

# Connect



# SALES

*special issue*

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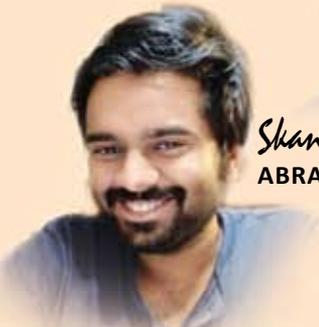
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## EDITORIAL MESSAGE

**D**ear Friends,

We are delighted to bring to you a “Sales Special” issue of Connect this time – one that focuses on the many employees on our frontline sales force who are the face of the organization in the ever-changing market disrupted by digital technology, increasing demand from customers and events across the world. We have in the past covered manufacturing, quality and services function so, this time we chose our most far-flung teams to focus on. This issue is to recognise the indomitable spirit of the sales team whose jobs require them to constantly be on their toes, travel hard, skip meals and have very little time with their families. Yet they persist and thanks to their efforts, we as a company grow.

This issue thus contains a business overview of each of our major businesses, fascinating little stories from the sales team on memorable incidents they faced, customer interactions that went down in history and a peek into what runs in the blood of a salesperson, with interviews of them. Join us in wishing them well for their dedicated service and standing by them, so we can all take our company to ever greater heights.

This issue also has an interview with Mr S. Viswanathan who was Special Director – Abrasives with CUMI in the 1980s, and later went on to become Director – Group Finance of the Murugappa Group and a set of photographs from the early days of the CUMI Recreation Club in the 1950s and one of our vintage advertisements from 1943.

Hope you enjoy reading this issue and wishing you a very Happy New Year 2019, in advance.

Best Wishes

For the Editorial Team

**M. Muthiah**

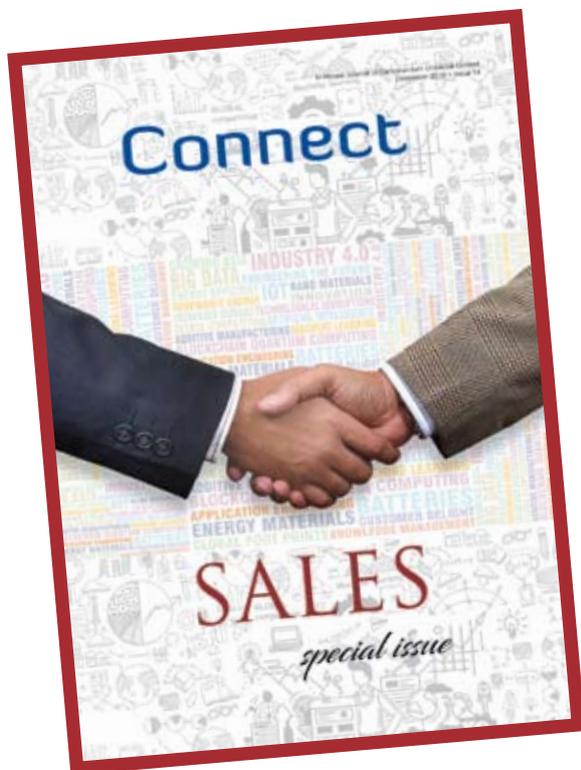


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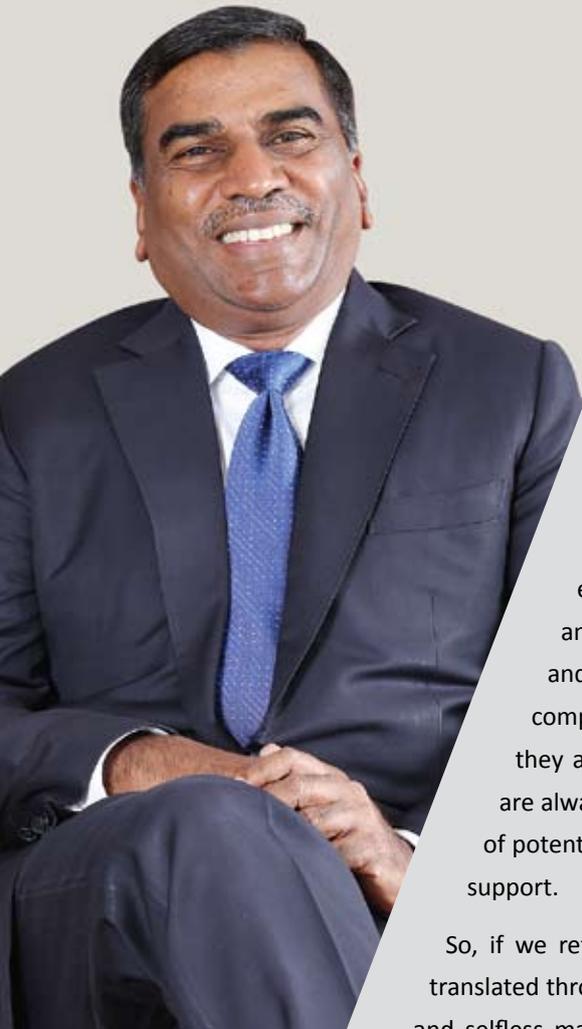
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# Chairman's *message*



*D*ear Colleagues,

Greetings!

First, I wish to express my appreciation to all of you for the wonderful work that you do across CUMI, its Subsidiaries and Joint Ventures in India and across the world. All of this has resulted in a good performance for the period ended September 30th 2018, and is tracking to plan going forward, despite many rapid changes in the business environment and therefore in the markets we serve, despite many uncertainties. Well done and all the very best as you aspire towards higher levels of achievement with conviction, commitment and joy, all of which are important as we aim to serve our customers better.

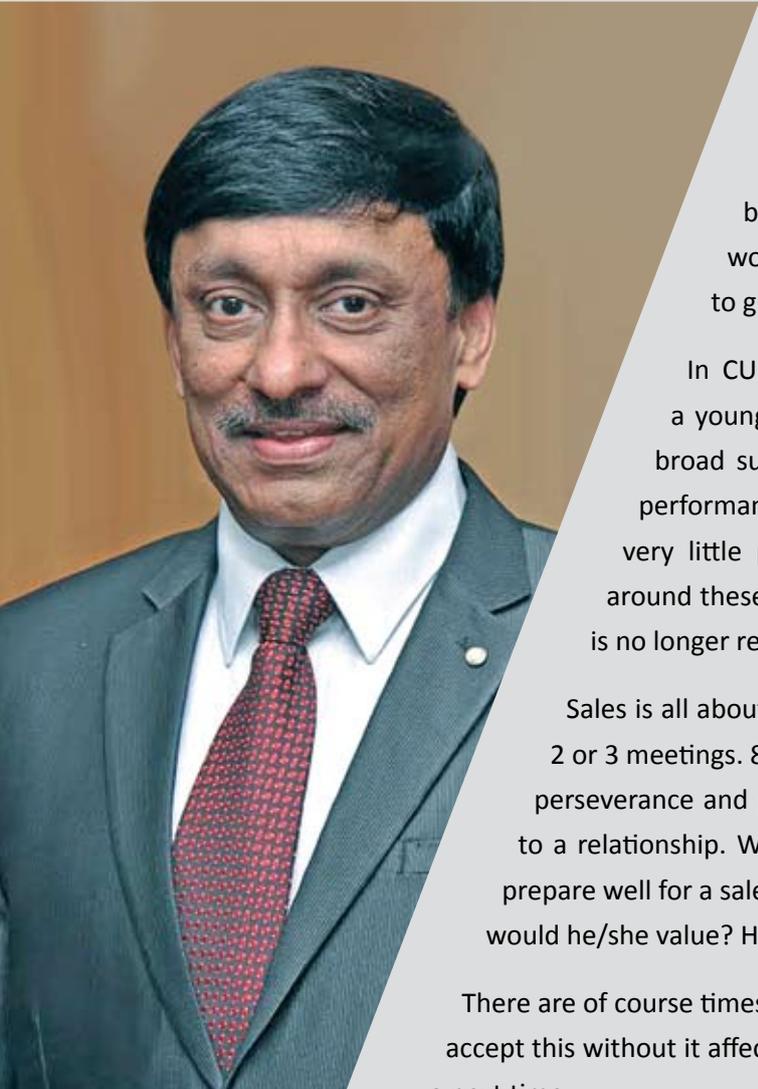
In the forefront of customer interface are our sales teams, who each day are the first line of communication with our valued customers, distributors, selling agencies etc. They are indeed Ambassadors of not just CUMI but the entire Murugappa Group and it is their approach towards customers and the honest principles of both behaviour and business that bring us the much-needed orders to ensure the operations of our companies run smoothly. Our sales teams are also solution providers to our customers, they are supporting partners towards improving our customers' business operations and are always there in times of crisis or need. They also spot future opportunities and advise us of potential threats to our business. While we salute them, we also assure them of our fullest support.

So, if we reflect on our respective roles and responsibilities towards our customers that are translated through our sales teams, we need to support our customer facing colleagues in a timely and selfless manner; through good planning and execution across the entire supply chain, be it materials, manufacturing and distribution as also through the various support functions that are all vital to all-round excellence. All this, calls for good team work and across CUMI there are shining examples of this every day. After all our objective is to Make Materials Matter and build strong lasting partnerships with our customers.

Across India and the world, the festival season is on us again. It is a time of great joy and togetherness as we celebrate with family and friends. I wish you all a wonderful time ahead and may your life be filled with much Happiness, Peace and Prosperity.

Warmest regards  
**M M Murugappan**

# MD's *message*



**D**ear Colleagues,

Sales is a key function in any business. It has the immense responsibility of building a relationship of trust and loyalty between the customer and the business. For many years working through the Sales function was considered the best path to grow in an organization.

In CUMI, at most times I find that we are poor in Sales. When a young engineer goes to the field to sell, he quickly gets into two broad subjects for discussion with the Customer: Price and Product performance. In a way, these are the two things in which he can make very little personal contribution. By keeping most of the discussions around these two subjects he has unwittingly 'externalised' the issue – he is no longer responsible for the outcome. He now merely has to report.

Sales is all about relationship. Very little sales can actually happen in the first 2 or 3 meetings. 80% of sales happen only after at least 5 meetings. This means perseverance and patience, in moving the discussion from a transactional level to a relationship. We must spend quality time with our customers. We need to prepare well for a sales call: what are the things that matter to the customer? What would he/she value? How can I deliver superior value to him/her?

There are of course times when we lose a sale; we must have the grace and sagacity to accept this without it affecting our relationship with the customer. There will always be a next time.

Another important call that the Salesperson must learn to take is: Which are the customers worth investing your time and energy on, to build a relationship?

Lets try and develop our selling skills. May CUMI have more Super-salesmen/women.  
Happy selling!

Best wishes

**K. Srinivasan**  
*Managing Director*



OVERVIEW

**Products & Market Matrix**

**A**nanthaseshan N (President & Head of Abrasives Divisions) shares his thoughts in this Sales themed issue of Connect.

First of all thanks to Connect team for this issue on Sales especially at a time when we are questioning the status quo and pushing the barriers to post record and win back #1 position in the market.

In 1954, CUMI started as a manufacturer of Coated and Bonded Abrasives. Over a period of time we strategically diversified into several categories and our business grew by leaps and bounds. To this date however Abrasives business is at the core of the Company's operations and translates to about half of the overall business operations. This places a large responsibility on the Team at Abrasives to ensure that the growth and profitability do not slacken.

The Division today caters to a diverse group of industries, in both precision and mass market and offer surface engineering solutions with varied end use application from pins to planes. Catering to such a huge audience with one-size-fits-all approach is not possible. Learning this we have structured our customers into mass market and precision engineering, so that we can cater to their unique demands with more agility and create a cadence of customer centricity. The customer profile may range from a carpenter, weld grinder or painter who is looking to finish his job

quickly using a coated abrasive sheet or disc; to a technically qualified engineer running a CNC machine who uses a vitrified multi-rib gear grinding wheel to engineer a precision gear. This requires that the respective teams across functions – manufacturing, technical and sales & marketing – have a capability and culture attuned to understanding the science of the product and application, to meet diverse needs.



Application technology extends its support in understanding needs of new customers, working back and forth rigorously, capturing the value and onboarding them as our Key Accounts. While we remain competitive in India at large, Exports marketing bears the onus of proving our competitiveness globally and help us to play the game on their turf.

In this digital age of doing business, customer experience is all that matters. Customer advocacy is key to retain and grow any business. We have to ensure that at each touch point – right from our advertisement in a magazine or a website to delivering and using the product, the customer has a memorable experience and every promise is kept.

Best wishes

**Ananth**



**Here's a little note from Srikanth C** (Senior Vice President – Sales & Marketing, Head of Abrasives Sales) in this sales themed issue of Connect

I am happy to note that this issue is especially dedicated to Sales and Marketing. We are entering into various festivals in this quarter and I take this opportunity to wish you and your family a very happy and healthy life.

Sales and Marketing is a key function in every business. As the frontline, sales personnel represent the company's products and services to end customers to generate revenues. Being the face of the organization in the market, they are responsible for delighting stakeholders and generating revenue.

I am proud to be in sales and marketing.

As human beings, we have been selling all our life without recognizing it as a sale. For example, as children we persuaded our parents to buy us what we want, after college in interviews we sell our skills by show casing our potential and accomplishments etc. Selling is not new to us at all.

I chose sales as my career, way back in 1992. There are three reasons behind that, sales giving the opportunity to

- interact with different people
- travel to different places and experience new cultures while learning new things,
- build relationships

I continue to enjoy this fully. Having completed 25 years in sales, I can confidently say that the learning and experience gained over these years have honed me as a person, shaped my behavior, attitudes towards challenges, etc.

In my personal view "Sales and marketing is an art". Every sales call is new and different from previous calls, as the people are different, so are their needs. Though we do prepare and plan in advance, every time the discussion takes different routes and we will have to meet our objective by adjusting and reworking our strategy quickly. This hones our ability to handle unforeseen situations successfully.

In today's digital world there are lots of new techniques and technology available, but the basic principles remain the same. One who is strong in the basics, can definitely succeed. Enjoy selling!

A DAY IN MY LIFE



**Muthupandian MS shares a snapshot of his typical day.**

I start the day at 9:30AM by checking all mails and responding, besides reviewing my To-Do list. If there are any pending tasks to complete, I will complete the same which would take an hours' time, post which I visit our primary dealers or sub-dealers or end-users. Discussions there are on pending issues, claims, collections or sales.

There are also meetings with retail outlets introducing CUMI's products and asking them to increase the depth of our products,

by explaining all our products and brands and by taking orders. In a day I typically visit 15-20 outlets creating new business opportunities and by 7pm I come back to the dealers place to review orders and ensure they enter orders into our portal CUMI CONNECT which is an interface between CUMI and Dealer. By 7:30 PM I wind up work and head back home. Tomorrow is another day...



**Muthupandian M.S**  
AGM – Marketing



KNOW YOUR SALESPERSON

QUESTIONS

- Q1. Why do you love your sales role?**
- Q2. What do you not like much about being a salesperson?**
- Q3. If not a salesperson what would you be?**

**S. MANIVANNAN** (Deputy Manager – Marketing, HO)

- A1. In the sales profession there is Freedom, Self confidence, Positive Thoughts, Daily learning, Daily achievement, and I am rewarded for my sales. I love to help good salespeople (distributors) solve their business problems, and when I focus on serving, they enjoy doing business with me.
- A2. Sometimes not achieving the month targets is a disappointment to me as a sales person.
- A3. Sales has always been my passion. I’ve loved sales since a very young age and i always knew that i would become a sales person.



**MANISH GARG** (Executive-Marketing, Ludhiana)

- A1. In a Sales role, I get to interact and develop good relationships with Dealers and Retailers. I get the opportunity to create an identity for myself in the market. With more than 15 years of experience in Sales, I am pursuing my passion.
- A2. Sometimes, freedom is missing to implement or pursue a Sales strategy which seems appropriate, according to me.
- A3. If not a Salesperson, then I would have been a Garments Store owner



**VINOTH KUMAR C**

(Executive - Marketing, Chennai Area Office)

- A1.
  - Communication - Speaking with many different people to understanding their needs.
  - Building Relationships - It is the core of my sales role, Problem solving based on the customer requirement.
  - Dealing with Change and Adapting to Situations - ability to adapt to changing situations is an important part of sales, every sales pitch is different and every potential client is going to react in a different way.
  - Growth Mind Set - My thirst for sales has developed a growth mind-set within me. I am always looking for ways to improve, ways to not only reach but actually beat my targets. What can I do better, how can I improve?
- A2.
  - Product Placement Failure - While trying hard to place a new product, on the basis of its price if the sub Dealer / customer refuse our product, it makes me feel terrible
  - Paper Work - As a Salesperson I want to prospect and sell, not update spreadsheets and type out reports. While I know it is necessary for reviews, wish it were easier.
- A3. I would be a Mechanical/ Technical Engineer in a Car Manufacturing company & a Certifier of Cars after test driving.



MEMORABLE CUSTOMER HANDLING EXPERIENCE



**Not Just a Supplier**



When asked to recall a memorable customer handling incident, **Gnanamani (Senior GM – Marketing)** immediately recalls a large automotive parts supplier in Manesar.

This customer manufactures various automotive parts catering to Hero Honda, Maruti, and various other automotive and OEMs, serving both domestic companies and MNCs. Given the competitive market, they are always in need of better quality at competitive prices so that they in turn could compete with major Indian and international competitors.

This customer was originally importing wheels from overseas (mainly USA) and was initially very reluctant to shift to Indian manufacturers. We kept trying to break through this by paying regular visits and building a rapport with the customer on our capabilities and product offerings. The continuous efforts yielded results with the customer finally agreeing to test our wheels. Once that was done, they were able to see value in our offerings, and then they themselves started giving us suggestions on usage and other parameters for the wheels.

Our technical dept was able to design a wheel that met all necessary specifications and which could offer good value to the

customer. Our account manager, Manoj Kansabanik delivered exceptional service and the customer was delighted with CUMI. In fact the Managing Director of the organization appreciated him saying “Our suppliers need to be like Manoj who know the ins and outs of our business needs extremely well”. Manoj became such an integral part of the customer organization that he was invited as an honourable guest when the company was inaugurating a new machine.

For this customer of ours, Manoj is not an outsider, he is a part of the company. The customer was so delighted with the product, service and overall value addition from CUMI, that they shifted 100% business to CUMI and now CUMI is the exclusive supplier making 2 crore worth of business every year from this key customer. Such are the memorable relationships we form with our customers!

*Manoj Kansabanik (Manager-Marketing) at a Pooja to inaugurate a new machine*





## Success Story of ECO STAR 306

**SUCCESS STORY OF ECO STAR 306 - an economy range coolant for general purpose grinding and machining application**

**Easwaran (DGM – BD MWF)** shares an article on a coolant product success story from Abrasives. Eco Star 306 had its launch in April 2017, and is now a clear winner in its category!



The Sales team had long been requesting for an economy range of products targeting Small and Medium Scale Enterprises across India. As an organization too, we had been eyeing the Tier 3 market segment of MWF (predominantly distribution based emulsion product) by virtue of its market potential in the range of INR 800 to 1000 crores in India. The Metal Working Fluids technical team taking a cue from sales team and analyzing the market potential, developed this product in early 2017. The new product ECOSTAR 306 is built on the same technology platform as the existing product but in the selling price range of less than INR 100/lt to distributor which has served to increase market penetration.

The Eco Star 306 was officially launched during April 2017 and has already received an overwhelming response from the market, generating a revenue of INR 2 crores in the very first year. Sales for 2018-19 are set to double with an impressive H1 18-19 achievement of over 2 crores.

The product currently caters to small and medium scale industries, auto ancillaries and small lathe and CNC companies. We never had a product of this kind in this price range to compete with major oil companies, and thus this yielded fruitful results.

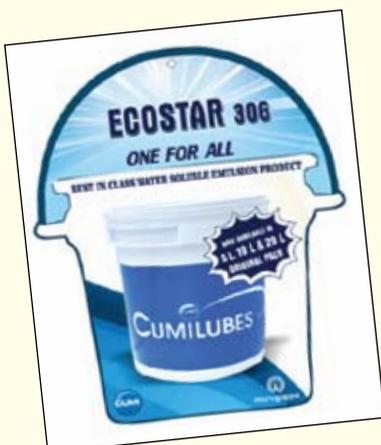
### Strategic Objective

Following the success of Eco star 306 in regular pack size, CUMI MWF division has recently introduced series of smaller pack sizes such as 20L and 10L to address the Tier 3 market segment (new customer segment) which comprises of largely SMEs. These SMEs are customers with one or two machines with a monthly coolant requirement ranging from 10-50 Liters. This customer segment could not be targeted with our existing pack size of 200L and 35Liters.

Besides the emulsion range, we are also planning to introduce smaller pack size for other product groups targeting the Tier 2 customers who traditionally buy from retail counters in loose form which is most likely not genuine and highly contaminated.

### Launch

Eco Star 306 was launched through on-field promotions, road shows / danglers / canopies / industrial area storming etc., aggressively promoted in many forums. A team of just 15 employees, predominantly from the sales team in North and South region have made it a huge success.





PRODUCT SUCCESS STORY



**ZINGING Up Business!**

CUMI Zing’s story is an inspiring one indeed, says **Jayaprakash V** (AGM – Marketing, ABR). He details it in this Connect issue for all our readers.

**C**UMI ZING is a fibre disc used in metal fabrication industry with clients such as Auto-OEM, Ancilliary, Control Panel manufacturing, Stainless steel vessels manufacturing, general engineering etc. This product was in the reckoning for more than 20yrs to compete against another strong brand in the market belonging to a competitor.

Every time the sales team tried, there seemed to be more inconsistencies and customers would send it back. We tried multiple designs, but just couldn’t break the competitor’s record. They had a monopoly, raising the prices every quarter and customers still bought as they had no other option.

The market potential was 30 crore per annum when we took up this project with renewed enthusiasm in 2015. Yet the market paid us no attention, our track record had left them thinking we were not serious about finding a solution here.

