



L&T VALVES MARKETING NEWSLETTER ● APR-JUN 2002

## From the desk of NVV

Dear Friends,

We are entering the New Year with lot of optimism and hope. Enriched by the lessons we have learned in the current year we have chalked out a clear course of action to face the challenges of the future.

- We have reorganised ourselves to optimise our resources and to increase the customer coverage.
- We will enhance our product portfolio to achieve quantum growth.
- We will focus on high end customised products and solutions targeted at the emerging opportunities in Nuclear and Defence sectors.
- We will use IT to speed up our business processes and to equip our customers and stockists with the power of information.

Come! Let us work together to consolidate our leadership position.

Wish you all the best!

Regards.

A handwritten signature in blue ink, appearing to read "N. V. Venkatasubramanian".

**N. V. Venkatasubramanian**

## What's New at Audco India Limited

### Gate & Globe Valves for Cryogenic Service

AIL has launched Gate and Globe valves for low temperature and cryogenic services, used in processing, storage and transportation of liquefied gases such as Ethylene, LPG, LNG, Hydrogen, Helium, Oxygen, Nitrogen and Argon. Valves in low-temperature carbon steels like LCB and LCC are offered for temperatures up to -46 deg C and stainless steel grades like CF8M and CF8 for lower temperatures, up to -196 deg C.

AIL Cryogenic Gate Valves are available in sizes 2" to 24" in Classes 150, 300 and 600. Cryogenic Globe Valves are available in sizes 2" to 12" in Classes 150 and 300, and 2" to 10" in Class 600.

AIL Cryogenic and Low Temperature Gate & Globe valves are approved by Shell for supply to Shell units worldwide.

### ISO 9001 : 2000

AIL's ISO certification has been renewed for two years, till December 2003, after a re-certification audit by BVQI.



### TMBV Range Extension

AIL has introduced a new range of "Fully Welded" Metal Seated Trunnion Mounted Ball Valves (TMBV) in sizes of 20" to 56" in Class ratings of 150, 300 & 600. Now Metal Seated TMBVs are now available in sizes 2" to 56" in Classes 150, 300 & 600.



## Invensys Sells Flow Control Business to Flowserve, USA

Invensys plc, UK, L&T's JV partner in Audco India Limited, has sold its Flow Control business to Flowserve Corporation, USA, a leading provider of industrial flow management services.

Invensys Flow Control is one of the world's foremost manufacturers of valves, actuators and associated flow control products and their valves portfolio includes international giants like Nordstrom Audco, Worcester Controls, Edward Vogt, Argus, McCanna, NAF, etc.

**Flowserve Corporation** is one of the world's leading providers of industrial flow management products and services. Operating in 30 countries, the company produces engineered pumps for the process industries, precision mechanical seals, automated and manual quarter-turn valves, control valves and valve actuators, and provides a range of related flow management services. The Company had fiscal 2001 revenues in excess of \$1.9 billion.

Flowserve valve brands include Valtek, Automax, Durco, Atomac, Kammer, Sereg, Anchor/Darling, Battig, etc.



## A Leadership Primer



★ **Being responsible sometimes means making some people angry.**

By treating everyone equally "nicely" regardless of their contributions, you'll simply ensure that the only people who'll wind up angry are the most creative and productive.

★ **The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care.**

If this were a litmus test, the majority of CEOs would fail. One, they build so many barriers to upward communication. Two, asking for help is seen as a weakness or failure. So people cover up their gaps, and organizations suffer.

★ **Don't be buffaloed by experts and elites.**

As companies get bigger, they often forget the basics. Policies that emanate from ivory towers often have an adverse impact on the people in the field.

★ **Don't be afraid to challenge the pros, even in their own backyard.**

Learn from the pros, seek them out as mentors and partners. But remember Leadership does not emerge from blind obedience to anyone.

★ **Never neglect details.**

All the great ideas and visions in the world are worthless if they can't be implemented rapidly and efficiently. Good leaders delegate and empower others, but they pay attention to details.

★ **You don't know what you can get away with until you try.**

Good leaders don't wait for official blessing to try things out. Less effective middle managers endorse the sentiment, "If I haven't explicitly been told 'yes,' I can't do it," whereas the good ones believe, "If I haven't explicitly been told 'no,' I can."

★ **Keep looking below surface appearances. Don't shrink from doing so (just) because you might not like what you find.**

"If it ain't broke, don't fix it" is the slogan of the complacent, the arrogant or the scared. It's an excuse for inaction. In this sort of culture, you won't find people who pro-actively take steps to solve problems.

