal with COVID-19, but each recently came into its own and could be crucial to our post-crisis "new normal" by allowing us to avoid touching things that a lot of other people have also touched.

Over the course of the past few decades, we've built a screen-tapping, button-pushing society that now, in our heightened state of germ sensitivity, seems downright frightening. When our forebears needed cash from a bank, they walked up to a teller and asked for it. Now, we have to poke an ATM screen that others might have smeared with a deadly contagion. Long ago, people got on an elevator and told an operator which floor number they needed. Now, we and hordes of potential virus carriers step in and push the same buttons.

We're about to see a huge shift away from touch in response to the novel coronavirus. A lot of older technologies will still have roles. We've long gotten used to touchless water faucets in public bathrooms, for instance. And a simple website can solve the problem of multiple hands on restaurant menus: Everyone at the table could get the menu on their mobile phones. But newer technologies will drive some of the more interesting changes.

#### Speech recognition:

Only in the past few years have we gotten comfortable with speech recognition: Millions of people use Siri on iPhones or chat with Alexa devices at home. The first attempts at getting machines to understand speech go back to 1962, when IBM researchers built shoebox, which could understand 16 words (none of them very well, and most of them being

the numbers zero to nine; Shoebox was basically a touchless adding machine). For the next 50 years, advances came slowly. Speech systems never tipped over into being truly useful until about 2010, thanks to a combination of new approaches to the software, enormous amounts of voice data that machines could analyze, and cloud computing that made it possible for a small gadget to get speech instantly deciphered by enormous computers in a data center.

Over the course of the past few decades, we've built a screen-tapping, button-pushing society that now, in our heightened state of germ sensitivity, seems downright frightening.

Now that machines can understand us almost as well as another human, we'll see the technology take us back to a virtual version of the old days. We'll be able to walk into an elevator and simply

say, in any language, "Tenth floor, please." Vending machines were invented to automate things such as candy and ticket stands, which were operated by clerks who people could speak to. In the coming years, we'll again ask for what we want instead of pushing a button, but we won't be talking to a person. Paris-based Thales, for example, is marketing its Trancity voice-recognition ticket machine to train stations: Travelers speak to tell it where they want to go, and it prints their ticket.

Next-generation ATMs will veer toward becoming virtual tellers, according to Doug Brown, an executive at ATM maker NCR, who spoke about the technology in a recent new article. A conversational ATM could do more than just spit out cash or take a deposit — it could answer questions and handle more complex tasks, such as opening an account.

Facial recognition. The effort to get machines to recognize faces also goes back to the 1960s, when an inventor named Woody Bledsoe possibly funded by the CIA, laid down some of the field's foundational research and dreamed of wearing glasses that would tell him the names of everyone he met. But as with speech technology, computers then didn't have enough power or data or clever enough programming to make facial recognition work.

In the 1990s, the U.S.'s Defense Advanced Research Projects Agency (DARPA) rolled out helmet to encourage commercial development of facial recognition, in part so the military could use it. The Internet in the 2000s sucked in billions of digital photos, giving companies such as Facebook and Google huge repositories of faces to analyze. China dove into perfecting facial recognition for state security. And now, Apple's iPhone X, released in 2017, has made millions of users comfortable with having their faces be their password.

By the time COVID-19 hit, facial recognition was so good that a version from clear view was seen as an ominous threat to privacy — dangerous enough that its technology had to be restricted, as if it were nuclear fuel material. Now a helmet from Chinese company Kuang-Chi Technology comes equipped with both an infrared camera and facial recognition. The wearer can supposedly spot someone 15 feet away who has a fever, and identify the person.

In other words, facial recognition is now highly accurate and can get built into almost anything. Of course, this technology raises a lot of privacy issues. But if we can get comfortable with those issues the way iPhone X users have, why would we ever again touch anything as a way to identify who we are?

Going through an airport, a traveler constantly hands people a license or passport. The physical versions of both will become relics of the past, replaced by a database that matches your face to its records. U.S. Customs is already testing facial recognition in a handful of airports as a replacement for handling paper passports (though it backed off an earlier plan to make it mandatory). In the years ahead, every ATM or checkout system that asks for a PIN will instead just identify your face. Doors that require a security code or card will recognize you and automatically open. Physical keys, which others might have touched or coughed on, can disappear. Instead, your house or car will simply see that it's you and open up.

