

# V'connect

Vol. 21, No. 1

The Employee Communication Newsletter of L&T Valves

January 2021

*Wish you a*  
**Happy New Year**

2  21



**Innovation  
Special**

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# V connect

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## From the Editor

Dear Friend,

Necessity, the mother of Invention, has a lesser-known daughter, Innovation. While Invention toiled long hours for many years with limited success, the smarter Innovation won fame and acclaim tweaking her sister's work. This issue is dedicated to her.

The issue is also dedicated to beginnings and transitions, staying true to Janus, the Roman god of beginnings and transitions who lends his name to the month.

The current issue of V-connect is the biggest newsletter we have ever released – in terms of the size, the diversity of themes as well as the number of people we have featured on the pages and the contributors. We thank everybody who helped us put together this jumbo new year issue.

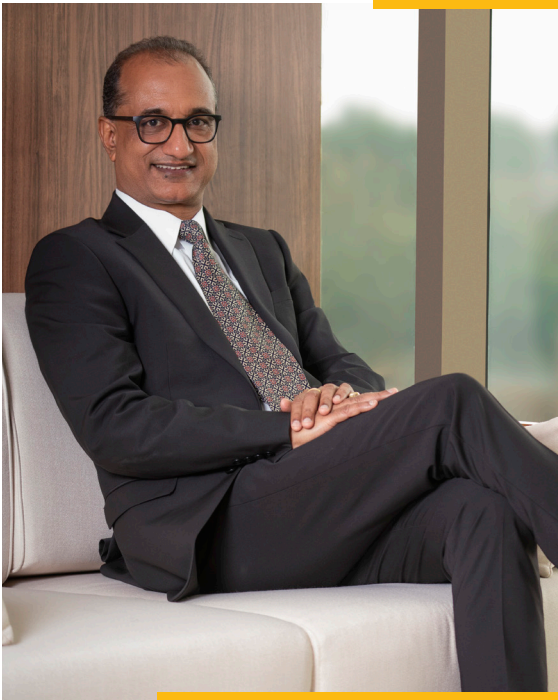
We invite all employees to contribute ideas and content for the newsletter. Let us make V-connect a true employee newsletter that reflects and reinforces our culture and values.

Thanks, Babu

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# Message from the Chief Executive



Dear Colleague,

I wish you a Happy New Year!

I hope you and your family members are safe and healthy.

I thank you for the commendable contribution to our team and the business in the year 2020. The teamwork was very clearly visible and admired especially during the pandemic crisis. Your commitment towards the family, friends, colleagues, society and our company was exemplary in such a tough time. Each one of you has displayed the true sense of dedication in handling multiple issues involving business, health and society. Your focus on taking care of customer's needs while addressing all the pandemic issues helped our organization to navigate through various issues during tough and uncertain times. It is a matter of pride to be part of the L&T Valves family where all of our colleagues displayed much-needed kindness and empathy to take care of fellow human beings across our global locations.

The uncertainties during the year were addressed by our team in many innovative ways in all our personal and business activities. Our team created fresh ways of taking care of customers, social interactions, work methodologies and uninterrupted communication. Some of you took it upon yourselves to take care of people who were impacted by the pandemic.

Your sincere efforts to take care of the society and the business by developing many innovative methods is highly appreciated. The rapid innovation you did in all day-to-day activities has opened many new avenues to take care of the business and to nurture it to become a global leader in our segment.

Your attitude and actions during the pandemic have set our organization on a unique path to acquire and serve our customers. We will continue to pursue the efforts of rapid innovation in our behaviour, processes and products to become a differentiated market leader with social responsibility.

I wish you and your family all the best

Please stay safe and stay healthy!

Regards

**Mahesh Joshi**

# Meet the Chief Executive (Designate)



Mr S Kalyanaraman (SKN) assumes office as Chief Executive of L&T Valves on 10 January 2021.

SKN has over three decades of experience with L&T Group, in capital goods, engineered solutions and industrial consumables domains, of which 15 years were with L&T Valves.

Mr Kalyanaraman is a mechanical engineer, an authority on the classic Tamil literature and a powerful business communicator, proficient in English, Hindi and Tamil.

## My vision for L&T Valves

Our vision is a vision for the ages. It is more than a dream or aspiration; it succinctly captures the essence of our company and sets the course for our interactions with all stakeholders.

Trust, as you know, is earned and reinforced over time based on multiple transactions with different representatives of an organisation. But it takes only one bad experience to undo years of good work. My appeal to the team is to internalise our vision and to use that as a guiding light in all our interactions with customers, associates, partners and colleagues. Let us all work together to make L&T Valves a trusted global partner for flow-control solutions.

Our focus will be to deliver value to customers. We will leverage technology, innovation, digitalisation and re-engineered processes to enhance performance and profitability. We will be a nurturing employer and a great place to work that offers equal opportunities to all.

My long-term vision is to secure a place in the billion-dollar club powered by our global manufacturing, sales, distribution and aftermarket capabilities.

## The external forces shaping our business

Oil & Gas, our major customer segment, is witnessing major upheavals. Rising environmental consciousness, emergence of non-conventional energy sources (including hydrogen) and disruptive technologies such as electric vehicles are expected to hamper industry growth. The global pandemic, no doubt, has increased the volatility in the market

We will continue to evolve and provide reliable flow-control solutions to emerging segments. I am sure our track-record in new product development will stand us in good stead.

Process automation will drive demand for actuated valves. New MOCs will emerge powered by advancements in metallurgies as well as changes in processes.

### Key drivers of success in the valve industry

The valve industry will witness further consolidation and conglomeration. Size does matter, but speed and agility will decide the winner in the future – with digital capabilities playing the role of a force multiplier.

The niche markets for customised solutions for critical applications are expected to thrive. In manufacturing, cost competitiveness will hold the key. A global manufacturing footprint supported by a global distribution network will become a strategic imperative.

### Innovation

Technology and innovation played a huge role in the growth of L&T Valves over the years. To take the company to the next level, we have to be more innovative in our products and processes. I am sure the digitalisation drive will help us enhance process effectiveness. But do remember, innovation is everybody's responsibility. We all need to be alive to the technological disruptions, identify opportunities and threats, and proactively align priorities.

### Our culture

Being part of the Larsen & Toubro group, we draw from the group's shared values and ethos. We are customer-centric and result-oriented, our commitment to compliance is inviolable and we nurture all-round growth. I believe positive corporate cultures are built on the foundation of Total Employee Involvement and Empowerment.

### What differentiates L&T Valves from competition?

L&T Valves is an Indian company with a global perspective. Customer satisfaction is at the core of our existence. We have a 60-year-old tradition of trust and in many domains, we were pioneers then, and leaders now.

### My experience with L&T Valves as a customer

I have been a satisfied user of L&T Valves. My vision is to make my customers also experience the same. My vision is to deliver value to our customers rather than just a product.

### My 2nd innings at L&T Valves

This is a homecoming for me. I feel comfortable and am happy to renew fellowship with my old colleagues. In the last 7 years, I was able to gain a fresh perspective thanks to my exposure to the global automotive/ tyre industries. I am sure I will be able to apply some of the learnings in my new role.

### Definition of success

To me success is an opportunity to achieve overall growth, a phenomenon which would help us reinforce our roots. It's a great motivator and for my success mantra, I would like to borrow Reliance's motto, Growth is Life.

### Authors that have influenced me

Always Subramania Bharati, for his ahead-of-time thinking and open and fearless approach to independence, nationalism and women's rights.

Kannadasan, for the poetic greatness.

### My family

My wife Jayanthi who was a Sub-Divisional Engineer with BSNL took voluntary retirement in 2018 to pursue her devotional interests. Son Vivek – an engineering graduate from NIT, Trichy and Young India Fellow – works as a Product Manager with a tech company.

### My typical day

I wake up early, and after a packed day relax with an evening walk. I enjoy simple vegetarian food and take that extra care to remain connected with people.

# Innovation in Theatre

*Oxford Languages' defines Innovation as a new method, idea or product. Very clearly therefore, innovation cannot be a province of corporate pursuit alone. Innovation extends itself much beyond the corporate sphere and enriches every other walk of human existence.*



Ghashiram Kotwal play at Bharat Bhavan Bhopal - Photograph courtesy Suyash Dwivedi



One cold evening at Chandigarh, in the year 2015, I had my second tryst with the epic play “Ghashiram Kotwal” at the Tagore Theatre, a cultural edifice of the tricity. It was around 20 years ago that I had my first rendezvous with this remarkable theatrical innovation called “Ghashiram Kotwal”. The first one was in Marathi and this one in Chandigarh, staged by National School of Drama, was performed in Hindi.

The 1970's can be considered as a period of renaissance in Indian theatre. Undoubtedly “Ghashiram Kotwal” was the flag bearer of this innovative and experimental phase. It is a remarkable coincidence that Vijay Tendulkar, Girish Karnad and Badal Sircar all emerged as prominent playwrights in the same era. While Karnad experimented with the use of Yakshagana<sup>1</sup>, Sircar took the theatre out of the proscenium

and onto the streets and Tendulkar extensively deployed a confluence of folk theatrical devices, especially in Ghashiram. Tendulkar was perhaps the best of them all. While this piece is on innovation, it is quite important to mention that the historical, political and artistic significance of Ghashiram is unparalleled even today, after 50 years. Ghashiram was perhaps the biggest theatrical innovation in Indian theatre ever. It married conventional with the modern expression and merged folk theatre with popular theatre. Both in content and form, Tendulkar revolutionised contemporary Indian theatre with this innovation called Ghashiram. Here's how and why.

## The Play

The play “Ghashiram Kotwal” is based on a postcolonial modern and contemporary issue of oppression by

those in power. It is a political satire based on the life of Nana Phadavnis, an influential minister and statesman of the Maratha Empire during the Peshwa administration in Pune, India. It deals with how the men in power create ideologies to serve their motives and discard them post their ‘use by’ date. The play generated huge controversy as it offended the upper caste brahmins, portrayed the statesman Nana in poor light and above all allegedly vilified the rising force - Shiv Sena. For now, let us focus on the innovation aspect of Ghashiram.

