

ManagementNextTM

Monthly for CEOs & Aspiring CEOs

jump out of the box

Meet the Ultimate CEO



If you are a CEO or if you aspire to be one, pick up a statue of Lord *Ganesh* and keep it on your desk. You are likely to be inspired more by him than by management gurus

By Vidhya C K

come easily to business heads.

Lord Ganesh's imposing tusks are good enough only to show-off but cannot be used for chewing. But, he has hidden teeth, which he uses for chewing. The symbolism here is: corporations have to understand and protect certain principles. "What you show and what you don't show matters."

Why does Lord Ganesh keep the mouse under his right foot and a plate full of *laddoos* (sweets) near him? The mouse is the symbol of a chief operating officer (COO). The mouse is always looking at the CEO. *Ganesh's* message to the COO is: "You do a good job, take a *laddoo*. But, if you mess up, I will kick you."

To Prof. Bala, *Ganesh's* trunk is the best engineering marvel anybody can think of. The trunk is powerful enough to uproot a tree, at the same time it is delicate enough to pick a needle. One should know how to take over a major company, at the same time take care of the small details.

"Why is Lord Ganesh also called *Lambodhara*? Imagine invoking a god by calling him *Lambodhara*, which means one

It's a well-known fact that the captains of Indian business, CEOs and business schools are largely influenced by the Western mantras of Management. Despite rich Indian literature and folklore, we have failed to glean powerful management philosophy from them. There are exceptions though. Professor Bala B. Balachandran, faculty at Kellogg School of Management and founder and honorary Dean, Great Lakes Institute of Management, Chennai, has demystified the persona of Lord Ganesh by attributing insights that no one has done before.

To Prof. Bala, the four hands of Lord Ganesh stand for suppliers, customers, shareholders and internal managers. His big head tells us: "don't be pig-headed, instead have a big head which is open to new ideas." The two elephantine ears are there for listening, something that doesn't

FEBRUARY 2006 Vol. 2 - ISSUE 7 Rs. 40/-

What's in ...

Trends: 3-8

Is gut instinct passé?

No frills chic

Management lessons from Karl Marx

Branding lessons from Gandhi

Design always win

Do you know your customer?

How to box into the future?

Fire late-sitters: Narayana Murthy



Innovation: 9

Bangalore's innovation brigade

Managing Technology:

Ranganath Iyengar 10

The art & science of ERM

Alma Mater: Bharathi Jacob 11

Reconnecting with Wharton days

CEOSpeak:

Bharat Gopalakrishnan 13

Do you know your ERP?



GuruSpeak: 14-15

Prof Bala V Balachandran

Entrepreneurspeak: 20

Narayan Rajan

Entrepreneurspeak: 21

Sudhir Pai J



Entrepreneurship: 22

V.N. Bhattacharya

Spirituality: 23

Prasad Kaipa

Regulars: Bookshelf, Case Studies, Offbeat, Crossword, Jargon



Subscribe to ManagementNext and win a stay at Orange County

Continued... Page 4

Wipro recommends Windows® XP Professional for Business



“Look at his desk!”



INTRODUCING
SuperGenius **POWERSLIM**

Wipro presents PowerSlim. Desktops powered by Intel® Pentium® 4 processor with HT Technology.

It's slim, sleek and powerful. And it's making heads turn. The new Wipro SuperGenius PowerSlim, powered by Intel® Pentium® 4 with HT Technology, delivers blazing speed and heavy duty performance. It's a lean, mean machine that kickstarts business productivity. And is backed by the Wipro promise of reliability. Go ahead. Get the look of the future for your office.

Wipro SuperGenius PowerSlim WSG14259 series

Intel® Pentium® 4 Processor 3.0 GHz with HT Technology
Genuine Microsoft® Windows® XP Professional
Intel® 915 GV Chipset
256 MB RAM
15" TFT Screen
80 GB SATA HDD
Slim CD-Rom
Keyboard and Mouse
1 year warranty

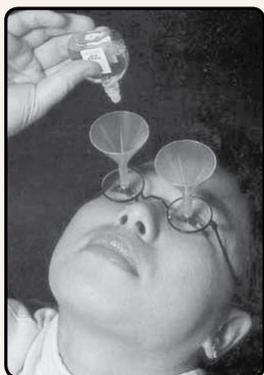


Call toll free **1600 3453312** or email supergenius@wipro.com

www.wipro.in

Celeron, Celeron Inside, Centrino, Centrino Logo, Core Inside, Intel, Intel Logo, Intel Core, Intel Inside, Intel Inside Logo, Intel SpeedStep, Intel Vii, Itanium, Itanium Inside, Pentium, Pentium Inside, Xeon and Xeon Inside are trademarks or registered trademarks of Intel Corporation or its subsidiaries in the United States and other countries.

Is gut instinct passé?



“Management will go from art to science. Bigger, more complex companies demand new tools to run and manage them. Indeed, improved technology and statistical-control tools have given rise to new management approaches that make even mega-institutions viable,”

Ian Davis and Elizabeth

Stephenson write in ‘Ten Trends to Watch in 2006’ in the January 2006 issue of *McKinsey Quarterly*.

“Long gone is the day of the “gut instinct” management style. Today’s business leaders are adopting algorithmic decision-making techniques and using highly sophisticated software to run their organizations. Scientific management is moving from a skill that creates competitive advantage to an ante that gives companies the right to play the game.”

The second business trend the authors believe is that the role and behavior of big business will come under increasingly sharp scrutiny. As businesses expand their global reach, and as the economic demands on the environment intensify, the level

of societal suspicion about big business is likely to increase. “The tenets of current global business ideology—for example, shareholder value, free trade, intellectual-property rights, and profit repatriation—are not understood, let alone accepted, in many parts of the world. Scandals and environmental mishaps seem as inevitable as the likelihood that these incidents will be subsequently blown out of proportion, thereby fueling resentment and creating a political and regulatory backlash. This trend is not just of the past 5 years but of the past 250 years.

The increasing pace and extent of global business, and the emergence of truly giant global corporations, will exacerbate the pressures over the next 10 years. **Business, particularly big business, will never be loved.** It can, however, be more appreciated. “Business leaders need to argue and demonstrate more forcefully the intellectual, social, and economic case for business in society and the massive contributions business makes to social welfare,” the authors suggest.

The third trend is about the new emerging global industry structures. In response to changing market regulation and the advent of new technologies, **non-traditional business models are flourishing, often coexisting in the same market and sector space.**

In many industries, a barbell-like structure is appearing, with a few giants on top, a narrow middle, and then a flourish of smaller, fast-moving players on the bottom. Similarly, corporate borders are becoming blurrier as interlinked “ecosystems” of suppliers, producers, and customers emerge. Even basic structural assumptions are being upended: for example, the emergence of robust private equity financing is changing corporate ownership, life cycles, and performance expectations. Only companies using efficiencies gained by new structural possibilities will capitalize on these transformations.

No frills chic

No-frills chic can be defined as low cost goods and services that add design, high quality elements and/or exceptional customer service to create top quality experiences at bottom prices.

No-frills chic is a low cost revolution (think Kingfisher Airlines, Wal-Mart) representing a growing powerful force of product and experience. This is in many ways a natural evolution of the no-frills concept: in the end, there aren’t that many goods and services that require no experience at all, even if available at very little cost, whether it’s a three hour air trip or a one hour shopping spree. So creating a no-frills chic experience will win over some of the most cost-conscious consumers, and lure other customers away from the traditional luxury market.

And when it comes to accommodation, the Tata’s Rs. 1,000 a night business hotel and the 25-Hours Hotel in Hamburg, Germany combine

boutique with affordable rates. The business model for them is: ‘Who says you can’t have style on a budget?’

Mind you, no-frills chic is not the same as ‘recession chic’! With consumers caring less about certain status symbols, the low cost revolution is here to stay, yet so is the need for esthetic pleasure and experience. The reason a trend like no-frills chic is important to all B2C sectors has to do with its power to change consumer expectations. Frugal consumers will like the chic experience at virtually no extra costs, dumping no-chic low cost offerings. And old-style ‘luxury’ consumers may be tempted to forego more expensive, traditional products and services.



Vol. 2 - ISSUE 7

Printed, published and owned by Benedict Paramanand and printed at Rukmini Prakash & Mudra, 38, Behind Modi Hospital, Nagapur, Bangalore – 560 086; and published at Bangalore.

Editor – Benedict Paramanand, # 2, Bilden Park, G M Palya, Bangalore – 560 075.

Mission

To be an effective resource of information, knowledge and perspective to managers

Publisher & Editor	Benedict Paramanand
Assistant Editor	Vidhya C K
Contributing Editor	Rohtas Kumar
Illustrator	Babita Bhaskaran
Support	Satish Kumar
Media Consultant	Ravishankar N , Media Planning Associates
Management Consultant	Ranganath Iyengar, Strategic Interventions

Editorial Advisors

Ramesh Ramanathan	Founder, Janaagraha
Harish Bijoor	CEO, Harish Bijoor Consults
Rishikesh T Krishnan	Faculty, IIM Bangalore

Contributions in this Issue

Prof Bala V Balachandran	Faculty, Kellogg School of Management
V N Bhattacharya	Management Consultant
Bharat Gopalakrishnan	CEO, Tally Solutions Pvt. Ltd.,
Prasad Kaipa	CEO Advisor & Coach
Bharthi Jacob	Partner, SEED Capital
Ranganath Iyengar	Strategic Interventions

Online Edition: <http://www.managementnext.com>

For advertising details

www.managementnext.com/advertise

Subscription details

Print Version One Year Rs 400/- Two Years Rs. 750/- Three Years Rs. 950/-
Pdf version One Year Rs 200/- Two Years Rs. 350/- Three Years Rs. 500/-
Pay by Cheque/ DD / Credit Card / Fund Transfer

Send to

Rishabh Media Network
2, Bilden Park, G.M. Palya, Bangalore - 560 075
Ph: 91 80 25343404
email: benedict@managementnext.com

Design: Repromen Offset Printers Pvt. Ltd., Bangalore
www.repromenoffset.com

Information in this publication is drawn from a variety of sources, including published reports, interviews with practicing managers, academia and consultants. While doing so utmost importance is given to authenticity and integrity.

Letters and Article Submission

www.managementnext.com/submit
E-mail: benedict@managementnext.com

Copyright © Rishabh Media Network

Continued from Page 1

with a big belly.” It means that a CEO should have a big appetite. This also means, a CEO should be in a position to listen to all kinds of ridicule and yet be thick-skinned.

The symbolism of Lord Ganesh’s illustrates that Indian culture and values are very rich and it only takes a bit of effort to see meaning behind them. The challenge is: those who appreciate it should communicate it effectively.

THE POWER OF CULTURE

Like Prof. Bala, his former colleague and friend Prof. Hayagreeva Rao, Professor of Organizational Behavior at Stanford University, also evangelizes the power of Indian culture and the contribution it can make to the field of Management.

“Culture is, without doubt, the most important factor in building enterprises and sustaining them,” Prof. Rao says. He refers to Lou Gerstner, former IBM CEO’s book, *Who Says Elephants Can’t Dance?* where he says: “At the age of 55 I realized that culture is not just an aspect of Management, but the essence of the game.” Prof. Rao thinks that cross-cultural issues have become very important.

“Many mergers and acquisitions go awry simply because cultures don’t come together.” Companies are insisting on cultural audit these days to know upfront whether mergers or acquisitions will work. It’s common to hear people say: “If the needle moves too much, we walk away from the deal.”

