HOW IT SMEs can become MNCs

Ashok Korwar **charts business models and strategies Indian IT SMEs can adopt to emerge as truly global entities**

The traditional outsourcing software services outsourcing model isn't actually dead, indeed its reported demise may forever prove to be 'highly exaggerated', as Mark Twain's was. However, there are distinct signs that the patient is not in the pink of health, if not actually in the ICU. Smaller software companies, whether in Bangalore or Delhi, in the 5 to 50 crore range, are struggling to survive, squeezed on one side by the declining dollar, and on the other, by the seemingly inexhaustible appetite of the big companies for sweeping up all the talent there is. Even the giants like Wipro and Infosys are hit hard by the dollar decline- as this column predicted some months ago, the dollar's slide has proved to be more than a blip. Meanwhile, BPO companies are seriously rethinking whether the India story makes sense any more... and so on.

The response to the challenge has come in two waves. The first wave, which was akin to trying to tip the arrow with a nuclear warhead, was more or less a failure. Despite claims to the contrary, I seriously doubt whether, say, Infosys, has been able to upgrade itself in the eyes of its customers by adding a consulting capability at the front end. Nor, indeed, has any other IT company succeeded in moving up from IT services to consulting. EDS has failed at it, for there is no real synergy between its IT business and its AT Kearney consulting arm. The only real success has been Accenture, but I would venture to say it is 'the exception that proves the rule' – Accenture moved down from consulting to IT services, not up from IT services to consulting! There is a moral there somewhere.

The Second Wave
The second wave of responses, which

Continued on page 4...

New Year issue: Bangalore Special

C. K. Prahalad is world's
TOP GURU

Indian-born management guru C. K. Prahalad, has been named the top Management Guru of the World by "Thinkers 50". C.K. Prahalad beat Bill Gates (ranked 2nd) and Allen Greenspan (ranked 3rd). Prof. Prahalad is currently the Paul and Ruth McCracken Distinguished University of Michigan Professor of Corporate Strategy.

According to Stuart Crainer and Des Dearlove of Suntop Media, not many management thinkers actually follow up important early ideas with genuinely groundbreaking future ideas like Prof. Prahalad does.

"This is what C.K. Prahalad has managed to do," Crainer said. "His work with Gary Hamel set the strategic agenda of the 1990s. Now, with 'The Fortune at the Bottom of the Pyramid,' he has established the social, entrepreneurial and economic agenda of our times."

Strategists bite back

At a time when innovation and globalization are heard about more often, strategists seem to be making a quiet come back. Five in the top ten and 10 in all in the top 50 ranking is the best strategists have done so far. The three strategists who have so far been leading Prof. Prahalad are Michael Porter, Gary Hamel and Tom Peters. Chan KIM & Renée MAUBORGNE rose to fame last year because of their seminal book, *The Blue Ocean Strategy*.

If 2007 is the year of the strategists, it also sees the rise of the Indian thinkers. Although the list is still dominated by North Americans (37 of the 50), including the former US Vice-President-turned-green-warrior Al Gore, there are several Indian-born management gurus. The other Indians are Ram Charan (22), a CEO coach, Vijay Govindarajan, of Tuck Business School (23); and Harvard's Rakesh Khurana (45). As yet, no Chinese guru has emerged, but Kim and the Japanese globalisation guru Kenichi Ohmae remain in the top flight.

On the rise are several champions of self-improvement, with the executive coach Marshall Goldsmith making his first appearance at 34 and Marcus Buckingham in at 38. Stephen Covey continues to show the habit of an effective guru, up three places at 15 and Daniel Goleman's emotional intelligence takes him to 37.

Ashok Soota on CK

During my Wipro days, we had engaged CK for consulting engagements in the early nineties. Two things remain in my mind even after all these years on the advice he gave us:

Like most Indian companies operating in a small, restricted market we were trying to grow big by doing too many things. CK told us that you have opened many doors, it is now time to selectively shut a few. For the first time we got an understanding of the value of Global leadership in a few areas compared to presence in many. This led to a paradigm shift in the way we developed our business.

The second area was in partnerships and alliances. CK showed us ways to leverage these beyond the narrow approach we had till then.

Mr. Soota is currently Chairman & Managing Director of MindTree Consulting Ltd.

Bangalore Unplugged

Bangalore is India's Aerospace Capital, IT Capital, Science Capital, Bio-Tech Capital, Innovation Capital, and many more. Sadly, these are more or less stand-alone capitals.

Imagine the power that would be unleashed if all them actively collaborated and networked? Then, Bangalore would truly become India's and Asia's most vibrant Knowledge Capital. The quality and the quantity of knowledge output would then be many times more than what it is today. The challenge is: How does one get all the Capitals to do this?

To know the Real Bangalore, read the January 2008 issue of ManagementNext

Guest Editor
Rajeev Gowda
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holds more promise, can again be thought of in 3 different (though overlapping) ways: emphasize solutions rather than services; become an MNC yourself; embed yourself in a global ecosystem.

Solutions, not Services

Here, the main idea is to move away from a resource-based strategy, focus on a domain or two, and turbocharge your services with a product, which can then be called a 'solution'. Consulting is, of course, a part of this offering, but it is not the high-end strategy or even business consulting we commonly associate with the word; it is much more of business IT consulting, where the focus is on unlocking value from existing IT systems, helping the client draw IT roadmaps for the business, and so on. Polaris Software is a prime example of a company pursuing this strategy, having acquired the foundations of a product from Citibank's Orbitech unit in 2003. This is neither a product strategy nor a services strategy, but something in between. Will it succeed? There is no reason why not, for it answers directly to something the customer really needs – namely, a solution, and is not too far a stretch from the original capability of Indian IT companies.

Become an MNC yourself

There are three major forces pushing Indian companies in this direction: the declining dollar, the emerging shortage of talent in India, and a shortage of visas for onsite work in the US. A more strategic force may be the arrival of global MNCs in India – IBM, for instance, is one of the biggest employers in the Indian IT industry today, while Accenture, EDS and Cap Gemini are not far behind. As any student of chess knows, the only way to fight an intruder is to attack his home country, not defend your own turf!

Becoming an MNC yourself deals with all these forces simultaneously. Wipro has bought InfoCrossing, a US-based facilities management company, even a smaller company like SPAN Infotech in Bangalore has aligned itself with EDB, a Norwegian IT company. There will be many more deals like this in the next few months, I would imagine. After all, the only long-term insulation from the declining dollar is to have more of your expenses in dollars, and to diversify to other countries.

Needless to say, becoming an MNC throws up new challenges – the biggest of which is managing a global workforce. We all know how to manage Indians (we think), but do we know how to manage Americans? Poles? Chinese? Infosys consciously calls itself an Indian MNC and has hired several foreigners in key positions, and is learning how to do this. Outside the IT industry, Suzlon, for instance, has consciously hired locals (non-Indians) to run its multinational operations. All these are signs that Indian industry is moving, albeit tentatively, in the direction of growing beyond 'Indian'. Will they retain their 'Indianness'? Should they? That is a larger question..

There seem to be four emerging constellations, or ecosystems, in the world of IT: each led by a giant: SAP, Microsoft, Oracle and IBM. In the long run, it may well be that smaller players – the 'monkeys in the jungle' may have to decide which 'gorilla' they want to associate with. Since all manufactured goods seem to be made in China, why can't all software products be made in India?

