Eisco Labs __ Zelar __ Google Cloud

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Eisco Labs, Zelar, Google Cloud, data and analytics, infrastructure head, manufacturing capabilities, digital workflow, quality control, visual inspection, process parameters, SAP integration, manufacturing execution systems, SWOT analysis, project timelines, cost estimation.

SPEAKERS

Chaitanya Guzzu, Parth Chadha, Armaan Jain

P **Parth Chadha** 00:11

Hello, hi, hello, good afternoon, Armaan, how are you? I'm doing well, just checking my team to join in. Give me a few minutes. I hope Ankita has messaged you that she won't be joining.

A **Armaan Jain** 00:30

Yes, I already spoke to her. That's not a problem. So it's you, and is it Venkat for joining us today.

P **Parth Chadha** 00:45

We have from data and analytics team. We have our practice heard Chaitanya joining in. And other than that, we also have Pratap, who is an infrastructure head who will take care of all the infra related, you know, like what software we need, what hardware we need, and everything. So Pratap would be the main character, and your roles would be, I'm your account manager, actually. Thank you. About business related. Hey, Chadha.

C **Chaitanya Guzzu** 01:41

Month, you Hi. How are you I'm good.

A Armaan Jain 01:45

I'm good. How are you doing? Well, yes, is

C Chaitanya Guzzu 01:51

anyone else joining from

A Armaan Jain 01:53

your team? Nobody else from my team for today. Okay, I thought this quick call just to see if you're a good fit and whether this is a good time for us to work on this project. So I can just explain our needs to you, and we can perhaps decide make a call.

C Chaitanya Guzzu 02:14

Let us just quickly give an intro about ourselves. So I had the data and AI practice and the GCP practice for zelarsoft, one of our core practices is the data practice, and we have been in business for the past seven to eight years. We are headquartered, based out of San Francisco, and group headquarters is in Ohio. In India. We have two odcs for two fulfillment centers, one is in hydera, is in Mumbai, and we even have teams, engineering teams sitting in US, India and Middle East as well, cyber security sector, Middle East. Okay, so one of our core focus, like I mentioned, is data, AI and ML, and in fact, we're one of the preferred partners when it comes to any complex implementations, when it comes to analytics engineering, especially ml and generative AI. So some of our market clients for the current year include CR arms, Raymond's allied Nippon, a bunch of manufacturing outfits based out of, you know, the NCR build

A Armaan Jain 03:16

as well. Yeah, okay, yeah. Ankita told me, you guys do a lot of work with manufacturing facilities, so you might be a much better fit for us than most other companies out there. So this, yeah, is Venkat couldn't join us. Should we just get started? No, no, we can get started. Okay, so I'll start with a bit about me and our company. I'm Armaan. I'm the fourth generation in our family business. We've been around for about 60 years now. We make laboratory equipment for education and industry by industry, I basically made pharmaceutical labs, and what's it called, resource institutions. Anything outside above, like undergraduate college and above labs, they pretty much go to our industrial division. Anything below that go to our education division. Within this we made, we tried to make everything that the labs would need, from all the way from basic productive equipment to glassware to demonstration kits to what's it called, electronic devices, everything that somebody would need, all the way from education to their research. So the kind of thing which triggered this whole conversation was expanding our manufacturing capabilities. We're building a new plant for just glassware production. So at the moment, we don't know very small plot for glassware, but something we started about eight, nine years ago as a product line, and the last 10 years like we really outgrown and we needed to expand. And the moving to a new facility. In that process, we started evaluating our existing processes, and what I kind of learned was we've been treating our like our digital workflow is a bit like a black box when it comes to manufacturing. You have SAP which treats the inventory for raw material as an input and expects the finished good at the end, and there's no traceability in the middle. When it came to the point where we wanted to sort of improve our operations when we are moving to new facility, we had no data to work with, because we didn't monitor it on a step by step basis. We saw it as a beginning to end process, and as a result, it's been a constant sort of like we don't have we have to speak to different people on the floor and just get all that information very manually, and it varies a lot from person to person based on their priorities. So I've not been able to get clean data. So after that, we decided, okay, let's invest into technologies to help us track our process in a little more granular manner. And go from reactive producing to predictive producing. We've kind of always just looked at the past years data and tried to produce according to that and just forecast according to very like singular metrics and people's experiences. I want to be less dependent on people here, because this, we're dealing with more than 3000 SKUs For our final goods and I have not found a single person who can potentially process that much information from path data and predict how much demand, we're going to have. So that's the kind of like underlying thing, which triggered this whole conversation about okay, do we need Iota solutions to.

