

Bray International Inc.'s global presence in over 60 countries on six continents has brought the company recognition throughout the world for its commitment to superior quality products and unmatched customer service. Bray's fully integrated and innovative product portfolio not only meets, but exceeds the expectations of their worldwide customers with products such as standard and severe service ball valves, specialty slurry valves, knife gate valves, check valves, butterfly valves - resilient seated, high performance and triple offset, pneumatic and electric actuators and related accessories.

By Sarah Bradley

Bray - The High Performance Company

As Bray continues to expand into key industries and geographic areas, the markets it serves have become increasingly diverse. Demand for Bray products will continue to grow in markets such as mining,

chemical, water, power, commercial building, pharmaceutical, food and beverage, oil and gas, and others. The company's global capabilities ensure that as customers' needs grow, Bray can support them worldwide with inventory, sales,

technical support, service and standardized product.

"I find Bray to be a remarkable company," said Dr. Brindesh Dhruva, Chief Technology Officer. "Since its founding in 1986 it has grown with tremendous success, not only geographically, not only in terms of the manufacturing capacity, but in the breadth of the products and technology that it offers as well as the industries that it serves." Bray has revolutionized the global rotary flow control market since its founding over 30 years ago. More than that, however, Bray is an entrepreneurial, family-oriented company that believes its employees are the company's

greatest asset. Early on, Bray initiated the *Our Customer Pays Our Paycheck* philosophy for industrial excellence. That began a tradition that would be echoed in Bray's culture going forward: establishing strong customer relationships as a top priority - creating new relationships and fostering existing ones. As a result, it is this understanding of customers' needs and the importance of product reliability which drives Bray's employees and the product development process.

Co-founders Craig Brown and Frank Raymond grew the company from the ground up with the goal of establishing Bray as the high performance company stoked by their entrepreneurial vision. Beginning with their very first valve prototypes, they soon made a name for themselves with their resilient seated butterfly valves, quickly developing a reputation for superior quality with personalized customer service. After gaining much success within the first years, Bray expanded internationally to the U.K., Canada, Mexico, and Continental Europe. The success continued through the 1990's with rapid expansion into Australia, China, and Hong Kong and with the addition of new products on the actuation side. Bray's product portfolio continued to grow with the acquisition of the Bray/McCannalok product line in 1996, Flow-Tek in 1999 and Ritepro in 2000, to include high performance butterfly valves, ball valves and check valves. "That is the type of success with a customer-centric approach that Bray began with," shared Dhruva.

