



Organisational Transformation

BLEND
BLESS
BLCOMPASS
SCM
FISE
TQM
OPEX

For a better tomorrow!

EDITORIAL

Charles Darwin once said - "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." You'd agree with me that 'Change leading to Transformation' is key to any organisation's growth, development and success. If we, as a Company, have endured the test of time successfully, it is only because we have constantly striven to embrace change. Today we are ever ready to change with time and transform ourselves to emerge as the best. The Company in recent times is witnessing a process of Organisational Transformation - for a better tomorrow! Towards this, various initiatives have been taken, advocated, driven and continuously reviewed by the leadership. These initiatives under the broad umbrella of business process improvements, people excellence initiatives, technology adoption, sustainability and communication efforts are designed not only to have a positive impact on the business and the employees, but also on all stakeholders and the environment. Through the implementation of these initiatives BL will be better equipped to proactively absorb and adopt new technologies, manage shrinking or exploding market opportunities and ensure the long term sustenance and growth of the Company.

Henceforth, beginning with this (January 2013) issue, every issue of BLOG will focus on a particular theme of relevance to us. You would have guessed by now that the theme for this issue is "Organisational Transformation". This issue contains thoughts from the Leadership on the theme, details of the initiatives taken and in progress. Hope you will enjoy reading this theme based issue of BLOG.

As always do send your suggestions/feedback to me at mukhopadhyay.mohar@balmerlawrie.com. Also, please send your and your family member's contributions for the 'Talent Unlimited' column.

Have a great year ahead!



ORGANISATIONAL TRANSFORMATION – FOR A BETTER TOMORROW!

LEADERSHIP SPEAKS



Viren Sinha
Chairman &
Managing Director

Our Company is a fantastic test case of corporate sustainability. It has endured the test of market through a combination of cultural diversity, values, and corporate excellence. Our focus on corporate excellence to strengthen organizational readiness to embrace change is yet another example of our commitment to our vision. Over the last 24 months a host of initiatives have been taken in this direction.

We are investing heavily into technology and infrastructure to make our manufacturing systems more robust and efficient. While upgrading the facilities of the CFSs, we have brought in technological changes through RFID and a web based software package. We have started a 24x7 call center for T&T, common platform for ticketing back office operations, an online travel portal and opened more than 40 branches/implants. We did

all of this to emerge as a truly customer focused and customer service oriented organization. We are investing about ₹ 80 crores in a High Throughput Plant (HTP) in Navi Mumbai and have built a state-of-the-art Greases & Lubricants plant at Silvassa. We are deliberating on investments worth ₹ 220 crores in a Multimodal Hub that we will be building in association with Vizag Port Trust. Implementation of ERP will assist our pursuit of greater operational efficiency and developing smart marketing processes. With new technology and proactive customer service, I believe we can be a nimble footed Company well prepared for changes in the business environment.

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We have introduced new designations to address people's aspirational needs and enhance market's value perceptions. For operational excellence, we conducted a SCM study at G&L. We have finished a similar exercise in IP and we are now in the process of embarking upon a business excellence study for LS. We are also in the process of selecting somebody to look at ways to make the T&T business sustainable in the long run.

We want to make BL a truly performance driven organization. Last year, for the first time, we ensured that appraisals were done by May. Promotions were announced in July and we were able to shun the practice of adhocism. We also set up KPTs for all officers. We want to be more target oriented and continuously push ourselves to increasingly reduce the element of subjectivity in our measurement of performance.

How is the organization perceived by employees? What is it that helps us in retaining and motivating employees and instills in them a sense of belonging? For this we have carried out the Employee Satisfaction & Engagement Survey as part of BLEND. Our continued commitment to our employees' welfare and growth is key to our employee centric organizational practices. We have carried out Development Centres which will identify training needs of various individuals, and build their capacity to assume much larger responsibilities. We would be holding Town Hall meetings in all major locations where we would share the findings of BLEND, hear from people their perceptions, share with them findings which are good and what actions we will take to make improvements.

We want to drive in a culture of HSE where employees are not forced to adopt HSE best practices but develop an inherent desire to implement and follow HSE norms. In a nutshell I want to make BL a truly performance oriented and customer centric organization that smartly leverages technology to stay ahead of competition.



P P Sahoo
Director
[HR & Corporate Affairs]

2012 has been the harbinger of several initiatives as we embark on a journey of transforming Balmer Lawrie into an Organization of Excellence. The ethos of this journey is built around **Quality** in all that we do & deliver, **Enterprise** with spirit of entrepreneurship & innovation, **Sustainability** with focus on the stakeholders, society & environment, and **Technology** adopting and adapting to stay ahead. This in nutshell describes our '**QUEST for Excellence**'. This QUEST for Excellence obviously needs to be driven by the people and their development and alignment to the organization are being supported by various People Excellence Initiatives.

This issue of BLOG documents several of those transformational initiatives in hand leading us in our Quest for Excellence. I am sure this Quest for Excellence will not only result in short term growth and prosperity of the Company & the people, but would also ensure long term sustainability of our great Company. Let's one and all dedicate ourselves to this **QUEST for Excellence** and work towards their success in unison.