Ashok Korwar, formerly professor at IIMA, runs Growth Catalyst. ashok@yourgrowthcatalyst.com

Recruitment bias still glaring in India

A recent study by **Sukhadeo Thorat and Paul Attewell** of Princeton University published in the *Economic & Political Weekly* (Oct 13, 2007) has found a high incidence of caste and religious discrimination in the recruitment process in India even now.

The study is based on a field experiment where authors replied to job advertisements of both MNC and Indian companies in urban areas in major English dailies, sending three applications to each call – as an upper caste Hindu applicant, as a Dalit and as a Muslim. Using statistical analysis they assess the data and find that discriminatory processes operate even at the first stage of the application process.

"This is that part of the Indian economy (cities) where supposedly caste and communal discrimination are things of the past. Yet, our findings document a pattern of decision-making by private sector employers that repeatedly advantages job applicants from Hindu higher caste backgrounds and disadvantages low-caste and Muslim job ap¬plicants with equal qualifications," the authors observe.

Taken as a whole, this literature implies that social favoritism in hiring is not a matter of unfair individuals, but rather a conse¬quence of widespread in-group out-group dynamics. Favoritism only recedes when bureaucratic practices limit the discretion of those who hire.

As part of the study, a total of 4808 applications were made to 548 job advertisements over 66 weeks. They found discriminatory outcomes at the very first stage of the process that Indian university graduates go through to apply for a job. The authors however did not collect data on who was ultimately hired for these particular jobs. The study speculates that if caste and communal discrimination are evident even at this early phase of the application process in India, then final hiring decisions are unlikely to be equitable.

Indian PSU CEOs a unique breed

Indian PSU chiefs focus on growth and formal set up, while their Western colleagues are just the opposite

A long-drawn study by Hay Group, reported in July 2007, has thrown up interesting and unique characteristics of Indian PSU CEOs compared to their Western counterparts. The study of India's top 30 PSUs was conducted by the HR consultancy firm to assist India's Public Enterprises Selection Board, which is responsible for evaluating and appointing CEOs and senior executives of publicly-owned companies.

According to the study, focus on exclusive growth was more predominant in Indian CEOs than in Western CEOs. Indian CEOs, unlike the Western CEOs, showed virtually no focus on organizational politics or personnel issues. Indian CEOs achieve growth through consistently seeking out new information, technology and ideas to improve their businesses. The study also noted that the Indian CEOs give more consideration to people's education and experience rather than personal qualities. They tend to keep their business relationships more formal and professional, and avoid close relationships in the workplace. Although this seems like impersonal attitude to the Western peers, Indian CEOs view it as proper and necessary.

Exclusive focus on growth is definitely good news. But when it comes to looking at personal qualities and formal versus informal ways of managing organisations, the definition of what is proper or professional seems to be undergoing a change in management, and hence one is not sure if the report is good news or bad. Of course, the flip side exists to close relationships in the workplace, but today, nobody can deny the benefits of the informal organization. If the benefits of such a model can be infused to an extent in the PSU management styles without compromising on focus on growth, it can bring about a fresh breath to their staid, hierarchical structures.

In HCL your peers know your score

The 360 degree feedback method, an upcoming trend in management, where feedback from superiors, peers and subordinates is collected, compiled and gets into the review system. But what is not done, however, is announcing these ratings to one and all in the organisation.

India's HCL Technologies has taken this unthinkable step too! But of course not as a part of the review for bonuses and increments. They have designed a system that announces the scores to all in the company and this is de-linked from bonuses and increments. HCL started with ratings of superiors by their teams and met with a lot of skepticism initially. But slowly, as superiors, who's scores flashed across the intranet, started trying to improve their performances or styles, trust levels built up. Now the system has gained such good acceptance that it has been extended to include ratings by peers as well.

The radical system has attracted a lot of curious attention not only in India but worldwide too. Organizations are said to be thronging to HCL campus to study and understand the system and its after effects. Case studies too are being written on the model and being taught.

It may be too premature to call it a trend right now for it takes a lot of guts to launch and sustain such a system and we are not sure how many will follow suit. But definitely, this is one experiment that's designed with the interest of making management more accountable to employees.

More women, better results

Fortune 500 companies which have higher number of women on their boards achieve significantly better financial returns, finds a study by Catalyst, the NewYork-based consultancy.

The four-year-long study, named The Bottom Line: Corporate Performance and Women's Representation on Boards, studied two important measures-return on sales and return on invested capital and compared two types of companies-one with more number of women on the board and the other with less women on the board.

The results showed that on an average, companies with the most women board directors outperformed those with the least by 66 percent for return on invested capital and by 42 percent for return on sales.

The study demonstrates the very strong correlation between corporate financial performance and gender diversity. It pays to have more women on board. Smart companies understand that diversifying their boards with women can lead to more independence, innovation, and good governance and maximize company's performance. Here's empirical evidence to help shatter the glass ceiling.

Buy Nothing Day

A reverse trend to consumerism raises it head in the UK and promises to spread across the world. As the consumer market in India is booming and is set to grow phenomenally, a hint of a reverse trend is showing up in the developed world. Having seen the flip side of extreme consumerism and being aware of the price it pays in terms of environmental damage, a conscientious segment of the market is raising its voice against it and organizing the protest into effective forms.

One such initiative is the Buy Nothing Day which is being observed and advocated by consumers in the UK. November 24th of every year is being designated as the Buy Nothing Day when consumers say 'No' to buying anything. As this magazine goes to print, thousands of consumers in the UK are making sure the retails and manufacturers have a gloomy day at least for one day in a year.

The initiative brings to one's notice that 20% of the world's population is consuming 80% of the resources. The decision not to buy, although observed for just one day, reflects a deeper commitment not to over-consume and put pressure on resources. It also reflects commitment to a lifestyle based on shopping less and living more. The message may not be relevant for the large part of Indian consumers who are entering the consumer markets for the first time-like rural markets- but is certainly a forewarning to those in the upper income levels in urban markets who are busy displaying a constantly growing, greedy appetite for conspicuous consumerism.

MindTree is top Knowledge Management company

MindTree has been ranked first among the Most Admired Knowledge Enterprises (MAKE) in India by Teleos, in association with The KNOW Network. This was announced at KM India 2007, a CII Knowledge Summit. The award recognizes organizations that are front leaders in effectively transforming enterprise knowledge into wealth-creating ideas, products and solutions.

MindTree was the top-ranked company in 'transforming enterprise knowledge to create shareholder value', and 'creating value through customer knowledge'. It was ranked second on 'organizational knowledge-driven culture' and on 'creating a learning organization'.

MindTree's approach to Knowledge Management is said to be holistic - taking a socio-technical approach, with a strong focus on building a knowledge-centric culture.

Sustainability. What?

An Economist Intelligence Unit's recent online survey of 1164 executives from across the world has a few surprises (shockers) for the 'sustainability' buffs. The survey finds that **executives still believe sustainability is only for increasing brand value and not for profitability.** While the link between the two is increasingly being recognized, the survey throws light on how far it is true at all levels of the organization and what are the perceptions of benefits from sustainability.

While almost half (46 per cent) said that sustainability programs helped improve brand value, just 20 per cent felt they improved profitability. 33 per cent of respondents felt that their company only makes sustainability efforts to have an impact on the customers' perceptions of the firm, and a similar proportion (31 per cent) said their company's sustainability efforts mostly centre on communication, rather than actual change.