**INVESTMENT:**

We had issues with inconsistency in performance of the product. That was when the management approved investment on automation (IDC – Individual Disc Coating) which is now fully functional, installed in the SPR plant at the end of 2014. This gave the project some much-needed impetus.

**Product Design:**

We formed a cross-functional team with members from Sales, Marketing, Technical, Manufacturing, QC and Commercial teams. We studied the application before launching the product, understood competitor’s product base, mapped application and products and also collected samples from local markets across India. We realised our competitor had a design differentiation in the disc being sold in North India and South India, even though the application was the same. We did detailed lab analysis and noted that their products had air-tight packaging.

We analysed complain trends to understand in which seasons the complaints were more or whether complaints were season-independent. It was found that more complaints came up during summer season. The product was then redesigned to withstand the hottest summer temperatures (40-50 degrees C). Post trials our product showed great stability

**Impression Management:**

The markets were still unforgiving, and we needed to go a long way to create a favourable impression of our product. We had to break that impression first. This was done by choosing specific salespersons per region to manage this product (Manoj Kumar Pandey for North, South had Dinesh Kannan and Sampath). A person was also designated from the sales and technical teams at HO to be part of the product launch (myself, Rex Andrews from Marketing, Govindharasu B and Madanagopal R From Technical). The team then selected the areas / clients to do test and trials. We also instituted a process where representatives from the team

would visit the customer directly along with the dealer, until the 3rd order came through. From the 3rd supply stage onwards, it was considered that the customer had become a ‘regular’ and the dealer would be the company representative henceforth. This hand-holding and interaction made both dealers and customers more confident about CUMI’s ability to supply a quality zingy product. The positive vibrations from this exercise extended to the on-field training provided to dealers who post trial, acknowledged that the product was very good.

**Volume**

Even after this, volumes unfortunately had still not picked up. The set target of 5 lakhs per month was still not achieved, we were doing only about 2 lakhs per month business with CUMI ZING.

**MOTIVATE SALES ENGINEERS :**

It was necessary to now make the sales team more enthusiastic about the product. A contest was launched for our sales force, with individuals / teams recording above target sales being rewarded with a certificate and a gift Card from HDFC. The contest was named “KAUN BANEGA ZING KA KING!!” punning on the hugely successful TV show of a similar name. This contest was held for three months - from February to March, and became a huge success! 4 lakhs per month was achieved across all regions in a span of six months. Awards were conferred in the sales conference held at Macau, by our Chairman Mr. M M Murugappan. Our sales force started selling more, achieving beyond their set targets.

**Now:**

Our capacity of manufacturing CUMI ZING is currently at approximately 5lac pieces but we are exceeding orders worth 6lacs. There are now plans to expand the machine capacity in SPR for 10lac by March 2019. Hence did CUMI ZING really zing up our lives!





DEALER INTERVIEW

The Real Deal!

*This issue of Connect, we decided to ask some of our best dealers what they thought of CUMI and its products. Needless to say, these were very busy businessmen but they took the time to answer us patiently. Join us in saying a BIG thank you, not only for answering questions but for representing CUMI in the market and helping us grow!*

*Our 1st interview was with a dealer whose association with us goes decades back – Nataraja & Co.*

**1. Please share your view regarding the perception of CUMI ABRASIVES products in the Coimbatore market? Can you share some customer feedback regarding CUMI's products?**

Over the years we have seen many customers share feedback on their perception of CUMI products. A few are

- People relate CUMI products to quality, reliability and trustworthiness. We have had several occasions where customers say "I know CUMI / Murugappa products will be of good quality!"
- Customers do however perceive CUMI's prices as being high
- The packaging of few products has had high positive impact on the market such as
  - Super abrasives – Speed Blade (new packing of the non woven pad to decrease duplication from competitors was appreciated)
  - 1mm cut-off wheel – new packaging is very attractive
  - Water proof paper – Differentiating our Ajax and Jawan brands with differently coloured eye-catching packaging has helped customers recognize the two easily

Customers come to us asking for CUMI solutions and respect our problem-solving ability

**2. What do you think about CUMI's offerings and product basket? What would you say are the major strengths or weaknesses of CUMI's products?**

**In our opinion of weaknesses**

- CUMI has a wide range of products, and are constantly adding to the product basket. However the range is not sufficient and in certain segments there are very few products / offerings to offer customers a complete solution
- Product consistency is a must in this business and is sometimes a challenge. We have supported many customers on diverse applications through the non-standard wheels with support



from CUMI's product application team. In some places such as thin wheels which is a major market, there is scope to increase volume of sales. Yet we are struggling to gain a share of the market due to batch inconsistencies.

**3. Please explain in what way your partnership with CUMI has helped your business grow?**

We have also been following the formula of quality, reliability, trustworthiness and transparency which has helped us in our growth. CUMI's sales team and we have a strong relationship. We have appreciated and criticized each other whenever the need arose. Fortunately neither of us has ever taken it in bad spirits, recognizing it is for our own good. CUMI's support has given us the confidence to move forward effectively in the market.

**4. Would you like to share any ideas or suggestions with CUMI to improve its product offerings?**

We do have a few suggestions that we are happy to share in the spirit of improvement –

- Look at related products and try to cover the needs of the segment fully. Right now in many areas we do not have the full range
- If you enter a range please stay in it for a long time. Based on our relationship with CUMI, we accept new product offerings but later face hardship after converting customers when the product is withdrawn / scrapped. Eg – files, Metabo etc.
- In bazaar items where volume is of prime importance, we have many small players with very good quality and reasonable price. We are losing out on sales because CUMI offerings are priced higher. Eg – thin wheels, mops, flap wheels etc.

**5. Any anecdotes of CUMI products that you remember and would like to share?**

Many a time our customers have referred to CUMI's products as Red Indian in Tamil leaving us amused and surprised. Recently we had a similar experience with the SandMaster rolls when many customers took to calling it the "Yannai roll" because of the elephant brand logo.

Likewise, another customer was trying CUMI's super abrasive blade – Boxer brand for the first time. Next time he came to buy it he said "Give me the kutthu sandai blade". The salesmen were clueless and it took us a while to realise he wanted more Boxer blades. Ultimately we all had a good laugh and the name stuck – many customer still call Boxer that.





Our second interview was with Jaideep Ghai (Chandigarh sales corp. Mohali) who has been an ABR dealer since 2015.

1. Please share your view regarding the perception of CUMI ABRASIVES products in the Mohali market? Can you share some customer feedback regarding CUMI's products?

CUMI is a strong abrasives company and has a very competent sales team. The abrasive rolls are particularly good and customer feedback has been very positive. Though there are many competitors in the market, strong ones such as Norton included, we are doing well thanks to CUMI

2. What do you think about CUMI's offerings and product basket? What would you say are the major strengths or weaknesses of CUMI's products?

The one weakness is the DC wheel in our opinion, which is priced lower than other companies in the market.

The rolls are an extremely strong product range

3. Please explain in what way your partnership with CUMI has helped your business grow?

CUMI's strong brand name, product pricing and excellent quality have all helped our business grow.

4. Would you like to share any ideas or suggestions with CUMI to improve its product offerings?

Apart from pricing issues in a few products of CUMI's 100+ product range, there isn't any other suggestion as this is a very competitive market with a lot of companies in the fray.



ABRASIVES



## RATNA DEALER MEET

### The Ratnas of CUMI

For any distribution based sales organization, dealers play a crucial role in delivering the product to the end customer. The company's growth lies in the growth of its dealers and CUMI is no exception in this case. The generations-old patronage of dealers has been crucial to establish CUMI as a competitive and well-loved brand in its line of business. To honour such dealer contributions, in the past we have had dealer clubs where dealers would be recognised in a common forum such as a customer meet or sales meet. In June 2013, V Ramesh (then President-ABR) and C. Srikanth

formalised this process and established the Ratna (named as dealers are the gemstones in the crown) program to recognise dealers as partners in progress. Since then, this program has grown in strength and importance, recognising our channel partners across India as Maharatnas, Ratnas and Navaratnas depending on the volume of business generated. This recognition offers the select dealer a number of perks, both monetary and non-monetary.

These pictures are from a Ratna meet in Bangalore in June 2018.





## Building Business in Overseas Markets

The recent decades have seen many many organizations enter overseas markets as part of their growth strategy. The same is true for CUMI as well. CUMI Abrasives has been leveraging its expertise in technology, application knowledge, distribution network and world class manufacturing facilities to gradually develop business in overseas markets.

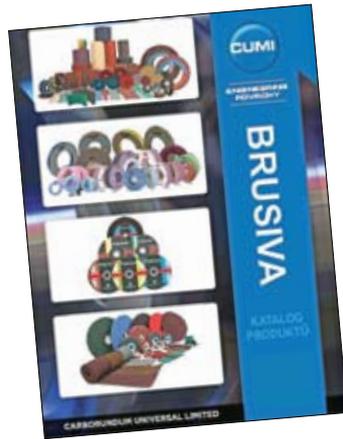
To be successful in Global Markets it is imperative that we draft a strategy to connect with our global customer base at a level familiar to them, yet compete with global competitors.

In spite of the fact that today, social, economic and political interdependencies make the world ever more global, our hearts still cling to our ancestries, and yearn for the comfort of our local surroundings – a language we speak and understand, people that look and sound like we do, familiar foods, familiar products etc.

Taking into consideration this consumer behaviour, we have learnt that success in overseas markets requires adaptation to local values, tastes and attitudes and product offerings that are not only of world class quality but also tailored to the local needs.



CUMIusa.com and CUMIitaly.com to establish a portal as a source of information for the US and Italian markets



Catalogues for catering the local demands of the geographies



Advertisements in German and Italian languages published in technical journals



Technical articles in local languages to reinforce CUMI as an engineering solutions provider



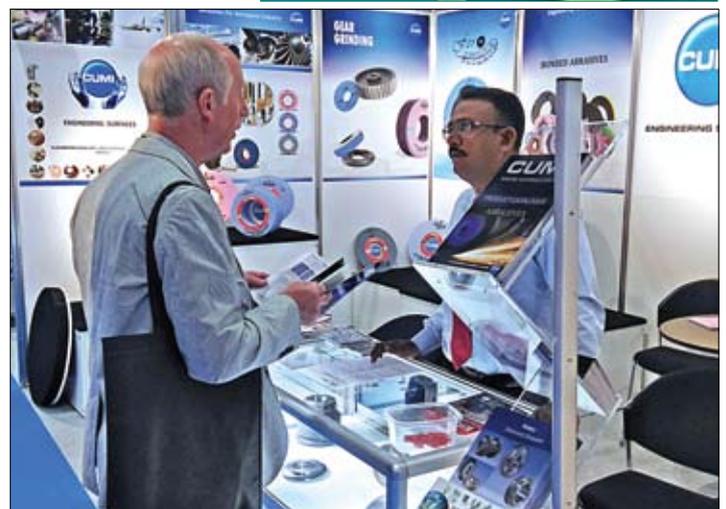


*Training for overseas sales force*

CUMI is manoeuvring to become a globally recognised solution provider for engineering surfaces by sharing application knowledge through technical articles, by participating in major trade fairs across the globe, designing geography specific websites for better connect, publishing advertisements in local technical journals, building technical capabilities in local sales teams and communicating with customers in their own language. Here is a sample of our work in this area. This initiative has already begun to show results with greater openness and acceptance from customers.



*Showcasing CUMI's capability in providing superior industry specific solutions in various geographies.*



**SALES KICK OFF MEET**



Cumi Abrasives Sales kick off meet held on 6th April 2018

**BUSINESS SALES**



Highest ever Standard Business Sales at Chennai Area Office - 1115 Lacs Previously 834 Lacs

**BLOOD DONATION**



Blood Donation in Association with Lions Blood Bank - at Chennai Area Office

**MARKETING AND SPECIAL EVENTS IN LUDHIANA BRANCH**



Thin Wheels Storming at Ludhiana



Subdealer Meet in Barnala



Powertools and Retail Exhibition in Jalandhar

**DRAWING COMPETITION**



Top 3 entries from Employees children in a Drawing Competition on the theme 'How my parents keep me healthy'

**FAMILY PICNIC**



Abrasives sales team (Chennai Area Office) with families visited Kerala



**CONGRATS !**



Congratulating Bishwajeet Prathap Singh for finishing the 10K run in the WIPRO Marathon



**Products & Market Matrix**

CUMI Electro Mineral Division (EMD) was started as a captive supplier to CUMI's other divisions as part of the vertical integration strategy. It started by supplying materials to Abrasive divisions followed by the Ceramic and Super Refractories divisions and till date these applications are the bread-winner for the division. CUMI EMD caters to almost all abrasives manufacturers, be it coated or bonded, in the domestic market and is in the process of upgrading the conventional products to more value added products in the form of surface treatments, closely graded as well as customized particle size distribution and shapes. In specialty abrasives, the division's strategy is to target the technical and sophisticated product manufacturers, both domestic as well as in the International market.

The micros grits produced are used in products for application in lapping and super finishing based abrasive process. The abrasive products are also being used in blasting applications, both micro and macro blasting, and are found suitable where steel grits are appropriate. The hardness and toughness of the material makes it suitable for such high impact processes. Silicon Carbide is a very effective abrasive for stone polishing of both marble and granite, and is having both domestic and export customers for these applications.

The refractory market continues to use the regular products like Fused Aluminas, Silicon Carbide, Fused mullite, Sintered mullite, Zirconia etc. CUMI EMD has always been there in the fused and resistant furnace based products and has recently entered the sintered and Zirconia based products for refractory applications.

Thermal Sprays is a technique of coating molten material on a substrate altering its properties for better performance. Thermal Sprays are being used for numerous applications like providing wear resistance, altering thermal conductivity, corrosion resistance, repairing damaged surfaces, aesthetics, altering insulation and dielectric properties, thermal barrier coatings etc. Thermal spray is an application in focus currently and we now have products developed, tested and ready for marketing and sales.

One of the niche products that CUMI EMD has created with the technical know how from making micro grits, is used in the automobiles sector where it is a raw material for processing in the filters of the IC engine. The Diesel particulate filter (DPF) is a technology that is available with a limited number of manufacturers in the world and EMD is a supplier to two of the largest of them. The purpose of this component, as the name suggests is

to reduce the emission into the external environment of particulate matters after combustion.

Photo voltaic industry uses abrasives for wafer slicing and polishing and mostly uses Silicon carbide. The Silicon carbide is used in a slurry medium and with a wire slicing process, the silicon metal is sliced. With new materials like diamond and laser processing available, the use of Silicon Carbide might be restricted to only thin films in the future. CUMI EMD also has dedicated products for MMC (Metal Matrix Composite) applications in the foundry industry. The material is used as a substitute for the metal and behaves as an alloy with excellent mechanical and thermal properties. In the quest for new products in the foundry, as an alternative for Zircon sand, the fused minerals are found to be appropriate and some initial break through has been achieved on this front.

The friction industry is the automobile ancillary for making brake-linings. The abrasive grade of products such as fused aluminas and Silicon Carbides are being used in the brake-lining applications so as to increase the friction. Other than this, there are products for floor laminates to achieve anti-skid properties. CUMI EMD is also in the process of developing new products for applications such as batteries, catalysts, insulation and polymers.

	Abrasive 	Refractory 	Blasting 	Friction 	DPF & Ceramics 	Thermal Spray 	Stone Polishing 	Semi Conductor 	Metal Composites 	Photo Voltaic 
 Silicon Carbide	✓	✓		✓	✓		✓	✓	✓	✓
 White Fused Alumina	✓	✓	✓		✓	✓				
 Brown Fused Alumina	✓	✓	✓	✓						
 Zirconia	✓	✓	✓	✓	✓	✓			✓	
 Ceramic Grain	✓									
 Mullite		✓			✓					



## CUMI and GTV: Establishing Winning Partnerships

Thermal sprays is a fast growing and important technology area. The Market, estimated globally at USD 6.5 Billion comprises of three categories – Equipment, Services and Supplies. It is estimated that Services forms the lion's share of the market at 77 % followed by Supplies at 19%. The Global distribution of the market is skewed to the western hemisphere with Europe and North America accounting for 32% of the total market.

Thermal sprays find a wide variety of uses, but overall, the usage can be classified into three major application areas and their estimated market shares are given below

1. Aero and Industrial Gas turbine Industries (IGT) (60%)
2. Automotive Industries (15%)
3. Others (Oil & Gas, Pulp & paper, mining, bio medical, etc) (25%)

Of the above, Aero and Industrial Gas Turbines (IGT) represent the bulk of the industry volumes. The 'Others' on the other hand represent the rapidly growing application group with great potential for growth in the future. New applications and consequently, new materials and methods are being developed for this sector.

CUMI – EMD has been active in the field of ceramic Plasma spray consumables. A plasma spray system consists of a plasma torch to create a plasma jet where the material to be deposited — typically as a powder, but sometimes as liquid, suspension or wire — is introduced. The temperature of the flame is on the order of 10,000 K, and the material is melted and propelled towards a substrate where the molten droplets flatten, rapidly solidify and form a deposit, usually as a coating. Thermal spray coating products include metal, ceramic, intermetallic, polymer, carbides, abrasives and self-fluxing alloys.

The largest and most mature market of Aero and IGT has defined the industry structure quite a lot. While there are few players in the industry who sell equipment and services, these are largely integrated players offering the full range of offerings. The Aero and IGT industry, due to the nature, complexity and criticality of the

application has developed a system of 'certifications' which are largely OEM certifications of Aero/Turbine manufacturers. While not necessary in the field of consumables, industries like Automotive and the others have adopted these certifications providing a practical barrier to entry.

Much of the non Aero/IGT industries are characterised by many end users outside the majors who purchase consumables either in small quantities or in tie-ups with the equipment vendor.

CUMI-EMD, with the expertise in controlled fusion, sintering and precision milling and classifying has developed technological solutions for ceramic plasma spray consumables. The range of products developed over the years is summarised below

Powders	Applications
A99	Coatings on pump shafts, valves, capacitors and clearance control abrasive coating. Coating on semiconductors and on biomedical implants
AT3	Dielectric Application, textile manufacturing equipment Electric Insulations and for sliding abrasion resistance
AT13	Mechanical Seals, Hydraulic parts , pumps shafts etc.
AT40	In thread production units, mechanical seals, pumps shafts, hydraulic seals
T99	For decorative coatings, biomedical implants, oxygen sensors
YSZ	Thermal Barrier Coatings on hot section of turbine
Mullite	Environmental Barrier coatings and top coating on ceramic matrix composites

While CUMI's products have been functionally established in engineering markets with users in the domestic as well as select international markets, this was in limited volumes and the market structure mentioned above was taken as a challenge to move ahead. Due to the fractured and supplier specific nature of certifications, we had not gone in for these private certifications though with

benchmarking studies, it was established that our products matched or exceeded application parameters. Given these realities, CUMI-EMDs market approach was to be a source for the OEMs in market thus providing CUMI with bulk sales while being able to participate in the market. While efforts were made in this direction and CUMI products were qualified, this was a slow mover as OEMs had little interest to change sources, especially with a potential strong competitor like CUMI.

This focused our efforts to find a solution provider who would be large enough to provide a significant customer base, but would be a challenger to existing players where CUMI could add strategic value and depth.

GTV Verschleißschutz GmbH (GTV) has been a leading expert in the field of thermal sprayed component surfaces for over 35 years from Germany . The innovative GTV coating processes are based on particle bombardment technology. Established by Wolfgang Basseler and Friedhelm Janke in 1983, literally starting from a 'garage', the owner-managed company GTV has been a synonym for top quality and a high level of delivery reliability for all types of thermal spray products. The GTV Group, which comprises the companies GTV Verschleißschutz GmbH and GTV Thermal Spray China Ltd, as well as the subsidiary company GTV Automotive GmbH, generate a turnover of approx. 28 million Euros.

A non-Aero/IGT independent equipment manufacturing company with a strong presence in Automotive and other markets, manufacturing integrated lines with robotics for industrial plasma spraying applications, GTV also provides consumables for their customers. Long saddled by having to buy from potential competitors, GTV was on a search for an independent powder manufacturer who had the technology, capability and the yearning to learn, adapt and grow in new areas.

In the first face-to-face meeting with Dr. Schlafer and Dr. Wank , Deepak Nair (AGM – Marketing (Exports)) focused on the technological capabilities of CUMI, the wide product portfolio that EMD has in Plasma spray and beyond as well as the

willingness of the organization to work with customers in win-win partnerships on Joint Development Programmes for mutual benefit. The investments made and continuing to be made to support these new initiatives and market, were also emphasized. GTV was convinced about the mutual strengths that could be leveraged and over the coming months exchanged samples and information on identified projects. During this time, GTV witnessed the close involvement of the technical personnel of CUMI. CUMI was able to provide samples modified with the received feedback and these were appreciated by GTV's customer. The first product was approved and CUMI started regular sales in late 2017/18. During this time GTV witnessed consistent quality and reliable supplies from CUMI. CUMI also worked with GTV to provide customer specific packaging and this was very well appreciated.

One of the briefs was for a new consumable

which was asked for by their customer. CUMI was able to provide a sample in record turnaround time and this sample met the initial customer expectations. GTV was appreciated by their customer for both delivery and target achievement and this raised CUMI's profile with GTV. In June 2018, officials from GTV visited CUMI's plants and they were able to see for themselves the capabilities that they had listened to over a year ago in that fateful meeting in Germany. They also met face-to-face with persons across functions who made this happen and appreciated the knowledge and expertise of each one of them.. CUMI and GTV resolved to work together on more projects as well as look at potential to collaborate on possible joint research in identified fields.

Looking back now, this relationship increased the sales for this category by 152%! With the addition of new products this category has the potential to grow

enormously. Besides, this relationship also challenges us to develop more in speciality minerals and technologies driving our growth into the future. This relationship grew guided by the five lights, with GTV experiencing customer delight along the way.

For CUMI , this represents a significant milestone for entry into the Thermal Spray market. We have been able to expand in volumes as well as get a foothold into the fastest growing segment in this market. CUMI is in the process of getting AS 9100 certification, a widely adopted and standardized quality management system for the aerospace industry which would provide a vendor independent certification to the largest mature segment of the industry. The experience and insights with GTV has helped in shaping CUMI's approach to other larger OEMs in the market and currently customer evaluations are in progress.

