

MATRIX

October 2009

A PUBLICATION OF **THE SANMAR GROUP**



Chemplast State-of-the-art PVC Complex

Sanmar Holdings Limited

Sanmar Chemicals Corporation

Chemplast Sanmar Limited

- Trubore Piping Systems

TCI Sanmar Chemicals LLC (Egypt)

Sanmar Metals Corporation

Sanmar Foundries Limited

- Sand Foundry
- Investment Foundry
- Machine Shop

Matrix Metals LLC

- Keokuk Steel Castings Company (USA)
- Richmond Foundry Company (USA)
- Acerlan Foundry (Mexico)
- NEPCO International (USA)

Sanmar Ferrotech Limited

Eisenwerk Erla GmbH (Germany)

Sanmar Engineering Corporation

BS&B Safety Systems (India) Limited

Flowserve Sanmar Limited

Sanmar Engineering Services Limited

Fisher Sanmar Limited

- Control Valves Divn.
- Regulators Divn.

Tyco Sanmar Limited

Xomox Sanmar Limited

- Xomox Valves Divn.
- Pacific Valves Divn.

Sanmar Speciality Chemicals Limited

- ProCitius Research
- Performance Chemicals

Cabot Sanmar Limited

Sanmar Shipping Limited



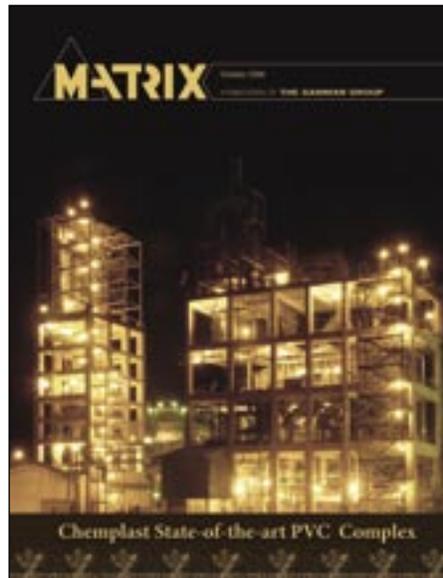
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Chemplast State-of-



the-art PVC Complex

*P S Jayaraman, Vijay Sankar, Minister of Health M R K Panneerselvam,
Hon'ble Deputy CM Dr M K Stalin at the inauguration.*

Chemplast Sanmar Commissions Greenfield PVC Project at Cuddalore

It was a dream come true for The Sanmar Group; 21 September 2009 goes down in the annals of the history of the Group as a Red Letter Day. The much awaited, much anticipated PVC project at Cuddalore was commissioned. Hon'ble Deputy CM Dr M K Stalin kindly consented to inaugurate the facilities.



PVC Complex at Cuddalore.

Chemplast Sanmar's Greenfield PVC project at Cuddalore was set up at an investment of Rs 600 crores. The facility with a capacity of 1,70,000 tonnes per annum is the only chemical project of such large scale that has come up in Tamil Nadu in the last 15 years. Together with the already existing capacity of 65,000 tonnes per annum at Mettur Dam, the total aggregate PVC capacity of the company now stands at 2,35,000 tonnes per annum, placing the company as one of the large PVC players in India.

Dr M K Stalin congratulated Chemplast for setting up a PVC plant with a capacity of 1,70,000 tonnes per annum at an investment of Rs 600 Crores. The global economic slow down has only a mild impact in the country, but Tamil Nadu is marching ahead in industrialisation of the state, he further added. According to a study conducted by Oxford Analytica, Tamil Nadu is the best state in the country for industrial investments. This was made possible due to good governance and better infrastructure facilities provided by the State Government headed by the Chief Minister, he said. He appreciated Chemplast Sanmar for installing a desalination plant for meeting their water needs and Zero Liquid Discharge Plant for recycling the liquid effluents. He also lauded the community development initiatives taken by the company, and endorsed the earlier appeal made by the Health Minister to participate in enhancing the health care facilities.



Dr M K Stalin, Vijay Sankar, The Sanmar Group.

Vijay Sankar, Deputy Chairman of the Sanmar Group, in his welcome address, highlighted that this is the biggest investment in Chemical Sector in Tamil Nadu in the last 20 years. He also lauded the efforts taken by the Government of Tamil Nadu to create a congenial atmosphere for the investors to start their operations in the State.

M R K Panneerselvam, Minister of Health, dedicated the Occupational Health Centre for the employees and appealed to the corporates to protect the environment and actively participate along with Government in providing quality health care by setting aside a percentage of their profits.



Presenting the special features of the Greenfield PVC plant, P S Jayaraman, Chairman, Chemplast Sanmar, said that the new PVC plant would step up industrialisation, as several medium and small scale industries will be set up to manufacture various products such as PVC pipes and sheets, upholstery, window frames and doors using PVC as raw material.