Sponsored by BT, the survey, conducted between July and August 2007, was called 'Sustainability in the workplace'- investigating what firms around the world are doing to implement a culture of sustainability within their organizations'.

When many boards seem to have begun to take sustainability seriously and strategically, the results seem to suggest that their executives are not with them. The survey suggests that sustainability initiatives will succeed totally when there is an organization-wide acceptance of its true significance and a commitment to practice it in decision-making at all levels.

It's imperative for senior managements to take their entire organization with them in their commitment to sustainability rather than wear it as a crowning jewel at the board level.

Tried leasing a car?

A majority of executives and entrepreneurs in India are used to either buying a car through hire purchase or getting a car from the company. The option to lease one's car is still new. Considering the huge EMIs and cash outgo for companies, leasing is beginning to be a smart option.

Pankaj Agrawal

LeasePlan India Ltd, a joint venture of the world's largest fleet management company, LeasePlan Corporation, is offering a complete mobility solution that includes not just leasing the car to you but also taking care of service, insurance and resale. Other global players including GE, who are in India already, are still finding their feet.

Headquartered in Gurgaon, LeasePlan India has a national network spread across Mumbai, Bangalore Kolkata, Chennai, Hyderabad and Pune. LeasePlan today manages a fleet of over 13,000 cars.

Pankaj Agrawal, business head for LeasePlan Rental in India says: "India still lacks complete mobility solutions. We are the pioneers in this space. We are also, for the first time introducing self-drive concept in a big way. LeasePlan manages the entire chain of car acquiring experience, except manufacturing and retailing."

Future for car lease concept is very bright in India. Of the million cars sold this year, 75 percent is financed by banks. The business opportunity for lease cars is 300,000.

"At 12,500 cars currently, we haven't even scratched the surface," Pankaj said.

LeasePlan builds integrated, customised blueprint solutions, which include analysis of the current and future fleet requirements and investment potential of the organisation. Based on the analysis, it develops solutions for companies' which ranges from fleet acquisition to financing, purchase, insurance, maintenance through the life cycle of the vehicle, damage handling and finally resale, thus ensuring increase in productivity and efficiency while minimising the capital expenditure of the organisation.

IndiaGames among top 100 global tech start-ups

IndiaGames http://www.indiagames.com has made it to the top 100 tech start-up for the year 2007 of Red Herring. Indiagames Ltd is India's benchmark mobile and online games company and a leading global mobile game publisher. The Company is engaged in publishing and developing games across various platforms, including online and mobile. Indiagames' products are developed and published across all major technology platforms and are distributed through partnerships with mobile operators in over 75 countries.

In India, the company also distributes games via its consumer focused website and operates a broadband Games-on-Demand service located at http://www.indiagames.com. Indiagames has over 300 employees and offices in Mumbai, London, Los Angeles & Beijing. Internationally the company publishes mobile titles via its IG FUN brand.

# Network-centric innovation strategy

How to apply innovative ideas effectively is the biggest challenge facing organizations today. Fortunately, there is a model now that will help make their journey easier.

The Global Brain, (Wharton School Publishing, October 2007) by **Satish Nambisan** and **Mohanbir Sawhney** promises to help leaders systematically identify and execute a network-centric innovation strategy.
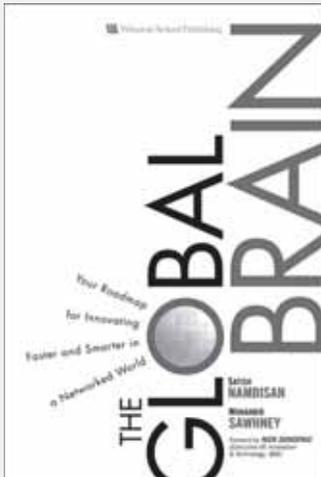
In a rare book review, Azim Premji, Chairman and CEO, WIPRO Ltd., has said: "Applied Innovation is what creates value in organizations; it's just very hard to do it. Nambisan and Sawhney have written a book that constructs a truly effective bridge between network driven innovation and its application. A refreshing look at Innovation and its practice. Useful for every business leader who is perplexed at the thought of actually 'getting Innovation done.'

The authors, Satish Nambisan (Associate Professor of Technology Management & Strategy at the Lally School of Management, Rensselaer Polytechnic Institute and **Mohanbir Sawhney** (McCormick Tribune Professor of Technology and the Director of the Center for Research in Technology & Innovation at the Kellogg School of Management, Northwestern University), say that as the landscape of network-centric innovation becomes more diverse and more confusing, there is a desperate need to structure the landscape to better understand different models for network-centric innovation. This book expects to bring clarity to the confusion.

Further, they argue that managers cannot rely on anecdotal success stories they read about in the press to implement a network-centric innovation strategy. They need rigorous and analytical advice on what role their company should play in an innovation network, what capabilities they need to create, and how they need to prepare their organization for this significant shift in the innovation approach.

Online community for innovation managers

Chuck Frey of InnovationTools.com and Hitendra Patel Ph.D. of the Monitor Group have announced that they plan to launch an online community for Chief Innovation Officers and innovation managers. The main source of content for this community will be a series of interviews with innovation experts about important innovation issues and challenges. These interviews will be distributed via e-newsletter and will appear in a new section of the popular InnovationTools website (http://www.innovationtools.com).

"Our goal is to provide innovation practitioners with a collection of real-world advice on how to implement and manage innovation initiatives, gathered from the best and the brightest minds in this field," explains InnovationTools founder and president Chuck Frey.

This panel of experts will include innovation experts from top tier management consulting and innovation consulting firms like the Monitor Group, Imaginatik and Laga, from Fortune 500 companies like Motorola, Merck, Cadbury Schweppes, Natura, Osram Sylvania and CVS and from academic institutions like Harvard and Hult.

"The members of this innovation roundtable were selected to provide a cross-section of perspectives and business segments. They bring a wealth of experience and wisdom to the table, which should result in some fascinating interviews," predicts Hitendra Patel Ph.D., a senior leader of Monitor Innovation, a Monitor Group Company and author of the new book, 101 Innovation Breakthroughs (http://www.innovation-management.com/101).

Frey and Patel are now conducting a brief survey of Chief Innovation Officers and innovation managers to identify the key issues they face and questions to which they need answers.

Free course on innovation

1000ideas.org contains a free online course that is designed to help generate new ideas, select and test them. The idea generation section is particularly extensive, with 21 sources of inspiration. One interesting idea is to create scenarios for new products. The idea is to put yourself into the customer's shoes, to figure out where his or her "pain points" are in their use of your product. Go for it!

Show your risk early

*Indians are enthusiastic and are great planners but poor executers, says Alexius Collette, CEO, Philips Innovation Campus, in a chat with **ManagementNext***
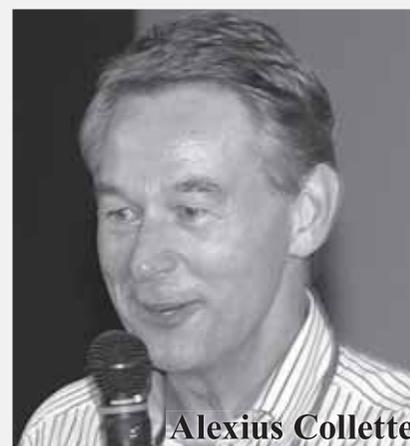
Alexius Collette

What challenges do you face in keeping Philips innovative?

