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9 Predictions for 2009

- By Tom Asacker

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

Viktor E. Frankl

The reality of the coming year is that the precipitous decline in the economy will create a collective pause; a “space” of epic proportions for organizations and individuals. Yes, it will be unpleasant for many. But it will also be an opportunity in disguise for those willing to seize the moment.

The Earth will complete its 584 million mile, 67,000 mph trip around the Sun without incident

I know, that's a pretty lame *kick-off* prediction. But think about those numbers for a minute. We're all outgrowths of a living mass that is rocketing through space around an enormous ball of fire. Does that make any sense to you? Not to me either. So stop trying to figure it all out. Stop trying to protect yourself from an unknowable future and instead be a connected and passionate part of the here and now. “What is important in life is life, and not the result of life.” Johann Wolfgang von Goethe

Many things will change, but many people will not

Most of us will be doing, thinking and feeling more or less the same things this time next year as we are now. If you don't want that sameness, grab yourself by the collar and yank yourself off of that comfortable, well-worn path and onto the one less traveled *by you*. Let go of your past and grab onto your future. Because while you're waiting for that grand insight to point you in the right direction, the beauty of life is flying right on by. “Without change, something sleeps inside us, and seldom awakens. The sleeper must awaken.” Frank Herbert

Most people will sit quietly in their seats and watch life unfold around them

A recent New Yorker magazine cartoon made it comically clear: There's a lot that we all want to *experience*, but not much that we actually want to *do*. Most of us simply want to go along to get along and enjoy the ride. Well, the ride is slowing to a crawl. And when it starts back up, it'll be a much different ride. What kind of ride? The best way to know that is to put yourself in charge of creating it. Grab the wheel and get moving. Let the

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Regulars: Bookshelf, OffBeat

Post: Technical Architect- .Net
Company: CSC India Pvt. Ltd.
Co. Profile: Computer Sciences Corporation is a leading global IT services company.

Job Desc: Responsibilities include to set up architecture and design guidelines to enforce best practices across the projects, analyze and evaluate infrastructure and performance requirements of the client etc.

Profile: Should be proficient in .NET and other Microsoft technologies with development experience in .NET etc.

Exp.: 10-15, **Location:** Bangalore
Email: bsalkate@csc.com

Post: Software Design Architect (EDA)
Company: CoWare India
Co. Profile: CoWare is the leading global supplier of platform-driven electronic system-level (ESL) design software and services.

Job Desc: Would be responsible to provide leadership to the development team, taking responsibility for the entire project cycle from specifications to testing, interact with marketing and field to influence current and next generation product etc.

Profile: Bachelor's/ Masters/ PhD in EE/ CS with industry experience or equivalent with MS/ PhD. Proficiency in C/C++ based software development with STL , OOP concepts etc.

Exp.: 10-12, **Location:** Noida
Email: vishalk@CoWare.com

Post: Sr. Technical Architect
Company: Hire At Ease
Co. Profile: Hire At Ease is engage in the design, development, manufacture, and support of various computer systems and services worldwide.

Job Desc: Selected candidate will be responsible to provide comprehensive technical analysis of new technologies, competition changes, industry standards on systems management products etc.

Profile: Should have played an architect role in a enterprise systems product development work using, C++, Core Java, OOAD, UML etc.

Exp.: 10-20
Location: Bengaluru/Bangalore
Email: jobs@hireat ease.com

Post: Manager- Information Technology
Company: Sabero Organics Gujarat Ltd.
Co. Profile: Sabero Organics Gujarat Ltd. is engaged in manufacturing agro chemicals & specialty chemicals.

Job Desc: Incumbent should possess hand on experience in SAP implementation in a manufacturing organization and should be in position to address day to day teething problems in the new SAP set up. Should also have knowledge and exposure to Tally and ERP etc.

Profile: Candidate should be a Graduate, Diploma in computers with SAP certification, MCSE, CCNA with 10+ yrs of experience.

Exp.: 10-12
Location: Mumbai
Email: jobs@sabero.com

Post: Team Leader- Cognos
Company: Syntel Ltd.
Co. Profile: Syntel is a global applications outsourcing and e-Business company that delivers real-world technology solutions to Global 2000 corporations.

Job Desc: Should have BI experience with Cognos, knowledge of DWH concepts, dimensional design etc.
Profile: applicant should possess experience with report studio, query studio, analysis studio, metrics studio and event studio etc.

Exp.: 5-9, **Location:** Pune
Email: Shiavlee_Pawar@syntelinc.com

Post: Oracle DBA
Company: Omnitech Infosolutions Ltd.
Co. Profile: Omnitech Info Solutions Ltd. is described as one of the most powerful force that's been active in the world of InfoTech, ever since the advent of the digital age.

Job Desc: 5+ years hands-on experience in maintaining all UNIX, AIX, Linux and Solaris & Windows OS based Oracle 8i, 9i, 10g databases with good exposure on RMAN backup.

Profile: Responsible for Database Creation, Manual & using DBCA, installing Oracle on any platform, maintaining all UNIX, AIX, Linux & Solaris & Windows OS based Oracle 8i, 9i, 10g databases.

Exp.: 5-10, **Location:** Mumbai
Email: alan@omnitechindia.com

Post: Java J2ee- Tech Lead
Company: Professional Access Software Development Pvt. Ltd.
Co. Profile: PA works on leading-edge technologies like Internet application development, e-commerce solutions, n-tier architecture & rapid application development environments on domains like banking/ financial services, retail and healthcare.

Job Desc: Responsibilities include architect solutions, create high level and low level design documents, communicate with client/ onsite during the project etc.

Profile: Candidate should have good communication skills with 5+ yrs of experience.

Exp.: 5-9, **Location:** Mumbai
Email: tzynab@professionalaccess.com

Post: Microsoft Architect
Company: Synechron Technologies
Co. Profile: Synechron is a leading IT solutions provider to a wide spectrum of industry verticals with domain focus in mortgage banking, capital markets, insurance, and internet media & technology sectors.

Job Desc: Candidate should have expert knowledge of ASP.NET, VB.NET, C#, Web Services etc.

Profile: Candidate should have expert knowledge of ASP.NET, VB.NET, C#, Web Services etc. with experience of a solution architect.

Exp.: 8-13, **Location:** Pune
Email: jobs@synechron.com

Post: Sales Manager
Company: Bharat Oil & Waste Management Ltd
Co. profile: We protect Mother-Nature through Petroleum Oil Re-Refining & Industrial Waste Management since 1965.

Job desc: Responsible for managing Team, counseling/ selling Waste Management Services to Industries for legal & safe disposal.

Profile: At least 2 yrs of experience in manufacturing company with 5 yrs of experience in direct selling to industries, 10 yrs in management.

Exp: 15-25
Location: Delhi
Email: shipra.pradeep@bharatoil.com

Post: General Manager
Company: Mindlance India Pvt. Ltd.
Co. profile: Mindlance, Inc. established in 1999, is a leading provider of e-business and technology services that assist clients to manage rapid changes in technology and achieve business objectives.

Job desc: Will be required to achieve of AOP revenue targets for the region, increasing the Market Share in the region, Customer Relationship Management, team management & motivation.

Profile: Candidate should be from Engineering background desired with 15-20 years of Sales experience.

Exp: 15-20, **Location:** Delhi
Email: meenal.b@mindlance.com

Post: Dy. General Manager - Marketing
Company: Nutri Health Systems Pvt. Ltd.
Co. profile: Nutri-Health Systems Pvt. Ltd. founded in the year 1999 by Dr. Shikha Sharma. Our organization is pioneered in the world in providing scientifically designed programs based on Nutri-Genetics.

Job desc: Will be required to take ownership, provide strategic direction and manage all centres including key business priorities like opening of new clinics/ units/ franchises.

Profile: Job requires a Graduate with MBA/ PGDBM (Specialisation in Marketing), should have 10+ years of experience in Hospitality/ Service industry.

Exp: 10-15, **Location:** Delhi/NCR
Email: recruitments@drshikha.com

Post: Business Head
Company: KEGGFARMS Pvt. Ltd
Co. profile: KEGGFARMS, one of the India's oldest and most highly reputed Poultry Institutions, is a leader in the field of rural poultry.

Job desc: Will be responsible for all activities relating to development of sales volumes, brand building product awareness promotional forays and building a committed clientele amongst its, primarily upper end consumers.

Profile: Applicants should have relevant experience in retail marketing and brand management, excellent communication skills, creative abilities, high order of self-motivation and commercial sense.