★ **Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Endeavours succeed or fail because of the people involved.**

Good leaders immerse themselves in the goal of creating an environment where the best, the brightest, the most creative are attracted, retained and, most importantly, unleashed.

★ **Organization charts and fancy titles count for next to nothing.**

Have you ever noticed that people will personally commit to certain individuals who on paper possess little authority, but instead possess pizzazz, drive, expertise, and genuine caring for teammates and products?

★ **Never let your ego get so close to your position that when your position goes, your ego goes with it.**

Effective leaders create a climate where people's worth is determined by their willingness to learn new skills and grab new responsibilities, thus perpetually reinventing their jobs.

★ **Don't chase the latest management fads.**

Flitting from fad to fad creates team confusion, reduces the leader's credibility, and drains organizational coffers. Leaders understand that management techniques are not magic mantras but simply tools to be reached for at the right times.

★ **Perpetual optimism is a force**

**multiplier.**

The ripple effect of a leader's enthusiasm and optimism is awesome. So is the impact of cynicism and pessimism.

★ **Powell's Rules for Picking People:** Look for intelligence and judgement, and most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego, and the drive to get things done.

★ **Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.**

The result: clarity of purpose, credibility of leadership, and integrity in organization.

★ **Don't take action if you have only enough information to give you less than a 40 percent chance of being right, but don't wait until you have enough facts to be 100 percent sure, because by then it is almost always too late.**

Procrastination in the name of reducing risk actually increases risk.

★ **The commander in the field is always right and the rear echelon is wrong, unless proved otherwise.**

Too often, the reverse defines corporate culture. Shift the power and the financial accountability to the folks who are bringing in the money.

★ **Have fun in your command. Take leave when you've earned it: Spend time with your families.**

Seek people who have some balance in their lives, who are fun to hang out with, who like to laugh and who have some non-job priorities which they approach with the same passion that they do their work.

★ **Command is lonely.**

**"Leadership is the art of accomplishing more than the science of management says is possible."**

**General Colin Powell**

Chairman (Retd.), Joint Chiefs of Staff  
United States Army.

## Audco Valves for Water Applications

- 97% of the world's water is salty or undrinkable
- Only 3% of it is freshwater, but 2.997% of that is locked up in icebergs and glaciers
- Which means, only 0.003% of the world's water is available to us for all our needs - agricultural, residential, manufacturing, etc.
- India has 17% of the world's population but only 5% of its water resources

The realisation that our country will face severe water crises in the next few years have made the government and the water boards more receptive to modern techniques and products.

Priority is given to selecting the optimum size and type of pipes and the use of the right control devices, pumps, valves and protection equipment.

This augurs well for L&T as we are capable of providing the entire range of sophisticated flow control solutions to the Water segment.

A typical water supply project would consist of the following systems:

- Raw Water Pumping Station
- Raw Water Pumping Main
- Water Treatment Plant
- Clear Water Pumping Station
- Surge Protection System
- Clear Water Pumping Main
- Online Booster Station
- Reservoir
- Distribution System

All the above systems use valves for one or more of the following functions:

- Isolation
- Regulation
- Non- Return

Typically Water Systems use Cast Iron gate/sluice valves and conventional Cast Iron check valves. The AIL range of water segment valves specially designed to provide long, reliable, trouble-free - and more economic - service offer ideal replacement to the above.

### AIL-VWS Valves for Water Service, Fabricated Butterfly Valves

VWS is compact, lighter, faster to operate - and also more economical in the long run.

- All welded construction - Better mechanical properties and lighter compared to Cast Iron valves
- Unique disc-seal design incorporates a self-energising 'Autoseal' that uses the line fluid to load the disc-seal against the body-seat. This ensures that the valve seals consistently over a wide range of pressures without any adjustments
- Bubble-tight sealing
- Truly bi-directional
- Offset disc - Lower seating & unseating torques
- Double 'O' seals on shaft - Positive



sealing to atmosphere

- Phosphor Bronze bearings - Maintenance-free, self-lubricating bearings
- Fabricated construction permits supply of valves with special face-to-face, drilling, etc.

### AIL Aquaseal Butterfly Valves

Designed specially for water applications, based on the versatile Audco Slimseal design, Aquaseal has an integrally-moulded elastomer body-seat which is moulded directly in the body-

bore and vulcanized in-situ. This makes Aquaseal maintenance-free and a perfect fit-and-forget valve.

