

L & T VALVES MARKETING NEWSLETTER ● OCT-DEC 1999

From the desk of RMa

Dear Friends,

Our commitment to quality and customer satisfaction has helped us reap rich rewards in the past. But continued success in future will also depend on how well we increase shareholder value.

Our Management has already initiated steps to focus the whole company on the concept of shareholder value maximisation.

As the first step, a new Performance Measurement System is being introduced. This system would measure our performance on the same parameters as that of the Company - and is designed to promote more effective management, develop the intrapreneurial abilities of business managers, and reward individual brilliance.

We in Valves Marketing have already established a very strong foundation - with world-class products, nationwide marketing infrastructure and a track record of good financial management. With a sharper focus, we are sure we will be able to grow at a faster pace in the future.

Let us look forward to a bright and exciting future.

Regards.

Rajan Malhotra

JPN visits Chennai

Mr. J. P. Nayak, Director & Senior Vice President (Operations), L&T and Director, AIL visited Chennai on August 16, 1999.

He met the senior managers from L&T and AIL and exhorted them to be more proactive and to make continuous improvements in products and operations to meet the challenges of the highly competitive business environment.



CHARACTER

It is character through which leadership is exercised, it is character that sets the example and is imitated in turn. Character is not something a man can acquire; if he does not bring it to the job, he will never have it.

It is not something one can fool people about. The men with whom a man works, know in a few weeks whether he has integrity or not. They may forgive a man a great deal: incompetence, ignorance, insecurity or bad manners. But they will not forgive him lack of integrity.

Integrity may be difficult to define, but what constitutes lack of integrity of such seriousness as to disqualify a man for a managerial position is not.

A man might himself know too little, perform poorly, lack judgement and ability and yet not do damage. But if he lacks in character and integrity - no matter how knowledgeable, how brilliant, how successful - he destroys. He destroys people, the most valuable resource of the enterprise. He destroys spirit. And he destroys performance.

Peter F. Drucker

Stress Management - The Ultimate Guide

Stress is defined as anything that stimulates you and increases your level of alertness.

Life without stimuli would be incredibly dull and boring. Life with too much stimuli becomes unpleasant and tiring, interfere with your ability to perform effectively and ultimately damage your health and well-being.

Stress can be caused by external forces that threaten you, unpleasant events, anxiety, relationship difficulties, living/working environment, events at work or fatigue.

Symptoms of stress

Short-term stress - physical symptoms - These occur when your body adapts to perceived physical threat and releases adrenaline. Examples: faster heartbeat, increased sweating, rapid breathing, tense muscles, dry mouth, etc.

Long-term stress - physical symptoms - Caused by long-term exposure to adrenaline. Examples: lack of appetite, frequent colds, respiratory & digestive problems, head & back aches, intense & long term tiredness.

Long-term stress - internal symptoms - Your inability to think rationally can lead to emotional 'upsets' like anxiety, confusion, depression, mood swings, sleep disorders, changing eating habits, etc.

Long-term stress - behavioural symptoms - Talking too fast or loud, restlessness, nail biting, bad moods, reduced personal effectiveness, changing work habits, increased absenteeism, neglect of personal appearance.

Stress Management Techniques

Reducing short-term stress - Mental techniques

1. Anticipation & avoidance. You can anticipate and analyse likely causes of stress and plan your response. Or if you are convinced that the situation is likely to be unpleasant and will not yield you any benefit, avoid it.

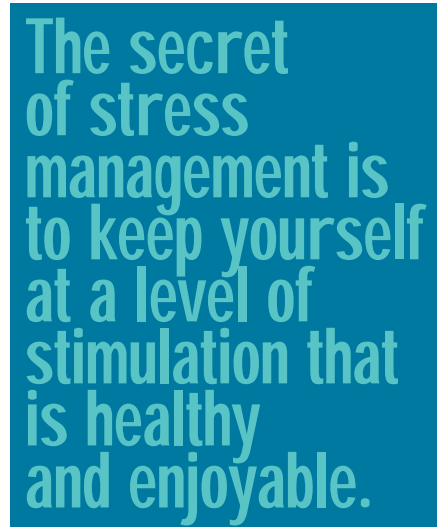
2. Reduce uncertainty. Uncertainty can cause high levels of stress. Counter it by seeking information, asking for clarifications and reviews.

3. Imagery. Use your imagination to recreate a place, scene or event that you remember as peaceful, restful, beautiful and happy.