It all depends on the people here. We have a young crowd here, averaging 30 years, and are connected with many innovation teams around the world.

There are two types of people in an organization. The young crowd finishes work according to the specs provided to them. The more senior ones, however, typically see the benefits to the end user more than simply completing a project. This organization is now transitioning from the first to the second.

The challenge in organizations like Philips is, how to provide the context, how to create a mindset of playing in the premier league and not at the lower level.

Why is that important? We are a growing organization and it's not that important where you are today, but where you will be in the future. So your learning speed will determine where you will be.

You have worked around Asia. What are your thoughts about the innovation culture of Indians?

I've worked in Singapore, Malaysia, China and Africa, including my own, which is Holland. I believe that it is important to respect the culture of every country first. The reason for my coming to India is to learn and enjoy here.

If you look at innovation, seeing the larger picture, challenging the status quo, rather, challenging your father and mother – those are the things that are very important in any culture.

Developing creative thinking is not at the core of the education system in India today. I find Indians to be very good in planning, are open minded, very nice people but when it comes to execution there is a problem. In an innovation organization, you have to be reliable in your solutions delivery.

I believe that the success of innovation is largely dependent on execution excellence. A lot of people think that innovation is being creative and out-of-the-box. Real innovation is very structured. The question is where do you want to put your creativity in.

In innovation there are quite a few processes. That helps. The real success of innovation is having the right domain competence. Processes any one can learn. Discipline in execution makes you successful.

I see a lot of detail in Indian temples, but it is missing in other places. When it comes to risk-taking the question is: are people prepared to share their early phase risk or sit on the risk until it is too late ?

I believe that with the right stimuli behaviors can change to suit the culture of organizations, especially in young organizations. So it's how you give the right stimuli. That's where having a company culture works.

The strength here is a lot of enthusiasm, a lot of drive, keeness to learn, adaptability. Indian people are very emotional and easy to make contact with.

Future of innovation in Philips

For us to stay ahead, focusing early on domain competence and showing the larger picture are key. Be open, show your risk early and gain perfection in delivery. So far we are successful in these. That's what our customers tell us.

At Philips we find solutions to improve the lives of our end-users. It's not about technology alone but tailoring solutions to the needs of the end user.

We also have to make a choice between going low on cost or go after delivering superior value. We go after value and we create so much excitement that the customer is not bothered about the additional cost.

Secondly, we are a very open-minded organization. We expect our employees to work as entrepreneurs.

Threat for innovation in India

Threats to India is postponing reforming the education system. There is a lot of creativity in the kids but because of the education system, a lot of opportunity is lost.

Less attention to process and more for domain competence is needed. That is: are people prepared to invest in getting in-depth knowledge? People are impatient here. They should know that it takes time to grow.

Yet, I see a lot of opportunity here and a lot of enthusiasm. If you create the right ecosystem which can give the right stimuli, there are huge rewards.

Talking to parents

*MindTree publishes a magazine called **Cirle of Life** for the parents of its employees. This has improved not only employee bonding but also family bonding with the company*

By Manoj Chandran

Picture this. A young technology professional of about 25 years of age walked into the cabin of MindTree Chief Operating Officer Subroto Bagchi and declared that he wanted to quit his job. He had decided to leave because almost every day his mother called up from Kochi in Kerala and asked him why he should work so far away in Bangalore. His mother wanted him to come back and be closer to her!

Another illustration. About 850 fresh engineering graduates from different parts of the country arrived at the MindTree campus to join the organization in October. This was their first job and most of them were nervously completing the formalities. Sitting in the same auditorium were more than 200 parents who had accompanied these IT professionals to Bangalore from various cities of India.

These and several such interesting experiences helped us take note of the value of parent-child relationship. In the fast pace of Internet age, the crucial role of parents in the life of an individual has not diminished, especially in the context of the Indian middle class. For a large segment of the society, the emotional attachment to the family continues to be strong. Despite limited knowledge of the fast changing world, parents continue to influence their children's critical decisions, such as their careers.

We also realized that even as the child moves out of the cocoon to begin his/her career, parents do not want to cut the umbilical chord of relationship. They constantly yearn to know about the organization that their children work, the kind of work they do. They want to know about the city their children stay in. They are curious to know about the new friends their children have acquired in the new city. More often, despite the best efforts of the children, parents

We realized that MindTree parents and the extended family was a community that we had never communicated closely with. We learnt that the members of this community were waiting for the organization to talk to them.

are always less than satisfied with the information they receive and constantly seek to know more about their children.

It then dawned on us that it is the organization that has to take the initiative and reach out to these parents. The organization should communicate with the parents to answer their queries. Moreover, this idea perfectly fitted MindTree's strong belief in the power of inclusion.

And, thus was born a unique concept called *Circle of Life,* perhaps the first communication by an organization for the parents of its people. Everything about Circle of Life is unique. The magazine was designed keeping in mind the target audience. We carefully ensure simplicity in the language to appeal to our target audience.

Circle of Life is a 16-page communication medium that helps MindTree Minds keep their parents informed about the latest happenings in their organization, every quarter. When the very first edition of Circle of Life reached the homes of MindTree Minds' parents, we realized how much this communication was required. We were overwhelmed by the response we received from the parents.

Clearly, *Circle of Life* has built a seamless bond with the parents of MindTree Minds and the organization. They now have someone who keeps them updated about the institution their children are building. MindTree has

come closer to them through Circle of Life. MindTree, for them, is now an entity with a face with whom they can interact – communicate their viewpoints and suggestions. In the words of the parents, they feel that for the first time they are being 'recognized'.

Circle of Life today reaches nearly 5,000 homes every quarter. It will enter its third year in January 2008.

More than anything else, *Circle of Life* has been a great learning exercise for the organization. We realized that MindTree parents and the extended family was a community that we had never communicated closely with. We learnt that the members of this community were waiting for the organization to talk to them. They were ready to absorb any information that came their way about the organization where their children were working. As we got closer to the parents through *Circle of Life,* we understood the value system they would like the organization to adopt. Even as they took pride in the fact that the organization was growing impressively, they were more touched by the socially responsible work we were doing.

While it would be difficult to point out the quantitative benefits organizations can derive from such initiatives, there certainly exist a few long-term gains. They immediately help include those who influence the decisions of the people into the organization's circle. Communicating with them opens up a whole new world of opportunities and information source for the organization. This community can become the most influential ambassadors an organization can possess.

(The author is Associate Director – Marketing, MindTree Consulting.)

Trace the life of a sale

By Dan Coughlin

Take the last sale you made and analyze it. Who did you sell your products or services to? How did you find that person? How did you find the person who referred you to your new customer? Keep working backwards and retrace all the steps it took to get you to the sale.

Retracing one project

How did I meet Josh and Catherine who ultimately hired me? I was introduced to them by the Community Relations Manager at Barnes & Noble in Boston, a woman named Gina.

Where did I get the idea for the cakes?

When my book was nearing completion I was looking for a fun way to thank my publisher so I sent them a cake with the name of the book on it. They loved it, so I decided to try it with the bookstores.