Management gurus have identified several cultural universals and relativities that influence the functioning of organizations. Prof. Rao has found that the single most successful predictor of managers’ effectiveness when they are sent on international joint venture is the support of the spouse or partner, irrespective of whichever culture they belong to. He says: “People have undervalued this cultural universal aspect.”

Cultural relativities also vary among cultures. In some cultures, people prefer information in a hard, prescribed way and in some information is passed on through softer methods. Time preferences too vary between cultures. The key aspect however is not to undervalue one form at the expense of the other. For example, McDonalds offers similar experience in all its outlets anywhere in the world whereas Four Seasons hotel chain ensures a certain minimum universal standard yet makes sure customers sufficiently relish the local flavor.

Be warned. The price for ignoring culture will be very high even when the world appears to be shrinking into one big village. And if you are bored of management gurus belting Western management tracks, tune into Indian mantras for some inspiration.

Management lessons from Karl Marx

A CEO's library is not complete without books such as Sun Tsu's *Art of War*, Carl von Clausewitz's *On War*, and Miyamoto Musashi's *Book of Five Rings*. True, there's plenty to learn from these centuries-old military strategists. But, surprisingly, the most valuable lessons may come from a source most 21st Century capitalists would never take seriously – Karl Marx. Jon Stewart of the Zyman group delves deep into management lessons that can be gleaned from Karl Marx's success in making Communism a religion.

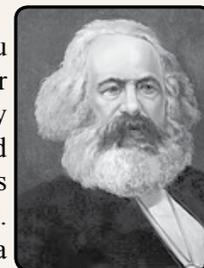
The first big lesson is in marketing. In the face of massive hostility towards Communism in Europe in the 19th Century, a lot of Communists were ready to close shop. But Karl Marx and Fredrick Engels saw a tremendous marketing opportunity. They saw that Communism was already acknowledged as a power but that, as a movement, it was directionless, leaderless, and largely ineffective. So they created a document, the *Communist Manifesto*, that clearly laid out what Communism was, how it differed from other social movements, and exactly what its goals and objectives were. Eventually, it became one of the most widely read and discussed documents in history.

Get the Facts Fast

Get the facts and get them fast. You need to know where you are and how you got there. In order to answer these questions you need to understand that there's a big difference between what your company is and what it does. Take Starbucks, for example. You might think that it's a coffee company, and what they do is serve it to people. But you'd be wrong. As Starbucks CEO Howard Schultz puts it, "We're not in the coffee business serving people, but in the people business serving coffee." Having a firm grasp on the difference between *what you do* and *what you are* will enable you to identify your obstacles, as well as the behaviors, that need to change.

Know Your Enemy

As part of your Manifesto, you need to accurately identify your competition and know exactly what you're going to do to respond to changes in your market. This is where a lot of companies fail. Most of these firms have no idea about their competitors.



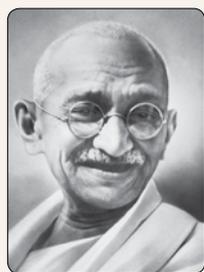
No Change, No Gain

The things that got you where you are today can't get you where you want to go – if they could, they would have. Everything – people, policies, habits, and even the way your business is structured should be on the table and subject to change. You may even need a new table. But, this is where a lot of executives run into trouble, falling back on pat phrases like, "We've always done it this way."

Dump Democracy

At every step on the path toward creating a Manifesto, remember this: it's fine to get some input from people you trust, your company is not a democracy. All great political leaders have had key advisors they relied upon to help make tough decisions. But in the end, as Harry Truman put it, "The buck stops here."

Branding lessons from Gandhi



In the true spirit of searching for inspiration from non-business sources, two Australian professors have landed on a treasure trove. They have unearthed unique branding strategy from Mahatma Gandhi's philosophy of Non-Violence – 'Achieve your goals without engaging in direct battles with rivals.'

Dr Ranjit Voola, professor of marketing at the University of Sydney and Prof Aron O' Cass, chair of marketing at the University of Newcastle, in their research paper presented at IIM Ahmedabad recently, recommend Gandhian philosophies for devising marketing strategies. Their research shows how Gandhi's philosophies were based on his own beliefs and capabilities and not on his understanding of his competitors.

Similarly, companies can do well if they apply their own strengths instead of trying to identify weakness of competitors. Therefore, strategies based on ones own capabilities can lead to competitive advantage. And when based on the concept of non-violence, firms can win without engaging in direct battles with the rivals.

The authors believe that Mahatma Gandhi was a quintessential strategist and a savvy brand manager. His philosophies and leadership qualities have clear implications for contemporary corporate strategy of developing strong brands that present clear and consistent positioning.

Gandhi's definition of a customer

- A customer is not an outsider to our business. He is a definite part of it. A customer is not an interruption of our work. He is the purpose of it.
- A customer is doing us a favor by letting us serve him. We are not doing him any favor.
- A customer is not a cold statistic; he is a flesh and blood human being with feelings and emotions like our own.
- A customer is not someone to argue or match wits with. He deserves courteous and attentive treatment.
- A customer is not dependent on us. We are dependent on him.
- A customer brings us his wants. It is our job to handle them properly and profitably - both to him and us.
- A customer makes it possible to pay our salary, whether we are a driver, plant or office employ

Design always wins



Apple Computers, through their iMacs and now iPods, have demonstrated that a business model based on design as the differentiator can be sustained. Taking this truism to the next level is Bang & Olufsen, headquartered in Struer, Denmark. The headoffice's smooth, clean lines of glass, metal, and dark stone rising out of the weathered fields suggest a futuristic utopia emerging from a hopelessly arcane terrestrial existence.

The office is a perfect backdrop for B&O's line of visually stunning, supremely distinctive products. It unveils only four or five each year, like an \$18,000 pair of speakers and a \$19,000 42-inch brushed-aluminum plasma television so striking that customers joke they prefer to watch it when it's off.

For 80 years, groundbreaking aesthetics coupled with sci-fi features, such as a CD player that opens with the wave of a hand, or self-equalizing speakers, have given B&O products a magical quality that transcends the stylistic comings and goings of competitors.

Making this happen, year after year is a strong belief – Design always wins.

And it appears designers have the last word in the company. B&O's current CEO Torben Ballegaard Sorensen told a *Fast Company* journalist recently: "Personally, I have no influence on design." His task is to simply ensure that B&O's design process continues unfettered, as it has since the 1960s. Sorensen runs the company's operations, but he hands over control of product development and design to one superdominant personality—a freelance designer, David Lewis. To Lewis one of the elementary principles of design is: "Sometimes, it's what's not there that really counts." That is, truly elegant design incorporates top-notch functionality into a simple, uncluttered form. The company's competitive edge therefore derives solely from purism.

To Lewis it's important to keep some distance from the company so he can present challenging, almost absurd design ideas without regard for internal marketing or engineering issues.

B&O's problem today is that other electronics manufacturers are starting to think like they do. Apple's iPod is a case in point. Products like the iPod, which make available groundbreaking design and technology at mass-market prices, signal a potential threat to B&O.

But neither Sorensen nor Lewis seem particularly concerned. If executed right, they believe, their adherence to design purity will insulate the company for decades to come. In any case, they understand that fanaticism is all B&O really has.

Do you know your customer?

A recent Bain & Company survey reveals just how commonly companies misread the market. They surveyed 362 firms and found that 80 percent believed they delivered a "superior experience" to their customers. But when they asked customers about their own perceptions, they found that they rated only 8 percent of companies as truly delivering a superior experience. Clearly, it's easy for leading companies to assume they're keeping customers happy; it's quite another thing to achieve that kind of customer devotion.

So what sets the elite 8 percent apart? The survey found that they take a distinctively broad view of the customer experience. Unlike most companies, which reflexively turn to product or service design to improve customer satisfaction, the leaders pursue three imperatives simultaneously:

- ✍ They **design the right offers and experiences** for the right customers.
- ✍ They **deliver these propositions** by focusing the entire company on them with an emphasis on cross-functional collaboration.
- ✍ They **develop their capabilities** to please customers again and again—by such means as revamping the planning process, training people in how to create new customer propositions, and establishing direct accountability for the customer experience.



A global HR confluence you would not want to miss!



Department of Management Studies, Indian Institute of Science (IISc) and National Institute of Personnel Management-Karnataka Chapter (NIPM) present **“International HR Confluence 2006”** a conference for the business leaders of today and tomorrow who deal with the amazing “employee” talent to define the growth and progress of corporate enterprises. Centered around **“Enabling Execution Excellence-Global Agenda”** the conference is from Feb 15-18, 2006, at Bangalore. The conference brings together some of the finest management speakers, academicians and industry professionals on a common platform that will inspire ideas and provide practical solutions to the HR challenges confronting organizations today.



CEOs Forum- Feb 15, 2006

Prof. Bala Balachandran, J.L. Kellogg Distinguished Professor and one of World's top management speakers will facilitate a presentation/discussion on the theme “Enabling Execution Excellence Through Leadership and Accountability”. An unique leaders forum planned exclusively for CEOs and Directors, it will focus on the transforming face of corporate leadership and the evolving role of the chief executive. It is the leading platform for business and thought-leaders to explore new developments on the CEOs agenda in India and elsewhere.

Pre-Conference Tutorials- Feb 15, 2006

Customized HR Modules for your Organization - Pre-Conference Tutorials is facilitated by experts, professionals and academia on key themes, and on emerging and innovative practices in the world of HR. The tutorials include useful case studies and vibrant topics in HR management.

Main Conference - Feb 16 - 17, 2006

Spanning over two eventful days, top business leaders, management speakers, intellectuals, bureaucrats and government heads from India and across the world will cover a spectrum of important HR themes and topics that will encourage, contribute and influence global practices in corporate HR management and policies.

Post-Conference Tutorials- Feb 18, 2006

Customized HR Modules for your Organization - Post-conference Tutorials features noted speakers on the themes of knowledge management and the dynamic role of HR in the context of competition. The Asian Model and various interesting themes like “spiritual outlook” to management are discussed.

Academic Practitioners Forum- Feb 18, 2006

Harness the Author and Speaker in you - Academicians, authors and speakers are invited to present papers and speak on selected HR topics of interest. An innovative program that will serve as a unique platform for the participants to exchange ideas and interact with top professionals in the industry.

Poster Session-Feb 15th - 17th, 2006

A terrific opportunity for young HR professional to articulate their innovative thoughts through poster presentation.

Exhibition-Feb 15th - 17th, 2006

A never before exhibition which features some of the finest organizations in India and abroad.

For details, latest updates and online registration please visit www.hrconference2006.com

Conference Secretariat, Dept. of Management Studies, Indian Institute of Science, Bangalore - 560012, India.
Phone: +91-80-22932378 / 22933272 / 23466020. Fax: +91-80-23604534. E-mail: hmr2006@mgmt.iisc.ernet.in

How to box into the future

Prof. Vijay Govindarajan, CEO coach and a strategy expert at Tuck School, has an interesting and a simple way of asking companies to plan for the future. He puts everything an organization does into three boxes. Manage the present – box one, selectively abandon the past – box two and create the future – box three.

The way you engage in box one is very different from the way you engage in box two and three. Competition for the present is in response to continuous changes, and competition for the future is in response to discontinuous changes.

Prof. Govindarajan's pitch with companies has always been – what are you doing in 2006 across the three boxes so that you remain relevant in 2020. Indian corporates are addressing box one issues but fail in comparison to the issues in box two and three.

In a recent interview with *Business Standard*, Prof. Govindarajan said that every company faces a performance and innovation gap. He thinks India

has done well so far in closing the performance gap. The challenge is how to close the innovation gap. This gap can be filled by rewarding people differently, allowing risk taking in organizations, empowering lower level employees and allocating resources differently for innovation projects.



