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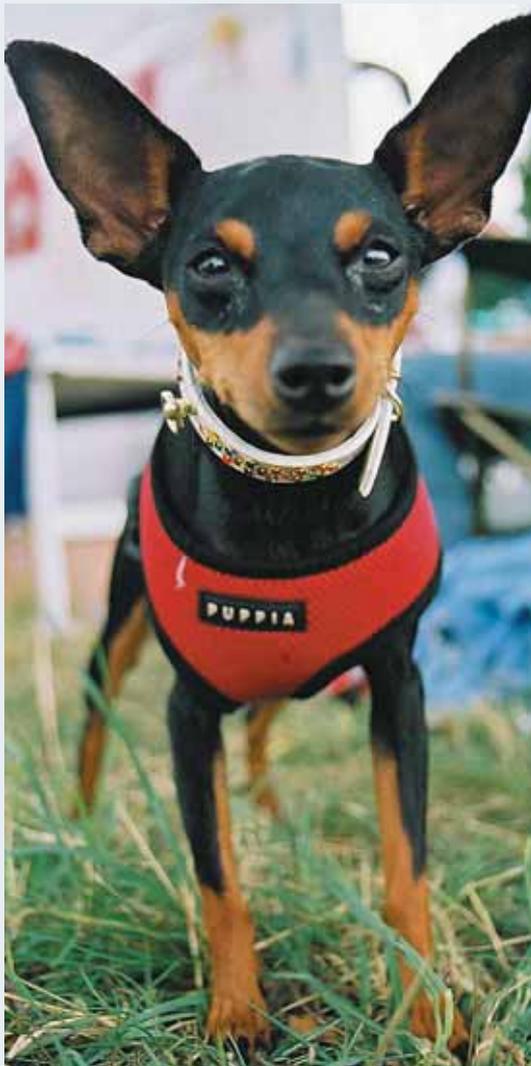
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## Work Like Your Dog

*Dogs are great models for us to emulate in our own work lives. They have an endless capacity to play reminding us that it should be one of ours, too*

*By Matt Weinstein*



How many times have you heard someone say, "I've been working like a dog!" or "My boss is working me like a dog!" The idea is that if we want to be successful, then we must be prepared to work long hours at hard labor. Working like a dog will most likely be a tiresome, serious, and joyless affair, without a hint of laughter, fun, or play.

However, before you ever use the phrase "work like a dog" again, take a moment to think about how your own dog actually spends his days. In actuality, your dog has a pretty good life, and you'd be lucky if you could work like your dog! Everything is new, everything is exciting, everything is fun to your dog.

Dogs are great models for us to emulate in our own work lives. They approach their lives not only with dedication, loyalty, discipline, sensitivity, and love, but also with joy, enthusiasm, and a willingness to see their work as play. If you want to increase your abilities in this area of study, spend a few hours this week in the company of a dog. The first thing you will notice that

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# Culture, strategy vie for top slot

Bain & Company's Management Tools & Trends 2007 study, released late March 2007, finds that softer management issues such as corporate culture, environmental protection and knowledge management have now moved to the forefront of executive thinking. The firm surveyed more than 1,200 international executives.

Here's a summary of the findings:

- 9 of 10 believe that corporate culture is as important as strategy for business success.
- 7 of 10 consider environmentally-friendly products and practices as an important part of their mission. This environmental focus is even more important to executives in emerging market countries (77 percent) than to those in established market countries (59 percent).
- Knowledge management, for the first time, ranks among the top-10 "most used" tools.

***"Organizational culture and so-called softer issues are now top of mind. Executives are clearly looking beyond cost-cutting for success."***

"Executives are actively addressing higher order needs, changing the rules and the tools of management," said Darrell Rigby, senior Bain & Company partner and author of the Management Tools & Trends study. "Organizational culture and so-called softer issues are now top of mind. Executives are clearly looking beyond cost-cutting for success."

Launched in 1993 and now in its 11th edition, the study examines executive attitudes toward management and industry trends, and evaluates the use and satisfaction with management tools.

The top-10 "most used" tools globally in Bain's Management Tools & Trends 2007 study are strategic planning (1st place), customer relationship management (2nd), customer segmentation (3rd), benchmarking (4th), core competencies, mission and vision statements (tied for 5th), outsourcing (7th), and business process reengineering, knowledge management, and scenario and contingency planning (tied for 8th).

When asked to consider both usage and satisfaction with management tools, the executives overall give strategic planning, customer relationship management, core competencies and customer segmentation "above average" rankings. Conversely, RFID, corporate blogs, consumer ethnography, loyalty management and shared service centers all score "below average" in both usage and satisfaction.

At a time when public attention and debate on outsourcing continues to grow, the study shows the tool losing some luster. When compared to results from the previous report in 2005, outsourcing drops from 3rd to 7th place in usage. Offshoring fell from 7th to 16th place in satisfaction.

"In evaluating the survey, we are keenly aware that management attitudes often shift faster than results do," added Paul Rogers, a London-based Bain partner and head of the firm's global organization practice. "While corporate culture, for example, is receiving considerably more management attention than in previous years, Bain research shows that fewer than 10 percent of companies currently succeed at building high-performance cultures".

## New power brokers

"...an important book for anyone interested in understanding how breakthrough businesses can be built in today's economy." When Bill Gates says this about a book, it has to be something.

Authors David S. Evans and Richard Schmalensee (Harvard Business School Press (May 9, 2007) in their book 'Catalyst Code: The Strategies Behind the World's Most Dynamic Companies' believe that as technology makes it easier to bring multiple groups together, the 21st Century might well be known as "The Catalyst Age."

In an economy where markets, consumers and technology are ever-changing and increasingly interdependent, economic catalysts – businesses that bring together a number of groups who need each other and make it easy for them to work together – are essential. Think of the credit card industry. This trillion dollar industry brings merchants and consumers

together. Google creates value for its customers, and makes billions for itself, by bringing searchers and advertisers together.

Companies that do this right and transform their pricing practices, incentive plans, and organizational structures are today's power brokers. Of course, catalysts have been around as long as marketplaces. But now, more than ever, they drive the economy. Doing business in this world isn't for the faint hearted but Catalyst Code maps it out, showing where the opportunities and pitfalls lie.

David S. Evans is the Vice Chairman of LECG Europe, and a visiting professor at University College in London. Richard Schmalensee is John C Head III Dean of MIT's Sloan School of Management.



# ManagementNext™

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

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the dog is constantly living in the present moment. Everything is of interest to her: the sights, the smells, the slightest movement in the world around her.

Nothing seems boring, and every interaction with another being brings its own excitement. Anything that can bring her pleasure will bring her pleasure, including the pleasure of your company. Notice how good you feel around her, how you are filled with joy, and tenderness, and concentrated focus, and excitement. Notice how she makes you laugh, over and over again. That is exactly how other people can feel in your presence, as well, once you learn to go on out there and work like your dog!

There are very few things that are certain in this lifetime, but here is one of them: I will get tired of throwing the ball long before my dogs are tired of chasing after it.

And here's another one: I will be the first one to cry "Uncle!" in a game of tug of war with the red cloth snake. Or the blue octopus. Or the stretchy brown dachshund. Or any of the dog toys at all.

When I pull out the squeaky toy fish, I've never seen one of my dogs give me a look that says, "Can't we do this later? I'm too tired!" Even if the squeaking of the fish has roused them from a sound sleep, the dogs always respond by scrambling instantly to their feet with a look that says, "Great idea! Glad you thought of it! Let's play!"

When I'm working at my desk, my standard poodle Celeste will lie quietly at my side. But after a while, she'll decide that I've worked hard enough. She'll get up, stretch her body, then shake herself all over. If I still haven't gotten the hint at that point, she'll walk over to my chair and beginning rubbing her nose against my arm. When I look over to her, she'll cock her head to the side and look up invitingly, as if to say, "Well? Have you had enough work yet? Let's go out and have some fun!"

