

# ManagementNext™

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Monthly for CEOs & Aspiring CEOs

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## World Wide Computer



**Nicholas Carr predicts a historic upheaval as the impending World Wide Computer will replace all our PCs and servers. Will it be the end of Dell, HP, IBM, Microsoft, Oracle and SAP as we know them?**

*By Benedict Paramanand*

After stirring up CIOs four years ago with the article *Does IT Matter?* in the *Harvard Business Review*, Nicholas Carr is at it again. This time, he is envisioning a rude shake up very soon of the entire IT industry including big names such as Microsoft, HP, Dell, Oracle, SAP in his forthcoming book, *The Big Switch: Rewiring the World, from Edison to Google* (January 7, 2008, by W.W. Norton).

Carr believes that we are at the start of a historic transformation similar to what

centralized power did to the society. "A hundred years ago, companies stopped generating their own power with waterwheels, steam engines and dynamos and plugged into the newly built electric grid. The cheap power pumped out by electric utilities didn't just change how businesses operate. It set off a chain reaction of economic and social transformations that brought the modern world into existence."

Carr is sure what happened to the generation of power a century ago is now

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## EXECUTIVE EDUCATION - OPEN PROGRAMMES (NEW)

### Intellectual Capital - The Value Driver

Programme Directors: Rishikesh T Krishnan, Vijay Kumar  
Venue: IIMB Campus  
Dates: November 29 - 1 December, 2007

The subject of Intellectual Capital provokes the richest and deepest discussions in business and economics today. Intellectual Capital is the collective wisdom of the corporation. Intellectual Capital now accounts for more than 90% of the value of companies like Microsoft, Google and Amazon. Of specific interest to today's manager is the value creation ability of Intellectual Capital. This will be a recurring theme during the entire program.

### Global Brands and Consumer Behavior - Learning for Indian Marketing Managers

Dates: November 30 to 1 December, 2007

This program will establish linkages between marketing mix elements and behavioural aspects of consumers in the backdrop of cases featuring global brands. This program recognizes the need brands to adapt their strategies to the unique realities of the Indian market

### Advances in Business-to-Business Marketing

Programme Director: D V R Seshadri  
Venue: IIMB Campus  
Dates: 3-7 December, 2007

The program will help participants to realize the importance for supplier firms to understand, create and deliver customer value and in turn help the supplier firms to extract a fair share of value delivered. The program is transformational, seeking to change the participants from 'value spendthrifts' into 'value merchants'.

### Reinvention through Entrepreneurial / Intrapreneurial Leadership (REIL)

Programme Director: D. V. R. Seshadri  
Venue: IIMB Campus  
Dates: 18 - 22 February, 2008

This program helps participants to understand the entrepreneurial / intrapreneurial mindset as opposed to the 'employee' mindset. It helps them to chart out pathways to reach their full potential, and thereby reinvent themselves. Moreover, entrepreneurship / intrapreneurship is inextricably connected with leadership. Both these phenomena involve mobilizing large teams of people towards a cause much greater than the individuals involved

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# It's time to reinvent Management: Hamel



**G**ary Hamel is distraught at the way Management is lagging behind all other sciences and that very little effort is being made by the academia. He is frustrated with the fact that so few management professors seem committed to inventing the future of management.

“Unlike their counterparts in medicine, engineering, and computer science, business school professors don’t generally see themselves as the inventors of new methods, tools and approaches. Most study management as it is, and seldom dream of management as it might be, or should be. They describe, but they don’t create,” Hamel writes in his book ‘The Future of Management’ (HBS Press Book, Oct. 2007). Gary Hamel is Visiting Professor of Strategic and International Management at the London Business School; cofounder of Strategos, an international consulting company; and director of the **Management Innovation Lab**. He is the author of *Leading the Revolution* and coauthor of *Competing for the Future*,

Why is the Management academia this way? “By and large, my scholarly peers are not romantics—they have not devoted themselves to a grand quest. Within management research, there is no project equivalent in scope and ambition to reducing carbon emissions, curing AIDS, imbuing machines with intelligence, developing hydrogen-powered vehicles, or commercializing space travel. Where is management’s Human Genome Project? Where is its \$100 laptop? Where is

its manned mission to Mars?”

Hamel is sure about what fuels long-term success. To him, it’s not operational excellence, technology breakthroughs, or new business models, but **management innovation - new ways of mobilizing talent, allocating resources, and formulating strategies**. “Through history, management innovation has enabled companies to cross new performance thresholds and build enduring advantages.”

Hamel argues that organizations need management innovation now more than ever. Why? “The management paradigm of the last century – centered on control and efficiency – no longer suffices in a world where adaptability and creativity drive business success. To thrive in the future, companies must reinvent management.”

In the book, Hamel explains how to turn a company into a serial management innovator, revealing: the make-or-break challenges that will determine competitive success in an age of relentless, head-snapping change; the toxic effects of traditional management beliefs; the unconventional management practices generating breakthrough results in “modern management pioneers;” the radical principles that will need to become part of every company’s “management DNA;” and the steps your company can take now to build your “**management advantage**.”

## Happy 25th anniversary to ‘In search of excellence’



**O**n the 15th of October, 1982, Tom Peters received a small package from New York at his Palo Alto office when he returned from a meeting in mid-afternoon and opened the package. There were two copies of his first book, from an initial print run of 5,000 copies. With delight, Tom fondled the book and headed off to Cupertino with the second copy to give it to a senior executive at Apple, then a little computer company with about 200 employees.

And now, exactly 25 years later, Tom is still out on the road preaching ‘Managing By Wandering Around,’ “A Bias for Action,” and other more or less eternal truths. On this

25th anniversary Tom made a 10,000-plus-mile trip to Seoul, where he presented, along with General Powell and the President of Korea, his take on vaulting Korea’s innovation skills to another level.

Tom co-authored the all-time best-seller with Robert H. Waterman, Jr, which revealed to the world how 43 American companies excelled in what they did. Of course, many of them are now extinct or like Enron, were caught cheating. The book came at a time when America was bombarded by the Japanese brands and were questioning their own management practice. But Tom helped American executives look into the mirror and see that some of the things they were doing were not bad at all.

25 years on, the US is in a different mode, one which needs a more global and not an American approach to Management. All this because, the markets will be in Asia.

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happening to the processing of information. Private computer systems, built and maintained by individual companies, are being supplanted by services provided over a common grid—the Internet—by centralized data-processing plants. “Computing is turning into a utility, and once again the economic equations that determine the way we work and live are being rewritten.”

This is not an attempt at futurology or astrology. Carr, a former executive editor of the *Harvard Business Review*, has his strong logic, which he’s not sure the IT industry is taking seriously.

Already, fledgling utilities like Google and Salesforce.com are beginning to build massive and hugely efficient information-processing plants, and they’re using the broadband Internet as the global grid for delivering their services to customers. Like the electric utilities before them, the new computing utilities are achieving economies of scale far beyond what most companies can achieve with their own systems. Unimaginable advances in the power of microprocessors and the capacity of data storage systems are making this trend almost inevitable.

In 2003, in the article *Does IT Matter*, Carr had kicked off an animated debate about whether IT, like road, rail and telephone, would become commoditized and would lose its strategic value to companies. Carr was right. The Web has replaced IT as a strategic differentiator although the big IT companies still feel self-important.

### How will companies benefit?

Understanding the economic advantages of the utility model is a no-brainer. Corporations will rethink the way they will buy and use information technology. It will reduce the cost of buying and managing systems and people significantly. “Rather than devoting piles of cash to purchasing computers and software programs, they’re beginning to plug into the new grid. That shift promises not only to change the nature of corporate IT departments but also to shake up the entire computer industry. Big tech companies have made a ton of money selling the same systems to thousands of companies. As computing becomes more centralized, many of those sales will dry up.”

The impact of the utility model to computing will reach much further than the IT business. “Cheap, utility-supplied computing will ultimately change society as profoundly as cheap electricity did.”

Carr shows that the early effects of this trend are already evident in the shift of control over media from institutions to individuals, in debates over the value of privacy, in the export of the jobs of knowledge workers and even in the growing concentration of wealth. “As information utilities expand, the changes will only broaden, and their pace will only accelerate.”