Evaluating the innovator's performance is one of the most difficult for a CEO. The authors believe that telling innovators that they will not be evaluated based on some numbers but subjectively, based on their speed of learning and the quality of their decision-making, will work well. This approach may help project leaders reassess and redirect without becoming

defensive. "Knowing that numbers will not speak for themselves, your innovator will be anxious to demonstrate learning and adaptability." The authors suggest that through frequent interactions you will get to know your innovators in depth.

Prof. Govindarajan's new book, co-author Chris Trimble, – *Ten Rules for Strategic Innovators: From Idea to Execution*, is all about the need for paradigm shift in the way we organize and manage innovation-deficient companies.

Fire late sitters: Narayana Murthy

Most Indian executives have been habitual late sitters either because they don't have life outside work or they have incompetent bosses. A few enlightened CEOs have realized that habitual late sitters are a liability to the company. The solution is in changing their behavior or firing them.



Mr. Narayana Murthy is one of those who hates late sitters. According to the Infosys mentor: "Whatever the reason for putting in overtime, working long hours over the long term is harmful to the person and the organization."

Often people who sit late make mistakes more often due to fatigue. People are known to work Tuesday through Friday to correct mistakes made after 5 pm on Monday.

As managers, there are things we can do to help people leave the office. First and foremost is to set the example and go home ourselves. I work with a

manager who chides people for working long hours. His words quickly lose their meaning when he sends these chiding group e-mails with a time-stamp of 2 am, Sunday. Second is to encourage people to put some balance in their lives.

For instance, here is a guideline I find helpful:

1) Wake up, eat a good breakfast, and go to work. 2) Work hard and smart for eight or nine hours. 3) Go home. 4) Read the comics, watch a funny movie, dig the dirt, play with your kids 5) Eat well and sleep well.

This is called recreating. Doing steps 1, 3, 4, and 5 enable step 2. Working regular hours and recreating daily are simple concepts. They are hard for some of us because that requires personal change. They are possible since we all have the power to choose to do them.

Another problem is that people who are in the office for long hours are not pleasant company. They often complain about other people (who aren't working as hard); they are irritable, or cranky. Other people avoid them. Working regular hours and recreating daily are simple concepts.

"They are possible since we all have the power to choose to do them," he says. Mr. Murthy's mantra is – Love your job but NEVER fall in love with your Company.

Bangalore's Innovation Brigade

NASSCOM's first Innovation shortlist includes SMEs from Bangalore that have distinguished themselves as imaginative thinkers, product developers and service providers.

Despite their size, these organizations have managed to make a breakthrough in the cut-throat global IT services marketplace and even built a prestigious base of loyal customers.

Subex Systems Limited

Set up in 1992, this software products company is actively addressing the fraud management market within the telecom vertical. Subex's flagship product, Ranger, detects fraud-related revenue leakages in a communication service provider's network. Ranger, has over 75 customers and 118 global installations.

The Innovation

Subex's expertise in the field of Fraud Management and Revenue Assurance is centred around an adaptive threshold engine that automatically adjusts the thresholds of rules set to monitor each telecom subscriber for fraud. The use of an unsupervised neural network model to profile and fight telecom fraud is also a significant product innovation introduced by Subex.

Bangalore Softsell Ltd.

A leading technology and solutions provider in migrating legacy applications to new technology, Bangalore Softsell is helping customers take the risk-averse approach and move into enterprise-architected, scalable applications to control TCO. The company's solution, LeMiT offers organisations a way to move forward, protecting their legacy applications, yet future-proofing their business.

The company's customers include a mix of global and Indian organisations such as Metropolitan Life of South Africa, Middle East Airforce, Satyam Computers Ltd. of India and Saince of the US.

The Innovation

Bangalore Softsell's innovative product suite, LeMiT (Legacy Migration Technology) allows customers to migrate their applications written in COBOL, PICK, RPG and Powerbuilder to Java and .Net technologies. LeMiT (a mix of automation and a custom-built migration process called Kinetic) contains a knowledge mining utility, to cull out the knowledge stored in legacy programmes from source codes. This information is used by other modules to convert legacy files and screens to new technologies and convert the flow-driven legacy language to open technology.

CG-Smith Software Private Limited

Established in 1994, CG-Smith Software Pvt. Ltd. (CGS), is focused on developing real-time and embedded software solutions.

CGS has developed 'Network Operating System' (NOS) components that are being used by 24 major Tier I suppliers, providing 27 ECUs to four leading automotive OEMs worldwide. In 2003-2004, CGS was selected by a leading group of carmakers as a supplier of reusable NOS components. CGS is the only company from India to have developed products for the automotive industry worldwide.

The Innovation

The 'NOS' components developed by CGS consist of a Communications Layer, Network Management Layer, Diagnostic Kernel and Bootloader. CGS has developed these components using specifications outlined by Automotive OEMs and defined by international standards bodies.

Skelta Software

A relatively recent entrant into the software and services marketplace, Skelta Software has developed a product that provides a .Net-based embeddable Workflow framework and other components that can solve problems associated with Business Process Management (BPM) for the software development community.

The company, a Microsoft Gold Partner, launched its Skelta Workflow .Net product in October 2004. Today, the company boasts a prestigious, 200 plus customer base which includes names such as Motorola, Siemens, Deloitte, Infosys and i-flex, among others.

The Innovation

Skelta's 100 per cent embeddable .Net workflow engine can be integrated rapidly and seamlessly with any application. The company has been the first to come out with an embeddable framework that can be used as components or controls that programmers can drag and drop into their applications. Its loosely coupled architecture opens up the possibilities of extensive customisation. The .Net engine is stated to be the only one to offer native clustering and real active — active load balancing across multiple machines to provide enterprise-wide scalability. In addition it provides all components and controls (including the process designer) that are 100 per cent web-based.

Encore Software Limited

Set up in 1990, Encore has built up expertise in the area of DSP technology and embedded systems. The company's product SATHI, targeted at the defence market enables users to automate military and counter-insurgency operations, which were earlier conducted manually.

The company delivered the first prototypes of SATHI to the Indian Army in April 2003 before a similar product was introduced anywhere in the world. SATHI was first used in military operations May 2004.

The Innovation

SATHI uses a scaleable mobile computing platform and offering an on-board GPS Receiver, an RF subsystem for adhoc networking between devices, a GIS Engine for handling and display of GPS positions of all members, and several other advanced features that make it a very contemporary tool for military operations.

For innovation trigger visit www.erehwonconsulting.com



The art & science of ERM

As technology blurs out physical transactions, our perception of enterprise riskmanagement takes on several new dimensions and challenges

By Ranganath Iyengar

Businesses today are becoming more complex be it global orientation & presence, diverse and distributed work force, multiple currencies, shorter shelf life of services etc. - this translates into unforeseen business situations or challenges that manifest as risks for the business. Although risk management has been talked about for decades, it has gained more prominence with unprecedented dependence of technology for business be it systems automation (procurement, supply chain, trading etc) or money management (banking, financial services, capital markets, money markets etc) going more and more online.

As technology blurs out physical transactions, our perception of enterprise risk takes on several new dimensions and challenges. Let us look at the different components of Enterprise Risk Management (ERM). ERM took on a new meaning and pace after the financial scandals that hit several large corporations in the recent past.

ERM standards and components

ERM as any other subject needs a common understanding and this has been recently provided by the COSO (Committee of Sponsoring Organizations of the Tradeaway Commission).

Whilst ERM is viewed at by organizations through processes such as financial controls, compliance, corporate governance, IT security, business continuity, insurance, authority matrices etc, the COSO framework provides for process clarity and also paves an approach for a tool based implementation for organizations.

ERM components include Risk strategy definition, Risk ownership, Risk identification, Risk ranking, Risk treatment and creation of Risk solutions.

A cross-functional support process ensures ongoing implementation very similar to Quality systems in an organization.

The heart of ERM – Internal controls

The primary objectives as per COSO are efficient and effective operations, accurate financial reporting and compliance with laws and regulations all of which are on the top of any CEO or CFO agenda. The best way to control enterprise risk is to put a robust framework of internal risk controls that is not people dependant – a well-illustrated

example is of Boeing which was one of the pioneers in doing this.

Some of the key components of an effective internal control mechanism include the Control Environment (foundation & structure), risk assessment (identification and analysis by the company management), control activities (policies, procedures and practices), information and communication (providing risk management information in a frame and form for people to use) and monitoring (external oversight of internal methodologies, checklists and test procedures).



Tools and Techniques

ERM has spawned a niche software industry of its own. ERM solutions are best positioned with ERP, BPM or other enterprise class software since most of the risk metrics use basic organizational metrics as an input for analyzing the implementation and effectiveness of controls. It may also be appropriate to link ERM systems to quality systems since inherently quality systems do measure different functional aspects of an organization.

Since ERM may not strictly be software alone and needs consulting & domain knowledge, the solution players are very specialized and could be offshoots of insurance / financial services companies as well as risk management companies. Some examples include DFA Capital Management Inc (Risk management for Insurance companies), PACEmaker™ & SarbOxPortal™ from Protiviti, SAS Risk Management (Risk intelligence and analytics), AON, UK (ERM process consulting), Risk Management Technologies from Australia (Business Risk Management), IXOS (Corporate Governance & Compliance solutions), and PeopleSoft ERM from Oracle etc. In India, ERM solutions that are available include E&Y's RiskManager™, Reveleus™ from iFlex (Risk analytics), ISG Novasoft's Risk Management Compass, IPS Sendro (ERM, Basel II etc) and ESSTECH Software's tools for Basel II.

Summary – ROI on ERM

ERM thus includes process efforts, tools, involvement of people across the organization and constant monitoring of enterprise risks & threats. The biggest risks that ERM helps address include intellectual property and financial systems. From an ROI perspective therefore, ERM helps management teams proactively address corporate and IT governance and build in effective internal controls to monitor different risk categories of risk and meet local compliance needs in different geographies through a unified process & technology framework.

ERM also helps demonstrate management commitment to financial, operational and governance controls and not merely paper simulations. So, maybe the next time you want to get your senior colleagues' attention, ERM may be a good 'management' conversation piece!

Ranganath Iyengar is Managing Partner, Strategic Interventions India Pvt. Ltd. www.siiplconsulting.com

Reconnecting Wharton days



By Bharthi Jacob

The Wharton School of the University of Pennsylvania held the Wharton Global Alumni Forum from Jan 5 – 7th, 2006 in Mumbai. The Wharton School hosts three Global Alumni Forums every year – in different parts of the world. The Mumbai event was special for two reasons – it is the first time that such an event was being held in India and at this event, Wharton also kicked off its 125th year celebrations. Yes, it is 125 years ago that American entrepreneur and industrialist Joseph Wharton came to University of Pennsylvania with a proposal to start a collegiate business school – a very radical idea for its time. 125 years later, Joseph Wharton’s legacy lives on as the oldest but one of the best business schools in the world

The Global Forum provides a unique opportunity for alumni to network with old friends, make new friends and to listen to some interesting debates and speakers. The Mumbai Forum – began on Jan 5th. The theme of the conference was “Inflection Point” – **Is India At An Inflection Point In Its Development To Be One Of The Economic Powers? Is Indian telecom growth at an inflection point? Is the outsourcing wave at an inflection point?**

The first day began with a session with Prof Jeremy Seigal of the Wharton School – he talked about the future for investors – in USA and India. Prof Seigal’s classes at the Wharton School are legendary – if one arrives at the scheduled time for the class, one might just manage standing place! Always packed, always current and relevant for the day. Yet again, he didn’t disappoint – his sessions included data on how dividend yielding stocks perform over the long run in terms of returns, and how India’s demographics will play a major role in its growth (while the world grows old – India will remain young).