Exp: 10-16, **Location:** Gurgaon
Email: chairman@indovax.com

Post: Sr. Operations Manager
Company: Career Launcher (I) Ltd.
Co. Profile: Career Launcher is one of south Asia's leading edu-corporates.
Job Desc: Responsible for all the administrative functions of school.
Profile: Candidate should have experience in administration from the defence forces or from schools.
Exp.: 10-15
Location: Amritsar
Email: hr@careerauncher.com

Post: Office Administrator
Company: Power Research & Development Consultants Pvt. Ltd.
Co. Profile: PRDC is among the largest power system consulting companies in south Asia.
Job Desc: Incumbent will be the overall incharge of admin team, selection, negotiation, house keeping etc.
Profile: Should have experience in army/ civil background, HR/ Personnel Management, Administration etc.
Exp.: 10-20
Location: Bangalore
Email: mamatha.hegde@prdcinfotech.com

Post: Dy. General Manager- Finance & Accounts
Company: Suguna Poultry Farm Ltd.
Co. Profile: Suguna Poultry Group is one of the largest producers of poultry broiler in the country.
Job Desc: Responsible for the regional functions i.e. finance, HR, IT, marketing and purchase etc.
Profile: CA/ ICWA preferable with ACS & experience in large multi location organization with a decentralized organization structure preferably in a FMCG or high volume transaction oriented organization.
Exp.: 10-20
Location: Vellore
Email: suguna.hr@gmail.com

Post: Divisional Manager- Commercial & Accounts
Company: Ion Exchange (I) Ltd.
Co. Profile: Ion Exchange (India) Ltd. is the premier company in total water management.
Job Desc: Will be responsible for financial accounting of the location, including project accounting/ cash flow management, forex management etc.
Profile: CA/ ICWA with experience in contracting/ construction industry. Sound commercial and taxation knowledge is essential.
Exp.: 10-12
Location: Mumbai
Email: recruit@ionexchange.co.in

Post: Sr. Electronics Engineer
Company: Lahmeyer International (I) Pvt. Ltd.
Co. Profile: Lahmeyer International (I) Pvt. Ltd. is a reputed German MNC which is an independent consulting and engineering company.
Job Desc: Should have experience in the field of telecommunication/ electronic systems.
Profile: Graduate in electronics/ telecommunication engineering with 10+ yrs of experience.
Exp.: 10-15
Location: Chennai
Email: careers@liindia.com

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Premji's golden tips to entrepreneurs

Azim Premji is one of India's most successful entrepreneurs and his tips to them at the recently concluded TiE summit in Bangalore, where more than 1,000 entrepreneurs turned up, are invaluable. Here are a few:

On working with governments: "If we play a low profile role, and are dedicated to a cause, we can work with any government" Mr. Premji said governments don't like those who hanker for publicity in the projects that are ostensibly meant for public good. Was he taking a dig at some big Bangalore-based IT/ITES companies?

He said Wipro has been working successfully with government departments on its computerization projects in 10,000 primary schools and with training 5,000 engineering teachers.

Integrity cuts transaction cost: The popular belief is that unless businessmen grease government officials and politicians nothing moves in India. Premji says his experience was quite the opposite. Although one has to pay a price initially through delays (For example, Wipro refused to pay a big politician for power connection for one of its projects. It held on for a few

months and finally got it). He said when politicians know that they can't get money from someone, they don't waste their time on them. In the long run, integrity cuts transaction cost.

Values: Values are not only vital but should be communicated well and constantly. Values add muscle tone and puts pride in those who work in organizations.

The other golden rules for entrepreneurs are Transparency, Customer centricity – consistent delivery on time and not to over commit.

Wipro's entrepreneurial culture

Wipro is a nursery for developing entrepreneurs. Wipro's diaspora is perhaps the most entrepreneurial much like the Tatas which is a good place for cultivating good managers. The most effective culture trait of Wipro is to give its people responsibility very early in their career. Premji wants to "build businessmen out of a business manager".

The current global meltdown is good for organizations as it will force them to spring clean. It is good for organizations that have become complacent after years of success and they will emerge significantly stronger and more focused.

Only entrepreneurship can solve Naxalite problem

Professor C K Prahalad strongly believes that the Naxalite problem in India can be contained or even eliminated only by creating an ecosystem for entrepreneurship in the affected areas. He warned the Indian governments of dire consequence if the Naxalite problem is ignored or handled as if it was a problem of unequal distribution of wealth.

The Naxalite problem currently rages in one third of the 600 districts in India and Dr. Prahalad fears it may even reach 500 districts if nothing is done. "The solution is not in distributing income or redistribution of wealth but creation of new wealth," he said addressing the entrepreneurs at the TiE Entrepreneur Summit in Bangalore recently. Dr. Prahalad was talking on the subject 'Is Globalization good or bad for the Poor'.

He said only democratization of commerce where everyone has access to the benefits of globalization can help the poor. The global market is made up of micro consumers, micro retailers and micro producers, the question is if they have to have access to each other democratization is needed. Another major contributor to a democratized globalization is the very important role played by micro-investors/micro-entrepreneurs.

The big challenge today is how we can include 4 billion people in the globalization process as micro consumers, micro producers and micro investors.

One of the positive developments in recent years is that emerging economies are able to come up with innovations for the world. "Innovations no longer have to come from the West," he said.



The hugely successful electronic voting in India is the first of its kind in the world. It is India's breakthrough innovation where 1.5 million machines are used by 450 million people to vote. The fact that Germany and Japan are beginning to use it only now and the United States is still uses paper shows that India has the capability to pull off big innovations.

Dr. Prahalad said key ingredients of successful entrepreneurship are Imagination, Passion, Courage, Humility, Humanity and Luck.

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pull of what excites you and what you care most deeply about be your guide. “The reason why worry kills more people than work is that more people worry than work.” *Robert Frost*

A lot of people and businesses will fail

That’s the unfortunate nature of life. You try something, it doesn’t work. You try something different, it works. If it works *big*, people copy you (or steal it). You try something new, failure *again*. If you’re trying, if you’re living, you will fail. So what? I remember college friends years ago telling me that they could never “do what I do.” I didn’t know what that meant, so I asked. “You know,” one replied. “No security. Going out on your own.” “Security is an illusion,” I countered. “Everyone is ‘on his own.’ And for the record,” I added. “I could never do what you all are doing.” Live a life of no regrets. Seize this opportunity to learn and grow and experience, while everyone else snuggles deeper into their comfy routines. “He who has never failed somewhere, that man can not be great.” *Herman Melville*

Many “friends” will be lost and many new ones made

Social networks are all the rage today: MySpace, Facebook, Friendster, LinkedIn, Twitter and Plaxo, as well as the many recurring *real world* gatherings. And indeed, they can be great ways to stay connected and to gain attention. But many of the people who have “friended” you through these groups did so for a reason; their reason. And once that reason goes away, so will they. Don’t sweat it. Keep connecting. Keep reaching out and sharing with people with similar interests and beliefs. But also, spend more slow and deep time with your family and your *true* friends; those who accept and care about the *real* you, not the *social status* you. “In prosperity, our friends know us; in adversity, we know our friends.” *John Churton Collins*

The passionate will not only survive, they will thrive

What’s bugging you? Whatever it is, for your sake and for those unwilling or unable to change do something about it! That’s the key to growth and success. The inventor David Levy referred to it as the curse effect: “Whenever I hear someone curse, it’s a sign to invent something.” Well, perhaps that someone is you and that “cursing” is resonating between your ears. If so, don’t let it irritate you and drain your life and passion. Use it to fuel you and drive you forward. The future belongs to those unwilling to accept the stifling status quo; to those who stay puzzled, excited, frustrated and surprised. “Whenever anything is being accomplished, it is being done, I have learned, by a monomaniac with a mission.” *Peter Drucker*

Success will go to those with the best questions, not those with the cleverest answers

Do you know the definition of an expert? An expert is someone who knows more and more about less and less until he knows absolutely everything about nothing? And a generalist? A generalist, like so many afflicted with digital A.D.D., is someone who knows less and less about more and more until he knows absolutely nothing about everything. Successful people know that they’ll *never* know enough, especially about what really matters. So, they pay attention. They catch on and refocus

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Rewire your “organizational DNA”

with Prof. Vijay Govindarajan

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We now live in an era of constant change, driven by the dynamic forces of technology, globalization, the internet, changing demographics and shifting customer preferences. In this context our strategic and organizational challenges are many.

- How do we identify the market discontinuities that could transform our industry?
- How do we create new growth platforms that exploit new market realities?
- What new core competencies do we need to build?
- What organizational DNA will allow us to anticipate and respond to changes on a continuous basis?

Prof. Vijay Govindarajan (VG), cited by BusinessWeek, Forbes and The London Times as a top ten professor in strategy, is coming to India to answer, discuss, challenge and escalate your thinking around strategy.

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rapidly. They never stop trying and learning. They're driven by the questions, by their desire to understand and to change things. "All you need in this life is ignorance and confidence, and then success is sure." *Mark Twain*

Execution is the new strategy

E.L. Doctorow wrote, "Planning to write is not writing." Here's the funny thing: Writing is not writing. It's editing. You're really not sure where you're going until well after you've begun; until you've put pen to paper (or type to page). And then, the work unfolds in unpredictable and mysterious ways. Sure, vision and planning are important. But with the accelerating pace of change in today's world, the important insights are more likely to come through doing and editing, than through speculating and strategizing. "Change will lead to insight far more often than insight will lead to change." *Milton H. Erickson*

Making a difference will trump making a buck

Walt Disney's mantra was, "I don't make movies to make money. I make money to make movies." What about you? Why do you make money? Think really hard and long about that simple question. If you've been putting off being passionate

about your work in order to make a lot of money, now may be the time for you to make a change. Why? Because the business of making money simply to make more money is quickly coming to an end. The future is *not* in making a buck; it's in making a difference. "We make a living by what we get, but we make a life by what we give." *Winston Churchill*

That's it. My nine clear-eyed prognostications for 2009. Email me next December and let me know how I did. In the meantime, please pass this around to your friends and colleagues. It may help them understand, and more importantly deal with, their impending "space" in the coming New Year.

