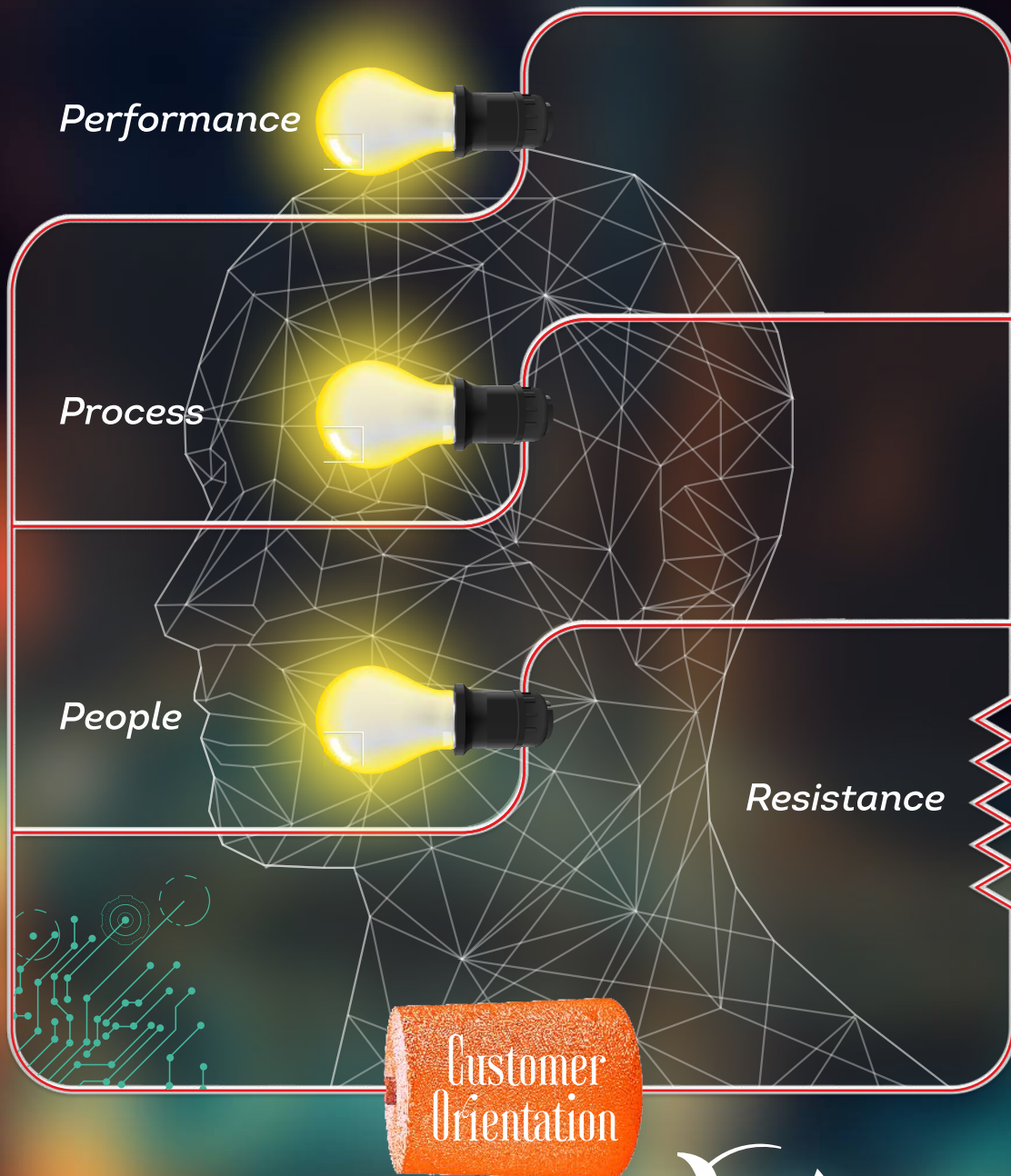




**Vardhmān**

Delivering Excellence. Since 1965.

# Change Management



JAN-JUNE 2022

HOUSE JOURNAL  
OF VARDHMĀN GROUP



## Editor's note

The only constant which continuously envelopes all processes within the work environment as well as outside, in our lives is CHANGE. How gracefully we conduct ourselves during the process of change i.e. whether we embrace it by learning and make amends or we resist it and stick to our comfort zone is what we can call as change management.

Our response to varying kinds of changes can be different but as we grow older and settle into our comfortable domains, it gets tougher to come out of our shells and explore the new world. Despite knowing that learning never stops; striving for improvement every day is a lesson often forgotten in the busy schedule. However, change still continues unabated and managing it is an essential skill we eventually require to sustain in the VUCA world.

This change could be in the HR management area, production operations, supply chain, statutory regulations, performance matrices, location, job profile and whatnot. Change is an all-pervasive inter-connected chain of actions that cannot be avoided, and thus the art and science of change management remains a burning issue in all organizations.

For example, the transformation that took place during the pandemic. With New Normal, we changed everything, from living style to working conditions, treatment and healthcare to food habits. And now when the pandemic seems to have faded, and we all are shifting back to the old normal with few changes, there still are things which we might not be able to cope-up with.

Some companies have called in full strength at the office, while some are working in a hybrid model; there also are companies which are operating in virtual mode. The remote working model and hybrid will impact hiring and job-related decisions. Amplifying it is the surge in organizations which are distinguishing skills from formal education and no longer require a degree. Workplace, human resources, organizational structure, and the way we operate everything is transitioning into an altogether new model and this process of change requires a high level of adaptability.

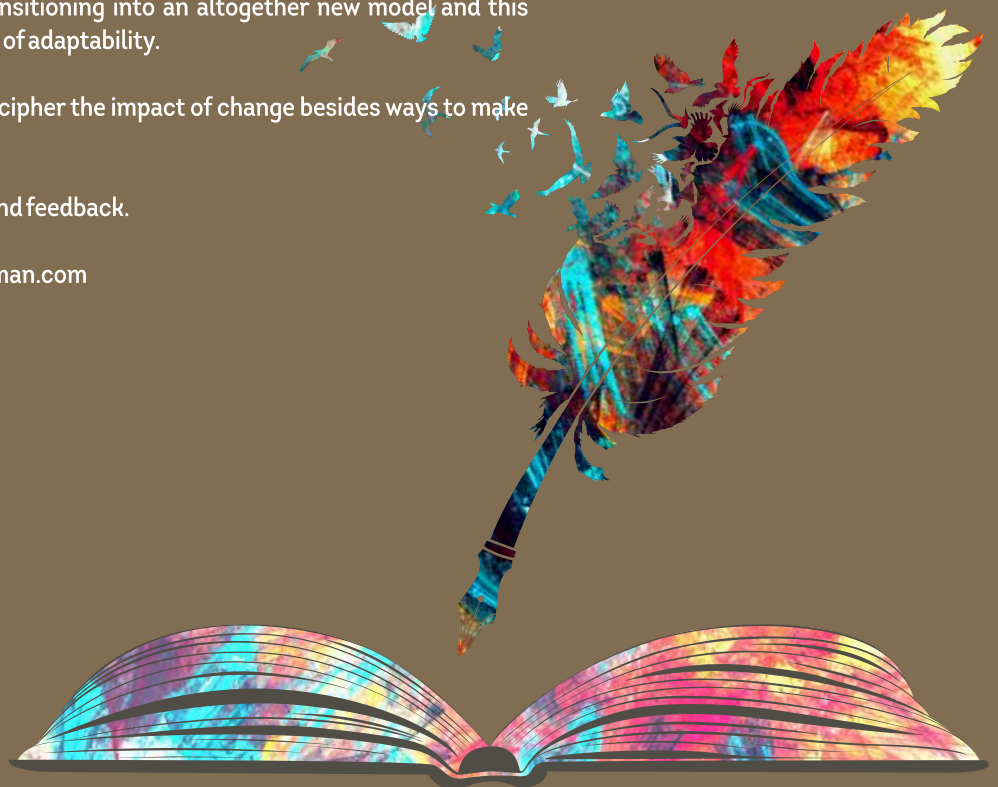
In this issue, we have attempted to decipher the impact of change besides ways to make the most of it.

We look forward to your suggestions and feedback.

Please write us at [corp.comm@vardhman.com](mailto:corp.comm@vardhman.com)

Thank you

Editor



## What does the Cover of this magazine say?

Design is a language which we often tend to ignore. Whenever crafting an idea into a graphic, a lot of research and ideation is put into colours and patterns that are carved as a thematic cover of each issue of our magazine. This time, I wish to bring the attention of our learned readers to how we plan the colours, patterns, and images of the magazine you are holding in your hand.

The theme of our magazine is **change management**. Change, is a continuous process which is and applicable across multiple dimensions involving people, processes as well as performance.

In this cover, we focused on the three Ps of change.

The change in organization is captured by describing the fact that it affects people primarily as human resource is the first to feel a change.

The second dimension is process since any change is infrastructural or operational which is bound to impact the process. For instance, if we build a new meeting room, the occupancy of other meeting rooms will be impacted and space management will improve. Similarly, when we launch a mobile app to apply for leaves, a person finds a change in process that helps him or her to do the task at the comfort of finger tips. Eventually, the change impacts the user and the process, and there by his / her performance.

These 3 Ps of change are depicted via a circuit diagram wherein the resistance by people is the breaking factor and orientation towards customer satisfaction is the driving factor or catalyst. The circuit is complete with People, Process and Performance becoming aligned to Customer Delight.

The inspiration for this Concept is a Parallel Electrical Circuit. A basic electrical circuit has Voltage (V), Current (I) and Resistance (R). Here we have replaced Voltage with Customer Orientation. Just like Voltage is the driver of the circuit, similarly, Customer Orientation is the driver of Change Management. The resistance here represents the Resistance to Change. The aspects of People, Process and Performance must be in tandem, so they are depicted in a parallel circuit.

We hope you will understand the cover better now and have a know-how of design language.



Sincerely  
Editor

## From the Chairman's Desk

Dear Colleagues

The manner in which we adapt to the change or handle the process of transformation is termed as change management in simple words. Be it internal or external, small or large, change management requires adequate preparation and planning. For change to be accepted in an organization, it is imperative to support employees, establish necessary steps for change, and monitor pre- and post-change activities. To ensure successful implementation, collaboration and cooperation are essential. However, a structured approach in managing change is always preferred, including assignment of roles and responsibilities to the respective team members. This helps in mitigating probable disruption, thereby drawing only the benefits from the transition.

