

# Drycotec Diaries

HAPPY  
*Holi*

LET'S PLAY SAFE HOLI!



**TAKE THE  
LEAD!**  
and grab market share



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SPRAY MORTARS

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Skim Coat & Putty  
Tile Adhesive  
Manual Renders  
Spray Renders  
Repair Mortar  
Self Levelling Mortar

Benefits : Cement  
Workability  
Anti slip / Anti-Sag  
Thickening  
Open time  
Adjustment time  
Reduce chalking  
Bounce back reduction


Applications : Gypsum  
Manual Plaster  
Finishing plaster  
Spray plaster  
Joint filler  
EIFS  
Spot Glue

Benefits : Gypsum  
Anti-sag  
Thickening  
Workability  
Working time  
Smoothness  
Surface hardness  
Reduce chalking  
Time saving



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\* Benefits are also dependent on quality of ingredients, formulation and optimisation of ingredients.





## Editor's Page



**HAPPY HOLI** to all the readers of Drycotec Diaries. The Holi of 2021 is very unique & different. It would not be the same as before. This Holi, let us use sanitizer-based colours. The effect will be dual. Colours will light up the spirit of the festival & sanitizer will keep it clean.

### **CLEAN**

The business environment is not the only parameter which needs cleaning. Our minds are still loaded with the dirt of fear. We still struggle to go out of our home, our country. The pandemic managed to create a blot on the clean linen of business. We put a stop to travel, events & seminars. Work from home has disturbed the work-life balance of employees. It is our minds that need the cleansing. This Holi, let us wash this dirt out and get back to normal business with the precautions. Clean the Fear completely.

### **LEAN**

Teachings of the pandemic have been immense. I personally know many organisations who have reduced the size of resources. Growth generates profits and profits generates confidence, confidence generates investments and investments brings in the fat. The time has come to trim that fat and become a lean organisation. Lean organisations are fitter and faster to deliver products & services. They can offer the best price and disrupt competition. Only such organisations will be able to make it to the next level.

### **MEAN**

Mean on work, certainly not on people. Management by intimidation or the famous management theory X, which talks about making employees work under fear is now history. If you want to invite and retain talent, theory Y is needed. Theory Y gives importance and freedom to employees. However, I will recommend that you use a mixture of X & Y. Keep the people happy, treat them well but, be extremely tough with their performance. The famous appraisal system is no longer annual. It needs to be done more frequently. Feedback sharing is extremely important in the new Mean system of business. Employee should know the level of performance and expectation from the employer.

Post pandemic we will see only those organisations survive who will quickly adapt to the CLEAN, LEAN & MEAN strategy. Don't restrict yourself to just reading this article, take action. Talk to me if you need suggestions. I am already doing such an exercise with an organisation. The project is difficult but not impossible.

**HAPPY HOLI READERS & KEEP READING DRYCOTEC DIARIES !!!**

**Mandar Chitre**  
Editor – Drycotec Diaries



Terex shares knowledge on the various methods of manufacturing sand. In this article, **Amol Sinha – General Manager Products, Terex India Private Limited**, also explains the difference between two commonly used methods. Please do let us know if this was helpful for your business. Write to us for more information – [amol.sinha@terex.com](mailto:amol.sinha@terex.com)

## Why is the Terex MTC 1000 Auto Sand Cone the right solution to make M-Sand ?

We would recommend the Terex MTC 1000 Auto Sand Cone. This is the appropriate machine which can convert aggregate to sand. It is a very compact machine and can fit in your existing shed. We can give you the layout with hopper, feeder, conveyors, screen and the Cone.

## What is the main benefits of Terex MTC 1000 Auto Sand Cone ?

Dry Mix Manufacturers need three products (100 Microns to 600 Microns, 600 Microns to 1.18 mm & 1.18 mm to 2.36 mm). The material which is below 100 Microns may contain deleterious material and cannot be used in your products.

## MTC 1000 Auto Sand Cone : Lesser Material Below 100 Microns = Less Wastage

This particular feature of the Cone makes it a favourite of Dry Mix Manufacturers. Other manufacturing methods will end up producing more than 20-25% of material below 100 Microns. However, the MTC 1000 Auto Sand Cone does not produce more than 15% of material below 100 Microns. Thus, the extra material available is almost up to 10%. This extra 10% can generate extra production & income which can be utilized further in better schemes or increasing the profits of the channel partners. MTC 1000 Auto Sand Cone is the Winner in M-Sand making machines.

