

# V<sup>o</sup>connect

Vol. 25, No. 3

The Employee Communication Newsletter of L&T Valves

July 2025



**Digital Transformation**  
Experience the NOVA Way of Life



## From the Editor

Hi,

V-connect, our quarterly newsletter, focuses in each issue on issues vital to our industry, business, people and the world around us. It presents diverse insights and perspectives on the chosen theme/ topic and provides employees a platform to stay informed, engaged and connected.

The theme of the current issue is Digital Transformation.

It offers a drone's eye view (bird's eye view is so 20th century) of the digital future and is a quick guide to the NOVA Way of Life. Happy reading.

When the whole world is going digital, why should employee communication lag behind?

On our wishlist is an employee app that delivers fresh, interactive content with actionable insights, something that complements V-connect. We are in the process of building a team for the V-connect Digital and in case you would like to be a part of this initiative, please mail us at [v-connect@Lntvalves.com](mailto:v-connect@Lntvalves.com).

Thanks,  
**Babu**

---

Edited by Babu Kuriakose for L&T Valves, L&T Campus, Chennai 600089  
[kuriakoseb@Lntvalves.com](mailto:kuriakoseb@Lntvalves.com) | +91 98412 83512

The views expressed in this publication are not necessarily those of the management of L&T Valves. The contents of this publication should not be reproduced without the written permission of the editor. Only for circulation among employees of L&T Valves, L&T Group companies and associates. Not for sale.

# Message from the Chief Executive

Dear Colleague,

As we close out another quarter, I'm delighted to share some incredibly positive developments. We've seen a significant reduction in working capital, particularly in our inventory levels. This means we've been efficient, and it shows the amazing effort from every one of you. Even more encouraging is the remarkable progress we've made in reducing overdue orders. We're now closer than ever to our target of 100% On Time Delivery, a critical milestone that directly impacts our ability to serve our valued customers, promptly and reliably. Our focus for the coming months is clear - winning back customer confidence. We understand that trust is built on consistent performance and clear communication. That's why we believe transparency in our processes is the key to strengthening customers confidence on us. By providing greater visibility into our operations, we aim to ensure they feel secure and informed in every step of the way.

To achieve these ambitious goals and more, we are wholeheartedly embracing a major initiative: our digital transformation journey, aptly named NOVA. This isn't just about implementing new technology; it's about fundamentally reshaping how we operate, empower our teams and ultimately, delivering a superior experience to all stakeholders.

NOVA is vital for us to remain agile in today's rapidly evolving market. It will enable us to respond to your needs faster, optimize our internal processes and unlock new opportunities for innovation. This transformation is about ensuring our continued relevance and leadership in the industry.

This journey requires the collective effort of every single one of us. I urge everyone to get involved and act as digital ambassadors. Your enthusiasm, adaptability and willingness to embrace new ways of working will be instrumental to NOVA's



success. By championing this transformation, you'll be directly contributing to a more efficient, transparent and customer-centric future of our company.

Thank you for your continued dedication and hard work. We are building a more robust and responsive organisation, ready to meet the challenges and opportunities ahead.

Regards,

**S Kalyanaraman**

# CONTENTS

## COVER STORY

10

Digital Transformation  
From DTS to NOVA



- ValvTrac
- NOVA
- CRM
- Smart Factory
- Supplier Xchange
- Track & Trace
- Tantum
- Digital - Dashboards

## PARTNERS

32

Alloy and Edge Summits



United Trading Agency



## PEOPLE

38

M Vijayarangan, Head - Quality



Team profile - WRO1

GET Vanakkam



Long Service Award

Weddings

Academic Achievements



# Valve World

The global magazine for valve and  
actuator users, suppliers and specifiers  
Vol. 30, Issue 5, June 2025

Emission Control

- 14 Ongoing challenges  
and demands  
encountered by  
end-users
- 24 Fugitive Emissions  
Summit Americas 2025
- 38 PFAS legislation and  
its impact on sealing

**Cover story:**

## L&T Valves: Engineering Excellence

[www.valve-world.net](http://www.valve-world.net)

## COVER STORY

In an exclusive interview with Valve World, Vice President and Global Head of Sales, Mr S Venkatesh and Mr Krishna Kumar Rangaswamy, Head of Operations, Kancheepuram Plant from L&T Valves - a leading industrial valve manufacturer with a six-decade legacy - share insights into the company's remarkable transformation, global expansion and commitment to sustainability.

*By Lyndsey Denton-Fray,  
Valve World*



*State-of-the-art Machining Centre at L&T Valves Kancheepuram*

## L&T Valves: Engineering Excellence

### Expanding product offerings

L&T Valves is known as a manufacturer of gate, globe, check and ball valves approved by the global energy majors. They built a reputation as a reliable supplier of valves for oil & gas, refining and thermal power projects and plants across the world. And to address the evolving requirements of its core customers, L&T Valves has been aggressively expanding its product portfolio.

“Triple-offset butterfly valve (TOBV) is a perfect example of how we’re upgrading our products to meet customer demands for more efficient and cost-effective solutions,” Mr Venkatesh explains. L&T Valves’ expertise in TOBV design and manufacturing is recognised across industries,

and the company offers custom-engineered solutions for mission-critical services. “We’ve manufactured TOBVs in sizes up to 100 inches, and cryogenic variants for LNG terminals and plants. We are confident we will soon be able to increase our impact and market share in the global butterfly market.”

Another area of innovation is smart automation. “We see an increased demand for automated valves, and we leverage our expertise in system design and integration to offer a comprehensive range of SIL-capable solutions. The automation portfolio includes on-off valves, remote-operated valves, emergency shutdown valves, as well as High Integrity Pressure Protection Systems (HIPPS). By embedding digital and automation technology,





L&T Valves is pushing the boundaries of what traditional valves can do,” says Mr Venkatesh.

#### *Fugitive emissions*

Fugitive emissions, which are unintended releases of pollutants like methane and Volatile Organic Compounds (VOCs) during the refining process, are estimated to contribute around 7% of the global Green House Gas (GHG) emissions. “For our customers in the oil & gas and refining industries, meeting emission control norms is vital to their sustainable operation and growth. Our low-emission valves not only address this important functional need but also align perfectly with our deep commitment to the environment. We have developed a wide range of low-emission valves that meet

the most stringent industry and customer requirements. I can proudly say that our valves up to 72 inches meet the requirements of fugitive emissions standards, including API 624 and ISO 15848 (Class A and Class B). Recently, we achieved another benchmark in the domain of low-emission valves with a 56-inch bellows-seal valve, perhaps the largest bellows-seal valve in the world,” says Mr Venkatesh.

#### **Green manufacturing and responsible operations**

Sustainability is not a buzzword for L&T Valves - it's a core principle embedded throughout the company's operations. From energy-efficient manufacturing practices to waste reduction and material recycling, L&T Valves has made significant strides to minimise its environmental footprint while ensuring the highest standards of quality and precision in its products.

At the company's flagship factory in Kancheepuram, India, L&T Valves has taken bold steps towards green manufacturing. Mr Krishna Kumar, the head of operations, highlights that approximately 50% of the plant's energy comes from renewable power, a figure the company plans to increase to 100% in the near future.

“We've implemented a combination of renewable power, energy-efficient lighting and smarter use of electricity to reduce our energy consumption,” says Mr Krishna Kumar. “We also recycle 100% of the water used in production processes.”

In addition to adopting renewable energy sources, L&T Valves has taken significant steps to instil sustainability practices in its entire supply chain. By sourcing raw materials from responsible suppliers and working with them to ensure their environmental practices meet L&T Valves' standards, the company is creating a green, circular economy within the valve manufacturing sector.

“We are fully committed to reducing single-use plastics in packaging. Nearly every item that leaves our facilities is packaged using recyclable materials, and we try to make sure that our supply chain partners adhere to the same principles,” Mr Krishna Kumar adds. “We believe this kind of leadership is essential to driving sustainable change in the industry.”

Beyond operations, L&T Valves is also making strides in community engagement. The company has planted more than 3,700 trees in the area, creating a positive environmental impact both on-site and in the surrounding community. “It's not just about what we

do inside our factory walls”, says Mr Krishna Kumar. “We want to give back to the environment. The trees we've planted are a small but meaningful way of ensuring that our growth doesn't come at the expense of nature.”

#### **Reimagining North American strategy: master distributor model and faster delivery**

Growth at L&T Valves is powered by new products, new markets and new strategies and North America is a key market for the company. While L&T Valves has been active in the region for a long time, particularly with the major players in oil & gas, one of the company's key challenges has been optimising logistics and reducing lead times. To serve the market better, L&T Valves is appointing a master distributor, who will be equipped to support major distributors with faster ex-stock deliveries of valves complying with major oil company specifications.

“In the past, we relied on our warehouse in Houston, but we've recognised that this wasn't enough to meet the demands of the market,” Mr Venkatesh shares. This shift will allow L&T Valves the flexibility and scale to meet the growing demand



56-inch Class 150 Bellows-Sealed Gate Valve.  
Potentially the largest bellows-sealed valve in the world

## COVER STORY

for valves. “Enhancing service levels in the North America market is an integral part of our growth strategy,” Mr Venkatesh explains.

### Strategic expansion: the Saudi Arabia facility

The establishment of a manufacturing facility in Saudi Arabia, which was formally inaugurated on 5 May 2024, was another major strategic initiative for L&T Valves. The decision aligns with Saudi Aramco’s iktva (In-Kingdom Total Value Add) programme and the Saudi government’s Vision 2030.

The Saudi Arabia facility is designed to mirror L&T Valves’ Kancheepuram operations, ensuring that the company can provide the same high-quality valves that customers trust globally. The facility produces a range of valves, including gate, globe, check and ball valves - products that have long been integral to L&T Valves’ offering.

“We started working on this factory in 2021 as part of the iktva programme of Saudi Aramco,” explains Mr Venkatesh. “In addition to addressing the need for localisation, the manufacturing facility in Saudi Arabia provides faster delivery times and more competitive pricing. The move to Saudi Arabia is also about building closer relationships with key clients in the region. This initiative not only helps us meet the needs of customers such as Saudi Aramco, but also resonates with the country’s vision for long-term economic growth and diversification.”

“We decided to go in with a 100% owned factory in Saudi Arabia because we then



*Miles of smiles guaranteed. 36-inch Class 600 Ball Valve for cross-country gas pipeline*



*Triple-offset Cryogenic Butterfly Valve: The product where two focus areas of L&T Valves converge*

have better control over the manufacturing aspects as well as on decisions about expansions, market access, etc.,” Mr Venkatesh notes. “The factory doesn’t depend on the India factory and has its own independent supply chain management team”.

