


# V connect

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The Employee Communication Newsletter of L&T Valves

January 2024



Operation OTD  
**On Time, Every Time!**



# v connect

## From the Editor

Will the OTD special come out on time? That was the key question these last few weeks!

It was not an easy task, working against time, fighting to retain a position on your priorities list.

Many people worked hard to put this magazine together and I thank all of you - the interviewers and interviewees, the people who responded to the surveys (the QCD survey got 150 responses – an all time high), the contributors and co-ordinators, the writers and photographers - and Sreelakshmy S.

In this issue we introduce two gentlemen who play vital roles at two crucial stages to enhance OTD – Ayyanar S of SCM and Milton Danny of CMT.

We have added two new sections this quarter – reading recos by the leaders and travelogues. We request your support to sustain these sections.

In closing, if you liked the newsletter, if you would like to improve it, mail me.

Thanks,

**Babu**

v-connect@Lntvalves.com

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# Message from the Chief Executive



Dear Team,

At the outset, I want to extend my warmest wishes to each one of you for a Happy New Year!

As we turn the page on another quarter, we would like to focus on one of the most critical aspects of our business: on-time delivery. Every project completed, every deadline met, every happy customer - it all hinges on our shared commitment to 'on-time delivery' execution.

Last financial year has been one of the remarkable periods in which we reached a OTD performance of 90%. This enabled us to return to the US market and bag orders. We could grow from USD 2Mn to 10Mn order inflow in a year and we are aiming to double this number in the current financial year. But this isn't a time to rest on our laurels. The elephant in the room, the overdue orders elephant, weighs heavily on our minds. Its sheer size demands our immediate attention.

Some might think of timely delivery as simply meeting deadlines. But I believe it's much more than that. It's about respecting commitments, honouring promises, and building trust with our clients and ourselves. It's about taking ownership, prioritizing effectively and collaborating seamlessly.

This isn't a call for draconian measures or relentless micromanagement. Instead, it's a call for action for each of us to embrace a culture of delivery and commitment.

- **Planning meticulously:** Anticipate challenges, factor in buffer time and communicate potential roadblocks proactively.
- **Communicating transparently:** Keep stakeholders informed of progress, potential delays and any adjustments to timelines.
- **Prioritizing decisively:** Focus on what truly matters and delegate or defer tasks accordingly.
- **Collaborating effectively:** Support each other, share resources and address bottlenecks promptly.
- **Owning our accountability:** Take responsibility for our tasks and hold ourselves and others accountable for meeting deadlines.

So, team, let's prioritize OTD not just as a performance metric, but as a cornerstone of our company culture. Let's contribute to improvement initiatives like Doubling the Speed with conviction. Let's champion collaboration, ownership and communication, making "on time" not just a slogan, but our way of life. Together, we can build a reputation for reliability, exceeding expectations and achieving remarkable things.

Warm regards,



**S Kalyanaraman**

## “Overcoming challenges opens doors”

With three decades of experience in the international valve arena, Mr Venkatesh is quite accustomed to responding to global events and changes in customer expectations. During a recent interview, Mr Venkatesh shared thoughts and observations on trends in the valve industry.

By David Sear

That Mr Venkatesh has amassed a vast experience goes without saying. Since graduating in 1993, he has gone on to work for Audco India Ltd, Larsen & Toubro Ltd, A E Valves, Emerson Process Management and since May 2022 Larsen & Toubro again, where he is currently Global Head of Sales, L&T Valves based in Kuala Lumpur, Malaysia. He is, as he himself states, determined to use all his insights to help drive L&T Valves to even greater heights. “We are traditionally strong in the oil and gas sector as well as power but of course it is important to keep an eye out for new opportunities. That is why we are actively looking at the renewables industries. For example, hydrogen and wind. So as we speak we are rolling out plans and expansion activities to take our company to the next level.”

When looking to develop new markets, Mr Venkatesh is an advocate of slow and steady growth as opposed to a quantum jump. “To my mind it is better to avoid biting off more than what you can chew. Instead, develop slowly and steadily based on your core strengths. If you can develop a portfolio of standard valves of consistent quality, you will catch the eye of the international oil and gas majors as well as the EPCs. That is how we were able to expand into higher applications and engineered solutions.”

Whilst discussing valve manufacture, Mr Venkatesh indicates that investing in strong and proactive design and engineering teams pays dividends. “As a manufacturer you must remain alert to emerging technologies which could be



applicable to your specific business. For example, we were early adopters of 3D modelling which has since become a mainstream design tool for modern valve OEMs.”

### Challenges galore

To outsiders, the valve sector might appear fairly static. After all, designs like the gate valve have been in use in refineries for over a century. Mr Venkatesh, however, notes that manufacturers like L&T Valves are constantly looking to solve new challenges. “For example, recent activity includes helping to address fugitive emissions concerns as well as becoming involved in standardisation work. And lately we have been responding to increasing customer calls for assistance as regards automation and digitalisation. Progress is the name of the game

Valve  
World



Mr Venkatesh: “We see a tremendous opportunity for growth in the Americas leveraging our high acceptance rate as well as our facility in Houston”



and can simplify life for customers. Take our valve tracking software for example which enables valve data to be easily downloaded simply by scanning the QR Code.”

In many countries, local value addition is emerging as a major consideration. Mr Venkatesh: “As a manufacturer we have therefore built a factory in Saudi Arabia. This full-fledged facility with the latest machinery operates on a par with our production lines in India. We have achieved this by bringing in experienced staff from India as well as upskilling local employees.”

A local presence such as a factory or a distribution warehouse can do much to boost customer confidence, notes Mr Venkatesh. “Our warehouse in Houston, Texas, has also expedited organic growth and helped us to move up the value chain to provide advanced flow control solutions for critical applications and severe service.” Nevertheless, attention to the basics remains essential, he states. “Casting quality remains a key topic amongst end users. Manufacturers must therefore keep a tight grip on their supply chains to ensure they receive quality castings. Working closely with the foundries is the way to achieve this.”

### Welcoming uniformity

The valve sector is continuously evolving, says Mr Venkatesh. “Take the drive to zero emissions for example. Even today sixty per cent of emissions at process plants can be traced back to valves. This is therefore an area we are keen to help customers address. We are therefore working closely with gland packing manufacturers to improve valve



“We are constantly reviewing and improving our manufacturing processes, to eliminate waste and lower costs,” says Mr Venkatesh. Image shows a 20 inch class 3500 high pressure gate valve.



Mr Venkatesh: “It is incumbent on us all to show youngsters that the valve sector is an industry where they can make their mark and have a positive global impact.” Image shows a 56 inch Class 300 triple-offset butterfly valve.

performance and to reduce emission levels as far as we can.”

Developing and manufacturing top-end valves to achieve the highest performance standards will not necessarily drive up purchase prices. “We remain sensitive to plant owner’s needs to keep a tight grip on their capex. That is why we are constantly reviewing and improving our manufacturing processes, to eliminate waste and lower costs,” says Mr Venkatesh.

Mr Venkatesh also believes significant cost savings during the manufacturing stage can be realised by implementing more standardisation. “We support all initiatives being taken by the industry in this respect, such as via the IOGP. Standardisation is a complex process which brings a number of challenges for OEMs. However, we are more than willing to take all necessary steps as standardisation will ultimately help us all.”

### The next generation

At the end of our interview, Mr Venkatesh addressed some of the latest challenges facing the valve manufacturing sector. “It has to be said that, despite recent mergers, valve manufacturing remains a highly fragmented industry. Going forward, I can therefore see that consolidation will continue. This will likely be exacerbated by the need for advanced products as well as the implementation of new standards. Both factors will be expensive, making it harder and harder for the smaller players to remain independent. As an aside, consolidation will also help to reduce so-called brand labelling.”

Another major issue for valve manufacturers is the increasing challenge in attracting young people to the industry. “It is incumbent on us all to show youngsters that the valve sector is an industry where they can make their mark and have a positive global impact.” The requirement to bring in the next generation of technicians and engineers is being heightened by the erosion of experience throughout the valve sector. “As experts retire there is a danger that product and applications knowledge will be lost. At L&T Valves, we are therefore actively engaging with youngsters, bringing them to our factories to show them product development, visiting colleges, getting active in campus recruitment, etc. We have also set up our own valve school to help train the next generation. In fact, we also train our clients and customers as we want to increase awareness about valves to a wider range of people. With better knowledge they can make more informed choices about which valves are most suited for their applications.” ■

### Did you know...

That Mr Venkatesh relaxes by playing badminton at weekends and also enjoys watching movies from India and Hollywood.  
That he is an advocate of stand-up desks.  
That during a four-year stint in China, Mr Venkatesh helped Larsen & Toubro to gain approvals from Chinese oil and gas majors ahead of local competitors.

