

# Connect



SCALING THE SUMMIT



Dear All,

The current organizational scenario is tipped at a very interesting and complex phase. It is a time where we must all surge in the right direction with combined momentum. We must not only be proud of our past and happy about our present but also be eager and keen to seek a better future.

Opportunities will need to be sought than to be waited for. Experiments must be proactively done than wait for something to go wrong. 'What's New' must be the mantra than 'What's Now'. In this pursuit, we must currently challenge ourselves in all aspects, to bring out robust practices and processes.

With ambitious plans and objectives, we, the leaders look up to each employee to bring out their best and we believe that you can do so. We must stay positive even in times of failure and sustain our efforts so that we are successful at the end of it all. The path may be rough and tough, but I am sure that if we all believe in ourselves without a shadow of a doubt, we can all celebrate the successes when we have accomplished it together... as a team.

In this edition, the featured article carries your voices that you had expressed as a part of the survey that we had done to capture your opinions on the Managing Director, Mr. K Srinivasan's 3 themes for the year. We were enthralled with your responses and humbly appreciate the time you have invested for this edition. Besides this, we have also featured CUMI news, events, articles and other celebrations that have taken place across the globe.

We are also delighted to announce that from now on, Connect will also be available in different paper-free and mobile friendly formats as an effort towards bringing in accessibility and convenient reading while ensuring sustainability.

Make sure you gear up for the exciting times ahead! I believe... that together, we can achieve wonders in CUMI.

For Editorial Team,

**Muthiah M.**

## EDITORIAL SUPPORT

**Vasanath Kumar J**, Abrasives | **Praseed V**, Corporate

**Sundarapandian S**, Abrasives | **Praveen Kumar N**, Electro Minerals

**Krishnakumar N**, International | **Nibu John**, EMD | **Ragavan S**, Refractories



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# CHAIRMAN'S MESSAGE

Dear Colleagues,

As always it is a pleasure to CONNECT with you. I greatly appreciate your commitment towards fulfilling your roles and responsibilities in a creditable manner and through such dedicated work, your commitment to CUMI, its subsidiaries and associate companies in India and across the world.

The year 2015/16 has got off to a good start, with CUMI meeting its targeted plan in a business environment that continues to be uncertain in India and worldwide. The diligent work of teams across CUMI and constituent companies together with a few emerging opportunities have made this possible. I expect this trend to continue through the rest of the year.

In order to ensure consistent performance we need to pursue our growth plans and enhance both our efficiency and capability. In a very dynamic and fast changing environment we will need to transform ourselves by making a firm resolve to shed a few practices and consequently embrace new ones to address the needs of all our stakeholders.

Personally, I have resolved to :

- i) make every effort to meet all commitments that I have made. It may be a simple return of a phone call, meeting a date commitment on an issue, responding with clarity on all matters etc. - all simple but hard tasks but I am going to do my best.
- ii) Taking the lessons of 5S into my day to day work. I find that this is increasingly helping me to think in an uncluttered manner.
- iii) Reaching out to people across CUMI and the Group despite congested schedules.

Clearly, I need to shed my current disposition towards all these but it is you who should tell me if I have improved!! Each one of us will have similar resolutions. Let us all give it a really good effort to ensure that we meet our current and long term goals and enjoy doing so.

With best wishes to yourselves and your families,

Sincerely yours,



**M M Murugappan**



*From MD's New Year Message*



Dear Colleagues,

As we bid farewell to yet another year and get ready to welcome the new year, its good to pause and take a look at the year gone by.

2014 was a year of major events: First majority government in 25 odd years in India, commodity price crash, war in the Middle East and Ukraine, Ebola, fast expanding digital economy etc. Is 2015 going to be different?

I believe that in the last 200 odd years, things change significantly every 35 odd years. Why 35? Well, this represents a generation shift. Let's go back a bit from the beginning of the 20th century to prove this point:

**1910: In this decade we had:**

- Russia October Revolution
- World War I
- First influenza pandemic
- Turkish genocide of Armenians
- China, Portugal become republics
- Panama Canal opened.

So there were big wars, violence, economic progress, changes in governance.

Let's look at the subsequent generations:

**1945: In this decade:**

- Second world war
- Peoples Republic of China
- NATO, World Bank, IMF
- Apartheid in South Africa
- Independence for Indonesia, Philippines, India, Pakistan.
- Atom Bomb on Hiroshima and Nagasaki.

**1980: In this decade:**

- Fall of the Berlin Wall, East Europe opens up.
- US invades Panama, Grenada
- Iran - Iraq War.
- Star Wars - Technology boom begins.

No different, right? Just the scale of change and intensity increased. Every generation shift has three things that stood out:

1. Major innovations.
2. Giving up / Change in the way we are organized or do things.
3. Getting together to do things.

As we move to 2015, we are in the middle of another generation change. The rules by which we played are changing; people's expectation and aspirations are changing. All this means that progress in terms of the way we are governed, the tools and gadgets we use, the way we do business and the way we live our lives are all undergoing rapid changes. We certainly are in for exciting times. And the 3 processes that is going to drive this change remains are relevant as before.

- Innovation
- Shed / Change past practices.
- Work across borders / co-creation

I Believe that the CUMI team is well placed to achieve leadership in our various businesses in this 'GenNxt'. By definition, leaders grow at a 50% higher rate than the others, are twice as profitable and attract the best of talent. Let's put this in perspective.

- We at CUMI must get back to a 20% plus CAGR.
- We must get to an EBITDA margin of >18% and a ROCE of 25%
- Must file at least a 100 IPs a year.

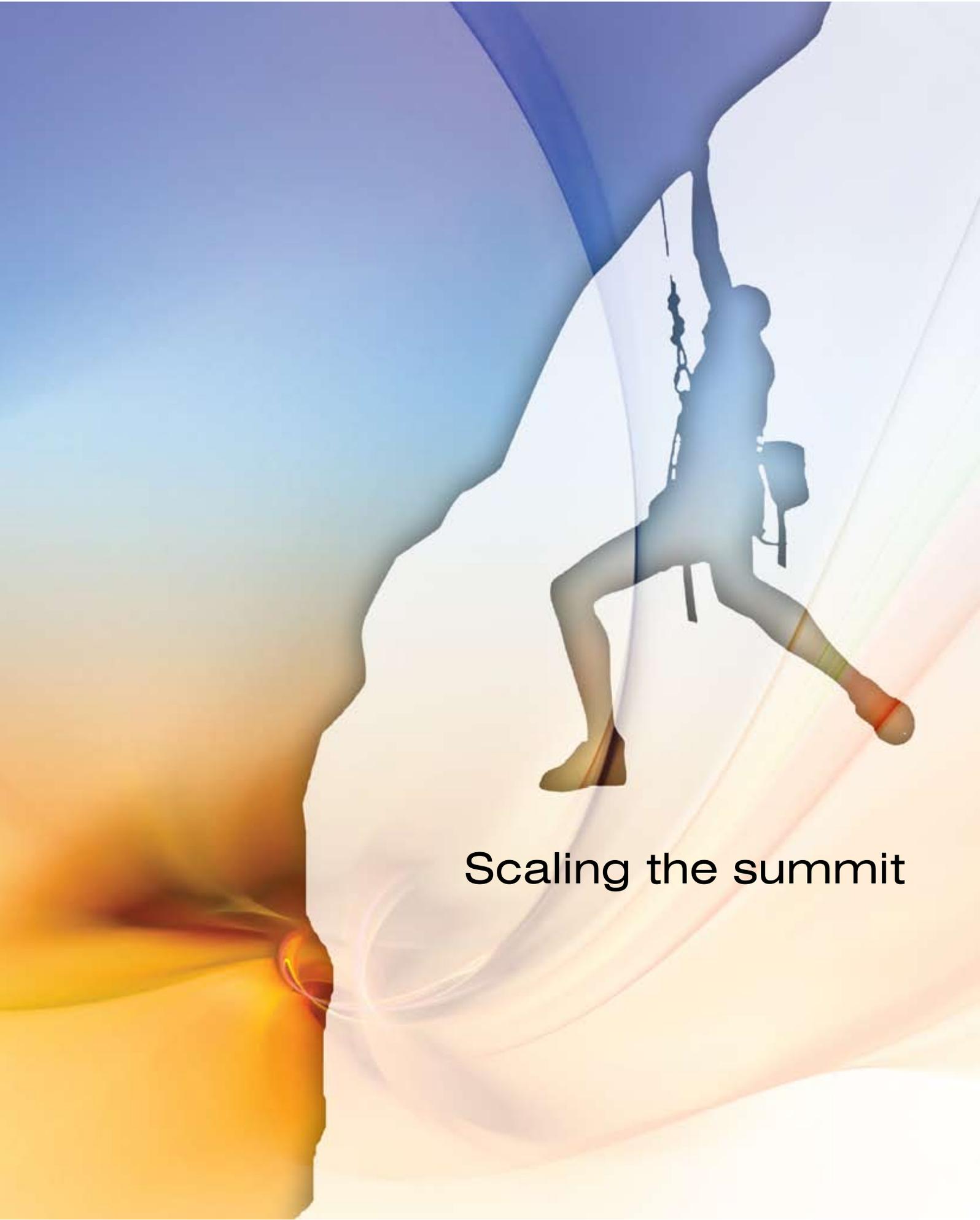
How can we do this? I have 3 simple, Measurable suggestions based on what has historically always worked:

- Let each of us jointly or separately do at least 1 experiment every quarter. Let's write the objective and see how this works.
- Let us give up on past practices / products / business that no longer add value and are detrimental to the organisation's future. Let each department / team give-up or fundamentally modify one such practice every quarter.
- Let's make efforts to work across SUB / other companies. Future has to be seen as a collective efforts. Let each team have at least one trans- SBU project this year.

