

# V connect

Vol. 21, No. 2

The Employee Communication Newsletter of L&T Valves

April 2021

## Pushing the Boundaries of Excellence

Corporate Culture as  
a Power Catalyst



## The L&T Way

Excellence is Our Signature

Guest article by **Yuvraj Mehta**  
Head - Corporate Brand Management  
& Communications

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## Message from the Chairman, V-connect Committee

Dear Friends

I am glad to present you this new issue of V-Connect, centered around the theme – 'Culture of Excellence'. It has been close to two years that we embarked on this journey of V-connect with an objective of bringing the L&T Valves family even closer. Through this period, V-connect has reached us through a variety of themes such as teamwork, innovation, customer centricity, digitalisation and so on. I was really amazed with the kind of talent, creativity and innovation that we could see in the contributions. The response to V-connect has been really wonderful and the readership has been encouragingly rising. On behalf of the V-connect team, I thank each one of you for making this initiative a great success.

As Chairman of the Magazine Committee, I am now looking forward to 'raise the bar' for V-connect. We aspire to create a benchmark in in-house publications when it comes to aesthetics, production value and, more importantly, the content. We have recently expanded and reconstituted the V-connect Committee. It is heartening to see so many willing minds ready to contribute. V-connect also intends to provide a forum that will exchange ideas, share experiences and showcase some of our hidden talents. V-connect, as a platform, encourages original thinking and creative content. Moreover, V-connect is a tool to promote and strengthen the Company's brand and further its vision.

Wishing you all the best for the new financial year 2021-22.

Cheers,

**Sameer Godbole**

Edited by Babu Kuriakose for L&T Valves, L&T Campus, Manapakkam, Chennai 600089.

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# Message from the Chief Executive

Dear Colleague,

It gives me great pleasure to connect with you through our employee newsletter. V-connect, as you know, is a theme-based newsletter, and the theme of the current issue is 'Creating a Culture of Excellence'. Let us examine the words that make up the theme.

**EXCELLENCE** is a talent or quality which is unusually good or surpasses ordinary standards. It is also used as a standard of performance as measured. The classic anthropological definition of **CULTURE** is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society. In other words, it is an entity larger than a set of rules and procedures or simple ways of doing things in a certain way versus another way. **A CULTURE OF EXCELLENCE** is something much bigger than the sum of parts, it provides a coherent and unified framework to enable people to maximise their potential and enhance their life – guided by the vision and value systems of an organisation.

We are all proud inheritors and practitioners of the L&T Way, a corporate culture that has been developed and evolved over eight decades, shaped by some of the finest management

minds the country has seen. Let me attempt to highlight some key aspects of the L&T Culture that I want you all to internalise and practice in our daily life.

- Pride in our shared heritage. A sense of identity.
- Clear mission and goals.
- Result and achievement orientation. Win-win strategies.
- Innovation.
- Fairness in all dealings with internal and external stakeholders.
- Equality | Empowerment | Accountability
- Focus on business and personal growth.
- Leverage synergies. Work in flexible teams.
- Training and grooming of new talents.

In my experience, our corporate culture provides a unique value proposition to us. Let us work together to reinforce this culture of excellence and grow higher and faster in the new year.

Regards,



**S Kalyanaraman**

# Aamchi Mumbai

## A Culture that Breeds Excellence



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Sameer Godbole, CFO

They say that Mumbai is a high-cost city. Yet, paradoxically enough, I love this city, where I grew up, for something that it gave me absolutely free of cost and in abundance – its *culture*. I realised the value of this soft power called ‘Mumbai culture’ even more when I moved through cities and travelled places later in my life, which could never offer the same, even at a price. Growing up in Mumbai was indeed an experience that I won’t trade with anything in this world. Mumbai lives and breathes its rich culture. A culture that embraces the good and not so good with open arms, a culture that offers *freedom* like none other, *harmonises diversity* of every kind, opens up a million *possibilities* for every mind, *allows you to fail*, provides *opportunities* to rise again and exhibits the very best in every facet of life. In doing all this, it very naturally puts you in *pursuit of excellence*.

The rich culture and traditions of this place bring out the best in you, without your even realising it. It doesn’t teach excellence, yet you learn it. A typical example of this can be the now famous ‘*dabbawallas*’ of Mumbai. At a young age, as I travelled through local trains and chatted with them, I developed a natural admiration for the sheer efficiency in the scale and quality at which they operate without realising that I am actually witnessing *excellence*. The city demonstrated excellence through its culture time and again through numerous such benchmarks. The Ganpati Festivals exposed me to maestros likes Ustad Zakir Hussain, Kishoritai Amonkar and many more, year after year, who unwittingly taught me lessons in innovation and dedication. When I watched some extraordinary stage performances by



Dr. Shiram Lagoo, Naseeruddin Shah or Girish Karnad through the rich theatre culture that Mumbai still nurtures, I was mesmerised with the skills and creativity on display. While playing in the nets at my cricket club at the Azad Maidan and later, while working with my theatre troop, I unknowingly learnt the virtues of teamwork. There is an almost inevitable and unmistakable air of excellence that breezes through Mumbai's culture.

Mumbai doesn't believe in manufacturing unidimensional individuals (expert 'robots'); it focusses on developing life skills and broadening perspectives. Its culture also creates an ambience that allows an individual to grow and not just qualify or pass. It prompts, propels, pushes and nudges you towards 'giving your best'. An immediate example that pops up is the super-active and high-quality college festivals in Mumbai. Be it the Mood Indigo at IIT or Malhar at St. Xaviers, they provide a wonderful platform for the young to practice their skills and interests with others from varied backgrounds and cultures. Participating in these festivals was a game changer for me in two ways. One, I was forced to acknowledge that there are many more with even better skills; two, it helped me to improve mine. These institutions are also the best when it comes to academics – even there, a drive is created to aspire for being the best.



Steve Evans / commons.wikimedia.org

The major difference is that in Mumbai academics, 'best' is only one part of 'the best'. You are allowed to be good at anything of your choice. Mumbai allows you to fail. Because there are so many opportunities out there, your success is not tied to just being a doctor or an engineer. The environment provides enough avenues for you to 'figure out' where your heart is. The upbringing is provident in a manner that it is willing to expand its realm of 'allowable' vocations to be considered respectable. The other way in which it allows you to fail is by not 'outcasting' failures socially. Mumbai nurtures a maturity to look at your failure as just another step to success. Being self-assured, people do not tend to look at you as a 'rival' at every step.

The chawl culture in Mumbai is a great lesson in community living. People from diverse castes, regions, religions live together. Yet, people stick to each other and create a wonderful living environment. Mumbai chawls can be a great lesson in co-existence. Living together in social formations while respecting mutual differences and resolving or living with conflicts through shared spaces and collective participation is what the chawl culture all about. Chawls are also birth places of many socio-cultural activities in



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Mumbai, like the Ganpati Festivals. They are also the breeding grounds for a lot of successful sportspersons, artists and luminaries in variety of fields.

The diverse exposure that Mumbai provides through its culture that nurtures arts, sports, music, cinema, theatre, education almost automatically drives an individual towards excellence. Being in the best of the environments perpetuates that quest for being the best. Mumbai to me stands as a firm testimony to the importance of culture in nurturing creativity, innovation, collaboration, communication, growth, development, accountability. It can surely be a great metaphor to appreciate the essential components of a culture of excellence in society and corporates alike.

# Corporate



What



Why

## WHAT IS CORPORATE CULTURE?

Corporate culture refers to the organisational culture that encompasses the vision, values, behaviours and practices of a company. [Read More: https://www.myaccountingcourse.com/accounting-dictionary/corporate-culture](https://www.myaccountingcourse.com/accounting-dictionary/corporate-culture)

## THE BUSINESS DICTIONARY DEFINITION

Organisational culture includes an organisation's expectations, experiences, philosophy, as well as the values that guide member behaviour, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid.

## WHY IS CORPORATE CULTURE IMPORTANT?

- It defines your company's internal and external identity.
- A strong organisational culture keeps your company's core values front and centre in all aspects of its day-to-day operations.
- A well-functioning culture assists with onboarding. A strong organisational culture helps you keep your best people. Your culture transforms your company into a team.
- Your culture can transform employees into advocates.
- Culture impacts performance and employee wellbeing.

[Read More: https://blog.jostle.me/blog/why-is-organizational-culture-important](https://blog.jostle.me/blog/why-is-organizational-culture-important)



# Culture 101



How



Who

## HOW IS AN ORGANISATION'S CULTURE SHAPED?

Leadership | Management | Workplace Practices | Policies and Philosophies  
People | Mission, Vision, and Values | Work Environment | Communications

[Read More: https://www.yourerc.com/blog/post/workplace-culture-what-it-is-why-it-matters-how-to-define-it](https://www.yourerc.com/blog/post/workplace-culture-what-it-is-why-it-matters-how-to-define-it)

## HOW IS CORPORATE CULTURE COMMUNICATED?

- Educate your employees about the beliefs and norms of the company and what they expect from the workforce. This can be done by giving them training and using emails and flyers.
- Set behavioural benchmark by explaining your employees, about the importance of organisational culture. It shapes the work environment and increases internal workflow.
- Explain to your employees the importance of your work culture and how it contributes to the growth of the organisation as a whole.
- Organisational leaders should communicate the tone of the organisational culture in the office. If the office is more formal and professional, the way of communication is also expected to be formal.

[Read More: https://www.complianceprime.com/blog/2019/08/07/how-is-organizational-culture-created-and-communicated/](https://www.complianceprime.com/blog/2019/08/07/how-is-organizational-culture-created-and-communicated/)

## WHO DEFINES THE CULTURE?

Jack Ma believes that Alibaba's culture is his job. And he is not alone. Great business leaders throughout history – such as Tom Watson, Sam Walton, and Herb Kelleher – have argued that the cultural buck stops with them.

[Read More: https://www.forbes.com/sites/johnkotter/2011/02/17/corporate-culture-whose-job-is-it/](https://www.forbes.com/sites/johnkotter/2011/02/17/corporate-culture-whose-job-is-it/)

# The L&T Way

## Excellence is Our Signature

*Excellence is a corporate signature, inscribed deep in the products we make, emblazoned across the projects we build and the services we offer. It's not just in our offerings, excellence is also written large in the manner in which we deal with our customers, in the way we honour all our commitments and in our visible willingness to go the extra mile.*



Yuvraj Mehta  
Head – Corporate Brand  
Management & Communications

**W**here did it all begin? It's not easy to put your finger at the source of something as indefinable as a company's culture, but if you thumb back across our pages of history, you can sense patterns of behaviour, observe choices made at crucial junctures and find official remarks that staked our position on critical matters. Put them all together, and the aggregate gives you something close to our collective character – our culture.