A Armaan Jain 07:17

Is at it, we have about three different layers of QC happening in a seven stage process, so every other so if, if, yes, I did this study the other day, if the process waiting to end the 16 hours, the material sits idle for six and spends about five hours in QC. So the actual value added work on it was very little, and this was just for one product that I tested,

C Chaitanya Guzzu 07:40

16 six hours is idle and five hours is QC. So the actual process is just five hours.

A Armaan Jain 07:47

Yeah, there's only, like actual value added to the product takes about five six hours, including packaging. So this was just the study of it on one product for two days. Like it was not even an extensive, like large, lot of data being branched through. It was just one granular reading. So I don't want to make too many decisions based on that one study, but I realized that if we have such sort of visibility of a process throughout, then we'll be much better at sort of improving accesses.

C Chaitanya Guzzu 08:19

Got it so not everything, probably, I'm not sure. So do you have the packaging machinery like does all the seven steps in the process have the data captured? Is it IoT integratable? Does it have a BLC?

A Armaan Jain 08:36

Everything is, think of everything as pen and paper. The only step which is digitized to a certain extent is our calibration lab. By calibration, I basically mean when you produce a piece of glass which has a set volume, just to draw that line on it to say that this is this volume. So in that we have a machine which dispenses an exact volume, weighs the water and pushes that data into the system. It basically makes an Excel file which gets uploaded to which we then later approach to AWS, like a little micro service using lambda functions to just manage all the earth certificates and generate them as needed. So we're kind of working towards automating that to some extent on our end. But outside of that, everything else is basically manual. The inspection is done manually, the counting is done manually. Whether the material has to move from a point A to point B is decided by a person saying that, okay, this is ready to go, and then that person from the other team will send something to pick it up. Like it's a constant thing of like, just manual passing of information. So even today, if I go to station five and say, Okay, what's the material to expect tomorrow, they don't have any information on what's actually going to be ready for them to work on by tomorrow. It's very reactive. Scheduling is not that granular. We have scheduling on the first step and the rest of the steps kind of just hope that the material arrives and it flows right understood.

Chaitanya Guzzu 10:15

So right now, one of the projects that we are working upon is actually better foods. They're the India's leading manufacturer of buns, especially for McDonald's and all these other companies right there, the white label provide us from the background for them, same issue. What's the throughput that we are getting? How much material is being consumed versus wasted? What is the idle time? What is the OE? And you know, what are the process? What is the process? Parameter, machine parameter, adherence. And most importantly, if we see quality delta in the end product through visual inspection, what can be fixed upstream immediately, rather than doing any post mortem. So if you find some issue today, it should not be the case that, oh so 400 out of 1000, or 450 out of 1000 have gone wrong, or 300 have gone wrong at the end of the day. So we need to go back and probably fix something, do some operated training and all of that to ensure that we are not seeing this in the next day is, is what's happening today, but what we are trying to get to is okay. So if we see 45 out of the past 100 happening in the last one hour, how do we retroactively fix what are the corrective actions that can be done across the 13 step process to ensure that we are doing things right? And time adherence as well. For example, proofing station should not exceed 44 minutes, baking should not exceed, you know, 27 minutes or 26 minutes or something right of checks and balances as well. And most importantly, wherever there is no PLC integration possible, wherever there is no feasibility of PLC integration, that is in the next stages, essentially, where we will install tablets or devices then and there, so that operators can give the inputs. And, you know, it's seamless that we are not missing any inputs in the middle, there's no, there is no there's no lack of visibility happening in the middle.

Armaan Jain 12:20

Got it? Yeah, I think this is, like, the kind of stuff that I'm considering we might need, but it kind of boils down to what you recommend would be the best solution for us. We like, do not have an exact roadmap in our heads about what solutions are out there, what would be both financially reasonable and like have like a good ROI. So that's something we would need your help in determining Sure.

Chaitanya Guzzu 12:50

So today, the issue is lack of visibility and but more importantly, is it this thing, like any quality defects or anything? Because Ankita was mentioning that today you have a lot of throw away.

Armaan Jain 13:05

So yes and no, we do have quality defects, but they get bought because we have so many redundant checks. But then you do have rejections, then you get rejection, and then it doesn't get sent for rework. In many cases, you can cases, you can't rework them and fix them. But again, it's a very reactive process. It's not like we can go back and fix it right there and then, as you said, like you know, first 40 pieces scattered and then fix it before the remaining 50 are produced, understood.