Digital money. One way to think about digital money is the mobile wallet: simply a digital version of a credit or debit card, embedded on your phone à la Apple Pay, Google Pay, or Chinese-based services such as Alipay and WeChat Pay. Services like Venmo are similar: money-transferring apps tied to a bank or credit card account. Those all got started around 2008, and have quickly caught on much more in China and Europe than in the U.S. The number of people using mobile wallets worldwide is about 1.3 billion, almost 14 percent more than in 2019.

We've recently adopted a lot of ways to digitally pay for stuff without touching anything but our own phones. There's no reason to handle cash that others have touched, or give a credit card to someone who then hands it back. Retailers, too, want to protect employees from customers, and since COVID-19, some, such as Publix Super Markets, have ramped up installation of digital payment options. Richard Crone, CEO of mobile payment research firm Crone Consulting,

Which is the point. If the economy is going to safely bounce back, we need ways to do the things we used to do while touching as little as possible. Just as cars disrupted horses more than a century ago and saved cities from a manure crisis, new technologies are about to disrupt touch screens and buttons as a way to get us past the COVID-19 crisis.

MACHINES CAN UNDERSTAND US  
ALMOST AS WELL AS ANOTHER HUMAN,

# BMW WORLD CAN A MACHINE FEEL CONFIDENCE?

## BMW X6 M50i.

Let's face it, faced with its looks and brash on-road behaviour, you either like or dislike BMW's X6 sports coupe SUV. But even those in the second of these camps have to give credit where credit is due: this German crossover was a forerunner when it appeared in 2008, for one, and BMW has sold 443,000 units of it worldwide, for two.

## What's new in 2020

We had occasion to test drive the 2020 version of the BMW X6 M50i. With this fourth generation for the X6 - and the third for its M version - BMW has incorporated some improvements compared to the previous version.

## On the outside

The dimensions of the 2020 X6 have changed slightly, the SUV gaining 26 mm in length, 42 mm in its wheelbase and 15 mm in width.

At the same time, the height has been reduced by 6 mm to improve aerodynamics, lower the centre of gravity and optimize the vehicle's agility. That it makes it a tad more menacing on the road doesn't hurt either.

BMW's large one-piece kidney-shaped grille with active air bars is flanked by slim, trapezoidal adaptive LED headlights. Large bumper openings and sharp ribbing give the new X6 an even more aggressive and sporty look. The 22-inch wheels on our test model upped the aggressiveness quotient even further, especially with the blue-painted M Sport brake calipers. The roofline is still as sloping towards the rear as ever, but unlike in the previous edition, we found there was better visibility



through the rear hatch window.

Very thin LED taillights decorate the top of the tailgate, above the exhaust tips integrated into the sculpted lower rear panel. Once these taillights are turned on, the light pattern they generate is most striking.

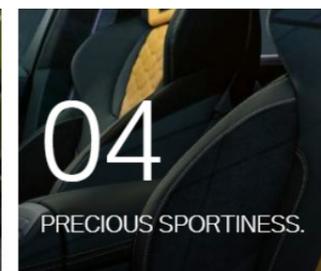
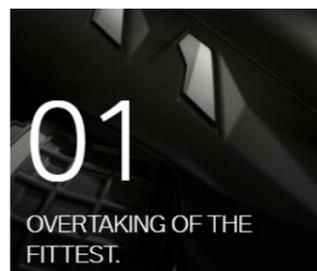
## On the road

When in motion the X6 M50i behaves admirably. Even with the extreme power at its disposal, it can be driven with the smoothness of a true luxury sedan. The adaptive suspension, onboard soundproofing, supple engine-8-speed transmission combo and soft seats make you forget you're driving a big bad thoroughbred.

To remind yourself what you're dealing, simply press the Sport mode button and you'll feel the beast roar, the 523 horsepower

taking you to another plane of driving. Every time you accelerate, you'll feel the car sticking to the asphalt, with a muscle-car sound that will

make it hard to remove the smile from your face. Perhaps the only thing that could wipe the grin off your mug is... a trip to the pump. BMW reports a fuel consumption rating of 14.3L/100 km in the city and 10.6L on the highway. That's not too bad, you say, considering the V8 engine and the weight of the beast. Except that the reality is quite different; granted, the V8 has to move 2,304 kg worth of X6, but that hardly explains why we recorded an astronomical 24.0L/100 km in the city, when driving "normally". Even when driving as smoothly as possible, in Eco mode, we couldn't get below 16L. On the highway, during a 200-km trip, we averaged 9.8L/100 km, sticking to 110 km/h.