4. Thought Awareness. Rational Thinking. Positive thinking

Observe your thoughts and become aware of your negative thoughts. Review them rationally. Often you find that these thoughts have no basis in reality. Counter negative thoughts with positive affirmations like "I can do this", etc.

Positive thinking should be used with common sense. First decide rationally what goals you can realistically attain with hard work, and then use positive thinking to reinforce these.



5. Meditation - This is an active process which seeks to exclude outside thoughts that have caused stress, by concentrating all mental faculties on one relaxing thing for a sustained period of time. Meditation also gives your body time to recuperate and clear away toxins that may have built up.

Reducing short-term stress - Physical techniques

These are useful when your muscles are tense or when you are experiencing the effects of adrenaline.

1. Breathing control. Deep breathing is a very effective method of relaxation and is the core component of yoga, Zen meditation, etc.

2. Exercise. Exercise improves your health, relaxes tense muscles and help you sleep. It improves blood flow to the brain, thereby bringing additional sugars and oxygen - needed for intense thinking - and removing waste products faster. Exercise also releases into the blood stream endorphins, which give a feeling of happiness and well-being.

3. Progressive muscular relaxation (PMR) - Hold a group of muscles in a state of extreme tension for a few seconds. Then consciously relax the muscles as much as you can. PMR can be applied just to one muscle group or to the whole body.

Techniques for reducing long-term stress

These techniques are designed to modify your working method and lifestyle, and thereby improve the quality of your life and your resistance to stress.

1. Time Management. Helps you use your time more effectively, reduces work stress and ensures that you have time to relax.

2. Positive attitude. When you have a positive attitude you can maintain a sense of perspective and draw positive elements out of each situation. You will find that people will be more helpful and co-operative. By contrast a negative attitude will cause stress by alienating and irritating people.

3. Slowing down. Take up an unrushable sport or hobby in your own time like walking, reading, watching TV, meditating, etc.

4. Health & Nutrition. Eat a good well-balanced diet. While caffeine, nicotine and alcohol provide relaxation in the short-term, larger amounts stress the body.

5. Eliminate environmental stress caused by poor air quality, bad lighting, dirt, high noise level, uncomfortable furniture, etc.

Severe-service valves From Everlasting Valve Company, USA

We market Severe-service valves from Everlasting Valve Company, USA. These valves handle abrasive and corrosive materials at high temperature and velocity, across large pressure differences.

Everlasting valves, true to their name, are designed to last and last, long after other valves have quit and are replaced.

Introduced in the USA in 1904 the Everlasting rotating disc valve soon became the industry standard for locomotive boiler blow down. Before long the packaged boiler industry also adopted the EVC valve as the standard. These valves handle high pressures & temperatures, boiler low down, flashing condensate, scales, chemicals, etc. and last for an average of 16 years!

EVC has been an unqualified success in slurry valves also, handling abrasive, corrosive media that have high pressure, temperature or both.

The heart of the EVC process valve is a unique rotating / shearing self-lapping disc that provides a tight shut-off that improves with use.

The disc is constantly kept in contact with the sealing surface by coiled-springs. These springs allow adjustments for thermal expansions, contractions and wear. They also ensure tight shut-off and resist the effect of backpressure.

The valve is operated by moving the disc through a quarter-turn. When the valve opens & closes, the difference in tangential friction force causes the disc to rotate on its axis, thereby shearing and wiping away any material that may accumulate.

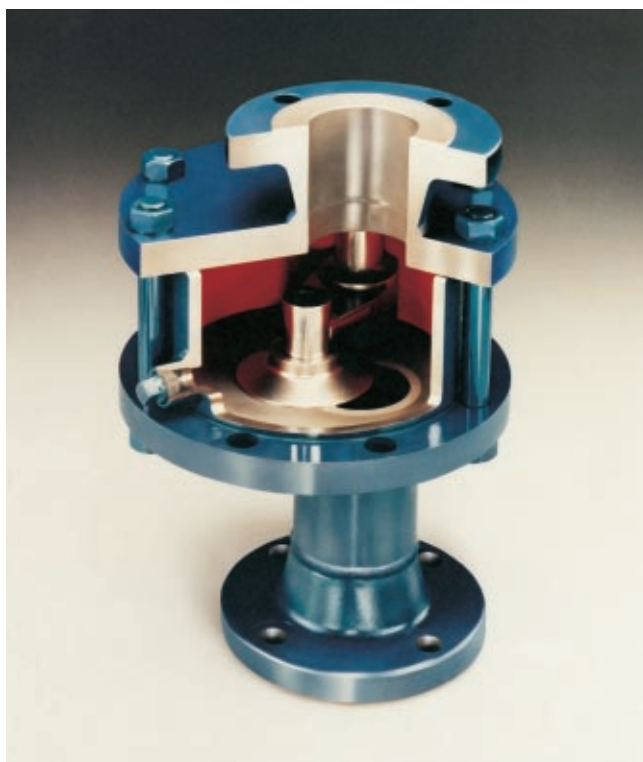
The rotation of the disc also creates a self lapping effect that polishes and renews the seats. Thus EVC valves 'wear-in' while other valves just wear out!