Let's go right back to the days when our company was engaged largely in trading of dairy and chemical plant equipment. We obviously weren't alone. The competition also sold products from foreign principals, but once deals were done, they generally left their customers to fend for themselves, and got busy in the more lucrative pursuit of new business. Holck-Larsen and Toubro did something different. After the sale was concluded, the partners would return periodically to check if the product was delivering as per expectations and if there was anything more to be done. A minor thing by itself, but it did not go unnoticed, and soon the eponymous

partnership began making a name for itself in Indian industry. Our slogan then was 'In Service lies Success', and few companies lived their tagline so emphatically.

### DRIVEN BY PEOPLE

People are the engines of culture – the throbbing heartbeat that animates systems and everything else that is seen to belong to an organisation. Perhaps that is part of what Holck-Larsen meant when he spoke one of his most memorable lines: "Machinery must be there, buildings must be there but without the people – it's all nothing. People are our only real asset." It wasn't just their capability but their commitment for quality that had to transit from manual to mindset, from handbook to heart. That was by no means an easy transition, but an essential one. Very early, we realised that it was not enough to induct people with a quality mindset, it was more important to keep alive that commitment through training at all levels. There is a process – invisible but usually effective – by which a new employee becomes an L&T-ite. Once that

happens, there is a lot that you can take for granted.

### AN OPEN MIND

A culture is not entirely home-made. Quite early, we realised the importance of keeping windows open so that we could absorb whatever was good in other corporate cultures. To different degrees, we were influenced by the number of companies we interacted with. Arguably, the biggest learning in our formative years came from a venerable manufacturer of tractors.

In 1945, L&T secured the dealership for the globally renowned Caterpillar tractors. It was an association with great significance for the future for it

helped L&T step up a gear. It extended the Company's reach, enhanced its processes and practices, and reinforced its customer orientation. As it turned out, our association with Caterpillar did not survive the vicissitudes of business but our core learnings about systems, procedures and our strong service orientation stayed embedded for ever.

Much of our approach and attitude to business flowed from our insistence on taking a long-term perspective. The quick buck, fly-by-night syndrome never seem to have entered our calculations. Our customers too realised that they were in for the long haul. A saying within the Company went: "No deal must be concluded except between a happy buyer and a happy seller, and the buyer's happiness must be a continuous one, with faith in good after sales service."

### NO GO TO 'CHALTA HAI'

In the early years of India's industrialisation, quality for many companies was whatever the market would accept. But that is not how L&T saw it. Nothing illustrates this better than the story of our motor starters. A starter is a simple electro-mechanical device that farmers use to protect their pump-sets (part of our electrical and automation range, it has since been demerged). When L&T began manufacturing motor starters based on the design of the Danish company Laur Knudsen, we ran into several roadblocks – the quality of material, production facilities available and, not least, the mindset of the people involved. In charge of production was the legendary Gunnar Hansen, who later rose to become a Deputy Managing Director in L&T.

Hansen was a man obsessed, and his obsession centred around quality. Quality in everything that people did – from the flower bed planted outside his office to the products that he and his team would make. When technicians came to him





with early prototypes of the starter they had put together, Hansen would shake his head. "Not good enough," he said. "Throw it away and make another." Looking ruefully at their efforts, the technicians would protest – this is the best that can be done in India, they said, given our conditions. Hansen simply pointed to the Danish model, and thundered: "If it can be done in Denmark, it can be done in India." The technicians would sweat, curse and attempt another, and another... until they finally matched the gold standard of the uncompromising Dane. Gunnar Hansen probably did not realise the implications of what he was doing but he was injecting a vital element in L&T's quality culture.

Among those whom Gunnar Hansen had interviewed and recruited into L&T was our current Group Chairman, AM Naik, and he has for long been an evangelist of excellence. In the decades since he took over at the helm of the Company, Mr Naik has infused the entire organisation with the realisation

that quality is an essential prerequisite to gain global acceptance. The growing segment of international business in our revenues tells its own story.

#### THE WILL AND THE SKILL

Quality also implies an investment in skills. 'Skill India' is a term that has lately gained currency. Seven decades before it was coined, L&T had turned its focus on training. In 1951, L&T set up its first training school for technicians and skilled workmen. Youths who enrolled for the four-year course modelled on a Danish training scheme for workmen, received specialised training as well as a stipend. The community benefitted too, for a skill acquired is a life transformed.

The commitment to learning has grown stronger over the years, and has taken new and diverse forms. Take a look at the number of institutions dedicated to training of multiple kinds – all devoted to the goal of making the good better. There is the Leadership Development Academy at Lonavala, a Project

Management Institute in Vadodara, Safety Innovation Schools in Hazira and Kancheepuram. Most recently, a unique Skill Trainers Academy has been set up at Madh, Mumbai as part of L&T's contribution to the cause of 'Skill India'.

#### A MOVING TARGET

An occupational hazard of talking about our history and our rich heritage is that it can lull us into complacency. That is risky. History is littered with examples of successful companies committing the folly of taking their success for granted. Rest too long on your laurels, and you will end up with a grandstand view of your competitors charging ahead.

L&T realises the importance of keeping pace with change. We continue to invest in our facilities and ensure that our technology base is on par with the best in the industry. Along with many other front-ranking companies, we are witnessing the digital dawn and responding actively. Integrating the old and the new, and infusing brick and

# The process of learning never ends

Jagadish Mohanty, Finance & Accounts, Coimbatore won the 'Memories @LDA' essay contest organised by the Leadership Development Academy. Congrats!

The process of learning never ends. LDA Lonavala is a perfect example of a support for a man's thirst for continuous learning. Most often it is noticed that once a person settles down in a job he is totally isolated from academics or any sort of personal development initiatives. LDA is a one stop solution that addresses all this and focuses on the full round development of a professional.

For me, prior to three years, Lonavala was everything about breathtakingly beautiful tourist spots and hard candy chikkis. But now there is definitely something beyond the external attractions of the place. I have a strong personal bond with the place now. One that I will throughout remember with gratitude. Why is it so? Well, LDA Lonavala is the reason why I hold certifications from two prestigious institutions in India today (6th Batch APCL from NLSIU and EDP from IIT Bombay).

Apart from the boost it has given to my career in terms of additional



qualification, this is also the place that has given me the opportunity for developing strong friendship. The cricket matches after class and late evening celebrations with dance and music were not only a relaxing break from our daily routine but also places that strengthened the bonding with my colleagues as well as experienced tutors.

In all these ways, I consider myself lucky to have got the chance to the wonderful place of memories and experience 5 times in my career with L&T till now and look forward to many more in future.





mortar with digital technologies, we aim to enhance quality and accelerate speed. Excellence is continuous action.

Take one of most prestigious international manufacturing projects in recent times – the cryostat for the ITER project. The goal is to recreate the sun here on earth and generate energy the way the sun does – through nuclear fusion. Many companies from many countries are involved in the global project, and L&T was awarded the contract for building the very heart of the \$ 25 billion reactor. The cryostat is a vessel that defies and dwarfs precedent – the biggest, high-vacuum pressure vessel ever built in human history. Made of special stainless steel with thicknesses ranging from 50 mm to 250 mm, it stands 29 metres tall, with a diameter of 29 metres. The structure will be able to withstand vacuum pressure of  $1 \times 10^{-4}$  Pa.

At an event in France to mark the completion of fabrication at the ITER site headquarters the Director-General of ITER

said: “The fabrication of this component has been an unprecedented engineering challenge and achievement in terms of both its massive size and its intricate specifications.” His words of praise echo the sentiments of many of our key customers across the decades who have experienced L&T’s culture of excellence.

#### RIGOUR BACKED BY RESOLVE

Sometimes the most difficult word in the language to articulate is ‘no’. But if excellence is your mission, it means saying ‘no’ frequently and emphatically. ‘No’ to shoddy work, ‘no’ to slipshod planning; ‘no’ to settling for less; ‘no’ to the corner that can be cut because it is unlikely to be noticed. You will also have to face the gauntlet about the purpose of it all. Is it really worthwhile taking all the effort when the customer may not even notice? In other words, ‘Excellence is a lot of effort. Why should we do it? To this, there is only one answer:

Yes, because that is the L&T way.



# Going Beyond the RESPONSIBILITY

*L&T Valves contributes to inclusive growth in the communities around our facilities by promoting projects in medical infrastructure, sanitation and education. Let us hear from the beneficiaries of some key L&T Valves projects.*



## GOVERNMENT HOSPITAL, MADUKKARAI

The 60-bed hospital, which sees a footfall of 500 people, received support from L&T Valves for the construction of casualty room, clinical laboratory, washrooms, drinking water storage facility and compound wall. The hospital is currently a COVID-19 care centre.



“L&T Valves’ intervention was truly beneficial. With more space and full-fledged facilities, we are able to serve more people on time and in a better way.”

**Dr. D. Kannan Maharaj**  
Chief Medical Officer

## GOVERNMENT HIGHER SECONDARY SCHOOL, OTHAKALMANDAPAM

L&T Valves provided assistance for the school of 900 students from economically deprived families for the construction of sports facilities, computer labs, and a full-fledged Atal Tinkering Lab. The school has become a model for schools in the district.



“L&T Valves took initiatives to develop fundamental infrastructure for our school, starting from 2016. Thanks to the facilities, our students now excel in athletics and robotics.”

**Mr. G. Ramesh**  
Headmaster



"I believe L&T Valves has a very strong corporate culture. They are very strict about quality standards and maintaining time schedule. I would say that helps both the customer and the company."

**JOE MOHAN**

Head of Reactor Projects Division,  
Bhabha Atomic Research Centre

# Cultural **Vantage**

**A**s someone once said, "Culture eats strategy for breakfast." The comment was based on the theory that the institution and sustenance of a strong, positive corporate culture was as important for success as a well charted business strategy. This is because, no matter how much we rely on machines to get the job done, relationships are built between human beings. Thus, an organisation's culture can help enhance the effectiveness of its strategy and drive positive outcomes.

## **RIGHT TO CHOOSE**

With the world becoming a global marketplace, there is no shortage of choices. International travel and improved communication systems mean that companies are not limited to options within their countries or regions alone. As customers seek out the right-fit, what are some factors that influence their decision?

Credibility would be one, and Mr Deepak Shah's experience is a testimony to that. Mr Shah is the founder and director of Rajdeep Industrial Products – one of the oldest distributors of L&T Valves. He recalls, "In the 1970s, I happened to read an article about Larsen & Toubro in Business Press. I said, this is a company we should be associated with." When Mr Shah was asked about why he had approached for valves in specific, his reply was: "I gathered that you are the No. 1 in the valve



business. Your valves are working for years together in so many places. So that proves the quality.”

There is no debate when it comes to the importance of quality of a product in ensuring its sustained success. Some of the most important business relationships are forged only after the litmus test of quality is passed. This is reflected in L&T’s vision statement, where the aim is to be “constantly creating value and attaining global benchmarks.” Mr Naveen Chadda, Director Procurement – Doosan Power Systems India Pvt Ltd, attests to that. He says, “As a business, factors like cost do play a part but cost is not everything. First and foremost is the reliability of the vendor – to deliver a product that will perform. These are high-pressure boilers and if accidents happen, they can be fatal. So, we always look for a proven supplier, with an established name for giving good quality products.”