- In-situ, integrally-moulded seats - Longer life - Bubble-tight seating
- Assured sealing to atmosphere
- Easy to install
- Maintenance-free

### Advantages of AIL Butterfly Valves over Sluice/Gate Valves

- Bubble-tight shut-off
- Gland-less design - No leakage to atmosphere
- Can be used for regulation.
- Cavity-free design - No turbulence or pressure drop. Foreign particles will not get entrapped inside.
- No disc chattering or vibration
- Flow Control Lever (in manually operated Aquaseal) indicates the valve disc position
- Lower operating torque & time
- Can be mounted in any position/orientation (VWS above 1000 mm should be mounted only with the shaft in horizontal position)
- Lower weight

### AIL Fabricated Steel Swing Check Valve

AIL Swing Check Valves are manufactured to the designs of Th. Jansen, Germany.

- All welded construction - better mechanical properties and lighter when compared to cast iron valves
- Double-offset design - Reduces seat wear & extends service life
- Metal Seats on the body & disc- Good sealing
- Double 'O' seals on shaft - Positive sealing to atmosphere, Maintenance-free
- Phosphor Bronze bearings - Maintenance-free, self-lubricating bearings

Hydraulic Dashpot is provided as a special option to avoid slamming.

by M. Krishnaswamy, Chennai

## Stockist profile - Dhananjaya Enterprises, Bangalore

In 1982, Mr. Kannan, after an illustrious career spanning 22 years with L&T Packaging Division decided to set out on his own. Then L&T Valves Marketing was fast expanding its stockists' network and they made an offer to him to take up the stockistship in the strategically important Bangalore. Thus was Dhananjaya Enterprises established.

In the first year of operation Dhananjaya touched a turnover of Rs. 20 lakhs, with Audco valves contributing nearly three-fourth.

Mr. Kannan gave importance to technical selling and application selling and focused on extensive customer coverage. According to Mr. Kannan, during this period, the guidance of Mr. NTS Velu, the then branch engineer, helped consolidate Dhananjaya's position in the market.

Mr. Kannan attributes his success also to the support provided by his wife, Mrs. Purandari Kannan who wholeheartedly got involved in the business nitty-gritties. Mr Kannan puts it very simply "Behind every successful man, there is a woman"

The couple has two children, son, Rajkumar and daughter, Shanthi.

In 1996 a new branch engineer took



Mr Hande & Mr Kannan

charge in Bangalore, Mr. Raghavendra Hande. Mr. Hande, from Kota near Mangalore, had started his career with a subsidiary of BHEL in 1989. In 1993 he joined L&T Valves Marketing and worked in Baroda for three years. After a year in Bangalore he decided to be a part of the dot com boom by starting a software company.

But fate had other plans for Hande. In 1997 Mr. Hande became a partner in Dhananjaya Enterprises.

Hande is married to Gayathri, a

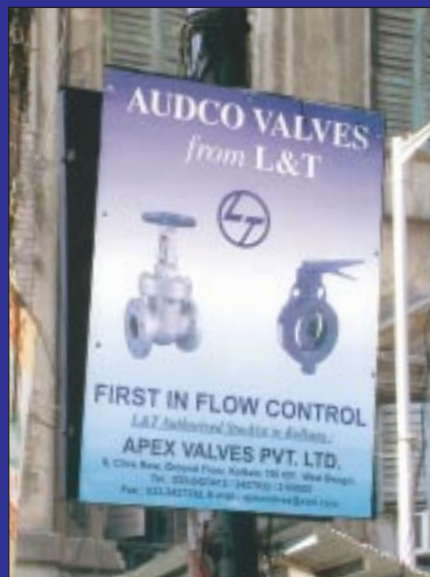
software engineer. The couple has one daughter, five year old Kushalaa.

Over the past two decades Dhananjaya has grown to be one of the top-ten Audco Valves stockists in the country. Their current year turnover is expected to cross Rs. 3 crores with AIL products accounting for nearly Rs. 2.5 crores.

Mr. Kannan and Mr. Hande have set a target of 20% growth per year and to be a one-stop-shop for Valves. We wish them all the best for the future.

Our first  
digitally-printed  
Lamp-post Kiosks.

In Kolkata.



## Panchal

Kaushik Pravinchandra Panchal was born on September 2, 1964, the eldest child of Mrs. Vimala and Mr. Pravinchandra. Panchal's father was with the Central Railways and his mother, a housewife.