## ELECTRO MINERAL DIVISION

### KNOW YOUR SALESPERSON



#### QUESTIONS

- Q1. Why do you love your sales role?**
- Q2. What do you not like much about being a salesperson?**
- Q3. If not a salesperson what would you be?**

**AVIJIT DAS**  
(AGM – Marketing)



- A1. The very first reason is challenges. Then the opportunity of meeting various people & visiting places which enriches life experiences.
- A2. Sometimes customers tend to get personal and show their anger on us when expressing any product grievances or complaints
- A3. I feel everybody is a sales person in their own frames. We all are trying to sell something - be it our own ideas, views, processes either directly or indirectly. Had I become a 'consultant' or 'chef' I would have been selling my ideas or food. I would have still remained a sales person.

**S. VANCHEESWARAN**  
(Sr General Manager – Sales)



- A1. I am a sales junkie. I get high on the thrill of the deal and I thrive on the puzzle-like challenge of discovering my customers' needs. I live for the handshake at the close of a successful sale.
- A2. I can't pretend that I've always liked sales. If right now I was being held hostage, deprived of coffee, and interrogated under a bright light in a stuffy boardroom and asked about it, my gut reaction would still be to say, "I hate selling", even though sales has been a natural part of my career for the past 23 years.
- A3. I would have joined my dad business viewing sales as the top priority of my company.

**KRISHNADAS NAIR V**  
(Manager – Marketing)



- A1. Opportunity to travel to various places and meet people from various social and cultural backgrounds. The role demands spontaneity and flexibility which to an extent keeps me charged and energetic. The value added interactions that happen with the market environment are all thrilling.
- A2. Those moments when you fail to meet a commitment which sometimes is exhausting. The agony of losing to someone else or to your competitor in terms of sales, product, service etc.
- A3. I cannot picture myself away from being a sales or marketing person.



## MEMORABLE CUSTOMER HANDLING EXPERIENCE



**K. Abhijit**

*Sr Associate Vice President - Marketing*

I think each and every sales interaction – irrespective of who wins the order – is a memorable experience for the entire sales team, from the front line sales persons to the back end support & management team. There is, in almost every event, a learning that can lead to new insights. Hence, it would be difficult to pin-point a particular memorable experience in this regard.

According to me, we should always keep in mind two very important factors –

- a. **Any Experience that includes the entire organization – sales, production, technical, customer service, etc – is invariably the most productive Customer Handling Experience**

A recent export enquiry handled by the EMD team comes to mind for this. The enquiry was for an Alumina Zirconia product and quite attractive in terms of (a) complimenting existing production volumes & (b) overall volume & sales value generation. At the same time, the customer was quite specific on the product needs and a series of iterations were put in place to meet the requirements.

The classic product development cycle was followed – (i) understanding the customer needs, (ii) evaluating technical possibilities to meet the same, (iii) actual production and overcoming challenges, (iv) (re)sending samples for customer qualification, (v) incorporating changes requested – until the final product was established to the customer’s satisfaction!!

Once this was completed, the technical team worked with the production team to establish the SOP ensuring consistent repeatability, while the customer service team worked on logistics options. The coordinated approach of the various departments resulted in successful completion of this project, making this stand out as a memorable experience.

- b. **Customer Handling is not just finalization & execution of the order, but includes handling the entire process from enquiry generation to payment collection to post sales activities**

The sales effort, an important business priority, is largely focused on securing orders to meet sales targets and ensure business growth. However, at times we tend to give less importance to the other important aspects of the order - especially managing receivables and other financial aspects.

CUMI EMD has been supplying its Electro Minerals – Brown Fused alumina, White Fused alumina & Silicon Carbide – to a large institutional buyer through a global tendering process with fairly stringent terms & conditions. As a part of the global process, international suppliers also participated in the various tenders. It was observed that the terms and conditions of the tender process were different for national & international suppliers – e.g.: Payment against LC (Letter of Credit) was applicable for International suppliers, whilst payment to national suppliers was done after a tedious process at the customer end.

Over a period of time, it was observed that significant amount of money

was invested in the business cycle with this institutional buyer. These were in various forms – Earnest Money Deposits for Tender Application, Security Deposit as Tender Awardee & actual receivables as per the tedious payment terms – Bank Guarantees or otherwise. Whilst these financial aspects had a bearing on the overall profitability of the business, it was also observed that the time, effort and resources involved to secure the receivables, bank guarantees and deposits was also quite significant.

CUMI EMD took up the initiative to set up a meeting with the management team of the institutional buyer. An effort was made to include all divisions and departments – Materials, Finance, Production as well as General Management – so that the various issues could be raised and discussed simultaneously across the buyer’s individual entities. To start with, EMD highlighted the years of business relationship and levels of customer service offered by CUMI whilst putting across the financial pain points experienced. The discrepancy between the T&C of sale across national & international suppliers was also highlighted, whilst pin-pointing on advantages – faster service, lower inventories, flexibility, consistency, etc. – of national purchases.

The effort was towards gaining an equitable criterion of evaluation across different parameters, whilst also trying to leverage the benefits offered. The presence of all individual departments of the customer simultaneously had the big advantage of bringing various issues to the table for immediate resolution. The “committee” representing the customer was able to consider the case on its merit collectively and agreed to consider CUMI’s grievances. Subsequently a decision was made that CUMI EMD could offer alternate Terms & Conditions of Sales which would be considered on a case-to-case basis. CUMI has thus started business with this client at the same levels of customer service as before, but with more favourable terms easing the “way business is done”.



## NGK

When asked to share a case study, the EMD team were unanimous in their choice – the NGK Particulate Filter case was what they all said. **Avijit Das (AGM – Marketing)** shares the story.

The application team figured out that compliance to Euro 6 norms required diesel cars to have a DPF (diesel particulate filter) to meet emission requirements. DPF was a complex assembly of segments created out of SiC. A high degree of purity in SiC was required for the purpose.

The SiC produced by EMD could meet requirements. More advantageously, the jet milling plant that closed down after demand from photo-voltaic cells faded; could be pressed back into operation to meet this demand.

With this application in mind, Premnath, (GM Technology, Microgrits), created a compelling product brochure and sent it to Tomoe, EMD's distributor in Japan.

Tomoe had an existing relationship with NGK and offered the product to NGK.

#### SiC for DPF

Minerals needed for DPF were to have low impurity levels and high thermal conductivity. There were many sources in China that produced SiC, but the Chinese suppliers could not meet the Quality standards. Also raw materials - silica sand and raw pet coke of a particular composition were required to ensure that the end product met the technical specifications.

The Volzhsky Abrasive Works in Russia, a company acquired by CUMI, had access to the right raw material needed for application. VAW could fuse the SiC and raw pet coke and send it in 1mm size to EMD SEZ. Further processing would then take place at the SEZ to produce DPF of 500, 800 and 360 JIS.

Several visits were needed to finalize the client requirement and refine the processes, as Japanese customers kept varying the requirement and testing the material provided. Avijit says 'they did not give a specification sheet, as such. NGK just kept asking us to produce to the standards set by them.'

#### Process Capability

Competition was high, as DPF could be produced by different processes and NGK had other options to procure like

Yakushima, Washington Mills and ESK. Yakushima was in Japan while the other two manufacturers were in Europe. NGK also had factories in Poland which produced DPF.



EMD started off by demonstrating its process capabilities based on similar products manufactured, albeit for a different market segment and also explained the modifications that could be implemented to make an NGK suitable product. Various product iterations, technical and industrial audits as well as a chemical trend analysis were completed through the years 2013 and 2014 before the product was considered to be technically suitable for bulk testing.

Commercially too, it was a challenge for CUMI to purchase the RM from VAW Russia and supply the goods to Japan (where Yakushima was a local supplier) or back to Poland (where WM was a local supplier). This challenge was overcome by strategizing to focus on Japan to start with – closer to manufacturing base, home country of Tomoe - our distribution partner, and main centre of qualification for NGK. A competitive offer was made and supplies started in 2015.

EMD had the challenge of importing raw material from VAW Russia, producing in India, and shipping to Japan. The net landed cost CIF, for material provided by EMD had to match that of Yakushima which was based in Japan.

In 2015, three years after the first contact was established and numerous visits, EMD could provide a competitive price and orders started coming in – 190MT in

2015, 1690 MT in 2016-17, and 2500MT in 2017-18. This was a CIF price and customs had to be considered as well which would have placed Yakushima at an advantage being a domestic provider.

Bulk supply, lead to milling schedule issues; NGK wanted more minerals of JIS 500 standards, while the milling schedule produced 360 and 800 grades also.

#### Milling Schedule

Over the next few months and after many trials by the manufacturing team, the milling schedule was established which produced 48% of the required material. The rest of the material was provided to other markets as refractory and abrasive material. The magnitude of the issues in a viable DPF operations would be revealed only if the cost impact and the grit generations are revealed.

In these markets, clients got higher quality product at the process of the regular products as diluting the inventory was of paramount importance to EMD. Gradually we were supplying to the tune of 2500 tons per year.

#### In conclusion

CUMI used platform concept to sell the entire product range. Detailed below are some of the things that went right with the acquisition & developing of the account -

- The entire product platform has been considered while calculating the cost and profit.
- Few accounts developed to sell the balance cogenerated grits produced during a production run.
- Close contacts with the end customer and on time follow ups with the distributor helped to start and expand the business
- Joint efforts from production, technical & sales to acquire the customer for the survival of the Kakkanad plant.
- Provided long term sustainable business solution
- Became partner to customer from a raw materials supplier to solution provider through quality product & services.

Thus did we gain NGK as a key customer, while entering a new product category. Here's to many more such triumphs that make selling worthwhile!

## FUSION 2018

The mineral industry is in a state of upheaval. New business opportunities are opening up and applications have become vast and complex. The global supply of minerals has been impacted by China's 'Blue Skies' Environmental Policy. The ceramic industry is reinventing itself, and CUMI EMD's innovation and customer centric approach is paving the way for its customers to grow in their businesses. CUMI EMD has always explored new fields of application and product possibilities. In manufacturing companies, raw material is only profitable when it is used in conjunction with the right technology and the delivery time for getting these materials is often long. Understanding each other well, as manufacturer and solution provider has the advantage of getting right material in the shortest possible lead time.



At Fusion our customers were offered innovative solutions for their Energy, Environment & Engineering related businesses. The technical sessions and plant visits done during Fusion 2017 gave new insights to EMD's customers. The event gave rise to a new and unique platform in the Fused Minerals business, and offered us new leads and positive feedback from attendees.

The 2nd edition of CUMI Minerals' International Customer Meet - Fusion 2018 - at Kochi (23rd – 24th Oct 2018) has seen the gathering of different industry players including manufacturers, trade partners, customers and consumers under a single roof. The event continues to provide a common platform to exchange latest trends, technological developments and commercial aspects affecting the industry.

The invited speakers Dr. Karl Berroth and Dr. Gopu Kumar shared interesting insights on Advanced Ceramic Applications and Graphite respectively. 30 participants from various CUMI divisions and subsidiaries joined for the event along with 55 companies from India & abroad including global market leaders like Saint Gobain, Dalmia, Elkem, Calderys and Vesuvius.

The forum was truly international with participants from 15 countries & various industry segments – Abrasives, Refractories, Ceramics, Automotive, Energy & Energy Storage, Space & Nuclear Technologies, Thermal Sprays, Paper & Blasting amongst others. The discussions topics varied from emerging technologies like Graphite Batteries & Graphene as well as commercial developments related to Raw Material availability & supply positions.



We thank all our partners who made this event successful, and look forward to hosting several more.

**Shibin Raj C R**  
Executive - Marketing





## CUMI Industrial Ceramics Division – An Overview

The Industrial Ceramics Division of CUMI was started in the year 1991. It was a pioneering step taken by the CUMI Management under the leadership of M V Murugappan (former Chairman of CUMI), with the objective of bringing advanced ceramics technology into India to service the demands of Indian Industry. The business was established as a technology partnership with a leading global ceramics company. This partnership was in place for 10 years. Since the termination of the technology partnership, CUMI-IC has been developing all formulations and products in-house through a dedicated R&D team.

Over the years the Industrial Ceramics division, with its strong focus on technology, innovation and applications, has strengthened its position in the global markets and gained reputation as a high quality supplier in each of its product lines. Today, over 65% of the revenues of IC comes from Export markets.

There have been several important milestones that our division has crossed in the last 27 years. The significant one has been the decision to build world-class manufacturing capabilities and technology in each of the three product segments of our division, in the late 90's and early 2000. This decision was the outcome of an increased focus on international markets.

Today, our division has a capacity of 7200 tons per year in Wear Resistant Ceramics and 1.7 million Metallized Alumina Cylinders (for vacuum interrupters) per year.

In the last decade, our division acquired several key domestic and global customers. An important milestone for our division in 2015 has been the acquisition of assets and technology related to the manufacture of metallized alumina cylinders from NGK Spark Plug Co / NTK Technical Ceramics, a company that we have always held in high respect and have benchmarked against. With this plant coming on stream, we have a capacity of 1.7 million cylinders per year, making us the second largest producer in the world.

In August 2016, our Chairman Shri M M Murugappan inaugurated a new state-of-the-art facility for Research and Development, which houses some of the latest equipment for advanced material characterization and research. This new R&D centre now focuses on developing

the next generation of ceramic products for applications in Electronics, Medicine, Aviation & Space.

Our division has been recognized as one of the top 25 innovative organizations in India by Confederation of Indian Industry (CII) in the year 2015.

We have embarked on TPM journey in 2012 and received the TPM Excellence Award instituted by Japan Institute of Plant Maintenance this year.

The advanced ceramic products manufactured by our Division find use in a wide range of applications. Today, the strength of our division lies in offering products chosen from a wide range of base material formulations selected based on the properties that the end-user demands.

Some of the key end-use segments are – medium and high voltage electrical equipment (CUMI IC supplies metallized alumina cylinders for the manufacture of Vacuum Interrupters), wear resistant liners and lined equipment for wear protection in bulk material handling, cement, steel, and mining. Engineered precision ceramics for sealing applications in water pumps, chemical pumps and various other products for size reduction (alumina grinding media and ball mill liners for use in size reduction), ballistic protection (monolithic ceramic armour plates and ceramic tiles for vehicle armour), ceramics for general engineering (like ceramic nozzles for argon arc welding, shot blasting), ceramic injection moulded components (for applications in textile, etc.), thermal applications (magnesia partially stabilized zirconia for steel metallurgy and aluminium titanate for non-ferrous metallurgy), automotive applications (ceramic insulator bodies for igniters), Solid Oxide Fuel Cells (structural ceramics for SOFC's) to name a few.

There is a strong focus on technology and partnerships with technology specialists, companies and research institutions have been fostered over the last several years in our division which has yielded substantial results in the form of business. Going forward we intend to focus on the next generation of materials and processing technologies.

The IC Division has several core technologies on which the business has been built. We have strong capabilities in metallized ceramics today, which have applications not just in the electrical industry but also in semiconductor electronics, medical devices, to name a few. Wear resistant ceramics has been the foundational technology on which the business was built and it continues to be our strong area. In addition, we have strong capabilities in stabilized zirconia products for advanced wear and corrosion resistance, stabilized zirconia for thermal applications, reaction bonded silicon carbide technology, extrusion and ceramic injection moulding technology.

Another interesting competence that we have built over the years, as an innovation, is developing aesthetic ceramics using advanced materials, which has resulted in a separate product line. We are also



working on medical ceramics and over the next three years we have plans to bring some products out in this segment.

Our division has a strong focus on R&D. This has been further intensified with the investment in a new state-of-the-art R&D that we have opened in August 2016. We have a healthy mix of in-house R&D projects and collaborative R&D projects with external partners. Another focus area for our division is the collaborative R&D with other divisions of CUMI (like Abrasives, Refractories and Electro-minerals) and also with other companies in the Murugappa Group.

The IC division is also a member of CERAM Research UK. In addition, we have collaborative projects with ISRO in India and have recently completed a Transfer of Technology from SAC-ISRO India for

thin film metallization techniques on ceramic substrates.

We have adopted strategies, depending on the product and application, to grow our export business. As explained earlier we have close to 70% of our revenues coming from the export markets.

In the Wear Resistant Ceramics, partnerships with OEM's, working with subsidiaries and Market Representatives, and offering customized wear services has helped us improve our market standing. Today we have a strong competency in offering installation services across industries – bulk material handling, cement, etc. – and this has helped us greatly. In addition, our specialists also

conduct wear studies, which help the customer in predictive maintenance and better planning of Repairs and Maintenance.

An example of partnership is that of our association with our subsidiary in Australia, CUMI Australia Pvt Ltd (CAPL), which has helped improve our presence in the demanding Australian mining and coal washery segment. CAPL uses our ceramics and offers comprehensive products and solutions.

In Technical Ceramics business, i.e., metallized ceramics and engineered ceramics, the strategy we have adopted is that of building a strong technical and application oriented relationship

with our customer, and working on joint development programs. On the marketing front, we focus on key account management and service excellence through product availability points closer to the customer.

Today, we have a very strong product distribution and service capability globally. We have product availability points, market representatives and subsidiaries in key geographies and this has enabled us widen our reach. We also have a very agile marketing team that has strong customer-centric approach and is always available to interact with customers and service their needs.

## INDUSTRIAL CERAMICS

### A DAY IN MY LIFE



#### SACHIN VERMA

(Manager – Marketing, Delhi)

Well every day is a new beginning when you are in the field of sales and operating in your region away from the Plant. The best part in the sales is that it's a never ending process and each sales made is the benchmark for the next, which keeps you moving.



Each day, a number of things keep hovering in your mind while at work or even when you are off, for the day. This includes pending offers, new appointments, negotiation meetings, dispatch schedules, monthly targets, sales plans and so on, which calls for a sales engineer to be on his toes and maintain a

proper monitoring system.

The situation of a sales engineer in particular, is comparable to sitting in the center of a see-saw to maintain the balance. On the one side is the customer who negotiates and on the other side is the Plant team with whom we have to negotiate for our customers.

However Sales gives tremendous energy, as you know you are the front runners for the company to get business and with every single order, comes a sense of satisfaction and pride. As in most things, you don't always win and may lose orders many a time, but sales calls for patience

and reflection on the experience so there is better execution next time.

Many a time you miss your family and social circle when on tours, but you also get a chance to meet new people, gain knowledge from experts in their fields and find new places to explore. And in reality, 'absence makes the heart grow fonder', so meeting family after some time is also a greatly refreshing experience.

At the end, a sales guy expects full support from the plant and colleagues as he is facing the customer on behalf of all to generate business. A little appreciation and boost up can really charge him. So continue supporting us!

### A DAY WITH UNFORGETTABLE PERSONALITY

#### PANDURANG MANE

(Manager - Marketing, Mumbai)

I joined CUMI in April 2009. In the year 2014, CUMI organised an Annuals sales Meet at Ramoji Rao Filmcity, Hyderabad. Around 500 sales employees from all the different businesses attended the meeting with great enthusiasm.

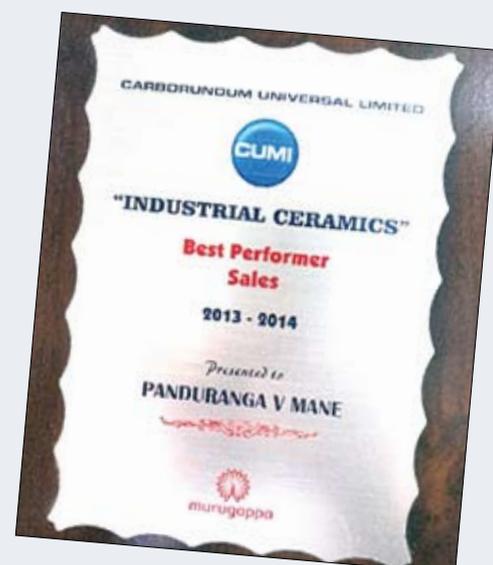
We finished the meeting on 9th December with an address from Mr Murugappan where he shared his vision and experiences with the team. The same day, I received a trophy for being a Best performer in Sales.

There was a buffet dinner organised



post the event. Everybody was enjoying the food, music and company. I went over to the food counter to serve myself a dish. The Chairman, Shri M. M. Murugappan was standing next to me and on seeing me, proceeded to serve the food items on my plate. Not only did he serve the food, but proceeded to ask questions about my work, family and the business.

I was really surprised at the humility, and affection displayed by our Chairman Shri M.M. Murugappan. It was a truly unforgettable day and I shall never forget that day in my life.





## Wear Monitoring Device

CUMI IC is a pioneer and a leader in providing Wear Ceramics Solutions that make a difference to the performance of equipment handling abrasive, erosive and corrosive materials. Our products in the form of ceramics wear resistant liners and ceramic lined equipments, cater to critical and demanding applications in thermal power plants, material handling, coal washery, cement, steel, floor and wall tiles, paints, food processing & mineral processing industries.

Like regular health check-ups that we do routinely, materials also come with an expiration date.

Though the ceramics liners provide life for the machine, they do so by exhausting themselves. So it is necessary to monitor the life of the material over machine in this scenario. An unforeseen breakdown of the process line has a multi fold effect in the production line and its operations.

