



Baroda Management Association

Interview of Mr. M. K. Tiwari (GAIL)

After a fairly long wait, team BMA got the appointment to meet Shri. Mukesh Kumar Tiwari, Chief General Manager at GAIL (India) Limited. The fruits of patients are sweet they say, and that's what we found out. We got to meet a man who is highly motivated and committed to his job and he radiates an even higher level of energy to people around him. Over a cup of coffee we spoke to him:

MG: How long have you been with this company?

MKT: I have been with the company for 27 years. I have served the company in various capacities and roles (Operations, Projects e.g. City Gas Distribution, Wind Energy, Heat Recovery Steam Generator, Corporate Governance) various locations – Vadodara, Waghodia, Hazira, Vijaipur, Noida, Delhi.

MG: How long have you been in Baroda?

MKT: Currently, I took over charge as Office In-Charge and heading the Regional Pipeline Network Headquarter (RPNHQ) - Gujarat, Vadodara for about 04 months. However, I started my career in GAIL, with my joining at GAIL Vadodara in 1991, and was posted at GAIL Waghodia (GPU – Gas Processing Unit) in the year 1992 till 2003. So, I have lived here for about 12 years.

PV: How do you rate Baroda Compared to other cities you have lived in?

MKT: Vadodara is a cultural city of Gujarat. It has very rich heritage and legacy of educational, industrial and commercial importance. It is a center of art and architecture.



In the last three decades, I have seen city being progressive and growing. The populace is harmonious, cosmopolitan mix of people of different faiths, from different states. Pleasant and welcoming changes are witnessed over the years.

MG: Tell us something about your Company's operations out of Baroda/Gujarat.

MKT: GAIL has its multiple business verticals in Vadodara/ Gujarat. GAIL has its huge pipeline network present in Gujarat. Vadodara office is the regional pipeline headquarters. Vadodara region looks after operations and maintenance of 1440 kms (707 regional & 733 km of cross country pipeline) catering to more than 127 customers (2 MMSCMD - 100 SCM), 50 pipeline installations, 155 terminals, sources 45 MMSCMD gas from 30 different sources.

PV: Since Gas is highly inflammable what safety measures are in place?

MKT: GAIL follows standard safety measures as per the norms of OISD (Oil Industry Safety Directorate), PNGRB (Petroleum and Natural Gas Regulatory Board) who review the process on regular basis. Health, Safety and Environment management system and Operations & Maintenance Policy are also in place and we carry out our operations as per the standard guidelines. Presently GAIL has taken a very ambitious project i.e. GPRP (Gas Pipeline Replacement Project) to replace old natural Gas Pipelines. The GPRP project consists of replacement of 66 pipelines, construction of 11 SV/IP & customer terminals at 24



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locations. The Project is conceived mainly to enhance the integrity and safety of the system.

MG: What are the CSR initiatives of GAIL?

MKT: GAIL remains committed to the principles of Corporate Social Responsibility (CSR) which it strongly believes play a defining role in the development of the country. We have named it as GAIL Hriday. The Company's vision of "value creation" for all stakeholders remains the guiding force behind the social interventions. A top-to-bottom, robust governance structure with a dedicated team of CSR professionals, helps in evaluating and selecting meaningful social programs.

Following a Project-based Approach towards all CSR interventions, GAIL has implemented CSR programs primarily in the rural areas which are in close proximity to the work centers/installations of the Company. GAIL has identified seven broad areas of CSR intervention, each of which is titled by the objective they seek to achieve viz. **Arogya** (Wellness) - Nutrition, Health and Sanitation and Drinking Water projects, **Ujjwal** (Towards a Bright future) – Education initiatives, **Kaushal** (Skill) - Livelihood Generation and Skill development initiatives, **Unnati** (Progress)- Rural Development, **Sashakt** (Empowerment)- Women Empowerment initiatives, **Saksham** (Capable) - Care of the elderly and differently abled, and **Harit** (Green)- Environment centric initiatives.

MG: Sir you are seen as a popular leader. What is the secret?

MKT: The people participation in decision making is the key for owning the issue. I believe in experimenting with new ideas.

Recently, PEHAL - an initiative for people connect and self-assignment has been rolled over for the senior executives, primarily the implementing friends and process owners of various departments. It is an informal meeting where we meet twice in a week. Just after wonderful weekend where we rejoice happy moments with our near and dear ones, we start the work week afresh - Monday morning, people come up with self-assignment, they set a goal and commit on executing a particular task within a week. Then we meet on Friday evening, where people disclose on the status of the task they committed at the start of the week. These tasks categorically fall under Professional, Personal or Social. In 15 weeks, over 180 projects have come up (Professional-133, Personal-43 and Social-7).