The great Danish physicist Niels Henrik David Bohr wrote, "Prediction is very difficult, especially if it's about the future." But, the first woman to receive the Pulitzer Prize for Poetry, Edna St. Vincent Millay, reminds us, "It's not true that life is one damn thing after another; it's one damned thing over and over." Physics and poetry. Such is the nature of our paradoxical world. Just remember, it's *your* future that you have control over, and only you have the power to change that one damn thing. Stay passionate and God speed!

Tom Asacker is the author of A Clear Eye for Branding, Sandbox Wisdom, A Little Less Conversation. www.acleareye.com

Code of conduct for managers?

The unfolding corporate scandals beg the question about the need for a professional code for managers just like the stringent codes that govern functioning of doctors, lawyers, policemen, judges and teachers. So long managers have been winning the debate that a code for them would kill their entrepreneurial spirit. But when the price stakeholders pay for the greed and ineptness of many managers runs into billions of dollars and loss of jobs, they must be made accountable.

The claim that managers are professionals in their own right does not withstand scrutiny when you compare management with other professions such as medicine and law, say authors Rakesh Khurana and Nitin Nohria in an article in the *Harvard Business Review* (Oct. 2008). "Unlike doctors and lawyers, managers don't need a formal education, let alone a license, to practice. Nor do they adhere to a universal and enforceable code of conduct.

Individual companies may write and enforce corporate codes or value statements, but there's no universally accepted set of professional values backed up by a governing body with the power to censure managers who deviate from the code." The corporate governance codes laid down are voluntary and have been broken with gay abandon.

In principle, there's no reason why management couldn't strive to become a profession. The institutional arrangements are known and easy enough to put in place. What's more difficult is, determining whether to push in that direction. Would formalizing management education make individual managers more effective?

The difficult question is, how would creating a professional pool of consistently trained managers affect the entrepreneurial activity that drives economic growth? "Could we reach a consensus on a set of common standards that would be plausibly enforceable? Would having such a code have any impact on behavior?" the authors ask. Good time to ponder and come up with a workable code for managers as the year unfolds.



100% recycling?

100% recycling is possible, finally, and its time to stop giving excuses

As companies in search of responsible identities are busy introspecting and cleaning up their mess in their back ends of supply chains and product packaging fronts, they are finding themselves battling with issues and challenges

like reducing packaging materials and better recycling. The companies which are blowing their trumpets about recycling are all doing it only in a certain proportion. But now it looks like the benchmark has gone up right to the hilt. 100% recycling is the new benchmark. The company which did it is Innocent drinks, the popular smoothie maker from the UK.

The company which launched juices, smoothies, yoghurt drinks etc. has enjoyed its USP of offering a pure, unadulterated, drinks juices and smoothies so far, has been a huge hit. Now it took their recycling target of 50% to the maximum of 100%, achieved it and proved it safe as well—thus raising the bar for the industry which has been protesting the idea saying it's impractical and not safe. Jessica Sanson, Sustainability Manager of the company is named, quite deservedly, one of the top ethical leaders of 2008 by Ethical Corporation, and stands one among the likes of Obama and Bill Gates.

Way to go! This accomplishment, we hope will have a positive pressure on cleaning up the packaging and supply chain acts of beverage industry that's really not enjoyed a clean and responsible image.

Metadesign

Design can solve most of world's problems

Richard Farson's tall claim that design can solve world's intractable problems may sound farfetched but the conviction with which he articulates his point of view in *The Power of Design: A Force for Transforming Everything* (Greenway Communications; First edition (October 2008)) will make anyone believe in him.

John Seely Brown, former chief scientist at Xerox has this to say: "This book is a must-read not only for designers and their students but for anyone concerned with our collective future."

"This is Richard Farson's masterpiece — the one and only book that illuminates the interdependence of design, organization, and leadership." — Warren Bennis

Properly mobilized, Farson argues, design could make a whopping impact on deep-rooted dilemmas such as the ravages of poverty, the miserable state of the education system, and the failure of criminal justice. It could do nothing short of move mountains. "But the road to metadesign - a transcendent level of design that seeks to rectify fundamental problems by addressing the needs of all people - is no cake walk."

Farson describes the many ways that designers of all types hold themselves back from serving society in meaningful ways. He exposes the evils of protectionism by professional societies, the ruinous results of commoditization, and the insidious nature of awards. Farson says **"If we have the courage to embrace design's unrealized potential, there appears to be no limit to the role it can play in the future of civilization."**

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Innovation spending flows both ways

Excerpts of the 2008 Booz & Company study of corporate R&D spending

As business becomes increasingly global, corporate innovation strategies are becoming more global as well: Multinational companies are spending a significant — and growing — share of their research and development money outside the countries in which they are headquartered. Booz & Company's annual Global Innovation 1000 study found that in 2007, the top 80 U.S. corporate R&D spenders deployed an estimated US\$80.1 billion of their \$146 billion R&D funds overseas. The top 50 European companies spent \$51.4 billion of their \$117 billion total outside the continent. In Japan, the top 43 Japanese firms exported \$40.4 billion of their total \$71.6 billion to other countries.

At first glance, observers might think that this represents a loss of jobs, intellectual power, and influence for the home countries of these companies. But innovation spending seems to flow in both directions at once. Even as the companies based in the U.S. spent \$80.1 billion worth of R&D in other countries, companies headquartered elsewhere poured \$42.6 billion into R&D conducted in the U.S. In fact, 40 percent of the money spent on R&D in the U.S. is by companies headquartered elsewhere. The total amount of R&D spending in the U.S. is 2.7 times as much as in Japan, whereas the spending generated by companies headquartered in the U.S. is only two times as much. Moreover, companies that invest wisely in a multinational innovation footprint are gaining far better returns on their R&D investment than companies that exclusively keep their laboratories at home — or that fragment them across a wide variety of locations.

Geographic distribution hides a trend we have long been aware of: More and more companies are conducting critical R&D outside their home countries. Thus, this year, we took on two new questions: How far have major multinational corporations gone in globalizing their R&D footprint? And, what is the effect of the globalization of corporate R&D on performance?

Not cost alone

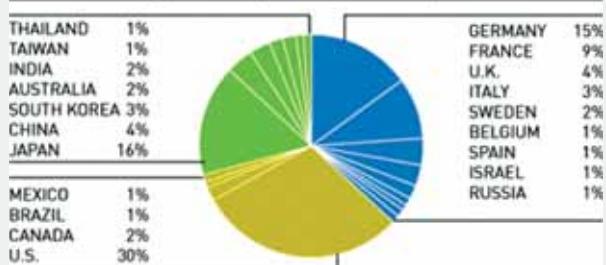
As the advantage of low-cost labor erodes, other reasons for investing in global R&D have become more prominent. Many companies are heading overseas in search of access to the burgeoning numbers of talented engineers and scientists around the world, and to the ideas that they are generating. The number of skilled engineers is increasing rapidly, not just in India and China but in many other countries, and their importance at every stage of the innovation value chain — from

Global Footprints of the Top 3 R & D Industries

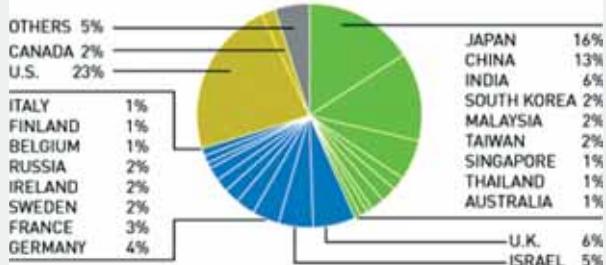
Innovation spending in the auto industry is fairly evenly dispersed among the Americas, EMEA [Europe, the Middle East, and Africa], and Asia/Pacific. In computing and electronics, Asia/Pacific is ascendant, and the U.S. still dominates in the health-care sector.

REGIONS ■ Americas ■ EMEA ■ Asia/Pacific

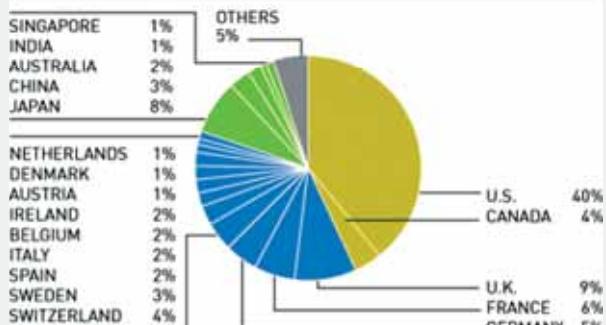
Auto Percentage of R&D spent in each country



Computing and Electronics



Health



Note: R & D spending, by country and region, for the 50 top spenders on R & D in each industry. Source: Booz & Company analysis

ideation to research to product development and testing — is growing. Global companies are learning quickly that specific countries are gaining specific skills (automotive engineering in India, electronics in China), and they are chasing that talent accordingly.