*The Economist* had said Nicholas Carr foisted an existentialist debate on the mighty information-technology industry with ‘Does IT Matter.’ Will its opinion be any different this time?

If Carr’s predictions come true, there will sure be a bloodbath. Will the IT industry wake up?



# Formalize informal networks

Authors Lowell L. Bryan, Eric Matson, and Leigh M. Weiss, in the latest issue of McKinsey Quarterly have observed that most large corporations have dozens if not hundreds of informal networks, which go by the name of peer groups, communities of practice, or functional councils—or have no title at all. These networks organize and reorganize themselves and extend their reach via cell phones, Blackberries, community Web sites, and other accessories of the digital age.

As networks widen and deepen, they can mobilize talent and knowledge across the enterprise. They also help to explain why some intangible-rich companies, such as GE have increased in scale and scope and boast superior performance.

Rather than forcing employees to go up and down hierarchical chains of command, formal networks create pathways for the natural exchange of information and

knowledge. Individual members of networks don't have to find one another through serendipity.

This analysis suggested that redesigning the processes to eliminate or reduce the non-core interactions could result in savings in time and money to make decisions. The authors suggest that formally-networked communities could form around not just customer groups, products, geography, and functional lines but also in conjunction with integrative crosscutting themes, such as risk management and global forces

The specific objective of designing and establishing formal networks is to increase the value and lower the costs of collaboration among professionals. Since formal networks stimulate interactions that the organization

sponsors and encourages, they can be managed.

**If informal networks are left to themselves, it is found**

**that the potential value they can bring to the table is limited.**

**The new thinking is to formalize a company's ad hoc peer groups with the hope**

**that they can spur collaboration and unlock value.**

## Funky Business Forever



The authors of international bestseller *Funky Business* have taken a look back at their last edition and revealed that with hindsight not all of their original ideas were right. The new (third) edition claims to have been brought up-to-date with help from reader feedback. The authors, Kjell Nordstrom and Jonas Ridderstrale, take a look at business since the turn of the millennium, what the future of business holds and how the impending future will impact us all today. The third edition with the sub title 'How to enjoy capitalism' is published by Financial Times Prentice Hall (October 2007).

The authors say that: "To succeed, we must stop being so goddamn normal. If we behave like all the others, we will

see the same things, come up with similar ideas and develop identical products or services. At its best, normal output will produce normal results. In a winner takes all world, normal is nothing. But if we are willing to take one little risk, break one tiny rule, disregard a few of the norms, there is at least a theoretical chance that we will come up with something different, actually get a niche, create a short-term monopoly and make a little money.

Funky business is like playing the lottery. If you participate, there is a 99 per cent chance that you will lose. On the other hand, if you do not take part, your chances of losing are 100 per cent. To succeed we have to go for that single per cent. The future belongs to the 'outliers' – those who dare to take risks, break rules and make new ones. The future belongs to those who seize the opportunity to create it".

Get funky or stay a bunny. The choice is yours.



# Happy hour is 9 to 5

*Alex Kjerulf, world's first chief happiness officer, shares his thoughts on how both people and companies can be happy together.*



Studies have proven that happy employees are more innovative. They communicate better. They're better collaborators. Happy employees make for happy customers. Yet, why do a majority of global and Indian companies still go after slave driving? Organizations want people to work till they drop. The manufacturing work ethos still rules even though services and knowledge sectors have overtaken them in size.

Alex Kjerulf, who calls himself the Chief Happiness Officer to companies he consults, offers inspirational tips on how to enhance the happiness quotient, remove negativity and yet earn a lot of money. Alex has a masters degree in computer science from the University of Southern Denmark, and was a co-founder of Enterprise Systems—a truly happy IT company. His message is simple, practical, and fun. Alex is the author of *Happy Hour is 9 to 5: How to Love Your Job, Love Your Life, and Kick Butt at Work*.

In a recent interview, he asked managers to wake up and notice the new generation's aspirations. He said young people today like being challenged and are demanding happiness at work.

Most importantly, he adds: "Businesses do not have to choose between making people happy and the bottom line. It's not a case of either/or. It's a case of both/and. Especially today, if you're in a business where you need to be innovative, you

need good customer service, and you need to communicate well, then you need happy people. It's that simple."

At a time when there is a talent crunch, do companies need to put up with unhappy people? Alex has an answer. "It's true that not everybody is happy. And it's definitely true that at any given company, not everybody can be happy. Some people just won't fit into the culture or the workflow. It's a matter of finding out, "Do we have some employees who will never be happy in our company?" Fire those people. Ultimately, if they're unhappy at work, they will make their coworkers unhappy. They will not produce the best results, and they will drag that whole department down."

What about the 80:20 rule? "I'm not saying that we should ignore the problems. But let's say things in a business are going 80 percent fine and 20 percent badly. Why should we spend all our time talking about the 20 percent? We can learn just as much talking about the 80 percent that are going well and finding out how we can do more of that. You can, for instance, start your department meetings with what has gone right in the week up to the meeting, instead of just talking about the problems. However, it's something you need to focus on every single day."

At the end of the day, who is responsible for your happiness? "We are. I am responsible for my happiness at

**If you're in a business where you need to be innovative, you need good customer service, and you need to communicate well, then you need happy people.**

work. There are many things that influence my happiness at work. My coworkers influence it. My boss influences it. Top leadership influences it. But the ultimate responsibility is mine and nobody else's.

My theory is that there are only two things that make people happy at work: results and relationships. When people get results at work, when they make a difference, when they can use their strengths every day, they're happy at work. And when they like the people they work with and when the people they work with like them, they're happy at work.

# Is Europe fighting back ?

**With Asia's resurgence becoming a hot topic everywhere, Europe is getting sidelined, and its cosy outlook towards life is hurting its innovative spirit. But there are a few who see Europe hitting back**

By Benedict Paramanand

It is proved that necessity is the mother of invention. And when necessity is met, countries begin to enjoy the fruits of their hardwork. The challenge is, how far and how long can they go to enjoy their comfort? Japan and Europe – power houses of innovation after the Second World War, are now beginning to fade.

Not everyone agrees with this take on Europe. Hermann Hauser, one of the most successful entrepreneurs and technologists Europe has produced, thinks Europe is still vibrant and that not much noise is made about it. In his long and successful career as an entrepreneur and venture capitalist, Speaking at a meeting with TiE Bangalore recently, Hauser said the GDP of Europe is bigger than the US and that the combined market cap of its stock markets is bigger than the US capital market. In fact, he believes that with leadership in mobile telephony, Europe will leave the PC-obsessed America far behind.

That's about big companies. What is happening to innovation which was its religion three decades after the World War II? The kind of ecosystem that exists in the US where even small companies and a group of nerds can come up with disruptive technologies and services, is rare in Europe.

Europe is rediscovering entrepreneurship big time. It has out-innovated the world in the mobile telephony space and is doing the same in infrastructure. The attitude in Europe, which is perceived as slow moving, is rapidly changing. In fact, the top 75% businessmen in Britain, for example, are self-made. Commercialization of research is beginning to happen and there are a good number of savvy venture capital and financial services companies.

*The Economist*, in its Oct 11 issue, called EU something of an also-ran when it comes to innovation. "That does not mean the region has no innovative companies—it certainly has them in some areas, especially retail and financial services with firms like Zara, a Spanish fast-fashion chain, and Direct Line, a British online insurer. But these tend to be exceptions. It is not much of an exaggeration to say that, aside from mobile telephony, Europe has not come up with a

globally disruptive innovation in decades—although Skype, an internet-telephony firm that is now part of eBay, once looked like it might qualify."

Last year, venture capitalists invested only about €6.4 billion (\$9 billion) in the EU, while their American counterparts splashed out some \$45 billion on new ventures.

## Big input, low output

*The Economist* believes that Europe's innovation malaise is the result of a complex mix of factors. Some places, like Ireland, Finland and parts of Scandinavia, do better than others. And Cambridge, England, can reasonably claim to have created Europe's best innovation cluster, albeit one that falls far short of Silicon Valley. The main thing holding back continental Europe is that it is a lousy place to start a new company. It can cost a lot of money and it takes too long to set up a business."