Niraj Gupta
Director
[Service Businesses]

The only thing constant is change. For any organization, preparing itself for the challenges in advance is extremely critical. Our organization recognizes this and to gear up for the challenges ahead, has taken various initiatives involving the major lot of employees if not all.

After a long gap, an employee satisfaction survey was carried out and based on the same, various other steps have been initiated. The Company has gone through development centre; PMS is constantly being upgraded; employees are being made aware of HSE and new suggestion scheme has been introduced.

To also enable the organization to meet business challenges, the Company has taken up ERP implementation across all SBUs. All these initiatives and transformations can succeed only with full support of all employees. Let us all take a pledge to whole heartedly support all initiatives for making BL a bigger and better organization to work.

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Anand Dayal
 Director
 [Manufacturing Businesses]

The Company is in the midst of implementing several transformational initiatives, which will enable it to become more nimble, in the competitive market place, where all its businesses operate.

Our responsibilities to society at large through "SD" and "CSR" focus and initiatives will also lead to the re-definition of the way we do business. I do believe that amongst all the various initiatives, long term growth/ success will come from our "Sustainable Development" plan and how well and quickly we adapt to national/ global SD imperatives.

The biggest enablers to drive the change required will be our success in implementing ERP, Opex and Business excellence models. Of course, the glue, which will bind together, all these diversified change programs, undertaken by us, will be all our individual efforts to drive these changes; our collective alignment in doing so and initiatives under BLESS should help us on this journey.



Prabal Basu
 Director [Finance]

The Company is presently focusing its attention to attain substantial growth in the coming years both in the top and bottom line through various measures taken both in the form of expansion / diversification / modernization of activities. Also, a continuous and sustained effort is being made to improve our business processes, which will help the Company to have sustainable growth in the years to come. In the area of Accounts & Finance, the Company is trying to adopt the best practices through implementation of the ERP System using SAP Solution. The procurement process of the Company, which already has a well laid down and robust purchase procedure, is being improved upon through the e-procurement process which will enable greater transparency and larger vendor participation.

ORGANISATIONAL TRANSFORMATION – INITIATIVES GALORE!

In the face of changing times, conscious transformation, powered by planned initiatives and focused implementation is the key to success for any organisation. In Balmer Lawrie today, the transformation agenda is to achieve excellence in all aspects of the business and organization at large. Various initiatives, some deployed and some in the process of being deployed are in hand not only to develop and

strengthen the management systems and processes, but also to improve performance, create value for stakeholders, enhance the quality system, improve customer focus and retain and develop talent.

This process is being driven in an inclusive manner with specific interventions directed at issues of Growth, Technology Augmentation, People Practices and Sustainability.

Business Process Improvements

- **Opex in Industrial Packaging, Silvassa:**



Balmer Lawrie & PWC having discussions on Operation Excellence for SBU: IP at Silvassa

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Balmer Lawrie has embarked on a journey of achieving Operational Excellence for SBU:IP. The process commenced early 2012 in the Silvassa Plant to institutionalise and bring in processes and practices which can significantly improve the overall effectiveness of the plant, reduce wastage, improve manpower and energy utilisation, improve productivity, reduce downtime, enhance quality, on-time delivery, and thereby reduce overall cost and improve customer satisfaction. The exercise named as “Jagruti” was driven in partnership with PwC. The IP team together with PwC did an As-Is process mapping, delved into identifying the key

performance improvement areas and then went about implementing/ adopting best practices including 5S of housekeeping to bring about all-round improvement. This Operational Excellence initiative was woven around the three levers of Asset Care, Process Care and People Care. The outcome till date promises a lot - not only is excellence being witnessed in various aspects of operations, but the SBU also expects to accrue significant monetary benefits through this engagement.

In 2013, the process is expected to be replicated in other Plants of IP.

• Supply Chain Management and Brand Promotion Plan in Greases & Lubricants:

A Supply Chain Management initiative is under implementation in G&L. KPMG has designed a comprehensive, integrated supply chain system to enhance the supply chain efficiency of the business. A Brand makeover plan for Balmerol is also under execution in G&L. Both these initiatives are expected to pay rich dividends in times to come, especially in retail marketing.



(L) A retail outlet with new branding of Balmerol (R) Packaging with the new Balmerol logo

- **Business Excellence initiative through process improvement in Logistics Services:** Miebach has been appointed as consultants to carry out this study. This initiative will not only help in increasing the efficiency of the LS branches but would also lead to quality upgradation in customer service.

Enterprise – The New Growth Initiatives

- **G&L, Silvassa:** A state-of-the-art Greases & Lubricants plant using latest technology was commissioned at Silvassa in December 2012.