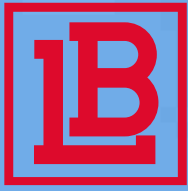


## What is the Difference between a Double Roll Crusher & MTC 1000 Auto Sand Cone ?

Parameter	Double Roll Crusher	Terex MTC 1000 Auto Sand Cone	Remarks
Feed Size	Less than 20 mm	Less than 60 mm	More Flexibility in buying aggregates
Product below 100 M	Up to 20%	Less than 15%	Savings & Extra Production
Energy to Production Ratio	4 Kw Per Ton	3.4 Kw Per Ton	Savings in Electricity
Maintenance	Frequent change of liners & higher CPT	Lesser change & CPT with choke feeding	Savings Cost / Ton & machine Maintenance

Please write to us to know more. I am sure our representatives will help you with a solution in line with your business.

**Amol Sinha – General Manager Products, Terex India Private Limited.**



**OFFICINE  
MECCANICHE**



**DIPEN PORIYA**

*DIRECTOR*

**Ligabue bigi support India Private Limited**

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Thanks to innovative powder batching and mixing systems, LB designs and builds turnkey systems for conveying, storing, batching and mixing powder, truly multi-purpose and capable of fulfilling the most diverse production requirements.





**VT CORP PVT LTD**

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## **PROFITABILITY THROUGH AUTOMATION IN DRY MIX INDUSTRY – VT CORP**

Automation is a step beyond the mechanization which makes use of high control devices for efficient manufacturing or production processes as stated in our previous article on 'Profitability through Automation In Dry Mix Industry'. Where we had discussed the benefits of using automatic placer and dispenser attached with the packaging machine, which considerably reduces the manpower, operational expenditure & time, resulting in increased production. Here in this article we are going to discuss an automated solution consisting of fully automatic truck loading and palletization which can be implemented in dry mix industry to improve the productivity of the process efficiently.

### **Filled and stitched bags can either be loaded into the truck or sent for palletization:**

#### **1. Fully Automatic Truck Loading**



Fully Automatic Truck Loader



VT Corp's Truck Loader installed at JSW Steel Plant

VT Corp's Fully Automatic Truck Loading System enables the bags coming from the packing machine's belt conveyor to load directly onto the truck, which includes controlling features like reverse, forward, left, right, up, & down. This results in perfect bag layers, with a loading speed of around 2,000 bags per hour. It is suitable for various truck size and almost every type of bag. The customer benefits from reduced loading and waiting time, resulting in higher loading capacities with less manpower.

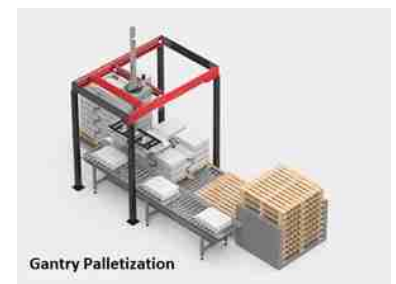
▶ Fully Automatic Truck Loader: <https://youtu.be/7ScYkmd8aE0>

▶ Truck Loader Installed at JSW Steel Plant: <https://bit.ly/3tIfrVF>

#### **2. Palletization**

After stitching, major hurdle in terms of time & labor is palletizing. Duly filled & stitched bags are sent on roller conveyor with appropriate gap between bags towards robotic arms for automatic palletization. Robotic arm, picks & place these bags on pallet in predefined desired matrix. Manual palletization can be time-consuming and expensive, as a minimum of 2 people is required to place the bags on the pallet. Using above automation, these tasks can be accomplished with less human intervention and time.

VT Corp provides complete automatic solutions, from packaging/bagging machine to palletizing and truck loading, resulting in increased production with less labor and reduced costs. In our next article we will emphasize on 'How raw material can be transferred from packed 50Kg bags to silo with the help of automation'.



Gantry Palletization



Robotic Arm Palletizer

#### **FOR ENQUIRY & FURTHER DETAILS**

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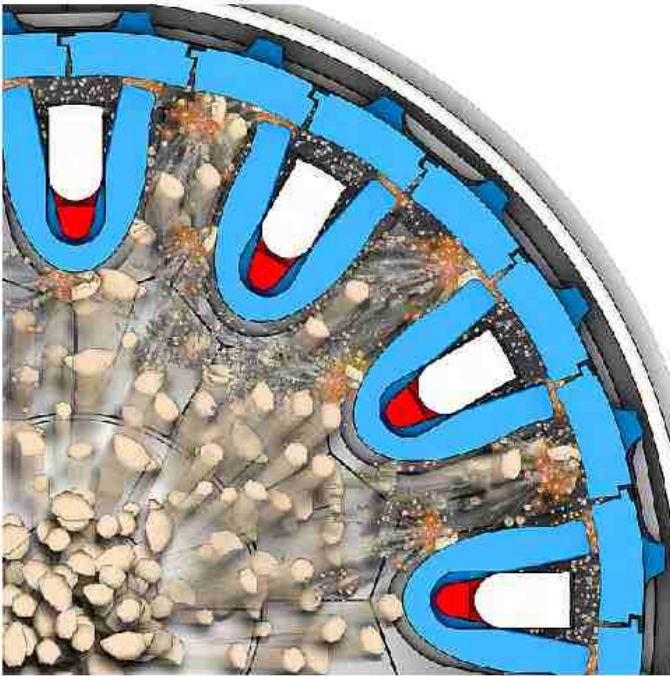
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# *The Sand Maker*

