

# INSIGHT

**AFCONS**

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Shapoorji Pallonji



Afcons  
becomes  
first infra  
company  
globally to  
win inaugural

# MIKE AWARD

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# KM gives us competitive advantage

We've done it again, and how! From being among world's most admired knowledge enterprises, we're now a most innovative knowledge enterprise. With the MIKE (Most Innovative Knowledge Enterprise) award at the Global, Asia, and, India levels under our belt, we've emphatically affirmed this position.

Knowledge has been our key resource in driving operational excellence, attaining sustainable profitable growth and creating competitive advantage. Over time, our teams have collaborated to create processes that have yielded tangible results. We have also been instrumental in integrating appropriate technology in several processes. Our customised knowledge portal, GNOSIS, which we built in-house, has taken KM at Afcons to a whole new level. We are the only infrastructure company in the world to do this.

Going forward, we are looking at incorporating emerging technologies such as auto suggestion, analytics and AI. We are also looking at augmented reality to enhance user learning experience.

Each one of us needs to take ownership and integrate our KM processes in a way that it operates on auto-pilot mode. Be dynamic, adapt and mould with changing times - it's only then we will be able to scale newer heights.

What we've achieved so far fills me with pride, and, more importantly, with hope of being able to sustain it in years to come. Let's come together and realise our dream of becoming a world-class Knowledge Enterprise.



**K Subramanian**

## making headlines



### Gopalpur, Kandla projects inaugurated

Honourable Chief Minister of Odisha Mr Naveen Patnaik (pic top) inaugurated the 2nd and 3rd berths of Gopalpur Port on February 28, 2019. Executive Vice Chairman K Subramanian was present at the event along with other dignitaries from the government, port authority and the SP Group.

In Kandla, the 14th and 16th berths at Deendayal Port Trust (DPT), Kandla, were inaugurated by Mr Nitin Gadkari, Union Minister of Shipping, Road Transport & Highways, Water Resources, River Development & Ganga Rejuvenation, on March 8, 2019, over video conference from New Delhi (pic right).



### RTA top brass visits JOC

RTA Director General and Chairman of Board of Executive Directors Mr Mattar Mohamed Al Tayer visited Entrances to the Jewel of the Creek project, in Dubai, on March 7, 2019. He expressed his satisfaction with the progress of the project.



### Telangana CM visits Annaram Barrage

Honourable Chief Minister of Telangana Mr K Chandrashekhar Rao visited the Annaram Barrage project on January 2, 2019, to review its progress. Afcons' team led by Satish Paretkar, Director - Hydro & Underground, briefed the CM about the progress

of the project and gave him a site tour. The CM expressed his happiness and appreciated the team's efforts on the progress of the barrage work at Annaram.



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#### EDITORIAL

Bhakti Prasad, Krishnakumari C,  
Bivabasu Kumar, Chandrika Sen

**E**xtrême Engineering & Construction is a way of life at Afcons. The company has a track-record of taking up the toughest of projects and executing them on or ahead of schedule, within budget and with highest customer satisfaction. This defining characteristic is ably supported by sound Knowledge Management (KM) practices that have consistently received global recognition.

Afcons is among the handful of companies across the world to win the MIKE (Most Innovative Knowledge Enterprise) Award in its inaugural year (2018) at Global, Asia and India levels. Globally, Afcons is the only infrastructure company to bag this award. The company has also won the MAKE (Most Admired Knowledge Enterprise) Award in 2016 and 2017, which is the predecessor of MIKE Award. International giants such as Alphabet (Google), NASA and Airbus (France) are among the winners of the MAKE Award.

“Knowledge is an inexhaustible resource, and, at Afcons, we have pooled our experiences and converted them into workable knowledge. We are successfully harnessing knowledge to ensure sustained Operational Excellence. Our KM initiatives are uniquely implemented into world-class practices,” says



**AFCONS**

**MAKE**

**S**

**IT TO**

**MIKE**

**Wins the inaugural Most Innovative Knowledge Enterprise (MIKE) Award at Global, Asia and India levels; Scores rare hat-trick with most coveted KM trophy**

Rudolph D'Souza, Chief Knowledge Officer at Afcons.