If we can all get into doing the above 3 things, I am sure that CUMI Group will become an admired company. I would like to have these measures include in the plans and reviews. Let's do it. Good luck.

With Warm Regards

**K Srinivasan**  
Managing Director



**Scaling the summit**

# “Life is either a daring adventure or nothing at all.”

– Helen Keller...

It is the way we respond to challenges that defines who we are... and will be in the future. Each phase in humanity has taken shape and size over eons of time by challenging the status quo and overcoming them through various struggles and battles. This is the common thread that connects us all in this planet, the very spirit of humanity and its successful existence, survival and evolution.

If an organization has to progress beyond past successes or failures, all stakeholders will need to break from their comfort zones and face the reality that stares down at us currently. The world of tomorrow will aim to fire challenge-tipped arrows from its quiver and we will need to respond in speeds never imagined before. Such is the scenario of this dynamic environment we exist in today and this is something we must prepare in terms of our organizational people, practices, processes and policies.

The cover story of this edition's CUMI Connect is in continuation of our MD's New Year message and it was a deliberate focus to capture the voice of the employees from across the organization irrespective of levels, locations and languages. We strongly felt that anybody can have a great idea or even a perspective... and we respect that and captured the same!

Questionnaires were prepared and sent across to all stakeholders where they were asked to express their views, convey their messages and inspire their teams to achieve greater heights. Through this exercise, we were able to capture themes from the past, lessons from the present and approach for the future from these conversations. Through the journey of this exercise, the biggest revelation to us was that though we may belong to different backgrounds, as Team CUMI we yearn to continuously improve and consistently succeed for the organization.

We hope you feel inspired and inspire those around you to reach the top of the mountain we are climbing in the times to come... for it is in the pursuit to scale the peaks towards which we must take our first steps together.

# VOICE OF EMPLOYEES

Given the current business scenario and the future challenges, what would be the **message/principles you would like to communicate to inspire all your team members** to give their best?

Multi skilling of Staff through initiatives at Individual and Management level. (Ex: Job Rotation / Deputation / Mentoring / Joint Projects inter and Intra level will help to meet future challenges)"

– **A.S. Badhrinarayanan**, Refractories

"We are what we repeatedly do..  
What we repeatedly do becomes our habit..  
Repeated habit becomes our behaviour..  
Repeated behaviour defines your character..  
And character determines your destiny!"

– **Ananthasheshan N**, Abrasives

"Think Global and Act Local"  
should be our mantra to be capable of delivering results with the minimal resources.

– **Sathyanarayanan G**, Refractories

This is a time of transition for the company as we are looking for new avenues for growth. The opportunity to contribute to the transformation of a division/company's prospects is huge. The only requirement from everyone is to become fully involved in the process in whatever function they are in. Everyone has a choice. Either to become a passive participant in the growth process or an active leader of activities that contributes to the progress. The choice you make will determine your personal and professional growth. This growth is not only good for the company, but could become a very fulfilling experience for everyone involved.

My memorable experiences in my professional life have always been those when as a team we worked for some growth mode altering projects which required extensive work and many a late night double shift hours, but the results achieved were the most fulfilling personally and professionally.

– **Ramasubramanian N**, Refractories

Bench marking ourselves with best in class organizations will give us solution to get rid of current business scenario.

After self-realization process, one can be able to identify corrective action.

When corrective action is properly identified and implemented, we can prosper steadily than our bench marked best in class organizations.

– **R Narayanasamy**, Refractories

Communicate with all (including workmen), the current scenario customer expectations, competitors information and overall environment in detail every 3 months (end of every quarter). Explain with short stories, with added humor. Also explain what they should do during these times with examples, so that they understand clearly.

– **Rajagopalan R**, Refractories

While the core products are redefining the parameters and productivity to create more from less, the specialty products are gearing up for a multifold growth competing with the players across the globe. This phase is critical and provides immense opportunities for all across the functions / layers. "The trouble with opportunity is that it always comes disguised as hard work". So be prepared.

– **Jayan PS**, EMD

I would like to communicate a much larger purpose of our organization – "Transforming Materials.... Enriching Lives". This would mean that we, through our business, are harnessing the properties of Ceramics and transforming them to enrich the lives of all around us, as a Supplier, as a Consumer, as a customer, as a Service Provider. In the process enriching experience of all stakeholders including employees, customers, promoters and suppliers by continuously raising the standards of performance and challenging the status quo.

– **Rajesh Khanna**, IC

To meet the continuous change and dynamic market and customer demand, analyse the need and make plans suitable to fulfill the requirements and review periodically.

– **M. Muralidoss**, Refractories

Fast Track Delivery.  
More Focus on New product and New business.

More Exports.  
– **Dharani J**, Abrasives

Adapting smart manufacturing.

– **Ayyappan R**, IC

Approach from Quantity to Quality first.

– **Sunil Kumar Dahiya**, Refractories

Objectives depending upon action plan shall reach down there line.

– **M. Gnana Suriya**, Refractories

Mentoring/hand holding with the team rather than expecting things to happen once asked.

Periodic review of agreed action items and facilitating the team for completion of action item whenever/wherever required.

Leading from the front is helping me a lot in building the team.”

– **Sunil Kumar Choubey**, Abrasives

Enhance the operational efficiency in Plant 1 Furnace by reducing specific energy, cost, increasing crude recovery from Sledging Yard and ensuring optimum fusion process.

– **Prem Krishnan K**, EMD

Create the objectives depending upon action plan and display the plant level at.

– **P. Boobesh Kumar**, Refractories

Organisational excellence is but an aggregate of individual excellence. Therefore, I would urge all my team members to pick up ONE area in their professional life and improve it to world class standard. In 3 years we would be world class as an organization.

– **Chandrasekhar Kalluri**, Abrasives

By improving the planning and periodic follow up will ensure the productivity. Reduction of fatigue of employees by improving the automation.

– **Natarajan C**, Refractories

Objectives depending upon action plan should reach down the line.

– **S. Thirulga Cander**, Refractories

Linking the commercial objectives through activity plan (Linking Key Management indices to key performance indices to Key activity and sub-activity indices)

– **Praveen Kumar P**, Abrasives

Participate in market with all price bands where no brand royalty only price - if having constraint in product contribution seek from current manufacturing to other manufacturing plant to give price product to kill competition - if again no trade it and sell it - bring additional value to system.

Change selling distribution  
new packaging new sales force.

– **Vancheeswaran S**, Abrasives

Adopt innovative processes and methods to win the war on price and quality. This is essential when the customer expectations are quite high.

– **Panneerselvam S**, Refractories

What would be the best approach you would recommend and communicate to your team to **do at least 1 Experiment** every quarter?

Accelerate the product development for DPF/ Plasma Spray/Technical Ceramics  
Bringing flexibility in micro mfg to accommodate more product varieties.

– **Premanath KN, EMD**

A concept of 'I am the owner' assuring one's responsibility and accountability with passion to work for specific as well common goal. A micro level process flow chart on current practices with input, quality check to the input and resulting output and its verification. This micro level plotting on current processes make us understand our processes in terms of value addition, changes possible with alternatives, elimination of conventional thoughts (which of course barrier to our growth) grey areas in processes

– **Narayanasamy R, Refractories**

Global Induction segregating across all levels PAN India CUMI.

– **Swarna Kumari T, Corporate**

"Never Give up" attitude always results best in class. Also we should encourage to take any challenges in their work environment.

– **Sathyarayanan G, Refractories**

Experiments are the key to Success and CUMI is well known for the level of freedom it offers for experimentation. For starters begin in an area where you are strong. For a strategic initiative, spend more time for planning and dream how you would like to see the outcome. Bounce your ideas with whoever you are close to or you feel would guide you. Have faith in yourself and the team around. If the results are not up to the mark, be keen to understand the learnings. The reward would be an enriching future and career.