Another notable session was on “**What Can India And China Learn From Each Other**” – I personally found the topic very interesting as it implies that we have moved away from the conventional “What should be India’s China strategy” or “What should India learn from China to achieve similar growth rates” to the view that, India and China will grow at their respective paces. Both countries have unique strengths so cooperation rather than competition may define relations between the two countries in the future.

The panel discussions on the first day ended with a talk by Union Finance Minister, Mr. P Chidambaram. The finance minister started the speech by wondering whether India was at an Inflection point in its growth. He said that 2006 could be the inflection point provided the current government is able to take some hard decisions on the reform process. He spoke about working within the constraints of coalition politics and that change or reform process is a “slow, long, and torturous process” and can be done only through “consensus building”. The silver lining being that since the reform process was carried out through consensus building – it was durable and irreversible.

Perhaps the liveliest panel discussion was with Young Parliamentarians on whether “Economics Will Triumph Over Politics”. Both the UPA and NDA were represented on the panel, the UPA fielded Sachin Pilot (a Wharton alumnus) and Ajay Maken while Jay Panda and Manvendra Singh represented NDA. It was heartening to see the panelists share similar experiences, strong camaraderie and

It was also gratifying to see that the “next gen” of politicians was very articulate, well read and acutely aware of the problems – hence well placed to lead this extremely diverse and most populous democracy.



easy banter. The views were unanimous and echoed what the Finance Minister said the previous evening - coalition politics is here to stay (20 languages, 30 states and 40 political parties), the economic reform process will continue, albeit slower than many of us would like and that India will find its rightful place in the world as the economic power house. It was also gratifying to see that the “next gen” of politicians was very articulate, well read and acutely aware of the problems – hence well placed to lead this extremely diverse and most populous democracy.

The Mumbai conference attracted the largest number of delegates (650) from 23 different countries and raised the largest amount of money – hence it has been the first in many ways. Personally, I found the experience very enriching – reconnected with many old friends, made a few new ones and was able to discuss and debate with many thought leaders on diverse issues in a very collegiate atmosphere. Yes, the biggest success of this event was that there were no political or corporate hierarchies – though leaders mingled with the alumni as one of them.

Virtual Anthropology

Let's face it, the art of trend watching often isn't particularly academic. A mix of curiosity and open-mindedness, and a fascination with manifestations of the (seemingly) new will get you a long way.

And subsequently applying your findings and spottings and turning them into new goods, services and experiences for, or even better, with your customers is more about creativity and guts than about endless studies and number crunching. Sure, numbers are important, but more as evidence than as a starting point.

No wonder, then, that 'observing' and 'inspiration' are at the core of what trend watchers do, and that many of their activities could be described as a 'diet' (or in Europe: 'light') version of anthropology. To refresh your memory,

anthropology consists of the study of mankind with a strong emphasis on fieldwork. Or, when it comes to business: the study of how consumers live and work. No wonder that corporations are eager to get anthropologists on board these days: saturated, demanding and often blasé consumers can only be catered to in profitable ways if one truly immerses oneself into their lives. Immersion hopefully then leads to discovering latent needs, which in turn should inspire businesses to come up with new goods, services and experiences that truly excite consumers.

A word of warning: VIRTUAL ANTHROPOLOGY in a business setting is about finding out what consumers (may) need, what may delight them, what you could or should do next to better serve them. It's about inspiration and curiosity. It's not about spying on consumers, or worse, trying to sell directly to individuals whose postings, musings, pictures, and videos you've come across.

Sure, all of this content is public, and people do offer a snapshot of their lives because they want to share, or even want to be seen by many, but they're obviously not putting all of this stuff online just for you, the corporate virtual anthropologist. Don't be mistaken: the ongoing power shift towards consumers means that if you sin, your punishment can be unpleasant and instant.

Uber Premium

Coined by Andy Grove in his book *Only the Paranoid Survive* what such a transition does to a business is profound, and how the business manages this transition determines its future."

Uber Premium is all about status-craving consumers hunting down the next wave in exclusive goods, services and experiences that are truly out of reach for 99.9% of the mass. The phrase Uber Premium was first coined by Tyler Brûlé a [Canadian](#) journalist and magazine publisher.

The term is increasingly found in the experience part of the economy: an exclusive personal experience can provide for hard-to-imitate uniqueness in ways physical (and uniform) products can't. And for members of GENERATION C, status not only comes from what they consume or experience, but also from what they create. So will creativity become an alternative source of status? That could actually make uber premium one of the last gasps of the consumer society as it is known in industrialized nations.

Or how about the notion of luxury shifting towards something less influenced by the aspiration to consume like those richer than you; and instead find value and satisfaction (hell, even status!) in having more time to oneself, or spending more time with one's family and friends, or in new forms of spirituality?

Simultaneity

Simultaneity, coined by Subroto Bagchi, co-founder of Mindtree Consulting, is zero latency in an organism. Zero latency between thought and transmission of thought and activation of a collaborative framework of decision making. In the 90s, simultaneity had a different meaning. Then, there was zero latency between taking a decision and transmitting it to the point of implementation. Decisions were point-based and there was zero interactivity at all levels.

Metabolic Leadership

Passionate Leaders who instill a Discipline of Execution, a Quick Tempo Culture and an appetite to "Eat Radical Change for Breakfast")

Black Swan

An extremely rare, or unlikely event, this can also be defined as a rare event that cannot be predicted.



Granularity

Speaking about a topic using specific instead of general information to explain the topic.

Organizational Memory

Experiences had by early members of an organization which are distilled into the form or training and customs for later generations.

Poisoned Pawn

A tempting target, but one whose capture would ultimately be self-destructive.

Schwerpunkt

The point of greatest emphasis in blitzkrieg warfare; the tip of the spear.

Systempunkt

The point of greatest emphasis in open source warfare

Tournament of Shadows

This term was used by the Russians to refer to their struggle with the British Empire in Asia during the 1800s.

Do you know your ERP?



Business owners and CIOs need to get smart while selecting an ERP solution for their enterprise.

Bharath Gopalakrishnan offers some tips

“ One thing IT has been successful in doing to businesses all around is to throw a lot of jargon. The ERP world is no exception. How many of these are myths? Plenty. ”

The author is President, CEO, South Asia Business, Tally Solutions Private Limited

When businesses look for an enterprise resource planning (ERP) solution, their primary objective is to bring in a sense of knowledge management resulting in quicker, efficient and informed decision making which helps run the business better, while addressing the pain-points of the various links in the business chain. Business owners know one thing well – how to run their business, for their environment (read market-space of their geography), and when they want to implement an ERP solution, they want the ERP solution to facilitate this. It is not the other way around.

Instead, from what one has been constantly seeing, ‘traditional’ ERP solutions are possibly more suited for developed and steady state markets. They first aim at strait jacketing the business model, the internal processes, the associated workflows etc., to suit the traditional ERP being offered. This is the very pain-point that the business is grappling with – the process of change that results from growth!! Where does this path of ‘traditional’ ERP lead?

The business adapts to the ERP

Ensure that the ERP solution is flexible and is **designed intrinsically for iterative change** in processes and workflows.

Long implementation times

When the first step in implementing is to change the way you do your business, you are looking at indefinite and prolonged solution deployment cycles. Instead, look for a solution **that can go live on day one of delivery** and can dynamically and iteratively adapt with your business, and its constant changes.

Visible and Hidden costs of ownership

Many of the ‘traditional’ ERP solutions reveal a purchase cost and a host of other costs which are varying depending on number of users, number of CPUs, number of database licenses you need and the changes required for iterations. This is due to their fundamental design and not being adaptable to iterative implementation. This leads to **cost of ownership** several times the cost of the user license costs. **Therefore, it is important to know all the costs involved before hand that**

you would incur till the solution reaches a stage where it adapts to your business needs. And please value the cost of time taken as well, to reach this stage.

Business discontinuity

Business continuity is vital in our environment. We are all used to power cuts/trips in our offices and this is in spite of having enough ‘robust’ UPS devices. In the event of a power failure, which could at least sometimes, result in a database crash, what is its impact on the business which is dependent on the ERP system being used? If the answer is: several days, then I believe the business is heading for trouble. **The ERP for the Indian environment (and other markets like India) should offer the shortest downtime in its business. Look for all aspects in the ERP solution that are suited for the best business continuity. Do’ traditional’ ERP solutions offer this? Please ensure that you verify this.**

These are only some aspects that have been put forward. There are quite a few more that business owners should look out for when selecting an ERP solution for their business. One thing IT has been successful in doing to businesses all around is to throw a lot of jargon. The ERP world is no exception. How many of these are myths? Plenty. For those interested, I would love to explain and this would befit a half-day seminar by itself.

As a final thought, let me leave you with this: When we buy a car in India, many of us look out for its adaptiveness to Indian terrain, traffic maneuverability, parking challenges, serviceability, visible and hidden costs. And all this changes everyday. We do not just look at the brand. Do the same for an ERP solution. Look out for how it suits your business for the Indian environment where you are constantly changing and evolving due to **growth**. Remember, **growth** means **Change**, and your ERP should be adaptable to this realistic paradigm.



Prof Bala V Balachandran

India has the brainpower and creative skills. With some entrepreneurship Indians can generate huge value in whatever they are doing

India is expected to be the third largest economic player by 2027, next only to US and China. This is possible not through any miracle, but the responsibility of taking India to great heights lie with the future generation.

Momentum, as we know, is mass and velocity. Till recently, India had huge mass but lacked velocity. But now, it possesses both and if these two multiply, it can create value. So, how do we do create value? Let the young generation create value, create jobs. To do this, you have to be entrepreneurial.

What does it take to be an entrepreneur? At present, in the country, everybody talks about excellence – service excellence, manufacturing excellence, and the like. Previously, we looked at time value of money and discounted cash flows. Now, we have to look at money value of time.

Due to competition and new products coming into the market, the price of products we are producing or the service we are providing is coming down. On the other hand, we have to take care of customer satisfaction. More customers today demand better quality, better feature, better functionality and better options. But will they pay the price for the same? No. So the cost is going up. If the price is going down and the cost is going up, what is common is decreasing margin from both sides. In such circumstances, how do you flourish as an entrepreneur?

The dilemma is: how do I make more money with the same customers, same products and same resources? There are two day-to-day operating strategies. You can either focus on the top line and increase revenue or focus on the middle line and decrease cost. Many people believe in increasing the market share or increasing the growth but without making a profit. Not a very good idea. If the cost is larger than the revenue, then the Sun is setting on your company. If the selling, administrative and support costs are

larger than the prime cost, probably the Sun has already set on your company.

The top line is influenced by two forces – market share and average price. And cost influences the middle line. There are two choices an entrepreneur can make on a daily basis - long term and short term put together. Either you focus on revenue, which means you put in your best marketing efforts. Or you cut down on cost. See which choice gives you better dividends.

Bala's 4Ms

Measure, Monitor, Manage and Maximize. Your goal should be to maximize profit. How do you do that? You have to manage the variable cost and sales revenue separately. Then you have to measure and monitor. How do you measure?

M. Treacy and F. Wiersema, authors of *Discipline of Market Leaders*, believed in three major disciplines: **operational excellence, customer centricity and innovation.** The next question is where do you put the maximum money? Analyze your core-competance (natural ability) and also if customers believe that you have the core-competency.

For example, Federal Express achieved its pre-eminence through operational excellence. Those who focus on operational excellence, I call them, defenders. When you are number one in the industry you have to defend your title. This is achieved through total cost management on a long-term basis. They automatically look at the cost and before competition can reduce the price, they beat the price because they reduce the cost preserving the profit. How do they do it? They create 'standardization.'