The Cuddalore facility – a world-class complex for Chemplast Sanmar

The PVC facility at Cuddalore is a world-class facility operating with the latest in technology. Chemplast is one of the country's leading chemical companies, manufacturing PVC using VCM for over four decades at Mettur. The VCM will be imported and once the TCI Sanmar projects are commissioned, Chemplast will secure a tie up with TCI Sanmar for its supply of raw material VCM.



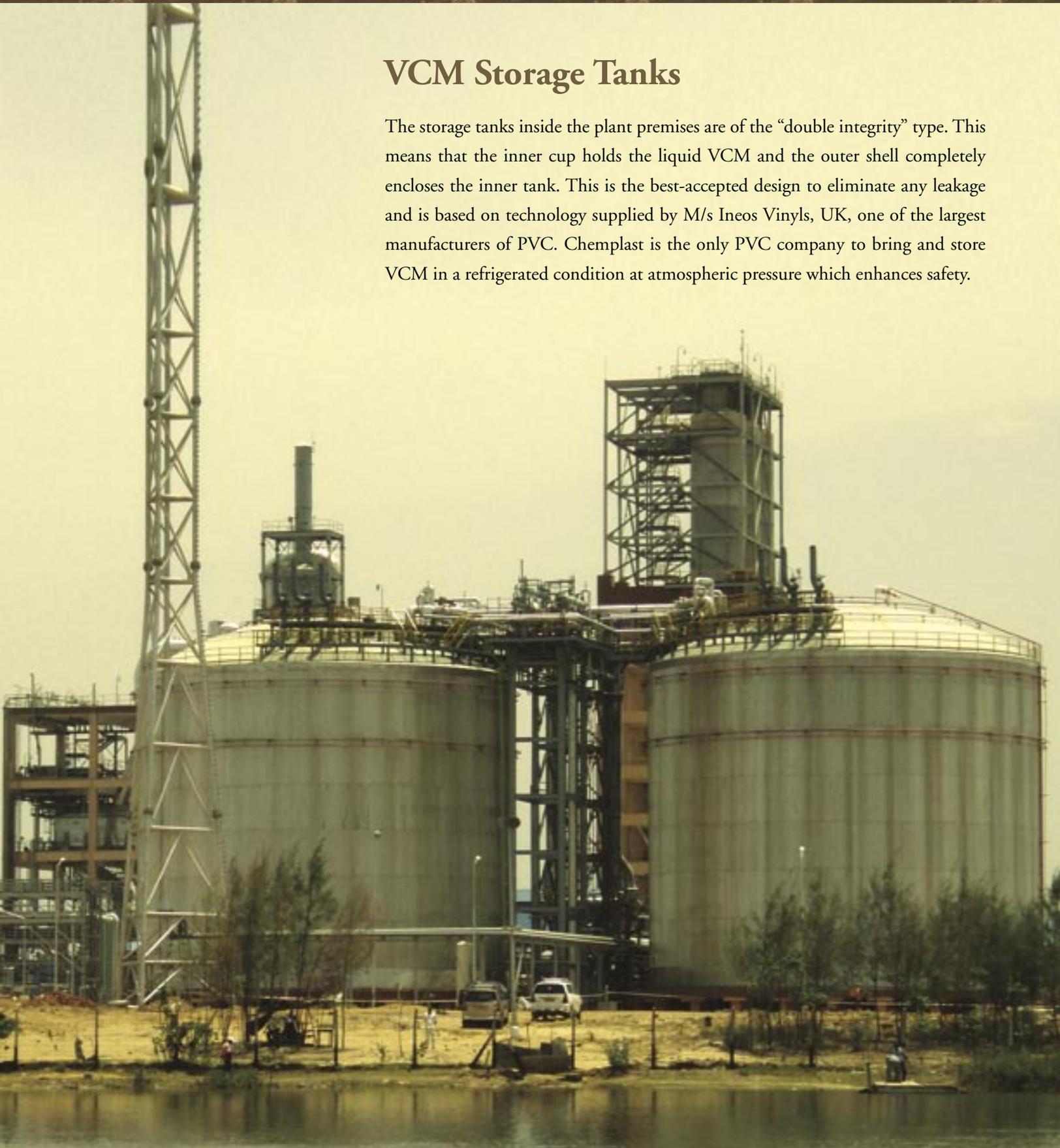
The Marine Terminal Facility – Ship to production, raw material is transferred safely

The imported raw material is being pumped from the berthed ships through sub-sea/ land pipelines to the PVC plant. The MTF is connected to the VCM storage tanks located in the plant area by sophisticated “Pipe-in-Pipe” pipeline with attendant safety features, running a distance of about 3.5 km (1 km under the sea and 2.5 km in the land area). The material used for the pipe can withstand much higher pressures when ship unloading occurs. It is also suitably protected externally. There is thus enhanced safety to totally avoid any leakage. The pipeline in the land area is located in a corridor of approximately 30 meters width and is buried under the ground by 10 feet in concrete trenches.



