

# MATRIX

January 2011

A PUBLICATION OF **THE SANMAR GROUP**

## FESTIVALS OF INDIA



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### Sanmar Chemicals Corporation

#### Chemplast Sanmar Limited

- Trubore Piping Systems

#### TCI Sanmar Chemicals SAE (Egypt)

#### Cabot Sanmar Limited

#### Sanmar Speciality Chemicals Limited

- ProCitius Research
- Organic Chemicals
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- Sand Foundry
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#### Sanmar Ferrotech Limited

#### Eisenwerk Erla GmbH (Germany)

### Sanmar Engineering Corporation

#### Flowserve Sanmar Limited

#### BS&B Safety Systems (India) Limited

#### Xomox Sanmar Limited

- Xomox Valves Divn.
- Pacific Valves Divn.

#### Tyco Sanmar Limited

#### Fisher Sanmar Limited

- Control Valves Divn.
- Regulators Divn.

#### Sanmar Engineering Services Limited



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Designed and edited by Kalamkriya Limited, 9, Cathedral Road, Chennai 600 086. Ph: + 91 44 2812 8051/ 52

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# Festivals



India is a land of festivals that bring joy and mirth, fun and play, music and dance in resplendent hues. They epitomise the religious, cultural, traditional and social aspirations of her people.

Relationships are the essence of Indian festivals. Every festival is an occasion to bring the family together. Every festival in India

## Ratha Yatra



**R**atha Yatra, the Festival of Chariots of Lord Jagannatha is celebrated every year at Puri, a temple town in Orissa, on the east coast of India. The presiding deities of the main temple, Sri Mandira, Lord Jagannatha, Lord Balabhadra and Goddess Subhadra, with the celestial wheel Sudarsana are taken out from the temple precincts in an elaborate ritual procession in chariots.

Jagannath means 'Lord of the Universe' and according to a famous Oriya song, the chariot, the wheels, the grand avenue all become one with Lord Jagannatha himself, on this occasion.

**R**amzan or Ramadan is the month in which the Quran was revealed. During the festival Muslims fast everyday from dawn to dusk. Recent research has it that fasting lowers blood sugar, cholesterol and systolic blood pressure. This festival is truly a harbinger of peace.



## Ramzan

# of India

is characterised by its unique prayers and food.

India's festivals reflect the innate desire of man to seek diversion from humdrum activities. They also symbolise the rich social fabric and specific cultural settings of the various parts of the country.

**T**eej - 'the festival of swings' is celebrated with fervour in various parts of India and Nepal. The festival commemorates the reunion of Siva and Parvati. Married women and young girls celebrate the festival with earnest devotion. Hanging beautiful swings in gardens and outside homes, people follow the age-old tradition of swinging in the rains and perform traditional dances.



Teej

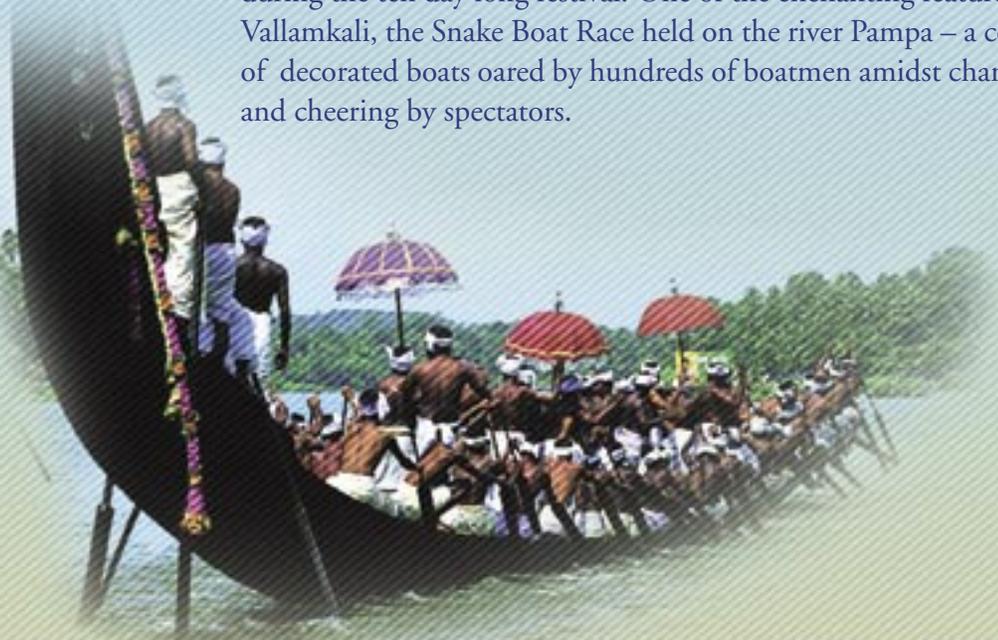
Raksha Bandhan



**R**aksha Bandhan is a festival which celebrates the bond of affection between brothers and sisters. The name means 'a bond of protection'.

It is a day when siblings pray for each others' well being and happiness. The festival falls on the Shravan Purnima which comes generally in the month of August. Sisters tie a silk thread called rakhi on their brothers' wrists and pray for their well being while brothers promise to take care of their sisters.

**O**nam is a harvest festival celebrated with joy and enthusiasm in Kerala by all communities. Popular legend has it that Onam is celebrated to welcome King Mahabali, whose spirit is said to visit Kerala at the time. The rich cultural heritage of Kerala comes out in its best form and spirit during the ten day long festival. One of the enchanting features of Onam is Vallamkali, the Snake Boat Race held on the river Pampa – a colourful sight of decorated boats oared by hundreds of boatmen amidst chanting of songs and cheering by spectators.



**J**anmashtami, also known as Gokulashtami or Sri Krishna Jayanti, celebrates the birth of Lord Krishna on the eighth day (ashtami) during the waning phase of moon in the month of Bhadrapad (mid July –August). In the south, Krishna's footprints are drawn on the floor with rice flour and special sweets and snacks said to be his favourite are prepared in practically every home. It is an occasion for fun and merriment.



Janmashtami

**G**anesh Chaturthi is one of the most popular of Hindu festivals. This is the birthday of Lord Ganesha, whose blessings are invoked at most religious ceremonies. He is the remover of all obstacles and giver of good fortune.

Clay figures of the deity ('murtis' of the lord) are worshipped for a number of days depending on the family tradition. Thereafter the idols are taken out in colourful and musical processions to be immersed traditionally in the sea, or other waterbodies.



## Ganesh Chaturthi

## Durga Puja



**N**avaratri, the festival of nine nights, is dedicated to Goddess Durga in her nine forms. Durga, who destroyed the evil force Mahishasura, represents Shakti, the cosmic energy that animates all beings.

Navaratri is celebrated all over India. It coincides with Dussehra or Vijaya Dasami, literally meaning 'the day of triumph of good over evil'. In north India, Dussehra is associated with the legend of Lord Rama killing demon-king Ravana. In the south, Navaratri is the time to adorn the house with dolls, draw traditional kolams and light lamps for ten days.

