

# CEO

MAGAZINE

INSPIRING THE BUSINESS WORLD

**YOU'VE GOT  
THE TOP JOB**  
Here's how to keep it

***FUTURE  
CLASSICS***

The supercars  
to invest in

INSPIRE

**BENGALURU:  
MAGNET  
FOR A NEW  
GENERATION**

**HUMANS  
VS  
ROBOTS**  
Who's on top?

INDULGE

**YOUR  
ULTIMATE  
LUXURY  
GIFT GUIDE**

INNOVATE

**THE TOP  
10 TECH  
HUBS  
IN THE  
WORLD**

# Sachin TENDULKAR

Everything you need to  
know about the man  
they call "God"





CALVIN KLEIN  
205 W39 NYC

S M E G



YESTODAY

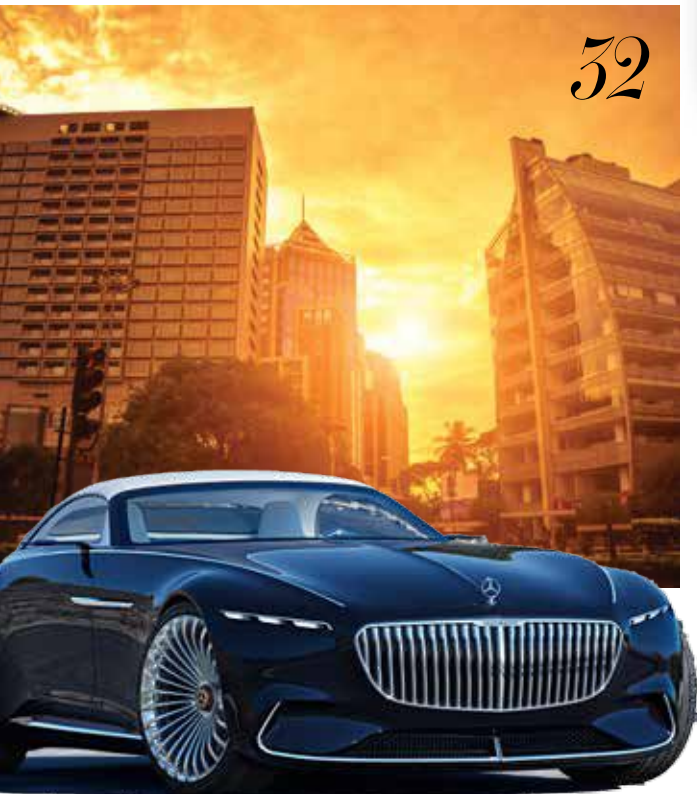
SMEG VICTORIA COLLECTION. THE SOPHISTICATION AND STYLE OF YESTERDAY, TODAY.

AVAILABLE IN PANNA (CREAM), BLACK OR WHITE ENAMEL AND STAINLESS STEEL  
WITH MATCHING COOKTOPS AND RANGEHOODS



# on the cover

- 12 **SACHIN TENDULKAR**  
EVERYTHING YOU NEED  
TO KNOW ABOUT THE  
MAN THEY CALL "GOD"
- 22 **YOU'VE GOT THE TOP JOB**  
HERE'S HOW TO KEEP IT
- 32 **BENGALURU:**  
MAGNET FOR A  
NEW GENERATION
- 38 **THE TOP 10 TECH HUBS**  
IN THE WORLD
- 50 **HUMANS VS ROBOTS**  
WHO'S ON TOP?
- 86 **FUTURE CLASSICS**  
THE SUPERCARS TO INVEST IN
- 92 **YOUR ULTIMATE**  
LUXURY GIFT GUIDE



32

86



## INSPIRE

- 10 | NEWS  
Searching for inspiration?  
Take a look at these news  
stories from around the globe
- 18 | ANANTHA PADMANABHAN  
Service has always been a strength  
for Alfa Laval India, but its managing  
director says there's always room  
to improve
- 24 | JAIRAM VARADARAJ  
The managing director of Elgi  
Equipments Limited is resisting  
notions of what an Indian company  
should be as he takes on global  
industry heavyweights



Cover image: Hindustan Times/Getty Images







## MY BUSINESS RULES

Sarah LaFleur, CEO and co-founder of womenswear start-up MM.LaFleur, shares her tips for success

# 34

## INNOVATE

### 38 | NEWS

A round-up of the latest in global innovation

### 40 | SABU JACOB

The head of Kitex Garments learned a lot of lessons from his father, including how to succeed in business, and how to look after his employees

### 46 | DR DEVI SHETTY

Having completed 15,000 heart surgeries (and counting), Narayana Health's chairman and executive director shares what inspired him to start the practice

### 52 | HIMANSHU JAIN

Under this leader, Diversey APAC has brought a waterless solution to one of the most water-starved countries in the world

### 57 | REACHING THE SUMMIT

Bangladesh energy producer Summit Power is hoping a stock market listing will enable it to tap into developing Asia's infrastructure boom





# INVEST

**60 | NEWS**  
Catch up on investment ideas and advice from around the world

**62 | SATOSHI UCHIDA**  
India is a land of endless opportunity, and Suzuki Motorcycle India Private Limited, sees ample room for growth, according to the region's managing director

**68 | AV DHARMAKRISHNAN**  
The CEO of The Ramco Cements has embraced IT to give an old economy company a new edge over its peers in the Indian marketplace

**74 | SANJAY KOUL**  
A selective approach to supplier relationships has been key to Timken India's rise, as its managing director shares

# INDULGE

**84 | NEWS**  
All work and no play isn't any fun. Enjoy some indulgent time out with these ideas

**92 | A-Z OF LUXE CHRISTMAS GIFTS**  
Could this be the most jaw-dropping, mind-blowing, heart-stopping gift guide you'll ever lay eyes on?

**104 | THE LAST WORD**  
An inspiring look at Sara Blakely's rise in business as the founder of Spanx





# CEO<sup>TM</sup> MAGAZINE

INSPIRING THE BUSINESS WORLD

*Editor-in-Chief* SUSAN ARMSTRONG

## EDITORIAL

*Features Editor* SANCHIA PEGLEY

*Features Editor (EMEA)* EMMA WHEATON

*Assistant Editor* SKYE HOKLAS

*Senior Journalist* SIMONE HENDERSON-SMART

*Journalists* ADRIAN FLORES, HOLLY JOHNSON,  
DANIEL HERBORN, SHARON MASIGE

*Digital News Journalist* JOE MCDONOUGH

*Chief Sub-Editor* GITA SANKARAN

*Sub-Editor* LES SAVAGE

## DESIGN & PRODUCTION

*Art Direction & Design* CAITLIN BERTINSHAW

*Graphic Designers* MELITA WATSON, KEELAN WITTON

*Operations Manager* CIARA EVANS

*Production Coordinator (Australia)* NYSSA BOOTH

*Production Coordinator (Asia)* VALERIE LOO

*Production Coordinator/Office Manager (EMEA)* TYNE UZO

## MARKETING & DIGITAL

*Head of Digital and Marketing* UYEN VU

*Digital Content Producer* AMANDA SMUIN

*Digital Coordinator* KATE BERGSENG

*Senior Developer* DANIEL GUNDI

*Software Engineer* FELIX NORIEL

*IT Admin (Australia)* MICHAEL WALLACE

## FINANCE & OFFICE MANAGEMENT

*Accounts* CRAIG BOUNDS – [accounts@theceomagazine.com](mailto:accounts@theceomagazine.com)

*Finance Manager (EMEA)* VIKTORIJA JOCYTE

*Finance Manager (Asia)* HENG HOOK TYE

*Office Manager (Australia)* LAURA SCOTT

*Office Manager (Asia)* SASHA SIVAKUMAR

## HUMAN RESOURCES

*Human Resources Manager* ANNA WARMUS-PAVONE

*Human Resources Administrator* MARCELA MEDINA

## ASIA | INDIA & SOUTH ASIA

*Senior Media & Communications Managers*

SANJAY BEJJARAM, GARY HO, VIVEK RAMANATHAN, DAISY TAN

*Media & Communications Managers*

KRISHNA ADVANI, ANNA AH-TUNE, PAMELA CHUNG,  
FLORA GU, MANAS KHANDLWAL, SUNIE LOW, MARC MARANAN,  
GEORGE MEJO, TOSIN MONINGKA, RIO PUTRA SALIM,  
CRIS-AN SAGABAEN, PRAGATI SINGH, RIYA TULSYAN, AANCHAL VIJH

## AUSTRALIA & NEW ZEALAND

*Head of Sales & Media*

STEVE SUMMERS – [steve.summers@theceomagazine.com](mailto:steve.summers@theceomagazine.com)

*National Display & Sponsorship Manager*

RUPERT BALLINGER

*National Partnerships Manager*

EMILY EWENS

*Senior Media & Communications Managers*

KAREN GUNN, MARIA STRANGIO, JAMES WALMSLEY

*Media & Communications Managers*

SHANNON JONAS, SAMUEL LORIMER, ETHAN MCLAUGHLIN,  
DANNIELLE OWENS WATTS

## EMEA

*General Manager*

TEDDY ALEXANDER – [teddy.alexander@theceomagazine.com](mailto:teddy.alexander@theceomagazine.com)

*Regional Manager*

LAURA REDMOND

*Senior Media & Communications Managers*

ARMAN ARYA, NEAL GREGORY, ANDREA NEIRA

*Media & Communications Managers*

LEAH AGAR, DOVILE BERNADISIUTE, REBEKAH BLACK,  
AMINE BOUNOU, NATALIE CHARALAMBOUS, PETER NGARA,  
CAI HARROLD, TAPIWA KACHINDA-HOFISI, CHARLES ERIBENNE,  
PETER NICHOLS, JAMIE PALMER, MICHAL PECHTA, SHAUN STEWART,  
BENJAMIN THILL, RYAN WERNBERG

---

**ENQUIRIES** [info@theceomagazine.com](mailto:info@theceomagazine.com)

## EXECUTIVE TEAM

*Co-Founder & CEO* CHRIS DUTTON

*Co-Founder* ANNA DUTTON

*Managing Director & Publisher* DANIEL DI LORETO

*Director – Asia-Pacific* DAVID JEPSON

### Australia (HQ)

Level 1, 7 Grosvenor Place,  
Brookvale, Sydney  
NSW 2100  
T: +61 2 8925 7400

### Europe

Drottninggatan 61,  
111 21, Stockholm  
Sweden  
T: +46 8 4102 0077

### Singapore

8 Shenton Way,  
32-01 AXA Tower,  
Singapore 068811  
T: +65 6817 7500

### Philippines

Level 17, 6750 Ayala Avenue,  
Makati City, Manila,  
Philippines 1226  
T: +63 2755 7664

### India

Level 7, Maximus Towers,  
Building 2A, Hi-Tech City,  
Hyderabad-500 081, India  
T: +91 40 4033 9761



**W**elcome to a very special issue of *The CEO Magazine*. This month, we have lots of fascinating

features that I hope will inspire you to innovate, invest and indulge.

First up is our cover story with the living legend that is Sachin Tendulkar (page 12). When India's greatest cricketer retired, there's no question he left a lasting legacy. Since then he has been making his mark in many other ways. We look at how Sachin has moved beyond traditional branding endorsement to begin investing in start-ups and other new ventures.

On the subject of investment, we review, quite happily one might add, the new and noteworthy classic cars that you should seriously consider purchasing now for future financial returns. From the Ferrari Portofino to the Rolls-Royce Phantom, these vehicles won't just "delight your eyes and fizz your soul", as our writer Stephen Corby explains on page 87, they'll also still be worth plenty after you've had your way with them.

If you view cars as just a way to get you from A to B, then I'd ask you to turn to the most jaw-dropping, eye-popping, heart-stopping gift guide you'll ever see (page 92). We've hand-selected the most incredible gifts from around the globe and taken the pain out of present purchasing – prepare to want everything. You have been warned.

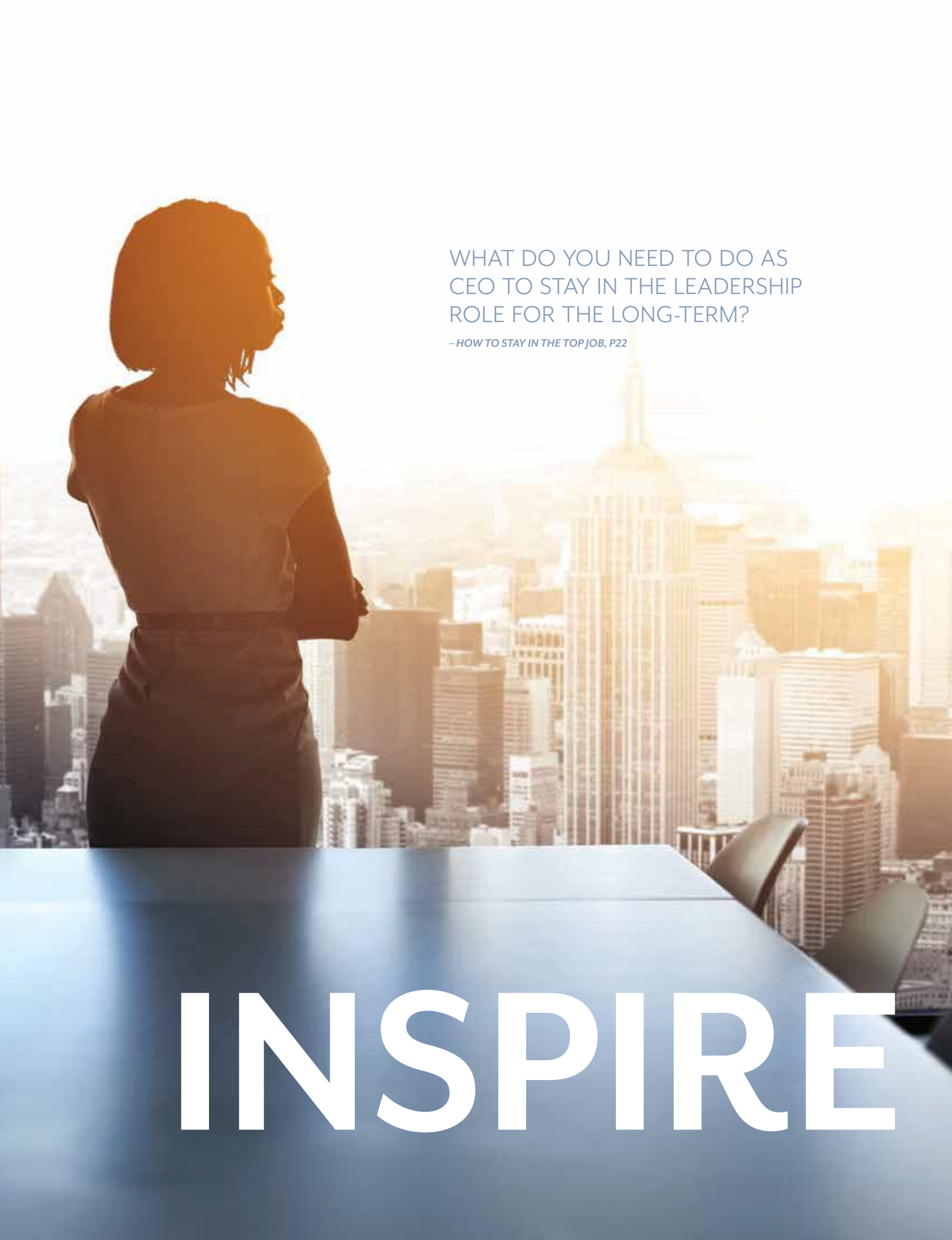
For something closer to home, we interview some of India's most inspiring CEOs. From the head of the second-largest manufacturer of infants' clothes in the world who started out as a cleaner (page 40) to one of the country's most revered heart surgeons who wants to make healthcare more affordable (page 46), as well as our investigative feature on Bengaluru, the world's fastest-changing city (page 32), we aim to inform, entertain and inspire.

Enjoy the issue, see you next month.

*Susan*

Susan Armstrong  
Editor-in-Chief





WHAT DO YOU NEED TO DO AS  
CEO TO STAY IN THE LEADERSHIP  
ROLE FOR THE LONG-TERM?

— HOW TO STAY IN THE TOP JOB, P22

# INSPIRE



## *Books that* Microsoft CEO Satya Nadella *can't live without*

An author himself, with the recent release of *Hit Refresh*, Nadella says that he's drawn inspiration over the years from these five works on history, economics, technology and management strategy.

*Deep Learning*, Ian Goodfellow,  
Yoshua Bengio and Aaron Courville

Microsoft actually signed up Bengio as an adviser after the release of this comprehensive work.

*The Boys in the Boat*,  
Daniel James Brown

Nadella credits this book with giving him a deep understanding of the importance of teamwork.

*The Great Convergence*,  
Richard Baldwin

The concept that high tech can be produced in developing countries with low wages has helped Microsoft to remain competitive, particularly with new offerings like the HoloLens headset.

*The Rise and Fall of American Growth*,  
Robert J Gordon

Nadella says this look at US economic history concludes that innovation is the ultimate source of dramatic improvements in the human condition.

*The Great Transformation*,  
Karl Polanyi

A classic work on economic history and social theory that analyses the effects of the Industrial Revolution and chronicles the development of England's market economy.

## 5 minutes with Ann Sherry

The Carnival Australia  
Executive Chairman shares  
some pearls of business wisdom.

### Who has been the greatest inspiration in your life?

I have many sources of inspiration – great women who have paved the way, such as Wendy McCarthy and Quentin Bryce, as well as a family who support and motivate me – my husband Michael and my son Nick, plus my sister Alison.

### What do you think makes for a great customer experience?

Something that exceeds expectation and surprises.

### How do you inspire loyalty from both staff and customers?

Loyalty is earned. From staff, that's through fair treatment, challenging and motivating work, and great communication. From customers, it comes from focusing on their needs and delivering a great experience.

### What has been the best piece of business advice you've received?

Ask for forgiveness, not permission. Be bold!







## How to kill bad meetings

PRODUCTIVITY HACKS WITH THE KILL BAD MEETINGS  
AUTHORS, KEVAN AND ALAN HALL.



### What was most surprising in the research for your book?

How accepting people were of poor meetings. We found people spend an average of two days per week in meetings and that 50 per cent of that was irrelevant. This same 50 per cent would often score their meetings satisfaction an eight or nine out of 10. It seems that people have become used to waste in meetings, in the way they would never accept in their products or services. It does not have to be this way.

### When should a meeting be declined?

You should decline a meeting when it's not clear what your role is. If you don't have an active role in collaboration, decision making or co-creation, then you could probably meet the objectives without a meeting.

### WHAT ARE YOUR TOP TIPS FOR GOOD MEETINGS?

- 1 Cut out the unnecessary meeting topics and participants.
- 2 Be clear about the required outcome, process, participants and time (OPPT) needed for each of your remaining agenda items.
- 3 Focus on topics that are relevant to the participants and require their active participation.
- 4 Always ask: 'What are the participants doing at this point?' when you design a meeting. If there is no role for their participation then you probably don't need a meeting.
- 5 If you use virtual meeting technologies, get trained in how to use them to create real engagement.

Kill Bad Meetings is published by NB Books, see more about the book and associated training at [killbadmeetings.com](http://killbadmeetings.com).

*"Real diversity in computer science means more than just changing the gender of the stereotype we have in our heads. It means replacing that stereotype with a much more expansive image of who computer programmers are."*

– MELINDA GATES, CO-CHAIR OF THE BILL & MELINDA GATES FOUNDATION



# Master BLASTER

When India's greatest cricketer retired, he left a lasting legacy behind him. Since then, Sachin Tendulkar has been making his mark in other ways.

WORDS • STEPHEN CORBY

There are many great sportsmen and women bestriding the globe, but only a very few GOATs. A term coined by our friends in America, largely to describe basketball legend Michael Jordan, it stands for Greatest of all Time and has nothing to do with the four-legged variety.

Tiger Woods looked like becoming a GOAT, but was too much of a dog and may never wear the mantle, while Roger Federer and Rafael Nadal are still fighting over it in tennis.

In India, where he is already known, with affectionate understatement, as 'God', there is no doubt over who cricket's GOAT is – Sachin Tendulkar. The tiny, seemingly timid, master batsman carried a heaving nation on his shoulders for a quarter of a century, having reached the international level at the tender age of 16.

What he shares with the greatest ever players of other sports is something that goes beyond the merely exceptional talent of other super athletes.

It is an ability that goes beyond mortal, what you might call a super power if he was a comic-book hero (which he in fact is – Virgin Comics launched a series with Sachin as star called *The Master Blaster* in 2007). »









## SUPERHUMAN SACHIN

Effectively, he seemed to have more time than other humans: the time to pick up the flight of a ball that might be approaching him at 160km/h off an inconsistent surface, or fizzing sideways with spin, then choose the right shot and get into the correct position to strike it with perfect timing, exactly where his mind has already aimed it.

It was, and still is on YouTube, an incredible, implausible thing to watch him bat when he was on a flyer, flailing bowling attacks and racking up records that seem unlikely ever to be broken (100 centuries in international cricket, 51 of them in his 200 test matches, during which he scored a staggering 15,921 runs).

While the size of his following in India is well known – his Facebook page has more than 28 million likes, but his fan base would surely exceed one billion – it is the way other greats of his era speak about him that shows his standing in the game will be eternal.

Perhaps the only living batsman close to his skill, Brian Lara, says, “Tendulkar is to cricket what Michael Jordan is to basketball and Muhammad Ali is to boxing.”

The equally fluent Australian Mark Waugh, admitted that “when you play against Tendulkar, you almost want to see him get a few runs, just to see him bat.”

During a tour of India in 1998, Matthew Hayden was perhaps most impressed of all, saying: “I have seen God. He bats at No.4 for India in tests.”



