

# Top IT CEO strategies to beat recession

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## Smart Company, Smart Planet

*Futuristic companies are taking the lead in redefining the role of business in society*

*Sangeeta Mansur*

The debate over the purpose of business in society and its responsibility to Planet Earth is taking a definitive shape. In fact, it has reached a stage where businesses are realizing that they need to actively engage in finding solutions for global problems instead of mutely watching the proceedings from the comfort of their boardrooms.

Business thought leaders even see this new thinking as a business opportunity. Why not? For, it's well known by now that enlightened self-interest throws up far better outcomes than altruism.

'Going Beyond Business' now means – 'Going Beyond Business – Smartly'. What this means is – moving beyond problem-solving within the business context to helping solve the world's problems; leveraging strengths to help the world get better, smarter; and, securing a company's future in the process.

The emerging thought process is simple: what's good for society and the Earth is good for business. This big picture

thinking and acting may well be the new mandate, and high purpose, the new key to high performance.

Now, this secret to future success is traveling thick and fast, and there have been early adopters already, both in the developed and in the emerging markets.

IBM, for instance, has broadened its definition of 'innovation' to 'innovation for the world' as part of its corporate values. It is now going the whole hog and assuming the leadership mantle to engage with the world. It plans to use its IT strengths to build a whole new ecosystem around issues that so far lay outside business.

In an address to the Council on Foreign Relations, New York City in November last year, Sam Palmisano, IBM Chairman, spoke his mind. He said: "Leaders of businesses and institutions everywhere confront a unique opportunity to transform the way the world works...These collective realizations (of global issues) have reminded us that we are all now connected – economically, technically and socially. But

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# 7 positives from the slow down

More firms fail after the end of a recession than during a recession

*By Ashok Korwar*

**I**t is an ill wind that blows nobody any good. Time now to understand what this aphorism means.

Even this current recession brings some opportunities, if only we know how to seize them.

1. Clients are willing to share their concerns with you. It is no longer impossible to get to **meet business leaders**. When we do meet them, they are willing to be a little more open about what drives their business: they are as desperate for ideas and help as we are. Didn't we always complain that we never got this kind of insight into our clients' minds... well, this is the opportunity!
2. Customers will be divesting their non-core businesses. Maybe some of them will be **'core' for us!** As the old BCG model used to say, your 'dog' might be somebody else's 'baby'. We could get some real gems here, for a good price.
3. The India market: India is one of the few markets that are growing at all. Clients will be willing to do business with us if we can offer them a way to enter the Indian market.
4. **Attrition is down!** Employee expectations are realistic. People are happy to have jobs, won't be pestering you for that early promotion and outsize raise.
5. It is possible now to make some of the hard decisions about **non-performing deadwood**. Of course, one has to be very sure that it is really deadwood and everyone knows it is deadwood. There is actually nothing more demotivating for

a performer than to see non-performers being tolerated.

6. Recessions have a way of focusing everyone's attention on cash rather than fancy accounting jugglery, which is always good! Nobody is going to do business deals based on unbilled revenue and notional revenue and so on, which they would otherwise have been tempted to do.
7. 'Lower the water level if you want to see the rocks' says an old TQM saying. It is precisely in tough times that all the inefficiencies in your system become visible. This gives you an opportunity to do something about it, so that when good times come again, you are in better shape than before.



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## Smart companies' DNA

- They're all fuelled by a purpose higher than immediate profits.
- They recognize inter-connectedness between business and other entities- society and the planet.
- And before this inter-connectedness renders their business vulnerable, they leverage it for the good of all which includes their own welfare.
- They see success and high performance as a non-linear phenomenon and move beyond linear thinking toward a higher math.
- They apply their business expertise to solve the problems that have got complex by ignoring them so far
- They work with several partners across civil society and the government to bring about fundamental change. They develop partnership with stakeholders and work to change the world.

we're also learning that being connected is not sufficient. Yes, the world continues to get 'flatter'. And yes, it continues to get smaller and more interconnected. But something is happening that holds even greater potential. In a word, our planet is becoming *smarter*."

In India, the Tatas have pioneered big picture thinking and deeply institutionalized Sustainability for over a century, while Infosys has positioned itself as an authentic enterprise with an inclusive purpose. There are other smart players who are consciously trying to expand the space in which they play.

Social entrepreneurship firm Comat is deploying technology strengths to digitize land records with the larger purpose of bringing down the impact of corruption on the poor. Garment retailer Fabindia has gone beyond exclusive rights to profits, and has made rural suppliers its shareholders. The French food giant Danone has gone beyond selling to the affluent by joining hands with Grameen Bank in Bangladesh to make yoghurt affordable for malnourished poor children.

Devi Shetty of Narayana Hrudalaya has gone beyond his business-as-usual (which is health care), and is collaborating with insurance companies in an innovative model to make health insurance affordable to the poor in India.

Even the clamor for 'Growth' as we know it, is getting redefined. The future is for 'smart growth,' not 'dumb' growth. Umar Haque, Director of the Havas Media Lab, in a recent article titled 'Smart Growth' in *Harvard Business Publishing*, said that the current concept of growth is unsustainable, unfair and brittle. To him, only smart growth - resulting in more creativity, innovation and effectiveness, is sustainable, equitable and resilient. (Excerpt of his article on page 11)

Haque's prescription may be an extension of what *Tomorrow's Global Company*, a report co-chaired by Nandan Nilekani, Infosys' former CEO and John Manzoni, CEO (Refining & Marketing), BP, in 2007 noted. It said that tomorrow's global company would fulfil its role by expanding its space in three specific ways: by redefining success as lasting positive change on business, society and environment. Such companies have to work on shared values and co-create constructive frameworks and relationships with governments and civil society organizations.