Realizing its weakening wicket, Europe itself spends a lot of money on higher education and has a number of top universities with leading academics and researchers who produce excellent papers and win Nobel prizes. The problem is that their ideas tend to stay in their ivory towers. Part of the explanation is that **innovation is still seen as being driven by government spending in R&D, when in fact most of it is now in services and business models.** Companies that outperform their peers put a much bigger emphasis on business-model innovation.

The EU has an official target to raise government R&D spending to 3% of GDP and there is much angst over patents—an obsession that Japanese planners share. The latest edition of "Science, Technology and Innovation in Europe", an annual report by Eurostat, the statistical arm of the European Commission, reveals exactly what is wrong. It is chock full of figures, broken down by region and industry, of research spending, patents filed, scientists employed and other important-sounding variables. **"The problem is that these are all inputs into the innovation process, not outputs.** There is only a cursory discussion of venture capital and no attention paid at all to entrepreneurship—the most powerful way to turn ideas into valuable products and services."



Hermann Hauser



## Innovation is 80 % operational excellence, says Immelt

Jeffrey Immelt, chairman of GE, a champion of Six Sigma, told *The Economist* (October 11, 2007) that “operational excellence” is the crucial part of innovation, not the fuzzy ideas-generation bit. He suggests that “passion and vision” might make up just 20% of the process.



In an article titled ‘Innovation turning from art to science,’ the author quoted Larry Keeley of Doblin, an innovation consultancy, who said: “Creativity is maybe 2% of the innovation process. It’s a vanishingly small component, and it’s the part you can acquire from outside the firm.”

Despite difficulties in trying to define it, the innovation process is steadily becoming a practical science to be measured, taught and managed. Clayton Christensen, a professor at Harvard Business School and an expert on the subject, insists that “innovation simply isn’t as unpredictable as many people think. There isn’t a cookbook yet, but we’re getting there.”

Richard Lyons, now of Goldman Sachs, led the revamp at Haas in his previous job. He is convinced that all managers can be taught how to nurture innovation.

The author says that the rough outline of how this might be done is emerging. But there is no one-size-fits-all strategy. “Bosses have to appraise the strengths and weaknesses of their firms honestly and continuously to take account of rapidly evolving competitive threats. But cut through the clutter of PowerPoint presentations and faddish slogans, and a number of things become clear.”

But Mr Lafley, its chairman, makes clear this is no mystical process. He argues that even a process that is open

to fresh thinking from the outside, as P&G’s is, can be run the same way as a factory: “It is possible to measure the yield of each process, the quality and the end product.”

## Complements have a strategic value

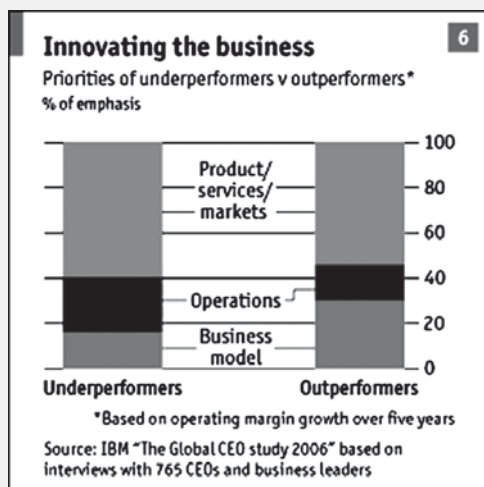
Sometimes, the most powerful innovations may lie outside your company’s core business. Innovation in complements is an important exception to the commonly heard command Focus on the core. Sticking to your knitting has become a popular rule for good reason, but as the Michelin brothers’ experience shows, it’s not ironclad. In a recent paper, Nicholas Carr, technology expert says: “While it’s important for innovation to be disciplined, focused on earning a return on investment and gaining a competitive advantage, there’s a danger in narrowing your sights too much. Most products exist in an ecosystem of complementary products and services, each of which influences the others’ sales and prices.”

Tourist guides and automobile tires are what economists today call complements. Simply put, complements are products that tend to be consumed together. Think of movies and popcorn, or plywood and nails, or personal computers and digital cameras. Economically, complements have an interesting symbiotic relationship. If you expand the supply or reduce the price of one product, demand for its complements tends to go up. Cut the cost of electricity, and you’ll increase sales of vacuum cleaners and washing machines. Make it easier for motorists to find a decent hotel room, and they’ll take longer trips in their cars and, in turn, replace their tires more frequently.

By studying the dynamics of your own company’s ecosystem, you may discover fruitful opportunities to be creative not only in your core product but in its complements as well.

## VC better than R&D spend

The link between venture capital and innovation is a strong one. Samuel Kortum and Josh Lerner, two American academics, have shown that “a dollar of venture capital could be up to ten times more effective in stimulating patenting than a dollar of traditional corporate R&D”. They scrutinised 20 manufacturing industries between 1965 and 1992, and found that the amount of venture capital money in a sector dramatically increased according to the rate at which businesses in that sector took out patents. From 1982 to 1992, they calculated that venture capital funds amounted to just 3% of corporate R&D but 15% of all industrial innovations.





## Interview with Anne Glover

## Accept VCs as partners, not adversaries

**I**n a chat with *ManagementNext*, Anne Glover, CEO, Amadeus, Capital Partners, one of the pioneers of venture capital industry in Europe, offers advice to Indian entrepreneurs with global ambition

### Key success factors for an entrepreneur...

Go and find the best mentors you can, people who are your role models. Not just one, but more than one. Very successful business people actually enjoy coaching. You should not be afraid of asking for help. Careers are evolved through experience and you need to work around people who are excellent. This will enable you to be excellent as well.

### Insights to young Indian entrepreneurs...

There are some businesses which benefit from capital. There are many businesses which can be started without outside capital. This is often confused. Venture capital is suited for only certain types of businesses. And without the capital it is very hard to become number one in your market. VCs focus on businesses that have global ambitions.

If you really want to go after global business with venture capital, you really need to know your industry well. Don't try and start something in an industry that you don't understand. You should see the opportunity from inside and take the risk.

Even before you start your business, surround yourself with expert advice. There are many advisers who will work on a contingent basis. Not deep advise but from the best people. You can also appoint an advisory board at no cost. They would essentially be the sounding boards.



Accepting venture capitalists as partners, not as adversaries, is one of the key adjustments Indians need to make. After you start a company hiring senior executives to do things which you are not good at should not be seen as a failure on your part but a route to success. Venture capital is a shared risk. It's not a gift. .

The venture capital in Europe took nearly two decades to mature. It will be much shorter in India. As venture industry matures, they focus more on sectors where they are more familiar and have deeper connection.

No venture is ever successful based on one person alone. It's about finding others who will journey with you along the road.

No venture is ever successful based on one person alone. It's about finding others who will journey with you along the road. There is a very big difference between invention and entrepreneurship. Invention is what one person can do creatively on their own but entrepreneurship is about creating a team and building a business.

### Why are most Indian businesses a one man show?

I think it comes from the educational system which requires you to perform as an individual all the way up to high school. Here co-operation can even be called cheating and hence children get discouraged. When you get to real life, you think co-operation is cheating. In real life you need to cooperate, you need to share ideas. I guess the Indian education system doesn't help people work in groups.

### The big question for any entrepreneur is how much money to take from a VC...

That's a real big issue. It's important to have a well developed and flexible business plan. A good board is also important. A board should debate and hold the company accountable to set milestones. And the key is not to take all the money in one go. Take as much as you need in chunks.

Anne is a co-founder and Chief Executive of Amadeus Capital Partners Limited, the management company that provides investment services to three venture capital funds, Amadeus I and II and the Amadeus Mobile Seed Fund. Anne is the immediate past chairman of the British Venture Capital Association (BVCA),

# ARM makes social approach work for business



William Parsons

Most companies coming to India talk about human capital. To us, human capital is the hardware of a company. Its software comes from the social capital.

In a chat with **Management Next**, William Parsons, Executive Vice President - HR, of microprocessor leader ARM, shares how his company is able to balance its social, financial and shareholder interests and emerge as one of Europe's best companies.

## What are your unique people policies?

We focus 100% on intellectual capital. We got a culture purely focused on IP creation. We are a 22-year old UK-based company with 1,700 people. 60 % of them are out of UK, 300 in Bangalore.