Chaitanya Guzzu 13:36

So it's more on redundancy and unnecessary process and time waste than anything else. Got it? Yeah? Definitely makes sense. From the 16 hours example that you have given me, 65 70% is gone, like, right out of the bat. So that's a nice

Armaan Jain 13:51

Yeah, I saw it. I saw that data from one day, and I was like, we can just do this produces in one day instead of two. Like, I'm two shits.

Chaitanya Guzzu 13:59

Yeah, correct. So one solution that I can think of that is not very, very heavy for you today is the same exact thing that we are doing for vector, instead of installing cameras, very, very high quality cameras and everything on day one, which is going to be a significant, significant capital investment on day one, we can probably still rely on, you know, so QC people, whoever that they're doing, just have only one device and then scanning and giving them the output, giving the output that this is good, bad and that kind of thing, right? And we can scale the number of visual inspection areas slowly, gradually, right? If not. If you know, my idea is that this is, since the amount of redundancy is very, very high, you probably might have to do one or two more hotspots, camera installations, also, right? Because without camera installations, I don't think this can be completely automated, but it's just about deciding on, how do we wrap what are the first tier hot spots? What are the second tier, so on, so forth. Rest of it is going to be pretty cheap. I mean, I'm sure your systems today, they will have PLC systems integratable, integrated

A Armaan Jain 15:20

See, the thing is, there aren't that many sort of machine based steps in our manufacturing, for instance. So here's steps that I can just kind of laid out for you. The first step is called glass blowing. Actually go back first steps on glass cutting. So glass, for example, to take a beaker, it arrives and as long tubes, the first step would need to cut it to a length, which is basically like how you cut metal to a certain length for machining. Then there's a process called blowing, which is the same as turning on a length. Yes, once you blow the glass, you have the first round of quality control, which is where an person goes in and measures all the critical dimension of the glass that okay, the blower has produced a piece which is within critical dimensions. Next it goes into the furnace for annealing. After annealing, the next value added step is something called rough water testing. So the standard says that the level of water at of the certified volume of the product should not be more than a certain range below the top like edge of the product. Before we do any more value added work, what we end up doing is we do a rough pour of water. Just checks that, okay. This is within the accepted height. And then we take it to the next step, which is usually printing.

C Chaitanya Guzzu 16:47

Printing is where you have the automated check as well. The this

A Armaan Jain 16:50

is not the automatic check here. The automatic check comes after the printing. This printing, this check is extremely rough. It's basically just checking that. Okay, we have the ballpark. Okay. So my concern with this process has always been that, if you're doing a complete dimensional check, why are we still finding errors in the rough check afterwards? That's always been one of my bigger concerns, but that's why, that's where I thought visual inspection would be a good tool correct, because it can measure more parameters than a human can with calipers, because curvature and stuff just gets very dicey. The next step is printing, where we print all the label and all that stuff on the glass. This is screen printed, and then it's cured in an oven. After the curing, it goes to the automated machine for calibration when that product, after that machine is done, is basically you leave it for a few hours to dry, because there's water involved, and you can pack it so the drying is one part which I'll try to figure out. I'll try to use some sort of forced drying to speed up that process. But once that's done, you basically go and pack it. This is the life of a calibrated volumetric flask. There are five or six such workflows that we kind of follow in our entire line with different different

C Chaitanya Guzzu 18:05

products understood, okay, this won't have PLCs.

A Armaan Jain 18:08

This doesn't have PLCs. Like the printing is manual. Everything is manual. So that's where I started. Like, I thought that visual inspection was the easiest win for us, because it helps me get better quality control. Apart from that, I would love to hear if you have ideas, if you want to come over and see our operations and suggest places where we can introduce better checks, introduce better traceability of material. I'm all yours. Just to let you know, our glass moves inside crates. So every piece of glass gets a batch of is a batch producing a crate, and it gets moved between station to station and crates. There's no continuous sort of assembly line. We are a small to medium volume patch producing factory, approximate volume, if I may. I it in kilograms of glass, which is why I'm trying to understand how to convert it to we do want 20,000 kilograms of glass?

C Chaitanya Guzzu 19:09

Oh, okay, each of be around. I think 200 grams or something, if I remember my beakers correctly from back in school. But 220,000

A Armaan Jain 19:18

is not the right number, because it's the expected number for the new facility. It's not the facilities number. But I'm kind of basing all of this as if it's based in the new facility with our estimates understood.