Changes fail primarily due to human reasons. We naturally develop a tendency to resist change as changes can be challenging or appear to be uncomfortable even if they prove to be beneficial in the longer run. For instance, when computer systems arrived in the workplace, desk workers who had spent years documenting and recording data in writing started thinking it will lead to loss of jobs. On the contrary, computers generated millions of jobs eventually and are still a major part of the evolution process of the human race. However, that alone is not the human reason mentioned above. Change can fail owing to lack of communication or when the team leading the change fails to recognize healthy, real and predictable reactions of people like disturbance of their routines.



So, what is the ideal way to manage change?

The first step is to 'Define the change'. Identifying what exactly is the process we wish to install before getting ahead and analysing the advantages it has, will be the first priority to attend. Then comes the selection of the change management team. Effective execution of change entirely depends on this selection because they are the people to drive the change and address the challenges & trepidation. The team could include a business associate if required but the core team has to be from the organization and is crucial to secure commitment.

Next comes the provisioning of resources. What we are aiming to do and how we are going to do i.e. the implementation plan can be developed once we set our eyes on the investment of time, effort and finances required. Modelling the change and setting up phases would be helpful for planning the budget and scaling the transformation process. It would be worthwhile to analyse all available data regarding the aspects this change will be covering. If sufficient data is unavailable, we should try to quantify the gaps and understand points of resistance. These will help in the measurement of progress. Stay put and be prepared for hiccups or changes in plans but loop back to the implementation steps after every such decision.

There are three types of organizational changes. The first is developmental change i.e. the change in infrastructure, products, processes, policies etc. This kind of change is an improvement in the existing system. The second type of change is transitional change. When an organization moves away from its current state to a new state, it is called a transitional change. This is generally done to solve a problem, implement a merger or acquisition, automate a task or process etc. The third category is transformational change. The kind of change that radically or fundamentally alters the culture or the operations of an organization. Different kind of changes require different approaches for their effective implementation.

At Vardhman we have always ensured that change follows a top-down cycle, penetrating all levels from boardroom to the shopfloor. We have remained consistent with change and up-gradation, as much as it looks like a routine process at the organization. It is crucial to do so since an absence of change means stagnation which is not desirable for any institution.

I congratulate the team members who have picked up this theme of change management and has explored different dimensions of change through their write-ups and suggestions.

Keep up the good work!

**SPOswal**

Chairman & Managing Director

## From the Vice-Chairman's Desk

The process of change is as crucial as change itself and thus managing change always remains a priority for the leadership of an organization.

Taking a structured approach to change management helps organizations mitigate disruption, reduce costs, reduce time to implementation, improve skills, drive innovation and improve morale. Additionally, it helps in structuring processes and improves productivity as the systems get upgraded and aligned with current needs.

Preferably the change should be planned in advance to reap the maximum benefits. Some challenges which are common hurdles for any change can be perceived long before the process is initiated, thereby reducing the magnitude of sudden hiccups and slowdowns. Some of the addressable challenges which are common to all change management processes can be summed up as:

1. Managing resources including human power, finance, infrastructure, information and intangible aspects like strategy can prove to be a daunting task.

Whenever a change is to be identified and planned, firstly, the resources required need to be ascertained. If an organization continues waiting for the resources until implementation, the process of change has already derailed.

Let's take an example of the HRMS project we have just implemented. The resources required such as the vendor to develop the portal, the end-users and their feedback were the first things we discussed as soon as the need was identified. It was the end-users who gave us the direction of the project as to what all needed to be included, which processes are relevant for our organization and which are obsolete to be continued. We cleared ourselves if there was a need for new infrastructure, even if digital; we planned a tentative timeline with milestones



long before the strategy took its structure. We knew it would require IT resources, HR team, technology experts, digital infrastructure, testing, data and so on.

2. The second most important step is to prepare for the resistance that is expected. If we continue the old paper and pen model, it is not possible to encourage people in choosing digital over physical. But if we eliminate the other option, people will be bound to come out of their comfort zone and try the change, and perhaps they eventually will like the new model but if resistance is not met with utmost caution, feasibility of the change is crushed by resistance during the very beginning of the project.

3. Communication is key to all kinds of changes as it is always difficult to percolate the vision and need for change in the absence of adequate and correct information circulated across the organization. From the frequency of messages as we did for digital learning, to the channel of communication; all need to be decided in advance.

Just as an infographic works best for explaining a system and an announcement needs to have all details like time, date and venue, it is crucial to identify if it should be explained in person or via an email. Communication is the strongest as also the weakest pillar at the same time, depending upon how efficiently it is done.

4. Whenever a new technology is introduced, we always provide training so that users don't feel lost and waste time finding out things on their own. New technology can disrupt workflow despite being beneficial in the long run. The time required for it to make its place should be calculated well in advance and genuine resistance addressed beforehand.

5. The implementation schedule is the next most important element of change after communication. We cannot just turn something upside down and expect no reaction. Instead, change needs to be broken into schedules and introduced in small capsules, especially for larger projects.

Further, for implementing a change, multiple points of view should be taken across the organization. These inputs can be taken directly or indirectly but everyone should be motivated rather incentivized to bring up points that make a difference.

A change agent has to be identified accordingly. Change agents begin by explaining the WHY of change and try to convince other involved people in favour of the change. They carry out reverse-engineering of the future state and translate its benefit to other possible participants. Sometimes these change agents could be scattered across the organization, or they could be within a department or location.

After the change agents unfreeze the current state, small steps need to be initiated that demonstrate anticipated or desired change. The idea needs to be propagated via words as well as actions. This is similar to a marketing activity or running an advertisement where benefits are depicted to buy people in. However, here it is based on mutual understanding and sharing of common goals.

Respecting people's feelings and ideas is crucial to be successful in change management. Change can't be imposed. Acceptance is the key to effective implementation and successful completion.

**Suchita Oswal Jain**

Vice-Chairman & Joint Managing Director

# Managing Change in the Digital Era

In modern times, also referred to as the Industrial Revolution 4.0, digital practices have become a prerequisite for organizations to remain competitive.

Unlike the conventional change management processes, the organizations are adapting to more employee-centric practices which enable a smooth, synergistic, and engaging virtual experience while maintaining a positive impulse around the change.

Because of digital commotion, organizations are applying Change Management patches to remain competent and competitive in the business environment. Also, the key to effective change management is not only about modifying the business practices; but also about investing in people to attain desired business goals.

Ever since the advent of the coronavirus pandemic, uncertainties have prevailed all over. The business practices are undergoing alteration, and applying digital tools & observing digital transmutation has become a routine practice. Digital Transmutation is an instrument in the business processes and an agglomerated, incorporated feature of change management.

Nowadays since the changes are unforeseen and uncertain, businesses can be adversely affected if these are not managed properly. However, in this scenario, organizations focus on Change Management practices that apply a cluster-focused & realistic approach conjugated with digital tools and procedures to make business more adaptable to the change.

## The Key to Digital Change Management :

Because of heavy adoption of digital practices and tools, change has taken the shape of business transformation. It is impossible to imagine a change management practice without deploying digital means.

When market trends change, consumer behaviour also changes and the emergence of new market opportunities result in the rising demand for newer change management practices.

A survey was conducted on C-Level executives across different organizations & industries, where 51% of the respondents revealed that the main barrier to change is organizational culture. The other 26% of respondents reported limited viewpoints as a major barrier to change management practices, resulting in the non-adoption of changed business practice.

## Key Components of Change Management :

Businesses these days should be about implementing the change and cultivating the digital tools to achieve desired business goals and not only about increasing the number of digital business tools.

Change Management's key components include focusing on the Execution, Analysis, and Preparation of the business strategies while enhancing the ability of the organization by investing in the required expertise to support the change.

The objective is met by a professional approach towards change management, which help cope with the existing business challenges and potential changes.

## Achieving Effective Change Management Strategies :

Implementation of effective change management practices by organizations is not a cake walk. The main hurdle for this varies from viewpoint of customers to leveraging digital tools and practices. The implementation of digital-based change management strategies is different compared to a normal change. Nevertheless, the introduction and management of new technologies, people management, and risk extenuation strategies combined become an overall change management plan that modifies the modern digital business landscape.

## People are the Key :

Change management can only be achieved with the robust participation of stakeholders and the workforce. People are the key, whether it's about having the emerging technology or the tools to carry out skilled design work.

## Competitive Advantage through processes :

In today's digital age, efficient implementation of digital tools is essential to craft an effective change management plan. For revolutionizing business practices, new solutions are required alongside new technologies. Gaining a competitive advantage in the market through cost reduction and improved quality of service helps business to sustain in the long run.

## Training and Development Initiatives :

Lack of expertise can fail 70% of the change management initiatives as per a recent study conducted. Employees try to engraft the new set of practices with the old conventional business processes, which leads to non-accomplishment in the entire business process.

Hence, it becomes peremptory to conduct training and development programs for the workforce to keep them informed about the emerging technologies thereby empowering them to support change initiatives.



**Sagar Gangwal**  
Auro Textiles

# Psychology of Change Management

We human beings love to be in our comfort zone. We tend to get extremely comfortable performing our routine tasks as that creates a sense of safety & security. But as soon as we encounter any disruption, we experience a roller coaster of emotions both positive and negative, physical and psychological. And that creates resistance in us in the form of attachment to the known, impacting the quality of our life and prospects of growth.

It is observed that some people are excited by change while others find it threatening. However, it doesn't mean we don't like changes, we simply choose changes as per our convenience. Things that we can consciously control, for example, buying new clothes, changing an old vehicle, renovating our house etc. are changes we willingly embrace.

On the otherside, what is exciting can also be frightening, confusing, and stressful. Human beings seem to be hard-wired to resist change. And some people find change more difficult than others. Even minor changes can be disconcerting for those people.

Generally, we do not welcome changes that are imposed on us, consciously as well as subconsciously. As a result, we do not accept those changes wholeheartedly and lose interest in them. Gradually we withdraw ourselves and start thinking negatively about it, which at the same time affects our physical and mental health, besides creating a resistance.

To deal with this scenario, we must respond to the psychological factors that impact our rational thinking. Someone wise has rightly stated that -

“You can't change the ocean or the weather, no matter how hard you try, so it's best to learn how to sail in all conditions.”

We all have witnessed the coronavirus pandemic. It sure has been one of the biggest challenges we have ever faced globally. This pandemic shook the whole world and brought it to a standstill. The COVID-19 pandemic changed our lives enormously. We never even imagined our lives the way we lived in that period. But those who had better resilience skills were able to deal positively with the crisis and they emerged out of it stronger than before.