Mr Joe Mohan, Head of Reactor Projects Division at Bhabha Atomic Research Centre (BARC) – a longstanding client of L&T Valves, shares, “We knew that L&T had the capability. They had good a team of engineers and they had good infrastructure. We decided that we would have a joint developmental effort, and if the development proved successful, we’d go for production.” Given that BARC and L&T Valves have been working together for over 10 years now, it would be safe to say that the “development” was “successful”. Moreover, Mr Mohan adds, “I believe L&T has a very strong corporate culture. They are very strict about quality standards and maintaining time schedule. I would say that helps both the customer and the company.” Mr M. Venugopal, Vice President at Reliance Industries Limited – a key customer of L&T Valves, attests to the importance of quality as a long-standing guarantee. “For any of these industries, whether it is engineering or non-engineering, the No. 1 parameter



“L&T Valves is customer-focused – they try to reach out to customers, find out what the customer needs are, and they try to find a solution. The experience has been great.”

**M. VENUGOPAL**  
Vice President – Reliance Industries Limited

that a customer looks for is quality. Our plants are huge. Even a small failure of one valve can become a catastrophe,” he says.

Mr Senthil Ramanathan, Managing Director of Rotork India, a longstanding supplier of actuators for L&T Valves says: “We have been a Tier 1 supplier for L&T Valves for over 40 years now, and they have been our prime customer. L&T Valves has this longstanding legacy and history. No doubt, they are one of the best valve companies in India.” Mr Shanmugham of VS Alloys Foundry – a supplier of castings (the most important component of a valve) for L&T Valves, emphasises that “The people at L&T Valves are technically very strong” – a worthy compliment indeed, given the 20-year relationship between L&T Valves and VS Alloys Foundry.

This sentiment is echoed by Mr Navneet Singh, Proprietor of Industrial Agencies – a distributor of L&T Valves. “When you say L&T Valves is proposed for a project, it means that people are looking at quality. They are known for consistent quality – without question. That’s the first thing that differentiates them. People value that a lot.”

In any organisation, credibility is not built by one person; it is a team effort, arising from the mutual commitment to the larger vision and mission. It becomes quite clear that every member of the L&T Valves team has played their part to play in earning – and retaining this badge of credibility – in full.

## EXCELLENCE: AN ONGOING EXERCISE

Creating a legacy of quality is not just about setting standards and guidelines and following them stringently. It is about engaging in a continuous process of interaction and learning with all stakeholders. This follows from L&T’s vision statement, wherein the company pledges to be “committed to total customer satisfaction”. Mr. Naveen Chadda, Doosan Power Systems India Pvt Ltd, points to how L&T Valves took the lead to fulfil a key market requirement: “L&T Valves took the lead to develop the ultra-high-pressure range of valves in the country. Before that, most of the suppliers in India restricted to class 2,500. L&T Valves took the lead to develop valves in classes up to 4500. We were very happy that there was a reliable company in India who is venturing into this, taking the initiative, taking the risk and developing this ultra-high-pressure range so that we don’t have to import from abroad.”

Mr Mohan, BARC, points out that a lot rests on the willingness to listen and the flexibility to change. He says, “We needed new kinds of valves for use in the reactor systems. It involved a lot of trials, and success could not be guaranteed from the start. The other



"We always look for a proven supplier, with an established name in the industry for giving good quality products."

**NAVEEN CHADDA**  
Director Procurement  
– Doosan Power



"We have been really great partners, and we have built our business and grown together. Rotork and L&T Valves have been close for so long, and have been very fair to each other. We trust each other."

**SENTHIL RAMANATHAN**  
Managing Director  
– Rotork India



"I know almost everyone there – from top to bottom. Every time I visit their office, I feel at home. It is like being part of a family."

**SHANMUGHAM**  
Proprietor – VS Alloys

players have a standard product range and they are a bit reluctant to change the design from the established one. We need all three qualities – a good engineering team, consciousness of quality, and ability to work as a team."

Mr Singh, Industrial Agencies, adds: "L&T Valves' management has been very open to new ideas, and that is something we cherish. Maintaining your brand value, keeping the solutions at the right price point, promoting it in the right way and to the right segments, keeping your manpower optimal... all these things require a delicate balance and the L&T Valves team does it really well." Mr Venugopal, Reliance Industries Limited, shares his company's experience: "In many cases, L&T Valves has gone out of the way and supported us. They have developed many new

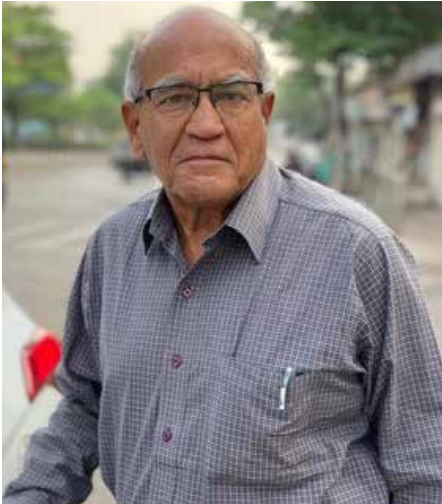
products for us...like the F91 gate valves. They came forward and said, 'We would like to do this for you, you need not import it.' And they really stood with us. They developed and supplied a large number of valves, which are working extremely well."

Research apart, the ongoing quest for excellence is helped by continuous learning and development on all sides. Knowledge is one of the best forms of investment, with a guaranteed positive ROI in the long-term. L&T Valves has lived by the principle since its inception – and, by extending it to external stakeholders, the company has made it clear that they are given as much regard and importance as internal stakeholders. Mr Shah of Rajdeep tells us, "This company believes in training. Training to its own people as well as training

to the distributors, because we are an extended arm of the company. When somebody new joins or if some new products have been added, we send them for training. That is something unique. Very few companies probably do this kind of thing." Mr Senthil Ramanathan, Rotork India, touches on the changing nature of the market and the need for organisations to adapt: "L&T Valves and Rotork have been really great partners and we have built our business and grown together. In the last few years, the market has become rather competitive, and it is very dynamic. But Rotork and L&T Valves trust each other," Senthil concluded.

#### THE HUMAN FACTOR

No matter how good a product or how stringent the quality checks, a company's success is determined to a great extent



“That is the culture of L&T. They take care of you and it really makes us proud to be associated with them.”

**DEEPAK SHAH**

Director – Rajdeep Industrial Products



“When you say L&T Valves is proposed for a project, it means that people are looking at quality. They are known for consistent quality – without question. That’s the first thing that differentiates them.”

**NAVNEET SINGH**

Proprietor – Industrial Agencies

A “culture of growing together” is the key element behind building and sustaining long-terms relationships, says Mr Shah. “I could see the difference between the other companies and L&T. First thing is that L&T respects the distributors. That is the culture of L&T. They take care of you and it really makes us proud to be associated with them,” he shares. Mr Singh thinks back to the support they received during the early days of his company, which was started by his mother, Mrs. Neena Kaur. He shares, “For any relationship, the foundation is trust. When we started, we were very small. My mother was not from a technical background, but the training offered by L&T Valves helped. We have full faith that even if we get into a challenge, the L&T Valves management will support us. That gives us the feeling that we are together, and we help each other to sail through the challenges. That has been consistent with this company.”

Mr Senthil Ramanathan, Rotork India, says, “There is a lot of human connect between our teams. We have very open lines of communication. When the L&T Valves staff come to our office, they feel at home – and we feel happy that they are so comfortable. When a new person joins L&T Valves sales team, there is one or two days in their induction schedule which they spends at Rotork. That is how integrated the relationship is and we really value that.” Mr Shanmugham, VS Alloys Foundry, describes the people at L&T Valves as “very friendly”. He adds, “I know almost everyone there – from top to bottom. Every time I visit their office, it is like being part of a family.” Mr Shanmugham’s comment is probably the highest form of compliment that an Indian company would bestow on another as family is regarded as the highest form of social bonding in India. Evidence, too, L&T Valves has got its cultural strategy just right.

by the manner in which its relationships are formed and maintained. The “human touch” is the binding glue that helps to ensure the durability of business relationships. This is reflected in L&T’s visions statement, where it is said that the company shall “foster a culture of caring, trust and continuous learning while meeting expectations of employees, stakeholders and society.” Mr Naveen Chadda, Doosan Power Systems India Pvt Ltd, recalls, “Our company’s association is almost 10 years old now. It started around 2010 with NTPC Kudgi supercritical thermal power plant. Subsequently, we worked together on other projects and the interactions have always been nice. We have never had any disputes or argument even when we faced challenges in projects. Discussions have always been amicable. Our associates

at L&T have always been very attentive, and have done their best to resolve issues when they arise.”

Mr Venugopal, who worked with L&T’s sales division for just over a decade before moving onto Reliance, has (literally) been on both sides of the equation. He shares, “I really value my experience with L&T. That is where I learnt more about the product as well as dealing with people. At Reliance, it’s a 180 degree shift from sales to procurement. We have been a customer of L&T for the last one-and-a-half decades now. We have executed some really big projects. L&T Valves is customer-focused – they try to reach out to customers, find out what the customer needs are, and they try to find a solution. The experience has been great.”

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## GROWTH OF A VISION

By Luis S. R. Vas

**E**XACTLY 40 years ago, on May 1, 1938, employees of WIMCO, match manufacturers, were surprised to find that two Europeans, whom they had never seen before, had rented a room belonging to their company at Nicol Road, Ballard Estate, Bombay, and had opened an office there. They soon discovered that they were two Danish engi-



Mr. H. Holck-Larsen

neers who had decided to establish a partnership business in India, and planned to import engineering goods from Denmark. The two partners had been co-students at the University of Copenhagen and had earlier studied in the same school, though they had not been in the same class. They had also, till then, worked for the same Danish company—F.L. Smidth. After their meeting in India where both were on assignments for FLS, they decided to relinquish their comfortable jobs and venture out on their own.

The ambitious young men hoped to pros-

per, but visitors to their office were unlikely to share their optimism. The office did not inspire confidence; it was so small that only one partner could sit in it at a time, and they took turns to occupying the office and going out to find clients. They had two employees working for them, a typist and an office boy. As if to confirm the general pessimism, in about a year's time World War II burst on the horizon and the engineers' supplyline of Danish equipment was severed and the business appeared doomed. Instead, today, their names are household words and the firm which they founded has grown into one of the largest and highly reputed industrial concerns in India—Larsen & Toubro Limited (L&T).

In 1976, when Mr. Henning Holck-Larsen, one of the original partners—the other was Mr. Soren Kristian Toubro—was accorded international recognition by being awarded the prestigious Ramon Magsaysay Award for International Understanding, he noted: "Some success that came my way in helping to foster the advancement in industrial development in that great country, India, can be attributed to a great deal of luck but mainly to my fortune in working with a competent and devoted team."