I walk reluctantly outside with her and begin to re-tie my sneakers, and Celeste knows that she has won. She grabs a stick in her mouth, and begins to run in ever-widening circles around me, increasing her speed with every revolution. Speed is another form of communication for dogs, and the faster she runs, the happier she seems to be. I start laughing out loud to see her big poodle ears flapping in the wind as she dashes by, like miniature wings on the top of her head. Already I'm feeling better, and I haven't even gone ten feet out the door.

I am convinced that Celeste is on to something important here. I always return to work refreshed from our walk, and reinvigorated from our little break. Work and play are connected in that way: I often do my best work after some good play, because my head is clear and my body is relaxed and my spirit is soaring. Taking an occasional break is important in any kind of ongoing work activity, but if the break involves play, it is even more nourishing. If we want to take care of ourselves at work every day, taking a spontaneous play break is the best thing we can do for our health and mental well-being.

As our dogs constantly remind us, anytime is the right time to play.

*Matt Weinstein is the founding president of Playfair, Inc., an international team building organization that pioneered the study of fun at work. Matt is the author of Managing To Have Fun and co-author of Work Like Your Dog and Gently Down The Stream. Website: [www.Playfair.com](http://www.Playfair.com).*

## Heard of social investment managers?



Usha Sridhar

It's common to hear: "I want to give something back to my village or school" these days. As Indians get richer, they are becoming conscious of the big divide in income levels and want to do something about it. But due to the hassles involved in paper work, difficulty in identifying recipients and those who professionally run social organizations, many a good intention has not been going beyond the intention level.

There is hope. Usha Sridhar, a social entrepreneur has come up with an innovative business model which acts as a bridge between the donors and the needy. Her outfit, called The Interface, functions like a social investment management firm.

It ensures selection of appropriate channels to deploy funds, monitors utilization and provides feedback, provide structured options and packages for investors and facilitates communication between investors and social work organizations and the socially challenged.

Interface's delivery partners are primarily NGOs and other similar social service organizations that are carefully selected as per the programs that it offers, and any special requests from our clients and patrons. It works on a partnership model which ensures lower transaction time and cost.

Contact : [the.interface@gmail.com](mailto:the.interface@gmail.com) or 098402 28008.  
<http://www.theinterfaceonline.org>

## Social sector jobs in demand



Pari Jhaveri

The India story may be getting flashier by the day but there are a few who want to see life beyond numbers and pay cheques. A number of managers are quitting the corporate sector and are joining the developmental sector or turning social entrepreneurs.

The drivers for this trend are several. As people reach a certain level of personal and material satisfaction in the corporate world, a search for a higher meaning in life makes them listen to a calling. Having experienced high burnout, poor work-life balance they are seeking better-paced and meaningful work.

Besides, the social sector has been transforming itself in recent years and is comfortable with professionalism. Even the number of MBA graduates from top business schools joining the social sector is on the rise.

Pari Jhaveri's new-age placement firm, the Third Sector Partners places such people in the NGOs. Confirming the new trend, she says, her firm alone has placed 40 senior managers from corporate sector in top positions in various NGOs in the last one year. Pari herself moved from a career in advertising to set up this initiative for the social sector.

It helps that the salaries in the social sector are no longer abysmal as they used to be, although they are not on par with corporate salaries. Pari says: "They do not mind taking a pay cut and would prefer to work with the community where their contribution creates measurable impact and thus there is a sense of complete fulfillment." She believes her candidates have been very successful in their social avatars by bringing in the corporate world's systems, efficiencies and measurement methods. The social sector in India is sure set to transform itself, with this newfound professional impetus.

Contact Pari Jhaveri at [pari@thirdsectorpartners.com](mailto:pari@thirdsectorpartners.com)

## Bosses are bigger cheats

It looks like bosses are getting the thin end of the stick these days. An oven-fresh report of consultancy firm KPMG has found that 60 percent of the fraud happening in a company is perpetrated by the top bosses. It doesn't take much intelligence to know why. Top bosses have access to all the confidential company information and the recent corporate scandals are good examples of that. What's alarming is a good number of fraudsters are in the finance department.

For the first time, a report on corporate crime is able to define the profile of fraudsters in a company. It's sad that 89 percent of the fraud is committed by people in their own companies, meaning, corporate espionage and resultant damages are not as big as estimated. Since the report particularly covers 360 companies in Europe, Middle East, Africa and India fraud as a result of corruption is very high.

But a few of these countries, like India, now have a whistleblower policy in place. This policy, while protecting the whistle-blowers, will act as an effective deterrent to corporate corruption. Having a policy is one thing, but only after a few cases really come out, will common people gain confidence in the system. Till then it will continue to be a struggle to find a good balance between establishing effective internal controls and building a trusting organization.

# Are you being EMied?

*Yuppie Indian couples' big appetite for debt could have a major business and social impact if they don't watch out now*

*By Sangeeta Mansur*



*'Coupled with aggressive marketing and a positive view of the future, people are indeed making larger commitments. If the ecosystem turns against them then they will be under stress. This is not an IT industry issue alone but across the country', says Mohandas Pai, head of HR at Infosys.*

World over, double income families are increasingly coming under financial stress due to high mortgages. Research by Elizabeth Warren and Tyagi Warren in the US shows how double income families are into financial debt traps—not because they are spending the second income on luxuries but are paying high mortgage payments on what constitutes 'necessities' of today—such as home loans, car payments, education costs etc. Studies in the US, UK and Australia confirm this trend of increasing financial stress of double income families.

India may not be too far behind, considering the growth in home loans, car loans and the currently hot 'holiday loans'. The rising interest rate regime in these markets today could be slowly bringing a silent debt-trap to the doorsteps of Indian professionals. In very simple terms, what it means for the double income families today is that the mom now has to work not to give that much desired 'economic edge' to the family but so that the family can just break even.

The implications of such financially stretched out individuals in the work place are obvious. When the work itself demands a stretch from each individual today, an added burden of a financial stress is a sure bad recipe for productivity, creativity and effectiveness at the work place. Sectors such as advertising and media where demands on creativity are high may be adversely affected by this trend.

"Coupled with aggressive marketing and a positive view of the future, people are indeed making larger commitments.

If the ecosystem turns against them then they will be under stress. This is not an IT industry issue but across the country", says Mohandas Pai, Head of HR of Infosys. "If people are stressed, it impacts their productivity and their attitude to life. It reduces energy levels and the frame of mind", he adds.

And of course, there are the bigger sociological impacts of financial stress such as strain on relationships, divorces, neglect of the aged etc. which the US has famously undergone. We need to read the very early signs of these impacts on the companies and on the society and make the right choices now.

What can companies do to address this issue? Already the law states that no deduction can go beyond 50% of the salary but one cannot be sure how well this law is respected or enforced. But then, there is a limit to what the company can do too. Finally it's up to the individuals to make a choice between the high-leveraged but stress ridden life of 'here-and now' and the low-leveraged but peaceful life of 'delayed gratification'. What's your pick?



## Strong ties better than legal contracts

**S**trong relationships are frequently more important than legally binding contracts when companies outsource key operational activities. Researchers say that as more firms form international relationships - particularly in innovation-intensive industries such as biopharmaceuticals or high tech - iron-clad legal agreements can be impractical, if not impossible.

“When an innovative product is under development and a supplier



must invest in capacity up front, it can be difficult - if not impossible - to write a court-enforceable contract that specifies exactly what will be delivered,” says Erica

Plambeck, associate professor of operations, information, and technology at the Stanford Graduate School of Business.

Overburdened court systems around the world and the growing complexity of the types of collaborative deals being forged mean that increasingly firms rely on the threat of loss of future business rather than the court system to enforce those deals.

For example, she says, electronics giant Toshiba is continually making design changes, frequently substantial ones, throughout the development process. If Toshiba’s suppliers delayed making capacity investment for manufacturing a new product until the design was finalized and a court-enforceable procurement contract could be negotiated, Toshiba would miss the small windows of opportunity that the

consumer electronics market allows for releasing state-of-the-art products. Therefore, Toshiba needs suppliers to build capacity early, without a contract.