We design the microprocessor, which goes into the mobile phones, digital camera, MP3 players etc. Today, there are around 6 billion microprocessors around the world, which is one per person. We license our IP to semiconductor companies which make chips.

At ARM, we combine the best of Eastern and Western practices. We do it with a very consensual team-oriented structure. Unlike the American companies which tend to be much more individualistic – kind of a hire and fire culture, our company is built upon what we call social capital.

## How do you go about blending the East and West?

Our decision-making is consensual. We have a unique wealth-sharing mechanism – every single employee gets shares from day one. It's not just senior management but everyone shares the success.

Our company's values – everybody is rewarded 50 percent of their earnings based on how they behave in teams,

customer centricity and productivity. We are massively reinforcing cultural diversity globally. Everything depends on the value of teamwork.

## Are you able to meet quarter-on-quarter targets with this kind of social approach to business?

We have done that more than successfully. Earlier this year, we were awarded the best company in the whole of Europe – both for financial performance and for management practice.

We measure our employee satisfaction, which is around 95%, which is the same as that of Google. We believe that we have managed – margin in excess of 30% annually.

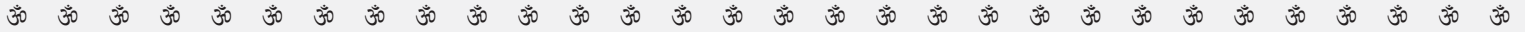
We have been able to balance our people centricity, social centricity and shareholder centricity very well. We have a Korean on our main board. It has brought a good blend of American and Asian management practices. We do have a lot of Indians in our management structure.

American companies are more shareholder-centric and less people-centric. Often, if you look at companies like Apple, they start as people-centric but tend to lose that when they become big. The challenge for us is to maintain the initial values as we grow larger.

## Heard your company is in the 'Good Corporation' list...

We are one of the first companies in the world to adhere to what is called the 'good corporation' standard. This is the only globally accepted standard of ethical practice. It literally goes and asks shareholders, customers and employees independently what they think of us. We have been audited by these auditors for the last eight years.

# Want to build corporate culture?



**E**veryone knows the role culture plays in the success of any company but very few know how to build one. Ashok Korwar shares his insights and offers few tips.

What makes a company great is its culture. The world changes, strategies change, business models change, 'theory of business' changes, but

the same company has to deal with all of them, live through them, thrive in all of them. The only way a company, an organization, can survive and even thrive, through all these changes, is if it has a strong culture, a strong sense of what it is, why it is, and what will never change about it.

Tatas and HLL, GE and P&G, IBM and Apple.. great companies have a great culture.

What is culture? How can it be built? Can it be built?

## Stories are the fabric of culture

Whenever you ask – 'what is the Tata culture?' you will be told a story, a story about how JRD set up the first airline, or how Dr. Irani moved his board to make the changes Tata Steel needed to become the world's most competitive steel company. It seems we human beings can only understand culture through stories. Perhaps culture is so rich it can only be pointed to, not really explained. Perhaps it is so varied that we can only see a glimpse of it at a time, through one incident, one parable.

Mr. Gopalakrishnan's fascinating book 'The Case of the Bonsai Manager' is a fine example of this very effective story-telling.

## Ramayana or Mahabharata?

Even more than the Mahabharata, the Ramayana is used again and again in India, to illustrate how a person should behave. The ideal of Sita is held up to all women in India, just as Rama is depicted as the ideal ruler, the ideal son the ideal husband. Nobody talks of 'Yudhishtira-rajya', but everyone talks of 'Ramrajya'. The importance of the Ramayana is surely as a holder of values and culture, through its repository of stories, more than anything else.

**The first virtue of a good 'culture story' then is simplicity. It should be a 'case study' and not a 'case'! It should bring tears to the eyes, not spark a debate!**

## Don't be too subtle

What makes the Ramayana so useful as a conveyor of values, of culture? First of all, it is a simple story, it has none of the nuances the Mahabharata has – was the Pandava's claim to the throne of the Kurus really legitimate? Was Bhima right to strike Duryodhana 'below the belt'? – very few such questions arise in the Ramayana .

The first virtue of a good 'culture story' then is simplicity. It should be a 'case study' and not a 'case'! It should bring tears to the eyes, not spark a debate!

## Create larger than life characters

Rama himself is 'larger than life'; we all know we cannot be Rama, yet we think we can be 'like' him. Does anyone really aspire to be 'like Arjuna'? I doubt it.

Of course, the most obvious candidates for protagonist are the company's founders and the CEO. It is easy enough to make heroes of them (and to get funding for such projects!). Unfortunately, current CEOs are all too visible, everyone knows their foibles, and if their actual life is quite different than what the story makes it out to be, all you will get is sniggers and rolling eyes if you try to weave stories around them. My experience is that, if you are selecting a CEO to write about, choose one who is a bit removed, preferably retired some time ago! Even today, stories are told at EDS about Ross Perot, though Ross has long left EDS and even founded a rival company! But his very distance helps to create a myth around him.

## Make heroes of ordinary people

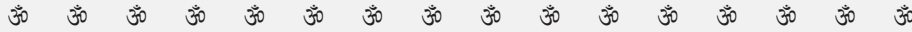
Ordinary people do heroic deeds every day. Every company has salespeople who enter a completely uncharted territory, service engineers who give their lives for a customer, plant construction teams who cross a flooding river to meet a deadline. I have heard of several such stories, as an outsider, teaching programs at companies like L&T and ABB, for instance, so it cannot be too hard to find such stories.



# Read The Ramayana



By Ashok Korwar



**Every company has salespeople who enter a completely uncharted territory, service engineers who give their lives for a customer, plant construction teams who cross a flooding river to meet a deadline**

## Building the Repository

1. Assign someone very well networked in the company, highly respected in the corporate staff, to write the stories. Never try to hire a 'professional' writer – it takes years to build the repository and it is very much a 'hit or miss' affair. The person you choose should love to write, have a keen ear for a good story, and also have the ability to judge what use a story can be put to. The writer should necessarily have an intuitive understanding of the company culture, else he/she will have no inner compass to judge stories by.
2. At the end of every off-site management meeting, set aside time for a story-telling session. Stories flow best after a few drinks!
3. Use 'employee of the month' award functions, team excellence award functions as opportunities to collect stories about ordinary people and their daily heroics. Our 'writer' should make a point of attending all such functions, and talking to the award winners afterwards, to try to 'get the story'.
4. Start writing even if there is nothing to write about. Once two or three stories get written and published, people begin to see the point and start contributing their stories.
5. Keep all stories short, they should be amenable to being told in two minutes, and occupy no more than half a written page. Complex stories are not only ineffective, they can get changed and lose their punch over time as the story is told and retold.
6. Don't start with preconceptions about the 'point' of the story, look for good human interest stories – the picture will begin to build all by itself.

## Using the Stories

1. Induction: many years ago, my induction program with EDS in Dallas consisted almost exclusively of stories, all of which I remember to this day.
2. When a senior 'lateral' manager is brought in, the book of stories should be given to him personally by the CEO

and he should be invited to comment on them. This is, of course, only a subtle way to communicate the stories to him!

3. There should be a small number, say 2-3 stories that everyone knows. Over time, the most effective couple of stories will emerge by themselves, but it is necessary to look for the 'emerging winners' and enshrine them as 'the corporate stories'

I know of no other way to build a culture. It is not guaranteed, but it is fun, and it sometimes works! So try it!

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

## Our Management Mantra



**Your Cargo-OUR CONCERN**

**SURFACE LINES**  
CARGO & LOGISTICS PVT. LTD.  
**WE MAKE THE GOING EASY**

\* Bangalore 080-41281668, 41283724, 22900597,  
9343714469, 9341159496 \* Chennai 044-9382727889  
\* Hyderabad 9391205015 \* Mangalore 0824-2496793,  
9343347671 \* Mysore 0821-2412061, 9448064985,  
9448357061

Service available throughout the country

# Service Oriented Architecture (SOA) and its impact on IT



By Ranganath Iyengar

*Do you sell / aspire to sell your products and services through the web or right through to the user desktop? Well, that is what digital marketing is all about.*

The classical questions still remain – how fast can IT catch up with business changes, how responsive and flexible can IT infrastructure be and how to simplify IT for end users – well, this is exactly what SOA is all about as we try to make IT spending more efficient for a business.