VCM Storage Tanks

The storage tanks inside the plant premises are of the “double integrity” type. This means that the inner cup holds the liquid VCM and the outer shell completely encloses the inner tank. This is the best-accepted design to eliminate any leakage and is based on technology supplied by M/s Ineos Vinyls, UK, one of the largest manufacturers of PVC. Chemplast is the only PVC company to bring and store VCM in a refrigerated condition at atmospheric pressure which enhances safety.



Zero Liquid Discharge facility – Superior waste management

The plant is designed on the basis of “Zero Liquid Discharge” concept. All the process effluents are recycled back after treatment in a Reverse Osmosis plant and a forced circulation evaporator. This is a Rs 15 crore investment with a recurring cost of Rs 1 crore a year. A similar unit is in successful operation at the company’s PVC facility at Mettur.

Reverse osmosis



Desalination facility – Zero off-take of ground water

The water needs for the plant, estimated around 3,500 kilo litre a day will be drawn from the desalination facility. This would cost the company around Rs 40 per cubic metre for conversion of sea water for production use. The objective is to eliminate off-take of ground water.



Reject management system

Xomox Sanmar Commissions Pacific Valves Division



Xomox Sanmar Limited, a joint venture of Sanmar Engineering Corporation (SEC), a leading supplier of engineered valves in India and Crane Co., USA, a diversified global manufacturer of engineered industrial products, inaugurated their power plant valve manufacturing facility in Viralimalai (near Tiruchirapalli), India, on 21 September 2009.



Massimo Amato, Managing Director, CRANE ChemPharma Flow Solutions, India, Rick Underwood, Global Supply Development, CRANE ENERGY-Pacific Valve, Vincent Buffa, President, CRANE Energy Flow Solutions, Vijay Sankar, Deputy Chairman, The Sanmar Group, M N Radhakrishnan, Chairman, SEC & SMC, Wolfgang Maar, VP-Sales, CRANE Energy Flow Solutions.

Sanmar Engineering Corporation and Crane Co., extended their existing 25 year old joint venture Xomox Sanmar Limited in 2008 to include the manufacture of Crane Energy's Pacific brand of high pressure gate, globe and check valves.

A state-of-the-art 30,000 sq.ft. plant has been commissioned in Viralimalai, near Trichy, Tamil Nadu, India. This plant manufactures both manual and motorised high pressure gate and globe

valves, non return check valves for India's power sector and process industries, apart from being a part of the global manufacturing network for Crane Energy. Xomox Sanmar Limited – Pacific Valves Division will offer an extensive range of high pressure, low pressure and forged valves for use in captive power plants and utility power plants.

Pacific Valves, a division of Crane Energy Flow Solutions based in Long

Beach, California, USA, is the market leader in North America for supply of high pressure power plant valves. Pacific Valves has been supplying these valves globally to both sub-critical and super-critical power plants and has one of the largest installed base of C12A valves required for use in high pressure and high temperature applications.

Vijay Sankar cuts the ribbon at the inauguration.



Sanmar Engineering Corporation

“We are very happy to expand our existing joint venture with Crane. With this joint venture, India now has a world-class supplier for power plant valves,”

N Sankar

Chairman, The Sanmar Group.



Vincent Buffa, Crane Co., inaugurates the facility.

“The Pacific Valves Division facility is coming up at the right time to cater to the rapidly growing power sector in our country. India is going to be the biggest power market over the next two decades, and this plant is coming up at a perfect time.”

Vijay Sankar

Deputy Chairman, The Sanmar Group.

“We are excited to team up with Sanmar Engineering to offer our pressure seal valves to serve the growing demand for these products in India and is part of our initiative to have a global manufacturing footprint.”

Vincent Michael Buffa

President, Crane Energy Flow Solutions.

Chairman Emeritus

Cuddalore

The month of September was an eventful one for Sanmar. Two major facilities were dedicated by Chairman Emeritus Shri K S Narayanan.

The story of PVC began in the 60s. When Shri K S Narayanan was actively involved at the helm of Chemplast, it entered into a joint venture with B F Goodrich. The plant at Mettur was inaugurated. The PVC story has now reached a climax with the commissioning of the world class Cuddalore project. It was indeed a proud moment for the Group and the Chairman Emeritus when he dedicated the PVC complex, 40 odd years later!



The first sample of PVC produced at the new facility was symbolically handed over by Shri K S Narayanan to the marketing department.

On a tour of the production facility at Cuddalore.



Dedicates Complexes

Viralimalalai

Sanmar Engineering's Pacific Valves Division facility was commissioned at Viralimalalai. The Sanmar Engineering facility was re-dedicated by Shri K S Narayanan. Again, it was a nostalgic moment, rewinding to about three decades when the SEC facility was dedicated by him. Shri KSN had sown the seeds of the first joint venture and ever since there has been no looking back.