This endeavour resulted in a proactive countermeasure and thus was born CUMIWARE! This Wear Monitoring Device is designed to provide live wear liner tracking resulting in early detection and warning against future failure prompting

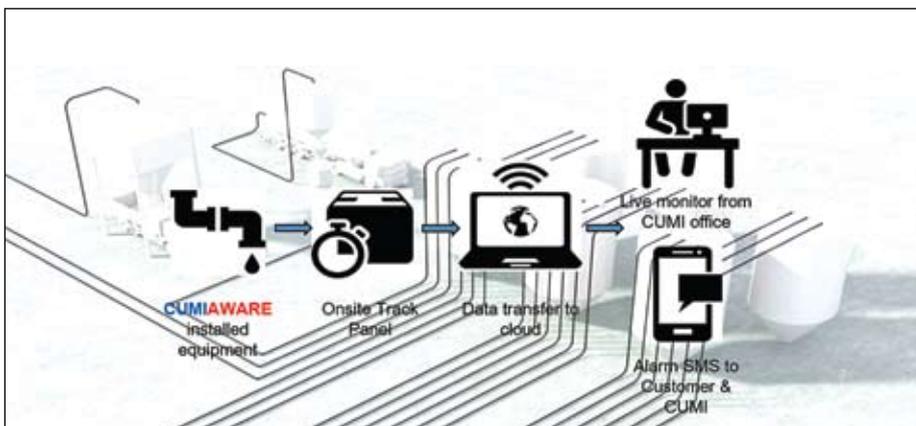


necessary action. We call it the Hawk eye on Customer's process operations.

So how does this work?

The CUMIWARE system consist of ceramic lining with its rear side assembled with a low – voltage measuring conductor. As the wear – protection layer inside the piping starts to wear out or is damaged at a specific section, the conducting path will be broken. This will alert a trigger and the affected section of the piping can be narrowed down.

This very device is beneficial to customers because it



- Alerts the operator through a warning system.
- Gives and insight into total running days and number of days from the occurrence of failure through LED touch screen
- Presents 24\*7 real time data tracking with the device installed on – site.
- Has in built Micro SD card for event data logging with the option of print.
- Communicates with key decision makers through E-mail and SMS function for accessing data log and reports.
- Has an RFID based monitoring option

A prototype is being built in house and its upgraded version will be in markets for field testing very soon. As a way forward, we aim to upgrade and have CUMIWARE as a standalone product for condition based monitoring system not only for ceramic Lining but for the entire wear lining applications.



## MEMORABLE CUSTOMER HANDLING EXPERIENCE

### Mr. Sathappan

DGM – Exports Marketing & Projects (Wear Ceramics)

Industrial Ceramics is associated with one of our major customer Paulwirth for more than 2 decades, serving their requirement of wear & abrasion protection for material handling equipment, for a number of ambitious blast furnace construction steel plant projects in India.

Headquartered in Luxembourg, Paulwirth - India was incorporated as the first Asian subsidiary of the Group in India. On being given the responsibility to handle global projects business, I began engaging with various international OEM's in Power generation, Cement, Steel & Mining Industries for addressing global business opportunities, visiting their overseas offices to speak about and demonstrate our capability, knowledge and experience in providing solutions through CUMI Ceramics Wear protections, similar to what we provide in India.

I take this opportunity to share with CUMI Connect readers how our journey began in a new market - Russia, building on our sustained relationship and leadership position with Paulwirth Russia along with Volzhsky Abrasive Works which has local presence.

We had an opportunity to meet with Mr. Salvador Cano when he was heading Paulwirth Indian Operations back in 2016, and later learnt that he was moving to Russia to head Paulwirth Russian operations. Having established our credentials in Indian Steel Projects, we expressed our interest and requested for an opportunity to serve Paulwirth's Steel Plant projects requirements in Russia. At that point, they were sourcing such ceramic material from Europe. We offered to supply CUMI Ceramics and assured him that we had the capability to undertake complete turnkey projects

right from design to application to support.

We live in a global economy in which companies can compete in markets they never would have a decade or two ago. But exploiting them isn't always easy. Especially international marketing can seem like a daunting challenge.

As expected Mr. Salvador Cano shared several concerns, about how the local business were to be supported and how the government had a preference towards local companies, about severe climatic conditions that could influence the product's efficacy, about currency fluctuations, working environments, language barriers, after sales service support etc.

Entering a new market is an investment that typically requires patience. We were called for a meeting in 2017 at Paulwirth's Moscow Office and this was the time we approached Volzhsky Abrasive Works, Russia and together were able to leverage our strength. CUMI having invested in Russia boosted our credibility substantially, making it far easier to market effectively to potential customers.

What and how we market internationally is quite different from how we market in our home country. In short, the opportunity for our products and services may be different overseas, requiring an entirely different go-to-market strategy. We were well supported and guided by Mr. Krishna Kumar of Abrasives Export Marketing along with Volzhsky Abrasives Sales and Marketing team Mr. Bezushenko Andrei, Mr. Stanislav Lapin, Mr. Alexander Zavialov, and Ms Galitsina Tamara. Their local presence helped us immensely in understanding the market, customers'



expectations, labor laws, logistics, financial stability, language barriers etc.

Gradually things fell into place, and we started off earnestly to serve Paulwirth Russian operations by winning our First Order for supply of ceramic liners of Rs. 100 L approx. from Volzhsky Abrasive Works, Russia through Paulwirth Moscow for NLMK Lipetsk Steel blast furnace Project which included installation at Volgodonsk, Russia. NLMK Group is Russia's largest and one of the world's leading steel companies, with production facilities in Russia

I must take this opportunity to express sincere thanks to my colleagues Mr. Saurav Satnalika and Mr. Ganesh Samanth who contributed immensely in meeting the customer commitments, with the support of our team at IC.

Our first supplies through Paulwirth Russia gave us an identity in the local market and we are now working together with VAW to explore more business opportunities in Coal mining and Steel Plants.

My key learnings in this journey is that it's important to understand that marketing success requires localization, and that localization does not mean translation. Knowing the culture and local nuances is crucial to success. In most countries, it's not what you know, but who you know, and that's doubly true in many parts of the world. With this in mind, think about building relationships with potential customers and partners in new markets and begin marketing formally. In most cases, frequent visits are often a prerequisite to success.

Paulwirth's support and encouragement is the bedrock on which we base our commitment to strengthen the relationship further. Here's hoping to conquer many more new markets across the globe!





## Corporate Award Design & Development

### “Murugappa Star Performer Award”

An exquisite blend of Art, Technology & Materials



#### SITUATION

“Faith is to believe what you do not see, the reward of this faith is to see what you believe”

*Saint Augustine*

The Murugappa Group awards the best performing company within the group, every year. The purpose of this award, titled the ‘Murugappa Star Performer Award’ is to inspire everyone to achieve the best in what they do. The conceptualisation of this award called for the creation of a trophy that would be coveted.

The design brief brought in the challenge to craft a unique and substantive award that is readily identifiable with the Group. It was obvious that this award was going to become the icon of the event.

#### CHALLENGE

Murugappa group is a business conglomerate of 29 different businesses, hence it was important that the design was unique yet identifiable by each business.

The overall form, artwork and choice of material had also to seamlessly blend together to personify the spirit of the Award. The design would also have to be such as to have the same appeal year after year.

While the design challenges were subtle and multifaceted, a variety of operational challenges were also there in terms of handling the beautiful yet delicate features of trophy, innovating new processes to integrate different materials and to maintain the highest quality standards within stipulated schedule.



#### SOLUTION

During ideation various possibilities were explored. The group logo was chosen as the inspiration for the design. Finally the design with the peacock form echoing the logo & symbolising the single pervasive identity of group was chosen.

The fine grade, ivory coloured alumina ceramic was chosen as the base material to craft the peacock. The artwork was then plated with 24K gold and brought to life with red Swarovski crystal eyes. A teakwood base was designed to carry the name of the winner etched on brass. State-of-the-art techniques were employed for fabricating, metallizing the ceramic and finishing the entire piece. Even packaging was carefully thought out.

#### RESULTS

An exquisite blend of art, technology and material was discovered and transformed into “Murugappa Star Performer Award”. Every year the award witnesses proud moments for Murugappa group companies and their delighted employees.

## In - Situ Ceramic Lining at Cement Plant

80% Installed ceramic thickness available for use after 4 years of rigorous usage

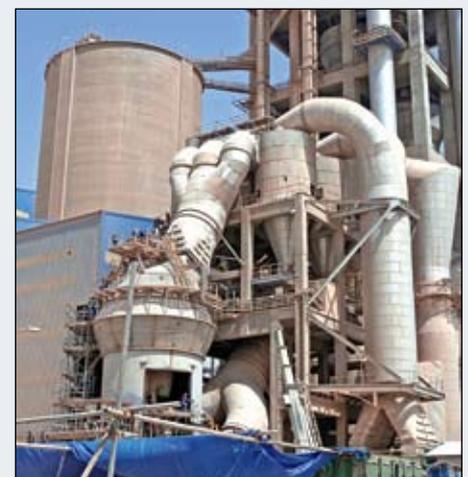
#### SITUATION

Advent of cement and its widespread applications have transformed our lives in unimaginable ways. But have you ever given thought to who facilitates running these plants without breakdown to ensure a steady production?

The mother process at a Cement plant involves raw material (RM) i.e. limestone

sintering in a coal/fuel fired furnace. The process prior to sintering is size reduction of RM and transporting the crushed RM and fuel to the furnace. Both limestone and coal exhibit highly abrasive behaviour during transportation.

One of our biggest customer in Qatar was facing a situation where every year they had to undergo a patch up and repair



work for their transport mediums which were getting eroded due to abrasive material transportation. These transport mediums were made of steel without any preventive lining on the inner surfaces.



### CHALLENGE

It was a 5000 Tonnes per day capacity plant with a single unit which clearly meant that there was no margin for error and delay. The whole operation of ceramic lining covering a total area of 900 square meters had to be done within 15 days during a maintenance shutdown. There were umpteen intricate shapes at abstruse locations which involved in-situ lining at several regions.

### SOLUTION

It was a total turnkey project where wear phenomenon and wear characteristics were studied at the site, complete wear resistant solution involving different wear resistances for different regions was designed, and finally, onsite installation was completed. Our customised wear resistant product, CUMITUFF92 High alumina ceramic liners of 6mm thickness was used for lining.

### RESULTS

The ceramic lining application resulted in a progressive shift for our customer from breakdown maintenance to preventive maintenance. The reliability factor signifying the equipment life increased from 83% to 96% which in turn was also reflected by significant improvement in the yield levels. The ceramic lining application was done in 2013 and more than 80% of the original ceramic thickness is still available for use. This is in sheer contrast to the earlier situation with bare steel which was getting eroded every year and thus leaking materials and ultimately leaking profits.

## Zirconia Locating pins for Welding

~40 times higher useful service life, and  
~13 times reduction in hard entry instances.



### CHALLENGE

Projection welding process is a type of resistance welding process where welding is localised by means of projections or raised sections present on one or both of the workpieces to be joined.

One of the important application of projection welding method is in auto body assembly which consists of welding together more than 200 metal sheet parts. Many of the automobile industries use metal location pins in projection welding process for auto body assembly.

The main problem faced with metal pins is that abrasion is frequent due to weld spatter and thereby creates a hard entry issue resulting in considerable loss in productivity.

### CHALLENGE

Customers reluctance to shift from traditional metal location pins to zirconia location pins due to lack of awareness about the engineering properties of zirconia.

### SOLUTION

Zirconia location pins have very high abrasion resistance which provide longer life than metal pins with no risk of electrical short circuiting. Smooth polished surface of Zirconia location pins prevents weld spatter from adhering on the pin surface and hence solves the hard entry issue which is a major problem in auto body assembly. Additionally, Zirconia's low thermal conductivity, corrosion resistant and electrical insulation properties makes



it an excellent material that can withstand the toughest of conditions in the most demanding industrial applications.

### RESULTS

Zirconia location pins reduced the hard entry at projection level from 40% to ~3%.

Zirconia locating pins ensure the dimensional accuracy and consistency for the assemblies for much longer duration as there is negligible wear vis-a-vis metal pins.

Zirconia location pins exhibit useful service life which is ~40 times that of metal location pins. Thus there is a huge economic advantage due to less frequent pin replacements.

Zirconia location pins can withstand both thermal and electrical shocks and exceptional strength of Zirconia reduces damages to parts and fixtures.





## QUESTIONS

**Q1. Why do you love your sales role?**

**Q2. What do you not like much about being a salesperson?**

**Q3. If not a salesperson what would you be?**

### AKASH SHREEKUMAR

*(Executive - Sales & Mktg, Hosur)*

A1. Marketing and sales is not just about our company and its capabilities but also knowing the customer end product and how our products can help deliver that.

A2. Paperwork/ Data entry

A3. New Product Development or Process Engineering



### P. B HARIKRISHNA SHARMA

*(Manager – Exports Marketing (America, Europe and Middle East)*

A1. I love my profession because of the freedom, flexibility and daily learning. I believe that good salespeople are focused on helping buyers solve their business problems. I learn something every day, and I love that no two days are same!"

A2. Being an export sales person, the time zone difference with various markets affects the work life balance

A3. I would be a part of an educational institution working with students on life skills.

### SACHIN VERMA

*(Manager – Marketing, Delhi)*

A1. In sales you get a chance to represent your company to the outside world, which is a role of great responsibility. Fulfilling the same makes you really happy and satisfied.

A2. The constant travel takes a toll on family time and social commitments. And many a times you feel like you are standing alone.

A3. Other than sales the other thing what attracts me are Project execution jobs which are very challenging and interesting.



### The detour that was actually the main road!

**A**s a student of mechanical engineering, I never imagined working in Marketing. I always dreamed of working with the production team and helping the business grow. Thus I approached my marketing job posting in CUMI with apprehension and doubt.

But being in marketing really turned out to be a pleasant surprise. It gave me a chance to explore something new, something out of my comfort zone and most importantly something very challenging.

I've heard that great business leaders were once part of marketing team and I have really great examples within my very own. My Initial phase in CUMI was very informative and opened doors to an ocean of knowledge and technical know-how. From the Induction, my learning about the company, process, products

and its people gave me lot of insights and gave me the impetus to want to learn and succeed at sales.

From the initial process of new product development till the customer gets the final product, I am involved every step of the way. It does not just stop there, I am able to build good rapport with top business players in the field and have engaging conversations with them, in turn helping me gain more knowledge about current and upcoming market trends.

CUMI has given me the freedom to learn at my own pace and also immensely supported me whenever I had a new idea. I did face difficulties with some commercials and documentation process but with the support of my seniors and peers it was easily managed. I was given responsibilities in a very systematic manner which helped me understand the

business very well.

The most memorable event in the last year was my visit to ISRO. A place of pride and dreams, collaboratively working with them and being able to meet them was truly amazing!

People usually fear or shy away from approaching the senior management of a company, but being in a company which has an open door policy approach is definitely an added advantage for freshers like me. Having an approachable senior management definitely boosted up my confidence levels and working alongside them also gives me the motivation to grow more.

I now can't imagine working in anything other than Sales! Life has come full circle

**Akash Sreekumar**

*Executive – Mktg (joined as GET in 2017)*



By *Harikrishna Sharma*

**CERAMITEC 2018 FAIR**

Met key customers and business partners during the fair and interacted on new business opportunities.



**CEMENT CONFERENCE - ST. PETERSBERG RUSSIA**

Our participation in this offered us a platform to meet key personnel and establish a network within the Russian Cement Industry.



**THAILAND VISIT – MAY 2018**

Saurav and Bharath Visited Thailand in the month of May 2018 for visiting key customers in Cement, Power plants. On site measurement of key development items, wear study and business development activities were done during the visit.

**THAILAND VISIT – MAY 2018**

**Mitsubishi Hitachi Power Systems, Nagasaki Works**

- Visit to KUBO – MHPS Nagasaki ceramic installer, Nagasaki
- Discussed for the supply of ceramic for Japan market – Project Nakoso / Misumi
- Visited Elematec – Nippon warehouse

**Mitsubishi Hitachi Power Systems, KURE Works**

- Raghavendra Pai – Sr. AVP, Wear Ceramics & Saurav Satnalika – Manager, Marketing visited the Mitsubishi Hitachi Power systems for new business opportunities.

**EUROPE VISIT – JULY 2018**

Ramasundaram DGM Technical ceramics marketing visited key customers in Europe for business development.





## CUMI Super Refractories and Prodorite

### Super Refractories

A market leader in the manufacture of specialty refractory products in India since 1965, enabled with technical know-how from Carborundum USA, the SR division specializes in the manufacture of both fired and monolithics range of refractories catering to critical and demanding high-temperature applications for various industries. Primary product lines in the Fired range include Silicon Carbide, Nitride Bonded Silicon Carbide, Mullite, Zircon- Mullite, High Alumina, and Insulating bricks.

CUMIFRAC Silicon Carbide refractories are produced from silicon carbide, a raw material synthesized in a resistance type electric furnace at temperature exceeding 2500°C through the reaction of silica with carbon. This is used in Ceramic, Sanitaryware, Ferro-alloy, Foundries and Forge industries, in Kiln furniture, Heat treatment furnace hearth, Muffles and chamber-fronts.



CUMIREX and CUMISTAR Nitride Bonded Silicon Carbide refractories have high thermal conductivity, superior thermal shock and oxidation resistance. Their non-wetting property makes them suitable for use in non-ferrous metal contact areas. These provide solutions to Aluminum, Copper, Iron and Steel industries. We supply NBSiC refractories for Shaft Furnace Lining, Launder, Thermocouple Sheath and Blast Furnace Lining.

CUMILOX High Alumina refractories are produced from fused and sintered alumina for high purity range from 85 – 99.5% alumina. It can withstand high temperature hydrogen attack and is indispensable in applications which encounter hydrogen attack. It is supplied to Fertiliser, Petro-Chemical, Carbon Black Reactor / Thermal Oxidiser and Electro Ceramic industries. This product is used in Secondary reformer and gas generator lining, Catalyst bed support, Sulphur Recovery Unit reactor lining, Ladle nozzles, DRI reactor lining and Reheating furnace hearth Skid Rails.

CUMILITE Mullite refractories are manufactured from high purity mullite. It is

extremely stable in service, unlike conventional mullite refractories. Mullite products based on Silimanite, Andalusite and sintered nullite are widely used in glass and steel industry applications for their excellent thermal shock properties, creep resistance and resistance to chemical attack.

CUMIZON & CUMIZITE Zirconia mullite refractories are specially meant for applications that encounter alkaline vapour attack. They have good load bearing capacity, high refractoriness and high hot strength specially used in Glass industries.

CUMILAG insulation exhibit unique combination of chemical, mechanical stability and insulating properties. They are suitable for applications at service temperature ranging from 1250°C to 1850°C. They can be directly exposed to flame and combustion products.

The primary product lines in the monolithics range include the Conventional Castables, Low Cement Castables, Insulation Castables, Self flow Castables, Gunning Materials, Ramming Masses and Laying Mortars.

Super Refractories is dedicated to providing our customers with the highest-quality, most highly effective products, systems and services. The products manufactured conform to the ISO 9001 Quality standards and procedures, ensuring customer satisfaction.

In addition to being a leading supplier of specialty refractory in the Indian market, we serve customers in the Middle East, Asia, Europe, North America, South America, Australia, South Africa, ASEAN and SAARC countries.

### Hydrogel

India ranks second worldwide in farm output. As per economic survey 2017-18 by Government of India agriculture sector employs more than 50 per cent of the total workforce in India and contributes around 17-18 percent to the country's GDP.

Water is a critical input into agriculture having a determining effect on the eventual yield. Good seeds and fertilizers fail to achieve their full potential if plants are not optimally watered. India accounts for about 17% of the world's population but only 4% of the world fresh water resources. Surveys conducted by the Tata Institute of Social Sciences (TISS) show that most urban cities are water deficient. As per OECD environmental outlook 2050, India would face severe water constraints by 2050. Indian agriculture accounts for 90% water use due to fast track ground water depletion and poor irrigation systems. Irrigation facilities are inadequate, as revealed by the fact that only 52.6% of the land was irrigated in 2003-04,

which result in farmers still being dependent on rainfall, specifically the monsoon season. A good monsoon results in a robust growth for the economy, while a poor monsoon leads to a sluggish growth.

Since 1995-96, the average size land holding has decreased from 1.41 hectares to 1.15 hectares which accounts for the decrease of 30,000 hectares of cultivable land each year. The average productivity of Indian crops is also low compared to other countries.

### CUMI jal

In this scenario 'Pusa Hydrogel', a novel semi-synthetic super absorbent polymer developed by the Indian Agricultural Research Institute (IARI) and manufactured by Carborundum Universal Limited branded as 'CUMI jal' under license has shown the potential to realise more yield per unit of input and also reducing the high water demands. It has been designed specifically to perform in tropical and sub-tropical conditions of the country.

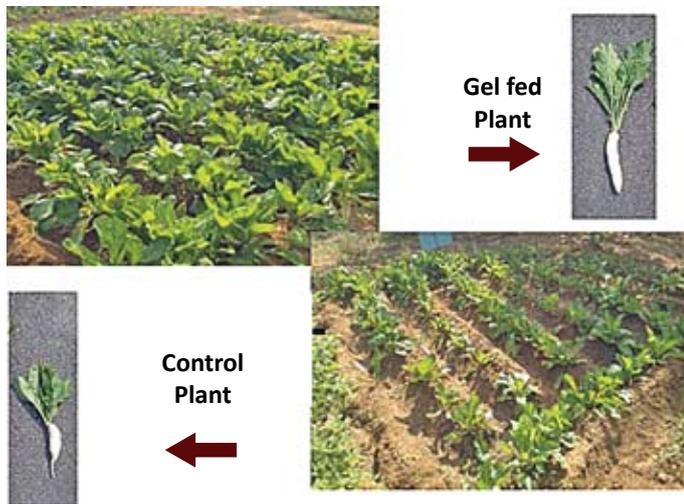
CUMI jal is added to soil during harvesting. It absorbs water during irrigation or rain and releases when its required by the plant. Its particularly useful in water scarce areas of the country.

The performance of CUMI jal has been evaluated at various levels. The evaluation has been carried out in several crops, namely wheat, groundnut, potato, soybean, mustard, onion, tomato, cauliflower, carrot, strawberry, opium, maize, sugarcane, paddy, turmeric, chrysanthemum, cotton, etc.

### Salient findings

- A very low rate of application, ranging from 1 to 2 kilogram per acre is effective in most of the crops
- Lesser effect of fertilizer and salt solutions on the swelling ratio of CUMI jal
- As compared to controls, the hydrogel amended sandy loam soil and soil less medium (used to raise vegetable and flower nurseries) exhibited delay in the onset of permanent wilting point (2-6 days).
- In hi-tech horticulture, its application hastened the seedling growth and establishment period of chrysanthemum cuttings (18 days) as compared to that in control crop (28 days).
- Reduced the frequency of boom and drip fertigation in horticultural crops raised under protected and open field conditions respectively.
- Significantly improvement in yield and water use efficiency in the hi-tech cultivation as compared to control in most of the test crops.