So, what exactly makes this difference? Can resilience be learnt?

Research has shown that psychological flexibility and coping ability help people to adapt easily to change. Here are a few tips to help you adapt to change better:



## 1) Improve your resilience skills

Resilience is the process of being able to adapt well and bounce back quickly in times of uncertainty and stress. We can develop our resilience skills by practising mindfulness, remaining hopeful, getting connected with loved ones, learning from failures, facing our challenges & fear etc. Please remember one thing - being afraid of certain aspects/things is a natural phenomenon but it should not restrain you from trying out new things.

## 2) Use the power of your Mind

Mental well-being is one of the most valuable assets we have. Individuals who prioritize mental well-being can positively handle the issues in their life, and also can learn to better deal with uncertainty. In the process of change, positive mental health surely adds positive values and makes us strong & balanced in times of crisis.

## 3) Practicing Emotional Hygiene

Emotional hygiene is nothing but practising positive psychological hygiene, it means keeping your mind clear of negative thoughts.



Just as we would practice good physical hygiene by brushing our teeth and showering each day, our emotional hygiene also benefits from everyday cleansing practices that keep us feeling balanced by clearing junk from our minds.

During the process of change, many negative thoughts come into our minds which we misunderstand as reality, but

Change involves discomfort and this discomfort can greatly influence our actions and reactions. Those who practice tolerating discomfort might experience pain in the initial stages, but later it often comes out as the best decision which improves their level of functioning and coping with unfavourable situations calmly. As per a popular saying, happiness is a state of mind. Those who believe in it tend to be less affected by things happening around them.

#### 7) Cognitive restructuring

Cognitive restructuring is a psycho-therapeutic process of learning to identify typical thought patterns that cause maladaptive behaviour & replace these negative thoughts with more balanced thoughts. It is a technique that has been successfully used to help people change the way they think. Learning it can reduce resistance to change.

The above guidelines can help improve our response to change. Of course, it is not possible overnight, but with consistent practice, we can learn to adapt to changes positively.



practising emotional hygiene improves our ability to see reality with logic.

#### 4) Try different solutions for different problems

Many people try to apply the same solutions to different problems or events. However, what works in one situation may not be effective in other situations. Therefore, we need to be able to recognize when a situation calls for a different type of response and be able to adapt our behaviour accordingly.

#### 5) Locus of control

Too often people want others or the situation to change rather than recognizing that they only have control over themselves and not others. The more flexible we are in response to others or situations rather than demanding those things be different, the more satisfaction and success we are likely to experience.

#### 6) Improve the ability to tolerate discomfort

*"Pain is inevitable. Suffering is optional." - Dalai Lama*



Umesh Girmarkar  
Vardhman Yarns, Satlapur

## Steps in the Change Management Process

Change is inevitable and managing it begins long before the change starts taking a shape. There are a few steps of the change management process that one must understand and follow to ensure effective implementation. These are as follows:

1. Change management begins with identifying and establishing goals. This includes understanding your company's current position and where it is headed long-term, as well as what success looks like in the most important areas.

Business processes will be useless if they do not work in accordance with the vision and overall strategy of the organization. Overall strategy must be established before embarking on any change initiative to avoid creating a disconnect that undermines the reason for doing this in the first place.

2. In order to begin the organizational change management process, you need to start at the top if you want things to change effectively. It is always recommended that before implementing big changes, you first present your team with the goals and objectives of why any given changes are needed. Remember that people don't like change yet it's inevitable that certain things need to be updated for processes to be effective.

3. Although everyone's support in the company is essential, sometimes you need to lean on few specific roles to help make change management happen more smoothly and efficiently. Think of them as the key players - the ones who will have

meaning, impact and influence across all facets of your organization by helping coordinate activities at high-level as also micro-management.

4. The next step is to get entire team involved in embracing the change. Letting employees know about it and giving them a general idea of what's going on is great, but you'll have even better results if they're on board because they agree with you about why the change should happen. This way you can ensure that everyone understands your vision for the new way of doing things and will be motivated by it. Make sure to actually listen when providing people with your vision and don't shut down their contributions as inclusion is key to successful change management

5. Now that everyone is on the same page, you need to ensure that there are no roadblocks in the way; otherwise, your team will not function optimally. Answer the following questions for effective change management -

- What old procedures or systems need to make way for new ones?
- Do you need to acquire new tools to execute the system you are putting in place?
- Do your team members need to be trained on new skills to perform tasks in the new system?
- Do you need to reassign responsibilities and duties to team members?

Managing change can be easier if we address the above essential questions before beginning to implement the desired change.



Saurav Kashyap  
Auro Textiles



# Embrace the Change

*“When we want to excel and achieve our goals, we should embrace change with flexibility and sensitivity”*

At some point of time during our childhood, we have all watched ants and tried to block their path or at least compel them to take a turn across the barrier we created. This silly but interesting act is a source of learning if we are observant enough. The ants never give up, they will keep trying, going left, right or crossing the barrier by climbing it, but they never stop. This attribute of ants teaches us a very important lesson of life that survival is always of the fittest, of the one who doesn't give up and strives for the goals desired.

You should never give up whether you find a ladder to climb up, or have to use a rope, there always will be some thing you could take support from if your willpower is strong enough. In life, one must be persistent like an ant. Even when directed to the wrong path, it finds its way back to the desired path. If you are aware, ants can carry weight which is 10 times the weight of their own body. It never settles for less and always saves for rainy days.

The second part of learning is that even if we make a mistake and take a wrong turn, always admit it and return to the pre-decided path to success. All human beings must focus on the goal and whatever barriers come to divert us from the aim we had, one must not give in or give up.

Changes are important and will keep happening in life even if we don't want them. Obstacles will come and situations will turn unfavourable. However, we must foster ourselves to stay prepared for such changes. There are two ways of dealing with change, living in denial and suffering, or embracing and facing it with a smile. The latter option is more sensible to choose because CHANGE stands for -

C - Challenging our fear and ensuring we work towards achieving our target at all times in all situations.

H - Honouring ourselves & our endeavours and make efforts to adapt to change amicably.

A - Adapting the positive and dealing with the negatives patiently.

N - Not resisting or jumping to conclusions without trying.

G - Going with the flow and not always trying to take control.

E - Elegantly saying NO if we disagree and have a strong rational reason for it, while knowing the No is not out of challenge but a learning.



**Bhawna Kapil**  
Auro Textiles

## New Year



Auro Textiles (Processing), Baddi



Arisht Spinning Mills, Baddi

## Republic Day



Vardhman Acrylics Limited, Bharuch



Vardhman Apparels, Ludhiana



Vardhman ReNova, Baddi



Anant Spinning Mills, Mandideep



Arihant Spinning Mills, Malerkotla



Vardhman Fabrics, Budhni

# Women's Day



Vardhman Yarns, Satlapur



VSGM, Ludhiana



Auro Textiles, Baddi



VMT, Baddi



VSSL, Ludhiana

# Environment Day



VTDC, Ludhiana

# Earth Day



Vardhman Spinning Mills, Baddi

# Mother's Day



Corporate Office, Ludhiana



Ms Suchita Oswal Jain featured on the Cover Page FEMINA India – Be unstoppable, May 2022



Vardhman conferred with 'Award for Institution Building' at National Best Employer Brands 2022-23 by World HRD Congress



FMPCCI (Federation of Madhya Pradesh Chambers of Commerce and Industry) awarded Vardhman Textiles with the 6th Outstanding Achievement Award, 2019-20 under the category 'Large Enterprise of the Year'



Outlook Movers & Shakers of Business Award conferred upon Ms Suchita Oswal Jain



Vardhman Spinning and General Mills, Ludhiana has been conferred with the Prestigious CITI-Birla Award for the year 2019-20



ET Inspiring Women Leaders Award conferred upon Ms Suchita Oswal Jain

# Change Management - As I See It...

Knowingly or unknowingly nature, society, situations, and even people change themselves or get compelled to accept change, either for survival, existence or their betterment.

It is only through change, that mankind has evolved into what it is. It is 'Change', that led the civilization from the STONE AGE to its present form.

The statement - Change is a continuous process and it is the only thing which is permanent - is relevant for every sphere of life, be it social, political, educational or business related.

Creativity, innovation and aspiration for growth suffer a premature death if we do not accept and appreciate change.

Now, the question is:-if change is inevitable and in most cases beneficial for all, why do some people fear change? The answer is not so easy to find and understand.

One reason may be that people do not want to come out of their comfort zone or take any risks. People love to maintain status quo. But, there is another concern too. Some changes that happened in the past did more harm to society than their assured benefits. Yes, there may be a few exceptions or specific cases but it has developed a tendency of feeling comfortable with the known. Stepping out of the boundaries set for oneself looks like a herculean task. But for a few bad experiences, one can't neglect the possibility of good. However, one must be careful while marching ahead towards change.

Following are a few key points pertinent to change or change management to be kept in mind:

- The objective/purpose of the change must be clear and should be for organizations or communities or similar entities, not for an individual's benefit.
- Change should be planned and communicated properly
- Every change involves risk, hard work and proper follow up and, the same should be provided
- For the implementation of change, there must be " a Plan B" in case Plan A doesn't work
- Change must be organic, not cosmetic or ornamental

- The initial phase of change may be painful but we have to overcome that by winning the trust of the people involved in it
- Change is to be done at the right point in time, otherwise, its relevance is lost
- Some change, require a slow pace and some a faster one, this should be identified beforehand
- Change is to be done not only by considering in mind the present scenario but foreseeing the future

## Note Of Caution :

- The genesis of change must be logic and rationale, not whimsical
- Change for the sake of change is not at all advisable
- Checks and balancing are essential for change
- Sometimes a change in manner of change is also required if the intended result is not achieved
- Reference can be taken from others, but one should not copy blindly
- Many times we want to change things which are not in our control. This is not correct .
- We many times forget the requirements for change and cannot do enough preparation. When change is required, pre-requisites of change are of paramount importance. We must understand and prepare accordingly.

At the end of the day, we have to accept change, there is no other option. It is better to do it gracefully. There cannot be any justification or excuse for not accepting change. We have to overcome our own weaknesses.