The Sanmar Engineering companies have flourished - the products and the relationships over these years. It was also particularly appropriate that V S Dhandapani, who was a founder Director of Durametall India Limited, the first unit of Sanmar Engineering, was present on the occasion.



L to R: N Sankar, Shri K S Narayanan, V S Dhandapani, M N Radhakrishnan.





“ On the way here we had the privilege of seeing so many of the famous temples in the region. But I am sure the visit to these two temples of industry – Cuddalore and Viralimalai would have given my Father, Shri K S Narayanan equal, if not more, joy. Congratulations to the entire Sanmar Engineering team for more than three decades of continuous progress. ”

- N Sankar, The Sanmar Group

Aerial view of SEC's Viralimalai facilities.



Madras – the magic city

Madras week 2009 was celebrated with great fanfare in the city with public and private events across the length and breadth of the city. The week was marked by book launches, exhibitions, walks and talks.

Talking of Chennai, P James the magic man and Chennai city seem to be synonymous. There isn't a nook in Chennai that doesn't bear the inimitable stamp of his graffiti. In the *Matrix* issue July 2008, our cover story titled 'Guerilla Marketing' featured the omnipresent magician, P James and his graffiti messages. Every visitor to Chennai had one question to ask – "Who is P James?"

This year, the book launch that made waves during the Madras Day celebrations was "Looking for P James" – a photo story of Chennai by Darren Burnham, published by Global Adjustments.

Darren Burnham's photo essay of Chennai captures the essence of what he made of Chennai through his lens. *Matrix* brings to you some pictures from the book.

P.JAMES
MAGIC
SHOW
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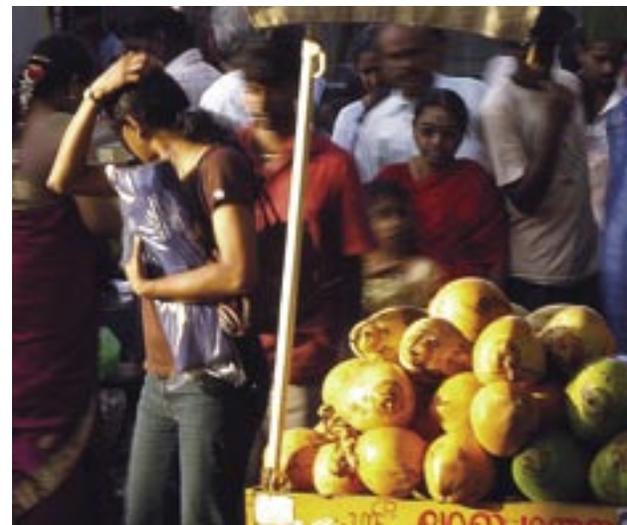
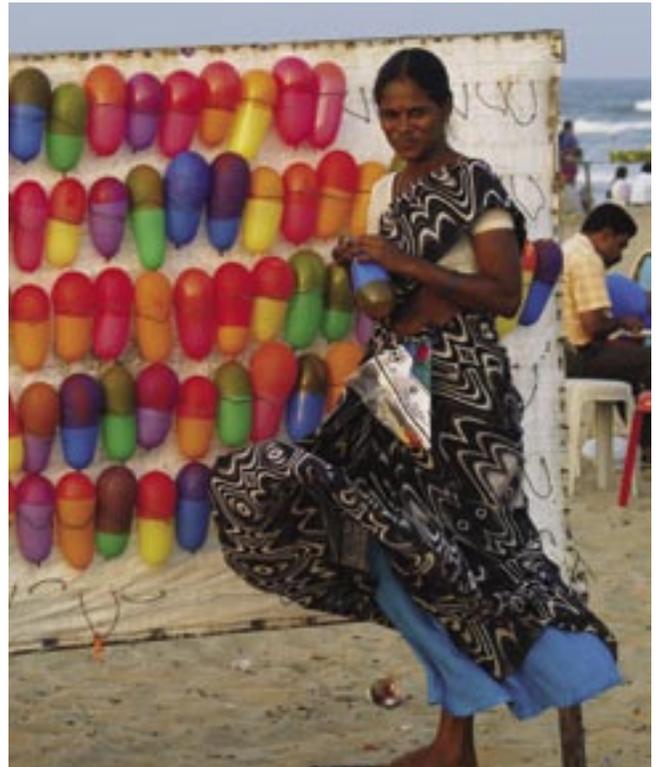
Frothy filter coffee served in a 'davara' can take on a Starbucks' latte any day!

Madras Day

The Brahmin footprints in Triplicane and Mylapore.



Women Power – Chennai women are a fiery lot. Kannagi is an icon of Chennai, who demanded justice from the king himself.



Madras Day



Thaipusam festival.





The quintessence of Chennai – The Pallavan transport (MTC) and scramble for water.