Southwest Airlines possess 270 Boeing 737s. So, any pilot can fly any plane and any spare parts can be used. That is the culture of cost. These companies are called delighters - they delight the customers. They create customization by targeting a segment of the customers. On a long-term basis, they indulge in strategic revenue management. They do this by segmenting the customers and satisfying them.

Innovention

Sony is already ready with the model of DVD and videocamera, which they will release

Momentum, as we know, is mass and velocity. Till recently India had huge mass but lacked velocity. But now it possess both and if these two multiply it can create huge value.

and Indian perspective

in 2009. This is **constructive destruction**. They will destroy their own product by raising a competition to their own model. I call this 'innovention', which is invention and innovation combined together. Such innovators are called 'dreamers.' What do they do? They believe in time-management, money value of time - timely launch of new products, timely withdrawal of old products.

Value-migration

These days, you are attacking a targeted customer. Therefore, you have to think of value migration. So, in addition to value proposition and value creation, you need to understand value migration as well. Value is an important contributory factor for the making of an entrepreneur.

Implementing strategies

Identify your strategy; it may be product **innovation, operational excellence or customer centricity**. Next, understand what are core business processes and critical business issues. From these you will know what performance measure you need to follow.

Follow **customer acquisition rates and customer defection rates**. Which customer is defecting and which customer I can target and attract in the face of fierce competition? That's a more powerful tool than profit. Once you understand performance measure, how do you improve on that? **There is no point in activity-based costing or cost management if you are doing value-management, like time or risk**. If your focus is on revenue management, then cost-management becomes inferior. But, if you focus on operational excellence, then cost-management is the best. So, understand what you are doing? You need to know what kind of data or information should be given to the right manager at the right time for the right reason.

How to understand your customers

As part of value migration, it is important to understand your customer. In 1991,

Procter and Gamble had US sales revenue four times larger than Wal-Mart. In 2002, Wal-Mart beat P&G to enjoy sales revenue, which was four times larger than the latter. P&G had several customers and many of us think that 30 per cent of the customers account for 70 per cent of the profit and vice versa or the Peroto rule. This may be true when accounting in the gross margin – revenue minus cost of goods sold. But to generate that revenue you have to produce the product and sell it.

These days the selling and administrative cost, considered to be below the gross margin, called the period cost and most often ignored, is big. So, for the first time we have identified that cost of service is also a cost rather than just the goods sold. And looked at together, some of the profitable customers at the gross margin were unprofitable.

The top 30 percent of the customers alone make 270 percent of the profit if we served only them. The next group we can call green customers, or the core customers. They are the true assets. Then there are the yellow customers or white customers. They are neutral customers who make up for 40 percent of the total – they neither give you profits nor losses. You need them to take care of excess capacity. Now comes the last 30 percent of the customers who bring down the cumulative profits to 100. Now, the question is: do you know them? If you know them, you have to fire them. Or worse, recommend them to your competition.

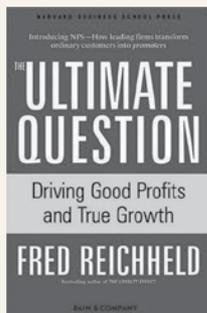
Now, how do you co-create value. The challenge is how do you convert lousy customers into assets? One way of doing it is to eliminate the cost and generate the revenue together – co-creation of value. I call it electronic-value-added and the Internet helps you to do that.

Tremendous amount of value can be created by information sharing and swapping of resources. If they are teamed together enormous of value can be unleashed. For example, Tata Motors had a Rs. 400 crore loss in 2001 and in 2002 they made Rs.100 crore profit – just in one year. How did we do it? We made the entire Tata group to co-exist together and share their resources to generate revenue and reduce cost.

Brain power is here in India. Creativity is also here along with entrepreneurship. Your challenge now is to go and get the market.

The article is an excerpt from Prof. Bala V Balachandran's talk at a recent All India Management Association event in Bangalore. Prof Balachandran is Professor of Accounting and Information System & Decision Sciences, Kellogg School of Management and founder and honorary Dean - Great Lakes Institute of Management, Chennai.



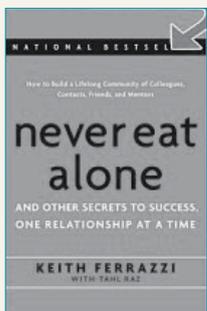


The Ultimate Question: Driving Good Profits and True Growth

By Frederick F. Reichheld, Harvard Business School Press, March 2006

CEOs regularly announce ambitious growth targets, but fail to achieve them. The reason? Too many companies are addicted to bad profits. These corporate steroids boost short-term earnings but burn out employees and alienate customers. They undermine growth by creating legions of “detractors”—customers who sully the firm’s reputation and switch to competitors at the earliest opportunity.

Now loyalty expert Fred Reichheld shows how to reverse the equation, turning customers into “promoters” who generate good profits and true, sustainable growth. Practical and compelling, the *Ultimate Question* will help you solve your organization’s growth dilemma.



Never Eat Alone: And Other Secrets to Success, One Relationship at a Time

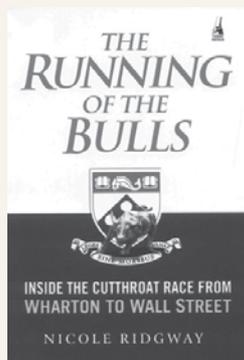
By Keith Ferrazzi, Tahl Raz, Currency, February 2005

Ferrazzi grew up in rural Pennsylvania, the son of a steelworker and a cleaning lady, yet his ability to connect with others led to a scholarship at Yale, a Harvard MBA, and a prestigious partnership at Deloitte Consulting. His skills at creating and maintaining a network of contacts are nothing short of those of a serious presidential contender. All business hopefuls seek to enter a sphere of players more powerful than themselves, and Ferrazzi says that sometimes all it takes is asking. The book is dense with suggestions. Seek out mentors to guide you and introduce you to the people you need to know and then become a mentor yourself.

Each of 31 short chapters highlights a specific technique or concept, from “Warming

the Cold Call” and “Managing the Gatekeeper” to following up, making small talk, “pinging” (or sending “quick, casual” greetings) and defining oneself to the point where one’s missives become “the e-mail you always read because of who it’s from.” In addition to variations on the theme of hard work, Ferrazzi offers counterintuitive perspectives that ring true: “vulnerability... is one of the most

under appreciated assets in business today; too many people confuse secrecy with importance.” No one will confuse this book with its competitors.



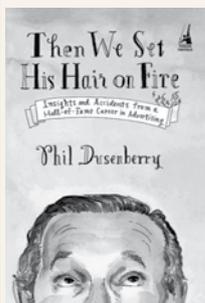
The Running of the Bulls: Inside the Cutthroat Race from Wharton to Wall Street

By Nicole Ridgway, Penguin Books India, January 2006, Rs 495.00

A fascinating look inside the Wharton School, where the elite Ivy League students of today compete to become the business leaders of tomorrow.

The Wharton School of the University of Pennsylvania is the number-one undergraduate business program in the United States. Since its founding in 1881, Wharton has pioneered innovative business curricula and launched the careers of thousands of Wall Street titans and Fortune 500 tycoons, including such famous alumni as Comcast CEO Brian Roberts, Revlon CEO Ron Perelman and real-estate mogul Donald Trump. Every autumn five hundred of the world’s best, brightest and most driven students enter the school, where they spend four years battling it out with classmates in rigorous exams graded on an unyielding curve and pulling all-nighters to build financial models or hone complex group projects to perfection.

They will try to outwit one another in the contest to win the most prestigious internships, and in their senior year, these young bulls will put their hard work and the \$120,000 investment in their education to the ultimate test during a grueling ten-week long recruiting rush as they vie for positions with elite investment banks such as Goldman Sachs and Lazard Frères and highly sought-after consulting firms such as McKinsey and Bain—with the possibility of a six-figure income on the line.



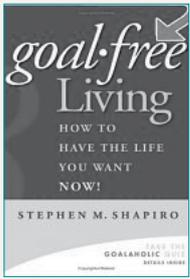
Then We Set His Hair on Fire: Insights and Accidents from a Hall-of-Fame Career in Advertising

By Phil Dusenberry, Penguin Books India, Rs 425.00

We Bring Good Things to Life. It’s not TV, it’s HBO Visa: It’s Everywhere You Want to Be

These aren’t just advertising slogans; they’re game-changing insights. And according to ad industry legend Phil Dusenberry, whose team at BBDO created these and many other brilliant campaigns, one big insight is worth a thousand good ideas. An idea can lead to one clever commercial. But a true insight can define a brand for years to come and turn an entire industry upside down. You are there with Phil as he

- ◆ frets before a \$60 million pitch to GE’s Jack Welch, knowing that BBDO’s clunky proposed tagline (“We make the things that make life good”) just isn’t going to cut it.
- ◆ initiates the all-star team that devised Ronald Reagan’s groundbreaking 1984 reelection campaign.
- ◆ helps FedEx sustain its success after the overnight delivery business became crowded with competition.
- ◆ works with Gillette’s management to distill the insight that its shaving systems are “the best a man can get.”
- ◆ leads the team that gave New York City a renewed spirit after 9/11, with an unprecedented television campaign.



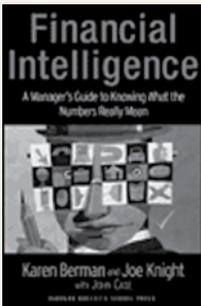
GOAL-FREE LIVING: How to Have the Life You Want NOW!

By Stephen M. Shapiro, Wiley (January 2006)

Stephen M. Shapiro is a recognized expert and professional speaker on the topics of creativity and innovation. He is the founder of the 24/7 Innovation Group, a management education and research organization focused on innovation and breakthrough business thinking. A former consultant at Accenture, he founded that firm's Process Excellence Practice.

You can learn more about Goalfree Living at www.goalfree.com.

Shapiro has taken a different look at the issue of you and your success and turned it on its head. The idea is simple, while we may keep score based on our goals, our quality of life is not based on the score but rather how we play the game.



Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean

By Karen Berman, Joseph V. Knight, John Case, HBS Press Book, January 2006

Companies expect managers to use financial data to allocate resources and run their departments. But many managers can't read a balance sheet, wouldn't recognize a liquidity ratio, and don't know how to calculate return on investment. Worse, they don't have any idea where the numbers come from or how reliable they really are.

In *Financial Intelligence*, Karen Berman and Joe Knight teach the basics of finance—but with a twist. Financial reporting, they argue, is as much art as science.

Because nobody can quantify everything, accountants always rely on estimates, assumptions, and judgment calls. Savvy managers need to know how those sources of possible bias can affect the financials and that sometimes the numbers can be challenged.

While providing the foundation for a deep understanding of the financial side of business, the book also arms managers with practical strategies for improving their companies' performance—strategies, such as "managing the balance sheet," that are well understood by financial professionals but rarely shared with their nonfinancial colleagues.

Accessible, jargon-free, and filled with entertaining stories of real companies, *Financial Intelligence* gives nonfinancial managers the financial knowledge and confidence for their everyday work.

Karen Berman and Joe Knight are the owners of the Los Angeles-based Business Literacy Institute and have trained tens of thousands of managers at many leading organizations.

Co-author John Case has written several popular books on management.