Glimpses of G&L Plant at Silvassa

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- **IP, Navi Mumbai:** A High Throughput Barrel plant with state-of-the-art manufacturing technology is being set up with an investment of around ₹ 80 crores at Navi Mumbai. Not only will it be the most modern barrel plant in India, but would also increase our capacity by around 30 per cent.
- **CFSs Expansion:** All 3 CFSs at Kolkata, Mumbai and Chennai have been expanded with an investment of around ₹ 50 crores. CFS Mumbai has expanded to 26 acres (from 20 acres), Chennai has gone up to 17 acres (from 10 acres) and Kolkata to 16.5 acres (from 10 acres). The work is also going on in improving & expanding warehousing facilities in these CFSs.
- **Multi-Modal Logistics Hub (MMLH), Vizag:** A MMLH in partnership with Visakhapatnam Port Trust with an investment of around ₹ 220 crore has been approved for investment by the Board. The Hub comprises of road/port/rail-connected container freight station, warehouses, various other logistics facilities, as well as a truck park spread over 50 acres.
- **Cold Chain:** The Project Report for Cold Chain is at advance stage of finalization. Under this the Company would be setting up a number of Cold Chain facilities across the country over the next 5 years.

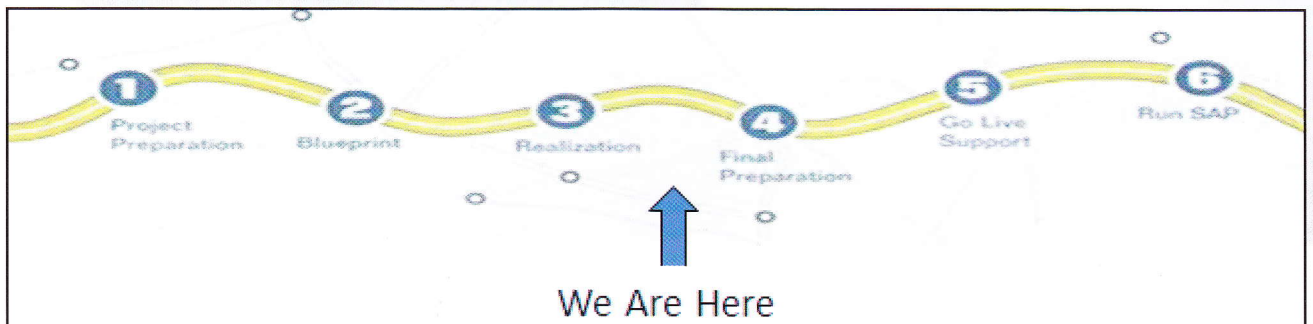
Technology Augmentation

- **ERP Implementation:** Balmer Lawrie embarked on its ERP Journey in February 2012 with the aim of integrating all business and functions under one common technological platform and thus, streamline and enhance work processes and facilitate real time business intelligence. The project was named **BLESS** [Balmer Lawrie – ERP SAP Solution]. The progress of the project and significant milestones are continuously being communicated to all employees through ERP Updates. The implementation is being done in a phased manner. Phase 1 covering Human Resources, Corporate Finance & Industrial Packaging is at an advanced stage of completion. Phase 2& Phase 3 covering Greases & Lubricants, Leather/ Performance Chemicals, Refinery & Oil Field Services, Tours & Travel, Logistics Services, Logistics Infrastructure will be completed by 2014.



Glimpses of a steering committee meeting in progress

- **The ERP Journey**



Below are details of some activities that are currently taking place in our ERP Journey.

- Conference Room Pilots (CRPs) for various scenarios have been initiated.
- Master data consolidation activities are continuing with special thrust on Finished Goods, Spares and Employee masters that are required.
- Functional requirements documents are getting generated from various modules to meet the gaps list.

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- Cutover Strategy discussions have been initiated to come up with detailed cutover plan.
- Interface strategy: Finalization of interface with legacy applications (temporary as well as permanent) and development of the same is in progress.
- Review meetings with various SBUs are being conducted with core committee.

• Travel Portal:

SBU: T&T has commissioned its transactional site, www.balmerlawrietravel.com, for online booking of air tickets in December 2012. In near future, efforts are underway to integrate the tour package and make the site interactive for the customers.

• Video Conferencing:

A Video Conferencing facility has been set up connecting the Corporate Office at Kolkata to offices at Chennai, Mumbai and Delhi.

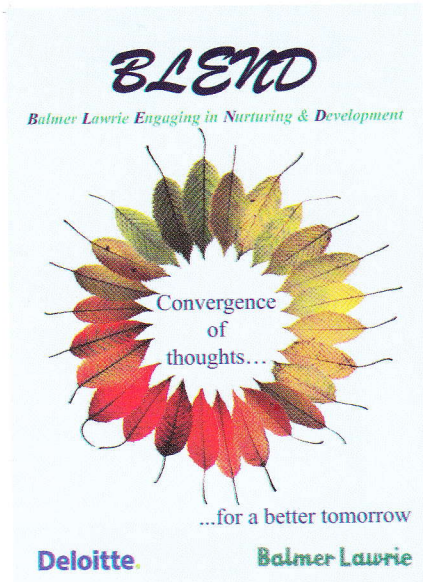


A VC session in progress

People Excellence Initiatives:

People continue to be the cornerstone of BL's success. In recognition of this, several HR initiatives directed at upgrading the quality of the human resource and improving their alignment to the Organization were taken up in 2012, under the **BLEND** (Balmer Lawrie Engaging in Nurturing & Development) programme.