# Deepavali

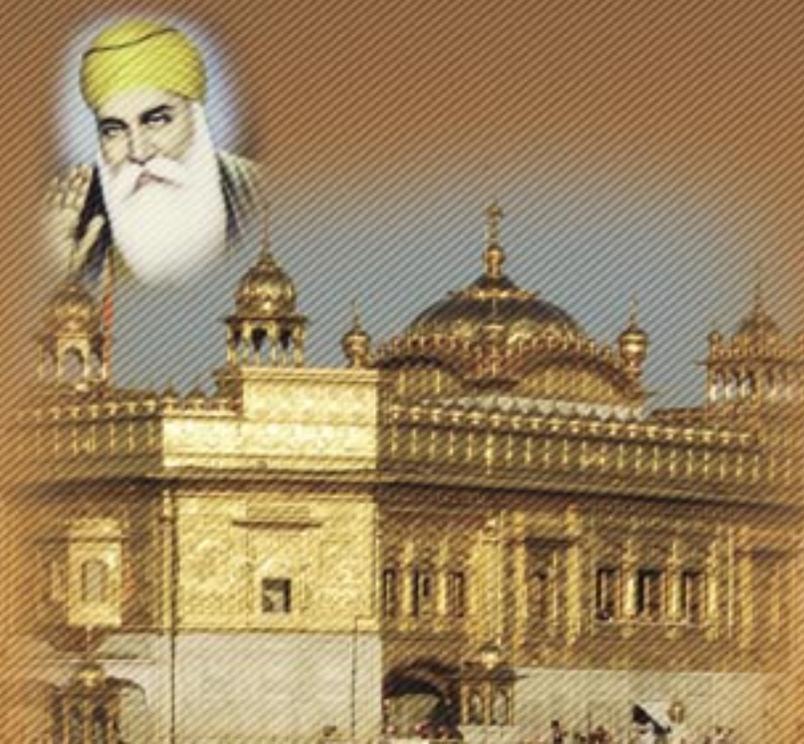


**D**eepavali or Diwali is a festival of lights. The celebration of Deepavali as the “victory of good over evil”, refers to the light of higher knowledge dispelling all ignorance.

The story behind Deepavali and the manner of celebration vary from region to region (festive fireworks, worship, lights, sharing of sweets).

Diwali has a very special significance in Jainism, just as Buddha Purnima, the date of Buddha’s Nirvana, has for Buddhists and Easter for Christians. Lord Mahavira, the last of the Jain Tirthankaras, attained Nirvana on this day at Pavapuri on Oct. 15, 527 BC.

**G**uru Parb is celebrated to commemorate Guru Nanak, the founding Guru of Sikhism, on full moon day between October and November. A grand fair and festival are held at the Gurudwara. Guru Nanak was a great reformer, preacher and saint who tried to harmonise Hinduism and Islam. This is the time when the holy book of the Sikhs, Guru Granth Sahib, is taken up for reading.



# Guru Parb

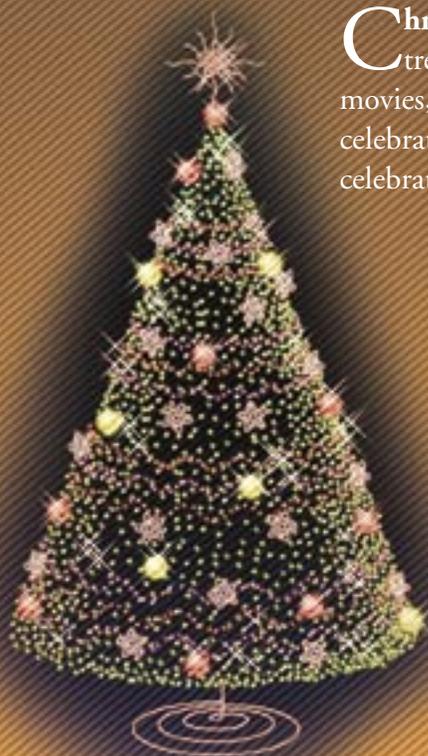
# Hanukkah



**H**anukkah is celebrated by the Jews living in India. It is an eight day and night festival, beginning on the 25th of the Jewish month of Kislev, in late November –December. In Hebrew, the word ‘hanukkah’ means dedication. This holiday commemorates the re-dedication of the holy temple in Jerusalem following the Jewish victory over the Syrian-Greeks in 165 BCE. Some hanukkah traditions include lighting the hanuk kiyah for eight nights, spinning the dreidel, which is a popular hanukkah game, and eating fried foods like latkes (pancakes) and sufganiyot (jelly filled doughnuts), as hanukkah celebrates the miracle of oil.

**C**hristmas is celebrated all over India with great fun and joy. Christmas trees, Christmas decorations, stars, lights, parties, recipes, ornaments, movies, midnight stage shows and carols have all become a part of Christmas celebrations. Not only Christians but Indians of all faiths rejoice in this celebration of the birth of Christ on 25 December.

# Christmas



# Makar Sankranti



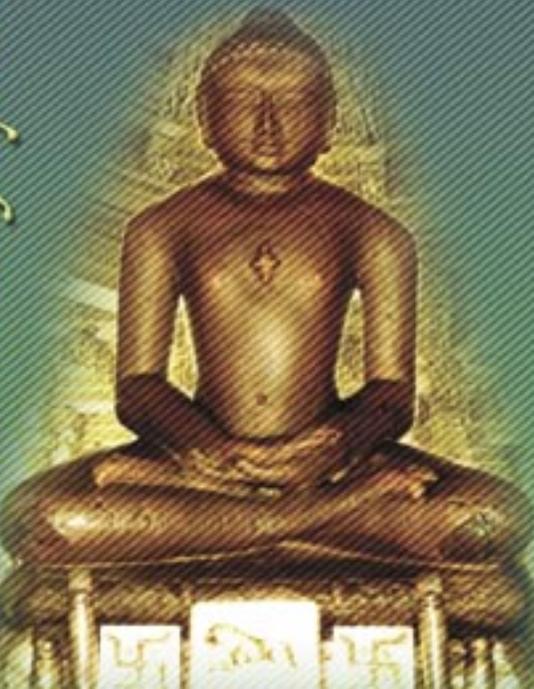
**M**akar Sankranti is celebrated throughout India as a harvest festival under different names. It is a way of giving thanks to the elements of nature that help man. When winter recedes, paving the way for summer, it is the time for farmers to bring home their harvest. In the present period, Makar Sankranti falls on 14th January. In Uttar Pradesh it is called Khichiri, in Tamil Nadu it is Pongal, in Andhra Pradesh it is Pedda Panduga, in Karnataka, Maharashtra and Gujarat, it is Sankranti, in Punjab it is Lohari and in Assam it is celebrated as Bhogali Bihu.