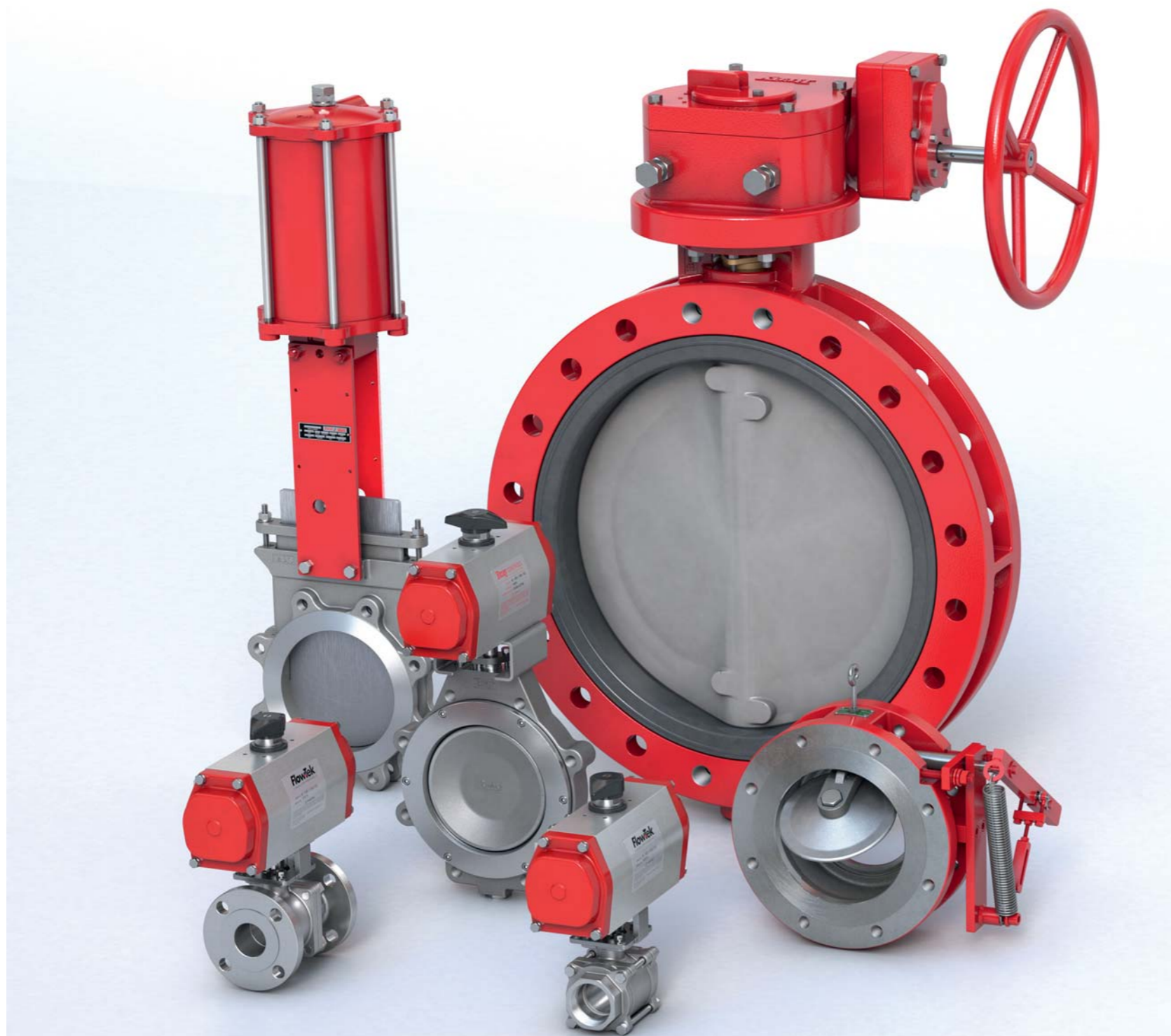
"There has always been a tremendous focus on customer needs and solutions. It is in the company's DNA, from its founding fathers." Customers require product reliability and at Bray, that begins with product development and continues through the design and manufacturing validation processes. To help maintain the highest standard possible, Bray's expert team of engineers, designers, manufacturing personnel and quality control staff utilize the latest in state-of-the-art technology to track every aspect of Bray products from conception to delivery. Bray employees are dedicated to achieving excellence in performance and customer service. Their goal has been and continues to be to produce the highest quality product to meet customer requirements for performance and reliability.

Customer-driven product development

"Bray has always worked closely with end users to resolve their individual problems. Products are developed or modified to provide solutions that extend product life and improve performance," said John Giordano, Vice President Marketing.

Bray has more than 300 sales, distribution and service offices around the world, staffed with highly trained flow control experts. This global network means the company can quickly react to the needs of their customers no matter where they are. In today's digital world, communication is no longer restricted to the office during normal business hours. The rise in digital and social media gives customers 24/7 access to information, and providing that information is no longer just optional. "We live in a world that is more connected than ever," stated Mark Ricks, Marketing Director. "This unprecedented connectivity opens up new channels for communication giving us insight into customer needs like never before." He went on to explain, "Analyzing the data generated by these digital interactions allows us to monitor and react to industry trends in real time, further improving customer experience." Bray's success is achieved only through continuing customer satisfaction. Providing global distribution and manufacturing with localized service and expertise for a variety of flow control products, Bray has always prioritized strong customer relationships. It is this understanding of customer needs that drives Bray's product development. "We have a very detailed product development process," explained Dhruva. "The Voice of the Customer is fully incorporated during the initial stages of our product development efforts. One of the first things we do is reach out to our customers. We also involve our global organizations to better understand project opportunities. Most of our good ideas come from our customers, or those that have the first line of contact with our customers. Our customers should feel very involved in everything we are doing, including the products that we develop."

Market-driven implementation is fully incorporated during the initial stages of their product development. The first step in this process is to reach out to their customers. Bray's global objectives focus heavily on building, maintaining, nurturing and increasing customer relationships. A great amount of emphasis is placed on Customer Relationship Management (CRM) to ensure there is not only strong communication on the sales side, but also significant customer influence into product development efforts as well. It is important to all Bray employees that their customers feel very involved in everything that Bray does, especially with the products the company develops. Bray uses a global development model which incorporates their founding principles of customer service, state-of-the-art technology and integrated product development. Bray's process for providing reliable products that perform to customer expectations begins with correctly identifying the requirements



Bray family of flow control products.