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A new **Talent Management Policy** was successfully deployed, which included:

- Rolling out of more focused & attractive designations (Upgrading of designations and introduction of the VP series),
- Lowering of age/experience criteria to attract young talent from the market, and
- Introduction of a Fast Track Career Scheme for HiPos within the Company

Under **BLESS** (BL Engagement & Satisfaction Survey), more than 95% of Executives & Officers participated in an employee satisfaction & engagement survey conducted by Deloitte. A Satisfaction score of 71 and an Engagement score of 68 are a tribute to the alignment of people to the organisation. The findings of this Survey along with action plan for further HR initiatives are slated to be shared with the participants in **Town Hall Meetings** soon to be held at all major locations of the Company.

A culture building exercise has been initiated in the Company through the **BLCULT** programme. Under this initiative Deloitte has conducted a Culture survey and the As-is Culture has been mapped against the Ideal Culture desired by the Leadership Team. A number of gaps have emerged and a set of actions are under consideration to reinforce the Organizational Value & Work Ethos paradigm of the Company.



The Top Management in a brainstorming session on the findings of BLESS

As a competency development initiative, 155 Managers and 24 HiPo Executives, have undergone competency assessment by Deloitte team of Assessors under the **BLCOMPASS** (BL Competency Assessment) exercise against the newly developed BL Leadership Competency Framework. Individual Development Plans (IDPs) derived from this assessment in respect of all participants are under finalisation and would provide the platform for their future Learning & Development plans in the Company.



Development Centers are being conducted by Deloitte for about 150 Executives across various locations of the Company. The photo captures one particular session in progress at Kolkata.

It is needless to mention that Organisational transformation can only take place provided it is backed by Leadership transformation. Towards this, leveraging the BLCOMPASS exercise, a structured leadership development framework is being put in place under the **BOLD** (BL Organisational Leadership Development) initiative. This programme is expected to help develop leaders, who will not only drive the transformational agenda within but would also be instrumental in meeting the succession needs of the Company.

The success of any organisation depends on the alignment & performance of its people and our Company is no exception to this. To further this process, we have embarked on a two prong

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approach; one, to build an organisation structure which recognises the realities of today's business and two, to drive performance & delivery of people who man this structure. Accordingly, the organisation structure is under review and the **Revised Organisation Structure**, providing for a leaner and smarter organisation, is expected to be implemented soon. The process of alignment and delivery of individual targets to the goals & objectives of the

organisation is being driven by making the **Performance Management System** more robust. In pursuance of this, a series of PMS workshops covering all executives, have been organised in 2012. Further, based on feedback received during these workshops, a number of modifications are being made to the PMS instrument and the PMS process. These would be rolled out soon as a part of the annual PMS programme.



Workshop on Performance Management System held in August 2012 for Western Region Executives in progress

'Quality in all that we do' is no longer a mere slogan in the organisation. Towards actualising this, a comprehensive **TQM** movement has been initiated in the year gone by. Right across the organisation, TQM Awareness programmes have been conducted

covering all categories of employees. **Quality Circles** have been constituted in all SBUs and all of them are working on one or more improvement projects. Where quality is a reality, innovation cannot be far away. To recognise this spirit of innovation

& ideation, a suggestion scheme named **Ek Soch** has been recently launched across the Company. To promote Ek Soch, a Suggestions fortnight was recently organised between 14th & 27th January 2013, in all units/establishments at Kolkata.



Workshops on TQM were organized for employees of the western and northern region in the month of August and a training program on TQM was organized for HRC employees in the eastern region in September 2012.

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Communication & Branding Initiatives

For any initiative to succeed it is important that it is institutionalised and it becomes the DNA integral to very subsistence of the organisation. The starting point of this process of institutionalisation is robust internal communication. Several initiatives have been put in place in recent times to enhance the process of internal communication in the organisation, including:

- **Weekly Media Update:** The e-weekly of compilation of news about/relevant to BL in the media
- **BLOOM:** BL Online Monthly Bulletin of News, Events & Happenings
- **BLOG:** BL Organizational Gazette, the Quarterly House Magazine, which would henceforth focus on

a particular theme besides carrying contributions from employees & their family members

- **Town Hall Meetings:** An open house providing a platform to employees to interact with the top leadership.

External communication is equally important for an organisation, especially from a branding perspective. In this direction several initiatives have been taken and some more are in the pipeline such as:

- **Media Coverage:** Corporate Reports in business magazines/papers
- **Corporate Film:** A film on Balmer Lawrie has been produced with SBU specific versions
- **Website:** The corporate website is being revamped along with microsites for each SBU

Sustainability efforts at building a Safe Earth & Inclusive Society

- **HSE:** In pursuance of the leadership's advocacy for the institutionalization of a proactive HSE (Health, Safety & Environment) culture in the organization, a full-fledged HSE department has been set up at the Corporate Office. Over the year, HSE audits have been conducted at all units across all SBUs. Though a number of improvements have been implemented, many others are in various stages of implementation. Risk assessment on Fire & safety was carried out at Corporate HO & recommendations are under implementation. Work is in progress to develop a Corporate HSE Manual for standardization of safe working practices. Training on Safe Material handling was conducted for CFSs at Kolkata & Chennai. Also, towards institutionalisation, a HSE corner is published in BLOOM every month and features best practices to sensitize people on various aspects of HSE.