Panchal started his career as a junior engineer with King Metal Works, Mumbai, a fabrication company. Panchal's responsibilities included the supervision of a 25 strong workforce as well as the handling of excise and other statutory requirements. Once when the promoters were out of town, Panchal successfully handled an excise raid and was immediately promoted to production engineer.

In 1988 Panchal joined Gujarat Machinery Manufacturers Ltd. as service engineer. His job included the maintenance of capital equipment and called for very fast response and speedy problem resolution. This stint served as a good preparation for Panchal's next career move.

Panchal joined L&T on May 2,

1990 at Industrial Valves Section, BKC. Over the years he has chalked up an impressive list of achievements handling a very vast and important territory. For many customers in the Western region - especially from the oil & gas sector -



Panchal was the face of L&T and he has always worked for total customer satisfaction.

In addition to handling BPCL Mahul Refinery on a regular basis, KPP was also involved in prestigious projects

like Reliance Chembur-Patalganga pipeline, BPCL Mumbai-Manmad pipeline, etc.

In 1995 Panchal was sent to Al Arish, Egypt, to commission actuated Audco valves supplied to a power plant being built there by BHEL. That was the first time an L&T Valves Marketing service engineer was deputed abroad.

On the flip side, KPP also had to visit Punjab during the peak of the disturbances there to commission valves at PSEB Ropar.

According to KPP the appreciation and respect from customers make all the hard work worthwhile.

Panchal married Neeta - a psychology graduate - on May 26, 1991. The couple have two daughters 10 year old Ashwini and Payal, four.

KPP's hobbies include Cricket and Carrom and is a genius in organising parties. No Service Meet is complete without a gala get-together organised by KPP.

We wish KPP and his family all the best for the future.

## Valves Marketing restructured

**Valves Marketing - Projects (VM-P)** will handle greenfield projects & expansions in Nuclear, Pipelines, EPC and Defence.

**Valves Marketing - Standard Products (VM-S)** will handle all sectors except the four listed above and replacement requirements of all sectors. Stockists operations as well as maintenance support for all Audco products will be handled by VM-S.

## Welcome to Valves Marketing

RM. Mohan, Kolkata

## Just born...

To Sindhu & Brijit John, Powai, a son, Joash on January 6, 2002.

To Samta & Amitabh Anand, Kolkata, a son, Aman on January 20, 2002.

## Congrats!



Ms. Bernie Joshi, Powai has completed 25 years of service on January 2, 2002

## Kaleidoscope

### Exhibitions



▲ Water Asia, New Delhi



▲ Defexpo, New Delhi

## Break the Chain!

Every day our mail boxes are bombarded with dire warnings about new viruses, messages about free stuff, heartrending pleas from sick children and other items designed to grab our attention and get us to forward the message to everyone we know. Most of these are chain letter hoaxes.

### The major categories of email chain letter hoaxes are:

- Free Stuff - For example, forward the mail to win free stuff from Microsoft, Ericsson, Disney, etc.
- Virus Warnings - Budweiser Frogs Screensaver, Sulfnbk.exe, etc
- Pyramid Schemes - When the mail reaches 1000 persons, everybody in the list gets \$1000, MS Windows, etc.
- Crime - Kidney Thieves, Phone Hijackers
- Health - HIV Syringes in theatre seats and play areas, Coughing for Cardio-pulmonary resuscitation, Colas are bad for health
- Sympathy - Last wishes of dying children, Seeking information about deadly diseases
- Superstition - Forward the message for luck, Prayer requests
- Petitions - Save Afghan women, Stop

the Modem Tax Bill

### How to Recognise a Chain Letter Hoax:

- They use technical jargon or technical sounding language.
- They strive for credibility by association, dropping names like CNN, Microsoft, etc.
- The message will have a hook to catch your interest and get you to read the rest of the letter. "Make Money Fast", "Virus Alert", "A Little Girl Is Dying".
- They end with the request to pass the message on.
- Usually chain letters do not have the name and contact information of the original sender.

### Cost of Chain Letter Hoaxes

- The cost of chain letters may not seem high. But if everyone in your organisation who receives a chain letter were to spend few minutes reading it, the productivity loss is considerable.
- Further if everyone who receives the mail passes it on to 10 persons, after the third generation you have 1000 junk emails clogging the networks and after the sixth generation, a million emails eating up the bandwidth, causing networks to slow down or even crash.

Chain Letters play on our innate need to connect and communicate. These could either be pranks or deliberately started by unscrupulous commercial organisations to harvest email addresses.

