

# Balmer Lawrie Organisational Gazette



# BLOG

Vol. 1 Issue 5

May, 2013



बामर लॉरी एण्ड कं. लिमिटेड



Balmer Lawrie & Co. Ltd.

## 2 BLOG

### EDITORIAL

The foundation of Balmer Lawrie (BL) is rooted in diversity. Diverse by the nature of our presence in multiple and varied businesses reinforced by the several geographies in which we operate. We have our units/establishments in 18 States and 2 Union Territories in the country, besides in UAE and Indonesia. You'd agree that it is not possible for an employee to experience the whole of BL in its entirety during his entire service life in the Company. Here's an effort to bring slices of BL into the life of an employee through BLOG. Accordingly, next few issues of BLOG will be dedicated to each of our Strategic Business Units — its evolution, its activities, its people and its achievements. We would also come out with a similar issue dedicated to the Joint Ventures of the Company.

This issue of BLOG is focused on the Logistics Businesses of the Company. The Logistics Business, which comprises of Logistics Services (LS) and Logistics Infrastructure (LI) have emerged as the star performer in the recent years. While SBU:LI was the Best Performing SBU in 2011-12, SBU:LS has won this coveted award in 2012-13.

Hope you will enjoy this issue of BLOG. As always, do send your suggestions/feedback to me at [mukhopadhyay.mohar@balmerlawrie.com](mailto:mukhopadhyay.mohar@balmerlawrie.com). Also, please send your and your family member's contributions for the 'Talent Unlimited' column.



### LOGISTICS BUSINESS OF BALMER LAWRIE

#### LEADERSHIP SPEAKS



**Shri Viren Sinha**  
Chairman &  
Managing Director

The Logistics Business of the Company performed extremely well in the last Financial Year and my heartiest congratulations to both Logistics Services (LS) and Logistics Infrastructure (LI) teams. However, over the last few months, the challenging market conditions have proved to be difficult for the Logistics business, particularly LI. Owing to the economic slowdown, there is a decline in import volumes across major ports and this has not been helped by intense competition in the CFS segment as a consequence of tremendous over-capacity. Customers have become choosy and demanding; hence, margins are under pressure. It has impacted the FY 2013-14 first quarter performance of Logistics Infrastructure, but I'm confident we will be able to enhance efficiency and quality of our LI business processes to address the market dynamics and improve the health of our bottom line over the rest of this financial year.

We will continue to invest in the Logistics business. As you are aware, we are in the process of getting the necessary approvals for forming a SPV with the Vizag Port Trust, which would develop and operate a Multi Modal Logistics Hub in Vishakhapatnam. Balmer Lawrie will hold a 60% stake in the SPV and Vizag Port Trust 40%. This Multi Modal Logistics Hub will be the first of its kind in Eastern India. The board, at its meeting on 29<sup>th</sup> May, 2013 has given in principle approval for setting up of a Logistics Park near Kharagpur. In addition to these investments the company is also embarking on a programme to set up "Cold Chain" facilities at selected locations in the country.



## LOGISTICS BUSINESS OF BALMER LAWRIE

I would also like both LS and LI to continuously leverage the synergy between the two businesses and would want them to handle the entire supply chain of Greases and Lubricants, after which they can target other companies both in the public and the private sector.

We are investing in technology too, both in LS and LI. Besides the RFID facility, our customers, by latter part of the year, will also be able to track their shipment in real time through the web interface, get invoices, and make payments online. We are in the process of implementing a Freight Tracking System for our Logistics Services business. This system will allow one to track the status of any shipment from the time of shipment till the time of its arrival at the customer's warehouse. Various sales promotion and branding initiatives have been rolled out.

The Board of Directors will continue to be solidly behind LI & LS in their pursuit of going that extra mile to buck the existing business trend. I wish you luck in your endeavors to emerge better and smarter in times to come. So, time to gear up and deliver on the promise!



**Shri Niraj Gupta**  
Director  
[Service Businesses]

It was a pleasure to learn that this issue of BLOG is dedicated to the Logistics Businesses of Balmer Lawrie covering both SBUs: Logistics Services (LS) and Logistics Infrastructure (LI). I have been closely associated with both these SBUs for nearly 13 years; understandably they are very close to my heart.

In the recent past both the SBUs have won awards and accolades at the State/National levels. Congratulations to the entire team of both the SBUs for winning these awards as well as delivering outstanding performance during the financial year 2012-13.

All the other SBUs I am sure would be encouraged and challenged to try and achieve similar accolades.

I wish all success to both LS and LI for their future endeavors, and I am confident the teams will continue to perform well.



**Shri K C Surendran**  
COO  
[Logistics Services]

It has indeed been a moment of pride for all of us in SBU: Logistics Services to have been selected as the best SBU for its all-round performance during the year 2012-13. It has also recorded the highest ever profit during the year. This achievement was made possible because of the dedication and hard work put in by all the employees in the SBU. On this occasion, I congratulate all my colleagues in the SBU and wish them all the very best.

It goes without saying that the top management of the Company has always been extending utmost cooperation and support in the SBU's efforts in improving the quality of service and broadening the customer base. I thank my seniors in guiding and helping us in meeting the challenges.

This honour of being selected as the best SBU places further onus on all of us in the SBU to rededicate ourselves, and to raise the bar, such that we continue to climb greater heights and turn out even better performance this fiscal and in the coming years. I am sure that my colleagues in the SBU realise that the customer is in the

forefront and shall ensure that we provide them the "next possible" service.

Here is once again wishing all the employees in the SBU and their families all the very best.



**Shri Ananda Sengupta**  
COO  
[Logistics Infrastructure]

Logistics Infrastructure [LI] had outperformed all SBUs to emerge the Best SBU in the Financial Year 2011-12 followed by The Gateway Awards 2013 which endorsed CFS Chennai as the "**Container Freight Station of the Year**". These significant accomplishments are a testimony to the superior quality service that the SBU provides including high productivity, low turnaround time and adoption of safe and environment friendly processes. My heartiest congratulations to the entire LI team for the same and special kudos to LI, Chennai for this noteworthy achievement for the first time in a very competitive environment. I am filled with pride to be leading SBU:LI and it is a challenge for our entire team to sustain our performance and growth, and achieve excellence in all that we undertake. Customer focus is our prime priority and this is well enunciated in our tagline which reads, "**We take care...**".

## 4 BLOG

### LOGISTICS BUSINESS OF BALMER LAWRIE

Since Logistics is a growing sector I am happy that as a Company we are planning to make investments in the Logistics Business for example the Multi-Modal Logistics Hub in Vizag in association with Vizag Port Trust, and venturing into areas like Cold Chain Logistics and 3PL. We are also striving to leverage the synergy between Logistics Infrastructure and Services to provide total Logistics solutions to our customers. The challenges posed by the business environment will be immense and hence, we are investing considerably in technology as well.