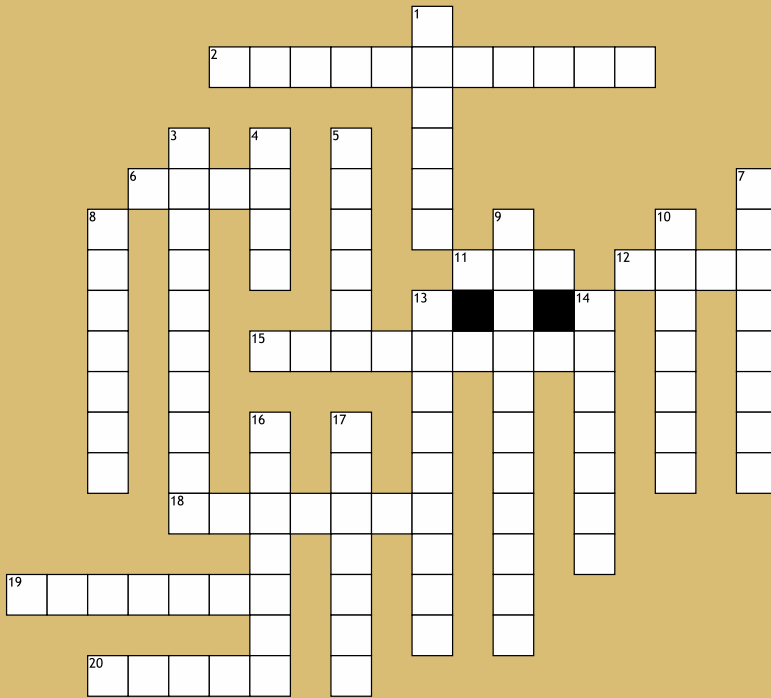
Change is all about mindset, as people say. It is very easy to advise others to change but it is very difficult to change one's own self. Change is not only for existence and winning competition, it is also for a rational and logical approach to remain free from bias, apathy, and bigotry to make this beautiful planet of ours a place worth living for all in peace and harmony. If your "mind is without fear and head is held high", only then you can initiate a positive change in society, organization or state.



Samir Kumar Mandal  
Vardhman Yarns



# Crossword Puzzle - Fiber to Fabrics



## Across

2. Examples of \_\_\_\_\_ fibres are viscose and acetate
6. Animal sources include \_\_\_\_\_ and silk
11. Cotton grows in \_\_\_\_\_, moist climates
12. Flax grows in \_\_\_\_\_, damp climates
15. Examples of synthetic fibres are \_\_\_\_\_ and acrylic
18. \_\_\_\_\_ fibres come from plant and animal sources
19. Manufactured fibres are created from a \_\_\_\_\_ of raw materials
20. plant sources include cotton and \_\_\_\_\_

## Down

1. \_\_\_\_\_ describes the thickness of manufactured fibres
3. When cotton & polyester are mixed together \_\_\_\_\_ is created
4. linen comes from the \_\_\_\_\_ plant
5. Wool is the most common \_\_\_\_\_ fibre used
7. Silk is produced from a \_\_\_\_\_
8. when wool is cleaned and combed it is called \_\_\_\_\_
9. Cotton comes from \_\_\_\_\_
10. The worms spin \_\_\_\_\_ of silk
13. Regenerated fibres contain \_\_\_\_\_ because they come from plants
14. Undesirable properties of cotton are \_\_\_\_\_, not very stretchy, burns easily & shrinks
16. Printing means applying colour and \_\_\_\_\_ to one side of the fabric only
17. Wool is used to make household products such as blankets, \_\_\_\_\_ and rugs

## Sewing Tools and Notions

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| O | D | W | V | R | X | T | C | R | C | D | R | E | P | A | B | N | V | H | S | S | M | E |   |
| H | U | A | I | Y | E | H | B | N | N | S | A | N | I | Z | N | I | R | C | C | G | K | E | G |
| O | P | H | E | K | H | C | U | P | D | T | E | G | N | D | E | R | Q | T | T | N | L | R | U |
| L | T | N | N | R | R | T | Z | M | R | I | H | N | C | R | P | U | S | I | I | I | A | Y | A |
| E | H | A | T | E | H | I | D | T | S | C | S | I | U | S | S | S | I | T | T | K | H | B | G |
| U | L | L | A | P | S | T | L | S | Z | K | R | W | S | N | R | A | G | S | S | N | C | A | G |
| B | V | E | I | A | T | S | F | N | Y | B | W | E | H | I | O | E | S | K | T | I | S | G | N |
| W | H | E | L | P | A | G | U | O | A | E | S | S | I | P | L | M | E | C | S | P | R | U | I |
| W | Z | H | O | G | P | N | A | F | L | U | Z | O | O | Y | I | H | L | A | A | D | O | Y | W |
| O | R | W | R | N | E | I | X | U | G | O | Q | Y | N | A | A | N | D | B | C | V | L | I | E |
| Z | Z | G | S | I | M | T | N | P | N | E | O | Y | P | K | T | R | E | J | R | U | I | A | S |
| U | G | N | P | C | E | S | E | U | W | P | Z | P | P | N | P | M | E | C | E | C | A | P | H |
| E | T | I | E | A | A | A | S | N | D | P | W | M | S | N | O | C | N | H | V | M | T | T | O |
| N | I | C | N | R | S | B | W | B | T | H | R | E | E | F | E | E | T | A | O | C | Y | O | O |
| U | E | A | C | T | U | A | T | E | T | S | J | P | M | O | Y | D | A | E | R | H | T | N | U |
| R | O | R | I | H | R | T | S | S | R | O | S | S | I | C | S | W | B | V | P | M | S | K | X |
| D | F | T | L | H | E | N | G | V | N | E | E | D | L | E | T | H | R | E | A | D | E | R | V |
| P | F | R | S | T | J | K | F | O | U | R | H | O | L | E | F | T | H | I | M | B | L | E | B |

- |                 |                 |
|-----------------|-----------------|
| Yard Stick      | Needles         |
| Tie Off         | Needle Threader |
| Blanket Stitch  | Spool of Thread |
| Overcast Stitch | Thread          |
| Basting Stitch  | Thimble         |
| Back Stitch     | Pins            |
| Knot            | Pin Cushion     |
| Fabric          | Emery Bag       |
| Three Feet      | Tailor's Pen    |
| Thirty Six      | Tailor's Pencil |
| Measuring Stick | Tailor's chalk  |
| Four Hole       | Seam Ripper     |
| Two Hole        | Tracing Paper   |
| Shank           | Tracing Wheel   |
| Buttons         | Scissors        |
| Tape Measure    | Shears          |
| Sewing Gauge    | Pinking Shears  |
|                 | Sewing Needle   |

# Change is Permanent



An organization or an individual which does not fear the process of change is termed progressive. To be static is synonymous with inactivity, dullness and sluggishness. One who does not move or welcome, new ideas can't taste success. A progressive person has to forget the past, accept the present and prepare for future & upcoming obstacles. Only those who are active are actually conscious.

Several changes like day and night, profit and loss, meetings, separation and others happen in everyday life. Despite appearing distinct, they are all interrelated. An individual's personal and social life is a collection of such events of change. Their purpose is to make a person or community alert, courageous and brilliant. Human dignity lies in welcoming the challenge posed by change and to move forward. Fearing change and accepting the status quo is cowardice. One needs to consider change to be an opportunity for progress and accept it wholeheartedly and gladly.

Below are the essential steps for effective change management:

## 1. Identify what will be improved

Since most changes occur to improve a process, product, or outcome; it is critical to identify the focus and clarify goals. This also involves identifying the resources and individuals that will facilitate the process and lead the endeavour. Most change systems acknowledge that knowing what to improve creates a solid foundation for clarity, ease, and successful implementation.

## 2. Plan for the Change

This is the "roadmap" that identifies the beginning, the route to be taken, as also the destination.

## 3. Provide Resources and Use Data for Evaluation

As part of the planning process, resource requirement identification and provisioning thereof are crucial elements.

## 4. Communication

This is the "golden thread" that runs through the entire practice of change management. Identifying, planning, onboarding, and executing a good change management plan depends on effective communication.

## 5. Monitor and Manage Resistance

Resistance is a very normal part of change management, but it can threaten the success of a project. Most resistance occurs due to fear of the unknown.

## 6. Recognition for Change

Recognizing milestone achievements is an essential part of any project. When managing a change through its lifecycle, it's important to recognize the success of the teams and individuals involved.

## 7. Review, Revise and Continuously improve

As much as change is difficult and sometimes even painful, it is also an ongoing process.

*"Change begins at the end of your Comfort Zone" - Roy T. Benett*



Mukesh Vaths  
Anant Spinning Mills

## The Hustle

It breaks you to make you.  
 It is the mountain you climb.  
 At first, it may seem impossible,  
 But don't refrain from trying.

A fall too bad or a shattered dream,  
 Only fires up your zeal.  
 To achieve it all, give it all.  
 Least you should feel unfulfilled.

Another try can take you a leap beyond.  
 Grab it or let go, the power manifests in you.  
 Shout it out, with all you have.  
 Don't restrain yourself.

Walk or run, be like the Sun.  
 It sets every time only to ascend.  
 Fall and rise, victory is not a surprise.  
 It is a fruit of hard work and strive.

Ambitions are your strength.  
 So, try harder this time.  
 It is the hustle that you'll later remember,  
 Even if your eyes remain glued to the prize.

Losing a game or an opportunity,  
 Almost feels the same.  
 You have to pick yourself up,  
 With great strength embraced.

That scar and the broken bone says  
 At least you tried,  
 And after a fall, stood up bravely  
 To win another fight.



**Hardeep Kaur**  
 Corp - VC & JMD Office

## What is Change Management?

Change management is a systematic approach to deal with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.



### 5 Steps in the Change Management Process

1. Prepare the Organization for Change
2. Craft a Vision and Plan for Change
3. Implement the Changes
4. Embed Changes Within the Company Culture and Practices
5. Review Progress and Analyze Results

### The Five R's of Change Management

1. What is the reason for the change?
2. What return is required/expected from the change?
3. What are the risks involved with the change?
4. What resources are required to deliver the change?
5. Who is responsible for the "building, testing, and implementation" of the change?