Alternatively, she says, there are cases where assurances about the quality or quantity of output cannot be legally enforceable. “Frequently, producing a viable product depends on the collaborative efforts of both parties, and it’s difficult to determine fault if something goes wrong,” she says. “This kind of complicated business arrangement can be difficult to specify in a contract in a manner that a court could enforce,” says Plambeck. “Under such conditions, an ongoing relationship between partners is critical to cooperation.”

## Can Vonage disrupt and sustain?

Conventional wisdom says that voice-over-Internet protocol (VOIP) innovator Vonage is doomed. Its IPO has been a bust, and Verizon seems intent on litigating it out of business. But there’s more to this story than that. To help better understand Vonage’s situation, Harvard Business Online sought the input of Scott Anthony, president of the consultancy, Innosight.

“VOIP seems like a classic disruptive technology and history teaches us that start-ups almost always win disruptive battles. But Vonage is struggling to stay afloat. Is it an anomaly to the disruptive model? Not quite. Disruptive pioneers have the greatest chance of success when they follow a path that powerful incumbents aren’t motivated to follow.

Cable companies hungrily eyeing the telephony market have introduced their own VOIP solutions. Established telephone companies seeking to spread fixed costs over the largest possible number of customers have introduced me-too solutions. VOIP is in fact taking off. Customers who can’t

utilize all of the performance packed into their traditional phone service are happily trading off ‘five-nines’ reliability and pin-drop clear call quality for VOIP’s convenience, flexibility, and low prices. As we’ve written, incumbent motivation to respond means that Vonage’s reward for blazing a trail is a slew of arrows in its back.” Do you think Vonage will be able to thrive – or even survive? What reward will this innovator receive?

## Knowledge and structure

How do innovative knowledge-based structures emerge and become embedded in organizations? To answer this question the authors use insights from theories of knowledge intensive firms, communities of practice and professional service firms to conduct a multiple-case process analysis of new practice area creation in management consulting firms.

The qualitative analysis identifies four generative elements that are critical to the process: socialized agency, differentiated expertise, defensible turf, and organizational support. The paper ‘Knowledge-based Innovation: Emergence and Embedding of New Practice Areas in Management Consulting Firms’ by N Anand, Heidi K. Gardner and Tim J Morris. (The Academy of Management Journal, 2007, Volume 50, Number 2) demonstrates that these elements need to be combined in specific pathways for the successful emergence and embedding of knowledge-based innovative structures. The pathways this research has identified emerge from three sources of new knowledge: networks of practitioners, markets for knowledge-based services, and hierarchies of professional firms. The findings of this research have important implications for studying innovation in the knowledge-based economy.

# Ultra portable or super compact PC?

*Ranganath Iyengar gets a feel of FlipStart and the Viao UX*



At first, there were PDAs, then mobile communicators and now, the Ultra Portable PCs. So what's different? Well PDAs and mobile communicators have always had compromises on software and replication of data is not always as clean as you would like it to be, and therefore, these devices

have always been an additional device with more emphasis on communication, personal productivity and conferencing. Read on to know more about Ultra Portable PCs which bring in a new dimension to next generation computing.

Super compact or ultra portable PCs are fully featured computing devices that run the same software as a laptop, have the same levels of connectivity, speed and a range of performance significantly better than PDAs and mobile communicators. We discuss two such devices in this article – the Flipstart and the Viao UX.

## Common features

These machines have several common features – they are built on standard Intel processors (either Intel Solo or Intel Pentium M), screen sizes of either 5x4 or 6x4 inches, battery life between 2-5 hours, are broadband-ready, can function as a fully featured mobile device, are enabled for video conferencing, run Windows XP or Vista, which means, all standard applications can be run on the device and pack in RAM of upto 1GB and hard disk capacity of upto 40 GB. The weight range is between 1-1.75 pounds. Tablet-like screens are standard with good quality software. Multimedia features are also standard.

## Uncommon features

Flash drive options are great to increase battery life and is an optional feature on the UX. The jog dial is an interesting add on in the Flipstart. Flipstart also has nine viewing levels to compensate for the small screen size and a nice external screen like a mobile phone when the device is closed for email alerts etc. Both feature high resolution displays well suited for most applications. The UX also features a biometric sensor and a hard disk shock protection. The Flipstart is a clamshell design whereas the UX has a sliding keyboard.

Connectivity is a big focus for both these devices as they are broadband-ready. Depending on the carrier tie-up offered the connectivity features can differ. In both devices, there is no need for any add on cards or hardware as is the case with

laptops. The UX has 2 cameras to help the user participate in video chats. The UX also offers GPS capability that is built in which is good for a next generation device.

## So, what is the USP?

These devices are practical and closer to normal computing environment than PDAs or mobile communicators and pack in a lot more features similar to the desktop environment. They also double up as good entertainment devices on the move except for the screen size which is an obvious limitation.

However, they come with enough standard extension slots for all the typical add-on devices that we use. Although expensive, they do not cost more than high end laptops. The Flipstart emulates the PC form factor (clam shell design) whereas the UX is closer



to mobile communicators in its design and maybe a little more cumbersome to use, if the intent is to use the keyboard and not the touch screen, which is far more practical in such a device.

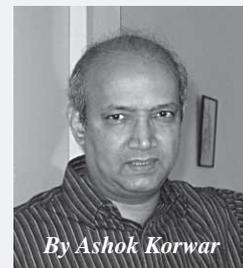
The best part, however, is that you do not have to search for a whole new range of software to run these devices with, since any of the standard software will work – this is where these devices score heavily against PDAs and mobile communicators. Additionally, since the entire focus of these devices is to work all mobile communication platforms available without any add on hardware, it makes these devices very attractive to work with.

So, what is the catch? Well – not too many aspects – for one, these devices are meant to be highly personalized devices and cannot be shared. The obvious limitations on the hard disk capacity, screen size, small keyboards etc., will limit extended usage situations and traditional working ergonomics. While security features are good, the device itself is small, portable and is vulnerable to theft. All in all, it is a very versatile device well suited for the well heeled and frequent traveling business executive. Well, if you want an office and personal entertainment system on the move, this is about as good as it gets for now!!

*e-mail: ranga@siplconsulting.com*

# Do business plans matter?

*A strategic planning team is not needed for creating business plans, says Dr. Ashok Korwar*



By Ashok Korwar



This may seem a strange question. Obviously, business plans matter – they are the manifestation of the company's strategy, how else can you ensure the goals will be met, and so on.

And yet, there is an equally strong current in the other direction: companies need to be nimble, respond quickly to opportunities, continuously rethink their 'theory of business', not wait for the annual planning cycle to address strategic issues, etc.

What are we to make of all this?

As usual, business plans do matter, but not for the reasons people think they matter.

As Eisenhower said, 'Plans are nothing, planning is everything'. The process of planning is what brings the value, not the plan itself.

The process of planning brings all the major role holders in an organization together, on the same page, on a topic they all have to agree is important. This is not as trivial as it sounds... there are actually very few topics the head of sales and the head of HR, for instance, would both agree, are equally important.

If properly done, it can force 'undiscussables' to bubble to the surface – should we really continue the India business? Should we close that backward-area manufacturing center now that there are no benefits?

It can force the business leaders to document the assumptions they are making about the world they do business in – the 'theory of business'... while this is probably the single greatest benefit of business planning, it is all too often completely lost in the maze of numbers and fog of reconciliation that always hangs over the planning exercise. It can enthuse and inspire people by showing in a concrete way that 'it can be done' –

once you put it down on paper (or spreadsheet, nowadays), it suddenly seems do-able.

Finally, and this is probably more critical for investment-intensive manufacturing businesses, it serves the very useful purpose of indicating how much investment needs to be made, and when.