# Operation OTD On Time, Every Time!

*In the highly competitive manufacturing industry, maintaining an edge over industry players is necessary to stand out and increase visibility in the market. While R&D, product quality, and manufacturing capability are all factors influencing competitiveness, it is all tied together by the ability to deliver the product to the right place at the right time – On time Delivery.*

### What is OTD?

On time Delivery (OTD) is a measure of how well a company fulfills its orders within the agreed time frame. It is a key performance indicator of the company, highlighting our operational efficiency and influencing our profitability.

For us at L&T Valves, OTD is more than just an indicator of our performance. It is about keeping our commitment of delivering top-quality products within the contractual period, thereby achieving customer satisfaction.

### Why should we aim for OTD?

#### Customer Satisfaction: The Cornerstone of Success



The success of any business lies in its ability to satisfy customers, which is why customer delight is one of our main targets. In the manufacturing industry, customer satisfaction is highly dependent on OTD. When it comes to valve manufacturing, the importance of OTD grows multi-fold as valves are critical components for many process

industries. A minor delay in valve readiness could have a huge impact on the overall project timeline, which highlights how important OTD is to project fulfilment and thereby, customer satisfaction.

#### Brand Reputation: Reflecting Reliability

Apart from maintaining consistency in product quality, it is also essential to be consistent in meeting delivery deadlines. Making on time delivery the norm of the organization signals reliability and professionalism, which translates to a boost in reputation and brand loyalty.

According to a study conducted by Bain & Company, a 5% increase in customer retention can result in more than 25% increase in profit. This is because customers who consistently receive their orders on time are more likely to place repeat orders and recommend our products to others. They are also less likely to switch to other suppliers.

#### Competitive Advantage: Standing Out in the Market

Today, customers have more choices than ever to choose from, and they are always on the lookout for reliable and quick solutions. Offering competitive lead times and being able to keep the assured delivery can give us a significant

#### L&T Valves: Self Reflection

*Quality, Cost, and Delivery: The Unattainable Trio.*

*We decided to check internally how our products stood in terms of the 3 factors above, and here are the results.*

*On a scale of 1 to 5, we have a perceived quality rating of 4.5/5.*

*We perceive our competitiveness / cost to be 4.1/5.*

*And last but not the least, delivery, stood at 3.5/5.*

*So, why do we feel that our delivery has room for improvement? Let's find out!*

advantage over competitors who struggle with OTD. A strong track record of OTD can thus help position ourselves as a trustworthy option, providing a unique selling proposition.

#### The Cost of Late Deliveries

It takes years of effort to build trust in the market, but it could all crumble down with just one instance of failure –

failure to deliver on quality, or on time. The importance of OTD can be further emphasized by exploring the impact of late deliveries on various facets of the organization.

### Drop in Operational Efficiency and Productivity

Regular delays in delivery are indicative of disruptions in the production process, and they set off a chain reaction of problems across the production line. Additional time and money are spent on rectifying these issues, which reduces operational efficiency.

Delivery delays create a backlog of orders, which eventually results in increased inventory. Pileup of inventory along with overdue orders leads to space and capacity constraints, negatively impacting the overall productivity and increasing the inventory carrying costs.

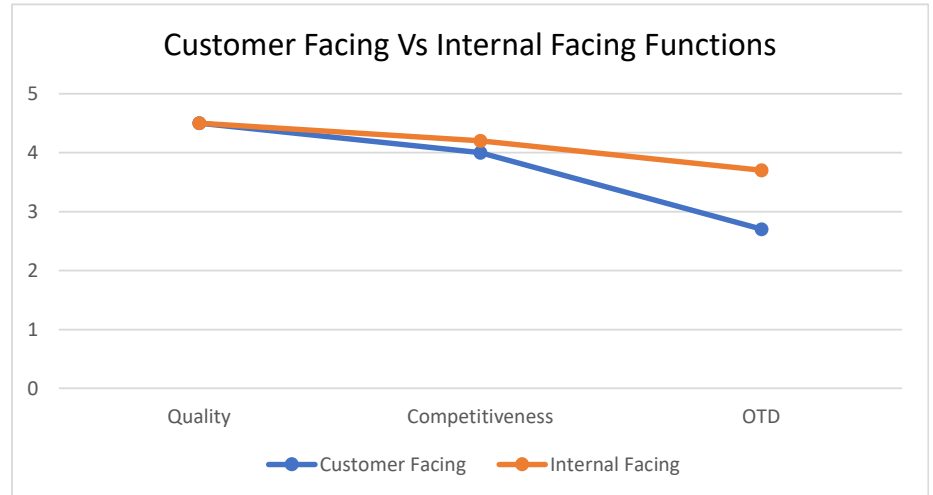
### Loss of Customer Satisfaction

There is nothing like delayed deliveries that leave customers dissatisfied. It reduces the likelihood of customers returning while making it increasingly difficult to attract new clients, along with a deteriorating brand image. Customer satisfaction is therefore a major influencer for customer retention as well as acquisition.

### Financial Implications

When it comes to manufacturing industries where adhering to delivery deadlines is critical, time is money. The financial impact of delayed deliveries is not just limited to penalties for late delivery. It includes the overtime cost for employees to execute the order, and the cost of expedited delivery options (such as air freight), among many others.

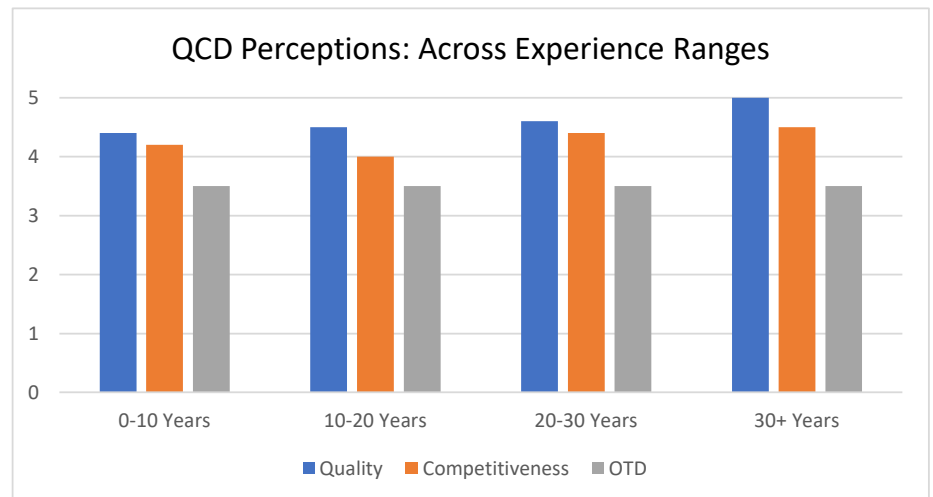
At times, huge delays result in order cancellation as customers switch to competitors, which results in addition of inventory, loss of investment capital, and negative impact on brand image.



The graph represents the QCD perception of different functions, broadly classified into customer-facing and internal facing. Why this classification? Both teams work together to achieve the common goal of delivering on time, which is why it is necessary to ensure they are on the same page about our delivery performance.

While our opinions on Quality and Competitiveness are on the same page, there is a huge disparity between our opinions on OTD, with an average of 2.7 from the customer facing team and 3.7 from our internal facing team.

This difference in opinion could be because they face different problems with different consequences. From this graph, we understand that both parties need to be sensitized to each other's pain points, and work together to achieve OTD.



We have a diverse workforce in terms of experience, ranging from fresh graduates to seasoned employees at 30+ years of experience. We see that the average ratings from each of these groups remains fairly consistent in terms of Quality and Competitiveness. We also see a common consensus regarding our delivery, which indicates that as an organization, we do see the need to improve our delivery performance.

Material Shortage

**Inadequate Planning**

Limited Resources Transportation Infrastructure

Scope Change **Miscommunication**

Equipment Breakdowns Supplier Delays Vendor Management

Unrealistic Deliverables

Logistics Challenges **Process Inefficiency**

Quality Issues Adverse Weather

### Possible Causes of Delay

#### Loss of Competitive Advantage and Market Share

While the effect of late deliveries may not be seen immediately, it could have adverse effects in the long run. It erodes the competitive edge of the firm and eventually results in loss of market position as customers begin moving on to competitors.