CORPORATE TRAINING: A Guide for your Journey to best-practice Process

By Brown Marisa, Leaviett Paige, Lemons Darcy, Vestal Wesley, Tata McGraw-Hill, Rs 150, 2005

Corporate training is the most direct way organizations can ensure its work force is capable of meeting overarching strategic goals. APQC's *Corporate Training: A Guide for Your Journey to Best-practice Processes* will help both organizations just establishing a formal training function and those looking to energize existing operations.

APQC's passport to success series consist of easy-to-use, low-priced resource guides that help readers understand and implement programs and processes in a variety of functional areas.

These books are intended to guide readers on what can be a difficult journey through somewhat foreign territory.

We Deliver anything

Except

VANTAGE EXPRESS
Couriers Pvt. Ltd.

30/2 Shanti Road Shantinagar Bangalore - 560 027 Tel : 51142093, 51245018

The Reliable Local Courier Service

HAND-IN-GLOVE
with
INDUSTRIAL GROWTH

SURFACE LINES
CARGO & LOGISTICS PVT. LTD.

WE MAKE THE GOING EASY

Branches Ph: * Bangalore 080-51281668, 51283724, 22900597, 9343714469, 9341159496 * Chennai 044-9382727889 * Mangalore 0824-2496793, 9343347671 * Mysore 0821-2412061, 9448064985, 9448357061

Service available throughout the country

Your Cargo-OUR CONCERN



International shop-floor level productivity differences: An exploratory study

Harm-Jan Steenhuis and Erik J. de Bruijn, Journal of Manufacturing Technology Management, Vol. 17 No. 1, 2006, pp. 42-55

Website: www.emeraldinsight.com/1741-038X.htm

Operations managers need to consider where to manufacture or outsource their manufacturing activities. A factor in location choice is productivity differences at different locations. The study aims at determining productivity at the shop-floor level, since this is the place where differences in productivity ultimately affect the international competition position.

The practical implication of the findings is that productivity is dependent on factors that are connected with the external environment. Consequently, companies cannot assume that productivity levels will be the same when moving to another country.

Identifying Likeable Attributes: A Qualitative Study of Television Advertisements in Asia

Kim-Shyan Fam and David S. Waller, Qualitative Market Research: An International Journal, Vol. 9 No. 1, 2006, pp. 38-50

Website: www.emeraldinsight.com/1352-2752.htm

Numerous studies investigate what contributes to advertising likeability; however, these are often based on quantitative research undertaken in western countries. This paper aims to report the findings of a cross-cultural qualitative study undertaken across five Asian cities - Hong Kong, Shanghai, Jakarta, Bangkok and Mumbai - to discuss Asian consumers' attitudes towards television commercials in their respective country/city. The data was gathered from two focus group interviews (1 male and 1 female) conducted in each city. Each group comprised of

eight people and the interview lasted between 40 and 60 minutes.

The participants were presented with several of the most liked locally produced television commercials and the discussion that followed centered around the visual images they most liked. The results found differences in the likeable attributes between the five cities. These variations can be attributed to the differences in local culture, and to a lesser degree, other market-related factors like attitudes towards advertising in general, cultural outlook and perspective, consumer confidence and hours of watching television per week.

Strategic Opportunities at the Intersection of Globalization, Technology and Lifestyles

Sanjit Sengupta, Jakki Mohr and Stanley Slater, Handbook of Business strategy, 2006, Pp 43-50

Website: www.emeraldinsight.com/

The interaction between globalization, technology and lifestyles creates the confluence of four strategic opportunities for global companies: R&D outsourcing, digital convergence, identifying customer needs and emerging markets, and digital rights management. In this article authors discuss the implications of these trends and present frameworks that can help business executives leverage these opportunities.

Digital convergence requires thinking creatively about complementary products and services without straying too far from core competencies. Identifying customer needs and emerging markets require new tools and techniques for gathering market intelligence.

Intention to e-collaborate: Propagation of Research Propositions

Eddie W.L. Cheng; E.D. Love; Craig Standing and Hosein Gharavi, Industrial Management & Data Systems, Vol. 106 No. 1, 2006, pp. 139-152

This paper examines the importance of firms' intention to e-collaborate in facilitating e-collaboration for an informal alliance. A rigorous review of the existing literature is undertaken for the purpose of developing a contingency framework that determines the firm's boundaries. The conceptual framework posits that three decision contexts (the threat of opportunism, the threat of commercial failure, and the opportunity for sustainable advantage) are predictors of selecting the governance mode between e-collaboration and arm's-length relationship, and that an intention to e-collaborate moderates the governance mode choice.

The paper concludes by suggesting that firms, which would like to implement e-collaboration in a group of companies, must initiate and strengthen their intention to form the desired governance mode.

Quantitative Performance Evaluation of RFID Applications in the Supply Chain of the Printing Industry

Jiang-Liang Hou and Chih-Hao Huang, Industrial Management & Data Systems, Vol. 106 No. 1, 2006, pp. 96-120

This article seeks to carry out an empirical study to reveal the business characteristics of the printing industry and to accomplish a quantitative analysis of costs and benefits for RFID applications in different logistics activities. The business operation requirements and RFID acceptance of distinct roles in the printing supply chain are explored via interviews and questionnaires. The printing supply chain is classified into six fundamental models and RFID application scenarios for the six models are also provided. The findings of the study suggest that the ideal approach for RFID application in the printing supply chain is the item-tagging mechanism. The practical implications are that the

decision maker can refer to the cost and efficiency look-up tables to quickly evaluate the feasibility for RFID implementation.

An Exploratory study of Manufacturing Strategy Practices of Machinery Manufacturing Companies in India

G.S. Dangayacha, S.G. Deshmukh, Omega 34 (2006) 254 – 273

Website: www.elsevier.com/locate/omega

This paper presents findings of a survey on manufacturing strategy practices adopted by the Indian machinery manufacturing companies (IMMC). Based on the survey, three companies have been selected for detailed case studies. Their experiences in the manufacturing strategy process are analyzed. Although the companies represented diversity in terms of product type, sales volume, and geographic location, they share several commonalities including use of advanced manufacturing technologies and use of several improvement techniques. Competitive priorities, order winners and critical success factors are also identified for these companies. Based on strategic manufacturing issues, manufacturing competence index and business performance index for the companies has been worked out.

Difficulty in Managing Offshore Software Outsourcing Relationships: An Empirical Analysis of 18 high maturity Indian Software Companies

Nilay V Oza and Tracy Hall, Journal of Information Technology Case and Application Research; 2005; 7, 3; pg. 25-41

In this article, the authors present an empirical investigation of difficulties in offshore software outsourcing relationships. The study investigates eighteen high maturity software vendor companies based in India. An analysis of the literature suggests that the difficulties in offshore outsourcing relationships have been relatively unexplored. Therefore, a detailed investigation of the difficulties in commercial offshore software outsourcing relationships is presented. The research methodology used is multiple case studies. The qualitative information through the standardized open-ended interviews was collected and analyzed through a grounded theory approach. The results of the study indicate that outsourcing vendors are aware of potential difficulties for vendors and clients in offshore software outsourcing.

India's Impact on the Global Consulting Industry

Sunil Subbakrishna, Consulting to Management; Dec 2005; 16, 4 Pg. 7

Forward-looking consulting firms have developed and in many cases implemented strategies for coping with the threats and opportunities emerging from India. Any consulting firm would be well advised to assess the impact of these complex and evolving dynamics. Outsourcing software development to Indian firms is a decade-old story now. Consulting firms that rely on application development and systems integration work for their revenues are already adjusting their strategies to deal with this reality. However, Indian suppliers also beginning to have an impact on other segments of the consulting industry such as infrastructure support and strategy consulting. In addition, while the large consulting firms have felt the most immediate impact, boutiques and sole practitioners face new challenges as well as opportunities. This article explores what is the impact on each of these segments and should they respond.

Creating Innovating Organisations: The Experience of the IT Industry in India

Abhoy K Ojha, IIMB Management Review, September 2005 Pg 17-31

The Indian IT industry enjoys a global reputation as an undisputed source of high quality and reliable software services. However, much of its success is

attributed to the availability of a low-cost, well-qualified work force that can work in English, and the compatibility of the Indian social and historical context with the needs of the global software services industry. However, for sometime now, concerns have been expressed about the long-term sustainability of the industry. The long-term sustainability can be achieved by moving into high-valued activity. As of now, India has no successful true-blue high technology product company with a global reputation. Based on a study of captive Offshore Development Centers (ODC) of multinational companies, and units of India-based companies that offer product services, this paper argues that structures and processes organizational units involved in the development of new products and components need to have characteristics of an innovating organization.



The Executive Growth Factor: How Siemens Invigorated its Customer Relationships

Christoph Senn, Journal of Business Strategy, Vol. 27 No. 1, 2006, pp. 27-34

In the executive meeting, the next year's account plans for the company's most important customers are being presented to the executive committee. But, none of these plans asks for any concrete senior executive engagement, other than playing a passive 'Godfather'-type role at the end of an unlikely escalation process. Thus, the managers' attention to the content of the presented plans remains well below average.

Several companies set up key account management programs for their most important customers on national and international levels. One company, which has successfully implemented customer-centric organization structures, is Siemens Information and Communications (IC). On the basis of a systematic corporate account management (CAM) program, Siemens IC managed to transform its organization from an internally focused, engineering-driven firm to a customer-centric, highly responsive global company.

Compiled by Rohtas Kumar



Narayan Rajan, CEO of i-Vista Digital Solutions, is one of the few Indians who took the treacherous product route in IT and is beginning to make a mark. Entrepreneurship to him is all about staying motivated even at worst times

I come from a business family. After completing Bachelors in Science, I could have chosen to either work for somebody else or branch out by myself, like my father did. My first choice was to study MBA in the US, but it didn't materialize. I was only 21-years-old and was too young as the average age of those who study MBA in the US is 27 years. Moreover, work experience also counts. Disappointed, I thought, maybe, I should start something on my own and even if I fail I could still pursue MBA. That I could speak of my failure in business as a learning experience. So that was plan B.

There were a bunch of ideas for starting a business. At that point of time, what occurred to me was I would set up a business but the next guy would come and beat us completely. And then we would be left with just the huge expenditure capital.

So, in 1996, I started off by organizing seminars for businessmen and explaining the benefits of the Internet. This didn't need much capital, just the idea and basic stuff like booking a hall and finding a sponsor. By holding seminars, I gathered the capital to start a web-designing firm. Initially, we were working with smaller companies. But, soon realized that these firms were not literate enough in technology and so it didn't make sense to go after them. That's when we decided to approach larger

Wait it out

companies. Our first client was Philips, and the cost we offered was one tenth of what their Netherlands office would have paid for similar service.

Since then we started aiming at larger, mature customers. For the next two to three years we managed a steady growth at nearly 50 percent. This brought together a good software team and we built a couple of products. However, we failed to sell the product. Between 2000 and 2002 we hit sky high, but also hit rock bottom. And we had to start the rebuilding process again.

I have seen how people lose sight of their goals. I realized that the biggest challenge for an entrepreneur is to "wait it out". You have to keep motivating yourself even when you don't have a single rupee in your pocket. Mostly, we look for easy ways. And the easier path is to think, "I cannot do this. I cannot take care of this. I am out of here."

Why the product route

When we were in the thick of a financial crunch, we tried to break the problem into a logical competence and isolate each problem. Pushed to the wall, you think of how you might as well take the right action that will yield better results. That's why we made products instead of entering service. While in the rebuild process if we had followed the service route, after a point, margins would have suffered. This is because either other companies enter the market or there are larger companies in the fray.

In India, we worry too much about cost and believe that cost is the biggest saving. This is not the case abroad. We focus so much on the cost that we lose sight of the delivery and engagement and finally the strength.

