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ANITA RODDICK

“Crusade in Peace”

By Harish Bijoor

Anita Roddick is dead. The brand is dead. Long live the brand.

What Dame Anita Roddick created, before she was asked to call it quits at age 64 in September 2007, is a brand that will sustain itself for years to come. Anita Roddick created The Body Shop.

And The Body Shop is a thought that will remain forever. A movement on its own, if you will. Never mind that it is part of the L'Oreal empire today. Many called it a sell-out of the ethical empire. Anita Roddick got bad press, but she sailed through it all. Her response was a simple one. The absorption of The Body Shop by L'Oreal was not only an acquisition by a giant in the realm of cosmetic care with a very opposing stance to market; instead it was the opportunity for The Body Shop to enter into the L'Oreal empire as a Trojan Horse. A Trojan Horse of immense future value, which would help impact the ethos of a giant. Change it even.

Moral of the story: If you can't beat them, join them. But join them as a Trojan

Horse. What you can't change from the outside, try to change from within!

Anita Roddick is a lesson to the modern marketing man, woman and marketing child in diapers. There is a lot to take out from what she laid out as The Body Shop empire. Let me therefore focus on what I see as a take-out of this brilliant life that came, saw, conquered and left.....as we all do.

People know themselves best. Therefore, when they describe themselves, there are a lot of key-words you can pick to form a picture of the persona at hand. Let me therefore peek at what **Dame Anita Roddick described herself to be: “A Ballsy, truth-telling, free-thinking, heart-bleeding, myth-debunking, non-conforming and hell-raising activist”.**

Now what's that?

Ballsy? Yes, she showed it as she waged a war against everything around her. Remember, she was on the front-lines of the action at the WTO summit when she was tear-gassed out. And more of it

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CEOs derail innovation in India

The verdict is out. The blame game is over. The culprit is none other than the Indian CEO who is risk-averse.



This authoritative account is part of a survey of 100-odd managers and published in *Innovative India: Insights for the Thinking Manager*, by Parmit Chadha and Radhika Chadha (Penguin, June 2007).

Apparently, there is a huge disconnect between CEOs and the management on the importance of innovation; a young manager hired by a consumer goods company to specifically create new products, ends up totally frustrated because his CEO does not want to take any risks and doesn't allocate adequate resources for him to launch his initiatives.

The short point: CEOs, it appears, prefer to play it safe until it's too late. There's a study of how managements tend to be lethargic if they command the lion's share of the market, a case in point being Bajaj Auto in the auto rickshaw space.

Auto rickshaw owners tell the authors that their vehicle had seen hardly any changes in design over the years, forcing them to invest fairly large sums to make the vehicle more comfortable and safe. This, despite the fact that the market is not a small one at 269,000 vehicles per annum.

Also, 71 per cent of the managers polled believe that innovation is one of the three most important sources of competitive advantage, but **64 per cent are disappointed with the outcome of the innovation efforts put in by their companies.**

That should make managements sit up and take notice. Also, the fact that 60 per cent of the respondents feel that their organizations do not have clearly specified goals for new businesses or products, is worrying: in some firms, definitions tend to be fuzzy such as "regular new product launches" as opposed to, say, "six launches in the next twelve months".

So, in today's highly competitive market, the first-mover advantage lasts only for a brief period and the objectives need to go well beyond that, taking into account the realities of the Indian market. Also, the authors point out, **most innovation activity in India, at least till the recent past, was focused on richer households.**

The survey has shown that the Indian model of innovation appears to be somewhere between the American and Japanese models where most parameters are concerned. Much like in America, in India too strategy tends to flow from the top with the middle-management responsible for implementing rather than leading. And CEOs want big ideas and want them fast. Yet the culture appears similar to that of the Japanese in that hierarchy rules, seniors are to be respected regardless of the quality of their ideas and employees are expected to be workaholics.

Will these findings be an eye-opener for Indian CEOs?

Innovating with innovation

A new report argues that companies lack imagination in their approach to innovation. **Firms typically fall into the trap of simply copying one of the approaches that have worked for their competitors.**

In their article titled "Innovating on your own terms," published in the IBM Institute for Business Value/Innosight, 2007, George Pohle and Stephen Wunker, note that companies are adopting one or more of four archetypes for innovation.

First is the "marketplace of ideas", a bottom-up approach in which employees generate new concepts, lobby superiors, and then test a new product in the market. This is the Google approach, which works because its staff are creative and work in an encouraging environment, where seniors are able to "lead from behind". A second type relies on the "visionary leader", someone like Apple's Steve Jobs, who spots and

champions high-potential concepts, processes or products. The third archetype is "innovation through rigour", adopted famously by Samsung, where organisational emphasis is on design strength, R&D spending is high and cross-functional teams are the rule.

Finally, in the "innovation through collaboration" model a company identifies its customers' needs and then seeks solutions from business partners. Collaborators usually know their customers well and have strong brands, and so tend to feel relaxed about sharing. Firms can, and do, mix these four models. But the problem is that too few ask the crucial questions about whether their chosen approach makes sense within their existing organisational structure and culture. Ultimately, "it is answering questions like these that determines success or failure."

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Continued from page 1...

came with her every move that went on to support causes straight and causes oblique.

Whether the rest of what she described herself to be was all of true and not marketing PR at play, the world will never know. Never mind.

Anita Roddick taught several basic lessons though. Here are some I see, as a basic tribute to a person rather basic at heart.

- ❖ Marketing departments are not important. The CEO can be the Chief Marketing person as well. Run organizations with passion. Passion that cascades down every level and seeps into the bloodstream of everyone in the system.
- ❖ The CEO brand is a very important brand. People define companies by the people right at the top. Brand aggressively and stand for the ethos that you started with. Represent it valiantly, never mind where.
- ❖ There are only 4 super-models in the world. The rest of us are like what we are. Make brands aspirational, but make them for real people like you and I. Anita Roddick ran a much talked about campaign on London buses many years ago shouting out the same. She made a big noise as it showed bulky and often un-glamorous people in various states of undress. The point was simple. There are more of us than them. There are only 4 super-models in the world!
- ❖ “Moral engagement” is very important in brands. Build brands that engage your consumer intelligently in what you make and what she uses. People really want to know what goes into the brands they use. Some of it is all about the chemicals that go in, and most of it is all about who made it, where, in which sweat-shop and what animals and what people were exploited to make all the allure at hand.
- ❖ Your retail store is more than a store. It can easily convert into a location for social crusade. Today you can talk about protecting the whales and tomorrow you can fight against the animal-testing of cosmetics. Activism branding works.
- ❖ The store cannot remain a store at a street-corner. It needs to reach out to people in their homes. Not necessarily through television alone. The store needs to go to people’s homes. The BSAH (The Body Shop at Home) is a concept that does just this, with hordes of consumers demonstrating and selling the product within the confines of your home to one another.

Anita Roddick had many lessons to teach the marketing world at large. She came at a time when the world at large needed her. She left at a time her task was done.

For Dame Anita Roddick, I cannot use the oft used phrase at all. I will therefore not say “Rest in Peace”. I would rather say, “Anita, Crusade in Peace”!

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Indian IT enters third wave through innovation

The Indian IT/ITES industry have successfully used the “value for money” wage arbitrage advantage and have also made the transition from on-site to off-shore delivery by offering high quality processes, migration of technology development and business process management to Indian centers. To take this dream run to the next level, India needs a new driver : innovation. How will this be delivered? Experts believe the tried and tested global delivery model would be the trick.

The big question is: Is India ready? India, it appears, is never ready for anything at any time. It simply has to jump into the pool and learn all the tricks as it swims with the sharks and whales. That’s what it did with the IT and ITES in the last decade or so, and has been successful. The challenge this time is different but not difficult.

Innovation business has already got a head-start with the likes of GE, TI, Nokia, Yahoo! setting up their R&D here. The Indian IT MNCs are not far behind. **Infosys** is leading its march into innovation with the catch phrase – **Faster Innovation**. It has already shown results in innovating its customer’s services and offerings.

Wipro has its own take on this. Its slogan is: “**Innovation is Wipro - Wipro is Innovation.**” “The challenge this pursuit presents to us every day is – how does one make Innovation “Purposeful”, “Ingrained” and “Deliberate” in our organization.” This wish of Wipro will have to be that of all Indian companies if innovation is to become a dynamic movement. Sadly, it is still in the realm of awareness in most other sectors in India. The central and state governments are still cold to creating ecosystems for innovation to flourish.