**H**oli is a spring festival celebrated by the Hindus. The legend of King Hiranyakashipu is associated with this festival, signifying the victory of good over evil, of devotion surpassing ambition. A feeling of plenty is in the air when the crops are cut and the farmer enjoying a bountiful of harvest. Holi is a festival of colours, undoubtedly the most fun-filled and boisterous of Hindu festivals, when men and women alike splash colours on one another.



# Holi

# Mahavir Jayanti



**M**ahavir Jayanti is the main Jain festival celebrated during the 8 day holy period 'Paryushan'. Pomp and festivities are not associated with this day. Passages from the life history of Lord Mahavir, the twenty-fourth Tirthankara is read out from Kalpa Sutra – the Holy Scripture. Peaceful processions are organised and Jain temples all over the country are decorated with flags to mark the birthday of Lord Mahavir. This is an auspicious occasion observed with great solemnity. Four kinds of 'daan' or charity are recommended for every Jain on this day.

**Gudi Padva** is the New Year day for Maharashtrians. On this day, gudi – a pole on the top of which an upturned brass or silver pot called kalash is placed, is hung outside the house. The gudi is covered with colourful silk cloth and decorated with marigold flowers, coconuts and mango leaves that symbolise nature's bounty. Sandalwood paste, turmeric and vermillion is offered to the gudi which is worshipped. Traditionally, bittersweet leaves of the neem tree are eaten on this day. Gudi Padva is an auspicious day for beginning new ventures, house warming poojas and to buy gold, silver or property.



Gudi Padva

Buddha Jayanti



**Buddha Purnima** or Buddha Jayanti is the birth anniversary of Lord Buddha, widely celebrated on a full moon night in Vaisakha which falls in April or May. It is believed that the origin and practice of Buddhism dates back around 543 BC when Lord Buddha, one of the greatest spiritual teachers of mankind, was born.

Different regions of India follow different cultures and so the New Year traditions vary. Baisakhi falls on 13th or 14th April and so does Bihu in Assam, Nabo-Barsho in Bengal, Puthandu in Tamil Nadu and Pooram Vishu in Kerala. Whatever is the region or season, renewal of life, revival of good times and regeneration of fresh hope are the crux of New Year celebrated anywhere.



# N Sankar receives TiECON Lifetime



Tamil Nadu's largest conference for entrepreneurs, this year's TiECON was held on 24 November 2010 at the Chennai Convention Centre.

The event was inaugurated by the chief guest N Sankar, Chairman of The Sanmar Group, who was chosen unanimously by the jury for a 'Lifetime Achievement Entrepreneur Award'. This award recognises entrepreneurs who have created enterprises that have not only created value for investors, but transformed them into enduring organisations with a deep beneficial impact on society at large.

TiE Chennai annually recognises the achievements of entrepreneurs in Tamil Nadu through the



N Sankar (fifth from left) seen in the company of the other TiE Chennai entrepreneur award winners 2010 (From l to r): B Soundarajan, MD, Suguna Poultry Farm, Dr Sunil Shroff, Managing trustee, Mohan Foundation, Padmasingh Issac, Founder and Chairman, Aachi Group, Gopal Srinivasan, Chairman and MD, TVS Capital Funds and Chairman of the awards committee, TiECON Chennai 2010, N Sankar, N Mahalingam, Chairman, Sakthi Group, Rajshree Pathy, Chairman and MD, Rajshree Sugars and Chemicals, GSK Velu, Founder and MD, Trivitron Healthcare, R Ramaraj, President, TiE Chennai and Senior advisor of Sequoia Capital.

# Achievement Entrepreneur Award



*N Sankar receiving the Lifetime achievement entrepreneur award from N Mahalingam, Chairman, Sakthi Group in the presence of R Ramaraj (left), President, TiE, Chennai and Gopal Srinivasan, Chairman of the awards Committee, TiECON Chennai 2010.*

“TiE Chennai Entrepreneur Awards”. The TiE Entrepreneur Awards recognises the entrepreneurial spirit – the creative spark and tenacity displayed by entrepreneurs in providing the engine of growth that propels the largest of organisations or the start-ups of yesterday. The awards are meant to celebrate the never-say-die spirit of adventure by recognising the efforts and successes of entrepreneurs. The pantheon of awardees reads like a who’s who of business.

**“Enjoy yourself! Entrepreneurship will not work if the fun element goes out of it”.**

In his keynote, after receiving the Lifetime Achievement Award at TiECON Chennai 2010, N Sankar put forth four essentials of entrepreneurship: identification, organisation, management, and sustenance.

## **Identification**

You have to identify a business to work with. Entrepreneurship cannot be learnt or inherited. Innate to the individual are vision and risk-taking ability. The great way to learn entrepreneurship is in the hard knock of real world. The relative risk taking ability is inversely proportional to returns realised in the past.

## **Organisation**

You have to organise your business and establish a company based on sound principles. Quoting from Sanmar Group’s vision of environmental consciousness that goes beyond regulatory compliance, Sankar said liquid effluent discharge is zero from Sanmar’s chemical business. An organisation should be founded on values.

## **Management**

You have to manage your business. There is no one answer to management. Attracting and retaining right people and giving people the right environment to work with are key. Sanmar Group has a list of do’s and don’ts that is integrated with its vision of integrity and excellence. Employees who have worked with Sanmar and who have even left the company have said that in Sanmar, you can work without compromising your conscience.

## **Sustenance**

Sustaining the continuing need of the business as the business grows. This part is a difficult one. Sanmar’s guiding principles is the secret for its success. Sanmar follows conservative but clear accounting practices and all its managers are given free hand for decision-making. Management is nothing but common sense. Once a manager has made a decision based on sound logic, he is not blamed if the decision bears unfavourable results at Sanmar.

## **Enjoy yourself**

Beyond the essentials, Sankar’s final piece of advice was: Enjoy yourself. Entrepreneurship will not work if the fun element goes out of it.

# Chemplast bags CII Water Awards

## Pioneering efforts in “Zero Liquid Discharge”

Chemplast Sanmar Limited won two awards at the 7th National Award for Excellence in Water Management organised by the Confederation of Indian Industries (CII) at Hyderabad on December 10 -11, 2010.

The flagship company of The Sanmar Group won the “Innovative Case Study” and “Excellent Water Efficient Unit” awards for the successful case study of zero liquid discharge at Mettur. Chemplast has the principle of “not a drop of effluent to be discharged on land or in water” and has not discharged a single drop of treated effluent since September 2009 in Mettur while in Cuddalore and Karaikal there has been no discharge since inception.

The CII Water Awards are presented for effective and positive water management efforts in the industry. Over a hundred companies had entered the award competition and those short-listed were presented before a jury of environmental, industrial and economic experts.