I once again congratulate my colleagues in LI for their dedication, hard work and sincerity without which no achievement would have been possible. I also thank the Leadership for their unstinted support, guidance and faith in this business. LI has a bright future and I am confident that we will see growth in leaps and bounds in the years to come.

### LOGISTICS BUSINESS THEN & NOW

#### ● Logistics Business – Then

In the early years, the general practice amongst trading houses was to perform its own clearing and forwarding operations. It may even be interpreted that at that time clearing and forwarding were a natural extension of trading operations. However, our Founders had planned to build on captive opportunities from the beginning, extending the services on a commercial basis to clients.

The Shipping & Forwarding Department was in existence in 1867 and although the exact year in which The Anglo Indian Carrying Co. was formed is difficult to establish, a mention in the Firm's accounts is noted in 1873. There is also a mention in the records that it took over the operations of Shipping & Forwarding Department in 1873. However, it can be stated with certainty that the activity was first performed under Shipping & Forwarding Department and later an 'occupational' name – The Anglo Indian Carrying Co. – was given to this Department. Thus the 'in-house' image was shed and instead a new identity of an operation to service clients on a commercial basis emerged. In its advertisements, the Anglo Indian Carrying Co. describes Balmer Lawrie as 'proprietors'.

During the 1870s, The Anglo Indian Carrying Co. entered into an arrangement to associate with G W Wheatley & Co. of London, thus acquiring access to 'Wheatley's Global Foreign Express' which had facilities to ship packages to and from all parts of the world. This was the beginning of working with associates abroad. Later warehousing was also added.

Post a review in 1949 the name Anglo Indian Carrying Co. was dropped, operations were split into separate Shipping and Passage Departments. Cargo was an area of concern for the Company. Bombay operations of shipping had been discontinued in 1973 and were on 'hold' in Calcutta. A final view had to be taken by the board and all indicators were unfavorable. At this crucial point of time, information was received that NTPC, ONGC and few other large public sector companies were anxious to develop contracts with Balmer Lawrie for clearing their large sea imports. Contracts were entered into in 1984. Balmer Lawrie has been active in air cargo 'consolidation' since 1985 and had been maintaining a modest growth. Since 1984, it has been a member of the International Air Shipping Association (IASA). The third element in the Caro Department – warehousing – was inherited from the erstwhile Trading Department in 1988.

The Travel, Tours & Cargo (TTC) Division had covered a long distance in history since 1867 actively canvassing and winning business for the Company irrespective of tough times. In the year 1993 the TTC Division was demerged. The Cargo Division then went on to evolve into two important **Strategic Business Units now known as Logistics Infrastructure and Logistics Services.**

*[Source : Footprints on the Sands of Time]*

#### ● Logistics Business – Now

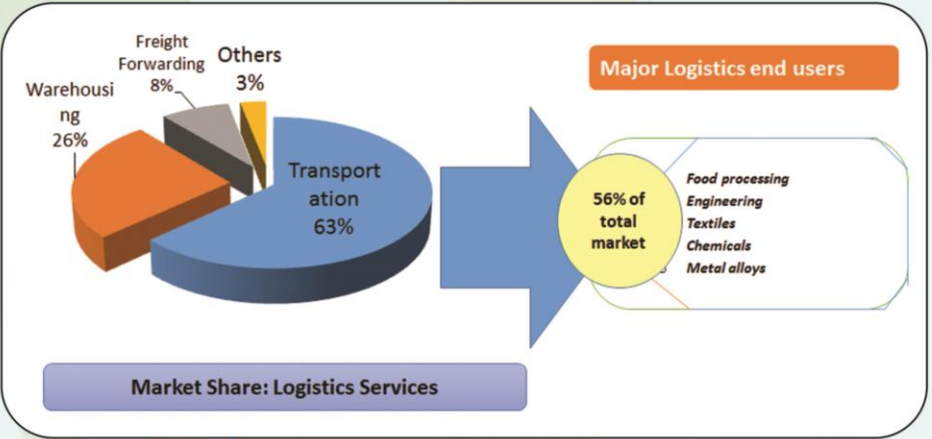
The SBUs: Logistics Infrastructure and Logistics Services which are an integral part of the Service Businesses of the Company contributes around 60% of the Company's profit. Both the SBUs effectively leverage the synergy between them and cater to customers across the globe.

The total market size of the Logistics Industry in India is estimated at US\$ 110 billion in 2013 constituting 13-14% of GDP. The Logistics Industry which is growing in leaps and bounds is characterized by large



## LOGISTICS BUSINESS OF BALMER LAWRIE

infrastructure investments across the country. The market size is expected to grow to US\$ 200 billion by 2020. The breakup of this industry based on various activities/services provided by it is given below :



## LOGISTICS INFRASTRUCTURE

The three state-of-the-art Container Freight Stations (CFSs) at Kolkata, Mumbai and Chennai that form part of our SBU: Logistics Infrastructure (LI), besides the warehousing and distribution facilities at Kolkata and Coimbatore, is testimony to the Company's ability to successfully handle a

whole range of cargo promptly and safely. Be it over dimensional, perishable, temperature sensitive or standard cargo, Balmer Lawrie is wholly equipped for secure handling and on-time delivery of cargo. LI provides an array of services to the export-import trade.



## 6 BLOG

### LOGISTICS BUSINESS OF BALMER LAWRIE

Balmer Lawrie is amongst the leaders in Logistics infrastructure in the country and offers the following services to its customers:

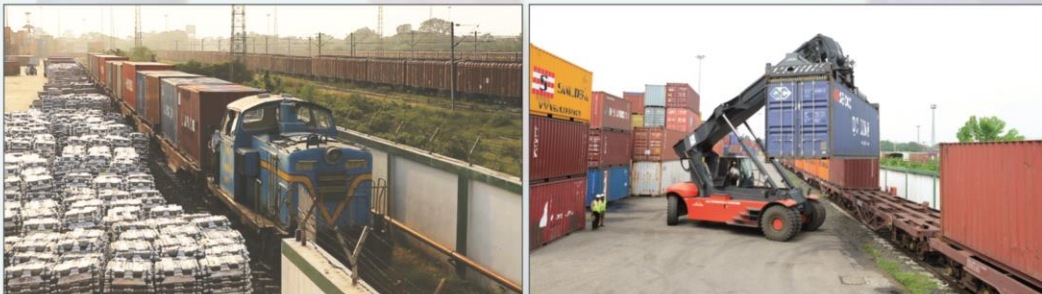
- Transportation of containers to/from Ports
- Full Container Load (FCL) delivery
- Destuffing, storage and delivery
- Handling Over Dimensional and Out of Gauge containers
- Handling and monitoring Reefer Containers
- Consolidation and de-consolidation of Less Container Load (LCL)
- Handling of cargo for exports
- Covered warehousing facility for storage of EXIM cargo
- Handling and storing Break Bulk Cargo
- General and Bonded Warehousing (covered and open)
- Tracking of Containers using RFID and SMS facility

All our CFSs are accredited with ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007. Our CFSs were the first CFSs in India to introduce RFID through GPS & GPRS technology for container tracking.