## Inside

Here you can feel this model isn't fooling around. Sportiness, aggression and, yes, luxury are clearly on the agenda.

The centre console is oriented towards the driver and the steering wheel is easy to grip like in all new BMWs. The Merino leather and various carbon parts further reinforce the luxurious feeling of this X6.

Also new for this year is the bigger panoramic sunroof whose glass surface is 83% larger. This Sky Lounge glass roof, included as standard on our M50 model, creates a totally distinctive atmosphere inside the new BMW X6 when the sun goes down. More than 15,000 illuminated patterns in the glass roof produce a representation reminiscent of a starry sky. Six colours

are available for illuminating the panoramic roof.

Another practical gadget, and already seen on other models like the X5, is the pair of thermo-electric cup holders (front only) which can keep drinks cold or hot, as you wish.

2020 BMW X6 M50i, first row

Our tester also had, like a number of higher-trim Beemers these days, several controls in a glass theme. These included the shift lever, iDrive controller, start button and audio-volume button. The Bowers & Wilkins Diamond surround sound system, which includes a seven-channel 1,500-watt amplifier with 20 speakers, actually managed to disappoint. The sound is very good as long as you don't exceed 75% of the maximum volume; beyond that you feel saturation.

Last, and certainly not least, the display

system in front of the driver includes a 31-cm (12.3-inch) high-resolution digital dashboard display behind the steering wheel and a touch-sensitive central display of the same size. To say this seventh-generation iDrive, compatible only with Apple CarPlay, can be configured in several ways is an understatement.

Information from realms such as driving, entertainment, navigation, connectivity and vehicle information can be selected in almost any combination and arranged in one of four centre display styles. Multiple pages can be created and easily accessed with a simple scan of a finger across the screen. Hours of fun...

For the screen behind the steering wheel and the head-up display, your driving style will determine the visual display style.


**CARBUZZ**

**Engine**  
4.4-liter Twin-Turbo V8  
Gas

**Transmission**  
8-Speed Automatic

**Drivetrain**  
All-Wheel Drive

**Body Type**  
SUV

**Seating capacity**  
5 seater

**Trunk Volume**  
TBC

**Fuel Economy**  
City: 16 MPG  
Hwy: 22 MPG

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mode, we couldn't get below 16L. On the highway, during a 200-km trip, we averaged 9.8L/100 km, sticking to 110 km/h.

2020 BMW X6 M50i, three-quarters front Now, it's clear that buyers of this type of vehicle don't really look closely at fuel consumption, but it's still relevant to know that if you drive the X6 M50i aggressively, the 85 litres of gas in the full tank will melt away like snow in the April sun.



## Mechanics

Enough of the bling - how about the engine that powers this beast? The X6 M50i is equipped with the new version of the 4.4L turbocharged TwinPower 8-cylinder engine that develops a "mere" 523 hp between 5,500 and 6,000 RPM and 553 lb-ft of torque between 1,800 and 4,600 RPM. That means the powertrain now generates 78 hp and 74 lb-ft of torque more than the previous model.

The X6 M50i is also equipped with an M Sport exhaust system that allows the sound of the exhaust to be increased at the touch of a button. It can also be set to Sport Plus mode, which firms up the steering wheel, suspension and driver's seat. 0-100 km/h is achieved in just 4.3 seconds, 0.5 seconds less than with the old X6.



## Conclusion

Starting from a price of \$92,000, BMW added a \$17,000 Luxury Excellence package to impress us even more, as well as a \$2,000 Merino all-leather option, a \$500 illuminated grille and carbon fiber trim at \$1,000. The total price of our tester was \$112,500.

We're not going to lie: you'll get your money's worth and much more. The X6 is a vehicle that turns heads, that doesn't go unnoticed and even more so with its V8 engine. Compared to its direct competitors, it has the charming quality of embracing its dual role as a bad-ass and a people-mover, able to take you on a first-class trip.



# How buyers place their orders

Buying for SS21 is in full swing but things are different from usual this season. From delayed and scaled-down collections to the digital ordering process - what informs the planning and budget of fashion buyers from Zurich to Paris?