From a global perspective, a hundred million to a billion dollar company is a mid-size enterprise and only if we cross the billion-dollar mark we reach the larger enterprise. So, to me the challenge is to cross these barriers. Above all, to show the customers that an Indian company employing traditional service models can actually deliver a product and make the product successful.

I have seen how people lose sight of their goals. You have to keep motivating yourself even when you don't have a single rupee in your pocket

Family support

There are times, when you want to quit and run. Today, corporate India is paying good money. This makes it easier to grab one of those jobs and get paid well instead of fighting it out. That's where I have been able to lean on my support system - my father and my wife. They have been very supportive and backed me to the hilt.

My team too has stood by me. Even in the most difficult of times, my team stayed back to support me. It's not easy to work six months for a company that is not paying. They are all highly skilled workers, who could have easily found other jobs.

Serial entrepreneur in the making

Sudhir Pai J. pioneered the contract research and clinical trial business in India when no one even dared to touch it. He exited recently for a handsome \$25 million plus. While he's enjoying a break, no one has a clue what his new plans are.

No one disputes that contract research and clinical trials on humans is a high-risk business. This did not deter Sudhir Pai, a Bangalore-based chartered accountant, from venturing into it in 2002. Quite an adventure for a bean counter.

Lotus Labs, which started with 11 people has grown to 260 strong. Just in three years, Pai built the company to international standards and in March 2005, sold Lotus Labs to Actavis, an Iceland-based company, for \$25.52m, a handsome deal indeed. Today, Lotus is a 100 percent subsidiary of Actavis..

Although Pai started his career as a finance manager, he nursed a powerful entrepreneurial urge. When Lotus happened along with six of his buddies, he had to reinvent himself. "At Lotus, I was in charge of operations. It was neither finance nor marketing. Putting everything in place and that too all by myself, was a satisfying experience," he says.

PR pays

Clinical trial on humans is seen even today as a dubious business. Pai realized that transparency and a good rapport with all stakeholders was key to the functioning of his enterprise. Initially, scribes and police were curious to know what they were up to. The Lotus team made it a point to keep the police in the loop about what they were doing. This made things much easier.

The public too was skeptical because of the kidney scams that were hitting the

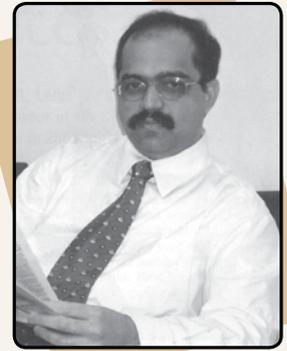
headlines. Pai says: "Clinical trials are a common practice in the US and Europe. But, in India, the industry was very new and so the initial challenge was to convince the people that what we were doing was useful to the society."

Lotus had a bigger task on hand. It had to convince its clients and the US and the European regulatory authorities that, though the cost was low quality was, in no way, compromised. "Even in the case of Indian companies, our report is valuable. If potential clients reject the report, then the company loses millions of dollars and its credibility," adds Pai.

Lotus has a bright future as several Indian pharma companies are planning to launch their products in foreign markets. In the US or Europe, contract research and clinical trials cost three times more. Lotus started with Ranbaxy and Dr Reddy's, and now caters to more than 30 clients, including a few in Europe.

"I do have some plans, though nothing concrete. I would like to venture into something different. My interests lie in starting something new, which would blossom like a lotus," he says.

Sudhir Pai's inspiration is Infosys Technology's chief mentor Mr. Narayana Murthy. "I look up to Mr. Narayana Murthy for inspiration and have tried to adopt his principles. I am open to learning from anybody. I watch them and learn from their experiences. Nothing is impossible in this world. It's just that you have to look around. Follow ethics and always take care of the people who work for you." Bravery, ethics and people friendly approach is a lethal combination.



“My interests lie in starting something new, that will blossom like a lotus”

It's the kick, not the money

If money, the greatest motivator known to man, is not the engine, what drives entrepreneurs? By V.N.

A few weeks ago I saw two excellent films. Zafar Hai's *Keepers of the Flame* was a lyrical story of the creation of Tata Group by Jamshetji and its growth under three stalwarts Dorab, JRD and Naval Tata. *The Aviator* by Martin Scorsese was a romantic rendering of Howard Hughes's pioneering work in the American aviation industry. Coincidentally both movies were about exceptional entrepreneurs and their work as leaders. Though Jamshetji Tata and Howard Hughes were as different as chalk from cheese, Hughes's entrepreneurship was as exceptional as late J.N. Tata's. The films raised a couple of questions in my mind that are relevant for budding entrepreneurs.

Does money drive entrepreneurs? If not, what does?

What kept Jamshetji and Hughes going in the face of insurmountable odds?

Both Jamshetji and Hughes sprang back from the brink of financial ruin at one time or another. Each had powerful opponents. None other than Lord Curzon, then Viceroy of India, thwarted Jamshetji's plans for twenty years. Howard Hughes had powerful enemies in the US Senate and PANAM, then a giant US airline, besides others.

Yet, both managed to leave lasting legacies. Hughes contributed significantly to the civil and military aviation industries in USA. Companies Howard Hughes founded have been world leaders in radio communications, satellites and aircraft industries. Jamshetji laid the foundation of India's steel industry and JRD placed Indian civil aviation on the world map. The Tata group has now grown into one of India's largest and most successful conglomerates with presence in a large variety of industries and services. Though eventually both men grew very rich, they went through very difficult times at various times during their careers. Knowing what drove them can be useful fuel for people who dream to be successful in business.

Many feel entrepreneurs are driven by the desire to grow rich quickly. There is enough evidence to suggest that is furthest from an entrepreneur's mind. So, why do they start new businesses? Mrs. Anu Aga, former Chairperson of Thermax India, puts it succinctly, "Most entrepreneurs are driven by passion for their work and money is a by-product."

The entrepreneur's road is rocky, success uncertain and

difficulties often appear insurmountable. If money, the greatest motivator known to man, is not the engine, what is? What drives these people?

Most promoters are convinced their idea of the product or service is better than what is available in the market. They feel strongly it meets an existing need and will make a difference. Some are driven by a cause, or a burning desire to prove something to the family, or the world. A few are spurred by rejection. It increases their resolve to show they can do it. All successful ones have deep faith in their abilities and the potency of their ideas. This determination keeps them going in spite of failure. In all cases they persist; the successful ones do.

Tenacity characterizes entrepreneurs especially great leaders: Edison, Lincoln, Robert Bruce, Gandhi and of course Jamshetji



Some are driven by a cause, or a burning desire to prove something to the family, or the world. A few are spurred by rejection. It increases their resolve to show they can do it.

Tata and Howard Hughes. It springs not from motivation but from what late Sumantra Ghoshal called volition. Ghoshal, who was professor of Strategic and International Management at the London Business School, observed that volitional managers crossed a mental Rubicon and made a commitment to themselves to pursue a course of action. Crossing this point of no return was commitment made from free will. Motivation is created from an external stimulus; volition is the product of free choice. Once made it burns brightly, longer and is difficult to put out.

Volitional people do go through periods of self-doubt. They create their own mechanisms for dealing with it. Some take time out, go away from the office to think it through and refocus. They confront their ambivalence, resolve doubts and renew their commitment. It helps to have wise advice and empathetic support. But it is largely a lonely battle with oneself.

Volition explains why people climb Mount Everest and explore the far reaches of our planet at huge risk of serious injury, even loss of life. It explains why Thomas Alva Edison kept going. Once a colleague told him that several thousand experiments had been failures. Alva said, "Failures? Not at all. We've learned several thousand things that won't work." Successful entrepreneurs share this trait. Making money is a

V.N. Bhattacharya

First publishing right in India offered to Management Next.

V.N. Bhattacharya is a management consultant on strategy

<http://www.geocities.com/vnbhattacharya>.

How can I reinvent myself ?



Prasad Kaipa lists four patterns that prevent people from keeping their New Year resolutions and suggests ways of dealing with them

How big a role am I willing to commit in 2006? This year I have chosen this question for myself. I usually dig deeply into one compelling question throughout the year and make it the foundation for self-discovery and action.

How big a role do I want to play in my family? My work – do I want to play a role like I have a job to do or like I am the CEO of my life? Do I want to do my job as an obligation and as a means to earn a living or as a self-expression of my commitment? What role do I want to play in my community? What is the role I am willing to stand for and commit to?



Many people look at New Year as the opportunity to reaffirm or re-vow on what they want to get done during the year. It rarely works. How many of us remember 2005 resolutions? To me, the focus is on what I am truly committed to. The attitude and perspective with which I view the year determine how much I will accomplish.

Four patterns have stopped me in the past from keeping my commitments. They are: my fears,

I find that looking at each step I take, as an opportunity to reinvent myself is a way to break away from my inertia. When I consciously indulge in self-invention, I find I can truly discover the genius within myself.

inertia. It does not matter what I am committed to or how big a goal I set, if I don't deal with these four patterns, success is prevented. So how do I get over these four patterns?

One is **courage**. Am I courageous enough to stand up to my responsibilities and commitments? Or do I succumb to fears easily? How bold am I in approaching life? To me, boldness has a beauty, freshness and an invitation.

The second pattern is **generosity**. Thanks to my habit of being stingy with time, money, appreciations and acknowledgments, I never experience a sense of gratitude. Generosity is about contribution - giving even if I do not have much. What I receive will only stay with me for a short time. On the other hand, what I give remains with me forever. What is given multiplies in the universe without losing energy.

Once I become bold, I begin to take action and then continue with the generosity of spirit. What sustains the transformation is a sense of trust. Trust, in this context, is not about the other person - it is about myself. 'Show me you are trustworthy and then I will trust you,' is how many of us view trust.

I am not talking about trusting blindly. Larger universal system operates

on different set of principles that are interconnected and provide means outside the cause and effect equation. For example, I did not have to get hungry and cry before milk showed up in my mother's breasts. As soon as I was conceived, her body began to change to support my needs. Trust is the state in which I take appropriate risks without worrying about my potential success in the end. Can I do what is bold and generous in the moment and trust that the universe will do whatever is appropriate? When I am in constant doubt, my action is impeded by lack of trust - either in others or myself?

The fourth one is **invention**. Invention is more than just coming up with ideas. It is either about applying my creativity to manifest a **new** process, product or service or re-inventing myself. Many times, when I am lazy, I go for small changes, or a minor set of innovations that does not challenge me to be bold, generous or trusting. I find that looking at each step I take, as an opportunity to reinvent myself is a way to break away from my inertia. When I consciously indulge in self-invention, I find I can truly discover the genius within myself.