– **Jayan PS, EMD**

I will try to improve in new product Development

– **Mitesh Kumar Mishra, Refractories**

To sustain and grow against this highly competitive and challenging business scenario we have to focus on cost reduction strategy, producing value added products, waste elimination and product differentiation

– **Balachandran M G, EMD**

In many cases, our lack of initiative is the only road block to implementing improvement.

One of the ways to overcome that mental block is to force us to design and execute small experiments regularly to get that improvement. The results achieved will not only give a very satisfactory feeling, but also will motivate us to do even more, thus the positive feeling builds on itself.

– **Dr. Ram, Refractories**

People should be asked to take experiments with passion and not worry about positive results. I am of the opinion, that it is not that the experiment is big or small, I want people to do some kind of experiment within their domain /or other area of interest which will help the company, but they should think out of the box. I also recommend and communicate, that the results are incidental. But they must do it with full effort /passion in completing the experiment with adequate planning.

– **Rajagopalan R, Refractories**

To provide a better service from maintenance in terms of preventive maintenance scheduling and spare parts handling and availability.

– **Avinash N, EMD**

Revision in the existing methods to reduce the variability in process to aid in better certainty

– **Shanmuganathan S, IC**

Maximum availability of machines without breakdown to support the production

– **Suresh Pynadath, EMD**

Implement non monetary recognition initiatives.

– **Nibu John, EMD**

We have put down a strategy and to succeed, will have to execute it well.. we have to build a habit of strategy execution.

- Ask what's new - every day!

- Have 3 laser sharp priorities for the next 12 months with clear KPIs (Key Performance Indicators) and DRI (Directly Responsible Individual)

- Closure and Follow Through (Never finish a meeting without a closure - what, when and who)

- Manufacture Time (Recruit people better than you and plan what will go off your plate 6 months from now) "Experimentation has always been supported in CUMI. The best approach? Just do it!"

– **Ananthaseshan N, Abrasives**

Clearly set the objectives, analyze the gap, decide on the approach and workout the actions.

– **Jinov J, EMD**

Process monitoring/ control and data management.

– **Pradeesh P, EMD**

Retail (Width and Depth): New Market Horizons Ponder and Sell All Products

– **Vancheeswaran S, Abrasives**

Energy Conservation  
Projects Automation  
Mechanization

– **Ayyappan R, IC**

I will try for reduction in Oil Consumption

– **Sunil Kumar Dahiya, Refractories**

Learn from Best Practices across Divisions / Group and identify ones which are relevant to the context and experiment it.

– **A.S. Badhrinarayanan, Refractories**

To save fuel, modify some schedules.

Some alternate fund can be used for better fitting.

– **S. Thirulga Cander, Refractories**

Differentiation in our Products, Services, and Deliverables is what will ensure sustainable competitive advantage for us. In order to address this we must challenge the Status Quo by experimenting and attempting new approaches on the way we make our product, deliver and Service to the customer.

– **Rajesh Khanna, IC**

Develop a methods to improve Engagement of Employees and attitude of team members to work as a team through sports and physical exercises.

– **Sankaranayanar S, EMD**

To build sense of team work among team members  
Faciliate team to attain target instead of questioning  
Cross functional approach on problem solving

– **Sasikumar T, EMD**

In the present scenario , first preference has to be given to reduction of manufacturing cost mainly variable cost. So that we can compete in the market with our competittors. As a team we have to work out various ways and method to bring down the Manufacturing cost If we are giving this to finished goods, we will get some more orders which will increase our profitability.

– **Julius. V.D, EMD**

Product Development and Engineering

– **Arun A G, EMD**

Assure them that failure will NOT BE PUNISHED.

– **Chandrasekhar Kalluri, Abrasives**

I work cross functionally based on the business needs Current assignment given to me as co ordinator of TPM will help me in implementation of this approach.

– **Rajan KN, EMD**

# VOICE OF EMPLOYEES

What according to you are the **value adding elements each employee can bring into the organization** and how they can identify and dismantle/modify non-value add elements in the interest of the organization's growth.

Change management is always a big task in corporate scenario, and a better control plan and a positive approach towards a change will stick a long while.

– **Sathyarayanan G**, Refractories

Two key value adding elements each employee can and must bring to an organization are – Initiative taking and positive can-do attitude. While many factors need to be aligned for any effort bear fruit, those alignments are enabled only through the above two behaviors.

These elements will also manifest into a behavior that strives to improve legacy practices instead of just questioning it. "What can I do to improve/correct/make it happen" is much more powerful and enabling than "what needs to happen to improve/correct/progress". Employees who realize the difference are the happiest, most productive members.

– **Dr. Ram**, Refractories

Manual work to be converted into Automated way of working which will allow the employee to manage his / her time effectively.

– **Swarna Kumari T**, Corporate

Use Value stream mapping as a tool for the entire business processes and identify the NVA in the stream. Meetings for all activities is not a must. Decentralise the authority to enable them to take quick decisions.

– **Shanmuganathan S**, IC

With ever-increasing knowledgeable buyers waiting longer to engage, sales has to transition from being a "product pusher" following a process, to an insight "provider" adding value to the buyers business. Sales must deliver "pointed insights and evidence that seek to challenge an entrenched point of view among potential customers."

– **Vancheeswaran S**, Abrasives

A micro level process flow chart on current practices with input, quality check to the input and resulting output and its verification against the planned one.

The absolute barrier to eliminate NVA elements rest with poor documentation and lack of interest in analysis and actions.

Our focus need to be a long term based smart work than daily firefighting.

– **R. Narayanasamy**, Refractories

Identify areas of data capturing and reporting where duplication and reverification has to be done manually.

Manual preparation of Production Reports, Maintenance Report etc.

– **Rajesh Kuruvila**, EMD

Will systematically note down and the plan the activities, so that non value added activities can be identified and eliminated.

– **Pradeesh P**, EMD

Analysis of Fusion parameters and time will help to determine howmuch more quantity of material can be fused and howmuch time could be reduced per run.

Automated feeder will reduce the human intervention and reduce / prevents chances of Overfeeding, Underfeeding.

Handling Wastage could be reduced by allocating spaces for RM storage near feeding point and by installing precision dispensing systems.

– **Prem Krishnan K**, EMD

Be curious.. do not be afraid to look stupid.. if it fails it is just another solution whose time has not come yet! (remember the Post it Note?) Be tenacious..

One experiment that paid off big time and shaped the future of a business - the Sol Gel grain - hat's off to Jayan and his tenacity to stay with it when not many believed that we can build a world class product!

Personally - experiment with learning and sharing! There are new ways to learn (MOOC) and faster ways to share them (Watsapp!).. the core competence of an organisation is the product of its rate of learning with its rate of sharing! And that is what builds its competitiveness, Curiosity, initiative, trust, openness, listening to newcomers and youngsters in the organisation

I believe that if we listen better to the newcomers and the youngsters in the organisation and not be judgemental about them, we will be able to identify NVAs and eliminate them faster..

– **Anantheshan N**, Abrasives

I will support our lab workers to learn about our products technical.

– **Mitesh Kumar Mishra**,  
Refractories

I will contribute my knowledge to improve quality in incoming RM (Commercial) in process control (Production) and finish goods

**Mitesh Kumar Mishra**,  
Refractories

0 will try with management's help to remove to manpower from Dryer discharge material packer

– **Sunil Kumar Dahiya**,  
Refractories

Decision / approval need to be time bound and preferred with a maximum of 3 levels.

– **Parameswaran N**, EMD

Market being competitive and volatile, each individual has a leadership role to play to ensure that we achieve the organizational goals through specific experiments / breakthroughs amidst wildly uncertain time.

I expect slow recovery, stagnating demand, lesser order inflow and challenging time during the first half of the year. As always, we should continue to have strong resolve to stand together. We should learn to work and influence people regardless of our position and title. We should become mentally strong and physically tough and lead in our field. We need to have an unbeatable mind set, unleash the energy, be the energy, while balancing our personal life.

As part of Office TPM, IC employees have mapped their activities over a work week and identified activities which could be eliminated or combined for improving their effectiveness.

Similarly, in manufacturing process, we could look at alternate manufacturing routes for achieving a better cost structure. For example, pressing could be replaced by injection molding, extrusion tape casting or even 3D printing.

It is important to innovate, communicate and celebrate new business processes, products, services. Even small improvements should be widely communicated by giving due credit to the person who has contributed .... This way the new idea generation, Innovation would become contagious and even synonym to CUMI IC.