# ZLD at Chemplast Mettur Dam

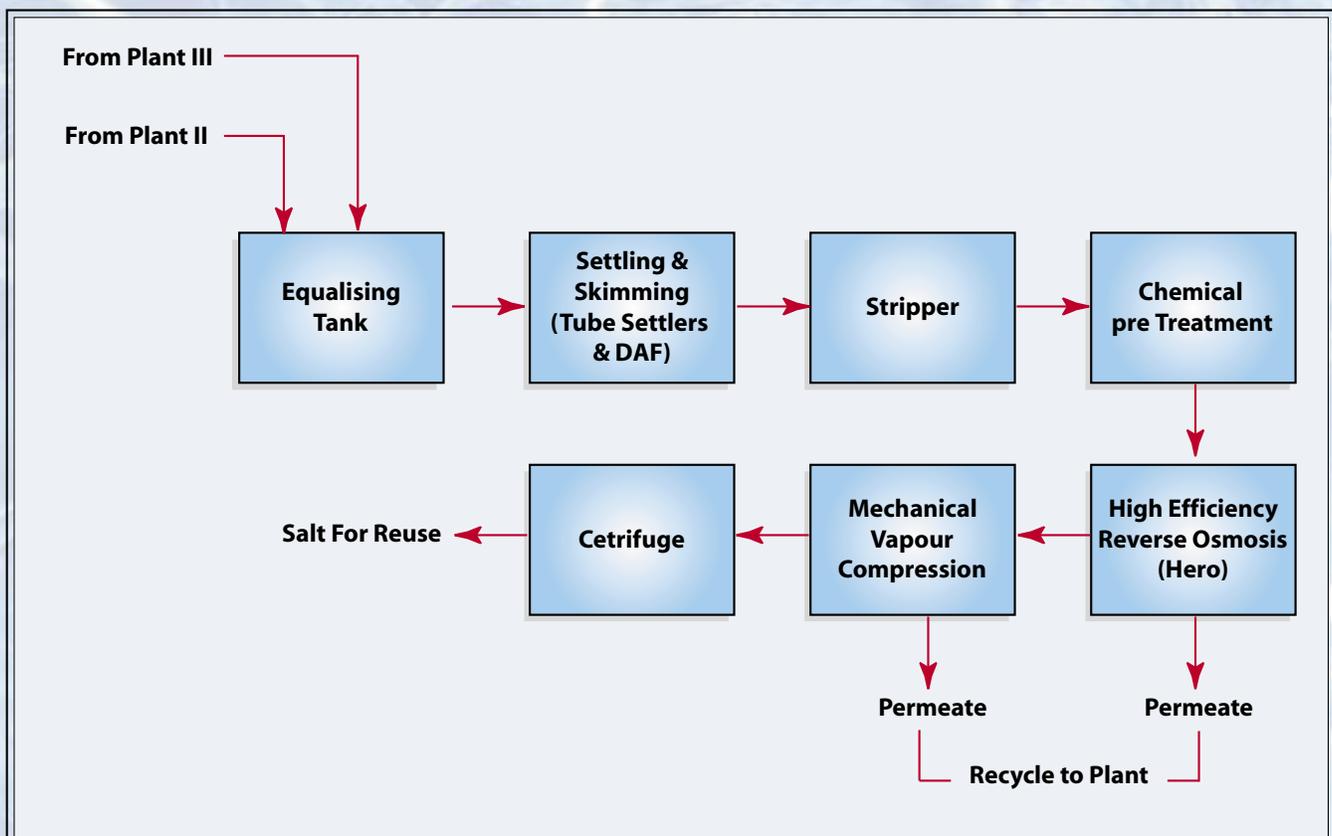
## A glimpse into the process

The ZLD plant at Mettur operates in the following three steps:

- 1 Extensive pre-treatment where all inorganic salts in the effluent are converted to sodium. Salts causing hardness are reduced to below 0.1 ppm by passing the water through sand filters, carbon filters and ion exchange resin columns.
- 2 The water is then treated using a reverse osmosis membrane in two stages.

The process is called HERO (High efficiency reverse osmosis). The efficiency of separation is about 85% as against 70% efficiency in the conventional reverse osmosis. This is mainly because of the extensive pre-treatment and the membranes used for this purpose. Employing the HERO technology has reduced the quantity of rejects to be handled. This coupled with the pre-treatment process enables easier treatment of the rejects. The concentration of rejects is about 40 grams per litre of salt.

- 3 The rejects are then vapourised in a mechanical vapour compressor to a solid concentration of about 360 grams per litre and then crystallised. The salt obtained, is sodium chloride, reused for the production of caustic soda.



# Foundation stone laid for Phase II Ethylene plant at Port Said, Egypt

The foundation stone was laid on 27 October 2010 for an ethylene manufacturing plant at TCI Sanmar, Port Said, Egypt.

As a Phase II extension of the TCI Sanmar plant for PVC production, the new facility is expected to be operational in 24 months.

The largest plant in the Middle East for ethylene production from agricultural materials, the facility is coming up in an area of 23 acres land allotted by the Port Said Governorate.

The two new projects in Phase II – to produce ethylene to meet the entire

captive requirement and enhance the annual PVC production from 200,000 to 400,000 tons will have the benefit of The Sanmar Group's experience of over 40 years in the chemical field.

Technology from the world renowned Ineos Vinyls, UK, one of the five largest producers of PVC in the world, will be used for the PVC expansion project.

With these initiatives, the total investment of TCI Sanmar Chemicals at Port Said will reach US\$ 1.26 billion, the largest offshore investment

from India in Egypt in the chemical field.

The facility can provide direct and indirect employment to about 1000 people and benefit some 3000 families.

The plant will strictly adhere to the Zero Liquid Discharge principle. The effluent generated within the plant will be fully treated, recycled and reused. The project adheres to the Equator principles set out by the World Bank at both the project implementation and operation stages.

*(From l to r): Mostafa M Saad, PS Jayaraman, HE R Swaminathan, Ambassador of India in Egypt, HE Gen Mostafa Abd El Lateif Said, Governor of Port Said and R Kalidas.*



# Sanmar Stanza

## New arrival in the Sanmar Shipping fleet

Sanmar Stanza, a 11 year old oil tanker named Freja Spring from Japanese Owners, is the most recent in the lyrical series of Symphony, Sonata, Serenade and Sonnet of the Sanmar Shipping business.

Sanmar Stanza is a 47,110 DWT double hull tanker, built at Onomichi shipyard in Japan, capable of loading about 45,000 tons of cargo at one go and was trading on the Atlantic range on the US East Coast, US Gulf, Caribbean, North West Europe and the Mediterranean. She is likely to continue to trade in these regions including West Africa. She has entered into the MR (Medium Range) oil pool with Sanmar's commercial pool partners TORM, Denmark.

She has just lifted her first consignment of gasoline at the British Petroleum

Terminal at Amsterdam and will sail down to West Africa.