- **Environmental Sustainability:** Environmental Sustainability aligned to business is the need of the hour and towards this a long term Sustainability Development Plan was developed for the Company in association with E&Y. The Company plans to focus on Energy Management & promotion of Renewable Energy in the next couple of years. As a part of this, the Company plans to set up solar power facilities at its various units/establishments. Also, employees & stakeholders will be engaged through various workshops, seminars, and a first step has been

taken in this direction by organizing SD workshop at all units of the Company in 2012.

- **CSR:** Balmer Lawrie believes that good financial results are not an end in itself to assess the success of any business; rather it is a mean to achieving higher socio-economic goals. In pursuance of this belief, the Company is committed to conducting its business in a socially responsible manner and be responsive to the needs of the society at large. Accordingly, the Company has been pursuing various CSR initiatives since the last decade or so.

Balmer Lawrie's CSR initiatives are driven by two Flagship Programs - Balmer Lawrie Initiative for Self Sustenance [BLISS] and Samaj Mein Balmer Lawrie [SAMBAL]. While the first Program is directed at providing & improving the long term economic sustenance of the underprivileged, the second Program aims at improving the living standards and quality of life of population in and around the Company's work-centers.

In pursuance of these Programs, the Company has undertaken several community development projects, partnering with various NGOs with a focus to trigger development at micro-communities and thereby generate the desired developmental impact. The focus areas for the Schemes under the Programs, amongst others, have been on education, healthcare, sanitation, shelter, integrated village development, employment generation, vocational training leading to

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employability & livelihood, rehabilitation of the destitute, disaster mitigation, and environmental protection. CSR efforts are channelized on the above mentioned thematic focus areas and target groups like children, women, youth, elderly and differently abled people.

Through the various CSR programs, the Company has constantly endeavored to integrate the interest of the business with that of the communities in which it operates. In keeping with Department of Public Enterprises [DPE] guidelines on CSR, the Company has formulated a CSR Policy and Long Term Perspective Plan. In order to facilitate companywide implementation of our CSR policy and ensure that CSR is embedded across various business units and their operations, a CSR governance structure has also been put in place.

The Company this year has taken up several CSR activities and will be spending around ₹ 3 crores on these projects. Some of the projects/initiatives are detailed below:

Education:

- Provision of safe drinking water in schools – Dara Adarsh Vidya Mandir in West Bengal and the Secondary School in Khadoli, Silvassa benefitting 3100 children.
- Scholarship to 75 economically backward students pursuing Diploma/Degree Courses in reputed engineering colleges of India.
- Supported Akshaya Patra to procure kitchen equipment & a van for mid-day meal distribution in schools in New Delhi.



COO [T&T] inaugurating the Meal Distribution van

Health:

- Medical care for old & aged through mobile health unit in association with Helpage India – 12,000 elderly are being benefitted every year.
- Reduction of infant mortality rate through special clinic – Child In Need Institute (CINI). 12,000 beneficiaries include mothers and children from 0-5 years are being benefitted every year.

Sanitation:

- Modern toilet unit in more than 250 households

Skill Development:

- Training on Tours and Travel to girls – 104 girls undergoing training
- Basic computer training was imparted to more than 100 SC/ST girls at New Delhi.

Child care:

- Child care, including family support & education to orphan/destitute children and children with physical & other disabilities – 30 children of SOS Children's Village in Kolkata & Vizag, 30 children of Indian Institute of Cerebral Palsy (IICP) and 25 children of Indian Institute of Handicap & Backward People (IHBP) are being supported

Environment:

- An Ecology & Environment Protection Centre in Khadoli, Silvassa has been set up

Promotion of Art & Culture:

- A Concert on classical songs has been organized to generate funds for empowerment of women in Sunderban region.

Awards

In recent times, BL has been recognized for its contribution to CSR activities.

- 2011 - Silver Plate Award from Helpage India
- 2012 - "CSR Corporate Governance Award" from Institute of Public Enterprise (IPE)-Hyderabad



Shri B P Joshi & Smt. Mamta Prasad receiving the CSR Corporate Governance Award

Tête-à-tête with Mr. S K Sinha and Mr. M S Khanna

(During the Ex-Directors Meet that was held on 14th December 2012, we had the opportunity to chat with two ex-Managing Directors Mr. M S Khanna (MSK) and Mr. S K Sinha (SKS).)

Below are excerpts from the interview.)

Please share some memorable moments during your stint with Balmer Lawrie...