David Vogel's term 'Market for Virtue' could become a reality as companies get smarter by making the world smart.

# Is Economics becoming bankrupt?



The 2009 World Economic Forum at Davos came up with the expected noises and rants amidst the intense fear and uncertainty about the direction of the global economy. Yet, one debate

was gripping – The relevance of economists and the subject of Economics is seemingly becoming irrelevant. The conclusion took the cake: “If there is no recovery in 18 months’ time Economics can indeed be considered bankrupt.” Does it mean Economics needs a bailout?

Here’s a peek into some interesting thoughts that were thrown at the economists by the economists themselves:

- \* The rise of the doctrine of “rational expectations” has altered peoples’ perceptions of risk
- \* Risk has taken on a specific and narrow meaning – “variance from the mean” – as if there can be no certainty about what lies ahead
  - Theories of market efficiency and rational expectations mean you do not meddle unless you have proof to the contrary
  - Economics is helpful in understanding incentive structures and other determinants of behaviour, but it is not necessarily useful in reforming systems
  - There is a tendency for economic concepts to become ideological

- Mainstream economics has a poor understanding of risk taking and inter-temporal choice, cultural and social norms, and, like other social sciences, disequilibria
- As a result, economics lacks “political feasibility” (making things happen in the real world)
- \* Some economists were blinded by their vested interests and failed to sound the alarm until too late
  - There was confusion over whether economics is a normative or a positive science
  - The collision of some economist fiduciary responsibility with financial incentives
  - Too many economists trained in econometric modelling who could not see the forest for the trees
  - The increasing narrowness of economics as a discipline requires more emphasis on history
  - It is easy to say what went wrong after the fact, but innovations such as securitization seemed to make sense at the time
- \* Economics/economists are misunderstood, the perception of failure stems from failure to communicate.
  - Economics is intellectually robust but has a branding problem.



It’s high time the lovers of Economics stood up and showed their worth.

## For-benefit company

*A hybrid between for-profit and non-profit is emerging in response to the current crisis*

The current financial meltdown has reopened the debate about the ideal design of a company’s governance structure. For years, critics of the corporation have argued that the prevailing design of publicly held corporations is innately flawed. Yet, progress in evolving newer and more effective organizational design has been slow.

The shareholder-centric model has contributed over the years to what former Citigroup CEO John Reed has called the “iron triangle of short-term pressures” — hedge funds, stock options and stock analysts — that keeps companies narrowly focused on quarterly profits.

The model that has caught management thinker’s attention is a hybrid between the traditional for-profit archetype and the traditional nonprofit archetype. This type of hybrid has been dubbed the “for-benefit enterprise”

In an article in the February 2009 issue of *Strategy+business*, Marjorie Kelly says that “the fully realized for-benefit corporate design — with all the right elements, a design that’s capable of replacing the dominant model of today — may not exist yet. We may be entering a new era of design diversity, in which different designs serve different functions.”

Today, three broad approaches to for-benefit architecture offer promising models: stakeholder-owned companies, which put ownership in the hands of nonfinancial stakeholders; mission-controlled companies, which separate ownership and profits from control and organizational direction; and public-private hybrids, where profit-driven and mission-driven design elements are combined to create unique structures.

The future company may well be a blend of serving a living mission and making a profit in the process.

# Simplicity is the next big thing



The current financial meltdown is conclusively an outcome of too much complexity built into 'creative' products. Organizations have too many business units and layers that no one takes responsibility for failures. In fact, CEOs are shamelessly taking bonuses even

when the companies they run are in distress.

The next big trend, according to Rosabeth Moss Canter, professor at the Harvard Business School, is going to be 'Simplicity'. In a posting in Harvard Business Publishing in February 2009, she wrote: "The world is complex enough without human actions making it more so. We have been paying a price for too much complexity, creating – or allowing – so much variety that it is hard to sort through it and adding so many loops to the chain that no one feels personal responsibility for the whole system or even comprehends it fully."

"As companies cut the clutter and simplify their structures, some will also find business opportunities. When everyone else suffers from over-complexity, there is a market for products and services that simplify life," she adds.

There's a lesson for Indian companies that have enjoyed good times last five years and in the process built in a lot of inefficiencies. Indian companies, as they grow larger, face the danger of diseconomies of scale – the ratio of administrative costs to production costs burgeons.

And then the flurry of M&As and integration issues. Canter adds: "Companies sow the seeds of their own decline in adding too many things – product variations, business units, independent subsidiaries – without integrating them. They create complexity, which makes costs increase faster than the potential gains from the new parts."

Professor Canter is a prolific writer. She has churned out 17 books, many of them making it to the bestsellers list. The most popular one is *The Vanguard: How Principle-Led Companies are Changing the World of Business (and Maybe the World.)* Her 18th book titled *Confidence: How Winning Streaks & Losing Streaks Begin & End* is slated for release in August this year.

Clearly, only companies and managers who simplify everything they think and do can hope to wade through the current choppy waters and be ready to take advantage of the market when it returns to form.

## Impact investing

In rural Tanzania, a student is reading at home by the light of an electric light bulb powered by a solar panel her mother bought on credit from a local distributor. The distribution business could reach her village because of an equity and working capital investment made by E+Co, a non-profit mezzanine fund focused on making debt and equity investments in businesses that develop and sell modern energy services.