*The other vessels in the Sanmar Shipping Fleet are:*

**Sanmar Serenade** - clean petroleum products tanker

**Sanmar Sonnet** - clean petroleum products tanker

**Sanmar Majesty** - double hull chemical tanker

**Sanmar Paragon** - Panamax bulk carrier

**Sanmar Phoenix** - double hull Supramax bulk carrier.



*Capt K Rajasekaran and VS Ramesh receiving the sale documents of Sanmar Stanza from her Japanese owners.*



# Eisenwerk Erla: A Sanmar success story in Germany

Germany Trade and Invest and the Indo-German Chamber of Commerce invited P Natarajan to share the success story of Eisenwerk Erla – a Sanmar holding in Germany. Excerpts from his presentation:

The Eisenwerk Erla investment was the first venture of The Sanmar Group outside India. Erla is one of the largest foundries in Europe, the second oldest, over 600 years old. A niche player with special technical capability, Erla is able to offer a wide range of metallurgies and different moulding process options, as well as highly cored complex castings, widely used in turbocharger manufacture.

Erla works very closely with its customers to develop new materials and coatings, extensively collaborating with universities, and possessing a couple of patents in these areas.

The area in which Erla is located has a long history of foundry operations. One of Erla's major strengths is its competent technical team, knowledgeable and skilled in foundry operations.

- The Sanmar experience of investing in Germany has been extremely positive. We have received excellent support from the Government authorities.

- Erla received subsidies and other benefits on investments directed towards improving operations on time.
- The local authorities were a great support to us for dealing with all the local issues.
- The location of the plant is excellent, it has committed employees and access to raw material and services.
- Erla's understanding with local banks in Germany has been very good and the process of working has been smooth.
- The labour relationship with the work council has been excellent.

*(From l to r): P Natarajan seen in the company of Ranjit Pratap, Chairman, Indo German Chamber of Commerce – Southern Region, Hans-Burkhard Sauerteig, Consul General, Federal Republic of Germany, Michael Pfeiffer, Chief Executive - Germany Trade and Invest, Berlin, during the dinner.*



# Ambassador of Denmark visits Sanmar Headquarters

His Excellency Freddy Svane, Danish Ambassador in India, visited Sanmar on his first trip to Chennai on 21 October 2010. He was accompanied by Mr Lars Christiansen, the Commercial Counsellor.

Mr Svane had a meeting with N Sankar, the Hony Consul General of Denmark for South India. KS Narayanan, Chairman Emeritus of The Sanmar Group and Consul of Denmark for several years before N Sankar, was also present.

The meeting was an interesting interaction of the Danish, Spanish and

Greek Consuls – N Sankar, Vijay Sankar and NKumar respectively – with the visiting Danish Ambassador.

The Ambassador indicated that the Danish Minister for Economy and Business Affairs, Mr Brian Mikkelsen, would visit Chennai during January 2011 along with a business delegation.



*N Sankar in conversation with HE Freddy Svane, Danish Ambassador.*

*(From l to r): Vijay Sankar, Hony Consul for Spain, N Kumar, Hony Consul for Greece, Lars Christiansen, Commercial Counsellor, Danish Embassy, HE Freddy Svane, Danish Ambassador in India, KS Narayanan, Chairman Emeritus of The Sanmar Group, N Sankar, Hony Consul General of Denmark for South India and SB Prabhakar Rao, Vice Consul, Danish Consulate for South India.*



## The performance culture of the Group

*The Sanmar Group has for decades attracted some of the best managerial and engineering talent in the country. It has always prided itself on its intellectual capital, and its employees are known to revel in its climate of stimulation and autonomy with responsibility. Its considerable success with international joint ventures and its track record of professionalism in the management of businesses it has acquired overseas have naturally made it a desirable destination for highly qualified, motivated Indian professionals abroad. Two such people are featured in this issue.*

### **Krishna Kumar Rangachari** — with Sanmar since July 2008

(Engineer from BITS, Pilani India; MS and PhD from North Carolina State University, USA).

President, Speciality Chemicals Limited and Cabot Sanmar Limited and formerly Director, Absorbent Materials, Performance Fibers, Rayonier Inc., Savannah, Georgia, USA.

*How was your experience in BITS and North Carolina State University? How did it prepare you for a career in speciality chemicals?*

For me the time I spent at BITS was a transformational experience. It gave me the confidence to become more independent, develop relationships that were beyond the traditional circles that I grew up with in Chennai and develop new interests. My interest in Carnatic music was fostered here.

*We understand that you hold a number of US and international patents. A word about your patents.*

These are all related to absorbent hygiene products. I was part of a product development team that worked on an absorbent core for this application. A team of us actually commercialised this product and went on to start a new business venture. The product is still being used. An example would be a Johnson and Johnson sanitary napkin available in India.

*How is your experience in managing sales and marketing in speciality chemicals relevant in the Indian scenario?*

Rather than the Indian scenario, I would like to focus on the Sanmar

scenario. Most of our customers are global players or have a significant global presence. Earlier, I have spent a number of years working with such customers extensively. So to my current role, I bring an understanding of their needs and their expectations out of a reliable supplier. The fundamentals are the same whether it is India or the West. The customer is king.

*What are the challenges you face in relocating to India?*

Surprisingly, the family settled down very quickly. Ironically, while I was worried about our elder daughter (who was six when we moved), it is the younger one (who was four) who still misses the US. From a work place standpoint, I am still settling down. I am yet to figure out whether the issues I face are because I moved to a new company after almost 14 years with one same company or because this is the way Indian companies are. It is definitely a bit more chaotic in India when compared to the West! When I travel to the west now, I am more aware of the predictability and orderliness of life there and do miss some of that when I come back to India.

*Your comments on the Sanmar culture.*

The culture is performance driven and system driven. This is good. However,

it's an ongoing challenge to balance the systems part with the human factor.

*Are you continuing your long distance running? Did you participate in the Chennai marathon?*

I love running. I typically do 5-10 km runs, although in the past 12 months my run schedule has been very erratic. The longest I have run has been a half marathon - 13.2 miles (in Feb 2007 at Tybee Island). This was my first half marathon and I am yet to do one since then. I hope to get back into training to do one in the next 3-4 months. I am part of a group in Chennai called The Chennai Runners.



## attracts top talent from across the globe

**Sriram Ramakrishnan** — with Sanmar since March 2008

(Engineer from PSG College of Technology, Coimbatore, India; Executive MBA from Duke University's Fuqua School of Business, USA).

Chief Executive, Tyco Sanmar Limited and Xomox Sanmar Limited, formerly Business Unit Manager, Eaton Electrical Inc., Raleigh, North Carolina, USA.

### *How was your student life in the US?*

I did a research thesis on power magnetics and earned a graduate degree in Electrical Engineering. It was an exciting time for me to be in a new country. During my tenure at Eaton, I completed an Executive MBA program at Duke University's Fuqua School of Business. There was little work-life balance as I had just become a business head and there was a new addition to my family. I had to spend a minimum of 40 hrs every week on team projects and case studies outside of class-rooms.

### *You have managed teams in North America, Europe and Asia Pacific. How is the Indian experience in comparison?*

I started my career in GE's Corporate Research & Development center in New York, which had produced Nobel Laureates and world renowned research scientists. I had the opportunity to lead much more senior scientists in several multi-million dollar projects. Most of them had no issues reporting to a junior. They were focused on achieving the milestones and targets with a sense of true shared accountability.