Service Oriented Architecture (SOA) is a system for linking resources on demand which is primarily based on the fundamental premise of improving utilization of IT assets across a network of users. In an SOA, resources are made available to other users in the network as independent services that are accessed in a standardized way. This provides for more flexible loose coupling of resources than in traditional system architecture.

## User viewpoints of SOA

IBM has been one of the key pillars of SOA and promoting the concept of 'on demand' alignment of IT and business. As per their definitions, SOA can mean many things to people across an organization – e.g. a business executive / analyst will look at SOA as a set of services that constitutes IT assets (capabilities) and can be used to build solutions and exposing them to customers and partners; for an enterprise architect, SOA is reflected in a set of architectural principles and patterns addressing overall characteristics of solutions viz. modularity, encapsulation, loose coupling, reuse etc; for a Project manager it means a method for doing parallel development ; for a software test engineer a method to modularize and simplify overall system testing and

for a software developer a programming model complete with standards, tools and technologies.

## Challenges of application centric architecture

Today's enterprise architecture is application centric which has resulted in creating islands of data and islands of applications whereas in a more practical sense, enterprise content overlaps more than one application and is usually managed through workflows – e.g. an ERP and CRM are isolated application groups but will share lots of common information and content.

The most common challenges in the above approach therefore are – "Information fidelity" (redundancy of business data creates an inaccurate representation of enterprise data despite periodic synchronization) and "Business Process fragmentation" (e.g. a customer fulfillment process may span multiple sets of applications resulting in forced errors or gaps in information). If we try to integrate applications using EAI tools and methods, it can often turn out to be labor intensive since a lot of time and cost is spent on rationalization of data and processes.

## Methods and elements in SOA

Enterprise SOA is defined as the owner of all SOA related artifacts (models, services, processes and resources) which support the organization and its business goals. The 'business model' is the primary representation of the business resources and processes; the 'semantic data model' that defines the business data

objects (e.g. customer, supplier etc); the 'business process' represents the execution of business services that can be measured using KPIs; 'information' represents the data resources of an organization and 'documents' represent the legal entities (functional formats) that are used to capture and record information.

## Implementation of SOA services

SOA typically encompasses 3 types of services – 'Business Services' (business aligned IT artifacts); 'Integration Services (typically web services) and 'Infrastructure Services' (IT artifacts aimed at infrastructure support). To relate the implementation to an architectural style, it is best to look at patterns (Patterns and pattern languages are ways to describe best practices, proven designs and capture past experiences in a way so that others can learn from these experiences). Good examples of SOA platforms and development environments include IBM Websphere, Fiorano, Sun Microsystems and Red Hat etc.

Web services which is one of the core tenets of SOA has helped define a common set of standards for IT integration both within and outside the enterprise which results in significant cost savings. Google's Web API services and StrikeIron are good examples of tool enablers for this line of thinking. Key benefits of SOA therefore, can be the measured in financial terms e.g. – reducing integration expense, increasing reuse of IT assets, increasing business agility and reducing risk and ensuring compliance.

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# Why aren't employers loyal?

Customer and staff loyalty must be earned like the loyalty of long-term friends or pets, says Catherine DeVrye



**W**e work our butts off to gain repeat business because we know it costs five times more to obtain a new customer than to retain an existing one. We've learned about the loyalty ladder of turning suspects to prospects - to customers - to clients - to advocates. We know the value of word-of-mouth advertising. We've read that a 5% increase in customer loyalty can mean up to an 85% increase in profits. Many organizations have even invested millions of dollars developing loyalty incentive programs.

But just how loyal are customers? And staff? Is there any correlation between the two and what can management do to increase loyalty? With takeovers and retrenchments, many employees are skeptical about loyalty because they don't feel they receive any from their employer. Loyalty is never a one-way street.

Customers are also cynical when they see expensive advertising campaigns with enticing offers to attract new customers, but feel they—the existing customers—are often ignored and taken for granted by the supplier. Sales training has historically focused on closing a sale. Too often, sales representatives have been successful in getting the order but

then forgetting the customer, possibly because their commission programs didn't take retention into account.

Customer and staff loyalty must be earned like the loyalty of long-term friends or pets. A friend has a sign on her fridge: 'The more I know men, the more I love my dog.' She laments that she has been unable to find a man as loyal and loving as her faithful pooch and I'm sure any canine-loving males reading this could say the same about females, as a man's best friend is always glad to see them and never nags! What's more, dogs endear themselves to us by wagging their tails instead of their tongues; something worth remembering in the workplace as well!

The ideal employee is one who assesses every situation and may often be 'selectively disobedient' for the good of everyone. The key is to create a spirit of trust within an organization so that no one—no matter how junior or lowly they may be on the pecking order—is frightened to turn to the boss and say: 'Hey, I think there's a better way.'

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After all, if you don't look after your staff, they won't look after your customers. And you have no hope of making your numbers if you treat employees like numbers.

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This sort of corporate culture would literally save management from the equivalent of a semi trailer, in the form of the competition which could be about to flatten your organization. To be more profitable, employers must allow employees to be more profit-able by ensuring the unnecessary barriers to bureaucracy are removed.

In a day and age where many employees expect more from work than just a pay cheque, it is crucial to create an environment, which instills long-term loyalty and trust and treats both employees and customers, as you would like to be treated. After all, if you don't look after your staff, they won't look after your customers. And you have no hope of making your numbers if you treat employees like numbers.

Although people aren't dogs, there are lessons management could learn from them about creating loyalty and trust in employees. Like finding new customers, it takes a lot longer to go through the process of hiring competent new staff than it does to look after your existing ones. It's far better to focus on rewarding desired behavior, as illustrated by another dog story: A blind man and his dog weave in and out of the traffic across a major street. After they miraculously reach the other side in one piece, the blind man reaches in his pocket to give the dog a biscuit. A passer-by, who witnessed the dangerous crossing, says: 'If I were you I wouldn't reward that dog - it almost got you killed.'

The blind man responds: 'I'm not rewarding it; I'm just finding where its mouth is so I can kick it in the butt!'

To create staff loyalty, it's important to tell staff how well they are doing and not just give them a boot in the butt when things go wrong. It's also important to regularly let your regular customers know—often—how much you appreciate their business rather than wait until they've left or are about to do so. It's too late then to try and win back their loyalty because like friends:

'It takes years to win a customer and only seconds to lose one.'

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*Catherine DeVrye is winner of the Australian Executive Woman of the Year Award, business catalyst, best-selling author. Her website [www.greatmotivation.com](http://www.greatmotivation.com)*



# *The* **ABC** *of life*



By Sri Sri Ravi Shankar

**I measure success  
by the smile.  
How strong your  
smile is will show  
how secure  
you are.  
And that is what,  
I think,  
indicates success  
in your career.**

**A**wareness, Belongingness and Commitment hold the key to success. That's the ABC of life. In any field you need the ABC. Are we aware of what we are telling ourselves? This level of awareness is vital for a society because this is what can prevent a crime. With this level of awareness, it is impossible for a criminal to commit a crime.

There was a thief. He went to meet a saint. He told the saint that he had a compulsion to steal. The saint said, "I am not going to tell you not to steal. But when you steal, do it with awareness." Three months later, the thief came back to the saint and said, "With awareness, I could not steal."

It is the same with anger. It comes with a burst, you lose it. But what have you actually lost? You lost awareness. You

can arouse a passion, and that passion can become an impulse to destroy. But to be creative you don't need to arouse a passion, you need to be focused and most importantly, you need to be aware.

Now, how is one to bring up one's awareness? You start with simple and small things in life. Things that seem insignificant like hearing the birds singing, seeing the sunset and so forth. This would bring up your awareness.

Awareness nurtures intellect. Belongingness nurtures the heart. And commitment nurtures life. The problem is that creators are only a few and they succeed because they have a lot of commitment.

If we are observing the ABC, then we can make a big change in society. Ask yourself the question, do all people in the world belong to me? The day you ask that your spiritual journey has begun. With this context of awareness, you can understand cosmology.

