

Interview of **MR. K. SATYANARAYANA** CEO - OPAL

After waiting for almost a whole month and constant coordination by the BMA office, I was finally able to meet Mr. K. Satyanarayana the CEO of OPaL, ONGC Petro additions Limited. He is definitely a busy man who spends the mornings in the Baroda office located in a little known area of Manjalpur. After that he spends over two hours travelling to the project site at Dahej while dispensing official work. Once there he spends 5-6 hours over seeing things at the Plant site before returning to his home late at night, only to follow the same routine the next day and the next.



MG : Sir, how long have you been with this company?

KS : I was appointed to this office and position in 2014 and I have been in Baroda for the last two and a half years only. Before that I have had a long and satisfying career with ONGC which I joined as a Drilling Engineer in 1982.

MG : Please tell us more about yourself.

KS : Myself? I thought you wanted to know about company!

MG : We will come to that too, after we know a little bit about you.

KS : Ok. I belong to a farmer's family from Andhra Pradesh. I studied mechanical engineering at the Bangalore University and after graduation I took up a job in the coal mines. Then I got the opportunity to join ONGC, where I have served in various capacities and positions, starting from the bottom. I have travelled to different parts of the country and abroad too during my service of 34 years. I worked in Agartala as Asset Manager and I have also been in New Delhi as officer on special duty for onshore activities. Along the way I have got 8 merit promotions and several awards. Overall the journey has been interesting from a drilling to the business of Petrochemicals.

MG : Frankly not many people know about OPaL, could you please tell briefly about the company?

KS : ONGC Petro additions Limited (OPaL), is a joint venture company, incorporated in year 2006, by Oil and Natural Gas Corporation (ONGC) and Gujarat State Petroleum Corporation (GSPC), with 26 per cent and 5 per cent stakes respectively. Later, Gas Authority of India Limited (GAIL) also acquired a 9 per cent stake. OPaL aims to provide world-class products and services across the globe, while being sensitive towards the environment at all times. Currently we are in the process of commissioning the Cracker Unit. The mother unit has already started operations recently. It is basically a Petrochemical Plant and our products are Polyethylene and Polypropylene. These are raw materials for plastic products.

MG : If I understand correctly you are competitors to Reliance (erstwhile IPCL)?

KS : No it is not right to say that. Though we are in the same business we are not competitors, because the market is so huge. The demand is very high and the supply

is limited. So, both have the share of business.

MG : So what are your products?

KS : Our plant is a grass root Mega Petrochemical project in the SEZ zone at Port City of Dahej. It will mainly produce HDPE, LLDPE, PP, Benzene, Butadiene, CBFS and Pygas.

MG : Plastics are harmful for the environment, so why go on producing more and more?

KS : It is a bit of misconception. Considering societal benefits, technological and medical advances, environmental cost savings corroborated by life cycle analyses, offer perspectives otherwise. On application side, plastics offer genuine solutions owing to its better inherent properties resulting in weight reduction, aesthetics, operational and economic convenience, technological advances, design for end-of-life recyclability, increased recycling capacity, to name a few. What gives rise to the perception of 'bad' and 'harmful' are the plastics pollutes chiefly found in either landfills or plastics carry bags that are littered choking part of the ecosystems. It's actually time we change the way we consume and the way we dispose. Unfortunately, we don't have a pragmatic way of collection and segregation of waste. A scientific disposal mechanism can further boost recycling through the concerted efforts of the public, industry, scientists and policymakers.

Actually, it is heartening to note that the application of green chemistry life-cycle analyses and revised risk assessment approaches, is looking at reducing lifecycle impacts of plastic use further with parallel path-breaking applications being explored in domains of both biodegradable and photodegradable plastics.

MG : Are you happy with the business and work environment?

KS : Yes. Gujarat is at a great advantage. There is a lot of support from the Government and ease of business. ONGC has its oil wells in the Western region and Bombay High provides us the feed-stock. We get Naphtha from Hazira as well as C2, C3 and C4 gas components from C2-C3 plant of ONGC. Because of the long coast we have the advantage of the port being close to National Highway. Also large number of plastics consumers are present in this region.

MG : What kind of Safety measures do you have in place?

