

# Darayus Pardivala: "Growth of over 20% per year for the past five years"



***How long has Sulzer Turbo Services been present in Houston and how many employees are now working for Sulzer Turbo Services there?***

Sulzer Turbo Services has been present in Houston for 37 years. Started as Hickham Industries to service the local petrochemical industry, the company was acquired by Sulzer in 1985. Today, we have 450 employees in Houston serving the needs of customers in over 25 countries.

***What is the attractiveness of Houston for Sulzer Turbo Services?***

Houston serves as the repair hub for turbomachinery in the United States. With a highly skilled workforce, Houston offers Sulzer Turbo Services the ability to recruit and retain some of the best engineers and technicians in the business. The availability of reliable subcontractors in Houston is also very critical for Sulzer Turbo Services.

***How many service centers do you have in North and South America and what are their capabilities?***

Within North and South America, Sulzer Turbo Services has locations in Houston, New Orleans, Edmonton, Buenos Aires, Rio de Janeiro, Caracas, and Montevideo. Through these locations, we provide our

Sulzer Turbo Services provides comprehensive repair, refurbishment, and maintenance on rotating equipment on a global basis. The Head of the American business, Darayus Pardivala, spoke to us about the unit's current areas of focus.

clients with comprehensive repair and maintenance services. While the capabilities of each location vary based on market needs, Sulzer Turbo Services has the ability to leverage the expertise of all our locations to meet our clients' expectations.

***How do you make sure you know the needs of the market?***

Knowing the needs of the market means knowing and understanding the specific needs of each client. While quality, competitive pricing, and speed remain the cornerstones of our culture, we strive hard to form long-term partnerships with our clients. This is why in a recent survey 98% of our clients said they would "definitely" do business with us again.

***Can you give us a recent example?***

A customer of ours recently suffered a catastrophic failure on a 450MW steam turbine train. Naturally, speed was of the essence, since downtime of a train of this magnitude can result in production losses of millions of dollars per week. We were able to promise our client the fastest delivery option they could find. Within eight weeks we were able to analyze the root cause of failure, redesign the rotating blades, manufacture and repair all required components, and assemble the turbine. Our client was surprised not only that our delivery on such a highly technical repair was within one

day of our original estimate, but that the project came in under our original cost estimate.

***A final question: what makes Sulzer Turbo Services Houston a good place to work?***

Sulzer management clearly recognizes that our most critical asset is our workforce. Thus Sulzer's HR policy focuses on three key principles. First is creating a challenging and supportive environment for our employees. This ties in well with Sulzer's record of promoting 70% of our worldwide leaders from within the company. Second, we make sure that we provide a safe, clean, environmentally responsible workplace. Finally, we ensure that we always have competitive compensation and benefits packages for our people. In Houston, these actions have resulted in a personnel turnover rate of less than 4%—this with a growth of over 20% per year for the past five years. This is critical to our clients and a large part of our success.

Interview: Gabriel Barroso

**Darayus Pardivala**

*Heads the American businesses for Sulzer Turbo Services, with companies in the US, Canada, Argentina, Brazil and Venezuela. Previously, he headed the engineering department. He received his B.S. and M.S. degrees in mechanical engineering from Texas A&M University. His continued education has taken him to places like the Cambridge University Whittle Laboratory in the UK, the Jones School of Management at Rice University in Houston, Texas, and the IMD Business School in Switzerland. He has numerous publications in the turbomachinery field, and is a registered professional engineer.*



Detail of a compressor

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