Thus, late deliveries decrease our customer retention rate and increase our customer acquisition cost.

#### How to Improve OTD?

It is evident that improving on time delivery is the answer to customer satisfaction and enhancing performance. There are several strategies that can be undertaken that can translate to an improvement in on time delivery, and these have been elaborated below.

Improving OTD begins by setting realistic goals and expectations and ensuring their clarity throughout the organization. This target also needs to align with customer requirements and must be flexible enough to adjust as required.

#### Streamlining Internal Processes

The first step in improving OTD is to evaluate the internal processes and eliminate unnecessary steps. We can use technology to automate repetitive tasks and further streamline processes. Implementing a robust production planning and control system/software

can help track production progress, enhance visibility of operations, which support in improving delivery.

#### Maintaining Realistic Production Schedules

It is important to first introspect and identify our capabilities, before initiating improvement plans. The same goes for improving delivery – it is essential to identify production capacity and lead time. The same needs to be communicated across various functions to balance the workload and improve output, thereby improving OTD.

#### Inventory Management

Growing inventory is the concern for many manufacturers, and inefficient management of inventory results in increased overhead expenses and reduced productivity. A lot of time and resources are spent on fixing the issues arising from poor inventory

management, which could have been utilized on activities to provide returns to the business.

#### Effective Supply Chain Management

Disruptions in the supply chain can greatly affect the final delivery of goods, this may be due to delays in supply from sub vendors, material shortages, or shortage of containers for international shipments. To manage the supply chain effectively, it is essential to anticipate such potential disruptions and have contingency plans in place before the situation worsens.



### Service Level Agreements

A service level agreement (SLA) is a contractual commitment between a client and the seller, specifying aspects of the service such as quality, responsibility, and availability. SLAs can be customized to meet customer or service requirements.

Implementing an effective SLA ensures that both parties unanimously agree to the delivery timeline, terms, and conditions. It can also include provisions for penalties, that can be enforced when the vendor misses the performance standards. They can include a delivery window within which the products may



be supplied to the customer in batches, starting at an earlier date and ending at the required delivery date.

SLAs can be utilized with sub-suppliers also to ensure that quality and delivery requirements are strictly adhered to.

### Cultural Shift

For any organizational change initiative to be successful, it is essential that a cultural shift is effectively established in the organization. To ensure that the initiatives for improving our on-time delivery are fruitful, we need to make sure that every member of the organization is sensitized about the necessity of on-time delivery.

With everyone on the team believing that late deliveries are unacceptable, there will be better commitment to on time delivery.

### Doubling The Speed: For On-Time Delivery

Over the last few months, we have been in the process of improving our performance in various aspects, and the end goal is to improve customer experience by achieving on time delivery.

“Doubling the Speed (DTS)” program was initiated with this end goal in mind, which began by understanding our targets and goals as an organization. Through activities such as Brown Paper Mapping and intense cross-functional collaboration, we identified the lead time for different processes, and the major bottlenecks during process flow. We formulated strategies to eliminate these bottlenecks as well as other non-value-added activities in our process chart.

The program also helped us identify constraints in data management, information flow, and result monitoring. These were resolved through regular generation of automated reports and depiction using PowerBI, thus giving organization-wide access and enabling transparency of order status.

The formation of cross-functional teams and their active involvement in DTS ensures that we as an organization are wholly committed towards our goal of on time delivery. Today, OTD is our main objective and the solution to strengthening our market position.



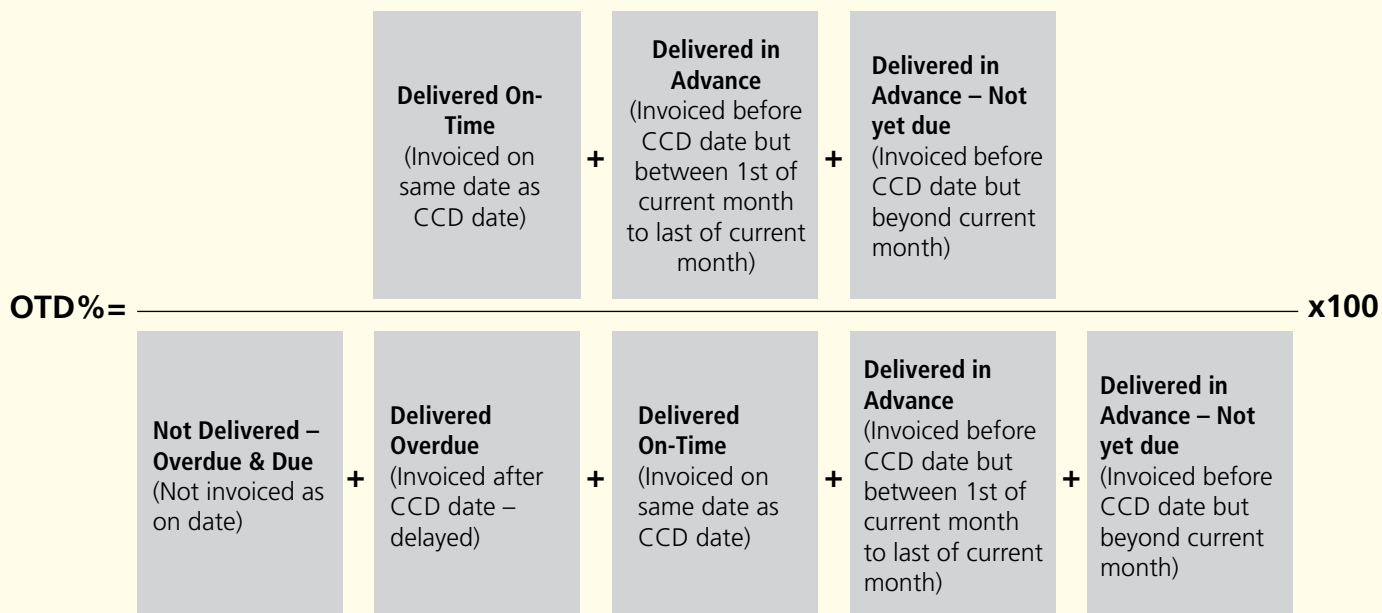
**Sreelakshmy S**  
Pre-Sales

# OTD Measurement Methods

Each organization can design their own methods to measure the delivery performance. The formula or method will be developed based on the business priority, customer preferences or financial impact.

The most general method for calculating OTD (On Time delivery) is percentage, with the formula:  
**OTD% = (Number of On-Time Deliveries / Total Number of Deliveries) x 100**

At L&T Valves, we are following a slightly different formula to calculate OTD to give the focus on reducing the overdue quantities:



We also have one more measure for the delivery performance called **Composite Delivery Index (CDI)**. The main goal of CDI is to encourage advance shipments, giving credits to the same and reducing credits for delayed delivery based on the quantum of delay.

**CDI =  $\sum DI / N$**   
 DI = 1 - 0.1\*W for 0 ≤ W ≤ 10  
 DI = 1.1 for delivery advancement  
 DI = 1 - 0 for W > 10  
 W = Delay in whole weeks  
 N = No. of equipment contractually due

The above-mentioned methods track the delay for the delivered quantities and penalize for the undelivered quantities.

At the group level, since L&T is mostly a project-based business, we have one more metric called Project Execution Index.  
**Index of a job = Expected Contract Completion Period / Original Contract Completion Period (in months)**

The index gives an overall reflection of how the project is progressing and delay forecast for the orders yet to be serviced.

# Apple and its OTD Magic

Apple, the tech giant renowned for its sleek iPhones and innovative gadgets, is also a champion of on-time delivery (OTD). Its robust supply chain consistently delivers products to retailers and customers around the world with remarkable precision. Let's delve into Apple's OTD mastery through a case study approach:

## 1. Setting the Standard:

Apple sets clear expectations for its suppliers and logistics partners. Delivery windows are meticulously defined, with penalties for missed deadlines. This stringent approach incentivizes on-time performance throughout the supply chain.

## 2. Meticulous Planning and Forecasting:

Apple meticulously plans production and inventory based on accurate demand forecasting. This proactive approach minimizes the risk of stockouts or excess inventory, both of which can disrupt OTD performance.

## 3. Building Strong Partnerships:

Apple fosters close relationships with its suppliers and logistics providers. Regular communication, collaboration, and joint problem-solving ensure smooth operations and efficient deliveries.

## 4. Investing in Technology:

Apple heavily invests in cutting-edge supply chain technology. Its proprietary systems track inventory levels, optimize shipping routes, and provide real-time visibility into product movement. This allows for proactive interventions and course correction whenever needed.