Career Highlights & Assignments:

MSK: I was working with a company called Hopes Metal Windows. When I took over as the plant head of the new plant of Hopes Metal Windows, there were initial teething problems. It was a challenging assignment. Though there were brickbats too, it was a wonderful opportunity to know people. There were many group companies CANDE, CAFE, Bridge & Roof and Biecco Lawrie. These were part of the building industry. Personally, it was a wonderful occasion to get to know the array of business in Balmer Lawrie. When I came to HO I was given the task of reducing time and optimizing manpower, which I did by interacting with the clerk in charge, asking him what work he was doing, and getting to know each and every person by first name. This gave me a great foundation and it was an opening to the inside of Balmer Lawrie. I got a great understanding of work and analysis. I initiated a new thing in Balmer Lawrie connected to Accounts and Finance and that was mechanization of accounts using Hollerith.

I was interviewed by Donald Manson. I learnt a lot from him. He was a thorough perfectionist. Mr. Manson was the Company Secretary and Chief accountant and later went on to become the MD of the company. I had 5 years of work experience in England before coming to India. The work culture was very good there and I had learnt a lot.

During my tenure I ensured that based on the borrowing power of the Company, we borrowed from the bank and not the government. If we borrowed a single rupee from the Govt. of India the no. of auditors who would visit the



Company would become a hassle. As the Head of Finance I didn't borrow a single Rupee from the government.

I had spent some time in the tea gardens in Assam managed by BL. The work culture was very relaxed with a flexi work schedule. The ambience was comfortable and life in the tea gardens was laid back.

SKS: I had the opportunity to meet the British bosses while I was compiling Footprints on the Sands of Time. Some of them were Sir Owain Jenkins, C D Wilson, C G Montgomery and Donald Manson. I was posted in England for a while and had the opportunity to work with C D Wilson who would manage the tea business.

In my work life, I spent most of my career in the shop floor. There was a tremendous urge to achieve perfection, the highest quality standards and most efficient ways of production. As a beginner, being in Balmer Lawrie was good learning and good grounding.

The Management and Labour relationship was that of authority and fear. Fear was the motivation force. If a supervisor was unhappy, the worker could be sacked without reason or notice. Hence, the worker was forced to give minimum. The supervisor was capable of getting out the maximum, promptly on time and without being questioned. In the modern concept though, the worker is expected to give maximum on his own will.

I worked on the shop floor in England when I was sent on training. There I saw tremendous

pride in the workers, pride to be able to do things with their own hands. The worker felt he was more superior as he was producing things that were selling.

Anecdotes:

SKS: There used to be a safe in HO where money was kept. Whenever people needed money for official work the person in-charge would give the required amount. One day somebody needed money urgently and the person in charge of the safe was not there. Nobody had the key. Then the guard said that there was no need of the key as the back of the safe was open and the money could be taken out easily. Incidentally the safe was not installed properly and hence, the portion behind was left open. So such was the honesty in Balmer Lawrie that even when the guard and few other people knew that the safe was open from behind, no one ever stole money. This was the extent of honesty practiced in Balmer Lawrie.

SKS: I was interviewed by H G Sinclair who was the Director-in-charge then. During my meeting with him he said "you play squash...we have a champion squash player in the company and you will be playing squash with him tomorrow at the Kolkata Rackets Club..." I was totally taken aback. I borrowed money from friends and bought whatever was required for the game. When I went the next day to club I realized that the champion was none other than Mr. N N Atal and I had to play with him. Though he won the match he gave a positive and supportive report about me, which I understood when I met Mr. Sinclair the next day. He gave me my appointment letter and the company had taken me as the first engineering trainee.

Earlier the company was interested only in trading and then it moved into manufacturing. I was in the Indian galvanizing company in HO, Kolkata as a

Tête-à-tête with Mr. S K Sinha and Mr. M S Khanna

trainee in 1955. The British engineers in our factory were rough and tough people and were very proud of the jobs they did.

SKS: In September 1955 we had to attend the Servants Ball which was an annual dinner organized with the Chairman who would come down from England. We had to wear a dinner jacket, bow tie and special shoes. I had none of them so I went to the tailor, H Ghulam Mohammad and he gave me the suit on credit as I was an employee of Balmer Lawrie. He was kind and asked me to pay later when I had the money. This was only because I was an employee of Balmer Lawrie. We also had to come to office in suits. Those days there were no ACs and the doors of the rooms were ventilated. Some of the valued traits were that we had to be dressed well not only in office, but even if we went to cinema or any similar place.

BL – A Caring Organisation:

SKS: BL was a very caring organization. The company was very receptive to the needs of the people and did what was required for an employee. Right across the company a lot of care was shown for employees. The company made sure that you had no problems and devoted time completely to Balmer Lawrie.

Mr. Sinha narrated an incident when his wife was ill and he asked his superior for leave. The company doctor was sent to check his wife whilst he could concentrate on his work without any worry.

SKS: In the old system of BL there were two very peculiar rules:

1. when an employee got married the dearness allowance went up. As a common practice people would overspend after marriage. Employees those days had Accounts in Balmer Lawrie and salaries were paid through BL cheque.