Where did I get the contract for the book? Two years ago I wrote a book proposal for a book about all the lessons I've learned while working with executives in over thirty industries. It took six months to get a contract for that book, and then 15 more months to publish that book.

So the sale I made to Josh and Catherine began two years ago. Was it worth all that effort? I would say yes because not only did that sale happen, but I'm also doing a keynote for the American Bar Association, a session for the top 75 leaders of the Industrial Assets Management Council, and several breakout sessions for BookWise at their first ever international conference. Long-term thinking and preparation has a way of generating sales over the long term.

See the power of long-term thinking

If you're obsessed with making a sale every day, you may miss out on building the engine that generates lots of sales. Many times sales people make a big sale, and then they get frustrated when another big sale doesn't happen right away. They forget the steps it took to make the big sale. I encourage you to retrace those steps. Usually you will find that you did a lot of small things that resulted in a big sale. Today focus on doing those small things that will eventually add up to something extraordinary.

Work backward and forward

After you've retraced the lives of a few of your best sales, look into the future and map out the steps you will have to take to create the future sales you want. Write down all those steps so you can see the long-term, big picture of what will produce the sales you want. Then focus on implementing each step that may be necessary to generate the types of sales you want.

Study the massive sales makers

Apple Inc. is hot to trot right now. Their iPods, iPhones, and iMacs are selling at historic rates and generating amazing revenue. However, it was just seven years ago that they were considered a niche computer maker. They went from the side stream to the main stream, but it didn't happen over night. Starting in 1997 they made a host of decisions to simplify their business, tighten their focus, and enhance their distribution channels. They worked relentlessly to make better computers and better MP3 players.

If you trace the life of sales with any major company, you soon will see the enormous number of details that were implemented well before the sales came flowing in. In recalling your own sales history, I hope you will continually relearn the critical importance of patience, perseverance, and innovation.

Keep striving, keep adding more value, and remember the power of long-term thinking.

Dan Coughlin is a business keynote speaker, management consultant, and author of Accelerate: 20 Practical Lessons to Boost Business Momentum. Visit Dan at www.businessacceleration.com

New Argonauts

Like the Greeks who sailed with Jason in Search of the Golden Fleece, the new Argonauts, foreign-born, technically skilled entrepreneurs, are traveling between Silicon Valley and their home countries seeking fortunes in distant lands.

Forget the brain drain, the story today is brain circulation. This trend has huge impact on the global economy.

Coined by AnnaLee Saxenian, Argonauts, Saxenian's mythic term for global commuters employed in the high tech sector, are not the ominous invaders American economic isolationists fear - stealing jobs and ideas from Americans and spiriting them abroad. Rather, Saxenian argues, such global entrepreneurs have created domestic and foreign jobs and reduced the cost of technology for businesses and consumers.

Blue ocean strategy: In a book that challenges everything you thought you knew about strategic success, W. Chan Kim and Renee Mauborgne argue that tomorrow's leading companies will succeed not by battling competitors, but by creating "blue oceans" of uncontested market space ripe for growth. Blue ocean strategy focuses on developing strategy in new, nonexistent markets.

Social collateral: Instead of a physical asset, communities offer collateral typically to those needing micro credits. For example, pullers buy the rickshaw on credit, payable in daily installments. To do so, they group together with at least four others who act as "social collateral." Defaulters are discouraged and repayment problems discussed within the group. They gather at a meeting point, usually a pharmacy or small shop, the owner of which is supported by a small loan himself and who is responsible for collecting the daily repayments. A coordinator collects these sums in the evening.

Hard power/soft power: Hard power and soft power are concepts originally applied to countries by Joseph Nye, former dean of Harvard University's Kennedy School of Government. In hard power countries use military and financial might to impose their will, whereas soft power indicates an ability to gain influence based on culture. In business, hard power refers to the use of scale, financial might,

and a low-cost position to win business, secure acquisition targets and gain distribution access.

By contrast, soft power is the capability to attract and influence customers, employees, and, indeed, stakeholders of all kinds: to make them want to be part of the company's mission and business activities. It is based on a deep understanding of what different stakeholders value and how the company can fulfill those needs — whether through a seductive and aspirational brand, a heroic mission, a distinctive talent development approach and company culture, or a willingness to be a genuine part of the community. This proposition is crucial, especially for companies that want to grow in the global marketplace. In short, soft power embraces a company's values, whereas hard power deals with its market muscle.

Open handset alliance: The Open Handset Alliance is the newly-formed mobile alliance committed to delivering comprehensive solutions to enable open software, open devices and an open ecosystem. Wind River is expected to play a critical role in helping companies bring their mobile products to market based on Android, the platform announced recently by the Alliance.

Multi-level deception

While multi-level marketing (MLM) organizations, popularly known as direct marketers, are busy casting their net wide into the Indian market, they are under the legal scanner

By Sangeeta Mansur

The honeymoon period of Multi-Level Marketers (MLMs) worldwide seems be coming to an end; and in India, litigation against their business practice has just begun. What appeared as a god-sent opportunity to lakhs of lower middle and middle class Indians over a decade ago is now turning out into a chimera.

In the context of an argument that the Prize Chits and Money Circulation Schemes (Banning) Act 1978, Section 2C and 3 should apply to MLMs like Amway, Amway had submitted a writ petition in the High Court of Andhra Pradesh claiming that the Act does not apply to them. The High Court is reported to have dismissed the petition with little respect. A consumer court in Vijayawada is reported to have recently ruled against Amway too. The High Court at Chennai has also given similar judgments in the past against other MLM organizations including VCAN network.

Despite these judgments, membership to MLMs appears to be on the rise in India, thanks to glib talk and dreamy promises they make to enroll you. There are several firms here, which, under the name of direct marketing, use MLM models. While they are busy casting their net wide into the Indian market, it's important to note that MLM firms are under the legal scanner worldwide. Federal Trade Commission in the US has issued warnings against them for the protection of US consumers. China has banned all direct selling since direct selling operators can easily turn into pyramid structures. Lack of awareness of court indictment and lack of understanding of the real nature of the business contribute to the continuing interest in MLM memberships in India.

Modus operandi

MLM organizations are based on pyramid structures where membership and commissions grow by geometric expansion. They ask you to be a member by paying a membership fee usually , give you products to sell and tell you that you can make money not only by selling products but also by enrolling other members; and when those members enroll others, you get a commission too. Why are these schemes, which sound like easy way of making money, attracting scrutiny?

MLM mechanism: To enter, a person has to pay a membership fee usually, and buy products. (Please note, they are worth less than what he pays and cannot be returned.) To qualify for commission, he must earn a minimum monthly credit points by selling the products and membership to others. He also gets commission by enrolling others down the levels of the pyramid. Thus, members at the top of the pyramid get the benefit of the entire enrollment down the levels.

The scheme is designed so cleverly that it's difficult to distinguish sponsorship of members and merchandise of products. The founder of FUND AMERICA got arrested in the US because he was found to have made 90% of his money through selling distributorship rather than products!

Business model: What many do not know is the fact that MLMs, by design, are unstable business models. The chain of membership can not continue infinitely, and when the saturation point is reached in the market, the recent entrants will start losing out. This is why MLMs can never distribute money or profits the way other companies can do. Initially, some members at the top will make monies at the cost of members at lower levels of the pyramid. But theoretically, even the MLM organization as a whole, cannot sustain its profitability. Any business that over-hires, over-extends or over-supplies a market can't sustain itself, and this is why the MLM model, when it goes past its saturation point, collapses under its own weight. And the fact that world over, the history of MLMs is replete with high drop-out rates (as high as 50-70%), failure rates and financial losses is enough evidence for the unstable nature of the model.