While maintaining the same quality standards, the Saudi Arabia facility has incorporated learnings from the Indian operations. “Leveraging the advancements we made over the last 60 years, we have also been able to build a leaner operation at the Saudi plant,” explains Mr Venkatesh.

### Doubling capacity through strategic consolidation

One of the most significant achievements for L&T Valves in recent years has been

the successful consolidation of two manufacturing facilities in India into a single, optimised plant whose combined output exceeds that of the standalone units. “Growth was our mantra when we moved in the direction of consolidation,” explains Mr Krishna Kumar. “While we anticipated quite a lot of challenges, the consolidation turned out to be smooth and incident-free.” The company approached this consolidation as an opportunity to completely reimagine its manufacturing process. It hired third-party consultants who conducted comprehensive ‘brown paper mapping’ exercises, engaging employees across all organisational levels to identify pain points, non-value-added activities and opportunities for improvement.

“In the whole process, we had the primary objective of enhancing the capacity and the initiative was named ‘Doubling the Speed’. In other words, doubling the speed, doubling the capacity, doubling customer delight,” says Mr Krishna Kumar. This ambitious transformation went beyond simple consolidation. The company implemented several key changes, including the lean flow line concept and new digitalisation initiatives. The entire plant was reorganised around the lean flow line concept, with a centralised machine shop equipped with the latest 5-axis machining centres and CNC machines that feed into the flow lines. This systematic approach to reengineering helped address waste at every point in the process.

### Digitalisation

Digitalisation has been central to L&T Valves’ capacity expansion, as all components are



*“We’re upgrading our products to meet customer demands for more efficient and cost-effective solutions”- Mr S Venkatesh*



*“At L&T, we believe our people are the prime movers”- Mr Krishna Kumar*





L&T Valves is on course to exceed its diversity targets for 2026

now barcoded and tracked throughout the entire manufacturing process. The company has also digitalised its documentation process, which is crucial when dealing with industries like oil & gas that require extensive certification and traceability. Another improvement is that L&T Valves has converted its test benches into 'smart' test benches where outputs are digitised and connected to their ERP system. "The test settings are drawn from the server, and test

data is digitally recorded, and this saves time and avoids errors," adds Mr Krishna Kumar.

### A vision for the future

#### *Investing in people*

People remain the core focus at L&T Valves. "At L&T, we believe our people are the prime movers. We really value people," states Mr Krishna Kumar. Last year, the company hired its largest-ever cohort of graduate engineering trainees as part of its growth strategy. The company provides systematic training to build expertise while ensuring that the motivation remains high.

#### *Gender diversity*

"An area where we have made a conscious effort is gender diversity within our plant," says Mr Krishna Kumar. The company has many women engineers, including department heads. Mr Krishna Kumar adds, "We have a women's forum called Bharathi, to build a supportive community for career development and growth opportunities."

#### *Sustainable growth*

In total, about 65% of L&T Valves' business is international, reflecting the company's successful global reach. With sales offices in key cities like Houston, Paris, Kuala Lumpur and across the Middle East, as well

as a vast distributor network, L&T Valves is very clearly a global player. Yet despite its expansion, Mr Venkatesh emphasises that the company's commitment to engineering excellence and customer satisfaction remains unwavering.

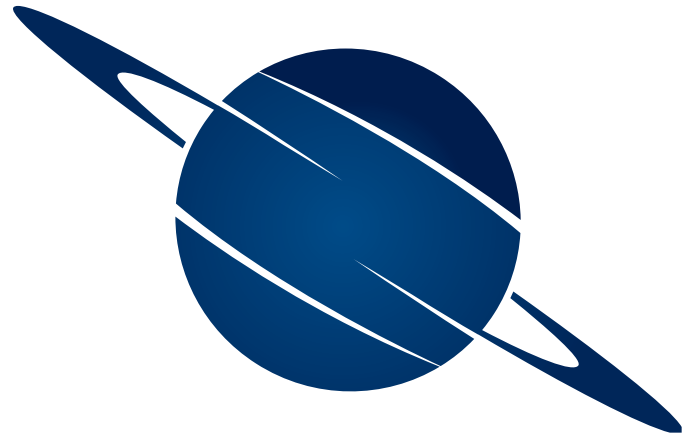
"We're not just expanding for the sake of growth. Our goal is to continue to build a reputation for quality, reliability and performance, regardless of where we operate," says Mr Venkatesh. "We're working hard to be the partner of choice for industries that require the highest quality flow solutions - whether that's in energy, chemicals or infrastructure."

As L&T Valves prepares for the next phase of its journey, sustainability, digital transformation, and international expansion will remain at the forefront of its strategy. By integrating cutting-edge technology, implementing green manufacturing practices and growing its presence in key global markets, the company is positioning itself as a leader in the evolving world of flow control solutions.

"At the end of the day, we're a company built on trust, engineering excellence and a relentless drive to innovate," Mr Venkatesh concludes. "As we look to the future, we're confident that our growth will be both sustainable and profitable, for us and for our customers." ■



L&T Valves is a great place to work. Now it's official!



# Digital Transformation From DTS to NOVA

*To enhance throughput and on-time delivery, L&T Valves launched a companywide transformation powered by digital technologies. VV Risbud, J Suresh and Krithika V take us on this journey from DTS (Doubling The Speed) to NOVA.*

## **'Doubling The Speed'**

The term was coined sometime in 2018, says Risbud, reminiscing about his tenure with L&T Heavy Engineering. "The MARPOL Convention, designed to minimise pollution from ships, was coming into force. As a result, all the high-speed diesel being used by the ships was supposed to meet a particular standard. The business potential for HED was huge - 75 reactors being ordered worldwide, with each reactor costing more than Rs 50 crores. We decided we should win at least 50% of the orders, and we did! And then, my boss said, 'No, no, I said 50 out of 75 nos.!'"

The important thing I understood was that people use different 'languages' - people in the shopfloor talk about things, while people in management talk about money. Also, counting pieces per se has no meaning, so we switched to talking in tons. We decided that we had to double the tonnage. 'Double The Tonnage' became 'Double The Speed' because you can double the numbers only if you increase the speed of your operations."

While production targets are the primary guideline, the core driving force of the DTS initiative was improved customer satisfaction, says J Suresh. "It was a strategic decision to leverage our capacity and to improve the service level to customers. In fact, three months before the integration, our CE communicated very transparently to all stakeholders - within and outside the organisation - that the new plant was being envisaged as an end-to-end manufacturing facility with new layouts and systems that will facilitate higher productivity and output. He told all of us very clearly to improve the output, on-time delivery and ultimately customer satisfaction."

### The Challenges that led to DTS

"L&T Valves had all that it needed in terms of capacity and capability to achieve improved production," says Risbud. "However, there was disparity and lack of coordination in terms of the data being shared and tracked across departments. This meant different interpretations of the same set of data - leading to near-sparring matches in meetings. Every department was doing its level best but there was a limitation in terms of achieving our goals - namely, an improvement in throughput and 100% on-time delivery. In order for the operations to do that, both pre-order and post-order processes have to be managed so that you have a seamless experience."

### DTS to NOVA

Bridging the gaps in terms of mapping processes and digital solutions was key to unlocking the much-needed optimisation in terms of production efficiency and overall performance, says Krithika V. "About 18 months back, when the whole concept of DTS took off, there was a detailed study that happened to

look at what is the as-is process, map the to-be process and understand where the improvements must come from. When they mapped the improvements, they didn't do it only from the technology perspective - there are some things that you should actually do in the plant that has nothing to do with technology...The way you do things, the flow of material - all of this has to change. And then, obviously, there were points where technology intervention was required."

Suresh adds, "We are into a project business where the varieties are very high - with several product portfolios under one roof - but volumes are not optimum. It became clear that the current manner in which we are doing things would not take us to the destination we had in mind. We began involving all the people, from top to bottom and ran a brown paper mapping exercise. We drilled down to find out what the pain areas are, how the workflow is going on, what the challenges are and so on. The as-is study results were grouped into two categories. One is the actual material flow - how the



material moves, what value addition takes place and so on. The other is the information flow - how and when the order is received and tracked, right from enquiry to final dispatch, how that information is followed through." "We have looked at the end-to-end value chain, not just only about production-related processes," Risbud reiterates.

This exercise, says Krithika, led to the many processes being categorized into areas wherein unique digital solutions were needed. "We came up with five buckets into which all issues were sorted - which translated to building five different but integrated solutions to cater to all the needs. When I joined L&T Valves in September 2024, all this was finalised at a macro level. What I took on was the job of detailing it out and going through the development phase - requirement, design, development and all that."

"At that point, I felt we should come up with a name that would encompass all solutions - a short name that would be easy to recall, easy to pronounce, and would resonate with international audiences, and most importantly, signify where we are heading and the value it's going to bring. We said we wanted to go beyond the sky into the orbit - and that was the inspiration. We came with the name NOVA." she explains.

### Why Customised Solutions

"I keep on harping on this point - if top management decides something and buys some software and forces it upon people, the acceptance will be very poor. Also, if you are having a bunch of disconnected software and you are trying to mould them to your requirement where people also have to compromise on their way of working, then there is a problem. You have to have these platforms talking to each other.

As far as I see it, think that we are building this software for next 20 years. Therefore, when a complete understanding of the requirement is available, it has to be processed and developed based on what L&T Valves people want. It is not a thing that can be forced by the software consultant. Typically, third-party programmes are like a Gujarati thali. I may want just one chapati, some rice and one vegetable, but they give you so many things you don't want!"

Furthermore, with change happening at a rapid pace in the digital world, reliance on a third-party product, albeit with required tweaks, may lead to issues arising from technical glitches or even collapses. "We have insulated ourselves completely from the vagaries of the software companies. They will say one day, 'No, no, now our platform is old and we are upgrading it. When they do so, they will work on whatever is native to the software first. But whatever you have customised, this is not written for you. So, that might be on a shared license and it might get affected, leaving you in trouble! Hence it was decided to go with custom-built digital solutions emphasized Risbud.

### Thus Far and Further

With NOVA scheduled for launch in November 2025, one thing is agreed upon - this will be an ongoing exercise in fine-tuning, with requests coming up as per the intersection of the many factors that affect the business.

On a positive note, Risbud shares that he sees the journey thus far as having covered up to 75% of what would be the major work required for L&T Valves to achieve its set goals. "People will be working on the same platform, and therefore, there will be harmony. Nobody will doubt anybody's intention or anybody's presentation as to what this fellow is saying. So, everybody is looking at the same data. Primarily, I see lot of things have improved, the financials and all that, but the on-time delivery has not improved to the extent we would like it to." Then again, Risbud clarified, "All actions may not be immediately effected - it is not switch on and switch off. But now we are on the right path and with NOVA implementation I am hopeful that things will move as per schedule."