## 5. Embracing Flexibility:

Apple understands that unforeseen circumstances can disrupt even the best-laid plans. Its agile supply chain is adaptable to disruptions, allowing for quick adjustments and alternative solutions to maintain OTD targets.



## The Results:

Apple's OTD commitment has reaped significant rewards:

### **Enhanced Customer Satisfaction:**

Timely deliveries lead to happy customers, boosting brand loyalty and repeat business.

### **Reduced Costs:**

Efficient OTD minimizes storage and handling costs, leading to improved profitability.

### **Competitive Advantage:**

Apple's reliable deliveries give it an edge over competitors, particularly in fast-paced markets.



**Santhosh R**  
CE's Office

# How can we improve On-Time Delivery

*Feedback from a cross-section of employees*



“

By procuring machined components from foundry and rolling advance planning from order receipt.

**Marimuthu N**



“

We need to eliminate delays in order processing and engineering stages. The manufacturing process can be improved for more flexibility.

**Mugilan KR**



“

For large projects, design and manufacturing phases shall be distinct with separate milestone dates, to bring out the inefficiencies that tend to hide behind each other.

**Suriyanarayanan S**



“

Delays in initial stages like document approval need to be addressed and accounted for, and stakeholders need to be sensitized about it.

**Ganesha Pandian S**



“

We need to improve forecasting methods and supplier relationships. Order processing needs to be streamlined and made efficient.

**Madhankumar S**



“

We need better planning and advance action on inspection stages and shipment, along with vigorous follow-up for customer clearance.

**Prashant Prasad**



“

During the order release stage, PCMT needs to be involved in vetting the contract & expediting documentation. There should be proper utilization of inventory.

**Ramkumar VE**



“

Post-order changes need to be closed on priority to avoid serious delays in commitment. Automation of documentation can also save time.

**Ravi MV**



“

The VSM must be used to identify eliminate the reasons for delays for every overdue order. Calculation of lead time must include non-productive processes.

**Ravichandran M A**



“

Going strictly by delivery dates while scheduling manufacturing and not order value.

**Srijith Sreekumar**



“

Getting weekly updates on casting deliveries can help the project team maintain an updated plan regularly, which allows better tracking for OTD.

**Suriya Subramaniyan**



“

Digital tools and emerging tech that enable logistics service providers to monitor, manage and optimize logistics operations.

**Ramesh Selva**





# Mantra for Success

*With around 33 years of experience in power, electronics and telecom sectors, Ayyanar S. brings with him rich experience. As the Head of SCM, he talks about the challenges his team is facing, and his mantra for success*

Ayyanar S., Head of Supply Chain Management (SCM), may have been in L&T Valves for only a couple of months, but he is no newbie to the organisation. When he worked with Greenesol Energy Power System, L&T Valves was one of his vendors. Since then, he has been well acquainted with the management and senior members.

We speak with him to find out his goals for his department and blueprint to achieve the same.

### **Tell us a little bit about your department.**

The Supply Chain Management department is responsible for ordering and execution of materials, components and services required for manufacturing of valves.

### **What are some challenges you are facing since taking over as Head of SCM?**

Our marketing team has been doing a very good job and we are getting a lot of orders – but this has led to a backlog in terms of delivery. Furthermore, the sales team is under pressure from regular customers to promise TATs that may not be in line with the shopfloor situation. They cannot refuse a customer because of the risk of the latter choosing some other brand. Once that happens, it is very hard to win back the customer.

There is another challenge. We have to submit the GA drawings of the valves and actuators to the client and get it approved. Our marketing team projects a lead time of 3 to 4 weeks for getting approval. In some cases, customers take longer time wfor approval. This means a domino effect of delays that impact our production and assembly, and delivery timelines.

### **What are some efforts your department is looking at to rectify this?**

We are working to amp up our production cycle output from 6,000 to 10,000 valves. Currently, our shopfloor runs two shifts; the management has given us the approval to add a third shift if needed.

We are also reworking our planning and production cycles. At the planning level, we have to see which clients have given us the approvals so that we can complete the order and get to billing. In the meantime, we sort out clearances from other clients and line up production. We need to work closely with our sales and contracts management team to get this process firmed up.

### **What is your mantra for success?**

Do things right the first time itself. When we make mistakes in the processes leading up to manufacturing, we end up with products that don't pass acceptable tolerance levels. We face losses on several counts – man hours, resources, time and effort spent the first time, and on rectifying the mistakes. Doing it right the first time frees up resources for other production activities, and helps us move closer to improved OTD rates.

### **Tell us a bit about your family.**

My wife is a homemaker. We have two children; our son is in Class 11 and daughter is in Class 6.

### **What are your interests outside of work?**

I like to travel. Every year, we visit my hometown in Srivilliputhur (close to Madurai) during festival time. My children enjoy these trips as they get to see open fields, waterfalls and a different way of life.

### **Any favourite books or movies?**

Mouna Raagam is my favourite movie – it is very well made and has stood the test of time

# A Fine Balance

*On time delivery (OTD), like excellence, is a moving target, more so when you deal with multiple stakeholders and have to keep everyone happy.*

He has 20 years of experience in varied departments at L&T Valves, but says his current role as Head of Contracts Management is the most challenging. Milton Danny talks about how his team has to be the face of L&T Valves, the challenges they face, and changes they hope to bring about.

## How does contracts management fit into the larger scheme of things?

After the contract is signed by the customer, and it becomes a legally binding contract for the company, we execute the contract. We are the face of the company to the external world in terms of performance and delivery. We have to keep everyone happy!

## So, you should know what makes customers happy...

There are three things a customer looks at. Cost of ownership of a valve, quality, and delivery lead time. Our cost is on par with that of leading global valve manufacturers, and our quality is very good. If we improve our OTD rates, we will see more happy customers.

## What is a critical quality needed in contracts management?

Communication. Sometimes, we may feel that all options are closed, but if we keep talking to the customer, we will find a solution. It is not about language or communication skills – it is about relaying the information to the customer. Communication with internal stakeholders helps us get advance information about pain points, so we can resolve it quickly and not impact production.

## What are some challenges you face when it comes to improving OTD?

From the time we receive an order from a customer to the time activity commences in the shopfloor, there is a big time lag. We lose a lot of time in interim processes, due to many activities that don't add value.

## Tell us more about your team's efforts to move towards improved OTD rates.

As soon as an order is booked, we submit all the documents and try to move the approval process as soon as possible. We also monitor the customer's activities – if there is a potential delay on their end, we write contractual notes to get delivery dates extended, so that we are not unduly penalised.

## What are some areas where you feel a change of systems is much needed?

We do a lot of work manually, including data collection, storage and retrieval, which takes time and effort. We don't have a system to consolidate the data to do a performance review to present to customers. If we bring in technology to streamline the processes, we would benefit greatly.

## You have been with L&T Valves for around 20 years. How has the journey been?

It has been an interesting journey. I joined domestic sales, then went to international pre-sales and international sales, and product management. Lots of opportunities, challenges and achievements. My current role is the most challenging one. Post the plant



integration in April 2023, we have an all-time high in our order book and we are trying to manage a lot of things with many customers.

## Tell us more about your family.

My wife is a business professional in an IT company. I have two daughters – one of them has completed her class 12th and the other is in the class 10th.

## Off work hours, what do you like to do?

Hitting the gym and working out.



# Jamnagar Samachar

*The valve industry's first dedicated aftermarket hub offers services that enhance life and reliability of valves as well as lower the total cost of ownership*

The modern facility is manned by experienced factory-trained personnel and offers commissioning support, preventive maintenance as well as emergency management services – services that cover the entire lifecycle of a flow-control equipment





# Size Does Matter

*The valves, the capabilities and the aspirations are bigger at LSV*

LSV (Large-size Valves) group of KPM manufactures gate, globe and check valves that weigh between 2 and 20 tonnes. The max size is 42" and max pressure classes, 3500. LSV manufactures manual and actuated valves (electric, pneumatic and hydroelectric) in a variety of materials including C12, C12A, CK3MCUN and CX2MW. They also produce customised valves for cryogenic, oxygen, hydrogen and steam services.

LSV group is headed by Gopalakrishnan S, Sr.DGM, a mechanical engineer with 34 years of experience.

Kumaran G oversees production. He has a vast shopfloor experience and is an expert in CNC machines. Kumaran is equipped with diplomas in mechanical and industrial engineering as well as a BE in production engineering from Anna University.