C Chaitanya Guzzu 19:34

So I think the other value, I mean, value that we can possibly look into is the process parameter adherence also, right? For example, the output is invariably, you know, I mean, the outcome is invariably dependent on the process parameters and the machine parameters, how long a certain product is well, I mean, a glass is dwelling inside the kiln, how long is the annealing happening, so on, so forth, right? Weather dependence, because a lot of times it is, operators, knowledge, experienced operators, knowledge, key, okay, in the winter season, maybe we should do a little bit more. Maybe we should do a little bit less. So on. These kind of decisions are made on the fly. And it's not like we're trying to replace the operators or, you know, the people, but there is always, obviously a lot of turnaround, or, you know, turnover when it comes to talent, especially on the factory floors. And if an experienced work quits, or if a line manager quits exactly,

A Armaan Jain 20:39

absolutely, exactly, absolutely.

Chaitanya Guzzu 20:41

So measuring and, you know, finding a way to reinforce these times and making a standard SOP, right? Like, I'm sure there is an SOP today, but it will be a very standard SOP for the entire year, a stock standard SOP for the entire year, or a general process, but having granular inputs that surfaces okay, for today, going as much granular as by the way, this is all coming from the same use case that we were talking about, where the oven temperature. There is no way to measure the oven temperature. It's only the air that comes out of the oven which is measured, right? That's the only thing that they measure. They're able to measure today. So based on the outcome air, they want to even optimize to a level where, based on the ambient temperature and based on the output air that is coming, determine the amount of time it has to spend in the baking.

Armaan Jain 21:31

So actually, let me stop you there. That's the one place where we do have a PLC controller. So we do have, it's a seven stage furnace with an event. And there you have individual section control

Chaitanya Guzzu 21:43

of individual temperatures. And probably everything is, well, perfect, perfect.

Armaan Jain 21:46

That's one place that we actually do have good data that we can collect on a regular basis. We don't collect it at all at

Chaitanya Guzzu 21:54

the moment, yep, that will be a very valuable input for us to use. And, you know, with a little historical data, with a little I'm sure you have batch tracking volumetrics that this much has gone in, this much has been rejected, this has been successful, so on, so forth. And using this historical data, we should be able to, you know, set up these, okay, at all, a few hundreds of transactions should be good enough as a starting data.

A Armaan Jain 22:24

Yeah, that's, that's the one main point is that we're not able to track out, like, Gage order rejection on like, a good visible system. Like, I can't today, look at my system and say, Okay, this station rejected this many pieces because of this region or something like that. Like, I have no way of knowing until I go to the floor. Ask the people, and I've come to realize to ask them the problem in their work every weekend, it's a different problem, because whatever they encounter the most,

A Armaan Jain 22:57

I have spent enough time kind of just running around and getting bad information every week understood.

C Chaitanya Guzzu 23:04

So that is another, you know, granular possible, you know, new layer of intelligence that can be added, apart from visual inspection, right? So a lot of SMBs, and, you know, mid market customers, whenever they want to do this entire journey of digitization and optimization on their part, before they want to start. That's the actually, the first question why I was coming from there was they want to start with easily achievable things without spending a lot visual inspection, without a doubt, it's somewhat expensive, right? Procurement of the cameras, as well as even inference from the cloud or the edge either or expensive. Okay, they're going to be somewhat expensive. I mean, I think there is still not I think we have seen that there is still a lot of ROI in there, but making that plunge on day one is going to be difficult. Makes sense, absolutely makes sense. So we always plot a roadmap. Key first. Okay, let's get the achievable things right. Like, for example, even if you're not able to do visual QC and say, Okay, this is bad, this is good. So immediately, I just if you're not able to do that on day one, what we say is, we provide a tablet or something for the operators to enter at the end of the day. If they say, for this particular batch, which has been running for the past eight hours, there is 7% rejection, or whatsoever right now, as it is happening before the next set of batch for the same thing happens using the same process parameters or machine parameters. This is possibly what you need to adjust. It's slightly short in the dark, but still it's, you know, more educated shot in the dark, and later on, once the value starts coming in right like from 7% say we reach to 4% now, how do we add visual inspection to make it 1% to make it point 5%

A Armaan Jain 24:52

Yeah, because I think my end goal with visual inspection is it shouldn't be able to give me actionable outcomes. Okay, you're seeing a trend in your standard deviation going up, or like, what not. So perhaps, if it's this particular product, maybe the tooling has gone off or something like that, correct? Is this the kind of use case like these? These tools are useful? Am I understanding