Even though the safety of this class of products is well established in literature, periodic monitoring of soil samples from CUMI jal treated fields is being carried out to generate long term information related to its effect on soil health.



### COMPOSITES FABRICATIONS

#### FLOW & STORAGE

- Pipes & fittings
- Ducts & Hoods
- Dampers
- Storage Tanks

#### PROCESS ITEMS

- Process Vessels
- Strippers
- Drying Towers
- Cooling Towers
- Absorbers

#### POLLUTION CONTROL EQUIPMENTS

- Scrubbers
- WESP Casings

#### STRUCTURAL MEMBERS

- Gratings
- Pultruded Profiles
- Hand rails
- Domes

#### Misc

- Roof sheets
- Plain Sheets
- Insulation Cylinders
- Pallets
- Custom Built items



### Prodorite Division

is in the field of Corrosion Engineering since 1961. We protect industrial infrastructure through innovative corrosion engineering solutions and catering to wide range of industries.

Our Products group is as under:



### CARBON TILES / BRICKS / SHAPES



### COATINGS AND SCREEDINGS



### CONSTRUCTION CHEMICALS



### INDUSTRY SERVED





A DAY IN MY LIFE

AN IDEAL DAY IN THE LIFE OF SALES PERSON!

There's an easy way to identify a successful sales person. Shadow them for a day and learn about their routine. Because what sets the most successful sales people apart is the consistency of their daily routine –  
By Robert Hartline, CEO of Call Proof.com



**Nimit Chaudhury (Manager Marketing, Refractories)** shares a piece on what a salesperson's ideal day looks like on the field. This of course is subject to fluctuation depending on the many pressures of a typical sales role.

Sales persons typically begin their day early in

the morning with creating a to-do list and catching up on the latest industry news, especially when commuting. These keep them updated about market news that could aid a sales pitch some times.

Follow up with internal teams on existing orders is first done for day to day affairs. The objective of this is to keep track of pending tasks, set up priorities & execute existing orders.

Soon after, begins the day's travel to meet customers and while traveling they strategize for the meeting. This would depend on the reason for the call - whether it is to meet a

new prospect, a follow up visit, complaint handling, collection etc. In between emails and calls need to be responded to.

After meeting sales persons typically plan ahead for a follow up visit and quickly go through to-do list for their next task. Then there are always unforeseen tasks that hijack the schedule.

By the time it is evening, tasks are completed or rescheduled and a brief is given to the reporting manager. Before leaving for day sales person review their day and complete their paper work, and answering calls/emails. At night preparations for the next day starts.

A DAY IN THE LIFE OF A SALES PERSON

**“PATIENCE IS NOT THE ABILITY TO WAIT, BUT THE ABILITY TO KEEP A GOOD ATTITUDE WHILE WAITING”**

Patience is probably the most important tool in the arsenal of a Sales person that eventually helps him in cracking many deals. In Day to day life too, a Sales Person has to face many hurdles and challenges but only patience will be his companion.

It was a hectic day in Kurnool, Andhra Pradesh when I got a call in the evening from a customer who manufactures Fertilisers in Rajahmundry, AP to meet them regarding a quality issue which had to be attended to immediately. I set up a visit for the very next day.

I immediately caught a bus from Kurnool at around 7.30 PM and reached Rajahmundry next day at around 9.00 AM. It was a journey of more than 12 hours and I hadn't had time to grab a good dinner the previous night because of the urgency of the visit.

I met the customer at their Unit, which was approximately 15 Kms from Rajahmundry Town at 10.30 AM and our site supervisor accompanied me there. The customer informed us that the issue was in their Unit II and asked us to meet their Civil Engineering Head there.

It was a hot day with temperatures hovering at more than 40°C. Unit II was about 35 Kms from Unit I and since it involved travel through a reserved Forest area, no taxis or buses were available. The customer was also not supportive to arrange transportation and

we didn't want to wait any further for the same. The only option was to take an auto but no one was ready to wait and drop us back as roads were not good and the journey would involve passing through the Reserved Forest after dusk, which was not advisable. We had to break our journey at two places and finally reached Unit II around 12.30 PM.

After reaching the main gate of Unit II, we had to handover our Mobiles & Laptop and walk to the civil office which was almost 2 Kms from the Main gate. We met the civil head who informed us that our mortar was not working properly and needed more curing time.

We climbed inside the Acid Tower where the work was going on and analysed the problem. The problem was obviously with the mortar that was not getting cured. Finally we asked the mason to change the mixing ratio slightly according to the climatic condition and do the application, which resolved the issue.

We came out of the tower by 2.15 PM and were almost dehydrated. By that time the lunch time was over in the canteen and we were left with no options except drinking water. Going out for food would involve a further 15kms of travel. We instead decided to stay back and pay the company MD a courtesy visit, having come this far.

We waited for the MD at the reception as he went for Factory rounds and had continuous meetings. We just sat at the reception as we were not allowed to use Mobile and Laptop,



while waiting to meet him. The Civil Head even told us to leave now and asked us to meet MD another day as he was busy and may or may not meet us. But we continued to wait as we were informed that MD would meet us after his meetings.

Finally around 7.00 PM, MD called us to his cabin and we had a very short meeting. We informed him about the status of the ongoing work and also the quality issue they were facing which was rectified. He responded saying we were doing a good job and asked us to meet him again in a month's time to discuss the requirements for their expansion project and finalise the same.

The waiting time to meet him was nearly 5 hours and the meeting was over in 2 minutes but our patience in waiting to meet him had fetched a new requirement which would be a huge input into my next Quarter's target. If we didn't meet him, we would not have been aware of the new project as the concerned persons were not cooperating with us.

Though it was a bad day with no food and much travel, finally our patience was awarded with another assignment. At last we reached Rajahmundry town at 10.00 PM. By the time the city was almost shut for the day.

And any guesses about our dinner? ....  
4 Bananas each.

**“PATIENCE MATTERS”**  
**U. MARUDHACHALAM**  
Dy. Manager – Marketing  
CUMI – SR & PD



PRODUCT SUCCESS STORY

**Refractory for the TIN BATH ROOF – Float Glass Industry**

CUMI SR division is a sought after refractory supplier in the container Glass industry segment. We were looking to increase our product offering and market share from the Glass Industry.

Tin Bath Roof refractory market in Float Glass Segment, with a global potential of more than 5 million US \$ Potential per year, was our target market. Float Glass Industry requirements were unique, and needed a complete range of products. Assembly of various grades of refractory was required. Dimensional control of individual products and final assembly tolerances were the major challenges we had

to face before entering this market segment.

Casting technology from Anderman UK helped us to offer a suitable product for Hot Face of Tin Bath Roof which is very critical due to severe operating conditions and longevity of lining. These products should last for a full campaign of 12-14 years minimum without any damage during operation.

Though we had IFB in our product range, tight tolerance requirement, intricate shapes, requirement of drilling and grinding of refractory and assembly of Hanger bricks were posing major challenges to our manufacturing team.

We approached 2 major OEM suppliers of Tin Bath roof. Initially they were hesitant to consider our refractory. It took us almost 2 years to get our product approved by one of the OEM. Our persistent efforts finally paid off and we received first order from them for a complete roof refractory lining.

We supplied and installed our first set of Tin Bath Roof refractory in December 2017 and it is still running successfully. We are now competing in more than 4 active projects and hope to get at least 50% market share over next 2-3 years.



SUPER REFRACTORIES



NEW PRODUCT LAUNCH

**FEEDER CHANNEL BLOCKS – CUMIZITE 11C**

The choice of glass contact refractory material for the forehearth largely determines the service life of the forehearth and distributor and it therefore needs to be selected to match the anticipated life of the melting furnace.

CUMI has a long history in the manufacture of blocks for forehearth and Distributor for the glass melting furnace and their experience in cutting and grinding large refractory shapes enables them to meet tight dimensional tolerances.

For the first time CUMI involved in making feeder channel block in CUMIZITE 11C to compete with renowned manufacture PRS. All the Channels blocks are diamond polished on specially designed sequential cutting and grinding machines.

CUMIZITE 11C is the principal refractory material used for forehearth channel blocks. Essentially the same composition as used for feeder expendables its excellent corrosion resistance subject to operating conditions. Its low thermal conductivity both inhibits corrosion at the channel joints and minimizes heat losses through the channel base and walls.





## MEMORABLE CUSTOMER HANDLING EXPERIENCE

***The Connect team met Mr Dhanagopal D (Senior GM – Sales & Mktg) and Mr Manavalan D (Head – Services, Prodorite) for an animated discussion on a memorable customer handling incident. Zambia was definitely memorable for the Prodorite team, in more ways than one; and here's their story –***

### **Manavalan**

Our story begins in 2004 when we completed a big order of Polymer Concrete Cells for Sterlite, Tuticorin. Polymer Concrete Cells are used in copper manufacturing. Though we initially adopted the technology from Anchor, an organization in Chile, South America; we now manufacture this all by ourselves and do the fabrication at the customer end. On Sterlite's recommendation, we received a lead to supply these cells to Konkola Copper Mines, Nchanga, Chingola in Zambia.

Initially because we had no knowledge of the place, labour, environment, working or legal considerations; we decided to enlist the help of a local company named PCI to cast the cells with our material. PCI were actually competitors in the field, but for lack of options we sought their aid. However that move backfired, as PCI began to deliberately stall on the work to discredit our reputation and prevent us from doing further business there. Their work had quality issues in workmanship, the customer was unhappy and, in a bid, to scare us away, they even tried blackmail.

There were already many legal, tax and business issues that we had to work through, and the vendor issue was a particularly difficult one. Though we had made nearly 90% of the total payment, the vendor had only completed half the work. P. R Ravi (then Director – Prodorite) visited at that point to try and resolve this. He, Annamalai (then Operations Head of Prodorite), and I met the vendor's management team at Protea Hotel, Zambia. The issue reached a deadlock, and Ravi finally called the team aside and asked, "Can we do this ourselves? Without any support from the vendor." I took it as a challenge and decided that one way or the other this job was going to get executed (and executed well) before I left back home. We had a lucky break in the form of the festive season of Christmas and New Year for which there were 20+ industrial holidays. In that gap, we managed to find some local labour – skilled and semi skilled, and began training on moulding.

There were many things to sort through - VAT, withholding tax, import duties, local taxes, local bank accounts etc. The official language being English, that atleast wasn't a stumbling block. Besides exporting from India, we also had many exports from other countries – resins from Japan and Taiwan, glass from China etc. Machinery, consumables, raw materials, special fittings – all had to be arranged. Initially

we transported it through Durban port. Then we learnt that Dar-es-Alam was a better place to route it through and we found an agent who would handle the transport of materials over land to the plant.

In the meantime I struggled to get a work permit through the immigration – it was necessary to show proof of residence through documents such as EB bills, house tax or rent receipts etc. This wasn't possible as I was on a temporary permit and not staying in a permanent setup. The local bank account was crucial to project execution, and this in turn was dependent on the work permit. Though I tried hard to open an account with Standard Chartered Bank, the lack of local proof / documentation was a major stumbling block. Finally, after P R Ravi intervened and wrote directly to the higher-ups of Standard Chartered India and Konkola Copper Mines gave us a letter of recommendation, the bank relented and allowed us to open an account for just a month. They were unwilling to let us extend it beyond that. Luckily once opened, we were able to use influence from the Chennai branch near our head office, and get an extension for a year. That became several years and the bank now considers us a valued customer.

The employment laws are strict in Zambia with even contract labour being covered by insurance, and pension (by the National Pension Scheme Authority - NAPSA). Employment contracts are a must and should be approved by the Labour office. The NAPSA authorities, the insurer, local governing bodies, all carry out sudden inspections to check if rules were being complied with. The rules are not only strict, but are also skewed in favour of the locals. It is thus not uncommon for workmen to complain at the slightest issue, and it becomes necessary for us as employers to show paperwork and proof to resolve it. Over time we got better at understanding the system and also developed a loyal workforce.

The journey to Nchanga was a really long one. Earlier only Kenya Airways operated a flight between Mumbai and Nairobi. So I would do the hop from Chennai to Mumbai, then to Nairobi, then on to Lusaka, then a short journey in a 15 seater plane from Lusaka to Ndola, followed by a car journey for 3 hours to Nchanga. This was a journey that took nearly 48 hours from end to end, and was a regular feature in my life several times a year, at a certain point.

The cell casting itself was no less challenging. We had 600,000 dollars' worth of resin with a very short shelf-life on hand, while our labour force was still not skilled enough to cast. The various grade of aggregate used was a crucial component of casting and had to be sourced locally. We had to visit quarries in and around Zambia, river beds and many suppliers before we could find the quality we sought. Those days were intense! We all used to clock in almost 18 hours of work a day, and the issues seemed never ending.

After some trial and error, the 1st cell was properly cast and I messaged Annamalai at what must have been 4 AM IST to report this. He responded immediately saying "Congrats!". Soon we had 10 cells cast, all of superior quality. The pressure by then was high from the customer side, as so much time had elapsed. There used to be monthly kick-off meetings which we used to dread, because the customer used to be pretty cruel with feedback. It was only after the 10 cells were inspected, that we had a meeting we could actually enjoy!

By the time we finished casting the cells, we had also established a presence there. Konkola's other unit in Nkana, Mopani mines and DR Congo contacted us for a quote. We also received an order for bus bar covers in Fibre Reinforced Plastic and acid-proofing job from Konkola itself.

Earlier I was in PLACON, in the Kakalur unit which had about 80 workers and was a subdivision of Proforite, reporting directly to A Venkitachalam. I was actually on deputation for 3 months to CUMI for the Zambia project. Those 3 months extended into a few years. A Venkitachalam however was keen that I return and after about 1.5 years, spoke to Annamalai about it. The decision was taken to return to Placon, while still being available on call for the Zambia operations. Finally in 2011 November, the Placon factory was closed and shifted to Ranipet. Soon after I reported back to Zambia, to restart the cells projects there.

This time, I began with a week of visiting the local union leader, the mayor, the labour office, finding a house, buying a car etc. I applied for and got a driving license, and a Republic of Zambia Commonwealth Registration Card. There were memorable incidents like being detained at the airport, because I did not have a long term employment visa. I had to pay a hefty fine to be allowed to leave. I began the process of applying for it and after 3 months,

much documentation and letters from Mopani and Konkola, the visa office finally gave a 2 year long visa that could be extended.

In 2011, despite many projects being completed, the orders began to dwindle. We were technically superior but competition was still intense in Zambia. We then hit upon the idea of offering our existing customers and several leads, a free corrosion audit with a detailed report, after inspecting their PCC cells. With some persuasion around how copper quality would improve, the idea took off and we eventually clinched orders for 511 cells by 2012. This brought Prodorite's turnover up to 50 crores. We also began to branch into FRP there and promote our FRP scrubbers and other products. In the years from then till now, we have supplied over 2500 PCC cells (casted, tested, installed and commissioned) across mines in Zambia and are looking forward to many fresh orders. Around 50 crore worth of orders are in the quotation stage right now, along with 3.8 million \$ worth of FRP pipes and fittings.

**Dhanagopal**

Zambia with its rich copper reserves and many copper mines is a big market for us. When I got transferred into Prodorite (I came from Ti Cycles), I came in the midst of the KCM projects – all large and challenging.

It took a while to break into the market for PCC over there. I remember how we once took a chance and visited Mopani Copper mines without an invitation, to sell them our Polymer Concrete cells and FRP products. We didn't even make it inside, as security escorted us out and refused to let us meet

the management without an appointment. Eventually with the help of the KCM team, we persuaded Mopani Copper Mines team to visit KCM by sharing the APPRECIATION LETTER received from both units of KCM [Nkhana & Nchanga] which they reluctantly accepted. During their visit we not only showcased our skill in PCC manufacturing but also took them around the cell house to see our Cell performance. This clinched the deal and till date we have delivered 1386 cells to Mopani, displacing international competitors who had been supplying to them for decades earlier. This success also opened up doors for us to carry out such projects in Congo.

Labourwise too, we now have a loyal set of skilled and semi-skilled workmen who sign up for projects as soon as they hear CUMI is on board. In the years from 2005, we have completed over 2500 polymer concrete cells across locations in Zambia, and 310 in Congo.

Just a month back, we bagged another 3.5 crore order in Congo and look forward to a fulfilling 2018!

Operating in Central Africa brings along its own logistic challenges including shipment of materials from India & Taiwan to the nearest DAR ES SALAM port of Africa and from there travelling over thousands of kilometres in a land locked territory crossing various other African country borders. Thus execution of large projects in countries like Zambia; Congo etc...has always been a BIG CHALLENGE for us, in managing the logistics; establishing infrastructure to manufacture the cells; and managing the locals with strict compliance to statutory requirements. Our team has handled these challenges professionally and efficiently. I am proud to state that we are the only Indian Company who have executed more than 10 large projects in these two countries worth USD 11.25 million till date.





KNOW YOUR SALESPERSON

QUESTIONS

- Q1. Why do you love your sales role?**
- Q2. What do you not like much about being a salesperson?**
- Q3. If not a salesperson what would you be?**

**MARUDHACHALAM U**  
Deputy Manager – Marketing



- A1. I am the first point of contact at CUMI, where my customer is concerned and serve as a bridge between my company and the customer.
- A2. I hate it when people say “It must be fun to be in Sales as you get to tour so much”.
- A3. In manufacturing / R & D department in a chemical industry.

**PRASHANTHA MANDAL**  
Deputy Manager – Marketing



- A1. It encourage me to explore new and exciting opportunities in terms of geography, technicality & potential to achieve SBU goals.
- A2. Waiting for long time for any meeting with customer & over follow up with customer as well as internal customer.
- A3. Technical person in terms of solution provider

EVENTS



*IREFCON 18 Biannual international refractories conference organised by IRMA at Taj Vivanta, New Delhi*



*Marketing team meet*

**Selling has to change because buying has changed!**

A decade ago, in the absence of the Internet of Things and in the absence of a strong Google, the Marketing and Sales person would go around the globe to participate in Trade shows, and collect a bunch of business cards. After coming back from the trade show, the sales team would write to each of those contacts, with a set of brochures and manuals, hoping to increase the sales funnel.

In those times, sales persons would get a chance, if they provided information about products and created a value and belief that the company could deliver. Today, there are many competitors and products which will meet the direct specification and needs of customers. If we focus only on those specifications, we are part of a "ME TOO" category having the product.

Today it is important to prove that there is value addition given to the customer, in terms of direct and indirect benefits. This means, a sales person needs to understand the value chain right till the end users, unstated concerns, issues, troubles and challenges. Upon understanding those facts, a sales team can offer a better value addition and grab the market which will fulfill the unstated needs and challenges of customer.

It is important to demonstrate what we can do, to help the client to be more successful. As said by Joe Calloway (speaker and author of The Leadership Mindset) - 'Don't tell prospects, how good the candy tastes. Let them taste the candy knowing they'll want to buy more once they do.'



**V.G. RAJENDRAN**  
Sr VP - Refractories & Prodorite

Technology is so much advanced, the technical reviews and opinions about any product are just a click away. Still, customers want to be sold to — to have a professional get to know them, understand their needs and suggest the best possible product or service to meet their needs. Customers are better informed, but they still don't want to do the work of the sales professional. Customers want to be sold to so they can make a good buying decision. What they don't want is to be pressured or manipulated or misguided.

A sale doesn't create a customer, it only creates a transaction. How the sale is made and what happens after creates a customer, or brings up a potential long-term customer relationship. A failure in the performance does not decide the continuity. How we react to such failure makes the difference, for the customer to stay with us. The Customer centric approach, behavior and attitude of every individual interacting with customer, retains the customer.

To Conclude, Selling has to change in the following ways, because buying has changed.

- Understand the value chain right up to the end users, unstated concerns, issues, troubles and challenges.
- Offer a better value addition and grab the market which will fulfill the unstated needs and challenges of customer
- Demonstrate what we can do, to help the client to be more successful.
- The Customer centric approach, behavior and attitude of every individual interacting with customer, retains the customer.

Let us not transact, let us create strong relationships instead!

**Why it is important to change Sales AND Marketing Approach?**

- SOCIAL MEDIA** 52% B2B sales team believe that Social media is a Challenge. More competitors are known to customer.
- Customers wants to simplify their life, within the challenges and constraints they have
- ADDED VALUE** Customers want to have Value added services. Offer them to remove their internal constraints.
- VALUE** Provide Value for Money for them to be successful
- Excellent Average** Demonstrate, performance, quality and Value
- Stay connected with all users, and demonstrate customer focussed best experience**



OVERVIEW

**W**endt India Limited, is a leading manufacturer of Super-abrasive Grinding wheels / tools (Diamond and Cubic Boron Nitride), Special Purpose Grinding Machines, Honing Machines and tools. It offers functionally superior Products & Services for Grinding and Machining “Hard-To-Process Materials”.

Wendt India is ranked among the Top 25 successful Indo-German JVs by the Indo-German Chamber of Commerce (IGCC). Wendt India draws its Technological Superiority from Wendt GmbH which is a part of Winterthur Technology Group (WTG) Switzerland (now part of 3M group)

and Sound and Ethical Management practices from Murugappa Group. WIL has been a 40 - 40 Joint Venture between Wendt GmbH and CUMI. The public holds the balance 20% equity.

When it comes to complex grinding or tough-to-machine materials, WENDT has always been the automatic choice. WIL Super-abrasive products made of Diamond (DIA) and Cubic Boron Nitride (CBN) and also Machines and Services are used by a wide spectrum of Industries from Automobile, Auto Components, Cutting Tool, Engineering, Steel, Tile, Ferrite, Glass, Ceramics, Textile,

Construction, Paper to Watch manufacturers.

In India, Wendt has strong business association with engaged customers, through committed employees and access to the latest technologies.