Baskaran J holds a diploma in mechanical engineering and manages the shop floor. He is considered an expert in the manufacture of Y-globe valves, T-globe valves, damper check and cryogenic valves.

Ganeshapandian S, BE Production Engineering, handles sales coordination. His planning and communication have played a huge role in successful on-time completion of projects.

Murugan K is responsible for all sub-contract activities. He is a BE in manufacturing engineering and an excellent negotiator.

Nagaraj G, a BE in Mechanical Engineering oversees day-to-day activities on the shopfloor.

The recent 'biggest' hits of LSV include:

- Inconel-cladded valves for Saudi Aramco and NPCC
- 24" #1500 Inconel-cladded valves for McDermott/ Marjan Project
- 24" #300 Hastelloy CX2MW for DNOW, Canada
- Fusion-Bonded Epoxy Valves for Aramco
- 48" #300 class cryogenic valves weighing 20 metric tonnes for LTEH/ IOCL LSTK1

The have consistently broken the production records since 2017 and boasts an FTR of 98%. Re-establishing a foothold for valves above 12" and high pressure valves in the American market is a cherished achievement.

A well experienced team supported by skilled workers who are dedicated and efficient have enabled the success. Unity abounds and each member acknowledges the contribution of their teammates in their continued success.

Baskaran J | Murugan K | Kumaran G | Gopalakrishnan S | Ganeshapandian S | Nagaraj G



# Long Service Awards

Our Congratulations to the Awardees

20  
YEARS



**Satheesh Kumar M**, Asst. Manager - Production

15  
YEARS



**Manivel K**, Asst. Manager - CMS



**Selvam S**, Executive - Centralised Logistics



# GET, set, go...

Welcome to L&T Valves.  
Meet the GETs who are going to shape the future of valves.



Rajesh  
KUMAR A

**Educational Qualifications:**  
BTech in Mechanical Engineering  
from Shiv Nadar University

 KANCHEEPURAM

#### Why I joined L&T Valves

As a fresher I felt it was a great opportunity for me to learn from a highly reputed MNC like L&T Valves.



Aravind  
U KINI

**Educational Qualifications:**  
BE in Mechanical Engineering  
from Bangalore Institute of  
Technology

 CHENNAI

#### My first day at L&T Valves

My first day at L&T Valves was a unique and profound experience. It was exciting to work in the pre-sales department, furthermore, meeting new people with similar interests and getting to know them was a cherry on top.



Putluru Adi  
SESHA REDDY

**Educational Qualifications:**  
BTech in Mechanical Engineering  
from Sri Venkateshwara  
University College of  
Engineering, Tirupati

 KANCHEEPURAM

#### Qualities of my team that bring me happiness at work

I find joy in working with a team that handles critical cases with a smile and a positive attitude. Their optimism and resilience creates a supportive work environment and inspires me to do my best.



Chandraprakash  
A

**Educational Qualifications:**  
BTech in Mechanical Engineering  
from Puducherry Technological  
University

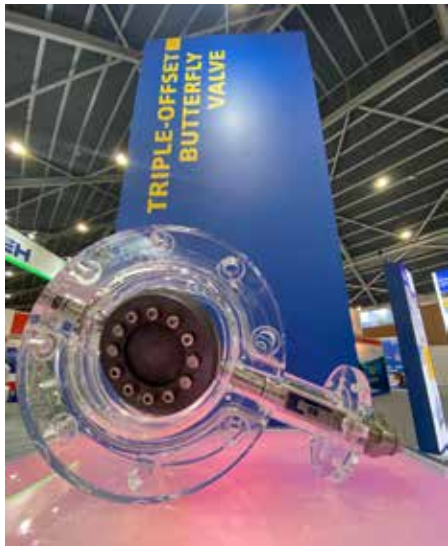
 KANCHEEPURAM

#### A quote that inspires me

"Success is not final, Failure is not fatal, it is the courage to continue that counts" Winston Churchill

# Valve World Singapore

L&T Valves was a proud sponsor of the inaugural Valve World Southeast Asia which was held in Singapore. S Venkatesh, Khelvestes Lin Yufan, Syed Aslam S and Sumith S represented L&T Valves at the event. The conference highlights included panel discussion on Cryogenic Valves moderated by SVH and technical presentations by Sumith. The transparent TMBV and TOBV models continued to create waves.







## L&T Valves, powered by six decades of expertise, invites you to experience The Future of Valves.

L&T Valves offers an unmatched portfolio of engineered solutions that set new benchmarks for performance in the energy and process industries. Get in touch with us today to enhance the safety and reliability of your flow-control systems.

- Cladded Valves
- Epoxy-lined Valves
- Cryogenic Valves
- Automation Solutions including HIPPS
- High Pressure Valves for ASME Classes up to 4100



Visit us at



Stand No. 13670



Stand No. #J15

### L&T Valves Limited

A wholly owned subsidiary of Larsen & Toubro  
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# Partners in Growth

*Husband-and-wife duo Pushpendra Singh and Suman Singh, who own and manage Suman Enterprises, talk about their journey as business owners, their perspectives on trends to take note of and one change they would like to see in the near future.*



Located in Jamshedpur, Jharkhand, Suman Enterprises became an authorised distributor for L&T Valves in 2016. Established in 2003 by Pushpendra Singh and Suman Singh, the company started out as dealers for hardware, steel and structural products. Over time, they expanded their business, and are now dealers for pan-Indian business such as the Tata group and WPIL Limited, as well as international brands such as Voestalpine Böhler Welding, Loctite and David Brown Santasalo. The 20 -strong company has charted a steady growth since inception, growing their annual turnover from Rs 75 lakhs when they started out to Rs 20 crores at present. We catch up with Pushpendra and Suman for a quick tête-à-tête.

## **Tell us more about your journey with L&T Valves.**

**Suman:** We started working with L&T Valves in 2016. Prior to that, we worked with other companies in the L&T group. L&T has a strong work ethic. What we really appreciate is their transparency and emphasis on quality. Our experience with L&T Valves has been very good. They are very supportive of us, and very understanding of our work processes and requirements. Of course, there are some ups and downs like with all relationships, but it is quite minor.

**Pushpendra:** L&T Valves is a very well-known name in India, and even around the world. They are known for giving products of the best quality. When we mention that we are dealers for L&T Valves, other companies automatically see us in a positive light. We don't have to 'prove' our quality per se.

**Suman:** In fact, when people find out that we are dealers for L&T Valves, they want us to put in a bid. They want our quotes!

## **What are some critical points to take note to become successful in your industry?**

**Pushpendra:** Quality is very important if we want to become a longstanding name in this industry. If we don't provide a high-quality product, our clients will eventually suffer several losses in different areas – which will lead them to reject the products. After that, there is no way to gain the client's trust. More importantly, people today are looking at international standards of quality – if not, they are not satisfied.

**Suman:** Timely delivery is the other thing I would say is very important. To be honest, this is an area where we are lacking slightly and we are doing our best to correct it.

## **What are some global trends that you feel are impacting Indian businesses right now?**

**Pushpendra:** I would point to three things. One is safety. This is a very important aspect and we have to pay closer attention to it. With global standards becoming our benchmark, safety is an area that all companies are starting to pay close attention to. For smaller companies though, the cost of safety compliance can be rather high, so they often struggle with this aspect. The second is skilling. Today, we have a lot of people who may be qualified in terms of education, but who lack the necessary skills for the workplace. A company that is able to hire skilled workmen will definitely have an advantage. The third aspect is automation. When we depend heavily on manual processes, we face a higher risk of human errors. When we bring in automated processes, we cut down on the

errors and increase the quality factor substantially. In today's world, no company can afford to ignore automation.

**What are some accomplishments that you hold dear?**

**Suman:** Promoting triple offset butterfly valves for L&T Valves – it became one of our star products in the subsequent years. Also, we held the Gold Standard for two years for Voestalpine Böhler Welding – this was a huge achievement for us!

**Tell us more about your family. How do you balance work and family life together?**

**Suman:** We have two children. Our son is in Class 7 and our daughter is in Class 3. It is very difficult to manage and balance personal life and work. Proper planning and time management is very important to make it feasible. However, now that my son is entering teenage, the challenge is only becoming bigger every day!

**What are some changes you would like to see in the coming years, especially with regard to your industry?**

**Pushpendra:** I would really like to see young graduates take on a more suitable attitude at the workplace. Most of the graduates who come out today seem to want success

immediately. For them, success is a nice car and an iPhone. They are not willing to take the time to learn, adapt and work hard – everything is to be given to them right away!