Chaitanya Guzzu 25:17

the use case? So I'm happy to talk about one more use case that we have recently done. This is for, essentially, the, you could say, the second or third biggest renewable energy manufacturer in India. Okay, they do pv cell manufacturing based in Nagpur. They have, like, you know, per day, two lakh PV cells output they give, which is very, very huge. And yeah, so they wanted to identify a three mm millimeter air bubble, three millimeter diameter air bubble in their PV cells, when, after the lamination phase, right today, what was happening is around 2.5% of the daily production has an either an air bubble or a crack, or like line, or what you say, the wiring, or whatever is little a wire. So what we what they wanted to do was 2.5% should not be at the end of the day. If the moment it starts happening there is a slightly higher than usual, expected, or whatever it is. First of all, the moment it happens on the first one, catch it, if you're not able to catch it, also give prescriptive analytics to the operators, so that, hey, what do you need to do to adjust to ensure that this deviation is not happening? Right? Right? So that prescriptive feedback immediately, then and there, within like, the turnaround time that they're expecting is less than one minute. Oh, wow, that moment it happens. You operator has to get the feedback, and you know, they have to immediately ensure that you know the next one it's not happening. So okay,

Armaan Jain 26:55

so the other thing I wanted to know was, how well do these kind of solutions integrate with ERPs? And, yeah, like we are on SAP b1 for example. So are these solutions people have as standalone solutions, or this is something that there is value in integrating with the ERP in a certain way.

Chaitanya Guzzu 27:17

So if SAP is your ERP, I would say, usually it's not configurable so easily, because SAP is quite legit. So whenever we work with SAP, these become standalone solutions. So we do live data replication from SAP into any of the cloud providers, right? But when it comes to visual inspection, ml inference and everything, and everything we suggest our customers do GCP, because that works better for ml and AIB, all the other all these.

Armaan Jain 27:48

And another question I had was, how much of like? So you know what? You know what manufacturing execution systems are, right? Mes, yes, yes, yes, mes. Is this something you do after you have an mes? Or is this basically something because I would think of this as a part of an mes. So I don't know if there should be, like, a certain order I follow, because we don't have an mes at the moment.

C Chaitanya Guzzu 28:12

Yeah, no issues. So out of the three or four No, out of the five use cases we have done. I think three of them did not even have an mes on day one, when we did this is still a standalone application, because whatever data that comes out of this goes into mes.

A Armaan Jain 28:29

Yeah, basically, like I was thinking, Where will the data go? But it's basically, you just put it in a database for now, and then we can connect it to an mes later.

C Chaitanya Guzzu 28:37

Connect to mes later, yes, yes, I see.

A Armaan Jain 28:41

And I think one more question to do now. So Parth, did you take a look at the SWOT analysis I'd sent? By any chance

C Chaitanya Guzzu 28:58

it's okay, just flash it very quickly.

A Armaan Jain 29:00

Yeah, I will. I can Chaitanya. I can kind of send over at least my SWAT analysis. That's the document I've been referring to for most of our conversation. So the points are repetitive, but I think just having it in writing might just give you some more ideas that of use cases. The other thing I wanted to know was, what kind of timelines should we be thinking about for a project like this? Like, right now we haven't moved to the facility. So is this a conversation? I hold off and say, Okay, we move to new plant. Let's set that space up. Let's set up the processes there, and then call you guys to kind of gage where we can improve our processes, or this is something where we do? Okay, let's look at the existing plant. It works in a very different way, by the way, but we look at the different existing plant, see where the opportunities lie, and try to sort of deploy these solutions along with the new plant.

C Chaitanya Guzzu 29:52

Because what if there are redundancies that are in our you know, without control being repeated.

A Armaan Jain 30:01

Okay, makes sense. So the only thing I would be personally concerned about our existing facility is really, really tight on space. It's our old manufacturing facility. We kind of just put in some machines and caught in that new sort of product lines started there, and we outgrew that very quickly. So right now, everything is really tight. Everything's really like, inconveniently located there. And I do feel you might become more efficient just by the virtue of having space to move things around, understood. So depending on that sort of like situation, would you still say option two is better?

C Chaitanya Guzzu 30:42

Okay, so you already know the areas in which you can improve on your

A Armaan Jain 30:45

old facilities. There are certain things which were like, This is has to be this definitely has to be looked into. Right when we move to the new facility, we fix certain problems in our manner. We're going to start on day one. This is stuff that we've already identified. So should I perhaps put this on hold, have your team and you, like, come in and consult us once we've at least done our best?