As business unit head at Eaton, I had responsibility for a business with teams located in Canada, UK, 3 US locations and Mexico. With such a diverse team, in multiple locations with some direct reports and others being indirect in a matrix organisation, the ability to clearly communicate the vision and annual targets along with a regular review mechanism was important.

My current experience in India is a lot less complex in many ways as the teams are

co-located for the most part and the teams are already well aligned into focused business units. But the challenge is to create an environment for individuals to be motivated and aligned to committed objectives.

### *You have worked in both start-up and mature businesses. Please share your thoughts in the different experiences.*

A start-up with a steep growth profile brings with it new challenges at every stage of growth. The team has to be adaptable and willing to take on additional responsibilities.

The first start-up I was associated with was GE Digital Energy, a new GE company, to focus on providing back-up power solutions. The learning experience was valuable in realising the challenges in translating a business plan into reality.

Similarly, at Eaton I had put a business plan together and we succeeded in building a \$100M business in two years with an equal mix of sales from new product introductions and acquired businesses.

At Sanmar, I had an opportunity to put together a new business by expanding the existing joint venture with Crane to introduce the Pacific valves range of high pressure gate, globe, check valves. In its first year of operations, our order book is strong and we are now ramping up production.

### *A word about Sanmar's record in Joint Ventures and how it has helped you in your current role?*

Sanmar has an enviable record of long standing successful joint ventures, very rare in today's global context. After successfully

expanding our joint venture with Crane to include the Pacific valves, we are in discussions to add more products to the Sanmar Engineering Portfolio. The successful JV track record has also been a great reference for me to approach other potential partners for addition of complementary products to the current range offered by Sanmar Engineering.

### *What are your hobbies and other interests ?*

I enjoy watching and following cricket and tennis. I would like to find more time for general reading, travelling and sport for personal fitness. My priority at this stage of life is family and work. I have two boys aged 9 and 6 years and I don't get enough time to spend with them...



The Madras Chamber of Commerce and Industry (MCCI) kicked off its 175th year celebrations on 29 September this year. This is the second oldest chamber of commerce to be set up in the country, with the Bombay Chamber older by a week.

We reproduce here excerpts from an article on the subject by Sushila Ravindranath published in *The Financial Express* on 25 October 2010.

# Looking back

## Regional

### Madras Chamber celebra



**TAMIL NADU**  
Area: 1,30,058 sq km  
Population: 6,83,96,000  
Language: Tamil

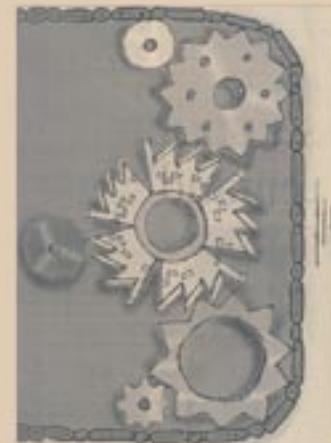
Sushila Ravindranath

.... The Madras Chamber was formed by "free merchants", who had to lie low in the oppressive shadow of the monolithic East India Company, and

who came out into the open only after the company's monopoly was terminated by the Charter Act of 1833.

N Sankar, chairman, Sanmar Group, who was the president of the Chamber 25 years ago, remarked at the inauguration of its 150th year, "Our antecedents are, therefore, the best credentials of our opposition to the evils of monopoly, right from our inception." This was a statement made in the years just before liberalisation. The Chamber, at that time, was expressing its views very strongly on the MRTP Act, competition and free enterprise.

In its early days, the Chamber was very close to the government and was the only spokesman for all trade-related matters. In 1909, under the Minto Morley Act, it was given representation in the legislature. Then it was given a place in the city corporation and the central legislature. All this continued until India adopted its constitution in 1950. MCCI played a major role in helping the provincial government formulate schemes of development, the benefits of which are still being enjoyed. Its history is really the business history of Madras as the city was known then.



As Sankar recalls, the Chamber contributed to the needs of the industry, "firstly (through) machinery for manufacture, secondly entrepreneurship, and thirdly infrastructure." The



## MCCI 25

N Sankar was the President of the Chamber 25 years ago. He is seen here with ML Khurana, Governor of Tamil Nadu, and other dignitaries during the inauguration of the 150th year celebrations of the Chamber.

# to the future

caFE

brates its 175th birthday

beginnings of the sugar industry, of textiles, of processed leather, and even an unsuccessful attempt at iron and steel are all examples of the pioneering efforts of the Chamber. Infrastructure in the state was created because of the Chamber's relentless insistence. It is the Chamber that pushed for the creation of the Madras port, the railway system connecting the Madras Presidency towns and the telecom infrastructure. It was also the Chamber that insisted on the participation of the government in the setting up of heavy industries when the country got its independence.

Almost till the mid 1980s, the Chamber did retain vestiges of its colonial past. Business in Chennai continued to have a lot of its British connections. Its office was housed in various buildings belonging to the Madras Mail, The Imperial Bank of India, Best & Co, the Mercantile bank and Parry & Co. You could not get more British! Members recall that till the mid 1980s, they were expected to wear a suit to meetings. Only in October 1984 did the Chamber move into its own leased premises. Only that year did it get its first Indian president, AMM Arunachalam, a doyen of the industrial community of Chen-

nai. He was the chairman of what is today known as the Murugappa Group. In its 150th year, it still had British companies, set up during the pre-Independence period, as members.

No wonder MCCI had an image of an elitist, foreigner-oriented place. But over the years, there have been many changes. There are hardly any British affiliated companies in Chennai now. With the opening up of the economy, the need for lobbying has reduced drastically. So, does a body like the Madras Chamber have any relevance today?

.....Chamber president Srinivasaraghavan concedes that the Chamber has to keep itself relevant to the changing needs of its members. "Today's challenges are different. We have to move forward. We do have a focused agenda now. We are involved only in companies and industries based in Tamil Nadu. In our 175th year, we hope to work closely with the Tamil Nadu government, helping it propagate its vision." It may just be too soon to write this Chamber off. After all, MCCI members account for nearly 80% of the investment in the state.

# years ago

*Eminent jurist Nani Palkhivala speaking at a Rotary Club felicitation of MCCI during its 150th year. N Sankar is at extreme left.*



# A scientist and institution builder

Prof GS Laddha and V Narayanan were two pillars of The Sanmar Group. While Prof Laddha adorned the Board of Directors of



**Prof GS Laddha**  
(1922 – 2010)

Born on August 26, 1922 in Maharashtra, Prof G S Laddha graduated in chemical engineering in India but obtained his M S (1947) and Ph.D (1949) in that discipline from Purdue University in the US.

On a lecture visit to Madras, Prof Laddha was persuaded in January 1950 to accept the position of Reader by the University of Madras at the A C College of Technology, Madras, by no less a person than the eminent Vice

Chancellor Dr A Lakshmanaswami Mudaliar. By 1957, he was a Professor and Campus Director, and in the years that followed, he helped the college become one of the premier institutions in the country.