Replying both to that comment and to the tendency of Indians to treat him as a deity, Sachin replied, “I am not God of cricket. I make mistakes; God doesn’t.”

One retired professional once admitted he was freaked out when watching Sachin bat for the first time as he realised that he was calling “two runs”, or “quick single” to his partner before he’d even hit the ball. He was that sure of what he was going to do, that aware of the sometimes unstoppable trajectory of his batting.

Sachin himself can’t even explain how he does it, although he humbly puts it down to training.

“I get 0.5 seconds to react to a ball, sometimes even less than that,” he says.

“I can’t be thinking of what XYZ has said about me. I need to surrender myself to my natural instincts. My subconscious mind knows exactly what to do. It is trained to react.”

It’s fair to say that his subconscious mind reacted in a way that few others could match.

What was interesting about watching Sachin bat was just how relaxed and unhurried he seemed. Indeed, with his fame so all-encroaching and enormous, the intensely competitive cricketing arena was probably one place he could safely get away from it all.

## UNDER WATCHFUL EYES

The constant commentary across India over his every move, and the fact that every innings he played would be so passionately dissected – and his every dismissal even more so – must have been exhausting. Yet Sachin, who rarely sprays around words the way he does a cricket ball, gave a hint to his mindset when he famously said, after being quizzed about his inability to help India win certain matches, “When people throw stones at you, you turn them into milestones.”

It’s a quote worthy of a motivational poster, but it’s genuinely something the great man said himself, as is another sentence that defines his famous focus: “Go out there and outdo your achievements; getting better never stops.”

There were times in his career, however, when you could see he felt under siege, if not at the crease then certainly away from it. So how did he deal with that scrutiny?

“You get used to it,” he says, with a dead bat. “But that could be one of the reasons why I keep my guard. I don’t open up easily. That’s my nature anyway.

“I still don’t think I am comfortable with the limelight. You know, I still feel embarrassed with television cameras around me. I am used to it now, but I am not 100 per cent comfortable.

“I am still shy by nature, and I would rather walk quietly to my room and just sit and relax.”

Getting away from everything, and images of yourself in particular, is tricky, of course, in a country where there is so much love for you that a documentary film about your life – *Sachin: A Billion Dreams* – is released in theatres and received with rapture.

While cricket, both directly through his massive IPL wages and indirectly through advertising, is the field that made Sachin fabulously rich – he’s estimated to be worth US\$168 million (Brian Lara, by comparison, makes do with US\$60 million) – his post-playing life has seen him diversify into other pursuits.

One thing we’ll never see him do, of course, is take money from alcohol or cigarette brands – on principle, he’s refused millions in endorsements from both sources over his career.

But one of the most recognisable faces in the world will still be associated with huge brands, including the launch of a new joint venture with PepsiCo to produce a range of nutrition-focused food and drinks.

“I STILL DON’T THINK  
I AM COMFORTABLE  
WITH THE LIMELIGHT ...  
I AM SHY BY NATURE,  
AND WOULD RATHER  
WALK QUIETLY TO MY  
ROOM AND JUST SIT  
AND RELAX.”

## FUTUREPROOFING

Sachin, just 43 and with plenty of non-sporting years in front of him, has also moved beyond traditional brand endorsements to start investing in start-ups and other new ventures.

In 2016, he invested in a new tech business called Smartron, which makes smart devices. The Indian company, which has the tagline ‘Smart Things for Life’, has launched a line of portable ultrabooks, or tbooks, as well as a smartphone range.

Sachin is also involved in the India Super League’s Kochi soccer team, and holds a franchisee arrangement with the International Premier Tennis League.

He has had projects outside the game for some time, of course, having launched his first restaurant, Tendulkar’s, in 2002 in Mumbai, and there are now three eateries, all serving some of his favourite dishes from his travels around the world.

One thing the recently retired legend will be focusing more of his time and energy on is charity work.

It’s an area in which he has an almost unparalleled ability to do good – both through his ability to donate money (he auctioned off the prized bat with which he scored his hundredth century and gave away the proceeds), and the attention he can bring to causes.

Sachin credits his daughter, Sarah, with instilling a passion in him for charitable works, after her surprising announcement to her parents, back in 2010, on her thirteenth birthday. »



“EVERYBODY DONATES MONEY,  
BUT IT IS A GREATER GIFT TO  
DONATE YOUR TIME.”

“We were preparing to celebrate her birthday when she said that she didn’t want a party at home; she wanted to have a party in the slums of Govandi and wanted to share the goodies with the children there,” Sachin recalls.

“We felt really proud when my daughter said this. She made me think. Everybody donates money, but it is a greater gift to donate your time.

“That is why I decided to auction a half-day’s coaching camp with the kids. It was Sarah who inspired me to do this.”

## A BIGGER CHALLENGE

Sachin’s particular passion these days is children’s education. He says he realises how lucky both he and his daughter were to attend good schools, and he wants more Indian children to have that experience.

“I think, more than corruption, ensuring quality education, drinking water and proper sanitation is given to millions in India is a bigger challenge,” he says.

“We have set a high goal of a corruption-free nation but are resigned to lower expectations when it comes to education. We have the world’s largest number of children who do not have access to education. I don’t understand why.

“Schools across India do not have teachers, libraries, playing grounds, or even toilets. We have one of the lowest female literacy rates in Asia. There are more than 200 million illiterate women in India. This low literacy negatively impacts not just their lives but also their families’ and the country’s economic development.”

Just by speaking those truths, the powerful voice of Sachin Tendulkar forces governments to increase their efforts, and inspires the public at large to ponder the problems.

Inspiring others is something Sachin did for many years on the field, but it looks set to be something he’ll continue to do in other arenas.

When he finally retired, on 16 November 2013, he left the cricket community, and Indians in particular, with some stirring words that reflected the fact that he knows, as one of the chosen few touched by greatness in this world, just how blessed he has been.

“Chase your dreams, because dreams do come true.” ■



# GET INSPIRED, ONLINE. theceomagazine.com



MARKETING

## FOSTER CHANGE THROUGH STORYTELLING

Four ways to unlock the power of storytelling to drive organisational change in your business.

[now.ceo/foster-change](http://now.ceo/foster-change)

SOCIAL



MANAGEMENT & LEADERSHIP

## YOU DON'T NEED TO BE WONDER WOMAN TO BE CEO

Much more effort is needed to achieve greater female representation in the workforce.

[now.ceo/wonder-woman-ceo](http://now.ceo/wonder-woman-ceo)



STYLE & INDULGENCE

## IS THE FUTURE OF FASHION FUR FREE?

Gucci is the latest high fashion brand to axe fur from all its collections.

[now.ceo/fur-free-fashion](http://now.ceo/fur-free-fashion)



PHILANTHROPY

## HELP NEEDED AFTER HURRICANE IRMA

Richard Branson appeals for help to rebuild the British Virgin Islands.

[now.ceo/bvi-help](http://now.ceo/bvi-help)

# “We do SERVICE well.”

Service has always been a strength for Alfa Laval India, but Managing Director Anantha Padmanabhan still sees potential for improvement.

WORDS **THOMAS DAUNT** • IMAGES **ALFA LAVAL**

**H**e is one of the brightest minds in his field. A mechanical engineer by profession, Alfa Laval India's Managing Director Anantha Padmanabhan is a man on a mission. Having acquired advanced management training from some of the world's most prestigious business schools like Stanford and Ashridge, Anantha, who joined Alfa Laval in 1985, is taking the company to unprecedented new heights. After spending time working in South East Asia and the Middle East, Anantha is back in his native India and implementing a business mandate that will see the company grow organically. “It is a very positive feeling for me to be back

where I started,” Anantha says. “It is always difficult to come back when you have been away from the scene for so many years. In saying that, the biggest attraction for me was returning home.

“The company has evolved quite a lot over the past few years. We are now part of the mainstream Alfa Laval system, and I feel very good about where we are headed.”

Despite being back in India for only a short time, Anantha has already made a sustainable growth plan for the company. He says there are strategies in place to ensure Alfa Laval India holds its own in the global scene. “One of the challenges I have faced has been the ability to sustain the organic growth of the company,” he says. “If you »





“We have a strong manufacturing base in India; it is the global manufacturing centre for the entire group.”

look at our new strategies, they clearly dictate the direction in which we are headed. The mandate is that we will grow from our existing operations by further developing our current product portfolio. By that, I mean our general group of products. We have some core technologies we are focusing on, as well as making sure that we continue to improve our sales and aftermarket services.

“We place a massive importance on understanding our customers’ needs. It is the plan for the implementation of all these concepts and improvements that is included in our strategy moving forward. Especially with the new team in place, there will be a real emphasis and focus on product

development regarding food, water, waste water and energy. This is where we are planning to grow. It is in these areas that we are investing, with regard to competence and resources.

“We have a strong manufacturing base in India; it is the global manufacturing centre for the entire group. The fact is that many products and systems engineered and manufactured here in India are exported all over the world.”

*“Proud to be associated with Alfa Laval for more than a decade. This is a company with strong ethics and moral values. We feel honoured receiving ‘Supplier of the Year’ award for two successive years from such a renowned organisation.” – Rajesh Mishra, Managing Director, Vulkan Technologies*

# SHAPING THE INDUSTRY

ALUMINIUM FOUNDRY | STEEL FOUNDRY | RUBBER VULCANIZATION

[www.vulkan.com](http://www.vulkan.com)

Established in 2001, **VULKAN Technologies Pvt. Ltd** is a company of the globally operating VULKAN Group with headquarters in Herne, Germany. VULKAN Technologies Pvt. Ltd is manufacturing torsional flexible couplings, S.G. iron and alloy steel castings, aluminium castings and rubber parts.

ISO 9001, 14001, 18001 Certified. Plant Approvals from BV Marine, Lloyd's Register, DNV-GL, American Bureau of Shipping & Indian Register of Shipping.



COUPLINGS



STEEL FOUNDRY



ALUMINIUM FOUNDRY



SILICON HOSE



RUBBER UNIT

## VULKAN

**VULKAN Technologies Pvt Ltd.** | Gat No. 1097/1102, Urawade Road | Pirangut Industrial Area | Tal: Mulshi | Dist : PUNE – 412 115 | INDIA  
**Phone** +91 (20) 667 655 30 | **Fax** +91 (20) 667 655 51  
**E-mail** [info@vulkanindia.com](mailto:info@vulkanindia.com)

Alfa Laval is currently working on products that are used in a variety of industries. From dairy to nuclear power, Alfa Laval is a market leader. However, the challenge for Anantha is maintaining the high standards. He says improving efficacy is the biggest obstacle. "I am a people person, and believe strongly in having a good team and developing a customer service culture within the company," Anantha says. "But in India, the country has low productivity. This is not unique because the productivity inside the company is also affected by the bureaucracy and the slow pace of things outside of it. That is really the biggest difference in developed countries, particularly if you look at South East Asia. It is much faster and more efficient there. Don't get me wrong: we are very good in India, but up to a point. All I am saying is that we have potential to improve."

Anantha says accountability is the catalyst for change. "That will improve productivity. I can already see the government taking down a lot of red tape from across the industry, but it will take some time."

Anantha is leading Alfa Laval from the front in pursuit of improvement. He has made changes in his own business mandate to provide a personalised approach for customers. "An area of focus for me is service," he explains. "I would say that what sets Alfa Laval apart from many other companies in the industry is our presence in terms of technical support. I myself am making time to travel around and meet customers. That sense of commitment from management encourages the people on the ground to spend more time with their customers. We do service well."

"For instance, if you look across India, we have three service centres. I am not against investing more money into that if it helps our customers. We also offer services other than routine maintenance. We

Alfa Laval's operations  
are based on three  
key technologies:  
heat transfer;  
separation;  
fluid handling.

take care of the equipment we manufacture right through its lifetime. "We offer support on performance optimisation and upgrades, but the most important thing is our employees' skills must change with the industry's changing needs."

It is through this customer-oriented approach and commitment to innovation that Anantha is steering Alfa Lava India through a competitive global market.

Through people management and expert business acumen, Anantha and Alfa Laval are continuing to deliver products that are changing the world. ■



# How to . *stay in* *the* . top job

The CEO role often has a fast turnaround so, once there, what do you need to do to stay in the top job aside from just increasing profit?

WORDS • HANNAH TATTERSALL

**R**ead any report on millennials and one thing is clear: they will comprise 75 per cent of the workforce by 2025, and they have a social conscience and want to make an impact through their employer. A Berkeley-Haas report published this year stated that millennials strongly favour businesses with transparency and a clear commitment to giving back to society, while an earlier survey by PwC found 56 per cent would consider leaving an employer that didn't have the values they expected. Acknowledging and delivering on these expectations might keep you safe in the top job.

Having a sense of purpose is a leadership quality Fergus Watts understands all too well. A millennial himself, at 31 the chief executive of marketing firm Bastion Collective runs his company guided by three core values: make each other's lives better; create world-class work that is better every time; and create and run a profitable business.

Simply increasing profit is no longer enough to create longevity for today's CEO, who is expected to be authentic, inspiring and a true leader. Watts believes it's

the job of a CEO to create an environment that gets the best out of people. At Bastion, staff are offered a six-month course in emotional intelligence to help educate them on how to ask the right questions to develop themselves, he says.

"Because when they ask the right questions, they'll work harder doing more things that are challenging, for the same money. It's not about climbing the ladder; it's about being challenged. It's that feeling that they're making a difference and they're developing. Most of the corporate world isn't giving them that."

While CEOs are still rated on fiduciary performance – Qantas chief executive Alan Joyce took home A\$14.3 million in 2016 for overseeing one of the biggest turnarounds in Australian corporate history – Joyce attributes the company's pre-tax earnings of A\$1.6 billion in August to the diversity of his management team and inclusive culture at the airline. Qantas sponsors Mardi Gras, marriage equality and the Indigenous Reconciliation Action Plan, and Joyce is a Male Champion of Change, stepping up alongside women to champion gender diversity in government





and commercial sectors. (Women run two of Qantas's businesses, including the hugely profitable Qantas Loyalty subsidiary.)

"As a gay Irishman running a national carrier, it absolutely shows the meritocracy Australia is, and that diversity generated better strategy, better risk management, better debates [and] better outcomes," he told *The Australian*.

A fellow Male Champion of Change is Tim Reed, the chief executive of MYOB who is running a number of programs to draw women into tech. Rather than targeting female graduates for its 'DevelopHer' coder program, MYOB looked for candidates who'd been out of the workforce for a while raising a family or who wanted a mid-career change. "As an important player in the tech and software industry, we felt we had a role to play in promoting diversity of talent not only within MYOB but across the broader software industry," says his general manager of people and performance Alla Keogh.

Whether it's championing diversity or promoting a more inclusive management style, finding a leadership quality that employees admire seems to be the latest thing for CEOs. It's about leaving a legacy beyond just figures, says Vivek Bhatia, the chief executive of icare, who believes that to remain relevant, CEOs should never shy away from portraying their real self at work.

"If I don't see myself as being approachable and accessible to the people I lead, then I think that I'm a very ineffective leader," says Bhatia, who overturned a culture of bullying at the government insurer, by tearing

down corner offices, abolishing the dress code, and sharing an authentic leadership blog. In two years, he significantly improved the company's Net Promoter Score and made icare a place people want to work in.

"We've got A\$32 billion of assets on our balance sheets. It's a big insurance business, but that's not what it's about; that's not why people come to work," he says. "We come to work because that's the means for us to deliver a good experience to a person who is injured. We call it the 'commercial mind, social heart', because the two need to co-exist."

Certainly, with the looming threat of automation replacing 21 per cent of Japan's workforce within the next 10 to 20 years, there's every reason for CEOs to start thinking beyond their balance sheets. "In 30 years, a robot will likely be on the cover of *Time* magazine as the best CEO," Alibaba's chairman, Jack Ma, quipped at an entrepreneurship conference in China recently.

But even without the risk of robots, effective leadership is a hot topic. A study at Philadelphia's Temple University a few years ago measured the performance of CEOs over time and found that the "optimal life span" of a CEO is just 4.8 years, after which, it concluded, chief executives tend to become less attuned to market conditions and customers.

It's a wake-up call, says Watts. "The most important characteristic of the leader of any business is that you are creating the ultimate environment for people to get whatever it is they're looking to get out of the business," he says. "That's the job of the CEO." ■



# From know-how to know-why

Elgi Equipments Limited's Managing Director  
Jairam Varadaraj has the vision to lead an  
Indian company to international competitiveness.

WORDS **DANIEL HERBORN** • IMAGES **ELGI EQUIPMENTS LIMITED**

**Y**ou could say Jairam Varadaraj wrote the book on the competitiveness of Indian businesses globally. It wouldn't be far from the truth, as he did his

dissertation on this now-hot topic while completing his PhD at the University of Michigan Business School. As Managing Director of compressor manufacturer Elgi Equipments Limited (ELGi), he continues to grapple with the challenges of globalising an Indian company as he leads it to a prominent multimarket position on the world stage.

After gaining a commerce degree and an MBA in marketing, Jairam's work on the billion-dollar question of how Indian firms could thrive in a global market led him to ELGi in 1994. He has been with the company ever since, having progressed to the managing director role in 2006.

Jairam notes that competition coming from international businesses has been a key

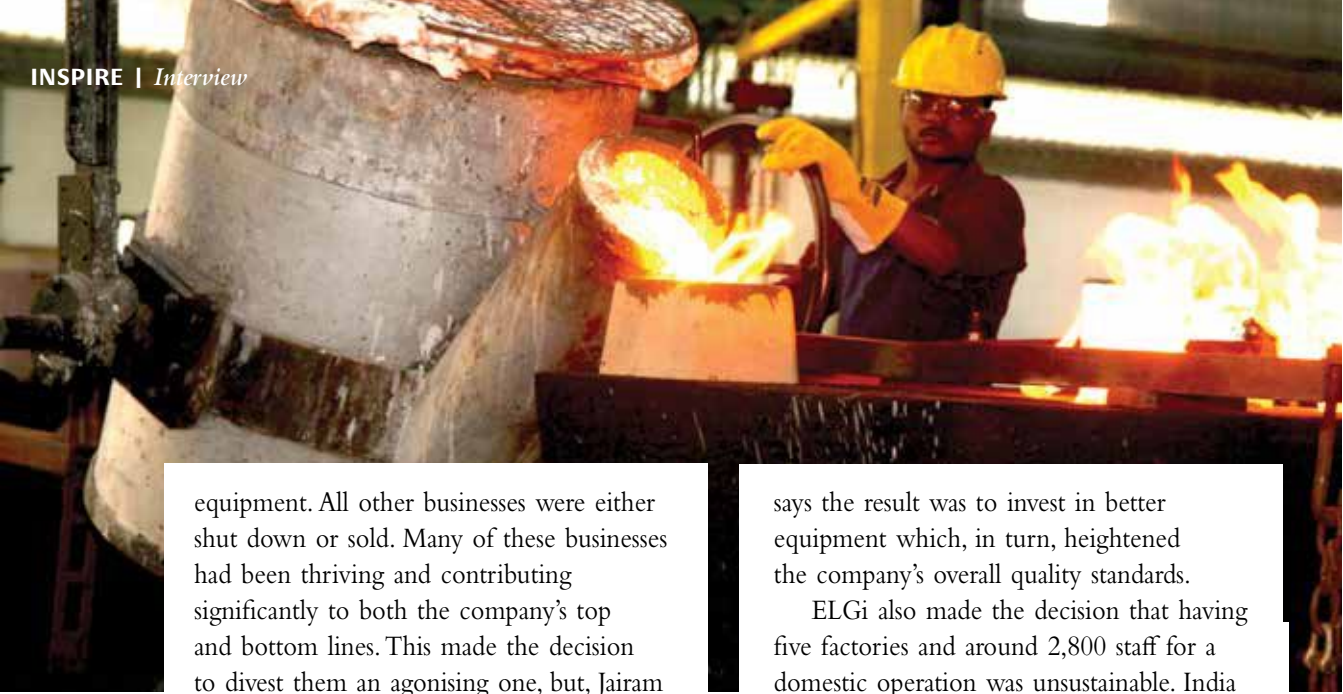
challenge in recent times. Throughout the 90s, the country embarked on a widespread and unprecedented deregulation scheme, which facilitated foreign investment, slashed previously prohibitive tariffs, and broke up public monopolies.

"India changed a lot. It opened up, and ELGi had to respond," Jairam recalls. "At that time, we had about eight or nine different portfolio products. We were operating in a well-protected market in India and we could sustain our business because of that."

"When the barriers were dismantled, we could see that the competitive intensity across all the products was increasing and we anticipated it would become even more competitive. So we had to step back and evaluate our options. What became clear was that we could no longer straddle eight or nine businesses; we had to make certain strategic choices."

The choices ELGi landed on were focusing on compressors and automotive »





equipment. All other businesses were either shut down or sold. Many of these businesses had been thriving and contributing significantly to both the company's top and bottom lines. This made the decision to divest them an agonising one, but, Jairam says, ELGi's move to specialisation has been a major contributor to its current success.

At the time, ELGi was heavily reliant on licensing from European and North American companies to build its Indian products. But this arrangement made it "a slave to technology" and many of its licensing partners began moving away from licensing to starting their own operations in India. ELGi had no choice but to completely rebuild its compressors operation if it wanted

says the result was to invest in better equipment which, in turn, heightened the company's overall quality standards.

ELGi also made the decision that having five factories and around 2,800 staff for a domestic operation was unsustainable. India made up only around three per cent of the global market for compressors at the time, so a decision was made to have a more international focus.

"To compete with all the companies that we anticipated would enter India, we had to build not just know-how but also know-why," Jairam explains. "You might get a set of drawings that tell you how to build a product; that's know-how. The know-why is knowing why the drawing has been made

in a particular way, why that particular material was chosen, why the tolerances are a certain way.