Blend in Like Burnham

Darren Burnham accepted a posting in Chennai at the Indian operations of the British firm William Hare that is into integrated steel fabrications. He spent six years in Chennai and over these years the city got under his skin. He came and he captured the city into his photographs. This way he came to know the city, much more than most Chennaiites do. What is he going to miss, now that he has left Chennai? The little courtesies that one is so used to like 'please' and 'thank you' may not be the order of the day here but he most certainly will miss the traditional old-fashioned values still prevalent in Chennai life.



Photographs courtesy: Global Adjustments, Darren Burnham

Group Annual Dinner 2009



Group Annual Dinner

Rendezvous at Youngistan

2009

Economic downturn notwithstanding, The Sanmar Group took time off to felicitate, reward and recognise its top performing employees and those who have had a long stint with the Group.



Following the awards programme, the fun sessions began. This year it was a 'return to innocence' theme, with game stalls in 'Youngistan'.

A Time for Rewards and Recognitions

Two mega projects that kept the Group in sway were the project funding for TCI Sanmar, Egypt and the challenges in commissioning the Greenfield PVC project and coal-based power plant. This year apart from the individual recognitions, the entire teams involved in the two projects were commended.

Vijay Sankar

Vijay Sankar – as the leader of Two Separate Teams – has achieved a resounding victory during the last year when the Sanmar Group was confronted with three major challenges.

“Prof Warren Bennis at the University of Southern California says that in a crisis a good leader displays six exemplary qualities – ‘the 6 Ps’ as he calls them. These are clarity of Purpose, Perseverance, Patience, Prudence, Pragmatism and Passion. During the last 18 months, Vijay has demonstrated that he has the 6 P qualities to lead a

team in a crisis. He has indeed matured as a business leader.

“The late Peter Drucker, the management guru, has said in one of his articles that business leaders have to be both ‘effective’ and ‘efficient’. Dave Ulrich a Strategy Professor at the Michigan Business School has said that a leader in today’s world can’t be only a visionary. He should also have the ability to implement his vision. In dealing with the Cuddalore and Coal Projects, Vijay has proved that he is both a visionary and a doer. He has also shown that he can combine efficiency with effectiveness in all that he does.

“Vijay, we offer you our congratulations and thank you for your outstanding contribution. These emphatic victories will soon transform The Sanmar Group into one of the fastest growing Corporates – in India – both in sales and profitability. It will also make Chemplast a significant player in the global PVC market.

“By these victories Vijay has demonstrated that he is a leader in his own right and a worthy successor to Sanmar.” V Narayanan, Director, The Sanmar Group Corporate Board.



V Narayanan, Director, The Sanmar Group, presents the award to Vijay Sankar.

P S Jayaraman

P S Jayaraman as Chairman, TCI Sanmar and Chemplast Sanmar was in the thick of things, leading the teams across two continents, simultaneously handling critical situations in Egypt and India and guiding the teams.

“Every team no matter how talented needs leadership to take the critical decision calls. It is without doubt the leadership that bears the brunt of the tensions and frustration, since the buck comes to rest with it. Extraordinary leadership was provided to both the teams by P S Jayaraman and Vijay.

To handle such complex situations on two continents at the same time speaks volumes for their leadership abilities.”

– N Sankar.



N Sankar presents the award to P S Jayaraman.

Cuddalore PVC project and Coal-based Power plant



L to R: V Ramesh, S B Prabhakar Rao, M Raman, T Ravichandran.



L to R: N Sivakumar, M N Ravikumar, K Rajendran, S Chellappa, and Jacob Leander.

Two teams that brought about miraculous results were the teams involved in getting the clearances for the Cuddalore PVC and Coal-based power projects. Their Herculean efforts were critical to the growth prospects of Chemplast Sanmar.

The team involved in tackling the issues relating to the Cuddalore and Coal power projects consisted of V Ramesh, S B Prabhakar Rao, M Raman, T Ravichandran, N Sivakumar, M N Ravikumar, K Rajendran, S Chellappa, and Jacob Leander, with backing from the finance team of R Rangarajan, P U Aravind and N Muralidharan.

TCI Sanmar Project Finance



L to R: R Rangarajan - Treasury, P U Aravind - Legal and N Muralidharan - Corporate Finance

R Rangarajan - Treasury, P U Aravind - Legal and N Muralidharan - Corporate Finance were the crème of the team that successfully completed the funding for the projects in Port Said, Egypt. The Group commenced the expansion plans with a bridge loan from ICICI Bank, substituted by funding from the international bond markets. When the first tremor of the crash was felt, Sanmar looked towards international

banks. However, the sub-prime crisis brought the collapse of the international banking system. Sanmar was left with the choice of abandoning the projects on the back of huge financial losses or look towards alternate means to arrange the funding.