Prof Laddha believes that research should be relevant to industry, that institution-industry cooperation is a must for decision-making, development and diversification. As a member of a subcommittee appointed

by the Government of Tamil Nadu, he identified a number of chemical projects for the state which bore fruit. He has served as a nominee director of a number of chemical units financed by state industrial development corporations.

As a consultant of the UN Environmental Programme, Prof Laddha submitted a report in 1977-79 on chemical industry pollution of the environment in developing countries. ISRO, CSIR, and UGC funded research programmes in Space Science at Madras University were based on a monograph by him. He initiated research in the expanding field of crystal growth.

The list of the universities Prof Laddha has visited to teach and lecture, or conduct research seminars is long and impressive, including the Universities of California, Pittsburgh and Carnegie Mellon.

The first recipient of the Ambrose Congreve award and the honour of Chemical Engineer of the Year (1980) nominated by the Indian Institute of Chemical Engineers, Prof Laddha has many publications to his credit.

On 1st September 1995, Anna University conferred on Prof Laddha the degree of D.Sc. (Honoris Causa).

## A Good Samaritan

Chemplast Sanmar Limited for more than three decades, V Narayanan was the Director, Overseas Sanmar Financial Limited for over a decade.

Born on November 7, 1918 in a small village near Chidambaram, Mr Narayanan rose to become an elected member in the Board of Directors of Goodyear India, a company he joined as a junior staff member. He eventually became the Chairman and Managing Director of the company.

On his retirement from Goodyear in 1988, Mr Narayanan returned to Chennai and founded a family trust named Ashvatta Charitable Trust. He has also been assisting other charities including Andhra Mahila Sabha as its honorary advisor.

Renovation of temples in and around his home town was another fond activity of Mr Narayanan. He also had a keen ear for Carnatic music.

Among the many awards and accolades he earned was the Golden Award presented by Helpage India in 1999.

As the Chief Executive of the Willingdon Hospital, Chennai from 1993, Mr Narayanan, with great patience and skill, managed the transition of the hospital's assets into a charitable institution called the 'Chennai Willingdon Corporate Foundation'.

He conducted the affairs of the Foundation with utmost diligence, exhibiting outstanding management skills, and establishing a worthy model

of corporate governance in assessment of donation requests and distribution of funds. Ensuring that the donations were applied to segments that benefit society, he also played a catalytic role in influencing the affluent sections of society to render help and assistance to worthy causes.

Out of the several noble initiatives for which he relentlessly endeavoured, Mr Narayanan considered his five year

effort in Annai Sathya Nagar the jewel in his crown. He was instrumental in transforming a slum into a perfectly livable colony for nearly 3500 persons with desirable amenities in a healthy neighbourhood.

In the demise of Mr Narayanan, Chennai has lost a Good Samaritan and a 'citizen' who was never afraid to speak his mind on matters of public good.



**V Narayanan**  
(1918 – 2010)

# Floods in Cuddalore and Karaikal Chemplast extends a helping hand

Recent heavy rains and floods ravaged Tamil Nadu inundating cities, towns and villages. In the aftermath of the floods, Chemplast Sanmar distributed rice and food packets providing means to a square meal till the waters abated in the villages of Cuddalore and Karaikal.

About 2000 families in the villages of Semmankuppam, Chitrapettai, Sangolikuppam, Sonanchavadi and Vairankuppam at Cuddalore and 440 families in Vadakku Vanjore, Keezhavanjore and Mudalimedu at Karaikal received free rice packets.



**At Cuddalore**

## **At Karaikal**



About 3000 food packets were distributed at Purushotaman nagar, Bhimanagar and Vilvanagar at Cuddalore.



## Care Air Centre at Chemplast Cuddalore

**Another milestone in Chemplast's commitment to conservation**



*NS Mohan, Pinto, Asst. Environmental Engineer TNPCB, N Sivakumar during the inauguration of Care Air Centre by D Sekar, District Environmental Engineer, TNPCB, Cuddalore.*

Chemplast Sanmar has set up a Care Air Centre at a cost of Rs 20 lac in its PVC division at Cuddalore. This centre is linked on-line with the State Pollution Control Board, Chennai, which enables round the clock monitoring of air and water quality. This is yet another milestone in Chemplast's commitment for environmental conservation. The facility was inaugurated by D Sekar, District Environmental Engineer, TNPCB, Cuddalore.

## Active participation in multi-speciality health camp

The Chemplast Sanmar PVC division at Cuddalore actively participated in a multi-speciality health camp organised by the Cuddalore district administration in partnership with the Government Hospital and Private Medical Colleges at Karaikadu village in SIPCOT area.

Food arrangement for the Medical team was sponsored by Chemplast. About 5000 people from the rural areas in and around Cuddalore benefitted by the camp.



# Madhuram Narayanan Centre

## 3rd International Conference on Early Intervention in Mental Retardation



*(From l to r): Jaya Krishnaswamy, SB Prabhakar Rao and D Napoleon, Union Minister of State for Social Justice and Empowerment.*



*SS Jawahar IAS (second from right) releasing a CD during the inaugural function of MNC. Jaya Krishnaswamy, Prof P Jeyachandran and N Kumar (right) look on.*

The Madhuram Narayanan Centre for Exceptional Children successfully conducted its 3rd International Conference and 7th National Workshop on Early Intervention in Mental Retardation from 24-27 November 2010 at Hotel Savera, Chennai.

The triennial International Conference brought together at least 25 renowned experts across the world to discuss the subject of early intervention in the prevention, care and management of children with mental retardation and associated disabilities. The objective is to help those in the medical profession

and families recognise the condition at an early age, crucial to providing support to the child.

The conference was inaugurated by SS Jawahar IAS, Secretary to the Government of Tamil Nadu, Welfare of Differently Abled Persons on 25 November 2010 and on 26 November 2010, D Napoleon, the Union Minister of State for Social Justice and Empowerment participated.

The conference hosted many key speakers including Prof George Baroff from University of North Carolina,

USA, Prof Peter Farrell from University of Manchester, UK and Ms Wenningsih from Perkins International, Asia Pacific Region.

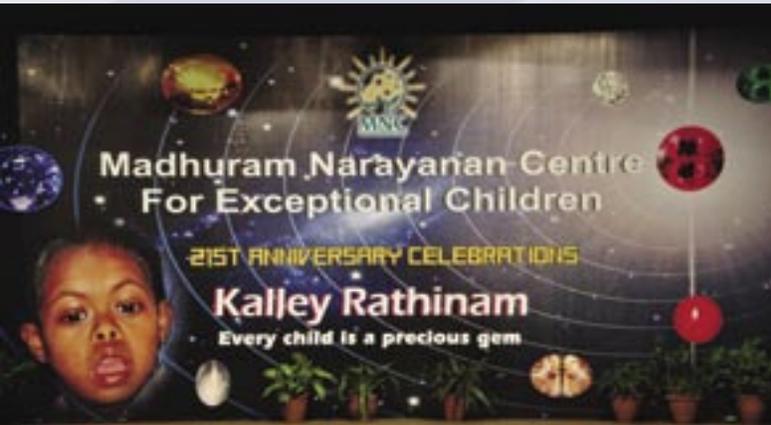
MNC's vision is to move towards societal responsibility of eradicating discrimination of children with mental disability. Through this conference, MNC has drawn to the attention of service providers, educational, training and rehabilitation professionals the impact of the advances made in the field of services to persons with disabilities in the past decade.