"Knowing why is foundational because it gives you the ability to build the next state-of-the-art part. Know-how only takes you so far; it only tells you how to make the current part. Developing know-why was the only way we could remain sustainable and keep up to

date on the technology side."

ELGi is now investing heavily in the know-why side of the equation, with more than 160 staff worldwide engaged in research and development. Staff are encouraged to innovate, push boundaries, and look for improvements in productivity and energy »

"We had got by with mediocre technology, processes and quality levels because we had operated in a protected market."

to be globally competitive, including developing its own technology.

The company then had to cast a critical eye on its remaining product line. "In terms of compressors, we had got by with mediocre technology, old-generation technology, processes and quality levels because we had operated in a protected market," Jairam recalls. "On the manufacturing side, our processes were quite basic and, in some cases, negative and very primitive."

Honestly assessing these shortcomings allowed ELGi to thoroughly review and rework its manufacturing processes. Jairam

*"Ever since our association with ELGi, we have been in awe of their ability to improve product performance and grow market share worldwide. We are glad to be partnering with them and wish them even greater success." – Pradeep Randhawa, Managing Director, MANIN+HUMMEL INDIA*

# L E A D E R S H I P I N F I L T R A T I O N

W E D E V E L O P F I R S T R A

T E S O L U T I O N S B I G A N D S M A L L

S O T H I N G S A L W A Y S R U N S M O O T H L Y

S O T H E W O R L D W O R K S B E C A U S E T H A T I S O U R V I S I O N O F L E A D E R S I P I N F I L T R A T I O N

“The strategy is to grow in India ... and embark on adventures to build markets outside the country.”

usage. Jairam is quick to point out that the canny decision to change focus was completely dependent on the staff buy-in. “My role has been to make certain choices in direction. The credit for executing and getting the results really belongs to the whole team. It has to be clearly stated that I’m a single cog in the wheel of what we have done so far.”

As ELGi has sought to broaden its international footprint, it has had to overcome negative connotations attached

to the ‘Made in India’ tag, Jairam says. “Being an unknown brand and carrying the ‘Made in India’ label isn’t very conducive for a consumer to take a risk on buying our product when we go into these developed markets.”

Rather than downplaying its Indian origins or neglecting the nation that still accounts for half its total sales, Jairam says, ELGi will seek to leverage its domestic success. “We will continue to protect India and grow the Indian market. India is on the cusp of great vibrancy. Fundamentally, the strategy is to grow in India, and use these resources to embark on adventures to build markets outside the country. That’s the key that is driving a lot of the processes within the organisation.”

*“We have been associated with ELGi for the past three decades. We were encouraged by ELGi to apply lean concepts in our facilities. This has led us to receive the National Award for ‘Best Lean Manufacturing Techniques’ in MSME sector.” – Rajendran, N and Jayachandran, N, Managing Partners, Bestomech Industries*

## YOUR PRODUCTS’ BEST PARTNER

### Pulleys & Precision Machined Components

We are a leading and fast-growing manufacturer of precision machined parts and transmission pulleys for national and international OEMs, catering to General Engineering Industries, Off-Road Industries, Transmission Industries, Agricultural Implements Industries and Auto Ancillary Industries.

BESTOMECH INDUSTRIES



P: +91 9842264741 +91 9843264741  
E: [bestomech@vsnl.net](mailto:bestomech@vsnl.net)  
W: [www.bestomech.com](http://www.bestomech.com)

Pulley

Transmission  
& Clutch Parts

Compressor  
Parts

Dosing Pump  
Parts



Ever the realist, Jairam says expansion into North America and Europe was initially slow. "The gestation time for a company like us is longer than that for a company with a known brand from a country with a reputation for quality," he says. ELGi has also retooled its initial strategy around growth, as customers didn't respond positively to an unknown company suddenly offering products it had not been associated with before.

With these lessons now learned and a few years of experience gained, Jairam says ELGi Equipments Limited is starting to see some traction in these developed markets. He believes the company was initially held back by difficulties in finding the right staff, and

may have also set its expectations too high.

Now it is focused on building market share through more targeted inorganic growth, particularly through the acquisition of distribution networks and assembly plants, as well as sheer hard work. "It's a matter of us sustaining and persevering through these markets; this is the challenge," he says. "It's really about doing the fundamentals of the business over and over again, without giving up or losing hope."

Jairam has full confidence that forthcoming additions to ELGi's product range will drive sustained growth. "Some of the new products are already being rolled out to the market, but we will roll out the full range over one and a half years and, at the end of that period, our products will be the best in the world. The other key initiative we're on the cusp of launching is a new technology that will fundamentally change the value proposition for customers buying a compressor." »

*"Our partnership in growth as ELGi's preferred supplier of energy-efficient solutions and technology partner for more than two decades, has constantly inspired us to challenge ourselves on innovation to support ELGi's steady transformation as a major global player. We are looking forward to working together to evolve to the next level by creating more value to end customers." – Ravichandran Purushothaman, President, Danfoss India*

Danfoss solutions **engineer a sustainable tomorrow**, by doing more with less

Danfoss engineers smarter technologies & solutions that support the world's growing need for **sustainable food supply, modern infrastructure, efficient energy utilization and better climate control** by providing application-optimized solutions that enable the world of tomorrow to do more with less.

See how tomorrow's solutions are ready today

🌐 [www.danfoss.in](http://www.danfoss.in) ✉ [Danfoss.India@danfoss.com](mailto:Danfoss.India@danfoss.com) Customer Service No: 000 800 100 9289

ENGINEERING  
TOMORROW

*Danfoss*

The overall prospects for the air-compressor market are extremely healthy, with some projections that the market will be worth US\$37 billion by 2022, an increase of 24 per cent since 2010. Compressors are necessary across a range of industries, and ELGi's wide product portfolio, with more than 400 variations, has it well-placed to offer complete compressed-air solutions and tap into this anticipated growth.

While many companies boldly announce their ambition is to become the global leader in their field, ELGi is focused on the pragmatic, though still lofty goal, of moving up a few places from its seventh ranking in terms of international compressor market share. "We have defined our aim as CK2, which stands for 'Conquer K2'. K2 is the second-tallest mountain in the world and the most difficult to climb, and that's reflective of our aspiration."

In pursuit of this goal, which would see it behind only the market leader, Atlas Copco, ELGi has made reliability a watchword. It

adheres to a non-negotiable rule of not being late on supplier payments under any circumstances. "We take that rule very seriously and review it every month, and we will not tolerate any deficiencies," says Jairam.

The company has introduced ageing for payments it owes as well as for accounts receivable, a demonstration of how seriously it takes the issue of reliability. The initiative is already showing results – more than 98 per cent of supplier payments are made on time, and the maximum delay for the remaining payments is just three days.

Despite being the kind of B2B operation that typically eschews conventional brand-building techniques, ELGi has recently reworked its visual presentation, aiming to improve its visibility. It is also investing heavily in internal training, believing Indian educational institutions are too under-resourced to provide the kind of skilled graduates it needs.

Jairam says staff remain motivated by the company's long-term project of building a



## DMW CNC SOLUTIONS INDIA PRIVATE LIMITED

- DMW was established in 1991 and has 26 years of experience in Supplying High Precision Machined Ferrous and Non-Ferrous Components.
- DMW has a world-class manufacturing facility, fully equipped with the latest high-end imported CNC Horizontal & Vertical Machining Centres and Vertical & Horizontal Turning Centres. DMW machining handles around 2000 tons of different varieties of iron, steel and aluminium castings every month. Logon to [www.dmwindia.com](http://www.dmwindia.com) for more information.
- DMW caters to Farm, Automobile, Compressor, Hydraulics, Railways, Off-Highway and Power Transmission sector customers across the world.
- Manufacturing facilities in Tamilnadu, India:
  - Perundurai
  - Coimbatore
  - Hosur



Cylinder Blocks



Cylinder Heads



Axle Housings



Gear Boxes



Transmission Cases



Compressor Housings

true multinational from its base in India.

“What that means to us is not just being able to say we do business in 150 countries or 200 countries,” Jairam explains. “For us, a multinational is a company that is completely agnostic about the competitive advantages of any specific country.”

Part of this philosophy, Jairam explains, is refusing to engage in a race to the bottom or to use cheap labour as a selling point.

“We don’t want to build a multinational that is founded on the concept of Indians being cheap. Today, if you look at almost every company in India, their competitive advantage is low labour costs. That goes against the grain of every human being’s aspiration, as every human being

comes to work to improve their standard of living, and what they earn is a big part of that.

“A company cannot sustain itself in the long-term, and, in a global context, if its entire strategy is built on something that’s completely contrary to why people come to work. “We want to find a way where we can produce a product that is competitive even while it is expensive. At a foundational level, this is what excites us.” ■

“For us, a multinational is a company that is completely agnostic about the competitive advantages of any specific country.”

*“Siemens have been supplying our high-efficiency motors to ELGi for decades. Our range of products with low life cycle costs gives them a competitive edge, and we wish them success in the world market for their compressors.”*  
– Aditya Chaturvedi, Head – Sales, Digital Factory/Process Industries and Drives, Siemens Ltd

30 years of  
Electrical Excellence

salzer®

GLOBAL PRESENCE

Switch on to the Best...



Rotary Switches



Load Break Switches



Cable Ducts



Terminal Connectors



Toroidal Transformers



Energy Saver



Salzer Electronics Limited

ISO 9001, 14001 & OHSAS 18001 CERTIFIED

Samichettipalayam, Coimbatore - 641047, India. Ph: +91 - 422 - 4233600. E-mail: salzer@salzergroup.com

www.salzergroup.com

SIEMENS  
Ingenuity for Life



Step up for tomorrow. Today.

With super premium efficiency IE4 motors you are assured the highest efficiency in induction motor technology.

Partnering with Siemens ensures that you get "True" IE4 motors with induction motor technology. Our "True" super premium efficiency IE4 motors not only offer the highest efficiency but are also capable of starting and continuously running without a VFD.

IE4 SIMOTICS SD motors – your advantages

- IE4 motors have up to 22% lower losses than IE3 motors.
- Upto 3% savings can be achieved in annual energy bill by using these motors over IE3 motors.
- Customized offerings to meet various voltage and frequency requirements of the global market.
- Simplified retrofits as IE2, IE3 and IE4 motors all have the same shaft heights.

For more information call us on 1800 209 1800

Start  
with  
IE4!

www.siemens.co.in/iv-motors



# BENGALURU:

## MAGNET FOR A NEW GENERATION

FEW CITIES REPRESENT SUCH A TURNING POINT FOR THEIR NATION AS THE BURGEONING, COSMOPOLITAN SOUTH INDIAN CITY OF BENGALURU.

WORDS • DAVID WALKER

The new India started here. The country's massive business process outsourcing effort began in Bangalore, now Bengaluru, in the 80s. Call centres came first, and then IT support, document processing, payroll services, but also coding. Most of the activities that Western nations could move to the other end of a wire, Bengaluru embraced. When start-up culture arrived in India in the 2000s, Bengaluru seized it.

Poverty remains vast: 20 per cent of the population lives in slums. But when property consultancy JLL revised its index of the world's fastest-changing cities this year, Bengaluru topped it. This is the city that made India modern.

## HISTORY AND CLIMATE

Although a temple inscription indicates Bengaluru is more than 1,000 years old, according to *The Hindu* newspaper, the official record of its founding is 1537, when Vijayanagara chieftain Kempe Gowda I built a mud fort there. It resisted the British invasion until 1799; in the 1800s, the British made it one of their biggest military centres.

One attraction for the British and Indians alike was its weather. On a plateau 900 metres above sea level, the city shelters from the worst of the monsoon rains behind the Western Ghats range. That leaves it cooler and drier than most of the nation; only in spring do temperatures regularly move into the 30s.

## AN ENGLISH LICENCE

Bengaluru is the capital of the south-west Indian state Karnataka, with its own language, Kannada, spoken by about two-thirds of residents. Hindi is common, too. But the city also boasts a high proportion of English speakers – and that helped it to become one of the first great global centres of business process outsourcing.

## BORN GLOBAL

Bengaluru's IT industry began with an outward orientation and stayed that way. India's own Infosys was founded here, as was the IT arm of Wipro. Tata Consultancy Services arrived soon after. Many of the pioneers in these firms had worked in the US before returning to Bengaluru.

Through the 80s and into the 90s the city's low-cost software workers attracted the US giants: Texas Instruments, GE, Hewlett Packard, Microsoft, Motorola, Oracle and Cisco, who mostly established facilities in the Electronics City and Whitefield areas between 1985 and 1996. But cost alone did not make Bengaluru a global IT giant: from those early days, the city's technologists provided the world with sophisticated code and other services.

## CHOKING ON GROWTH

As Bengaluru's population grew from around two million in 1980 to north of 10 million today, it sped past Chennai and Kolkata to become India's third largest city. With that came the high costs of poorly managed growth.


Once India's 'Garden City', Bengaluru has lost many of its trees and lakes to construction, traffic and contamination. Three land use experts concluded in a 2015 study that it was "gradually transforming to concrete jungle". Thousands of tanker trucks supply water to much of the city, and the groundwater they rely on is nearly tapped out. Traffic is so bad that newspapers in March reported a terrorist stuck in traffic had arrived too late to bomb his target. But there's little room to expand the road system. Untreated sewage is dumped in lakes.

Mercer put the city at 146 in its 2017 Quality of Living Ranking; its infrastructure ranked lower still.

## WHY 'BANGALORE' NO MORE?

The city's name until 2014, 'Bangalore' was an anglicisation of the city's name in the local Kannada language; 'Bengaluru' represents it more accurately.





*“Remain calm and RATIONAL  
under PRESSURE, and treat others  
with RESPECT and KINDNESS.  
If you want to MOVE your business  
FORWARD, you have to be WARM  
but also practise CANDOUR.”*



# MY *BUSINESS* RULES

We go behind the scenes with Sarah LaFleur, CEO and co-founder of fast-growing, innovative womenswear start-up MM.LaFleur.

WORDS EMMA WHEATON • IMAGES MM.LAFLEUR

Sarah LaFleur's mother used to tell her not to deny the power of costume: that it can change not only the way others think about you but also how you feel about yourself. With this in mind, and a desire to empower professional women with stylish luxury-quality workwear, Sarah left her finance career and, in 2013, joined forces with former Zac Posen head designer Miyako Nakamura and COO Narie Foster to create MM.LaFleur.

Initially launching as an ecommerce site, MM.LaFleur evolved to pioneer a unique offering in the womenswear space: a personally styled and curated 'bento box' of beautifully designed wardrobe staples for the professional woman. This innovation is complemented by a host of pop-up shops around the US and newly opened physical stores in New York City and Washington DC.

Bold, detail-oriented and super smart, Sarah is a Harvard graduate steering the clever clothing brand and styling service on a fast track to further growth. Here she shares the business rules that have framed MM.LaFleur's success.

## **RULE ONE**

### ***Practise kizukai***

I'm half Japanese and our creative director, Miyako, is also Japanese, so we were familiar with the concept of *kizukai*, which is commonplace in Japan. The closest meaning in English is empathy, but it's empathy translated into action. It's not enough for you to recognise that someone looks thirsty, and to empathise by saying, "Oh, their throat must be parched."

The *kizukai* version of this would be you noticing that they're thirsty and getting them a glass of water before they ask for it. It's about anticipating and respecting the feelings of others, and thinking about how you can make that person's day. I encourage this with team members, but also with customers. That's what amazing customer service feels like; you didn't even know you needed it, but it magically appears in front of you. »



From left: Miyako Nakamura, Creative Director and Co-Founder; Sarah LaFleur, Founder and CEO; and Narie Foster, COO and Co-Founder.

## RULE FOUR

### *Be a maths person*

This is very important to me. I'm a former management consultant and I have worked in finance, so I liked numbers to begin with. The most important thing is that they don't lie. Often, in the very early days, my VC investors couldn't understand what we were doing, but as our sales grew and our profitability increased, the numbers told the story for us. If you can focus on the numbers and derive insight from them, it will do wonders. When it comes to running a business, make sure you are supplementing your gut instinct with cold, hard facts.



## RULE TWO

### *Nothing above you, nothing below*

This resonates the most with me, and will probably also do so with many other founding CEOs. Usually, when you start a business you're doing some of the most unglamorous tasks, which often changes as the

company grows. There should be no sense of entitlement, whatever role you're in. You could spend the morning mapping out a game-changing strategy and then take out the garbage in the afternoon. You need to be able to do the work yourself before you assign it to someone else. That's 'nothing below you'.

Nothing above you: I'm 33 and I have 250 employees at MM.LaFleur and, typically, I shouldn't be in this CEO role – but I made the active decision to stretch myself into it. That's an ethos that we want everyone in the company to carry, no matter what position they're in.

## RULE THREE

### *Find your superpower*

I believe in finding everyone's strength. As a start-up, we have the luxury of ever-expanding opportunities, which gives us a lot of flexibility to find hidden talents and help people identify areas where they shine and feel passionate. When I was in management consulting, I would be given a review every two weeks and would have 20 areas to improve on. I felt like I was always trying to become better at all the things I was bad at. But I realised if I wanted to compete, I needed to play to my strengths; and if it's something that I'm bad at, no matter how good I get at it, I'm probably only going to be average, at best. So why focus on that?

## RULE FIVE

### *Be a renegade*

Disregard the rules, defy expectations – who cares how everyone else does it? Everyone in the VC and start-up industry, especially in America, is curious about what everyone else is doing, and I'm saying that doesn't really matter.

I realised early in my career that execution matters, as does being different: standing out from the crowd. We often say in our company that if someone else is doing it, then don't do it. If it's something that no-one else has done before then, excellent, untether your creativity, take risks and encourage others to riff along with you, no matter how crazy your idea may seem.

The way you stand out, and the way you minimise your marketing costs, is by coming up with something unheard of that makes people take notice, which is what we did when we created Bento Box.

## RULE SIX

### *Be kind and direct*

Remain calm and rational under pressure, and treat others with respect and kindness. This doesn't mean you must be warm and fuzzy all the time. Frankness is often the kindest thing you can do for another person; be direct and honest with your feedback. If you want to move your business forward, you have to be warm but also practise candour.

## RULE SEVEN

### *Start with yes*

If you've ever seen or done improv comedy, you will know that the first rule is that you always have to say 'Yes, and'; you can't say 'No.' I believe you have to start from a place of yes, in support of your co-workers' ideas no matter how crazy they might seem. And that is often where our best ideas have come from, when we've said, 'Yes' – it fuels our innovation. ■

THE GLOBAL LOCATIONS YOU  
WANT TO BE DOING BUSINESS IN.

– TOP 10 TECH HUBS, P38



# INNOVATE



# TOP 10 TECH HUBS

MOVE OVER SILICON VALLEY, THESE ARE THE MOST HIGHLY PRIZED TECH HUBS GLOBALLY IN 2017, AND THE COST PER SQUARE FOOT OF OFFICE SPACE.



1.

SHOREDITCH, LONDON  
US\$90.75



2.

MID-MARKET,  
SAN FRANCISCO  
US\$77.00



3.

DOCKLANDS,  
DUBLIN  
US\$76.30



4.

BANGKOK,  
THAILAND  
US\$74.25



1ST, 2ND AND  
9TH DISTRICTS, PARIS  
US\$74.00

5.

6.

SEAPORT DISTRICT,  
BOSTON  
US\$72.00



7.

PLAYA VISTA,  
LOS ANGELES  
US\$62.00



8.

BROOKLYN,  
NEW YORK CITY  
US\$56.05



9.

ZHONGGUANCUN, BEIJING  
US\$55.00

10.

NOMA, WASHINGTON DC  
US\$51.25





# 1.1 BILLION

The number of people globally who will acquire a mobile phone for the first time between 2014 and 2020 according to the 'OECD Science, Technology and Innovation Outlook 2016' report.



## Pack'n'paddle

The Topo Designs x Oru Beach LT kayak is a modern adventurer's take on the ancient art of origami. Designed with travel in mind, the lightweight, sturdy and durable kayak folds up into a small carry pack that easily fits in the back of the car or even as check-in luggage on your next holiday into the wild.

[topodesigns.com](http://topodesigns.com)



**"INNOVATION IN TODAY'S DISRUPTIVE ECONOMY CAN COME FROM ANYONE AND ANYWHERE – INSIDE AND OUTSIDE ANY ENTERPRISE."**

– ALEX GORYACHEV, CISCO'S SENIOR DIRECTOR, INNOVATION, STRATEGY & PROGRAMS

## Leaders in Technology Distribution, Consolidation & Kitting

Elektronika, established in 1979 is one of the largest electronic component distributors in India, specialised in catering to the automotive industry amongst various other industry segments.

We are authorised distributors of 76 global lines with a wide presence across India and a large warehouse space of 40,000 square feet.



# Cleaner *to* CEO

Sabu Jacob hasn't forgotten his earliest job as a cleaner as he helms a clothing industry giant.

WORDS **DANIEL HERBORN** • IMAGES **KITEX GARMENT GROUP**

**S**abu Jacob, CEO and Managing Director of Kitex Garments, is today the head of the second-largest manufacturer of infants' clothes in the world, but his first foray into the workforce was in a much humbler role. "My career started when I was 13 and my father took me to clean the workers' toilets in our aluminium factory," he recalls. "I worked there for almost 14 months. Then he promoted me to sweeping the floor of the factory."

Sabu's father, industrialist MC Jacob, later elevated him to other roles during the company's construction of factories, and the young Sabu spent a couple of years mixing concrete and plastering, then installing and commissioning machines. He then gained responsibility for one weaving machine and worked his way up to overseeing eight. After a detour to the shipping department, he returned to the loom as an assistant weaving master, then as weaving master, and finally as director.

Armed with this experience, Sabu struck out and started his own company, Kitex Garments, in 1992. Working at different stations throughout his father's companies gave him firsthand experience of the manufacturing process, and it showed him the importance of comfortable working conditions. "I saw the problems and pain in every job," says Sabu.