The internal team at Sanmar responded magnificently to this challenge to close on funding about Rs 3600 crores (USD 715 M) from 11 Indian banks and 1 Egyptian Bank. The funding was

completed just in the nick of time to meet the two-year repayment of the bridge loan from ICICI in March this year. The team went through four distinct phases in the funding process - first the bridge loan arrangements, then the bond placements (through Bear Stearns), then the project finance arrangements with BNP, and finally closing the loan on the BNP drafted documentation with Indian banks. Congratulations to the team.

Employees of the Year

Ravinder Bhat,

*Executive Vice President – Marketing, Flowserve
Sanmar*



Ravinder Bhat, has had a long stint at Sanmar in various capacities with various product lines. Ravinder has lead the marketing team at Flowserve, steering them to two consecutive years of performance. Even in adverse market conditions, Ravinder ensured growth in OEM bookings of 48% and increase in MRO order bookings of 17 % over the previous year. Flowserve

is the only business in SEC that exceeded targets in the last year.

Gopal Rao R Rawoor,

*Joint Manager – Site Services, SESL,
Jamnagar*



Gopal Rawoor was moved from Tyco Sanmar to Sanmar Engineering Services (SESL), Jamnagar in July 2008. Gopal played a key role in ensuring compliance with statutory and safety requirements of Reliance Industries (RIL), critical

customer of SEC. SESL is one of the nominees for Best Safety Performance Award for contractors of Reliance. He resolved several issues pending with RIL and brought about a growth of 46.7 % in spares, obtained JERP II AMC order for Seals & Safety products, paved the way for AMC for control valves and also ensured a zero attrition rate at Jamnagar in the year 2008-09.

K Deepesh Nanda,

*Senior General Manager – Marketing, Tyco
Sanmar*

Deepesh ensured growth in MRO

Group Annual Dinner 2009



segment by 30% & Project order bookings (excluding Reliance bookings) by 38% over the previous year. He improved domestic sales at Tyco Sanmar through outstanding discount management, price management, specifically in large value project orders that brought about improvements in contribution margin of 1200 basis points. Deepesh is a visible role model for his enthusiasm and passion for business and results.

R Ramesh Babu,

Senior General Manager – Operations, Xomox Sanmar



Ramesh has done an outstanding job in leading the Pacific Valves project implementation, ensuring that the details are taken care of to establish a world-class facility. Thanks to his leadership the project is being delivered ahead of schedule and below budget.

At the Xomox valves division, he has set-up a benchmark planning process and motivates his team to adhere to it.

R Sridhar,

Manager – Stores & Materials, Fisher Sanmar



R Sridhar has brought in a total transformation in stores. Sridhar brought improvements in the casting yard and in organising store items. He

was responsible for store items being identified by bar code which will be integrated in SAP. Inventory accuracy was another area of improvement he brought about and is reaching close to 100%. His improvements in packing methods brought about cost savings. His efforts have helped in identifying and eliminating error and also recovery of Rs 40 lakhs in past transactions.

C Radhakrishnan,

Executive Vice President – Operations, Sanmar Ferrotech



Radha has contributed very significantly to making SFTL what it is today - a Foundry noticed and respected by the external business community for the high standards of excellence in project execution evidenced by its world class infrastructure and supported with a good team, openly appreciated by the Indian Institute of Foundry men in India.

His passion and commitment are obvious and worth emulating, so are his obsession with Kaizen and right first time concepts. His deep understanding of Foundry processes are of great relevance and significance for SFTL in our formative years.

V Ramesh,

Senior Engineer – Technical Services, Chemplast Sanmar, Mettur



V Ramesh was involved in the implementation of the 30 TPA Polysilicon project. His notable contribution to the successful completion of the project

include vendor co-ordination, equipment inspection, conducting trials on various equipment, erection and commissioning and subsequent trouble-shooting during initial stages of the operation of the new plant.

Ramesh was instrumental in designing and fabricating a new cyclone separator, which enabled the plant to increase the production of Trisil from 1.7 tonnes to 3.0 tonnes a day. He did some careful planning to roll out a cyclone separator of a new design which facilitated the plant to realise the incremental production of Trisil, a raw material.

A Arivudai Nambi,

Executive Manager – Projects, Chemplast Sanmar, Cuddalore



Arivudai Nambi was assigned execution of three important projects, viz: VCM pipe line, seawater intake and diffuser & fire fighting system. Nambi carried out the assignment by overcoming lot of challenges. In spite of heavy rains, floods and rough seas, Nambi could complete the seawater project within the scheduled duration. Some highlights of the achievement are:

- Fast internalisation of new technologies like shore pull technique for off shore pipe laying, pipe-in-pipe configuration, HDD (Horizontal Direction Drill) for river crossing, positioning of intake and outfall for seawater, etc.
- Survey for route finalisation, and pipe laying along the corridor and on the spot resolution of site issues.
- Effective handling of contractors like Afcons, Tata Projects and Tyco.