## The Experimentalist Ghashiram

The biggest innovation in Ghashiram lies in its remarkable use of the concept of time as ever spinning wheel. The theatrical construction of the maxim ‘history repeats itself’ is the core innovation at the heart of Ghashiram

<sup>1</sup> Traditional theatre form from Karnataka, a southern Indian state



which renders the play its rare character of being timeless. Tendulkar uses a historical time frame with the backdrop of the Peshwa rule (the 1800s) to depict the oppression by those in power as also caste-based politics and yet explores the contemporary political issues and the politics of Shiv Sena (1970s). The viewer cannot help but make that connection. In fact, the theme, though depicted in a 200-year-old era is still so relevant even today.

The allegorical nature of Ghashiram which depicts a period during the Peshwa rule but actually is also a commentary on the 'current' political situation makes it a little difficult for the viewer to comprehend the vastness of the subject. The viewer is experiencing the play at three levels. One, the drama happening in front of her eyes, second, the politics of Nana Phadavis and third, its subtle yet firm references to the present-day political situation. The content being 'heavy', the subject warranted a form which is simple. Innovation in Ghashiram also lies in the way the 'form' and 'content' are blended to enhance the performance.

Ghashiram is moulded in Brecht's<sup>2</sup> Epic Theatre style. To describe what Tendulkar did through Ghashiram, in Brecht's own words, *was to not use art as a mirror to reflect reality, but as a hammer to shape it*. Tendulkar was smart enough to realise that he needed to use 'popular' form of conventional and folk based theatrical devices. He innovated the form through the extensive use of musical and lyrical depiction to portray the thoughts. He did not stop there. He introduced as many as six elements from folk traditions to deliver his message. These included Tamasha, Dashavtari Khel, Yakshagana, Lavani, Abhang and Kirtan<sup>3</sup>. All of it that was not just

conventional, but also popular. The play keeps transcending between one form to the other, cleverly selected based on the choice of the most appropriate form to depict the particular event/scene. Tendulkar as a playwright was a proponent of naturalism as a theatrical technique and yet 'innovated' with the folk genre as a form for Ghashiram. In doing so, he also adopted the Brecht way. I am sure one reason why Tendulkar innovated with this form was the fact that traditional forms involve 'assemblage'. Through Ghashiram, Tendulkar actually wanted to present the psyche and emotions of the masses (on the either side of the spectrum). What better form to depict it than the folk?

The socio-political commentary does not merely lie in the scripting but also in its screenplay and presentation. This innovation clicked too.

The dramaturgical innovation is quite evident in most elements, big and small. Using a group of twelve men as 'All', portraying them as representatives of public to comment on the political situation (much on the lines of Chorus as used in western theatre), using those twelve interchangeably - sometimes as brahmins of Pune or at times as a human wall is all too remarkable. In that sense, Tendulkar the learned playwright, has also blended the western theatre extremely well. Human curtain with twelve Brahmins swaying rhythmically is a delightful sight. The way it is used in the play is outstanding. Innovations in using the curtain as a wall that swoops down on the oppressed and silencing them in one scene or suddenly dispersing into individual elements in another makes a lasting impact and enhances the understanding of the play. The forming and breaking up of the human wall and the various things it

depicts is genius symbolism.

There is innovation in the use of music too. In the first half of the play where the story builds up, mridangam or tabla is used to render a light mood whereas in the second half when the story climaxes more aggressive percussion instruments like dholki, tasha or cymbals are used. Certain sounds and body movements of the ALL (twelve men) are used as Gestus<sup>4</sup>. Unlike the conventional form, there is not a single blackout in the performance to change the set. Instead, it is all blended with the use of music or narration by the Sutradhar (central narrator). Every piece and fragment of the play adds to the core. More importantly, the uniqueness of innovation in Ghashiram lies in the fact that unlike the convention, the form was vividly described in the script itself rather than the Director presenting his vision. Very rarely does a writer visualises his play as vividly as Tendulkar did with Ghashiram.

There are many more innovations to Ghashiram's credit which are well documented and available on the internet for the readers to explore. Both in content and form and scripting and presentation, Ghashiram Kotwal is an innovative excellence experimented back in the 70s. *The use of traditional techniques and to transform them into a modern and contemporary form is the greatest achievement in innovation that Ghashiram should rightfully claim*. Innovations by Tendulkar in the form and content helps achieve his artistic goal by making the audience not just 'watch' but also 'think' the play.

End<sup>5</sup>

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<sup>2</sup> Bertolt Brecht was a German theatre practitioner, playwright and poet

<sup>3</sup> Tamasha: Folk art form that involves singing and dancing | Dashavtari Khel: Theatrical form that is performed without any technical props to depict mythological tales Lord Vishnu's Avatars | Lavani: Combination of traditional song and dance performed on the beats of Dholki - a percussion instrument | Abhang: Involves singing of devotional poetry | Kirtan: Religious performance connoting a musical form of narrating religion ideas and tales

<sup>4</sup> Gestus, an acting technique developed by Brecht combining physical gestures and attitude | <sup>5</sup> Citation: rupkatha.com

# Innovation - A Whirlwind Tour

*“Innovation is taking two things that exist and putting them together in a new way.”*  
- Tom Freston

In 1853, a New York chef by the name George Crum found himself facing a customer irritated by the French-fries that was served to him. The customer kept sending it back to the kitchen saying that it was too soggy. To uphold the reputation of the diner, George decided to try something new. He cut the potatoes into thin slices before frying them and served it with salt sprinkled over it. The customer loved it and this dish later became the most popular snack in America, the potato chips. By cutting the potato to slices instead of strips changed the user experience. This change from French fries to potato chip is one of simplest examples of innovation.



## Invention Vs Innovation

Innovation and Invention are often used synonymously, but they are not the same thing and using it interchangeably can be misleading in certain contexts. Invention is the creation of new products, processes, or ideas, like how Thomas Edison created the light

bulb. Innovation on the other hand is a broader term that includes both inventions and improvements to existing things, like how Nick Holonyak Jr took the concept of the light bulb and came up with LED lights.

Often companies claim to be a “leader in innovation” and highlight their list of patents as evidence. Although patents are legal documentations of inventions, if the practicality of those inventions are not established, inventions do not equate to innovations.

## Key Qualities of Innovative people

A paperclip is a simple yet reusable product that improved the way we compiled physical documents. It is just a wire of metal that is folded three times. To have thought of this nearly a century ago, and still use it today is what sets innovators apart. To understand this special mindset, let’s look at some of the qualities that are commonly found in innovators.

### Continuous Reflection

People with innovative behavior continuously reflect on their ideas. They are willing to go back to the initial idea and question it on way of improving. They keep searching for new information, that might be vital, to piece into their project.

### Unattached Exploration

Ideation is a time-consuming process and at the end of it, the nurtured idea is hard to let go. But when it comes to innovators, they would be willing to reconsider the original idea and explore more options or even change the

direction of approach into something entirely new.

### Action Oriented

We mentioned how patents which are of no use are not innovations. Unless an idea is acted upon and implemented it stays redundant. Innovators are always ready to act and push their team to plan and experiment on their ideas.

### Opportunity Focused

When there is an obstacle to complete a project, people would normally see it as a dead end. But an innovator sees several other routes to complete it. Blocked paths are simply an opportunity to explore other paths to reach the goal.

### Mental resilience

KFC is one of the largest franchises in the world today, but it started off with a lot of failure. Colonel Sanders, the founder of KFC, had to face rejection of his recipe 1009 times before it was accepted and became the success story it is now. This just goes to show how much mental fortitude an innovator must have to get his idea through.

### Innovation in companies

Today, companies try to get their hands on the many emerging technologies to stay ahead of the competition. Several companies have hired Chief Innovation Officers to promote innovation within their businesses. But not all businesses are prepared to push innovations within their organizations. Changing workplace systems and procedures needs resilience and flexibility, and it is an unfortunate reality that many people are afraid of change and continue to resist it.

There are quite a few ways companies try to encourage innovation within the company. Intrapreneurship is one such way. This basically means employees can be entrepreneurs at the company they are working at, by bringing their ideas and implementing it within the company rather than starting their own ventures. Fifteen percent time is a policy implemented at 3M where employees can think, doodle or experiment with their ideas for fifteen percent of their paid working hours. Employee forum is another good example where employees can put their ideas forward in a company forum to discuss and explore the possibilities of bringing the idea to fruition.

Companies need to constantly innovate so that they can stay ahead of the competition. Blackberry for example was a leader in the mobile phone market, but because it failed to keep up with the competition it's no longer significant. Whereas Samsung on the other hand keeps developing new technology every year to stay ahead of the rest. Therefore, businesses



nowadays are emphasizing a lot more on innovation within the company.

### Latest Innovation in industries

We see industries bringing new innovations every year, either to reduce costs, improve customer satisfaction or to address even larger issues like pollution. Here are a few industries that has made some significant innovations.

#### Automobile

In England in the 1890s, the industrial revolution made more people move to London for jobs. At the time, horse carriages were the commonly used mode of transport, and the horses left a lot of manure on the streets. People predicted that there would be so much manure on the streets that people would not even be able to walk. But a new technology offered a solution to this issue and provided reliable and fast transportation - the Internal combustion engine. But now we face another problem with the increased pollution from automobiles, which brings us to the latest innovation in the automobile industry, i.e., the hybrid and electric cars. Automobile manufacturers are now looking for a more sustainable mode of fueling cars because of the impending danger with climate change due to pollution. We can see several facets of the automobile industry adopting this, for example, Formula One race cars have started using Turbo hybrid power units, we see new electric car racing tournaments like Formula E and Extreme E. Car manufacturers are constantly trying to innovate on new types of electric cars with longer mileage and lesser charge time to completely replace the traditional IC engine cars.

#### Manufacturing

Virtual manufacturing is an innovation that could possibly help achieve this degree of accuracy with success. Virtual manufacturing involves inputting the requirement into a platform digitally and the computer would take care of all the processes with precision. All the user would have to do will be to wait for the final product to come out. This is already being implemented in several industries and allows companies to save money and release products to the market faster than ever.

#### Media & Entertainment

The media and entertainment industry has seen a major shift to digital streaming services. Innovation in streaming services enables us to consume content anywhere on any device if we have an internet connection. The biggest innovation in my opinion would be the introduction of streaming of games. Traditionally, people would have to buy expensive hardware to supports high performance games. But with the introduction of services like Stadia by Google and Xcloud by Microsoft, with a 50-dollar subscription we can play a game that usually require 1000-dollar hardware on our mobile phones and experience the same performance.

#### Latest Innovations in business functions

Innovations occur in all aspects of a business. Every business is constantly trying to increase profits and reduce cost. So, by innovating in every function, it ensures that company does not have any weak points.