When he set up his own factory, which provides accommodation and meals for its employees, Sabu's appreciation of these pain points was front of mind. "I was very concerned about the workers and their welfare. That's why I made it a centrally air-conditioned factory. I placed a lot of importance on getting everything right – their dormitories, their kitchen, their food."

Sabu says other industry players initially thought the expenditure on workers' living quarters was pointless. "People said it was big foolish," Sabu recalls. "But now the situation has changed and all my competitors are copying us. They are constructing hostels, »





adding more facilities. It's become necessary."

The initial investment in workers' conditions has paid off in a number of different ways. "A lot of our competitors are facing very big problems, whereas my workers are very stable and want to work as much as possible."

"My competitors are facing workforce shortages, while my factory is in a very comfortable position and more and more people want to stick around. It has all changed now: unless you offer a good dormitory and good food, people will not stick with your factory."

"My efficiency is around 30 per cent more than the global efficiency in this sector. That is because my people are getting full

rest, getting very good, healthy food. The next day, they come back to work with full energy, they're fresh, and they can concentrate on their work."

Sabu completed an economics degree at the University of Kerala, but found that on-the-job learning was more formative. "More than my studies at college, I got a better education from my father," he says. "I got practical experience; I learned the reality of life. That was exactly what he wanted me to learn. That's why he put me through the very worst job and slowly let me progress into different areas. Basically, he made me a human being." Before opening his factory, Sabu says, he

"More than my studies at college, I got a better education from my father."

We have over 95 years of experience as a leading partner for the global textile industry. We provide specialty chemistry and application know-how for customized solutions. We are committed to a sustainable future.

**RUDOLF  
GROUP**

**RUDOLF GROUP - Better chemistry**

[www.rudolf-group.com](http://www.rudolf-group.com)



RUDOLF GmbH  
Alt Vaterstraße 58-64  
82538 Geretsried  
Germany

Fon + 49 8171 / 53 - 0  
Fax + 49 81 71 / 53 191  
E-Mail [info@rudolf.de](mailto:info@rudolf.de)  
[www.rudolf-group.com](http://www.rudolf-group.com)

Quality makes friends!  
For many years RUDOLF has been engaged in a successful partnership with KITEX GARMENTS LTD.







put extensive efforts into developing a deep knowledge of garment production.

“I toured a few factories in Tiruppur, the knitwear hub of India; then on to Chennai, Bangalore and Delhi, where I visited 18 different factories – woven, knit, different product manufacturers.”

He found that many textile factories were operating well below capacity. “When I was in Tiruppur, people were only making knits; in Bangalore, people were only making woven, and so on. Some of the factories died after summer because they were only making summer dresses; they were very much affected by seasonal changes and would have to shut down in winter.

“So that inspired me to design a factory that could produce both knits and wovens and all kinds of specialties. I made sure my factory could cater for all seasons.”

Today, Kitex Garments is 100 per cent export based, with a client list including Walmart, Amazon, Target, Toys’R’Us, Gerber, Carters, The Childrens Place, Sam’s Club and Mothercare. “Getting those kinds of clients initially was very difficult,” Sabu remembers. “It’s challenging in the garment business to get any business, but getting those good clients, that is extremely important.”

He says that the mass-production capacity of his factory was a major competitive advantage as smaller competitors struggled with production setbacks. Kitex’s unwavering commitment to maintaining high levels of

safety compliance was also a useful point of difference.

In the early years of the company, Sabu says, it was difficult to attract potential buyers to Kerala, which had not traditionally been home to the garment industry. Finally, in 2000, a buyer from Gerber Childrenswear, an American company with an international retail network, was enticed to visit. “He had heard good things about our factory and wanted to utilise that.” Impressed by the factory and its adjacent living quarters, the buyer placed a US\$5,000 order, a massive boost for Kitex at the time. Gerber remains Kitex Garments’ biggest customer.

Another driver of growth was finding a niche. Sabu made the canny strategic decision to focus on the recession-proof market segment of infants’ garments. While the early twenty-first century was a lean time for many clothing manufacturers, the infants’ section of Kitex Garments remained resilient even as its women’s and men’s products suffered a downturn.

“I found that with infants zero to 24 months, parents will compromise on their own costs, but they won’t compromise for their children. It’s a very precious time for »





the mother and father. I realised this was a good business opportunity, and from that day I started concentrating on infants. By 2005, we had become a 100 per cent infant-specialised factory.”

Sabu says there are many safety considerations that come with producing clothes for infants. “It is a very particular age, when a baby cannot recognise anything. A baby can bite any part of the garment: the zipper, buttons, labels, anything, and that could cause serious injury or even death.”

This is another area where Kitex Garments’ refusal to cut corners has paid off. “In 2000, when I started with infants clothing, there were not many safety restrictions. But now it has become a serious issue and buyers are looking for factories they can trust. There are few factories that offer mass production and meet all the safety and compliance requirements. Now we don’t have any problem getting good clients.”

Currently the second-largest producer of infant clothing in the world, Kitex Garments is determined to move into the number one spot. Part of its strategy to achieve this continuing growth is Little Star, its own clothing label that recently launched in the giant US market.

Sabu says Kitex carefully identified an underserved niche for its label. “We decided that this was going to be a totally different product, and we found that organic, in this age group, is very important, especially to the mums. A lot of the other mass manufacturers don’t offer any organic products. Then there

are some organic producers, but they are very small. So we decided Little Star would be an all-organic brand.”

The new label went on sale in 2016 and Sabu says early results have been extremely positive. “We expected it to be a little tough, but now we’re finding it very easy to get to market. By 2020, we think it will be recognised across the US.”

As Sabu drives Kitex Garments to even greater heights, he remains determined to continue giving back to the rank and file workers at his factory, as well as providing growth in the broader Kerala community.

In 2012, Sabu and elder brother Bobby (Managing Director at Anna Aluminium) started Twenty20 Kizhakkambalam, a not-for-profit named after the popular cricket format. “We thought: ‘Okay, we’ve grown and the factory is going to be number one in the world. We should benefit the community at the same time.’”

India is divided into 272,000 panchayats, and Twenty20 Kizhakkambalam is aiming to turn the local panchayat into the nation’s best by 2020. To this end, it is investing in food security, healthcare, drinking water, housing, sanitation, education, agriculture, infrastructure development, and information technology. So far it has constructed more than 700 houses locally and is aiming to build another 350 this year.

This commitment to social responsibility can be traced back to the lessons Sabu’s father imparted when giving him a start at the lowest rung of his company. “My father always used to tell us that when the business grows, the community should also grow. That was his mission and vision. He passed away in 2011, but my brother and I decided his vision should be realised.” ■



Detlef Fischer, Managing Director



# “We sure know textiles”

The passionate credo of the Swiss textile chemistry company Textilcolor AG

The modern, sustainable Swiss chemical company Textilcolor AG is focused on individual customer care and the development, production and distribution of innovative textile additives, textile dyes, pigments and optical brighteners. Passionately, competently and reliably, the high-tech company pursues its credo “We sure know textiles” and supports customers all over the world with its top-quality products and outstanding delivery service.

The Swiss high-tech company Textilcolor AG (Sevelen) was established in 1978. This longstanding company has steadily developed into what it is today: A flagship SME with around 80 highly-qualified employees, concentrating on innovative top-quality products. Its product range extends from specialised chemicals for the textile industry to dyes and pigments.

## COMPREHENSIVE BACKWARDS VERTICAL INTEGRATION

Textilcolor is proud of its soundly based technical expertise in the development and manufacture of textile additives, textile dyes, pigments and optical brighteners. “I see the enormous potential of Textilcolor in the comprehensive backwards vertical integration of the synthesis and manufacture of textile additives,” declares Managing Director Detlef Fischer. With its mastery of numerous syntheses in the field of textile additives production, Textilcolor can draw on a huge product portfolio.

As a result, we are in the privileged position of being able to attend specifically to individual customer requirements, allowing us to stand out from our competitors. Textilcolor is extraordinarily proud to its support Indian partners, in particular KiteX Garments Limited, in their drive to enhance productivity with top-quality production. Textilcolor looks after its customers around the world flexibly, speedily and creatively with excellent products.

## INDIVIDUAL CUSTOMER CARE

A particularly important factor for our high-tech operation is our relationship with our customers. As an SME with a streamlined structure, we are constantly aware of the needs of the market and can respond quickly and in close cooperation with our customers.

Customers become long-term partners. Thanks to our individual engagement with our customers, we are familiar with their needs in respect of the textiles production process, and manufacture products specifically geared to their requirements, providing creative solutions for the challenges of the future.

As a bluesign® system partner, Textilcolor is a global partner for the textile industry. The “made in Switzerland” products all meet the most stringent environmental standards and sustainably enhance the production process. They help the customer to both preserve the environment and reduce production costs. ■

# *An* OPEN *heart*

One of India's most revered heart surgeons, Dr Devi Shetty, discusses what motivated him to make health care more affordable.

WORDS **SHARON MASIGE** • IMAGES **ARINDOM CHOWDHURY**

**I**n 1967, when Dr Devi Shetty was in fifth standard, he learned of Dr Christian Barnard, the South African who conducted the world's first heart transplant. "Our teacher came and announced that somebody took out the heart from a dead body and put it in someone with a heart problem and the man walked out of the hospital," Devi recalls. "That's the day I decided I would become a heart surgeon."

Devi trained in cardiac surgery at West Midlands cardiothoracic rotation program before working at Guy's Hospital in London. After returning from London, he began his career at the BM Birla Heart Research Centre in Kolkata, where he was given a case of a nine-day-old baby with a congenital heart problem. This became the first neonatal heart surgery in India. Since then, Devi has conducted more than 15,000 heart surgeries – 4,000 of these on children – and has gained high acclaim for his services in the medical field. »







## Envision More Possibilities

We believe that clinical expertise is at the heart of healthcare. It is the knowledge, skills and experience of medical professionals that are key to advancing innovation. Mindray works hand-in-hand with clinicians, to ensure our solutions are truly intelligent, relevant and accessible, so we can always put the patient before the equipment. We share our clinical expertise worldwide, to envision more possibilities in healthcare.



**A7**  
Anesthesia Workstation



**BeneVision N22**  
Patient Monitor



**HyLED 9 Series**  
Surgical Lights



**HyBase 8300/8500**  
Operating Table

One of Devi's most humbling experiences was serving as Mother Teresa's personal physician for five years. "Her compassionate care impacted me a lot," he says.

"Her words that inspired me were, 'Hands that serve are holier than the lips that pray.' It was like a providential direction that led me to look at healthcare delivery from a totally different perspective."

Devi has been lauded for his unique approach to health care after establishing Narayana Hrudayalaya (Narayana Health) in Bengaluru, which prides itself on its affordability. "When I returned from England with all the enthusiasm and excitement to change the world, reality struck," Devi says. "I realised it was pointless to boast about modern developments in heart care or cancer treatment if 90 per cent of India cannot afford those treatments. Patients who had committed to undergo surgery would not turn up, and when I worked back to know the reason, affordability came up as a major issue. This changed my entire future strategy."

Devi says charity is not scalable and there are limits for even billionaires to donate; however, scalability is possible via sound business practices that can deliver affordable healthcare. This idea spearheaded the

development of Narayana, and its affordability was complemented by Devi's Yeshaswini Health Insurance Scheme which, for only 18 rupees, covers poor farmers for more than 800 types of surgical treatments. Devi was also able to convince the then Karnataka government to adopt the scheme.

"Today, after a little over a decade, we can look back with satisfaction to see more than one million different types of surgeries performed on the needy, rural and poor, with over 100,000 of them being cardiac surgeries. It is also a tribute to our philosophy that no patient is denied treatment due to lack of resources to fund surgeries and treatments," Devi says.

"No patient is denied treatment due to lack of resources."

*"We adopt advanced technologies and transform them into accessible solutions, bringing healthcare within reach. We value the faith Narayana Health has in Mindray's solutions. With an established global network, we share our clinical expertise to envision more possibilities in healthcare." – M Suresh Babu, Director – Patient Monitoring Life Support and Service, Mindray Medical India Pvt. Ltd.*

Devi Shetty has been described as the 'Henry Ford of heart surgeries' due to the assembly-line style in which doctors move from one operation to the next in his hospitals.

While the insurance scheme was replicated in Andhra Pradesh and Tamil Nadu, none has been as resilient as Yeshaswini. "We have been fairly successful in making healthcare affordable, but the challenge is huge for a 1.25 billion population and we still have a long way to go," he says.

Although Narayana Health initially specialised in cardiac care, it has grown to incorporate several other practices such as neurosciences, oncology, nephrology, obstetrics and gynaecology, paediatrics and orthopaedics. Its facilities have expanded to the north and western parts of India, with a base in the Cayman Islands and soon-to-be established centres in Africa.

Devi believes healthcare will drive the economy of the twenty-first century. "At US\$8 trillion, healthcare is poised to become one of the world's leading industries, overtaking food and agriculture."

He adds that with the largest youth population in the world, India has an opportunity to contribute to global health care. "If Cuba can produce six times more doctors than it requires, sending 45,000 of them to Latin America and Africa to earn US\$8.2 billion of precious foreign exchange, imagine our advantage," he observes.

"With few policy changes in medical education and minimal investment, we can convert 600 district hospitals into medical colleges and produce enough doctors, nurses, hospital administrators, paramedics and technicians. Unlike the software industry where we end up supplying white collar labour to the West and allowing them to prosper, we have an opportunity to send our skilled health workers abroad to manage global healthcare." ■



# ROBOTS



GAME ON. WORDS • STEPHEN CORBY

## STATE OF WORLD DOMINATION

**ROBOTS:** Scarily, no-one knows exactly how many robots there are on planet Earth, or whether to include those robotised vacuum cleaners on the list. But the general consensus is that there were more than 1.5 million operational worldwide in 2015, and the people at *Robotics and Automation News* predict that there will be 2.6 million up and running by 2019.

**HUMANS:** There are 7.5 billion humans on the planet, and counting, so we've got them well-covered for numbers.

## THEY COME OVER HERE, STEAL ALL OUR JOBS

**ROBOTS:** According to data from the International Federation of Robotics, over the past decade, the number of global industrial robots has grown 72 per cent, while the number of US manufacturing jobs has fallen 16 per cent. They're coming for you.

**HUMANS:** Sure, the heavy and dangerous work that humans used to do in places like motor-vehicle production lines have been taken by robots, but humans can carry out highly complex tasks that are well beyond robots. Can't they?

## WHO'S MORE LIKELY TO GET A JOB AT AMAZON, WHEN IT FINALLY TAKES OVER THE WORLD?

**ROBOTS:** The global giant already has more than 15,000 Kiva robots on the no-payroll, after buying the company that makes them, for US\$775 million in 2012. The droids work in Amazon's fulfilment centres, look like small bumper cars and can carry shelves that stand three or four metres tall and weigh up to 340 kilograms. They're also fast. And tireless.

**HUMANS:** Yes, humans might have jobs at Amazon for now, but for how long? The company's proposed new supermarkets, Amazon Go stores, feature almost no human employees and the company is also investing heavily in autonomous trucks to move its merchandise. If you're good at inventing, or maintaining robots, you might get a look in.

## YES, BUT CAN THEY COOK?

**ROBOTS:** A new multi-tasking robot from Momentum Machines can produce, from scratch, a gourmet hamburger in 10 seconds, leading to predictions it could soon replace the entire kitchen crew at McDonald's and other fast-food 'restaurants'.

**HUMANS:** Humans can waste their lives flipping burgers, but they are also capable of creating fine cuisine, and coming up with new ways to make food desirable. Like *MasterChef*.



# S HUMANS

## I THINK, THEREFORE I AM: A ROBOT?

**ROBOTS:** Famously good at repetitive tasks, robots are now taking the next step. One clever machine created by Universal Robots not only grabs things, paints them, screws them or glues them together and moves them, it is also smart enough to build new parts for itself as they start to wear out or break from being used 24 hours a day, seven days a week.

**HUMANS:** Yes, but we invented tools, and worked out how to use them. And no other creature does that, except some birds. And monkeys. Who were smart enough not to invent robots.

## HERE TO HELP

**ROBOTS:** Robots, of course, are only made to serve humans and make our lives easier. In Japan, where they really love robots, there's even a hotel entirely staffed by bots (as opposed to just feeling that way in the case of human-run hotels). Japanese car giants like Toyota have been working on home-help robots for years now, because they see them as being able to help with the huge burden of care for older residents as the country's population ages rapidly.

**HUMANS:** We're willing to help older humans too. But only if they're willing to pay for it.

## WORK CONDITIONS AND DEMANDS

**ROBOTS:** Robots can, and will, work every hour of every day of forever. They will also do, without complaining, repetitive tasks so boring they would melt the brains of the average human being. In fact, they never complain about anything. Or ask for holidays. Or sick pay. Or pay at all.

**HUMANS:** Humans not only want holidays, and shorter working days, and better health benefits, and free tea in the staff room, and dental, and to be praised and promoted, but they're constantly asking for money, and more of it. Let's face it, we're a bad investment.

## WHO'S SEXIER?

**ROBOTS:** You might think the notorious "oldest profession in the world" would be safe from robots, but think again. Sex robots are coming and, much like the way porn drove the rapid growth of the internet, sex-bots could also change the world. Abyss Creations is already working on a sex doll with 'Realbotix' software.

**HUMANS:** Humans, with our warm flesh and blood bodies, are definitely the superior creatures when it comes to attractiveness. We're better dancers, too. At least for now... ■



“To bring a waterless solution to one of the most water-starved countries in the world is hugely important, and we are very proud of that.”





# A *waterless* solution

A sustainable and hygienic India is Himanshu Jain's vision.

WORDS **JOE MCDONOUGH** • IMAGES **DIVERSEY**

**H**imanshu Jain deflects the credit. He says it's his job to generate ideas that will help his company prosper, and in turn benefit India. But there's no underselling his feat. The President of Diversey APAC is the architect behind a urinal system transformation that is drastically improving hygiene and sustainability in the subcontinent.

The invention is called Flush-Me-Not! It's a waterless urinal end-to-end solution that Himanshu and his Diversey Care team (a division of Sealed Air before it was sold to Bain Capital as Diversey) devised and recently rolled out at one of India's busiest airports. "At Mumbai Airport [Chhatrapati Shivaji International] we've converted 400 men's urinals to waterless," he explains. "We use a bacterial enzymatic cleaner, along with a specially designed urinal screen, and the urinals only need one water flush a day. It typically gives you savings of 15,000–25,000 litres of water per year per unit, which means a total of 10 million litres is being saved at one airport alone. That figure rises to 1.2 billion for the year when we include all our customers, and we expect it to jump to two billion this year.

"To bring a waterless solution to one of the most water-starved countries in the world is hugely important, and we are very proud of that," he gushes. Sealed Air even picked up the prestigious Porter Prize, which celebrates strategic acumen in Indian companies, largely due to the cutting-edge innovation. »

# Classy Containers

plastic packaging solution providers

An ISO 9001:2015 certified company

Classy Containers is committed to enhancing customer satisfaction by supplying high-quality, innovative, rigid plastic products and services at the best cost and using the latest technology.



W: [www.classycontainers.com](http://www.classycontainers.com)  
P: 022 67660000

**CLASSY  
KONTAINERS**



On top of the water savings, the cleaning solution also eliminates odour. Considering that the previous method was to mask bathroom stench with essential oils like lavender and lemongrass, it is a noticeable advancement. “At the end of the day, we are a technology company, but not a technology company in an iPhone way; we are dealing with urinals, so that makes us a mundane technology company. But we’re still using technology to make our customers’ lives easier,” Himanshu says.

“What we’re trying to do in this part of the world is transform the cleaning and hygiene industry. We’re bringing in the concept that cleaning and hygiene is a scientific process rather than a chore. It’s more about disease prevention than dirt removal. “I mean, male and female cleaners may have smaller earnings than in other professions, but there’s absolutely no reason for their dignity to be any lower than anyone else’s. If you ask me, their job is no less important than that of a doctor, because a doctor cures you when you are sick, and cleaners prevent illness in the first place.”

Himanshu is so determined to alter the perception of janitorial work that he’s established a program called Garima – Diversey School of Hygiene [*garima* is the Hindi word for dignity]. “We are trying to bring about a societal change through this program. For too long, cleaners have been seen generally as nameless, faceless people,” he says. “So we are trying to give them training

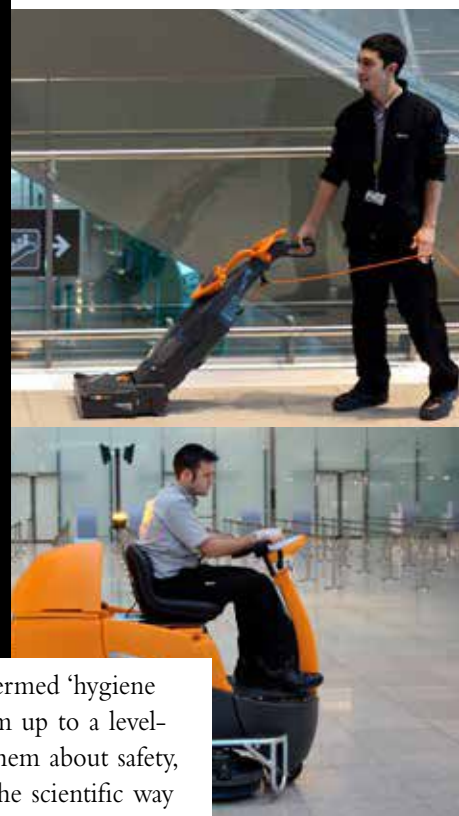
“We are trying to bring about a societal change through this program [Garima – Diversey School of Hygiene].”

to become what we have termed ‘hygiene technicians’. We certify them up to a level-three technician, teaching them about safety, simple chemistry, basically the scientific way of cleaning. The program has only been running for a year and we have already trained 2,500 people. The best part is that everybody who completes the Garima program is guaranteed job security.”