SBU: LI believes that Quality is never an accident and it is always the result of high intention, sincere effort, intelligent direction and skillful execution. The SBU team is highly committed to understanding customers' expectations and continuously strives to exceed these expectations by delivering on time and defect free services.

#### ● **CFS — KOLKATA**

CFS, Kolkata was established in 1994 and was the first CFS to be set up in the eastern region. A pioneer in EDI (Electronic Data Interchange) connectivity in the eastern region, the CFS is connected to Kolkata Dock System & Haldia Dock Complex and has a Merry-Go-Round facility with dedicated Rail siding with own Rail



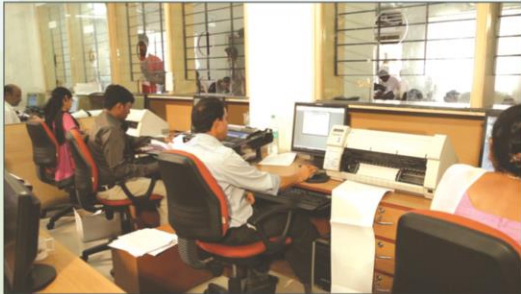
Flats. Specialized in handling ODC, CFS, Kolkata is strategically located (2.5 kms from Kolkata Dock), and has modern facilities to cater to the needs of the customer 24x7.

#### ● **CFS — MUMBAI**





## LOGISTICS BUSINESS OF BALMER LAWRIE



CFS, Mumbai commenced operations in 1999 and is located within 19 Kms of the JN Port [Nhavasheva] and connected with NSICT, JNPT, GTI terminals. With some noteworthy infrastructure like 6 45 MT Reach Stackers, RTG Cranes, 24 Reefer plug points and a 80 MT Weight Bridge, CSF Mumbai is the largest area wise amongst the three CFSs. It has 26 Acres concreted/paver blocked floodlit yard, a fleet of 13 trailers owned and 150 trailers on long term contract for movement of containers, 100,000 sq. ft covered Warehouse with 33,000 sq. ft under construction and fully computerized facilities.

### ● CFS — CHENNAI



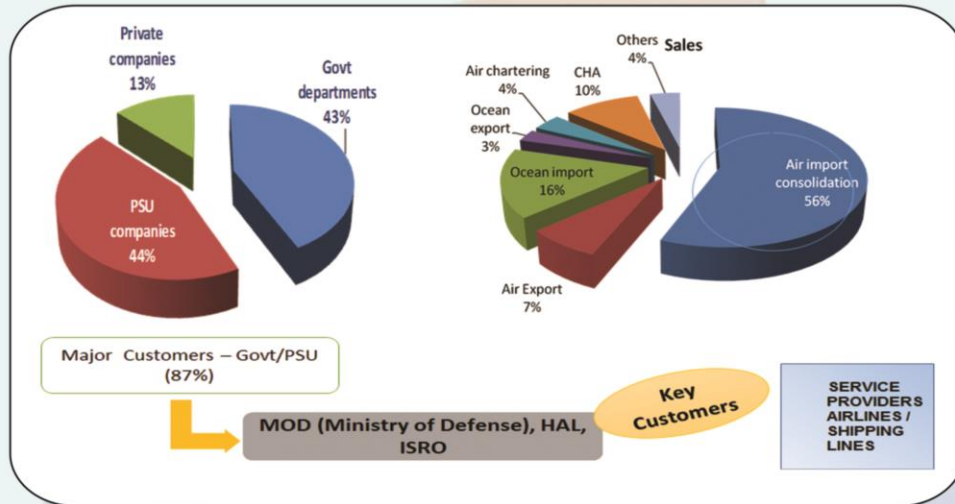
Specialises in handling ODC, CFS, Chennai started operations in 2000 and is strategically located, 12 kms from Chennai Port and 19 kms from Ennore and Kattupalli Port. Like the others, CFS, Chennai has a



container tracking system using RFID through GPS and GPRS technology. There is fleet of 20 trailers owned and 100 trailers on long term contract for movement of containers as well along with a 40,000 sq ft covered Warehouse for Export and Import cargo.

## LOGISTICS BUSINESS OF BALMER LAWRIE

### LOGISTICS SERVICES



#### Logistics Services at BL

Balmer Lawrie's venture in Logistic Services (LS) dates back to the 19th century. Since then it has grown exponentially, offering a wide range of total seamless logistic solutions for its clients. With a national as well as global network run by an able team of professionals and aided by latest communication facilities, LS offers total logistic solutions for all types of cargo. As an accredited IATA agent, it handles both inbound and outbound cargo including normal over dimensional perishable, temperature sensitive and dangerous consignments. Ensuring door to door services from anywhere in the country to anywhere on the globe, LS has also made its presence felt in air craft chartering, air lifting sensitive defense equipments, helicopters, missiles and satellite paths to given destinations around the world.



Balmer Lawrie is today among India's leading ocean cargo operators with services that include non-vessel operating common carriers (N.V.O.C.C), multi modal transport operation, vessel chartering, door to door movement for break bulk, project cargo logistic management and turnkey execution. Aply backed by multi-location Logistic infrastructure services, the Logistic Service division can ensure quick storage and retrieval for all its cargo across the country.



With a vast range of leading corporate clients, a world-wide network and offices strategically located at international airports and seaports of the country, LS has all the factors

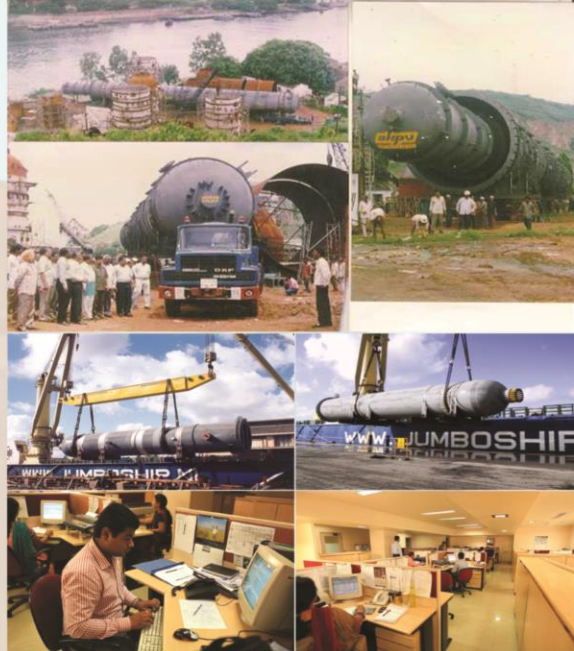


## LOGISTICS BUSINESS OF BALMER LAWRIE

necessary for being an efficient provider of world class logistic services. With over 40 well reputed associates around the world, LS can not only handle all cargo with care but also make available round the clock information regarding its position in transit ensuring cost effectiveness and assured delivery time.