Whatever be the change, understanding the above stated dimensions and systematic execution can help in successful implementation of the change in an organization.

|   | Lewin's Change Model                             |   |
|---|--|---|
| <b>Unfreeze</b><br>Preparing for desired change | <b>Change</b><br>Implementing the desired change | <b>Refreeze</b><br>Solidifying the desired change |



**Indrajit Pal**  
 Arihant Spinning Mills

## Birthday Bash



Auro Spinning Mills, Baddi



Auro Textiles, Baddi



VMT, Baddi



Auro Weaving Mills, Baddi



Mahavir Spinning Mills, Baddi



Vardhman Apparels, Ludhiana

## Sports & Recreation



Colony Children having Fun, Auro Weaving Mills, Baddi



Cricket Tournament, Vardhman Fabrics, Budhni



Cricket Tournament, Auro Textiles, Baddi



Desk Exercise, Vardhman Spinning Mills, Baddi



Zumba Session, Corporate Office, Ludhiana



Meditation & Stress Management Session, Vardhman Special Steels, Ludhiana



Slow Cycle Race, Auro Textiles (Processing), Baddi



Weekly Meditation Session, Arihant Spinning Mills, Malerkotla



Mr. IMJS Sidhu (Director) in final match of Auro Cricket League, Auro Spinning Mills, Baddi



Yoga Session in Girls Hostel, Mahavir Spinning Mills, Baddi



Employee Appreciation Day, Arisht Spinning Mills, Baddi



Monthly Worker's Appreciation Program, Auro Weaving Mills, Baddi



Get Together with Mr. Neeraj Jain (JMD), Vardhman Yarns, Satlapur



Employee Appreciation Ceremony organized under 'Sabka Aadar Sabka Samaan' at Anant Spinning Mills, Mandideep



Organized 'Kaun Banega Champion' in Auro Textiles, Baddi



Visit of Hon'ble CMD, Shri. S P Oswal to Baddi



Visit of Hon'ble JMD, Mr. Neeraj Jain to Vardhman Spinning Mills, Baddi



Mr. DK Sindwani (Director - Corporate Services) - Vardhman Apparels, Ludhiana



Inauguration of Water Testing Lab (RO) by Shri. S P Oswal (CMD) at Auro Textiles (Processing), Baddi



Inauguration of Ring Frame Machine (Hall 2) by Mr. Neeraj Jain (JMD) at Arisht Spinning Mills, Baddi



Inauguration of new Ringframe and Gill box in Worsted, VSGM, Ludhiana by Hon'ble Chairman Sri S P Oswal and Vice-Chairman Ms Suchita Oswal Jain



Proposal for investment of Rs 1603 Crores filed with Govt Of Madhya Pradesh through Principal Secretary (Industries) Sh Sanjay Shukla (IAS) by Mr S. Pal, Director (MP Location)



Inauguration of Production Unit 8 by Mr. S. Pal (Director, MP Location) at Vardhman Yarns, Satlapur



Mr. Mukesh Bansal (EVP Marketing, Fabrics) participated as a Panelist in a session on "Thinking Out of the Box" and "Consumer & Technology Trends in Fashion Fabrics" organized by Clothing Manufacturers Association of India (CMAI)

# Training & Development



Training Session on 'You can make a Difference' at Auro Club, Mahavir Spinning Mills, Baddi



TPM 5s Training for Employees, Arisht Spinning Mills, Baddi



SAP Training, Vardhman Acrylics Limited, Gujarat



Session on LMS (SAP Success Factor), Arihant Spinning Mills, Malerkotla



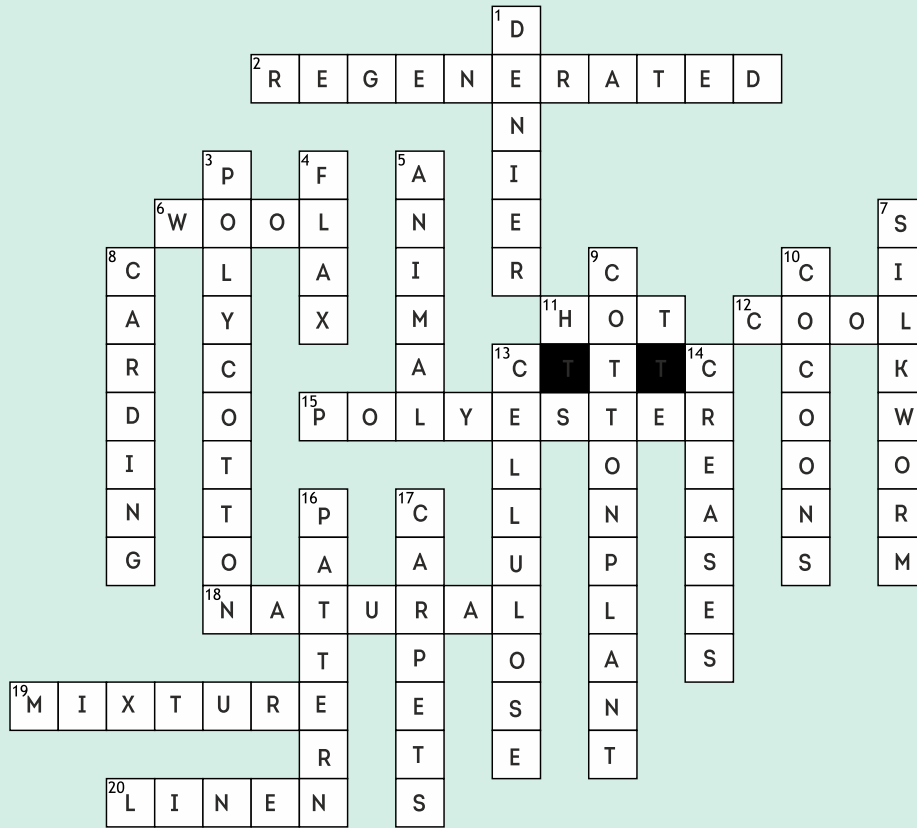
Mr. Anurag Puri (Sr. VP - CHR & Corp. Affairs) delivering session on 'Email Etiquettes', Auro Spinning Mills, Baddi



Attitudinal Training for Workmen, Auro Textiles, (Yarn and Dyeing), Baddi



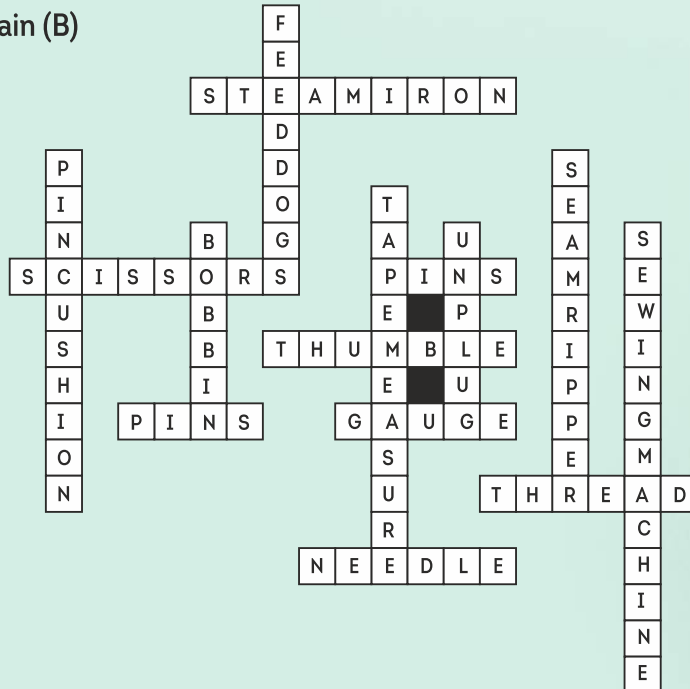
## Answers - Crossword Puzzle - Current issue



## Answers - Crossword Puzzle - Previous issue

### Answers to Q&A

- 1. ) Poly (C)
- 2. ) Jute (B)
- 3. ) Plain (B)
- 4. ) India (B)
- 5. ) Salivary Gland (D)





Health Awareness Session by Dr. Pradeep Kapoor, Vardhman Yarns, Satlapur



Medical Check Up Camp, Vardhman Acrylics Limited, Bharuch



Dental Camp, Anant Spinning Mills, Mandideep



Medical Camp, Vardhman Apparels, Ludhiana



Female Health & Hygiene Session by Dr. Aditi Jindal (Senior Gynecologist, Max Hospital) at Mahavir Spinning Mills, Baddi



Session on Asthma (Preventive Measures) by Dr Sushil Gupta, at Corporate office Ludhiana



Medical Check Up Camp, Auro Textile, (Processing), Baddi



Medical Check Up Camp, Vardhman Special Steels, Ludhiana





Skit during Safety Week, Auro Textiles (Yarn and Dyeing), Baddi



Safety Rally on occasion of Safety Week, Arisht Spinning Mills, Baddi



Fire Mock Drill, Vardhman Spinning Mills, Baddi



Mock Drill Session on Fire & Safety, Arihant Spinning Mills, Malerkotla



Badge Distribution Ceremony on National Safety week, Auro Textiles, Baddi



Safety Rally on occasion of Safety Week, Arisht Spinning Mills, Baddi



Safety Month, Vardhman Special Steels, Ludhiana



# Listen to your Body

*“Every Human Being is the author of his own Health”*  
• Buddha

The Almighty has bestowed us with the most incredible gift of all, the human body. Every aspect of human anatomy is a miracle in some way. Considering the fact, that the organs of our body function as a cohesive unit, how can one not feel awe-inspired? Each organ functions perfectly as an independent unit as well as in coordination with the other organs. Our heart pumps blood throughout the body, the brain functions like a computer processing information, the nerves carry signals within the body at an unparalleled speed, and the eyes are stronger than the finest cameras ever made. To put it simply, each and every part of our body is a true work of art. But we do not treat it as one.

Humans are meant to feel far more vibrant than most people actually feel nowadays. That be so, what's the best way to feel blissful and in harmony? Well, it's as simple as careful listening. Listening is not a capability, it's a skill that can be practised and perfected. Conscious listening creates understanding, which is something that we really need today. However, everyone is so eager to jump in and speak the second they have an idea that they can't give a moment to think. Have you ever wondered why people are not inclined to listen carefully and consider what others may have to say before voicing their own opinion? When people are striving to be heard and understood at the first possible chance, it's pretty hard for listening to happen.

The same happens with our body. We are so occupied with everyday chores that we miss to notice what our body wants to tell us. Since we all rarely seek out solutions for messages that are less loud and clear, we get convinced us that it's normal for our bodies to feel broken and exerted most of the time.

Most people live with chronic fatigue, headaches, back pain, anxiety, poor digestion etc. They suppress and ignore their body's messages; never caring to decode what the message is or checking if it is an alarm trying to wake them up.

We keep on misbehaving with our body, never bothering about what message it is trying to convey to us. Most often, we later repent on our choices but while making them we rarely think of the repercussions; and if we do, ignoring them is the most common outcome. Wondering how? When was the last time you didn't eat a dessert on a full stomach?