## Innovation Clips

### Road Safety

These traffic lights illuminate along the poles to better get the driver's attention.

<https://qr.go.page.link/6Q6g4>



## Marketing

Marketing has seen a lot of innovations in the digital marketing side. But the innovation that I would like to talk about is the concept of Inbound marketing. Traditionally, inbound marketing was difficult to achieve because of the lack of reach of information. But that all changed when the internet came into the picture. Inbound marketing involves creating back channels where the customer reaches out to you instead of you reaching out to the customer. This is a more cost-effective marketing solution compared to the traditional outbound marketing strategy. This innovation helps small businesses, with a lesser marketing budget, flourish.

## Sales & Distribution

The primary goal for operational department would be to reduce cost and increase productivity. One of the major innovations that we see with the introduction of the analytical tools was forecasting. With the help of demand forecasting companies has started to shift from a push model to a pull model. They could accurately predict and where and when there is going to be a demand. So, all the companies had to do was place the right products at the right place at the right time. This helps reduce inventory costs and meet with quotas.

## IT

IT is relatively a newer business function but a very important one at that. Decision making is not what it used to be before. Now companies have a lot of data to go through and it is not possible to manually analyse and make sense of it. Innovations in data analytics helps the IT department to capture all this data and make sense out of it. This enables businesses to make more informed decisions rather than going on a hunch.

## HR

Getting the right person for the right job is never an easy task, but it is something that the HR department

must deal with. Job adverts has been constantly innovating to help companies find the right candidate. Now Job adverts can target applicants who meet their specifications and target ads towards them so that it becomes easier to shortlist candidates. Rather than going to through hundreds of random profiles to fill in one position this will help shortlist it to just ten. This also helps is ensuring there is no shortage in manpower.

## Future Innovations

There are several innovations that have been conceptualized but are still in the works. These innovations could redefine our daily lives. Here are some of the innovations that could be game changers in the future.

Autonomous vehicles or self-driving vehicles have been in the works for some time now. With companies like Google and Tesla making great progress in assisted driving, it's only a matter of time till this comes to fruition. Having a society where all the vehicles are autonomous would mean smoother traffic, better road safety and more comfortable travel.

Another innovation that has made good progress is commercial space travel and the colonization of other planets. SpaceX has made progress in making it much cheaper to travel to space and this opens the possibility of humans colonizing planets like Mars. This way one day we would explore deeper into the universe and possibly find other life forms. Although this is a long way away, it is still something to look forward to.

Innovations paves the way to the future of mankind. There is a solution for every problem, the answers could be right in front of you and all you have to do was look at it in a different way, just like how chips were made. Let us break free and keep innovating.

*Ravisankar  
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## Innovation Quiz Movin Nasim

1. Steve Sasson, a Kodak engineer invented the first digital camera in 1975. The company never launched this product and finally went bankrupt in 2012. Why did Kodak choose to kill its own innovative product?
2. The first brand of commercial roll-on deodorant was developed by a company called Edna Murphey in Philadelphia in the 1940s. Where did Helen Diserens, an employee of the firm, borrow the idea of the Roll-on device from?
3. 3M manufactures 55,000 products including Scotch Tape and Post-It Notes. It famously has the '15% rule'. Google, the 3M of the digital world, has a similar '20% time' policy. What are both these rules/policy about?
4. Around 1913, Ford was able to capture and dominate the automobile industry by lowering the price of cars and quickening the production. He primarily did this by borrowing what idea by the meatpacking industries?
5. Prof Patrick Brown from Stanford University is also chief executive and founder of Impossible Foods Inc. What is their signature product that contain ingredients such as soy and potato for protein, heme for flavor, coconut and sunflower for fat and methylcellulose as a binder?

*Turn to page 35  
for more...*



# Innovations in Valve industry and Its Impact

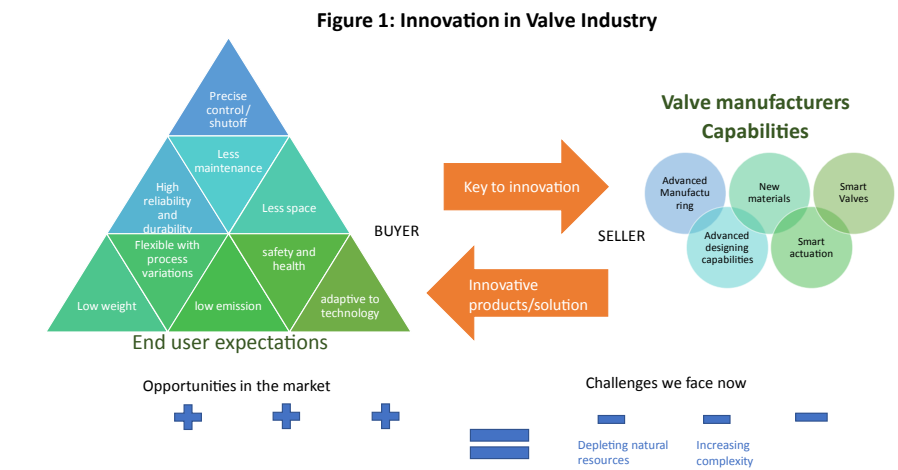
*Innovation is an improvement to modify or replace a process, product or a service. It can simply be a technique, a method or a product which creates value to its users.*

Innovations are always fascinating and have been changing every aspect of our lives. The hunger to try new things is the key to the evolution of humans. The past century witnessed many innovations that changed our world drastically, and some claim, even changed the Earth itself.

The concept of valve was incepted several centuries ago but in the 20th century, the valves market grew rapidly to address the needs of various industrial and process requirements. Currently, the valves market, with thousands of manufacturers around the world manufacturing millions of valves per year, is clocking over USD 80 billion in revenue at a CAGR of 5+%. The growth was powered by innovations in design, manufacture, materials and applications.

### Innovations in Design

Design capabilities were dramatically enhanced by modern design, analysis and simulation software that became popular in the last two decades. Tools like Computational Fluid Dynamics (CFD) and Finite Element Analysis (FEA) enabled greater understanding of the behaviour of fluids inside the valves as well as its impact on the valves. New



generation products like Triple-offset Butterfly Valves, Double Block and Bleed Plug Valves and Top-entry Ball Valves became popular. Valves evolved from hardware to intelligent integrated control and diagnostic systems, and demand for solutions such as High Integrity Pressure Protection Systems (HIPPS) grew.

### Innovation in Manufacture

Valve manufacturing saw an ocean of change driving productivity and cost reduction in line with market expectations.

**Welding.** There were notable innovations made in welding technologies which created better joints and finer overlays. The ability to overlay Tungsten or Chromium carbide over carbon steel has provided a cost-effective option to using exotic materials/ high alloys.

**Additive Manufacturing.** This disruptive technology commonly known as 3D printing, is the process of making components by adding material layer by layer, compared to the conventional subtractive manufacturing.

## Innovation Clips

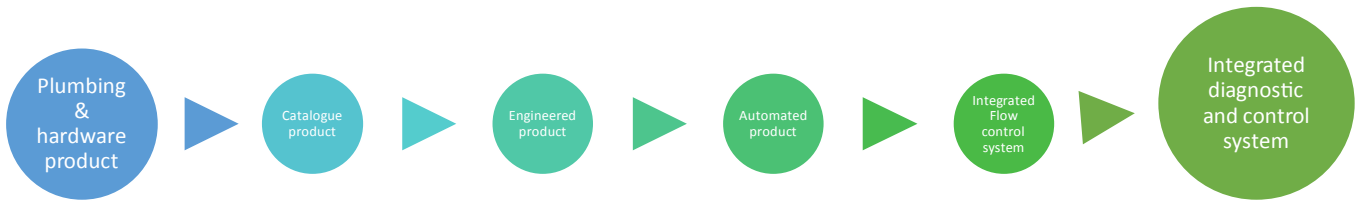
### OOH Advertising

Awesome holographic display.

<https://qr.go.page.link/LGDcv>



Figure 2 - Evolution of Valve from a product to system



Innovations such as CNC Machines, Flexible Manufacturing, Enterprise Resource Planning (ERP) as well as advancements in foundry technologies have significantly contributed to the growth of the valve industry all around the globe.

#### Innovations in Materials

Ferrous materials are traditionally the key MOCs in valves. The innovations in metallurgy and invention of new materials have widened options thereby improving compatibility to a wider range of applications.

Sour crude, minerals processing, oil sands, desalinations, water and effluent treatments and corrosive chemicals have contributed to the increased demand for higher-grade alloy steels, stainless steels, duplex stainless steels, Hastelloy, etc.

The industry is embracing polymers and composite materials as economic and lighter alternatives to heavier and costlier alloy steel valves. For example, acid plants in fertiliser, pharma, chemical facilities are replacing alloy steel and duplex stainless-steel valves and fittings with polymer or composite based valves, fittings, tanks, piping, etc.

#### Elastomers:

A wide range of elastomers in the form of seats, seal rings, etc. are used in quarter-turn valves to ensure bubble-tight sealing. The advanced moulding and mixing technologies have increased efficiency, reduced costs and enhanced the portfolio of elastomers, thereby enhancing the acceptance of

quarter-turn valves over traditional gate/slucice valves.

#### Industry 4.0: An Era of Smart Valves

Industry 4.0 is an ongoing industrial revolution that connects information technology with manufacturing. Internet-of-Things-ready Smart Valves with integrated diagnostic, monitoring and communication modules are gaining popularity, and are expected to dominate valves for critical and severe services in the future.

#### Summary

The collective impact of innovations in designing, manufacturing, materials and smart devices are the real drivers for the valve industry's growth in coming years. Remember, "The best way to predict the future is to create it"



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# Remote Inspection

The inspection and audit of valves used in industries such as oil & gas, refining and power are governed by international code and standards. Traditionally, inspections and audits of valves and components are carried out at the manufacturers' premises.

The pandemic and the travel ban brought audits and inspections to a grinding halt. But we were ready with an innovative solution - Smart View, a digital collaboration platform that leverages AR technologies to minimize the limitation of distance and time.

From April 2020, we augmented Smart View with MS Teams and video calls and ensured seamless business continuity. We are able to deploy remote inspection services around the world and carry out operations safely and efficiently without compromising on the quality of experience.