**Suman:** In my opinion, the need for practical training is very important. Today, a lot of people are graduating from colleges with engineering degrees, but they lack practical experience. Getting the students to do some actual work on the shopfloor in a factory as part of their education will help them become well-rounded as individuals. Also, I would say it is important for students to spend at least three years working and earning their keep. That would be helpful in teaching them the value of money.

**What does it take to make your relationship cordial at work and home?**

**Suman:** Mutual trust and respect is very important, especially when we have a disagreement.

**Pushpendra:** I would say listening to your wife, be it at home or work, is an important thing to remember! But seriously, we have to learn to respect our co-workers at all levels – only then can we maintain cordial relationships and work well together.

## Multimode Equipments stand at Dahej Industrial Expo







*The second-largest city in Japan and the capital city in Kanagawa Prefecture, Yokohama is a major economic, cultural and commercial hub. As a cosmopolitan port city, it is a smorgasbord of influences, all of which offer the visitor a range of things to see, do and savour.*

# Yokohama Bites

Yokohama is a food lover's paradise. The city is famous for its ramen, and you can find some of the best ramen shops in the world here. The Shin-Yokohama Raumen Museum is a must-visit for ramen lovers. It is the world's first food "amusement park" and houses the branches of nine famous ramen restaurants from Kyushu to Hokkaido. Yokohama Chinatown is another must-visit place for foodies. You can try the nikuman, or Chinese-style steamed meat bun, at the reputable Edosei restaurant, which has been serving the delectable bun since 1894 .



Tokyo Banana



*Oyakodon, literally "parent-and-child donburi", is a Japanese rice bowl dish, in which chicken, egg, sliced scallion, and other ingredients are simmered together in a soup made with soy sauce and stock, and then served on top of a bowl of rice.*



R34 Nissan GTR (Godzilla)



*Toyota Century, first produced in 1967 to celebrate Toyoda's centenary. The car is often used by the Imperial House of Japan, the PM and other high-level leaders and executives*

The city is known for its efficient transportation system. Yokohama has an extensive network of trains, buses, and subways that make it easy to get around. The train system is especially efficient, and you can get to most places in the city by train. The city also has an excellent bike-sharing system, which is a great way to explore the city.



*View from a public transport bus connecting Yokohama and Haneda airport*

# A Slice of Singapore



**Kunuku Renuka**  
PED



Recently, I had the opportunity to attend the sixth Industrial Transformation Asia-Pacific (ITAP), a Hannover Messe event and a platform for those interested in adopting Industry 4.0 (I4.0) or upgrading existing I4.0 practices in their business. Getting selected to attend this program evoked excitement and anticipation, and it was a privilege to represent L&T Valves at such a forum.

Upon arriving in Singapore, I was impressed with the efficiency evident everywhere. Public places exuded a vibrant energy, reflecting the city-state's dynamic culture; in interactions with locals, I came to experience their warm hospitality and multicultural spirit.

The 3-day ITAP program was held from 18 to 20 of October 2023, and it offered an excellent view on industry trends and developments in the fields of supply chain resilience, sustainable

manufacturing, and optimising efficiency in manufacturing processes. There were engaging sessions, opportunities for collaborative learning and I got to learn concepts in automation and digitalization solutions.

The Industrial Transformation Forum (ITF) featured global thought leaders who discussed emerging trends and tools that can be used to chart the sustainability journey and digital transformation. There were also roundtable discussions on the efforts to adopt Industry 4.0.

During this short visit, I was also able to visit Marina Bay. It is situated at the heart of Singapore and stands as a testament to the city-state's commitment to urban sophistication and modernity. At the heart of Marina Bay stands the crown jewel, Marina Bay Sands with its distinctive boat-shaped rooftop. This integrated resort complex

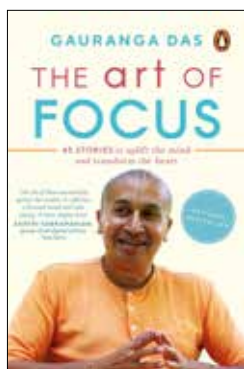
not only reshaped the city's skyline but also redefined the concept of luxury and entertainment.

Marina Bay is a hotspot for major events and celebrations and the Bayfront Avenue area is a popular spot for pedestrians, providing a vibrant and accessible space for people to gather. It transcends its role as a geographical location; it represents Singapore's journey towards urban excellence and innovation. Whether it's the dazzling architecture, the vibrant cultural scene, or the bustling business district, Marina Bay stands as a symbol of Singapore's commitment to creating a dynamic and harmonious urban environment.

Overall, it was a great experience attending the ITAP, which gave ample opportunities for networking and learning, as well as immersing in the beating heart of a modern metropolis.

# Top Shelf

*Reading lists and recos from the leaders,  
A glimpse of the key ideas shaping the future.*



## S Venkatesh

A book which interested me in recent times is How Big Things Get Done by Bent Flyvbjerg and Dan Gardner.

This book lists down examples of some big projects which were executed in short time and became huge successes as well as projects which overshot budget and got delayed by years/ decades.

For example, many of us do not know that Apple hired the first employee to work on iPod in Jan 2001, the project got approved in March 2001 and the first iPod shipped in Nov 2001. On the other end, there are projects like London Crossrail Project delivered 5 years late and billions over budget

In the book the authors list principles that help projects to succeed and errors that make megaprojects fail, including:

- Understand your odds. If you do not know them, you can't win
- Plan slow, act fast. Getting into action quite fast feels right, but it is wrong
- Start with goal and then identify steps to reach there
- Big is best built from small

## Srihari Annaiah

The Art of Focus by Gauranga Das

The COVID-19 pandemic has transformed the world we live in, more so than all the recent events put together. The pandemic has made humans question certain assumptions, relook at priorities and adjust life according to the new normal in the twenty-first century.

As we take stock of life ahead, beyond this cusp of change, focus emerges as the fulcrum to help ease this transformation. The Art of Focus presents forty-five simple stories filled with revelations to enthral readers with learnings from the experiences of the protagonists and the dynamics of the situations that manifested in their lives.



# Space Business

The human race has always been curious about the world beyond the skies. From the rustic memories of kaleidoscopes to the gigantic Canarias Observatory telescope, science has taken us through an electrifying journey in which we witnessed the stars, the galaxies, the space, and on and on it goes!

When the story comes to our nation, India proudly stands amongst the trailblazers who ventured into the world of space. The time has come for each and every child of our nation to take pride at our successful missions to the moon and sun that have proved our might to win and set an example.

Pursuing business in space is an idea and a dream put forward by the big-bucket corporate leaders and tech prodigies at the global level. L&T has also been proving its vigour all around through our excellent and unfaltering promise of quality. 'Grab it right if you want to stand up right' is one of the golden rules we have been following for ages.

Bringing space to us or getting ourselves to space is a question, a bit tricky to answer. In fact, the problems within our premises are sometimes harder to solve. Aren't they?

One such problem as a business we face is asset tracking. Managing, tracking, and controlling the assets and inventories has become a herculean task today. What if I say space has a solution to this? Let me give you a brief idea on nanosatellites - the heart of the space world that can help us in this task.

Nanosatellites are small objects that are capable of generating and delivering data relevant to different areas like manufacturing, research, pharmaceuticals, and so on. 'Tiny things come with greater power at times'.

The unique features they present definitely take away half the human effort and time; thereby bringing in more efficiency and optimisation.

One of the features is Smart Metering which allows machines and objects to communicate with each other. This feature enables the nanosatellites to collect information on aspects like speed, energy and power consumption and even detect a minute leakage of gas in the factory premises.

The next promising feature is Remote Management which allows us to clearly locate and analyse the inventories and assets wherever they are located. This in turn creates a better understanding of the business potential and resources.

Being a business that deals with many projects, what if I say we are presented with something of a tech booster that can track, analyze, and even avoid potential risks?

This is where CubeSats comes into play. We deliver customers our products with unfaltering quality and excellence. Ensuring that they reach perfect at the

doors of the customer is a matter of high importance and risk. CubeSats are a futuristic concept to help businesses deliver excellence to the world in the best way possible.

ADS-B system or Anti Dependent Surveillance Broadcast systems of CubeSats ensure perfect tracking of aircraft and analysis of air routes. Similarly, ship tracking and fleet management of vehicles are also carried out by CubeSats.

How exciting are these resources in space that promise a rewarding future! Let's do hope L&T emerges as one of the pioneers in the era ahead.