Further, the space inside the valve

body and the eccentric placement of the port ensures that material does not collect or jam inside the valve.

The unique Everlasting concept has been incorporated in six distinct product lines:

- ▶ Slurries (abrasive particulates)
- ▶ Boiler blow-down
- ▶ Jacketed
- ▶ Steam service
- ▶ Fire protection
- ▶ Abrasive solids.



Some of the severe service media that can be handled by EVC valves are:

- Coking hydrocarbons
- Catalysts
- Steam
- Coke
- Coal
- Coal slurry
- Titanium ore
- Titanium Dioxide
- Silicon
- Fly ash
- Limestone
- Aluminium
- Alumina

- Coffee grounds
- Sand
- Silica, etc.

EVC valves are available in sizes 2" to 18", in Cast Iron, Carbon Steel and Stainless Steel, with seats of Stellite 6 or SS 440C. The operating temperature ranges from -350 to 1500 degree F and pressure, vacuum to 10000 psig.

A variation of the rotating disc design is the Everlasting Bulk Material Valve (BMV) that is targeted at dense-phase pneumatic conveying and vessel discharge systems.

BMV has been approved by Universal Oil Products Inc. (UOP) for FCCU / CCR platformer applications for isolation of catalyst feed to reactor vessels.

This has also won the 1995 'Innovation in Powder/Bulk Technology Award' instituted by the Powder/Bulk Solids Magazine, an acclaimed American industry journal.

These valves are available in Cast Iron and Carbon Steel in sizes 2" to 12", with pressure range of vacuum to 100 psig and temperatures up to 750 degree F

Even in applications severe enough to eat away the internals of other valves, EVC valves have proved themselves. Although expensive when compared to plug valves, gate valves, ball valves, knife-gate valves, etc, these valves are economical in the long run, as these do not require frequent maintenance or replacement. To call the EVC valves revolutionary would be an understatement!

by **B. Ramamoorthy**, SVD-Chennai

Stockist profile - Apex Valves Private Limited, Calcutta

Apex Valves, our largest stockist in ERO, was established by Mr. B. L. Sethia in 1969.

His relationship with L&T and Audco began in 1980 when he started marketing Audco GGC valves. He recalls that the turnover from Audco products in that year was around Rs. 3 lakhs. Slowly Apex started marketing the entire range of Audco valves and within a few years became the No.1 stockist in ERO.

The fact that Mr. Sethia, a graduate in Commerce and Law, has been a huge success in technical selling talks about his versatility and dynamism.

Apex used to represent other valve manufacturers also in the early years. But soon, Mr. Sethia decided that the Audco valve business requires his undivided attention and became an exclusive L&T stockist for Audco valves.

And the way the business has grown has more than vindicated his decision. Today Apex counts amongst its customers the petroleum, chemical process, automobile, power, paper and sugar majors around Calcutta.

Mr. Sethia, like most L&T stockists,



Mr B. L. Sethia (right) and Mr Vineet Sethia

credits his success to the unstinting efforts to provide customer satisfaction. The other factor is their large inventory.

The growth in customer-base has seen a similar growth in facilities also. Today Mr. Sethia runs his operations from a sprawling 4000 sq.ft. showroom equipped with the latest communication and data processing equipment.

Mr. Sethia is married to Vijay

Laxmi. The couple has two children, Kalpana - a CA in the making - and Vineet, who leads Apex's team of well-trained sales personnel.

Mr. Sethia is very confident about the future - having achieved a growth of 20% when the entire industry was in the grips of a recession. He has set a target of Rs. 3 crores for the year 2001 - a 100-fold growth in two decades... We wish Team-Apex all the best.