## **Sankalpa**

In some temples, there is a tradition called sankalpa. They remind you how old this universe is, and then from there they bring you into this moment. Cosmology brings awareness. Other methods for raising awareness are meditation, breathing and pranayama. You need energy and you will not get that only from food and sleep. Meditation and a silent state of consciousness will also give you energy.

C is also for commitment and compassion. Smile more. A bit of humor can keep you out of trouble. Look into the mirror everyday and smile. The higher you go up in the corporate ladder, the

smile starts shrinking. I measure success by the smile. How strong your smile is will show how secure you are. And that is what, I think, indicates success in your career.

To be able to smile through any situation in life, you need a little knowledge about yourself, about your mind and your consciousness. You need to learn a little bit about your breath. We need to know a little bit about all the layers of our existence, that is, body, breath, mind, intellect, memory, ego and the self. This is what I call Art of Living, learning a little bit about yourself, the seven layers of our life. And that makes us be in the present moment and it helps us to maintain the innocence that we are all born with, and feel at home with everybody, anywhere.

## **Breath and mind**

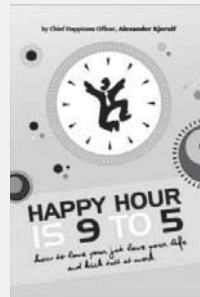
Neither at school nor at home does anybody teach you what to do when you are upset or angry or depressed. Learning something about our breath is very important. Our breath has a great lesson for us which we have forgotten. For every rhythm in the mind, there is a corresponding rhythm in the breath; for every rhythm in the breath, there is a corresponding emotion. So, when you cannot handle your mind directly, you can do it through breath. The rhythm in breath can help you get in touch with the depth of yourself, your soul, your consciousness.

The ABC of life brings expansion. It brings an awareness of existence, belongingness to the whole creation and commitment to human values in life. This will help broaden our vision and deepen our roots.

**Happy Hour is 9 to 5 - How to Love Your Job, Love Your Life and Kick Butt at Work**

by Alexander Kjerulf

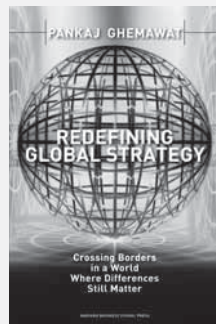
Love your job and you'll be more productive, creative and motivated. You'll also be happier in life. Similarly, happy companies find they are more efficient, innovative and make more money than their unhappy competitors. The book is for anyone who wants to be happy at work – whether you are an employee or a manager; a new hire or a grizzled veteran; work in a small startup, a huge corporation or the public sector; it will give you everything you need to make work fun, inspiring and energizing.



**Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter**

Pankaj Ghemawat, HBS Press Book, Sep, 2007

Why do so many global strategies fail--despite companies' powerful brands and other border-crossing advantages? Seduced by market size, the illusion of a borderless, "flat" world, and the allure of similarities, firms launch one-size-fits-all strategies. But cross-border differences are larger than we often assume, explains Pankaj Ghemawat in "Redefining Global Strategy." Most economic activity--including direct investment, tourism, and communication--happens locally, not internationally. In this "semi-globalized" world, one-size-fits-all strategies don't stand a chance. Companies must instead reckon with cross-border differences.



**Authenticity: What Consumers Really Want**

B. Joseph Pine II, James Gilmore, Oct, 2007

Contrived. Disingenuous. Phony. Inauthentic. Do your customers use any of these words to describe what you sell--or how you sell it? If so, welcome to the club. Inundated by fakes and sophisticated counterfeits, people increasingly see the world in terms of real or fake. They would rather buy something real from someone genuine rather than something fake from some phony. When deciding to buy, consumers judge an offering's (and a company's) authenticity as much as--if not more than--price, quality, and availability. In "Authenticity,"



James H. Gilmore and B. Joseph Pine II argue that to trounce rivals companies must grasp, manage, and excel at rendering authenticity.

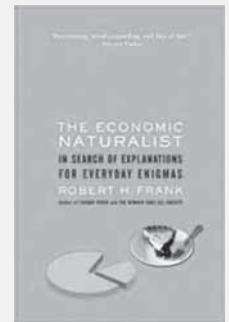
Through examples from a wide array of industries as well as government, nonprofit, education, and religious sectors, the authors show how to manage customers' perception of authenticity by: recognizing how businesses "fake it;" appealing to the five different genres of authenticity; charting how to be "true to self" and what you say you are; and crafting and implementing business strategies for rendering authenticity.

**The Economic Naturalist: In Search of Explanations for Everyday Enigmas**

Robert H. Frank, Basic Books, May 2007

The book appears to be a sequel to Malcolm Gladwell (The Tipping Point), Steve Levitt (Freakonomics) and Tim Harford (Undercover Economist).

Frank, a longtime professor at Cornell University and its business school, is no slouch as an academic economist. His co-author in a widely used college textbook on microeconomics was none other than Princeton's Ben Bernanke, now chairman of the Federal Reserve Board. But at the same time, Frank has been complaining publicly for years that his profession was being hijacked by mathematical formalism that seemed determined to turn what had always been a social science, rooted in observation and experience, into a branch of the hard sciences. And there was no better proof of that, he wrote on more than a few occasions, than the dry and pre-professional way in which economics was taught to undergraduates.



**Hands on Knowledge co-creation and sharing – Practical Methods & Techniques**

Edited by Abdul Samad Kazi, Liza Wohlfart, Patricia Wolf  
Published by Knowledge Board Community, Oct 2007, www.knowledgeboard.com

This book presents thirty different hands-on methods and techniques for knowledge co-creation and sharing within collaborative settings. It showcases a wide range of moderation, facilitation, collaboration, and interaction mechanisms through the use of different face to face and online methods and techniques. Each presented method/technique is augmented with real-life cases on its use; provides directions on what needs to be done before, during, and after the use of each method/technique to achieve tangible and measurable results;

### **A case study of stakeholder identification and prioritization by managers**

*Milena Parent and David Deephouse, Journal of Business Ethics; Vol. 75, Issue 1, 2007*

The purpose of this article is to examine stakeholder identification and prioritization by managers using the power, legitimacy and urgency framework of Mitchell et al. (*Academy of Management Review* 22, 853–886; 1997). The article uses a multi-method, comparative case study of two large-scale sporting event organizing committees, with a particular focus on interviews with managers at three hierarchical levels. The research supports the positive relationship between number of stakeholder attributes and perceived stakeholder salience. Managers' hierarchical level and role have direct and moderating effects on stakeholder identification and perceived salience. The research also found that most stakeholders were definitive, dominant, or dormant types – the other five types were rare. Power has the most important effect on salience, followed by urgency and legitimacy. Based on this case study, the authors offer several ways to advance the theory of stakeholder identification and salience.

### **The effect of market segmentation with demand leakage between market segments on a firm's price and inventory decisions**

*Michael Zhang and Peter C. Bell, European Journal of Operational Research; Vol. 182 Issue 2, 2007*

In this paper, the authors address the simultaneous determination of price and inventory replenishment in a newsvendor setting when the firm faces demand from two or more market segments in which the firm can set different prices. The authors allow for demand leakage from higher-priced segments to lower-priced segments and assume that unsatisfied demand can be backlogged. The paper examines the case where the demands occur concurrently without priority and are met from a single inventory. The paper considers customer's buy-down behavior explicitly by modeling demand leakage as a function of segment price differentiation, and characterize the structure of optimal inventory and pricing policies.

### **The application of stakeholder theory to relationship marketing strategy development in a non-profit organization**

*Simon Knox and Colin Gruar, Journal of Business Ethics; Vol. 75 Issue 2, 2007*

Non-profit (NP) organizations present complex challenges in managing stakeholder relationships, particularly during

times of environmental change. This places a premium on knowing which stakeholders really matter if an effective relationship marketing strategy is to be developed. This article presents the successful application of a model, which combines Mitchell's theory of stakeholder saliency and Coviello's framework of contemporary marketing practices in a leading NP organization in the U.K. A cooperative enquiry approach is used to explore stakeholder relationships, dominant marketing practices, and to surface differing perceptions about the organization's marketing strategy. Resolving these differences sets the scene for developing choices in marketing strategy for the future.