**Gayathri V**  
Pre-Sales



## Stressbuster



The camera view finder opened me up to a new world where I was alone with birds, mountains, clouds, dense forests, sculptures and temples



**Sivaram Anbalagan**  
Manager - Quality Control

# List Stories

We thank all series and movie buffs for the recommendations.

Happy binging!



## SERIES

- |  |                                |                                 |
|--|--------------------------------|---------------------------------|
| 1 4 More Shots Please                    | 13 Hostel Daze                 | 29 Rick and Morty               |
| 2 Aarya                                  | 14 It's okay to not be Okay    | 30 Sahsiyet                     |
| 3 Aspirants                              | 15 Jack Ryan                   | 31 Shameless                    |
| 4 Asur                                   | 16 Kaala Paani                 | 32 Strong Girl Bong Soon        |
| 5 Bandish Bnadits                        | 17 Koosamunusamy Veerappan     | 33 The End of the Fucking World |
| 6 Better Call Saul                       | 18 Little Things               | 34 The Railway Men              |
| 7 Breathe                                | 19 Love, Death, Robots         | 35 The Silent Sea               |
| 8 Business Proposal                      | 20 Lupin                       | 36 This is Us                   |
| 9 Dark                                   | 21 Manhunt: Unabomber season 1 | 37 Umbrella Academy             |
| 10 Demon Slayer (Manga / Anime - Series) | 22 Manifest                    | 38 Unbelievable                 |
| 11 Gudetama (Semi-Animated Series)       | 23 Mare of Easttown            | 39 Under the Dome               |
| 12 Happiness                             | 24 Modern Love                 | 40 W: The Two Worlds            |
|  | 25 Mr. Robot                   | 41 Wednesday                    |
|  | 26 Out of Love                 | 42 What the Folks               |
|  | 27 Permanent Roommates         | 43 Yeh Meri Family              |
|  | 28 Person of Interest          | 44 You                          |

## MOVIES

- |   |                              |  |
|---|------------------------------|--|
| 1 12th Fail   | 15 Driver                    | 33 Radius                                      |
| 2 500 days of Summer  | 16 Equalizer (Parts 1, 2, 3) | 34 Room  |
| 3 A called Otto   | 17 Game Over                 | 35 Society of the Snow                         |
| 4 A Walk to Remember  | 18 Get Out                   | 36 The Art of racing in the rain               |
| 5 Along with the Gods (2 Parts: The Last 49 Days, The 2 Worlds) | 19 Good Grief                | 37 The Autopsy of Jane Doe                     |
| 6 An Inspector Calls  | 20 Her                       | 38 The Banshees of Inisherin                   |
| 7 Anatomy of a fall   | 21 Howls Moving Castle       | 39 The Green Mile                              |
| 8 Baama Vijayam   | 22 Iratta                    | 40 The Invisible Guest                         |
| 9 Blue Valentine  | 23 Kadaisi Vivasayi          | 41 The Passenger                               |
| 10 Bullet Train   | 24 Kasa dhaan kadavulada     | 42 The Prestige                                |
| 11 Cake   | 25 Leo (Animation)           | 43 Three billboards outside ebbing<br>Mussorie |
| 12 Call me by your name   | 26 Manam                     | 44 Three of Us                                 |
| 13 Chhichhore   | 27 Mullum Malarum            | 45 Time Trap                                   |
| 14 Collateral   | 28 My Father and My Son      | 46 Vietnam Veedu                               |
|   | 29 Nomadland                 | 47 War Horse                                   |
|   | 30 One Piece (Movie)         |  |
|   | 31 Peranbu                   |  |
|   | 32 Primal Fear               |  |

## Contributors

Anbarasan D | Anthony Jayaraj J | Bibhudatta Sahoo | Chandraprakash A | Hemachandran  
Karthikeyan S | Karthikeyan T | Kavin Kandasamy | Praveenkumar R | Sandeep Kumar | Sreelakshmy S

# Valve Brands Wall

During covid I stumbled upon Would I Lie to You/ WILTY, a BBC comedy game show, devoured all seasons, started following the leads Rob Brydon, David Mitchell and Lee Mack on other shows and landed on 'Only Connect', a 'deliberately difficult' quiz hosted by Victoria Coren Mitchell, the wife of WILTY's David Mitchell.

Only Connect has four rounds and Connecting Wall is the most difficult. In this round, the teams are asked to group 16 clues into four sets of four connected items, within 150 seconds.

The Valve Brands Wall is available to you for a significantly longer period :-). But the rules remain the same. Find the common thread – a shared history, a common characteristic or a similar wordplay. Send your answers to [v-connect@Lntvalves.com](mailto:v-connect@Lntvalves.com) to win an extra-special prize. All the best.

Elan	Serck Audco	Crane	Emerson
BTR	Ray	Flowserve	Worcester
Teledyne Farris	Invensys	Nordstorm	Valmet
Neway	Core	AMPO	Wick

## What has Q2 ever given us?

The answers to Joselin's questions are:

1. Herman Melville, 2. Phobos, 3. London, 4. Engineer's Day, 5. Statue of Liberty and 6. Alcohol.

**Aravind Siddharth S** won the quiz. Congrats!

# காஞ்சி Connect

V-connect Kancheepuram Special

January 2024

## OTD (On-Time Delivery)- சரியான நேரத்தில் ஒப்படைத்தல்

மிகவும் போட்டி நிறைந்த துறைகளில், ஒரு நிறுவனம் தனித்து நிற்கவும் ஆரோக்கியமாக வளரவும் நாம் சில வழி முறைகளை பராமரிக்க வேண்டும். R&D, உற்பத்தித் தரம் மற்றும் உற்பத்தித் திறன் முதலானவை போட்டித்திறனை பாதிக்கும் முக்கியக் காரணிகளாக இருந்தாலும், ஒரு வியாபாரம் செழிக்க சரியான இடத்தில் - சரியான நேரத்தில் ஒப்படைக்கும் திறன் (OTD) அதி முக்கியமானது.

### OTD ஏன் முக்கியமாகிறது?

- ◆ தயாரித்து ஒப்படைப்பதில் ஒரு நம்பகத் தன்மையை இது உறுதிசெய்கிறது
- ◆ ஒரு வணிகத்தின் நற்பெயரைக் கட்டியெழுப்பவும், அதைத் தக்க வைத்துக் கொள்ளவும் உதவுகிறது
- ◆ வாடிக்கையாளர்களுக்கு மனத் திருப்தியை அளிப்பதுடன், நல்ல வருவாயை ஈட்டவும் வழி வகுக்கிறது
- ◆ தாமதமாக ஒப்படைப்பதற்கான (LD) செலவீனங்கள் ஏதுமின்றி உறுதிபடுத்த உதவுகிறது.

### OTD பாதிக்கும் காரணங்கள்

- ◆ புதிய ஆர்டர்களை (Enquiry) முன்பதிவு செய்யும் போது சுமை மற்றும் திறன் (Load vs Capacity) பற்றிய சமயோஜிதத் தெளிவின்மை
- ◆ மோசமான முன்னணி நேர (Lead Time) கணக்கிடுதல்
- ◆ வலுவான திட்டமிடலும் (Planning Process), அது சார்ந்த ஒரு அமைப்பு இல்லாதது
- ◆ துல்லியமற்ற ஆவணங்கள் (Documentation)
- ◆ மூலப்பொருட்கள் வழங்குபவர்களின் தாமதங்கள் (Supplier Delay)
- ◆ நிராகரிப்புகளுக்கு வழிவகுக்கும் படுமோசமான தரநிலை இயக்க நடைமுறைகள் (SOP)
- ◆ தரம் சார்ந்த பிரச்சினைகள் (Quality Issue)

### OTD - 100% அடைவதற்கான படிகள்

திட்டமிடுதலை மேம்படுத்த (TOC - CCPM) மென்பொருளை பயன்படுத்தி, அது சார்ந்த செயல்முறைகளையும் வழங்க நாங்கள் திட்டமிட்டுள்ளோம்.

TOC - CCPM மென்பொருள் மூலம் பின்வரும் வழி முறைகளில் 100% OTD-ஐ எளிதில் அடையலாம்.