We need to learn from and act on the signals to stay healthy. For instance, if our body is nauseating, we have to give the digestive track good rest but the first question we ask the doctor is - what can we eat? The body needs time to get rid of the wrong stuff that had entered our system and that's why it is yelling at its best, telling us to stop inputting more food but many of us are accustomed to routine and think of food even then.

This injustice to body continues in different forms. When yawning or feeling sleepy we start putting caffeine into the system instead of working on the reason of tiredness. If body needs sleep it is only through sleep that it can revitalize not through coffee. Can hunger be quenched by water or thirst by anything but water? Then how can sleep be replaced with caffeine? But we never listen...

Let's understand what the statement - "listening to body" - means

'Listening to your body' isn't about intuitively knowing which nutrient you're deficient in or which essential oil you need for healing yourself. 'To listen to one's body' simply means that when your body is feeling anything, you should pay heed to the signal it is giving you. But the challenge is that we are accustomed to ignore what our bodies are telling us.



What if we could trust that our body has a pearl of deep wisdom that we can rely on to keep ourselves healthy and strong? Here are some techniques that we can use to connect with our body in a way that helps us feel, hear, understand and honour its needs.

## 1. Connect Body and Mind

Not many of us are aware that our mind is a skilful puppet master and can easily control the body. The easiest way to connect our body and mind is to use a combination of our breath and the sense of touch. This can be done by putting our hand over our heart (chest) and noticing how it beats under the palm, and how the chest rises and falls with each breath taken. The next step is to close eyes and draw a deep breath so as to fill the belly completely with inhaled air. Now, one needs to hold it for a moment, then exhale slowly.

As we continue to breathe deeply and rhythmically, bringing our focus to the sound of our inhaling and exhaling of air, our body starts getting relaxed. Breathing in and out, slow and deep, is considered to be one of the best exercises for the body and mind. It not only relaxes the body but helps us get attuned to it.

The next step is to try to listen to what it's telling. Is it Tensed? Relaxed? Tired? Hungry? Thirsty? Jittery? One should notice if there's a part that's holding tension. Is that part tight or stiff? Does any part of the body feel achy or anxious? Take a moment and listen.

On practising this exercise, most of us will be surprised at what we learn about things going inside our bodies. Whatever we do, whatever we speak, whatever we think, whatever we act is recorded in the cells of our body and everything that has been recorded inside us radiates outwards. Listening and paying attention to the story our body is telling, makes one enjoy better health and greater self-esteem.

## 2. Start with the Basics

Paying attention to our body's needs can help us stay healthy and feel at our best. If a person is not sure about what his/her body needs, a good way would be to start with the basics i.e.

- nourish it with healthy veggies and fruits,
- give it adequate water and sleep,
- exercise/meditate regularly,
- listen to it and stop when it tells it had enough, and
- never abuse it with dead/junk food or intoxicants.

The food that we put into our bodies has a direct impact on how we look and feel. Eating healthy, nutritious food not only helps us maintain a healthy weight but gives our body more energy, proper bowel movement and an overall better feel.

On the other hand, eating a lot of processed, sugary, and fatty foods will lead to weight gain, low energy levels, and a general feeling of unwellness. One should try to experiment with different self-care practices to see what works best for him/her.

## 3. Ask what the Body needs at the moment

Our body is always giving clues about what it needs at the moment, but these signals can be easily overlooked in the hustle and bustle of everyday life.

Asking our body what it needs to feel better right away should be a routine process. Practise it so much that it becomes an involuntary one. However, the most crucial step in listening to the body is in respecting what it tells us and changing our actions accordingly. For Example:

- If it is feeling anxious, take deep breaths until it gets calmer.
- If it is hungry, grab a quick, healthy snack.
- Stop eating when your stomach says 'No more'
- If it is thirsty, drink some water.
- If it is restless, take a break and go for a short walk.
- If it is feeling tired, take a nap, if possible.  
If not, try taking a two-minute break by closing the eyes and imagining a relaxing, beautiful, peaceful place. Let worries and exhaustion go away for those two minutes and soak up the feeling of calm.
- If it is nauseating, it is a clear signal of eating something wrong or overeating. It is time to give the digestive system good rest.

## 4. Following natural Body Clock

Our cells learned to tell time before we did. Every cell in our body has its own clock. Unlike the clocks we are used to, the clocks in our cells have no cogs or gears: they are biological.

Our biological clocks keep near-perfect time with the 24-hour cycle of light and dark on Earth. We call this regular daily cycle

"the circadian rhythm". However, rejection of these signals and clock is so normalized for most of us that we hamper the natural cycle of our body without any remorse. We would eat at the time of sleeping/resting, try to sleep at the time when our body is active and work when body craves energy. The sleeping schedule of 10:00 PM to 4:00 AM is rarely followed and not many of us would restrain ourselves from eating after 8:00 PM. When we sleep at 3 AM and wake up at 11AM, we are messing with the system. Then who is to blame? Us only. Late night dinners and parties are not going to make us merrier. The biological clock speaks for itself and not following it is a conscious choice not just a mistake.

And when a person's clock is off, it doesn't just mess up his/her sleep but a compromise on hormones, digestion, and immune system. Fighting against the biological clock can make us sick. Since sickness is nothing but retaliation of our own body.

## 5. Respecting the body's message as well as the body

If we resolve to stop letting numbers run life, instead, commit to allowing the body to be our guide to good health and peace of mind, we shall no more feel the fear of failing, because it's so natural that one can't get this wrong.

Our body always knows what it needs. We just need to remind ourselves how important we are, not only to ourselves but also to the people around us. What we think and feel matters. Our body matters. If we begin by thinking about and speaking to our body with love and respect, it will also respond kindly.

If we're not sure how to do that, we can start by replacing negative thoughts with positive ones. Think of gratitude and see how well our body responds to positive energy. Throughout the day it will keep us replenished because "our body is like a temple", and should be treated with thoughtfulness.

What we eat, think or do gets recorded in our body system and is reflected on our body. Early signs of aging, chronic health issues at tender age, low energy levels, dull & lifeless skin, imbalance of fat content in body etc. all are signs of ignoring body's messages. So, wake up and respect your body. Ignorance is not bliss, it is a sure shot way of losing health and also wealth.

Interestingly, our body pays attention to us. It thinks we're important! If we spend a whole lot of time ignoring how we feel, our body decides we're not interested in listening to these lines of communication. It hits the mute button. Therefore, we must inculcate the habit of listening to our bodies. When the internal signals received from the body match with our values and the actions we take; we naturally feel calm, peaceful and aligned.

*If we respect our body, we are taking care of our whole self - and that is the foundation of a happy, healthy life.*



**D K Sindwani**  
Director, Corporate Services





“Our community initiatives are all undertaken with long-term sustainability being the keystone.”

**Suchita Oswal Jain**  
Vice-Chairman & Joint Managing Director



Promoting Quality Education  
In alignment with  
UN Sustainable Development Goal 4



Education is one such tool that can completely rewrite the social Landscape with its immense potential to fuel the growth of a nation.

Vardhman is a progressively responsible organization, committed to sustainable development, encompassing all three bottom lines – economic, social and environmental.

We work towards empowering the communities that host us as we firmly believe in inclusive and holistic growth. For the same, our initiatives are centred on bridging the access gap and opening a window of opportunities.

While we emphasize development at all stages for the community, providing quality education to less privileged students remains a priority. Our School Development Program has, till now covered

- 86 Government / Semi-Government Schools in 6 States
- Developing infrastructure and providing amenities worth Rs. 48.00 crore through
- 76 well-equipped classrooms & 26 Toilets blocks
- Benefiting more than 56100 children studying there.

CSR initiatives taken under Education during Jan to June 2022



Distributed Projectors to promote digital education in 10 Government Schools of Ludhiana



Distributed Artificially Intelligent Limbs to Divyanngs of Ludhiana





Organized Painting competition to generate awareness and sensitivity towards the Importance of Environment, Human Rights, and Effects of Urbanization & Industrialization among the Students of Govt. Schools.



Supported District Administration for the Construction of Child-friendly toilets in 39 Awangwaris of Ludhiana.



Foundation stone laid for Science Block at Govt. Sr. Sec. School, Karpa, Kangra Paragpur, HP in presence of Mr. Bikram Singh, the Industrial Minister of HP.

## वर्धमान फैब्रिस शासकीय माध्यमिक शाला खाण्डाबड को सौगात

बुदनी, नर्मदा की पुकार  
इमरान पहलवान

वर्धमान फैब्रिस बुधनी द्वारा शासकीय माध्यमिक शाला खाण्डाबड में 15 लाख रुपये के विकास कार्य स्वीकृत किये गए हैं। जिसमें 800 स्क्वायर फीट का एक हॉल एवम् बेंच डेस्क के सेट शामिल है। आज दिनांक 22/01/2022 को वर्धमान फैब्रिस के यूनिट हेड श्री टी सी गुप्ता जी द्वारा हेड मास्टर श्री राजेश वर्मा जी की उपस्थिति में भूमि पूजन किया गया। इसअवसर पर कंपनी के कॉमर्शियल हेड संजय बोल्या, आई आर हेड अजय शर्मा, चीफ मैनेजर दिनेश के टी, सी एस आर अधिकारी शोएब



मिर्जा एवम् सिविल इंजीनियर हितेश मालवीय, स्कूल स्टाफ मनोहर सिंह चंदेल, रविंद्र राजोरिया, देवेन्द्र सिंह राणा, नीरज सिंह तोमर, अब्दुल राजिक कुरेशी एवं ग्राम वासियों में राजेश कलम गोलू कौर तथा खाण्डाबड के गणमान्य नागरिक उपस्थित हुए। इस परियोजना को 15 मार्च 2022 तक पूर्ण करने का लक्ष्य रखा गया है।



Bhumi Poojan for the Construction of Activity Hall at Govt. Middle School, Khandabad, MP.



Approval Letter Handed over to Polytechnic College Nasurallaganj, MP for providing Textile Lab & other Training equipments.



Approval Letter handed over to Jawahar Navodaya Vidyalaya, MP for providing Computers and other networking equipment



Provided 200 Student Benches to five Government Schools of Budhni, MP





# Healthcare

In alignment with UN Sustainable Development Goal 3



Vardhman Group, strongly believes that good health plays a crucial role in transforming people's lives. Healthy people can better utilize the opportunities available to them. It is also true that the foremost challenge confronting India currently is improving the health indicators of its people especially poor & BPL families.