– **Rajesh Khanna**, IC

Control the purchase and control the inventory

– **Suresh Pynadath**, EMD

Through involvement of all concerned. Usage of energy and resources

– **Balachandran.M.G**,  
EMD

Tracking the data of the current machine's

– **Ayyappan R**, IC

Handling of RM stores Activities  
Handling of Shipping related activities

– **Prabhakaran K**, Abrasives

Make it a part of their KRA and incentivise successful experimentation

– **Chandrasekhar Kalluri**,  
Refractories

At the present quality testing facilities are far away so

– **L. Rajkumar**,  
Refractories

Discussions without minutes prepared and reviewed will have to be stopped as this consumes a major chunk of time daily. Review systems are to be in place for outcome or progress of any subjects come for discussions. I will personally ensure I am following this in TPM initiatives

– **Rajan KN**, EMD

As we move ahead we are gaining experience. However, be aware that there are so many changes happening in the world. Be positive and look for new things. Be ready to learn. Try and find the pain points of customers, irrespective of whether they are internal or external. These would give enough scope to eliminate non-value added activities and bring in a continuous improvement culture across process, product and applications. A live example in EMD is the changeover we are creating by the introduction of semifrable grade of BFA. The process eliminates the hassles of deteriorating quality of bauxite, lower power consumption, higher recovery, reduced level of processing the crude, providing the base material for a range of variants and ultimately offering a high performance abrasives and refractories at various price points.

– **Jayan PS**, EMD

Identify repetitive work of knowledge sharing, work place learning centre can be removed put, one name to support the continues improvement initiatives of the unit.

– **Sankaranayanar S**, EMD

Through repeated call analysis and through continuous improvement, automations, training etc

– **Resmi K**, EMD

Each employee can specialize on specific aspects of the business and share that knowledge to others for idea generation and internal strategy formulation.

Each employee to internalize that growth of individual and growth of company are intertwined and every one responsible for it and one cannot happen without the other.

– **A.S. Badhrinarayanan**, Refractories

## What does it take to **successfully partner with entities and people?**

How does one approach such collaborative behavior across all team members?

Involvement of every one in meeting common goal of the organization. In CUMI style, active involvement of all in meeting business plan objectives through our balance score card.

Clearly defining roles, responsibility, accountability and authority will ensure clear boundary as well improvement areas.

– **Narayanasamy R, Refractories**

Actively promote existing and future joint development projects.

Drive the innovation culture building in the division

– **Premanath, EMD**

Work as team with other unit. Conduct initiatives for Divisional employees. Make presence in the shop floor with daily visit.

– **Sankaranayanar S, EMD**

I have successfully collaborated with other SBU's and CUMI PAP's ....with EMD, Abrasives, Refractories, CUMI USA , Australia , China etc on varied specific projects related to product development, market development, selling arrangement or even with Corporates HR for forming Cumi Centre of skill development.

Collaboration should go beyond our SBUs and with the international partners for technology, materials , sourcing buying and selling . In each of the projects / Collaboration, it is important to understand each other point of view and what mutual benefit and opportunities gets unfolded with mutual association. The collaboration at the end should ensure a WIN – WIN situation in order to be continual in nature

Between the SBU's , R&Ds this collaboration needs to be done at all levels ...e.g At EMD , Shyam had formed a "joint focus team" while attending the first meeting and setting out clear objectives. Follow up reviews were done using emails / con calls and visits. Progress was reviewed and monitored by the focus team. E.g. Stabilization of SiC fine powders for RBSiC product

– **Rajesh Khanna, IC**

Developing new products and Process.

– **Arun A G, EMD**

Analytical approach : Our approach in understanding the problem or issues needs to be analytical and reason based. In most of the time, we talk about the problem but rarely apply 5 Why principal of understaing the root cause.

Clarity in Performance: Each and every person must be clear on it's performance. It needs to be transparent to the extent possible.

Setting Organisational priority over personal priority.

– **Arun Kumar Gupta, Refractories**

Intercompany product development and joint collaboration projects (CFT across the business) to be encouraged. This has to be recognised which will not be a part of the regular KRA based on which performance of a member will be rewarded at end of year. Revision in KRA and include these joint collaborative projects with a basic weightage across all levels atleast form MG 5 with around 20 % can facilitate this movement.

– **Shanmuganathan S, IC**

Considering the scale operation and our structure, we believe that the only way forward for EMD is through value added products. Hence there is a thrust in this area to be recognized as a company for advanced materials addressing requirements mainly in energy, engineering and environment. However, in many of these products we are competing with prominent globally established players. It takes time and puts in a lot of pressure on the team to establish the products and succeed. This being the case both EMD and Abrasives understood that there are opportunities for both of our divisions to work together and the concept of Joint Development programs were evolved to create an opportunity for the specialty minerals which are the future products from EMD. For Abrasive Division this was recognized as an opportunity to get into more and more of high performance abrasives. Definite responsibilities and targets were drawn up and opportunities were created for interactions to happen across the layers. The results from this effort delighted and motivated the teams to take up larger challenges. At the end of the year there were several opportunities for EMD and Abrasives and there were even products that could be benchmarked globally.

"When a team outgrows individual performance and learns team confidence, excellency becomes a reality." Joe Paterno. So collaborate and create a better future.

– **Jayan PS, EMD**

Business Partnering -  
Completing the task on time with the best positive approach and delivering business needs on time

– **Swarna Kumari T, Corporate**

Infrastructure shearing and development of new product which could reduce the dependency on 3rd parties to improve the overall profitability of the organization

– **Parameswaran N, EMD**

By understanding other functions difficulties, and sharing the experiences and best practices.

– **Natarajan C, Refractories**

Influencing other functions/departments/people is key to accomplishing anything worthwhile in an organizational setting. While it seemingly is easy to be "self-righteous" and "do my job right", the key to success is understanding the "other" perspective. Once you understand their perspective you can tailor your influencing approach to make them see the benefits for themselves.

I had an opportunity to develop a technology platform in collaboration with a competitor and a supplier. We all brought a set of patents to the partnership and the combination led to a superior technology that is of benefit to all. The key to success there was a defined professional approach, keeping in mind not just the mutual benefits, but the overall superior solution obtained for the customer need.

– **Dr. Ram, Refractories**

To find out feed back for the product supplied or for any alternate RM resource etc.

– **Panneerselvam**

In my profile i got tremendous opportunities to work across all BU users and it is a great experience. I have co ordinated with related to various implementations like crm, travel and expense, workflow, maintenance module implementation, customer complaint module etc.,

– **Resmi K, EMD**

We should think in such a way that a collaborative work / project should also yield an additional benefit to the partners.

– **Sathyanarayanan G, Refractories**

"Sharing the best practises through the intranet Sharing the automation across the CUMI"

– **Ayyappan R, IC**

Across the SBU we can form team for any only one particular project (like vendor rationalisation, common rate finalisation for standard spares and consumables etc)

Across the SBU, not only conducting meet also to take some implementable action plans and drive

– **Praveen Kumar P, Abrasives**

One must understand 'others' are also human beings. Generally all are good, unless we chose not to. People from different departments/divisions must understand the common goal and act towards the common goal, so that the team succeeds. We must facilitate , communicate and also review and get their feed back and encourage/ appreciate even if they get small success.

– **Rajagopalan R, Refractories**

The experienced have to let go.. trust the youth to deliver. Support them.. nurture them.. They can and will do a better job. "If we believe that we have and are working towards a common purpose, it will happen. Just shed your ego.

There are many instances where I have crossed the lines of hierarchy and reached out to people - across SBUs, within the Division, across functions, across levels.. most of the times it has been rewarding.. sometimes it pains that insecurities prevent us from collaborating more... with our peers, seniors and juniors!

– **Ananthaseshan N, Abrasives**

I will try to fulfill all the needs of related people and departments and will try to help them in their work.

– **Sunil Kumar Dahiya, Refractories**

I will give full support to such a move. Most of the levels in mgmt, people are reluctant to recognise other people. Experience and skill are most of the time is neglected.

– **Julius V D, EMD**

# VOICE OF EMPLOYEES

If I see any best practices being followed by other industries or at customer place or at training place, I immediately come and share/ explain to all the employees. One such thing was "Know your equipment". From NGK, Japan and TQM culture from TOYOTA. Though we have started implementing, as our work culture is totally different from these companies, we have a long way to go. However, we do small improvements by implementing certain easy practices, which we have noticed from other companies.

– **Rajagopalan R, Refractories**

The one key aspect from my overseas experience that I want to replicate in CUMI is the professional, process orientation approach to every aspect of our business. If misused, this can easily turn into unproductive bureaucracy. However, proper process oriented approach to product development, project execution, manufacturing and even costing/pricing models, can make life much easier for all involved.

Industry standard processes that are applicable to our kind of industries already exist and we just have to adopt those approaches. Our effectiveness in execution can be increased multi-fold and our decision making processes can be more robust. The increase in productivity will energise the employees and this would be a self-propagating process that will build on early successes.

– **Dr. Ram, Refractories**

Any **best practices** from your industry / sector / experience / overseas exposure to help implement and help the organization progress in the right direction with the collaborative effort of all employees, leaders, external stakeholders etc. How can we spread the energy and attitude through each employee in all directions to make this work?