In Cambodia, a small business is expanding with debt from a microfinance bank. The bank is offering new loans after accessing commercial capital markets through a

\$110 million loan fund structured in 2007 by Blue Orchard, a Swiss microfinance-focused asset management company, and Morgan Stanley. The loan fund, rated by Standard & Poor's, was syndicated on commercial terms among institutional investors, such as pension funds, in Europe and the United Kingdom.

The two cases are examples of the proliferation of activity occurring as a new industry of impact investing emerges. This industry which involves making investments that generate social and environmental value as well as financial return, has the potential to complement philanthropy and government intervention as a potent force for addressing global challenges at scale.

A growing group of investors around the world is seeking to make investments that generate social and environmental value as well as financial return. This emerging industry of impact investing has the potential to become a potent force for addressing global challenges. But how might it succeed or fail? Will it take the next five to 10 years? 25 years? Or will it not happen at all?

This report, by Monitor Institute's Jessica Freireich and Katherine Fulton, examines impact investing and how leaders could accelerate the industry's evolution and increase its ultimate impact in the world. It explores how impact investing has emerged and how it might evolve, including profiles of a wide range of impact investors. The report also provides a blueprint of initiatives to catalyze the industry. This document is intended to shed light on the industry's recent emergence and highlight the challenges it faces in achieving its promise.

## IIMB course for women entrepreneurs



The Indian Institute of Management Bangalore (IIMB) is offering the nominally priced management program for women entrepreneurs (MPWE) from April 15 to May 27, 2009 at the Nadathur S. Raghavan Centre for Entrepreneurial Learning at IIMB campus.

This program is intended to help both current and aspiring women entrepreneurs to prepare a business plan for their social or business venture. The entry requirement is either a college level degree or any professional diploma/certificate. Registration is on a first served basis. <http://www.nsrceel.org>

## Welingkar opens design thinking, innovation school in Bangalore

The Welingkar Education has launched a new 'We School' Campus in Bangalore for design thinking and innovation. Spread over 1.25 acres, the campus, in Electronics City, aspires to create a new environment where design thinking and business management are woven together. The underlying belief of the school is that management education has the potential to influence the country's growth and development and that emerging and unarticulated needs seek newer approaches to create new paradigms.

The school aspires to blend management and technology. One recent step in this direction is the launching of the Junior Management Leadership Program with Infosys BPO for providing broad-based management education to the employees so as to equip them to move into the next layer of management and also provide a broader view of the business.

## Government sets up institute for corporate affairs

The Ministry of Corporate Affairs, Government of India, has established Indian Institute of Corporate Affairs (IICA) to assist the ministry in designing legislative/regulatory framework for the corporate sector, a much needed initiative in the current context.

IICA, a research-based think-tank and capacity building centre, has been set up to serve the interests of several stakeholders in entrepreneurship development while focusing on corporate governance and business growth.

"In the ever-changing world of business, yesterday's regulations and policies cannot drive tomorrow's growth. The establishment of a core team of professionals at IICA will help in leading the way with path-breaking initiatives for corporate reforms, good governance and enlightened regulation. It will promote and facilitate corporate functioning and ensure investor awareness and protection," says a release.

## Sun launches innovation portal at IIT Delhi

Sun Microsystems has launched the first ever Open Innovation Portal at the Centre for Excellence in E-governance, Department of Management Studies, IIT Delhi with JNU and Knowledge Commission as collaborators.

The portal [www.innovationcommons.org](http://www.innovationcommons.org) was launched by Mr. Joe Hartley, VP of Global Education, Government, and Healthcare, Sun Microsystems and Prof S. S. Yadav, Head of Department, Department of Management Studies, IIT Delhi.

The objective of the portal is to foster the development of participative innovation in society and to help transition the economy into an innovation economy. Joe Hartley said.

## SDM Institute joins BRICS Schools

The SDM Institute for Management Development (SDMIMD) has joined the BRICS (Brazil, Russia, India, China and South Africa) Business Schools consortium to ensure access to global knowledge for managers.

Ramesh Venkateswaran, Director, SDM-IMD, said his school already has exchange programs with Texas A&M University and Shanghai University. With the new consortium SDMIMD becomes a global management education provider.

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# Transform the way the world works

*Sam Palmisano has taken the leadership mantle to get businesses work smarter by making the world a smart place for business. To him, it is high time businesses, big and small, conversed, collaborated and engaged with the world to solve many of the problems*



Our political leaders aren't the only ones who've been handed a mandate for change. Leaders of businesses and institutions everywhere confront a unique opportunity to transform the way the world works.

Two years ago, I published an essay in *Foreign Affairs* that described the changing structure of the corporation, which I felt had been largely left out of the discussion on globalization. I described the emergence of a new kind of corporation—the globally integrated enterprise, which was replacing the multinational.

Today there is growing consensus that global integration is changing the corporate model and the nature of work itself.

In the last few years, our eyes have been opened to global climate change, and to the environmental and geopolitical issues surrounding energy. We have been made aware of global supply chains for food and medicine. And, of course, we entered the new century with the shock to our sense of security delivered by the attacks on 9/11.

These collective realizations have reminded us that we are all now connected—economically, technically and socially. But we're also learning that being connected is not sufficient. Yes, the world continues to get "flatter." And yes, it continues to get smaller and more interconnected. But something is happening that holds even greater potential. In a word, our planet is becoming smarter.

What's making this possible?