### What To Do

When you receive a chain letter exhorting you to pass it on to everyone in your mailing please do the following:

- Check the veracity of the claim with the system administrator or your more tech savvy friends. (If the letter is talking about some very important developments chances are that you would have come to know about it from main stream media)
- Alternately check at Internet sites like [www.breakthemailchain.org](http://www.breakthemailchain.org), [www.snopes.com](http://www.snopes.com) and [www.about.com](http://www.about.com). Virus warnings can be checked at anti-virus sites like [www.symantec.com](http://www.symantec.com), [www.mcafee.com](http://www.mcafee.com), etc.
- Install a good anti-virus application, your best bet against viruses
- Delete the message from your mail box
- And do not forward the chain letter.

### Break the Chain!

# The 5-minute MBA

Dazzle friends, puzzle colleagues and impress your boss - drop management jargon like a Wharton dropout! Pick any three terms from the matrix given below - left to right, any which way - to form a triple-barrelled mantra that would blow minds. Facilitate augmented satisfaction levels, in other words, enjoy...

borderless	process	re-engineering
lateral	win-win	thinking
restructured	brand	equity
in-house	satisfaction	drivers
boundaryless	breakthrough	players
interactive	customer-centred	positioning
value-added	augmented	customerising
activity-based	expeditionary	marketing
re-engineered	hypercompetitive	bottom-lines
mapping	accelerated	re-positioning
customer-friendly	make-over	mentoring
counterintuitive	differentiated	marketspace

## IQ Test - Answers

- 26 Letters of the Alphabet
- 7 Days of the Week
- 7 Wonders of the World
- 12 Signs of the Zodiac
- 52 Cards in a Pack (Without Jokers)
- 8 Tentacles on an Octopus
- 5 Toes on a Foot
- 52 Weeks in a Year
- 3 Blind Mice (See How They Run)
- 32 is the Temperature in Degrees Fahrenheit at which Water Freezes
- 15 Players in a Rugby Team
- 3 Wheels on a Tri-cycle
- 100 Cents in a Rand
- 11 Players in a Football (Soccer) Team
- 12 Months in a Year
- 18 Holes on a Golf Course
- 90 Degrees in a Right Angle
- 29 Days in February in a Leap Year
- 13 Loaves in a Baker's Dozen
- 1000 Years in a Millennium
- 9 Lives of a Cat
- 60 Minutes in a Hour
- 23 Pairs of Chromosomes in the Human Body
- 64 Squares on a Chess Board
- 6 Balls to an Over in Cricket
- 365 Days in a Year

**Mr. N. G. Sankaranarayan, Delhi, has won the prize. Congrats!**

## Days to wish on ...

### Birthdays

Apr 08	Sameer Pednaker	A'bad
Apr 12	V Sriram	Delhi
Apr 12	Ms Victoria	Kolkata
Apr 15	Jayesh Sadhwani	Powai
Apr 15	Ms Bhama Suresh	Chennai
Apr 23	R Soundarrajan	Chennai
May 01	Sujeet Kumar Pai	Powai
May 02	Sanjay Sahni	Delhi
May 10	NG Sankaranarayan	Delhi
May 15	BB Kamath	Pune
May 17	P Vijaishankar	Powai
May 24	NV Venkatasubramanian	Chennai
May 25	Sandeep G Dhole	Baroda
Jun 02	Satish Kumar	Delhi
Jun 03	Brijit John	Powai
Jun 14	R Saravanan	Powai

Jun 29 Ms Bhanu Shivkumar Delhi

### Anniversaries

Apr 16	Arun Dhingra	Kolkata
Apr 23	RB Sanjay	Bhopal
Apr 24	R Krishnakumar Sr.	Chennai
Apr 29	Alok Tayal	Pune
May 02	M Krishnaswamy	Chennai
May 08	MC Pillai	Chennai
May 10	P Sivaramakrishnan	Chennai
May 10	CV Venkitakrishnan	Chennai
May 11	MS Parthasarathy	Chennai
May 15	Atul Makwan	Baroda
May 19	R Soundarrajan	Chennai
May 26	Jimmy George	Kochi
May 26	KP Panchal	Powai
May 26	Sanjay Rajwade	Pune

Jun 06	K Suresh	Delhi
Jun 08	AK Chakravorty	Baroda
Jun 08	N Balaji	Chennai
Jun 10	N Thiagarajan	H'bad
Jun 11	Kausik Mukhopadhyay	Vizag
Jun 12	NV Venkatasubramanian	Chennai
Jun 16	V Sriram	Delhi