Vardhman is supporting Government, Charitable & Private hospitals in providing quality services to all sections of the community.

CSR initiatives taken under Healthcare in past six months -



Modernization of the BMT Dept. Ward 25A for providing better facilities to the patients of BMT. Sh. SP Oswal, CMD, Vardhman inaugurated the ward at Christian Medical College and Hospital, Ludhiana.

## Organized 12 Health Check-Up Camps in Malerkotla, Mandideep, Budhni & Baddi; covering 3600 Villagers



Malerkotla, Punjab



Budhni, MP



Mandideep, MP



Baddi, HP



Contributed Rs. 25 Lacs to Dayanand Medical College & Hospital, Ludhiana under Poor Patient Welfare Fund.



Contributed Rs. 25 Lacs to Advance Eye Center, PGI Chandigarh for Cornea Eye transplantation of Poor patients.

**जिला अस्पताल को वर्धमान से मिली 15 स्ट्रेचर्स की सौगात**

**PRO Jansampark Narmadapuram**  
11 February at 1:55 Facebook for Android · 48

वर्धमान फेब्रिक्स द्वारा किए गए जिला अस्पताल नर्मदापुरम को 15 स्ट्रेचर्स प्रदान

वर्धमान फेब्रिक्स बुधनी द्वारा श्री एस आर पहलू के तहत जिला चिकित्सालय नर्मदापुरम को सिविल सर्जन के विनिर्दिष्ट आगत पर 15 स्टेनलेस स्टील स्ट्रेचर्स उपलब्ध कराए गए। वर्धमान की श्री एस आर समिति के सदस्यों द्वारा 11 फरवरी को सिविल सर्जन कार्यालय में उपस्थित होकर स्ट्रेचर्स सौंपे गए।

इस अवसर पर जिला चिकित्सालय के सिविल सर्जन डॉ. दिनेश देहलवार, डॉ. नितेश वैस, डॉ. अखिलेश सिंघल एवं वर्धमान फेब्रिक्स की तरफ से श्री दिनेश के.टी. दिनेश मालवीय एमएम वर्धमान फेब्रिक्स अधिकारी श्री सोपन मिर्जा उपस्थित थे।

सिविल सर्जन ने इस अवसर पर वर्धमान ग्रुप के चेयरमैन श्री एस पी ओसवाल एवं वर्धमान फेब्रिक्स बुधनी के डायरेक्टर श्री एस पाल और युनिट हेड श्री टी सी गुप्ता जी का आभार व्यक्त किया, जिनके प्रयासों से जिला अस्पताल में वर्धमान ग्रुप का सहयोग निरंतर बना रहता है और यहाँ चर्चित मरीजों को अच्छी सुविधाएँ मिल रही हैं।  
#JansamparkMI

नर्मदापुरम @ पत्रिका. जिला अस्पताल को 15 स्ट्रेचर की सौगात मिली है। वर्धमान फेब्रिक्स बुधनी की ओर से सीएसआर पहलू के तहत जिला चिकित्सालय नर्मदापुरम को सिविल सर्जन की मांग पर 15 स्टेनलेस स्टील स्ट्रेचर्स उपलब्ध कराए हैं। वर्धमान की सीएसआर समिति के सदस्यों द्वारा 11 फरवरी 2022 को सिविल सर्जन कार्यालय में प्रबंधन को स्ट्रेचर्स सौंपे गए। इस दौरान जिला चिकित्सालय के सिविल सर्जन डॉ. दिनेश देहलवार, डॉ. नितेश वैस, डॉ. अखिलेश सिंघल वर्धमान फेब्रिक्स से दिनेश के.टी, हितेश मालवीय, सीएसआर अधिकारी सोपन मिर्जा उपस्थित थे सिविल सर्जन ने इस अवसर पर वर्धमान ग्रुप के चेयरमैन एसपी ओसवाल और वर्धमान फेब्रिक्स बुधनी के डायरेक्टर एस पाल और युनिट हेड टीसी गुप्ता का आभार व्यक्त किया है

Provided Dental OPG Machine, Anesthesia Work Station, Cautery Machine, Hydrolytic Table, Suction Machine & Stainless Stretchers to District Hospital, Hoshangabad, MP



Handed Over the MoU to Advance Eye Center, PGI for continuing the cornea transplantation work for FY 2022-23



Distributed 300 nutrition kits to children of age group 2-5 Yrs in Budhni, MP.



Oxygen concentrators provided to Taluka Hospital at Valia, Gujarat



Organized Blood Donation Camp at Vardhman Fabrics Budhni

## Project NANDINI

Menstrual hygiene is fundamental to the dignity and wellbeing of women and girls; and an important part of basic hygiene, sanitation and reproductive health of females. However, menstruation is too often seen as a taboo, with many negative cultural attitudes associated with it, including the idea that menstruating women and girls are 'contaminated', 'dirty' and 'impure'. According to (WSSCC 2012), every day, 300 million women including school girls experience menstrual flow. Considering the need for awareness we are running Project Nandini, the objective of which is to spread awareness and distinguish menses from illness or infection. The project emphasizes on adolescent girls of schools and slums.



Menstrual Hygiene Management (MHM) Awareness Session in Slums of Baddi, HP



Learning & Experience, sharing Session under Project NANDINI at Baddi, HP. Inaugurated by Mr. Mohit Chawla, SP City



Celebration of World Mensural Hygiene Day with female workers in Baddi, HP



## Rural Development & Environment

In alignment with UN Sustainable Development Goals 2 and 13



Through our initiative 'Each one, Plant One', we are making concentrated efforts to increase the green cover through sapling plantation activity as well as enhance the awareness about environmental impact in the community by conducting rallies, poster-making competitions etc.

We have so far planted 450000+ saplings and ensured that their survival rate is significantly high (85%). In a few locations, these places have turned into microhabitats which host varied species of flora and fauna. Our environmental awareness programmes aim to sensitize young children and we have been able to reach 168000+ people. Initiatives taken during last 6 months to promote rural development and conserve environment.



Rejuvenation of local water bodies and groundwater recharge, Pond Cleaning & Silt removal activities in three ponds in Budhni, MP.



Provided safe drinking water and catered to water crisis by installing Bore well and Hand Pumps in nearby villages of Budhni, MP



Planted fruits and shady tree in the nearby area of Vardhman Fabrics Budhni

## Project Pragati

Project Pragati will enter its 8th year in 2021-22. It has been a very successful initiative ever since its inception in 2015-16. After exploring different locations in India, finally, Gujarat was decided as the preferred location to start 'Better Cotton Initiative project' as we were already doing own-ginning operations at 5 locations in the Saurashtra region. It had two advantages. Firstly it was easy to coordinate activities in villages which were nearby to our own-ginning centres and secondly we would be able to source seed cotton for our own-ginning centres easily. The project scope covered 1758 farmers having land of 10700 acres in 9 villages during the first season.

During the season 2021-22, the farmer's base increased to about 8-9 times as compared to the first season. The total farmers involved at present are close to 14000. The area covered is about 55000 acres which has increased 4 times than the first season.



BCI Farmer list updation



BCI Farmer meeting



BCI soil Testing



QC Team Poonam felicitated by Mr. Neeraj Jain (JMD) for winning "35th NCQC Par Excellence Award", Vardhman Spinning Mills, Baddi



Anant Spinning Mills, Mandideep Won 'Gold Award' in 'CII National Safety Competition',



Vardhman Fabrics, Budhni presented with certificate of achievement by clean by design



Vardhman fabrics, Budhni conferred the award for best kaizen by CII

VSGM, Ludhiana won



Gold award at CII 13 National 3M Competition



Gold award at CII 2nd National Office TPM Competition



Silver award at CICU 13th National Kaizen Competition



Finance and Accounts Team won 'Silver Prize' in 2nd Edition of CII National Office Innovation Competition in 'Paperless Office Category', Vardhman Yarns, Satlapur



Commercial OTPM Team won 'Platinum Award' in 2nd Edition of CII National Office Innovation Competition in 'Process Flow Improvement', Anant Spinning Mills, Mandideep



Appreciation by Mr. Mukesh Saxena, CGM, to QC Team 'Gati' for winning 'Excellence Award' in NCQC 2021, VMT, Baddi



QC Felicitation, Auro Textiles (Processing Division), Baddi Team



Team 'Gati' won 'Excellence Award' in NCQC 2021, VMT, Baddi



Anant Spinning Mills, Mandideep Won 'Platinum Award' in CII National Kaizen Competition in 'Restorative Kaizen Category',



Best 3R's awarded in the presence of AICHI Team, VSSL, Ludhiana



Best Performer Award Function, Vardhman Apparels, Ludhiana

## Mr NishiKant, Vice-President, Acrylic Business



**1. Your association with the Group has been for a long duration. You have handled a variety of projects as well as roles. How challenging has it been to juggle such diverse profiles and what kind of support you have received all along?**

Every role demands a different version of you. You can unlock your inherent potential only when you accept challenges and change wholeheartedly. Different roles and stages of business require you to

adapt and act dynamically. However, handling varied roles and projects becomes easier to deal with when you have unflinching support from the top management and a clear direction.

I have been fortunate enough to be part of different departments and projects over the years.

I joined Auro Spinning as an Executive Trainee on 11th September 1996 in MIS and Costing department. Mr RK Rewari reposed faith in me and I was made in charge of Costing & MIS within 6 months of my joining and soon was making annual budget / annual reviews and not to forget Anti-Dumping, all at the same time. An opportunity to lead an important function at a young age was a turning point. I understood that organization has a plethora of opportunities provided we are keen to learn, grow and add value.

In 2001, I moved to the fabrics business as part of the customer support cell which soon merged into one consolidated marketing and sales team. The two decades of journey in the fabrics business were as part of the GAP team and ultimately heading the team for nearly 14 years. I still clearly remember my first interaction with Madam Jain on the first day of my joining the fabrics business. The "fire in the belly message" was loud and clear and the speed of work expected was "to be done yesterday". The belief and support of management in the team played an instrumental role in achieving newer heights year after year.

Understanding the potential is an art and Vardhman as an organization is deft at this. We created GAP as a separate marketing segment. All the mills used to treat GAP as a sub-part of USA business while we focused on it as a separate entity and formed a dedicated team in 2002. This helped us to implement a narrow and deep penetration strategy with the buyer and today we are the world's largest woven fabric supplier to GAP Inc. for more than 6-7 years consecutively.

Another path-breaking opportunity was our foray into Hong Kong Territory which was completely uncharted. The management supported our business plan and pushed us to open an office in Hong Kong. The result was seen quickly and we could develop Vardhman as the single largest fabric vendor.