PV: What kind of tasks? And what is achieved through this exercise?

MKT: The undertaken task is of various natures - learning

new process, subjects; improving ones' knowledge in particular area; liaisons within or outside the company; etc. This process, where people set goals for themselves and commit publicly, keeps them self-motivated towards fulfilling it. It has reduced lead time. Also, looking at the level of commitment of each other, people have started pushing themselves to deliver more and more. They also substantiate their achievements with relevant data at work week closure.

This initiative is helping in many ways grooming and developing our senior level executives which will in long run reinvent strong leadership which has a vital role in company's success.

MG: Sir, tell us something about your family, your hobbies, and how you manage to balance everything?

MKT: My family lives in Delhi. Since I keep shifting, they cannot move with me every time. My wife is a teacher and specializes in maths. She is the one who looks after everything and maintains the balance by taking care of home and children. I am too far away to contribute actively. This gives me more time at the work front. I can concentrate better and work better. Presently I do not get any time for hobbies. Within the company I remain very active and have taken many initiatives.

I don't believe in hierarchy and always try to dissolve that by trying to involve more and more people in all activities. Since I have vast and varied experience of working in different departments, including conducting technical audits, I constantly keep in touch with all unit heads. I also feel people should be allowed to make mistakes, which makes them learn to take responsibility.

PV: Any message you would like to give for Industry Managers?

MKT: Communication is the art for a successful leader. Communication is always a two-way process. It is not enough to speak clearly, at the same time you have to make sure that it is being heard and understood. Reading habit is must for developing communication skill. For the Effective communication

- To be tender with the young
- To be compassionate with the aged
- To be sympathetic with the striving
- To be tolerant with the weak and the wrong.

THANK YOU SIR

Interviewed by:
Pallavi Vyas & Malti Gaekwad

Award for Innovative HR Practices

It gives us immense pleasure to share that one of our Patron members **Gujarat State Fertilizers & Chemicals Ltd. (GSFC)** has been recognized as **"Top 50 Organizations with Innovative HR Practices (PSUs)"** and was felicitated at 17th Edition of the Asia Pacific HRM Congress, presented by Times Ascent, at Bengaluru on 4th September, 2018.

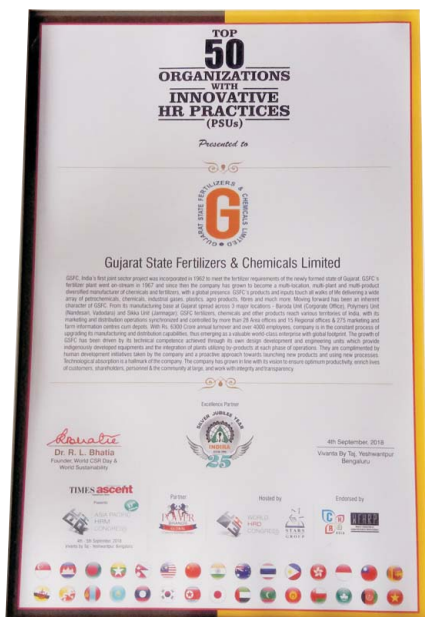
Shri Sandeep Purohit, Head (HR), who has been our past president in the year 2013-14, accepted the award from Shri Roshan Kaluarachchi, CEO, SLT Human Capital Solutions Pvt. Ltd., Sri Lanka on behalf of GSFC. The award has been endorsed by CHRO Asia and the Certificate is provided by World Federation of HR Professionals.



This award is presented to the Organizations who have embraced innovation as a part of its own 'cult' and built that into the fabric Strategy of the business. This

award has been presented to GSFC based on its continuous demonstration of effective, creative and proactive HR and people management practices cultivated over the years based on the support, nurturing and direction provided by its Managing Directors, HR Leaders, HR Teams and each and every employee of GSFC.

BMA family is proud of this achievement of a member organization. Congratulations.



Round Table Conference on Micro, Small and Medium Enterprises Accelerate Business Growth

On 13th August BMA conducted this year's first RTC for MSMEs. Mr. Kamal Singh and Mr. Aslam Charania were the main guest speakers.



The Programme started with BMA President **Mr. Rajiv Thakkar** welcoming the participants and invitees. He said this was the first in a series of programs lined up for the year as the focus is going to be on MSMEs.