Ms. Anuradha Acharya, founder and CEO of Ocimum Biosolutions, receiving the NASSCOM 2006 IT Innovation award from former President of India, Dr. A P J Abdul Kalam

Perhaps, they feel, “if IT can do wonders without us so far, why do they need us now” Can you fault them?

Yet, there is no choice but to go after the global innovation business if India is to achieve its revenue target from IT/ITES of \$60 billion in FY09-10 from the global market of around \$300 billion. The Indian software industry has grown from a mere \$150 million in 1991-92 to a staggering \$39.6 billion in 2006-07. No other industry in India has notched up similar growth or had such a progressive effect on India’s economy. Focusing on innovation can mean extending this dream run longer.

Earn more by better organizational performance

What makes companies perform well? To find this holy grail of management studies, a McKinsey team recently analyzed upward of 100,000 questionnaires to uncover the practices of 400 business units in 230 companies around the world. The team eventually arrived at one winning combination: clear roles for employees (accountability), a compelling vision of change (direction), and an environment that encourages openness, trust, and challenge (culture). Nothing else came close in improving organizational performance.

They found that organizational and financial performance correlate directly. An increase of ten points in organizational

performance score translates into performance improvement of \$0.28 per unit produced.

However, CEOs often maintain that structural reorganization is the quickest way to address poor performance. A 2006 McKinsey research suggests that they may be wrong. “Our analysis shows that a number of struggling global companies that embarked on major restructuring initiatives did worse, on average, than a number of underperformers that made no structural changes.” It added that “most sectors have a default architecture that companies should reject only if they have clear evidence that it is linked to their underperformance.”

Why are we working for free?

Without realizing, we are doing third jobs and not getting paid for it, says Alvin Toffler

One are the times when courier companies tracked our parcels and helped us with locating it, gone are the days banks spent time with us telling our balances, transaction details. They expect us to go online, find out on our own and use the ATMs. Many companies have thus been able to cut down their workforce and hence their costs by passing on a part of their work to consumers. This is the third job we all do day in and day out.

Apart from doing job1 (paid work) and job2 (housework), today we are doing more and more of job3 (third job: unpaid). The concept of the 'third job,' is coined by Alvin Toffler and Heidi Toffler in their new book *Revolutionary Wealth: How it will be created and how it will change our lives* (Currency publication, June 2007).

As companies across the world discover clever ways of externalizing labor, we find ourselves doing part work of stockbrokers, travel agents, sales clerks and bank tellers for no money. Some big supermarkets today have a 'self scan' counter where the consumer can do the product scanning and billing herself. A Dohnton Bori restaurant chain in Japan even serves a cook yourself concept lunch by providing customers with a hot plate on their table to cook their own meal! E-commerce is another area that demands consumers to do a third job.

And this is how the erstwhile consumer is turning a

prosumer (something people consume what they produce) as well. And this is also how our time is getting divided between three jobs and changing our relationship with Time itself.

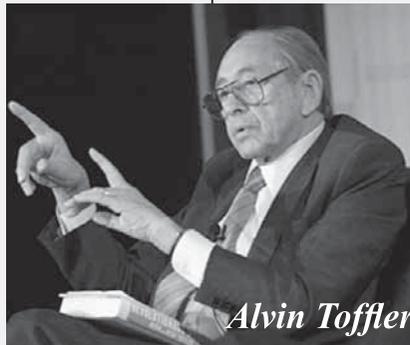
Revolutionary wealth

Just like industrialization swept across the world and changed the distribution of wealth in the Eighteenth and Nineteenth Centuries, revolutionary wealth is about to do the same in the Twenty First Century.

Its time to ditch the false assumption that wealth derives only from what economists can measure. Wealth today is becoming more revolutionary. It is not just a matter of technology but is a revolution of the mind as well. **Revolutionary wealth is not just about money but encompasses a wealth system consisting of non-money**

economy that's based on knowledge.

Increasing prosumerism is opening up new markets and several industries. Prosumers do unpaid jobs (e.g. self-service activities), buy capital goods from the money economy, marketize or de-marketize products, create value as consumers, accelerate innovation and disseminate knowledge. All this means there is a free lunch floating in the economy.



Infosys' modular global sourcing

Having realized the short-term benefits of project-oriented offshore global outsourcing, experienced practitioners are looking for ways to extract additional value from global outsourcing initiatives. To achieve this goal, companies are adopting sourcing models that shorten the time required to achieve steady-state operations.

Modular Global Sourcing, the next generation of strategic services outsourcing, applies the fundamental concepts of modularization to business process and IT application and infrastructure services sourcing decision making, implementation and ongoing management. Developed by Infosys to help enterprises at any maturity level realize the full benefits of global sourcing, it provides both a conceptual foundation and a set of actionable frameworks for business and IT leaders to:

- Think about outsourcing services at an enterprise-wide level to create alignment between business, operations and IT;

- Structure business and IT assets and their execution phases in a well-defined modular fashion to achieve flexibility; and
- Act on a global level using strategic global delivery to ensure predictability of cost, quality, risk, and meeting shared business objectives.

Modular global sourcing represents Infosys' vision for the future of offshore outsourcing. It is a model for enterprises to be in step with continuously changing business realities. As such, **it represents a conceptual shift in thinking about IT and business process services outsourcing on a global scale.**

At the same time, it defines a set of actionable frameworks and steps that business and IT decision makers can undertake to put the concepts into practice to realize operational efficiencies and enable business innovation, regardless of their current level of sourcing maturity.

Only 20% of MBA knowledge useful

Any amount of ridicule about MBA degrees and MBA grads doesn't seem to affect the demand for the course. All sorts of management colleges are mushrooming and the regulator AICTE has become a joke. The person to join the boo-brigade is Tata Steel's B Muthuraman in an interview to online portal www.mbauniverse.com recently.

He said "A typical MBA program, as taught in B-schools, is focused on imparting knowledge about subjects like marketing, finance, organization behavior, operations etc. In my view, knowledge about these subjects contributes to only 20 percent of what makes a good manager; 80 percent of good management is based on what I call the behavioral traits of a person – it is the mindset and attitudinal make up of a person that makes him or her a successful executive and leader."

Mr. Muthuraman is a B.Tech (Metallurgy) from IIT, Madras. He holds a Post Graduate Diploma in Business Management - with a specialization in Marketing & Finance - from XLRI, Jamshedpur.

Why are these traits important? "These traits determine if the person has fire in the belly, how he/she handles failures, whether he/she a people oriented person etc. Many of these traits determine 80 per cent of success. Only 20 percent of a manager's success is based on knowledge, which B-schools



B Muthuraman

focus on. Of course, knowledge and information are important, but its contribution is limited."

So, he asks: "**how can B-schools and corporates have MBAs enter the management profession, when most of them have crammed the 20 percent knowledge, but aren't attitudinally ready?** There is a fundamental problem with B-schools. It's a big issue that B-schools must think about!"

The Tata honcho is certain B-schools need to rethink their curriculum and emphasis. "It is important to build the holistic personality of students before they work in the managerial cadre. Liberal education, which is sadly getting lost, where students were exposed to multi-disciplines like arts, music, history, philosophy, was helpful in building the human traits that I talked about. Faculty is the biggest challenge – are there people who can make students more passionate?"

What's biggest problem for those who interview MBAs? "When I interview students at IIMs or any other top B-school, invariably I find that all of them are thinking alike – all their answers are same! I don't look for the 'correct' answers, but I try to judge the attitude or mindset of potential hires."

Who can kill your business?

The so-called successful companies have never been as scared of small disruptors as they are today. So, should they simply wait for the inevitable, keep strengthening their defense systems or should they be ever-ready to transform themselves? This can happen, according to innovation expert Paul Sloane (psloane@destination-innovation.com), by encouraging a culture of radical innovation within the company. He told www.innovateforum.com about how this can be done in an interview recently.

"One way," he said, "is to run creativity sessions where the objective is to conceive them." Ask the question, "Who killed our business? Get small teams to imagine entirely new business models that could deliver the benefits that your customers want. Each team has to present a scenario of a force so powerful that it could replace you or put you out of business." The team has to start with a blank piece of paper and none of the encumbrances that limit your organization, then **design a super competitor**.