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## It is time to erase the distinction between 'planners' and 'doers'. The two have to be the same

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If you want to make business planning really useful, I would offer two suggestions:

- \* Do NOT create a high-powered strategic planning team. The plan needs to be put together by the people who have to implement it. It is time to erase the distinction between 'planners' and 'doers'. The two have to be the same. If you have a head of planning, let him/her be a mid-level executive, capable of 'cleaning up' after the messy business of planning, arranging reviews, and so on, rather than some great strategic thinker who 'drives' the plan. That is what the CEO is for.

- \* Spend at least 30% of the time on 'scenarios'. Scenarios are not 'high/medium/low' or 'optimistic/pessimistic/normal'. A scenario is built by identifying the small number of forces in the business environment which can massively impact your business – customer tastes, regulation, price of oil, political stability in the Middle East, whatever it is. Take extreme values of each of these, and plot a coherent story about what the world will look like if that 'scenario' unfolds. Yes, there are potentially  $n \times m$  scenarios, if  $n$  is the number of factors, and  $m$  the number of outcomes for each, but it is enough to limit oneself to, say, 3 of these not necessarily the most likely ones but the most extreme ones).

Thinking through each of these scenarios does two things for you: it enables you to actually react if the dreaded scenario really happens (as BP did when oil prices soared); secondly, it helps you understand your business model better. The 'planner' should then spend the year monitoring the critical factors that define the scenarios, and alert the organization to which scenario is actually unfolding.

I always say that strategy is a dialogue with the environment. Then business planning can be a good tool for dialogue, nothing more and nothing less!

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*Ashok Korwar, formerly professor at IIMA, runs Growth Catalyst (Helps SMEs get to the next level)*

# Building tomorrow's



Nandan Nilekani

*Tomorrow's companies  
have to look beyond themselves  
and ensure maximum value  
to all stakeholders as part of  
their sustainability strategy*

The role of business in society has morphed – from Milton Friedman's conviction that 'The social responsibility of business is to maximize profits' to today's realization that business strategy has to be in sync with the long-term sustainability of society and the environment.

Friedman had also said that the business of business is to do business and leave everything else to society and the government. Far from it, today businesses are expected to play a big role in helping the government govern better.

Clearly, the big challenge for companies today is how to look beyond themselves. This is in no way conflicting with the profit motive of business. Says Nandan Nilekani, soon to be Co-Chairman of Infosys Technologies: "Of course, first we should ensure the survival and growth of our businesses but we should also ensure the long-term survival and sustainability of our society as well. Now, with the kind of damage to the environment, we should also ensure survival of our planet."

Indeed, the idea of 'Tomorrow's Company' is beginning to represent mainstream thinking. It started as an 'inclusive approach' and 'enlightened shareholder value' in the UK about a decade ago. These ideas essentially took into account the interests of employees, customers, shareholders and the community at large.

In fact, Mr. Nilekani is co-chairing an enquiry in UK about how best to achieve the alignment of financial, social, environmental and human capital by expanding the space in which companies operate today.

Speaking at a CII conference on business ethics recently, Mr. Nilekani expounded his three ways to expand this space:

Firstly, he said, it is high time for businesses to redefine success in much broader terms. The financial returns should take into account the lasting impact on all other spheres of life around us. "I can say that all leading companies are trying to find this space in their own ways."

His second way is about how businesses can gain authority in society. It is like asking – What permission has a business to comment on the social or political affairs of the nation? To Mr. Nilekani "this authority can be gained by consistency and quality of their behavior. This can be done by holding, articulating and living out a clear set of values. Having the mechanisms to apply these values. To challenge the system if need be. Values are what we use as a loadstar in real world situation."

# company

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A few Indian businesses have shown that following values is not incompatible with business objectives. In fact, if a company has a value-based approach, it is known to attract more customers and certainly attract better human capital. “It brings trust in your stakeholders which is a clear source of competitive advantage,” Nilekani said.

The third area where businesses are finding new space is in working with the government in filling certain regulatory gaps in areas like energy efficiency, development of human capital or green buildings. “We have to lead from the front in formulating regulation and not wait for the government to do so. It’s about how we push the envelope on regulation, transparency or how we create a level playing field or create a framework that takes businesses forward,” Nilekani said.

Role models play a vital role in widely spreading this big idea. India has been lucky to have had a few corporate statesmen whose interest went beyond profit. The Tatas and the Birlas have been pioneers but not many followed them in post-Independence India. Infosys Technologies, ITC Ltd, TVS and Murugappa groups in the South are exceptions.

Belief in ‘Tomorrow’s Company’ is easy but getting people to follow it is the real challenge. Sir Stuart Hampson, chairman of John Lewis Partnership and a patron of Tomorrow’s Company, the business-led think-tank that celebrated its 10th anniversary recently, believes that if the message of ‘Tomorrow’s Company’ was to be effective, it had to be championed by the finance director rather than the CSR (corporate social responsibility) director; it cannot be an optional extra for companies looking to polish their public image.

Sir Hampson wants businesses to educate customers, influence suppliers to reduce life-cycle greenhouse gas emissions, and communicate so that investors understand their long term strategies (e.g. GE has launched an initiative called ‘Eco-imagination’ through which it pledges to double revenues from products and services that provide measurable environmental advantages for customers from \$10bn in 2004 to over \$20bn in 2010).

In *Management Challenges for the 21st Century*, Peter Drucker sees the period we’re living in as one of “PROFOUND TRANSITION – and the changes are more radical perhaps than even those that ushered in the ‘Second Industrial Revolution’ of the middle of the 19th century, or the structural changes triggered by the Great Depression and the Second World War.”

The seed of the ‘Tomorrow’s Company’ are already germinating but the growth would be slow and even painful.

Only business leaders with a vision and a big heart can steer the system away from merely quick rewards and career progression.



*In fact,  
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a value based approach,  
it is known to  
attract more customers and  
certainly attract better  
human capital.  
“It brings trust  
in your stakeholders which  
is a clear source of  
competitive advantage*



## **Gini Coefficient:**

This is a measurement of income equality in different countries. The U.S. has a Gini coefficient of around 40, while South Africa and Brazil have some of the worst-consistently

around 60. China and India have historically had coefficients close to 20, but of late have been growing to the 30s, evidence that although a middle class has developed in those nations the standard of living is certainly not rising for all.

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**Portafuel:** *n.* A portable and nutritious meal or snack

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**Buzzword-compliant:** *adj.* Describes a piece of writing that is littered with jargon and buzzwords.

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**Green urbanism:** *n.* Urban design and planning that aims to minimize a city's impact on the environment.

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**Pay as you throw:** *adj.* A fee based on how much garbage a household or business generates; a program that implements such a fee. The program has been around in Seattle for sometime. Residents buy special garbage bags or stickers for their trash barrels so that the more they toss, the more they pay. Conversely, the more they recycle, the more they save.

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**Pay-per-read:** *n.* A commercial publishing model in which readers view stories and books online and pay only for what they read.

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**Pay-per-listen:** *n.* A music feature that requires the user to pay a small fee each time they listen to a song, album, or audio stream

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**RDI:** *n.* Aches and pains caused by driving a car, particularly by driving with poor posture or improper seat position. [From the phrase *repetitive driving injury*; cf. *repetitive stress injury*] The Loughborough University lecturer says his research revealed the five most common **RDI** injuries are foot cramp (81 per cent), lumbar pain (74 per cent), stiff neck (74 per cent), side ache (74 per cent) and headache/eye strain (73 per cent). As many as 48% of drivers could be **RDI** victims as they are not adjusting their car seats properly. - "Drivers at risk," *Liverpool Echo* (Liverpool, England).

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**Badge item:** *n.* A piece of clothing or other item that a person wears or consumes to make a statement about their taste or personality.

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**Deskfast:** *n.* Breakfast eaten at a desk.

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**Hot desk:** *n.* A desk that is not assigned to a particular employee, but rather is available for use and can be reserved in advance by a mobile worker whenever they are required to be in the office.