Suresh adds, "We want to bring in transparency and accuracy of data at all levels - right from enquiry to final dispatch. In this new initiative, we will have real time accurate data not only at the internal level but also for external stakeholders. This is going to be a major shift, with major benefits. I also think it frees up a lot of time for people - because they are not going to be sifting or hunting through data. So, they should feel happier about the job they are doing, and that is also going to give us a real productivity boost."

*Technology is the driver of digital transformation, but people are the engine*  
**Michael Dell, CEO, Dell Technologies**





### What is ValvTrac?

ValvTrac is a QR-code-based valve traceability and authentication system that allows customers to instantly access essential product information by scanning a QR code. Each valve is tagged with a unique code that, when scanned through the ValvTrac app, connects to a secure platform containing product details and document.

### Purpose and Development

ValvTrac was created to provide customers with a reliable and secure way to verify valve authenticity and access critical documentation such as quality reports and Installation, Operation and Maintenance (IOM) manuals. The platform eliminates ambiguity, improves traceability, and enhances service support.

### How It Works

At the final stage of production, each valve is assigned a QR code managed through a central console that handles access control, dashboards and label printing. The codes are printed using industrial-grade printers on durable labels, designed to last throughout the valve's lifecycle.

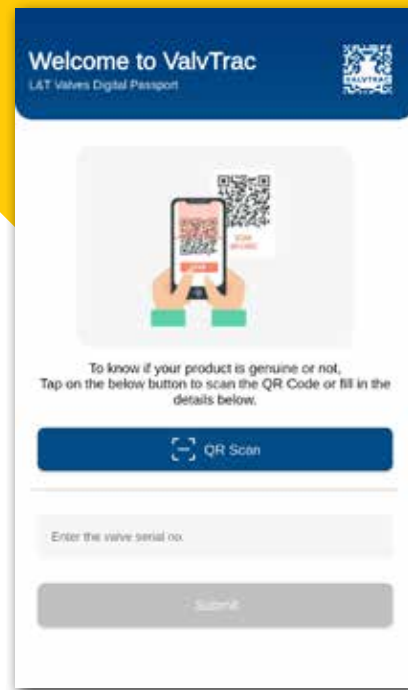
When scanned, the QR code provides:

- Product specifications (size, pressure class, material, serial number and more)
- Quality certificates such as MTC and test reports
- IOM manuals

All information and documents are directly fetched from SAP, ensuring that customers receive verified and real-time data. This integration eliminates manual errors and ensures a single source of truth throughout the supply chain.

### Built-In Security

ValvTrac includes in-app security features to protect sensitive information. Users cannot download documents or take screenshots, maintaining document confidentiality and preventing unauthorised sharing. This helps preserve the integrity of proprietary content and safeguards both customers and the organisation.



Now available in



### Benefits

ValvTrac offers a wide range of benefits for customers, service teams and internal users:

- Instant access to updated digital documentation
- Reliable verification of valve authenticity
- Improved traceability from production to commissioning
- Reduced downtime during maintenance
- Enhanced data security and access control
- Lower environmental impact by reducing paper usage

### Adoption and Future Roadmap

ValvTrac has been deployed across all product categories at L&T Valves. Each unit is equipped with a QR code and linked digital profile.

Future plans include the integration of analytics for lifecycle tracking, predictive maintenance features and possibly augmented reality tools for on-site guidance. The goal is to evolve ValvTrac into a comprehensive product companion throughout its operational life.

### Conclusion

ValvTrac reflects L&T Valves' commitment to digital innovation and customer value. By simplifying access to information and enhancing product confidence, the platform sets a new benchmark in smart valve management. As industries move toward smarter, connected systems, ValvTrac will continue to play a key role in enabling that future.



# Powering Digital Transformation at L&T Valves

*At L&T Valves, innovation is not just a goal but a continuous journey and NOVA is more than just a digital upgrade. It reflects our aspiration to build future-ready organisation.*

In our pursuit of operational excellence and customer centric growth, we have kicked off NOVA, a companywide digital transformation initiative that aims to streamline operations, enhance collaboration and elevate performance across every function. NOVA marks a major leap forward, laying the foundation for a fully integrated and data driven workplace that aligns with our strategic goals of 100% On Time Delivery (OTD), First Time Right (FTR) execution and measurable improvements in efficiency.

NOVA comprises five interconnected modules: Smart Factory, Track and Trace, Supplier Xchange, CRM and Tantum . Together, they form a cohesive digital landscape that redefines how we work, make decisions and serve our customers. Importantly, all these platforms are seamlessly integrated with SAP, enabling real time synchronisation of information, eliminating silos and ensuring data accuracy across processes.

The Smart Factory module is the nucleus of our design, quality and project management processes. This platform enables our teams to manage Technical Queries (TQ), Engineering Bill of Materials (EBOM) and Inspection and Test Plans (ITPs) in a streamlined and integrated manner. Auto transmittals and structured customer feedback mechanisms ensure that communication remains seamless and trackable. Engineering Change Management is digitized for greater traceability and integrated procedures allow teams to stay aligned throughout project lifecycles. From in-process inspections and supplier inspection call management to final document preparation and pre dispatch inspections, every aspect of project delivery is connected and visible.

Complementing this is the Supplier Xchange module, which reimagine how we engage and collaborate with our supplier ecosystem. It supports supplier onboarding, delivery schedule

management and production status updates while ensuring end to end traceability. The system facilitates the creation of Advance Shipment Note (ASN), manages purchase order documents by integrating tightly with SAP and enables material tagging with QR codes to ensure that every component can be traced back to its source. Through robust API based integrations, this platform creates a smooth and automated communication channel between suppliers and our internal systems.

The Track and Trace module brings granular visibility to material and inventory movements inside our shopfloor. By enabling discrete inventory traceability and stage wise production monitoring, this module ensures that the right material is available at the right time, reducing delays and enhancing process reliability. The system captures material receipts, rejections, returns and issues for assembly, while also

tracking quality inspections. It features configurable assembly workflows & checklists with real time alerts offering a complete view of material availability, production progress and transaction status.

Customer engagement is taken to the next level with our CRM module, which is built on Microsoft Dynamics 365. This enterprise grade platform integrates seamlessly with Outlook, Teams, SharePoint and SAP to provide a unified workspace for managing leads, opportunities and communication. Equipped with AI driven Co-pilot assistance, Dynamics 365 empowers our teams with real time insights to enhance decision making and elevate customer satisfaction. With mobile applications available on both iOS and Android, our teams remain connected and responsive anytime, anywhere.

The fifth pillar of NOVA is Tantum, a 'Theory of Constraints' based

planning and scheduling tool. Built on the principles of Critical Chain Project Management, Tantum offers dynamic planning based on lead times, activity durations and resource buffers. It generates accurate and realistic schedules, identifies potential bottlenecks early and promotes proactive intervention. With SAP integration, Tantum pulls real time data on material availability, production capacity and order status to ensure every plan is grounded in operational reality. This shifts our approach from reactive firefighting to strategic planning, enabling teams to meet delivery expectations consistently.

Together, through NOVA, we are laying the digital foundation for the next chapter of L&T Valves - one where technology, innovation and excellence converge to shape a smarter tomorrow.



**Aswin Kumar**  
Manager  
IT & Digitalisation

# Driving Sales Excellence with CRM

*In today's competitive manufacturing landscape, responsiveness, data accuracy and collaboration are essential, especially for teams engaging with customers and managing technical enquiries.*

That is why our organisation implemented Microsoft Dynamics 365 CRM to empower our Sales, Pre-Sales and Estimation teams. This integrated platform transforms how we manage enquiries, track opportunities, generate estimates and process sales orders.

## Why We Made the Move

Previously, enquiry and order processes were handled through a mix of emails, spreadsheets and disconnected systems. With increasing enquiry volumes and operational complexity, maintaining a smooth flow of information, accurate order entry and efficient coordination became essential. We sought a solution capable of supporting faster turnaround, ensuring first-time-right entries, reducing manual work and offering real-time performance insights. Microsoft Dynamics 365 CRM was selected for its flexibility, usability and deep integration capabilities.

## Core Features

The CRM implementation delivers significant value through:

- **Centralized data management**  
Contacts, communication, quotations, orders and documents are all managed from a single secure platform, ensuring team-wide visibility and consistency.
- **Mobile access and Co-Pilot support**  
Field teams can add contacts directly from emails and scan business cards while on the move.
- **Seamless integrations**  
The CRM connects with SAP for order processing, Outlook and Teams for communication and SharePoint for document management, creating an integrated end-to-end workflow.
- **Real-time reporting and forecasting**  
Power BI dashboards provide real-time insights into enquiry pipeline health, conversion rates, team performance and forecast trends, enabling data-driven decision-making.

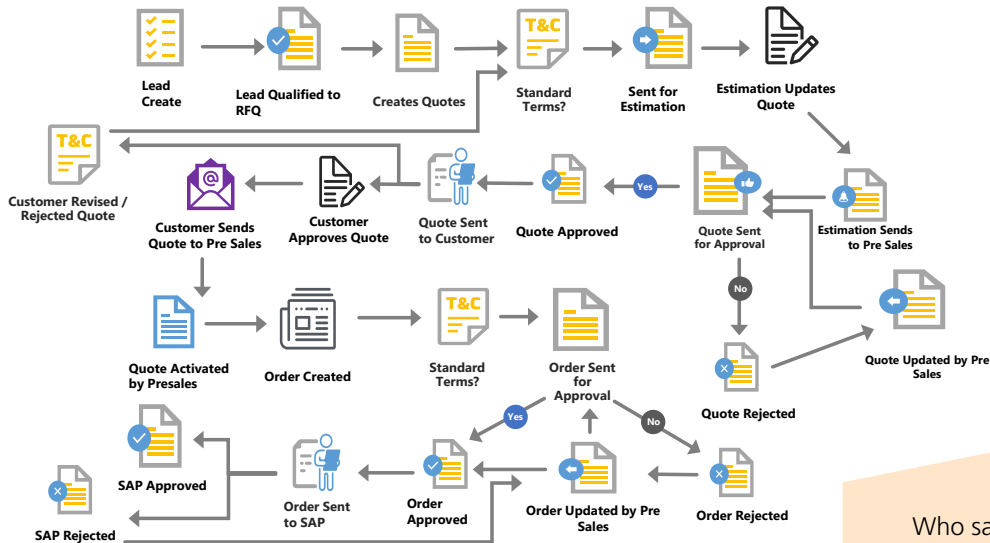
## Benefits

Benefits realized through MS Dynamics CRM:

- Significant decrease in enquiry to estimate turnaround times
  - First time right accuracy in sales order entry
  - Consistent access to historical customer data and documents
  - Better collaboration between Sales and Estimation teams
  - Real-time dashboards that track conversion rates and pipeline health
- Together, these enhancements have laid a strong foundation for responsive, customer-focused operations.