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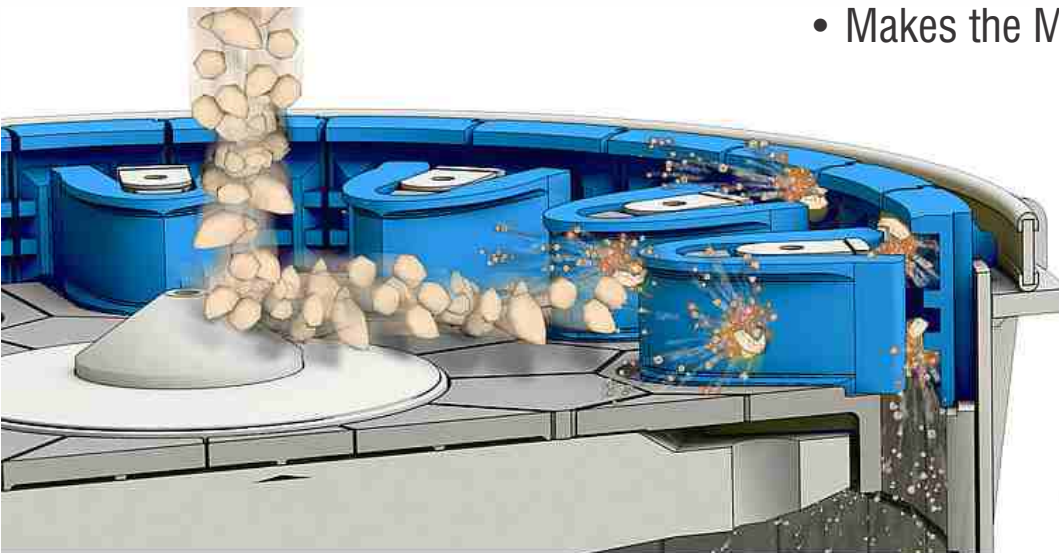
## Rotor Impact Mill (RPM)



### Why is Shape of Sand Important in Plasters ?

Cubical & Well Rounded Shape of Particle Leads to

- Lesser Cement Requirement
- Lesser Resistance in Applying
- Increases Cohesiveness
- Makes the Mix Homogenous



### **BHS RPM 1513 - Produces Cubical & Well Rounded Particle**

( When compared with VSI or any other Equipment )

( Tried & Tested in India & Globally )

For Inquiries, please write to | [himanshu@bhs-sonthofen.in](mailto:himanshu@bhs-sonthofen.in)

or call | +91 9393 1839 39

# My Plant Diaries

## Fine Aggregate M-Sand influenced by Particle Shape, Surface Texture, & Grading.

This article has been taken with reference from ASTM C 1252.

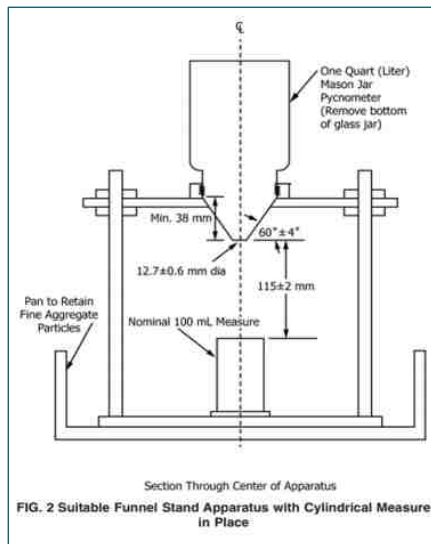
To determine the quality of M-Sand, these test methods are used. They calculated the loose uncompacted void content of a sample of fine aggregate, that is M-Sand. It is measured on any sand of a known grading. The void content provides an indication of that aggregate's angularity, sphericity, and surface texture compared with other M-Sands tested in the same grading. When void content is measured on an as-received fine-aggregate grading, it can be an indicator of the effect of the fine aggregate on the workability of a mixture in which it may be used.

### The Test

A nominal 100-mL calibrated cylindrical measure is filled with fine aggregate of prescribed grading by allowing the sample to flow through a funnel from a fixed height into the measure. The M-Sand is struck off and its mass is determined by weighing. Uncompacted void content is calculated as the difference between the volume of the cylindrical measure and the absolute volume of the fine aggregate collected in the measure. Uncompacted void content is calculated using the dry relative density (specific gravity) of the Sand. Two runs are made on each sample and the results are averaged.