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# George Soros and reflexivity

*To Soros, our distorted perceptions are a factor in shaping events.*

George Soros is famous as an American financial speculator and stock investor, but he is also a philanthropist and a political activist. With an estimated current net worth of around \$8.5 billion, he is ranked by Forbes as the 80th-richest person in the world.

Soros is the founder of Soros Fund Management. In 1970 he co-founded the Quantum Fund with Jim Rogers. It returned 3,365% during the next ten years (42.5% per year for 10 years), and created the bulk of the Soros fortune.

Soros has his own investment philosophy and he viewed the financial markets as a laboratory where he could test his philosophical ideas. And he tested his theory by searching for developing market trends or sudden changes about to happen that nobody else had noticed.

Way back in 1972, he found one such trend in the banking industry. He published a report titled 'The Case for Growth Banks', forecasting that bank shares were about to take off. He recommended some of the better-managed banks. In time, bank stocks began to rise, and Soros garnered a 50% profit.

To Soros, our distorted perceptions are a factor in shaping events. As he puts it, "what beliefs do is alter facts" in a process he calls 'reflexivity', which he outlined in his book 'The Alchemy of Finance'.

Changes in market prices cause changes in market prices. As stock prices go up, investors feel wealthier

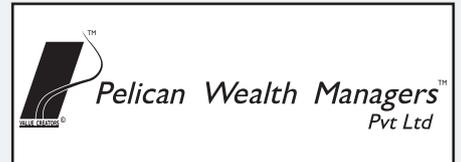


and spend more money. Company sales and profits rise as a result. Wall Street analysts point to these "improving fundamentals," and urge investors to buy. That sends stocks up further, making investors even wealthier, so they spend even more. And so on it goes. This is what Soros calls a "reflexive process." Reflexivity is a feedback loop: perceptions change facts; and facts change perceptions.

His method is to look for situations where "Mr. Market's" perceptions diverge widely from the underlying reality. On those occasions when Soros can see a reflexive process taking hold of the market, he can be confident that the developing trend will continue for longer, and prices will move far higher (or lower) than most people using a standard analytical framework expect.

To some, Soros' method may appear similar to trend-following. But trend-followers normally wait for a trend to be confirmed before investing. When the trend-followers pile in, Soros is already there. In Soros' hands, reflexivity becomes a method for identifying when the mood of the market is about to change, for enabling him to read the mind of the market.

And a good mind reader of the market surely he is, for, after all, he isn't known as 'the man who broke the Bank of England' for nothing. On Black Wednesday in 1992 he sold short more than \$10 billion worth of pounds, profiting from the Bank of England's reluctance to either raise its interest rates to levels comparable to



*By Babu Krishnamurthy*

*"Stock market bubbles don't grow out of thin air. They have a solid basis in reality, but reality as distorted by a misconception."*

those of other European Exchange Rate Mechanism countries or to float its currency. Finally, the Bank of England was forced to withdraw the currency out of the European Exchange Rate Mechanism and to devalue the pound sterling, and Soros earned an estimated US\$ 1.1 billion in the process.

Soros blames many of the world's problems on the failures inherent in what he characterizes as market fundamentalism. His opposition to many aspects of globalization has made him a controversial figure.

The author is Co-founder & Head  
Wealth Management -  
babu@pelicanindia.com

# Don't worry, be happy



By Swamy Sukhbodhananda



*Don't focus  
on happiness  
in the future.*

*Just be  
happy,  
now.*

**G**rowth has two dimensions: one is at the external level and the other at the internal level. The external growth is concerned with the outer winner and success. The inner growth is value based and is about satisfaction.

The real task of education is to teach how to balance and harmonize these two polarities. This is a challenge.

External art and internal art are different. Internal art is about how peaceful you are, how integral you are and how you operate from there. Without this inner fullness, the external success is not going to give you the music of ecstasy. Inner fullness based on values is what brings joy and cultivating this internal art is important. As we work on external excellence, can we work on internal excellence?

Indian ethos offer three core values, irrespective of which religion or culture you belong to, to create this inner fullness, the absence of which creates disintegrate, disharmony and immoral acts. To achieve the inner happiness there are three laharis one should follow. They are:

- **Ananda Lahari:** Lahari means wave and ananda means joy. True joy. Being happy. Don't focus on 'becoming' happy. Don't focus on happiness in the future. Just 'be' happy, now. How to be happy? Just be happy. It's a decision that you make. See it as an ethical value but not as a pleasure. When you decide to be happy, you'll always be happy. When we are not happy, we are miserable and we do immoral acts to cover up this inner void and the void continues.
- **Prema Lahari:** 'Prema' means love. Do what you love and love what

you do- as a lived value and not as a spoken value. Whatever you do, do with love. Internal growth happens to you then.

- **Soundarya Lahari:** Learn to see patterns of beauty in what is and not in what should be. We have to see elegance in what is and not get addicted to your dogma of what should be, you'll miss the beauty of what is.

So if we live all the three laharis there is no need to be unhappy, tell lies break the rules. In fact, running a business will become an extension of inner joy.

The doables is very important.

- Everybody is a possibility. Everyone is divine.
- Live that possibility instead of only preaching about it.
- Ask what prevents us in living this possibility. It is our old mindsets.
- If you don't address your old mindset, society is going to support your old mindset.
- Create an enlightened society, inspire a new mindset and be inspired.

Retain the sense of wonderment. Say wow to life in everything you do, see and feel.

All religions tell us to be internally full. Without internal fullness you won't enjoy the external fullness. Without this internal fullness, in this rat race, even if you win, you will remain a rat.

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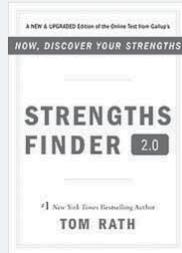
*Swamy Sukhbodhananda is based in Bangalore. He is a spiritual leader and a corporate trainer*

*Excerpts from a speech at CII Conference on Economic growth and Ethics*

**StrengthsFinder 2.0: A New and Upgraded Edition of the Online Test from Gallup's Now, Discover Your Strengths**

by Tom Rath, Gallup Press, February, 2007

To help people uncover their talents, Gallup introduced the first version of its online assessment, StrengthsFinder, in the 2001 management book *Now, Discover Your Strengths*. The book spent more than five years on the bestseller lists and ignited a global conversation, while StrengthsFinder helped millions to discover their top five talents.

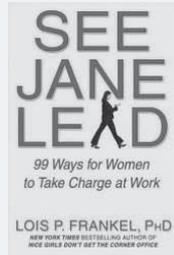


In its latest national bestseller, *StrengthsFinder 2.0*, Gallup unveils the new and improved version of its popular assessment, language of 34 themes and much more. While you can read this book in one sitting, you'll use it as a reference for decades.

**See Jane Lead: 99 Ways for Women to Take Charge at Work**

by Lois P. Frankel, Warner Business Books, April, 2007

The workplace is changing. From the boardrooms to non-profit organizations to the military, the typical male management style is now obsolete. There is a new generation of employees who reject hierarchical leadership and respond to the behaviors and characteristics that women traditionally exhibit. In *See Jane Lead*, Dr. Frankel provides a blueprint for women who want to tap their natural leadership abilities and manage with greater ease and confidence in the business world, on the soccer field, at home, and beyond. With the same sharp insight that she demonstrated in *Nice Girls Don't Get Rich* and *Nice Girls Don't Get the Corner Office*, Dr. Frankel shows women how they can overcome sabotaging childhood behaviors that hold them back, while offering practical advice and real-life examples of strong female leaders who have succeeded-in male dominated fields-beyond their wildest dreams.