Paul wants the team to start by talking about examples of businesses that were wiped out. People come up with examples – ice supply companies that were eliminated by

the refrigerator, carriage companies replaced by automobiles, music companies threatened by Internet downloads, bookstores killed by Amazon and so on. In addition to the impact of new technologies, look at other forces such as fashion, demographics, routes to market and competition. We might consider what has happened to Arthur Anderson, Enron, Polaroid, and Pan Am. Then the teams have to think up a variety of forces that could put them out of business. The team has to conceive entirely new ways of delivering the end-user benefits that they currently supply. When they have a good selection of possibilities they select the most potent force and work up a description of how it would work in practice.

The teams should be encouraged to go to extremes and to think completely outside the current model. This exercise is stimulating and can be very revealing. Want to try?



Indian companies shine in RED HERRING ASIA 100 AWARDS

Innovation in technology, business model and growing entrepreneurial spirit among Indian start-ups was truly evident in this year's Red Herring Asia 100 awards held in Hong Kong late August 2007. But India (13) is far behind China, which got close to 40 awards, if you include Hong Kong (3). So, it's loud and clear that China is slowly leaving behind its OEM hub tag and investing big on innovation, which many Indians thought was their preserve in Asia.

The annual Red Herring Asia 100 awards are for companies based on both quantitative and qualitative criteria such as financial performance, technology innovation, quality of management, execution of strategy, and integration into their ecosystem. Here's a brief profile of Indian winners:

SatNav Technologies



SatNav Technologies has earlier won the Computer Society of India, Nasscom Innovation Showcase, Microsoft India Innovation Award added the

Red Herring award to its cap. It is an IT product-focused company launched by the SatNav Group of promoters who have business interests in IT Products, Education and Aviation Maintenance. It is a pioneer in navigation, intelligent transportation systems (ITS) and facilities management solution (FMS)

related products. It also offers next generation products that are built to enhance processes cost effectively and at the same time are easy to use.

Speaking on the occasion, Founder and MD, SatNav Technologies, Amit Prasad said: "India has always been seen as a low cost outsourcing destination though there have been some rare examples in other innovative areas. Our belief is that IP based companies will be the next big opportunity from India."

Vembu Technologies



Vembu Technologies is a leading provider of innovative backup and storage solutions. Vembu's flagship product "StoreGrid" is a

flexible feature packed data backup software that simply works with your existing hardware! StoreGrid facilitates trusted peer-to-peer backups, network backups, traditional client-server backups, online backups, and more. Vembu plans to develop more innovative products in the storage domain, all with one objective: that of making storage and backup absolutely affordable (or free) and "easy to deploy and manage" for a broad spectrum of users.

The service providers' challenge is to securely, effectively and profitably manage their customers' backups across heterogeneous environments. Their customers typically backup desktops, laptops and servers, each of which holds various kinds of data across multiple applications and operating systems. The

challenge is to manage this diversity without compromising on usability.

PayMate

PayMate's innovation is centered on facilitating a paradigm shift in the world of payments via mobile phones in addition to



moving towards a cashless society. With mobile phones becoming ubiquitous, the idea of replacing the wallet with your phone is becoming more of a reality.

PayMate was conceived as an idea 3 years ago. It is working on the development of the platform with various stake-holders in the payments ecosystem. It has put together a compelling ecosystem to act as a catalyst to drive the use of mobile phones for making payments.

MeritTrac

MeritTrac's award is for innovation in service and processes in the skills assessments space. Skills assessment is a service which drives the best practices in talent acquisition and management and the industry is poised for explosive growth. Creating and delivering scientifically designed tests requires significant expertise and MeritTrac's status as India's largest skills assessment company has been built on continuous innovation in tests and delivery techniques. One of the key aspects in the assessments space has been the rise in online testing of



• Left-Mohan Kannegal, Co-founder & Head-Delivery • Center-Madan Padaki, Co-founder & CEO • Right-Murlidhar S, Co-founder & COO

candidates. The dual aspects of online testing lie in software vehicle to carry the tests online and place of delivery for these tests.

The online delivery capability of MeritTrac stands on the twin factors of technology and infrastructure. OnTrac is MeritTrac's proprietary online testing engine combining unique test taking features with convenience and high reliability. Online test delivery was revolutionized by MeritTrac with its 21 state-of-the-art assessment centers MeritTrac Assessment Zones (MAZ) spread across 16 cities. MAZ provide a single window for recruitments from registrations to offer rollout with facilities like online testing centers, interview rooms, automated proctoring and advanced biometrics.

MeritTrac's continuous focus on innovation led to a unique telephonic English evaluation mode to test candidates on spoken English skills benefiting the BPO industry. The model offering immense scalability has tremendously benefited companies in this space. MeritTrac now assesses over 25,000 candidates every month for major BPO's in India.

NetAlter

Founded in May 2005, NetAlter Software Ltd., is a pioneer in innovative solutions in the Internet software and services space. It proposes to develop a unique and revolutionary P2P-enabled

browser which will offer secured and safe computing to the masses. It will offer ease of use and many features not offered so far by current browsers such as; domainless system and network, universal identification, information and content publishing, direct secured p2p communication such as email, messaging and VOIP, collaborative platform for developers and service providers, intelligent e-commerce enabled, clustered semantic search engine, personal networking, business networking and democratic grid technology.



Rajesh Rathod

The NetAlter system offers to protect the intellectual property rights of developers and content creators within its network and unlimited possibilities of e-commerce transactions. It will create its own marketplace and ecosystem for personal and business applications.

Cosmic Circuits

Cosmic Circuits specializes in providing best-in-class differentiated analog and mixed-signal intellectual-property blocks. It has developed a portfolio of IP-cores which includes Analog Front Ends, A/D converters, Power-regulators, and specialty PLLs. Cosmic Circuits offers significant support for IP integration and characterization. The company's mission is one of ensuring 'Customer success through Quality and Differentiation' of its IP blocks.

Regalix

Regalix works with Fortune 500, publicly traded, and venture-backed companies to create marketing innovations in the way they grow and transform their business. Regalix has pioneered technologies and methodologies that transform marketing from an unstructured process into

a predictable, scientific discipline - bringing lower costs and high success rates to companies striving for growth and transformation through innovation.

"By integrating marketing solutions in a way that drives results, Regalix addresses both - the 'what will create growth' and the 'how to create it efficiently' of marketing," said Vikas Sharan, CEO of Regalix.

Gameshastra

Gameshastra is India's largest game services provider. It has been involved in the full suite of outsourcing services for the gaming industry. The company has worked in the fields of game development, creation of game art, quality assurance, testing and related services for over two years, working with major publishers and independent studios globally. The company has opened a state-of-the-art game services center in Hyderabad to extend testing services for all the gaming platforms - Consoles, Hand held, Mobiles and Online and offers testing - Functionality, Compatibility, Game-play, Certification. Gameshastra develops games for the Wii, Xbox 360, PC, Mac, Web, PSP and Nintendo DS, and also provides game testing, game art and 3D animation services.

WorldViewer.com

Worldviewer is a web media company based in Cupertino, California with offices in Kochi, India and Craiova, Romania. Worldviewer maintains over 50,000 geographical and category portals worldwide. Its main sites for India are www.indias.com and www.kerala.com. Approaching the community with customized portals with all the information that is needed has proven to be a very good business model for Worldviewer.com. Using over 400 portals in India Worldviewer Dot Com India has become the largest online hotel and resorts booking

system for Kerala and also maintains the largest real estate listing site www.keralarealestate.com. www.worldviewer.com is testing 35,000 geographical portals and 2,500 category portals in USA and UK currently, and will be ready for beta release of the system, end of 2007, including their meta search engine www.avoo.com

OnYoMo (on your move)

OnYoMo is India's first local search engine. (www.onyomo.com) for airlines, restaurants, movies, shops etc. in 10 cities. Onyomo has made its mission to enhance the overall quality of everyday life by swiftly serving actionable information that is of any consequence. The team's major strength lies in, among other technical and business skills, its focus on simplicity and practicality, its boldness and totality of vision and its tenacity. It provides a higher breadth and depth of information in highly interactive and intuitive ways.

Digital Music India Pvt. Ltd.

DMI has introduced vJive®, a groundbreaking new form of in-store audio/video advertising. vJive presents an effective media available to marketers. vJive is uniquely effective as a marketing communications tool because it presents the brand message at precisely the right moment – when the consumer is in the store, actively engaged in the process (both mentally and physically) of purchasing a product.

Founded in 2004, the company has caused a paradigm shift in the Out of Home (OOH) Point of Purchase (POP) signage by replacing static signage with dynamic audio visual media.