Mr. Kamal Singh addressed the house in Hindi, while he said that although he had been in Gujarat for the last couple of months this was the first time a professional Association had invited him to speak. On the onset he shared some statistics saying that in the Indian industry 45% belong to the SMSE family with over 6 crore enterprises belonging to this segment. SMSEs provide highest opportunities for employment second only to agriculture, yet this sector faces many setbacks. He enumerated some of them like:-

- Not able to employ latest technology
- Not able to meet the demand in quality due to poor R&D
- The need to make this sector more competitive for the global market scenario

Then he said that the government is already aware of these drawbacks - hence the ministry and his department are trying to upgrade in various ways. They have floated many schemes that can help the SMSEs overcome various problems and hurdles. Mr. Singh elaborated in detail about the various schemes which have been implemented in Gujarat and elsewhere with the help of NPC, CII and QCI. They form clusters which share technology and knowledge. This helps improve quality and promotes healthy competition, while it brings down the cost with lean and efficient policies he said in that 52 classes they have seen excellent result so far.

He also added that customer requirements and demands keep changing so we also keep up scaling and upgrading the schemes for implementation. They have also partnered with engineering institutes to start incubation cells and give support of up to Rs. 15 lakh per scheme, for those who



want to innovate. For other projects his department gives 60% to 80% funding, because they want maximum SMSEs to benefit. Mr. Singh added - to motivate and support these industries sell their products all government companies have been directed to purchase at least 20% of their annual requirement of various items from MSMEs.

Mr. Kamal Singh ended his address saying that, since his department is short staffed organizations like BMA should help spread the word about their schemes so that more and more Gujaratis could benefit by availing to those facilities - like study tours abroad to learn new technologies and participation in trade fairs in India and abroad for market development of their products.

Mr. Aslam Charania shook up the audience when he started talking because he said in his 15 years of working in this field he has learnt from the psychology of every MSME entrepreneur, what is keeping the sector from growing, rather flourishing, despite tremendous scope and opportunities in this area.

To begin with he asked the audience the difference between an **Entrepreneur** and **Businessman**. He said entrepreneurs take a lot of risk. Every day they are excited and charged and want to experiment and innovate, but sometimes lack the needed support while businessman only want to make money - and will not take risks, neither

invest in R&D. So where will the growth come from? Ideally what we need is a combination of both money and creativity!

Referring to Mr. Kamal Singh's talk he said we already have proof that the government is doing everything it can to remove roadblocks and help the SMSEs in various ways through their different schemes; so it is high time we stop blaming the government for everything. It is time for some introspection. Having said this he further elaborated on the psychology of MSME entrepreneur which he has corroborated through his personal experience.

Six mental blocks which don't allow growth! He listed them as follows and elaborated on each point giving various examples.

1. **EGO** - Each entrepreneur thinks he knows a lot while he only has Limited knowledge jokingly he added, "knowledge ka ego hai, but ego ka knowledge nahi hai!" Such people are not even willing to listen to their own children who may have newer and better ideas. Ego comes in the way, leave alone taking advice from anyone else.
2. **INSECURITY** - people need to learn to trust someone to do the job. You can't be doing everything yourself. Why do we need an agent or a broker for everything? Because we feel insecure and don't want to take any risks.
3. **POSSESIVENESS** - the feeling of keeping our cards close to us. We don't want to share our success or failure with anyone. We don't share our data because of the same insecurity it comes in the way. If we share our problems with someone, they could help overcome - but No, it doesn't happen.
4. **DIRECTIONLESS** - there seems to be a total lack of vision. There is no goal, no target to be achieved and no real excitement about doing something new or





doing something differently. If you can set a goal you will work to achieve it without that there is no motivation either.

5. UNORGANIZED - total lack of work organization is obvious. Data is not organized, there is usually no handy customer profile. The factory layout and work stations are unorganized, and there is no future plan. Everything leads to some kind of chaos. it is a very laid back attitude. There is a lack of learning. I say - go out meet people see what they are doing and how they are doing it Network is Net worth. In Gujarati he added **"je phare e chare, bandhelo bhukhyo mare!"** Very rightly said.
6. IGNORANCE – People think ignorance is bliss - but that is one of the major setback. Entrepreneurs need to go out and learn. See things, see how other people are working - it might give better ideas.

Mr. Aslam ended his talk saying there is tremendous scope of growth for an SMSE, but they need to be trained. They need to change their attitude towards growth and financial discipline with the right approach and the right mindset.