KS : Safety of all kinds is a priority. We have a tough job while construction or operations. Enforcement is strictly monitored. No violations of any sort are acceptable. Especially now we have regular mock drills etc. very regularly.... I t will interest you Madam to know that I have been the head of the Disaster Management team in ONGC for 12 years.

MG : Wow! And, what about any CSR activities of your company?

KS : We are doing our job sincerely and nicely, even without any directives from the government. We take care of our employees and their skill development, training welfare as well as our environment. We have contributed hugely to Swacch Bharat Abhiyaan by constructing toilets in and around Bharuch city. Once our production is full swing and we start making profits we will take up many other areas. I am personally very keen about law enforcement for cleanliness, smoking in public places and reckless driving.

MG : Sir what are your hobbies?

KS : Oh! I used to play badminton but now since two years I don't get time. The stakes in this project are very high. The project work was already running behind schedule when I was appointed to this position, so I have a personal commitment to ensure the commissioning at the earliest.

MG : Would you like to give some message for youngsters?

KS : Yes. Your knowledge is your wealth. Work with your hands to get the knowledge and experience. Once you have that industries will be after you. No short cuts. Youngsters want everything easy and are not willing to do hard work. We in industry are starving for good, sincere people with hands on experience. There is serious problem of abilities which need to be overcome by recruiting and training more people.

Even companies have to understand; these days HRM is a very important thing. Organisations need to re-look and re-think their policies about how to retain good people and develop that culture. Private sector is already giving higher salaries and incentives to arrest attrition. Government companies will have to learn to find its way to retain good people.



Interviewed by **Malti Gaekwad**

CO-OPERATIVE SEMINAR

Date : December 9, 2016

Venue : The Hotel Gateway (Taj)



(Mr. Gaurish Vaishnav, Ms. Avi Sabavala, Mr. Manoj Patel, Mr. Devanshu Vaishnav, Mr. Anand Majmudar, Mr. Sarvesh Chandra (left to right))

The Co-operative Development Committee organized its annual seminar on "Agriculture Operation in Changed Environment", on 9th December 2016 at the Hotel Gateway (Taj)

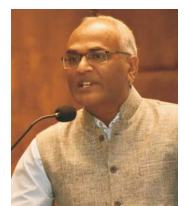
Delegates and experts from agricultural as well as industrial sectors were invited to share their experiences on the current situation of agricultural policies within the given framework.

The seminar was designed in such a manner that complete information related to seeds, germination, fertilization as well as digital use of technology for the pesticides and manures was shared. Various case studies and illustrations were discussed by the authorities and dignitaries in the related areas of specialization.

Congratulations to our past president Shri Devanshu Vaishnav and his team for spearheading the event.

The keynote speaker for the seminar was **Mr. Manoj Patel**, CEO - GUJCOMASOL.

The following dignitaries addressed the seminar on the given areas "The policies related to genetically modified seeds, and its future" by



Mr. Manoj Patel



Mr. Dinesh Suthar

Mr. Dinesh Suthar, HOD (Seeds Division),
"Latest policy of Government on Agriculture Inputs which includes soil analysis & FCO" by **Mr. M K Kureshi**, Joint Director of Agriculture, (Ext.) Vadodra Division.



Mr. M K Kureshi

"Details about the availability of Manure in Gujarat region" by **Mr. Arvind Patel**, Sr. Manager Marketing, KRIBHCO, Gujarat.



Mr. Arvind Patel

Panel Discussion on "Role of Agriculture in changed Environment"
Moderator for the session **Mr. Manoj Patel**, CEO, GUJCOMASOL.



(Mr. Sourabh Dixit, Mr. Lalitbhai Patel, Mr. Manoj Patel, Mr. N.S. Patel, Mr. Siddharth Gite)

Panelist:

Mr. Sourabh Dixit, State Head- Gujarat, Hindalco, **Mr. Lalitbhai Patel**, Sr. Area Manager, KRIBHCO, **Mr. N.S. Patel**, State Marketing Manager, IFFCO. **Mr. Siddharth Gite**, Executive Trainee (Marketing) GSFC Ltd.
The master of ceremony for the event was **Ms. Parul Trivedi**.