Mr. Holck-Larsen holds the position of Chairman of the L&T Group of Companies. The management team which has grown up with the Company comprises Mr. N.M. Desai, President and Chief Executive and six Vice-Presidents. Mr. Desai recently amplified Mr. Holck-Larsen's statement on L&T's enviable success. "It's ultimately the people who work for you," he said, "who determine success. So they have to be recognised at all levels. We have, therefore, set up training programmes for management-level technical graduates and post-graduates." Mr. Desai realised early that effective functioning of a multiproduct Company with a growing number of employees, could collapse under its own weight unless it was established and run on a strictly professional basis. So under his guidance L&T maintained constant touch with the Indian Institute of Mana-

gement, Ahmedabad, and set up a planning and control system designed to establish a sharing of responsibility at all levels, a recognition and encouragement of talent, development not only of product lines but of human resources as well. A full-fledged Research and Development Unit, with some 200 engineers, now looks after innovation in its products. Extensive facilities also exist for personal and professional growth of personnel. Mr. Desai, assisted by six vice presidents with special functions, integrates the diverse operations of the Company.

L&T's present ramifications are staggering. A small workshop had been opened at Calicut Street during the War years to make small items like dairy milk pasteurisers and butter churns. Then the British Admiralty came on to them with an offer. It had a repair ship 'Hiida'; would the engineers be interested in operating it? The offer was cheerfully accepted and the ship was used as a floating dock for ship repair. The first repair work on an oil carrier was successful and more business followed.

Almost unnoticed, diversification had started. It proceeded with fresh ventures: making augmenting charges for mortar



Mr. S.K. Toubro

PREPRINT, June 1978

shells and producing local substitutes for rennet and pituitary extract. Then the War was suddenly over. The end of the war created a discount sale of U.S. army surplus stocks of all kinds, all over the world. In Calcutta, earthmoving equipment was on offer at reduced prices. It was bought by Larsen & Toubro, overhauled and resold. Caterpillar excavators, too, began to be imported from America and sold here.

The firm was converted into a private limited company, and soon after, in 1950, into a public limited company. Today L&T manufactures everything from bottle caps to nuclear power equipment—with plant and equipment for industries like cement, chemical, paper

valves has its works at Madras. A subsidiary, L&T-McNeil Limited, which manufactures tyre curing machinery also has its works at Madras. Utkal Machinery Limited, a subsidiary, is located at Kansbahal, Orissa. It manufactures vital equipment for core industries like steel, mining and paper and pulp, in collaboration with leading West German manufacturers. L&T's factory at Bangalore manufactures hydraulic excavators in collaboration with Poclain S.A. of France. A wholly-owned subsidiary, Engineering Construction Corporation Limited, is a leader in the field of civil construction.

Apart from fabricating all kinds of industrial equipment L&T has a sales and service network which supplies imported

Company, the men who move the machines, committed to excellence in their work. The vast majority of them are skilled—engineers, technical apprentices, and skilled and semi-skilled workmen. L&T is not satisfied with recruiting the cream of available talent in the country; it provides on-the-job training for further development. A suggestion scheme enables every employee to contribute to the Company in any field where his or her ideas may be useful. About 1,800 suggestions are received every year from the employees for which about Rs.50,000 are disbursed to them as award money. Medical facilities, welfare counselling by trained personnel, sports facilities and libraries cater to the employees' varied needs and help create an environment conducive to personal growth and professional excellence.

The results are for every one to see. The L&T Group's turnover amounted to Rs.1,358 million in 1976-77, representing a 20% growth over the previous year's turnover of Rs.1,128 million.

Growth without quality may be possible and even tempting for a time but L&T has always rejected any lowering of its standards. After a thorough job of fabrication, L&T products are scrupulously tested for faults with the full range of inspection and testing procedures prescribed by the most rigorous international inspection and certification agencies. At Powai, for example, the testing facilities include dye penetrant testing equipment, hydraulic testing up to 10,000 pounds per square inch, magnetic crack detection equipment, ultrasonic equipment, helium leak detectors, x-ray sets and gamma ray equipment.

L&T international standards of quality have enabled it to compete in the world market. It has received orders from 28 countries, including U.K., Denmark, U.S.S.R., Australia, eight Asian, eleven Arab and five African states.

L&T has its own computer facilities to compile, compute and analyse costing and accounting data, to control inventories and prepare payrolls, all at lightning speed. These are also used for measuring and comparing performance with targets.

To achieve all this in the areas most crucial to the country's growth and self-reliance—agriculture, fertiliser, nuclear power, oil drilling—took an unique vision which has inspired the men who have worked at L&T during the last four decades. The vision is expressed in L&T's motto—IN SERVICE LIES SUCCESS. □



Mr. N.M. Desai

and pulp, food processing, iron and steel, thrown in for good measure.

The L&T Group of Companies, apart from Larsen & Toubro Limited, consists of several subsidiary and associate companies. Its main works complex is located at Powai, Bombay. It has other complexes in Bangalore, Faridabad and on Madh Island, also in Bombay. In addition, two associated companies—Tractor Engineers Limited which manufactures undercarriage parts for crawler tractors and Eutectic Welding Alloys of India Limited which make welding alloys—also have their works at Powai. Another associate company, Audeo India Limited which manufactures industrial pipeline

industrial equipment not yet available in India as well as L&T's own equipment. This includes earthmoving, agricultural and material handling equipment; petroleum and drilling equipment; pumps; parts for earthmoving equipment; plant and equipment for cement, steel, chemical, petrochemical, fertiliser and other process industries; design, supply and installation of complete dairy plants; equipment for nuclear plants; electronic equipment and switchgear; instruments; bottle closures and packaging machinery; welding alloys; electric furnaces and electric motors; and valves.

Behind this incredible array of hardware operate some 10,000 employees of the



# That L&T-wala Feeling

**C**hoose a job you love and you will never work a day in your life.” . This quote, attributed to Confucius, the Chinese philosopher who lived in the 6th century, is often held up as a guide of how to go about charting one’s career.

Researchers agree – and add that the company we work for plays an important role in creating the right fit of skill and positive engagement. An article in the Harvard Business Review states, “More than 100 studies have now found that the most engaged employees — those who report they’re fully invested in their jobs and committed to their employers — are significantly more productive, drive higher customer satisfaction and outperform those who are less engaged.” The article goes on to say, “Where is the win-win for employers and employees?”

The answer is that great employers must shift the focus from trying to get more out of people, to investing more in them by addressing their four core needs – physical, emotional, mental and spiritual – so they’re freed, fueled and inspired to bring the best of themselves to work every day.”

The article was published in 2011. L&T Valves cracked that code much earlier. The company focuses on empowering their internal stakeholders in terms of education and experience. Each member is seen as a brand ambassador who brings to the table his/her efforts in building a culture of complete excellence. What’s more, the company goes a few steps further and brings the family members into the fold as well. Free, fuelled and inspired – need we say more?

### CULTURE AS A BRAND

“I Joined L&T Valves in 1991,” says Kumaran Kumaran K (Sr DGM, LSV Production – Coimbatore). “In the late ‘80s and early ‘90s, L&T was in diverse businesses – and a leader in all the business they had entered. Moreover, some of my collegemates were working for L&T Valves at that time. They told me about the culture followed in the company – I was attracted by the positive aspects of the culture and strong brand image of the company.”

Pughazhendi A (Sr. Engineer, Plant Engineering – Kancheepuram), who will be completing 10 years with L&T Valves in June 2021, says that he was attracted to the company by three attributes: “Freedom to deliver the responsibilities assigned, assistance for continues learning and development, and supporting communities for better lives by going beyond our level.”

For Prassana Manikandan K (Asst Manager, DNA – Coimbatore), who joined L&T Valves in August 2013, the company’s legacy of technological excellence was a key



**Pughazhendi A**

**The L&T Influence:** After joining, he has become more responsible! I also hope he would spend a little more time at home with us without his laptop!

**Proud Moments:** My husband’s proudest moment was when represented L&T Valves at the Tank Storage exhibition at Singapore held in the year 2015.

**Family Feeling:** Yes, truly L&T is a family. There are various occasions when the kids and I have been to L&T for sports and cultural competitions. My favourite was the Women’s Day Celebrations. The culture and values

help us bond us mutually. Besides, ‘health’ is an important aspect and we are rest assured as L&T takes care of it very well.

**Culture Wise:** The most important aspect that I can feel is the job security and human values! In spite of COVID times, the company ensured that all their employees are taken care of well. This is only possible due to sustainable cultural values.

### Khushbu Gupta

**W/o.** Ashish Kumar Gupta  
(Presales, Kancheepuram)





**Prassana Manikandan K**

attraction. He says, "The technology upgradation that L&T focuses on inspired me to join the company. I used to work in a German engineered Plasma Transfer Arc Welding (PTAW) machine during my college internship and felt that it was an amazing technology for hardfacing. After joining this company, I came to know that L&T Valves was the first in India to bring the PTAW process for hardfacing. Such is the importance given for new technology by the company."

**FUNDAMENTALS OF THE L&T VALVES CULTURE**

The vision statement of the company is to make "L&T Valves the most trusted valves company in the world." What are the many aspects that go into making the vision a reality?

Kumaran lists them out: Commitment to society and nation; providing opportunities for continuous learning; being people-centric; being a pioneer in innovation and new development; providing adequate, required resources to achieve organisational goals; transparency in all business transactions." To him, the most important of all is, "Providing opportunity to realise our potential." He explains his experience: "After joining L&T Valves, I worked in Plant Engineering for the first 15 Years. I wanted a change



**Kumaran K**

in my career, so I opted to switch over to Production. The management transferred me to Production at the Coimbatore plant in 2007. This gave an opportunity to explore my talents and skills in a different function and to excel in them."

Prassana Manikandan points to the founding principles of the company when he talks about its culture. He says, "L&T has majorly been an employee-oriented company. As Henning Holck-Larsen said, a company may have machines and buildings, but it is nothing without people."

Pugazhendi lists out his thoughts: "Wherever anyone hears the name 'L&T', they will think of our professionalism. I can say that we have set a benchmark for many companies. Our corporate culture is centred on the betterment of people and processes." These apart, he says, "The company considers employees as assets and has always extending the best care to us. Take my case. I started my career after completing my diploma. Now, I have completed my degree and Executive MBA (specialisation in EHS). Even during the pandemic, I enrolled in certification programmes connected to my current role. This was possible only due to the support I receive at L&T Valves."



*The L&T Influence:* The company helps create a responsible individual who can multi-task, and improves their ability to manage and perform under stress. However, the time allocated for spending with family members has been reduced.

*Proud Moments:* At an L&T award function, where my spouse was awarded the 'Best Performer' award!

*In the Long Run:* The L&T family supports my spouse career development and also helps in upgrading my family economically and supports the family in difficult situations.

*Culture Wise:* The L&T management tries to come up new innovative things that will encourage the employees and make them perform at their best. Innovative things like: COVID support team, safety measure support team, and conducting indoor and national-level competitions in all fields.