Another of the company’s initiatives that creates employment opportunities and improves hygiene is Soap for Hope. Basically, the used soap bars in hotels are recycled by community groups using technology and equipment supplied by Diversey. It effectively puts soap in the hands of kids from disadvantaged sections of society, the demographic that Himanshu believes will be key to delivering societal change.

And that’s how Diversey will unlock its enormous potential in India. “With a population of 1.3 billion, our per capita consumption of professional cleaning products is very, very small – it’s about one-tenth of the global. That’s why, if we can overhaul the country’s attitude to cleaning and hygiene, we are well-placed for a sustainably strong journey.” ■

*“Working with Sealed Air is a pleasure and a great partnership for us. Their approach is very professional. Their MD, Himanshu Jain, is a farsighted person with a warrior spirit. Under his leadership, the company’s performance will reach many milestones.”*  
– Dhruvan Gandhi, Director, Classy Containers





# Your shorter route to the **gas age**

**COMBINED  
POWER PLANT AND  
LNG INFRASTRUCTURE**

**REDUCE RISK BY  
GUARANTEED PRICE,  
DELIVERY AND  
PERFORMANCE**

**INCREASE REVENUES  
BY SHORTENING  
PROJECT DEVELOPMENT  
AND EPC LEAD TIME**

**WE TURN PROJECT  
IDEAS INTO  
REALITY**

**REDUCE COSTS BY  
ADEQUATE &  
STANDARDIZED  
SOLUTIONS**

## **FROM IDEA TO SUCCESSFUL OPERATION**

As a forerunner in gas and multi-fuel engines, fuel systems, technology and services, Wärtsilä participates in the global shift to gas also with LNG infrastructure projects. We focus especially on developing the small-scale LNG value chain together with our customers, offering technology both for liquefaction and regasification.

**Read more at [www.wartsila.com](http://www.wartsila.com)**



# Reaching the SUMMIT

With a quickly expanding market, Bangladesh's Summit Power is well-placed to capitalise on its forthcoming stock market listing.

**WORDS • DANIEL HERBORN**

**B**angladesh's Summit Power is poised to enter the next chapter of a story that has been one of sustained growth as it prepares to list on the Singapore stock exchange (SGX) by 2018. Under Director Ayesha Aziz Khan, it has achieved a market share of 11.5 per cent in Bangladesh and sees the SGX listing as key to further growth. "An SGX listing offers access to mature infrastructure, capital and resources, and provides us with access to business opportunities in South East Asia," says Ayesha.

Summit Power established its first plant in Bangladesh in 1998, which was also the first power plant by an independent power producer in the country. That footprint has already grown to 15 plants and a collective generating capacity of over 1,500 megawatts – and it has plans in place to further boost this capacity to 2,500MW by 2020. Summit has now established a holding company in SGX to enable its stock market listing.

*"Summit Group is regarded as one of the most reliable and efficient power producers in Bangladesh. We have a longstanding relationship with them and we are extremely happy to be their preferred technology partner in several recent projects."* – Sushil Purohit, Vice President – Middle East & Asia, Wärtsilä Corporation, Energy Solutions

The company is seeking to raise at least US\$1 billion from the listing. This new capital will facilitate expansion both in Bangladesh and in new territories, potentially including Indonesia, Myanmar, Sri Lanka, Pakistan and Nepal. Through this move, Summit hopes to tap into a predicted major upturn in spending on infrastructure development in the region.

The Asian Development Bank has forecast that at least US\$1.7 trillion in investment each year until 2030 is needed to continue growth momentum in the region. This is more than double the previous amount the bank estimated was necessary; the demands of climate change migration in particular have seen this cost rise sharply.

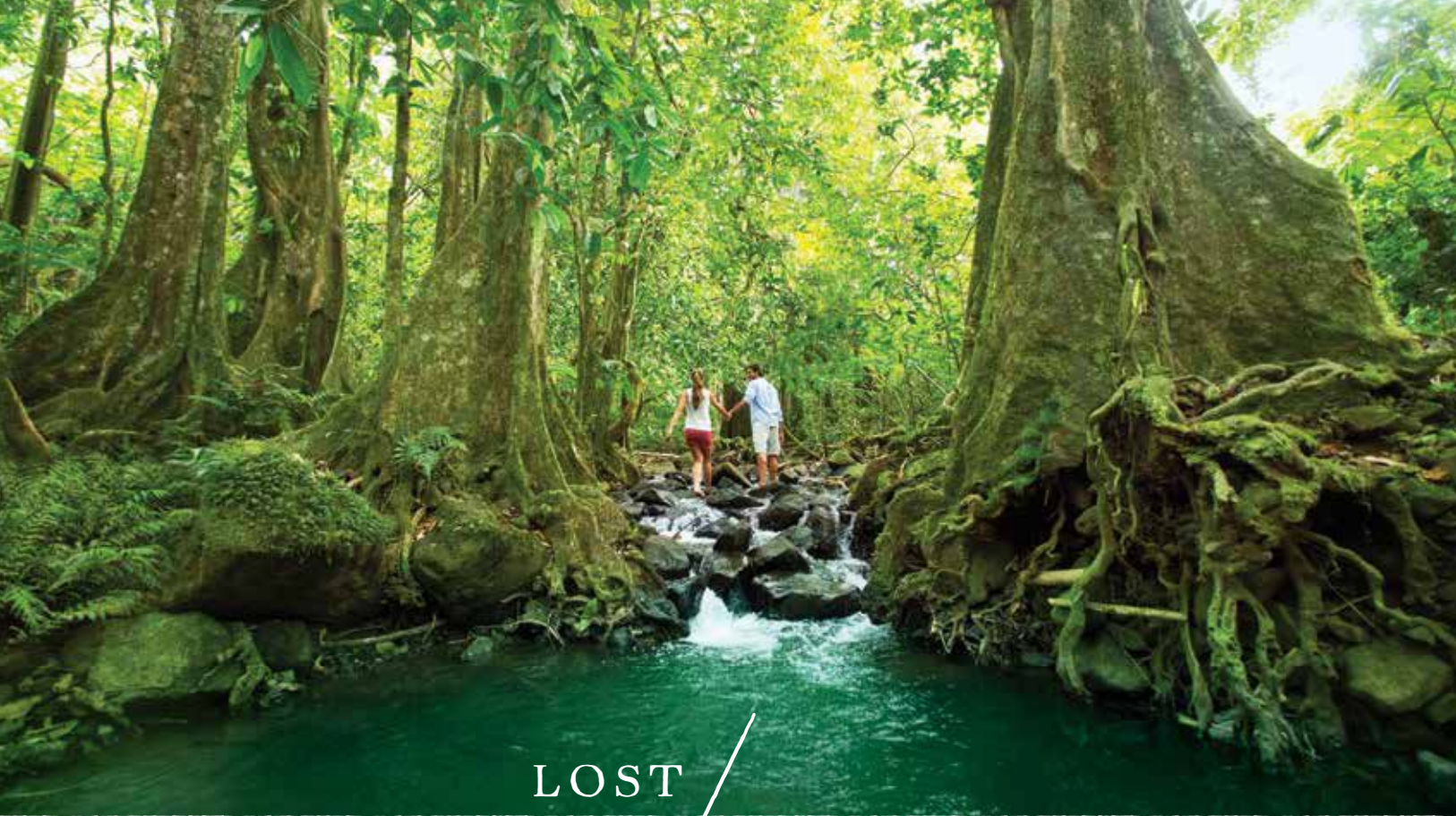
It is expected that some US\$14.7 trillion of this investment will be in power generation. Industry observers have predicted at least US\$10 billion of this will be spent in Bangladesh alone before 2025.

Bangladesh is one of Asia's fastest-growing economies, yet electricity consumption per capita remains relatively low. There is significant scope for growth in the sector as at least 20 per cent of the population does not have access to the electricity grid, a percentage that rises even higher in rural areas. The Bangladesh Government has invested heavily in the utilities sector and is aiming to ensure that the entire population has grid access by 2021.

Summit Power had previously obtained the largest direct loan ever given to a Bangladeshi private sector project when it received US\$210 million in finance from the Asian Development Bank, the International Finance Corporation, and Islamic Development Bank to complete a 341MW power plant in Habiganj. This project later received the Best Power Generation Project award during National Power Week 2015.

Summit Power believes it has already reached its ceiling in terms of how much investment it can raise domestically. "We have outgrown Bangladesh's capital market," Ayesha recently told the media. "The investor base in Singapore understands emerging markets and infrastructure very well." With the Habiganj plant already performing above expectations in terms of both power production and energy efficiency, the future for Summit Power looks bright. ■





LOST

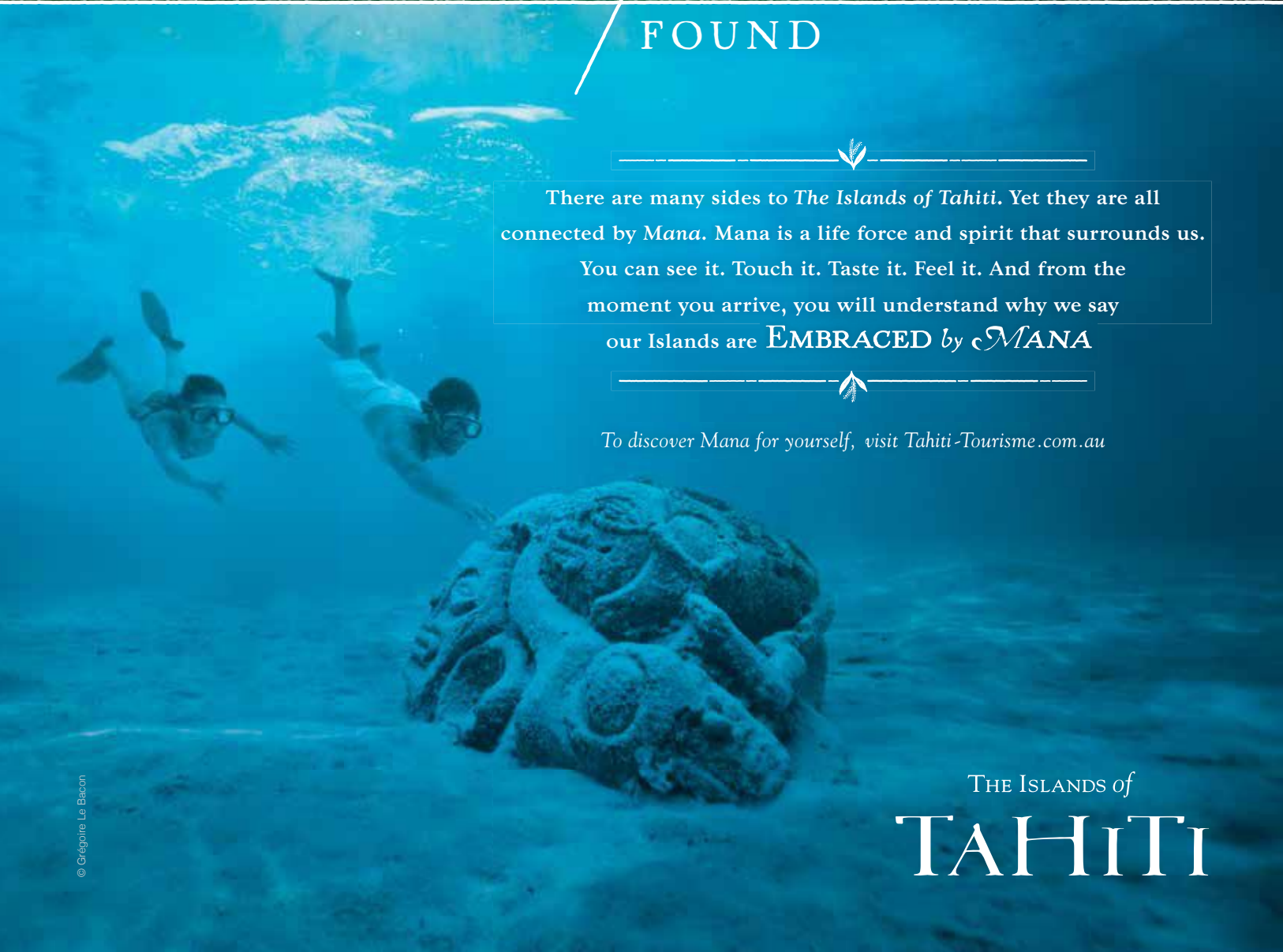
FOUND



There are many sides to *The Islands of Tahiti*. Yet they are all connected by *Mana*. *Mana* is a life force and spirit that surrounds us. You can see it. Touch it. Taste it. Feel it. And from the moment you arrive, you will understand why we say our Islands are **EMBRACED** by *MANA*



To discover *Mana* for yourself, visit [Tahiti-Tourisme.com.au](http://Tahiti-Tourisme.com.au)





# INVEST

"I AIM TO REMAIN  
CALM, THINK  
LOGICALLY AND TAKE  
IMMEDIATE ACTION."

—SATOSHI UCHIDA, MANAGING DIRECTOR,  
SUZUKI MOTORCYCLE INDIA PVT LTD, P62



# 5 TED talks to watch

## GEOFF MULGAN: POST-CRASH, INVESTING IN A BETTER WORLD

Mulgan says that even the dark cloud of an economic crisis has a silver lining and outlines how to capitalise on a downturn by investing in CSR.



## NEHA NARULA: THE FUTURE OF MONEY

If you're confused about bitcoin and cryptocurrency, Narula clarifies the phenomenon and its implications for both business and the individual.



## COURTNEY E MARTIN: THE NEW AMERICAN DREAM

Martin argues that the idea of being 'well off' has changed. So, if employment, a big house and lots of money no longer set the benchmark, what does?



## MICHAEL NORTON: HOW TO BUY HAPPINESS

Contrary to the popular saying, Norton asserts that money can buy you happiness. The trick is to choose the right things to spend it on. Spoiler: it's not on yourself.



## CAMERON HEROLD: LET'S RAISE KIDS TO BE ENTREPRENEURS

Herold believes that the creative, entrepreneurial spirit should be identified from a very young age in order to nurture and encourage it.



In the endless pursuit of competitive advantage, businesses are always trying new things. Disruption is the current driver and we are all trying to catch a glimpse of the future. One of the easiest and most underestimated ways to disrupt a company, however, is to simply move offices. Whether you're looking to improve your green credentials with an LEED gold-rated address, create a more productive space that encourages collaboration, or reposition yourself to attract a younger workforce, a move can update your image in an instant. Lee Elliot of Knight Frank cites KPMG's recent move to Sydney's new Barangaroo waterfront development as a case in point. "KPMG realised that a relocation into new space presented a tremendous opportunity to reset the business away from a 'conservative' image towards one that was more innovative and progressive," he says. Similarly, US law firm Cooley LLP has made the move into what its CEO Joe Conroy describes as "among the world's most sophisticated law firm office spaces" – Manhattan's 55 Hudson Yards – clearly, sending a message that, as the firm enters its centenary year, it is looking forward rather than revelling in its history.

**"I NEVER  
THOUGHT  
the money I have  
belongs to me.  
IT BELONGS TO  
SOCIETY."  
– Jack Ma,  
Founder, Alibaba**







## ELECTRIC STOCK

Tesla's electric vehicles have prompted a lithium investment frenzy, as the much larger lithium-ion batteries required for electric vehicles use 4,800 times as much lithium as the ones that power our laptops and smartphones. With the projected growth of the EV industry, aided by countries like the UK, France and now India and Norway banning the sale of petrol and diesel cars, battery demand will remain high. In fact, according to a 2016 report by Transparency Market Research, the global lithium-ion battery market is expected to grow to US\$77.4 billion by 2024 from US\$29.7 billion in 2015. So what other commodities will benefit investors via this boom? A team of market experts headed by metals analyst Paul Gait ranks the commodities that ought to benefit the most as: 1. Copper, 2. Nickel, 3. Cobalt, 4. Graphite, and 5. Lithium.



## Giving back

Goals are important, particularly ones that provide an enormous challenge and bring even bigger rewards. Cue the charity challenge, whether you do it alone, or rally a team, put one of these on your calendar for 2018. Organised through [humacharitychallenge.com](http://humacharitychallenge.com), these Open Challenges allow you to fundraise for your charity of choice:

- Cycle Vietnam and Cambodia, 3 March
- Everest Base Camp trek, 1 April
- Climb Kilimanjaro, 18 June
- Great Wall of China trek, 18 October

## WANT TO GET YOUR BRAND ON A FORMULA 1 CAR? HERE'S HOW MUCH IT COSTS



All figures are in US dollars.





# “INDIA *provides endless opportunities for future GROWTH.*”

Suzuki Motorcycle India Private Limited is capitalising on the region's booming motorcycle culture by harnessing partnership opportunities, innovating new models, and driving growth in the existing two-wheeler market.

WORDS **HOLLY JOHNSON** • IMAGES **SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED | PARAV SAHNI**

**G**iven its reputation as the world's leading motorcycle market, India was the ideal location for the Japanese-born Suzuki Motorcycle to plant its roots and establish a strong foothold in Southern Asia, and it shows no signs of slowing down. Satoshi Uchida took over as Managing Director of Suzuki Motorcycle India Private Limited (SMIPL) in April 2016 and, despite being new to the role, his long and respected history with the brand dates back to 1983. Having held various management positions within the company across Spain, France, the Philippines, Japan,

China and Thailand, Satoshi was well equipped to lead the India subsidiary in its aim to dominate the market. “We must look at how best to sell our product in the new market to grow our domestic and export sales while upholding the quality, purity and legacy of the brand,” says Satoshi.

Suzuki was one of the first Japanese ‘big four’ motorcycle companies (Honda, Kawasaki, Suzuki and Yamaha) to bring its high-end bikes onto Indian shores back in 2008, following a change in regulations the year before. “For Suzuki, the market in India is very important, not only in automobiles but for motorcycles too because it provides »





## Technology in Environment Care

**Mark Exhaust Systems Limited is an original equipment manufacturer of  
Exhaust Systems | Mufflers | Catalytic Convertors | Door Sash | Door Channels  
Door Sliding Mechanism | Water / Oil Pumps | Brake Pads / Shock Absorbers**



**Exports to  
EUROPE  
& AFRICA**

TECHNOLOGY  
IN ENVIRONMENT  
CARE



### **MARK EXHAUST SYSTEMS LIMITED**

6th Floor, Veritas Building, Plot No. 3, Sector 53, Behind IBIS Hotel, Golf Course Road, Gurgaon Haryana 122002  
Ph. : 91-124-2576808, 4660400 Fax : 91-124-4031012 E-mail : [info@markexhaust.com](mailto:info@markexhaust.com) Web.: [www.markexhaust.com](http://www.markexhaust.com)



endless opportunities for future growth,” says Satoshi. “The market is young but it is growing quickly, and with so many customers we need to lay a strong foundation to build on. This means making local connections and establishing a strong motorcycle culture.”

SMIPL now produces two-wheelers best suited for Indian customers out of its manufacturing plant in Gurgaon, which has an annual capacity of 540,000 units. Satoshi explains that he’s fully committed to creating products that meet customer demand by using Suzuki’s dynamic technological advantage and excellent human resources.

In April 2017, SMIPL reached a milestone in producing three million two-wheelers at its Gurgaon factory, and Satoshi is confident about further reinforcing SMIPL’s position in the market.

Central to this growth strategy is SMIPL’s valuable working relationship with Maruti Suzuki, the first Suzuki subsidiary to enter the Indian market more than 30 years ago. SMIPL now follows in its footsteps to take advantage of the increasing demand for two-wheeled bikes in the region. With Maruti’s 47 per cent share in the Indian passenger vehicle market and India’s burgeoning motorcycle market, SMIPL’s future seems assured.

“For Suzuki, the market in India is very important.”

“Maruti Suzuki already has a very strong and established brand that we’re harnessing to endorse our bikes,” says Satoshi.

Currently, 25 Maruti Suzuki dealers are carrying Suzuki motorcycles. “The Suzuki brand has already cornered the Indian market, and we are now reinventing this image to include motorcycles as well,” explains Satoshi.

“We are using Maruti Suzuki to interact with dealers, suppliers and customers, and we’re able to use common component suppliers at a discounted rate.”

The goal now is to further expand SMIPL’s footprint in India by increasing the number of Maruti Suzuki dealers and mutual suppliers. “As our popularity grows, we’ll help drive Maruti Suzuki’s sales while boosting our joint reputation. It’s a win-win for both companies.

“Our supply partners are crucial to the success of the company. We find it very easy to work with them because they know exactly how the process works and they respect the Japanese culture and technology of Suzuki. Many of them have motorcycle experience already, so they understand what we wish to achieve. Their input is key when innovating with new products.” »



*“SMIPL has had positive growth on the back of two successful launches in the past couple of years. There is still work to be done to build India-specific solutions, and I hope they will continue on this growth trajectory.”*  
– Rohan Kapur, Executive Director, Mark Exhaust Systems



# ASK AUTOMOTIVE Pvt. Ltd.

ISO/TS 16949, OHSAS 18001, ISO 14001 Certified

**YOUR SAFETY OUR PRIORITY**

## PRODUCTS



2 Wheeler Brake Shoes,  
Disc Brake Pads,  
Clutch Shoes & Clutch Plates



ECE-R90 Approved  
CV Brake Linings &  
Disk Brake Pads



Passenger Vehicle  
Disc Brake Pads & Brake Shoes



3 Wheeler Brake Shoes  
& Clutch Plates



Aluminium Pressure  
Die Casted Parts



2 Wheeler / 3 Wheelers  
Friction Free Control Cables

## CLIENTS



**StanleyBlack&Decker**

## Our Technical Collaborations:

- ASK Technica Corporation, Japan
- Safety Control Cable Ind. Co. Ltd. (HSH), Taiwan
- NUCAP Industries Inc., Canada

## Corporate Office:

Plot No. – 28, Sector 4, IMT Manesar, Gurgaon 122050, Haryana, India.  
+91 124 465 9300 info@askbrake.com www.askbrake.com

## SUZUKI MOTORCYCLE INDIA PRIVATE LIMITED'S SALES GOALS PER FINANCIAL YEAR:

2016-17 = 350,000 units

2017-18 = 500,000 units

2018-19 = 1 million units

Corporate social responsibility plays an integral role in the Suzuki brand, and it is constantly inventing mechanisms for better environmental systems. The Gurgaon manufacturing plant is a testament to this, built as a zero-emissions factory reliant on recycling, natural light and water harvesting. SMIPL's full range of bikes has already been aligned with the new Bharat Stage IV emission standards, which came into force in April 2017. "We are constantly working to balance and reduce emissions without incurring a cost increase," says Satoshi. Suzuki's Eco Performance technology will see further improvement in making the two-wheelers more fuel efficient.