Co-operative Development Committee

Mr. Sarvesh Chandra - Advisor | Mr. Devanshu Vaishnav - Chairperson
Mr. P F Bharucha - Director | Mr. Sanjay Srivastav - Member

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Special Friday Evening Talk Knock Out Your No Balls

Date : December 9, 2016 | **Speaker** : Mr. Sandeep Purohit
Venue : I.G.Patel Auditorium, Faculty of Social Work



Mr. Purohit is Past President of BMA and known to all of us as a person who has bag full of interesting topics and even more unusual way of presenting them. No wonder that the hall was full or rather overflowing with the audience young and old eager to hear the speaker. But they had to wait till.....

President BMA, Ms. Avi Sabavala welcomed the gathering and Col. N.S. Chhabra (Chairman FET) introduced the speaker Sandeepbhai for those who did not know him.

Mr. Sandeep Purohit started his talk by giving an outlay of his presentation – 3 modules, 1 exercise , 10 videos, bit od meditation and roughly 23 slides.

WHAT IS A "NO BALL" ? No Ball is what a bowler can bowl (not ball) – unknowingly. And yes it has everything to do with cricket – so a NO BALL is something that has gone wrong unintentionally and doesn't bring in the desired result it was intended to bring. For you and me, these could be any of these:- **BUSINESS, SOCIAL, FAMILY, PERSONAL/INDIVIDUAL.**

At this point the audience was asked to close their eyes and think about a time that things had not worked out the way you had expected (this he called meditation.)

A NO BALL could be your own over confidence, misjudgement, lack of co-ordination, miscommunication, lack of proper training/ coaching or advice.

To overcome these problems, one must WORK SMART. Then to illustrate this point the speaker put forward a small quiz and gave examples of people who had 'operated' smartly.....doing good business without much investment. He said you don't necessarily have to invest in infrastructure and materials to do the best businesses. Try to find out areas where business can be generated he said, giving an example of Google and Apple are largest software vendors but they don't write any apps. themselves! So look for opportunities.

EFFECTS OF A NO BALL – We are often not sensitive or observe them when



they are coming. Sometimes it is our own doing (or undoing) and depends on how we handle or react to a particular situation. Such a thing drains our energy, time and money and it affects our achievements as well as motivation. Such things affect our environment too, because it off sets our balance and hinders our self esteem, team spirit, rhythm and the flow of everything around. Our whole confidence gets shaken due to such setbacks or NO BALLS and takes a long time to get back on track – due to this our competitors gain tremendous advantage which actually further hampers our process of recovery. Hence it becomes important that we learn how to manage a NO BALL.

HOW TO MANAGE A NO BALL:

- **PRACTICE** you can be ambidextrous – to situations, skills, opportunities, then you are set to succeed.
- **DISCOMFORT** your **COMFORTS** – convert a perceived **NO BALL** to your advantage. Get out of comfort zones, take things head on.
- **NO EARLY CELEBRATION** – wait to confirm the results – anything can happen.
- **LESSONS FROM MISTAKES** – always good to learn from your past mistakes, or **NO BALL** experiences.
- **THINK** and **ACT CRAZY** – do things different even if people think you are crazy. Dream crazy things. See Tamil & Telegu films they do crazy things.

The master of ceremony for the event was Ms. Siddhi Solanki.

- Reported by Malti Gaekwad



Conflict Management At Personal And Professional Levels



Human beings are unique. Everyone has his/her own convictions and beliefs. No one is expected to think alike, thoughts may overlap but one person cannot feel and think like another, all the time. This results into a fertile field for conflicts! It would be between two individuals or within a team of individuals. It is also seen between two or more teams within an organization, local communities or neighbors separated by just a garden wall! Often, our areas of conflict might overlap and we allow personal issues to influence our work environment or vice-versa. As we cannot live in conflict for a long period, it is essential that we challenge them.

When conflict is mismanaged it can harm relationship. But when handled in a respectful and positive way, it provides an opportunity for growth and motivation; simultaneously, strengthening the bond between two people or teams.

Before we read further, let's see some of MYTHS about conflict:

It's not 'nice' to have a conflict - Myth

My opinion - Disagree.

Reason - There is nothing wrong in having a conflict. When recognized and handled properly, it can lead to healthy relations.

Conflict is bad - Myth

My opinion - False.

Reason - Accept conflict as a part of life and learn to deal with it effectively.

All conflicts can be resolved - Myth

My opinion - Not Necessary

Reason - Many conflicts remain unresolved for various reasons. So, agree to disagree.