RealAcres.com

RealAcres.com is one of the largest online property portals. It was the first to start with SMS alert facility, Satellite Map and an effective interactive

community forum called as “Simply ASK”. With the cutting edge technology and innovative ideas it serves visitors with updated real estate and general news which is updated almost every hour. Statistics, demographics, culture, neighborhood information and much more information is provided to make the property searching tradition simple.

CarWale.com

This portal helps consumers reduce their hassles and maximize their next car sale or purchase. CarWale.com is backed by a wide network of new car and pre-owned car dealers who provide stock details, quotes and other services to thousands of online customers. CarWale provides marketing services that help dealers trade cars and build brands through efficient marketing, advertising and communication tools. It is a comprehensive site where one can also source all sort of information about buying and selling used cars.

TiE-ISB Connect

One of India's most exciting annual networking events for entrepreneurs and investors, the TiE-ISB Connect 07 will be held from November 14 -16, 2007 at the ISB campus in Hyderabad. Organized by the TiE, Hyderabad Chapter and the Wadhvani Centre for Entrepreneurship Development (WCED), ISB, TiE-ISB Connect enables interaction of aspiring entrepreneurs, early-stage ventures, and growth-stage ventures with potential investors, successful entrepreneurs and mentors. www.tie-isbconnect.com

Want to be an Innovation Reporter?

If you have seen or heard of an innovative product, process or a service in your company or around your friends and professional circles, try your hand at reporting it to us. We will be happy to publish them.

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Tips to make made-in-India IT products?

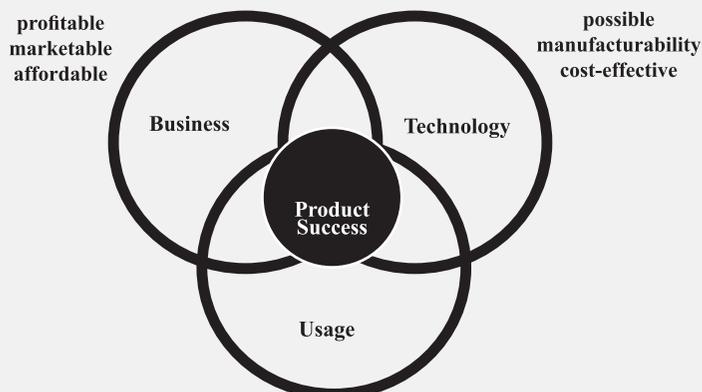


By S Natarajan

All of us know that “IT Products” is not a big success story compared to the “IT services” in our country. Of course there are a few exceptions, but in general, our talented technology professionals are happy serving MNC product companies in helping them to develop successful products rather than doing “Made-in-India” products. What do we need to do if we want to churn out products made in India successful for global market? What are the challenges and how can we overcome them?

Balancing act

One of the key challenges is balancing the three key aspects of ‘business’, ‘technology’ and ‘usage’, which are fundamental for the success of a product. Sometimes, there is too much focus on ‘technology’ aspects of the product while the other two aspects, ‘business’ and ‘usage’, do not get equal attention. Having a technology marvel but at an unaffordable cost and not meeting the user needs would obviously not result into a successful product. So, the first and foremost thing is to balance the focus on these three key aspects.



Discovering the “unknown” desires, needs, uses
Designing/Implementing what we do know.

Patience

Time to market is of course something you cannot ignore. However, going to market with an inferior product, not meeting the user needs and not serving the value proposition, is also not meaningful. Sometimes, spending extra time to ‘get it right’ is worth doing. Despite doing this there could be situations where you need to change things based on market feedback and make refinements in the product. Having the patience to go through this phase is very important. A strong understanding of the market and user needs would help to

take the right decisions on how much extra time can be spent to get it right and what is the right level of patience.

Ecosystem

The ecosystem can play a major role in making the product’s value proposition reach the end customer. Understanding the ecosystem, selecting the right players in the ecosystem and engaging them early on can make a big difference in successfully executing the ‘go-to-market’ plan.

Innovation

Innovation is again something not just restricted to ‘technology’. It has to be applied to the business aspects as well as capturing not only the known desires of users but also the unknown desires. An innovative business model or an innovative feature which is not clearly spelt out by the users can make that big difference for the success of the product. Sometimes having constraints such as a tight cost or time schedule itself can accelerate the innovative thinking.

Quality

Quality needs to be planned, monitored and assured at every stage of the life cycle. The product life cycle process should inherently embed the quality planning, monitoring and assurance.

Go-to-market

Go-to-market plan needs to be developed upfront along with the product definition and refined over the development period. The critical milestone of ‘product launch’ need to be planned to bring the highest impact to communicate the value proposition to the target customers.

‘Terminate’ early

Finally, there is no meaning in knowingly pursuing a product which has gone off the track in meeting the required cost, schedule, features. Again a strong understanding of the market and user needs would help to decide whether to terminate it early on. But, terminating an off-the-track product initiative early on is better than carrying it and terminating it much later without achieving any sales volume.

The author is VP – R&D Business Planning and Development, D-Link India Ltd

China Price

Competition is global. Companies compete for the same customer dollars from different countries. How do you address this challenge? Embrace the “China Price”, the price at which service offering becomes affordable even in developing countries. A Flat World company becomes competitive by developing global sourcing, manufacturing at locations offering maximum value, and profitably entering emerging economy markets.

Career anchor

People select a career for all the wrong reasons, and find their responses to the workplace are incompatible with their true values.

This situation results in feelings of unrest and discontent and in lost productivity. To help people avoid these problems, the newly-revised Career Anchors is designed to help people uncover their real values and use them to make better career choices.

Pharming

As more people set up internal and wireless networks in their homes, researchers have found that pharming-in which a victim visits an attacker’s malicious site after typing the name of a legitimate site in a browser-could evolve to take control of the victim’s Internet connection.

Outsourcing, offshoring > global sourcing

The words ‘Outsourcing’ and ‘Offshoring’ had distinct identities several years ago, when the world was still a little round. This was the world in which the IBMs and the EDSs of the world prospered, and in which some of the top C-level decision makers in F1000 companies grew up in. And it shaped their thinking and worldview. Words which made sense then, no longer do so now. But some people still hold on to those without realizing that those labels do not fit what they are trying to describe and ask for in the current context.

One of the first influential organizations to get this nuance was Gartner - three years ago, they stopped having two separate events around Outsourcing and Offshoring, and instead rolled them into one per year, called Gartner Global Sourcing Summit.

Deep generalists

If you’re a narrow expert, you’re a commodity—clients can invariably find 2 or 3 other experts to take your place. Deep generalists are harder to replace. What’s the difference? The

expert is a specialist who delivers data and information, and who carefully (obsessively!) delineates where his expertise begins and ends. The deep generalist is usually also a specialist but she’s added breadth to her depth—she has layered on knowledge about the client’s organization and strategy, about the industry, and about the general business environment the client operates in. Deep generalists are able to connect their expertise to their clients’ strategy and goals.

Versatilist manager

Neither a pure specialist nor a generalist approach is sufficient to succeed in the ‘flat’ world. Successful managers of the future need to be of a third kind – the Versatilist. Imagine yourself as a Swiss Knife - you are equipped with a variety of skills, which you can snap open to meet the demands of any situation.



A Versatilist is a person who has the ability to apply deep skills to a progressively widening scope of situations and experiences. In the course of this, they gain new competencies, build new relationships and assume new roles. One should be equally at ease with technical issues as with business and strategy. You have to synthesize knowledge, experience and the context to create business value.

Persistent search

Persistent Search allows users to enter a search query just once and then receive constant, near real-time, automatic updates whenever new content that meets their search criteria is published on the web. For example, let’s say you are a stock trader and you want to know whenever one of the stocks in your portfolio is mentioned on the web. By using a persistent search query, you can be assured that you will receive a real-time notification whenever one of your stocks is mentioned. Or perhaps you are a teenager who is a rabid fan of a rock group.

Wouldn’t it be nice to have a constant stream of updates on band gossip, upcoming concerts and new albums flowing to your mobile phone? Or maybe you are just looking to rent the perfect apartment or buy a specific antique. Wouldn’t it be nice to get notified as soon as new items which roughly matched your criteria were listed on the web so that you were able to respond before someone else beat you to the punch? Persistent search makes all of this possible for end users with very little incremental effort.

Aren't you into digital marketing, yet?



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.