If you want to measure the sample of -4.75 mm directly without grading, use the test method C. In general, high void content suggests that the material could be improved by providing additional fines in the fine aggregate or more cementitious material may be needed to fill voids between particles.

### The Apparatus & Calculations



To Calculate the voids in the sand,

$$U = \frac{V - (F/G)}{V} \times 100$$

Where,

U = Percent of Voids

V = Volume of Cylinder mL

F = net mass of Sand in gms  
(gross mass- mass of the empty measure)

G = Specific Gravity of Sand

This test calculates the Percent of Voids in Sand

### Importance of Shape

Angular particles do not compact as readily as cubicle particles because their angular surfaces tend to lock up with one another and resist compaction, while smoother, more rounded surfaces tend to pass by one another allowing for easier compaction. Therefore, the higher the measured uncompacted void content, the more angular the material.

### Using Machine for Plastering

In case of use of machine which helps high speed plastering. Shape of sand is very important. Angular particles will increase the wear & tear. The frequency of change of wear parts will be higher leading to more down time and poor efficiencies.





# My Machine Diaries

## Plough Share Mixers & Its Importance by Atul Kulkarni, RMX



There are many manufacturers of Plough Share Mixers, which is a very commonly used technology in the Dry Mix Industry. **Mr. Atul Kulkarni, Director of Ready Mix Concrete Machinery Pvt. Ltd.** speaks to us about the various mixers & the problems associated with them.

### Drycotec Diaries : What are the important points to be considered while purchase of a Ploughshare Mixer ?

**Atul Kulkarni :** There are so many manufacturers who can offer a ploughshare mixer. This technology is very common and almost all of them have developed the equipment. However, a dry mix manufacturer should be very careful & not get attracted by the low price offered by manufacturers. It is important to check the parameters of quality and reliability while taking the decision.

For example, poor machining quality and low grade finishing can cause particle locking. This particle could be a polymer or a very critical additive. The locked particle is not going to be part of the mix. The standard formulations offer 0.01% or 0.005% of such polymers and particle locking in the mixer can bring considerable change in the performance of the final product. One batch getting rejected generates a complaint by the retailer and the mason. One such complaint is equivalent to ten times the damage to the good will of the brand.

Opening and closing of the mixer, operation of the choppers, use of good quality of bearings etc., are some very important parameters which are not considered by many manufacturers who offer this product at half the price when compared to industry standards.

Use of Electric Motor at a lower kilowatt reduces the energy required for mixing and also does not allow the mixer to start in case of a power failure. This creates a dent in production because you have to deploy labour to empty the mixer manually.

### Drycotec Diaries : What about the Production Capacities ?

**Atul Kulkarni :** Consider the following two situations,

Parameter	Low Cost PS Mixer	RMX PS Mixer	Remarks
Capacity of Mixer in Litres	2000	2000	Equal in Capacity
Load Taken of Product in Kgs	1680	1960	Up to 20% more Capacity
Mixing Time (in Minutes)	7	3	RMX Mixer lesser mixing time
Loading Time (in Minutes)	1	1	Same for both
Discharge Time (in Minutes)	2	2	Same for both
Total Cycle Time	10	6	Lesser time for RMX
No of Cycles Per Hour	6	10	More Cycles for RMX
Production Per Hour (Kgs)	10080	19600	RMX can produce Double

It has been proven that RMX Ploughshare Mixer delivers almost double production when combined with our batching, weighing & packing systems. Call us or write to us on [ajkulkarni@rcmpl.co.in](mailto:ajkulkarni@rcmpl.co.in) to know more about our plants & mixers.