All personality conflicts cannot be resolved - Myth

My opinion - Disagree.

Reason - People change, personality type can be identified and acceptance for each other can be developed.

Conflict resolution is about everyone winning - Myth

My Opinion - Not true.

Reason - Depending on the cause of conflict the solutions may vary.

People are born with a natural ability to resolve conflict - Myth

My Opinion - Not Necessary.

Reason - Most of us need conscious training of mind to resolve conflict.

What creates conflict?

Well, many of us are aware of the situation which acts as a catalyst to create conflict, but most of us tend to ignore it or learn to live with it! Some common reasons are -

- Not being a role model.
- Being judgmental
- Individual vs. team approach
- Introducing change without consultation or discussions.
- Showing authoritarian attitude.
- Making oneself unapproachable or using sarcasm in communication.

If one can recognize and avoid above approaches, conflict will be reduced in any given environment. Many times, people are not aware that they are responsible for creating a conflict. Some people are like "**fire cracker**", suddenly raising an issue during a meeting or gathering and diverting the discussion, while some are capable of back stabbing or can give a cold shoulder and create stress in a person or situation. Good number of them feel they should have the "**LAST WORD**" while quite a few will always go down the "**Memory Lane**" and bring the past into the present argument. The negative consequences of such conflict are bitterness, closure of communication and one would tend to avoid people who are responsible for creating such situations.

On the other hand, there are people who can handle conflict in a positive way. Their approach would be to focus on issues and not to attack the personality of the person. Many would talk of the future and look for solutions rather than blame anyone or any situation without going into past. When such approach is taken, there would be healthy discussion and negotiation which is beneficial for all and a win-win situation is created.

EFFECTS OF CONFLICTS:

At organizational level, effects can vary from person to person.

It can be a powerful source of motivation, stimulate competition, help identify legitimate differences.

On the other hand, it can lead to – absenteeism, staff turnover, demonization and stress, non-productivity.

At personal level

it can be positive if one can understand the cause of conflict: It can lead to introspection, empathy and acceptance, change of personal habits and attitudes.

The negative impact could be: depression and frustration, lack of interest and anger.

Prevention is better than cure!!!

One can avoid conflict or differences by:

- Learning to have clear and proper communication.
- Listen effectively
- Allow others/team members to express openly share goals and objectives.
- Have clear and detailed job descriptions (even at home).

- Avoid criticism in public.
- Be fair and just with everyone / team members.
- Be a ROLE MODEL.

If conflict is already "**in the air**" then a few steps can be taken to resolve it:

- Talk in private and keep it to yourself.
- Empathize rather than sympathize.
- Focus on issues not on the personality.
- Avoid blaming each other.
- Identify the key cause.
- Agree on - action plan with alternative solutions.
- Re-state the action plan frequently.
- Give a positive feedback.

Many of us find ourselves as mediators to personal or organizational conflicts.

REMEMBER

- To be a good listener- ("Listening is NOT hearing")
- Remain unbiased and trustworthy.
- Be persuasive and resourceful.
- Use logic to explain - show them a common goal.
- Make them review situation - if need be - suggest/conduct basic training.

To conclude, conflict is everywhere and can play out at any scale. Identifying conflict in our lives and overcoming it can be highly beneficial to our happiness and wellbeing.

"Have a positive and open mind, half the battle of life is WON!"

Constructive conflict management is the ANSWER!



- By Geeta Sikdar

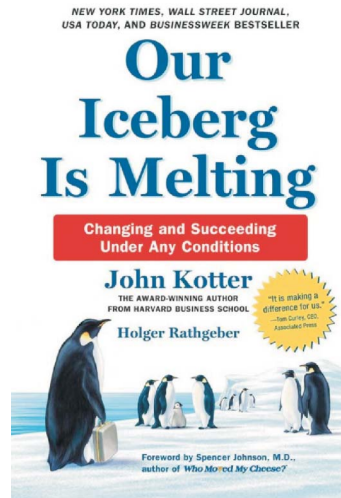
BOOK REVIEW

Our Iceberg is Melting

by John Kotter and Holger Rathgeber

"Handle the challenge of change well, and you can prosper greatly. Handle it poorly, and you can put yourself and others at risk" These are the opening remarks by the authors of "My Iceberg Is Melting". Dr. John Kotter, an authority on Change management and Holger Rathgeber share with us a fable of emperor penguins living in the Antarctica. The intellectual background of the book is the eight step change method proposed by Dr. Kotter in his book Leading Change.