Apart from being the market leaders in the India, WIL Products are exported to European countries like Germany, France, Belgium and Spain, South East Asian countries, Middle East, Far East, UK and USA to name a few. In order to address the South East Asian markets, Wendt (India) Limited has service facilities in Thailand and UAE.

WENDT PRODUCT RANGE

PRODUCT RANGE



WENDT BUSINESS DISTRIBUTION



## A DAY IN MY LIFE



## A Day in the Life of Sales Engineer

**Nithin Mangesh**, Sales & Marketing (Deputy Manager) shares a day in his life in true story form for Connect! Read on to experience a small slice of his life.

As the clock strikes 07:00 A.M, alarm bells of birds chirping wake me up. The Dream to achieve big begins with a ray of hope to start, and soon I am ready in my bright uniform and shiny shoes. With a list of activities on my To-Do List for the day, I begin thinking of which customer I need to chase for a payment from a previous sale, which leads I must pursue to persuade them to buy, and a hundred other such market-related activities.

Soon there comes a call, the "big fat" kind of business! I keep the phone to my ear for almost an hour on the streets before lunch. There is a long involved discussion that goes round and round, with me explaining our products and solutions to the customers, adding on performance and services that can be value-adds. There are questions aplenty, some which I had never thought would be asked. Managing to reply

with polite yet confident responses, keeping the conversation technical and yet commercially beneficial is quite a challenge. Finally, the conversation ends on an informal note with a discussion about a new restaurant whose yummy Malai Kofta is the talk of the town. With some laughter, we agree to close the day with a Dinner in this place.

Once the call ends, there is the usual rush hour between 14:00 hours to 18:00 hours to close few issues. The list starts with material delivery issues, continues with performance complaints, commercial issues to book orders and finally ends with payment adjustments. It is 17:00 Hrs and an adrenaline rush drives me through to address or acknowledge it all and then put my plans to action and delegate the task when necessary. Juggling with the list, finally comes the time where I finish

talking to customers, checking with my customer support team, and following up with the production and dispatch team. I leave from the plant satisfied that most issues are resolved and reach the restaurant where a good meal also sparks off a good friendship beyond professional interactions.

There is a sigh of relief with mixed feelings when I think of flared tempers while following up, the joys of achieving the sales target / collection, the triumphs and worries of reporting officers. It is now 21:30 hours, and there is the joy of carrying sweets back home to my wife (who has been anticipating my return from 19:00 hrs).

I have completed my month with a reasonable figure! Words are not enough to describe being a sales engineer; it is always an experience to be had!

## Sundariya S

Business Head – NSA

## PRODUCT SUCCESS STORY



A leading Aeronautical - Helicopter manufacturer was looking for suppliers for a CNC Controlled 5 axis dual spindle machine. Many European and German companies had submitted their tender for this project. Seeing the requirements, I was excited and also nervous. With mixed feeling we submitted the tender. The company had a record of having maximum machines which were imported in their plant. And our machines were of Indian make.

Imagine my surprise when I got the news that the company was looking forward to give this tender to us. Based on the reference from other units and expertise and experience in customised special applications we received the offer. I visited the customer's unit to understand

their requirements better. The customer was using a machine from France, and most of his operations were manual; while on the other hand if he used our machines it would be a completely automated process and the cycle time to finish the process would be reduced by at least 4 times.

I was thrilled. A meeting was called to discuss the order for it was the biggest Single order in the history of Non super abrasives. And also it was from a leading Aeronautical manufacturing company. The machine's cost was 3 Crores INR/-, no insignificant sum. When I met the team, the team was very nervous about how to execute this order. But I was confident that if anyone could execute this order it would only be my team. It was a very challenging project as we had to work within many parameters. Everybody started working with a common vision in mind. After 13 months of hard work the machine was designed, manufactured and assembled at Wendt. The entire

application was built on the strengths of Wendt of having machine grinding wheels, programming and measuring capabilities way beyond the Industry Standards. Finally, the customer along with his team came to Wendt for trials. The customer was delighted with the machine and after the trials they complimented us on the fact that apart from achieving the expected quality and accuracy, the setting time and operating time was drastically reduced as compared to the existing machine. This was both a matter of astonishment and happiness to them. Finally, I took a deep breath and was overwhelmed with their response. My Team had worked day and night for this project. Since everybody were working in the same direction with a common Goal in mind we were successful in this project. Here's to hoping this team gains many more such delightful customer interactions that bring in new business while building on our people strengths.



## MEMORABLE CUSTOMER HANDLING EXPERIENCE

### Guru Raj Rao

*Sales & Marketing, Assistant General Manager*



“So Mr. Guru, how do you handle customers and ensure you receive business amidst all the competition?” The most frequent question I’ve been asked till date as an AGM of Sales and Marketing at Wendt (India) Limited. I’ve visited customers for more than 15 years now, and every single customer visit teaches me something. All these teachings put together brings forth a quality, a quality that every salesman craves to master - the knack of handling customers by being Confident. The more customers you visit, the closer you get to mastering this quality.

Hyderabad is one of the many regions that I handle, and this is a region dominated by the Razor Blade grinding industry. It turned out that a new blade unit had sprung up in the far outskirts and I had to be quick to plan my visit because as you know, the early bird gets the worm. So, I fixed an appointment and visited the customer along with my colleague Mr. Raswanth, the very next day.

We reached the factory at around 10:00 AM, it was a 2-hour drive from our hotel room. After parking the vehicle, we walked past security into the factory and headed towards the Director’s cabin at the far end of the shop floor. We carried nothing but documents to prove that we are the best at what we do. Of course, we also did our homework the night before, gathering all the information we needed to ensure we received the very first purchase order.

Initially we had a technical discussion on the specifications of both the products we had to offer, the Resin bonded CBN wheel for Roughing process and the Resin bonded CBN Spiral wheel for Semi-finish process. The customer, having experience in blade industries for more than 25 years was well aware of everything we said yet kept asking us silly questions to get us off our edge. Each question was answered calmly and confidently as the customer stared at my eyes. After cross checking the

drawings we showed them and shooting about sixty questions, the customer was finally satisfied with our products. This discussion took about 4 hours to conclude. We then had an informal, friendly lunch with the customer.

Post lunch we sat down for a commercial discussion / price negotiation where we were joined by the CEO and VP of the company. This was where things started to get volatile. When we gave our offer, the customer was not happy with our pricing. Initially they spoke calmly, but as time passed they started getting more condescending and arrogant, demanding that we reduce the price on the spot or walk away. I was sure that it was not feasible for anyone to manufacture the CBN spiral wheel for that low a price. This was the moment when I had to do the unthinkable. I confidently got up and told them to go ahead and procure the material from the competitor. I shook their hands with a smile and walked out. But as soon as I was out of sight, I slumped with disappointment as this was such a big order.

I left Hyderabad knowing I would be answerable to all my superiors on how the visit turned out. I recounted the visit and ended on a confident note that we may yet receive a Purchase Order within three weeks. Two weeks went by and then it happened. I receive an e-mail from the customer with an attachment, and that attachment was their first purchase order with the price we had offered. It’s been about 2 years now and we are still the sole suppliers there. We have received a business of about 12 Million Rupees as on date. Later during an informal discussion, the customer revealed that while he had discussions with both our competitors, he chose us because of the confidence we had on ourselves and our product.

Another incident I would like to share was when I visited an aerospace company located in Odisha, where we supplied a small quantity of resin bonded re-

sharpening wheels for their tool room. The factory was located in a remote village and the commute there was extremely challenging. It was a 3-hour drive in a taxi followed by a 4-hour local bus ride from Vishakhapatnam. Most taxis refused the full trip as the factory was located in the Eastern Ghats.

During my first visit to the factory I observed that the customer was procuring Diamond dressing rolls from our competitors. I told the customer, the head of tooling, that we can also manufacture the same rolls and requested her to give us a chance. The customer was very reluctant in the beginning as they weren’t facing any issues with the competitor’s product. After requesting and waiting patiently for hours the customer asked me why they should give us a chance. I took this golden opportunity and conducted a spontaneous in-house seminar with the entire team of 20 people. All their queries were addressed in the matter of 1 hour. After having an internal meeting with their team, the customer decided to give us an opportunity to supply our product. Today we are the sole suppliers for diamond dressing rolls there and we have completely taken out our competitor from the picture. When opportunities present themselves, we need to seize them.

Sometimes, things don’t go our way, but remember, failure is not the end. Every visit is a learning. And when visiting customers, ensure that you observe everything around you because opportunity can present itself in any form.

I would like to add that none of the above would have been possible without the help of my team. I would like to express my sincere gratitude to all of them for their constant support.



## QUESTIONS

**Q1. Why do you love your sales role?**

**Q2. What do you not like much about being a salesperson?**

**Q3. If not a salesperson what would you be?**

**Karan Agrawal**

(Deputy Manager – Marketing)

A1. Being a sales person is like being the owner of business in your region. It is like a businessman on a payroll, combining benefit of both employee and employer. Other Pros are networking, travel and industry knowledge.



A2. Getting dull response and incorrect information from colleagues based at Head Offices and Manufacturing Units. For a sales person, incorrect information or not getting information can be very humiliating while meeting the customer.

A3. Being born in a Marwadi Family, my genes are somewhat inclined to Money & Finance. And being a habitual analyst, I would love to work as a Banker or Financial Analyst.

**Nitin Mangesh**

(Deputy Manager – Export Marketing)

A1. Sales role, the sound of it brings about an image of a door-to-door salesperson. What I do though is technical sales of Super abrasive tools to the manufacturing industry. I love my role because I get to learn so much about various industries whilst selling Wendt product and services! Not many get the chance in one lifetime to experience working with OEMs, Ancillaries from Aerospace, Automobile, Marine, Wind, Solar, Nuclear, Furniture, Ceramic, Stone, Gems and Jewellery, Watch, Textile, Machine Tools, Medical (Surgical tools/instruments), Measurement Tools, Wood, and more...



A2. What I do not like about the role is that no matter how I try, the sales attitude never leaves me even beyond 0800 and 1800 Hrs! Selling never stops...

A3. If I were not a sales person, I would be a teacher enabling several salespeople..., Experiencing sales give a dimension and dynamic to balance work and life like never before!

**Raswanth**

(Senior Executive – Sales)

A1. From childhood, I have always enjoyed overcoming challenges, and in the business world being in sales is as challenging as it can get. The different types of people you meet and the different situations that you encounter are astonishing. Sales is what drives an organisation to reach greater heights. Knowing that I play a role to help the company achieve greatness drives me. Sales in not a job, it's a responsibility.



A2. The only thing I do not like or appreciate about being in sales is the social stigma that compels you to have a drink during gatherings..

A3. Being a sports enthusiast, I would probably be playing professional football or get into sports management.

## CUSTOMER MEET

**WENDT India organised a Customer meet at Pune for Carbide Rotary Tool Manufacturing Companies in July 2018.**

This was to promote their offerings for Carbide Rotary tools, in Pune which is a major hub for these tools & inserts in India. There is tremendous competition in this space. In this meet a new version of Grinding Wheels was launched to satisfy the existing requirements of the market. Wendt has also started offering Grinding Oil from OELHELD, which is considered a Premium Product in for the industry.



The meet received good response from existing customers and also generated many new leads. There were productive discussions on Wendt offerings and



customer requirements. The feedback from the customers on the new wheels were encouraging.



EVENTS

**Customer Centricity Training for Top Management on 11th & 12th Oct 2018**



A Training on Customer Centricity was held for the department heads and senior leadership team, facilitated by Manoj Jaiswal from the MDC. The MDC Team collected feedback from WENDT's top 50 customers and also understood their needs and expectations for the Future. A Road Map for the Future was created based on this meeting.

**Customer Centricity Training for Subordinates on 15th & 16th Nov**



In the second leg, a similar program was conducted by MDC for the entire middle management team. Cross Functional project teams were created to address the issues of the customers.

**Major Exhibitions**



WESTEC Exhibition 12 – 14 Sep 2017 - Los Angeles, USA



IMTA Exhibition 19 -22 July 2017, Surabaya, Indonesia



Engimach 6 – 10 Dec 2017, Gandhi Nagar, Gujarat



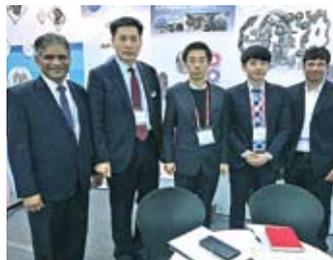
INDEXPO 8 -10 Sep 2017, Hyderabad



INDEE-Bangladesh 2-4 Nov 2017, DHAKA



GrindTec March2018, Augsburg, Germany



SIMTOS Korea Exhibition Apr2018



Wendt Director visit



Managing the sales funnel is definitely one of the more complex aspects of the selling process. In this article, **Sivakumar V (GM – HR, Corporate)** demystifies the funnel management process.

One of the premises of successful businesses is being able to forecast well. Sales forecasting has implications across the organization in every function. It also helps in understanding how the organization is approaching markets and customers to promote its products, and whether we are generating a result-oriented pipeline.

A sales pipeline is fundamental to creating a sustainable business by applying the right strategies to convert a lead into a customer. In business terminology, this is called a Sales funnel - a step-by-step process that focusses on the actions of a lead. The sales funnel is necessary for a salesperson to plan which customers merit his time / attention and which strategy to play at different stages of the relationship with a customer.

In this article, let us explore the various stages of the sales funnel.

• **Stage 1**

In the first stage, the focus is on generating information about the customer / customers, setting up meetings and early discussion on potential needs where the customer is looking for a solution. On the basis of these discussions, a sales strategy is formulated, proposals created and shared and trials arranged at the customer unit. This is a stage where the intention is to engage with the customer to spur them to the next actionable stage. This is the “above the funnel stage”

• **Stage 2**

In this stage, competitive evaluation, objection handling and negotiation are key skills. At this point, the customer and salesperson will need to discuss the proposal and evaluate it, till the requirements of both parties are met and the sale can take place in a way that is mutually agreeable to both parties. This is the “in the funnel” stage, narrowing down to the “best few”

• **Stage 3**

The sale is finalised and the contracts signed. At this stage, the prospects have winnowed down to the final few who have basically passed through the funnel and become clients.

**Sales – Then & Now**

In the 90’s probably, customers were dependent on sales persons to get information on products available that would suit their requirements. Now with technology and automation, customers can do their own thorough research before deciding to buy. There is no longer any dependency with regard to access to information. This makes the sales person’s persuasiveness and keen knowledge of the customer more important than mere product knowledge. It means that we have to work closely with the customer to generate sales of our products by developing products for custom applications, and showing a deep and thorough knowledge of how our products can deliver value to a customer.

**Each stage of the funnel defines activity required**

There are 3 positions in the funnel – Top, middle and bottom. The set of activities to be carried out at these 3 levels are very different. At the top, you are establishing the purpose of the discussion with the customers, figuring out who the decision makers are, who the competitors are, what can be the possible product positioning or strategy be etc. At the middle – you are interacting with decision makers, and there is greater movement on proposals or products such as trials or requests for samples. By the time the prospect reaches the bottom of the funnel, all key decision makers have been briefed thoroughly, and it is time to check if they are close to deciding or whether there are still some concerns to be handled. Sometimes, the whole activity may change from purchasing a

particular thing to looking at a different solution altogether. Salesperson need to use intuition and strong listening skills to sense chances of success.

Only when the bottom of the funnel is crossed, the prospect becomes the customer. If you look at the total sales cycle, funnel is directly linked to your sales cycle. If there are 10 prospects you are currently pursuing, they will all be at different stages in the funnel. It is thus necessary to take a good look at which prospects to focus on, based on their position in the funnel, the business volume they can generate and your chances of success.

Naturally the most attractive position where you would like to see your prospects is at bottom, but unless the top of the funnel is well taken care of, there will not be enough prospects to move to the bottom. Unless the funnel is well-managed, it is possible to have a great month of sales, followed by a dry period with prospects only in the centre of the funnel and no actual translation to sales. This is called the rollercoaster effect. With close and careful planning, performance can be consistent across quarters.

Summing up, the key parts of the funnel are generating leads / understanding opportunity, navigating the sale, and generating commitment. While several other principles are involved, these key steps will help manage the funnel soundly.

The funnel is more an output parameter describing how you have been approaching prospects in the market. Like an hourglass, delivering value and delighting a customer in a funnel can



eventually lead to a virtuous cycle with more business being generated from an existing customer. For eg, look at the iPhone. By creating a premium range of excellent products Apple has reduced the competition from many cell phone companies to the few who can compete with Apple products with good offerings in different price ranges. In any product category, the natural movement of the market is to reduce from a plethora, to a few successful ones.

To thus sharpen our sales strategies, we have now in Abrasives, been tracking funnel management separately for distributors (for mass market products)

and end-customers (for customised applications). It can be used for other purposes too, such as to help channel partners succeed with customers. As a manager, reviewing funnels gives great insights into working patterns and market opportunities in terms of products and volume, allowing territory-wise review. For example, you may have many customers in a territory, but may not be selling large volumes, whereas in another territory with less customers, there may be significantly larger volumes. To pre-empt competition, its important to increase customer perceived value through service or newer products.

Thus active review of funnels, gives great insights every week for both customer and dealer business. Earlier sales reviews were mostly activity based which can sometimes be misleading as not all activity translates to results. Reviewing on the sales funnel gives a clear visual perspective so ability to forecast improves over time. There is now greater confidence in appointing dealers or generating business, as the salesperson develops a keen sense of which prospects will reach the bottom of the funnel. Here's to building the 'perfect' funnel!

# CUMI Leadership Program

One of the key leadership challenges we faced in the early 2000's, was ensuring that we had a leadership pipeline in place within the organization, so that a talent crunch never hit key roles that would majorly impact business. This challenge led to the development of a customized CUMI Leadership Program, in partnership with a premier B-School, Great Lakes. From 2006, our CLPIans have grown vertically and horizontally within the organization, moved from their primary functions to leadership roles, and even headed subsidiaries over a period of time.

In the course of the CLP, training is provided on key leadership competencies that aid the growth of participants into positions of higher responsibility. The program has a blended learning approach focused on capability building through classroom interactions and debate, behavioral inputs through workshops, applied learning through projects, and mentoring from senior leaders.

This intensive program spans 19 days in five modules, with around four days spent in each module. The program is split in to three functions: Behavioral, Business Orientation & Experiential Learning. The modules covered a vast amount of material from Business outlook and strategic thinking, to Financial Acumen, Excellence in Operations Management, Negotiation and Bargaining, Industrial Relations and Analytics for Decision Making. To better the participants understanding of their own selves, they



went through a Personal Growth Lab with T.T Srinath (renowned Consultant Trainer), and sessions on Understanding the Workplace Ecosystem - Self and Others where MDC was the facilitator. There was also much bonding and camaraderie in the team, with fun sessions like the outbound training with Pegasus (a training agency) and dining

in the dark at 'Dialogue in the Dark' in Express Avenue, Chennai.

The participants who included members from all key business functions and all SBUs, completed a variety of projects with significant business impact such as the Azures III Growth Project, the Boehmins – Specialty Alumina project, a strategic approach for Non-oxide ceramics, Poly-Urethane floorings, Manufacturing of Non woven Unitized disc and wheel in-house etc.

The 3rd batch of the CLP is now complete, with 24 participants graduating with flying colours. Join us in congratulating them and wishing them the very best!





**I am Manish Tewari**

I am posted at Hosur, working for CUMI IC  
In my current role, I report to Shyam S Rao, Sr. VP, CUMI IC

I graduated from College of technology, Pantnagar

In my free time, I love to travel, create music and write.

What I loved most about my year-long MT Training period was Flexibility and freedom to do things

I look forward to learn the nuances of business strategy, Market research and Business development

What I love most about working in CUMI is the Freedom to experiment

I shall always carry the memory of the MT training period

**I am Srisnigdha**

I am posted at Hosur, working for Industrial Ceramics Division.

In my current role, I report to Pramod VP (Senior Manager - HR).

I did my Masters in Social Work from DG Vaishnav College, Chennai.

In my free time, I love to Learn new languages (currently Korean and Chinese) and enjoy reading Poetry.

As this is my first job, the fear of acceptance went \*poof\* like smoke starting from Day 1. I was welcomed like a new member to a family. Everyone irrespective of departments guided me professionally.

I look forward to Becoming a Learning & Development Professional to help propel the goals and visions of the company.

What I love most about working in CUMI is Integrity. Having strong moral principles and the freedom to express our views. CUMI is an incredible platform for shaping our future with the abundant knowledge and incredible support.

I was always given an opportunity to explore my interests. Even if I have not succeeded in a project, I was not reprimanded for it, but encouraged to learn the lesson from it. Being in a Learning Organization is really a great opportunity for a fresher and I am always encouraged to explore and think out of the box.



**I am Prashik Meshram**

I am posted at Wendt India Limited, Hosur

In my current role, I report to M S Venkatesh - Unit Head

I graduated in Power Engineering - from NPTI Nagpur and PGDIE from NITE Mumbai

In my free time, I love to Meditate and Travel to new place

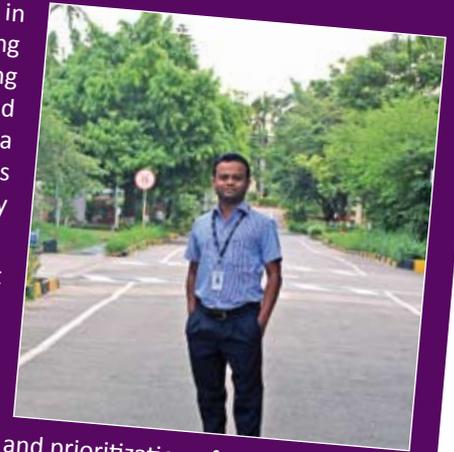
What I loved most about my year-long MT Training period was being part of the Organizing Committee and managing 3 grand Conference/Events i.e. Sales Conference, Manufacturing Conference, and Business Partnership Meet, where I got an opportunity to demonstrate, my Event Management skills, and creativity. I also made the Theme Video for all three events.