2. After confirmation an employee was given a car loan with no interest and the monthly installment to be paid back would be the car allowance. Also, petrol was free; there was a fuel pump in

Hastings where employees could fill fuel. After getting the car when I asked what the petrol allowance was, I was in turn questioned "What is your limit of using petrol?" Thus, there was no limit on the use of petrol.

MSK: We thoroughly enjoyed our work. There was a lot of concern for employees and I feel it is being practiced well in the present context as well. We had a wonderful working relationship.

SKS: In every factory that I had worked in Balmer Lawrie I had a similar experience except in the steel containers division in Mumbai. There I had seen a culture where the workers used to compete with one another. Each worker would push to get the line going throughout the day and the workers together would work very hard. There was a very strong "Positive Attitude" amongst the workers. The supervisor's job was just to clear up the bottleneck. When there was a breakdown all would get together to solve the problem. They would write the day's production on the blackboard and the workers would celebrate when there was a significant production. Such was the involvement that when the worker went home his wife would ask him what the production of the day was. Since BL was a small Company there were a lot of interpersonal interactions and families were involved in social functions.

MSK: Donald Manson used to be paid pension. To get his pension he had to provide an existence certificate. This would make him very angry. He would say, "Why do I have to prove to you that I am living." We would explain to him that this is a rule of the Insurance Company.

Things that you had wished for and which you think have been implemented in the Company...

SKS: It makes me feel very proud that I worked for a Company that remembers me affectionately. People in Balmer Lawrie always had deep interpersonal relationships and this quality has

survived generations after generations. We have seen that the Company has valued people and relationships with people both in the past and in the present.

On the professional front I feel Balmer Lawrie has not been a technology intensive Company though we have the resources to do that. Technology is the prime force. BL was not strong enough technologically. During my tenure I tried but my vision has not been fulfilled. I had a vision of BL becoming technologically very strong. Unfortunately it has not come up to the point I would like to see it.

BL earned reputation because of ethical practices, relationship with customers and also the way it maintained the relationship. The Company has upgraded its skills. BL has been a progressive Company constantly learning and moving with times.

MSK: BL's financial achievements have been noteworthy. A dividend of 80% per share was given last financial year and this is much more than what we could have imagined. During our time 20-25% was considered brilliant. The Financial results sum up all the physical efforts made by R&D, Marketing and other functions. Financial results measure the achievements.

I never imagined that turnover and profits would reach so high. Culture and values are ingrained in the systems. In newer organisations the systems are fragile but we worked in strong and rigid systems and thus the Company has survived the tests of time.

What is that X-factor which made you spend better part of your career in Balmer Lawrie?

SKS: When I joined Balmer Lawrie mercantile (business) houses were very closely inter-linked. If a person was willing to change jobs he was looked down upon. Job hopping was not an accepted practice. The British business houses gave an environment where the employees were encouraged to stick to the

Tête-à-tête with Mr. S K Sinha and Mr. M S Khanna

organization. The culture was to join BL and retire from here. Even the children joined after the parents retired. Stability was the key word. We never allowed the thought to cross our mind why we should look out.

MSK: There was an immense sense of pride to be part of a Company like Balmer Lawrie.

Your thoughts on Balmer Lawrie's growth and diversification in future; How do you see Balmer Lawrie 5 years from now?

SKS: The Company has retained its diversified nature/activities. This is a strong attribute. The company has identified new opportunities and we can see global presence of the company's operations in those areas. Also, BL will find solutions to get out of some operations/units which are not doing well. The Company has

tremendous potential and will be successful in the global level of operations as well. The Company has reached a point beyond my imagination.

MSK: There is no reason why Balmer Lawrie should not maintain its tempo of growth. The leadership is excellent. They have planned well and are aware of the risks and opportunities.

How has life been after Balmer Lawrie?

SKS: After BL I taught in Roorkee for 14 years. Then post retirement from teaching I wanted to ease out. Presently I live in Delhi. I love travelling, listening to Indian and Western Classical music and reading. Initially I would read Business Management but now I read history and evolution of mankind; what possible future the world has. My wife is an avid gardener and we move out in

search of flowers and trees.

MSK: After BL life has been busy enough. I worked in another organization for 10 yrs and now I assist an American Company for business development. I enjoy playing Golf and play three times a week. I started playing golf two years before my retirement from Balmer Lawrie.

Your message for the employees of Balmer Lawrie...

SKS: You work in a Company which has had a glorious past. Now the responsibility is on your shoulder to take it to greater heights. You've done very well and my best wishes to all of you.

MSK: I congratulate all the employees for keeping standards of work and morale high. The tempo of the Company is very high and I feel that employees should be contended and happy and work hard.

KNOW YOUR FELLOW BALMER LAWRIEN...



Mrs. Shalini Mishra, who is one of the key members of Travel Dept., Delhi is a dedicated and responsible Officer. She has been associated with the Company for more than 14 years. She was interviewed by Shri Ashok K Gupta, Chief Manager [HR]-NR.

AKG: How long have you been working with Balmer Lawrie and currently what is your role/dept?

SM: I joined the Company as a Vocational Trainee in May, 1998. Now I am working as an Officer in SBU: TT-Delhi and am overseeing the Travel operations at Domestic Counter, Scope Complex, New Delhi.