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	PRODUCTS	GRADES	PROPERTIES
	RDP	Vinnapas 5010 N	Versatile Binder for All dry Mix application
	RDP	Vinnapas 4023 N	Versatile Binder for All dry Mix application
	Levelling RDP	Vinnapas 5111 L	Levelling Agent, Defoaming Properties, Binder
	Flexible RDP	Vinnapas 5044 N	Flexible Binder,
	Fumed Silica	HDK (N20, H15, H13L, H18)	Hydrophilic & Hydrophobic Fumed Silica
	Hydrophobic Grade	Vinnapas 8034 H	Hydrophobic Effect, Binder
	Thixotropic RDP	Vinnapas 5012 T	Thickening effect with adhesion Property
	Hybrid Flooring	Silres BS 6920	Hybrid Silicon Coating on any surface, Recoatability, Stain Free
	Silicon Dispersion	Silres BS 3003	For Coating Application
	Silicon Dispersion	Silres BS 16	For Bricks, & Roof
	Silicon Dispersion	Silres BS 290	For Fasade
	Silicon Dispersion	Silres BS 38	For Easy Clean, Anti Stain
	Silicon Dispersion	Wacker SMK 1311 ME	For Coating Application
	Silicon Powder	Silres BS Powder P	For Hydrophobic Effect
	Silicon Powder	Silres BS Powder S	For Hydrophobic Effect for Gypsum
 SE Tylose GmbH & Co. KG	MHEC	Tylose MH 60001 P6 Tylose MH 100001 P6 Tylose MH 150003 P4 Tylose MHS 300000 P4	For Tiles Adhesive, Grout, Wall Putty, Jointing Mortar application - Water Retention, Sag resistance, Workability
	HEC	Tylose H 300 P2	For Levelling application, Low viscosity, good flow,
	MHEC	Tylose MH 10005 P2 Tylose MH 15002 P6	For Plaster type application, Water Retention Sag resistance, Workability,
	HEC	Tylose HS 30000 YP2 Tylose HS 60000 YP2 Tylose HS 100000 YP2	Water Based Paint
		Starch Ether	OPAGEL CMT
Starch Ether		Solvitose H 2060	Increase open time, Sag Resistance, Workability, Dosage should be 10 % MHEC
Starch Ether		Foxcrete S 200	Retarder for Admixture
 www.cff.de	Cellulose Fiber	Technocel 500-1	Crack Resistance, Thixotropic Effect
	VAE Emulsions	Celvolite 1326	For waterproofing, bonding agents & Tile Adhesive (2K) etc
	High Alumina Ciment	CIMENT FONDU®	Rapid Drying, Rapid Hardening, Shrinkage Compensation, Rapid Strength development
	Mineral binder and OPC accelerator	XELER EZ1	Rapid Drying, Rapid Hardening, Shrinkage Compensation, Rapid Strength development
	Plasticizer Melamine Base	Peramin®SMF 10	Water Reducing agent
	Plasticizer PC base	Peramin® CONPAC 500	Water Reducing agent
	Defoamer Powder	Peramin®DEFOAM 50 PE	Reduce foam
	Shrinkage Reducing Agent	Peramin®SRA 40	Reduce Shrinkage in Dry Mix
	Active Alumino Silicate Minerals	Micrasil®	Strength enhancer
	Accelerator	Peramin® AXL80	Lithium Sulphate Base
	Retarder	Plast Retard PE	Increase open time in Gypsum
	TPA Resin	Dianal BR 106 Dianal BR 116	For Coating
	Air Entraining Agent	ESAPON 12/14	For Spray Plaster, Easy Flow
	Incan Preservative	Nipacide CI 15 Nipacide CFX Nipacide BIT 20	
	Dry Film	Nipacide DFX-5	
	PH Stabilizer	Genamin A 016	
	Defoamer	Defoam RI 100	
	Wetting Agent	Emulsogen LCN 118	



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# My International Diaries

## GIANLUCA SBRANA



Drycotec Diaries reaches Italy. We speak to the smart & talented **Gianluca Sbrana**, who is the Sales Area Manager, LB Officine Meccaniche S.P.A., for that part of the world which covers India.

### **Drycotec : Tell us about your group ?**

**Gianluca Sbrana** : The LB Group is a 45 year old conglomerate, spread across the global with 130 employees (200 operators) doing an Average Turnover 2016-2018: Over 50 million Euro. The company is ISO 9001 certified & is a holder of several patents related to machinery and processes. They can do Integration with grinding, classification, drying, material handling, from quarry to finished bag.

In the dry mix industry, we have more than 30 complete Dry Mix Plants. When I say complete, it includes design, production, installation, start-up, buildings & services. We are Compliant to Industry 4.0 in order to be fully integrated with MES (Manufacturing execution system) and ERP (Enterprise resource planning) same as BAAN, AS400, SAP, etc.

### **Drycotec : What are your plans for the Indian Market in 2021-22 ?**

**Gianluca Sbrana** : We are based in Gujarat and more precisely in Morbi, a strategic location to do business in India. The support that LB India is able to assure include a commercial service, after sale, Spare Parts storage, technical/software support intervention, on line intervention for checking and commissioning. All this is assured because we have a Team of skilled people including mechanical and software technicians plus a coordinator as well as director of the branch able to ensure and support customers both technically and commercially.

### **Drycotec : What are the advantages of continuous production over batch production ?**

**Gianluca Sbrana** : The following advantages are listed by us for the continuous production process.

- Reduction of the overall dimensions of the building (lower height and smaller shopfloor)
- Reduction of the structural parts of the plant Reduced and cheaper civil works compared to the discontinuous process plants.
- Reduces energy consumption and costs for the plant operation (Estimated savings 30%)
- Simplified Maintenance & better product consistency.