*First, our world is becoming instrumented*

*Second, our world is becoming interconnected:*

*Third, all things are becoming intelligent*

With so much technology and networking abundantly available at such low cost, what wouldn't you enhance? What service wouldn't you provide a customer, citizen, student or patient? What wouldn't you connect? What information wouldn't you mine for insight?

The answer is, you or your competitor—another company, or another city or nation—will do all of that. You will do it *because you can*—the technology is available and affordable.

**But there is another reason we will make our companies, institutions and industries smarter. Because we must! Not just at moments of widespread shock, but integrated into**

**our day-to-day operations. These mundane processes of business, government and life—which are ultimately the source of those "surprising" crises—are not smart enough to be sustainable.**

It's obvious, when you consider the trajectories of development driving the planet today, that we're going to have to run a lot smarter and more efficiently—especially as we seek the next areas of investment to drive economic growth and to move large parts of the global economy out of recession.

Fortunately, we now can. We see this in how companies and institutions are rethinking their systems and applying technology in new ways.

And remember, the opportunity to become smarter applies not just to large enterprises, but to smaller and mid-sized companies—the engines of economic growth everywhere. This opportunity also applies beyond business. Smart infrastructure is becoming the basis of competition between nations, regions and cities.

**The importance of this moment, I believe, is that the key precondition for real change now exists: People want it. But this moment will not last forever.**

Leaders will need to hone their collaboration skills, because we will need leadership that pulls across systems. We will need to bring together stakeholders and experts from across business, government and academia, and all of them will need to move outside their traditional comfort zones.

Together, we have to consciously infuse intelligence into our decision-making and management systems... not just infuse our processes with more speed and capacity.

But I think one thing is clear: The world will continue to become smaller, flatter... and smarter. The world now beckoning us is one of enormous promise. And I believe it is one that we can build—if we open our minds and let ourselves think about all that a smarter planet could be.

*Excerpts from the Address by Sam Palmisano to the Council on Foreign Relations, New York City, Nov 6, 2008*

# Are smart technologies sustainable?

Several of the devices and technologies that we use are not necessarily energy efficient nor are the 'smart technologies' that power them, drawn from 'renewable/sustainable energy sources'. This article takes a look at some of the smart technologies vs sustainable technologies dilemma that faces us today.

The top of the mind recall on renewable energy is solar and this continues to be a key focus despite the fact that the same materials are being used to create mobile phones and computer monitors which has driven up prices of basic materials and kept solar panels relatively unaffordable. 2008 was the first year that sales of silicon solar cells far outstripped those used for microelectronic devices. However, even though silicon is the most abundant element after oxygen - yet it makes relatively inefficient cells - the more efficient solar cells rely on materials much rarer than silicon.

Some of the innovations that are currently underway are to develop cheaper methods of obtaining silicon such as through micromachining to create bifacial cells one of which is enough to build a 140 watt panel. Other innovations are thin film processing by using flexible substrates. Multi junction solar cells are another innovation made up of wafers of semiconducting materials with similar crystalline structure. Conductive polymers, nano-particles, UV, Infrared and 3D solar cells are all new technologies that are under active test and commercialization.

## Fuel cells, biofuels and cars

A lot of technology is built into automobiles these days and fuel cells / hybrids are relatively proven technologies. However, today this technology depends on platinum which if fitted into the 500 million vehicles would exhaust platinum in 15 years! Alternative technologies for



the future that are under development include nickel catalyzed fuel cells, carbon nanotubes and even using bacterial enzymes to split water.

The other heated debate is on the usage of land mass for biofuels as this impacts the usage of vast tracts of agricultural land that were used to produce food to produce biofuels especially from edible plants. Technologists here are now focusing on fuel derived from inedible plants and material or even extracting bio-fuel from marine algae or seaweed that could reduce dependency on use of land.

A study carried out by Stanford University's atmosphere and energy program lists the following technologies in the order of preference (read sustainable) - Wind, Concentrated solar mirrors (that heat towers of water), geothermal energy, tidal energy, solar panels, wave energy and hydroelectric dams. The key factors here are the reduced greenhouse emissions as well as impact on the ecosystem.

## Future smart technologies

As per Walter Dzerko, an expert on smart technologies, some of the smart technologies for the future would focus on the following - **smart home fabrication** and reduction of waste in conventional house building; **smart infrastructure sensors** in buildings, vehicles and infrastructure to provide a dynamic sense and respond environment (like a nervous system); **electric vehicles** and smart roads



by **Ranganath Iyengar**

with traffic bumps that produce electricity and road medians that adjust road width to traffic flow; **bio-mimicry** - design systems and products that mirror natural biological models; smart and **emergent traffic congestion management** systems; **modernizing the electrical grid** to accept inputs from alternative energy sources and reduce power loss during distribution using super conductors and nano wires; **energy harvesting** through design of objects that generate their own energy; **smarter internet systems** and environments that are better connected and more user-aware.

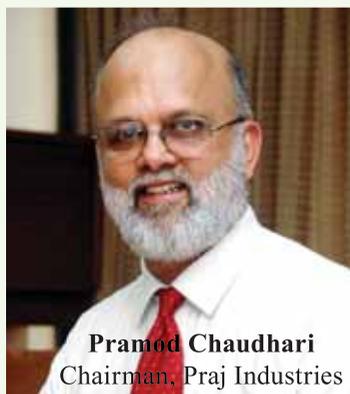
If you want to experience some of these smart technologies - there are many choices that you can try - e.g. **Smarttech's** interactive whiteboards with interactive touch displays and other innovative learning technology products; **Kodak's** smart digital technology to make photography easy and enjoyable with 50% less cost without compromising on quality; **Crossbow Technologies** Smart dust sensors for Precision farming; Netafim's micro sprinklers for medium to low flow irrigation; **TheSmartHospital's** new generation Smart Hospital; **NTE Spain's** precision mechatronics for space and scientific applications.