The KM initiative, launched in 2011, was the outcome of the realisation that completed projects could better reflect the wealth of knowledge and expertise that had gone into its creation. In 2017, KM and Technical Training were integrated to form the Knowledge Services Group (KSG) so that captured knowledge could be disseminated through workshops and classrooms seamlessly and quickly.

Afcons has a well-defined knowledge and dissemination model, Learn Before – Learn During – Learn After. While this model is well known, what is unique is we have developed activities built around each pillar which makes KM at Afcons distinct. KM activities are integrated with the life cycle of each project.



This is complemented by regular campaigns to create excitement and anticipation. These activities bring KM to life in the organisation and go a long way to ensure Afconians not only contribute but also benefit by sharing. “The idea is to humanise knowledge sharing, create excitement and build a culture of engagement,” says Rudolph. Afcons has a dedicated KM portal, GNOSIS. GNOSIS has one of the finest repositories of Domain Knowledge that is updated regularly to reflect the most recent successful methods and innovations from ongoing projects.

“GNOSIS implies Experienced Knowledge. The Learn Before – Learn During – Learn After model is built around the GNOSIS portal. We have stored knowledge in the portal domain wise. Users can search and access information on a topic in different formats – like documents and multimedia. There are Lessons Learnt, Success Stories, Project Completion Reports, Method

**“Our emphasis is on providing every Afconian accelerated learning. I am confident this will pay rich dividends many times over in time to come. Also, every Afconian needs to take the mantle of leveraging on the opportunities available to grow and contribute to the organisation’s vision of a Knowledge Enterprise”**

**R GIRIDHAR, EXECUTIVE DIRECTOR (TECHNICAL), AFCONS**

Statements, Drawings, and a host of other knowledge items in different formats. There is interactivity wherein a user can ask a question to an ‘Expert’ and receive a direct response which can then become standard knowledge for others,” reveals Deepak Gaikwad, one of the core architects of GNOSIS.

Learning and Development is integrated into the knowledge processes. “We are one of the few infrastructure companies to have a 36-week GTE programme. Our e-learning modules have been well received right from the time they were introduced. We hold workshops at sites and HO regularly on contemporary topics. Such initiatives encourage interaction among colleagues and has built a culture of friendship

# success through



**PARTNERING WITH PROJECTS:** Deep involvement with projects to provide the required knowledge and expertise; Or identifying appropriate interventions for knowledge capture

**ALIGNMENT WITH BUSINESS UNITS:** Working in tandem with business units to make right knowledge available in the form in which it is required - either through repositories or through subject matter experts

**CULTURE OF LEARN, SHARE AND GROW:** Creating opportunities and interventions where an Afconian has a chance to showcase or acquire new skills and grow

**ENGAGEMENT WITH EVERY AFCONIAN:** Ensuring that every Afconian personally experiences the power of knowledge and learning

## among the ELITE

Afcons is part of the select set that includes Tata Chemicals (MIKE India), Infosys, Wipro, Mindtree (all three levels) among others, who have won the award this year. Global giants that have won the MAKE Award also include Alphabet (Google), NASA, Airbus (France), among others.

and collaboration,” says C Krishnakumari, who heads Technical Training at Afcons, which is part of KSG.

At Afcons, knowledge is harnessed systematically to make it a resource. “We’ve reached a stage where knowledge capture and dissemination are instinctive and part of the project DNA. This is possible because every business unit has wholeheartedly embraced the organisation’s vision of becoming a Knowledge Enterprise. For Afcons, knowledge is a key resource like manpower, material and money. Knowledge has empowered our teams to think and innovate,” adds Rudolph.

Among the many examples of successful knowledge transfer is Metro Rail construction. India’s first underwater Metro tunnels under river Hooghly, in Kolkata, was seamlessly completed in 67 days against a given time cycle of 127 days. This was possible because of the transfer of learnings from Chennai Metro. Over time, Afcons has become self-reliant and capable of undertaking Metro projects independently.

“While KM is serious business, efforts are made to add fun into the learning processes. Year-long campaigns, interactions with industry experts, video screenings and ongoing informal collaborations among employees make the activities interesting and engaging. The emphasis is to bring people together and improve communication and collaboration,” says Rudolph.