Some of the best practices added at CUMI IC over the last few years being

- Mentoring program for Management staff and new Joinees.
- Quarterly Communication meeting
- Vendor partner meet
- TPM and Teain (Suggestion Scheme).
- 5S Excellence

Our Team visit to customers both domestic and International customers are considered to imbibe the best practices followed, these are shared regularly with all concerned and implemented implementation.

Shyam has recently visited our customer Senior Flexonics in Chicago, USA. He had noticed that this company creates Safety Awareness in each and every person entering their campus in a very unique way. Every employee / supplier / visitor is first made to go through a 10 minute training video on safety before issuing the Visitor Pass.

On undergoing this training only , the guest is given a badge that the training is valid for one year and is recorded in their system. All employees also go through this training once a year. This demonstrates a lot of respect and care by the organization and we are now considering to adopt this practice.

– **Rajesh Khanna, IC**

Team building with mutual trust and respect for each other. Capacity utilisation to be improved. TPM Implementation is key.

– **Sunil Kumar Choubey, Abrasives**

Aligning every one towards common goal/objectives of the organization. Contribution of each persons in meeting our goal/objective can be carefully planned with strategies to meet.

It is typically a Policy deployment or Policy management.

A clearly defined review process with review frequency can march our journey towards planned goal/objective in a faster way.

– **R. Narayanasamy, Refractories**

Work towards lean manufacturing To have better work environment by automated process and providing required facilities

To develop "Total Employee Involvement" in all activities"

– **M. Muralidoss, Refractories**

Work on the manufacturing processes to make it faster, transparent and flexible to get the desired results.

– **Shanmuganathan S, IC**

Develop methods to improve team engagement through sports and physical exercises.

– **Sankaranayanar S, EMD**

By Increasing domain knowledge of employees. Linkage of KMI-KPI - KAI and regular reviews by functional heads / management on this front Each division should drive suggestion scheme vigorously and motivate employees to think and to feel satisfy on their Job. For this we can take IT help also.

– **Praveen Kumar P, Abrasives**

Concentrate on products which give us maximum contribution and profits. Outsource or trade products which are non- standard and also required in small quantities.

Team members and shop floor supervisors to be motivated and encouraged.

Provide more emphasis in team building, career advancement and also learning and growth.

– **Biju Isaac, EMD**

Creating Healthy Team Spirit and Competitions in Teams within Division and across divisions with appropriate rewards and Recognitions for success.

– **A.S. Badhrinarayanan**, Refractories

Speed Actions encourage ideas and allow to experiment

– **Vancheeswaran S**, Abrasives

-Improve total employee involvement practices  
-Improve total environment, health and safety practices  
-Waste elimination

We can spread energy and right attitude by practicing effective involvement of all concerned through team work and people development.

– **Balachandran M G**, EMD

During the last visit to Belgium, I had been to a company called Peruweld who are into design and fabrication of pressure vessels and other equipment mainly for chemical industries. They deal with several types of equipment using a range of metals / alloys and fabrication techniques. The complexity of the job they get made it difficult to precisely estimate the job involved. On a comparative basis they started to provide offers and initiated capturing the actual cost involved by splitting the activities and capturing the time and cost involved through a simple software. Each time when a person takes up a job, he has to biometrically punch in against the job code, the part code and activity name. He later punches out when the job is over or stopped. This is automatically being collated to compare the speed of execution against the previous history or plan and calculate the cost involved. Over a period they have now mastered what is involved in each of the activities they take up and the employees are highly focused on their job. This brings in a definite desire to learn in-depth and creates a sense of urgency in whatever they take up apart from the added benefit of precise control over organizing resources and activities for an efficient execution of any job they do in Peruweld.

Another interesting model about which I would like to share here is on "Open Innovations". I came across this recently through a company called Intellectual Ventures. They have a network of inventors who are associated as Individuals, Research institutions, Universities and Companies spread across 12 countries. Once a request is received by them with a defined problem and terms and conditions are agreed upon, they start the search and identifies available intellectual properties, experts and associated researchers who could facilitate in collecting all possible information in the area of interest. Later this is filtered depending upon the need and the vital few are considered to be explored along with the client. This would end up in getting a readymade technology or a project that needs to be fine-tuned to the exact needs of the client or it could also turn out to be a project to be taken up for research. This approach in a way provides faster insight into the current status and possibilities for the topic under consideration than those that are possible by an individual or a group in a company. Such facilities could be handy in future when we have limited resources. As the saying goes "When spider web unites they can tie a lion".

– **Jayan PS**, EMD

Communication meeting Management information display. Periodical review of action plan Reward and recognition plan Team work, proper training infection area

– **S Thirulogachander**, Refractories

Quick decision making. Focus on getting things done.

– **Pradeesh P**, EMD

Make processes faster  
Key accountability statement for all members  
Revision of policy inline with global standards

– **Shanmuganathan**, IC

Communication to everyone.  
Management information displacement  
Team work and proper turning  
Reward and recognition scheme  
New Product development.

– **L. Rajkumar**, Refractories

What in it for me?? Show me Money!!!  
These two things you can't take away from any individuals, hence the best motivational factor will be with good R&R practice, along with the adhering the commitment from the top management will take the company into bigger heights.

– **Sathya**

New Product Development, based on Customer / Market Requirement

Customer Delight (Service and Complaint Handling)

Employee Performance Monitoring (Quarterly) (Targets to be fixed during March 2015 for the successive year)

– **Prabhakaran K**, Abrasives

It starts from the individual. People in managerial positions should foster a sense of collaborative behavior by

- being approachable
- listening without prejudice
- encourage people to talk to each other
- bringing out and addressing issues
- ensuring that everyone gets due credit/ benefit of the collaborative effort
- model collaborative behavior by avoiding pitting team members against one another.
- emphasizing the benefits of collaboration. "Skip level meetings..."

– **Chandrasekhar Kalluri**, Abrasives

Communication Meeting  
Management information display  
Practical Review with action plan  
Reward Regeneration  
New Product development  
Team work

– **P. Boobesh Kumar**, Refractories

Team work to achieve goals.  
Cross learning across SBUs  
Focus on improving efficiencies

– **Arun A G**

Health and safety cell should be made and training to ground level staff should be improved. Plant and Technology should be improved even on some cost to overcome, quality and IMS barriers Workforce development should be done separately keeping in mind future needs, training, upgrading absorption programmes to be made, improvement needs to be planned and implemented in mutual benefit of company and root level workers.

– **Sunil Kumar Dahiya**, Refractories

**HEALTH AWARENESS PROGRAM**

**SUPER REFRACTORIES 1 & 2**



*Conducted by S. Daniel*

**TPM HEALTH AUDIT**

**TIRUVOTTIYUR PLANT • JANUARY 19, 2015**



*Assessment by auditors from TPM Club India, CII-Institute of Quality.*

*V Thiyagarajan, Operative explaining about JH pillar activities*

*Na S Balasubramaniam, VP-Mfg welcomes Srinivasan, Senior Consultant, TPM Club India, CII-Institute of Quality*

**SWINE FLU VACCINATION CAMP**

**TIRUVOTTIYUR PLANT • MARCH 22, 2015**



*355 people including employees and their family benefitted from the camp*

**SAFETY MONTH INAUGURATION FUNCTION**

**SRIPERUMBUDUR - ABRASIVES • MARCH 4, 2015**



*Chandramouli - HR  
Welcomed the Gathering*



*220 Employees participated in inauguration function*

**FIRST AID TRAINING PROGRAMME**

**MARAIMALAI NAGAR**



*St John Ambulance Services facilitated the session*

**UTTARAKHAND • 4 – 11, MARCH, 2015**



*Celebrated safety week in Plant*

**SAFETY WEEK**

**CUMI INDUSTRIAL CERAMIC DIVISION**

Safety week celebrations was held during March 1st and 2nd week 2015. Lot of programs were conducted which included competitions, trainings and talk shows. All Employees participate in the programme.