Logistics Services provides the following services:

- International freight forwarding by ocean, air and multi-modal
- Air Chartering and Vessel Chartering
- Warehousing and distribution
- Custom House Agency at all major ports/airports
- Project Logistics Management
- Door to Door delivery



Some major USPs of Logistics Services includes:

- Regular Consolidation services from all major international airports to India
- Specialization in handling aerospace refinery and oilfield equipment for over 20 years
- Chartering of all types of Aircrafts with transit/over flying permit
- Association with experienced IATA agents in more than 40 Countries
- Provision of door to door services including Customs clearance activity at all airports/seaports with dedicated and trained personnel
- Specialization in handling high value time sensitive cargo
- Handling of sensitive defence equipment, satellites for the defence forces etc.

**SIGNIFICANT HAPPENINGS**

**LOGISTICS INFRASTRUCTURE**

**BEST CFS FOR FY 2012-13 — CFS CHENNAI**



COO [LI] hands over of the "CFS OF THE YEAR" Trophy to the LI team of Chennai on the 11<sup>th</sup> May 2013.

**Award for CFS Chennai**



CFS, Chennai won the "Container Freight Station of the Year" Award, given by Gateway Media, in recognition of demonstrating highest productivity; low turnaround time and achieving environmental and safety certifications during the year 2011-12. The award also recognizes the active role of the Company in making investments to add further capacities during the year. The Gateway Awards are instituted to recognise and showcase outstanding achievements and exceptional accomplishments of individuals and organizations in the Indian maritime industry. Mr. Ananda Sengupta, COO [LI] received the award on behalf of the Company in a function held on April 18, 2013 at Hotel Vivanta by Taj - President, Mumbai.

**LI Meets**



The Annual LI Meet was held on 8<sup>th</sup> and 9<sup>th</sup> October, 2012.



The Branch Heads and Marketing Heads of LI had a review meeting in HO Kolkata on 30<sup>th</sup> May, 2013.

**Additional yard at CFS Chennai**

In June 2012 CFS, Chennai received Custom Notification for the additional yard measuring 50,910 square meters. The total area of CFS, Chennai is now 92,188 square meters.

**iComet implemented at CFS**

A web-based Application iComet was successfully implemented at CFS – Mumbai on 1st August, 2012. The Application is developed in Dot Net platform with SQL Server Database and will bring about higher scalability. The package is integrated with the RFID application and can be upscaled according to the business needs. Customers will be given access in the next phase.

iComet was successfully implemented in CFS, Chennai on 1st February 2013.



**SIGNIFICANT HAPPENINGS**

**LOGISTICS SERVICES**

**BEST LS BRANCH FOR FY 2012-13 – LS MUMBAI**

LS, Mumbai was declared the best branch for the year 2012-13. Below are some significant accomplishments of the branch:

- Five Air Export shipments for Indian Airforce which resulted in sales worth ₹ 16 crores
- A project of Port to Door Sea import for SPM Hoshangabad with sales worth ₹ 7.51 crores
- Bagged an ODC Break Bulk sea import shipment in Tender Reverse auction sales from BHEL worth ₹ 2.35 Cr
- Handled new air import business of about 175 Tons for HPCL via third country
- Handled approximately 18 sea imports of explosive shipments for Ordnance Factory Board



All the offices in the Western Region viz. LS Pune, Goa, Ahmedabad and JNPT have been continuously supporting LS, Mumbai in various projects and have helped LS, Mumbai to emerge as the best branch.



**Accolades for LS**

LS, Kolkata won an award and a certificate of recognition for excellent performance as a CHA from Kolkata Customs, Department of Revenue, Ministry of Finance, GOI. In photo, Shri K C Surendran, COO [LS] is seen receiving the award on behalf of Balmer Lawrie during a function organised by Indian Customs on 5th February, 2013.



SBU: Logistics Services was declared as the best performing SBU for the year 2011-12 in the recently concluded Top Management Meet. Seen in photo is Mr. K C Surendran, COO [LS] receiving the "Best SBU" trophy from C&MD.

**New LS Branch**

LS, Kanpur which commences operations on 28<sup>th</sup> March, 2013 was formally inaugurated by COO [LS] on 3<sup>rd</sup> May.



## SIGNIFICANT HAPPENINGS

## LS Meet



The Annual LS Meet was held on 17<sup>th</sup> & 18<sup>th</sup> October, 2012 at Manesar.

## LS sponsors project by IIT Kharagpur

Students of IIT-Kharagpur have indigenously developed a Formula Racing Car, which will participate in the London Formula Car Race, to be held from 5th to 7th July 2013. Balmer Lawrie is going to sponsor the Logistics part, by arranging door-to-door movement of car from Kharagpur to London and back.



## Tete-e-tete with Shri R S Louis, AVP [Operations], Logistics Infrastructure

**How many years have you spent in LI and how has your experience been?**

I joined Balmer Lawrie in SBU: Logistics Infrastructure in the year 1998. Of the 15 years, I spent 13 years in CFS, Chennai and last couple of years in CFS, Mumbai. It has been a great experience to be a part of LI. Initially I was responsible for Marketing and thereafter I took charge of the overall CFS operations at Chennai in the year 2004. Prior to joining Balmer Lawrie I worked with a shipping company for six years. When I joined Balmer Lawrie I was a bit apprehensive as it is a PSU. I took time to adjust but when I started heading CFS, Chennai, I began enjoying the work as there were more opportunities for making decisions. I had taken over CFS, Chennai at a juncture when it was not doing well. However, 2004 turned out to be a profitable year for CFS, Chennai and since then there was no looking back.

**How have you seen the SBU evolve over the period of time?**

SBU:LI has maintained growth



over the years and has performed well inspite of tough competition. In Chennai the logistics business is extremely competitive and in such a business scenario it is indeed very challenging to make profits and win an award. SBU:LI has a young and energetic team filled with zeal to perform better. Thus, the SBU is doing better every year. In our endeavor to keep pace with technology we became the pioneers to have RFID tracking system for containers. Also, we are now in the process of setting up a web-based package through which customers can

login to our site and check invoices etc. We work round the clock to provide 24x7 services to our customers.

**What according to you is the biggest strength of LI?**

The people of LI, our comprehensive service proposition backed by a strong brand are our biggest strength. We are fortunate to have experienced professionals who form part of a cohesive and results driven team. Also, we have adopted best practices and taken steps for quick decision-making. We diligently practice them to expedite everyday decision-making which I feel is a big strength.