Ethical view: Besides the inherent flaw in this business model, the MLMs, when looked at from ethical point of view, give rise to several questions. If monies are made by selling products, there is no problem. But when money is made by enrolling others, some of whom may not have a fair chance of making it and may actually lose out, how ethical is that? Those who find it difficult to make money, turn to their friends and family for enrollment. MLM raises its truly ugly head when close friends and family become 'prospects' for desperate members.

The unethical aspects of the model have influenced some initiatives against MLMs across the world. MLMs are highly active in India now, thanks to the lack of awareness among the masses. It's time the media and the informal networks spoke about what's wrong with MLMs. Until then, even law will have little impact.

It's almost like being there

Cisco's TelePresence will revolutionize the concept of meetings. It will cut down travel sharply putting smiles on the face of families and the Green brigade

By Ranganath Iyengar

There is never a dull moment with technology (never mind the cost!). Well - one of the latest pieces that is doing the rounds is 'TelePresence' and if you are one of those 'perennial global travelers' or participate in a lot of audio / video conferences, it will make it very interesting for you to do business through a far more interactive experience. Let us take a look at Cisco's TelePresence that is positioned as an innovative new technology that creates unique 'in person' experience between people, places and events in their work and personal lives (yes, that is one of the things that is different!).

With the highly networked businesses that operate on a global scale and proven business models like outsourcing and collaborative work environments, people interaction has also become more frequent and more intense. The business challenge of today is to develop the ability to respond to unexpected issues that impact business continuity and for this maintaining the level of relationship between people remains the most critical factor.

At a business level, collaboration is defined through alliances, partnerships, joint ventures, virtual or cross border teams etc., whereas at the information level, collaboration level reflects the ability to share information and knowledge in many forms in a near real time manner through usage of a combination of technologies.

However, while we have all these marvelous tools, face-to-face human interaction is often hard to beat, given our ability to react and respond faster across the table and the ability to relate to the situation better. To maintain these relationships, people often travel, translating to lost time and productivity which also results in time away from home and family. Well, TelePresence takes you that much closer to that experience sans the travel effort and logistics.

Defining TelePresence

This is an innovative new technology that combines rich audio, high definition video, and interactive elements to deliver a unique 'in person' experience over the network. TelePresence's first solution is a live face to face meeting experience, empowering users to interact and collaborate in a unique manner. TelePresence is built on three key principles – quality that is as good as the person being in the remote location, extremely simple to use system and an architecture that allows you to take

advantage of existing services in new ways at a low cost of ownership.

In a nutshell, TelePresence is designed to make you look and feel the same way you do in person. It delivers high quality audio and video at low latency in a specially tuned meeting environment.

TelePresence technology

The solution is built upon Cisco's Service Oriented Network Architecture (SONA) and is positioned as part of the Unified Communication solution suite. It enables creation of a meeting for 6 people per room creating a 'virtual table' for 12 participants. There are also scaled down versions for 2-4 people as well. The auto collaborate feature allows people to plug in a laptop or a high definition document camera to share information or objects with others quickly and even across rooms. The multi point switch can support upto 36 locations in a single call with voice activated switching – participants always remain life size no matter how many participants are there in the meeting.

Benefits and implementation

Using such a solution, you can conduct board meetings, job interviews, customer service (troubleshoot complex customer service issues through remote experts), make sales presentations and demos, do collaborative design, offer consulting services and conduct staff meetings. If extended beyond the office, there can be several other solutions possible for everyday use as long as the infrastructure is available. Implementation can be done through Cisco partners and can involve several endpoints – e.g. a high definition video switch, TelePresence manager software, business to business connectivity and full lifecycle services. But once setup it is pretty much left to end users with minimal IT support.

The final word….

So, where is the catch? – maybe at this point, the cost may be suitable only for organizations with more than 500 employees (as per Cisco's own estimate) and the cost of utilities, services and infrastructure – but given the overall convenience it sure beats long bouts of travel and the associated logistics, inconvenience and risks. Maybe it is time to dust off that video conferencing equipment and use it or consider upgrading to TelePresence if you can afford it…..and if you really want to stretch your imagination, maybe you can be the first to design a TelePresence reality show!

MEN IN STEEL

Men have worn jewelry all along. The rich wear diamonds and gold to show off. The not-so-rich have had little choice, so they have stayed out. Not any more. The uber-cool Indian now has designer steel wear to make his fashion statement. What's important is, they are affordable

Thia is Ketan Jhaveri, a Mumbai-based entrepreneur's baby. In the fashion jewelry business for two decades, steel is a smart add-on to the menu he serves with elan.

Says Ketan, "the amazing thing is that steel-jewelry is treated with the same care and affection as gold jewelry. People have realized, that top quality steel jewelry isn't easy to make; and therefore needs to be valued almost as much as gold jewelry".

Thia is probably India's pioneer in steel jewelry and steel accessories for men. It set up a factory in Mumbai about a year ago and has become a leading manufacturer and exporter with 90% of the production exported. A flagship store and design-studio at Panchratna, the heart of Mumbai's diamond district, was opened recently.

The range and choice of steel jewelry is quite extensive. It includes chunky pendants, rings, bracelets, wrist-cords, key chains, cufflinks and money-clips. With pure stainless steel as the base, Thia creates designs that showcase a theme. And instead of relying solely on gold and diamonds as the value-addition, exotic options such as carbon-fibre, onyx, mother-of-pearl, and more recently, the rare paua from the seas of New Zealand are on offer.

Since pure laboratory-grade stainless steel is used as the base for all their products, Thia claims there's no possibility of skin-allergy. Even the cord and the chain are made either of all-steel or parachute-grade all-weather yarn.

Because of exquisite packaging standards, steel jewelry is something that can now be a great gift idea. It's not heavy on the pocket either - base price starts at Rs.1,500 and goes up to Rs.3,000. There's a lot that falls in-between. Worth checking out!

Contact: Tel.: (+91-22) 2364-0321, 0345. Mobile: 98203-75751
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SOFT IS **HARD**

By Robin Sharma

Please don't tell me being kind and learning to listen and building out your vision and things like working on your character are soft. Nope. They are hard. And that's why so few of us do them.

Anyone can act tough. What takes genuine power is to be open. To care about others. To learn from those around you. To be human.

Same for things like listening and vision and character-building. Getting good at those things takes a ton of courage. Why? Because we need to develop humility and be willing to admit we are far from perfect. And that we need to change. And change is scary. Because it causes us to leave the comfort zone we have always known. And sail out into the blue oceans.

So the soft stuff is really the hard stuff. And the new model of leadership really is all about mastering the skills people in the past judged as soft. And those leaders that cling to the old ways of being will get left behind. By the leaders willing to do what's hard

Isn't Leading Without Title and getting to remarkable as a person all about giving? Giving your gifts to your customers by being your best. Giving to your teammates so they, in turn, shine. Giving to your family - and to your life (life always sends you rewards in proportion to what you send it).