I look forward to Being a Brand Manager for Star Branded Products - 3 years down the line, I aspire to promote and create Brand awareness, not only in India but also in other countries

What I love most about working in Wendt India is Trust and Supporting Culture. Within 9 months of my Training period, Management trusted me and gave me the responsibility of being a Brand Manager Star Branded products across India and supported me at every turn.

Having a mentor helped me gain different perspectives and was a great help.

I shall always carry the memory of the Out Bound Training at Pegasus. In a very creative way, it made me realise my inner strength, importance of team work and prioritization of work.



**I am Shivam Goel**

I am posted at the CUMI Corporate Office Chennai, working for Marketing Division of Abrasives BU

In my current role, I report to V Jayaprakash (AGM - Mktg)

I graduated in Electrical and Electronics Engineering from GGSIPU

In my free time, I love to Play Table Tennis and Travel to new places

What I loved most about my year-long MT Training period was the opportunity to bring new ideas to the table and the freedom to implement the same, leaving no scope for a mundane routine

I look forward to Explore, Learn, Execute, Succeed and Grow

What I love most about working in CUMI is Low power distance which enables constructive discussion with Industry Mavens

I shall always carry the memory of Induction period, which set the foundation for perfect workspace environment



**I am Sreshtha**

I am posted at Parry House, working for Abrasives SBU

In my current role, I report to Vipin Malik - Sr. AVP (International Business)

I graduated in Marketing, from IIM Raipur

In my free time, I love to Read, Run and Explore cultures

What I loved most about my year-long MT Training period was the opportunity to learn from one's mistakes and the chance to improve oneself.

I look forward to exploring my domain further and being an integral part of CUMI.

What I love most about working in CUMI is the support one receives when they're venturing into projects which they are new to.

I shall always carry the memory the induction period.



**I am Ritam Dasgupta**

I am posted at Thiruvottiyur, working for the Abrasives SBU.

In my current role, I report to Ananthaseshan N - President - Abrasives

I graduated from NIT Surat (Mechanical Engg) and from IIM Bangalore (Strategy & Marketing)

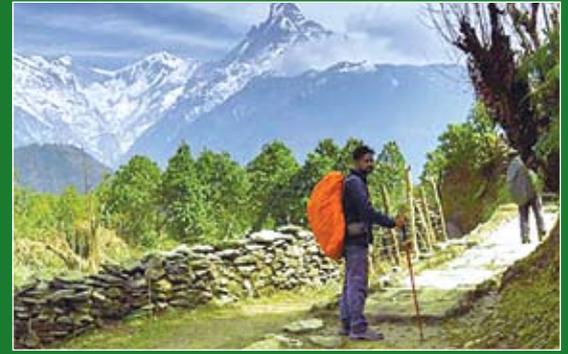
In my free time, I enjoy playing sports (Football, Swimming), Trekking, Literature & Politics

What I loved most about my year-long MT Training period was The knowledge pool in the organization. I am amazed by the level of market and product knowledge carried by the senior management. Colleagues are generous in sharing their take on business and market dynamics - helping me to comprehend the extremely complex Abrasives Business reasonably well.

I look forward to I leading a key business segment in CUMI Abrasives in the near future.

What I love most about working in CUMI is the Culture that is receptive to new ideas. There is a nice blend of discipline, ethics and creativity in this firm - which gets instilled into your system unconsciously.

I shall always carry the memory of My first trip to God's own country - which was during the induction program. Since then I have fallen in love with the state - its landscape, people, food, politics and culture.



**I am Pradeep Kumar**

I am posted at Sriperumbudur, ABR SBU.

In my current role, I report to Manager Projects, reporting to Mr Sunil (GM, plant head)

I graduated from IIIT allahabad (ECE) and NITIE (PDGIM)

In my free time, I love hanging out with friends or reading.

What I loved most about my year-long MT Training period was the Freedom to take up things

I look forward to heading a department in a plant

What I love most about working in CUMI is the freedom to take decisions and experiment

I shall always carry the memory of the moments spent with MTs during group induction. The corporate theater workshop, the view from the top of Dare house are definitely memorable.



**I am Denesh Kumar**

I am posted at IC, Hosur

In my current role, I report to Raghavendra Pai B, Sr. AVP

I completed my Post Graduate Diploma In Industrial Engineering: from Nitie, Mumbai

In my free time, I love to Play football, read, travel and learn about new data related tools online

What I loved most about my year-long MT Training period was the opportunities given to me to perform and explore the ideas/projects of my choice

I look forward to work on challenging projects which will help the organization to scale up. Being an industrial engineer along with my strength in analysing data, i would like to apply my knowledge and interest in each function across all verticals so that we can get useful insights from data and take data-driven decisions without putting much effort, currently which we are doing manually.

What I love most about working in CUMI is Support from management and colleagues in experimenting with new ideas

I shall always carry the memory of making a presentation to the MD. Just 2 months after joining I was asked to present my project to K. Srinivasan, MD in the monthly review meeting. He appreciated my work. After that i presented my new ideas/projects 3 times during one year training period in front of him. That encouraged me to experiment with new ideas which helped to bring positive changes in the organisation.

# SHINE AWARDS



Prabhakaran C.  
(DGM – Mfg &  
CMP, IC-Hosur)  
was awarded  
for Quality

This year at the Energy Hour, the Murugappa 'Shine Awards' was launched for the first time. This is a Group-wide rewards and recognition initiative, aimed at identifying and celebrating role models of our Values at the workplace.



Renjish R  
(Senior Mgr -  
Projects,  
EMD Edapally)  
was awarded  
for Passion

These awards are based on a nomination system, where colleagues nominate individuals they wish to felicitate, making a strong case for the person with anecdotes, examples and supporting information. Anyone from NMS, MMS (Supervisor & J. Off) MS (Up to MG06A) is eligible to be nominated for the Shine Awards. There are 5 categories based on the 5 Lights, with defined behaviours to be demonstrated for each category.



Inbaraj S  
(Senior Mgr-HR,  
SR-Ranipet)  
was awarded for  
Responsibility

At CUMI, 64 nominations were received which were winnowed down to the Top 10 that were then reviewed by a Central Committee of the Group, whose selected 3 employees to award. Congratulations to our 3 awardees! Here's to celebrating their indomitable spirit and yen for quality, passion and responsibility!





# Pride of Murugappa

Celebrating Best Practices

## 2018



## PRIDE OF MURUGAPPA 2018 GRAND FINALE AT A GLANCE



The spectacular event was held on 10th Dec 2018 at Taj Coromandel. The winning teams across the 11 themes were felicitated by our Executive Chairman M.M.Murugappan.



Overall Champion - CUMI

# CUFEST 2018

## Engineering the future

CU-Fest was in its 20th edition this year and took place with great fanfare at the Anna University Campus in Chennai. Organised by the Abrasives team, this edition saw a number of videos on themes such as 6 Sigma, Big Data, Smart Manufacturing systems etc besides the competitive presentations by the selected top teams on 5S, Suggestion, Kaizen, CFT and SGA. A crackling quiz got the audience on its feet and the felicitation ceremony was both well attended and greatly enjoyed. Here are a selection of pictures from the event –



# CUFEST 2018 PRIZE WINNERS LIST

## Logo - Winner

Quarishy Yusuf, IC- Hosur

## Logo - Commendation Award

A. Yesu - Thiruvottiyur

## Poster Competition

M. Sundaram - Wendt India Hosur

G. Saravanan - Thiruvottiyur

Manikandan - IC- Hosur

## Slogan Competition

D. Elumalai - Thiruvottiyur

M.S. Vishakh - EMD -Zirconia

K. Ravi - Wendt India Hosur

## Flag Competition

### IDEA KING LOCATION

Mr. Bennet Raj	Thiruvottiyur
Mr. Thiruvengadam S	Sriperumbudur
Mr. Kumar J	Maraimalai Nagar
Mr. Mahimai Jones A	Ranipet
Mr. Rajesh Kumar S	Serkadu
Mr. Eswaran K	Hosur - Bonded
Mr. Prakash M	Hosur - IC
Mr. Siva M	Wendt
Mr.Mohammad Afsal T.A.	EMD- Plant 1
Mr. Sumith R Nair	EMD - Plant 2
Mr. Nelson k J	Koratty
Mr. Mridul Pradeep	Kakkanad
Mr. Shafeque	Nebulox
Mr. Jino Josy	Zirconia
Mr. Baskar B	MMTCL - Ranipet
Mr. Shukla H L	Jabalpur
Mr. Prasanth M	Uttarakhand
Mr. Manikandan N	SEDCO

## Quiz

1st Place	Abrasives
2nd Place	IC-Hosur
3rd Place	EMD

## Chairman's Innovation Award

Process	SR- Ranipet
Product	SPR
Special Award	Systems

## 5S

Category	Group A
First Prize	IC - Hosur
Second Prize	Wendt India - Hosur
Third Prize	EMD - Kakkanad
Commendation	SEDCO
Category	Group B
First Prize	SR - II
Second Prize	EMD - Koratty
Third Prize	EMD - II
Commendation	Bonded – Hosur
Category	Group C
First Prize	MMTCL-Ranipet
Second Prize	SR - I
Third Prize	Thiruvottiyur

## SGA

1st Place	SR- Ranipet Plant 2
2nd Place	EMD -Plant 2
3rd Place	Wendt India Hosur
Suggestion	
1st Place	Thiruvottiyur
2nd Place	EMD -Kakkanad
3rd Place	SPR
CFT	
1st Place	Maraimalai Nagar
2nd Place	SPR
3rd Place	UTK
Kaizen	
1st Place	IC Hosur
2nd Place	EMD- Zirconia
3rd Place	Thiruvottiyur

## MD's Best Practice Awards

Cateogry	Topics	Winners
Manufacturing	WOW wProduct Development in Precision Grinding Wheels	Thiruvottiyur
Commercial	In-House Wooden Packing	IC-Hosur
Finance	Automation of Perpetual Inventory	TVT -CSS
HR	Human Efficiency Improvement	SPR
SHE	Fatigue Elimination in AZ Plant Operations	EMD-II
Marketing	Atta Master	Sterling



**HEALTH IS WEALTH**

**ELECTRO MINERALS - EDAPALLY**



*“Health is Wealth” session on ‘Diseases related to Environment & Monsoon’ by Dr. Sunny Orathel at CUMI Edapally on June 6, 2018*

**ELECTRO MINERALS - OKHA**



*Medical Camp for Okha and Bhatia Employees at CUMI Okha on July 22, 2018*

**SUPER REFRACTORIES - JABALPUR**



*Health awareness programme and annual health checkup in association with ESIC with free medicine distribution at JBL on April 13, 2018*



*Health awareness programme and Free health and PFT check-up of Contract Workmen in association with Shelby Hospital at JBL on May 15, 2018*

**ABRASIVES - TIRUVOTTIYUR**



*ESIC medical camp at Thiruvottiyur on July 21, 2018*



*Stress management & Work life balance for women at Tiruvottiyur on May 25, 2018*

**INDUSTRIAL CERAMICS**



*Stress Reduction “Reiki” Program was conducted for all IC Employees in the month of April 2018. Participants Completed the First & Second Levels of Training.*

**FIRE MOCKDRILL**

**SUPER REFRACTORIES**



*Fire Mockdrill for Maintenance team*



*Mock Drill conducted by J. Jagadeeswaran (Exec- Safety) for employees and Contract workmen at Super Refractories on April 18, 2018*



*Fire Safety Training organized for employees and contract workmen of Casting Area at Super Refractories-2 on June 27, 2018*

**FIRST AID TRAINING**

**ELECTRO MINERALS - KAKKANAD**

**INDUSTRIAL CERAMICS**



*First Aid Training for all employees at CUMI Kakkanad on June 1, 2018*



*21 Employees from CUMI IC Division were trained and Certified in First Aid & CPR Training.*



**SAFETY AWARENESS TRAINING**

**SUPER REFRACTORIES**



*Safety Competition conducted for employees and Contract workmen at Super Refractories-2, on April 5, 2018. 8 Teams participated*



*Conducted Safety Skits and demonstration of PPE at Plant, 6 teams participated in safety awareness programme at JBL on April 5, 2018*

**SAFETY MEETING**

**SUPER REFRACTORIES - JABALPUR**



*Organized Monthly shop floor safety meeting and awarded Q Man and suggestion awards on May 16, 2018*

*Valedictory Session and prize distribution of Safety Month 2018 on May 16, 2018*



**QUALITY TRAINING**

**SUPER REFRACTORIES**



*Quality Maintenance Training organized for Pillar chairmen and Quality Team. The session was handled by Ganapathy Subramanian, TPM Counsellor. 31 employees participated at Super Refractories-2 on June 7, 2018*

**SUPER REFRACTORIES**



*Communication meeting by V.G. Rajendran about the Q1 Business performance at SR 1 and SR 2 on July 2, 2018*

**INTERNATIONAL YOGA DAY**

**WENDT**



*International Yoga Day was celebrated on June 21, 2018. The state president of Patanjali Yog Samithi joined the celebration.*

**INTERNATIONAL YOGA DAY**

**SUPER REFRACTORIES**



*A program on Yoga and Meditation for Transformation was organized for employees and contract workmen. The session was handled by GMCKS Pranic Healing and Arhatic Yoga centre at both SR1 and SR2 on June 21, 2018*

**SAFETY MONTH**

**SUPER REFRACTORIES**



*Safety Month Price Distribution at SR 1 and SR 2 on July 2, 2018*

**SAFETY MONTH QUIZ**

**SUPER REFRACTORIES**



*Safety Month Quiz Competition was conducted. Total 9 teams with 27 participants on April 6, 2018*

**JOB FAIR**

**SUPER REFRACTORIES**



*Conducted Job fair at CSI Vellore Diocese H.S.School – Ranipet to select Apprentice under BTP. 35 students attended the job fair at Super Refractories-1 on May 9, 2018*



*Job Fair conducted for enrollment of Act Apprenticeship Trainees, BOAT Trainees and BTP at Govt. Hr. Sec. School, Serkadu (SR 1 and SR 2) on June 30, 2018*

## EVENTS & AWARDS

### MONTHLY STAR PERFORMERS ACTIVITY

#### CUMI – UTTARAKHAND



Star Performers for the month of April 18



Special Recognition Award to NTTF trainee on May 14, 2018



Special Recognition Award to Suriyal (Genius) on May 14, 2018



Gathering on Star Performer activity on May 14, 2018



Star Performers for the month of June 18 (Naushad) on July 9, 2018



Special Recognition Award to Vinay Kumar (NMS) & Team on July 9, 2018



Monthly Communication Meeting with NMS on July 10, 2018

### CAMPUS INTERVIEW

#### SUPER REFRACTORIES



Organized Campus interview at govt. Model ITI Jabalpur for new batch of apprentice at JBL on June 13, 2018

### TPM REVIEW

#### CUMI – UTTARAKHAND



Visit of Venketeshwara (Consultant TPM) on July 24, 2018

### AWARD TO CUMI

#### CUMI - EMD



Kerala State Pollution Control Board awarded the Maniyar Unit at Thiruvananthapuram on June 6, 2018

## EVENTS & AWARDS

### SUGGESTION FINAL AWARD

#### SUPER REFRACTORIES



SR-ian award and Suggestion final award distributed at Super Refractories-2 on June 5, 2018

### CII TPM CLUB OF INDIA

#### SUPER REFRACTORIES



TPM Inaugural Function in association with CII-TPM Club of India. Model Machine and Managers were identified and JH activities started

TPM - JH Step 1 training conducted by Narayanasamy R. (AGM - TQM). Attended by 40 participants at SR 1 on July 19, 2018

### KAIZEN AWARD

#### SUPER REFRACTORIES



R. Munikrishna and J. Jagadeeswaran won EXCELLENT CATEGORY AWARD in 13th Kaizen Competition, organized by QCFI, Chennai Chapter at SRM University, Chennai on May 26, 2018

### SUGGESTION REWARD

#### ELECTRO MINERALS - KAKKANAD



P S Jayan, SBU Head awarded Gireesh the suggestion award on July 3, 2018

## EVENTS & AWARDS

### SUGGESTION AWARD

#### MARAIMALAI NAGAR



Suggestion Award ceremony on April 16, 2018

### ISO 9001 & 14001

#### SUPER REFRACTORIES

New version of ISO 9001 and 14001 awareness program conducted by R. Narayanasamy for all employees and contract workmen Super Refractories-2 on June 18, 2018



### LONG SERVICE AWARD

#### ELECTRO MINERALS - EDAPALLY



Long Service Award to EMD Employees at CUMI Edapally on July 7, 2018

#### WENDT



Long Service Award to WENDT Employees at the Communication Meeting on June 1st 2018.

**20 Years Service:** R Kumar, S Sasi Kumar  
**25 Years Service:** O Palaniyappan, M Arumugam, B Veerabadrappa, G Srinivasan  
**30 Years Service:** M Santhalingam

## CUMI's Online R&R Program Appreciation Week (10th to 14th Dec 2018)



*Congratulations!*

### Title Winners!

5 Days & 5 Themes - 1590 Appreciations!



**Resmi K**  
EMD- Edapally



**Parthasarathy M**  
ABR-MMN



**SUPER REFRACTORIES**

APPRECIATION STAR!

TREASURE OF CUMI!

POWER HOUSE OF CUMI!



Thank You all for your active participation!  
<https://carborundum.myperks.in>



## EVENTS & AWARDS

### 10 K CHALLENGE

#### SUPER REFRACTORIES



10 K Challenge prize distribution at SR 1 and SR 2 on July 2, 2018

### CONFERENCE

#### WENDT



**Sales Conference** was held on 19th & 20th of April 2018 and all the sales engineers, managers & top management participated in the conference.



**Manufacturing Conference** was held on 18th & 19th of May 2018 and all the Production Supervisors & top management participated in the conference.

### QUARTERLY COMMUNICATION MEETING

#### WENDT



Quarterly Communication Meeting Held on 1st of June 2018 & during Communication meeting Rotary Dressers Dept. has been recognised for their performance during the Quarter.

**DRIVING BUSINESS GROWTH**

**ELECTRO MINERALS - EDAPALLY**



“Driving Business Growth’ Training for EMD Marketing Team”, by Manoj Jaiswal, EVP-MDC on July 9-10, 2018

**TRAINING ON SIX SIGMA YB**

**ABRASIVES – UTTARAKHAND**



Welcoming of Jayabalan (Trainer) By Plant Head UTK on June 20, 2018



Participants at work during Six Sigma Training on June 20, 2018

**TRAINING WORKSHOP**

**INDUSTRIAL CERAMICS**



**Daily Work Management and Quality of Work Life:** 2 Days Training program was conducted by Ganapathy Subramaniam – CII TPM Consultant for All Team Members and Supervisors.



**OTPM Training:** Office TPM Pillar Members were exclusively trained by Ganapathy Subramaniam on “From to Analysis” to capture linkage losses.



**Lean Six Sigma Training & 8 D Writing for Complaints Training Program** was conducted by Mr Nanda Kumar. 43 Employees from CUMI IC Division now are Certified Six Sigma Green Belt holders.

**SUPER REFRACTORIES**



**Training on Product and Processes** was organized for employees of CIRIA and MMTCL. The session was handled by Sathyanarayanan G. (DGM - Technology) on April 24, 2018

**TPM Quiz Competition** conducted on JH by Narayanasamy for TMs and Contract workmen in Phase-1. 5 Circle participated and prizes were distributed by Ganapathy Subramanian at Super Refractories-2 on April 4, 2018



## LEARNING CORNER

### ABRASIVES - BONDED HOSUR



Lean Manufacturing Training on April 12 & 13, 2018

### '5S' TRAINING

#### SUPER REFRACTORIES



Basic Safety and 5S training by Jagadeeswaran and Ms. Salomi



Organized 5' S training in association with Central Board for Workers Education - Ms. Sudha Atram at JBL May 18, 2018

### KOBETSU KAIZEN TRAINING

#### SUPER REFRACTORIES



Kobetsu Kaizen (16 Losses and OEE) Training organized for Phase 1 machines. The session was handled by Narayanasamy and K. Suresh at Super Refractories-2 on April 3, 2018

### SUPER APPU - WEBEX TRAINING

#### SUPER REFRACTORIES



Super Appu - Webex training for Supervisory Skills. The session was handled by Prabhakaran and Akash. Total no. of participants – 20

**WORLD ENVIRONMENT DAY 2018**

**ABRASIVES – UTTARAKHAND**



Display of Banner of World Environment day Tree Plantation by Flexi workers on June 5, 2018 Tree Plantation by NTTF on June 5, 2018

**ELECTRO MINERALS - MANIYAR**



World Environment Day Celebration at Maniyar on June 5, 2018

**ELECTRO MINERALS – KAKKANAD**



Employees taking the World Environment Day Pledge at Kakkanad on June 5, 2018

**ELECTRO MINERALS - EDAPALLY**



Summer Camp for School children was conducted at ASK Centre, Edapally from 19th to 21st April 2018 at ASK Centre, Edapally

**ABRASIVES - TIRUVOTTIYUR**



World environment day celebration at Thiruvottiyur on June 5, 2018 and 200 employees participated.

**SUPER REFRACTORIES**



World Environment Day was celebrated with the theme "Beat Plastic Pollution". Free Emission Test was conducted for 64 Bikes, 5 Cars and 1 Forklift, followed by plantation of saplings inside factory premises.

**WENDT**



World Environment Day Celebrations on June 5, 2018 at Wendt.

## MARAIMALAI NAGAR



Safety and Environment day Valedictory function at Maraimalainagar Plant on June 29, 2018



Debate on Plastic Ban at Maraimalainagar Plant on June 5, 2018

## AWARENESS PROGRAM

### ELECTRO MINERALS - KAKKANAD



Beat Plastic Pollution Awareness Session on June 14, 2018

### ELECTRO MINERALS - EDAPALLY



Community awareness session on "Beat Plastic Pollution & Decentralized Waste Management" at ASK Centre, Edapally on June 26, 2018

## SUPER REFRACTORIES



Awareness program on Sexual harassment conducted by District Social Welfare Officer, Vellore for our women employees of SR1 and SR2 on June 11, 2018



Awareness Programme on Good Touch and Bad Touch, Puberty and Menstrual Hygiene Management was inaugurated by M Muthiah (EVP - HR) in Govt. Girls High School, Tiruvallur.