**Remote Inspection Workflow:**

- Stage 1 – Pre-requisites confirmation
- Stage 2 - Booking
- Stage 3 – Pre-inspection Preparation
- Stage 4 - Remote inspection delivery
- Stage 5 - Report Distribution

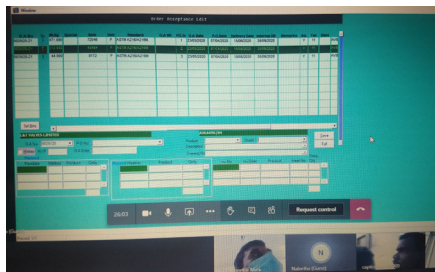
The procedure for conducting remote inspection was documented and approvals and clearances were obtained from customers and certification agencies. Further, as a part of our knowledge-sharing programmes, we conducted webinars for customers and suppliers on remote inspection.

**Remote Audit & Inspection**

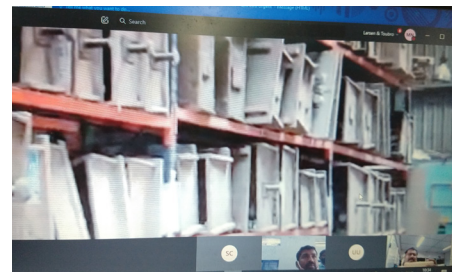
- To handle inspection during crisis
- To handle travel restrictions
- To minimize inspection arrangement, lead time and to speed up clearance
- To accelerate production and delivery



Audit Opening Meeting



PO Verification



Pattern Storage



Mould Assembly



Mould Hardness Check



Melting



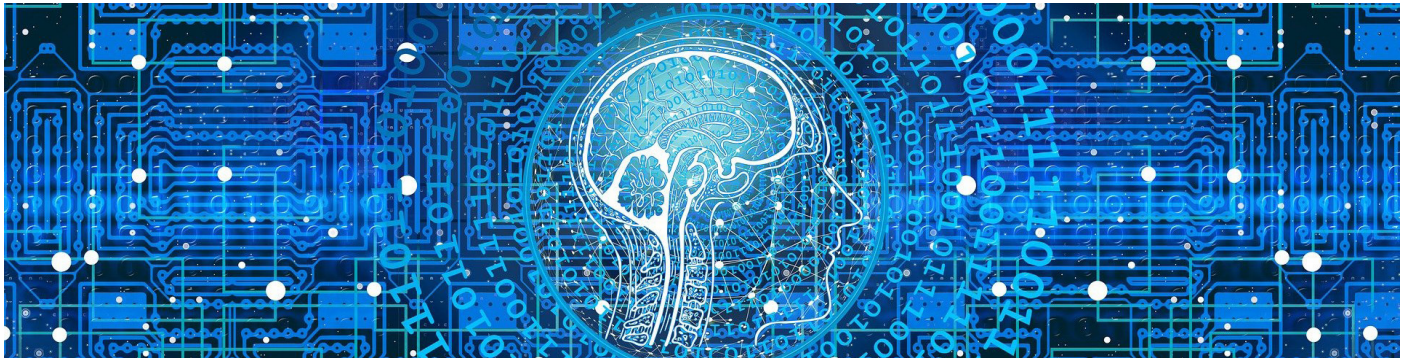
smARt.view



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# Digital Datasheet Decoder



Here at L&T Valves, we believe employees should put their time and effort into using their skills in their respective fields rather than doing mundane repetitive tasks. So, whenever folks come across work that is boring or repetitive, it should strike a bell in their heads that there should be a technology available to take care of such work. Mr Madhan and Mr Lokesh, managers in Pre-sales team had one such “aha!” moment. Under the guidance of their department head, Mr Haribabu, and the encouragement from the Global Head of Operations, Mr Basavarajappa, they began exploring various options such as bots. At this auspice moment, the digitalisation team was formed and began collaborating with Mr Madhan and Mr Lokesh to understand their requirement. The problem statement was a classic use case for Natural Language Processing (NLP). Doing day-to-day work in a new way is another form of innovation and kudos to Pre-sales team for coming up with one.

NLP enables the computer to read the contents of any digital document

(machine readable format like PDF generated by system) and then the program plays around with its contents to convert it as per the requirement. In case of Pre-sales team, it was to read the customer datasheet, which comes in various formats, and to convert it into a standardized L&T Valves decoded format. Special credits to Ms Sanjana, intern at L&T Valves digitalisation team for developing the NLP code completely in-house. Other applications of this technology could include verification of supplier QC documents to see whether the chemical and physical properties as seen in the Material Test Certificate is within the acceptable range as per our standards or not, whether the bank guarantee format as supplied by the customer has any unacceptable clauses or not, etc to name a few.

Kaizen is a way of life at L&T Valves, and we at digitalization team will continuously strive to improve the tools provided with the latest technology advancements available. The next version of digital datasheet decoder will contain below features:

- 1 Optical Character Recognition (OCR) to enable NLP to also understand non-machine-readable format such as scanned images
- 2 Artificial Intelligence (AI) to automatically remember manually corrected values and to decode it in the same way in future documents
- 3 Cloud based application with login to access from any device, anywhere



*Yaser Ahmed Palikonda Latheef  
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**Demo**  
Working of Digital Datasheet Decoder  
<https://qr.go.page.link/nURjg>

# Express Delivery: A win-win solution

Introducing Express Delivery, a customer-centric innovation from L&T Valves that addresses the demand for quick deliveries.

During project construction, changes in piping layout or process parameters can trigger an urgent demand for valves. In an operating plant, exigencies or shutdowns also can spur an unplanned demand for valves. These jeopardise schedules and is a perennial cause of concern for customers.

Leveraging our global project experience, L&T Valves introduces a solution that significantly reduces uncertainty and delivery lead-times - Express Delivery [www.Lntvalves.com/expressdelivery](http://www.Lntvalves.com/expressdelivery)

Express Delivery is a web-based solution for browsing and ordering valves from L&T Valves inventory across the world.

## Milestones

### Forecasting customer demand:

Accurately forecasting the demand for specific products across the globe was vital to the success. To calculate advance order quantities, we correlated past project activity data with customer buying behaviour. The subject matter experts from valve manufacturing, EPCs, end-users and distributors reinforced and validated our findings.

### Streamlined manufacturing operations:

With multiple manufacturing facilities spread across the globe, streamlining the operations to achieve a high degree of efficiency and flexibility was very important.

**Logistics readiness:** Logistics, both inbound and outbound, had to be revamped and digitally integrated to



	BALL- 1P, , 0.75, 150, WCB / SS316+ Soft, Lever	BALL- 1P, , 0.75, 150, CF8M / SS316+ Soft, Lever	BALL- 1P, , 1, 150, CF8 / SS316+ Soft, Lever
Type	Type: BALL- 1P	Type: BALL- 1P	Type: BALL- 1P
Size (inch)	Size (inch): 0.75	Size (inch): 0.75	Size (inch): 1
Pressure Rating	Rating: Class 150	Rating: Class 150	Rating: Class 150
	End: FLANGE RF	End: FLANGE RF	End: FLANGE RF
	Operator: Lever	Operator: Lever	Operator: Lever
	Body: WCB	Body: CF8M	Body: CF8

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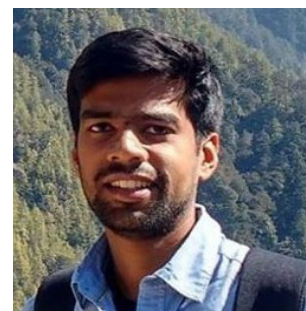
make them highly responsive to enable the quick turnarounds planned.

Recently a major oil company from the Middle East needed valves for an urgent shutdown, and we were able to quickly respond and solve the issue.

We launched Express Delivery in September 2020, and the response has been very positive. We currently stock over 15,000 valves at multiple stocking points in the USA, Saudi Arabia and India.



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# Gate Valves for Hot Tapping Service



L&T Valves is a global leader in Gate Valves. We offer an ever-increasing range of solutions for a variety of critical applications: Cryogenic, High pressure, Large-size, High alloys, Clean service, Low emission, Bellow-sealed, Actuated...The latest addition to our Gate Valves portfolio is a high integrity Gate Valve for hot tapping application.

## What is Hot Tapping?

Hot tapping is defined as the method of making a connection to an existing pipeline without emptying that section of the pipe. In other words, hot tapping involves working on a live pipeline carrying inflammable fluids.

Recently we supplied valves for a pipeline project in Singapore. The project involved linking a rock cavern storage to two refineries. These pipelines had to be connected to the existing pipeline at the refinery using hot tapping and 48 inch Class 150 high integrity full-bore Gate Valves manufactured at L&T Valves Kancheepuram plant were used.