Having the flexibility to split the amount of output, between a min & max of productivity. There are no particular rules for determining the quantity of product, the only variable is working time, leaving the functional parameters unchanged. This can be translated as greater simplicity in the management of the plant. Continuous production changes, not having the need to have accumulation after mixing, creates a lot of flexibility (perhaps not necessary in the head of “conservative” technicians) but this opens up new possibilities for companies that have new ideas in the Dry mortar world. The size of the mixer is not decisive for the choice of plant productivity. With the continuous system you have only to decide the maximum capacity to be obtained; the lower lots can be managed according to the operating time.

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**ROAD MARKING PAINT PLANT**



**PAINT PLANT**

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## Alkyd Resin / PVA Emulsion Plant on Turnkey Basis



## PRIMER PAINT PUTTY MIXING MACHINE



**DISPERSER**

**TWIN SHAFT DISPERSER**

**PUTTY MIXER**

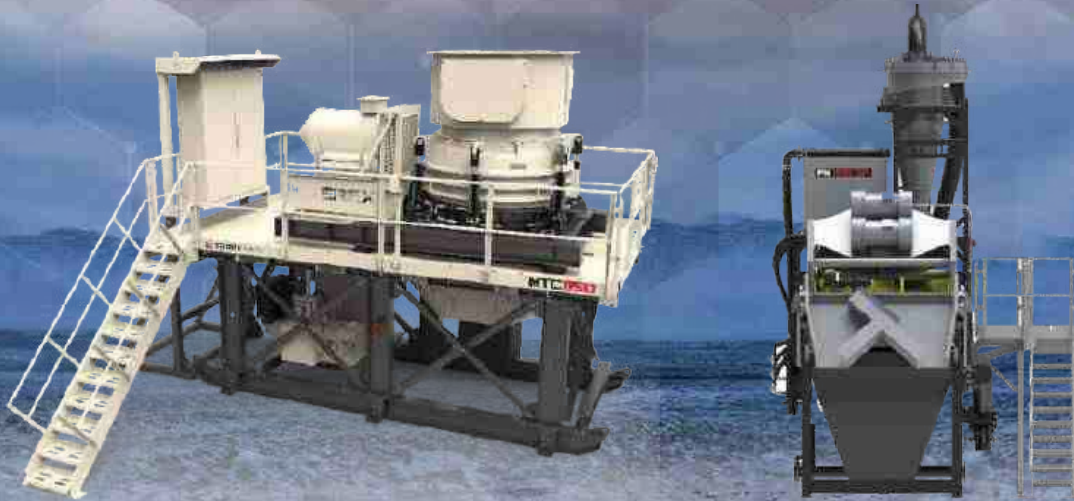


# FRIGMAIRES ENGINEERS

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# Terex Solutions for Wet and Dry Sand



## AUTOSAND RANGE

- Handles clean all-in feed for continuous crushing
- All-roller bearing design delivers enhanced crushing efficiency
- Can take feed size upto -63mm

## FM200DF

- Self regulating cyclone tank complete with built in float system
- Removes silt, slimes and clays below 75 m (200 mesh)
- Removes water following dewatering operation to 12% of residual water content

Contact us for more information:

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# My Management Diaries

## CHANNEL CONFLICT



Appointing the right channel can be difficult and hard but the harder thing is to manage the “**Channel Conflict**”. It needs to be resolved on top priority. Must not be avoided because channel conflict is potentially lethal to the sales. Key is to maintain right balance and stability throughout your sales & distribution channels. If a company limits distribution to reach their products to end users only through few select channel partners, the brand will have a limited reach and distances itself from the marketplace and loses sales.

**Common Channel conflicts can be defined in three ways, Vertical, Horizontal & Multi-Channel.**

Let us understand different types, possible reasons and some suggestion on resolution:

**VERTICAL CONFLICT: Is generally between the Dealers/Retailers and Manufacturer / Distributor.**

- Vertical conflicts occur due to the differences in sales targets and objectives, misunderstandings, and mainly due to the poor communication.
- Lack of role clarity and over dependence. For e.g. Some large retailers dominate the market and dictate the terms. Hence there are often conflicts between these giant retailers and the manufacturers. Also, smaller channel partner may not able to increase sales in this situation.
- Channel partners expect manufacturers to maintain the product quality and supply schedules and manufacturer expect retailers to market the products effectively. If they fail to conform each other's expectations, channel conflict results.

**Some common reasons for Vertical Conflict:**

- Bypass: Manufacturers may bypass channel and sell directly to consumer and thus compete with the channel.
- Over Saturation: Manufacturer appoints too many channel partners in a territory that can restrict and reduce sales opportunities for individual channel partners and ultimately shrink their profits.
- Disparity: If there is a disparity in discounts and services to different channel partners even at same level. In other words, manufacturers favor few channel partners.
- Alternate Channels: Manufacturers sell through other channels to customers that creates threat to existing channel partners.
- Inadequate sales support/ demand generation from manufacturer
- Irregular visits by sales team, poor communication and rude behavior with channel partners

**Horizontal Conflict:**

- Horizontal conflicts are between channel partners at the same level. Ex: Competition or price war between two channel partners.
- Unethical practices by one channel partner may affect other and damage the brand/company image.