Every recessionary cycle wakes us up - the current one is further complicated by energy issues and a lot of the energy issues are to do with the proliferation of the numerous gadgets, devices and automobiles that rule our life today - maybe it is time to make our life simpler and more conventional and perhaps more refreshing? So when you think of new or smart technologies or when you buy the next gadget - think of the larger impact they have on the ecosystem.

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# 3 Es that drive Praj

*Praj Industries, global leader in ethanol production, is driven by three factors – Earnings, Earth and Everyone – to become a top under-billion dollar company in Asia*



**Pramod Chaudhari**  
Chairman, Praj Industries

**P**raj Industries, the Pune-based, 25-year old biofuels leader, that got awarded the Forbes Best Under a Billion Company in Asia, for the second consecutive year in December 2008, is one of India's futuristic companies. It has found a perfect blend of aggressive earnings growth while being equally committed to matters that

concern the future of Planet Earth.

Pramod Chaudhari, founding chairman of the company, knows what's at stake. He drives his company on a framework called '**sustainability metrics**'. He has said: "This framework consists of four elements that accord balance to the new ecosystem. The entire cycle of '*Evolution*' of the Company is seen to be influenced upon as well as influencing the other three factors – '*Earnings*', '*Earth*' and '*Everyone*' (people). Whilst earnings will continue to be an important part of our evolution, people and our habitat, Planet Earth will become increasingly critical."

## Food vs. fuel conflict

While most companies, experts and even countries still argue about the best possible policy for finding a balance in the food vs. fuel debate, Praj has quietly gone ahead with commissioning its advanced biofuels pilot plant where it will conduct pilot scale research on second-generation biofuels.

It uses feedstock that is largely agri-waste, thus helping in recycle and reuse of natural resources. "Also, we have worked with technologies that will deliver zero effluent as in the case of the recently introduced concentration system followed by vinasse incineration in distilleries," Vinati Moghe, vice president, corporate, said.

Praj Matrix-the innovation centre has achieved a breakthrough in developing a high energy ethanol mixture, having 25% – 35% more energy content, which could be directly blended with gasoline. This has been achieved by developing a special micro-organism which converts simple sugars into high energy ethanol mixture. The company has filed two provisional patents, for the process as well as for the product recovery.

The company is integrating the people aspect which also involves the society as a whole. Through its CSR arm, it is

executing a number of projects which focus on environment and education. "We feel environmental concerns require awareness as a first step. In this direction, several programs have been launched, including some involving school students. Other than that, Praj has undertaken tree plantation and a project for restoration of a stream in Pune city where the company is located," Moghe said.

With the objective of making a difference to the education system, Praj has undertaken mentoring of an ITI (technical education diploma college) in the rural area of Velhe, near Pune. The idea is to add value to the curriculum through its interactions. Also, Praj has made endowments towards setting up a chair professorship at IIT Bombay in energy and biotechnology. For long, focus on sustainability has ensured that the company stayed a step ahead for a cleaner, greener and a more livable world.

Clearly, Praj's values are influenced by the saying - "We have not inherited the world from our forefathers - we have borrowed it from our children."

## Sustainability and growth compatible

A recent Accenture research finding debunks popular belief that if companies were to adopt sustainable business models, they may have to compromise on high performance. On the contrary, in the report titled *Compatibility Aims: Sustainability and High Performance* the authors, Bruno Berthon, Eric M. Lowitt and Andrew J. Hoffman believe that high performance and sustainability are entirely compatible aims.

The report explains how sustainability has become a critical issue on the corporate agenda, why companies need to rethink the issue of value, and how some leaders are reshaping their strategies, capabilities and cultures to their advantage—and setting the tone for other businesses to emulate.

It states that the fundamental capabilities that enable some organizations to consistently outperform their peers can also enable them (and others) to successfully overcome the challenges of sustainability and, at the same time, to prevail as market competitors.

The research suggests that businesses with a sound grasp of the building blocks of high performance have a strong foundation on which to develop a winning approach to sustainability.

# Smart growth

Even the boring economic word 'growth' has not been spared by the crusaders of the 'smart' revolution. The latest crusading member is Umair Haque, Director of the Havas Media Lab, a new kind of strategic advisor that helps investors, entrepreneurs, and firms experiment with, craft, and drive radical management, business model, and strategic innovation.

In his latest post in Harvard Business Publishing he says "It's time to reboot capitalism." Here's a excerpt of his post.

## 20th century capitalism is eating itself

For the first time since World War II, global growth is forecast to turn negative -- and that's an optimistic forecast, relative to the possibility of a global lost decade. Today's leaders are plugging dikes, bailing out industries and banks as they fail. Yet, what negative global growth suggests is that the problem is of a different order: that we have reached the boundaries of a kind of growth.

## Reigniting growth requires rethinking growth

The question Davos -- and most leaders -- are asking is: where will tomorrow's growth come from? Will it result from oil, cleantech, bailouts, China, or Obama? The answer is: none of the above. Tomorrow's growth won't come from a person, place, or technology - but from understanding why yesterday's growth has failed. The same growth models applied to new people, places, and technologies will simply result in the same crises, over and over again. We have to reboot growth: the problem is not what is growing versus *what* is not, but how we grow.