Inspector performing PMI testing.

as defined by the customer's needs and application. Once these requirements are clearly defined, they must translate into design activities and decisions. As mentioned, design decisions and engineering tradeoffs must be evaluated to assure product performance and reliability. Product realization within ISO 9001 requires design and manufacturing validation to be performed in accordance with planned arrangements to ensure the resulting product is capable of meeting the performance requirements for the specified application. Bray has a strict regimen of controls and facilities in place

to ensure its products are capable of meeting those requirements. Indeed, Bray has unique capabilities to design and manufacture a complete line of flow control products ranging from valves to actuators and controls. Opened in 2011, the Raymond Technical Center in Houston, Texas houses the latest and most innovative tools and test equipment to ensure complete design validation. Thorough documentation of the design and manufacturing methods and processes are applied and the design validation is followed through with comprehensive manufacturing validation at each manufacturing facility. The Raymond Technical Center is also home to an 18 foot high pressure test bunker for cryogenic and other dangerous testing and a test rack capable of testing valves up to 120 inch with actuators attached. A facility such as this ensures the product quality, reliability and performance that our customers have come to expect from Bray.

All Bray factories are ISO certified and products are designed and manufactured as specified to comply to CE/PED, SIL, ANSI, JIS, DIN/ PAS 1085, API, NSF, ASME and other relevant standards to meet the special requirements for cryogenic, fugitive emissions, water, nuclear, sanitary and many other applications. Bray's manufacturing and R&D facilities are equipped with fully calibrated equipment for verifying chemical and physical properties of a wide variety of materials. Supplier's Material Test Reports (MTRs) and Bray's associated test verification are maintained indefinitely for all valve pressure re-

taining components. Trained operators using certified equipment perform in-house PMI testing to verify material traceability reports and ensure specified materials are utilized for valve assemblies. Electro-mechanical machines utilize touch probing methodology throughout the engineering and manufacturing process to verify the physical geometric characteristics (such as dimensions and tolerances) of a part or assembly against its design intent. Bray's in-house quality assurance program also utilizes test protocols which include Magnetic Particle (ASTM E709) or Dye/Liquid Penetrant (ASTM E165) inspection to provide state-of-the art material examination technology/procedures in today's global environment.

Expansive product portfolio

"Our product portfolio has tremendous breadth and depth. It includes butterfly valves, control and actuation systems, speciality slurry valves, ball valves, check valves and knife gates as well," says Dhruva. "The market base that we serve is increasingly diverse. We continue to expand into key industries and key geographical areas. We will continue to see a growing demand for our products, from the LNG market to refineries and in many applications such as cryogenic, high temperature, and slurries."

Bray has unique capabilities to design and manufacture actuators, pneumatic and electric, with related control accessories and bus systems, as well as valves. "We are ever mindful that our customers face the day-to-



Valve testing in the lab. See also the image below.

day challenges of operating in extreme conditions while maintaining very high safety and environmental standards. As such, we pay particular attention to product reliability. Bray products go through extensive validation testing - not only demonstrating the robustness of our designs but also putting our products through proper manufacturing validation, which demonstrates our ability to consistently produce a high quality, highly reliable product. The manufacturing valida-



tion requirement ties into Bray's commitment to fulfil each customer's requirements on a continual basis," said Dhruva. Bray also has the capability for rapid response engineering and customization for specific applications of existing products. "As we continue to grow into industries that require high-tier and customized products," says Dhruva, "Bray can leverage a very systematic approach to product development and R&D, while maintaining the agility in our organization to address specific application challenges that our customers face." From heavy oil challenges faced in Canada to the mining challenges faced in Australia, Bray's global footprint allows the company the closeness to their customers to fully understand their challenges. Bray is based in Houston, Texas, and maintains a strong manufacturing presence there, in addition to its manufacturing facilities around the globe. Brazil, China, India, and Europe are all an integral part of Bray's manufacturing process. Wherever Bray products are needed, they are provided with the same quality that began with its co-founders and continues with its team of dedicated people around the world. Bray's customer commitment is shown through their network of distributors and company sales offices, each of which is

dedicated to the philosophy of customer service. As a global partner in flow control, Bray is dedicated to the needs of its customers.

Looking ahead

"Bray will continue to play a bigger and bigger role in terms of innovative solutions, not just product innovation," said Dhruva. "We have very strong commitment to R&D for the development of new products and solutions that need to meet the increasingly challenging environments that our customers face." Bray has thousands of employees worldwide and considers them its greatest asset. Due to its commitment to its employees and relationship with its customers, Bray has become Your Global Flow Control Partner. Bray has grown from the ideas of two men with a vision into a global force that thrives on the virtues of excellence, passion, dedication and trust. Bray employees are the unique ingredient that has contributed to the success story that is Bray. Because of this legacy, the people attracted to the organization bring new ideas and innovation to an already strong organization and a strong commitment to R&D for the development of new products and solutions to meet customer needs. Bray is an entrepreneurial company whose employees clearly recognize that the customer pays their paycheck.



The Raymond Technical Center located on the Houston campus.