**Gowthamithara D**

W/o. Srinivasan R  
(SVG Production, Coimbatore)



**Proud Moments:** My husband proudly says his team was the first in India to indigenously develop and supply valves for supercritical plants, which were otherwise imported.

**The L&T Influence:** I have always seen him as an L&T-ite. He has always said the career with L&T is more challenging, but at the same time, the organisation gives enough freedom and support to bring out the best in one's self. He is sincere and honest in whatever he does, small or big – and he says he has learnt that from L&T.

**Family Feeling:** I recall the lockdown days, when all the team members and their families were virtually connected. They enquired about their whereabouts to ensure the safety of all families.

**Culture Wise:** I say that ethics and 'never say die' spirit are the important aspects of L&T culture.

**Srividya Sivaram**

**W/o.** Suriyanarayanan S  
(Engineering, Coimbatore)



## DRIVERS OF EXCELLENCE

Ultimately, the goal at L&T Valves is to move towards excellence in all that one does. To do so, every employee has to believe in this shared goal and bring their own ideas and efforts to the table. In Prassana Manikandan's view, "Focussing on total employee involvement can drive the company toward excellence. Making the work enjoyable can lead the road to excellence." Pugazhendi adds, "A culture of excellence has to start from the individual. Whatever we do, we need to build up TRUST with our next stakeholder to achieve excellence. A team is not a group of people who work together but it is a group of people who trust each other." In Kumaran's view, "We should set our self as an example to others. We should provide high quality of service to everyone who engages with us, regardless of their position." To enable this, he says, "We have to encourage positivity in the team, provide effective support for learning and development, groom new talents, and empower team members with the right support.

**Proud Moments:** The day my wife got the offer letter from L&T – an organisation which has its own legacy and success story. The respect that the society shows towards L&T and its employees make us feel privileged.

**The L&T Influence:** After joining L&T, Reeja has become very organised and is a perfectionist now!

**Family Feeling:** The belongingness that L&T creates among its employees is wonderful – it increases loyalty.

**Cyril Fernandez M**

**H/o.** Reeja NP (HR, Coimbatore)



# Work, Life and AI | That



*A company's culture is shaped by its people. As the workplace becomes a diverse mix of people from varied age groups, it is to be expected that there will be a shift in priorities, expectations and practices. This change is particularly pronounced in recent times, as we welcome more millennials into the workplace. So, what has the L&T Valves experience been like for Gen-Next? We ask them to share their thoughts.*

The term 'millennial' has gained much traction in the workplace. While there is some overlap in terms of the timelines used to define who a 'millennial' is, a common marker of reference used is those who were born between 1980 and 2000. Well educated, technology savvy, egalitarian by heart and eager to make the 'right' choices, millennials bring a unique perspective to the workplace.

India, with its 'demographic dividend', has one of the largest millennial populations in the world. Around 0.8 billion (of the total population of about 1.2 billion) is in the working age. By the year 2026, around 65% of India's population will be in the working age of 15–64 years. This means that the country stands to gain tremendously in terms of the strength of a ready pool of employable talent. In other words, millennials are play a key role in driving the growth and progress of the Indian economy.

The onus is now seen to be on the organisations to better understand what their millennials workforce want – and how best they can be aligned to the current eco-system. So, what do Indian millennials want? It would seem that the question has not been into in great detail, yet. "In terms of absolute numbers, at 426 million, India today has one of the largest Gen Y work forces in the world. While much research has been done on Gen Y in the US, Canada and UK, comparatively little is available on the Indian Cohort of Gen Y," says Anjali Raina Executive Director of the India Research Centre, Harvard Business School.

So, we opened up the forum and asked some of our youngest colleagues at L&T Valves to share their thoughts on their expectations of work life and corporate culture – and what they truly want out of it all. Here are their thoughts.

### ON FIRST IMPRESSIONS

**Ravisankar:** When I told people I was joining L&T Valves, I got mostly positive responses. My friends from college were happy because I got a good job profile. Those who had worked at L&T did tell me that work here would be a bit demanding.

**Bhargavi Lingineni:** This is my first ever job, after completing B.Tech. I got into a more serious mode after joining, and it feels good to work in a global organisation. It's great exposure. I am working in the plant right now, and we work six days a week. Sometimes, I don't get the right balance of work and life, but I have fun with the teams.

**Navaneethan N.:** Everyone was very impressed that I was getting into such a large conglomerate. Even I was amazed!

**Ghardiyaram Rama Sameer Kumar:** My family and friends were happy that I got placed at L&T. My seniors did warn me of the challenging things to do, but it was a positive outlook – they said that if I could handle it, the experience could be really good.

### LIFE AT L&T

**Ravisankar:** I worked at IBM before coming here. There, they practiced dismantling the barriers between everyone. We all had to refer to each other by our first names, regardless of the hierarchy. When I came to L&T Valves, I understood that they had a more formal culture. The work schedules were more fixed.

**Chitra Veera Kishore:** I am in the supply chain management and I work currently in Kancheepuram. It's a bit hard without having too many people of the same age. The expectations I had when I got the offer was that it wasn't going to be an easy road, but I was prepared for it. I haven't yet found the right work-life balance but the work has kept me satisfied and up to pace.

**Navaneethan N.:** I am heading towards 2 years at L&T Valves now. This is actually the third company I am working in. Earlier, for me, L&T was exclusively a construction joint. After joining, I began to realise that I was working in a company that sought to contribute to the growth of a nation. The culture here is good and the company seeks to engage all its participants.

#### Ajay Kumar Neelam

Graduate of IIT, Hyderabad (2020)

Joined L&T Valves in September 2020

R&D – PGET



#### Chitra Veera Kishore

Graduate of NIT, Calicut (2020)

Joined L&T Valves in September 2020

SCM – GET



#### Ghardiyaram Rama Sameer Kumar

Graduate of Maulana Azad National Institute of Technology, Bhopal (2020)

Joined L&T Valves in September 2020

Aftermarket – GET



#### Navaneethan N

Graduate of Kumaraguru College of Technology, Coimbatore (2016)

Joined L&T Valves in August 2019

Sales – Senior Sales Engineer



**Ajay Kumar Neelam:** I work in the R&D department. This is the first company I have worked at. My parents were happy that I was joining the biggest conglomerate in India and they were even aware of some of the projects at L&T. Working hours here are quite long and it is difficult to cope sometimes. Still, I feel good that I am a part of a large conglomerate and I get to be a part of some of the biggest projects in India. The people in my department are really supportive and there is a lot of support for learning and growing. Many of my seniors told me they enjoyed working here as well.

### WHAT WORKS FOR ME

**Ravisankar:** As long as the work is interesting, I am happy. I would like to work on tasks that keep me engaged – even if it means long hours. The work needs to be more engaging and goal-oriented.

**Ghardiyaram Rama Sameer Kumar:** The biggest factor that drives me is work that is challenging. I would not like to crunch the same numbers for the next 20 years – I would be brain-dead if I did! If I really enjoy what I'm doing, then, the other benefits follow – monetary and others. I also want more learning opportunities. I would like to equip myself with tools and knowledge to tackle the coming, challenging economic times.

**Bhargavi Lingineni:** In college, I would have considered good training to be my first priority. Now, I prioritise work-life balance. There is a need to maintain our mental health. Ideally, I would like to work and simultaneously learn new things. What would be really encouraging is some form of incentives (apart from my salary) for a job well done. I would really appreciate that.

**Navaneethan N.:** The major priority for me would be a good work-life balance – this can allow us to continue a proper career flow. That would be number one. Number two would be recognition, both in terms of monetary benefits and promotions. I think these two are quite good enough.

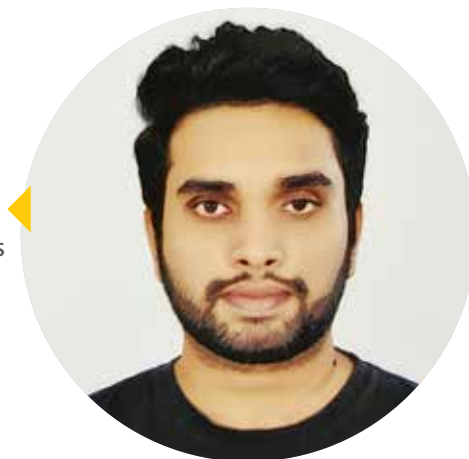
**Chitra Veera Kishore:** I would say more training programmes would be helpful. Also, incentives based on performance would really help us. It doesn't matter how much the money is per se. The incentives can be both monetary or validation/ recognition for the work. Having an incentive makes someone feel special for the effort they put in. And everyone wants to feel special.

**Ghardiyaram Rama Sameer Kumar:** This is my first full-time work in a company. L&T is one of the biggest MNCs – it has a

**Ravisankar**  
Graduate of  
IIM, Kashipur  
(2020)

Joined L&T Valves  
in September  
2020

Marcom  
– Assistant  
Manager



**Bhargavi  
Lingineni**  
Graduate of NIT,  
Puducherry (2020)

Joined L&T Valves  
in September  
2020

Estimation – GET

foothold over several industries. However, many of my college seniors who worked here told about the long working hours. So, I had a realistic picture about how the work will be. Here, I get to work on a lot of interesting things and you get to share your ideas. But I do wish I had a more detailed induction, and for job rotations between departments. It would help to think in terms of the bigger team and picture.

**Ajay Kumar Neelam:** I would like some more flexibility in their work timings. Also, more employee engagement programmes. I also feel that having an incentive scheme that can help us boost our morale would be good. Ultimately, a good work-life balance would be my top priority.

# Our Famous Neighbour

If you have visited the L&T Valves plant at Enathur, near Kancheepuram, you would have seen this gigantic statue of Adi Shankara, located at the Sri Chandrasekharendra Saraswathi Visva Mahavidyalaya next door. The 120-foot statue is the tallest statue of the renowned sage, theologian and philosopher Adi Shankara, who consolidated the doctrine of Advaita Vedanta and unified and established the main currents of thought in Hinduism. The university was established in 1993 and houses a library where rare manuscripts, including ancient palm leaf manuscripts, of various subjects are preserved.





# The Culture CONUNDRUM

*“Culture” affects the working styles of companies – as much as, if not more than laws and regulations. When working relationships are forged, cultural nuances can have great bearing on what factors are given greater importance at the workplace. This, in turn, affects perceptions of what constitutes “right” and “excellence” and how it is achieved in organisations. We explore how corporate cultures vary between countries – and the impact they have on workstyles.*

As defined by an article in the *Harvard Business Review*, “Culture is the tacit social order of an organization: It shapes attitudes and behaviors in wide-ranging and durable ways. Cultural norms define what is encouraged, discouraged, accepted, or rejected within a group.” It is accepted beyond doubt that a country’s social norms will affect its corporate cultural system in many ways. While national laws play a major role in determining the main policies of an organisation, components that drive corporate culture and performance – such as decision-making, leadership, communication, gender-based issues, and even promotion and incentive structures – are heavily influenced by the prevailing national and local culture. This can significantly impact how relationships are forged and sustained when companies from different countries decide to work together, or even when a company opens up offices in other parts of the world.