In an industry which is highly fragmented, our customer acquisition and retention strategy is largely backed by service delivery, which aims at an effective and efficient service/response and short turnaround time for our customers. Our success is largely dependent on closing a deal quickly and ensuring of strong operations, minimizing turnaround time for cargo, etc. Further the capability



## Tete-e-tete with Shri R S Louis, AVP [Operations], Logistics Infrastructure

to coordinate with multiple service providers also enables the company to provide fully-integrated end-to-end logistics solutions.

### What steps are being taken to keep pace with the changing market trends and combat competition?

I believe that the mantra behind success is to have dedication, sincerity and the capacity to work hard. In the logistics industry, a manager's ability to analyse the problems, look at the constraints and take suitable corrective action to optimize the solutions available, to provide the customers with the maximum satisfaction are essential for success. This industry requires a multidisciplinary approach as well as expertise.

We create partnership with customers and offer them full support from logistics solution to consultancy. We engage ourselves in the growth and development plan of our customers and propose solutions

accordingly to anticipate their future requirements. Our infrastructure development plan has been put in place while keeping in mind the current opportunities and expected development in the country. To capitalize the opportunities and strengthen our roots we have been consistently growing our team which is equipped to serve customers from all the industries with specific requirements.

If we have to combat competition and perform better, then we have to give competitive rates to our customers. Also, we have to continue being pioneers in adopting latest technology in the logistics space.

### What will be your message for newcomers in LI?

The logistics industry in India has become an area of priority due to the high growth in the Indian economy that has resulted in a significant rise in trade volume between India and the rest of the world.

Due to which logistics is one of

the most sought-after careers these days. Since the success of today's business depends on successful logistics, the scope of the growth of this industry is huge. However, logistics industry in India is in its developing stage. This is right time to enter the logistics industry. Businesses need logisticians to bring about customer satisfaction at least cost and be able to compete and thrive in this era of globalization. It is a growing industry and provides a great opportunity for advancement. There is a scope of international exposure. Due to the wide application of IT in logistics, it does not matter where you live, the logistics business can be easily managed. Besides, variety makes it an interesting career option.

The challenges are innumerable and there's tremendous competition. Thus, being a part of LI you will get a lot of exposure not only in operations but also business development. If you perform well, growth is guaranteed.

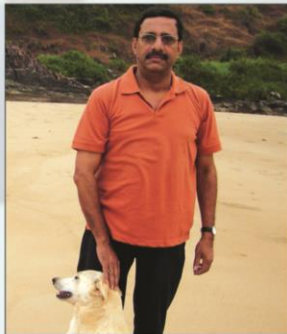
## Tete-e-tete with Shri Tanmoy Lahiri, AVP [Logistics Services]

### How many years have you spent in LS and how has your experience been?

To be precise, I have completed 32 years of service in LS on 3<sup>rd</sup> May 2013. I have seen the SBU growing manifold and feel proud of being a part of it. It's been a very satisfactory experience of enriching knowledge, applying it and being recognized.

### How have you seen the SBU evolve over the period of time?

Till mid-80s, activities of the SBU were limited primarily to CHA and Air Export (mainly on behalf of Govt. Opium Factories). The SBU started venturing into Air Import Consolidation since 1985 with few overseas associates and that was the beginning of growth. Gradually new services like Aircraft and Ship Chartering, Ocean Import & Export Freight forwarding Door-to-Door



Logistics etc. were introduced. With its client base expanding, the SBU opened new branches and spread across the country, registering a steady growth which still continues.

### What according to you is the biggest strength of LS?

It's Teamwork – the perfect harmony between the team and its leadership. This differentiates

the SBU from others. The teamwork acts as a catalyst for continuous change and growth.

### What steps are being taken to keep pace with the changing market trends and combat competition?

Aggressive marketing, proactive and personalized services to retain existing customers, web-based tracking and tracing system, time-bound delivery, venturing into new services like 3PL, providing integrated service involving LS, LI and warehousing are some of the initiatives being taken to meet the challenges of the ever changing business environment.

### What will be your message for newcomers in LS?

SBU:LS is an excellent place to learn and grow; hang around and make yourself an integral part of it.



## KNOW YOUR LEADER



*Shri Anand Dayal, Director [Manufacturing Businesses] has been with Balmer Lawrie for more than 35 years and has significantly contributed to the Industrial Packaging business. A thorough gentleman, Shri Dayal is an inclusive and decisive leader.*

### Your motivation to stay with Balmer Lawrie

There are many motivators but I'll stick to the three prime ones. The single greatest motivator was the opportunity to move through the different businesses of BL. From joining on the domestic travel counter and being thrown into the pellmell world of the Monopoly of Indian Airlines in 1977, wherein I was pummelled not only by customers, but also by the Airline and this in itself was a defining experience and probably allowed me to develop the skill of coping with almost NO-WIN situations most of the time.

I moved on to Steel Drum selling, setting up the Travel office at Chennai, co-ordination in the then Director(Bombay)'s office for obtaining orders, steel, base oil and LPG valve allocations from the PSU oil companies in the "Controlled" era to starting up of the Valerex 20 and Valerex 200 plastic drums in the JV, BL-VL and then back to Industrial Packaging in BL; in short, little time to get bored.

Next, I had the luck to work directly under or just one below some of the most illustrious mentors I can think of S/Shri K P K Menon, S Padmanabhan, Arun Seth, R D Gupta, Navin Singh, Rajiv Singhal, R L Dhawan. Of course those were the halcyon years under the leadership of S/Shri A P Verma, M S Khanna, S K Sinha, V N Varma and the tumultuous years of BL privatisation during the tenure of Shri P K Bishnoi. The opportunity to continuously learn under these pillars of BL has been a greatly satisfying experience. Last, but not the least, has been the unique culture of BL which was successful in encompassing me in its warmth and care.

### Significant professional and personal achievements

In my starting years in the Travel department the work put in to start up the SCI and ONGC accounts. Both accounts were weaned away from the private sector through the efforts of our General Manager Shri R D Gupta and there was a natural resistance to this change. We had to consequently provide services exceeding the levels they were used to and

it was a great satisfaction to our then entire small team to retain both accounts successfully. I still remember the every Saturday meeting with Shri Ansari of the Floating Personnel department on the 3rd floor of the SCI building to reconcile and prepare bill statement for our payments. This had become essential after the first two months when payments were not forthcoming on the plea "bills not received", "nominated officer's authorisation not available" etc. Fortunately we were able to devise a stable system for receiving payments through those many Saturdays.