The company's growth strategy now rests on making its dealer network more efficient, introducing new models and expanding its foundation across India. "I am strengthening the culture at Suzuki Motorcycle India, as I have done in the impact-driven countries of China and the Philippines," explains Satoshi. "India is a new environment, but our team is becoming more proactive in learning how to navigate these waters."

SMIPL is planning to sell 500,000 units in the 2017-18 financial year, up from 350,000 units last year, with a goal of one million by 2019. Satoshi says the company is currently developing a range of new scooter and motorcycle models, with a focus on the 125cc and 150cc premium segment. "Ever since our premium bikes entered the market, they have been in high demand – India has loved them," he says. Satoshi is in the early stages of creating an education initiative to instil a healthy motorcycle culture within India. "We are currently trying to organise a

Suzuki riding club to educate people on important safety issues, enhance the riding culture, and increase our customer base."

SMIPL is currently working on several new technologies for its upcoming and existing models. This includes developing anti-lock braking systems, and having all motorcycles in the 125cc and above range equipped with ABS before April 2019. Satoshi is also focused on efficiency and improving factory operations for an output of higher-quality product. SMIPL is aiming for a 15 per cent increase in its motorcycle exports to every market it currently supplies. "We want to focus on our existing markets and strengthen our exports further," says Satoshi. This will scale up export volumes to 80,000 units in 2017-18, with 70,000 units in FY17.

SMIPL competes with strong local players in the Indian market such as Bajaj Auto, Hero, TVS Motor, and fellow Japanese company Honda. Working in such a highly concentrated industry that is constantly evolving and experiencing disruption, Satoshi says he has developed a calm yet analytical approach to dealing with change. "In the automotive industry, there is always fierce competition and contention," he says.

Satoshi's long experience with Suzuki has allowed him to recognise the importance of risk management and how to implement appropriate strategies: "I aim to remain calm, think logically, and take immediate action." Satoshi's expectations are high, but he is confident that with the support of Maruti Suzuki and its dedicated suppliers, SMIPL will soon be the quality brand of choice for Indian consumers. ■



# Cementing growth

AV Dharmakrishnan has embraced innovative IT solutions to fulfil The Ramco Cements' founding father's vision of a thriving company.

WORDS **DANIEL HERBORN** • IMAGES **IMPRESS STILLS**

When the founder of The Ramco Cements, Shri PAC Ramasamy Raja, lay on his deathbed in a Madras (now Chennai) hospital back in 1962, his thoughts turned to the welfare of his fledgling company. "You should take care of everything from now," he told his son (Shri PR Ramasubrahmaneya Rajha, who was the managing director of the company from 1962 until May 2017) with his last words. "My main concern is for The Ramco Cements."

Raja had initially started the company at the request of Shri Manubhai Shah, then Central Government Minister for Industries, who visited Madras in the hope of encouraging commerce in the region. At this stage, price controls were in place and few businesses were starting up.

The company Raja established in 1961 is today in good hands. As the flagship company of Ramco Group, The Ramco Cements is now one of the seven largest cement manufacturers in India. It began with a single plant which used the wet process and had an operating capacity of 200 tonnes a

day. Since then, the plant has been continually updated and upgraded.

In the 70s, it became the first cement factory in South India to be converted into a dry-process kiln, which brought efficiency gains. Annual capacity at the plant now stands at two million tonnes.

The Ramco Cements is today led by AV Dharmakrishnan (AVD), who brings both tech savvy and finance experience to the role. Under Shri PR Ramasubrahmaneya Rajha's leadership, the company grew in leaps and bounds – from 0.2 million tonnes to 16 million tonnes without raising any share capital. It was only INR30 million in 1960, without much borrowing, and today the debt-equity ratio is 0.34 which is very low for a capital intensive industry. AVD worked at the company for 30 years before being promoted to his current role and has seen similar growth – with the company transitioning from a local concern servicing the states of Tamil Nadu and Kerala to one of India's biggest producers of cement.

AVD qualified as a chartered accountant and began his career with The Ramco Cements (then known as Madras Cements) in 1982. He also served »





# Bringing better solutions to light in the cement and mining industries

**While the world demands infrastructure and improved standards of living, scarcity of resources make it complex to keep up. Our commitment is to help our customers find the best way to stay ahead.**

For more than 135 years, we have challenged conventions and explored opportunities. Across more than 50 countries, we are 12,000 employees who combine our unique process knowledge on projects, products and services to drive success. We share our customers' ambition, help them see their world from different angles and bring better solutions to light. By doing so, we contribute to the

sustainable development of societies with the lowest possible environmental impact.

We are the market-leading supplier of engineering, equipment and service solutions to customers in the global cement and mining industries.

[flsmidth.com](http://flsmidth.com)

**WE DISCOVER POTENTIAL**



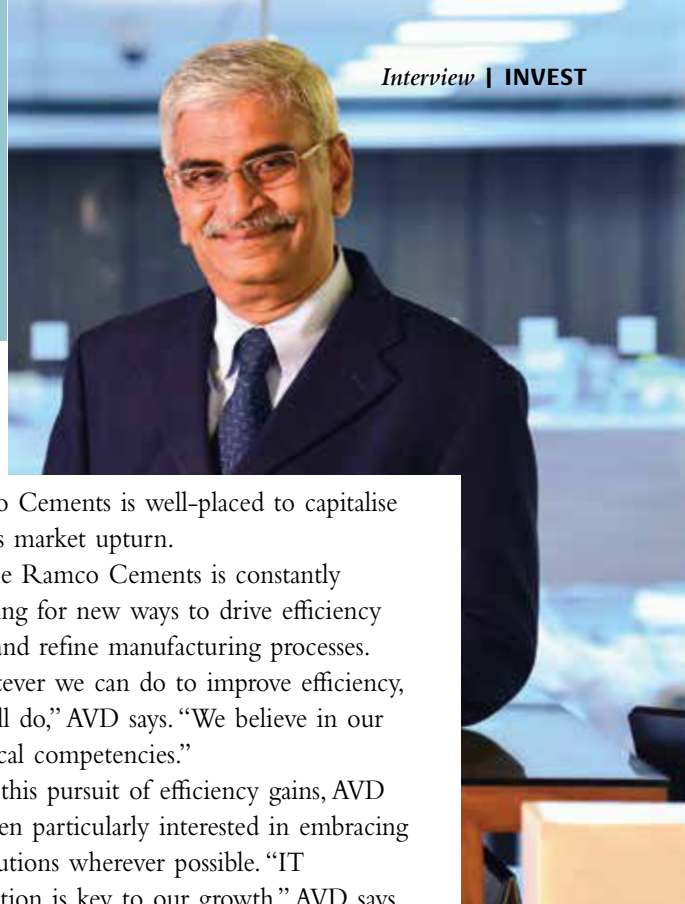
“Whatever we can do to improve efficiency, we will do.”

as a non-executive director at textile manufacturer Rajapalayam Mills and enterprise software company Ramco Systems, both Ramco Group companies. Over the course of his career at The Ramco Cements, AVD has been involved in all aspects of its operation, including selecting plant and equipment, recruiting key staff, running projects and solidifying processes. He has overseen impressive growth. When he joined the company, it had a capacity of around 500,000 tonnes a year. After the current capacity expansion is completed, this number will rise beyond 20 million tonnes annually.

The company now offers an extensive product range. In addition to its core cements, it produces concrete, a rapid-hardening cement, mobile technical services, and a specially engineered block mortar. The company also diversified into wind farms in 1993 with a 4MW installation, and now has more than 200 wind energy units across South India, collectively capable of producing 165MW.

AVD has been in a leadership role since 2000 and served as executive director of finance before moving into his current role as CEO in 2012. Before the promotion, AVD says he had valuable exposure to the highest levels of management, which made for an easier transition. “Our core team works together closely, so we understand each other well,” he explains. “I pride myself on understanding the strengths and weaknesses of each individual. They in turn understand my strengths and weaknesses, so we complement each other well.”

AVD’s finance skills have also been useful in a market not conducive to growth. He has led deleveraging and tightened cost management in this environment, and the company has led its competitors in profitability. With this disciplined approach paying off, AVD is now expecting a resurgence in demand and believes The



Ramco Cements is well-placed to capitalise on this market upturn.

The Ramco Cements is constantly searching for new ways to drive efficiency gains and refine manufacturing processes. “Whatever we can do to improve efficiency, we will do,” AVD says. “We believe in our technical competencies.”

In this pursuit of efficiency gains, AVD has been particularly interested in embracing IT solutions wherever possible. “IT innovation is key to our growth,” AVD says. The company implemented computerised invoicing and accounting systems when many of its old-economy peers were still relying on manual systems. Today, The Ramco Cements provides its salespeople with devices that allow them to access real-time information on stock levels and dealer performance. This builds on an information system developed with Ramco Systems, a software product company promoted by Shri PR Venketrama Raja, who is now the Chairman and Managing Director of The Ramco Cements, to collect and analyse detailed information on the company’s sales, as well as those of its competitors.

It uses Google Maps to visualise its rich supply of sales data, and has used IT to make the shipping process quicker and more cost-efficient, reducing losses and damages that occur during the wagon clearance process by up to 70 per cent. It also helps with more big-picture planning, allowing management to identify and analyse underperforming markets.

Another IT-based innovation is an alert system that notifies response teams if there is any variation from the standard deviation of up to 0.6 per cent from the set parameters. If they are unable to fix the problem, the system then alerts senior management. »

# EVOLVE THE FUTURE

**LOESCHE** vertical roller mills, in comparison with other systems, have been widely accepted as the preferred grinding technology by various process industries worldwide, such as cement and coal-based power industries. This preference is due to specific attributes like low energy consumption and optimal operating cost, consistency in product quality with the availability of fast-track technical support, vis-a-vis the competition.

Loesche and Ramco have enjoyed an excellent relationship for more than two decades now. Loesche's relationship with Ramco Cements started way back in 1995 when the Indian subsidiary was established and Ramco's Chairman, Late Shri P.R. Ramasubrahmaneya Rajha, ordered Loesche mills for their Alathiyur plant. The Ramco-Loesche partnership grew steadily and with new Chairman, Shri P.R. Venketrama Raja, recently ordering more cement mills from Loesche India, the legacy of innovative thinking continues.

Loesche-supplied VRMs are simple, with a compact design, and are flexible for grinding different feed materials for the cement industry with a high availability and efficiency. Loesche is driven by the commitment to continuously innovate, improve and maintain processes, in order to provide its customers with benefits critical to their operations and profitability. Loesche tries to see things through the eyes of its customers and works with them to deliver the product quality that they desire and deserve.



Even apart from its use of IT, The Ramco Cements has been a pioneer in its field, AVD explains. It was the first company in South East Asia with a vertical roller for cement grinding. The company's Alathiyur plant is considered the most modern in India and was the first in the country to employ SF™ Cross-Bar® coolers.

Despite its growing use of technology, however, some traditional challenges remain.

"The biggest challenge is definitely selection of a good site. Our philosophy is that every factory of ours should have all the facilities: it should be on land with good mineral content and near transport like ports, highways and railways."

This approach has led to long-term working partnerships with stakeholders, AVD explains. "When we have good relationships with contractors and suppliers, we'll deal with them forever. That is one of our basic values, to ensure all our stakeholders have been taken care of." The company's key stakeholders include its delivery network. "Cement is a low-value, high-volume industry, and in this context distribution becomes extremely important." Same-day delivery is expected in the industry, and cement producers must be highly organised to avoid inefficiencies in this area.

The company has also forged strong ties with its suppliers. AVD says respect is the key to maintaining these relationships. The philosophy of former chairman Shri PR Ramasubrahmaneya Rajha is: "Don't take your suppliers for granted and don't milk them. If you treat them as equal partners, give them whatever

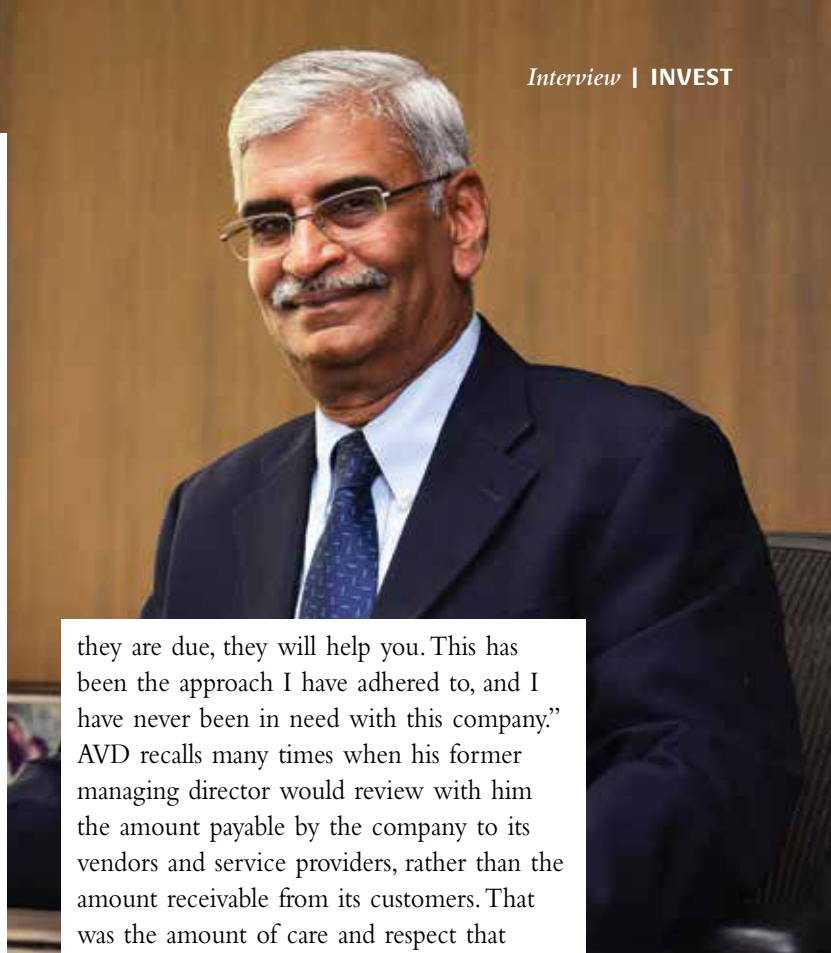
"Don't take your suppliers for granted and don't milk them. If you treat them as equal partners ... they will help you."

*"Loesche's relationship with The Ramco Cements started in 1995. The Ramco Cements' leadership is innovative and visionary. Loesche and The Ramco Cements have enjoyed an excellent partnership for more than two decades to optimise plants and achieve higher productivity with low energy consumption." – Loesche India*

they are due, they will help you. This has been the approach I have adhered to, and I have never been in need with this company." AVD recalls many times when his former managing director would review with him the amount payable by the company to its vendors and service providers, rather than the amount receivable from its customers. That was the amount of care and respect that Shri PR Ramasubrahmaneya Rajha had for his vendors.

This cooperative atmosphere has helped maintain company-wide excellence, and The Ramco Cements' high standards have won acclaim across the industry and beyond. It has collected awards for energy conservation and efficiency, mine performance, safety, industrial relations, and corporate performance. It is also the only Indian cement company to receive the Four Leaves Award from the Centre for Science & Environment's Green Rating Project for its efforts to ensure dust-free and clean factory premises.

Founding father Shri PAC Ramasamy Raja may struggle to recognise the large-scale, tech-friendly business of today as the small cement producer he started, but his dream of a thriving company has been well and truly realised. ■





# Manufacturing Success

Timken India has gone from an unknown to a market leader, growth that Managing Director Sanjay Koul credits to its selective approach to suppliers.

WORDS DANIEL HERBORN • IMAGES ARINDOM CHOWDHURY

**F**ounded in the late nineteenth century and now boasting an annual revenue of more than US\$3 billion, Timken is one of the world's largest bearing and bearing accessory manufacturers. When it established its subsidiary in India in 1987, however, it was almost back to square one. "When we came to India, only a niche market knew of Timken," Managing Director Sanjay Koul explains. "Only those involved in the metal industry knew us. Our footprint was very small. We had a very small line."

Sanjay has been with the company for almost its entire lifespan in India, having joined as a production engineer in 1990 after studying mechanical engineering at the Birla Institute of Technology and Science. At that stage, he was one of the first engineers.

He has moved up through management ever since, holding positions as national sales manager for its award-winning railway business and managing a plant in Jamshedpur. In the same city, he completed a Master's Degree in Business from the Xavier Labour Relations Institute.

A successful stint running Timken India's Asia supply chain from Wuxi, China, followed, before a Shanghai-based role as director of manufacturing and supply chain for Asia. Sanjay then moved into his current role as managing director in 2012. He says the company is almost unrecognisable from its early days in India. »





Trusted & preferred partner of bearing and automotive industry. Rolex Rings manufactures variety of precision components that find application in Engine, Powertrain, Chassis, Driveline systems and Transmissions in Automotive Industries. Besides, automotive we cater requirements of variety of Industries like Railway, Windmills and off highway vehicles.

**Where Innovation, Precision & Revolution  
drives motion engineering towards excellence.**

**ROLEX**  
***ROLLED RINGS***

DRIVING INNOVATION THROUGH  
TECHNOLOGY

**ROLEX RINGS PRIVATE LIMITED**

Gondal Road, Village Kotharia, Dist. Rajkot-360 004 (Gujarat) INDIA  
Phone: +91 281 6699777, 6699577 | Fax: +91 281 6699555-666  
E-mail: [rolex@rolexrings.com](mailto:rolex@rolexrings.com) | Website: [www.rolexrings.com](http://www.rolexrings.com)





“Today, we’ve got three major manufacturing plants. We have the technology centre, which has taken on bigger projects. A lot of trust has been earned by the Indian employees and the technology centre.”

Adding to the difficulty for Timken in its early years in India was the fact it was not well known then. “Timken wasn’t a big name in the Indian market,” Sanjay recalls. “It was not well-recognised in India, not like our competitors were recognised.”

Overcoming this initial lack of brand recognition, Timken in India kept expanding, establishing manufacturing plants in Jamshedpur, Chennai and Raipur. It became a major player in the original equipment manufacture (OEM) segment, designing and making equipment and working closely with its distribution network to refine the design and application of its products. “There was a lot of knowledge transfer in those early years,” Sanjay recalls. “The company was small, but a lot of technology and expertise was absorbed by the local stakeholders.”

Sanjay says the Indian Government’s increased willingness to incentivise commerce has also been crucial. “I think the challenges in India are becoming less and less,” he says. “When Timken had its first plant approved, coming to India was not easy at all; you had to have a joint venture partnership. You could not come on your own. But now you can do 100 per cent foreign direct investment.”

Sanjay also points to India’s special economic zones (SEZs) as a cornerstone of the country’s new business-friendly approach. Timken in India established its manufacturing facilities inside SEZs, which allowed it to import equipment for export manufacture duty-free and to access tax concessions. “The ease of doing business in India has dramatically changed,” Sanjay says. “Putting

up a plant has become very easy. Finding suitable land is always a challenge in India, but the new laws and the new ease of execution that comes with them are helping us at every step.”

Timken also broadened its services beyond engineering bearings to include

“The ease of doing business in India has dramatically changed. Putting up a plant has become very easy.”

bearing repair and mechanical power transmission services. It has a technology centre in Bangalore, which aims to make the company’s technical and engineering know-how more accessible to its customers.

Manufacturing the bearings takes significant specialised expertise, and Timken India has acquired a deep knowledge of the field since its move into the Indian market. Where the company once sent engineers to the US to learn how to make bearings, it has now become such a recognised industry leader that it teaches others around the world how to manufacture ball and roller bearings. “That’s a major change that has happened in the past two decades,” Sanjay says.