The fable starts with an unusually observant and a curious junior bird called "Fred" who had collected a lot of data regarding the iceberg on which this group of two hundred sixty eight penguins lived. The iceberg had developed some cracks through which the seawater had seeped in. A large cave containing seawater had also formed. This can lead to the iceberg breaking up in winter. He realized he needed to share this data with the leaders of the colony and he chose to speak to Alice. Sharing his concerns with the penguins at large could lead him to being labeled a "worrier" who frightened others. Alice went with him on a fact finding and was alarmed. When she shared her concern with the others most of them were skeptical at first. After a demonstration by Fred and a test with a glass bottle, made the Leadership group call a General Assembly of the Colony. When the facts were explained to all the birds, the first step was taken i.e. reducing complacency and increasing urgency. Louise, the Head Penguin brings together, a group of Penguins including Alice and Fred to find a solution to this problem. Thus Louise had succeeded in the next step – pulling together a team



to guide the needed change. The first scouts came back with possibilities, they were given a hero's welcome. The colony had taken a very important step. Fred and the scouts had created a short term win. After this the momentum was kept up by sending a second wave of scouts.

They found an iceberg suited to their requirements. Just before the winter set in, the birds began their move to their new home. The move entailed some chaos, but Louis with his effective leadership managed it. The winter passed. the new home was not without its problems. But they were manageable. The next season, the scouts found a better iceberg. And though it was tempting to stay put, they moved again. Thus not letting up. Also, this became a way of life, and the leaders ensured that the changes would not be overcome by stubborn, hard-to-die traditions.

Dr Kotter has explained the eight change management steps (underlined above) in a very simple manner. But at the same time, the nuances of how the non believers will react to change, how the emotional family members would behave and how each step is significant is brought out by this tale. The book is illustrated beautifully. Thus the message that the authors want to convey gets reinforced visually too. The book can be used as pre reading before a team meets up to chart out the change process. It can also be a good resource for training in change management. But the thinkers need to read the books Leading Change and the Heart of Change to really understand and apply the eight step model.

If read in a standalone manner, it appears simplistic. Sometimes the fictional framework is a little illogical. The characters in the tale live like real penguins but one carries a briefcase and another (The Professor) cites articles from scholarly journals. But read keeping the context of change, group dynamics or corporate culture in mind, it can lead to multiple insights. It can appeal to a large spectrum of people contrary to professional books. The authors strongly believe that the world needs much more action from a broader range of people – action that is informed, committed and inspired – and this book can help us be that in this era of increasing change.

Watch John Kotter on TED for his talk "Change Management Vs Change Leadership – What's the Difference". <http://ed.ted.com/on/trUozN3T>

YouTube for his talk on "Iceberg is Melting"

<https://www.youtube.com/watch?v=Gh2xc6vXQgk>

Editorial comment - we are witnessing change (turbulence) around us and globally. Further, we are watching shrill protests, too. To tide over we need to welcome change and then what should be mindset, is well explained in this book with fable. It is the mindset and talent which will take you ahead.



- By Kalpana Motanpotra

One Day Management Development Program Marketing Options & Strategies

Date : December 22, 2016 | **Faculty :** Mr. Rajeev Maniar

ABOUT THE PROGRAMME

The buzzwords have changed and so has marketing styles. Today Sale is done through Online and Websites" The new trends in marketing are a process of change. The modern scenario demands a consistent process in marketing.

COURSE CONTENTS

The MDP covered the following areas:

- Identification between Sales and Marketing
- Change Over - Recognizing Trends
- Success Stories - The Game Changers
- Developing your Market Plan
- Increasing Business through Online Marketing
- Eight Keys of Success Sales
- Sure Strategies of Marketing
- Brochures & Trade Shows
- Networking

OBJECTIVE OF THE PROGRAMME

At the end of the program the participants will have a new thought process and will identify a new way or style to initiate marketing.