## NOVA Sales Process Flow



Who said MS Dynamics is meant to be used only as CRM? Here is an interesting implementation of MS Dynamics at Rolls Royce.

Rolls Royce's TotalCare service sells "power by the hour" uptime guarantees to airlines.

To keep thousands of Trent engines flying, the company adopted Microsoft Dynamics 365 Customer Service + Field Service as the hub that:

- Ingests IoT telemetry (engine health, fuel burn, flight profiles) streamed from on wing sensors via Azure.
- Uses machine learning models to spot anomalies and automatically open Dynamics work orders or cases.
- Schedules engineers and parts through Dynamics 365 Field Service, linking directly to airline maintenance control centers.
- Surfaces live KPIs (unscheduled down time, turnaround time, SLA compliance) in embedded Power BI dashboards for both Rolls Royce and each airline.

### In Conclusion

Implementing Microsoft Dynamics 365 CRM represents a milestone in our digital transformation journey. By modernizing enquiry handling, ensuring accurate order management and delivering real-time insights, the CRM has become central to our customer engagement strategy. We are leveraging this platform to streamline processes, empower our teams and deliver outstanding service.

As adoption expands and features evolve, the CRM will continue to play a pivotal role in supporting our growth and operational excellence.



**Aswin Kumar**  
Manager  
IT & Digitalisation

# Smart Factory

*In a high-mix, engineering-driven manufacturing environment like L&T Valves, timely and accurate technical documentation isn't just a support function - it's the backbone of every customer commitment.*

From Bills of Materials to General Arrangement Drawings, from ITPs to Transmittals, every document forms a vital piece of the value chain. Until recently, these processes operated across fragmented systems - Windchill for design drawings, OmniDocs for document storage, SAP for part masters and EBOM and countless manual email trails for handling CMT-related activities.

This disjointed landscape led to delays, version mismatches and heavy dependency on individual follow-ups. Recognising this challenge, the **Smart Factory Portal (SFP)** was conceived as a centralised digital workspace for Engineering, Quality and Project Management functions. Today, SFP plays a critical role in the NOVA digital transformation initiative and is rapidly becoming the nerve centre of document lifecycle management at L&T Valves.

The journey of SFP began with one of the biggest bottlenecks - the Engineering data flow. Earlier, EBOMs

were prepared in SAP, while design drawings resided in Windchill. Though effective in isolation, this structure lacked cross-functional visibility, slowing down releases. With SFP, this process has been reimaged into a customised single-window interface. Engineering teams can use the platform for real-time EBOM authoring and release, bringing in agility, version control and traceability, without duplication.

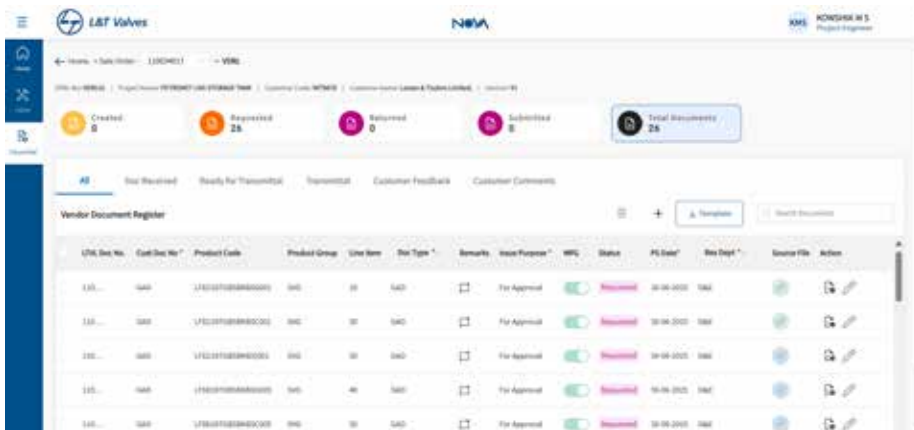
Closely integrated is the handling of General Arrangement Drawings (GADs). Previously managed through emails and manual approvals, GAD workflows are now automated within SFP, complete with real-time status tracking, ownership logs and notification controls. The result - quicker turnaround times and significantly improved governance.

On the Quality front, SFP addresses key document needs - Inspection Test Plans (ITPs), Third Party Inspection (TPI) Offer Lists and Quality Certificates. These documents, once scattered across shared

drives and emails, are now digitally generated and stored using predefined templates and inputs from SAP and CRM. SFP ensures seamless coordination between Sales Coordination (SCD), Quality and CMT teams, removing redundancies and delivering end-to-end visibility across the documentation lifecycle.

To support this at scale, SFP brings in a robust Document Management System (DMS), gradually replacing Windchill (for select modules) and OmniDocs. All Engineering, Quality and PED-related documents - internal specifications, file notes, procedures and compliance records - are stored in a central, access-controlled and searchable repository, ensuring version reliability and faster retrieval.

However, one of the most transformational aspects of SFP lies in its ability to streamline CMT operations. Previously, compiling the Vendor Document Register List (VDRL) involved



navigating across multiple platforms, often taking days to collate and verify. Now, using the CMT module in SFP, users can raise requests for drawings, certificates, reports, or any project-specific documentation through a guided workflow. Once approved, the system automatically generates a transmittal document, bundles it with the requested files and enables digital dispatch - cutting down cycle times drastically while improving customer experience.

SFP doesn't operate in isolation. It is tightly coupled with other digital platforms at L&T Valves, such as Track & Trace and Supplier Xchange. Ensuring that each valve is delivered with the correct, compliant documentation. This tight integration eliminates the risk of product mix-ups and enforces complete traceability.

The value derived from Smart Factory Portal is both operational and strategic. It standardises workflows, reduces

manual intervention, minimises errors and empowers teams with data at their fingertips. It enables faster decision-making, better inter-departmental collaboration and stronger compliance - all while reducing reliance on manual trackers or siloed follow-ups.

Every activity - be it a GAD release or a transmittal dispatch - is now visible, timestamped and governed, giving functional heads and leadership real-time insights into project health and process compliance.

In essence, Smart Factory Portal is more than a tool - it is the digital backbone of Engineering, Quality and Project Execution at L&T Valves. It connects people to processes, processes to documents and documents to customer outcomes. With SFP, we're not just digitising document flow - we are creating a smarter, faster and future-ready organisation.



**Durairaj S**  
Sr. Engineer  
IT & Digitalisation

# Supplier Xchange

*In the ever-evolving world of manufacturing, collaboration between supplier and buyer plays a vital role in achieving consistent quality and timely delivery.*

While the intent to collaborate has always existed, the methods used to do so haven't kept pace with modern expectations. Processes were being followed - but across scattered platforms and tools. Communication happened through emails, excel sheets, oral updates, shared drives and enterprise systems like SAP, IPMTS, OmniFlow and OmniDocs - all of which worked in isolation.

This fragmentation caused delays, repeated follow-ups and avoidable rework. For both internal teams and suppliers, navigating these disconnected workflows often felt inefficient. There was a clear need for a single, connected space that could handle all interactions smoothly and transparently.

That's how Supplier Xchange was conceptualised and developed under the NOVA initiative - a unified digital platform designed to simplify and digitise end-to-end supplier collaboration. The platform was

envisioned not just as a tool, but as a complete transformation in the way information flows between us and our supplier partners.

## Features and Benefits

The journey starts with **Supplier Onboarding**, which was earlier handled manually via Excel files and email communication. This often resulted in a lack of visibility into where the vendor stood in the process. In Supplier Xchange, onboarding has been redefined as a guided, system-driven workflow - from vendor selection and audits to approvals and activation. Every stakeholder stays updated without the need for constant follow-ups.

**Purchase Order Management** - which includes both PO Acknowledgement and Processing - has also seen a significant shift. Earlier, actions related to POs were scattered across SAP ASN, OmniFlow, OmniDocs and long email threads. This made it difficult to track updates, amendments and actual status



across multiple platforms. In the new system, suppliers can directly view POs, acknowledge or request revisions and upload item-wise supporting documents. The portal also allows them to mark dispatch readiness, helping internal planning teams make better decisions. Every action is timestamped and stored, improving traceability.

A major improvement comes in the form of the **ASN (Advanced Shipping Note) module**. Previously, ASN generation involved SAP entries, parallel coordination via OmniFlow and emails. Now, it's all integrated into a single flow - creation of ASN, QC review and dispatch document generation - all happening within one window. This eliminates back-and-forth communication and greatly reduces cycle time - an important milestone in L&T Valves' supply chain digitisation journey.

Another long-standing challenge has been **document management**. In the





Supplier Name	Supplier ID	Supplier Type	Supplier Status	Supplier Address	Supplier Contact	Supplier Email	Supplier Phone	Supplier Fax	Supplier Website	Supplier Logo	Supplier Rating	Supplier Comments
ABC Supplier	123456	Manufacturer	Active	123 Main St, New York, NY 10001	John Doe	john.doe@abc.com	212-555-1234	212-555-5678	www.abc.com		4.5	Good supplier, reliable delivery.
DEF Supplier	789012	Distributor	Active	456 Main St, New York, NY 10002	Jane Smith	jane.smith@def.com	212-555-9876	212-555-4321	www.def.com		3.8	Good supplier, fast response.



Supplier Name	Supplier ID	Supplier Type	Supplier Status	Supplier Address	Supplier Contact	Supplier Email	Supplier Phone	Supplier Fax	Supplier Website	Supplier Logo	Supplier Rating	Supplier Comments
ABC Supplier	123456	Manufacturer	Active	123 Main St, New York, NY 10001	John Doe	john.doe@abc.com	212-555-1234	212-555-5678	www.abc.com		4.5	Good supplier, reliable delivery.
DEF Supplier	789012	Distributor	Active	456 Main St, New York, NY 10002	Jane Smith	jane.smith@def.com	212-555-9876	212-555-4321	www.def.com		3.8	Good supplier, fast response.

earlier setup, all material-specific and supplier-related documents - such as drawings and compliance forms - were shared over email and tracked manually. In Supplier Xchange, these documents are part of a structured repository. Vendors can access what's relevant to them, while internal teams can ensure the right version is always shared.

One of the most impactful shifts is in how **CAPAs (Corrective and Preventive Actions)** are managed. Earlier, CAPAs were initiated in SAP but executed via manual communication - emails, Excel sheets and attachments passed back and forth. It was difficult to track progress, timelines, or closure status. With Supplier Xchange, CAPAs are generated automatically with prefilled data from SAP. Suppliers receive automated alerts, respond through the portal and upload evidence. This will reduce manual effort and brings visibility and speed to the quality closure loop - ensuring quality standards at L&T Valves remain robust and traceable.