- ◆ சுமை மற்றும் திறனின் முழுமையான புள்ளி விவரங்களைச் சரியான தரவுகளின் அடிப்படையில் எந்த நேரத்திலும் வழங்கும் ஆதாரமாக இந்த மென்பொருள் இருக்கும். (Load vs Capacity)
- ◆ எந்த ஒரு நேரத்திலும் ஒப்படைப்பு தேதிகள் கொள்ளளவை (Expected Delivery Date) அடிப்படையாக கொண்டிருக்க இந்த மென்பொருள் உதவுகிறது.
- ◆ பாரம்பரிய திட்டமிடலையும், அது போன்ற திட்டமிடல் முறைகளையும் போலன்றி இறுதித் தேதி கெடுவுக்குள் (DDQ) அளிக்கும் தொகுப்பானது TOC - CCPM அடிப்படையிலான

- ◆ மென்பொருளின் ஒரு பகுதியாக இருக்கிறது. எந்த நேரத்திலும் சுமை மற்றும் திறன் அடிப்படையிலான சமயோஜிதத் தெளிவுடன் கணினியில் ஆர்டரானது பதிவு செய்யப்படுகிறது. பின்னர் வாடிக்கையாளர்களுக்கு விற்பனைக் குழுவால் பரிந்துரைக்கப்பட்ட விவரங்களை ஒப்பிட்ட இந்த மென்பொருள் உதவுகின்றது. அதற்கு முன் வந்த ஆர்டர்கள் மற்றும் அவ்வப்போது முன்பதிவு செய்யப்படும் புதிய ஆர்டர்களைச் சரியான நேரத்தில் ஒப்படைக்கப்படுவதை (OTD) இந்தத் தொழில்நுட்ப முறை உறுதிசெய்யும்.
  - ◆ எல்லா பொருட்களின் சரியான முன்னணி நேரங்கள் CCPM மென்பொருளில் வரைவாகப்பட்டுள்ளது. இது குறைந்த அவகாசத்தில் ஆர்டர்களை முன்பதிவு செய்யும் போது வழிகாட்ட உதவுவதுடன் - அனைத்து ஆர்டர்களுக்கும் தெளிவாக நிர்வாகிக்க உறுதியளிக்கும், மேலும் 100% OTDஐ அடைவதற்குப் போதுமான முன் அவகாசத்தையும் இது உறுதி செய்யும்.
  - ◆ 100% OTD இலக்கை அடைய, ஆர்டர்களின் முன்னுரிமை (Right Priorities) ஆனது சரியாகச் செய்யப்படுவதை உறுதிசெய்ய, TOC - CCPM மென்பொருளானது நிறுவனத்தில் உள்ள எல்லோரும் சரியாக முன்னுரிமைகளை வழங்க உதவுகிறது.
  - ◆ TOC - CCPM மென்பொருளை ஆராய்ந்து செயல்படுத்த உள் குறுக்குச் செயல்பாட்டுக் குழுக்கள் (CFTs) தேர்வு செய்யப்பட்டு அவர்கள் நுணுக்கமாக வேலை செய்கின்றனர்
- இலக்கை அடையும் வேகத்தை இரட்டிப்பாக்கும் திட்டம் (Doubling The Speed) சரியான நேரத்தில் நம் நிறுவனத்தின், OTDயை கணிசமாக மேம்படுத்தும்.**

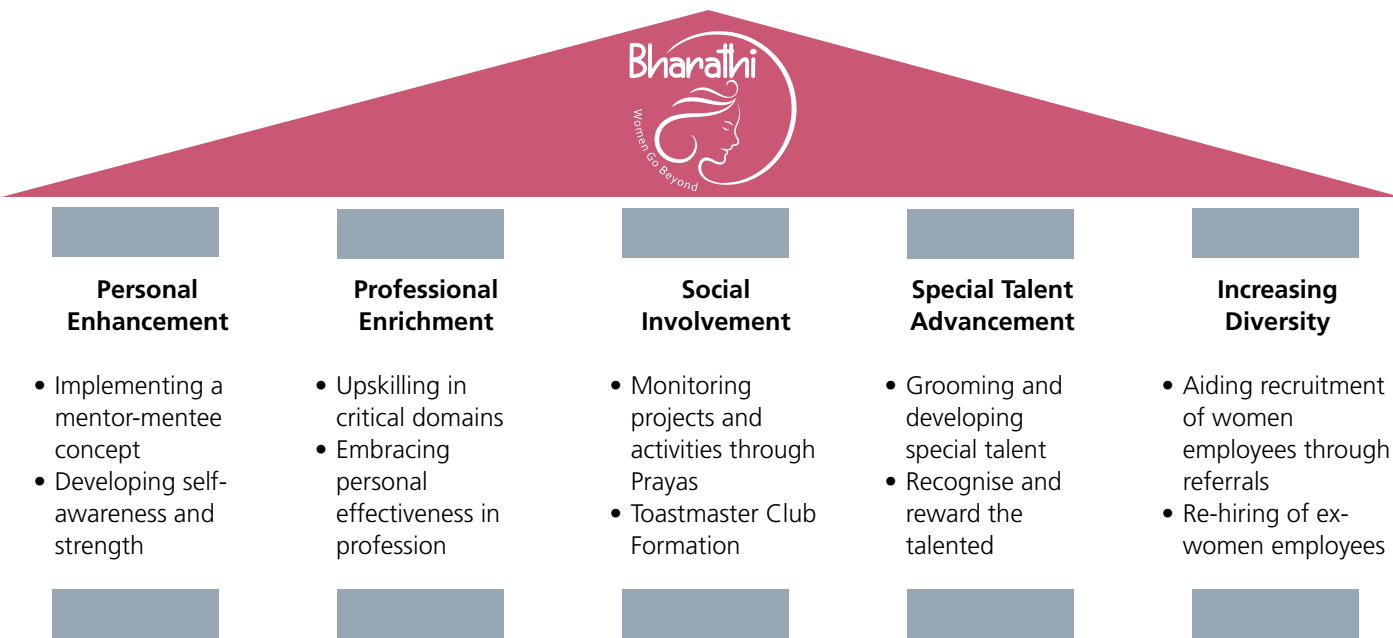


**Mahesh M**  
DGM - Central Planning



# Bharathi Women's Forum

*Bharathi was introduced in 2021 to provide women employees an environment that would help them truly Go Beyond, personally and professionally, and emerge as leaders. After a short hiatus, Bharathi has been relaunched with a 5-pillar structure that targets holistic development. The structure paves a way for women to be more present, emotionally stable and enable them to step out of the comfort zone and identify their IDENTITY.*



**Bhargavi L**, President

I believe leaders are not born but forged. Bharathi would be one such forum which can create personal and professional drift by allowing individuals to upskill themselves while maintaining healthy work-life balance.



**Dhamini K**, Vice President

Bharathi shall be a structured and supportive environment for women to share thoughts, experiences, and knowledge, ultimately contributing to the overall success of the company.



**Jehana V**, Treasurer

Through Bharathi, we shall conduct sessions to improve communication skills and build confidence, ensuring professional growth of women employees.

*Let's hear from some of our enthusiastic and spirited ladies!*



“

Being a part of Bharathi makes me feel more empowered. We can organise awareness programs about government laws beneficial to women along with professional training.

**Menaga K**



“

I feel grateful to be part of Bharathi. I think it's an appropriate committee for women to move forward in their personal and professional lives.

**Bhashita V**



“

Bharathi will definitely bring together the women potential and give us all the strength to come forward with ideas and skills for a cooperative growth and self-improvement.

**Gayathri V**



“

I think Bharathi is a good platform for showcasing one's skills apart from work. I'd like to see activities that increase the confidence of the members, especially cultural activities.

**Bala Swapna K**



“

As a part of Bharathi, I look forward to enhancing my leadership skills while achieving work-life balance with effective time management while sharing my knowledge with the team.

**Nisha K**



“

As a woman, we face many situations in daily life which may not be significant to others but bother us. Now, we have a support system to face any difficult situation easily.

**Anusha P**

*Bharathi will enable us to achieve the organisational goal of 100 female employee at L&T Valves by 2026, with 10 women in managerial positions and 1 as a functional / department head.*

# Academic Achievers

*Congrats! We are proud of you.*

## Graduate



**Bhavyasri S L**  
D/o S Srinivasan



**V Kaviya**  
D/o Vaithiyanathan E



**Balakrishnaveni A**  
D/o P Arumugam



**Ragavi M**  
D/o A Murugesan

## Class XII



**Rohith S L**  
S/o S Srinivasan



**S R Sanchana**  
D/o Ramesh S

## Class X



The ATL LearnFest winners with AVP

## Congrats!

- Ajay Prasanna NR
- Ganesh Kumar P
- Raja Chacko
- M Kanakarajan
- Sivasankaran C

இனிய  
**யொங்கல்**  
வாழ்த்துகள்



Image Courtesy: Sivaram Anbalagan

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