## Buyers adjust their planning

"This season is very special and we see several strategies adopted by brands: a smaller drop or sometimes a capsule that is presented later," said Maud Barrionuevo, head buyer at 24S, the luxury online platform owned by the LVMH Group. The website offers items from more than 300 brands for men and women. "Some themes from AW20 are occasionally kept into SS21. Other brands only offer a single drop in September." Downsized collections or cancelled pre-collections for SS21 could already start to affect the turnover of many fashion retailers from the second half of the year.

Instead of the usual delivery start in November, the first SS21 products might end up in stores much later this time round. "Our summer starts in January for almost 50 percent of suppliers, and we may not be able to achieve the sales we usually have in November and December," said Miriam Anlauf, a buyer for the women's department of German retailer Peek & Cloppenburg Düsseldorf. However, the disruption to the fashion calendar caused by the pandemic also brings advantages for buyers. "Many suppliers have not finished their sample collection in time, which means that main collection and pre-collection

Are presented together," said André Myburgh, head of merchandise fashion and accessories at the Zurich-based department store Jelmoli. "This is certainly good for us, then you have an overview of everything and don't have to divide your budget in advance."

"The schedule is usually very full, we make four or five appointments per day. For this season, we will probably slow down the pace because buying will take longer," said Régis Pennel, the founder of the Parisian boutique L'Exception. He expects the ordering process, which began at the end of June, to continue until October.

Zeineb Chaouch, co-founder of the Paris concept store Le DiX, only places orders if the partner brands are willing to accept them. His store works mainly with sustainable fashion brands, most of which offer one collection or less per year. In 'normal times', the low frequency can be a handicap, but during a pandemic, Chaouch can be more flexible.

## Digital buying

The majority of the orders of Brussels-based designer boutique Stijl have to be completed virtually this year. This is frustrating, said men's collection buyer Hendrik Opdebeek. "In our market niche, seeing and feeling is essential. A shirt is a shirt. Only when it has passed through the hands of a designer does it become a designer piece," he said. "You really only see the difference to a shirt from the high street when it goes on the catwalk and then into the showroom."

Gabriela Holscher-Di Marco, the owner of designer store Ela Selected in Düsseldorf, also rejects digital buying. The designers she carries offer to drive to her store to show their collections like in the old days. "We used to do that a lot in the past. For me it is simply important that I meet the designers every season and feel the human touch, the personal encounters, the look and feel and the showroom



atmosphere, and hear from the designer what he or she had in mind for the collection," said Holscher-Di Marco.

The details of the fabrics and colours can often not yet be adequately represented. This makes it especially difficult to buy new brands in a digital-only way and that's also why many buyers believe that a part of their job will always remain physical. "As soon as something is in dark blue or black, you can't see exactly whether it is padded or quilted, for example," Jelmoli buyer Myburgh said. "With denim, I find it difficult to get the wash across the screen. And if there is a shade of blue that doesn't look right - you will end up with the pile right there until the sale." He and his buyers have requested 'Swatchcards' to be able to touch the material for garments with technical fabrics.

"The combination does it in the end. The recent times have shown that many things can be done extremely well digitally," said Peek & Cloppenburg buyer Anlauf. For her, it is helpful if a supplier provides a kind of 'storytelling' with the collection, such as moving pictures and a 360-degree view of individual pieces to show the fall of a garment. Whether or not her team will visit the showroom to view the collections also depends on how

much will be ordered. "If we're spending a very big amount of the budget and we're buying big quantities, we're naturally already interested in making sure the item is what we expect it to be," Anlauf said.

"Digital appointments take a lot longer than an actual physical appointment," said Mytheresa fashion buying director Tiffany Hsu. She thinks that the actual process of physical buying cannot be replicated for larger collections with multiple categories, but that it's possible for brands that offer a smaller range of products, provided they offer high-quality images of models wearing the garments. She also said that the quality of the line sheet, which is used by brands to present the most important information about themselves and their collection to buyers, can be enhanced. This also applies to the quality of the images available to buyers. "Since we are an e-commerce company and we are selling to our customers digitally, my expectation for brands selling products to buyers is on the same level, which is not always the case," Hsu said.

## Buyers place orders more cautiously

Many buyers start the season more carefully than they would before. "Our general approach is more cautious, and

that's necessary. The never-out-of-stock items and basics could be increased - in the end, it also depends on what the suppliers offer," Anlauf said. Peek & Cloppenburg wants to increase its sustainable assortment and also have a share of timeless clothing.