The true success of Supplier Xchange will depend on adoption. As suppliers actively engage with the platform - whether by acknowledging POs promptly, maintaining accurate HEAT and MPI numbers, or updating CAPA responses - the entire value chain becomes more agile and dependable.

Supplier Xchange by L&T Valves isn't just a software launch - it's a fundamental shift in how supplier relationships are managed. One platform. One flow. One shared commitment to doing the right things at the right time.



**Durairaj S**  
Sr. Engineer  
IT & Digitalisation

# Track & Trace

*Reimagining material movement is critical to eliminating silos, delays, and data blind spots. L&T Valves' Track & Trace platform tackles this head-on with a unified, QR code-based system that brings real-time visibility and end-to-end traceability.*

At L&T Valves, efficient material management across the production lifecycle has long been a strategic priority. However, fragmented processes, manual interventions and legacy tracking systems like barcodes and RFID tags often limited visibility, caused follow-ups and led to missed updates. Recognising the need for a more intelligent and unified approach, the Track & Trace platform was developed as an end-to-end digital system that connects the dots across stores, production and quality to offer complete traceability from material receipt to final dispatch. Built on a QR code infrastructure, this platform replaces all earlier identification systems and brings standardisation, real-time data capture and seamless SAP integration into one cohesive workflow.

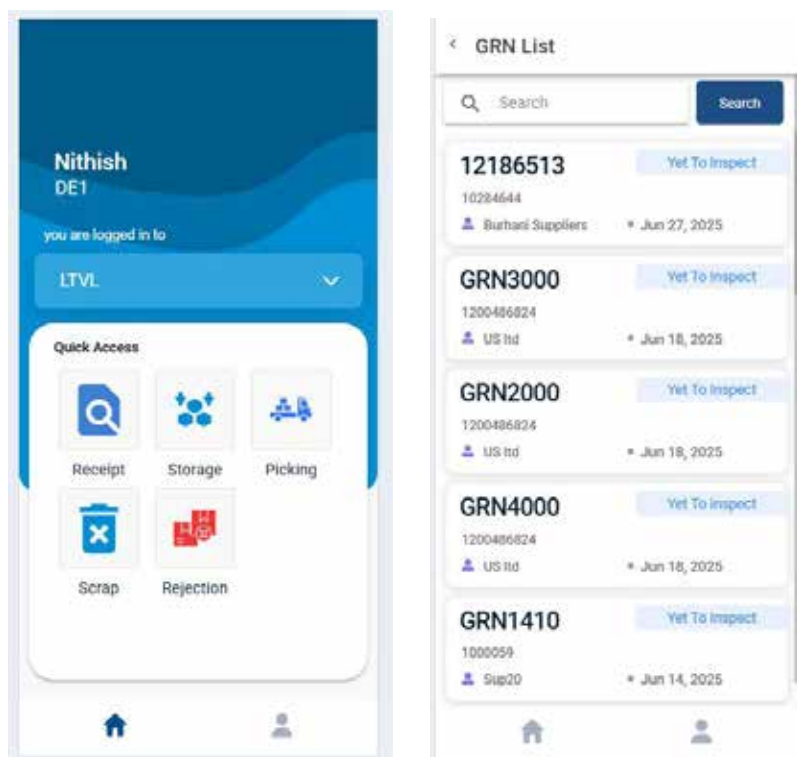
Track & Trace is purpose-built for core operational users across stores, machining, assembly and quality functions. From storekeepers scanning materials during putaway, to production staff recording progress in assembly,

to quality engineers logging outcomes during internal testing - every stakeholder now works in a common platform that ensures updates are synced, traceable and timely. Planners, SCM leads and operations managers benefit from intuitive dashboards available through a web interface, while frontline teams execute all transactions through a dedicated mobile app designed for real-time shopfloor use.

Beyond its internal efficiency, the platform is designed to interact with other digital ecosystems at L&T Valves. For instance, the Track & Trace application will be tightly integrated with the Smart Factory Portal (SFP) to enable real-time coordination for Third Party Inspection (TPI) offerings. Likewise, it will be interfaced with Supplier Xchange, allowing relevant documents like heat certificates, inspection records, or compliance forms to be pulled in automatically at the time of assembly, inspection, or dispatch. This ensures that the right valve moves with the right

documents, effectively eliminating the risk of product mix-up - a critical factor when dealing with stringent customer and compliance requirements.

Prior to this transformation, multiple systems were used to handle different segments of the process. Barcode and RFID-based tools were applied selectively, but lacked consistency across all materials and workflows. Material picking was paper-based or depended on manual SAP updates. Assembly and inspection activities were not digitally logged, leading to visibility gaps between planning and execution. While SAP was the backbone for documentation, it still required human intervention to reflect what was happening physically on the shopfloor. This disjointed approach resulted in inefficiencies, data mismatches and time-consuming follow-ups across teams.



With Track & Trace in place, the entire material lifecycle evolves into a guided digital journey powered by QR codes. Each Key component material is assigned a QR code at the point of receipt, which then follows the part through Inbound Inspection, Putaway (Storage), Picking, Machining, Assembly, Internal Testing, SCN, FG Storage, TPI Offering and Painting. As valves progress through each stage, users scan the QR codes and record timestamps, checklist confirmations, machine IDs and relevant quality outcomes. These updates flow automatically into SAP through API-based integration, removing the need for manual data entry or duplicate reporting. Whether a part is approved, rejected, reworked, or dispatched - every event is digitally captured and stored.

The impact of this platform is substantial. It eliminates manual paperwork, reduces errors and enables real-time updates across departments. Material shortfalls and bottlenecks are now flagged early, allowing teams to

take corrective action before they affect delivery timelines. Rejections are handled systematically through a dedicated module and rework loops are digitally recorded, ensuring traceability and accountability. Above all, the integration of QR codes standardises the entire operation, replacing earlier barcode and RFID systems with one universal method across the company.

Track & Trace will improve transparency at every stage. It will strengthen compliance by capturing detailed audit trails and inspection records. It will empower teams by providing them with a reliable mobile tool to work with, while simultaneously offering leadership teams deep visibility through web-based analytics and reports. The platform is not just a technological upgrade - it represents a cultural shift in how materials are managed, how decisions are made and how every team contributes to operational excellence at L&T Valves.



**Durairaj S**  
Sr. Engineer  
IT & Digitalisation

# Tantum

*With custom-engineered valves and unpredictable workloads, traditional planning tools failed to keep up at L&T Valves. The adoption of TANTUM , powered by TOC - CCPM, redefined project scheduling to meet the growing demands of our customers.*

Post integration L&T Valves faced several critical challenges. An exceptionally high enquiry rate has led to overdue orders as resources struggle to keep pace with growing demand. A lack of scientific forecasting and visibility into load versus capacity resulted in commitments that far exceeded the actual capacity. Poorly defined individual responsibilities made it difficult for team members to align their efforts with broader organisational goals. There is an absence of a centralised planning platform to coordinate scheduling and task management across the value chain in real time. Lack of real-time overview of pending tasks and bottlenecks for leadership impeding effective decision-making.

With a need to produce 85,000 engineered valves per year, we faced a unique roadblock - custom, project-based requirements meant batch processing wasn't possible, and standard project-management tools couldn't handle the volume and variability of projects.

To manage diverse valve projects each sharing manufacturing resources we adopted the Critical Chain Project Management (CCPM) approach. The methodology adapted to implement CCPM is Theory of Constraints (TOC). This aligned perfectly with its needs to balance multiple priorities, improve flow, and reduce lead times.

The steps taken to implement TOC methodology are as follows:

- a. **Identify the constraint:** Assembly cell being the single point of value addition for all valves irrespective of the variety, it was defined as the Critically Constrained Resource (CCR).
- b. **Exploit the constraint:** All projects were scheduled on the CCR to ensure there are no competing priorities and to ensure the bottleneck resource was utilized to the fullest.
- c. **Subordinate all other decisions:** Based on the CCR plan, backward scheduling was done to get priorities for previous activities across the value chain. This ensured all individuals knew their individual responsibilities that can collectively help in achieving the company's goal.
- d. **Elevating the constraint:** Process improvements and policy decisions on procurement strategy was undertaken to improve the material flow and increase the capacity of the constraint resource.
- e. **Repeat the Cycle:** Post sustenance, the manufacturing process will be restudied to identify any shift of bottleneck.
- To ensure the robust implementation and sustenance of the methodology, it was decided to implement a Planning and Scheduling application based on TOC - CCPM principles for managing priorities across the product value chain. For this purpose, Tantum software was selected from the market and customized to suit the requirements of L&T Valves. The goal was to double the throughput and achieve improved OTD (On Time Delivery).

Tasks							
Total Records : 40							
<div>Save Cancel Export Today Later Closed Escalations VendorWiseReport</div>							
Project Name	Stage	Primary	Second	Status	Remain	Qua	Prom
110833618-42-TMBVSS-24-150-UPFB-SWC-032-073-45-RELIANCE INDUSTRIES LIMITED RE-IMPORT R&D EDC PIPING PROJECT	PO yet to be placed - A3 Category	MAHESH M	Rutven S	In Process	1	4	10-12
12000008-1470-TMBVSS-207400-10718-RF-100020-030-Samsung Saudi Arabia Co., Ltd. RADWAL GAS RECOMBENT PROGRAM	PO yet to be placed - A3 Category	MAHESH M	Rutven S	In Process	2.5	1	
110833019-00-TMBVSS-27000-0918-RF-150-0N-0-R Engineering Private Limited- PDC UNIT	GRN yet to be made - A3 Category	MAHESH M	Rutven S	In Process	75	2	21-04
110833045-00-TMBVSS-4750-0918-RF-100-0N-0-R WIL TRUPATI INDUSTRIES STORES ON INCH LTD. PO DUBAI/MANASSAM	GRN yet to be made - A3 Category	MAHESH M	Rutven S	In Process	73	0	29-04



Key features and benefits of Tantum include:

### Scientific Analysis and Integration

The first step was to meticulously analyse and classify the assembly layout into distinct cells. Each cell's capacity was scientifically studied and established, providing a clear understanding of the production capabilities. Concurrently, all activities required to build the product were listed, and their interdependencies were mapped out, laying the groundwork for a comprehensive scheduling system.

### ERP Configuration for Real-Time Visibility

To enhance transparency, SAP was configured to provide the current stage of the product life cycle for any given item. This integration enabled stakeholders to access real-time information, offering clear visibility into the status of each project.