As Mohammad Ayub Khan and Laurie Smith Law state in their book, *The Role of National Cultures in Shaping the Corporate Management Cultures: A Three-Country Theoretical Analysis*, “Organizations can be the same in such objective dimensions as physical plant, layout, or product, yet very different in the meanings, which the surrounding human cultures read into them. Not only technologies and markets shape organizational culture, but by the cultural preferences of leaders and employees, national culture has a strong impact on people’s interpretations, understandings, and assessment of those with whom they work.”

Take, for example, a study of Japanese firms established in Dusseldorf, Germany. These firms employ a sizeable Japanese population, and there is a longstanding Japanese community living in Dusseldorf. Both countries were on the losing side of World War II, and the spectacular revival of

their economies is held up as a classic example of dedicated hard work and a commitment to excellence. Despite shared work ethics and deference to authority and orderliness, it was found that the Japanese and Germans found it hard to work together. For example, the Germans found the Japanese’s inability to express firm refusals as being ‘disingenuous’, and felt that they took too long to make important decisions. The Japanese said that the Germans were ‘argumentative’ and ‘did not want to take responsibility’. Each group felt that the other was unsociable and stand-offish. Projects were often delayed due to the lack of understanding and harmonious working relationships.

### **Cultural Practices and Corporate Workstyles**

As American negotiator, Herb Cohen, said, “You and I do not see things as they are. We see things as we are.” In other words, individual perception colours our understanding and interpretation of events – which, in turn, plays a part in the creation and embellishment of stereotypes. It is, however, important to remember that the markers of a culture are as varied as the number of cultures the world over.

Here, we have looked into some common factors that play an important role in corporate culture, and how markedly they vary across countries. It is worth noting that these are more general observations and that people’s behavioural patterns vary considerably across different regions within the same country.

**Contextual Communication:** These terms ‘high context’ and ‘low context’ in terms of communication were first introduced by anthropologist Edward T. Hall in his book, *The Silent Language* (1959). It refers to the level of importance given to the many factors surrounding a situation. High-context cultures tend to be collectivist, prioritise interpersonal

*Organisations can be the same in such objective dimensions as physical plant, layout, or product, yet very different in the meanings, which the surrounding human cultures read into them.*

relationships and value the harmony and well-being of the group over individual achievement. In the Middle East, China and India, a good deal will be said about a lot of things around the main issue – with the onus on the listener to draw out subtle linguistic and non-verbal cues. A person coming from a low-context culture, like the United States or Germany, would be direct because he/she would view their communication as a message, and not a tool that affects their relationship with the other. When people from opposite ends meet, communication may be affected, unless both parties practice empathetic listening.

**Giving and Receiving Feedback:** If a British boss says, “By the way, perhaps you could make these changes?”, the person on the receiving end is expected to make them – right away. If something is “a bit disappointing”, it is serious cause for concern. Such comments might be confusing for an Australian, who is used to being told exactly what his colleague or manager is thinking. However, Australians are uncomfortable with overt displays of authority, so they would spend a good amount of time talking about anything other than work. Post that comes the point – told, well, to the point. In organisations that employ people from different cultures, managers are tasked with the need to balance the content of their feedback and delivery styles.

**Group Dynamics:** In the United States, meetings are for reaching decisions. If you disagree with the boss – and you're right – it shows your efforts in trying to move towards the 'right' decision. In many Asian countries, openly disagreeing with someone who is older or at a senior level, especially in a group setting, is seen as being disrespectful. Group dynamics also play an important role in determining praise and rewards. In countries like China or India, team members prefer that rewards be 'equal' to some measure; they tend to be uncomfortable if individuals are singled out for specific contributions. In the United States or Germany, the preference is for clearly defined roles and identifiable contributions; giving similar rewards to people they deem as 'non-contributors' would cause a decline in motivation.

**Hierarchy:** Formal titles and the authority associated with them vary markedly between countries. In Germany, titles are a sign of expertise and the person's authority is based on his/her knowledge and experience. Team members would accord a senior colleague respect because of their expertise. In Italy, formal titles and authority are seen as synonymous. Italians may not appreciate a junior colleague calling them by the first name or offering them suggestions (especially if it borders on constructive criticism). This may also play a part in creating a more respectful sense of address and culture all round.

**Time and Action:** Doing business in the Middle East? Spend some time to get to know your partner before plunging into talk about investments and ROI.

Middle Easterners like to connect on a personal level first, as knowing the person is essential to forging long-term partnerships. This might be hard for an American to understand, who would see a 'meeting' as a set time within which to achieve his goal. In countries such as India, Brazil or Russia, big decisions (especially if they involve budgets) may take longer (in the view of someone from the United States or Germany). This is because fulfilling all aspects of a project and keeping stakeholders in a harmonious balance is seen as essential for fruitful long-term business association.

### Point of Mutual Benefit

With globalisation, greater travel and interaction with people of multiple nationalities and rapid advances in communications, we can no longer look to national or regional cultural attributes as definitive guides to people's thoughts and action. Also, a different way of doing things may be worth exploring if there is mutual benefit for all stakeholders.

Take the case of the Indian practice of 'jugaad' – described by Dean Nelson in his book, *Jugaad Yatra: Exploring The Indian Art Of Problem Solving*, as "a quick fix, a frugal innovation, a botch

job, corruption, etc." Nelson touches on how 'jugaad' was instrumental to making Mangalyaan a remarkable success. He writes, "The rocket was not powerful enough to reach Mars. Americans or British people would say, 'Forget it. We need a more powerful rocket.' But Indians thought, 'How can we make this rocket, which is not powerful enough to reach Mars, reach there?' They launched Mangalyaan the same way David slew Goliath. It was ingenious." With the mission's success, at just around Rs. 473.3 crore, India became the only country to enter Mars' orbit in the first attempt. "It would never have happened in Europe," says Nelson.





# Culturescapes

How good is your cultural intelligence? Here is a list of unique practices around the world – how many did you know?

## Truly TGIF

The work week in Israel runs from Sunday to Thursday, so that its citizens are free to observe Shabbat, the Jewish Holy Day, from sundown on Friday to Saturday evening. Professionals in some industries (like IT), follow a Western schedule to keep up with international counterparts, but this is more an exception.



## 15 Minutes, Please

Stuck in traffic? Zoom not connecting properly? Relax. Indian professionals will give you up to

15 minutes past the set meeting time for you to turn up – and not hold it against you. (Don't push it too far, though!)

## Have a Break, Have Fika

In Sweden, coffee breaks or fika are serious business. Swedes believe that breaks encourage productivity. Fika gives them an opportunity to relax and interact with their colleagues. Some Swedish companies have formal fika breaks to encourage conversation and camaraderie.



## Rule of Thumb

Want to appreciate your Nigerian colleague for a great job? Whatever you do, DO NOT show them a 'thumbs up'. The gesture is considered to be offensive in Nigeria (Best to avoid the thumbs up emoji, too!)



## No Emails After Work

French workers are protected by the Right to Disconnect Law, which stipulates that most French professionals are not responsible for responding to emails that come in after office hours. This is to protect employees from being overworked.



## Time Off, By Law

Taiwanese professionals are given two days off per week – mandated by a law effected on January 1, 2017. Taiwanese value their loyalty to employers, and regard time off as rude. However, professionals are also seeing the need for better work-life balance and the importance of self-care.



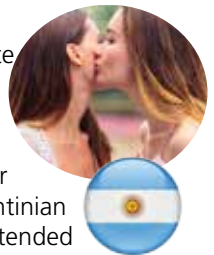
## Baby on Board

When an Icelandic family has a baby, both parents gets three months' parental leave. The couple also gets additional three months of leave between them, and each parent earns 80 percent of his/her salary while on leave.



## Turn the (Right) Cheek

If you are meeting an Argentinian business associate for the first time, don't be shocked if he/she gives you a quick peck on your right cheek. Known as 'un beso' or a 'mock kiss', this is an Argentinian traditional greeting, and is intended to make the person feel welcome.



## Turn on the Radio!

Radio Taiso, a 15-minute calisthenics regime, is telecast every morning on Japan's National Radio. School students and staff at companies exercise with their peers. They believe it builds morale and reduces stress. Radio calisthenics was started in the United States in the 1920s but did not gain in popularity.



# Long Service Awards

30



**Mr S Kalyanaraman**, Chief Executive & Whole-time Director, L&T Valves completed **30 years** with the L&T Group. The Long Service Award was presented by Mr Subramanian Sarma, Whole-time Director & Sr. Executive Vice President (Energy) – Larsen & Toubro, and Director – L&T Valves, during his visit to the Kancheepuram plant on 19 February 2021.

25



**Mr Ravichandran S**, Finance & Accounts received the **25 years** Long Service Award from Mr S Kalyanaraman, CE in the presence of Mr Sameer Godbole, CFO, and Mr Basavarajappa D, Global Head – Operations.



## “Consider it Done!” THAT’S L&T

**S**hera Padmanabhacharya Rajanish has seen it all, literally. As the head of international and domestic marketing, he has been at the helm of some of the most important projects that L&T Valves has undertaken, and currently heads the Special Projects Division. He shares with us his three-decades-plus journey at L&T, the challenges the company faces and his wish for the company’s culture to be carried on, intact.

### **Let us go back in time a bit. What made you want to join L&T Valves?**

I didn’t know L&T. I had never heard of them. It was my dad who pushed me!

My father wanted me to get into a public sector company because it meant job security. I had my own reservations. We lived in Bangalore, and the city was full of huge government offices. There was a bus stop near my house. I used to watch people going to the government offices. They would stand at the bus stop with their lunch boxes at 7 a.m. They would go and sit in the same seat every day. In the evening, around five o’clock, when the buses would drop them back, the fellows

will be in the same seat. They were like robots! So, I didn't want to get into a public sector company.

After engineering, I got a job in a company that my friend worked in. I joined the marketing department. I love travel, meeting people, imbibing their culture, and learning new languages. So, this was a perfect fit for me.

My father saw an ad for a job at L&T. He felt it was a better career option, and said, 'If you are not applying, you have no place in this house!' I went to Chennai for the group discussion and interview. A gentleman – who I later found out was the Number One person in the division – was asking me questions. The company I was working for was a competitor for L&T's Valves Division. He asked me, 'We are number one in valves, so why do you think you are better?' I laughed and said, 'I challenge you that my product is better. I am very confident. If I am not confident, I cannot sell!'

Three months down the road, a letter lands in my house. I got the job!

### **What was your first experience of the culture at L&T Valves?**

My first posting was in Baroda – a place that was not even in my mental map!

When I went into the office, it was amazing. There were Tamilians, Malayalis, Punjabis, Sindhis... One by one, they came and introduced themselves to me, saying "Hi, I am your new colleague." None of them was from the Valves department! I told them I was new in Baroda and I needed accommodation. One of them made a phone call to someone and said, "Look, we need you to help our new colleague." Then, he turned to me and said, "Consider it done!"