**Five Minds for the Future**

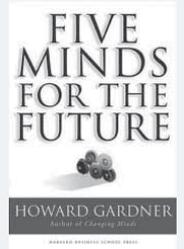
by Howard Gardner, Harvard Business School Press, April, 2007

We live in a time of vast changes. And those changes call for entirely new ways of learning and thinking. In *Five Minds for the Future*, Howard Gardner defines the cognitive abilities that will command a premium in the years ahead:

- the disciplinary mind—mastery of major schools of thought (including science, mathematics, and history) and of at least one professional craft
- the synthesizing mind—ability to integrate ideas from

different disciplines or spheres into a coherent whole and to communicate that integration to others

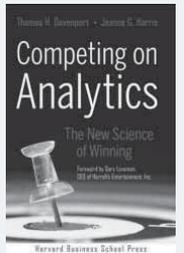
- the creating mind—capacity to uncover and clarify new problems, questions, and phenomena
- the respectful mind—awareness of and appreciation for differences among human beings and human groups
- the ethical mind—fulfillment of one's responsibilities as a worker and a citizen.



**Competing on Analytics: The New Science of Winning**

by Thomas H. Davenport and Jeanne G. Harris, Harvard Business School Press March, 2007

In *Competing on Analytics: The New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier for using data to make decisions has shifted dramatically. Certain high-performing enterprises are now building their competitive strategies around data-driven insights that in turn generate impressive business results. Their secret weapon? Analytics: sophisticated quantitative, statistical analysis and predictive modeling.

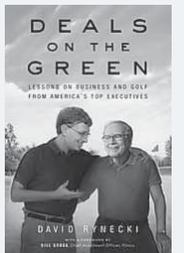


Exemplars of analytics are using new tools to identify their most profitable customers and offer them the right price, to accelerate product innovation, to optimize supply chains, and to identify the true drivers of financial performance. A wealth of examples - from organizations as diverse as Amazon, Barclay's, Capital One, Harrah's, Procter & Gamble, Wachovia and the Boston Red Sox - illuminate how to leverage the power of analytics.

**Deals on the Green: Lessons on Business and Golf from America's Top Executives**

by David Rynecki, Portfolio, April 2007

No matter how sophisticated the tools become—the e-mails and teleconferencing, the BlackBerries and PowerPoints—golf remains the true communications hub of American Business. It is the great and peaceful forum where movers and shakers can meet, up-and-comers can impress their bosses, and major players can seal monster deals. It is the place where there is no need for a personality test because golf brings out a person's true character.



Rynecki actually played with some serious Fortune 500 types, on some serious golf courses and share with us stories about the way they play and hustle and just generally enjoy themselves.

### Managing the future

Sesh Velamoor. *Foresight - The journal of future studies, strategic thinking and policy, 2000, Volume 2*

This article argues that managing the future requires an overhauling of existing paradigms of management thinking given the new context of human affairs. This context is characterized by the following important shifts relating to humans, their institutions and world views: globalization or the idea of humanity in a planetary sense, revolutionary advances in information technology and genetics causing us to rethink our notions about what it will mean to be human and the increasing power and influence of humans over other humans, the environment and other systems that have empowered us to govern evolution.

The article highlights the absence of any organized mobilization to rethink the now obsolete ideas and concepts of management and outlines some ideas that must be taken into account in articulating a new paradigm. This paradigm constitutes a systems view with the unit of consideration being the planet and humanity first with multiple identities coming secondary to the global community. A human civilizational code of ethical principles would necessarily articulate behavior norms in service to a consensus set of values and behavior standards of benefit to all humanity.

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### Managing Financial Risk and Uncertainty: The case of venture capital and buy-out funds

Can Kut, Bengt Pramborg, Jan Smolarski. *Global Business and Organizational Excellence. Volume 26, Issue 2, 2007*

To be successful in the private equity industry, funds must manage the many aspects of risk that are associated with venture capital and buy-out investing. This study provides survey evidence of a wide range of risk management practices among 142 European funds in the private equity industry. The authors classify funds based on whether they are primarily involved in early-stage financing (venture capital funds) or primarily later-stage financing (buy-out funds), and then analyze the effects of fund type along several dimensions of risk. The results show differences in how venture and buy-out funds manage risk, which is most developed when evaluating new investments. Post-investment risk practices are less developed.

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### Challenges in the adoption of E-Commerce technologies in India: The role of organizational factors

Tarafdar, Monideepa and Vaidya, Sanjiv D. *International Journal of Information Management. Dec 2006, Vol. 26*

Organizations differ significantly in their inclination to deploy E-Commerce (EC) technologies. It is necessary to analyze the factors that determine the organizational

inclination to deploy EC technologies because this would help firms design appropriate interventions in order to control it. This paper proposes a framework that explains the influence of organizational factors on the propensity to employ EC technologies. The framework is based on qualitative data on EC adoption from four firms in the financial services industry in India. It explains why organizations vary in their propensity to deploy EC technologies, and highlights the role of top management, aspects of organization culture, characteristics of Information Systems professionals and organization structure. Overall, the paper provides a structure by which specific organizational drivers of EC deployment can be analyzed and controlled and relevant managerial issues can be addressed.

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### Capital Budgeting Practices in Punjab-based Companies

Sanjeev Gupta, Roopali Batra and Manisha Sharma. *The Icfai University Press, Applied Finance Journal, Feb.' 07*

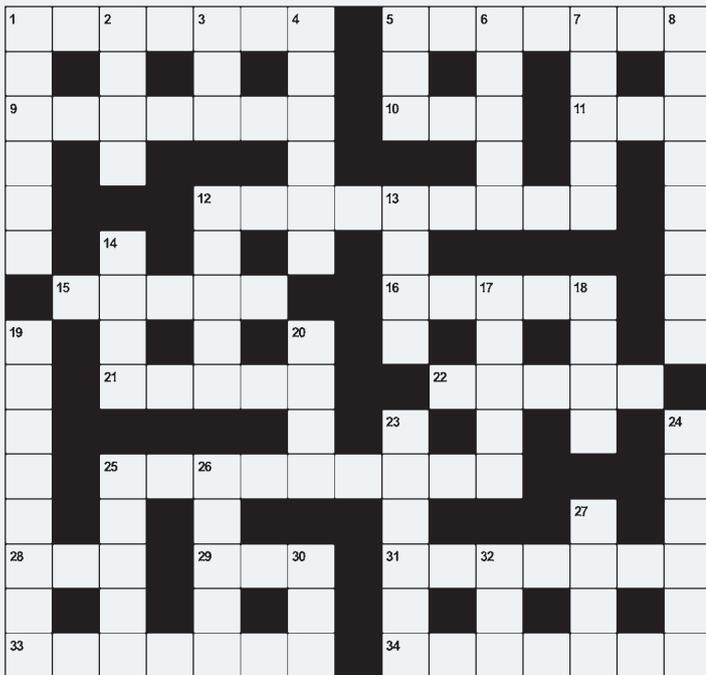
Investment decision, popularly known as capital budgeting decision, is one of the most important decisions that finance managers have to take. In the current era of globalization and competition, selection of profitable investment opportunities is a must for the survival of any company. A number of studies have shown that companies employ several capital budgeting techniques while selecting a project. Based on a primary survey, the present study examines the current status of capital budgeting and explores the techniques preferred by Punjab-based companies. The study also seeks to find whether the factors such as size of capital budget, age of the company and nature of industry have any influence on the choice of capital budgeting methods. As it is found that most of the companies pursue non-discounted methods, the study suggests that they adopt techniques like Net Present Value (NPV) and Internal Rate of Return (IRR), which could deliver better results.

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### Fostering Entrepreneurial Drive in Business Education: An Attitudinal Approach

Juan Florin, Ranjan Karri and Nancy Rossiter. *Journal of Management Education, 2007*

Drawing from research in individual characteristics of entrepreneurs and the theory of planned behavior from social psychology literature, this study identifies attitudinal dimensions of entrepreneurial drive (ED), proposes a model, and develops and tests an instrument to measure it. Results show that students differentiate among five attitudes that have been found to promote entrepreneurial behavior in prior research, namely, preference for innovation, nonconformity, proactive disposition, self-efficacy, and achievement motivation. Taken together, these attitudes define the authors' conceptualization of ED. The article provides recommendations of initiatives that were proven to be helpful in developing entrepreneurial drive in undergraduate business students.