### Dynamic Scheduling with Lead Time Injectors

Understanding that manufacturing environments are dynamic, lead time injectors were developed within Tantum. These injectors estimated the time of start and completion for all activities in the product life cycle, utilizing both backward and forward scheduling techniques. This innovation allowed for the automatic generation of project schedules, considering capacity, load, and interdependencies, unlike traditional project management software that required manual input.

### Adaptive Project Management

The true strength of the Tantum software lay in its adaptability. Recognizing that projects often face delays, new discoveries, and resource changes, the software was designed to dynamically adjust the project schedule based on real-time data. This feature enables the project team to monitor

the evolving delivery dates, maintaining customer trust by providing accurate and updated timelines.

### Ease of Use

The remaining duration update for material procurement activities was cumbersome through Tantum since all transactions existed in SAP. To solve this, vendor commitment tracker was developed in SAP and was integrated with Tantum.

### Process Optimization and Standardization

During the development of the vendor commitment tracker, the team identified inefficiencies stemming from unclear responsibilities and poor processes. To rectify this, material requirement planning and release control policies were finalized and implemented, standardizing procedures and improving coordination among buyers.

### Vendor Collaboration and Integration

Recognizing the importance of aligning with external vendors, we developed a vendor priority report within the scheduling software. This report communicates revised priorities to vendors, ensuring that procurement is aligned with the updated schedules. For cases where purchase orders had not yet been placed, integration between the SAP and Tantum is underway to capture material requirement dates directly in the purchase orders.

### Enhancing Quotation Accuracy

A significant issue that prompted the development of the new system was the increased number of overdue orders, primarily due to a lack of visibility into load versus capacity. With Tantum in place, this problem would be mitigated. Business decision was made to consider not only firm orders but also previously quoted inquiries when quoting delivery for new inquiries. To support this, a Due

Date Quotation (DDQ) module is being developed, allowing for more accurate and reliable delivery commitments. The DDQ module underwent trials and testing as proof of concept. Building on this success, the module is currently under development within the Tantum, with plans for full integration with CRM in the near future.

### Conclusion

"Change is the only constant in life." - Heraclitus. Embracing change is most essential for adopting new technology and fostering collaboration. We believe we can not only improve efficiency and accuracy but also strengthened relationships with customers and vendors.



So far the processes are people dependent. Going forward, it will become system dependent.

- Banu Prathap P



**Sakthiisudarsan P**  
Sr. Engineer  
IT & Digitalisation

# Data-driven Decision Making

*In the age where data is the new oil, building a data-driven culture is essential for agility and growth. L&T Valves' Power BI dashboard ecosystem transforms scattered data into unified insights, empowering smarter, faster decisions across the value chain.*

At L&T Valves, a major transformation is underway in how data is collected, processed, and leveraged for decision making across departments. Through the implementation of enterprise-grade dashboards built on Power BI, we have created a structured and transparent reporting system that spans multiple business functions. These dashboards seamlessly integrate data from SAP, SharePoint, and file-based sources, converting raw information into meaningful insights available.

The initiative began as a response to the challenges posed by siloed and time-intensive reporting methods. Earlier, various departments relied on spreadsheets, email updates, and isolated systems for communication and analysis. This often led to inconsistencies, delays, and redundant effort across teams. By consolidating data streams into unified dashboards, we have eliminated these inefficiencies and established a common foundation for data-driven operations.

The suite of dashboards developed using Power BI provides an integrated view of business performance across key functional areas.

Finance dashboards offer a comprehensive view of business health across regions. They cover critical areas such as sales, collections, order inflow, inventory levels, and inventory ageing. With flexible filtering by time period, product segment, or business unit, they serve as a valuable tool for finance teams and business heads to monitor performance and take timely actions.

Operational dashboards provide deep visibility into production and supply chain activities. They track valves that are assembled, tested, and credited, with clear distinctions between in-house and CMG contributions. This level of detail supports accurate performance monitoring and more effective resource planning. Additional dashboards monitor inventory turnover and track planned versus actual production outcomes,

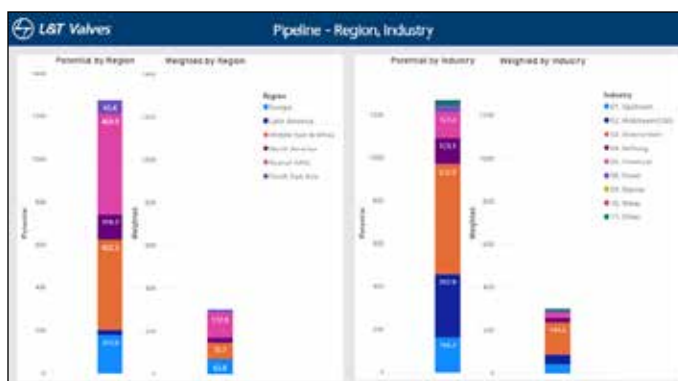
helping teams evaluate operational efficiency and identify bottlenecks in the process.

Sales and marketing dashboards focus on managing the sales pipeline and identifying future business opportunities. Prospect dashboards highlight potential business value segmented by product group, region, industry, and customer stage. These insights help sales leaders prioritize opportunities, identify pipeline gaps, and align efforts for maximum conversion.

Execution and delivery dashboards ensure end-to-end order visibility. The sales order tracker provides real-time updates on order movement from initiation to delivery, while the on-time delivery tracker monitors performance across both in-house and CMG valves. These tools help identify deviations from planned timelines and enable timely corrective actions.



IDAS



Sales Prospects



Leadership Cockpit



Capacity Planning

Additional functional modules enhance operational planning and oversight. The full kit management dashboard tracks the availability of parts required for valve assembly, ensuring production readiness. Third-party inspection tracking monitors planned versus actual completions, improving accountability and compliance. Other dashboards support material cost tracking, capacity planning, estimation, and planning board visualization.

A dedicated set of dashboards has also been developed for the KSA plant, reflecting its specific operational metrics and requirements. At the organisational level, the leadership cockpit integrates key performance indicators from multiple departments into a single consolidated view, supporting strategic decision-making for senior management.

The implementation of these dashboards has also laid the foundation for future analytics capabilities. As the organisation matures in its use of data, the focus will gradually shift from descriptive reporting to predictive and prescriptive analytics. This will include forecasting trends, identifying operational risks in advance, and recommending data-backed actions to optimize business performance.

The shift to Power BI-based dashboards has helped foster a data-oriented culture within L&T Valves. It has improved transparency, reduced manual workload, and empowered every level of the organisation to make decisions based on consistent and credible data.



**Aswin Kumar**  
Manager  
IT & Digitalisation



# Houston Chronicles

*A busy June where we created ripples at Valve World Americas, inaugurated a new office and appointed 700 Valves Supply as our master distributor for USA*







## EEPC National Award

L&T Valves wins award for Export Excellence - Ferrous Industrial Castings, Large Enterprise

Kalyanaraman S and Venkatesh S received the award from Adv. Ashish Shelar, Honorable Minister of Information Technology & Cultural Affairs, Government of Maharashtra

## Bechtel India Supplier Forum 2025

Distinguished visitors to our stand included Hiren Dholakia, Vijay Chhabra, Ashish Oberoi, Praveen Kashyap, Aruna Vaidya and Anil V Parab



# Fast & Spurious

*Spurious valves is fast emerging as a threat to sensitive installations and human life. How can we identify and address this scourge? What is the legal recourse available to us? We listen in on a conversation between Nagaraja P, Head - Domestic Sales and Nisha K, Head - Legal*

**Nisha:** What happens when a customer calls L&T Valves and conveys that the valve they bought is faulty or failed well before the expected lifetime?

**Nagaraja:** There is a rather high possibility that the customer purchased a spurious valve - one that resembles an L&T Valves product and even bears its name but was manufactured by unscrupulous operators trying to hoodwink customers.

This problem of spurious valves is much more than loss of revenue, it is about erosion of hard-won trust, brand value and more importantly, the risk of accidents. The worrying aspect is that this issue is becoming rampant not just in the domestic market, but internationally as well.

**Nisha:** Let's start with sales - how big is the impact of spurious valves on business?

**Nagaraja:** During a recent review, we saw a decline in sales in the Western region. When we dug deeper, we found that the major shortfall was from distributor business. It turned out that the customers, while thinking they were buying our valves, were actually buying spurious valves from 'unauthorised' distributors.

It is denting our business opportunities - there is a dip in sales of at least 10% from the distributors.

**Nisha:** 10% dip is huge. International Sales is also suffering because of spurious valves. Spurious valve traders have even forged authorisation letters issued from our customers to gain entry.

This issue also touches on infringement. To address this, we have filed suits in the Delhi High Court. We want to create a huge uproar in the market - if anyone touches the L&T Valves brand, they will pay the price!



**Nagaraja:** That is definitely helpful. Now, from another perspective, this issue is reducing the opportunity for us to add new customers. This is because potential customers who are not aware who our authorised distributors are, search for distributors in the open market and buy spurious valves.

Can you explain the process for bringing spurious valves manufacturers to the law?

**Nisha:** When we get reports about a spurious valve, we check for authenticity of the test certificates by validating them internally with our quality team and if possible, inspect the valve. If convinced that the vendor is selling spurious valves, we engage a detective agency to procure valves and establish documentary evidence that can be used in the court. In one such surprising incident, the detective agency found several unauthorised agencies in one neighbourhood and some of them were even using defunct brands.

With the report from the detective agency, we file a suit against the infringer. Since cases could take a long time to get to a resolution, we file a temporary injunction to stop them from using the L&T Valves brand and name.

Subsequently, a commissioner is appointed by the court who, with the help of police, will conduct a raid to confiscate documents and communication. The defendant will be called for trial; in most cases, the defendant will request a settlement. We normally do not agree for a settlement but proceed for a permanent injunction.

**Nagaraja:** If spurious valves do not perform well, disappointed customers may file a case against us especially if any disaster takes place. What can we do to protect ourselves in such a scenario?

**Nisha:** This is an important point because our valves handle inflammable fluids and safety is our first priority. For customers

that we know have purchased from unauthorised channels, we have already started creating awareness that L&T Valves is not liable. This will mitigate our company's risk. We also make them aware of our authorised distributor network that is published on our website. This is, of course, limited to people who we know have been purchasing spurious valves - but there are many others we do not know about.

The larger move would be to increase awareness about the issue. We can talk to our existing customers on a regular basis, to keep them aware of how a small saving can lead to a much bigger expenditure later. We can also publish articles in our newsletter and in the print media, talk about it in social media and so on. We can touch on the cases we have won and point out to the big legal costs faced when the producers are hit with such cases.