That's when it opened up for me – there is a beautiful Hindi song: *Dil ki nazar se duniya ko dekho, duniya sadha hi haseen hai* (If you look at the world from your heart, you will find that it is beautiful).

**Shera Padmanabhacharya Rajanish (SPR)**, a mechanical engineer, joined L&T Valves Division at Baroda in August 1987. Mr Rajanish holds the unique distinction of having led the international, domestic, power and special projects businesses of L&T Valves. He spearheaded the setting up the Valves marketing operation in the Americas. Mr Rajanish has been with L&T Valves for 33 years.

### **You have been transferred across different cities – did you experience a similar culture similar across the other offices as well?**

Of course. Let me share an experience. When I was hardly one-and-a-half years old in the organisation, my father fell very ill, and I wanted a transfer. My branch manager called the manager in Valves and told him about the situation. Then, the 'big boss', my boss's boss's boss – the man who interviewed me – called me. He said, 'You could have just told me! It is done. When do you want to go? Tomorrow?'

At that time, there was no flight to Bangalore from Baroda. I had to go from Bombay. My colleagues pooled the money and hired a taxi and a colleague accompanied me all the way to Bombay. In Bombay, my Valves' office colleague got a ticket to Bangalore, and he was waiting for me at the airport. This was not done through 'official' channels. It was the network of colleagues at L&T. I was put in the emergency category. I landed in Bangalore, my hometown, where I had friends and everything – and there was a Bangalore office colleague waiting for me. In fact, in Bangalore, there is no Valves department. Some colleague of mine in Baroda has called his counterpart in Bangalore, and that person came with his car. That's L&T.

### **This is an example of how a positive corporate culture can transcend regional differences and preferences.**

There is something about the culture at L&T that I have learnt to appreciate. Take my competitor in Gujarat – his manager in Baroda will be Gujarati. Customers are Gujarati, so it helps if he speaks in Gujarati. L&T does not believe in that. Mr Holck-Larsen – whom I was fortunate to meet – believed that you don't sell on language, caste, creed, religion, etc. You work on the merits of your company and its products.

### **You seem to have personally enjoyed the experience of multiple transfers!**

In L&T, the beauty of transfers is that you meet so many people, and you make friends for life. That is a great thing when you get transferred. You may not have relatives in this new place but you will have folks from L&T. There is another beautiful thing about this company – the sheer size. You are never far away from an L&T-ite. Even today, if you take a flight, there will be five or ten fellows from L&T on it!

### **What are your customer's thoughts on L&T's culture?**

Our customers and clients love our culture. That was another fascinating thing I saw. There is a lot of respect. We were also taught one thing: You don't have to win all the orders. The customer will tell you on your face, 'I cannot afford your product but I won't question your company or its quality. I just cannot afford it.' Then I get up, shake hands warmly, have a cup of tea and leave.

I was taught by my superior that to get the price we wanted, on our terms, we needed to give that extra value for the customer. If not, why would he pay that bit more than to another person? Also, every person cannot be your customer – it is not possible. I teach this to people who come to work in my department.

### What are some challenges that the company has been facing in the last few years?

Gender equality continues to be a challenge with L&T. We are still skewed more heavily towards men than women. We are making a very conscious effort to change this, but we are still struggling. The process of transfers is also making it difficult. Women will have a lot of issues if they are being transferred frequently.

Also, the younger generation values instant gratification. They seem to refuse to accept the idea of growing in a company or allowing a company to grow on you. They don't care for tomorrow. L&T is not a company for instant gratification.

### You faced some serious health issues in the past few years. What kind of support did you receive from L&T during this time?

I had a lot of major health issues, including kidney failure. L&T went beyond my expectations! First, they gave me unlimited leave. I was told, 'You can work from home.' Unfortunately, I am not built that way; I believe that if I come to office, my health will improve. They also went out of the way and settled most of my medical bills – which they didn't have to. I don't know who represented the cause on my behalf. Unknown colleagues kept getting into the act and kept getting me sanctions. Not even once did I have to write to the company to ask for anything. I don't have words to describe all this.

### You have met Holck-Mr. Larsen. What would you say about him?

#### SPR



Shera Padmanabhaiah Rajanish was born in Bangalore on September 26, 1961, the eldest son of Mrs. Sushila & Mr. Padmanabhaiah. Rajanish's father was with FCI and his mother, a housewife.

SPR had his early education in Calicut and Mangalore and plus-two in Bangalore. In 1984 he graduated in Mechanical Engineering from M. S. Ramaiah Institute of Technology, Bangalore University.

While in school and college Rajanish took a lot of interest in sports, captaining his school football team and later playing a key role in making the MSRIT volleyball team university champs. Even today he is a serious sports buff and religiously follows football, cricket and F-1 Grand Prix.

He started his career with Fouress Engineering, Bangalore, as a product engineer selling control valves.

In August 1987 SPR joined L&T Valves Division at Baroda.

In 1989 he requested for a transfer to be near his ailing father. Thus in April 1989 he returned to his hometown to market all AIL products in Karnataka.

During this period he married Suneetha - an aspiring advocate from Cochin - on February 6, 1991. In the early years, the inter-state marriage did cause problems, as Rajanish couldn't speak Malayalam and Suneetha couldn't understand Kannada. The upshot is that their daughter, Sanjana, 7 years, is a linguist, comfortable in English, Hindi, Malayalam, Thulu and

Tamil.

The couple was blessed with a son, Abhijit, 6 months ago. Today between threats to sue SPR - for not letting her practice - and bringing up the children Suneetha relaxes with movies and music. But Rajanish rates eating out as her favourite past time!

In September 1991, SPR moved to SVD Chennai. After two years in Chennai he moved to Mumbai to head SVS-WRO. Then he bagged the first ever 'complete package' order for Valves Marketing, from Essar Power.

In May 1997 his fifth transfer in L&T found him again in SVD Chennai. Currently Rajanish handles the marketing of all SVD products to the Oil & Gas Sector.

Rajanish collects interesting quotes and anecdotes and with his photographic memory always has a joke, quote or story handy - and this always makes him the 'life of the party'.

Another much admired talent of SPR is the ability to paint vivid word-portraits - his travelogues have attained a cult following among Valves personnel.

SPR is a perfectionist (that annoyingly perfect handwriting!) and a hard taskmaster. But after office hours he is a friend, philosopher and guide to all. Asked to sum up his career in a few words. He responded "flashes of brilliance sandwiched between dismal failures". Perhaps a little hard on himself too.

### An article on Mr. Rajanish, which appeared in *Inflow-Outflow*, April-June 2000

I have met Mr Holck-Larsen three times. The third time was in the late '90s. Mr Holck-Larsen was Chairman Emeritus. He was in his 90s then, so he walked with a lot of difficulty. He knew every business – that was amazing about him. Very impressive. Today, people talk of Mr Narayana Murthy as an icon and things like that, but this man was way above all of them.

Mr Holck-Larsen, I would put him on the same scale as Mr Ratan Tata. Imagine someone starting a company and saying, 'I don't want this company to be run by my children.' They said, this company will be run by professionals; they will retire and the next guy will take over.

### You have a really long history with L&T. What would you envision the future to be like?

To me, L&T is everything. I am so proud of this company! The question is, how do you translate it to the current generation? Their whole system is different. At L&T, our system has always been the old style, where it grows on you. We never used to give up on our employees. This company has been very strong over all these years. It has withstood a lot of upheavals. I am sure it will be just as strong in the future.

# Safety First, Every Day



Kancheepuram



Coimbatore



L&T Valves Limited.



## SAFETY PLEDGE

On this day, I solemnly affirm that I will rededicate myself to the cause of Safety, Health and protection of Environment and will do my best to observe EHS Guidelines and develop attitude and habits conducive for achieving the objective.

I fully realise that accident and diseases are a drain on the national economy and may lead to disablement, death, damage to health and property, social suffering, and general degradation of the environment.

I will do everything possible for the prevention of the accidents and occupational diseases and protection of environment in the interest of the self, my family, my community, and the nation at large.



Winning entries from the Safety Day Contest



# Pongal Celebrations



# Women's Day Celebrations



A round up of news from the

# Valves Community



## New Kid on the Block!

Our warmest wishes to **Harsimran Kaur** and **Kanwardeep Singh Bedi** (Sales & Marketing, Delhi) on the birth of their baby girl, Kanwargun Kaur, on 19 January 2021.

## Wedding Bells!



Heartiest wishes to **NAVANEETHAN N** (Sales, Chennai) and **T MOHANA KALYANI**, who got married on 25 February 2021. Wishing the couple joyous times ahead.



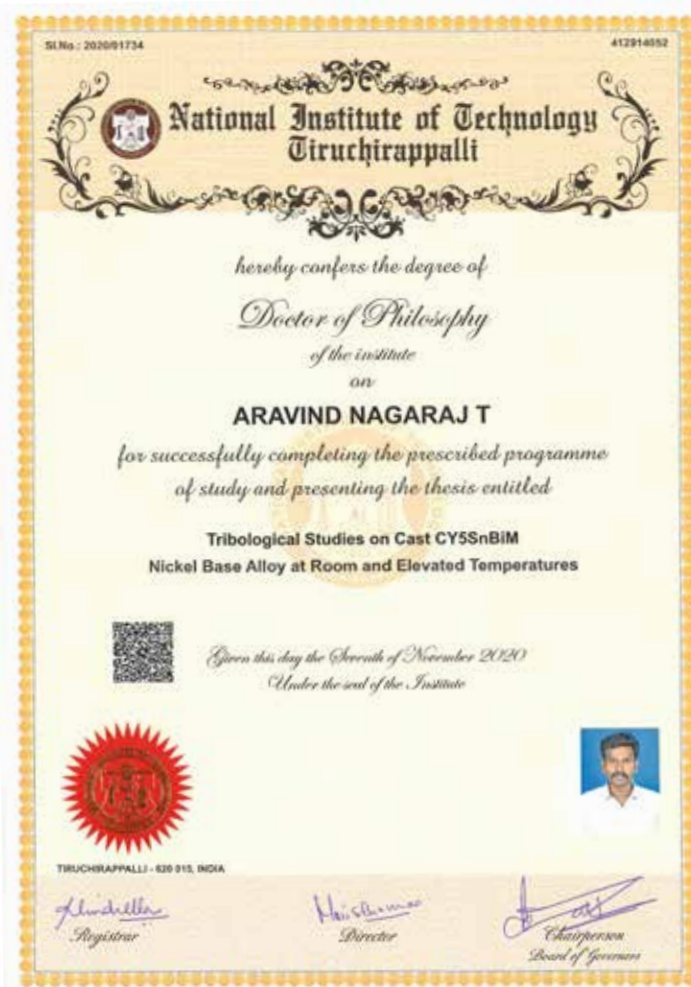
## Art with a Heart

**Tanvi Agarwal**, daughter of **Ashish Kumar Gupta** (Pre-Sales, Kancheepuram) brings to life her interpretation of the universe through these beautiful mandala drawings.