“Our emphasis is on providing every Afconian accelerated learning. I am confident this will pay rich dividends in times to come. Also, every Afconian needs to take the mantle of leveraging on the opportunities available to grow and contribute to the organisation’s vision of a Knowledge Enterprise,” emphasises R Giridhar, Executive Director (Technical), Afcons.

Afcons has now carved a niche for itself among global players. With its focus on achieving overall development through business excellence and learning initiatives, KM will go a long way in establishing Afcons as a world-class Knowledge Enterprise.

# in conversation V Manivannan The man behind the machines

“Strategic, not generic,” V Manivannan, the head of CPE at Afcons Infrastructure, is quick to reply when asked to describe the company’s equipment fleet. Are three words enough to describe our approx \$300-mn-strong equipment base? “Of course, it is. Let me put it in a few more words,” says Manivannan, adding, “We have made it a practice to stay away from low-key and generic equipment. Ours are custom built, and, that’s what gives us an edge over all infrastructure players in the industry. This is also the reason why we do not shy away from taking on technically-challenging projects and completing them on or ahead of schedule.”

Afcons is the custodian of enviable treasures, including seven EPB TBMs and one of the biggest jack-ups in India, among others. The company has deployed the world’s tallest cable crane and the world’s third-largest Hermod barge for its projects. All of these are aligned with business and procured with an eye on the future. “We are an equipment-driven company. A lot of our efficiency is backed by the fact that we own our equipment. We

know every aspect of our machines. Our men almost become one with the machines. This is what makes us tick,” says Manivannan.

Afcons is among the few Indian companies to own seven state-of-the-art TBMs and has the highest inventory capability of port building equipment. It is also unique when it comes to building self-elevating platforms. “This is unique to the construction industry. We take a lot of pride in building our machines from scratch based on the requirement of projects. That’s how we can achieve the desired results, which is nothing short of the best,” he adds.

Manivannan explains how building one’s own equipment also renders them to adaptation and modification. This is made possible by the unconventional use or in-house modifications made to the equipment. In many cases, results from such innovations or experiments have pleasantly exceeded the company’s expectations.

Samrat, one of the biggest jack ups of its kind in India, was deployed to build a jetty in the turbulent waters of Dahej in Gujarat. “Our engineers came up with innovative ideas to enhance Samrat’s performance that



Manivannan says, at Afcons, all steps are taken to humanise our equipment and work in harmony with them

led to doubling the pace of piling boring activity. And since we reduced its overall running time, we were able to preserve the jack up’s life. For Chennai Metro project, construction of a diaphragm wall was done by overcut method using a hydromill for the first time in India. At the same location, we attempted Reverse Circulation Drilling (RCD) on land with efficient management of water circulation, also for the first time. Every equipment at Afcons is treasured and preserved – all steps are taken to humanise the machines and work in harmony with them,” he says.

V Manivannan  
is Director-CPE  
at Afcons

## The Platinum Club



It’s another landmark for Chennai Metro as nine stations of Package-1 and Package-5, executed by Transtunnelstroy-Afcons JV, have now received platinum rating from Indian Green Building Council (IGBC). The milestone moment occurred when all the recently-inaugurated stations of Package 1 received the platinum rating. Chennai Central, High Court, Mannadi, Washermanpet, Shenoy Nagar, Anna Nagar East, Anna Nagar Tower, Thirumangalam and Egmore have received the prestigious rating so far. D Murugadasan, Project Manager, Chennai Metro project, (fourth from right) received the platinum plaque from Mr C Raghavendra Rao, Chairman, Indian Green Building Council (IGBC), Chennai Chapter. The plaque was later handed over to the Managing Director of Chennai Metro Rail Limited (CMRL) in presence of other dignitaries from CMRL

# news



## GOLD FOR DYNAMIC DUO

Defending champions Tejaswini Joshi and Ravindra Ekande retained the mixed doubles title by beating Bank of America / TCS team, 3-1, in the 8th Edition of 11Sports Corporate Table Tennis Tournament. The event was held at Khar Gymkhana on April 13-14, 2019. Around 40 teams from

various corporates participated in the event. Tejaswini and Ravindra beat teams from Aditya Birla Group, JP Morgan and Ernst & Young en route to the final. Ravindra made semis in the Super Individuals Veteran's (35 years+) category, where he lost to the eventual winner, a player from HDFC. He also reached the quarters in the Men's Super Individual's category.