Finally, if somewhat unsurprisingly, companies that invest more than 10 percent of their total R&D spend in LCCs such as China and India do better — 25 percent better on three-year sales growth, and as much as 67 percent better on three-year market cap growth. Clearly, there is still some money to be saved by arbitraging labor costs, even among the highly skilled engineers needed for complex corporate R&D projects. Yet just as important is the knowledge gained about how to better serve those fast-growing local markets.

For full report log on to <http://www.strategy-business.com/press/freearticle/08405?pg=0>

India's poor to get rich health care

Dr. Devi Shetty's innovation in health care access to India's poor is legendary. There's still a lot to do but the model has been well and truly tested and is showing excellent results. Excerpts from his talk at IIM Bangalore's 2008 annual day



Health care has been expensive for most people across the world, more so when it comes to heart operations. Indians are three times more vulnerable to heart conditions and the average age when they set in is much lower. We need 250,000 heart surgeries per year, and yet, all the hospitals put together are performing only 80,000, and that too for the affluent.

It's not that if we cater to the poor we won't make money. Some hospitals like CMC Vellore and Gangarams Hospital in Delhi are looking after the poor and posting good profits. The economies of scale are very important in the sector. What we need is health cities that are based on collaborations between different types of health care such as cancer, heart and other specialties. We're developing one.

[People will still live in slums but will have (good) health care facilities]

Six leading heart specialists are also grooming 32 brilliant surgeons who will be better than us in the next five years. We have a research lab in UK that is trying to develop a vaccine for preventing heart attacks.

With the developments, we can predict that India will be the largest mass health care provider in the world in about five years. There will be a disconnect between the indicators of economic development and access to health care, because access to health care will no longer be an issue. People will still live in slums but will have (good) health care facilities. All the ingredients for success are here. In India, we train the largest number of doctors, nurses and medical technicians in the world. All that we need is money, and now, with state governments showing interest to provide insurance, health care in India is set to reach the poor.

Look at some developments:

- Yashaswi Microfinance Health Insurance that we launched in Karnataka is a health insurance model where poor farmers pay Rs.5 per month, that is Rs.60 a year, and the state government pays Rs. 30 a year. This insurance has covered 25,000 surgeries and 1,500 heart operations among poor



farmers. Karnataka will soon cover 65% of its population by this model.

- West Bengal has 400,000 village school teachers. At a premium of Rs.100 per month, they now have access to Rs. 165,000-worth health care.
- A pilot that we ran in Amethi (UP) constituency, setting up 16 health clinics offering free service, consultation, ECG and medical camps on Saturdays, has run successfully at low costs and we're now ready to scale it up to 500 odd constituencies.
- We're working with Karnataka Postal Services Departments to provide basic diagnostic tests at the post offices (e.g. ECG) and follow it up with remote analysis and consultation that happens from our hospital.
- The poor children must be enabled to study medicine. And 13 is the age when such aspirations show up. We selected 250 poor children aged 13, who can't afford to become doctors, from West Bengal, gave them a credit card of Rs.500 per month, of which Rs. 300 goes to their parents (so that they do not object to the plan) and Rs. 200 for the child. We handhold them and we guarantee loans when they enter medical colleges.

We're looking at a different model in India where every one - working and non working - pays a very low premium (say Rs. 2 or 5 or 10 per month) and avails the health care and insurance benefits. This is a trust-based, non-profit model and not a profit-based model.

I'm bullish that health care in India will soon be able to disassociate itself from affluence.

Is it time to outsource marketing?

Marketing could be one of the last functions that need to be outsourced if companies are to get the best ROI for their budgets and stay competitive, says Vinod Harith



I have run marketing and communications departments for small and large organizations for over 15 years now and I cannot but agree with Professor Gail McGovern of the Harvard Business School when she says that 'few companies own all the marketing expertise they need'.

For small and medium businesses, marketing requirements are largely part-time and unpredictable. Often CEOs double up as marketing heads and are unable to give the role the strategic focus or operational bandwidth it often needs. For these organizations, hiring a full-time marketing team is a rather expensive and in many cases, a non-justifiable investment. For larger businesses that have marketing teams in place, it is often easy to find low level tactical resources - to run trade shows, clean databases, design collateral or websites and track marketing campaigns, but as you go up the value chain to programs like thought leadership, new media strategies and CRM, the quality and availability of resources just dries up.

The cost vs capability interplay



Organizations outsource for reasons of cost - because outsourcing makes better fiscal sense, gives them shared access to best practices and allows for better utilization and deployment of existing resources. The key interplay here being investing in organic capability building vs. outsourcing and hiring plans always seem to trail business growth. The other reason that drives outsourcing is capability (or lack of it) - quite often the right resources are hard to come by and we are saddled with well meaning, talented marketing managers who are lower down the learning curve, while business imperatives require your people to hit the ground running.

A recent research shows that manpower costs constitute 15% of overall marketing costs of Indian technology companies. This is close to 50% for global companies. This clearly shows that there is a huge labour arbitrage potential for marketing outsourcing. Even if you are an Indian company, the cost benefits

of outsourcing are not small. The shared services model offers companies a straight savings of 20% – 25%, as opposed to building their own in-house teams factoring in elements like real cost to company of the people, the infrastructure cost and the outsourcing costs over and above what the in-house teams can accomplish. The other important but often neglected benefit is the time to market. Whether you are hiring a marketing team for the first time or expanding an existing team, it takes a minimum of six months for your new team to get productive and the opportunity loss this can cause in a competitive market is rather significant.

Often CEOs double up as marketing heads and are unable to give the role the strategic focus or operational bandwidth it often needs

With the growing sophistication of web marketing, email marketing and social/ business networking channels, small and medium businesses (SMBs) no longer have to try very hard to build mind and market share with their target customers. Infact, I know of a popular garment maker in the US who runs a successful business selling T-shirts using only new media vehicles. I have been speaking to several SMB CEOs and I believe what perhaps stops these companies from achieving marketing epiphany is their leaning towards some popular myths:

Myth #1: Marketing is for large businesses, for us - sales is king.

Myth #2: Our marketing is outsourced - we have a design agency and a PR agency

Myth #3: We cannot afford fancy marketing consultants

Finally, marketing outsourcing keeps your costs variable and flexible, adding greater predictability to your spends and lowering your overall risk and exposure if you are not sure if you want to hire yourself that ace marketing team yet.

The author represents CMO Axis - www.cmoaxis.com. CMO Axis was nominated for the TATA-NEN HOTTEST STARTUPS Awards 2008

Retaining Magic during tough times

Lee Cockerell, the man who ran Walt Disney World Resort for ten years with 40,000 people, has seen many ups and downs in business. He says it's not the magic that makes it work; it's the way we work that makes magic happen. Excerpts from an interview with ManagementNext

What leadership principles come in handy when companies have to downsize to stay afloat or increase the working hours (cut pay even) to cut costs?



Lee Cockerell

I would say that Strategy # 2, "Break The Mold" (in *Creating Magic*) can help. Companies should go back and take another look at how they are organized. They should take a look at every position to see which ones they really need and which ones are low

risk to eliminate. They should evaluate just as hard at the top of the organization management as they do for the front line worker. **As always it is important to meet with the employees and communicate honestly and directly with them about the economic problems and seek their input on what ideas they have for being more productive.** Be honest with the employees about the problem. This is a good time to reorganize an organization, so it comes out of this economic downturn even stronger than it was before. Try new ways of being organized and give more responsibility to everyone. Most people can be more productive than they are if they are led properly.

How can a company sustain its magic during a recession?

Make sure the managers and supervisors are giving appreciation, recognition and encouragement to those employees who are left working so they do a good job of producing the products and taking care of the customer. Keep in close touch with the customers to make sure that they are happy with the service and products of the company. Ask the customers if they have any complaints or concerns that need to be addressed. Checking in with them often will give them a sense that you care. Most companies won't do this, so it will give the ones that do a big competitive advantage. **Make the customers feel special, treat them as individuals** and try to be flexible in working with your customers to maintain their business. Show respect to every employee and every customer and keep training your employees on a daily basis, so they can be more productive and produce better work.

Best ways of retaining talent in difficult times

In my mind the best way to retain talent is to treat them fairly, communicate often with them, listen to them and involve them more at every level. Unfortunately, employees will often leave for more money, but if they are being treated well, the odds go up that they will stay. **When every employee matters and they know they matter, their loyalty will go up.** It is the responsibility of the management to make sure every employee knows that he is important to the organization and that he matters, from the top management to the front line employee. Some will still leave for other jobs, but more will stay also.