Digital marketing begins where building your website ends. Read on to get a glimpse into the fascinating world of digital marketing where several of the concepts deal with a combination of highly intuitive DIY (do it yourself) services that are intricately supported by help lines, contact centers, email, chat, mobile and other customer support channels and several types of new age companies that offer tools, techniques, consulting and services for digital marketing.

Digital marketing works around four key tenets – Scope (definition, purpose, business / legal framework); Customer (profiling, behaviour, third party data sources); Planning (Direct marketing plan, strategy, budget, monitoring and control); Data (Gather, Analyse, Interpret and store). Let us look a few concepts to illustrate digital marketing.

Web marketing tools and user experience

Digital marketing now been refined significantly to include a wide range of toolsets for product demonstration (in 2D and 3D), automate introductory presentations, create digital brochures, facilitate CD authoring, create online forms for data capture and transactions, create email stationery, publish electronic newsletters or simply do special versions of the website itself – normal, mobile content, data driven, rich media etc. Your website, therefore, can be your signature or your fashion statement depending on how you mainstream the channel.

There are several service providers who build tools for any given business, support content management on an ongoing basis – good examples of highly leveraged website

based businesses include retailers, banks and automobile companies as well as emerging concepts like social interaction or business community sites or even.

Branded Desktop Advertising (BDA)

This concept focuses on 'owning the user desktop' by developing continuous channels to a user desktop. Branded desktop applications create an ongoing relationship with the user - providing entertainment, utility and timely information. The marketer gets a dedicated and highly personalized communication channel that delivers higher levels of user interaction and a longer time to deliver a marketing solution over the desktop. E.g. Widgets, Gadgets and Customized desktop applications are good examples of BDA – Google and Microsoft are early movers in this space.

Online communities

This concept focuses on leveraging time tested marketing concepts of creating affinity groups and also working towards category expansion. We therefore have several types of communities targeted at business needs, social needs, personal / lifestyle needs, professional needs, education etc. Once you have sufficient people in the system, the digital marketer can offer them several types of services. Good examples of this concept include OpenBC, Ryze, Orkut, Linked In.

Digital content aggregation

This focuses on aggregation of different types of digital content to users and has been leveraged highly by the media and entertainment business with a focus on driving content to the

desktop. This has helped basic web service players and ISPs to combine their strengths and extend their service reach into IPTV, rich media, movie rentals, newspapers, magazines, photographs, memoirs, education and tutoring etc. What is different for the digital marketer is the ability to offer highly personalized and interactive advertisements that are based on consumer behaviour patterns.

Good examples of this concept from India include Pressmart, Tutorvista, EDC, Merit Trac, 24x7Guru etc. which have strong business models to support their content creation and aggregation and offer it as utility services for everyday use.

Digital marketing is only beginning to evolve as several businesses take to the web, desktop and several other innovative channels to offer goods and services. The idea is to balance technology and creativity and offer desktop convenience for products and services since that is where the consumer spends a lot of time and if the effort is well executed, you have a 1:1 captive audience. The basic sales push through the web has turned significantly more creative and involves serious efforts on branding, campaign design, analytics and analysis of consumer behaviour – all of which are traditional marketing concepts but re-thought in a digital world.

Maybe digital marketing will also offer new careers and we will soon start seeing nerds sporting titles such as Digital Marketing Manager, Digital Brand Manager etc. – for starters you already have Digital Advertising agencies such as Coolpink – not sure of what David Ogilvy would think of that.

e-mail: ranga@siiplconsulting.com

Creative Thinking Styles to Succeed in Business

Most managers believe that if they manage well they will succeed. But in rapidly changing markets, being a good manager is less important than being an innovator. Those who can come up with new ideas - those who can create - become the leaders of the organization and the industry.

So, personal creativity is the skill we need the most but are taught the least. Did you have any courses on how to be a creative thinker? Of course not. Most of us live by the assumption that creativity is a gift one has or doesn't. Our formal education usually drains the creativity out of us. And in business, being an innovator will be the next core competency - the essential capability for success.

So who do we model to help us learn these necessary skills? I've spent my career studying creativity in the arts and the sciences. When you look to some of the creative genius of our world, you find patterns of thinking that can augment our lives and increase our probability of new ideas in business.

Below is a framework of some of the most powerful skills in creative genius and how the same skills are used in business. I call them The Five Faces of Genius.

The Seer: The Power of Image

When painters begin to paint, they have an image in their mind's eye - an internal picture they "see". When musicians write music, they often have a musical score that appears in their mind. The great writer Robertson Davies said, "What appears in my head is a picture that somehow must be considered." The visual stimulates the new idea.

And the same is true in business. Bill Gates said that the original vision for Microsoft was "a PC on every desk and in every home." It was the image that created the future. When executives meet in our workshops, they describe new products they see, new marketing ideas or even new businesses. Ideas come - not when we use our linear side but when we use our visual intuition.

The Observer: The Power to Notice Detail

Before Ray Kroc was the head of the

Becoming a creative business person, not merely a manager, requires a relentless pursuit of innovation

McDonald's franchise, he was a milkshake mixer salesman. When reviewing a list of clients, he noticed one small detail. One customer was buying enough milkshake mixers to make 40 milkshakes at one time. This made Kroc curious. He traveled long distances to see the McDonald's restaurant. He was so impressed that he joined with McDonald's family to build the franchise.

Observers pay attention to small things and get big ideas from those details. Former Sony President Akio Morito developed the Walk-Man when he got the idea from a small thing he noticed. During a party for one of his teenagers, he saw that kids were lugging heavy stereo equipment from one room to the next. He asked himself, "What if music was portable?", and the Walk-Man was born.

The Alchemist: The Power to Connect Domains

Do you frequently ask yourself, "Where have I seen this problem before?" The Alchemist uses the world around them to come up with new ideas. Physicists for example, find breakthroughs theoretical ideas by creating analogies of the natural world.

You may use your Alchemist skill everyday and not know it. Marlboro cigarettes was a brainstorm of the advertising great, Leo Burnett. Burnett was flipping through a magazine and stumbled on a retrospective of the American cowboy. He connected the need to reposition the cigarette with the love of the cowboy. It was through this connection that the icon of one of the world's biggest brands was born.

The Fool: The Power to Celebrate Weakness

Most managers say, "I don't want to be a fool!", but in fact the Fool is one of the most powerful creative skills. And once you see it at work in business, you'll see why. The Fool



By Annette Moser-Wellman

knows how to invert problems, persevere when the going gets tough and isn't afraid to pursue absurd solutions.

Oprah Winfrey is arguably the most powerful business woman in the world. She built her empire with a Fool strategy. When she began her talk show, other talk show hosts were featuring people's problems and making fun of each other. Oprah turned the model upside down and started focusing on the strength of the human spirit.

The Sage: The Power to Simplify

Have you ever worked with someone who could take complicated information, synthesize it quickly and then come up with a great idea? That is the creative style of the Sage. A seemingly easy notion, but in practice, very challenging. The design greats of the Bauhaus knew this best with the motto, "less is more".

A perfect example of the Sage at work would be the business genius of Michael Dell. Prior to Dell computer, you had to buy a computer at a retail store. A low margin business, fraught with tangles of problems, Michael Dell simplified the route to market. His idea in effect went straight to the heart of the problem and revolutionized the way we buy computers.

Perhaps you have seen yourself in the thinking styles above. Our research has shown that highly creative people have the ability to use all five skills. Becoming a creative business person, not merely a manager, requires a relentless pursuit of innovation.

The author is the President of FireMark, an innovation consultancy. Her expertise spans the range of strategy and vision planning to leadership and executive coaching. She is author of, The Five Faces of Genius, Creative Thinking Styles to Succeed at Work. www.fivefacesofgenius.com

A CEO's guide to managing innovation in India



By Ashok Korwar



In business, there are no brownie points, only winners and losers. There are no certificates for having come up with good ideas, only success or failure in the market. How can a thoughtful CEO make sure his organization innovates enough, and, more importantly, succeeds in bringing innovations to the market? Here are some rules, based on what I have seen in India and abroad.

- The innovation process requires the **personal attention of the CEO**. It is not something that can be delegated to a Chief Innovation Officer, or even a Chief Operating Officer. Only the CEO can break and bend rules as and when required to let innovation flow unhindered. This means, the CEO must review and oversee the innovation process himself.
- The CEO must **review innovation programs, practices and so on, separately**, by themselves, not in the middle of a business review of something else. In a business review, the mood is necessarily hard-nosed and tough, just what it takes to kill innovations. The setting must be different, the mood as well.
- The most successful innovative products are those developed in the middle of the market. Indeed, this

is one of the prime reasons why the Indian software industry has been unable to develop good products until recently, because the offshore mentality is totally unsuited to product development. The forerunner of what is now **Adrenalin**, the pioneering HR product from Chennai, was actually created in the US by a small band of innovative thinkers, and only later developed back home.