## Innovation Clips

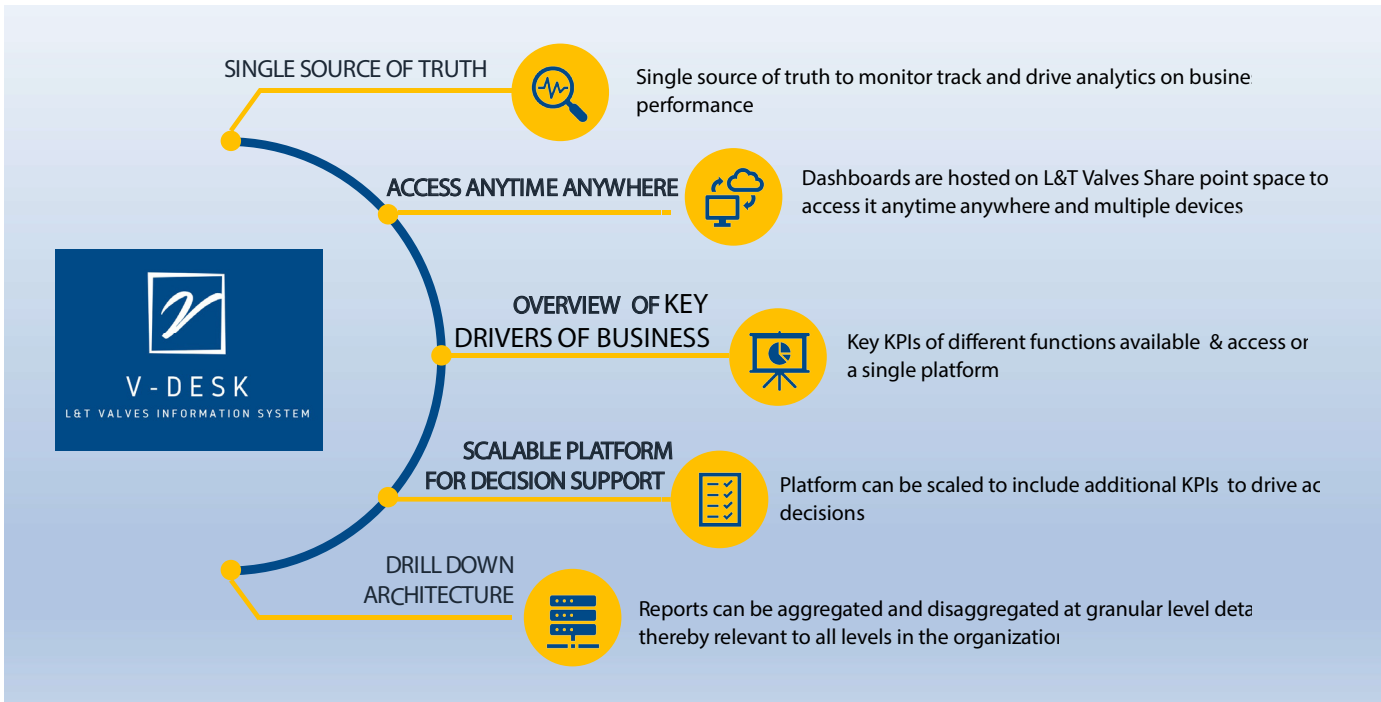
### Road layer

Smart innovation saving back breaking work

<https://qr.go.page.link/sQ1A9>



# V-Desk



## About

L&T Valves V-Desk is a Smart PMS created under the aegis of the digitalization drive to facilitate data-driven decision making. The innovation was conceptualised and helmed by Sameer Godbole, CFO and launched by Mahesh Joshi, CE and Mr S Kalyanaraman, CE (Designate) in the presence of over 60 employees.

## Purpose

V-Desk currently tracks the key performance metrics of Sales & Marketing, Operations, Finance and Human Resources domains and is accessible to the Leadership Team on the L&T Valves workspace. The dashboard is enabled by Power BI with anytime access and is device agnostic (laptop, desktop, tablet, mobile).

## The Way Forward

The platform will be scaled up to include metrics from other crucial business functions and would include other value-adding functionalities such as granular level drill down and predictive analytics that will eventually make V-Desk the single source of truth for business performance monitoring at L&T Valves.

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# Innovation, a brain game

In the vast expanse of a sky starkly lit by the blaze of the morning sun, what could be a more bedazzling sight to watch? The rhythmic flapping of the wings by the birds as they set out to begin their day or the V shaped flight these birds manage to form and hold until they reach their destination?

Many behavioral researchers have studied the V formation and through careful observation have unraveled lessons for humanity as a whole. In a V formation flight, the bird behind flies slightly higher than the bird in the front and by doing so they manage to tackle the resistance from the wind. By handling wind resistance in this simple and cohesive manner, these birds are doing what matters to them most - conserving their energy!

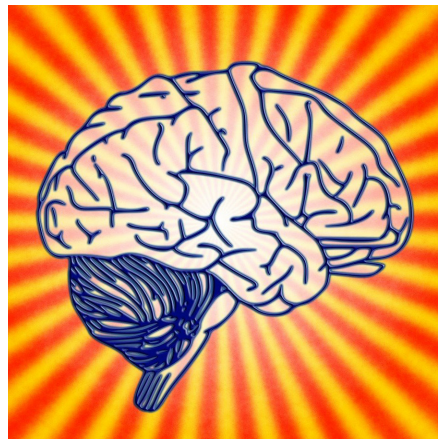
What other profound example can there be for innovation in daily life?

**Obviously then, innovation is that one idea which if taken into serious practice can make lives easier not just for one but for many. An idea that is simple to implement and yet with a potential for large scale impact.**

The question is how to get that one simple yet transformational idea? What brain gimmicks does one need to attempt to be that bright lad amongst the competitive minds blinding the eye? After decades of research on Innovation and its core principles, it is no surprise that the recent publications on Design Thinking all begin with one single step and that is, to empathize. Yes, empathy-the very utterance of the word sounds like it is far from innovation. But that's our mindset problem. Over the years we have been programmed to believe that innovation is a left brain function. Idea generation has been staunchly defined as a logical process confined to the functioning of the left-brain. Little did the researchers

know that in fact it is quite the opposite.

**Innovative ideas that have ordained our rich historic past have always stemmed from sporadic right brain revelations.** The springing up of an innovative idea never follows a structured step by step process. Rather, the idea is spontaneous, out of the blue. The apple falling on Newton was not a predicated event. It just occurred and yet it was the source of Newton's law on gravity. The principle fundamental to fluid mechanics the physical law of buoyancy came into being in that one



awkward moment when Archimedes lay immersing himself in a bathtub filled with water. Innovation kept eluding Elias Howe as he struggled to spot where to put the needle's eye in the sewing machine that he was trying to build. But one strange incident gave him the answer. That incident was his dream.

It was a dream in which he was ordered to build a sewing machine by a savage king. But since he could not build it within the deadline he was being taken for execution by the King's warriors. It was during that death march did he notice something unique about the spears held by the warriors. These spears were pierced near the point. It

was a dream-far from real-yet it held the answer to his ever-evasive answer. Elias Howe took the cue and started to build his 'dream' machine. The model of the needle which had the eye at its point came into full-fledged existence and so did the invention of the lockstitch sewing machine.

For many this could be a confounding conundrum. How can a dream hold a logical solution to a logical problem? Our left brain wired thinking could make this sound as frivolous as it could. But perhaps it's too late. The process is already demystified.

**Creativity is a right brain process. Full stop.** Solutions to even the mundane problems need not necessarily stem from the routine; instead, it could emerge from a zone beyond structure and routine.

If we integrate this understanding into us, then we can confidently work towards embracing a holistic approach to innovation and that is to adopt a thinking pattern known as Whole brain thinking - an approach that could save us a lot of time, efforts and futile consequences.

But... hold on. If creativity is a right brain process, then why even consider whole brain thinking? Wouldn't it be beneficial if we transition into a right brained approach instead?

Clearly not. To grasp this in totality, we need to first understand what differentiates the two hemispheres of the brain.

**Whole brain thinking - an interaction between the two hemispheres of the brain**

Left brain focuses on structure, logic, deduction, numbers, facts.



Right brain is about being intuitive, free flowing, visual orientation with a focus on the larger picture rather than the details

**The right brain processes allow for creative and new ideas.** Which is why Mozart, Van Goh and similar others were believed to be truly right brained artists. Their dominant right brain allowed them to create master pieces in their respective fields. Their right brain dominated creations broke conventional patterns and that made their work stand out.

But, in the context of innovation, we are not just looking for creative ideas or creative music and arts. We are seeking ideas that solve problems, ideas that work, ideas that transform lives of many. For an idea to be as sharp and impactful, it need not and must not be different and creative alone. It must necessarily also pass the test of logic.

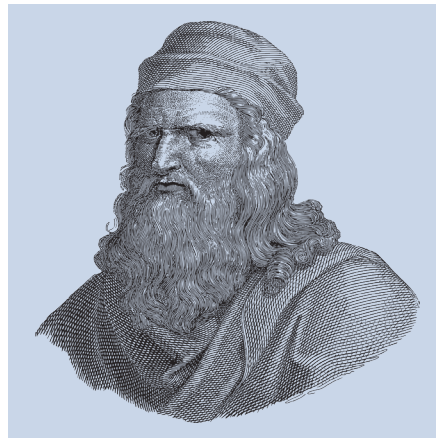
**The true test of an idea lies in the magnitude of the problem it solves. And it is here that the left-brain steps in. To validate the creative idea emanating from the right brain and to rivet it to solve specific world related problems, the left-brain logical processes are absolutely required.**

Hence the need for whole brain thinking!

The intent to adopt a whole brain approach to thinking is just the beginning. The contours take shape only when there is discipline and determination in becoming a whole brain thinker.

Here are some ideas to start with. If you are predominantly a left-brain thinker, then try breaking your thinking pattern by

1. Writing with your other hand. Practice writing daily with your non dominant hand for some time
2. Draw a map of the locality you live in from your memory and imagination
3. Listen intently to the musical tones in your favorite songs try to zoom out of the lyrics and instead focus on the variations in the tones at the background
4. Take 3 objects that you use in your daily life and think of alternative uses for those objects keep doing this



exercise with different sets of objects daily

When you have tried your hands on all of the above and there is a yearning in you for some inspiration to keep your journey on, then turn towards the Renaissance man, Leonardo Da Vinci, an

intellectually, creatively and emotionally well-rounded human.

Da Vinci many of us know is a great artist. But his creations were more than just the Mona Lisa. He was also a talented and skilled painter, sculptor, architect and engineer. His pursuit for knowledge urged him to explore both arts and science and his inventions are both left brain and right brain driven. He is today considered as the world's most successful whole brain thinker and the world's greatest creative genius. And that is what is needed for a man who managed to invent something as small as Aerial screws to a series of inventions across engineering, music, painting, anatomy and architecture.

**Da Vinci had a sharp perceptive eye. He could see things around him differently.** An aspiring inventor therefore must first attempt to see the problem and then strive to understand it. In one simple word-empathize.

Empathy, dear reader converts any polynomial equation into a simple binomial problem. It allows for simplicity and paves way for a sustainable and impactful solution. When that happens, one can be rest assured that an innovative idea is at the verge of its irrevocable explosion.

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## Innovation Clips

**Temporary housing**

Quick build!

<https://qrگو.page.link/Tew9R>



# Quality Month Celebrations



The month of November is celebrated as Quality Month across the globe to emphasize the impact of quality in today's competitive and fast-moving world.

The theme for the Quality Month celebrations at Larsen & Toubro was 'First Time Right'. L&T Valves based on feedback from the employees refined the theme to include a customer angle also and came up with the theme 'First-time Right for On-time Delivery'.

The Quality Month was inaugurated by Mr Mahesh Joshi, CE and was followed by Guru Speak from Mr Tushar Mukherjee, Head-Quality, RIL. While the pandemic transformed the traditional quality month inauguration function to an online event, the positive aspect was that it enabled participation of

employees from offices and facilities across the globe.

The key take away from the Guru Speak was that 'Quality is the collective responsibility of everyone in the organization'. Mr Mukherjee mentioned that the stages of inspection should be minimal, and that quality should be an inherent property of the product.