What is your personal message to CEOs and people managers at this time of gloom?

This economic crisis will pass eventually and you want to make sure that you have put into place the right organization that will come out of this time of gloom and doom with employees who are committed to the company. CEO's and People Managers need to be out visiting with and communicating with their employees in a positive upbeat way. The managers need to be excellent role models for their employees. **After a layoff, you have to be sure you are staying close to the employees who are still employed,** so they produce at a high rate and stay loyal to the company.

Overall, I think that applying a balance of good people skills and a strong focus on productivity and product quality is how you get this done and this is done through the managers being great leaders.

My advice to CEO's and all people managers in any type of organization, or even in their personal lives, is to never underestimate the positive impact they can have on others' performance through their personal leadership style and behavior.

*Lee Cockerell's book *Creating Magic 10 Common Sense Leadership Strategies from a Life at Disney* was published by Vermillion (Oct 2008). www.LeeCockerell.com*



Unleash the power of middle managers



Only if the potential of middle managers is unleashed, companies can hope to weather the current storm

Customers today are asking for more for less demanding enterprises to create value without resource augmentation.

All rational (strategic) steps have been or are being taken to

- Cut non-customer facing cost
- Shed the under-performing flab
- Raise the bar for individual performance
- Make quality processes more stringent
- Re-design roles to include customer-facing responsibilities
- Increase daily working hours in an endeavor to re-assure the customer with more value for less.

And yet, somewhere, notwithstanding all the strategic measures that are being taken, on-floor performance does not seem to have shown significant and consistent enhancement.

Most are wishing that there was some way by which we could augment the efficiency of people across board to return exponential performance. Just as one would do with machines in an assembly line! Unfortunately, we are dealing with human 'machines' whose efficiency cannot be increased through any

strategic process change. And fortunately, because they are human being, it IS possible.

By empowering the line managers to draw higher than realized contribution from their members

Although people are assumed to be rational creatures, generally speaking, uncertainties (which have come to stay as an expected element of our existence) bring out the emotional side in most of us. Part of navigating such uncertainties successfully is responding sensitively to these emotional reactions. Our experience indicates that this responsibility falls most heavily on the shoulders of those managing at the middle - those mid-fielders who are supposed to be the game makers - who for the most part, are ill-prepared and ill-equipped to deal with members' non-rational responses to change.

The position in the middle

The very position of those managing at the middle is very much like the coaches at the middle, on the hump, of a train going over hill. The engine at the front pulls in one direction with its 'positional' power while the sheer mass of the coaches

behind pull them back. And unlike the engine, these coaches are not ‘powered’. Neither are they differentiated in terms of their worth from the mass of coaches trailing them. No wonder, they seem to be languishing in a self-imposed sense of powerlessness and worthlessness.

Ten toxic traits

When we look at this crisis at the middle in organizations across the industries, there are ten toxic traits that seem to be plaguing most of these middle managers. Often collectively termed as lack of ownership and initiative, these are:

1. Inability / reluctance to absorb and articulate the enterprise direction and align the rest of the enterprise, to the same.
2. Reluctance to provide timely & unbiased feedback to team members and deliver the “inconvenient facts”, leading to speculations and a toxic team environment.
3. Loosing control of emotions, blaming, complaining and unnecessary escalating, leading to sub-optimal utilization of mid-management bandwidth and unnecessary choking of senior management bandwidth.
4. False agreement and buy-in on management decisions, leading to not taking accountability.
5. Reluctance to confront and push-back when required leading to taking on unwanted pressure and passing the same on to the team.
6. Inability to influence and attempting to convince, leading to lack of involvement amongst team members.
7. Feeling shackled and not taking initiative to intervene when required, leading to higher incidence of critical issues.
8. Resorting to short term fixes rather than complete resolution, leading to issues being postponed and a higher cost of resolution and rework.
9. Reluctance to question status quo and be more creative in make their roles more integrated with their selves, leading to lack of responsibility.
10. Resistance to change, leading to lack of responsiveness, adaptation and learn ability.

Recommendations

None of the above toxic traits is a skill issue. All skilling / competency development program will go to waste unless we bring in interventions at two levels:

Systemic

1. By having an engine at the back and leading these middle managers from behind relieving them significantly from tug they need to positionally carry.
2. By strengthening the inter-coach linkages through enterprise wide open dialoging initiatives, the coaches in



By Indraneel Mukerjee

the middle will be under reduced pressure to hold on to the mass of trailing coaches.

3. Loosening up the role definition to provide room for role making and thus creating a differential impact.

Individual

This is a classical example of conditioned self-defeating beliefs guiding one's behavior in an environment of stretch. To enable the middle managers come out of the clutches of such acquired beliefs, it is recommended that they are

- led to explore and become aware of their inner blocks to taking initiatives, making choices, responding to stimuli and influencing others
- made to become aware of the assumed position of powerlessness and worthless-ness that they are operating from
- facilitated to accept their vulnerabilities and gullibilities to imbibe wholesomeness and integrity and
- accompanied to discover and leverage their very purpose of existence (to find a meaning in what they do), unleash their personal power (to eliminate the dependency on positional power) and make their roles driven by values and powered by intent (to be more self-initiated and self-managed).

This ‘tilling of the ground’ will not only make it more fertile for the seeds of innate leadership to sprout but will also release a lot of energy in the system for them to move forward from their current reality to the preferred future.

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A son's 'shameless' service

A true story on a SpiceJet's flight of a son serving his old and sick father unmindful of the surroundings

By Avis

Only a life lived for others is a life worthwhile – Albert Einstein

SpiceJet is not exactly my favorite airline. But lack of options forced me to take the flight from Vizag to Hyderabad on November 11, 2008.

We had seats in the front row. And as soon as we entered the plane, across the aisle, in the front row again, was a man, may be in his 60s, looking sick and scruffy with unkempt hair, a salt and pepper stubble, old-fashioned black shell frame for his glasses, bare-footed and, most shocking of all, wearing a lungi (not a dhoti). The first reaction was to silently blame low-cost air-travel for such 'poor quality' of fellow travelers. Sitting next to this man in the middle seat was a younger man, about 30, who, we soon surmised, was his son. The son was wearing trousers and a shirt - dressed appropriately, we concluded with relief.

But as we settled down and flight safety announcements began, it became clear that the older man in the lungi across the aisle was not normal. His son helped him on with his seat belt. He even patiently translated the announcements in the local language (Telugu) for his father – who, it was evident, was taking his first flight and was curious as only children would be. At one point, when the son physically lifted his father's right leg and hand, one by one, and laid them in more comfortable positions, it dawned on us that the older man's right side was completely paralyzed.

The feeling of guilt in having branded the man as an unworthy travel companion was beginning to gnaw from within.

We were airborne shortly and when the seat belt sign went off, the younger man jumped up and went to confer with the flight attendants. A nod of approval soon followed from the senior steward. The younger man returned to his seat and brought down a carry bag from the overhead bin. He pulled out a white plastic container that looked like the sort they use in hospitals to help immobile patients relieve themselves without having to visit the toilet. Without any embarrassment, completely non-plussed and calm, the son lifted his father's

lungi, shoved the container inside, held it there for what seemed like several minutes, and helped his father to relieve himself. Drawing the container out, he headed to the toilet, washed it all up and returned. He must have been aware of curious eyes following his every action. But he was too immersed in what he was doing to even worry about what people thought. He then fed his father some wafers, literally held a bottle of water to his mouth, helping him wash it down, and wiped his face with a paper towel. The father was cared for and served like a baby (perhaps, in the same way he may have cared for the son, when he was an infant!).

At the end of this very rare, but touching display of genuine, undiluted affection and pristine service, the learning did not escape us. Forget caring for humanity, how often do we care for people we know?

Just people at home - parents, brothers, sisters, grandparents... How many of us would have been able to do what the son did for his father? Serve, with equanimity, with grace. In a selfless, non-complaining manner.

We spend a lot of our life wanting to amass, accumulate and acquire for ourselves. Service, even to our own, if at all, seems to form part of our life, only when we are compelled by circumstance.

This season, we can make an effort to change all that. May this simple-yet-moving story of this glorious son and his extremely lucky parent, awaken and rekindle your spirit to serve - just as it did to ours. Let us realize and appreciate that the purpose of our creation is to be of service. As you embrace 2009, ask yourself: Who are you serving this New Year?

Good talent within SMEs' reach

Good leaders and good talent are still in demand, so, talent managers cannot afford to relax their retention strategies



Rajiv Krishnan

Talent management revolves around attraction, development and retention of human resources. With the advent of new age industries and leaping developments in IT, BPO and the service sector saw the talent management imperatives change drastically. Similarly, the downturn in these industries has also brought about a different equation, like in IT and manufacturing.