**Multi-Channel Conflict:**

- Dual distribution strategy by manufacturer results in Multi-Channel Conflict. Ex: Manufacturer uses two or more channel arrangements (Distributors, Wholesaler, Retailers/Direct billing) to reach to the same market.
- Manufacturers can bypass the channel partner and sell directly to the large customers.

**Stages of Channel Conflicts:**



These are the stages and happen in this order only.



## Let's understand these stages in deeper details:

**Latent Conflict:** Some amount of disagreement, which generally exists but does not affect the business objectives.

**Perceived Conflict:** Disagreement or disharmony becomes noticeable. Not a cause of worry, but the source must be identified ASAP.

**Felt Conflict:** Conflict is reaching the stage of worry; Channel Partners are now trying to outsmart/ target each other (reasons for this can be business or personal). Red flag must be raised immediately. This needs to be managed on urgent and immediate basis, should not be allowed to escalate.

**Manifest Conflict:** This can be termed as channel conflict of highest order. This affects channel performance and finally company's sale. This may require seniors' involvement to resolve.

**Read early signs :** It is our responsibility to read the early sign. Resolving a channel conflict will be easy in early stages. Our job is to fix it as soon as it is observed.

## How to best manage channel conflict and resolve it.

There is no quick-fix or prescribed solution for channel conflicts. Here is a simple tool to handle Channel Conflicts. One needs to practice this honestly:

- Keep Calm – Do not lose your cool, Listen, Acknowledge & Understand the intensity.
- Trace the source of conflict, Gauge the impact.
- Handle the objections (every single objection / issue must be handled carefully).
- Rephrase the issue to yourself and describe it to your team / supervisor.
- **Never shy away from taking help** - Involve other members of your team.
- Make a well thought out strategy and plan for resolution of every conflict.
- **Speed is the Key - Resolve the conflict ASAP without compromising organization's interest.**
- Every conflict resolution must be a WIN-WIN exercise.

## Some common styles of channel conflict resolution practiced by sales teams:

- **Avoidance:** Problems are postponed, and discussions / arguments are avoided. No serious efforts are put in by the sales team / manufacturer. Conflict is avoided.
- **Aggression:** Dominating and dictating nature of the company, it's a selfish style of operating.
- **Compromise:** Both sides must give up something to fix it. But this can work in mild channel conflicts. Does not work in case of serious channel conflicts.
- **Collaboration:** This is the best problem-solving approach. It's generally a win-win approach. Collaboration style needs a lot of efforts, commitment and time to fix the conflict.

There are many ways to fix the channel conflict issues, you need to find the best solution for every conflict. **One thing doesn't fit all.**

## Conflict is not always undesirable.

It is sometime needed to have positive effect as loopholes in the existing system can be plugged timely and performance can be maximized. It can keep other channel members and sales team on their toes knowing that a decline in performance might lead to a change in the channel arrangements.