During the month, video messages from functional heads on the quality culture was shared via email. Technical training sessions on Metallurgy, Welding and NDE were conducted and the contests (poster, slogan, quiz, crossword, etc,) drew good response.

**Highlights:**

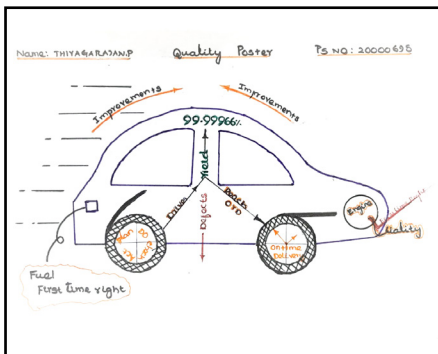
- Technical training sessions: 600 manhours
- Training session on PMI handling and operation conducted for inspection personnel
- Technical Quiz session conducted with participants from various functions at

both Kanchipuram and Coimbatore plants

- About 150 people participated in the online technical crossword contest
- Slogan entries were received in Tamil and English, and posters depicting the Quality month theme received at both the Kanchipuram and Coimbatore plants



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Thiyagarajan P



Rajkamal R

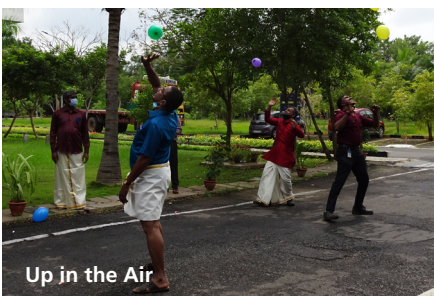


Rejul Ramesh



# Diwali Celebration at KPM

*Health | Happiness | Harmony | Hope*





# God is Dead

What Zidane could do with a ball; Maradona could do with an Orange”  
- Michel Platini

Once upon a time, greatness in sport was not defined by statistics and data, not bestowed in newsrooms or media debates, not measured by fitness and longevity and not determined on the basis of astute professionalism or political correctness. Thank god, we weren't as wise then, for we wouldn't then know what separates a 'genius' from the 'great'. My first ever tryst in life with the notion of 'genius' was [Diego Armando Maradona](#).

Romantics have no place in the ruthlessly professional and data-oriented world of today. Football continues to remain the first love for many and yet the aura of romanticism around it has been peeled off completely with over scrutiny. *The art and mystery in sport has been decimated with excessive use of technology.* From the 'hand of god'<sup>1</sup> folklore to the VAR<sup>2</sup> - the game has lost much more than just its speed. I stopped writing or talking about football ever since the discussions began to be centred around the technical, physical and economic attributes of the game, slipping far away from the enthralling tales of superhuman abilities of those who set the fields on fire. Stories of rags to riches journeys, display of footballing genius, jaw-dropping deeds, larger than life personas, eccentric behaviours were the folklores exchanged over a hot 'cutting chai'<sup>3</sup>. Yet, here I am today, writing a piece to mourn the departure of *God*, whom the world of football knew as *Maradona*. With him also ends the romanticism in football. He was perhaps the 'last man standing' who epitomised the



love affair. Maradona was arguably the greatest sports person to have ever lived.

Maradona, much like the typical protagonist from modern-day cinema had his shades of grey. Having grown up in the slums of Buenos Aires, his legend was marred by stories of cocaine problems, involvement with crime syndicates, political affiliations, tax evasions, an extravagant lifestyle and probably a few more. However, being old school, none of these would ever cloud my love for the sporting genius of Maradona - the phenomenon. *His genius lied in his sporting talent alone.* He possessed unearthly skills in sudden passing, scoring off acute (& impossible)

angles, ball control, shooting, balance, dribbling and straight-line runs. As Mourinho said *"With Maradona on the ball, you didn't know where he finished and where the ball started"*. The guy had 'divine feet' and could dribble the ball past opposition players while on the run. The second goal in the 1986 World Cup against England was a testimony of his diminutive genius. His sharp pivot and turn followed by piercing through half a dozen England defenders who possibly didn't exist for him made the outcome divine. *The bewildered Bryon Butler who was on radio commentary at the time summed up the goal and genius of Maradona, saying, "Maradona turns like a little eel and comes away from trouble.*

<sup>1</sup> A term coined by Diego Maradona for the goal he scored in 1986 FIFA World Cup using his hand | <sup>2</sup> Video Assisted Referee



*Little squat man comes inside Butcher, leaves him for dead, outside Fenwick, leaves him for dead - and puts the ball away. And that's why Maradona is the greatest player in the world".* One cannot forget that the incredible runs Maradona did with the ball came on surfaces which were remarkably bad. His bends and flow were other worldly which helped him turn the game at will. His divine through-ball, out of the blue, with a flick to Burruchaga won Argentina the world cup. His 'playing around' with the ball and juggling tricks showed how much he loved the ball, treating it like his pet. Above all, the man was a great leader of men who led his country<sup>4</sup> to a world cup win in the 1986 FIFA World Cup with a win over Germany in the finals. Beyond his outrageous individualist skills, he was also a great team player. His incredible

feats at Argentina and Napoli speak for themselves. One of his greatest quality was producing champions out of underdogs.

Maradona meant freedom, rebellion, wildness, madness and all of it who 'showed' us that nothing is impossible. Watching Maradona was like witnessing a ballet performance. He was a mystery. I never ever want to know the technical reason behind how he could manage to get those angles, which physical attribute allowed him to do those runs, or what strategic aspect of his game made him outthink his opposition. *I do not want to understand anything that would decode the magic of Maradona.* For it would make him a mere mortal, which he was not. He was a 'God' who could perform miracles, inspire generations and light up lives. I also

do not want to engage in a 'was he the best?' debate simply because you cannot measure divinity and any attempt to do that would appear childish and waste of time. Much like they retired his No. 10 jersey when he left the game, we should put an end to the debate of 'who was the best' and celebrate the genius of Diego Maradona. Maradona is way above and far beyond, the deceptive record books, number of titles or transfer fee sums. *Maradona was not just glamor, he was gold.*

Much like any enigma, an attempt to interpret (or explain) the genius of Maradona would be a wasteful exercise. Decrypting the 'magic' in art or sport zaps out the romance which draws people to them in first place. Echoing the sentiments of Morales, *like the great masters in music and painting, Maradona defied our intellect and enriched the human spirit. No one thrilled us more and left us in awe as much as Diego.*

He has left us and yet the romance and memories will live through his legend. The folklore will survive generations and probably get more intriguing. The 'devotees' will continue to worship. His name will not just be cast on a tombstone but in the minds and hearts of millions. *As the God returns to the heavens, there will be fans waiting at the gates to greet him just as there are millions here to see him off. Yes, the GOD IS DEAD.*

*Rest in Peace.*



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# AMN Felicitated on Unique Career Milestone

| 55 Years of Devoted Service



L&T celebrated the career milestone of its Group Chairman in a very special manner. We christened our impressive new office complex – A.M. Naik Tower and presented Mr. Naik his unique 55 Year Long Service Award in that very tower.

The ceremony on 18 December, hosted by the CEO & MD Mr S N Subrahmanyam, saw many of L&T's Executive Directors, current and former members of the L&T Board in attendance.

Speaking on the occasion, SNS touched on Mr. Naik's pivotal role in shaping the Company's history, his long list of accomplishments and total devotion to the Company. He also talked about the various honours bestowed upon Mr Naik, particularly emphasising on the high national honours and the Danish Knighthood First Class.

Welcoming guests at the commencement of the function, L&T Realty CEO & MD Mr Shrikant Joshi said that the event was special because it was unlikely that Mr. Naik's career record would ever be broken.

*Excerpted from L&T Spot News, 21 December 2020*



**Suresh J**  
Plant Head - KPM

**30**  
Years

**The secret of my long service with L&T**

“ L&T provided a platform to learn and build my career. The company cares for its employees and gave me the freedom to work in the areas of my interest. My passion to take on challenging tasks made me to continue working with L&T Valves.



**Kamath BB**  
AGM - Logistics & Documentation

**25**  
Years

**Why I joined L&T**

“ L&T is a well-respected company and working for an Indian Multinational is a matter of pride. Also, the wide range of valves offered a good learning experience.



**Vishwanatha KS**  
Plant Head - CBR

**25**  
Years

**My first day with L&T group**

“ Warm welcome by the HR team at the Manapakkam plant, calm office environment and delicious canteen food.



**Ramesh S**  
AGM - ISD

**20**  
Years

**My first day with L&T group**

“ When I joined there was no mailing system. I was happy to install the first mail server at KPM Plant for 35 users in Aug 1999. I remember I had met the then plant head Mr Chandramouli S on my first day.



**Venkatesan V**  
Manager - Material Planning, GGC

**20**  
Years

**The person that influenced me the most in my professional career**

“ Mr MA Ravichandran  
JGM & Head - PED & OPEX



**Annamalai SP**  
Executive - LSV production

**15**  
Years

**My biggest personal achievement**

“ Maintaining a happy & healthy family life as well as a career.





**Balaji MG**  
Manager - SCM

**15**  
Years

**The trait/ quality that most people recognize in me**

“ Trusted and committed to work. Self-driven, system and process oriented in achieving results.



**Chandrasekaran T**  
AGM - SCM, China

**15**  
Years

**One key learning I would like to share with the team**

“ Accept any challenge and dedicate yourself with utmost sincerity. In 2004 I took on the challenging task of developing a supplier base in China, though apprehensive about the harsh weather, unfamiliar language, culture and cuisine. The challenge of bringing in suppliers who meet our stringent quality requirements was daunting. But today, I am happy and proud that we have built a strong and reliable network, with over 40 mature and flexible suppliers who meet both our quality and delivery requirements. We source over Rs 100 crores from China annually.



**Gopi N**  
Assistant Manager - Quality Control

**15**  
Years

**Qualities of a team that makes me happy to work with them**

“ The qualities include being open-minded, giving constructive feedback, active in brainstorming sessions, being flexible, being reliable and responsible, not staying in the shadows, keeping the team informed and always being ready to help.



**Gopinath D**  
AGM - Inside Sales and Logistics

15  
Years

**My proudest period as an L&T-ite**

“ In 2013-2014, we supplied 80 crores worth of TOBV ROSOV, then the highest value sale for TOBV. We also achieved a sale of 28 crores in one month, again another record.



**Harish V**  
Executive - Stores

15  
Years

**The proudest day as an L&T-ite**

“ I am proud to be an L&T-ite every day. I thank the management for giving me a wide variety of opportunities to learn different platforms during the 5479+ days with the L&T family.