**Nagaraja:** Our digitalisation initiatives are helping. We recently introduced the ValvTrac, a QR-code based traceability and authentication app. Customer can scan the code on the valve and authenticate the product.

What if a person who is proven guilty is caught making spurious valves again?

**Nisha:** If anyone violates a permanent injunction that will lead to both civil and criminal offences. In civil, we can file a contempt of court order, sue for compensation or penalties like fines or imprisonment and in criminal, punishment will be imprisonment for three to six years.

**Nagaraja:** That is excellent. I think it is high time for us to make some noise in the market, so that customers can buy with confidence from our authorised distributors.

**Nisha:** Yes, the counterfeiters should know that we are watching them - and we will do all that we can to bring them to justice.

# ALLOY'25

*The third edition of Alloy 2025, the foundries and forge shops partner meet, was held on 9 July at Chennai. The hat trick event saw participation from about 45 partners from across the country. It provided a platform to reinforce bonds and celebrate the enduring relationship.*



Mahesh M, Head - SCM, welcomed representatives from the foundry fraternity and forge shops and highlighted the significance of the event in fostering strong supplier relationships.

R Krishna Kumar, Plant Head - KPM, setting the tone for the event highlighted that castings and forgings are the bedrock of quality, reliability and performance in the valve industry. "Every casting and forging you deliver carries our promise to the customer. Make that casting a differentiator, not just a component."

S Kalyanaraman, Chief Executive and Director, in his keynote address spoke about a future of integrated supply solutions where foundries take ownership of casting, machining and value addition as well. He also acknowledged the market turbulence that suppliers face and assured them of L&T Valves' support in this journey.

Venkatesh S, Vice President, Global Sales, presented on the near and long-term market movements and their implications on the casting industry. Touching on the expectations from L&T Valves, he added, "We live in times where speed and quality are not just competitive advantages - they are survival essentials"

Krithika V took the audience through the inspiring journey of L&T Valves' digital transformation, illustrating how technology is reshaping the entire value chain from supplier integration to customer delivery. She also explained about Supplier Xchange app and its progress.





MSR with Mr Shanavaz KE - Peekay Steels, Mr Srinivasan Kannan - Harihar Alloys, Mr Prashant Deshpande - Amcon Castings Pvt Ltd and Mr Dhruvit Sankharava - Invent Cast Pvt Ltd

In a thought-provoking and energetic panel discussion on Global Ambitions: How Indian Foundries Can Lead the Way? MS Rajaraman, Head of Sales - Special Projects, brought together four dynamic voices from the foundry sector, two representing sand casting and two from investment casting. The session focused on the readiness, evolution and vision of Indian foundries as they adapt to a rapidly transforming global landscape. It was very engaging with questions about Industry 4.0, foundries' approach to skilling and workforce development, innovation, cost competitiveness and quality.

Sharad Dutt, Deputy Advisor, NDIE, delivered an enlightening session on the Zero Defect Zero Effect (ZED) Certification, a flagship initiative under the vision of Viksit Bharat@2047. The ZED scheme is designed to transform Indian MSMEs into globally competitive, quality-focused and environmentally responsible manufacturing units.

Ranjith Kumar Damodarasamy, Deputy Director, NABL, delivered an insightful presentation on the importance of NABL (National Accreditation Board for Testing and Calibration Laboratories) Certification and its role in strengthening the credibility of India's manufacturing and supply ecosystem.

We are truly honoured to receive the Long Business Association award. L&T Valves supported us a lot technically and businesswise over the last two decades and it was a great experience working with them. The award will motivate us to work more with L&T Valves in the coming years.

**R Karthikeyan,**  
Director Operations  
Madura Steel Industries Pvt. Ltd.

We are honoured to receive the Best Performer Award that reinforces our position as a trusted and high-performing supplier. L&T Valves appreciates our consistent quality, timely deliveries and technical capabilities and this recognition will boost our morale and affirm the team's commitment to excellence.

**Sundar, Plant Head**  
Kannappa forgings

We truly value the opportunity to strengthen our partnership and look forward to many more successful collaborations in the future. The sessions were informative and provided a great platform for networking.

**Dhruvit Sankharava, Director**  
Invent Cast Pvt. Ltd.



## Partners



### Peekay Steel Castings

Significant Contribution -  
Large Size Castings



### Harihar Alloys

Strategic Partner, Overseas Business -  
Sand Castings



### INVAC Cast Limited

Strategic Partner, Overseas Business -  
Investment Castings



### Rainbow Technocast

Strategic Partner - CMG



### Veeyes Alloys

Outstanding Performance -  
Sand Castings



### Amazon Technocast

Outstanding Performance -  
Investment Castings



### Amcon Castings

Significant Contribution -  
Machined Castings



### Kannappa Forgings

Outstanding Performance - Forgings



### Madura Steel Industries

Long Business Association Award

Kicking off the Knowledge-sharing  
Sessions at Alloy25.

**Sharad Dutt**, Deputy Advisor, NDIE who  
spoke about ZED Certification and

**Ranjith Kumar**, Deputy Director, NABL  
who spoke about NABL Certification



# Precision to Progress



EDGE 2025, the inaugural summit of our machine shop partners was held in Kancheepuram on 20 June 2025. The name of the event reflects the cutting-edge technologies employed by the fraternity as well as the competitive edge they provide to L&T Valves business. The objectives of EDGE were to share insights on best practices and highlight achievements as well as opportunities for growth. The event was attended by over 50 partners from across the country. EDGE commenced at Kancheepuram factory where each product group spoke about their unique requirements and business potential. M Vijayarangan, Head - Quality, in his address, reiterated on the importance of compliance and presented L&T Valves' expectations. Mr Navaneeth from Iskar Tooling Solutions and Mr Gnanavel from ACE Designers enthused the audience by introducing innovative product options. The event concluded with an interaction with our leadership team and an evening of entertainment.



# EDGE



# United We Stand

## Hoshang Bathena

*United Trading Agency and our sister concern Jaybee Traders, have been in the industrial valves business since 1960, giving us over 60 years of experience in the industry.*



**The founders: Mr Hormuz Bhathena,  
Mr Khushroo Bhathena and Mr Pervez Bhathena**  
Photograph from Valves Newsletter of April 1998

### Inception and Current Management

In March 1974, Mr Khushroo Bhathena, Mr Pervez Bhathena and Mr Hormuz Bhathena started our operations with a team of six people and office at Mumbai. The organisation is now guided & mentored by the co-founders, Mr Khushroo and Mr Hormuz and assisted by the second generation team of Mr Farokh Bhathena, Mr Burzis Bhagat and me.

### Adding New Customers and Retaining Existing Ones

Our major advantage is our qualified workforce, specialised in sales and logistics. We are fully committed to providing our customers the best solutions.

### Recent Milestones

- 2005** Valve Actuator Integration Platform
- 2006** Second generation joins business for growth and expansion of customer-base
- 2010** Added two Warehouses in Bhiwandi in addition to the three in Mumbai, increasing overall inventory to more than 20,000 valves of different sizes
- 2020** L&T Valves Order Inflow crosses Rs 20 crores
- 2021** Single-largest customer order, from Tata Chemicals worth more than Rs 1.5 cr.
- 2024** Best Order Inflow Performance - WRO1

### Role of Technology and Digitalisation

Digital platforms like emails, social media, website advertising have enabled our businesses to offer personalised experiences, tailoring products and services to individual customer needs. Our business can now engage with customers across multiple channels and provide a seamless experience. Online marketplaces like L&T-Sufin have revolutionised retail enabling us to operate more efficiently, reach new customers and drive innovation.

### The Secret of Our Success

United Trading Agency's success is a result of our industry knowledge, product portfolio and commitment to quality and service and strong relationships. Our emphasis on customer satisfaction as a core principle indicates a deliberate strategy to serve and retain our customers and grow through long term relationships. We possess in-depth knowledge of industrial

valves and their applications, allowing us to provide expert guidance and technical assistance to more than a thousand direct customers.

#### **The Sustaining Partnership between UTA and L&T Valves**

UTA has always viewed L&T as a reliable business partner, ensuring stability and predictability in both of our business dealings. This partnership has always created value for both parties, encouraging continued collaboration for many years.

The open and transparent communication between both of us solves difficult issues and has fostered a strong relationship. Regular meetings and interactions between us and the L&T Valves engineers have always helped to maintain a strong connection between the two organisations.

We have always demonstrated adaptability and flexibility in responding to changing market conditions, technologies, pricing and other customer needs. We have always viewed our relationship with L&T Valves as a strategic partnership, focusing on long-term benefits and growth and investing time and resources in building and maintaining the relationship.



## Our Family

As a Parsi family with a rich cultural background and traditions, we value the principles that are important in keeping strong family bonds.

Burzis Bhagat who is married to Farzin Bhagat has two daughters, Parisha and Jenisha who are currently studying in Christ Church School, Mumbai. Hormuz Bhathena and his wife Freny live with them.

Hoshang Bhathena is married to Zenobia and has two twin sons Arzan and Arish who are currently studying in Don Bosco School, Mumbai. Khushroo Bhathena lives with them.

Farokh Bhathena is married to Naomi and has a son Kayhan who is currently studying in St. Mary's School, Mumbai and were recently blessed with a baby daughter Zeesha.

As a family we always make a point of spending quality time by meeting each other regularly and going on family trips together which are essential for creating long lasting memories.

# Driving Quality Excellence

*M Vijayarangan, Head - Quality, is known for his ability to drive quality improvements, strengthen audit readiness and lead cross-functional teams in challenging engineering and project environments. He has been recognised for his commitment to excellence, customer satisfaction and continuous improvement in quality systems and processes.*

## My Education and Experience

I hold a bachelor's degree in mechanical engineering and diploma in Total Quality Management (TQM) and Safety. With over 32 years of industrial experience in the field of Quality Assurance and Quality Control (QA/QC), my expertise covers manufacturing and inspection of boilers, pressure vessels, piping and a wide range of industrial valves including Gate, Globe, Check, Ball and Butterfly valves. I have worked extensively with products used in critical sectors like oil & gas, power, petrochemical and water treatment.

## Turning Point of My Career

When I was entrusted with the responsibility of leading the Quality Assurance and Control function for L&T Valves' high-integrity product lines, especially those catering to critical sectors like oil & gas, power and nuclear - this role marked a significant shift not just in terms of responsibility, but also in strategic influence. It required me to move beyond conventional QA/QC practices and drive transformational quality initiatives, such as implementing digital traceability systems, Six Sigma methodologies and global compliance frameworks like API, PED, IBR and ISO standards.

One of the most defining projects during this period was spearheading the 'Digital Valve Passport' initiative, which integrated QR-code-based real-time quality documentation and traceability which was greatly appreciated by global clients like Aramco, ADNOC and Chevron. This not only enhanced customer confidence but also redefined internal quality culture.