More broadly, Timken is likely to continue its growth as an export business. In 2012, a quarter of its revenue came from exports. This grew to 35 per cent by 2015 »

# PRECISION IN BEARING CAGES

# PERFECTION IN AUTOMOTIVE COMPONENTS

## BRASS CAGES

CYLINDRICAL ROLLER CAGES  
SPHERICAL ROLLER CAGES  
DEEP GROOVE CAGES  
ANGULAR CONTACT CAGES  
THRUST ROLLER CAGES  
TAPER ROLLER CAGES



## STEEL CAGES

DEEP GROOVE CAGES  
TAPER ROLLER CAGES  
SPHERICAL ROLLER CAGES  
CYLINDRICAL ROLLER CAGES  
ANGULAR CONTACT CAGES  
THRUST ROLLER CAGES



## POLYAMIDE CAGES

DEEP GROOVE CAGES  
ANGULAR CONTACT CAGES  
TAPER ROLLER CAGES  
CYLINDRICAL ROLLER CAGES



## STAMPED COMPONENTS

AUTOMOTIVE INDUSTRY  
BEARING & SEALING  
ELECTRICAL & APPLIANCE INDUSTRY  
SPECIAL APPLICATION



DEFECT FREE PRODUCTS THROUGH TPM CULTURE  
CUSTOMER DELIGHT | EMPLOYEE EMPOWERMENT | INNOVATION

### INDIA

#### Harsha Engineers Ltd.

Sarkhej-Bavla Road, PO Changodar, Ahmedabad-382213, Gujarat.  
Phone: +91 2717 618200 E-mail: [marketing@harshaengineers.com](mailto:marketing@harshaengineers.com)

### CHINA

#### Harsha Engineering

#### Components (Changshu) Co., Ltd.

Building 25, Maqiao Industrial Square,  
Changshu Economic Development Zone,  
Changshu, Jiangsu, PR China.  
Phone: +86-0512-52264781  
E-mail: [mktg@harshaengineers.cn](mailto:mktg@harshaengineers.cn)

### ROMANIA

#### Harsha Engineers SRL

Str. Hermann Oberth nr.23 Hala 4  
Ghimbav 507075 Brasov Romania  
Phone: +40372779900  
E-mail: [romaniamktg@harshaengineers.com](mailto:romaniamktg@harshaengineers.com)



[www.harshaengineers.com](http://www.harshaengineers.com)

and is expected to climb further. “Timken has started to cater to not only the growing needs of the domestic market, but to making India a leading manufacturing destination for export products,” Sanjay says.

As the company has grown, Timken India has struck a balance between consolidating its core competency and finding new avenues to expand into. “Timken is basically a manufacturing company,” Sanjay says. “We’re always concerned with how to promote manufacturing, and we’re working with different state bodies and chambers of commerce about manufacturing and how to push reforms for it.

“On the other hand, a lot of new things are happening, and we always remain on top of such things to make sure that we don’t miss out on being competitive in the global market. We have never been interested in simply selling commodities or products. For 20 years, we’ve believed in value; creating value, not just selling it. We want the end user to say, ‘It has a Timken bearing on it and there’s value in that.’ That is special, and in simple terms, that is what sets us apart.”

Timken was started as a family company, and in India it’s determined to retain the collegial atmosphere of a family concern, even as it expands into new territories and becomes one of the major players in its field. “A lot of the staff here have grown up with the company. Working with the same people, the same customers, we have made good friends. The journey has become so involving that the company has become a kind of extension of myself. We’ve learned how to make bearings, how to do business. We’ve seen the ups and downs, and now we know bearing-making and selling in India like the back of our hands.”

Unlike many major companies, Sanjay says, Timken doesn’t operate with a key supplier policy. “We see every supplier as a key supplier. We want to keep that count »

*“Our association with Timken started with Tim Timken Jr inaugurating our plant in Ahmedabad in 1997. Now, Timken India CMD Sanjay Koul is encouraging us to expand to China. Timken treat Harsha with professionalism, and it is exciting to work with them.”*  
— Harsha Engineers

# Timken India TIMELINE

Timken India Limited is incorporated in association with Tata Steel.

1987

First commercial production begins at its greenfield Jamshedpur plant.

1992

Timken India acquires the 40 per cent stake Tata held in the company. It now holds a 75 per cent equity stake and the remaining 25 per cent is publicly held.

1999

Timken India opens a research & development facility in Bengaluru, the second-largest facility of its type in the world.

2004

The company establishes a bore manufacturing plant in Chennai.

2008

Planning approval is given to Timken India to increase its roller bearing manufacturing capacity in India.

2010

The revenue of Timken India grows at 12.3 per cent, easily outpacing industry-wide growth of 2.8 per cent.

2013–16



low and make those suppliers grow. We're not looking to grow our supplier base, unless we need capacity enhancement. Even then, we would give our existing suppliers the right of first refusal."

Sanjay adds that Timken has the view that constantly pursuing more suppliers may detract from the relationship building that it values. "We choose our suppliers with care, but once we have picked them we will hold their hand; we will give them technical help. They could be young, small-time engineers. We will help them not just financially or with the technical know-how but emotionally as well. The key to our success is that we care for our suppliers. If our suppliers don't feel that they are part of Timken, they won't achieve that same level of quality.

"Suppliers see a lot of value in being strategic partners with us because they can go to the next level technically. They get access to global technology, they get strategic help, and the partnership opens up markets across the world."

With strong, selectively chosen suppliers comes strong synergy, Sanjay explains. "It means we can easily implement our supplier quality development program, because they implement the process."

As a leading manufacturer of taper roller bearings, Timken India is involved in a broad range of businesses. Bearings are an integral part of many types of machinery, from wind turbines to mechanical fans and blowers, pumps and gearboxes, and are vital for any number of industries, including agriculture, construction, mining, transport and energy. It's a diverse range of applications and clients, which Timken believes offers a number of different avenues for growth.

Timken India has also targeted inorganic growth, acquiring smaller service centres that offer gearbox repair and motor rewind. The 2017 acquisition of ABC Bearings, which produces cylindrical, tapered and spherical roller bearings, as well as slewing rings, also broadened the range of locally produced products it could offer and extended its customer base. It is anticipating the new acquisition's efficient manufacturing plant can be leveraged into further export business.

Sanjay says Timken India is continuously looking for opportunities to expand. It is currently exploring ways to increase its manufacturing capacity and has made moves to increase its aftermarket capabilities in recent years. This included opening a service centre in Raipur that offers advanced diagnostic and repair facilities for bearings and gear drives.

This is the first such centre Timken has opened outside the US and is an important part of Timken India's progression towards offering a one-stop shop for the industries it services, ranging from mining and power to construction and metal.

Sanjay anticipates this arm of the business will continue to grow. "That is a big focus, the industry service portfolio. It's a continuous battle, and every day we want to increase our penetration, which means growing faster than the rate of market growth. If the market is growing at five per cent, we want to grow at 10 per cent."

"We're only as good as our people. We want a team that can take us into new areas."

Sanjay says he expects Timken's manufacturing footprint to increase as the company introduces new product lines and services. "There will be more diversification. Timken is not only producing bearings, but the complete drive chain. Be it couplings, pulleys, chains, gearboxes, or lubrications, we have the complete offerings in all mechanical transmission."

Another likely growth area lies in the country's rail business. One estimate is that this sector will make up 30 per cent of the company's business by 2020, up from the current rate of 23 per cent. Timken India has updated its Jamshedpur plant to meet this growing demand. The plant will have greater capacity to produce railway bearings and new

grid lines soon. This will tie in with state-owned Indian Railways' plans to spend INR1.35 lakh crore (US\$21 billion) upgrading the national rail system in the FY18 budget. Timken India is also well-placed to supply axle boxes and railway seals as well as a range of bearings for the ambitious project. Sanjay adds that Timken India's ability to provide complex designs and its expertise in coating roller bearings means it has scope to work with the nascent defence and aircraft manufacturing industries in India.

For all the technical and mechanical know-how that Timken India has built up, Sanjay says, its human resources remain its most valuable asset. "We're only as good as our people. We want a team that can take us into new areas, enable more penetration."

While it draws on predictive models and data analysis to determine how best to meet the demands of a changing market, Sanjay says it is key for Timken India to keep its principles front of mind. "We want fewer accidents, a safer environment, more

productivity. We want to grow year on year. But all the mathematical models have to come out of the company's core values of quality, teamwork and excellence."

Sanjay is proud to say that Timken has now been invited by governments to talk about doing business ethically. It has also embraced a range of CSR initiatives, which include programs to fight hunger, promote sports and activities for disadvantaged people, and encourage environmental sustainability.

This approach is now part of the fabric of Timken India, which has a policy in place to use at least two per cent of its average net profits each year for CSR activities. More generally, Sanjay says it aims to bring ethics and integrity to every aspect of its work.

"Timken is a responsible company. We really work for the long haul, and focus on adding value for the customer. We want to make it so the customer can forget their troubles and just concentrate on their work. We want to ensure that their excellence goes a notch higher after working with Timken." ■

## About Mahindra Sanyo



Musco steel was incorporated in 1963 in collaboration with Ugine, France to promote import substitution and building self-reliance of the then emerging industrial India. Since 2012 we are Mahindra Sanyo Special Steel, a joint venture between Mahindra & Mahindra Limited India, Sanyo Special Steel, Japan and Mitsui & Co, Japan. Mahindra Sanyo is a leading manufacturer of a wide range of alloy and specialty steels with choice of supply conditions for our customers - As Cast, Forged, Rolled, Heat treated and Formed and Machined Rings from ingot as well as continuous cast routes. We serve customers in various segments locally and globally like auto components, bearings, oil, gas and mining, capital and engineering goods, Indian Railways and tool & die specialties. Certified for ISO/IATF 16949: 2009, ISO 14001, OHSAS 18001 and ISO 50001, we enjoy preferred supplier status for many of our customers. As a responsible steel manufacturer, we continually strive to embed triple bottom line aspects in our business processes.

### Partnership with Timken, India

Timken has been a business partner in progress for more than a decade now. This helped us to develop new products, continuously improve our technology and product quality, and understand & accurately serve customer needs in the bearing segments. Today, Timken products hold a significant share of our business portfolio. Besides mainstream business, we are now working together with Timken to advance Manufacturing 4.0 in Mahindra Sanyo for asset management through use of digitization.

Visit us at [www.mahindrasanyo.com](http://www.mahindrasanyo.com)



SMALL  
LUXURY  
HOTELS  
OF THE WORLD™

*Independently minded*





# INDULGE

DISCOVER  
THE NEW AND  
NOTEWORTHY  
FUTURE CLASSICS.

— FUTURE CLASSICS, P86



# Christmas bliss

Imagine waking up on Christmas morning knowing that everything has been taken care of, down to the finest detail, and you don't need to lift a finger. Designer decorations and fresh flowers fill every room, a team of chefs are preparing a feast to remember, and all you need to do is sit back and relax. The answer to a blissful Christmas is simple: check in to a luxury hotel.

## HOTEL BEL-AIR, LOS ANGELES

**Eat** Chef Wolfgang Puck's gorgeous take on fresh California flavours has made him famous worldwide.

**Sleep** The hotel's spacious suites are pure Hollywood glamour, with complimentary airport transfers and chilled Krug on arrival.

## THE DORCHESTER, LONDON

**Eat** Alain Ducasse's French cuisine makes this one of only three London restaurants to have three Michelin stars.

**Sleep** The two-bedroom Harlequin Penthouse includes a dedicated butler, as well as a room for private dining, and features a large, exclusive terrace overlooking Hyde Park.

## THE PENINSULA, NEW YORK

**Eat** Bookend your celebration with something fabulous, fresh and organic from the Bar at Clement's famous cocktail menu.

**Sleep** You'll really know you've made it when you gaze out over the lights of Manhattan from the six-room Peninsula Suite.

## LE ROYAL MONCEAU RAFFLES, PARIS

**Eat** Leave room for dessert! Pierre Hermé was named World's Best Pastry Chef in 2016.

**Sleep** The Presidential Suites, at 350sqm, are the largest and most lavish rooms in Paris.

## LAKE HOUSE, DAYLESFORD

**Eat** The Australian countryside is a plentiful pantry for this awarded regional restaurant in Victoria's spa country.

**Sleep** The Retreat is a private country home on the property that features a fire-pit and heated sunken outdoor tub for evenings of moonlit magic.



# 5

## MINUTES WITH MIKE FLEWITT

### WE ASK THE MCLAREN AUTOMOTIVE CEO ABOUT WHAT SPINS HIS WHEELS.

#### What is your favourite hobby?

My hobby is motor racing, but classic, historical motor racing. I've got four 1960s race cars and love competing in them. A lot of the races typically take about an hour – it's hard work. I've also got a Formula 2 car that I drive in 20-minute races.

#### How do you keep fit before a race?

I love going to the gym and working out with weights. It might not look like it, 'cause I'm not a very big guy, but I love doing that.

#### How much time do you spend travelling?

Most of my time is in the UK, but I would say a quarter of my time is spent travelling. My wife races too, so I make time to support her in that.

#### Would she beat you in a car race?

In a modern car, yeah. In an historical car, though, I'm quicker.







## LOVE TIME THREE LOVE TIMES THREE LOVE TIMES THREE

The year 1957 was a big one for the watchmakers at Omega, who produced not one but three timepieces that would go on to become classics: The Seamaster 300, the Railmaster and the Speedmaster. To celebrate their 60th anniversary, Omega has released limited editions of the trilogy. Diehard collectors can buy all three, with identical limited-edition numbers, presented in a custom Swiss oak box with a leather watch roll containing six spare straps (three leather/three NATO) for US\$22,000. [omegawatches.com](http://omegawatches.com)

## Black and white beauty

Fashion photographer Greg Lotus says that he's got a gift for being able to see the world in monochrome, in the simplest terms of light, shadow and patterns. He has amassed quite a volume of work over his 20 years behind the lens and has released a book of 80 stunning images, called *Shadows & Light*. Shooting for *Vogue Italia*, *Vanity Fair* and *W Magazine*, as well as major fashion campaigns, Greg has captured the likes of Penelope Cruz, Channing Tatum, Jennifer Lopez, Pierce Brosnan and Liam Hemsworth.

[gatehousepublishing.com](http://gatehousepublishing.com)



## SLEEPING BEAUTIES

Tired workers cost US\$63.2 billion per year in lost productivity\*, and if you're at the top of the chain it's even more important that you stay on top of things. Try one or all of these slip-into-slumber solutions.

### *L'Occitane Aromachologie* *relaxing bath salts* | US\$28/500g

There's something so relaxing about soaking in a hot bath, but a spoonful of these aromatic crystals will take tub time to the next level and set you up for sleep.

### *T2 Sleep Tight tea* | US\$15/50g

The soothing blend of lemon balm, lavender, jasmine blossoms and rose petals is the perfect night-time brew with a glorious aroma and delicate sweet flavour.

### *Calm app* | Free, plus in-app extras

There are loads of great options in this app, designed to help create a sense of calm in all situations, but take it to bed and listen to a guided meditation or bedtime story for the ultimate audio chill-out.

### *Philips Wake-up Light* | US\$169.99

Simulating sunset, the light and sound on this alarm clock slowly fades to help you wind down at the end of the day.



"TREAT YOURSELF AS WELL AS YOU TREAT YOUR SMARTPHONE, MAKING SURE TO SLEEP UNTIL FULLY RECHARGED."

— ARIANNA HUFFINGTON, AUTHOR OF THE SLEEP REVOLUTION



# Future CLASSICS

IF A PORSCHE 911 CROSSED YOUR PATH YOU'D BE MAD NOT TO TREAT IT WELL, BUT WHAT ARE THE NEW AND NOTEWORTHY FUTURE CLASSICS? WORDS • STEPHEN CORBY



**T**he idea that you can 'invest' in cars and get a financial, rather than deeply emotional, return on them does, initially, sound like the sort of line a dealer might give a client, or a husband to a wife. Or vice versa.

But it does happen. If you'd bought a Porsche 911 a decade ago, and looked after it, it would not only have brought you years of

giggling joy by now, but it would also be worth more than what you paid for it. Better yet, it will continue to appreciate if you garage it, because it's seen as the last proper, classic Porsche ever made (for nerdy reasons like its non-electronic steering and non-turbocharged engines).

There are cars you should be buying now as well, of course, and it could be argued that anything with a steering wheel will become a





collectable classic soon enough (see our breakout on autonomous vehicles, p91).

The fact is, that if we're nearing the eventual end of the car as we know it – and moving towards a future where we're transported by cars rather than excited about them – then the vehicles released in the next few years will be, engineering wise, the best cars we'll ever see. (It's the same with the Holden Commodore; the last Australian-built versions, now coming to their end, are by

far the best of their breed by a distance, and are arguably also collectable.)

What you want to aim for is a vehicle that will delight your eyes and fizz your soul, and still be worth plenty after you've had your way with it.

So you need to choose a classic; not some fusty old car with mechanical issues, but a modern classic, one that's new now but will pass the test of time. Any Porsche 911 is probably a good choice, of course, but here is our selection of the new and noteworthy. »



NOW WE HAVE A STUNNING GLIMPSE  
OF WHAT AN IDEAL FUTURE CAR  
MIGHT LOOK LIKE.



## MERCEDES-MAYBACH VISION 6 CABRIOLET

When it comes to truly modern classics it seems appropriate to include one that's so modern it's not quite here yet but, when it arrives, the Vision 6 Cabriolet will surely be in high demand.

Every now and then a car company promises a vision of the future that we can all hope comes true – Audi delivered on that promise with the original TT, as did Tesla with the Model S.

Now we have this stunning glimpse of what an ideal future car might look like, a car that looks as shapely, sharp and desirable as a Riva powerboat on Lake Como.

There's plenty of boat about the Maybach (Mercedes' rival for Rolls-Royce), with a rear deck and

a two-person cabin featuring crystal-quilted Nappa leather seats shaped like those you'd find on a luxury cruiser.

There'll be nothing boat-like about its performance, though, with the traditional, dirty oil-drinking engine replaced by a green-and-mean electric motor, powered by batteries under the floor and making 550kW.

The Vision, when it becomes a real car rather than the motor-show pony concept it is now, will be able to zap almost silently from zero to 100km/h in 5.5 seconds and will have a claimed electric range of 500km between charges.

Instead of a big lump of engine under that enormous bonnet you'll find a "customisable storage area", with personalised luggage, naturally.



## BMW M5

If you were young, childless and carefree – and not bothered about having a car with a rear seat that's not much good for anything other than jacket storage – we'd suggest you invest in BMW's magnificent M2 coupe. It's not just a return to form for BMW's motorsport-born M badge of goodness; it's a genuine collector's item, and an absolute howling hoot to drive. But it is tiny. Fortunately, BMW has now unveiled a proper sporting car for grown-ups, and one that follows in the storied footsteps of past classics: the M5.

This car – unveiled recently at the Frankfurt Motor Show – is something completely new for the M division, because it's the first proper M car (so not an SUV) to have all-wheel drive.

Rear-driven, tail-wagging performance cars have long been BMW's unique selling point, but such is the power this new M5 makes that the engineers have finally admitted it's too much for just two tyres to deal with. This, then, is no ordinary 5 Series; it is, in fact, an extraordinary new M5. Sadly there's no word yet on how much it will cost you to invest in one.



## FERRARI PORTOFINO

You would be forgiven for thinking that every car Ferrari unveils is an instant classic, such is the esteem in which the world's most recognisable car brand is held, but it's not the case.

Everyone has bad days, even the Italians, and when the company made the decision to head slightly down-market by targeting Americans with its entry-level California convertible, the results were not pretty. Picture a supercar designer being forced to produce a camel, or a yak, and you'll have some idea what the resulting Ferrari California looked like – lumpy, heavy-butted, slightly doleful.

Fortunately, Ferrari has now chosen to reinvent its four-seat drop-top with the truly beautiful Portofino. Despite using the same 3.9-litre turbocharged V8 found in the outgoing California T, performance has been improved by clever fettling and it now produces 441kW (up 29kW) and 760Nm.

A Portofino, with a price tag expected to be around the US\$300,000 mark, is the kind of Ferrari you can get your hands on though, if you get your order in quickly. And, unlike, the California it replaces, it's got classic written all over it. »

THE NEW ROLLS-ROYCE PHANTOM SEEMS LIKE A BIT OF A BARGAIN, AT AN ESTIMATED US\$1 MILLION.



## ROLLS-ROYCE PHANTOM

Compared with the Project One, the new Rolls-Royce Phantom seems like a bit of a bargain, at an estimated US\$1 million, and it will certainly be just as much a work of art to grace your garage.

A new Phantom is a rare thing indeed, as Rolls hasn't rolled one out since 2003, and there's a reasonable chance the next one will come with a fully autonomous chauffeur, making this the last in an honourable line.

It is all about art, too, with the new Phantom featuring a Gallery, which is a huge strip of glass that spans the length of the dash and which you can use to display precious things (the demo vehicle has a

collection of butterflies), to make you smile when you're driving. Or, more likely, being driven.

The back seats are the place to be, with not one but two drinks cabinets, one offering a glass decanter and two whisky glasses and the other a chilled section, with two champagne flutes.

Power comes from the world's quietest V12 engine, making 420kW and 900Nm. It takes a lot of power, of course, to shove 2.6 tonnes of luxury to 100km/h in a mere 3.5 seconds.

What's hard to imagine is that you'd ever be in a massive hurry to get out of your Phantom. It's too fabulous in there.





THIS IS NOT A SUPERCAR, IT'S A HYPERCAR, AND COMPETITION TO GET YOUR HANDS ON ONE WILL BE FIERCE.

## MERCEDES-AMG PROJECT ONE

At the very highest end of your investment portfolio should be the Project One, which looks likely to go down in history as the fastest car ever made, before all humans are banned from driving for being less safe than computers.

That boast alone will make it a collector's item, as will its US\$3.8 million price tag (some US\$1.4 million of which will go to the government in taxes) and the fact that it will launch humans from zero to 200km/h in less than six seconds.

If that sounds Formula One® fast, it is, and the car will use a powerplant borrowed from Lewis Hamilton's race car. It's a highly strung 1.6-litre V6 that combines with savage electric motors to make more than 1,000 horsepower (or more than 740kW).

Driving one will probably cause damage to your internal organs, and eyeballs, but it will be made slightly easier by an electrically powered front axle that provides clever all-wheel-drive grip.

This is not a supercar, it's a hypercar, and competition to get your hands on one will be fierce. But it will be worth it. ■

## AUTONOMOUS VEHICLES: THE END OF DRIVING AS WE KNOW IT

So, how far are we from cars that drive themselves, and thus all the cars currently on our roads becoming quaint relics for future generations?

At last year's Paris Motor Show, Audi board member Dr Dietmar Vögele announced that the next Audi A8, set to be launched later this year, would allow drivers to "read a book, check their emails or do their Snapchats" while at the wheel. You would be able to drive "hands off and eyes off", and if your car injures anyone, or their dog, Audi says it will pick up the legal bills. That's confidence.