**Jagatheesan P M**  
Assitant Manager - SCM

15  
Years

**The one point about L&T you like to brag about**

“ One of the best organizations in India, technically sound and ethical in all aspects. Always taking care of employee's welfare. I am proud to work with L&T Valves.



**Milton Danny**  
Head - Product Development

**15**  
Years

**One thing I wish I knew when I started my career**

“ Maintaining a healthy work-life balance is an important aspect in any professionals’ life. Personal development, mentoring and team building are as important as meeting professional milestones within tight deadlines.



**Muralitharan S**  
Manager - Estimation

**15**  
Years

**One incident I will never forget**

“ The most unforgettable moment in my working career was during the Covid-19 pandemic. I was tested positive and was in hospital and it was a time of great distress for my whole family. But the kindness and the care exhibited by the HR team during this critical period was exemplary. I really appreciate and thank the team whole-heartedly for the care they have shown towards me and my family during this phase.



**Prasanth Prasad**  
DGM & Head, Sales EMEA

**15**  
Years

**The secret of my long service with L&T**

“ I have got new opportunities, consistently. It helped me to learn a lot. I was able to contribute to the company’s goals too.





### Saravanan P

Assistant Manager - Production Planning and Control, TMBV

15  
Years

#### My proudest day as an L&T-ite

“ The day on which I joined L&T was the proudest day.



### Sugumar S

Manager - Service Support, Americas

15  
Years

#### The biggest change I notice in myself after working with L&T Valves

“ I always lived by the quote “Act as though I am, and I will be”. A great team and well-experienced mentors helped me realize my potential. R&D gave me a window to innovation and technology and an opportunity to see the products in real world. It gave me a sense of pride and helped me to serve the company with utmost sincerity. L&T Valves taught me to make each day better than the last, and the power of empathy.



### Suriyanarayanan S

DGM - DNA

15  
Years

#### My proudest day as an L&T-ite

“ In 2010, we had a five-day, five-auditor ASME audit for nuclear accreditation of the Coimbatore facility. The audit was very thorough and tough and I was the single point interface with the audit team. During the closing meeting, the team leader personally acknowledged my understanding of the product and the process. The audit was successful and L&T Valves became the first Indian valve manufacturer to obtain ASME N & NPT stamps.



### Syed Aslam S

AGM - DNA

15  
Years

#### The person that influenced me the most in my professional career

“ NV Venkatasubramanian (Former CE, L&T Valves). He encouraged, motivated and inspired me to push my limits. He was a charismatic leader and a mentor who made me realize my true potential. He always believed in me and his decision to transfer me to manufacturing was a defining moment in my career.



### Thirumalai Muthu P

Assitant Manager - Design & Development, DNA

15  
Years

#### My biggest personal achievement

“ My biggest achievement was the successful completion of BE in Manufacturing Engineering at the famed College of Engineering, Guindy. During my part-time programme, I initially struggled to manage the official work, family and my studies, but in due course of time, I learned to balance all the three well. I feel proud that I was able to greatly improve my qualification and skills and contribute to the development of mission-critical valves for projects of national importance.



### Vijayarangan M

Manager - Quality control

15  
Years

#### One key learning I would like to pass on to everyone

“ The key learning, after spending 15 years in L&T Valves, is to keep learning - to provide optimum response to both internal and external stakeholders. The knowledge I gained helped me improve my self-confidence for handling key audits & inspections, globally.

# My Journey in Quizzing

| *Movin Nasin Miranda, Head - APAC Sales*

As I was recently watching the documentary about UK's premier General Knowledge quiz show 'University Challenge', I came across an interesting bit of information. Apparently, the college which wins the University Challenge each year sees almost a ten-fold increase in the number of students applying to that college in the following year, a huge windfall for any college, as this ensures both quality students and continued revenues as tuition fees. This reminded me of my own parallel experiences as a quizzier in college.

But first, about the University Challenge quiz. This is not your friendly 'Kaun Banega Crorepati' format where you have four choices, three lifelines, a friendly host and anything from 2-3 minutes to answer each question. University Challenge is brutal. The typical question is on a buzzer, to be answered in like, 10 seconds and goes thus - "What is the common name of the marine arthropod *Limulus Polyphemus* sometimes called a living fossil? An extract of its blood cells is used in the detection of bacterial endotoxins?" (that's a horseshoe crab). Some 130 colleges apply and barely thirty are chosen to be quizzed on subjects from Particle physics, Chemical bonds and Astronomy to Shakespeare, Post-Impressionists and New Wave Cinema. If you can win some five quizzes in series against the best student brains in the world, several of them PhD students, you win a trophy, with no prize money whatsoever. Yes, no fancy cheque to take home and no goody bag either.

That brings me to my own quizzing experiences. In 1985 when Doordarshan was the only TV channel in India, it

began beaming episodes of Quiz Time, the inter-collegiate quiz competition that was hosted by Siddhartha Basu, the same gentleman who today produces the money-spinner KBC. Money-spinner for the producers that is, from all those expensive calls that you make to try to get on to the show.

Imagine a programme on Indian TV that combines the following of KBC, Indian Idol, Big Brother and MTV Roadies. Well, Quiz Time was that big. It was on prime time, 9 PM on Sunday nights, probably the only English programme on Doordarshan and everyone watched, from Union Minister Gulam Nabi Azad, who congratulated an NCC contingent from my college for our success and international commodities billionaire trader Rajendra Sethia (himself a quiz question as the world's biggest bankrupt in the 1980s) who watched it from Tihar Jail.

RVCE's (RV College of Engineering, Bangalore) unheralded team stunned

viewers with its performance, primarily because everyone expected the fancier teams from the IITs and IIMs to sweep this quiz. What went in our favour was that we came from a circuit in Bangalore that had prepared us well. I still remember answering a question on the name of the free tract speech penned by John Milton ('Areopagitica' - someday I will actually get around to reading it) and identifying a painting by Eugene Delacroix called 'Liberty Leading the People' that has special significance in French history. The team was captained by yours truly, eventually a Chemical Engineering graduate of the 1987 batch. The 1985 performance was bettered in 1986, with a top-four placing in India. I have since made a career in industrial product marketing and have helped export engineering goods from India to the oil and gas markets in Malaysia and South-East Asia.

But then I have digressed, so let me come back to the story I wanted to





tell. What University Challenge does to UK's colleges; Quiz Time did to RV College of Engineering. RVCE came to be recognized far and wide in India as a centre for academic excellence, a tag that has eluded it for years. This is hard to imagine today but the college that is today ranked a little below the NIT's was once known mostly for its rowdy students, two of who have since made a career in Karnataka state politics. Quiz Time changed all that and when I accompanied my cousin to the admissions interview the next year, I was shocked to find out that the entrance fee had almost quadrupled. When I expressed surprise, the official in charge shrugged his shoulders saying, 'all thanks to you, young man – we are flooded with admission queries, some from as far as Assam.' Maybe, someday RVCE will put up a plaque acknowledging my contribution to their coffers.

This was some thirty-three years ago, but I still pursue my quizzing hobby on and off, both as a Quizmaster and quiz participant. My last big placing in quizzing was world number 36, some four years ago and a top Asian placing both in the World Quizzing Championship and the Asian Quizzing Championship. Preparation for both almost consumed all of my personal life and somewhere sanity prevailed and so it's mostly casual quizzing now (I've since discovered that I am still married and have a 17-year-old kid that somehow turned into a sane adult, all by herself), though like the habitual criminal, I get dragged into the deep end now and then. Fellow enthusiasts, one of whom is the current quizzing world champion, sneaked me into the Singapore team for the world team quizzing championship which was held online on weekends and which just concluded last month, where we were mostly trashed by teams from the USA and UK that do quizzing for a living, though we did hold our own in several

matches. My current idea of relaxation is helping set questions and run an online Asian quiz league, mostly for novices, that currently has some thirty teams.

Enough said about me. Now to a question that I get asked often is 'How does one prepare for a GK or trivia quiz?'. Let me attempt an answer.

Like they say about swimming, you can't learn swimming unless you actually step into the pool. My advice - take part in quizzes, see where your shortcomings are and prepare accordingly. Often it means brushing up on the stuff you learnt in school and college, reading up the old classics again, doing background reading on the music and movies you enjoy. Join online or offline quizzing forums, check out quizzes that are posted online, on blogs and websites. SlideShare also has tons of stuff that you can access. Quizzes like BBC Mastermind and University Challenge are now on YouTube. Another thing I tell budding quizzers - set questions yourself and offer them to fellow quizzers for review. Learn from their feedback and from their reaction. Another technique that many quizzers employ is familiarization, which is different from memorization. Mugging up the capitals of 190 nations is memorization. Knowing that a cricketer called Marnus Labuschagne plays for Australia (he's a quiz question too - the first cricketer to become a concussion substitute in a Test match) is familiarization.

The best part of quizzing is not the prizes and accolades you win - it's about the wonderful people you get to make friends with who in turn open your eyes to new knowledge, books you should read and the movies that you should watch. You will be exposed to worlds you didn't know existed. Try it.

*movinnasinmiranda@Lntvalves.com*

## Innovation Quiz

### Movin Nasim

6. To counter the sonic boom generated when the Japanese Shinkansen (Bullet Train) exits tunnels, lead engineer Eiji Nakatsu redesigned the nose of the train to mimic the beak of what small, brightly coloured bird?

7. What technology was invented in 2008 by a person (or a group of people) using the name Satoshi Nakamoto, to serve as the public transaction ledger of the cryptocurrency bitcoin?

8. Natural rubber is not of much practical use as it is soft and unstable. What do we add to rubber to make it stable and hard for practical use? This process is called Vulcanisation and was invented by Charles Goodyear, after whom the famous tyre brand is named.

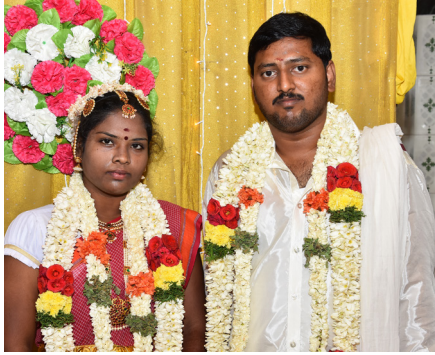
9. Dr. Spencer Silver was researching adhesives in a laboratory during which he discovered an adhesive that was inadequate but left no residue after removal and could be repositioned. His colleague Art Fry, a member of the local Church choir, found use for it at church. This led to the development of what office accessory?