*A section of the audience at the conference.*



# for Exceptional Children

## 21st Anniversary Celebrations



*“Kalley Rathinam”- a thematic presentation by parents and children of MNC relating the preciousness of the gems to development of children.*

Ajit Singh, Consulate General of Republic of Singapore in Chennai, called upon organisations working to protect the interests of mentally challenged children to share ideas with similar institutions like the

Madhuram Narayanan Centre for Exceptional Children to improve their programmes and initiatives. He was the chief guest at the 21st anniversary of the centre on 12 December 2010.

Founded in December 1989 with three children with developmental delays, the centre has been rendering commendable services having trained over 4000 children and empowered their families till date.

*(From l to r): N Kumar, Jaya Krishnaswamy, HE Ajit Singh, Consulate General of Republic of Singapore in Chennai, Mrs Ajit Singh and Prof P Jeyachandran at the anniversary function.*



## Raja Ravi Varma (1848-1906)

Raja Ravi Varma was an Indian artist from the princely state of Travancore famous for his paintings on the Mahabharata and Ramayana. His paintings are a fusion of Indian traditions with the techniques of European academic art.

Born on April 29, 1848, in the royal palace of Kilimanoor, a small hamlet about forty kilometres to the north of Trivandrum, in the southern state of Kerala in India, Ravi Varma belonged to a family of scholars, poets and artists. His parents were Umamba Thampuratti and Neelakandan Bhattathiripad. At the age of seven he started drawing on the palace walls of his home pictures of animals, acts and scenes from daily life, using charcoal.

His uncle Raja Raja Varma noticed the talent of Ravi Varma and gave him preliminary lessons in painting. At the age of 14, Ayilyam Thirunal Maharaja took him to Travancore Palace where he learnt water colours from the palace painter Rama Swamy Naidu. Ayilyam Thirunal exposed him to the famous work of Italian painters. Ravi Varma had been using the indigenous paints made from leaves, flowers, tree bark and soil which his uncle Raja Varma prepared for him. He was later given lessons in oil painting by a Dutch portrait artist Theodore Jensen. Through trial, error and hard work, Ravi Varma mastered working on this slow drying substance.

When Varma painted the portraits of the royal couple, his blazing talent far outshone the Dutchman's. Listening to the music of veterans, watching Kathakali, going through the manuscripts preserved in ancient families and listening to the artistic interpretations of the epics, Ravi Varma polished his talent.

Ravi Varma married Bhageerathi Bayi the sister of Rani Lakshmi Bai of Travancore in 1866. They had three sons and two daughters. Their eldest son, Prince Kerala Varma, born in 1876, went missing in 1912 and was never heard of again. Their second son was Prince Rama Varma (b.1879), an artist who studied at the JJ School of Arts, Mumbai, married to Srimathi Gowri Kunjamma, sister of Dewan PGN Unnithan. Their next son was Prince Raja Raja Varma. Ravi Varma's elder daughter, Princess Mahaprabha, who appears in two of his prominent paintings, was the mother of Maharani Sethu Lakshmi Bayi of Travancore. His other daughter was Princess Uma Bayi.

Two of his granddaughters, including Sethu Lakshmi Bayi, were adopted to the Travancore Royal Family, to which lineage the present Travancore Maharaja belongs.

Ravi Varma's fame as a portrait artist soared with several important portrait commissions from the Indian

aristocracy and British officials between 1870 and 1878. His clever portrayal added elegance to the personality of the protagonist, like unmasking the fragrance of a flower. The small town of Kilimanoor was compelled to open a post office, as letters with requests for paintings came from everywhere.

In 1873 the twenty-five year old artist won the first prize, the Governor's Gold Medal in a competition held in Madras. The entry was sent to the International Exhibition at Vienna the same year and won a medal and a certificate of merit. He won the first prize again in the Madras Exhibition of 1874 and the ruler of Travancore presented the painting to the Prince of Wales (later King Edward VII) when he visited Madras in 1875. He won the first prize for the third time in 1876 for the painting that showed Shakuntala writing a letter to Dushyanta. Sir Monier Williams whose translation of Kalidasa's play was published in 1855 sought the artist's permission to reproduce it as the frontispiece in later editions.

Ravi Varma painted a life-size portrait of the Duke of Buckingham, the Governor of Madras in 1878 and much later of Lord Ampthill who too was a Governor of Madras. Sir Seshayya Sastri, a former Dewan of Travancore, invited Ravi Varma to his state and he painted portraits

of members of the ruling family. Sir T Madhava Rao, who too had been the Dewan of Travancore, acquired two paintings by Ravi Varma. One of them, sent by him to the Poona exhibition of 1880, won the Gaekwad's Gold Medal for the best painting.

***A list of the prominent works of Ravi Varma:***

- Arjuna and Subhadra
- Damayanti talking to a swan
- Draupadi dreading to meet Kichaka
- Girl in Sage Kanwa's Hermitage (Rishi-Kanya)
- Jatayu (a bird devotee of Lord Rama is mauled by Ravana)
- Lady giving alms at the temple
- Lady lost in thought
- Lady with fruit
- Lord Krishna as Ambassador
- Lord Rama conquers Varuna
- Romancing couple
- Shakuntala
- Shakuntala composing a love letter to King Dushyanta
- Shantanu and Matsyagandha
- Swarbat player
- The Heartbroken
- The Orchestra
- Victory of Indrajit
- Bhisma's vow
- Sri Krishna and Balaram
- Rama Vanquishing the proud ocean
- A family of beggars.

Convinced that mass reproduction of his paintings would attract Indians to art, in 1894 he set up an oleography press called the Ravi Varma Pictures Depot in Bombay. For photo-litho transfers, the Pictures Depot relied on Phalke's Engraving & Printing whose proprietor, Dhundiraj Govind Phalke, became famous as Dadasaheb of Indian cinema a few years later. Ravi Varma and Raja Raja Varma toured India, in search of images and landscapes for inspiration. On his return Ravi Varma painted a batch of pictures especially for reproduction at the Picture Depot. The aristocratic orientalism in his imagery was now replaced by more folkish, iconic

and more marketable forms. Ravi Varma inspired calendar art was the forerunner of a huge movement in India.

Ravi Varma died on 2 October 1906 at Kilimanoor. Yet, the rich heritage of his paintings continues to charm and influence the art of India. The sensitivity and immense competence of this artist still remains unsurpassed.

The Government of Kerala gives away the Raja Ravi Varma Puraskaram to promising artists. A college in Mavelikara district of Kerala was established to honour Ravi Varma.



*Illustration by V Vijayakumar*