Following are snippets from the other speakers:

Mr. Manish Mohan - Vice President Business banking Unit; HDFC spoke about how HDFC can be support to provide funding for businesses. The benefit of pre- approved personal loans for entrepreneurs.

Mr. Ashish Goyal - Vice President, NSE Shared his experiences of different companies who has experienced tremendous growth by publicly listing their companies. He encouraged new entrepreneurs to get their companies listed.

Mr. Sagar Bhatt - deliberated on how MSME's can prepare for listing.

The technical session was then followed by a Panel discussion. Chairman and MD of Innovative Tyres Ltd, Mr. Mukesh Desai shared his story of getting his company listed on NSE Emerge.

Mr. Chandrakant Patel, CMD of Ice Make Refrigeration Ltd an Ahmedabad based company shared his experience of getting his company listed and benefits associated with it.

Other members in the panel discussion were **Mr. P. N. Solanki**, Assistant Director MSME-DI, **Mr. Manish Mohan**, and **Mr. Ashish Goyal**. The Discussion was moderated by **Mr. Jayesh Vithlani** of VIVRO Financial.

A special talk Recognizing India's Best

A special talk was organized by BMA on 29th August'18 by Mrs. Preeti Malhotra,

topic was "RECOGNIZING INDIA'S BEST" based on a study by The Economic Times and Great Place to Work that recognizes organizations that are great employers. Samanvaya brings you a gist of it.

Right now the global economy is going through the labor pains of Third Industrial Revolution, manifested through technological innovation and digital disruption, giving way to new business models. The effect of all the above is perceived to be fuelling ideology shifts and rise of nationalism across different parts of the world.

With the rapid and exponential pace of technology innovation, it is simply not enough for businesses to deliver products and services. They are getting commoditized in no time, in the digital era. Customer experience becomes even more important. Incidentally positive customer experience is characterized by empathy. It is the key essence of the sum-total of all interactions that businesses have with their customers. And the one who can deliver this to customers is an employee who, in turn, is impacted by the sum-total of positive experience at the workplace.

Therefore, the only indispensable factor in the entire equation turns out to be an employee with a positive workplace experience that translates into a great customer experience. AI can replace many jobs, but not this kind of an employee.

While the above insight is intuitively understood by industry, research shows that, globally, companies spend 1 trillion USD to track, design and deliver customer experience, but, when it comes to employee experience, the spend is only about 750 million USD (as per a research quoted by Diana Disk, Principal at Boston Consulting Group).

Reported by: Bhaskar Joshi



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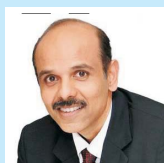
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Forthcoming Events

Creating Effective SOP

Date : 21st September, 2018
Time : 9:30 a.m. to 5:30 p.m.
Speaker : Mr. Paresh Shah
Venue : Baroda Management Association

Essential management of employees/ Industrial Relation

Date : 28th September, 2018
Time : 9:30 a.m. to 5:30 p.m.
Speaker : Mr. K B. Lele
Venue : Baroda Management Association

Friday Evening Talks

Sr	Date	Topic & Speakers
1.	21.09.2018	Mitrata Na Samikarno By Ms. Naynaben Thakkar
2.	28.09.2018	Personal Grooming By Ms. Bhumika Swarnakar

Venue : BMA, Guru Narayana Centre for Leadership, 2nd Floor, Anmol Plaza, Old Padra Road, Vadodara.

From the desk of Editorial

Dear Friends,

The festival season is on full swing and DJs playing at their loudest at every nook and corner of the city and at such a time it is a daunting task to do any serious work. To get people do any work has had its effect on us and also this issue of Samanvaya is a bit delayed, nevertheless we believe in "Better late than never".

Well this issue brings you an interesting interview with the top man from GAIL and he had some nice tips to share.

BMA also held its first RTC of the year in August so we present a brief report of the main speakers, plus other programmes.

And now the major focus shifts to the forth coming AMC and we all should be present in large numbers so mark the dates!

Enjoy the festivals till then.



- Malti Gaekwad

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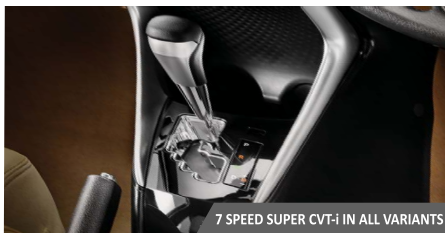


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