"In any case we will buy less for next season. We will put some non-seasonal pieces back in the store next summer," said Opdebeek from boutique de Stijl. Mytheresa buyer Tiffany Hsu also bets on timeless pieces. But unlike her colleagues, she plans to increase her budget compared to last year and place orders as usual to ensure that they arrive on time.

"I think buyers will become more cautious and look at what and when they bring pieces to the shop floor," said Jelmoli buyer Myburgh. "Going for more quality and never-out-of-stock - I think that will definitely change, that you don't buy frantically anymore because you have an upper budget limit and have to spend it. Those days are over."

# SCOTLAND DIARIES

## Places to visit and things to see



Scotland is a country with a long and rich history spanning back centuries. The keeping of its culture and traditions mixed with its modern society makes Scotland a very unique place to visit. From castles to golf courses to beautiful lochs, you won't leave disappointed.

Edinburgh - The country's capital and host of the largest arts festival in the world every August. Edinburgh is a

diverse city full of castles, underground chambers, theaters, cathedrals and much much more. An array of shops, cafes, parks and monuments, and museums you have plenty of things to keep you interested during the day, and by nightfall the city's vibrant nightlife comes alive. Edinburgh is definitely a place you won't forget.

Glasgow - Scotland's largest city and home to its two largest soccer teams.

Glasgow has become renowned for its music scene, where a lot of chart-topping bands began their journey. The city has three universities, a host of parks, museums and art galleries, plenty to keep you busy.

St. Andrew - Famous for its Old Course, the first ever golf course in the world. It is also home to the University of St. Andrews, the oldest university in Scotland with Prince William as one

of its graduates. St. Andrews is a small town on the coast of Fife, it is a very warm and friendly town and a good representation of how Scottish people live.

Loch Ness - A trip to Scotland would not be complete without trying to steal a glance of the Loch Ness monster! Whilst Loch Ness has become somewhat of a tourist spot, it still holds

some of the most beautiful landscapes Scotland has to offer.

On top of those wonderful destinations you also have many famous Scotch Distilleries dotted all over the country. If you like a specific brand of Scotch, you can go to the very distillery it is made.

There are also many islands surrounding Scotland, such as the Isle

of Arran or Skye that make for a great destination.

The really great thing about Scotland is the friendly people who are very patriotic and more than willing to tell visitors of its traditions and culture. As the saying goes in Scotland, "He who enters here is but a stranger once". For more travel info visit [Travel Scotland](#).

# MOUNT KAILASH FACTS

Mindboggling things you may not know about  
Lord Shiva's home



Mount Kailash—the Stairway to Heaven—is the most intriguing mountain range in the whole of the Himalayas, so we thought of divulging some things that you might not know about it. As a matter of fact, Mount Kailash is 22,000 ft from the Tibetan Plateau, which is largely considered to be inaccessible. For Hindus and Buddhists, Mount Kailash is the physical embodiment of Mount Meru. Here are

10 of the most interesting, little-known facts about one of the world's most sacred and mysterious mountain peaks—Mount Kailash.

- Contrary to popular claims, the pyramid-shaped Mount Meru is the result of the possessed technical expertise of some superhuman divine beings.
- According to the Buddhist and Hindu scriptures, around the Mount Meru exist ancient monasteries and caves wherein the holy sages reside in their material and subtle bodies. These caves can be seen by only a few fortunate ones.
- Every year, thousands of pilgrims enter Tibet for pilgrimage to the holy Mount Kailash. A few make it to the region and a very few manage to finish

circumambulating the hallowed peak.

As for climbing up the summit, some daring mountaineers have attempted to do so, but with no luck

- Trekking all the way up to the peak of Mount Kailash is held to be a forbidden act among Hindus for the fear of trespassing the sanctity of the mountain and disturbing the divine energies

residing there. As per a Tibetan lore, a monk named Milarepa once ventured far enough to reach the top of Mount Meru. When he returned, he forewarned everyone to avoid bothering the God resting high up in the peak.

- Two beautiful lakes, namely Mansarovar and Rakshas Tal, are located at the base of Mount Kailash. Of the two, Mansarovar, which lies at an

altitude of 14,950 ft, is considered the highest freshwater body in the world.

- While Mansarovar has a deep spiritual significance, its antithesis, Rakshas Tal, was born of the intense austerities performed by the demon King Ravana to please Lord Shiva. For its close association with a demoniac entity, the Rakshas Tal Lake is endowed with salty water and deprived of aquatic plant life and marine life.