20th century growth was dumb. The central, defining lesson of the macropocalypse is that 20th century



**Umair Haque**  
Director of the Havas Media Lab

*If the world grows  
the same way that  
developed countries  
did, well, there  
won't be a world*

growth wasn't built to last. Dumb growth is *unsustainable* - if the world grows the same way that developed countries did, well, there won't be a world. 21st century economies will be powered by smart growth. Where dumb growth is unsustainable, unfair, and brittle, smart growth is sustainable, equitable, and resilient.

## Four pillars of smart growth

### Outcomes, not income

Dumb growth is about incomes - are we richer today than we were yesterday? Smart growth is about people, and how much better or worse off they are - not merely how much junk an economy can churn out. Smart growth measures people's outcomes - not just their incomes.

Are people healthier, fitter, smarter, happier? Economics that measure financial numbers, we've learned the hard way, often fail to be meaningful. It is tangible human outcomes that are the arbiters of authentic value creation.

### Connections, not transactions

Dumb growth looks at what's flowing through the pipes of the global economy: the volume of trade. Smart growth looks at how pipes are formed, and why some pipes matter more than others: the quality of connections. Smart growth seeks to amplify connection and community -- because the goal isn't just to trade, but to co-create and collaborate.

### People, not product

The next time you hear an old dude talking about "product", let him know the 20th century ended a decade ago. Smart growth isn't driven by pushing product, but by the skill, dedication, and creativity of people.

### Creativity, not productivity

Smart growth focuses on economic creativity - because creativity is what let us know that competition is creating new value, instead of just shifting old value around. Smart growth is creative -- not merely productive.

Smart economies are driven by smart growth. The four pillars of smart growth are design principles for next-generation economies. 20th century economies are limited to unsustainable, unfair, brittle, dumb growth. Smart growth is more sustainable, equitable, and resilient.

Capitalism 2.0 cannot be powered by growth.1.0: that's why the race for smart growth is inevitable. The economic pressure -- the potential for value creation, in a world being ripped apart by value destruction -- is simply too great.

# No lay-offs, we are Indians



From Left - Shireen Bahn (CNBC TV18), S. Ramadorai (CEO and MD TCS), Nandan Nilekani (Co-Chairman Infosys Technologies), Denny McGuire (Chairman Emiretus, TPI), Vineet Nayar (CEO, HCL Technologies) at the Nasscom Leadership Summit in Mumbai

**The key difference between the Western and Indian IT companies is that our employees are a lot more aligned to our companies and therefore the loyalty quotient among Indian companies is significantly higher – Vineet Nayar**

**A lot of captives will be on the block. Customers are also beginning to realize that they need to have greater variable cost component - Nandan Nilekani**

**How to improve the experience of your customer's customers will be the biggest challenge – S Ramadorai**

**H**eads of blue chip Indian IT companies are clearly not for the lay off option however tough the market situation is. The underlying confidence with which they are taking this position is their optimism that they are going to come out fitter and stronger after the recession. The big question however is – how deep is the recession and how long will it last? The big ones may hold on longer, what about the small and medium businesses?

At a Nasscom Leadership Summit in Mumbai early February 2009, Nandan Nilekani (Co-Chairman Infosys Technologies), S Ramadorai, (CEO and MD TCS) and Vineet Nayar, (CEO, HCL Technologies) debated on why lay-off was not an option and what strategies companies can adopt to see through the recession. Here's an excerpt:

## S Ramadorai

Raising the performance bar is a continuous process. It is the responsibility of the leadership to retrain people, and for those who are not able to cope there are ways to manage them better without bringing up the issue of social obligation.

## Nandan Nilekani

Role rationalization is a good option. We must retain our people because it is linked to our brand in the long-term. It's about the trust employees have in the company. I don't think we should jeopardize that.

## Vineet Nayar

Managers who think of lay-off as an option should first fire themselves because they have failed to respond to the market situation. Most Indian leaders will come up stronger after the crisis because they don't have lay-off as an option.

The key difference between the Western and Indian IT companies is that our employees are a lot more aligned to our companies and therefore the loyalty quotient in Indian companies is significantly higher.

If you touch the loyalty factor and give an impression to people that what they have is not a long-term career option and that this company will hire and fire at will depending on the economic boom and bubble, then you will affect the real fabric of competitive advantage of your company.

# Strategies to beat recession

## Invest in the future



### S Ramadorai

What recession did to manufacturing in mid-1990s, it is beginning to do now to the services sector. The good thing is, it will force us to become a lot more efficient. The challenge is how to translate this recession into opportunity for growth. How to improve the experience of your customer's customers will be the biggest challenge.

There is no doubt that this is a challenging environment and we need to be cautious. Many new companies will emerge with newer business models and companies that continue to invest in the future will survive and flourish.

## Good chance to get better



### Nandan Nilekani

We had many years of go-go growth. This is a wonderful opportunity to become more effective, genuine benefits of scale. The second lesson is to learn to deal with volatility. One of the ways of addressing volatility is optimizing on business mix in such a way

that you have greater variable cost and when business slows down, it is easier to reduce variable cost – like greater variable component in salaries.

A lot of captive will be on the block. Customers are also beginning to realize that they need to have greater variable cost component.