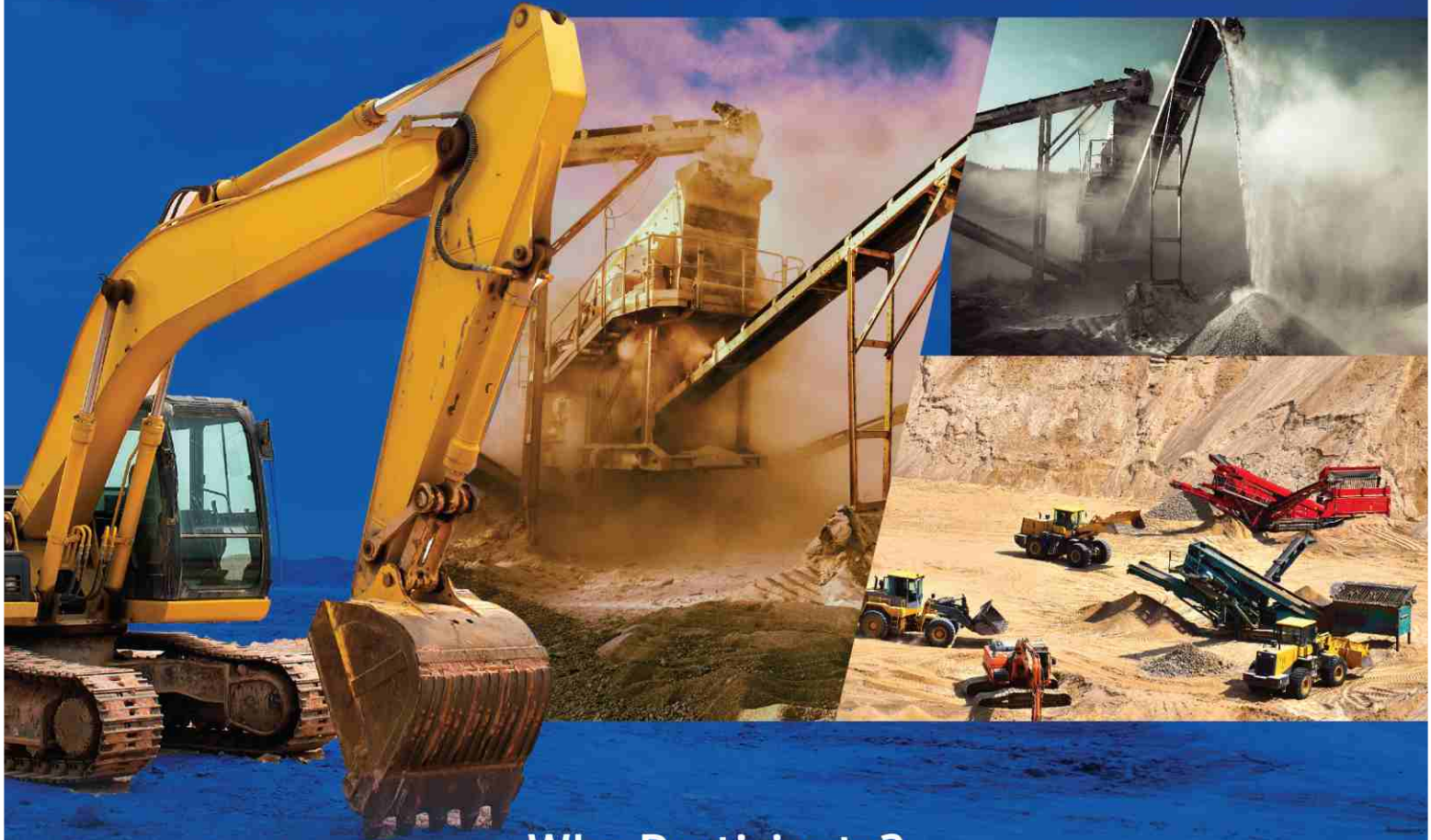
## There is no channel conflict which cannot be resolved or fixed. Need to read the signs ASAP.

These are solely my views based on my studies, research, learnings and real-life experience. Further opinions and arguments are most welcome.

## Brief about the author

Abhaya Gupta is an independent consultant whose work is focused on “Sales & Distribution Transformation”. He is passionate about “sales”, “sales process excellence” and “Building next generation sales leaders”.

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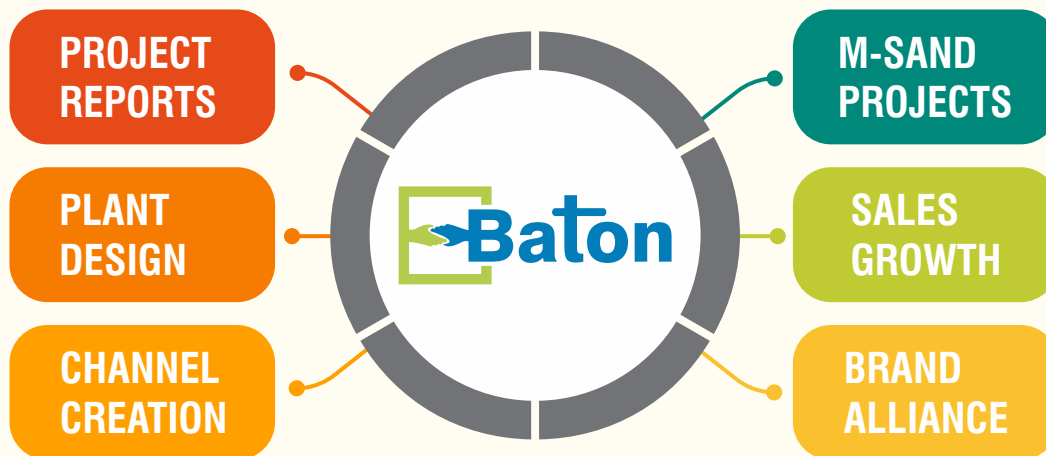


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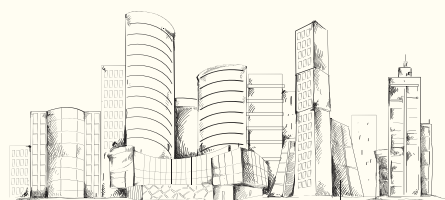


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