Tanvi Agarwal  
25/01/2021





## The Doctor Knows Best

Heartiest congratulations to Aravind Nagaraj T, Quality Assurance, Coimbatore who completed his PhD from National Institute of Technology, Tiruchirappalli, on 7 November 2020.

### EXCERPTS FROM THE ABSTRACT:

Sliding-wear problem is encountered in valves where the disc slides along the seat ring during closing and opening. Stainless steel grades such as 316 or 316L are employed to reduce this but the close operating clearance results in galling. Grade CY5SnBiM under ASTM A 494, Standard Specification for Castings, Nickel and Nickel Alloy is proposed as a disk material for valves with seat rings of 316/316L.

The thesis focused on both the solid particle erosion and sliding wear of the grade CY5SnBiM at room temperature and elevated temperatures and recommended that 'Material Cast CY5SnBiM can be used for valves and pipes up to a service temperature of 450°C where very close operating clearance is required'.

Aravind has published papers in international journals including Materials Research Express and Journal of the Institution of Engineers (India).

Congrats!

# Celebrating the Academic Achievements of Val-kids



Diploma

**David Spurgeon S**  
Sampath C, TOBV



12th Standard

**Barathwaj A**  
Arumugam K, LSV



10th Standard

**Ghiridharan S**  
Shanmugam J, TOBV



**Harini A**  
Anandhan J, GGC



**Jeevan Prakash J**  
Jegadeesan J, GGC



**Jothika S**  
Sankaran U, IMDC 1B



**Keerthanaa A**  
Ananthavel M, LSV



**Madheshwaran P**  
Pugazhenthii N, TMBV



**Murugan S**  
Selvagandhi V, IMDC 1B



**Prasanna D**  
Dhandapani T, GGC

**Graduation**


**Rajkumar M, BE**  
Marichamy K, GGC



**Shriram S, BE**  
J Suresh, Head KPM



**Swetha B, BTech**  
Balasubramanian P, PLED



**Charulatha K**  
Kathirvel C, PLED



**Deepak S**  
Sankar M, IMDC 1B



**Keerthipriya G**  
Govindaraj T, GGC



**Saikumar T**  
Theerthagiri E, IMDC 1B



**Preethi R**  
Ravichandran V,  
IMDC 1B



**Subasri G S**  
Senthil N, TMBV



**Sudharsan V**  
Venkatachalam D,  
IMDC 1B



**Surendar J**  
Jayaprakash M,  
IMDC 1B



**Swathi T**  
Thirunavukkarasu R,  
GGC

*We are proud to share the academic achievements of Val-kids. The year-long lockdown may have changed the way they learn, but these kids prove that where there is will, determination and perseverance, success is a natural outcome.*

# TechConclave

*If you want to master something, teach it – Richard Feynmann*

Over the years, LTVL has demonstrated prowess and competency in design, technology and manufacturing backed by a solid knowledge bank and subject matter expertise. When the pandemic struck and all our training programs went virtual, a need was felt to channelise this knowledge bank and transfer this expertise to all at L&T Valves through the medium of short training sessions, albeit virtually. Our Chief Executive, S. Kalyanaraman, was the main proponent behind this idea. His emphasis on developing a platform for the youngsters to portray their mastery in new technologies motivated us to launch this initiative.

The objective of the Technology Conclave is to provide a forum for L&T Valves’ employees to present their findings, research & knowledge on any topic of their area of expertise.

The first session of the Technology Conclave was held on 9 February, 2021. Since, then we have been consistently conducting sessions on the second and fourth Tuesdays of every month.

A typical Technology Conclave consists of about three training sessions tailor-made by L&T Valves’ subject matter experts for their colleagues. It is ensured that the topics are chosen from diverse fields so as to make it interesting for the audience. To add to the variety, a captivating video on a technological marvel and/or innovation is included.

Technology no longer is a frontier only for the design engineers. Technology is expanding at a rapid rate and a lot of technological innovations have occurred in all domains of the manufacturing industry. Future plan is to engage more employees from various functions like Quality, Operations, Supply Chain, and Finance for them to demonstrate their domain knowledge. To add variety to the sessions, we have also planned to include quizzes and case studies in the sessions to come.

The Technology Conclave presents a great opportunity for all employees to become versatile while also learning and growing holistically. It also provides us a platform to identify

<b>Advantages of Dilution on Hot Wire GTAW</b>	Prassana Manikandan K
<b>Basics of Composites</b>	Ajay Kumar Neelam
<b>Development of HIPPS</b>	Kathiresaperumal S
<b>Development of Hull Ventilation Valves</b>	Thirumalai Muthu P
<b>Development of Large-size Butterfly Valves</b>	Pappu Jagannadha Mallik
<b>Fugitive Emissions</b>	Rajkamal R
<b>Introduction to Valve Elements – Washers</b>	Gumalapuram Manideep
<b>Know Your Check Valve</b>	Nikhil Kaushik
<b>Lip Seals - Introduction &amp; Applications</b>	Abhishek Ankolekar
<b>Qualification of Elastomers for Critical Services</b>	Aravind Siddharth S
<b>Seats and Seals Used in TMBV</b>	Karthikeyan S
<b>TRIZ - An Introduction</b>	Harsh Mehta
<b>Value Engineering</b>	Yaser Ahmed Palikonda Latheef

the next big thing in the valve Industry and how it can benefit L&T Valves.

We have lots in store. Stay tuned!



*Harsh Bharat Mehta, R&D, Coimbatore*

# HIPPS Don't Lie!

In hydrocarbon industries, critical events of sudden surge in pressure can lead to loss of life and damage to facilities and the environment. The traditional devices to tackle surge pressure events let out the fluid – which are highly flammable/toxic – into the atmosphere. An alternate approach would be to either reduce the probability of such surge pressure occurrences or to isolate the surge pressure source so as to protect the people, environment and assets.

## CHALLENGE

The main task is to mitigate the risk to downstream equipment and pipelines from getting damaged during the event of surge pressure from the upstream exploration well. We have to also avoid discharge (through flaring, as done in most hydrocarbon industries) of upstream well fluid to the atmosphere. The other factor is to monitor and measure the health status of devices which are used to mitigate the risk, in order to have high reliability and availability.

## SOLUTION

Suitable Safety Instrumented System (SIS), comprising of sensor, logic solver and shutdown valves, with a reliability greater than 99.9% (Safety Integrity Level 3), has been offered to isolate the downstream equipment and pipeline from surge pressure source. Redundant equipment and diagnostic features within the system help to identify any inconsistency in the equipment and trigger preventive maintenance to ensure sufficient reliability and availability.

High Integrity Pressure Protection System (HIPPS) is a Safety Instrumented System (SIS), which, by definition, is a distinct, reliable system used to safeguard a process to prevent a catastrophic release of toxic, flammable, or explosive chemicals. HIPPS can be employed to prevent over-pressurisation of a plant by shutting off the source of the high pressure gas rather than by releasing it to the atmosphere.

A typical HIPPS comprises of 3 pressure sensors connected in

2oo3 voting logic that detect the over pressure in the line, a logic solver that receives and processes the signal from sensors and transmit the output signal to de-energise the solenoid valve in final element, and the final element, which is a high integrity actuated valve designed to perform the emergency closure reliably.

## KEY SUPPLY REFERENCES

1. L&T Valves supplied India's first indigenously-developed HIPPS to Dirok Gas Filed Development Project in Assam in the year 2016. The HIPPS valves (12" Class 1500 TMBVs) were designed to close if the pressure rises above the predefined set point, based on 2oo3 voting logic.
2. HIPPS supplied to IOCL Gujarat Refinery BS-IV Project in the year 2018 - 8" Class 900 TMBVs. To mitigate over pressurisation of downstream equipment and connecting lines up to LP Amine Absorber from gas blow-by from HP Amine Absorber, using level transmitters in 2oo3 logic.
3. HIPPS supplied to Dhamra LNG Regasification Terminal in Odisha in the year 2021 is to close the Shut Down valves (24"x20" Class 900 Top Entry TMBVs) in case of high pressure or low pressure detection at pipeline inlet.



*Sumith S  
Assistant Manager – Design*



# Experience The Future of Valves

- ✓ **A Trusted Partner:** An enviable track record spanning 6 decades and over 20 million valves
- ✓ **Portfolio and Range:** Wide variety of valves, offering a solution for every need
- ✓ **Future-ready:** Next-generation technologies to provide unmatched safety and reliability
- ✓ **Maximum Productivity:** Global sales and aftermarket network for quick responses wherever you are
- ✓ **Manufacturing Footprint:** Facilities in USA, Saudi Arabia and India to meet your requirements
- ✓ **A subsidiary of Larsen & Toubro,** a USD 21 billion engineering and technology conglomerate

## Large installed base across the world enabling efficient flow-control in all industries

Oil & Gas • Refining • Pipelines • Petrochemicals • Chemicals  
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### Our major customers:

ADNOC • Chevron • ExxonMobil  
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Houston, USA



Al Jubail, Saudi Arabia



Coimbatore, India



Kancheepuram, India



Jamnagar, India

## Butterfly Valves

**Elastomer-lined Valves**  
API 609 - Cat A, EN 593

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



## Ball Valves

**Floating Ball Valves**  
ISO 17292, API 608, API 6D

#150 to 2500,  
Up to 8" (200 mm)



## Gate, Globe & Check Valves

**Small-bore Valves**  
API 602, ASME B16.34

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



**Cast & Fabricated Steel Valves**  
AWWA C 504, C 516, EN 593

PN10 to PN16  
Up to 120" (3000 mm)



**Trunnion-mounted Valves - Top-entry**  
API 6D

#150 to 1500, Up to 30" (750 mm)



**Pressure-seal Bonnet Valves**  
ASME B16.34

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



## Digital Solutions

**L&T Valves Asset Management Programme (LAMP)**  
Smart Valves with diagnostic and communication modules



**Triple-offset Butterfly Valves**  
API 609, CatB

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



**Trunnion-mounted Valves - Side-entry**  
API 6D

#150 to 2500,  
Up to 56" (1400 mm)



**Bolted-bonnet Valves**  
API 600, API 603,  
API 623, API 594

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



## Non-Ferrous Valves

**Gate, Globe, Check, Ball & Butterfly Valves**

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



## Plug Valves

**Double Block & Bleed Valves**  
API 6D

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



**Knife Gate Valves**  
MSS SP 81

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



## Control Valves

**Globe Valves  
Butterfly Valves  
Segmented Ball Valves**



**Sleeved Plug Valves**  
ASME B16.34,  
EN12516-2

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



**Piston Valves**  
ASME B16.34, API 602

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



## Valve Automation Solutions

High Integrity Pressure Protection Systems (HIPPS)

Emergency Shutdown Valves (ESDV)

**L&T Valves Limited**  
L&T Campus, TC-1, 2nd Floor  
Mount - Poonamallee Road  
Manapakkam, Chennai - 600 089, India

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