*First Aid Training Program conducted by Suresh St. Johns Ambulance Bangalore*



*Dr. Shyam S Rao speaking on the importance of safety*



*First aid Training program to vendors*



*Poster Competition*



*Skit*

**JABALPUR • MARCH 4-25, 2015**



*Safety drawing and slogan competition, safety skits and safety awareness program at factory premises*

## SAFETY DAY CELEBRATION

SUPER REFRACTORIES-2 • MARCH 4, 2015



*Chief Guest Satiyanathan- AM - Safety from Coromandel International, Ranipet. delivered safety day message. Competitions followed.*

## 44th NATIONAL SAFETY DAY/WEEK / MONTH INAUGURATION

TIRUVOTTIYHUR • MARCH 4, 2015

*The event started on 4th March 2015 with flag hoisting and pledge reading by N Sathappan, Operator to create awareness about various safety guidelines with the factory. Various safety awareness activities and competitions were conducted throughout the month.*



*Special Address about Importance of Safety by K Chandrasekhar*



## PRESENTATION AND COMMUNICATION SKILLS

JABALPUR • NOVEMBER 3, 2015



*Training was conducted in association with Central Board of workers association*

## FIRST AID - TRAINING PROGRAMME

SUPER REFRACTORIES • DECEMBER 6, 2014



*Program was conducted by Arun Pandian, Safety Officer - MMTCL, Ranipet*

## BASIC ELECTRICAL ENGINEERING PROGRAMME

SUPER REFRACTORIES • FEBRUARY 7, 2015



*Conducted for Team members*

APPLICATION WORKSHOP

SUPER REFRACTORIES • MARCH 16, 2015

March 16, 2015

February 23, 2015



Inaugural Session delivered by D. Dhanagopal, Sr. GM - Sales Refractories and Prodorite at Super Refractories

SUPER REFRACTORIES • JANUARY 6-7, 2015



Super Refractories, senior officials conducted Refractory and prodorite products training programme for Super Refractories and PD field marketing engineers

SUPER REFRACTORIES • MARCH 17, 2015



Two day - Product application training given for MMTCL and CIRIA INDIA. Conducted by Dhanapal, Sathyanarayanan, Natraj and Sudip Paul, who explained the process and products on application.

## APPLICATION WORKSHOP

**SUPER REFRACTORIES • FEBRUARY 23-24, 2015**



*Conducted for PD site employees by Dhanapal, Manager-QA, Sathyanarayana, AGM (R&D) along with plant visit for practical demonstration*

**SUPER REFRACTORIES • JANUARY 6-8, 2015**



*Inaugural session, was delivered by R. Rajagopalan EVP - Super Refractories and PD*

## TRAINING ON ISO 9001

**SUPER REFRACTORIES • JANUARY 19, 2015**



*ISO 9001: 2015 training on the New version was conducted by D. Sridharan – from TUV-NORD*

## PEOPLE PRACTICES #1

All happy teams have one thing in common - an approachable boss. And building a good rapport is the first step to being approachable. Ayyappan of CSS manage them is to be one of them. Be it watching movies with them, having an occasional lunch or playing a fun game of cricket, he takes the time of makes the effort to bond with them outside the workplace.



Ayyappan

*to manage them  
be one of them!*

## PEOPLE PRACTICES #2



Vishnu

Vishnu from CUMI EMD encourage his team to think big and think long term. In order to be capable of thinking big, he believes his team members should know and go beyond their immediate job profile. He encourages and enables his team members to spend exclusive time with other departments, partnering with them to understand their processes and activities better. This not only help them in getting a holistic view of the business but also empowers them through knowledge sharing. In addition on to this, he directs his team members to Subject Matter Experts as and when required to help them do their job more efficiently in the long run.

*Knowledge  
is power*

## PEOPLE PRACTICES #3

Suresh K from System believes in leading by example when it comes to accepting mistakes or feedback and apologising openly, whenever he is wrong. He believes this one quality can define how comfortable the team feel in opening up or offering an alternate view from that of the leader, without the fear of consequences. He has also witnessed how it reduces or even eliminates instances of ego clashes or hierarchy issues in the team.



Suresh

*To err is human,  
but to accept and apologies  
is being a good boss*

Courtesy: Group HR/GCC

## THE LADDER OF UNCONSCIOUS COMPETENCE

In today's competitive world, the dream of every organization, every team, and every manager is to have competent employees. Well then the query is, 'Is competence a DNA component?' The answer is 'May be', as the scientist are yet to find substantial evidence for it. So, let us ask a different question. 'Can competence be developed?' The response for that is a definite 'Yes'. This is where the organization should concentrate to unleash the true potential of their employees. To accomplish this we need to clearly understand two things:

- I. The theory behind the ladder of unconscious competence.
- II. People who need to take responsibility in executing it.

### I. Ladder of unconscious competence:

This theory was developed by Noel Bunch, an employee of the Gordon Training Institute in 1970, and is now widely used in skill development for adults.

The model highlights 2 factors consciousness (awareness) and skill development (competence).

According to the model, we move through the following levels as we build competence:

#### **Level 1: Unconscious Incompetence (I don't know that I don't know something)**

In this stage the learner is unaware of their lack of a particular skill. Ignorance is bliss, and they may well be happily naive, not realizing that they are not competent.

Let's understand these stages with an example of Shraavan in his journey of becoming a proficient dancer. Shraavan has always managed to shake a leg during parties and get-togethers. So he lives in the peaceful ignorance that he can dance quite well, and there's no necessity for him to learn the skill.

#### **Level 2: Conscious Incompetence (I know that I don't know something, and I begin to learn)**

Shraavan's friend once observes his dance, and gives him an honest feedback that he lacks grace and flexibility. He is also made to witness his incompetence in the mirror. That jolts him, and the reality comes crashing in for Shraavan with loads of humiliation. His friend also being a dancer, takes him under his wings, coaxing him to learn the skill.

So, this is a very uncomfortable phase for the learner as his incompetence is exposed, and let's accept the truth, no one is fond of that. They realize that they are not the expert they thought they were. This transition might be time consuming if they are not motivated and directed in the right direction. We can also exist in this state for long depending on factors such as the determination to learn and the extent to which they accept our ineptitude.

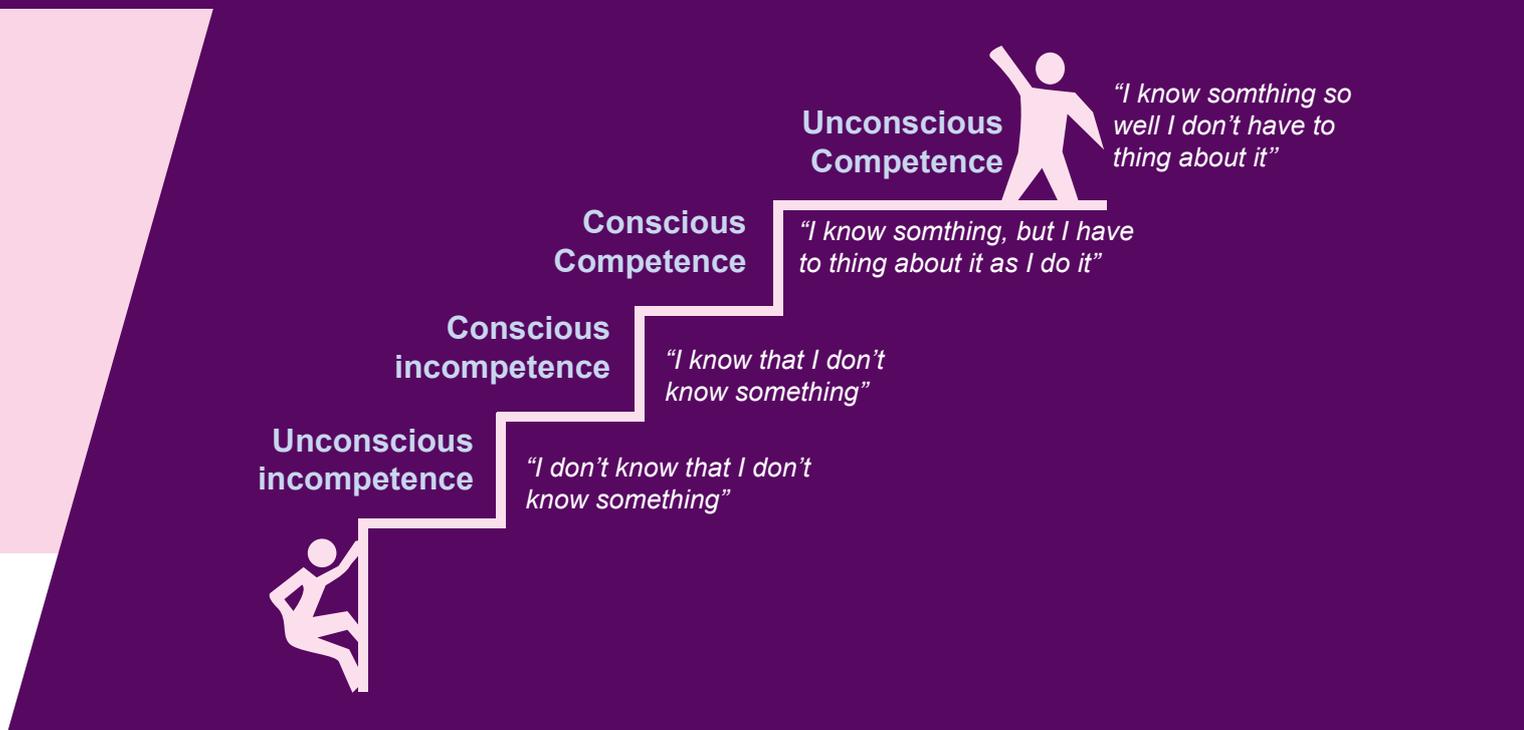
#### **Level 3: Conscious Competence (I know something, but I have to think about it as I do it)**

Slowly and steadily Shraavan learns nuances of the art, till it builds towards utmost competence. But, he's requires constant guidance and awareness to get each step right. Even a little distraction lands him a lousy posture.