C Chaitanya Guzzu 31:09

Yeah, maybe yes.

A Armaan Jain 31:12

So maybe, like, worth holding this off until like, May, June, and then starting this conversation in the summer?

Chaitanya Guzzu 31:19

Likely, yes, that's what I would think, though an initial assessment would still help, is what I'm thinking. Because you will get go probably into your major knowing what is kind of capital investment that might be required, that is our additional

Armaan Jain 31:36

that's true. So excuse

Armaan Jain 31:49

me, sorry. So, um, how about to do this? I'll send over my SWOT analysis with you, and you can perhaps take a look at that. We can how would you want to go about this? Actually? How do you generally go

Chaitanya Guzzu 32:06

about this? Yeah, so we, what we do is we just submit your initial report, feasibility report, or initial documentation of what could be done and some of the value addition, business value proposition, etc, etc. Of course, any kind of inputs from you that would be super helpful once you go through that initial report and everything, then we do a site visit as well, and probably even have some suggestions in terms of how the integrations can be done, etc, etc. The reason why it's more practical right now is just because, so that you can, like I mentioned, you can plan ahead,

Armaan Jain 32:43

plan the plant to accommodate those. I don't want to actually create a system in the new plant and then change it three months later.

Chaitanya Guzzu 32:51

So in usual cases, we just try to understand existing and work around the existing. I think we have an opportunity

A Armaan Jain 32:59

here to Yeah, that's why. Started this whole conversation early on as well. Because I was like, maybe we can just build the system into the new plant.

C Chaitanya Guzzu 33:09

So that's how we would go. And then we would probably submit, like, a technical scope first, just to get validated on how we are going to do approach and etc, etc, and then the commercial proposal.

A Armaan Jain 33:22

Okay, this is probably too early. You might not have enough information, but what kind of what scale of cost to these kind of projects going to

C Chaitanya Guzzu 33:33

per line, if you are doing two to three visual QC stations with all the data streaming on a nine to 10 step process I can talk about because we have already seen that it should not cost you recurring costs. Recurring should not cost you more than 1000 to $1,200 up to the maximum. Maximum.

A Armaan Jain 33:54

Yeah, per month, per month, okay, and the one time,

C Chaitanya Guzzu 34:00

I'm really not sure it depends on the case to case basis, for example, in if the defect identification and all of that is not very complex, right? I mean, it's it's okay, like we have a decently clean data set, it is identifiable. We are able to deploy inference in a few weeks, etc, etc. It should not cost you more than 12 to 15 lakhs, maximum. Okay, right? If it gets complex, if the use cases are, you know a lot where we have to identify, right? For example, in this renewable energy manufacturer, the three mm diameter became a nightmare. First, it's very tiny, yeah.

A Armaan Jain 34:42

So for us, the fact that all our product is transparent would be the nightmare

C Chaitanya Guzzu 34:49

feeling, Oh, these are also transparent.

A Armaan Jain 34:52

Oh, yeah, it makes sense. I think what I was struggling to understand, I think my biggest concern was always whether any visual inspection tool can work with something transparent, like glass, like it glares and it it varies in size, it varies in geometry, and you purely can't go by like, yeah, fair. Okay, cool. Good to know, yeah.

C Chaitanya Guzzu 35:15

So what we did was we had a black and white screen in the background and did it that infrared screen on UV screen I forgot, but one of those.

A Armaan Jain 35:30

Okay, I think that's good to know. So I'll send over my SWOT analysis, and I look forward to your proposal on where our potential opportunities are, and obviously like this would be very early on. This is stuff that I came up with as well. We can have a conversation further if you have more questions, and we can think about what all our opportunities are at the moment and see what can go into phase one, phase two, phase three, depending on whatever you think is the best way forward. Definitely sounds good. Okay. Well, thank you so much for your time. And do I have Chaitanya email, by the way?

P Parth Chadha 36:11

Yeah, that is in the loop. Actually, part

A Armaan Jain 36:18

we just forward the SWOT analysis. Doing will be doing a convenient last night.

P Parth Chadha 36:26

Okay, let me just have a look. Yes, yes, I have received it. I guess yes, I'll trade it forward. No worries.

A Armaan Jain 36:35

Thank you so much. Thank you for your time. Have a good day.

C Chaitanya Guzzu 36:40

Bye. Yeah. You too. Thank you.