**Across:**

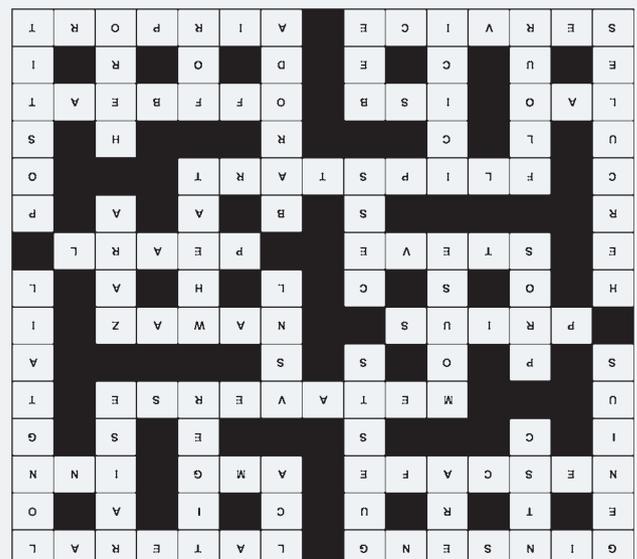
- 1 Popular Chinese revitalising herb (7)
- 5 \_\_\_\_\_ thinking: Edward de Bono's term for reasoning that is not immediately obvious (7)
- 9 Nestle makes this worldwide top selling brand of instant coffee (7)
- 10 Mercedes-Benz's custom-made "one-man, one engine" policy produces this car (3)
- 11 Many famous motel chains have this word for a public lodging house in their names (3)
- 12 Term now widely used to describe the vision behind current work on fully immersive 3D virtual spaces (9)
- 15 The world's first mass-produced hybrid car made by Toyota (5)
- 16 Former PM of Pakistan, \_\_\_\_\_ Sharif (5)
- 21 First name of both Jobs and Wozniak!! (5)
- 22 The latest BlackBerry variant (5)
- 25 Paul Allen's new mini computer (9)
- 28 \_\_\_ Tzu, Chinese developer of the concept of Tao (3)
- 29 India's most expensive business school (3)
- 31 Slang term for unconventional (7)
- 33 "\_\_\_\_\_ with a smile": very popular slogan worldwide! (7)
- 34 GMR has won the contract to revamp this in Delhi and Mumbai (7)

Compiled by Ravinarayan Raghupathi

**Down:**

- 1 "Little \_\_\_\_\_": Wipro's laptop brand (6)
- 2 Analog television standard popular in the USA and Canada (4)
- 3 Common term for a very long period of time (3)
- 4 Kingfisher Airlines, being in the "aviation hospitality" business, calls its passengers this! (6)
- 5 HAL's Tejas fighter was formerly known as this (3)
- 6 Singapore's largest low-cost airline (5)
- 7 An increase in salary or rank (5)
- 8 Name for the new theory that there is good money in selling several brands rather than a few (4,4)
- 12 The most ubiquitous computer pointing device! (5)
- 13 This Indian telecom company is the world's largest wholesale voice carrier (4)
- 14 \_\_\_ and cons (4)
- 17 & 25 Down Main ingredient used in the making of most Indian breads (5,5)
- 18 Spain's leading fashion design house (4)
- 19 TI Cycles owns this popular bicycle brand (8)
- 20 Term for tax derived from "assess" (4)
- 23 Bank of \_\_\_\_\_: Indian bank that has the largest number of overseas branches (6)
- 24 "\_\_\_\_\_ - \_\_\_\_\_": the sticky note invented and manufactured by 3M (4,2)
- 25 See 17 Down
- 26 India's second largest bank (5)
- 27 \_\_\_\_\_ Cycles: brand that first did out-of-film advertising, in the film "Guru" (4)
- 30 Spelling \_\_\_\_\_: a contest in which participants, usually children, are asked to spell words (3)
- 32 Commonly used preposition (3)

**Solution**



## Quitters do win



The old saying is wrong - winners do quit and quitters do win.

According to best-selling author Seth Godin, what really sets superstars apart from everyone else is the ability to escape dead ends quickly, while staying focused and motivated when it really counts. Every new project (job, hobby or company) starts out exciting and fun. Then it gets harder and less fun, until it hits a low point—really hard, and not much fun at all.

And then you find yourself asking if the goal is even worth the hassle. Maybe you're in a Dip—a temporary setback that will get better if you keep pushing. But maybe it's really a Cul-de-Sac, which will never get better, no matter how hard you try.

Winners quit fast, quit often, and quit without guilt—until they commit to beating the right Dip for the right reasons. In fact, winners seek out the Dip. They realize that the bigger the barrier, the bigger the reward for getting past it. If you can become number one in your niche, you'll get more than your fair share of profits, glory, and long-term security.

Losers, on the other hand, fall into two basic traps. Either they fail to stick out the Dip—they get to the moment of truth and then give up—or they never even find the right Dip to conquer.

## Survivor guilt

There is lots of evidence on the effects of downsizing or 'restructuring' as it is sometimes euphemistically called and that evidence mostly indicates that downsizing

does not increase stock price over a long period of time or enhance productivity, quality, innovation or customer service.

Until people know who is being laid off, many will be fearful. And there is lots of evidence that those who 'survive' layoffs also exhibit diminished motivation and attachment to the organization—sort of 'survivor' guilt. In the words of a CEO at a company who once did a layoff, it took us two months to decide, two weeks to do it, and two years to recover. On the other hand, it is in fashion."

## Wal-Mart's reputation risk

Big success indeed comes at a price. Wal-Mart is known to push for performance until people break down. This strategy has had a negative effect and it is forced to do things it hates – spend on PR.

In 2004 and 2005, Wal-Mart began to implement a non-market strategy to respond to detractors and improve its image. Wal-Mart took, from becoming politically involved to creating community relations offices to working with special interest groups. Wal-Mart ran ads in various newspapers, launched a major environmental initiative, extended health care benefits, set up a diversity task force, and announced support for local businesses in communities in which it planned to open new stores. Has it helped? Not much.

## Advertisers killing Indian cricket

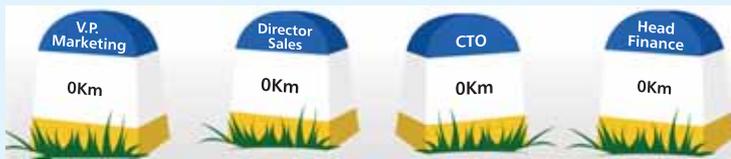
The manner in which the Indian advertising industry is milking Indian cricket is getting murkier day by day. The latest is an unwritten code between the sponsors and the players that the reward depends on how long the players stay at the crease unmindful of whether they win the game for the team or not. Could this be the limit to which the advertisers can go? Does it also explain why some senior players were simply knocking around when they were needed to score runs at the recent World Cup? We never know, there may be many more worms waiting to spill out the can.

Steve Waugh's disgust at frequent ads while watching the telecast of ICC World Cup matches in India is what everyone goes through in India. His warning that: "Everyone should remember that the advertisers are there to promote the game, the game cannot be reduced to a vehicle that promotes the advertisers," needs to be taken seriously.

Are the advertisers killing the proverbial goose that lays the golden egg?

## Contribute and win

Readers can share offbeat incidents they experience or interesting trivia they come across. The one that will be used in this page will get a gift voucher of Rs. 500/-.