## EVC VISITS MG SETU

Executive Vice Chairman K Subramanian visited the MG Setu project, Patna, on January 4-5, 2019. He reviewed the progress of the project along with the project team and motivated them to complete the project in time.

## AHMEDABAD METRO BREAKTHROUGH

Afcons has achieved simultaneous breakthroughs of the east and west-bound tunnels between Apparel Park and Kalupur stations for Ahmedabad Metro project. The tunnelling for the 2.6-km stretch, where Kalupur station will be built, was done in 11 months. The TBMs bored below dilapidated and precarious structures in old Ahmedabad.



## REACHING OUT

At Afcons, we not only work on our projects, but also to develop and support local communities around our sites. Our Zambia and Mozambique teams have shown just how we do it. As Mozambique slowly rebuilds itself after the devastating cyclone, Idai, Afconians too lent a helping hand. The Road Rehabilitation Project team distributed clothing and rice to the cyclone-affected. The Lusaka City Decongestion Project team, in Zambia, visited Human Service Trust School, Lusaka, and distributed school bags, stationary, tiffin boxes, water bottles and confectionaries. While the children were elated to receive the goodies, the school management appreciated the effort, and, issued a letter of thanks to the Afcons team.



# life@Afcons



## CELEBRATING WOMAN POWER

International Women's Day at Afcons was a day of fun-filled activities and camaraderie. The women employees at HO (**pic bottom left**) spent a joyous evening on March 8, where games and an impromptu dance session was followed by scrumptious high-tea. At the Lusaka City Roads Decongestion Project site in Zambia (**pic top**), women employees were honoured with tokens of appreciation. A group of five Afconians (**pic bottom right**) volunteered in an event organised by Shapoorji Pallonji at the SP OnCare center at Masina Hospital, where they spent the day engaging in activities with cancer patients.



## COLOURS OF JOY!

The Oil & Gas team (**pic top**) embodies the colourful spirit of Holi as Afconians across sites and offices celebrated the festival of colours in all its fervour

# hse



## SAFETY DAY

The 48th National Safety Week was celebrated by various project sites with utmost enthusiasm. Throughout the week, the teams conducted various initiatives and activities such as OHS pledge, safety quiz competition, slogan/poem/song competition, presentations on potential hazards and mitigation measures, housekeeping contests, awareness drives in schools, HIV & AIDS awareness campaigns, blood donation camps, health camps, etc.



# new projects

## MARINE EPC JOB IN IVORY COAST

Afcons has been awarded the job of building a bulk terminal on EPC basis at San Pedro, Ivory Coast, by Terminal Industrial Polyvalent de San Pedro (TIPSP).

## SMART CITY PROJECT FOR AFCONS

Afcons has been awarded the job of designing, developing, operating and maintaining of streets and an elevated corridor in Tirupati under the Smart Cities Mission.



**'HISTORY WRITTEN; IT' TIME TO BUILD ON SUCCESS'**

Oil & Gas is a niche sector replete with challenges. Given the risks, it's no surprise that not many companies dare to venture into infrastructure construction in this segment. Afcons, however, took a calculated risk a decade ago as we entered the segment with the ICP-R Process Platform project for Oil and Natural Gas Corporation Ltd (ONGC). Process platforms are the most complex projects in offshore O&G business, but we chose to make our debut with a bang. The project required high level of project management skills, and, we were able to complete the job with full satisfaction of the customer.

Soon after, ONGC awarded us with another process platform. We became the first Indian contractor to use the float-over technology to install the HRD process platform on time. We led a consortium comprising Technip, France, and, THHE, to commission the project on time. I am proud to say we were among the leading players internationally to use this technology successfully. Besides, process platforms and pipelines, we are leading a four-member consortium to revamp 43 ageing well platforms, again for ONGC.