- Don't expect a regular sales force and marketing department to be able to support and sell innovative ideas and products. Conversely, don't expect a great idea to bear fruit without **interaction with the market**. If a product or innovation team, however creative, sits in isolation in a dark corner and works away, it will be in the position of the dweller of Plato's cave, so beautifully described in Republic, who can only see the flickering shadows on the wall of their caves and must infer what the world outside is like, from these. From the beginning, the CEO should create a self-contained innovation team that includes people who are in the market, or at least know how to get there, and have been there before, as well as finance people capable of figuring out commercials and what it will take to make a profit. If such functions are introduced later, rather than letting the team itself have them as members, these functions will naturally act as hostile forces, whose job it is to throw cold water on wild and crazy ideas. This was the strategy followed by **Amtrex**, for instance, in the early days of developing air conditioners specifically suited to Indian conditions. Let the team have its own window into the world, let it venture out itself, test its ideas, internalize whatever it needs to, and

work on them further. The process of innovation is necessarily iterative, and the best people to do the iteration are the innovators themselves.

- Don't expect to use **market research data** to size and segment the market. As all experienced marketers know, such data exists, and is useful, only for established categories, not for products and categories yet to be born. Indeed, market research is useless and an utter waste of time in such cases. The best way to segment and target the market is to visualize, personalize, even role-play the potential customer. We all know how human beings behave; we just have to structure our knowledge to get us the insights we need.
- Make sure the innovation team has at least one or two **fresh young people** in it, who are creative and fearless. They should not have had the opportunity to make mistakes before, and so should not have learned to fear anything! I remember many exciting discussions on positioning and branding new products, where the best and most useful contributions came from the youngest people in the room.
- Finally, the CEO should **look the other way** sometimes. One CEO I worked with, knew perfectly well that a small group of people was working clandestinely on a dotnet version of its product, against all orders and business plans, but chose not to even mention it. The result was a hugely successful product that caught the attention of **Bill Gates** himself. If people are passionate about something, they should be allowed their head, sometimes.

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

Shrink your thinking error rate. Live better.



By AVIS

Haven't you wished you knew of a better way to live? And to be worry-free, happy and blissful? Be sure. It is possible. And it does not require you to give up anything you have.

All you need to do is to think right. The human mind, on an average, thinks 60,000 thoughts a day. These thoughts occur at random. Most often, they are of regret or guilt (a past experience) or are of anxiety (of the unknown future). Rarely do we think of the present. Because we somehow have this notion that life is a dress rehearsal. It is not. This is it. So, we must learn to live in the now. And not just exist. And to live, we need to be thinking right. Which means we must shrink our thinking error rate.

Through a structured approach called Six Sigma for the Soul™, you can reach and sustain a state of better (error-free) thought and better living. Here are some baby steps to get you started.

🌀 **Learn from crisis:** Almost always the journey inward or the flowering of internal awareness (a.k.a spirituality) happens when we are confronted with a crisis. When crisis hits us, we often ask, "why me?" The fact is, we don't like to be in a spot. But the truth also is that we are. So, instead of asking why me, ask what you can learn from the experience. This introspection will lead to your thinking decisive thoughts aimed at challenging and changing the status quo.

🌀 **Drop Anchor:** Still the mind. This simply means practice calmness. Avoid both guilt and anxiety like plague. Wake up at 4 a.m. And in the stillness of the morning, sit quietly

with eyes closed in a place of your choice at home where you will not be disturbed, in any posture that suits you, and start thinking about your life and relationships, your goals for the day, for the week, the month and year. Focus on what gives you joy and savor the moment. Focus also on people whose behavior you don't like. And practice giving them a mental hug. Love these people in your mind. Your mind will fight you. It will try to position your painful experiences and problem-people as unforgettable and unforgivable. But you fight back. Drive the vengeful and pity-seeking thoughts away. Go back to loving thoughts. Do this every day, for 21 days, for an hour each day.

HHHHHHHHH
Through a structured approach called Six Sigma for the Soul™, you can reach and sustain a state of better (error-free) thought and better living.
 HHHHHHHHH

Make sure your silence period is not interrupted. If it is, start your silence hour all over again. If you hear ambient sounds, like the clock

ticking, a door opening, footsteps, the door bell, tell yourself that you don't hear those. Order your mind to concentrate on the silence period. Believe me, you will gain control of your mind. And you will become calm. You will soon stop reacting to people and events. And this will bring more sanity and peace to you even if it doesn't mend a relationship or a situation immediately.

🌀 **Know that expectations bring agony:** All our suffering is from needing things, people's behavior or events to be different. We can want things or people or events to be different. There is nothing wrong with wanting. It is the needing that must go. Needing brings expectations that bring agony. So each time your mind begins to crave for something to be different, restrain it.

🌀 **Surrender totally:** Know that nothing in this Universe, not even this piece that you are reading or whatever brings you pain, joy, money, or your relationships has come to you or been given to you without being part of a larger cosmic design. The Masterplan (The Master's Plan actually) has no flaws. Every challenging situation is an opportunity for The Master to remind us that you are not the Boss. So, just surrender totally. Each moment, just ask the Lord to lead the way and say, "I surrender". That works magic like nothing else will ever.

(AVIS is *chiefdreamer at imagequity+*®, Asia's first Reputation Management Firm and can be reached at avis@imagequity.com. in .Six Sigma for the Soul™ is a day-long Self-Renewal and Transformational Program that he leads.)

Entrepreneurship in Small Scale Industries

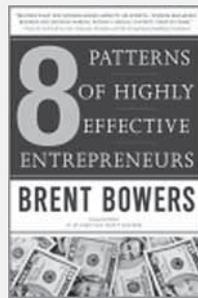
by S. Murali Krishna, Discovery Publishing House, July 2007

This book is intended for the budding entrepreneurs who do not have the experience or practical knowledge to set up a business small industry. Although opportunities abound in the market place, without requisite training and skill, a new entrant will not be able to organize or manage business effectively. This book helps such entrepreneurs. This book will also be useful to researchers, students of commerce, economics and management and for other professional courses; it will also be useful to those who are interested in acquiring the basic knowledge of entrepreneurship and small business.

8 Patterns of Highly Effective Entrepreneurs

by Brent Bowers, Currency publication, June 2007

In *8 Patterns of Highly Effective Entrepreneurs*, Brent Bowers reveals the eight patterns that highly successful entrepreneurs share and what we can learn from them. In covering small business for decades at the *Wall Street Journal* and the *New York Times*, Bowers has chronicled the rise and fall of hundreds of start-ups. In this book, he draws on extensive interviews and research, as well as on the experiences and expertise of business consultants, venture capitalists, academia and the entrepreneurs themselves, to describe the key characteristics shared by dozens of successful small-business owners and their companies.



Overachievement: The New Model for Exceptional Performance

by John Eliot, Penguin Books India, April 2007

If your wish in life is to fit in with the crowd, then this is not the book for you. Relaxing, setting goals, focusing on outcomes etc. is the kind of rational advice we get while trying to achieve something. According to John Eliot, Ph.D, 'Such self-improvement balderdash will do nothing but relegate you to a career in mediocrity. Overachievers don't think reasonably, sensibly or rationally.'

As he has discovered through years of cutting-edge research in cognitive neuroscience and real-world coaching, techniques such as goal-setting, relaxation, visualization, stress management, and flow just don't work for most people. He's proved that at high levels of business, medicine,

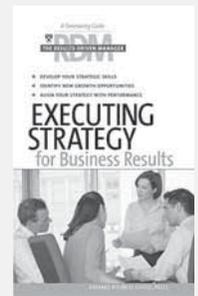


entertainment, and sports, relaxing when the pressure is on - is the wrong way to go. Instead, overachieving means thriving under pressure, welcoming it, enjoying it, and making it work to your advantage.