Performance awardees



Long service awardees

The Long Service Awards is a recognition programme practised at Sanmar to recognise employees' tenure of 10, 20, 30, 35 and 40 years of association with the organisation.



Self-Help Advocacy Programmes in Mottur (near Mettur)



Two tailoring centres to train 60 women in each in 6 months was launched in Mottur and Kozhipannai villages, as part of a Women Empowerment Programme. The infrastructure for both the training centres including 6 Nos of sewing machines, cutting tables & other furniture and instruments, have been provided by Chemplast. Training timings are flexible to enable the women to carry on with their normal household duties. Once the training is completed, efforts will be made to guide the women's group to set up a garment making unit with the help of Government agencies/ Banks to ensure a sustainable livelihood means.

Free Health Camp

Chemplast Sanmar Limited, Mettur and Sree Gokulam Hospital, Salem jointly conducted a free medical camp at Vaidheeswara Vidya Mandir Matriculation and Higher Secondary School, Mettur on 20 September 2009.

About 12 doctors who are specialists in various streams of medicine like Neurology, Nephrology, Diabetology, Gynecology, Gastroenterology, Pediatrics, etc., came forward to render their services for the rural community in and around Thangamapuripatinam area in Mettur. A Dietician was also present to provide advice on nutrition especially to women and children.

About 900 people attended the medical camp. Blood sugar test, ECG, HBA1C tests were done. Medicines were distributed to all the patients.



The Sub Collector Ms Lakshmi Priya inaugurated the medical camp by lighting the Kuthuvilakku. Dr Arthanari, MD of Gokulam Hospital, S Venkatesan, EVP – Operations and councillors, Jayaraman & Murugesan were present.

Building a Community in Cuddalore

Even as the facility was being set up, Chemplast Sanmar extended its social responsibility initiatives in and around Cuddalore.

Healthcare centres

Chemplast Sanmar maintains three Rural Healthcare centres at Chitrapet, Nochikadu and Semmankuppam villages. On an average 2000 people get free and better health care every month from these centres.

Sanitation facilities

90 toilets have been constructed at Chitrapet village for improving the sanitary conditions in the village.

Temple renovation

Rs 10 lacs have been donated for the renovation of Temple at Nochikadu village.

Education

Rs Three lacs is being spent every year for supporting the children in Chitrapet village to get better education.

Disaster Management

3500 families in the villages - Chitrapet, Nochikadu, Naduthittu, Thyagavalli, Sangolikuppam, Sonan Chavadi, Poondiankuppam and Semmankuppam located around Cuddalore, received free rice packets during the floods last year.



Sanmar Shipping Receives Amver Awards

Sanmar Shipping was among the six South Indian companies that was selected to receive the AMVER (Automated Mutual Assistance Vessel Rescue) Awards this year. Amver is an international maritime programme, operated by the U S Coast Guard, to assist the safety of vessels on the high seas. The Amver Awards Programme, inaugurated in 1971, recognises those vessels, which regularly participate in the Amver system. Sanmar Shipping qualified for this award in which merchant ships from all over the world participate.



At the awards presentation - C V Subba Rao, Sanmar Shipping (2nd from left) with the US Consul General in Chennai, Andrew T Simkin (3rd from left)

Xomox Sanmar's Valves Division Wins Collaborator's Recognition

Recognising the importance of information sharing, and the benefits derived from past successes, Crane announced our companywide Success Story Race! The intent was to generate a database of application examples, a compilation of success stories captured from the invaluable knowledge of the sales personnel. Sales engineers sent in their success stories elaborating - what was the customer's application, what problems he was facing with his application, what did the sales engineer do differently to help him solve his problem and what was the overall strategy.

Dinesh Satheesan of Xomox Sanmar, Valves Division, won the 2nd prize in the Success Story Race competition hosted by the vertical marketing team focusing around success in the chemical based applications. Dinesh won a cash prize for his success case.

The winners were selected after careful



Kesari Prasad, Dinesh Satheesan, Sriram Ramakrishnan

review by an approval committee that included representatives from sales and business management. The judging committee (Mark Breese, John Kalnins and Gregor Bach) established a cumulative numeric rating for each success story based upon a defined set of questions.

The participation in the Success Story Race is a global one and the case studies are shared by the entire organisation, making this an attractive medium to share and learn from best practices around the world within the organisation.

Best Supplier Award for Xomox Sanmar Valves Division

Xomox Sanmar received the best supplier award from Sterlite Industries, Tuticorin. The award was presented to Xomox Valves Division for being the best supplier in the Engineering

Products category, scoring on quality and competitive pricing. Ramesh Nair, COO of Sterlite Industries, presented the award at the Vendor Meet held in Chennai on 22 August 2009.