Self-driving is only the beginning, though, because Vögele believes it will quickly lead to car-sharing systems, where a vehicle is delivered to you only when you require it.

Jaguar is also working towards that future, recently launching a steering wheel/personal assistant called Sayer that would check your calendar and book a car in time for your next appointment. When the car arrives to pick you up, you can use Sayer like a conventional steering wheel and drive if you choose to. But you probably won't.

If this sounds like a future in which you won't need to own a car, you're right, which is why Vögele says Audi's forward planning for 2025 doesn't even contain any volume forecasts.

"Volume is not the goal, the car market, the mobility market, will be more segmented, particularly in big cities where parking and the fixed costs of owning a car will be very expensive, so sharing a car becomes more interesting," he explains.



# A-Z

## *of Luxe Christmas Gifts*

Welcome to the most jaw-dropping, eye-popping, heart-stopping gift guide you'll ever see. Because there's luxe... and then there's *The CEO Magazine* luxe. Enjoy.



# A

### IS FOR AEROBULL

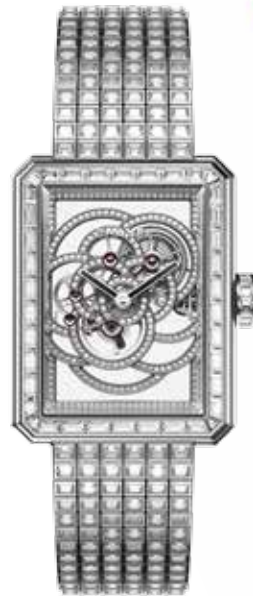
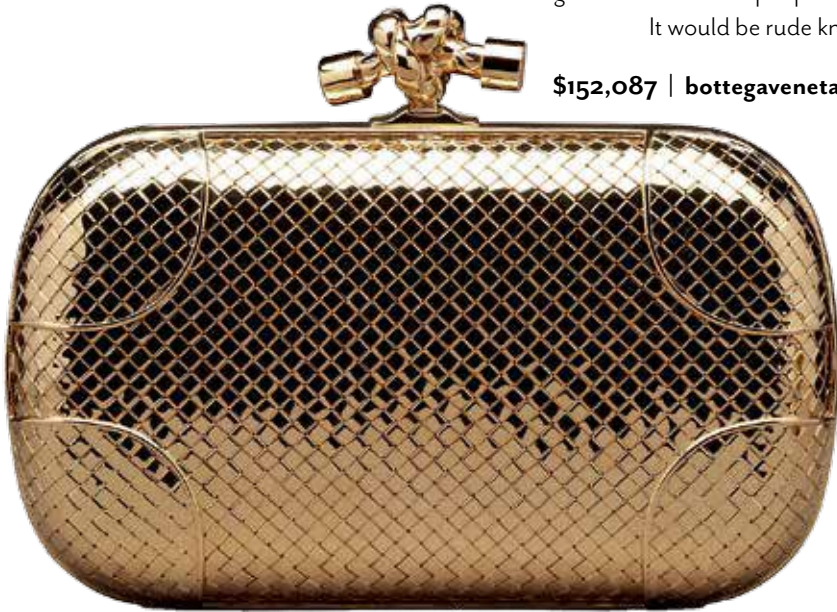
Eye-catching, innovative and unique, Jarre's AeroBull HD docking speaker is a gift with grunt. This sophisticated 2.1 stereo will blast out 120 watts of crystalline aerial sound with fully articulated base, two front drivers and an exclusive low-turbulence ported subwoofer. It also seamlessly connects to any smartphone through Lightning, Bluetooth and NFC. All that, and it looks pretty cool too.

**\$2,102.95 | [amazon.com](https://www.amazon.com)**

## IS FOR BOTTEGA VENETA

For the ultimate in designer bags, it's hard to surpass Bottega Veneta's iconic Knot clutch. This limited edition, made-to-order, 18-carat yellow gold design takes three to six months to create, and is embedded with 74 diamonds. Take it to the next level and have your initials, or the name of your nearest and dearest, engraved on the metal plaque inside. It would be rude knot to.

**\$152,087** | [bottegabeneta.com](http://bottegabeneta.com)



## IS FOR CHANEL

Is there a brand more chic than Chanel? We think not. As Coco herself once said, "Fashion fades, only style remains the same." While the interlocking Cs remain one of the ultimate brand insignia, Coco's favourite flower, the camellia, is also one of the fashion house's most recognisable emblems. From stylish sunglasses to the classic white gold and diamond skeleton watch, if you're looking for the ultimate Christmas morning gift, you can't go wrong with Chanel.

**Sunglasses \$575, earrings \$14,950, watch \$POA, necklace \$2,600** | [chanel.com](http://chanel.com)



# D

## IS FOR DRONE

Called the Rolls-Royce of camera drones, the DJI Phantom 4 Advanced features a high-quality camera capable of shooting 4K video and 12 MP stills. Plus, its precise flight and hovering skills, coupled with built-in obstacle avoidance, ensure that it lands intact. The perfect present for professionals and novices alike.

**\$1,499 | [store.dji.com](http://store.dji.com)**

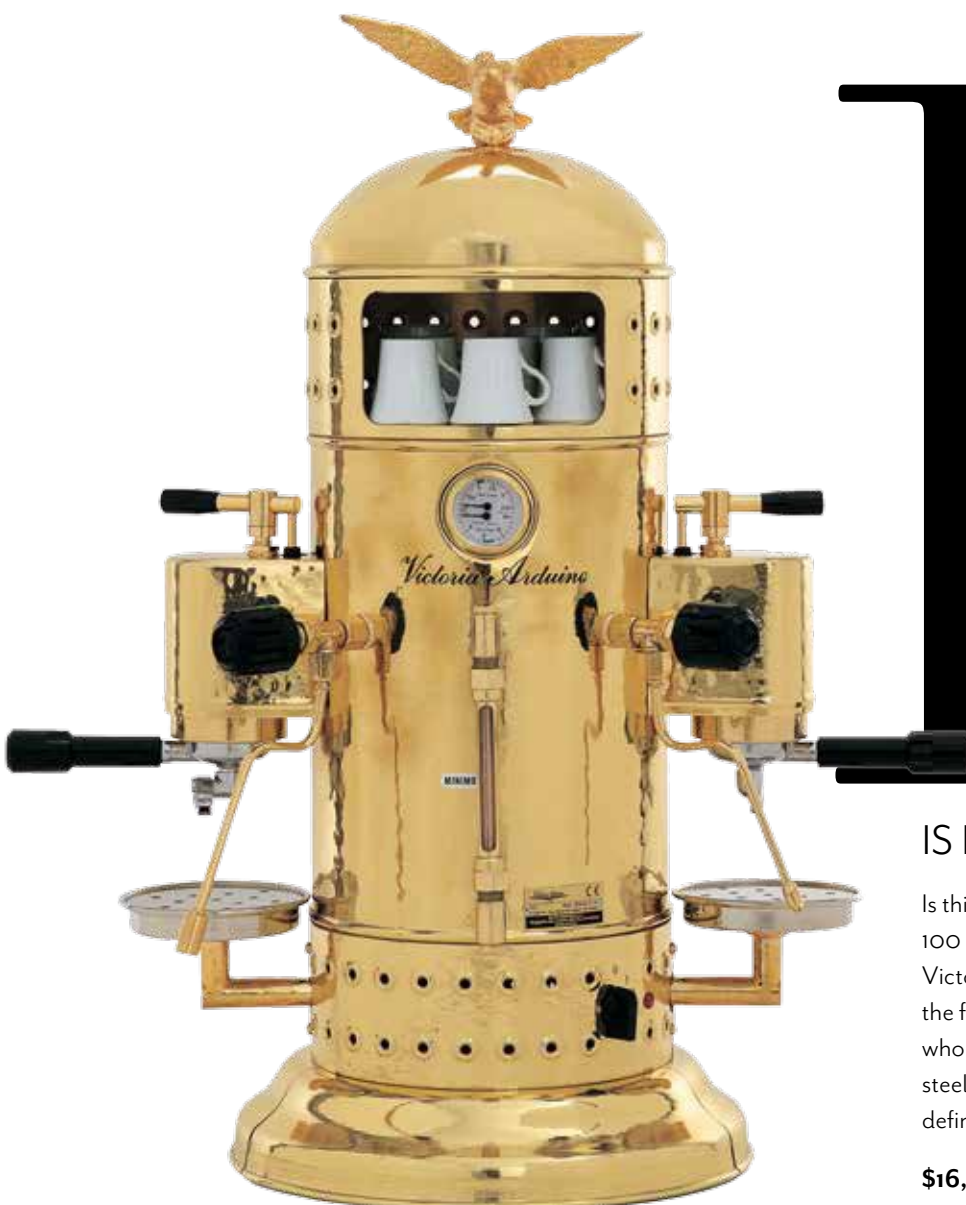


# E

## IS FOR ESPRESSO MACHINE

Is this the world's most heavenly coffee maker? Only 100 of these Venus Century models were made by Victoria Arduino to celebrate its centenary in 2005, the first of which was donated to Pope Benedict XVI who had a passion for espresso. Crafted from stainless steel and copper, and weighing in at 76kg, this is definitely for heavy-duty coffee lovers.

**\$16,130 | [victoriaarduino.com](http://victoriaarduino.com)**







# F IS FOR FP JOURNE

Originally conceived as a luxe ladies' dress watch, this version of the *Élégante* has been upsized for men. With a cushion-shaped titanium case, it has a motion sensor that puts the watch's quartz movement into 'sleep mode' once the watch has been inactive for 30 minutes, while a microprocessor keeps track of the time.

**\$13,000** | [fpjourne.com](http://fpjourne.com)

# G IS FOR GOAT: A TRIBUTE TO MUHAMMAD ALI

Weighing in at 34kg, this limited edition tribute to boxing's 'Greatest' features more than 3,000 images as well as five decades worth of articles, essays and interviews. It comes signed by both Ali and artist Jeff Koons, who contributes a photolitho of his piece *Radical Champs*.

**\$4,585** | [taschen.com](http://taschen.com)



# H IS FOR HERMÈS

The Hermès Birkin is so coveted that it's become an investment item. However, this one-of-a-kind white Himalaya Niloticus crocodile Birkin, with more than 240 diamonds on its 18-carat white gold hardware, takes things to the next level. This one was sold at Christie's in Hong Kong earlier this year and became the rarest, most desirable and most expensive handbag in the world. Imagine waking up to that on Christmas morning?

**\$300,168** | [hermes.com](http://hermes.com)



I

## IS FOR INSTRUMENT

It's one of the most expensive instruments ever sold, and with good reason. "Blackie", Eric Clapton's Stratocaster was a hybrid of three guitars – a '56 Stratocaster body, a '57 neck, and pickups from another instrument – and his favourite both in studio and on stage. Clapton sold Blackie at Christie's in 2004 for US\$998,000, but you can gift the musician in your life with the next best thing; a copy of the signature Stratocaster from Fender.

**\$4,244** | [sweelee.com.sg](http://sweelee.com.sg)

K

## IS FOR KRUG CHAMPAGNE

This is only the third ever vintage of this rare single-vineyard Champagne from the masters of sparkling at Krug.

The pinot noir grapes that were used to make the Clos d'Ambonnay 2000 were harvested in a single day –

29 September 2000 to be exact – and only 5,000 numbered bottles were released.

Just don't mix it with OJ on Christmas morning...

**\$1,807** | [frw.co.uk](http://frw.co.uk)



## IS FOR JAEGER-LECOULTRE

Make no mistake – the Atmos Classique Phases de lune in rose gold isn't just a thing of beauty; it's also ingenious. This is a mechanical clock that winds itself from temperature and atmospheric pressure changes in the environment, so it never needs manual winding. In fact, it can run for years without any human intervention at all. A timeless gift.

**\$8,750** | [jaeger-lecoultre.com](http://jaeger-lecoultre.com)

J





# L IS FOR LOVE BRACELETS

Actress Elizabeth Taylor had a love of diamonds and of Cartier and was said to own a collection of the jewellery house's famous Love bracelets. Quite ironic really, given that they are designed as a symbol of commitment and eternal love. From pink and white gold, and from plain to entirely covered in diamonds (594, in fact) this set of seven matches the number of Taylor's husbands.

**\$224,500** | [cartier.com](http://cartier.com)

# M

## IS FOR MUSIC PLAYER

Some people love the nostalgic crackle of stylus on vinyl, others insist on pure, unadulterated, crisp, clear sound. Those in the latter camp will adore this digital masterpiece, the AK380 from Astell&Kern in copper.

**\$4,000** | [www.astellnkern.com](http://www.astellnkern.com)



# N

## IS FOR NIKI BOOTS

The iconic Saint Laurent Niki thigh-high boot gets the glam treatment with the addition of top-to-toe white crystals – making it a gift for the pure fashionista (and those partial to a little bling). Be warned, though; there's quite the waiting list, so you'll need to step it up if you want a pair of these by Christmas morning.

**\$10,000** | [ysl.com](http://ysl.com)



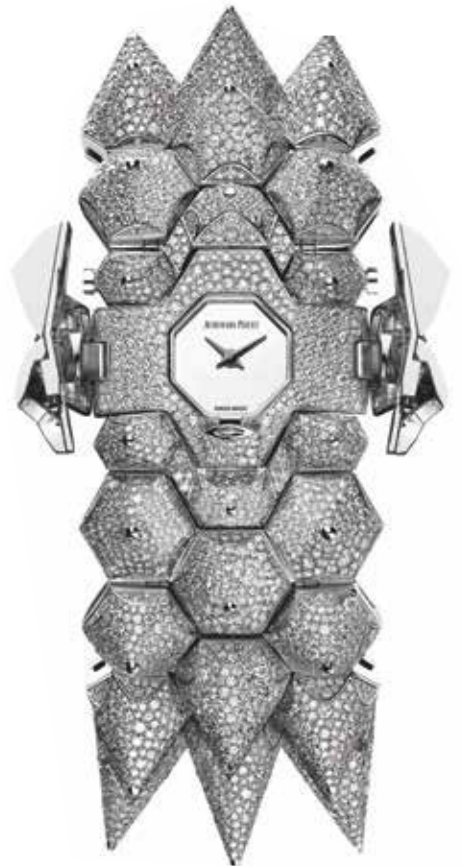


# O

## IS FOR OUTRAGE

Following on from the Diamond Punk and Diamond Fury, is this latest piece of *haute joaillerie* from watchmaker Audemars Piguet, the Diamond Outrage. Essentially a diamond-encrusted cuff comprised of 65 carats of stones (that's 9,923 brilliant-cut diamonds and 354 baguette-cut diamonds just FYI), on spikey cones. It also tells the time, but that seems superfluous considering the dial is actually concealed most of the time. Outrageous indeed.

**\$1.23 million** | [audemarspiguet.com](http://audemarspiguet.com)



# P

## IS FOR PERFUME

The Imperial Collection Roja Perfume was conceived by British Master Perfumer Roja Dove as his own signature scent, made from all the things he loves. With notes of jasmine, violet, cinnamon and clove, this incredibly exclusive scent is warm, dry, spicy, rich and soft. The perfect gift to spritz on the 25th and beyond.

**\$3,275** | [rojaparfums.com](http://rojaparfums.com)



# Q

## IS FOR QC HEADPHONES

Bose's famous noise-cancelling headphones just got even better with the addition of Google Assistant. With the touch of a button, you can make appointments, check messages, or ask for information directly from the headphones.

**\$350** | [global.bose.com](http://global.bose.com)





# R

## IS FOR RALPH LAUREN

Packed with pieces from Ralph Lauren's Polo Bar in New York, the Kipton Mixologist box includes a hand-cut crystal decanter, matching glasses, a silver-plated brass jigger, a bottle opener and a nut bowl. The ultimate tool kit for turning cocktail hour (no matter where you are, or what time it is) into something truly special.

**\$3,995** | [ralphlaurenhome.com](http://ralphlaurenhome.com)

# S

## IS FOR SKATEBOARD DECKS

Dior takes its foray into street gear literally with this set of three skate decks to ramp up the cool factor. Made from maple wood, and featuring Hardior, Mosh Pits and Dior silkscreen prints, they combine street culture with designer style. Deck the halls?

**\$912 (for set of three)** | [dior.com](http://dior.com)





T

## IS FOR TIFFANY & CO

Every woman should have at least one Tiffany piece in her collection. Pictured here is a pendant and earrings from the Enchant collection, inspired by the ornate iron gates of large estates. The pendant has 1.34 carats of round brilliant-cut diamonds set in a delicate scroll of platinum and 18 carat rose gold. Complete the look with a matching pair of earrings and bring on a truly enchanted Christmas.

**Pendant \$26,000, earrings \$POA**  
| [tiffany.com](https://www.tiffany.com)



# U

## IS FOR UMBRELLA

This essential rainy day accessory gets a very stylish makeover from British fashion label Alexander McQueen. With a large handle fashioned from the brand's signature skull motif, this is perfect for loved ones who live in wetter climes.

**\$460** | [alexandermcqueen.com](http://alexandermcqueen.com)



# V

## IS FOR VALKYRIE-X

Looking for a present for that person who has absolutely everything?

Cobalt's private jet, the Valkyrie-X, takes gift giving to new heights, quite literally, with this limited edition model that's coated in rose gold.

The fastest in its class, the aircraft can seat four passengers in comfort, with plenty of room for golf clubs or skis in the back. Naturally.

**\$1.9 million** | [cobalt-aircraft.com](http://cobalt-aircraft.com)





# W

## IS FOR WIRELESS SPEAKERS

This space-age sentinel from Danish design masters Bang & Olufsen, the BeoLab 5, looks like the strong and silent type, but at the press of a button it emits 2,500 watts of pure, 180-degree sound, putting the loud back into loudspeaker. Christmas tunes will never sound the same again.

**\$24,300 for a pair | [bang-olufsen.com](http://bang-olufsen.com)**



## IS FOR IPHONE X

They always live up to the hype and this latest release of Apple's iPhone is no exception. It's the smartest smartphone ever.

**\$999 | [apple.com](http://apple.com)**

# X



# Y

IS FOR  
YAMAZAKI  
WHISKY

Add a touch of Jagger swagger to your bar with this limited edition (only 150 were made) whisky made by House of Suntory to celebrate the 50th anniversary of The Rolling Stones. Six different whiskies were blended to make this commemorative drink, with each vintage being from an important year in the history of the band: from a Yamazaki 1962 to represent the year that the band was formed to a Hakushu and Chita whisky from 1990 to celebrate the year when the Stones held their first concert in Japan. The ultimate gift for a Rolling Stones/whisky fan.

**\$25,885** | [harveynichols.com](http://harveynichols.com)

# Z

IS FOR ZEGNA

Handcrafted by weaving fine strips of nappa leather, the Pelle Tessuta Vicuna holdall from Italian maestro Ermenegildo Zegna will have you dreaming up reasons to have a weekend away, every week. 'Tis the season...

**\$4,470** | [zegna.com](http://zegna.com)



All figures are in US dollars.



# SARA BLAKELY

She's the ingenious inventor who turned US\$5,000 into US\$1 billion and the word Spanx into a household name.



## DO IT DIFFERENTLY

"I think you should embrace what you don't know, especially at the beginning. Because what you don't know can become your greatest asset. It ensures that you will absolutely be doing things different from everybody else."

## NO REGRETS

"I don't want to be rocking in the rocking chair with regrets, I want to be rocking in the rocking chair saying: 'I did it, I tried it, it terrified me, but I'm here.'"



## MIND THE GAP

"Entrepreneurship in its truest form is about identifying a gap in the market and creating a product of use to fill that hole. And Sara showed the world that sometimes it can even be as simple as cutting the legs off a pair of tights." – Richard Branson



## BORN

Florida, US, 1971

## EDUCATION

Florida State University  
Legal Communications

## CAREER IN BRIEF

### 1996

After placing low on the law school admission test, Sara takes a job selling fax machines door-to-door with Danka in Florida. For a party, she decides to wear tights under her cream trousers to smooth out her figure, but because of the heat, she cuts off the feet and an idea is born.

### 1998

Sara takes her US\$5,000 in savings and moves to Atlanta with the view to develop her shapewear idea.

### 2000

After a two-year slog, Spanx is born. Sara sends free samples to Oprah who features Spanx on her famous 'Favorite Things' episode and Sara quits her day job. Spanx achieves US\$4 million in sales in its first year and US\$10 million in its second year. In 2001, Sara signs a contract with a home shopping channel and sells 8,000 pairs in the first six minutes of operation.

### 2004

Sara appears on Richard Branson's TV show, *The Rebel Billionaire* and the two become great friends.

### 2012

Sara joins the *Forbes* Billionaires List as the youngest ever self-made female billionaire and is on the cover of its magazine.

### 2013

Sara becomes the first female billionaire to join Bill Gates' and Warren Buffett's Giving Pledge.

### 2017

Spanx's current annual sales are estimated at US\$400 million. Sara still owns 100 per cent and has a net worth of more than US\$1 billion.

# GET INSPIRED ON THE GO

Subscribe to *The CEO Magazine's* digital edition today and save!



DOWNLOAD THE APP ON





# PARADISE FOUND

The Indonesian island of Lombok presents a picture of serenity with its white sand beaches, shimmering turquoise waters and dense green forests. An enchanting journey through the winding mountain roads descends into the paradise resort of The Oberoi, Lombok.



*The Oberoi*

LOMBOK, INDONESIA



Medana Beach, Tanjung - 83352, North Lombok, Indonesia  
Phone: +62 370 6138 444 Email: [reservations.toli@oberoihotels.com](mailto:reservations.toli@oberoihotels.com)  
[www.oberoihotels.com](http://www.oberoihotels.com)