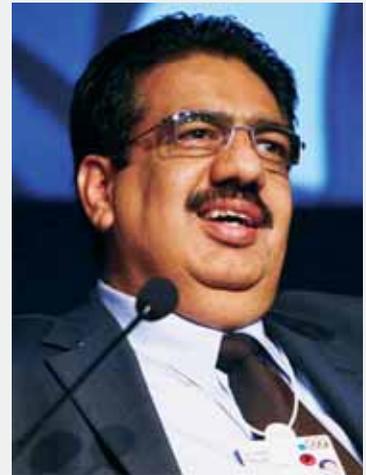
The third thing is sharpening the value proposition. If you tell customers that you are willing to extract more value from the existing asset they are willing to listen. By doing this, it also sharpens our capabilities. And with people with more time on their hands, we can do a lot of training. This is different from companies which lay off people and when the market returns they will have to go hunting for talent all over again. Recession is a good chance for us to get better in business.

## Five mantras

### Vineet Nayar

We are in a dark tunnel. And we have to get out of it. This is the time when people become either leaders or followers. We need to find out innovative ways of coming out of this tunnel. The challenge is who comes out faster.

My first mantra is – **accelerate, don't de-accelerate.** This is because the more you wait out, the longer you will take to get out of the tunnel. Expedite whatever strategy one may have in mind.



The second mantra is what my daughter told me when I asked her – what will you do when your mother stops giving you lunch to school? She said – **go and eat someone else's lunch.** My advice is – the Indian IT market is very small. There is a lot of lunch out there where value is not being created for customers. Let's not worry about IT spending coming down since we are a very small part of the global IT business.

The third mantra is something like how we went to each class in our school and at the end of the year we more or less mastered it and went on. So why are we so afraid of the current scenario. My third mantra is – **go learn French.**

The fourth mantra is – **be honest.** If you are in trouble it is important for you not to live in a paradise of hope. Therefore, I would suggest that you focus on your company internally rather than worry about what is happening outside. So, honestly look at where you are, what your customers are doing. Without ruthless honesty about your own self, and where you belong, especially for small and medium businesses you will not be able to withstand.

The last mantra is – try and approach this subject with an **inclusive strategy** rather than an exclusive strategy. Firing employees is the easiest thing to do which will create long-term damages to all corporations. In America they get away because it is a tradition, but in India you cannot get away.

Think about it before you walk down that path to save yourself. When you adopt inclusive strategy, people will help you to come out of it rather than taking on the responsibility on yourself.

Although I have come up with these mantras, honestly, even I don't know how to come out of this. The only thing is try harder every day, like never before, and we can come out of it much faster.

# Showing hope amidst despair

By Anisu K. Verghese

I first heard of the Satyam fraud case when I received a forwarded email sharing a copy of the letter written by the ex-CEO to the Board. I thought it was a hoax till my eyes picked up the seal on the letter. This wasn't the first case of internal communication leaking out and getting carried by the press; interesting challenge, I would think, for internal communicators who can't really control news staying in. We had instances of Ratan Tata's letter to his Directors talking of the slowdown and cost management measures and more recent Azim Premji's letter to Wiproites explaining the World Bank's decision to debar them for a few years.

While Satyam's new board is doing its bit to salvage what it can (interestingly the website is updated with recent announcements), these are trying times for internal communicators and the leadership to convince employees to hang on and see the crisis through.

Research points to two aspects which can impact internal communication at this stage – trust and organizational identification. One research mentions that employee communications affects Organizational Identification (OI) more than perceived external prestige (PEP). Communication climate, one aspect of internal communication plays a vital role. *Therefore how communication is done* is more critical than what is communicated. Trust in senior leadership is also eroding globally as a trend and it may be much lower at Satyam considering how many employees are actively seeking employment outside. Despite a vote of confidence from Narayan Murthy of Infosys on the quality of professionals at Satyam, it is an uphill task for those at the organization to keep morale and confidence up.

I would point internal communicators to a Blessing White survey on the State of Employee Engagement (2008) which talks of leveraging managers and aligning employees to the big picture. Here are some important trends: 'Three in four (75%) employees trust their immediate managers. Only about half (53%) of employees trust their organization's senior leaders'.

So what are good internal communication pointers which can support Satyam's efforts in keeping morale high and attrition low?

The first is to empower managers more – research points out that though senior leadership trust is eroding, the connecting with the manager community (the immediate supervisor) is still strong.



***Only proactive and energetic internal communication can minimize the damage and help Satyam's employees stay through the crisis***

Keeping everyone clued to the Big Agenda is necessary to tide over the crisis. Satyam employees are experiencing many moving parts including management changes, possibilities of a buy-out, fraud investigations and audits. While these may distract employees from the larger picture of staying on course and being profitable, it is important to keep the channels of communication focusing on where the company has to accomplish.

## **Focus on strengths**

Amidst all the chaos, internal communicators need to focus on culture and what made Satyam the IT superpower, the never-say-die spirit, the unending energy which clients have come to associate with this company. In the effort to fix the short term goals, usually the long term implications of consistent communication falls in between the cracks.

Managing the grapevine is important considering employees are hearing rumors both inside and outside the organization. The internal communicator can tap the network of key influencers and provide them suitable messages to contain and manage wrong information.

This is also probably a good time to share good news on client satisfaction rates which continue to be high – a reflection of employees' commitment even under stress. The internal communicator needs to provide guidance and tools for managers to speak with their teams on a regular basis – briefing them on the changes and next steps for the organization.

I think Satyam is too big a name to fail – not just for Indian IT but for India as a nation.