Hiring is likely to continue in a slowdown, but it will be much more targeted and thought through. Clearly, there will be a lot of justification required for addition of headcount. There will also be a lot of care in following a clear process. Companies are likely to use psychometric tools, behavioural interviewing and assessments. The reason is that there will be no margin for hiring mistakes and newcomers will have to be good fits for the job and those who can be onboarded quickly. Recruiters and hiring managers are likely to be trained in the use of sophisticated techniques as hiring will become serious business.

This can be compared to the difference between broadcast sowing, where the farmer just scatters the seeds in the field to the transplantation-based method of cultivation where each seedling is precious and is carefully nurtured.

In boom times, we have seen people getting hired by the hundreds and companies would say, "We just need a pair of hands and feet, or feet-on-street". While this is a mortifying way of referring to the frontline resources, it also spoke of a time when the need for people was to show numbers and talent and a large team. Skills and competencies were

not a pre requisite and brought in more through training. Companies will also look at options like temps, freelancers and interns to retain flexibility.

Job seekers will also see scenarios like extended probation, temp-to-perm, fixed-term contracts and retainerships. Given that the Indian economy is in better shape than others, this may be a good time to hire expats without paying the sky for them.

Given the market scenario, good talent will also be available at a lower cost to smaller companies

Talent audit

When times were good, the attrition factor did not allow companies to invest in talent development on a large scale. People were moving constantly and rarely stayed in a job for more than a couple of years. One training manager with a large corporate ruefully remarked, "We are the training ground for the entire industry". Also, training programmes were sometimes seen as getaways from work, like some kind of a break.

In a slowdown, companies are likely to invest more carefully in training. After all, you will be looking at more bang for the buck. Potential assessment will be more important as organisations will be keen to invest in the "Hi-Pots" or the high-potential employees. The kinds of training that are invested in and the people who go through the training are likely to be careful decisions. Companies are likely to take a lot of care in identifying their training needs and not rely on a

single source like data from performance management systems.

Development is also likely to go beyond the traditional areas of training and assessment. There will be a need for a clear blueprint, a roadmap to take the talent in the company from one level to the next. Remember, surviving and prospering in the downturn requires special skills and all may not have it. CEOs would be well advised to do a complete talent audit to ensure the right leaders are in the right places given the new imperatives of the marketplace.

Retention strategies

During the boom, HR managers bent over backwards to retain talent and some of the tactics bordered on the ridiculous. Faced with a workforce that averaged two external job offers per head at any point in time, this was understandable. In today's world, with few companies hiring, the equations have changed quite a bit. However, it is important to realise that good talent will still be sought after and your stars are bound to be on the radar of the headhunter and your competition!

In boom times we have seen a celebration of mediocrity at times, as there was a shortage of talent. There may be less of a need to do so, but certainly there will be a need to retain excellent talent. Your high potential resources are likely to ask sharper questions on the future of the organisation, what roles are likely to emerge, where their career is headed and how the organisation proposes to develop them for the future. And it will be important to have your answers ready.

The author is MD, DDI India. info.india@ddiworld.com

Interplay of interior and exterior spaces

Shibanee Sagar takes a good look at the design trends of luxury apartments

We have really come a long way if we're discussing trends in luxury apartment design, considering that apartment living was never a luxury only a transformation that collective housing had undergone.

Of course, there have been major changes in the last thirty years, from being uniform, assembly line dwelling units, today we have rigorous and imaginative proposals that give priority to the inhabitants.

I do run the risk of sounding like a 'Total Environment – evangelist', but it is true that Kamal's (promoter of the company) brainchild has changed the mindset of a number of people. After having lived all my life in an apartment in a 'swank' part of town in Mumbai, I was still craving my own "piece of sky". And now I still live in an apartment but it is a Total Environment apartment and that means that it has everything that I thought was missing elsewhere.

Yup, first and foremost, it has a terrace garden –open to sky. I am honored to have this luxury; I don't think

I have ever been able to spend so much time contemplating the constellations in the night sky.

Not to forget a mention of the elevation, my apartment gives me an amazing tree top view.

On a more serious note it is these terrace gardens that have become an important element in facilitating the interplay of the interior and exterior spaces. And call it a luxury if you please but we consider this an integration with our surroundings as an essential part of our daily life scenario.

Even for spaces within we recognize the need for multi-functional spaces alongside highly defined personal spaces that are pleasant and calm and make the inhabitants comfortable. And plainly put, this means that home offices, entertainment rooms

& kiddy nooks are the order of the day.

If you thought that expensive embellishment would definitely be incorporated, today there is no place for unnecessary decorative concessions. The focus is to create a space that is true to its function.



Shibanee Sagar

Light is a basic element of design and calls for bold use of open spaces with hardly any divisions, maintaining fluidity throughout the apartment so much so that the large bathrooms also open out to let the outdoors in.

Multicultural

Well, if the outdoors and indoors are always in dialogue, then it would be appropriate for us to lean towards natural materials. Natural stone floors, or real wood flooring and even terracotta.



Today there is no place for unnecessary decorative concessions. The focus is to create a space that is true to its function

systems, lighting controls, temperature controls and even remote controlled curtains and built-in-vacuum systems.

Our markets now offer European kitchens and light fittings and sanitary ware. All these blend together into our multi-cultural existence.

From an architects' point of view, I find apartments these days provide a fertile ground for experimentation. Single homes in tiny layouts give a very narrow margin for creativity given the market-laws that are to be followed.

I have been a Banagalorean now for many years and in love with apartment living. I have all the space I need and no, I will never look back at that 60X40 plot. We have found something better.

Ten Commandments of Joy



Welcome the year 2009 with a smile from within and wish everyone with a sankalpa (intention) for peace and prosperity for all the people on the planet. Make a resolution to do more good to society, help the people who are in need and bring solace to those who are suffering. Let our life be useful to one and all.

Today, most people are confused because there is no direction in life. The difference between flood and a normal river is that water flow is regulated in a river. Similarly, the energy in our life needs some direction to flow. If you don't give direction, it is all confusion. When you attend to the spirit, life attains its highest and becomes a celebration. Here's how you can nurture the spirit.

1. Give the divine a chance

In the New Year, let your devotion flower and give it a chance to work. Prayer is a vital tool to improve your life. It also nurtures values such as

integrity and honesty. If you are not grateful and prayerful, you will be miserable. What you can do, you do. What you cannot do, you pray for it! The feeling that "I am blessed" can help you overcome any failure. Once you realise that you are blessed, then all the complaints disappear, all the insecurities disappear.

The higher goals in life can only be realised through a few minutes of meditation and introspection. Meditation brings deepest of deepest rest. Deeper you are able to rest, dynamic you will be in activity. Even though deep rest and dynamic activity are opposite values, they are complementary.

2. Take out time for yourself

If for the whole day you are engaged in only gathering information, you do not take out time for yourself to think and reflect. A few quiet moments are sources for creativity. Some time during the day, sit for a few minutes, get into the cave of your heart, eyes closed, and kick the world away like a ball. But, during the day be 100 per cent attached to the work. Eventually, you will be able to be both attached and detached at the same time. This is the skill of living, the art of living. You have to renounce all work you have done the whole day, only then can you rest in the night. Creativity springs up when you are relaxed. Taking out some time for yourself improves the quality of your life. Learning something about the breath and other levels of our existence is very important.

3. Make your smile cheaper

A baby smiles 400 times a day, an adolescent 17 times and an adult doesn't

smile at all! The more successful one becomes, stiffer the person is. Is being stressed a sign of prosperity, growth or dignity?

You should smile more. Every day, every morning, look at the mirror and give a good smile to yourself. Don't let your smile be snatched away by anybody! Usually, you give your anger freely and smile rarely as though a smile is costly. In ignorance, anger is cheaper and smile costly. In knowledge, a smile is free like the sun, air, and water and anger is extremely expensive like a diamond. Make your smile cheaper and anger expensive! You are here for a greater cause. Just remember that.

4. Nurture your emotions

A person without emotions is like wood without any juice. You need to make your life interesting to draw people to you. This will happen when you nurture yourself with music, prayer and service. The way to expand from individual to universal consciousness is to share others' sorrow and joy. As you grow, your consciousness should also grow. The way to overcome personal misery is to share universal misery! The way to expand personal joy is to share universal joy. Ask yourself what can you do for the world? When you show kindness, your true nature comes into play. Do some random acts of kindness without expecting anything out of it. You don't have to plan your acts of kindness. Just do something spontaneously. When you do random acts of kindness, you come in touch with your true nature.

5. Drop your prejudices

Learn to communicate effectively with everyone. Communicating without prejudice is vital for success. If you are faced with someone who knows more than you, be like a child and keep your ears and eyes open for learning. If you

spirituality

are faced with someone who knows less than you, be humble and strive to make them as good as or better than you. This New Year make up with someone with whom you are not in good terms. Drop all your prejudices against gender, religion, caste and class as they do not allow you to mingle with everyone around you. Break that barrier. There are good people and bad people in every community, religion and every section of society. Don't be prejudiced against them. When you overcome prejudice, you will be very natural, and your quality of life will improve.