### **Student corporate brand identification: an exploratory case study**

*Mei-Na Liao, Corporate Communications: An International Journal; Vol. 12 Issue 4, 2007*

The purpose of this paper is to investigate student corporate brand identification towards three closely-linked corporate brands: a UK university, a leading UK business school and an overseas collaborative partner institute in Asia. The paper uses a theory-building case study within the phenomenological/qualitative research tradition. The strength of student identification with a corporate brand is predicated on awareness, knowledge and experience of a brand. The data revealed three types of corporate brand identification. This reflected different modes of student affiliation with the three institutional brands.

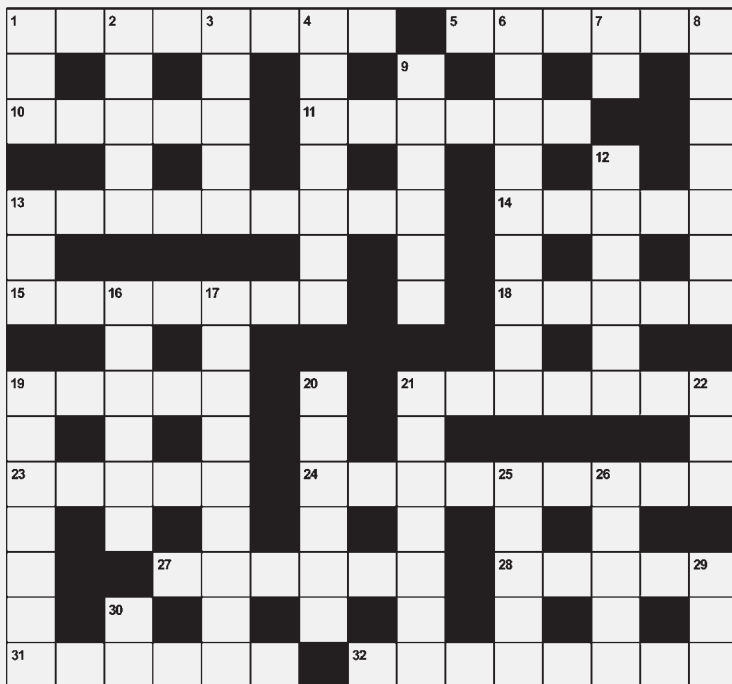
### **The utility of cash flow forecasts in the management of corporate cash balances**

*Fionnuala M. Gormley and Nigel Meade, European Journal of Operational Research; Vol. 182 Issue 2, 2007*

This paper considers the stochastic cash balance problem. A dynamic simple policy (DSP) is proposed to minimize transaction costs, under a general cost structure, when the cash flows are not independently or identically distributed. The validity of the approach is demonstrated using the scenario of double exponentially distributed cash flows considered by Penttinen. A data set from a large multinational is used to demonstrate the practical application of the DSP. To provide conditional expectations of future cash flows, a time series model is developed to provide forecasts. The performance of the DSP on these cash flows achieved a 16% saving in average transaction cost (over the Penttinen model). The saving due to the forecasting model over the assumption that the cash flows exhibit a constant mean is a function of the time series structure of the relevant cash flows. For the example data, the benefit of using the bespoke forecasting model over the constant mean was only 2 percent.

*Compiled by Rohtas Kumar*





**Across:**

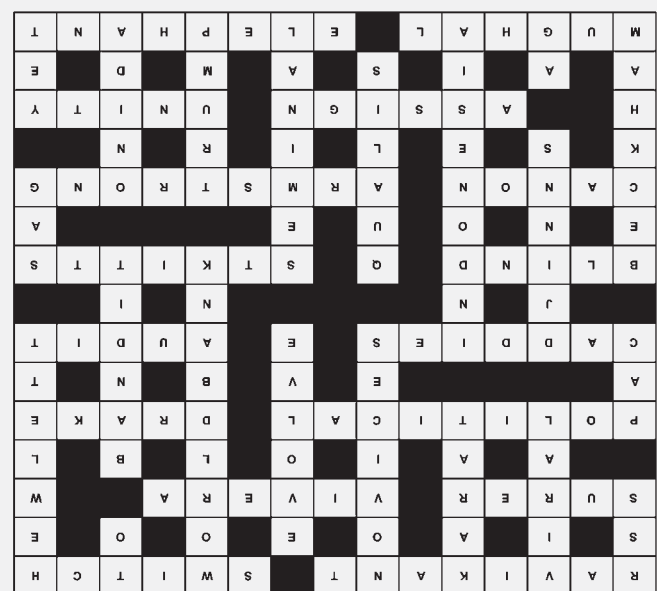
- 1 Tata Motors MD driving the “one lakh car” project (4,4)
- 5 Gartner’s acronym for the grouping of the top six Indian IT companies (6)
- 10 More certain (5)
- 11 HP’s trademark brand of inks for their “Photosmart” printers (6)
- 13 Relating to the affairs of government or the state (9)
- 14 Male duck (5)
- 15 Golfers’ assistants (7)
- 18 An examination of records or financial accounts to check their accuracy (5)
- 19 A forced bet posted by a player in a poker game (5)
- 21 Along with Nevis, this island forms the smallest Caribbean nation (2,5)
- 23 Japanese multinational specialising in optical and imaging products (5)
- 24 Budweiser’s new strong beer in India might make you reach for the moon!! (9)
- 27 To select for a duty or appoint (6)
- 28 “\_\_\_\_\_ in diversity”: slogan coined by leading freedom fighters to represent India’s supposed ethos (5)
- 31 ITC’s star hotel in Agra, named for the dynasty that once ruled the region (6)
- 32 IBM’s former CEO likened the company to this animal in his 2002 book (8)

Compiled by Ravinarayan Raghupathi

**Down:**

- 1 A family of web feeds used to publish blogs (3)
- 2 Word of mouth marketing is also called this (5)
- 3 CPI(M) General Secretary keen on stalling the Indo-US nuclear deal (5)
- 4 Beginners or trainees (7)
- 6 The body that ranks countries on the ease of doing business in them (5,4)
- 7 \_\_\_\_\_ and fro (2)
- 8 The “H” in HP!! (7)
- 9 Develop or achieve gradually (6)
- 12 One-armed \_\_\_\_: slang term for a slot machine in a casino (6)
- 13 \_\_\_\_\_-Man: vastly popular video game (3)
- 16 William Dalrymple refers to Delhi as a city of these in his book (6)
- 17 This nation is the world’s largest archipelago (9)
- 19 Bend it like him!!! (7)
- 20 Toyota’s hugely popular multi-purpose vehicle that was a hit with taxi operators in India! (6)
- 21 Highly influential in an original way (7)
- 22 To lose vigour or firmness (3)
- 25 If he says “You’re Fired”, you can’t be his apprentice!! (5)
- 26 Television manufacturer whose brand ambassador is the devil!! (5)
- 29 Word for both “at this time” and “still more” (3)
- 30 German equivalent for the suffix “Ltd.” In a company name (2)

**Solution**



## Chinese vote for Bill Gates

A recent global poll asking youth who their heroes were threw up interesting results. American, European and Indian youth voted for celebrity stars and millionaire sportsmen while the Chinese voted for Bill Gates. Clear proof of the global ambition of the Chinese!



## Hand Sheikh

One example of cultural differences in business is between the Middle Eastern countries and the Western countries. When negotiating in Western countries, the objective is to work toward a target of mutual understanding and agreement and ‘shake-hands’ when that agreement is reached - a cultural signal of the end of negotiations and the start of ‘working together’.

In Middle Eastern countries much negotiation takes place leading into the ‘agreement’, signified by shaking hands. However, the deal is not complete. In fact, it is a cultural sign that ‘serious’ negotiations are just beginning. Watch out!

## SWITCH

Research agencies are known to come up with weird abbreviations. The one Gartner has come up on Indian IT companies takes the cake – SWITCH – first letters Satyam, Wipro, Infosys, TCS, Cognizant and HCL. Even if the six didn’t like this banal name-calling, the message it is meant to convey should be appreciated – time to switch from ‘shoring’ to higher value product and services mindset.