The learner in the level can perform the task but with utmost consciousness. The time period a person spends in this phase depends on the amount of time they take to practice and its consistency. The good news is many people have achieved remarkable feats of learning through sheer persistence.

#### **Level 4: Unconscious Competence (I know something so I don't have to think about it)**

Eventually dancing becomes instinctive to Shraavan. He is able to lose himself, flow with the music, and the steps automatically fall in place. He no more needs to check the angle of his hands or the stiffness of his legs for every pose.



So, as people build experience and expertise, they reach a stage where they no longer have to constantly think about what they are doing and are competent without the significant effort that characterizes the state of conscious competence.

## II. People responsible:

In level 1 (Unconscious Incompetence), diagnosis plays a concrete role to understand the incompetence which the employee is unaware of. The responsibility of the diagnosis lies with the mentor or the manager. He should closely observe, identify and understand it. In some situations, the technical experts (learning team or consultants) are involved to increase the precision.

This is a very crucial phase, but unfortunately it's mostly skipped as people assume that employees are already in the second phase. And, this is one of the main reasons for workshops and trainings becoming a tick in the box, where the learnings are forgotten before the ink dries.

Adults don't learn unless there is a strong need created which originates from appropriate diagnosis and an honest feedback. With the appraisal season fast approaching I hope we all remember this, and give the "Training Need Section" the due importance it requires.

The accountability shifts to the trainer or the technical expert in the later stage of Level 2 (Conscious Incompetence), when the employee approaches them eagerly to fill their skill gap. They should feed their zeal to learn and chaperon them with the knowledge required to achieve competence. So the trainer also has the responsibility to keep

themselves updated on the growing and changing era of their field, to give the employees the best nurturing possible.

The transition through Level 3 (Conscious Competence) is tricky; if the practice is inconsistent or inadequate they might slip back to level 2. Hence the responsibility is partly on the mentor/ manager to give projects (IDP) with appropriate risk levels where the skills can be practiced constantly, and the employee needs to complement it with a similar accountability of honoring the work given. Thereby progressing him towards Level 4 (Unconscious Competence).

Now, getting back to the objective of the organization; do employees attaining Level 4 unleash the full potential of the institution? What happens when the employee has to leave the organization?

Such questions were asked by a few researchers like David Baume, Linda Gilbert, and John Addy before they decided to include a Level 5 to make the model more holistic. And, the fifth phase is called "Conscious Competence of Unconscious Competence". The learner in this stage is capable of influencing others to develop unconscious competence. They become capable of identifying and creating truly proficient employees like them, and thereby constructing the organization's dream in reality.

We hope this was an interesting learning for you, so let's try to implement them to reap the benefits. Also, write to us about your experiences of applying the learning and we'll publish them in the next edition of the magazine.

Contributed by **Narmadha Arjun**  
Learning and Development-Corporate.

## FACTORY VISIT

**SRIPERUMBUDUR • FEBRUARY 3, 2015**



*AOTS WNF Delegates Visit Sanjay Chandran, AVP – Mfg, welcomed the delegates Rajin – Dy Manager, Maintenance explained about the PM Pillar activities at Maker.*

**SRIPERUMBUDUR • MARCH 6, 2015**



*Bosch, Scintilla AG visit at Sriperumbudur - Abrasives Ute Lepple and Volker Stitz with the trees planted by them during their last visit in 2011*

## SRIPERUMBUDUR



*Students of Institute of Social Science, Madurai visited the factory*

*EID Parry Pudukottai, Team visited the factory*

*Michel Big Togo, Serge Thiemele, of Lagune Exploration Cote D'Ivoire visited*

## SRIPERUMBUDUR



Mohamed Yacoob of Mix and Match visited the factory on February 21, 2015



Mr. Timothy Govender of Matus



Mr. Tedrick Naicker of Matus



Sashee Kumar and Nick JoJou of Upol visited our factory on February 26, 2015

## CAMPUS CONNECT

### MARAIMALAI NAGAR



Korean Students from Hannam University, visited the factory to understand about the manufacturing process in TPM January 28, 2015



Visitors from CII - 5S Benchmark Mission and TPM process on February 23 2015

### SUPER REFRACTORIES-1 • FEBRUARY 7, 2015



Alagappa College of Technology, Anna University Students visited Super Refractories-1.

## JIPM SECOND STAGE AUDIT - TPM

MARAIMALAI NAGAR • NOVEMBER 21, 2014



*JIPM second stage audit was successfully completed*

## 15th ANNUAL INDIA-RUSSIA SUMMIT



*Chairman Mr. M M Murugappan along with Honourable Prime Minister of India Sri. Narendra Modi, the President of Russia Mr. Vladimir Putin and other dignitaries at the venue*

## INDIA - RUSSIA ECONOMIC PARTNERSHIP

The Indian Ambassador to Russia Mr. Raghavan visited VAW factory during Nov 24th to 26th along with Mr. M M Murugappan and Mr. K Srinivasan. He appreciated CUMI-VAW as an example of successful India-Russia economic partnership in Investments. In his remarks at the reception, Ambassador Raghavan expressed the confidence that this example would inspire more Indian and Russian companies to explore joint collaboration opportunities.



## CUMI AUSTRALIA



Successfully executed a project for IHI Japan for their new power plant in Chile.

# HIGHLIGHTS

## PRE BUSINESS PLAN AT INDUSTRIAL CERAMICS



*Group Activity during the training session*



*Rajesh Khanna summarizing the presentation*



*M V Sivakumaran setting the context*



*Rajesh Khanna welcoming Zeb*



*The participants*

## ENGINEERING CERAMIC BLOCK INAUGURATION

The Engineering Ceramic Block was inaugurated on January 28, 2015, by M M Murugappan in presence of our Board of Directors. This new milestone in Industrial Ceramic Division history was witnessed by all our employees.



*M M Murugappan inaugurating the Engg Ceramics Block*



*Board of Directors being welcomed by Rajesh Khanna*



*Board of directors visit to the shopfloor*

## PCB VISIT



Dwivedi, Regional officer and officials of Pollution Control Board Bhopal visited on February 27, 2015, for Environment Award 2013-14.

## ROOF SHEET FOR CHENNAI METRO

### SUPER REFRACTORIES

FRP Roof sheets were required to shield the high voltage metro lines from interfering with flight path near the Chennai Airport. Roof sheets made in specified Red and White colours by Prodorite-CUMI; Installation completed by Chennai Metro.



*Kathipara Metro Station*



*Elevated Metro line*



*Closer view*

## “ENDRUM ILAMA” A PRE-RETIREMENT PROGRAM in CUMI TIRUVOTTIYUR

TIRUVOTTIYUR • JANUARY 27, 2015



Pre Retirement function for employees who are retiring in 2015 was held at Hotel Clarion. This program was inaugurated by M Muthiah and K M Natarajan. K R Ashok gave counselling regarding post retirement life.

## ADDED THREE NEW LOCATIONS



*SEDCO has Added three new locations of Tube Investments - TI Metal Forming - Kakkalur, TI Metal Forming, Thiruniravur and TI Cycles of India - Ambattur for wheeling energy during this third quarter of 2014-15.*



*Super Refractories successfully completed the erection of a Chamber kiln at Futura Ceramics – Gujarat. First of its kind to be constructed in India.*

## SPORTS

### UTTARAKHAND • JANUARY 1-24, 2015



*Celebrated Sports Month. Around 150 Employee`s participated in around 13 sports events.*



*Sports Month 2015 Valedictory Function held on February 11, 2015.  
Soundarpandian S, GM - HR, distributed prizes for various Sports events.*

### JABALPUR • JANUARY 12-24, 2015



*Annual sports and athletic events were conducted at GCF Vidya Nagar Ground.  
All employees and workmen including contract labour are participated this Sports meet.*

### CRICKET TOURNAMENT IN CUMI TIRUVOTTIYUR • MARCH 8, 2015



*Cumi Cricket League (CCL) – ‘Paththukku Paththu’ was organized at Abrasives Division.  
The exciting grand finale was played between the Tiruvottiyur team and CSS team.  
The young, dynamic CSS team emerged victorious*

# EVENTS AND AWARDS

## 66th REPUBLIC DAY • 26th JANUARY 2015

### SRIPERUMBUDUR



*Anandha Babu Team Member  
Welcomed the Gathering*

*Sunil Kumar Hoisted the National Flag*

### UTTARAKHAND



*Flag Hoisting by Amit Kumar*

*Amit Kumar, Cell Member - Uttarakhand  
Plant*

*Rajiv Pruthi, Head - Uttarakhand  
Plant delivering the message*

### INDUSTRIAL CERAMICS



*Republic Day was celebrated with games and fun.*

## JABALPUR



*Republic Day was celebrated. Employees, children participated and prizes were distributed.*