Dear Friend,

This issue of Inflow-Outflow is very special.

This issue celebrates our newsletter's third anniversary.

This issue also introduces a new look & feel - more fun and family-friendly, more focus on health, our children & their talents.

We believe that a newsletter should continuously evolve and we can't do that unless we hear from you. Please let us have your comments through the Readership Survey questionnaire.

Write to us. e-mail us (Inflow-Outflow@sro.ltindia.com).

We have had a wonderful time putting together this newsletter - and we hope you will enjoy the new Inflow-Outflow.

We thank all of you for your support.

Regards.

Editors

Readership Survey Questionnaire

I belong to... (please tick)

- L&T Valves Marketing
- Audco India Limited
- L&T Stockist for Audco Valves
- Other

I read Inflow-Outflow... (please tick)

- Completely
- Partially
- I do not read Inflow-Outflow at all

I carry Inflow-Outflow home to my family... (please tick)

- Yes
- No

continued...





Nellepaly Venkatachalam Venkatasubramaniam was born on May 24, 1960, the eldest son of Mr. Venkatachalam & Mrs. Thankam.

After completing his schooling in Thiruchengode and Erode, he joined REC Surat in 1977.

He started his career with Batliboi, Surat as Engineer Trainee - Machine Tools. After three years and two transfers NVV joined TI&M, Chennai, a major importer of machine tools.

On February 19, 1987, NVV joined Valves in Vizag. The city with a port,

refinery, steel and fertiliser plants boasts a very diverse customer profile and NVV gained a lot from this stint.

In 1989 NVV was transferred to Valves Division, Chennai as co-ordinator for a taskforce set up to revive the floundering GGC business. His contributions to the turnaround were significant and he was honoured by an award

from AIL.

In 1992 NVV became a part of IVD. Through the next two years he executed large orders from Reliance Industries Ltd., Hazira; Tata Fertilisers, Babrala; Chambal Fertilisers, Kota; etc - and gained valuable experience in handling major project orders.

In 1994, NVV became Sales Manager, IVS-SRO. After a very successful stint there he moved to OGVS-SRO in 1995. When OGVD was merged with SVD in 1996, NVV

became head of SVS-SRO. Thus NVV holds the unique record of having worked in all three Divisions of Valves Marketing.

In 1998 NVV was moved to SVD, Chennai. During the next one year he played a decisive role in bagging large orders for DHDS projects and getting NACE approval for GGC valves. Today he co-ordinates Valves Marketing's initiatives in the Power sector.

NVV married Dr. Jayashree, an ophthalmologist, on June 12, 1989. The couple has a nine-year old daughter, Pavithra, who is a budding Bharatanatyam exponent.

Wedding Bells

Mr. Sujeet William, IVS-Nagpur, married Rani on August 18, 1999.

We wish the couple a long and happy married life.

Just Born

To Suneetha and S. P. Rajanish, SVD-Chennai, a son, on September 5, 1999



My rating of Inflow-Outflow... (please tick)

	Good	Average	Bad
Selection of Articles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My favourites... (please tick three)

- Valves personnel profile
- Stockist's profile
- Product Article
- Corporate News
- Kaleidoscope
- Val-viz
- General Article
- Humour Column
- Others (please specify)

I would like to see more articles on ... (please tick three)

- Management
- Marketing
- Health
- Life style
- Valve Events
- Valve Families
- Others (please specify)

I would like to receive Inflow-Outflow by e-mail... (please tick)

- No
- Yes, my e-mail i.d. is

Please return to: Babu Kuriakose, L&T-IVD
10 Club House Road, Chennai-2

6 ways to get your kid to try harder

How do you get your child to try harder - for his own good? Most parents would love to know the answer to that, especially when it comes to schoolwork. Unfortunately there is no one quick trick. But educators and psychologists have developed strategies for motivating even the most reluctant achievers.

1 Rule out any underlying problems. Most children are motivated by the mere prospect of pleasing their parents. When efforts drop usually there is a reason.

It could be physical or psychological. Does she have a learning disability? Look at emotional issues: Is your child angry about something? Afraid of failing? Bored? Try to find out the real reason. Talk to your child, talk to his teachers. If required check with your paediatrician.