And now, I am with the Acrylics Business, leading the only direct-to-customer business of Vardhman heading both hand knitting and machine knitting yarn. The hand knitting yarn is the legacy business of the Group and it brings in a lot of responsibility. Maintaining our leadership position, expanding

business, focus on exports alongside the widening of product basket are the prime challenges in the current role.

**2. You were involved with the establishment of the Group's First Fabric Manufacturing Unit. Please share how that experience was.**

If I put it in one word, it was "exciting". The challenge of understanding fabric business nuances, creating systems, delivering exceptional service, squeezing lead times, cost reengineering, bringing innovation, customer relationship building, global competition and ever-expanding fabric production capacities, needed all team members to be on their toes every day.

We started from scratch and the journey to becoming India's largest fabric processing company within 2 decades is nothing short of a dream home run. The journey was no doubt filled with highs and lows but the support and direction from the honourable Chairman and Madam Jain made our work a lot easier. The zeal of Madam Jain was phenomenal. The initial years were very hard but the never say die spirit and enthusiasm helped us sail through early difficult times.

I was part of the fabric business for nearly 2 decades and one thing which stood out was "Team Camaraderie and Bonhomie" among all the departments and units. I am a witness to the multiple challenges faced by the fabrics business over the years. My heartfelt thanks go out to all the team leaders Mr RK Rewari, Mr Gurgeet Arneja, Mr Mahesh Arora, and Mr Mukesh Bansal, who made sure that we came out stronger and better, battling hurdles along the way.

One learning from my tenure in leading the fabrics team which has stayed with me is that "people can do much more than what we think they can". Given the right environment and belief in an individual's capability, great teams can be built.

**3. Please share something about your background to help us know you better.**

I was born and brought up in Chandigarh. My father, Shri Rajkumar Rohilla, was a Haryana Civil Services officer. I owe a lot to my parents who right from an early age encouraged me to give equal importance to studies as well as sports. Hard work, dedication and honesty are key principles which I have imbibed from my father.

My mother, Smt. Kamla Devi is a homemaker and a constant source of support to me. I am married to Sheetal and blessed with a daughter Divyam, studying in class 11th. She has brought us laurels in music and studies. We are a closely-knit family that seeks joy in the little things of life.

**4. Are there any changes that you have noticed since you joined Vardhman? What changes are you anticipating in the near future?**

Vardhman has always been a system and data-driven organisation. Digitalization is one key area which has undergone a sea change in my last 25 years of association with Vardhman. I have been part of multiple system implementation teams right from years of ERP / NOW to current SAP. I have worked on large floppy disks that many of our new team members might not have even seen. Nowadays, we are using SAP, HRMS portal, digital presentations, virtual exhibitions, online portals for yarn and fabrics etc. As the organisation grows in size and transactions become more complex, strong digital systems and SOPs make work a lot easier and quicker. So, I believe digitalization will be the key in the coming times.



The product requirements have also changed dramatically over the last few years. Sustainable and recycled products are high in demand from all customers across the globe. The organisations which can deliver sustainable quality products consistently will rule in the years to come. We have already embarked on this journey with in-house Renova and as a host of other sustainable fibres.

Vardhman is an organization which believes in the power of change for the good. Change doesn't seem to be enforced here, but rather embraced, which makes the entire process of change smooth. I feel that with the kind of dynamic management we have, change will continue and so will growth. The management is always eager to explore new ideas, and as we are marching forward, this is going to become even more frequent. Those who are willing to adapt to change will do exceedingly well.

#### 5. How do you see hand knitting yarn business in current times? How do you position it in the growth cycle of Vardhman Group?

It is the legacy business and I have personally seen at retail counters that every consumer demands Vardhman hand knitting yarn. Even after the recent decline in demand across the segment, the brand name is very strong. The challenges we are facing are immense but we see opportunities in those challenges. We are envisioning "Hobby" as a harbinger for future growth for hand knitting and crochet yarn instead of seasonal need-based buying.

We conducted a webinar last month, wherein we could find that consumer choices, demography and are undergoing a big shift. The consumer is equally interested in crochet yarn as in knitting yarns. The younger generation picking up this art is highly experimental and is looking for newer yarns to complement their design ideas. We are in process of creating an all-season product and busting the myth of a seasonal winter product. Further our online sales have a high

percentage of customers from south and western region, hence an extensive exercise to get regional mapping is also being carried out. We are working on bringing out arrays of yarns in melanges, jaspes, fancy textured yarns for knitting as well as crochet to stay ahead of the curve.

Hand Knitting yarn for the export market will be the next engine for growth. Globally, the usage of hand knitting yarns is far higher than in the Indian market. Our endeavour is to make a similar footprint in the global knitting yarn market as we have done in the domestic market.

There are a lot of potential unlocking possibilities available with the kind of expertise and knowledge we have in our group. We are working with R&D and design teams across product group categories at Arihant, Auro Spinning, VYTL and fabric division to leverage product, color and design aesthetic for hand knitting yarns.

#### 6. What is your advice to the young generation joining Vardhman?

Firstly, there is no shortcut to success. Hard work always pays off. This seems very basic and simple advice but trust me there is no substitute for hard work. Vardhman has a lot of trainee recruits heading different businesses and departments and hard work is one trait which will be most common to all.

Secondly, my advice would be to be prepared, as I call it 'Taiyari Jeet Ki'. We should always prepare ourselves for higher roles and responsibilities. Opportunities will always be available for those who are prepared well ahead of time. We must keep honing our skills, invest in ourselves and build a strong knowledge base to conquer bigger challenges at the workplace and in personal life.

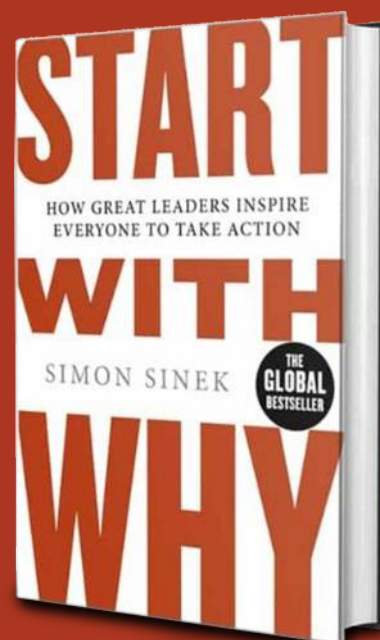
*Last but not the least, always wear "Enthusiasm" as part of your dressing. Keep smiling and put your best foot forward every single day.*

## Start with Why – Simon Sinek

In 2009, Simon Sinek started a movement to help people become more inspired at work, and in turn inspire their colleagues and customers. Since then, millions have been touched by the power of his ideas, including more than 28 million who've watched his TED Talk based on Start with Why - the third most popular TED video of all time.

People like Martin Luther King, Steve Jobs, and the Wright Brothers had little in common, but they all started with Why. They realized that people won't truly buy into a product, service, movement, or idea until they understand the Why behind it.

Start with Why shows that the leaders who've had the greatest influence in the world all think, act, and communicate the same way – and it's the opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with Why.



WHY

HOW

WHAT

# Welcome Aboard



**Manuj Mehta**  
Sr. VP, HR & Admin  
VSSL



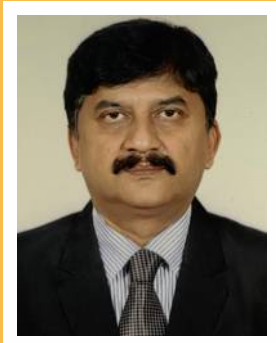
**Varun Malhotra**  
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Corporate



**Rishu Goel**  
Sr. VP, Commercial & Accounts  
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**Vipin Verma**  
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**Mrinal Kanti Sukumar Siddhanta**  
AVP, Production  
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**Preetish Ishwarappa Manvi**  
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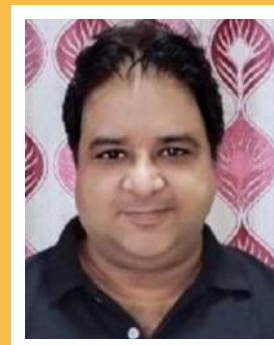
**Rajnath Singh**  
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**Rohit Manchanda**  
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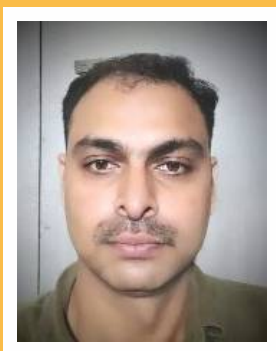
**Sangram Vijay Bhosale**  
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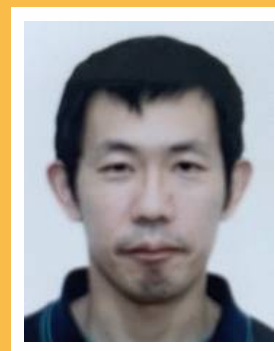
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**Shunsuke Kitagawa**  
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**Parminder Singh**  
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**Rajnish Shukla**  
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**Sheetal Singh**  
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**Sudarshan NV**  
Manager, Processing Technical  
Auro Textiles



**Jasjit Singh**  
Manager, HR, IR & Admin  
Vardhman Apparels



**Sri Aurobindo**

## **The Human Mind**

*The true basis of education is the study of the human mind, infant, adolescent and adult. Any system of education founded on theories of academical perfection, which ignores the instrument of study, is more likely to hamper and impair intellectual growth than to produce a perfect and perfectly equipped mind. For the educationist has to do, not with the dead material like the artist or sculptor, but with an infinitely subtle and sensitive organism. He cannot shape an educational masterpiece out of human wood or*

*stone; he has to work in the elusive substance of mind and respect the limits imposed by the fragile human body.*

*The first principle of true teaching is that nothing can be taught. The teacher is not an instructor or taskmaster, he is a helper and guide. His business is to suggest and not to impose. He does not actually train the pupil's mind, he only shows him how to perfect his instruments of knowledge and helps and encourages him in the process. The second principle is that the mind has to be consulted in its own growth. The idea of hammering the child into the shape desired by the parent or teacher is a barbarous and ignorant superstition. It is he himself who must be induced to expand in accordance with his own nature. The third principle of education is to work from the near to the far, from which is to that which shall be. The basis of a man's nature is almost always, in addition to his soul's past, his heredity, his surroundings, his nationality, his country, the soil from which he draws sustenance, the air which he breathes, the sights, sounds, habits to which he is accustomed.*