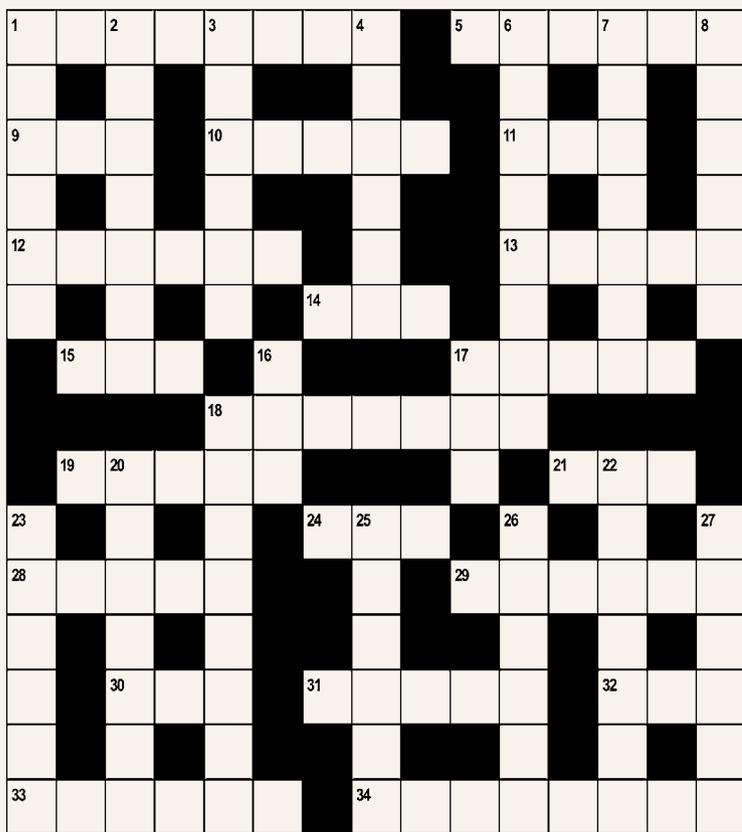
Being bold enough to take initiative, being generous enough to share and trusting others. Finally, the self-discovery that I ignite in myself – these, I believe, are the keys to my transformation in the coming year.

I look forward to your reflections, stories and questions. You are welcome to write to me or make comments on my blog: http://www.prasadkaipa.com/blog/archives/2005/12/happy_new_year.php.

I hope 2006 will bring transformation in not only your life but also in the lives of those around you.

The author is CEO advisor and coach. He manages SelfCorp a company that helps align individual aspirations with organizational goals.

www.Selfcorp.compkaipa@kaipagroup.com



Across:

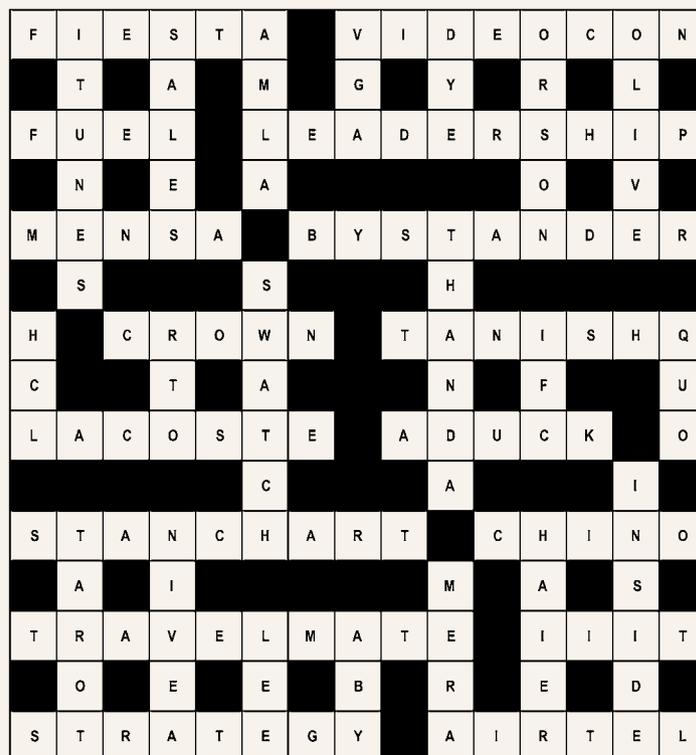
- 1 The company that pioneered the Six Sigma Quality movement (8)
- 5 Indian parachute makers whose tagline is “Uncommon Sense” (6)
- 9 This franchise is best known for its “finger-lickin’ good” chicken! (3)
- 10 Vehicle manufacturer whose USP is safety (5)
- 11 European oil company among the top ten in the world (3)
- 12 Type of shoe without laces (4,2)
- 13 Stock or bond offered for sale by a corporation (5)
- 14 Hyderabad-based Indian explosives company (3)
- 15 Measure of photo film speed (3)
- 17 Flavoured Indian buttermilk (5)
- 18 Oliver Stone’s award-winning Vietnam War movie (7)
- 19 Frighten (5)
- 21 Acronym for alias (3)
- 24 An address that uniquely identifies a location on the internet (3)
- 28 Choose your Super 3 with this mobile service provider! (5)
- 29 The _____ Institute is the German cultural centre in India (6)
- 30 Pioneering Indian public sector aviation company (3)
- 31 Indra _____, PepsiCo’s CFO (5)

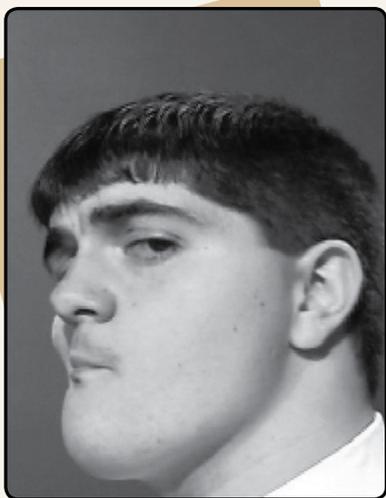
- 32 Ad agency JWT was previously called this in India (3)
- 33 The word removed from the Intel logo (6)
- 34 ITC’s comprehensive IT initiative in rural India (8)

Down:

- 1 The Ambani who is the Chairman of IIM-B (6)
- 2 Strategy, set of plans (7)
- 3 Leading intentional cosmetics manufacturer (6)
- 4 India’s top denim manufacturing Mills (6)
- 6 Colloquially, this corporate governance law is called SOX (8)
- 7 Narayana Murthy is Chief Mentor of _____ (7)
- 8 Type of printing technology (6)
- 16 Beer (3)
- 17 To access your mail, you must ____ in (3)
- 18 He is ranked the third best management guru in the world (8)
- 20 They say these win cricket matches!! (7)
- 22 The tagline for this Maggi product is “It’s different!” (7)
- 23 Project _____, Lever’s strategy of taking management to the grass roots level (6)
- 25 The must have gadget for the couch potato! (6)
- 26 Tagline for the Ford Fiesta (2,4)
- 27 Term used for selling directly to consumers (6)

Solution to Crossword No. 10





Being tough works in China

You may think that since billion of dollars of investment is pouring into China, doing business there must be easy. Far from it. In *One Billion Customers* James McGregor (a long-time Wall Street correspondent and now a business consultant in China), lists some tricky ways of doing business in China. James advises companies to avoid joint ventures with the Chinese government but not to ignore the bureaucracy. But what takes the cake is this tip: "If you've gotten into a fight with either your Chinese partner or the government, be tough. Apparently, the Chinese respect you for it."

Is pork white?

The red meat backlash in the United States led to a slump in sales of beef and pork in the 1990s. But pork meat producers put up a fight while their beef counterparts sulked. The Pork guys came up with a bright idea and launched a campaign that pork was white meat, just like chicken and that only beef was red meat. In a few months, pork sales picked up by six percent while beef sales dropped by 10 percent. It appears smart marketing can even change the way you see color.

Women on the Board

A recent study by the United Kingdom's Equal Opportunities Commission reckons that it will take 40 years for women to gain parity with men in the Boardroom, if current performance continues. In a comparative study of the top 50 companies in European countries, the UK has 14 percent of women on the Board. (The worst

was Germany with 12 percent and the best was Norway at 21 percent). Any guesses about India?

Yahoo! he's in jail!

A recent editorial in *New York Times* says Yahoo admitted that it "helped China sentence a dissident to 10 years in prison by identifying him as the sender of a banned email message." The *Times* also says that Microsoft, at the Chinese government's request, closed the blog of someone criticizing the government, in addition to enabling the Chinese government to censor MSN searches and blogs.

The *Times* calls this "obvious disregard for users' privacy and ethical standards," suggesting that Microsoft and Yahoo are willing to do this to make it easier for them to do business in China. Microsoft responded to criticism by saying, "We think it's better to be there with our services than not be there," as if it's worth sacrificing some freedom in order for the citizens of China to have access to the 'wonders' of Microsoft.

Is size a handicap?

Tom Peters happened to look up the 5-year stock prices of big US companies for the last two decades. What did he find? 'Market Makers' Intel, GE, Wal-Mart and Microsoft have effectively seen no share price increase in the last five years. "Is there such a thing as "too big"? Must agility and innovativeness always be victims of scale?" he asks.

Indians management gurus

It appears that after engineers and doctors, management professors are beginning to breed big in the United States. At Kellogg School of Management, 21 out of 120 full-time faculty, including the dean, are of Indian origin. Other top business schools such as Insead and Harvard are seeing the numbers rise.

Buy a car, get parking free

Some premium car dealers in the US have hit upon a bright idea of offering free parking spaces in busy areas. For the past year dealers are providing exclusive parking spots and lots for Lexus owners at the Atlanta Braves' Turner Field and the Office Depot Center in Sunrise, Florida.

At the Office Depot Center, home to the NHL's Florida Panthers, the first 200 Lexus drivers attending any concert or NHL game park for free in a centrally located Lexus Lot, courtesy of five southern Florida car dealers that each contribute about US\$ 10,000 a year.

At Turner Field, Lexus owners pay US\$ 10, the standard stadium rate, but it's for one of the 200 to 300 spots in the lot closest to the front gate. Lexus also plans to repeat the deals it struck last holiday season for free valet parking at upscale malls in Houston, Dallas, and Atlanta.



The "Difference"



Professionalism

Continuous Refinement
Constant Commitment

#195, (old No. 49/3), Margosa Road,
Between 16th & 17th Cross,
Malleswaram, Bangalore-560 055
Tel : 2331 5013, 2334 1978
2334 5895 Fax: 080-2346 2272
E-mail : tpcblr@vsnl.com

#67/2, Hulkul House,
M L Subbaraju Road, (Lavelle Road),
Bangalore-560 001
Tel: 2212 7760, 2212 7796,
2212 9407
E-mail : tpclvr@tpcindia.com

57, Basement, Chandrika Complex,
Mission Road, Bangalore-560 027.
Tel: 2223 0457, 2223 0459
2224 7957
Email : tpcmsr@tpcindia.com

For more information
visit us at : www.tpcindia.com

THE
PROFESSIONAL 
COURIERS

DOMESTIC & INTERNATIONAL - COURIER & CARGO

REACH US TO REACH THEM

So quiet you can almost hear the fish bite



On the banks of the Cauvery



Welcome to the sound of silence.
As you holiday at Orange County, which nestles in 300 acres of lush coffee and spice plantations by the banks of the River Cauvery.

Discover what we have in store for you. Plantation tours, forest treks, coracle rides, boating, fishing, camping in the outdoors,

rejuvenating Ayurvedic massages ... come, take your pick. 

Or if your idea of a holiday is trying your hand at fishing, you can be sure to catch peace and quiet. 

Either way, you will wish that tomorrow never comes at Orange County.



You've probably seen the photos from our latest trip.

The funny thing about all those incredible photos from Mars? The Rover needed to be on Mars to take them. Now we've all seen things we never thought possible - thanks in part to the Timken® super-precision ball bearings in Rover gearboxes, solar panel drives and even in the actuators that rotate the cameras.

Wherever parts move, Timken leads the way in providing innovative friction management solutions for industry.

Ready for takeoff. www.timken.com

NORTH: (011) 26188781 SOUTH: (080) 51102814
EAST : (033) 22816961 WEST : (020) 25511856

TIMKEN

Where You Turn

Bearings | Specialty Steel | Precision Components | Lubrication | Seals | Remanufacture and Repair | Engineering Services

PHOTO COURTESY NASA/JPL-CALTECH. TIMKEN® IS THE REGISTERED TRADEMARK OF THE TIMKEN COMPANY (NYSE: TKN).

COMPLETE FRICTION MANAGEMENT SOLUTIONS