Executing Strategy for Business Results (Results-Driven Manager)

by Corporate Author, Harvard Business School Press July, 2007

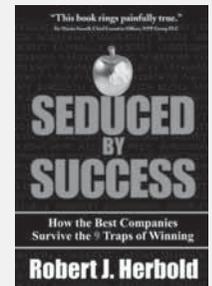
To survive and thrive under today's competitive conditions, companies must constantly formulate effective strategies and they must execute those strategies flawlessly. Thankfully, mastering the skills needed to define and carry out strategy is possible. And this volume will help one to do that. Learn about the common pitfalls of strategy creation as well as the tools to successfully surmount the challenges.



Seduced by Success: How the Best Companies Survive the 9 Traps of Winning

by Robert J. Herbold, McGraw-Hill, March 2007

In *Seduced by Success*, Robert J. Herbold, the former Chief Operating Officer of Microsoft, shows you how to avoid the nine traps of success-the "legacy practices" that almost felled such giants as General Motors, Kodak and Sony. Herbold, a 26-year veteran of Procter & Gamble who lived through each trap, gives you proven tactics for preventing arrogance, bloat, and neglect while capitalizing on your accomplishments, sustaining your momentum, and retaining your position in the marketplace.



The nine traps every successful organization must avoid are:

- **Neglect:** Sticking with Yesterday's Business Model
- **Pride:** Allowing Your Products to Become Outdated
- **Boredom:** Clinging to Your Once-Successful Branding
- **Complexity:** Ignoring Your Business Processes
- **Bloat:** Rationalizing Your Loss of Speed and Agility
- **Mediocrity:** Letting Your Star Employees Languish
- **Lethargy:** Getting Lulled into a Culture of Comfort
- **Timidity:** Not Confronting Turf Wars and Obstructionists
- **Confusion:** Unwittingly Conducting Schizophrenic Communications

Training for success in emerging markets: Innovative HR a key to unlocking Far East success

Strategic Direction, Aug. 2007, Vol. 23 Issue 9



This paper examines the emerging markets in China and India and provides a viewpoint of the two markets. Despite the enormous business

opportunities within emerging markets, including China and India, a surprising number of western companies are still falling short of their operational and revenue goals. If this performance delivery situation is to improve, then, according to the "Innovation in emerging markets" report from Deloitte's Global Manufacturing Industry Group, companies need to focus on three key business areas.

Innovating by accessing knowledge across departments

Faniel, Ixchel M., Majchrzak, Ann, Decision Support Systems, Aug. 2007, Vol. 43 Issue 4

It is widely believed that individuals are more likely to be innovative if they are exposed to different perspectives and domains. While it is purported that knowledge management systems can help, they have generally failed to do so, because there are significant thought world barriers associated with the different perspectives and domains that individuals have to overcome.

Using the theory of thought worlds as a theoretical lens, this paper examined how innovative engineers' successfully accessed knowledge from other functional departments. The study found that the way they accessed the knowledge had implications for designing knowledge management technology specifically focused on fostering innovation.

Financing innovation: The role of Norwegian venture capitalists in financing knowledge-intensive enterprises

Langeland, Ove, European Planning Studies, Oct. 2007, Vol. 15 Issue 9

This paper focuses on the roles and functions of the Norwegian venture capital industry in the innovation system. A lack of competent capital is often mentioned as a serious obstacle for financing innovation, and in particular, for financing knowledge-intensive enterprises at their start-up and early development stages.

Entrepreneurial signaling via education: A success factor in innovative start-ups

Backes-Gellner, Uschi, Werner, Arndt, Small Business Economics, Aug. 2007, Vol. 29

Unlike traditional start-ups, innovative start-ups and their respective market partners are faced with severe problems of asymmetric information due to their lack of prior production history and reputation. Here, this paper studies whether and how entrepreneurial signaling via education can help innovative entrepreneurs signal their abilities to banks and prospective employees. The paper argues that innovative entrepreneurs signal their quality by means of certain characteristics of their educational history.

Demand, innovation and the dynamics of market structure: The role of experimental users and diverse preferences

Malerba, Franco, Nelson, Richard, Orsenigo, Luigi, Winter, Sidney, Journal of Evolutionary Economics, Oct. 2007, Vol. 17 Issue 4

The history of a number of industries is marked by a succession of eras, associated with different dominant technologies. Within any era, industry concentration tends to grow. Particular eras are broken by the introduction of a new technology, which, while initially inferior to the established one in the prominent uses, has the potential to become competitive. In many cases new entrants survive and grow, and the large established firms do not make the transition. In other cases, the established firms are able to switch over effectively, and compete in the new era. This paper explores a model, which generates this pattern and has focused on the characteristics of the demand.

The process of technological innovations in small enterprises: The Indian way

Subrahmanya, M. H. Bala, International Journal of Technology Management, 2007, Vol. 39 Issue 3/4

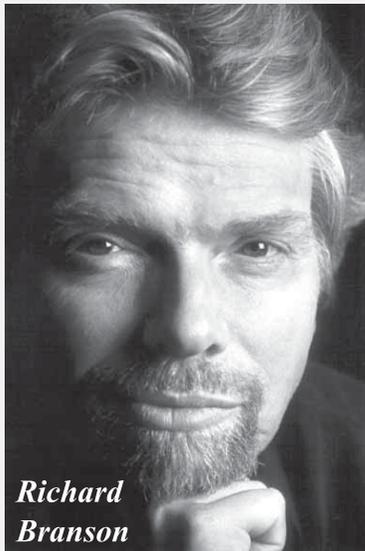
This paper probes how two small foundries in Belgaum, Karnataka State, India, have achieved technological innovations successfully based on their technological capability and customer needs, enabling them to sail through the competitive environment.

This study brought out that technically qualified entrepreneurs of both the foundries have carried out technological innovations, mainly due to their self-motivation and self-efforts. Changing product designs, as desired or directed by the customers, cost reduction, quality improvement and import substitution through reverse engineering are the characteristics of these technological innovations.

Compiled by Rohtas Kumar, IIMB

Dyslexics make better entrepreneurs

“**Y**ou will either end up in prison or become a millionaire.” So a schoolmaster is said to have told Richard Branson—the founder of Virgin and a dyslexic (Dyslexia is a type of reading disability) who left school aged 16. This line is usually used on kids who are too naughty, in a crooked way. A recent report, for the first time, has corroborated this old-world wisdom. The report found that more than



Richard Branson

30 percent of American entrepreneurs suffer from dyslexia (against 4-10 percent of all Americans). Research in Britain produced a similar outcome. A study of 800 British prisoners found that 53 percent had dyslexia. The research was carried out by Simfonec, a science research centre based at Cass Business School.

Education distinguishes the two groups: those left unschooled are more at risk of falling into crime, while those who find success despite their dyslexia—notably in sport or art—tend to develop the self-confidence needed for the business world. Budding businessmen might also benefit from the perseverance they gain through facing failure in the classroom; from the experience of delegating tasks, as they compensate for shortcomings; creative problem-solving abilities; good oral communication skills; and perhaps also from a talent for bluffing—which could come in useful for keeping out of prison too.

Don't say 'I don't know'

The mayor of a Siberian oil town has ordered his bureaucrats to stop using expressions such as “I don't know” and “I can't.” Or look for another job. Alexander Kuzmin, the 33-year-old mayor of Megion, has banned these and 25 other phrases as a way to make his administration more efficient. “It's a suggestion to the staff that they should think before saying something,” Oksana Shestakova said. “To say 'I don't know' is the same as admitting your helplessness.”

To reinforce the ban, a framed list of the banned expressions has been hanging on the wall next to Kuzmin's office for the past two weeks. Some of the other prohibited phrases are “What can we do?” “It's not my job,” “It's impossible,” “I'm

having lunch,” “There is no money,” and “I was away/sick/on vacation.” Kuzmin, a businessman who was elected mayor 1 1/2 years ago, wants to “shake things up” in Megion, a town of 54,000 in the Khanty-Mansiisk region.

Old fashioned basics win

The day Gillette's Jim Kilts's long awaited book came out recently titled 'Doing What Matters: How to Get Results That Make a Difference - The Revolutionary Old-School Approach', it immediately jumped to #2, on the leadership best-seller list, right behind 'Good to Great'. Warren Buffett pulled Jim Kilts out of retirement to turnaround Gillette - Kilts then created a bidding war and sold Gillette to P&G for \$57 billion! One of the most disciplined old-school CEOs, every morning Kilts and his senior management team received a report tallying up precisely how many razors, batteries, and toothbrushes Gillette sold the day before - good, old-fashioned basics.

Customers should sell to marketers

99% of marketing focuses on how to sell to customers. Very little attention is paid to why and how customers should sell themselves to marketers. As a customer, do you ever think about how you can get a leg up on your competition--the other customers competing for the attention and goodwill of the seller?