When we met Dr. A K Malhotra, Member-Offshore of ONGC on the eve of starting up the business, he very bluntly told Shri Menon and me that one mistake would be enough to stop our services. In those days the Travel Agent had to follow up with the RBI for grant of foreign exchange permits for passengers traveling abroad due to the precarious foreign currency reserves. ONGC had a group of 20 odd technical personnel traveling to France for two weeks. By accident or design the application to the RBI for the foreign exchange permit was made in two instalments i.e. for ten pax each. After follow up I was assured that both permits would be issued on a Saturday with the pax departing early on Sunday morning. I must have been naive not to expect something amiss but at 2 p.m. I was informed that there were no ONGC permits ready. Dreading the consequences I made a last ditch effort in meeting the Joint Controller- Exchange Shri V D Misra who to my good fortune took sympathy and personally accompanied me to the Exchange Control Department at 2.30 p.m. At that time only the two of us were present apart from the Asst. Controller and after a search of the cupboards one permit was retrieved which after Shri Misra's signature was handed over. Sure enough on my return to the office, Dr. Malhotra was on the line and reminded me of his words. To his credit I must say that he graciously accepted my suggestion of all 20 pax travelling as scheduled and sharing the foreign currency for 2-3 days until we remitted the balance foreign exchange. Saved by the proverbial cat's whiskers!



## KNOW YOUR LEADER

Through the later years of course of immense satisfaction, have been the several firsts in Steel drum sales, extremely low debtor factor days, oiling and slitting below the line amendment from the Oil Companies, but I would rate the introduction of lightweight spiral seam steel drums of 20 gauge thickness as a substitute for 18 gauge double seam steel drums, the launch of the Valerex 20 and 200 plastic drums as significant achievements. The substitution of 18 gauge steel drums by the LWSS 20 gauge drums was entirely based on the superior leakproofness due to the Spiral seam even though it was prone to more denting. I am reminded of Shri O N Marwaha, Director-Marketing, IOC requesting Shri Dhawan "*kuch to naya industrial engineering karke product laiye jaise pehle kiya tha.*" He was referring to the success of the LWSS drums ten years after the introduction. Both, the Oil Companies and BL benefitted tremendously from this product; with Oil Companies getting massive cost savings over the years and BL very large almost 100% share until competition caught up. To work in a start-up is extremely exciting and to do it twice with success is even more so.

We first introduced the Valerex 20 litre drum in 1991 and both the size and material were completely new to us having only done 200 litre steel drums. Once again the entire success was built on the products performance; leakproofness under the harshest drop conditions (in Ahmedabad I offered to throw down a Pennzoil drum from the 1st floor of the dealers warehouse with instant cash reimbursement of the entire product value if the drum leaked: the dealer didn't take me up but did stack the Valerex drum atop the 20 litre steel drums in his shop), differently coloured body/top/bottom, 3 colour screen printing and tamper evident caps. Within a year or two we were the No 1 selling product in the 20 litre category by a wide margin and had run short of capacity.

The Valerex 200 was launched in 1994 and after a few hiccups we attained the No 2 status in the plastic 200 litre category. This product was also marketed on its performance characteristics; better stackability, differently coloured body/top/bottom, lighter weight, superior leakproofness and better screen printing aesthetics. With both these products we also achieved Branding in the sense that the customers would refer to Valerex drums and not plastic drums. All three products saw great success due to great team work. I remember Eric Roldanus, Chairman, BL-VL telling the team that what BL-VL achieved in India with the Valerex drums was unprecedented

anywhere else. Since I have rambled on for far too long, I will be brief on the personal achievement front. Perhaps my election as the President of the Steel Drum Association of India and as the Vice Chairman of the Asia Oceanic Steel Drum association would count as significant achievements. I was allowed to make presentations at two AOSD International conferences in South Korea and Japan and to receive encomiums from Industry professionals from across the globe including Europe and the US was very satisfying personally.

### Significant achievements of the Manufacturing businesses in Balmer Lawrie

In the Performance Chemicals business our ability to retain our market leadership in the Synthetic Fat Liquors segment against well-established MNCs is commendable. More so, when it is considered that our success has come with indigenous technology and products developed by us in-house. We have recently entered the Construction Chemicals segment and although too early to make a judgement, we have successfully developed in-house, a polycarboxylate admixture, which after initial lab success is now under more extensive field trials with a customer. The future success of this business would be in continuously developing products for the market and extension of our product range. We have a highly qualified team and I am sure their efforts will bear fruit sooner rather than later.

In the Greases and Lubricants business our build up on the retail segment over the past 2 to 3 years with a relatively small team has us poised to make the required breakthrough and we will see the results in this financial year. Even with the thrust and focus on the retail segment we have not lost sight of our strengths in the Industrial segment and will continue to grow this segment aggressively. We have a talented team in place and recent successes in developing Synthetic and Biodegradable products, OEM approvals (Sonalika tractors, Railway RR oils) and the ability to develop customised products for specific customer applications augur well for the future. With ARL now a part of the G&L structure and by putting in place the required manning I do anticipate good results over the next year itself.

Industrial Packaging is one SBU which can rightfully pride itself on being the market leader in India. Maintaining this leadership profitably is a challenge and I have full faith in the IP team delivering on this front. Over the past 8-9 years this business has transformed itself on three important fronts viz. i. Reducing its dependence on PSU/Government



## KNOW YOUR LEADER

business from highs of 60% to 20% ii. Increasing its value added business from a low of 7% of its total volume to a much more significant share and iii. Reducing its dependence on the Lubricants segment very significantly and growing its share in the Chemicals segment. These are all pointers on the road to success and with the coming on stream of the new manufacturing facility in Navi Mumbai in this financial year, IP will be able to offer 'best in the world' manufacturing facilities and more importantly products which meet global quality standards. Once again the commitment of the IP team to excellence will bring continued success.

The manufacturing businesses currently face a big challenge due to reduced profitability and I am confident that together we will find the right solutions to overcome this.

### Who all are there in your family?

My wife Divya is a banker and is currently part of the senior management team at Mizuho Corporate Bank based at Mumbai having earlier worked with PNB and AB Bank. My elder son Abhinav has completed his BE in Electronics and Communication and after working with Infosys has joined JBIMS for the full time management program. My younger son Dhruv is pursuing his BA in Liberal Arts at Symbiosis, Pune. My mother, brothers, sister and their families are all based at Mumbai.

### Who is the person who influenced you the most and why?

I will not be able to give only one example but will try to be brief. Firstly, my grandfather who after studying by the lamp post retired as Commissioner of Income Tax, Bombay City 1 & 2. Family anecdotes highlight his imposition of the then highest Tax Penalty in India on an offender. Shri S K Sinha, erstwhile MD of BL is a person I continue to hold in awe and therefore cannot really make any comments but suffice it to say that for me he continues to remain an Iconic figure.