2 Be Realistic. Are you focused on progress (your child is able to read more and more words) or performance (he's the best reader in his class)? If it is performance, you are expecting too much. Innate and development abilities vary enormously from kid to kid. Steady progress is what any parent should expect.

3 Explain your motives. What if you truly believe that your child should stick with an activity, say, Tennis, for his future benefit? Or that you feel his reasons for wanting to drop an activity is not persuasive ("None of my friends play chess")?

Explain why it is important and tell him eventually he will get to choose.

And if you ultimately let your child drop an activity, you may be surprised: Kids often return to things they are good at when they are a little older and

4 Pour on the positives. Children who feel good about what they are doing usually want to do more. So give your

child a lot of praise. But make it honest or your child will not trust you. The secret is to be specific, and focus on effort and progress. Comments like "You really worked hard on that report" would help a child appreciate her own accomplishments.

And look for her strengths and point them out. The confidence of knowing that she is competent in one area will translate to greater motivation in others.

5 Reward wisely. Children do not have long-term vision and cannot always see the intrinsic value of what they are doing. A small reward can inspire them to start a new activity or keep them going when they are discouraged or losing interest.

But reward carefully:

- Offer a prize proportionate to the effort you expect your child to put in

● As the behaviour takes hold, replace rewards with verbal recognition

● If you find yourself increasing the rewards, stop and think. Your child may fall into the habit of exerting efforts only when he thinks he can get a prize.

6 Talk about how much you enjoy your own work. If you come home complaining about the job your child may begin to think "If I work hard and succeed, I'm going to be as miserable as my parent is" To set a more inspiring example, save your grouching for your spouse and friends, and tell your kid what you love about what you do. You can mention the difficulties too, but emphasise what you did to solve your problems.

The 4 worst ways to motivate

These fear-inducing or manipulative techniques may work in the short term, but their positive effects do not last long.

1. Forcing or punishing : "I don't care if you hate Bharatanatyam. I paid for the class and you are going"

Why it won't work : Though your child may appear to go along, her desire will vanish as soon as you are out of the picture.

2. Comparing : "Are you still reading comics? When your sister was 8, she went through at least one chapter a day"

Why it won't work : It makes your child think he is a failure if he does not live up to some absolute standard of performance. It also will not do much for the relationship between your kids.

3. Reasoning or Lecturing : "You can't get into a good college if you don't do better in tests. And you can't do better in tests without studying. So you need to forget your video games and start studying"

Why it won't work : Even if you do not raise your voice, this kind of nag-lectures comes across as yelling and makes a child think. "My parents do not care about me unless I succeed". Moreover, kids eventually learn to close their mind to what you are saying.

4. Criticising : "You always get out because you don't keep your eyes on the ball"

Why it won't work : It emphasises that the child is doing something wrong, which he probably realises, and it does not help him learn how to do it right.

English for the new Millennium

The European Union Commissioners have announced that agreement has been reached to adopt English as the preferred language for the next millennium, rather than German, which was the other possibility. As part of the negotiations, Her Majesty's Government conceded that English spelling had some room for improvement and has accepted a five year phased plan for what will be known as EuroEnglish. In the first year, "s" will be used instead of the soft "c". Certainly, sivil servants will resieve this news with joy. Also, the hard "c" will be replaced with "k". Not only will this klear up konfursion, but typewriters kan have one less letter.

There will be growing publik enthusiasm in the sekond year, when the troublesome, "ph" will be replaced by "f". This will make words like "fotograf" 20 per cent shorter.

In the third year, publik akseptanse of the new spelling kan be ekspektd to reach the stage where more komplikatd changes are possible.

Governments will enkourage the removal of double letters, which have always ben a deterrent to akurate speling. Also, al wil agre that the horrible mes of silent "e"s in the languag is disgrasful, and they would go.

By the fourth year, peopl wil be reseptiv to steps such as replasing "th" by "z" and "W" by "V". During ze fifz year, ze unesesary "o" kan be dropd from vords kontaining "ou", and similar change vud of kors be aplid to ozer kombinations of leters. After zis fifz yer, ve vil hav a rel sensibl riten styl.

Zer vil b no mor trubls or difikultis and evrivun vil find it ezi tu komprehend ech ozer. Ze drem vil finali kum tru.