*Turn to page 39  
for answers.*

# Congratulations!



Dharmalingam S, Safety, KPM married Vinothini on 26 Nov 2020



Ezhilarasan P, Engineering, KPM, married Jothi on 18 Oct 2020



Born to C Vancheswaran and Madhumitha, Akash, on 9 Oct 2020

# Happiness Project Photo Feature

People/  
places/ things/  
activities that  
make us happy



Hope - Search for Happiness  
Sagar S Kumar, Delhi



My twin nieces' birthday. Twice the happiness - S Durairaj, KPM



Happiness is bonding with my daughter during WFH - Rajkamal R, CBR



Happiness is my daughter Varshaa's passion for painting and art. Like father like daughter. Mohan Murugan, KPM





# Homeward Bound

*Stuck in Vadodara during the lockdown, Venianandhi Iyyadurai, wife of Saravana Raj Kumar, decides to embark on a road trip of a lifetime.*



To reach Coimbatore before the start of the lockdown, I had preponed my flight. But all plans went for a toss as the connecting flight from Hyderabad to Coimbatore got cancelled. There was this fear of this ever-spreading virus taking its toll, the stress of watching great economies crumble, and the uncertainty of not knowing when the world will return to normal.

There were fewer airplanes crisscrossing the skies, and there were lots of emotions running through me. I had never, in my lifetime, experienced this kind of panic. Physical distance means nothing when there is the possibility of meeting each other but when the option to travel is removed, perceived distance increases to its actual number.

The world was suddenly new for me despite having travelled across the country alone so many times.

Desperately, wanting to reach to my family, I started exploring for alternate options. But how? Spending the whole day sitting alone with my thoughts and exploring safe alternative option was exhausting. Concerned about my mental stability, I self-isolated myself from unwanted opinions and avoided the global online chat about the virus. Much relief!

No one was completely sure when the COVID-19 situation might end. But then there were a few success stories of people travelling in their own/ hired cars and motorcycles to reach their families. This inspired me.

Certainly, private car seemed to be the safest choice during these unprecedented times. However, the biggest challenge was finding a vehicle to drive me to Coimbatore from Vadodara. Taxi-hiring companies were wary simply because there was no food, lodging and public conveniences on the way. Even a puncture repair shop was unlikely to be open. The thought itself was scary!

When thinking about hiring a car, I could only think of my previous organization's contract taxi driver Mr Rajubhai. He had always made me feel safe during my work travels. Though I was not in contact with him he readily agreed to take me to Coimbatore. He was extremely kind, and his wife packed chapatis, vegetable curry, fruits, different types of chutneys and dozens of bottles of drinking water for the trip.

We commenced our journey from Vadodara on an early morning with the

necessary pass and documents, to travel through Maharashtra and Karnataka and reach Coimbatore. Neither him nor I was familiar with the route, so we relied completely on Google Maps. As our pass specified the destination as Coimbatore, we were not permitted to enter any town along the highway. We were stopped for temperature checks in every district/ state border and at some checkpoints they detained us for hours before permitting us to continue. On the way, we were fortunate to rest for few hours with relatives whose houses were en route. I ensured that Raju Bhai takes all necessary rest before we started the journey again. We had a long conversation as usual, laughter and jokes that made the journey memorable for a lifetime.

When I finally reached Coimbatore, it had been 49 hours of travelling; across 2100 kilometres, burning 150 litres of fuel.

# Shows to binge on



Aditya Rai  
aditya.ra@Lntvalves.com

**Mindhunter** is an absolute gem if you are into crime/ thriller genre. The story depicts the development of a unit inside FBI which solely focuses on profiling and catching 'serial killers'.

**Band of Brothers**, nothing comes close to this masterpiece in the action/ history genre. This show beautifully captures the journey of a company of soldiers from their training to the end of World War II.

**The Office** is what you should binge on after coming home from office. A show that lifts your mood like no other. Absolute stress buster.

**The Family Man**, a gem born out of the Indian OTT revolution. It captures the life of a common man juggling his family as well as his work at NIA.

**Scam 1992**, the rise and fall of the Indian stock market because of just one man. Just go and watch it, period.



Sagar S Kumar  
sagar.skumar@Lntvalves.com

**Delhi Crime** created by Richie Mehta. The story revolves around the true horrendous story of Nirbhaya Rape Case that happened in 2012. The story and screenplay are both raw and dark. This show recently won at the International Emmy Awards 2020 for the best drama series.

**Ozark** created by Bill Dubuque and Mark Williams. The story revolves around a financial planner who is on the run after a money laundering scheme goes berserk and puts him under a huge debt. The show portrays how the protagonist moves to a smaller town called Ozark and tries to fix his life while trying to mend his fractured family relationships and save them from the Mexican drug cartel.

**Money Heist** created by Alex Pina. The story revolves around the 'Professor' who is trying to pull off the biggest heist recorded in human history. To pull off this crime he builds a team of eight people. What happens next is sheer brilliance and the way the story is told will always keep you on the edge of your seat.

**The Spy** created by Gideon Raff. The spy is portrayed by Sacha Baron Cohen of 'The Borat' & 'The Dictator' fame. This is based on a true story of Israel's most famous spy Eli Cohen who infiltrated the Syrian government in the 1960s.

**Dark** created by Baran bo Odar and Jantje Fraise. When two kids go missing in a small town called Winden, it unfolds a series of double lives, sinful pasts, and bad relationships. The show is based on the concept of time travelling and how everything is linked to each other. This show is a head scratcher but trust me all that head scratching is worth it.

# Life Lessons from Raymond Reddington

“Agent Keen, in this world there are no sides - only players” – So says  
Raymond Reddington

Very profound indeed, in other words there are no permanent enemies or friends.

Raymond Reddington is the central character of the crime thriller series Blacklist, played by James Spader. Reddington, an ex-navy officer turned high profile criminal, surrenders to the FBI after years of evading them. He negotiates a deal with FBI where he trades names of high-profile criminals (aka Blacklist), many of which the FBI is not even aware of, in exchange for immunity. His only other condition was that he will work only with the rookie FBI profiler Elizabeth Keen.

As the show progresses it's revealed that Agent Keen may be actually Reddington's daughter and he actually surrendered to be with her to protect her. A great thriller to watch, 8 seasons of which I binge-watched.

Enough about the story line. What intrigued me most was the character itself – Reddington. Globetrotting, great negotiator, highly networked, connoisseur of the finest food and wine, has been to almost all the exotic and not-so exotic locations in the world. An enigma which spellbinds you for an entire hour and makes you press the 'next episode' button.

He jets off more often than we change clothes. He has friends in Moscow to Cuba and he speaks the language of his friends, although his definition of friendship is very hard to understand.

He goes to any length to protect Elizabeth, even to get himself almost killed. His friendship with his most trusted aide Dembe (Sudanese slave, whom Reddington rescued) is exemplary.

*“Life is far too important a thing ever to talk seriously about”. – Yes, enjoy the present, there is no point in worrying about the future*

*“God can't protect you, but I can.” – This line will certainly work if the other person is out of hope!!!*

*“As you well know one of the keys to my success is a clear and consistent understanding of my own limitations...” Hmm the most powerful of the criminals understands ...*

*“You know the problem with drawing lines in the sand? With a breath of air, they disappear.” – Again, there are no sides, only players!!!*

*“As bad as you think I am, as far as you think I'm willing to go to protect that which I hold dear...” – true for everyone but the difference is how far you will go for that!!!*

*And then I wake up to the alarm...Reality dawns...I have to wait till evening to see the man again!!!*

Prasanth Prasad  
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## Innovation Quiz

### Answers

A1 Kodak made most of its money from Film and was scared to lose that market. Thus, they completely missed the digital revolution. A2 The tip of a Ball-point pen. A3 Employees can spend 15% / 20% of their time on a project on their choice. Gmail, Google maps etc are products that came from this. A4 The Assembly Line process. A5 Meatless Burger. A6 The Kingfisher. A7 Blockchain. A8 Sulphur. A9 3M Post-it pads



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Samsung • Tecnicas Reunidas  
TechnipFMC • Toyo



Houston, USA



Al Jubail, Saudi Arabia



Coimbatore, India



Kancheepuram, India



Jamnagar, India



### Butterfly Valves

#### Elastomer-lined Valves

API 609, CatA

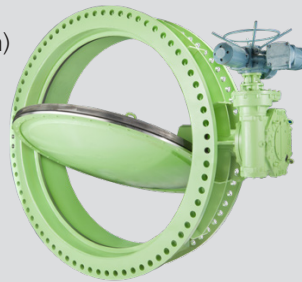
PN10/16/25, #150  
Up to 36" (900 mm)



#### Fabricated Steel Valves

AWWA C 504, C 516, EN 593

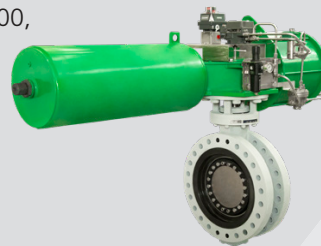
PN10 to PN16  
Up to 120" (3000 mm)



#### Triple-offset Butterfly Valves

API 609, CatB

#150 to 1500,  
Up to 100"  
(2500 mm)



### Bronze Valves

#### Gate, Globe & Check Valves

EN 1171, DIN 3356/2

PN6 to #300,  
Up to 40" (1000 mm)



#### Double Block & Bleed Valves

API 6D

#150 to 600  
Up to 42" (1050 mm)



#### Knife Gate Valves

MSS SP 81

PN10 and #150,  
Up to 24" (600 mm)



### Control Valves

#### Globe Valves Butterfly Valves Segmented Ball Valves Eccentric Plug Valves



#### Sleeved Plug Valves

ASME B16.34,  
EN12516-2

#150 to 800,  
Up to 16" (400 mm)



#### Piston Valves

ASME B16.34, API 602

#150 to 800,  
Up to 8" (200 mm)



### Gate, Globe & Check Valves

#### Small-bore Valves

API 602, ASME B16.34

#150 to 4500, Up to 2" (50 mm)



#### Pressure-seal Bonnet Valves

ASME B16.34

#600 to 4500, Up to 42" (1050 mm)



#### Bolted-bonnet Valves

API 600, API 603,  
API 623, API 594

#150 to 2500,  
Up to 72" (1800 mm)



### Digital Solutions

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