## Grandparents Day

Schools celebrate parent’s day quite grandly once a year. Have you heard of any school celebrating Grandparents’ Day? Why not? Grandparents play an important role in kids’ lives especially when they are in lower classes. And in cities when both parents go to work, Grand Parents’ take on many roles.

Wokhard CEO Vishal Bali has come up with the idea of Grandparents day. It shows he does have a big heart, other than caring for the damaged ones.

## Hacker Economics

Some creative techies have discovered that selling services to the people who commit online fraud is more profitable—and less risky—than actually committing the fraud themselves.

Security writer Scott Berinato has put together a piece that examines the underside of 76service, an organization that infects PCs with the Gozi form-grabbing trojan and then sells access (complete with a user-friendly search tool) to anyone interested in stealing user data. ‘True’ partners in crime!

## Personal black box

One candidate for the next trillion dollar market is the personal black box – a sensing device or group of devices, that perfectly healthy people would wear much or all of the time to monitor their physiology. The advantages of such a device would be several. First, they would provide the earliest possible warnings of medical conditions, making treatment cheap, effective, and quick. (A popular book written on continuous monitoring is called “The End of Medicine”.)

Second, appropriately networked, they would generate an immense amount of information on the nature of healthy people, a subject of considerable interest to research clinicians defining diseases. And third, it would give each one of us a kind of mirror in which to monitor our ups and downs, our waxings and our wanings. What about privacy?

## GMR’s family constitution

The first generation family members of the GMR group that is building the Hyderabad and Delhi airports apart from other big infrastructure projects, recently signed what they call a family constitution. The document deals with succession planning, the economic benefits that will accrue to each member, rules of conduct, conflict resolution and entry of next-generation and exit of present generation from the business.

It’s indeed a good beginning for a group with several closely-knit family members who are seeing money as if the gods are literally showering it on them every day. The constitution’s true test will be if it survives the second generation. Good luck!

## Why Scandinavians are happy at work

Scandinavians have a long-standing tradition of focusing on happiness at work. They have been doing this for 30 years, whereas other countries are just coming around to it now. This is most clearly evident by the fact that they have a word for it, arbejdsglæde. It’s not a particularly fancy word; it just means “work happiness.” That word actually exists in only the Scandinavian languages—Danish, Norwegian, Finnish, and Swedish, not in English, French, Spanish, Russian, or Japanese. On the contrary, in Japan, they have karoshi which means “death by overwork.”

# TOP MANAGEMENT JOBS

## Company:Biexperts.Com (UK) Ltd.

Post : Division Head  
Profile : The candidate must have demonstrable experience of consistently achieving sales targets, closing large deals and a good understanding of the BI market in the International Market space.  
Exp : 20-30  
Location : United Kingdom  
Email : recruit.europe@unison-corp.com

## Company:Comsoft Infotech Pvt. Ltd.

Post : Delivery Head  
Profile : The incumbent should have minimum 15 yrs of industry experience with extremely strong delivery background  
Exp : 15-25  
Location : Mumbai  
Email : careers@comsoft-bom.com

## Company:Corbus India Pvt. Ltd.

Post : Practice Lead- ATG  
Profile : Looking for a BE/BTECH from renowned College or University. Will work as a consulting team member or an individual technical consultant  
Exp : 10-15  
Location : Delhi/NCR  
Email : rkapoor@corbus.com

## Company:Ergo Engineering Projects Ltd.

Post : Chief Executive Officer  
Profile : Shall have an experience of process designs, marketing, engineering, execution of Turnkey/ EPC Contracts of Captive / Thermal Power Stations. In depth knowledge of Coal/ Ash Packages will be added advantage.  
Exp : 20-29  
Location : Delhi  
Email : energojob@ergo.co.in

## Company:Excel Advertising

Post : Supervisor cum Factory Head  
Profile : Should be able to supervise production streamline work flow and control wastage of labor, time and raw materials.  
Exp : 30-30  
Location : Delhi/NCR  
Email : reshma\_excel@rediffmail.com

## Company:Flamingo Pharmaceuticals Ltd.

Post : Head- Quality  
Profile : The person should be well versed with all the quality functions of the factory. Should have the experience of heading the quality department of MHRA approved plant.  
Exp : 15-25  
Location : Mumbai  
Email : hr@flamingopharma.com

## Company:GenX Infotech

Post : Architect  
Profile : Shall have a Bachelor's Degree in computer/ electrical/electronic engineering. Would provide technical leadership for a team of 10-15+ engineers.

Exp : 10-15  
Location : Pune  
Email : manshi\_hr@yahoo.co.in

## Company:HCL Technologies Ltd.

Post : Head of a JV  
Profile : Must have 15-20 years of experience in service industry in hi-tech industry. Should have experience running a profit center.  
Exp : 18-25  
Location : Chennai  
Email : srinivasarao@hcl.in

## Company:Manvas Technologies

Post : Project Co-ordinator  
Profile : Would be responsible for Coordinating with Clients, Consultants, Site and Regional Office.  
Exp : 19-29  
Location : Chennai  
Email : jobwalkcv@yahoo.co.in

## Company:Maytas Infra. Ltd.

Post : Project Manager  
Profile : The ideal would be a B.E(Civil) with 18-25 years experience in the execution of Commercial Buildings, High rise buildings, IT parks, Residential apartments.  
Exp : 18-25  
Location : Jammu  
Email : avanthika\_molugu@maytas.in

## Company:Riddhi Siddhi Glucos Biols Ltd.

Post : Sr.Manager- Electrical  
Profile : Shall have an experience in continuous food process industry  
Exp : 15-25  
Location : Gokak  
Email : hrd\_rsgbl@rediffmail.com

## Company:RTC Logistics Pvt. Ltd.

Post : President  
Profile : Would be overall responsibilities for the management of the company including business, development vendor, strategy planning and achieving budgeted profit.  
Exp : 20-25  
Location : Chennai  
Email : niranjana@artisee.com

## Company : Syntel Ltd.

Post : Delivery Director  
Profile : Would be responsible for Growth and Revenue Generation for different accounts under the vertical. Should have independently handled a 150+ team.  
Exp : 12-18  
Location : Pune  
Email : rajendra\_raut@syntelinc.com

## Company:Technip Abu Dhabi

Post : Sr Project Manager  
Profile : Shall have at least 15 years experience in project management with similar EPC contractors in oil/gas sector, out of which the last 3-5 years must have been as a Senior Project Manager

managing an EPC project of a value of at least \$30 million and above.

Exp : 15-25  
Location : Abu Dhabi  
Email : ssayed@technip.com

## Company:Twinstar Metal Products Pvt.Ltd.

Post : Vice President- Operations  
Profile : BE-Mech. with 15+ years experience in the relevant field in senior level position. Should have thorough knowledge in TPM,TQM,ISO and TS etc., capable of handling HR activities.  
Exp : 15-25  
Location : Chennai  
Email : admin@twinstarmetal.com

## Company:Jindal Aluminium Ltd.

Post : Chief Liaison Manager  
Profile : The Candidate should be a Law Graduate having 10-12 years of proven experience in handling liaison and legal matters including experience in attending court cases of corporate houses.  
Exp : 10-15  
Location : Bangalore  
Email : hr@jindalaluminium.com

## Company:Neolite Industries

Post : Head- Supply Chain Management  
Profile : Shall have a work experience in TS-16949 certified company and must have ERP exposure. Must be at least 15 years experience at a senior level in similar function.  
Exp : 15-20  
Location : Noida  
Email : hrmpipi@neoliteppi.com

## Company : Suzuki Motorcycle India Pvt. Ltd.

Post : Sr. Manager- Accounts  
Profile : CA with 9- 15 years experience in any manufacturing unit / Automobile. Experience in computerized ERP environment will be an added advantage  
Exp : 9-14  
Location : Gurgaon  
Email : hr@suzukimotorcycle.in

## Company:Scopic International

Post : General Manager- Marketing  
Profile : The candidate should be an MBA with relevant experience.  
Exp : 10-12  
Location : Delhi  
Email : kpklife@yahoo.co.in

## Company:Time Travels & Tours

Post : Chief Accountant  
Profile : Candidates should have experience in as accountant in construction company preferably in gulf, computer knowledge is must  
Exp : 10-15  
Location : Dubai  
Email : time@timetravelsindia.com



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