In November 2018, Afcons-Sapura consortium was awarded the 98/2 CPP Project, using float-over technology, and is the largest contract awarded to Afcons. This is part of the large deep-water field development by ONGC off Kakinada on the Indian east coast. It involves engineering, procurement, fabrication and installation of a central processing platform and a living quarter platform alongside,

connected with a bridge.

The offshore working window in the east coast is only four months, and so there's no scope for slippage in schedule. With the expertise of our highly-skilled teams and their determination to succeed, I am confident we will complete our process platform hat-trick successfully.

We have had an eventful decade in which we covered nearly all aspects of the offshore sector, and, are quite well positioned in this segment. All our O&G projects are done on a partnership model, and, we lay all our emphasis on project management as working in a consortium or a joint venture comes with unique opportunities and challenges.

The refinery and petroleum segment in India is expected to grow phenomenally over the next five years. Oil & Gas BU is poised to enter the onshore sector, replicating its established business model of collaboration with domestic and overseas partners. I believe that our drive to achieve operational excellence and proven business model will lead to consolidation of our position in Oil & Gas in the years ahead.

**V Ashwini Kumar is Director, Afcons Oil & Gas BU**

## Afcons' O&G achievements

First Indian contractor to install a process platform using float over technology on time

Leader of four-member consortium revamping 43 ageing well platforms for ONGC

Executing one of the largest process platform projects in India



## hrcorner

### Mechanical & Electrical Training

**Mechanical:** A three-day programme on concreting equipment was held at Butibori workshop from January 10 to 12, 2019, by Schwing Stetter along with Rabin Kumar Bose and was attended by around 14 mechanical engineers from sites and HO.

### Oil & Gas Training

The Oil & Gas training programmes held between January to March 2019 included Quality Control & Assurance in Offshore, Process Engineering, P&ID Development, Safety Training in Offshore, Project Planning and Control Techniques, Marine Spread & Operation in Offshore, Process Piping (inclMoC), Commissioning of Typical Offshore Process Platform, Pressure Relief Valves and Rotating Equipment Fundamentals.

### Management Development

Junior Management Development Programme (B10; Phase II & III) and Middle Management Development Programme were held at Afcons House between January to March 2019.

### Soft Skills Trainings

Managing People at Work (Batch I & II) was held at Head Office between January to February 2019.

### Delegation Skills Workshop

A two-day workshop on delegation skills was held at Afcons House on March 7-8, 2019. The programme was conducted by Jatin Sheth (external faculty).

## newjoinees

### Sajjan Kumar Joshi, W

**Dy. General Manager, (O&G - Operations)** Joshi has an experience of over 30 years and his last assignment was with Bhambhani Shipping Ltd at the level of Project Director.

### Abhijit Paul,

**Joint General Manager (Design)**

Paul has an experience of over 27 years and his last assignment was with SNC Lavalin Engineering India Pvt. Ltd. as Sr. GM.

### Rajendra Kumar,

**General Manager (Operations)**

Kumar has an experience of over 30 years and his last assignment was with Patel Engineering Ltd as GM.

### Krishan Pal Singh,

**Dy. General Manager (Projects)**

Singh has an experience of over 23 years and his last assignment was with IL & FS Transportation Networks Ltd. as Project Manager.

# awards



## Thumbs up at PRCI Awards

For the second consecutive year, Afcons' documentaries have won awards at the Public Relations Council of India (PRCI) annual summit. The award was received by Bivabasu Kumar, Head-Corporate Communications.



## CIDC double for Afcons

Two of Afcons' landmarks projects bagged the coveted CIDC Awards this year. Agra Lucknow Expressway Project won the Achievement Award for Best Construction Project (Roads & Highways). Bharat Mumbai Container Terminals at Jawaharlal Nehru Port bagged the Achievement Award for Best Construction Projects (Shipping & Port). Mr Vijay Goel, minister of state for parliamentary affairs and statistics and implementation, handed over the awards to BK Arora, GM-Business Development, and PK Unni, AGM.



### ALERTS

Afcons now has a dedicated Youtube channel. Scan the code to visit the channel and stay tuned with the latest videos