## SUPER REFRACTORIES-2



*Republic Day and Family Meet was celebrated together. Employees and their families participated and prizes were distributed.*

## TIRUVOTTIYUR



*Employees children displayed their patriotism through a fancy dress event and shared a lot of facts about Republic Day.*

# EVENTS AND AWARDS

## THE PRESTIGIOUS TPM EXCELLENCE AWARD



*Historic Moment In Kyoto, Japan on 18th March 2015*

## EASTERN ABRASIVES LONG SERVICE AWARD



*Eastern Abrasives Long service award was held at Kolkatta on 18th February 2015.*

## LONG SERVICE AWARD

### HOSUR



*Recipients of Long Service Awards*



## AWARDS FOR EMD



*Electro Minerals Division - Kakkanad unit won the first prize in CII 5S Excellence Award competition under medium sector category.*



*CUMI Electro Minerals Division won the Corporate Excellence Award-2014 from Kerala Management Association award in Technology Innovation Category. The award was given in recognition of the innovation in Aluminum Zirconia and was presented during KMA annual convention in January 14, 2015*



*CUMI Electro Minerals Division - Maniyar unit won the Safety Award 2014 from Department of Factories and Boilers, Government of Kerala in the Category of Small Factories category (employing 100 employees or below). Award was distributed during the Safety Day function organized by the department at Thiruvananthapuram on 3rd March, 2015.*



*Kakkanad unit won the first prize in CII 5S Excellence Award competition (09/12/2015) under medium sector category in southern region.*



*C.V Yesudas, Shaji Joseph and Ms. Vinisha N (Azure S Team-Edapally unit) won the Special Award for Best Team Work in CII-Kaizen Competition 2014, held on 9th October 2014 at Chennai. They had presented the case study titled 'Enhance Productivity by Eliminating Breakdown'. Avinash N and Shaji T.S has won the platinum award in the competition for Maintenance Personnel: "A Competition for the Unsung Heroes" organised by ABK AOTS, Tamilnadu Centre. It was a competition for showcasing the modifications done by the Maintenance Personnel in which 60 teams had participated. The team had presented the topic - "Modifications in screw feeding system".*

## ABK AOTS Award

*Industrial Ceramic Division team receiving the 5S sustenance award at ABK AOTS Award ceremony held in Chennai on January 12, 2015*



# CORPORATE SOCIAL RESPONSIBILITY

## ROAD SAFETY AND FIRST AID AWARENESS PROGRAMS

CUMI INDUSTRIAL CERAMIC DIVISION • MARCH 28, 2015



Program was organized for the Kamaraj Nagar villagers.

## FREE MEDICAL AND EYE CAMP

CUMI INDUSTRIAL CERAMIC DIVISION • MARCH 29, 2015



The Hosur Team organised the camp at Siddhapuram Middle School, Kamagiri.

## NOTE BOOKS DISTRIBUTION

JABALPUR • JANUARY 22, 2015



CUMI - Jabalpur Employees distributed school bags and notebooks to primary school students at Govt. Primary school Kanchanpur, Jabalpur on January 22, 2015. 234 Students of primary school from 1st to 5th class benefited in this program

# CORPORATE SOCIAL RESPONSIBILITY

## SCHOOL INFRASTRUCTURE RENOVATION

JANUARY 9, 2015



Infrastructure renovation work was done at Puliyanthangal Primary School and Palwadi in Puliyanthangal Village. Ranjan Dey, AVP distributed gifts.

## MEDICAL CAMP

JANUARY 31, 2015



Camp organized at Deena Bandh Ashram, Walajpet. 126 individuals benefitted out of this program



Medical Camp organized at Super Refractories-1. Doctors were from Christian Medical College and Hospital, Vellore



All Super Refractories - 2 employees contributed provisions, medicines, cosmetics and clothes to Village Farm - Old age home on December 30, 2014

## PICNIC

JABALPUR • FEBRUARY 1, 2015



*Family get together of all employees at factory premises.  
Organised cultural and fun games for families*

## NEW YEAR CELEBRATION 2015



*Cake Cutting at Super Refractories-1 by D. Dhanagopal, Sr. GM - Sales Refractories and Prodorite*

## PONGAL FESTIVAL

CUMI INDUSTRIAL CERAMIC DIVISION • JANUARY 14, 2015



*The harvest festival was celebrated by decorating the premises and by offering pooja to the sun god and a cow.  
Sugarcane and pongal was served to all the employees*

## NEW TUNNEL KILN GANAPATHY HOMAM POOJA

FEBRUARY 8, 2015



*Ganapathy Homam Pooja performed for New Tunnel Kiln plant.*

## CONGRATULATIONS



**Srivas C S**  
Son of Subhashree R  
Confidential Secretary to MD, Chennai has secured 8th rank in BE Mechanical from Anna University.



**Devika Raj**  
Daughter of K Devarajan, Supervisor, CUMI-Maniyar, has participated in State level School Shasthrolsavam 2014-15 for Kerala School Mathematics Fair and Secured "B" Grade.

## WOMEN'S DAY CELEBRATION

EDAPALLY • MARCH 10, 2015



*As a part of Women's day Celebration, an interaction with women employees of Electro Minerals Division was organised with Dr. Sonu Vineeth, HOD-Commerce Department of Amrita College, Kochi followed by Cake cutting and high tea.*

## INDUSTRIAL CERAMICS • MARCH 11, 2015



*In association with the Womens Day Celebration, Industrial Ceramics had conducted a coffee painting workshop from which key hangers were made for our women employees. Bhavya from TCA conducted the workshop. She helped women to unviel their hidden talents. Each participants took home their own creations. The workshop was followed by games and valedictory function on March 13, 2015.*

## SUPER REFRACTORIES - 2 • MARCH 7, 2015



Chief guest Mrs. Ebenezer Sophia, Sr. Manager from Indian Overseas Bank, Vellore.

## TIRUVOTTIYUR • MARCH 9, 2015



Conducted various activities like Puzzles, Treasure Hunt etc... and prizes were distributed to winners.

## WEDDING



D. Vinoth Kumar with A. Jeevitha  
on March 4, 2015

G. Ananda Kumar with M. Divya  
on November 21, 2014

P. Prabu with S. Kanimozhi  
on November 2, 2014

# WELCOME ABOARD



**Naresh Kumar S**  
Supervisor  
CUMI Direct - Thiruvottiyur



**Swarna Kumari T**  
Manager  
Corporate - Chennai



**Rajendiran M**  
Supervisor  
IC - Hosur



**Santhosh Kumar M P**  
Asst. General Manager  
EMD - Okha



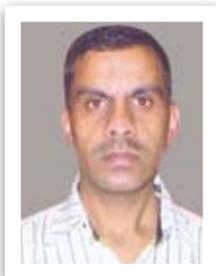
**Mohamed Sufyan M S**  
Associate  
Abrasives - Thiruvottiyur



**Balakrishnan C**  
Executive  
Abrasives - Thiruvottiyur



**Raja Sanjay R**  
Dy. Manager  
Abrasives - Thiruvottiyur



**Rajnish Kumar Goel**  
Dy. Manager  
Abrasives - Utharakhand



**Sunil Kumar Choubey**  
Sr. General Manager  
Abrasives - Utharakhand



**Osan Anand**  
Executive  
Abrasives - Pune



**Manoj Kansabanik**  
Manager  
Abrasives - Delhi



**Arvind V**  
Executive  
Abrasives - Bangalore



**murugappa**

# *Unfair* **Unwanted** **Unacceptable** **Unlawful**

## **Prevent Sexual Harassment**

### **DO NOT**

- Make any sexual advances either physical or verbal
- Seek sexual favours or offer employment benefits in exchange for sexual favours
- Make physical contact like touching that can be seen as being of sexual nature
- Display conduct that includes leering, making sexual gestures or show or share sexually suggestive objects or pictures, cartoons or posters
- Make comments about an individual's body
- Make comments using sexually degrading words to describe an individual
- Send suggestive or obscene letters, notes, mails, SMS, messages, invitations etc
- Assume that everyone shares your tastes in jokes / comments / gestures of a sexual nature. It may be 'perceived' differently

### **DO**

- Stand up for yourself – make it clear to the offender that you are uncomfortable with what they are doing
- Say NO – Be assertive
- Make a complaint when you think it is warranted
- Trust your instincts – if it feels wrong, it probably is
- As superior, be supportive of people who wish to complain about being sexually harassed and direct them to the appropriate persons / authorities

**PREVENTION OF SEXUAL HARASSMENT(POSH) POLICY**  
UNDERSTAND | **PREVENT** | REPORT