One Day Management Development Program Supervising For Success

Date : December 28 & 29, 2016 | **Faculty :** Mr. Bharat Darjee

A brief Understanding of the topic

Frontline supervisors are main determinant of employee performance, retention and morale. (ref: Gallup)

- Newly appointed/promoted supervisors can create huge liabilities if they do not know their responsibilities or the magnified impact of their actions. This workshop helps organisations to maximise their supervisors' performance and how to get the most from its employees.
- Many are selected for advancement because they were the best individual contributors in their respective department function, but they lack formal training or No Knowledge of a Supervisor's Role Expectations. The new supervisors typically feel great pressure to perform in new roles as they lack the comfort of relevant preparation.



Batch I - 28th December, 2016



Batch I - 28th December, 2016

- The newly appointed supervisors may be subject to jealousy and resentment from their former peers not selected for supervisory positions, and they may feel uncertain about their relationship and friendship with former peers will be affected by changes in roles.
- This one day workshop is customised to be highly experiential in nature where participants will learn through self assessments, real life case studies, relevant exercises, reflection on their and others' experience in a non-threatening friendly learning environment.
- **Important Highlights of the MDP:**
 1. Role of the supervisors
 2. Effective Delegation of Work
 3. Importance of Effective Feedback
 4. How to enhance Teamwork?
 5. Practical examples & case studies will be discussed.

Benefits for the Participants:

- Increased Self Confidence, Enhanced motivation, Cohesive interpersonal relations
- Increased mutual trust and respect & Sense of fulfilment.



Batch II - 29th December, 2016

Forthcoming Events

MDP : Root Cause Analysis & Problem Solving Tools

Date : January 19, 2017 **Time**: 9:30am to 6:30 pm
Faculty : Mr. Madhav Reddy
Venue : BMA, Vadodara

IGNITING MINDS YOUNG INDIA (IMYI-17) "Imagine the Unimagined"

Date : January 21, 2017 **Time**: Half Day
Venue : SSG Hosp., Medical College Auditorium, Vadodara

Leadership Retreat 2017 Leadership Challenges: Managing Team Managing Change

Date : February 2, 3 & 4, 2017
Venue : Lonavala (L&T Leadership Development Academy)

MDP : Presentation Skills

Date : February 9, 2017 **Time** : Full Day
Faculty : Mr. Ojas Bhatt
Venue : BMA, Vadodara

26th Annual Awards for the Outstanding Young Managers 2017 (AAOYM)

Date : February 16, 17 & 18, 2017
Venue : The Hotel Gateway (Taj)

For Registration Contact Us : BMA
 (0265) 2344135, 2353364, 6531234
 bmabaroda2@gmail.com

FRIDAY EVENING TALKS

SR	DATE	TOPIC & SPEAKERS
1.	13.01.2017	Misuse of marital laws in India by Ms. Sabiha Sindhi
2.	20.01.2017	Silva Method by Mr. Deepak Makwana
3.	27.01.2017	Future Landscape of Urban by Ms. Shreya Dalwadi
4.	03.02.2017	Future of Leveraging Technology for health care by Dr. Vijay Shah
5.	10.02.2017	Are You Aware of Your Circles ? by Mr. Hemang Desai

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

From Editor's Desk

Dear Friends

We are trying to maintain tradition of bringing INTERVIEW of prominent, successful people for your reading. They share their experience. We are trying to get them from diverse fields and now from public sector.

Another regular feature is BOOK REVIEW. You are aware that Industry 4.0 is bringing noticeable change, through technology, on many fronts like need of new/ upgrading of skills, change of job profile, migrating jobs, development of economies etc. So, the change is compulsion rather than option. The book of this month talks about change in the form of fable and it is interesting.

When we come together for work, we come with our views, perspective, biases etc. which is a cause of disagreement and conflict. It is detrimental to work atmosphere. We requested to a social psychologist to write on CONFLICT MANAGEMENT. I hope that it will solve few of your queries.

Many of you know that Mr Sandeep Purohit, past President of BMA is hard core HR man with plenty of fertile ideas. He is always keen to share those for the benefit of young people. FRIDAY TALK program invited him to share his ideas. Please read.

Our country is experiencing multiple phases of development. Many people are still employed in AGRICULTURE. Yes, we have experienced green revolution but it is not good to stagnate on old laurels. So, need is to keep a track of technology for implements, fertilizers and soil. Seminar served the purpose.

MDP are our regular feature and please join to improve self.

Best Wishes

Pradip Pofali

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