AKG: What do you like about Balmer Lawrie?

SM: It is a professionally run and forward looking Company. It focuses a lot on overall development of its employees by implementing new initiatives/ processes. It provides a good working environment and seniors are supportive. Colleagues always cooperate with me when I face difficult situations.

AKG: What is your most memorable moment in Balmer Lawrie?

SM: The memorable moments for me in Balmer Lawrie were when my services were converted on the regular rolls of the Company and further when I was considered for promotion to "S2" Grade. I am really thankful to my superiors/ Company for recognizing my services.

AKG: Who is your inspiration in life and why?

SM: Husband at home and seniors/colleagues in office because with their support and guidance only I have been able to enrich my knowledge, learn new things and to perform my duties effectively both at home & work place.

AKG: What are your hobbies?

SM: I like to listen to old songs and read spiritual books.

AKG: Place you belong to and who all are there in your Family?

SM: I belong to Meerut [UP] and my family consists of my Husband & 8 year old son.

AKG: Any message for Balmer Lawrie employees?

SM: My message for the employees is that our Company takes care of us and is continuously striving to bring in new ideas/initiatives for overall development of us. A competitive pay scale and motivational activities make ours a great Organization to work with. So we should be proud of our Company and do our best.

AWARDS & ACCOLADES



Kshama Agarwal, Executive Trainee, Strategic Planning Department, represented Balmer Lawrie in the Hindi Tatkal Bhashan competition organized by Department of Official Language, Ministry of Home Affairs, Government of India in New Delhi. Kshama bagged the third prize for BL. Congratulations!

TALENT UNLIMITED

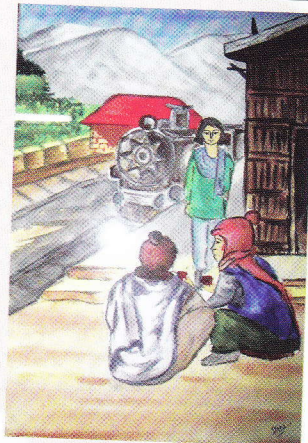
My induction into the BL family

18th June 2012, was the 1st day of induction for the Executive Trainee batch 2012. Twenty Eight graduates from across the country were selected to join and contribute to the continuing legacy of Balmer Lawrie. During the initial introduction we got a feel of the rich heritage of BL, which has completed 146 years. 'Bharat Darshan'- this is how, this company inducts the newcomers. The program included travelling from Kolkata in the east to Silvassa in the west and from Chennai in South to Delhi in North, the best, one could think of. Travelling was both intensive and extensive in nature. Exploring various cities with newly made friends-cum-colleagues was so much fun. Not to forgot the occasional office and factory visit. It was during this time, we got the opportunity to interact with various people, for many their serving years run in double digit, this holds true irrespective of their grade-function-location. This speaks volume about family like culture in this organization. BL truly personifies the famous line: 'miles to go before I sleep...' and I am excited about my journey in this Company!

Kshama Agarwal, Executive Trainee, Strategic Planning



Buddha and Railway Station by Navasha d/o Achal Mitra, Manager [HR]



Hide Me in Your Daylight

I need a place to hide
I bet it's your sunnier side
from the demons of darkness
and the inescapable world of your dreams
I need a place that does seem right
A place to hide
in your daylight

We are not very different
Infact I live inside
in the murders you did not commit
in the tears you never cried
I need a place
in your smiling face
I need a day, your day to hide

You close your eyes
to let me loose
to let me rise
every night, to another fight
I need a fix to run away
from this dark dangerously radiant
monster on the prowl, after dawn
A place to hide, a place so kind
a place otherwise known as my mind...

Nishanth K, Officer [HR]



Aayushi d/o Raj Shekhar, Manager [Web Development]



Durga made of ice-cream spoons by Amritendu s/o Achal Mitra, Manager [HR]

Learnings from The Alchemist by Paulo Coelho

- Learn to listen to your heart, because that's where your destiny resides.
- Intuition is a sudden immersion of soul into the universal current of life, where the history of the world is all written.
- People need not fear the unknown, if they are capable of achieving what they want and need.
- When you can't go back, you have to worry only about the best way of moving forward.

- When you want something with all your heart, that's when you are closest to the soul of the World, which allows you to understand everything that's to be learnt about that thing on the face of the earth.
- If you can concentrate always on the present and not entangle yourself in either the past or the future, you will be a happy man.
- Love is the purest language of world, the language that everyone on earth is capable of

understanding in his heart.

- When two people in love encounter each other and their eyes meet, the past and future freeze. There is only that moment of incredible truth.
- The future belongs to your destiny and is based on the omens of the present. Pay attention to the present, the future shall unravel itself.
- It's not what enters men's mouth that's evil, but it is what comes out, that is.

Paintings presented to Balmer Lawrie by students of Institute for the Handicapped & Backward People (IHBP). As part of its CSR initiatives, Balmer Lawrie supports the children of IHBP. IHBP is a Special School for education, training and rehabilitation of disabled children.