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**Post : Technical Lead - Oracle**

Company : Intec Infocom Pvt Ltd.  
Co.Profile: The Client is an a leading IT MNC, among World's top 20 organization.  
Job.Desc.: Shall lead Oracle database team, monitoring database activities, etc.  
Profile : The incumbent should be BE/ B.Tech with good communication & interpersonal skills.  
Exp : 11-15  
Location : Delhi/NCR  
Email : careers@intecinfocom.com

**Post : Architect- Global Systems**

Company : Virtusa (India) Pvt. Ltd.  
Co.Profile: Virtusa Corporation is a leading provider of enterprise class Products and Solutions for Global 1000 companies and leading Independent Software Vendors.  
Job.Desc.: Candidate shall have the overall responsibility of the architecture of the systems infrastructure globally.  
Profile : Should have extensive knowledge of Microsoft infrastructure technologies concepts, theory, principles and practices.  
Exp : 9-14  
Location : Hyderabad  
Email : venumadhavm@virtusa.com

**Post : Development Manager- Embedded Systems**

Company : Qatalys Software Technologies Ltd.  
Co.Profile: A leading software solutions company, specializing in Microsoft and Sun Technologies.  
Job.Desc.: The incumbent is to manage a sizable team, thermal analysis, stress analysis, prototyping, ALT/HALT skills in the mechanical end.  
Profile : The incumbent should be BE/ B.Tech with relevant experience in Embedded Systems.  
Exp : 15-17  
Location : Bangalore  
Email : jovitamarya@qatalystechnologies.com

**Post : Sr. Director**

Company : Oracle India Pvt. Ltd.  
Co.Profile: Oracle Corporation is the world's leading supplier of software for information management and the world's second largest independent software company.  
Job.Desc.: Will be required to build and lead a 60 engineer sized development and quality assurance team that is focused on adding specific functionality to the Fusion Middleware suite.  
Profile : Should be BSc/ MSc.(Computer Science) with hands-on experience in similar position.  
Exp : 17-20  
Location : Hyderabad  
Email : dhavala.subbanna@oracle.com

**Post : Sr. Test Manager**

Company : Aptuit Informatics India Pvt. Ltd.  
Co.Profile: Aptuit Informatics is a Software Company, developing products for the Pharmaceutical and Biotech Industries in the world.  
Job.Desc.: Shall be involved in Understanding and Implementation of Defect Life Cycle and Test Life Cycle.  
Profile : Ideal Candidate should be BE/ B.Tech/ MBA with hands on experience in defining and implementing test strategy.  
Exp : 10-13  
Location : Bangalore  
Email : indijobs@aptuit.com

**Post : Solution Architect**

Company : Xavient Information Services  
Co.Profile: Xavient Information Systems (XIS) is a software services organization born and brought up in the new economy.  
Job.Desc.: Will be responsible for code reviews, unit testing, and overall code quality.  
Profile : Should have excellent communication skills & prior knowledge of handling overseas clients.  
Exp : 9-14  
Location : Delhi  
Email : humanresource@xavient.com

**Post : Technical Director**

Company : Oracle India Pvt. Ltd.  
Co.Profile: Oracle Corporation is the world's leading supplier of software for information management.  
Job.Desc.: Shall be involved in Service Engineering & related activities.  
Profile : The incumbent should be BE/ B.Tech with relevant experience in systems software and applications software.  
Exp : 16-26  
Location : Bangalore  
Email : Nidhi.Jain@oracle.com

**Post : Manager - Design & Implementation**

Company : Oracle India Pvt. Ltd.  
Co.Profile: Oracle Corporation is the world's leading supplier of software for information management and the world's second largest independent software company.  
Job.Desc.: The candidate will work within a global team dedicated to Server Virtualization on demand.  
Profile: Should be BE/ B.Tech/ ME/ M.Tech in Computer Science with relevant experience in similar position.  
Exp : 10-18  
Location : Bangalore  
Email : Nidhi.Jain@oracle.com

**Post : Delivery Manager**

Company : Interglobe Enterprises Ltd.  
Co.Profile: InterGlobe Enterprises is one of the fastest growing companies in the Indian travel industry.  
Job.Desc.: Will be responsible for Client Relationship Management, People Development, and Software Development & Quality Assurance of a business unit / practice.  
Profile : Candidate should have B.Tech/ BCA/ MCA with relevant work experience in a multiple technology environment is a plus(.Net, Java, Mainframes).  
Exp : 12-15  
Location : Gurgaon  
Email : igt@interglobe.com

**Post : Center Captain**

Company : CSC India Pvt Ltd.  
Co.Profile: CSC India Pvt. Ltd. is a leading global IT Services company.  
Job.Desc.: The incumbent shall be responsible for service delivery for area managed, provides administrative oversight to Delivery Center staff etc.  
Profile : Should be BE/ B.Tech with hands-on experience in similar position.  
Exp : 10-12  
Location : Noida  
Email : ssood@csc.com

**Post : Vice President- Software Development**

Company : NAVIS  
Co.Profile: Navis, is the world's leading provider of mission-critical software solutions that manage and optimize the flow of goods within and between facilities in the supply chain.  
Job.Desc.: Shall leads all aspects of the software engineering process for multiple products teams.  
Profile : Ideal Candidate should have relevant experience in the management of an engineering organization or related function with relevant exposure to Sales and Executive Management on strategic product.  
Exp : 10-15  
Location : Chennai  
Email : jobsindia@navis.com

**Post : Corporate Head- Finance**

Company : DS Group  
Co.Profile: DS Group, a business conglomerate with 12 successful brands in its portfolio. Some of the popular are Catch Spices, Catch Natural Water, Catch Club Soda and Pass Pass.  
Job.Desc.: Candidate shall be involved in Formulating the Finance policies and ensuring that the same are implemented as per the guidelines.

Profile : The candidate must be a CA/ CS/ ICWA/ MBA(Finance) with relevant exposure to FMCG manufacturing industry would be preferable.  
Exp : 15-20  
Location : Noida  
Email : amit.kumar@dsgroupindia.com

**Post : Investor Relation**

Company : NIIT  
Co.Profile: One leading IT Companies.  
Job.Desc.: Shall be involve in one on one meetings & participation in meetings with Management besides managing the Earning's call process in terms of coordinating with all the relevant stakeholders internally & externally.  
Profile : Should be Graduate/ MBA(Finance) with good communication & interpersonal skills.  
Exp : 10-15  
Location : Delhi  
Email : rajeshgupta@bmchatrath.com

**Post : Vice President- Finance & Accounts**

Company : National Bulk Handling Corporation Ltd.  
Co.Profile: NBHC is an end-to-end solution provider in warehousing and bulk handling of agri-commodities.  
Job.Desc.: The incumbent needs to anticipates & plans for new business.  
Profile : The incumbent should be PG/ CA/ ICWA/ CFA with relevant experience in Banking/ financial industry will be preferred.  
Exp : 15-25  
Location : Mumbai  
Email : careers@mcxindia.com

**Post : Chief Financial Officer**

Company : DCM Engineering Ltd.  
Co.Profile: We specialize in the manufacture of Cylinder Heads, Cylinder Blocks & Housings.  
Job.Desc.: Shall be reporting directly to Managing Director and responsible for All aspects of Finance, Accounts, Merger & Acquisitions, Working capital management, Treasury management etc.  
Profile : The Candidate must be a CA with relevant experience in similar position.  
Exp : 15-20  
Location : Chandigarh  
Email : rsnanda@dcmengg.co.in

**Post : State Head- Customer Service & Operations**

Company : Reliance Retail Ltd.  
Co.Profile: India's largest private sector company, is gearing up to revolutionize the retailing industry in India.  
Job.Desc.: The incumbent is to achieve the desired targets on service levels, quality scores, containing attrition and meeting training and development needs of the team.  
Profile : Ideal Candidate should be Graduate/ MBA with excellent communication & interpersonal skills.  
Exp : 12-18  
Location : Chennai  
Email : ragunath.arumugam@ril.com

**Post : Assistant Vice President- Risk**

Company : Strydz Corporate Services  
Co.Profile: Strydz is an executive search firm retained by some of the most admired companies across the world.  
Job.Desc.: Shall Participate in global efforts on modeling credit risk exposure such as Current Credit Exposure (CCE) and Maximum Potential Exposure (MPE).  
Profile : Should be PG in a Quantitative/ Management discipline with thorough knowledge of financial products, risk modeling such as VAT, Probability of Default etc.  
Exp: 6-11  
Location : Bangalore  
Email : jobs@strydz.com