Across 1. Earth's closest neighbour (4) 3. US space agency (4) 5. The green planet (5) 7. Soaked with water (3) 8. The centre of the solar system (3) 10. Estimated time of arrival - abbreviation (4) 12. Eighth planet (7) 13. Decay (3) 14. One rotation of the earth (3) 16. Moon causes tides here (3) 18. Month of the Vernal Equinox (5) 19. To hold onto (4) 20. Rip a piece of paper (4)

Down 1. The red planet (4) 2. Never used before (3) 3. --- and bolt (3) 4. Glow (4) 6. Same as nor (7) 9. Used to catch fish (3) 10. Finale (3) 11. Hot drink (3) 13. -- & Roll (4) 15. One trip around the sun for earth (4) 16. Sticky tree liquid (3) 17. To pretend (3)

Send entries to Editor for a special prize.

Valviz Jul-Sep '99 answers

Across 1. Trunnion 7. In Situ 8. Nickel 9. Pinion 11. ANSI 13. Cenelec 15. Chrome 18. Nylon **Down** 1. Tank 2. UNC 3. Inline 4. Nitrogen 5. DIN 6. Full 9. Piston 10. Needle 12. Learn 14. Shear 16. End
Congrats to the winner, Mr. S. M. Arora, IVS-Pune

Days to wish on ...

Birthdays

Oct 3	Mr K.Suresh	IVS-SRO
Oct 6	Mr Alok Tayal	IVS-NRO
Oct 8	Mr R.Krishna Kumar Sr.	SVS-SRO
Oct 17	Mr S.M.Arora	IVS-Pune
Oct 22	Mr C.D.Fernandes	IVS-BKC
Oct 24	Mr N.Balaji	SVD-Chennai
Oct 24	Mr R.D.Sharma	SVD-Baroda
Oct 30	Mr R.Krishna Kumar Jr.	SVS-SRO
Oct 31	Mr Shankar Shome	SVS-ERO
Nov 5	Mr Sanjay Chowdhary	IVS-BKC
Nov 11	Ms Chaina Paithandi	IVD-Chennai
Nov 14	Mr Deepak Goel	SVS-NRO
Nov 18	Mr Kaushik Banerjee	SVS-NRO
Nov 20	Mr P.Sivaramakrishnan	IVS-ERO
Nov 25	Mr V.Srinivasan	SVS-Pune
Nov 30	Mr S.C.Gupta	SVS-NRO

Dec 13	Mr Varghese Sunil	IVS-BKC
Dec 25	Mr C.V.Venkitakrishnan	Gr-IV-Chennai
Dec 25	Mr U.K.Brahma	IVD-Chennai
Dec 25	Mr N.Raghava	IVS-B'lore
Dec 26	Mr B.Ramamoorthy	SVD-Chennai
Dec 26	Mr V.Narayanan	SVS-ERO
Dec 29	Mr Amitabh Anand	IVS-ERO
Dec 31	Mr N.Rajshakar	SVS-Kochi

Anniversaries

Oct 1	Mr B.Narasimhan	IVS-NRO
Oct 3	Mr Rajan Malhotra	IVD-Chennai
Oct 18	Mr K.Ravi	IVS-SRO
Oct 27	Ms B.P.Joshi	IVS-BKC
Oct 28	Mr R.Viswanathan	SVD-Chennai
Oct 30	Mr N.Rajshakar	SVS-Kochi
Nov 11	Ms Bhanu Shivkumar	IVS-NRO

Nov 18	Mr B.B.Kamath	SVS-Pune
Nov 21	Mr D.Mukhopadhyay	SVS-ERO
Nov 25	Mr Deepak Goel	SVS-NRO
Nov 26	Ms Bhama Suresh	SVD-Chennai
Nov 27	Mr Zoher F.Challawala	SVS-BKC
Dec 1	Mr A.Dasgupta	IVS-ERO
Dec 1	Mr Dinesh Kumar Upadhyay	SVS-Baroda
Dec 1	Mr Unmesh Mishra	SVS-ERO
Dec 3	Mr S.M.Arora	IVS-Pune
Dec 6	Mr Sanjeev Taneja	IVS-Surat
Dec 6	Mr Shankar Shome	SVS-ERO
Dec 7	Mr Ratan Podar	IVS-ERO
Dec 7	Mr N.D.Thakur	IVS-Pune
Dec 7	Mr Satish Kumar	SVS-NRO
Dec 10	Mr R.D.Sharma	SVD-Baroda
Dec 13	Mr U.K.Brahma	IVD-Chennai
Dec 23	Mr Sameer Pednaker	IVS-A'bad