I came into contact with Shri R L Dhawan in 1980 when he took charge as General Manager(BO). Within a few months Shri Dhawan informed me of his intention to transfer me to the Container Division Bombay as a Sales Officer. Having just joined the JBIMS part time PG diploma in Marketing and with the glamour of the Travel trade I stoutly refused until the inevitable transfer letter was handed over. Until my deputation back to BL in 1998 from BL-VL, I worked in close association with him. A better man manager will be difficult to find! Shri Dhawan had completed his one year management education in Switzerland and was a true blue marketing professional from IBP when he came to BL. His tickler file, love of the good things in life, dogged perseverance of objectives, vision for

each business he handled were unmatched and even today remembered fondly by all those who came in touch with him. Although, we sometimes enjoyed a love hate relationship, there is no other person to whom I owe more. His illness after retirement and then passing away shortly thereafter affected me and I will always miss his genuine mentoring. If not for that inevitable transfer letter in 1980, I would not be where I am today in terms of my professional capabilities.

### What is your favourite one liner?

I can really for once put it in one line. Mahatma Gandhi's line on "Be the change you seek".

### What are your hobbies?

I have always loved books and moving on from my early days of Readers Digest, I now mostly read fast paced fiction other than sometimes; such as now I am trying to digest Gurcharan Das' "The difficulty of being good". Completing the Mid Day and Asian Age crosswords holds my interest and playing Bridge on the Internet in the absence of a regular foursome is something I truly enjoy.

### Which is your favourite travel destination?

Ooty for a longer break, Lonavala/Khandala in the monsoons for a weekend - I have been there several times; now Ghent in Belgium which is truly a beautiful city with old world charm.

### Two things that your colleagues don't know about you

The fact that I hold appointment letters from five General Managers in my first year of employment and working continuously for 36 hours at stretch from the travel counter to the airport to the hotel to the Gateway of India to Elephanta caves.

### Your management style or mantra

I'd like to believe that I am both Inclusive and Decisive. I do like my team to understand my objectives in taking any major decision.

### Message for all Balmer Lawrie employees

Again I do not want to make it long winded so will just list out.

- Good work will always be rewarded and hard work will likewise always be appreciated.
- Believe in yourself to achieve whatever dream you may hold and it will happen.
- Keep the long term in view to build sustainably competitive businesses in your business area.
- Do keep in touch with Customer Realities. S/He pays our salaries.
- Always remember that self-judgement is biased and endeavour to work in a fair, transparent and fearless manner. The outsiders' judgement of our work and posterity's comments on our careers will be the final word.



## KNOW YOUR FELLOW BALMER LAWRIEN...



*Shri Arun Kumar Chowdhury (AKC), Officer [A&F], CFS Kolkata has been with Balmer Lawrie for more than 20 years and is a sincere and diligent person. Shri Sourish Chatterjee (SC) interviewed him for this column.*

**SC: How long have you been working with Balmer Lawrie and currently what is your role/dept?**

AKC: I joined BL in 1989. My initial induction was at the Accounts Dept. in Tea Division. However, the Company helped me develop my knowledge and skills in the area of Accounts and Finance. I got the opportunity to apply the same at Travel Division Kolkata earlier and now at CFS, Kolkata. I have been at CFS, Kolkata for the last four and half years.

**SC: What do you like about Balmer Lawrie?**

AKC: I have spent more than two decades in this Company. The Company has become like our home. I enjoy great relationships with colleagues who always provide tremendous support in solving work related issues.

**SC: What is your most memorable moment in Balmer Lawrie?**

AKC: I particularly remember one incident at my earlier location. This was in 2002. At the time of accounts closing the entire stock accounting system crashed due to computer virus problem. With two other colleagues I worked continuously at a stretch, for one and half days. Finally we were successful in generating the total bill register for one year and produced it for auditors' scrutiny. This was the most memorable experience that I can recall.

**SC: Who is your inspiration in life and why?**

AKC: Outside office, I like the ex-cricketer

Mohinder Amarnath. His temperament, skills, technique and dependability attracts me immensely to his personality. I think he is the cricketer who made the maximum number of returns to the national cricket team. This he could achieve in spite of repeated reversals in his career.

In Balmer Lawrie I have worked with many excellent Accountants. Among all the very accomplished accounting Gurus, Late Shri Sukumar Seal inspired and groomed me in a unique manner during my formative years. He was like my friend, philosopher and guide at all times. Unfortunately, he passed away in 1995. May his soul rest in peace.

**SC: What are your hobbies?**

AKC: I like travelling with my friends and family. Besides, I like photography. However, I find it very difficult to get time out of work to spend time on these. At home, I enjoy reality shows on television.

**SC: Place you belong to and who all are there in your family?**

AKC: We are originally from Asansol but living at Sodepur now for many years. My wife, daughter and our pet dog Blackie make our family.

**SC: Any message for Balmer Lawrie employees.**

AKC: Let us work very hard to strengthen our Company. Always be positive and face all odds with a smiling face.

## AWARDS & ACCOLADES



Shri P P Sahoo, Director [HR & Corporate Affairs] won awards for his significant contribution in the field of HR. He was recognised for being amongst the most talented HR Leaders in PSUs by IPE. He also won the HR Leadership Award given away by IPE as part of The Global HR Excellence Awards.

## AWARDS & ACCOLADES



Mousumi Dey, daughter of Mintu Dey, CHRD - Kolkata came off with flying colours receiving 94.14% in the 10th Std. Board (Madhyamaik) Exams securing the 21<sup>st</sup> rank. Congrats!

## TALENT UNLIMITED

### 'Khichidi of happiness'

Recipe: Mix 1 table spoon of *smile* with 2 cups of *joy* and blend well with lots of *affection*, until a smooth consistent flow of *happiness* is attained.

Necessary & essential ingredient in this 'khichidi' is '*let-go*' with a pinch of '*ignorance*'. Nothing is permanent neither today's failure nor tomorrow's success.

As they say – '*..don't let success go to your head and failure to your heart.*' Let-go...

*Kshama Agarwal,  
Strategic Planning Department,  
HO - Kolkata*

### On Voyage

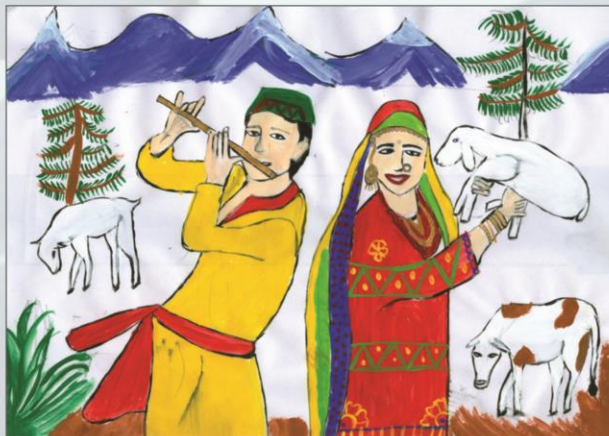
Pull the anchor ahoy mate  
To far the land we go.  
Put up the sail to uncertain fate,  
unknown friend and foe.

Keep an eye on 'orizon mate  
But do not forget your drink  
Vital to detect the distant threat  
But more vital is what You think.