6. Allow room for mistakes

Don't be feverish for perfection. If you are too much of a perfectionist, you are bound to be an angry person. The world appears imperfect on the surface but, underneath, all is perfect. Perfection hides; imperfection shows off. The wise will not stay on the surface but will probe into the depth. In this world, everything cannot be perfect all the time. Mistakes keep happening all the time. To correct mistakes you need authority and love. Authority without love is stifling. Love without authority is shallow. When you allow room for mistakes, you can be both authoritative and sweet. Also don't make a mistake by pointing out mistakes!

7. Better the world around you

Life runs on commitment. If you observe every small thing or big thing in life, they go with certain commitment. Greater the commitment you take, greater the power you gain to fulfil that commitment. Greater the commitment, easier the things are. Smaller the commitment, suffocating it is for you. Smaller commitments suffocate you because you have more capacity, but you are stuck in a small hole! Usually we think we should have resource and then we will commit. Greater the commitment you take, greater the resources will come to you automatically. Whatever you are committed to brings you strength. If you are committed to your family then your family supports you, if you are committed to society, you enjoy the support of society. Commitment will always bring comfort in the long run. Make a commitment to make this world a better place to live.

8. Dream the impossible

Unless you have a dream, you cannot realise it. Every invention has come out of a dream. Dream the impossible. Know that you are born in this world to do something wonderful and unique; don't let this opportunity pass by. Give yourself the freedom to dream and think big. Have the courage and determination to achieve those dreams that are dear to you. Many a time people who dreamt big were ridiculed, but they remained strong to achieve their goals.

At any given point of time, our mind is either angry or sad about the past or anxious about the future. Whatever actions you do in this state of mind, you regret after some time. This is how you get caught up in the same old cycle. Does it mean



that you should not plan your future? No! You should plan your short and long-term goals. Then, and only then, life gets a channel, a direction to flow. When the mind is totally in the present, the right planning happens. Not only should you plan your goals, but plan the means and methods to work towards them. Do not make a list of all the things you want to achieve. Select few things that really matters.

9. Don't kill others' enthusiasm

Enthusiasm is the nature of life. We often have a tendency to put cold water on other's enthusiasm. Reverse this tendency. Take every opportunity to praise others and support their enthusiasm. If you put down other's enthusiasm, the same may happen to you. As you sow, so shall you reap. Someone without enthusiasm is like a corpse. How would you like to see yourself? Happy and bubbling with enthusiasm or dull and difficult to please? But as you mature, the enthusiasm curve declines. Become one whose enthusiasm never dies.

10. Be a student, always

Know that you are a student forever. Do not underestimate anybody. Knowledge may come to you from any corner. Remember the ancient saying "let knowledge flow to me from all sides". Each occasion teaches you and each person teaches you. The world is your teacher. When you are always looking to learn, you will stop underestimating others. Humility will dawn in your life.

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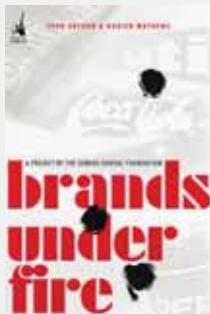
Brands under Fire

by Ivan Arthur, Kurien Mathews, Penguin Books India, December 2008

In *Brands under Fire*, brand experts Ivan Arthur and Kurien Mathews use case studies like the worm in Cadbury's and the pesticide in the cola to cut through the common thinking on brand behavior to submit fresh insights into the brands of the 21st century.

Questions explored are: Are we witnessing the fading out of the traditional concepts of the brand as a deliverer of consumer expectations and the arrival of alternative models? What impact does the reach of new media, aggressive social activism, changing global sensitivities, agricultural, industrial and economic practice, the unpredictability and uncertainty of an increasingly complex environment, and, above all, a fully participating consumer who influences the product and brand dynamics, have on brand behavior and a brand's dialogue with the consumer?

Brands under Fire questions whether there is a need to re-evaluate our relationship with brands and redesign it to make it more meaningful—to go beyond the traditional concept of the brand as merely a transaction between seller and buyer to new definitions of what today's brands can be. *Brands under Fire* is set to earn a place on the bookshelves of frontline managers, strategists and practitioners alike.

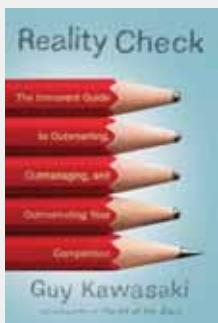


Reality Check: The Irreverent Guide to Outsmarting, Outmanaging and Outmarketing Your Competition

by Guy Kawasaki, Portfolio, November 2008

More uncommon common sense from the bestselling author of *The Art of the Start*.

In Silicon Valley slang, a "bozo explosion" is what causes a lean, mean, fighting machine of a company to slide into mediocrity. As Guy Kawasaki puts it, "If the two most popular words in your company are *partner* and *strategic*, and *partner* has become a verb, and *strategic* is used to describe decisions and activities that don't make sense" ... it's time for a reality check.



For nearly three decades, Kawasaki has earned a stellar reputation as an entrepreneur, venture capitalist, and irreverent pundit. His 2004 bestseller, *The Art of the Start*, has become the most acclaimed bible for small business. And his blog is consistently one of the fifty most popular in the world.

Now, Kawasaki has compiled his best wit, wisdom, and contrarian opinions in handy book form. From competition

to customer service, innovation to marketing, he shows readers how to ignore fads and foolishness while sticking to commonsense practices. He explains, for instance:

- How to get a standing ovation
- The art of schmoozing
- How to create a community
- The top ten lies of entrepreneurs
- Everything you wanted to know about getting a job in Silicon Valley but didn't know who to ask

Provocative, useful, and very funny, this "no bull shiitake" book will show you why readers around the world love Guy Kawasaki.

Good Green Guide for Small Businesses

A & C Black publication, November 2008

Can your business go green? Can it afford not to? Never has our impact on the environment been as relevant as it is today, and organisations of all sizes have an important role to play. *The Good Green Guide for Small Businesses* guides the reader through taking an environmental audit of their business to highlight the areas most in need of attention. It then addresses how to minimize the impact of office essentials, such as utilities, insulation, recycling and waste, electrical equipment, water systems, lighting options, food and drink, and office cleaning arrangements and products. It also covers issues such as incentivising green working and promoting a green company image, and discusses the effect that going green will have on the company's bottom line. This book is packed with practical, realistic, user-friendly advice for business owners or managers who want to change the way they work for the better.

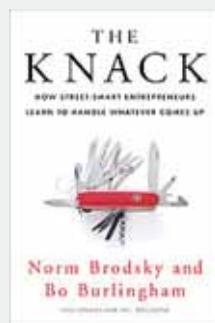


The Knack: How Street-Smart Entrepreneurs Learn to Handle Whatever Comes Up

by Norm Brodsky, Bo Burlingham, Portfolio, October 2008

Two of Inc. magazine's hugely popular columnists show how small-business people can deal with all kinds of tricky situations.

People starting out in business tend to seek step-by-step formulas or specific rules, but in reality there are no magic bullets. Rather, says veteran entrepreneur Norm Brodsky, there's a mentality that helps street-smart people solve problems and pursue opportunities as they arise. He calls it "the knack," and it has made all the difference to the eight successful start-ups of his career.



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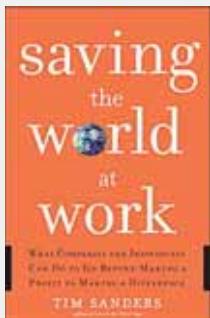
Brodsky co-writes with journalist and author Bo Burlingham (best known for his acclaimed book *Small Giants*) to tell stories about real companies facing real challenges, and show readers how to apply "the knack" to their own businesses. Brodsky and Burlingham offer essential advice such as:

- Follow the numbers—that's the best way to spot problems before they become life threatening
 - Keep focusing on your real goal—it's amazingly easy to get sidetracked by secondary concerns
 - Don't get so close to the problem that you lose all perspective
- Brodsky and Burlingham prove that street smartness and business acumen can be within any entrepreneur's reach.

Saving the World at Work: What Companies and Individuals Can Do to Go Beyond Making a Profit to Making a Difference

by Tim Sanders, Currency, Sept 2008

The Responsibility Revolution is underway, and it's challenging the importance of the bottom line, argues Sanders, former CSO of Yahoo. Both consumers and employers have turned away from price consciousness to demand that companies make a difference to society through their products, manufacturing methods, environmental efforts and community outreach. According to the author, casual consumers now represent the minority; mindful consumers have brought in a new value system, paying as much attention to a company's environmental and social policies as to its pricing structures.



Companies that do not clean up their acts will be left in the dust, losing customers who want their money to go toward good causes and employees who place more importance on green factors and job satisfaction than pay scale. Through success stories like Horst Rechelbacher, the brains behind the ecologically sound cosmetics company Aveda, and Lee Scott's greening of Wal-Mart in 2004, Sanders makes a compelling argument for the necessity for businesses to appeal to their customers' hearts as well as their wallets.