Too many amongst us think that by getting, we will find happiness and fulfillment - at work and at home. But I believe happiness and fulfillment come from giving. We all feel good being good. And doing good. That's the common thread that makes us human. And is this idea relevant for business? Absolutely (Google's a pretty successful company; one of their core values? You can make money without doing evil.).

Eat good books

One of the ideas I learned is to Eat Good Books. I was speaking to a PBL (Passionate Book Lover) who mentioned that, while growing up, her father insisted that she read for at least an hour every night. She mentioned that, as a result of that discipline, she now "eats good books". She loves ideas. And learning. And growing wiser - and better. Read to Lead is the lesson for us.

One insight read in a single book could take your work and personal life to a whole new level. To earn more/have more/love more/be more, it's mission-critical to read. Daily. Passionately.

The best way to survive a lion attack, I'm told, is to run directly towards it. It then thinks you are a predator. Works the same way with your fears: run away from them and they'll get you. Run to them and they'll leave you alone.

Robin Sharma has been ranked sixth most inspirational leadership guru by www.leadershipgurus.net. He comes after John Maxxwell, Tom Peters, Ken Blanchart, Marshall Goldsmith and Jack Welch. He leads big names such as Steven Covey, Ram Charan and Jim Collins. www.robinsharma.com

We Are Like That Only: Understanding the Logic of Consumer India

By Rama Bijapurkar, Penguin Books India, October 2007

Considered one of the leading consultants on market strategy and consumer behaviour, Bijapurkar has tried to make sense of the complex Indian market — the diverse consumer behaviour and the ways to make a company's fortune in this billion-plus market — in this book.

Incisively analytical, *We are Like That Only...*, Bijapurkar's second book after *Winning in the Indian Market*, does manage to make "understanding the logic of consumer India" a delightful task. Structurally, the first half of the book presents an overview of consumer India focusing on aspects of demand, income and patterns of behaviour.

Unencumbered by the methods and assumptions of traditional business analysts, Bijapurkar takes a fresh approach of 'defining your own India' and offers advice and methods of understanding the elements that make up the country's consumer base.

Managing Virtual Teams: Getting the Most from Wikis, Blogs, and Other Collaborative Tools

By Brenda Huettner, M. Katherine Brown and Char James-Tanny, Wordware Publishing, February 2007

Managing virtual teams can seem like a daunting challenge – and it is one that is becoming increasingly common and important for managers at all levels. This book provides practical advice for managers of distributed teams who need to design the internal systems and meet deadlines with a diverse team, as well as for team members who want to develop and maintain professional relationships.

We Are Smarter Than Me: How to Unleash the Power of Crowds in Your Business

By Barry Libert, Jon Spector, Don Tapscott, Wharton School Publishing. Sept 2007

This is a book to show anyone in business how to profit from the wisdom of crowds. Drawing on their own research and the insights from an enormous community of more than 4,000 people, Barry Libert and Jon Spector have written a book that reveals what works, and what doesn't, when you are building community into your decision-making and business processes.
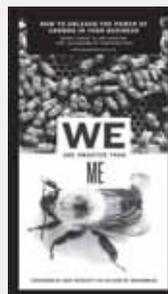
In We Are Smarter Than Me, you will discover exactly how to use social networking and community in your business, driving better decision-making and greater profitability. The book shares powerful insights and new case studies from product development, manufacturing, marketing, customer service, finance, management, and beyond. You'll learn which business functions can best be accomplished or supported by communities; how to provide effective moderation, balance structure with independence, manage risk, define success, implement effective metrics, and much more.

Giving Notice: Why the Best and Brightest Are Leaving the Workplace and How You Can Help Them Stay

By Freada Kapor Klein, Jossey-Bass, October, 2007

An eye-opening examination of the causes and dynamics of bias in the workplace, offering a psychological, political, and societal analysis of the actual cost of bias to the bottom line. The authors make the hurdles that women and minorities face in the workplace as personal to the reader as they are to those who face them. Giving Notice is filled with sensible approaches for solving the current imbalance and challenges us to rethink unconscious ideas about stereotypes and commonly accepted business practices.

Dictionary of Management

By Rajiv Chopra, Sarup&Sons, October 2007

This Dictionary of Management explores the nature and development of management as both a commercial concept and a social force. The Dictionary covers all the major fields of management and many related subjects.

Giant Steps in Management: Creating Innovations to Change the Way You Work

By Julian Birkinshaw and Michael Mol, Prentice Hall, October 2007

This book will help managers create tomorrow's best practice today, through lessons learned yesterday. It presents a thought provoking selection of the 50 most important management innovations of the last 150 years and describes the impact they have had on management today. Together, they form a fascinating compendium of the ideas, techniques and practices that have rocked the world of management.

The book takes on long-standing assumptions about how the work of management is best accomplished and shows how key performance measures, such as employee engagement, customer interaction, and technological innovations, can be improved.

Bubble Greenspan

As chairman of the Federal Reserve Alan Greenspan presided over the stock market bubble, the dotcom bubble and was on watch when the Fed allowed the sub-prime lending debacle to begin. Yet, the popular Thinkers 50 ranking of Suntop Media for 2007 accords third place to Greenspan after C K Prahalad and Bill Gates. What's more, Greenspan's book, *The Age of Turbulence,* has got rave reviews this year. Wonder who can explain this anachronism!

Why KL hates Bangalore?

A Malaysian delegation recently landed in Bangalore on an unusual mission – to find out how, despite creaky infrastructure, the city was able to attract the best of global companies, and in droves. Their refrain – you cannot get a better infrastructure on earth than The Multimedia Corridor around the Petronas Tower.

Sadly, even after ten years, the occupancy rate is just 30 percent. The mission was in for a rude shock when they were told by the bureaucrats – we don't do much, yet companies come. In fact, the city doesn't need any more companies coming in. A typical case of problem of plenty!

How $ one million saved Apple

Steve Jobs, it appears, has taken more credit than is due to him, for Apple's mega success, post-iPod. Very few know that a paltry $1 million equity investment in a start-up British company called Acorn Computers saved Apple from virtual bankruptcy. ARM Holdings, a subsidiary of Acorn, is now a globally dominant player in the mobile phone and PDA microprocessor market. Apple cashed out its one million investment for a mind blowing $800 million early 2000. As they say, the rest is history.

Napping aid

With increasing awareness about the health benefits of sleep, napping is becoming both popular and acceptable at the workplace. The opportunity to cater to this trend has caught the attention of entrepreneurs and executives, and in recent years, there has been a slew of new products and services that facilitate napping.

Located in mid-town Manhattan, Yelo offers its patrons the opportunity to take 20 to 40 minute naps in YeloCabs, which use a patented YeloNap sleep technology. The YeloCabs are private rooms that use light and color therapies, and also offer a "zero gravity" chair that elevates the legs above the heart to encourage maximum relaxation. Being well rested comes at a price however, and a 20-minute nap costs $12.

Relaxation software

Pzizz is a relaxation soundtrack system that offers a complete soundtrack - with a beginning, middle, and end - that caters to specific lifestyles and schedules by running for the exact amount of time desired. Usable at work, home or while commuting, the relaxation software uses a mathematical formula based on random selection, which draws from the three levels of data files (words, music and sound effects) that are mixed together each time the start button is pressed, resulting in billions of combinations of sounds -- so you'll never hear the same track twice. Worth trying!