John Quelch, marketing guru at the Harvard Business School, wrote in a blog recently that: “We all know that not all customers are treated equal. Big customers get better treatment than small ones. Frequent customers get better treatment than occasional customers. Most of us recognize – and accept – such discrimination. But how can you punch above your weight as a customer to get better treatment than your importance to the seller deserves?”

How-to books targeting customers often focus on how to game the system, how to return the cocktail dress on Monday after you've worn it once on Saturday, how to exploit manufacturer warranties and satisfaction guarantees (often, ironically, at the expense of other consumers), how to pay late or not at all.

Here are five behaviors that, in the eyes of vendors, make for a good customer: Be Demanding, be respectful, be reliable, be surprising, be engaging.

Obviously, when demand exceeds supply, customers know they're going to have to get in line, perhaps pay more than list price or wait longer than usual for service. The marketer has to choose which customers get priority – and good customers are going to be higher up the pecking order. What's your experience? Are there additional behaviors you think make you a more valuable customer in the eyes of vendors?

TOP MANAGEMENT JOBS

Company: Tapasya Projects Ltd.

Post : General Manager- Marketing
 Co.Profile: Tapasya Group , a leading Real Estate Developer, all set to make an impact with Pan India Presence.
 Job Desc: The post involves working as a profit centre head for sales/ lease of upcoming projects, commercials, media planning, marketing/ sales strategy formulation etc. Excellent public relation with corporates.
 Profile : The applicant should be an MBA with 10 -15 years experience out of which at least 5 years in Real estate, specially in leasing/ sales of commercial space.
 Exp : 10-15
 Location : Delhi
 Email : hr@tapasyagroup.com

Company: a' Votre Sante

Post : General Manager- Sales
 Co.Profile: a' Votre Sante is an upcoming firm in the food & liquor industry
 Job Desc: The selected candidate will be responsible for opening franchisees in India.
 Profile : Should be a post graduate in management with 10 to 15 years of experience in sales. Should have experience in opening franchise.
 Exp : 10-15
 Location : Delhi
 Email : hr@wiganindia.org

Company: Daily Life Retail & Trading

Post : Chief Executive Officer
 Co.Profile: One of the leading Retail & Trading Company
 Job Desc: Will provide a strong commercial and administrative leadership and overall management of the entire organization.
 Profile : Should be an MBA with premium institutes/ experience in FMCG/SCM industry logistics.
 Exp : 10-12
 Location : Chennai
 Email : hr@dailylife.in

Company: Ramky Infrastructure Ltd.

Post : General Manager- Finance & Accounts
 Co.Profile: Ramky group is a leading multidisciplinary organization focused on Construction, Infrastructure Development, Waste Management.
 Job Desc: The incumbent would be responsible for financial planning, Fund management, Accounts, banking operations, Costing, Budgeting, MIS, Audit, Taxation, commercial matters etc
 Profile : The candidate should be a qualified chartered accountant with 10-15 years of experience working in a senior position in a Reputed professional organization having a turnover of a minimum 1000 crores.
 Exp : 10-15
 Location : Hyderabad
 Email : riljobs@ramky.com

Company: Rohan Builders

Post : General Manager- HR
 Co.Profile: Rohan Builders India Pvt. Ltd. is a flagship company of Rohan Group founded in 1993. .
 Job Desc: Will have to develop and maintain the processes of recruitment, induction, manpower planning, job evaluation and compensation.
 Profile : Should have more than 10 -15 years of experience in HR/IR/TRAINING & will have to Implement HR processes.
 Exp : 10-20

Location : Pune
 Email : careerbgl@rohanbuilders.com

Company: Maharaja Whiteline Appliances Ltd.

Post : Chief Financial Officer
 Co.Profile: It is the leading manufacturer of kitchen and domestic appliances like Juicer mixer grinder, Food processor & Kettles along with Washing machines, Music systems & Home Theatres etc.
 Job Desc: Would be responsible for Financial/Regulatory/ Secretarial Functions. Establish and monitor corporate financial policies.
 Profile : Shall have an experience in an organization of a business volume of over 200 crore having multi location manufacturing operation is a must.
 Exp : 12-20
 Location : Delhi
 Email : careers_maharaja@yahoo.co.in

Company: DS Group

Post : General Manager- Insurance
 Co.Profile: DSL is a flagship company of 10000 million DS Group, a business conglomerate with 12 successful brands in its portfolio, the company is poised for a diversification in high growth area.
 Job Desc: Will Resolve complex, severe exposure claims, using high service oriented file handling..
 Profile : Will have Review settled insurance claims to determine that payments and settlements have been made in accordance with company practices and procedures.
 Exp : 15-18
 Location : Delhi/NCR
 Email : shveta.khanna@dsgroupindia.com

Company: Vimta Labs

Post : Vice President- Clinical Reference Lab
 Co.Profile: Vimta Labs is a leading provider of multi-disciplinary contract research and testing services in the areas of clinical research, clinical reference lab services, environmental assessments and analytical testing.
 Job Desc: Will have to head the CRL division and be responsible for a turnover of Rs. 25 Crores for the year 2007-08.
 Profile : Candidates must have 10 plus years experience with MD (Pathology).
 Exp : 15-20
 Location : Hyderabad
 Email : careers@vimta.com

Company: Ansal Buildwell Ltd.

Post : General Manager- Construction
 Co.Profile: Ansal Buildwell Ltd. have touched lives of people around the globe for more than two decades.
 Job Desc: Will be responsible for Planning, Execution and development of Real Estate Project, liaison with local Govt. Authorities.
 Profile : Required a Civil Engineering Graduate with an experience of atleast 15 years in construction industries in developing Real Estate project of atleast 100 Acres.
 Exp : 15-25
 Location : Amritsar
 Email : admin@ansalabl.com

Company: Swiss Garnier Life Sciences

Post : Deputy General Manager- Quality Control
 Co.Profile: One of the Leading Pharmaceutical Manu-

facturing Company situated in Himachal Pradesh having 50,000 sq. ft Industrial Plant.

Job Desc: Will have to take care of QC Department
 Profile : Must have the knowledge in Pharma Field, Computer Literacy. Would be taking Care of QC (Quality Control) Department.
 Exp : 16-17
 Location : Himachal Pradesh
 Email : enquiry@swissgarnier.com

Company: Hysco Steel India Ltd.

Post : Managing Director
 Co.Profile: Hyundai Hysco was established under the name Kyung-il Industrial Co., Ltd. in 1975.
 Job Desc: Responsible for Ultimate control over the affairs of day to day business & for Business Promotion and Development.
 Profile : Graduate from a Reputed College/University. 5-7 Years of experience in similar capacity. Knowledge in MS Office.
 Exp : 20-30
 Location : Chennai
 Email : hrhysco@gmail.com

Company: Macawber Beekay Pvt. Ltd.

Post : Assistant Vice President- Projects
 Co.Profile: A Joint Venture company in collaboration with Clyde Bergemann Materials Handling Limited, U.K., executing turnkey projects in Materials
 Job Desc: Candidate should have knowledge of project management concepts, monitoring of design engineering status of all projects - mechanical, electrical and civil.
 Profile : Candidate should have working knowledge on MS projects, Project engineering & management.
 Exp : 25-28
 Location : Delhi
 Email : jobs@mbl.in

Company: Spider Systems Pvt. Ltd.

Post : Technical Project Manager
 Co.Profile: CMM Level 5--Pune Based Clients: UK, US, Europe, India(Pune, Bangalore)
 Job Desc: Shall have the thorough knowledge of ASP. Net, C#.NET, Microsoft IIS, Microsoft Analysis SQL Server (MSOLAP), ADO.Net, Visual Source Safe, Webforms, SQL Server 2005, Project Management, Visio, etc.
 Profile : Would be managing large enterprise web based development project for asset/ wealth management mutual fund business
 Exp : 10-13
 Location : Pune
 Email : noyonikab@spidersystems.co.in

Company: Oracle India Pvt. Ltd.

Post : Technology Leader
 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: As an Architect you will be expected to push the envelope in terms delivering innovative technical solutions.
 Profile : The ideal will have full responsibility for the architecture of a medium-sized product or a substantial layer or subsystem within a large product
 Exp : 15-25
 Location : Bangalore
 Email : Nidhi.Jain@oracle.com

Director, Sales

Country Head

V.P. Marketing

CTO

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