T T Krishnamachari

Tiruvellore Thattai Krishnamachariar (TTK) [1899-1974] was considered one of the makers of modern India, with his meteoric success as a businessman and industrialist and astute stewardship of the Union finance ministry under the leadership of Prime Minister Jawaharlal Nehru. TTK was also a connoisseur of Carnatic music, to which he made a lasting contribution by co-founding the Madras Music Academy, donating his vast collection of music and books to the institution.

Born into a middle class Tamil Iyengar family, Krishnamachari graduated from Madras Christian College, where he later became a visiting professor in the department of economics. He did two stints as Indian Finance Minister from 1956-1958 and from 1964-1966.

TTK was the son of a district judge, but chose to be a businessman. Starting at 20, he became an apprentice under A R Doraisami Iyengar, who was running an indenting firm in Madras representing the Lever Brothers, selling soap and oil. There, TTK had a highly successful sales career, selling soap from door to door. The popularity of Sunlight soap in the South has often been attributed to his pioneering sales and marketing efforts. When Doraisami Iyengar passed away in 1928, the Lever Brothers awarded TTK the agency.

TTK the businessman was born. That year, he started T T Krishnamachari & Co. which grew by leaps and bounds and today stands tall as the TTK Group. He transformed the business of selling. If earlier the agency played safe by booking indents, he now decided to stock and sell directly to dealers in several towns. He opened depots, set up a sales organisation, and introduced new accounting practices. "The concept of redistribution, of taking the goods from dealers to retailers was introduced by TTK & Co," according to one account of the business.

TTK was a dynamic innovator who introduced several daring new practices which have become standard practice today. "He conducted market surveys to study customer preferences, he adopted unique methods of sales promotion and advertising like skywriting, distributing leaflets by air-dropping them, giving away attractive calendars."

Rural marketing was TTK's forte. He ventured into it decades ago, conducting fairs, melas and prize schemes to attract customers. The company was well established by the mid-1930s.

Political life

TTK entered politics in 1936. According to his son, TT Vasu, he was a politician by accident, thanks to his personal association with Rajaji and Kamaraj,

two stalwarts of the freedom movement. He was also very close to Nehru.

Initially elected to the Madras Legislative Assembly as an independent member, he joined the Congress. In 1946, he was made a member of the Constituent Assembly at the Centre. "Once he joined the Congress, he gave up everything else and went on to lay the foundation for the economic and industrial infrastructure of the country." He was a member of the draft committee of the Indian Constitution. The Union Minister of Commerce and Industry (1952-56) and Iron and Steel (1955-57), TTK was instrumental in setting up the country's three major steel plants and financial institutions like IDBI, ICICI and UTI. He introduced path-breaking tax reforms during his stint as Finance Minister. He made his biggest contribution to the nation in this capacity during the period 1963-1965.

In pathbreaking measures of social security, TTK expanded an existing scheme to cover the families of government servants by introducing a new Family Pension Scheme in 1964. He was the author of the Rajasthan Canal Schemes, and the Dandakaranya and Damodar Valley Projects and a catalyst of the Neyveli lignite project. His initiatives gave a major fillip to the Rourkela and Bhilai plants and the

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growth of small industry in India. One of his major schemes called the Freight Equalisation Policy made coal and other natural resources of eastern India cheaply available to the other parts.

TTK resigned from the post of Minister in 1965 when controversy hit his ministry, but led an intellectually active life till illness overtook him.

A commemorative postage stamp on TTK was released on 31 December 2002, when C V Narasimhan, former Under-Secretary General of the United Nations, speaking on this occasion said “a stamp in his honour was a fitting tribute to a man who had ‘left a stamp of class’ in his work for the progress of the country”.

The group TTK founded is reputed for its quality consumer products at affordable prices. It has a solid reputation, especially in the south, built over the last eight decades by TTK’s successors. Its pathbreaking marketing ideas were mostly fathered and masterminded by its founder TTK. The core values that made the former indenting agency into a marketing giant of consumer durables continue to define the framework of the TTK Group, a multi-product, multi-unit, multi-location conglomerate.

It has a presence across several segments of industry such as consumer durables, pharmaceuticals and supplements, bio-medical devices, maps and atlases, consular visa services, virtual assistant services, and health care services. It has

been associated with several brands, which are now household names in India, such as Prestige Pressure Cookers, Woodward’s Gripe Water, Kohinoor condoms, Brylcreem and Kiwi Shoe polishes.

The group is today an integrated manufacturing and marketing entity. While maintaining leadership in specific product categories in India, it also reaches out to the world with such products as kitchenware, pharmaceuticals, medical

devices, and food products. TTK Maps is the leading publisher of maps and map-based products in the private sector. Its maps, atlases and guidebooks help students, travellers and tourists.

TTK was a connoisseur of art and music. The Music Academy, Chennai, owes much of its present relevance to his initiative. Fittingly, its main auditorium bears his name and his substantial library is now in the possession of the academy.



Illustration by V Vijayakumar