Women are better investors

A Merrill Lynch study reported in the 'The Atlantic Monthly' stated that when it came to investing women are better on almost every count. It said women are less likely to hold a losing investment too long, and less likely to wait too long to sell a winner; they're also less likely to put too much money into a single investment or to buy a reputedly hot stock without doing sufficient research. Or consider a Jane Bryant Quinn column in 'Newsweek' ("Stop Treating Women Investors like Idiots!")

Why all this focus on women? A far greater problem, it seems is trigger-happy speculation, mostly by men – the kind of guys whose family savings went south with the dotcoms. Imagine a list of their money mistakes: Shoot from the hip. Overtrade their accounts. Believe they're smarter than the market. Think with their mouse rather than their brain. Praise their own genius when stocks go up. Hide their mistakes from their wives when it dives down.

Independent Dharavi

Kishore Biyani today is looking at all possible opportunities to get into. One of the quirkier ones was to check out if the world's largest slum in Mumbai, called Dharavi, would have business opportunity. Biyani sent market research executives to assess the size and variation of the opportunity on a one-month study. To his surprise, the researchers came back with the finding that the slum dwellers are very happy and have all their needs met from within the area. Biyani was impressed!

TOP MANAGEMENT JOBS

Company:Era Group
Post : Head-Commercial
Profile : Would be responsible for survey of land for RMC Plant and pan India. Legal agreement for land matters & Legal/ Statytory compliances of Excise/ Sales Tax/ Service Tax and other Direct / Indirect Taxes.
Exp : 15-20
Location : Delhi
Email : anil.j@eragroup.in

Company:Forbes & Company Ltd.
Post : Deputy Manager- Accounts
Profile : Should have sound knowledge of Accounting Operations of Container Freight Stations. Should be well versed with Budgeting & MIS.
Exp : 15-20
Location : Mumbai Suburbs
Email : hr@forbespatvolk.com

Company: Hind Lamps Ltd.
Post : Manager- Mechanical
Profile : Required a Degree or Diploma in Mechanical Engineering. Experience in Lighting / Glass Industry is essential
Exp : 13-20
Location : Firozabad
Email : hindlamps@sify.com

Company:HJI GMMCO Ltd.
Post : Head-Power Plant
Profile : We need a Mechanical/Electrical engineer with 20-30 years of experience & expertise in operation, maintenance, procurement, erection and commissioning of small to mid size coal based power plants. .
Exp : 20-30
Location : Amlai
Email : hrd@birlatec.com

Company:Kalima International
Post : General Manager- Construction
Profile : Should have Degree in Civil Engineering with 15/20 yrs of experience in Building Construction including finishing works should be able to independently handle projects and supervise works of Subcontracts.
Exp : 15-20
Location : Oman
Email : kalima@mtnl.net.in

Company:monnet
Post : Vice President Power
Profile : Looking for a Mechanical / Electrical engineer with experience in running thermal power plants independently.
Exp : 15-20
Location : Raigarh
Email : jobs@monnetgroup.com

Company:New Age Entertainment Company
Post : Business- Head Gujrat
Profile : Should be passionate about developing business and face the challenge of setting up new operations/ businesses Operational/ Business development / sales exposure in Retail/ entertainment/media/ service industry/ FMCG etc.
Exp : 15-20
Location : Ahmedabad
Email : gujrat.head@yahoo.com

Company:Nitco Tiles Ltd.
Post : Head- Real Estate
Profile : Would be a BE - Civil, Degree/Diploma in Management , with an experience around 15-20 years out of which atleast 5 years as Head of Construction from any Business House, Real Estate Co., etc.
Exp : 15-20
Location : Mumbai
Email : careers@nitcotiles.com

Company:Steer Engineering Pvt. Ltd.
Post : Head- Quality Control and Assurance
Profile : Shall have an experience in a Automotive in particular EOU and Manufacturing setup. Should have worked in automotive manufacturing environment would be a beneficial
Exp : 13-15
Location : Bangalore
Email : hr@steerworld.com

Company:TVS Logistics Services Ltd.
Post : Manager- Customer Management
Profile : Looking for a B.E - Auto/ Mech/ production or DAE/DME with more than 15yrs of experience in Logistics, Stores, SCM, Material W.H -perf. in Autoindustry.
Exp : 15-20
Location : Hosur
Email : sateshedwin.tvslogistics@tvssons.com

Company:Veljan Hydrair Pvt. Ltd.
Post : Deputy General Manager- Marketing
Profile : Would be responsible for Marketing of Denison products to start with West Zone(Maharashtra,Gujarat,MP) and North Zone (Delhi NCR,Punjab,Haryana,UP etc).
Exp : 15-25
Location : Mumbai
Email : resume@veljan.in

Company:Vijai Electricals Ltd.
Post : Deputy General Manager- Execution
Profile : BE Electrical with 15 to 20 years of experience in Execution of Power Projects.
Exp : 15-20
Location : UP Sidharthnagar
Email : recruitment@vijai.co.in

Company:ACS Systech Development Centre
Post : SAP FICO Lead
Profile : Must have SAP Experience in FICO along with an experience in atleast 3 or more of the sub-modules in SAP FICO, Accounts Payable, Accounts Receivable etc.
Exp : 8-13
Location : Bangalore
Email : arathi.prabhu@acs-inc.com

Company:Apex Technology Systems
Post : Project Manager
Profile : Demonstrated knowledge of HTML,JavaScript,Flash,Site flow Clearcase,Linux,DotNet, ASP,VSS(Visual Source Safe.
Exp : 8-12
Location : Hyderabad
Email : ratanprasad@apex-tech.com

Company:Invensys Development Centre India Pvt. Ltd.
Post : Software Project Manager
Profile : Ultimately accountable for the planning and timely execution of small to large scale projects, as assigned. Manage scope, schedule and cost throughout the life of a project including risk mitigation.
Exp : 8-13
Location : Hyderabad
Email : Narresh.Galidevara@ips.invensys.com

Company:iSOFT
Post : Testing Manager
Profile : Shall have an experience in software engineering tools & projects along with an exposure to testing software using contemporary defect detection and other relevant tools, ideally in a product environment
Exp : 8-10
Location : Chennai
Email : sameera.bijli@isoftplc.com

Company:Jean Martin
Post : Project Manager
Profile : Should have a Minimum of 8 years work experience in Consultancy, Architecting, Design, Deployment and/or support of software-related products or services, in a Microsoft-based large-scale Enterprise environment.
Exp : 8-12
Location : Hyderabad
Email : subadhrar@jeanmartin.com

Company:Oracle India Pvt. Ltd.
Post : Architect- J2ee
Profile : Will be required to design and implement the long-term solutions as a set of programmatic frameworks or tools. Hands On J2ee Architecture with Unix
Exp : 9-14
Location : Bangalore
Email : prashant.x.singh@oracle.com

Company:Pantaloon Retail India Ltd.
Post : HEAD- IT
Profile : Must have a process knowledge Highly structured planning and organizational skills.
Exp : 10-16
Location : Kolkata
Email : career.east@pantaloon.com

Company:Photon Infotech
Post : Director- Technology
Profile : Would define scope and deliverables for assignment with 'client' (may be internal or external) for the design of systems architectures to integrate business and IT requirements.
Exp : 10-17
Location : Chennai
Email : prakash.g@photoninfotech.com