## RO DRINKING WATER FACILITY

### ABRASIVES - BONDED HOSUR



Provision of drinking water facilities and tree planting was carried out at the Government Hr. Sec. School Nallur

**FLOOD RELIEF EFFORTS IN KERELA**

The Kerala Floods in August 2018 were one of the worst the State has experienced in the last century. Two weeks of relentless rain left several parts of the State submerged with over 1 million people in relief camps and 400+ casualties. While CUMI's plants there too faced an estimated loss of 15 crores, our employees were quick to plunge into action to offer help. Relief kits worth over 8 lakhs were distributed, volunteers checked homes, rescued people and worked the phone lines. Several employees also contributed a day's basic pay towards this. Murugappa Group donated 2 Crores to the Chief Minister's relief fund.



**SEDCO**



*"Thiruvasal" Tank before desilting.*



*SEDCO recently completed a much-appreciated CSR activity in Nallur Taluk by desilting a huge tank. The activity led to an immediate improvement in the water table.*



*After completion and filled with water.*



*Playground backfilled with the removed silt and levelled @ Govt. Primary School at Nallur*

## HIGHLIGHTS

### PLANT VISIT

#### BONDED HOSUR



Cumi Mexico team Visited our Plant on June 21, 2018



Students from Murugappa Polytechnic – Chennai visited our plant on 29th June 2018



Ratna Dealers Visited on June 11, 2018



Process Explained to Ratna Dealers

### AUDIT 2018

#### SUPER REFRACTORIES



IMS recertification audit by Bureau Veritas at SR 1 and SR 2 on July 9, 2018

### ACHIEVEMENT CELEBRATION

#### BONDED HOSUR



ACHIEVEMENT CELEBRATION – POWER TOOLS (Our Old Record was Broken By Ourselves)

## HIGHLIGHTS

### PLANT VISIT

#### ABRASIVES - SRIPERUMBUDUR



A. Venkatachalam, Arun Murugappan, and Vellayan, visited the plant on April 24, 2018



Sterling Abrasives Team visit on April 19, 2018

Our Group Chairman visit on April 2, 2018

#### ELECTRO MINERALS - EDAPALLY



Group Chairman's Visit to EMD - MM Murugappan & PS Jayan at CUMI EMD on May 9, 2018

Inauguration of 'Boehmins & Nano Materials' Plant at CUMI SEZ, Edapally on May 9, 2018

#### KAKKANAD



Commencement of Graphene Project at SEZ Kakkanad on May 9, 2018

#### MARAIMALAI NAGAR



Group Chairman MM Murugappan visited the plant on April 4, 2018

### SUGGESTION SCHEME

#### CUMI - UTTARAKHAND



Theme for Suggestions scheme



Token money received by the NMS for suggestion awarded on June 1, 2018

### ISO AUDIT 2018

#### CUMI - UTTARAKHAND



Lead Auditor (P.M. Chandrasekaran) explainn the agenda on June 15, 2018



Shop floor visit during audit on June 15, 2018

# Flashback

*These pictures from a CUMI Recreation Club meet, in 1956 are a slice of folklore.*



# A walk down memory lane

## “Golden Times” at CUMI

*In conversation with Mr. S Viswanathan (ex Special Director - ABR and Group Head - Finance), the Connect Team gained a glimpse into CUMI in the late 90's. Here's his CUMI story in his own words, which makes for a fascinating read.*



### My introduction to CUMI

After 12 years in Bombay, I was keen on moving as I began to feel the city was becoming overcrowded. I sought the help of Mr. L.K.Ratna (a close friend of mine at A.F. Ferguson & Co) in identifying a good job for me in the South. He told me about an opening at CUMI, and asked me to meet Mr. MRR Punja, whom I met at Bombay and had a pleasant chat with. Later that year, I visited Madras and went through a formal interview with Mr S.K. Parthasarathy then Special Director (Personnel) at TII. Mr. Parthasarathy observed that since I was working in a single product company, my greatest challenge would be to handle accounts in a divisionalised set up and build relationships with operating divisional heads. This was an excellent assessment. Retrospectively, after serving various positions in Murugappa Group I realised time and again, how difficult it is for a person in a staff function to get things done through the divisions on whom staff functions have very little control.

The same afternoon I met Mr. M.M. Muthiah, then the Managing Director of the company. This was the beginning of a great association with him, cut short cruelly in 1979. We started with a formal introduction and talked about many things. The meeting lasted three hours and might

have continued longer but for my having to catch a flight back to Bombay. I left satisfied that I had found the right person to work with.

I did not receive any communication from the company for nearly three months. I learnt later that CUMI considered me too young for the job (I was 35 then). Age has always been a problem with me right from my school days. I completed my SSLC at the age of 14. The rules of Madras University barred admission to the Intermediate courses for students below the age of 15 and I had to move to Nagpur to continue my education. Deciding to try my luck, I wrote a letter to Mr.Muthiah expressing my interest in the organization. Thankfully, Mr. Muthiah decided to set aside the age concern, and I joined CUMI on 5th April 1976, as a Finance Manager in Chennai.

This was at a time when the two foreign partners held over 50% stake in the organization, involving working within the regulations of the Foreign Exchange Regulation Act. CUMI was also registered under the Monopolies and Restrictive Trade Practices Act which placed further restrictions. Soon after I joined, Mr.A.M.M.Arunachalam took over as the Chairman and Mr.M.V.Arunachalam was on the Board as Managing Director. In those days, it was not a practice to appoint

working professionals as Directors on the Board.

My chapter in CUMI began with the customary introductions. Mr. M. Narayanaswamy was the Chief Accountant and the Company Secretary, reporting to me. Mr. P.Z. Abraham, General Manager (Grains & Refractories), Mr.G.Krishnaswamy, Personnel Manager, Mr. AR. Lakshmanan, General Manager (Abrasives), and Mr.Ranganathan, R&D Manager were my colleagues. My first task was to gain acceptance, particularly considering the “age” factor. All my colleagues helped me settle in. Mr. Narayanaswamy was particularly helpful in understanding the history of the company. It is difficult to find people like him with utmost commitment to the company and affection towards colleagues. Our friendship continued until his demise not too long after he retired from service. A great soul, whom I shall always remember.

### My first Task

My first task was to arrange funds to tide over liquidity problem created by multiple

factors like overrun in projects at the Palghat plant and new norms set for Bank Borrowings. These were successfully resolved and I shifted my focus on reducing working capital, receivables in coated abrasives etc. Branches were concerned mainly with sales targets displaying lesser focus on receivables. Over a series of discussions with the divisions on this subject, emerged a new Turnover Discount (TOD) scheme linked to payment of bills on time. Launching this scheme gave me an opportunity to visit branches and participate in branch manager meetings with the sales engineers. These meetings, in turn, gave me an insight into the markets and products and provided a knowledge base to handle marketing of abrasives at a later date.

### 6 am Calls

Years 1977 and 1978 were when I worked closely with Mr. M.M.Muthiah. If my phone rang before 6 a.m., it had to be Mr.Muthiah. He told me that most ideas occurred to him during the early morning hours and he wanted to share them





immediately. We spent hours company problems and future plans. This was the time that Universal Grinding Wheel Co. wanted to sell their stake to Carborundum US, but neither partner took a firm decision which to some extent hampered the growth of CUMI. Additionally, the restrictions imposed by Monopolies Act also restricted our growth. Our application to the Government for starting a Silicon Carbide Crucible plant was turned down and Carborundum US was not willing to share technology for setting up a Ceramic Fibre Plant. It was at this point the tragic incident of Mr Muthiah's demise happened during his trip to UK.

### Challenging Times

1981 was the year in which I faced a major challenge. Around 25th August 1981, a week before the closure of the Financial Year, the entire staff in the head office and Tiruvottiyur went on strike. This was the first time the head office staff had formed a union and resorted to strike. After the first day of the strike (which took us by surprise), the junior management staff were prevented from coming to work and accounts department work was paralysed. Except for the accounting of receivables, all other accounts were manually written both at head office and at TVT. I was clueless about how we were going to get the accounts completed and audited before 31st August. We asked the junior management staff to assemble in two hotels in the city and moved our account books and records there. All of us wrote the account books, stock records, etc. both for HO and TVT. Thanks to the excellent response from my colleagues, annual accounts were completed and the audited accounts

were signed sometime in December on time.

It was during the strike in 1981, that my change of role as the Head of Abrasives Division was announced. This was perhaps the first time that a Finance person was being appointed as head of an operating division. This was also the time when Carborundum US, decided to exit and sell their stake of 26%. Mr.A.M.M. Arunachalam led the negotiation for three days and eventually the long association came to an end. CUMI then moved closer to Universal Grinding Wheel Co of UK.

I moved to Tiruvottiyur in December 1981 when the factory resumed work after 110 days of strike. Work resumed without a settlement and the terms of long term settlement were to be referred to the Tribunal. The atmosphere in the factory was very tense. Our business prospects had also worsened early in 1982 with severe recession in the commercial vehicle industry. Our competitors had already overtaken us in terms of market share and I found that our marketing team was dispirited. My focus shifted to marketing and to spending time in the plant to build relationships with workmen and staff.

### The Golden Era

The Five Years that I spent in Tiruvottiyur as the head of Abrasives Division is what I call the "Golden Era". I had an excellent team with Jayaseelan heading the Marketing and Varadan heading the Manufacturing. **They were not only very knowledgeable, but were also great trainers and managers.** The marketing team was re-positioned in the second half of 1982 and we started an aggressive selling approach, supported by a

strong team of application engineers. **I believed that in Bonded Abrasives, product effectiveness depends on application engineering as much as the product construction.** It was therefore necessary to create a specialist application team and reward them for their special knowledge. At the end of my five year period, the market share improved by over 5%. The product mix strategy also helped improve profitability.

### Later Years

Later I moved to EID Parry – back to the Finance function. Parry was going through a turn around period and I learnt a lot working with Mr.Subbiah. I enjoyed working with Mr.Subbiah until I retired in 1997 - first as head of Finance in Parry and later as President Finance of the Group. I did come back to CUMI for two years as President and took some initiative in Exports. Most of the team that I had built in Abrasive Division had melted. Some had left the organisation and others had moved out to other positions. In 1994, I was asked to move back as Head of Group Finance handing over my position to Mr.M.M.Murugappan. Murugappan and I have been in touch even before he joined CUMI and worked together for a short period when he was Manufacturing Manager in Tiruvottiyur. We worked together on many transactions both in CUMI and at Group level and had an excellent understanding of our respective views on any subject.

I shall never forget Sri.M.M.Muthiah and Sri.M.R.R.Punja, who laid the foundations for my career and my long association with the Murugappa group. I strongly believe that one's stay in a company is largely dictated by the working atmosphere and the values shared by oneself and one's reporting manager.

### A word of advice

**My advice to all professional is that each one must express his views clearly if he thinks it is right and is beneficial to the company and not worry about whether it will please the receiver. The second is one must always look at the content in a job and prioritize that over position in the hierarchy and the title.**

I retired at the age of 56, sixteen months prior to my normal retirement date and wanted to get involved in some social work. Post retirement I was on the Board of Parry for 11 years. I moved to Coimbatore and lived in a retirement community and managed a charity medical centre for the poor for about 8 years. For health reasons I moved back to Chennai after ten years and have been managing the housing associations I live in.

During this long journey there have been moments of sadness but I now remember the wordings in a Card sent some years ago by John Williamson of Carborundum (USA) which stared at me for five years in my room at Tiruvoottiyur

*If what shone after so grand,  
Turn to nothing in thy hand,  
On again; the virtue lies  
In the struggle not the prize.*

**HANUMAN JAYANTI**

**SUPER REFRACTORIES**



*Bhandara on the occasion of Hanuman Jayanti at JBL on April 3, 2018*

**TIRUVOTTIYUR**



*MGTC ball badminton competition at Thiruvottiyur on July 14, 2018*

**RETIREMENT FUNCTIONS**



*K Thyagarajan – AGM Accounts retirement Function at IC, Hosur was held on 30th April 2018.*

*Farewell Function of L Prabhakaran, Sr. Manager – Customer Service at Super Refractories-1 on May 30, 2018*



*Retirement Function of Om Ezhilan, Manager - Contracts at Super Refractories-2 on May 30, 2018*



*Kasthuri Rangan, Deputy Manager in Metal Bond department on May 31st 2018 at WENDT, Hosur*

**EMPLOYEE ENGAGEMENT**

**TIRUVOTTIYUR**



10 K challenge prize distribution at Tiruvottiyur on July 11, 2018. 150 employees participated.



Shruti (Deputy Manager – Accts, ABR – TVT) placed 12th in all India CMA rankings and recently received an award from The Institute of Cost & Management Accounts of India, Kolkata.

**ACHIEVERS**



Shruti. S, (6 yrs old) D/o Sathyanarayanan (DGM-Technology, SR-Prodorite) performed Yoga @ district level competition, and won the YOGA JYOTHI award



**Priyadharshini K**  
D/o Kannan M  
(JO - Design, SR & PD)  
scored 92% in 10th Std  
at Super Refractories-1



**Prasannakumar H**  
S/o Hemanth kumar  
(DM - HR, SR & PD)  
scored 80% in 10th Std  
at Super Refractories-2



**Thirupurasundhari P**  
D/o of Pandurangan  
(Operative, SR & PD)  
scored 95% in  
10th Std



**Janani D**  
D/o of Jayakumar  
(Operative - SR & PD)  
scored 93% in  
10th Std



**Chandresh V**  
(9 yrs old) S/o. J Vimalanathan  
Mgr Accts, IC won a National Level  
Karate Championship



**Preethi R**  
D/o Rajaneekanth  
(Operative, SR & PD)  
scored 88% in 10th Std



**Sathyabalan T**  
S/o of Thamilmaran  
(Operative - SR & PD)  
scored 81% in 12th Std

WEDDING BELLS



Ranjith R (Exec-Maintenance, EMD-KKD) - wed Devika M on May 25, 2018



Manjunath (TM - Prod, IC - Hosur) - wed Geetha M on 21st April 2018



Elumalai (TM - Prod, IC - Hosur) - married Rajalakshmi on 22nd April 2018



Praveen S. (Sup - Technical, SR - Ranipet) wed Vidhya Ananda Kumari on April 25, 2018



Shivprakash (Exec- Sales Support, CUMI Direct) married Jayashri on July 11, 2018

TRANSFERS

**Narasimhan T**  
Deputy Manager –  
Administration, Corporate - Chennai  
(Transferred from EID Parry)



**Satish Kumar S**  
General Manager  
Mfg, Power Tools - Abrasives  
(Transfer from WENDT)



WELCOME ABOARD



**Rajkumar Arul**

Rajkumar Arul has joined us on 17th September 2018 as Senior Vice-President & HR Head-Designate. He has over 27 years of experience in HR, post beginning his career in ITC as a Management Trainee in 1990. He has experience with Pepsi Co. as a Regional HR Head and Unit HR Head, followed by a stint with Gillette as HR

Manager managing two factories in Mysore and Bangalore; and APC as HR Head for India operations. In 2001 he joined TNT as National HR Manager and grew to become the Country HR Director. After a brief stint with Ranbaxy India as HR Director, India at Mumbai, he returned to Chennai as Director-HR of Randstad India in 2013. Prior to joining us, he was managing a HR consultancy firm.

Rajkumar holds a Masters Degree in Personnel Management from Loyola College and a Post Graduate Degree in Management from Warwick Business School, UK. He will be reporting to Mr Muthiah currently and will take over from him after his induction schedule is completed.



**Jagannathan Chakravarthi**

Mr Jagannathan Chakravarthi has joined us Executive Vice President & CFO on 23rd July 2018. He is a Chartered Accountant, and also a Cost & Works Accountant. He has more than 20 years of experience in Finance from varied sectors such as IT, Telecom and

Manufacturing. He started his career as a Senior Internal Auditor in Ashok Leyland in 1998 and later moved to Bharti Airtel Ltd in 2006 as DGM Finance, post stints with Hindustan Power Plus and HCL Technologies. Prior to joining us he was Chief Financial Officer at Mindtree, managing Finance, Secretarial, risk & Procurement functions.

Jagannathan was awarded as “CFO Next 100” by CFO India Magazine thrice, he has also received the “Top 100 CFO” award from the same publication.

# WELCOME ABOARD



**Dimple Juliet R**  
Deputy Manager -  
Confidential Secretary to MD  
Corporate - Chennai



**Patil Manoj Maruti**  
Executive - Sales &  
Marketing  
Abrasives - Kolhapur



**Vikas Sahu**  
Deputy Manager -  
Sales & Marketing  
Abrasives - Indore



**Abhinov Nigam**  
Senior Manager - Marketing  
(International Business)  
EMD - Edapally



**Devarajan K**  
Executive - Security Officer  
Abrasives - TVT



**Surjya Nath Mallick**  
Deputy Manager -  
Sales & Marketing  
Abrasives - Kolkata



**Pravin Kumar**  
Executive - Sales &  
Marketing  
Abrasives - Coimbatore



**Hitesh Kumar Patwari**  
Deputy Manager -  
Sales & Marketing  
Abrasives - Mumbai



**Saravana Kumar**  
Deputy Manager -  
Technology  
Abrasives - TVT



**Vijayasarithi T**  
Executive -  
Commercial  
Abrasives - Hosur



**Karthik Pandian**  
Executive - HR  
Abrasives - Hosur



**Sathish Kumar**  
Deputy Manager - Safety  
Abrasives - TVT



**Balaji P**  
Executive - Maintenance  
Abrasives - Hosur



**Karthi Selva N S**  
Manager - Technology  
EMD - Edapally



**Kavitha N**  
Deputy General Manager -  
Reliability  
Abrasives - TVT



**Baddi Kiran Nagaraj**  
Executive - Sales &  
Marketing  
Abrasives - Pune



**Kannan V**  
Deputy Manager -  
Marketing  
Abrasives - HO



**Aravindhan B**  
Executive - Maintenance  
Abrasives - MMN



**Harshwardhan Goel**  
Deputy Manager - Quality  
Assurance  
Abrasives - UTK



**Ravindra Kumar**  
Executive -  
Sales & Marketing  
ABR - Bangalore



**Hari Prasath V**  
Executive -  
Manufacturing  
ABR - Hosur



**Ajeet Singh Gaur**  
Executive - PPC  
ABR - UTK



**Kaari S**  
Manager - Business  
Development (CUMIJAL)  
SR - Serkadu



**Pankaj Sobti**  
Executive -  
Sales & Marketing  
ABR - Ludhiana



**Hanumantha Rao K**  
Deputy General Manager -  
Manufacturing  
ABR - UTK



**Swaminathan G**  
Senior Manager -  
Sales & Marketing  
ABR - Chennai AO



**Sanu Koley**  
Executive - Operations  
ABR - Kolkata (EA)



**Pramod V P**  
Senior Manager - HR  
IC - Hosur



**Sathiyakumar M**  
Deputy General Manager -  
Technology  
SR - Ranipet



**Manoj Kumar C R**  
Deputy Manager -  
Customer Service  
SR - Ranipet



**Joseph Soundraraj Thanam**  
Manager - Mktg & Business Development  
CUMI Direct - TVT

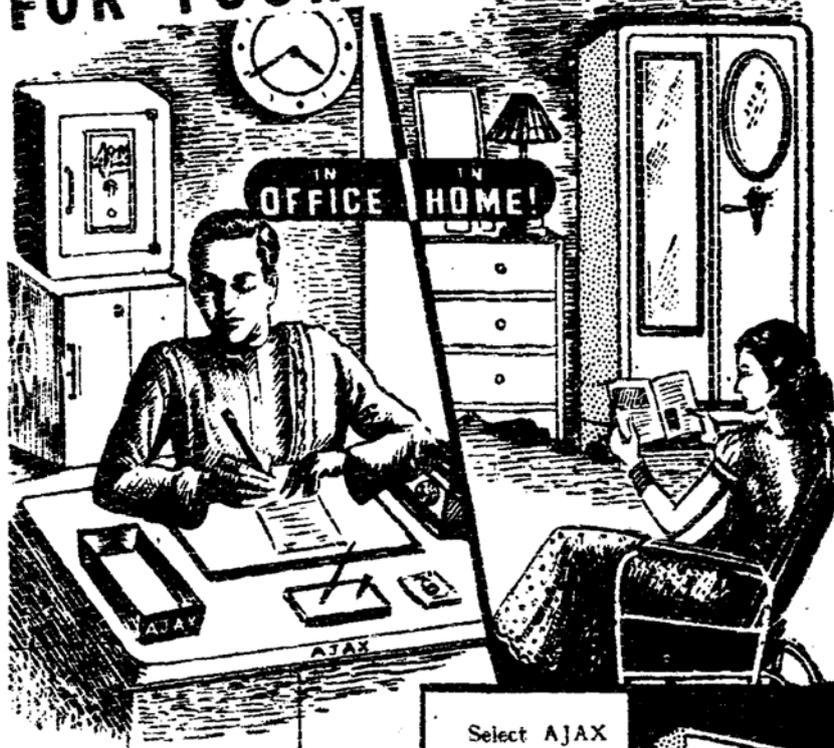


**Mohammed Zaffar Hussain**  
Executive - Commercial  
ABR - MMN



**George Martin**  
Executive - Security  
ABR - SPR

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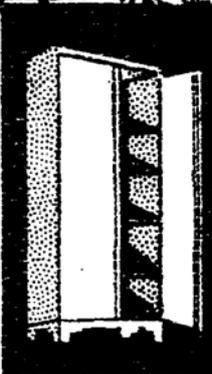
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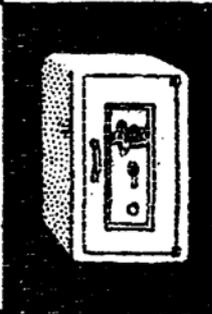
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ABK.6

*A vintage Ajax advertisement that appeared in The Hindu on 29th July 1943*