## Influences that Shaped My Leadership Style

Early in my career, working on the shop floor taught me the importance of discipline, process adherence and teamwork. It helped me understand that strong leadership begins with hands-on knowledge and respect for every role in the system.

I was fortunate to work under experienced leaders in L&T who led by example. They showed me the value of being approachable, fair and consistent. This inspired me to build a leadership style based on trust and empowerment.





Finally, adapting to changes - like moving from manual to digital quality systems - helped me grow as a leader who is open to innovation and committed to guiding teams through change with clarity and confidence.

### **Building and Leading a High-Performance Team**

Building a high-performance team starts with choosing the right people - those who are not only technically strong but also open to learning, collaboration and accountability. I look for team members who have both skill and attitude, because mindset plays a key role in long-term success.

Once the team is in place, I focus on setting clear goals, responsibilities and expectations. Everyone must understand their role in the bigger picture, whether it's delivering a product, meeting a customer requirement or supporting an audit.

I strongly believe in leading by example. Whether it's discipline in documentation, commitment to deadlines or ownership of issues, I ensure my actions reflect the values I expect from my team.

I promote a culture of continuous learning. Through regular training, mentoring and exposure to international standards and audits, I help the team build confidence and capability.

Communication is the key. I maintain an open-door policy, encourage feedback and make sure achievements are recognized and issues are addressed early.

Finally, I push for data-driven performance. By using tools like Root Cause Analysis, Quality KPIs and digital dashboards, I help the team stay focused on improvement and results.

### **My Vision for L&T Valves Quality Department**

To establish L&T Valves Quality Department as a globally benchmarked, digitally empowered and customer-trusted centre of excellence ensuring zero-defect culture, total compliance and continual improvement across all our processes and products.

### **Impact of L&T Valves Digital Transformation**

L&T Valves' digital transformation has brought a significant and positive shift in how the quality function operates. It has helped move us from reactive inspection to proactive quality assurance.

One of the biggest milestones has been the introduction of the ValvTrac Digital Valve Passport. This allows real-time access to the valve's complete quality history from material traceability to test reports - through a simple QR code scan. It has increased transparency, reduced documentation errors and enhanced customer confidence during audits and inspections.

We've also implemented digital checklists, dashboards and NCR tracking systems, which have streamlined our internal reviews and reduced cycle times. Quality data is now easily accessible, which supports faster decision-making and better root cause analysis.

Digital transformation has also enabled remote audits and virtual inspections, helping us collaborate with global clients more efficiently, especially during critical project milestones. Overall, this shift has made the quality department more agile, data-driven, and integrated, aligning perfectly with the expectations of global customers and international standards.

### **My Free Time**

In my free time, I enjoy reading technical journals and industry updates to stay current with evolving standards and global quality practices. I also take interest in mentoring young engineers, sharing practical knowledge and real-world case studies to help them grow in their careers.

Outside of work, I find peace in spending time with family and listening to classical music. I also like taking short walks or visiting temples, which gives me a sense of balance and clarity.

### **My Family**

I come from a close-knit and supportive family that has been my greatest source of strength throughout my career. My spouse has been a constant pillar of encouragement, especially during challenging phases of professional growth and relocations. We are blessed with two children. My daughter, Kaviya, recently completed her M.Tech in Biotechnology, and my son, Thirueswaran, has completed his Bachelor's Degree in Computer Science. Both are pursuing their individual paths with dedication and focus. As a family, we value simplicity, mutual respect, and continuous learning. Their unwavering support has played a major role in helping me lead with clarity, stay grounded, and maintain balance in both personal and professional life.

# Team WRO1



**Prashant Kadam, Head - WRO1**

Engineer with 14 years of experience.

Mantra - Trust the journey. The destination will take care of itself. Powerful reminder to focus on the process, have faith in strategy, teamwork and staying committed will always reward with your achievement. Leading a team spread over four states of Western Region.



**Pramod Solanke**

Engineer with 8 years of experience. Handles Mumbai, Nagpur and Chhattisgarh regions.

Life mantra - Risk is always better than regret.



**Rehan Shaikh**

Engineer MBA with 8 years of experience. Handles Reliance Industries Limited as key account.

Favourite Quote - Hard work beats talent when talent doesn't work hard.

Work Mantra - Lead with insight, listen with intent, and deliver with precision. In every conversation, create solutions - not just sales.



**Laxmi Narayan Routray**

Sr. Engineer

Handles major customers of WRO1.

I believe in continuous learning and growth, always striving to deliver value while adapting to dynamic industry demands and customer expectations.



**Prajesh Jadhav**

Sr. Engineer

Handles major customers of WRO1.

A quote I live by - Don't work for applause, but for a cause.



**Tanmaya Kumar Swain**

Sr. Engineer

Handles major customers of WRO1.

The journey of a mechanical engineer never stops evolving. With every challenge comes growth, and my mantra remains: keep learning, stay confident.

# GET Vanakkam

## From Campus to Corporate



On 30 June 2025, Kancheepuram factory was buzzing with energy; 40 Graduate Engineer Trainees (GETs) were being inducted into the L&T Valves family. The composition of the batch - 36 women and 4 men - was a testament to growing participation of women in the manufacturing sector.



Welcomed by euphoric chenda melam, the GETs kickstarted their career journey at the flagship factory. After interactions with plant management, they stepped into a structured induction programme which included classroom and hands-on session on product features and manufacturing.

A highlight of the programme was a session on Workplace Culture, Professional Values, DEI & Allyship and Career Visioning facilitated by Ms Nafeesa Begum, a DEIB Strategist.

Discussions around corporate dilemmas and unspoken workplace norms sparked curiosity and laughter. A powerful segment on Diversity, Equity, Inclusion and Belonging (DEIB) led to thoughtful engagement, especially around allyship and gender stereotypes in engineering spaces. The workshop also provided an opportunity for the GETs to pause and reflect on who they want to become in the next three years and not just what they want to achieve.

**We wish 2025 GETs a purposeful and successful career ahead!**

## ***Answer without Googling :-)*** *and send your answers to v-connect@Lntvalves.com*

- Which design technology allows manufacturers to rapidly prototype physical parts?
- What is the virtual replica of a physical manufacturing system called?
- Name the most used social media platform for B2B Digital marketing and lead generation.
- What type of AI model generates text, images or code based on input prompts?
- What virtual experience helps customers explore industrial products before buying?

## **Answers to April Quiz**

1. Which Indian city was named the "Cleanest City" in the Swachh Survekshan Awards 2025 (again!)?  
**Indore**
2. Which renewable energy source is projected to surpass coal as the largest global electricity source by 2025?  
**Solar**
3. Which product sector in India saw a significant surge in exports, particularly to the US, due to manufacturers rushing shipments ahead of tariffs?  
**Smartphones**
4. Which Indian city was among the top-10 most polluted cities globally in 2024?  
**New Delhi**
5. What was the magnitude (on Richter Scale) of the earthquake that struck Myanmar on 28 March 2025?  
**7.7**

Thanks for the overwhelming response.  
Congrats to **Maheshkumar R**, Production  
for winning the quiz.

# காஞ்சி Connect

V-connect Kancheepuram Special

July 2025

## Long Service Awards



**Gopinath D**  
DGM - Operations



**Balaji MG**  
AGM - SCM



**Annamalai SP**  
Asst. Manager - Operations

*Congrats to  
the awardees*



# Power to the People



As a joint secretary of our resident association, I was keen to contribute to our community and society and 'Pradhan Mantri Surya Ghar Muft Bijli Yojana', the free solar power initiative of the central government provided me an opportunity.

I discussed with multiple vendors like Tata Solar, Adani Solar, Luminous, etc., discussed with other home owners to get everybody onboard and after a series of meetings within the community and with vendors we placed orders for 13 rooftop solar power systems.

The initial cost of the system was Rs 1,76,000 for 3 KW power, and two months after installation, we received a subsidy from the government which slashed our investment to Rs 98,000.

We opted for an On-Grid system, where the produced solar energy generated is fed into the electricity grid. The billing is adjusted based on the balance of energy consumed and supplied. This system also qualifies for government subsidies, making it the most cost-effective option.

## Types of Solar Plants:

1. **On-Grid:** In this system, we continue to use EB (electricity board) power. The solar power generated is sent directly to the government grid. The electricity bill is then adjusted based on the difference between imported (consumed) units and exported (generated) units. This is the only system that qualifies for government subsidy.
2. **Off-Grid:** In this setup, the system operates independently of the EB supply. Solar power is used directly, and any excess energy must be stored in batteries for later use. However, the cost of batteries is high, which makes this option more expensive.
3. **Hybrid:** A combination of On-Grid and Off-Grid systems. It allows for solar energy usage, battery storage for backup power, and a connection to the grid. While more flexible, it involves higher installation and maintenance costs.

## My EB Bill

My average power consumption which was around 1000 units before installation of solar power is now around 200 units, which translates into a saving of around 800 units.

I am so happy that I am able to make my small contribution to make our planet a little more green and clean.



**Subramanian M**  
Manager - Engineering

# Congratulations!



**Ganesh Kumar and Sirisha**  
got married on 23 April 2025



**Manikandan A and Keerthana**  
got married on 8 June 2025



**Tapan Kumar Das and Rimi Das**  
got married on 12 June 2025

## Celebrating the Winner of Beauty of Nature Photo Contest



The green meadows, gently rolling hills and clear skies offer a perfect escape into nature's calm. The photo, taken at Vagamon, Kerala, reminds us of the power of slowing down and reconnecting with the world around us.



**Johan Thomas**  
Sr. Engineer - Estimation

*The Beauty of Nature contest received 20 entries. We thank all employees who participated and Arjun Dogra, renowned industrial photographer who selected the winner.*

# Congrats to **Academic Achievers**



**Raghunadhan S - 10<sup>th</sup>**  
S/o Subramanian M



**Sreenidhi KU - 10<sup>th</sup>**  
D/o Udaya Kumar K



**Akriti Agarwal - 12<sup>th</sup>**  
D/o Nanda K Agarwal



**Shakthi P - 12<sup>th</sup>**  
D/o Nisha K



**Prakash P**  
Painting & Packing  
Cleared NACE Level 1 and 2



**Vasanth Gandhi**  
Assistant Manager - HR, L&T Valves Arabia  
Completed Post Graduate Certificate Programme in  
Strategic Human Resource Management from  
IIM, Thiruchirapalli



**Bhavesh M**  
S/o Manikandan B, SRO  
World Record Holder  
Member - 'Largest Group Performing  
Tie & Dye' in Shortest Duration