Eyes moist at goodbies my mate  
When you put out to sea?  
Remember each time you open the gate  
You return closer to Thee.

*Sourish Chatterjee, Dy. Manager [HR]*

## PAINTINGS



*Anamika Kumari, Travel Department, Delhi*



## TALENT UNLIMITED

## PAINTINGS



Harsha Yadav, [TT] - Delhi



Aayushi d/o Raj Sekhar, Manager, [Web Development]



Navasha d/o Achal Mitra, Manager [HR]



## Learnings from The Alchemist by Paulo Coelho

- Love never holds a man from his destiny. If he abandons it, it's because it wasn't true love, because true love is never selfish.
- One is loved because one is loved. No reason is needed for loving.
- If one finds true love, it never dies. If what one found was only a moment's desire, like the explosion of star, it disappears.
- There is only one way to learn and that's through action.
- God created the World so that, through it's visible objects, man could understand his spiritual teachings and the marvel of his wisdom.
- Listen to your heart, it knows all things, because it comes from the Soul of the world.
- You will never be able to escape from your heart. So it's better to believe what it says.
- The fear of suffering is worse than the suffering itself.
- No heart has ever suffered when it has gone in search of its dream, because every moment of the search is a moments' encounter with God and eternity.
- Every search begins with beginner's luck and ends with the victor being severely tested. This is to ensure that in realising our dreams, we can master the lessons we've learnt as we've moved towards the dream.

# Logistics Business — Then

**The Statesman**  
AND FRIEND OF INDIA.  
CALCUTTA—MONDAY, JANUARY 28, 1878.

**ITALIAN OPERA.**  
on Tuesday,  
**Monday, January 28th, 1878.**  
SUBSCRIPTIONS MUST  
Finally close before Opera.  
**ROSOLLETO.**  
DRAUGHTS FAVOUR.

**PROGRAMME FOR THE WEEK.**  
On Tuesday, January 28th.  
— Wednesday, 29th.  
— Thursday, 30th.  
— Friday, February 1st.

**HAMILTON & CO.**  
Bills to five annual dividend in their share capital  
of £250,000. They have the  
privilege of their works, Calcutta, of their well known  
CALCUTTA, CALCUTTA, in the following:  
Punta Raga, with Excellent Motives, No. 22.

**The Anglo-Indian Carrying Co.**  
Working in connection with  
**Geo. W. WHEATLEY & CO'S**  
PACKAGES, PARCELS, BAGGAGE, &c., despatched  
weekly to England by Suez Canal Steamers; all  
charges may be paid here, or on delivery at home. We  
would draw special attention to the facility offered by this  
Company in forwarding goods to friends, whereby the  
packages can be delivered free at address.  
Full particulars on application.  
**BALMER, LAWRIE & CO.**  
8499

Clippings from The Statesman - January 28, 1878

**FROM 1867-**

WHEN MR. LAWRIE  
FOUNDED OUR SHIP-  
PING BUSINESS

TO THE PRESENT DAY  
WE HAVE BEEN CLEARING,  
FORWARDING AND SHIPPING  
ALL OVER THE WORLD.

**Balmer Lawrie & Co., Ltd.**  
CALCUTTA BOMBAY

A simple but striking advertisement issued in 1952

**Balmer, Lawrie & Company, Calcutta.**

**Shipping and Forwarding Department.**

**BALMER, LAWRIE & CO.,** Sole Agents of the Anglo-Indian Carrying Co.,  
CALCUTTA, BOMBAY, and PANAMA.

In England, Singapore, and other ports, we have a large fleet of steamships,  
and are enabled to receive and forward to all parts of the world.  
Particulars of all the above steamships, and of other  
services, may be obtained on application to the Agents, Messrs. Balmer,  
Lawrie & Co., Calcutta.

DESTINATION	SHIP	DATE	CLASS
London	... ..	...	...
London	... ..	...	...
London	... ..	...	...
London	... ..	...	...
London	... ..	...	...

**THE ANGLO-INDIAN CARRYING COMPANY,**  
INCORPORATED IN ENGLAND.  
**WHEATLEY'S GLOBE FOREIGN EXPRESS.**

This Company undertakes the shipment of all descriptions of packages, parcels, &c., in England & all other countries  
and is paid here for its services.

Particulars of all the above steamships, and of other  
services, may be obtained on application to the Agents, Messrs. Balmer,  
Lawrie & Co., Calcutta.

**BALMER, LAWRIE & CO.,**  
SOLE AGENTS, CALCUTTA AND BOMBAY.

A page from monthly circular of 1884. The picture of the ship on the left hand top corner was used as a logo by Anglo Indian Carrying Co. on its letterheads

**HOT WEATHER.**

"Jack's own Jill goes up the Hill,  
To harvest on Chawwalla,  
Jack catches and dies in the Plains,  
And Jill remarks soon after."  
Kipling.

Sending your wife to the  
Hills? Let us arrange her  
rail accommodation.

**ANGLO-INDIAN CARRYING CO.**  
Managing Agents,  
**Balmer Lawrie & Co. Ltd.**  
Calcutta and Bombay.

**1939.**

If you are going home next  
year, now is the time to book  
your passage. By doing so  
you give yourself a better  
chance of getting the accom-  
modation you want and you  
are certain to travel in com-  
fort if you entrust yourself to  
such passage agents as Balmer  
Lawrie & Co. Ltd. of Cal-  
cutta and Bombay. They are  
always ready to discuss your  
route and arrangements with  
you and give you the advan-  
tage of their service, in con-  
junction with Dean & Deau-  
mons' offices throughout the  
world is second to none.

**BALMER LAWRIE & CO. LTD.**  
Managing Agents, Anglo-Indian  
Carrying Co.,  
CALCUTTA & BOMBAY.

**TRUST THE CUSTOMS!**

This is a good story in view of the ex-  
perience of the Customs Officials of the  
U. S. A.

A meteorite fell on a farmer's  
land. He seized the opportunity  
to exhibit the phenomenon and  
to exhibit a small entrance fee. The  
landowner pointed out that the  
meteorite being of metal, iron  
was his property and that in con-  
sideration of the fact that he had  
discovered it, he should receive  
the amount of the property. The dis-  
covery was still unexplored when  
customers intervened and pointing  
out that the meteorite represent-  
ed "unmanufactured iron which  
had entered the U.S.A. without  
paying duty," confiscated it.

Travel arranged by the Anglo-  
Indian Carrying Co. Ltd. reduces  
the trouble and expense with  
Customs formalities (now doubly  
complicated by war restrictions)  
to a minimum.

MANAGING AGENTS  
**BALMER LAWRIE & CO. LTD.**  
CALCUTTA AND BOMBAY

Balmer Lawrie regularly advertised its services (taken from The Statesman in the 1930s and 1940s)