Panic: The Story of Modern Financial Insanity

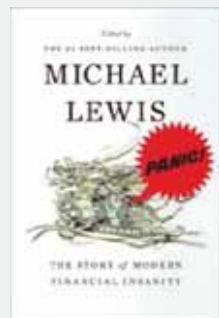
by Michael Lewis (Editor), W.W. Norton & Co., November 2008

When it comes to markets, the first deadly sin is greed. The present times are for reading up and analyzing what has gone wrong in the past many times, seeing the pattern and learning from history.

Michael Lewis, recognized as 'the funniest serious writer in America', is our jungle guide here, who takes us through five of the most violent and costly upheavals in recent

financial history: the crash of '87, the Russian default (and the subsequent collapse of Long-Term Capital Management), the Asian currency crisis of 1999, the Internet bubble, and the current sub-prime mortgage disaster.

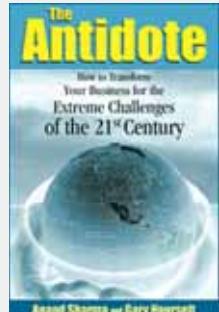
With his trademark humor and brilliant anecdotes, Lewis presents this anthology of articles by various authors to paint the mood and market factors leading up to each event, weaves contemporary accounts to show what people thought was happening at the time, and then, with the luxury of hindsight, analyzes what actually happened and what we should have learned from experience.



The Antidote How to Transform Your Business for the Extreme Challenges of the 21st Century

by Anand Sharma and Gary Housrelt

The authors introduce a revolutionary alternative to the outdated command-and-control structure that restricts so many companies. It's called the transformational management system.



With its roots in Toyota's lean culture, the transformational management system helps enterprises of all sizes and shapes align work with strategies, discover the Voice of the Customer, develop game-changing products and services rapidly, and become innovative solutions providers. The authors offer powerful techniques you can use to control costs and spur continuous growth, and they show you how to apply them through the examples of companies who have undergone sea-change behavior to reach market leadership.

They show that companies that have traveled this transformational journey experience impressive results: Productivity up 15 percent, sales up 20 percent, profits up 25 percent, and 15 to 20 percent growth every year. They cut lead times by 90 percent and inventory by 50 percent, achievements that are just as relevant for service companies as they are for manufacturers. A passionate call to action, *The Antidote* describes the path business leaders can take today to meet increasingly complex business challenges and transform their organizations to create promising futures for themselves and their employees.

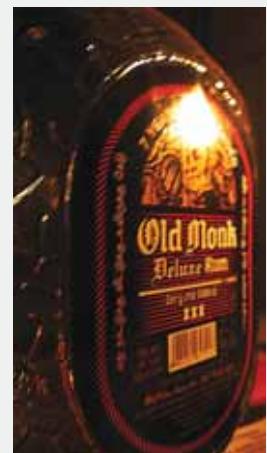
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The Old Monk Cult

The way Old Monk continues to connect with three generations is a lesson for all other brands

By Ajay Bhaskar



*For seven years you've been blended to a taste so fine.
You've always been around for us at any time.
A good companion, who comes at a very low price.
You bring people together from sunset to sunrise.
We bang on the shutters for you when the shops are closed by night.
We care a damn if we are unable to get a coke or sprite.
You've brought feeling to our lives, at moments of desperation.
For most of us, you have been our mentor and our inspiration.
We drink to our pain or joy, one peg at a time.
But no matter how much we drink, with no hangovers, things are just fine.
They talk of Gandhi being the father of our Nation, to us you are, the father of our thoughts and creation.
We don't give up on things, even if we think our lives have sunk.
There's always a solution to a problem when we have you dear Old Monk.*

Glen Satur's poem (www.mouthshut.com) brilliantly captures the spirit of millions of Old Monk die-hards. It evokes an emotional attachment to the brand that, according to some brand specialists like Santosh Desai and Harish Bijoor, is one of India's very few flourishing cult brands.

A few other Indian cult brands are Kingfisher and Royal Enfield. One's that came close are Jawa (Yezdi), Charminar and Scissors. While Jawa died a painful death mainly due the management incompetence, the two cigarette brands are struggling to survive.

It's a pity there's no Indian brand yet in the league of Apple, iPod, Star

Bucks, Beetle and The Beatles. India may get there because it's only now that Indians are realizing what brands are, after surviving decades of middle-class socialist hang ups.

A big puzzle every non-rum drinking or a teetotaler would love to crack is – how has the 75-year-old no-nonsense, low profile rum brand not only survived but is flourishing in India and among the Indian diaspora?

No rocket science here, nor any canny strategy drawn by Harvard Business School or IIM graduates. Here's the big secret – Unique, yet consistent Taste – Value for Money – nicely designed bottle – Available Everywhere (including 5-star hotels).

These factors don't always ensure lasting success. Where Old Monk has got lucky is its mighty ability to appeal to all generations – from a 17 year old beginner, to a fussy high-income earning manager to a 70 plus retiree. What connects the three generations is an emotional cord on which millions of bars of music have been played in full volume for the young and the euphoria of youth for the not-so young. That it leaves no hang over in the morning is a big incentive for the 'responsible' ones who enjoy going over board at times.

Mohan Meakin, the company that markets the brand, claims Old Monk to be the largest dark rum brand in the world while some dispute it.

Harish Bijoor says that "The brand enjoys appeal not only in India, but amongst the Indian diaspora at large. The brand is popular by dint of its product merit, the unique shape of its offerings, its retro feel and of course its franchise over successive sets of Old Monk imbibing souls."

Santosh Desai, CEO of Future Brands, says that India has very few cult brands. The one exception is Old Monk, which without any advertisement or promotion continues to command a cult-like following.

However, to Dave Banerjee, CEO, Fisheye Creative Solutions, Old Monk is not a cult brand simply because it doesn't have the power to influence a lifestyle. "You can't give a brand cult status without clear ideologies and rituals. The very nature of a cult brand is to go against the establishment – which Old Monk does not."

Here's the big secret – Unique, yet Consistent Taste – Value for Money – Nicely Designed Bottle – Available Everywhere

Why does India have so few cult brands? One reason for this, Santosh Desai says, is lack of authenticity involved with most brands. The tendency today is to move all brands to the centre in order to garner mainstream appeal. Cult brands need point of view and the courage to stay true to one's belief system. "In India of today, this is absent not only in marketing but also in all walks of life. You cannot become a cult brand by pandering to all. Unfortunately, the instinct of marketing today is to do just that," Desai adds.

Hats off, or should we say, hoods off to Old Monk brand owners for the way they have doggedly stuck to their core values - taste - quality - price - equation. Three cheers to them!

Toyota, GM, Ford



Ford has spent the last thirty years moving all its factories out of the US claiming it can't make money paying American wages and is now asking for bailout in recession times.

In contrast, TOYOTA has spent in the last thirty years building more than a dozen plants inside the US. The last quarter, TOYOTA made \$4 billion in profits while Ford racked up \$9 billion in losses. When US blue chips are without remorse laying off people, Toyota spent \$50 million on retraining and keeping Americans on the payroll. .

Meanwhile, Ford CXOs are still scratching their heads and collecting bonuses and coming to work in private jets. Can the irony get any starker?

Dell on Steve Jobs

"In 1997, shortly after Steve Jobs returned to Apple, Dell's founder and chairman, Michael Dell, was asked at the Gartner Symposium how he would fix financially - troubled Apple. 'What would I do?' Dell said. 'I'd shut it down and give the money back to the shareholders.' Isn't it the perfect case of putting foot in one's mouth?

US Army files sustainability report

Sustainability reports may soon become 'cool' style statements. If you thought only conscious and responsible companies file such reports you're wrong. The US Army shocked everyone when it filed its sustainability report recently. With raging wars in Iraq and Afghanistan and Montana Bay excesses, this would be one report worth reading.

Personal work during office hours

The acceptable amount of time spent on personal work during office hours has always been contentious. According to an estimate, an average US employee spends about 2 hours a day in personal tasks - personal phone calls, internet, reading news papers, e-baying, chatting with friends, shopping, personal errands etc. Two hours look huge, considering it is one fourth

in an 8 hour working day. With the flexi-time concept prevalent in most sectors does it matter how many hours people put in at work?

Recession hits women most

Recession may prove bad for women executives, indicates a study by Hudson, a global recruiting and talent management solutions firm. The study involving 65,000 people across the world for seven years has been throwing interesting trends about women executives. Hudson is concerned that companies might adopt a short-term view that goes against women's interests. Good time for women to prove that they are no less endowed.

Spoof on Ghajini

For Bollywood Sholay remains a constant inspiration for viral ad filmmakers. But this time, Aamir Khan's latest movie, Ghajini have become their target.

A viral ad called "Gajodhar – The wait is over", which spoofs Ghajini, is out in the Internet space. The film has been released by Makemytrip.com, an online travel agency (OTA), to promote its online travel community site, OKTataByeBye.com. Gajodhar, the film's protagonist, is a passionate traveler. His appearance has been modeled closely on Aamir Khan's in Ghajini. Is it too early to ride on the 'success' of the controversial film? You will know in a few weeks.



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