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*The author is an internal communication expert.  
Blog: [www.intraskope.wordpress.com](http://www.intraskope.wordpress.com)*

# Mind your mindsets



By **Indraneel Mukerjee**

*There is an obsession among promoters with best practices and winning strategies. The prevailing management superstition makes it a stereotypical practice that what worked there and then, will also work here and now*

## From habits to habitats

There is an obsession among promoters with best-practices and winning strategies. The prevailing management superstition makes it a stereotypical practice that what worked there and then, will also work here and now. The fact remains that businesses are also in the ambit of evolutionary forces and with the changing business habitat sooner or later, every winning strategy stops working. The competition catches up, technology changes and the promoting team breaks down. The enterprise stuck to winning strategies, more often than not, fades into extinction.

Investing in developing a fabric of innate responsiveness, agility and adaptability across the enterprise, right at the inception of any start-up is absolutely essential. It's time that investors and other stakeholders involved, insisted on such mindset shifts right at the inception and helped the promoters to come out with an Enterprise Evolution Plan as a mother plan for all other business plans.

## The bedrock shift

What is central to such and many more mindset shifts is the willingness amongst entrepreneurs (and the supporting eco-system) to see inside out. Instead of creating a business plan to latch on and make most of an opportunity out there (outside in), it may be worthwhile for the promoting team to explore into what they bring in as their collective context – the core human potentials, preferences and their very purpose of existence. This will help them to provoke themselves to envision an enterprise that aligns with the preferred future of the collective. An enterprise that will be alive and evolving with a living human DNA at its center.

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Even before businesses start to reinvent or chalk out new strategies to survive the slowdown, they need to work on their current mindsets if they are to be effective.

Memory is shortlived. It's not even a decade since the last bubble burst and we are back with mantras of ideas and innovation, promising mentoring and other supports for start-ups to kick-off. In this entire action replay, nothing much seems to have changed.

There is a big need for businesses, small and big, to attempt mindset shifts if they are to get through with the current slowdown. Here are a few:

## From organization to organisms

Only that which is living evolves. And only that which is evolving survives. For a start-up to have an innate resilience to deal with environmental forces and stay alive, it is altruistic that ground-up it is conceived as a living entity. Seth Godin in his revolutionary bestseller *Survival is not Enough* very aptly remarked, "Our organizations are not independent machines, standing in the middle of a stable field. Instead, we work for companies that are organisms. Living, breathing, changing organisms that interact with millions of other living, breathing, changing organisms."

All too often, partly because of prevalent practices and the comfort in following them unquestioningly and partly in the exuberance of getting a venture funded by hurriedly putting up some sort of a business plan which has a semblance of sanity, the entrepreneur brutally short-circuits this basic principle only to realize that the initiative withers like a rootless stem, that is, if it at all manages to take off.

## From economy to ecology

Most business plans are short sighted. Limited with the linearity of business logic most promoters often miss out on the mysterious non-linear dynamics of value creation and value exchange in the ecology. Projections go awry. Start-ups become non-starters.

A fundamental shift in the process of understanding the ecology needs to replace the obsession with economy. Whole-brain sensing and business instinct need to be trusted and blended with the cognitive models of business analytics to arrive at more close to real picture of the immediate future. An organic approach to getting an intimate feel of the operating environment is any day a more reliable way of predicting the trends than any of the so-called proven tools and methods.

# Reverence for Nature, only way to save it

*By Sri Sri Ravi Shankar*



*The greatest pollutant is, of course, human greed. It comes in the way of preservation of ecology, as it gives higher priority to quick profits and quick results over eco-friendly manufacturing practices*



Ancient scriptures say we have five sheaths: physical environment, physical body, mind, intuitive sheath or subtle environment and the Self. Indian tradition believes in the sanctity of Nature. Our rishis perceived the mountains, rivers, Sun, Moon and trees to be sacred. That which is sacred is honored. Environmental consciousness has been built into our way of life, to become our second nature. But when we start moving away from our nature we begin polluting the environment. Unfortunately, we pollute our rivers and mountains in the name of sacred rituals. We also suffer from the misconception that ecological degradation is an inevitable by-product of technology and development. But the two need not be mutually exclusive. The purpose of technology is to harness nature, to bring information and comfort to human beings. When spiritual and human values are ignored, technology brings pollution and destruction, instead of comfort. The role of spirituality is to help maintain harmony in the environment even while allowing technology and science to grow. This is the challenge of the present century.

We can take our lessons in environment preservation from Nature. Nature digests waste material and produces something beautiful every time. Despite all the extreme characteristics one finds in nature, somehow, a balance is struck. It is not the science or the technology that is harmful; it is the waste material produced that is toxic. This waste needs to be minimized and recycled.

The greatest pollutant is, of course, human greed. It comes in the way of preservation of ecology, as it gives higher priority to quick profits and quick results over eco-friendly manufacturing practices. Greed pollutes the subtle environment and mind of man with

negative emotions and impressions. Pollution permeates both the physical and subtle environment. An angry person exudes anger which spreads to others around him. It is a chain reaction. At the root of all wars is compounded negativity of emotions. Often we are not aware that something that is anti-environment is also anti-health.

By reviving traditional reverence for Nature, we could restore a degree of purity to our surroundings. We can see God in nature — this would make us more sensitive to the way we treat Nature. Then you can't but be environmentally conscious. Both ancient and modern methods need to be adopted. Vedic farming was done with cow urine, cow dung and neem leaves, and these have now been proved to be excellent for crop production. Recent experiments in India have shown that the yield has tripled just by natural farming done without fertilisers and pesticides. Just because something is new, it need not be good and just because something is old it need not be discarded. A good mix of the two can help us balance our lives with that of the environment and in this manner; we can prevent further degradation of Planet Earth. This can only happen when human consciousness rises above greed, selfish motives and exploitation. We need to ask ourselves: How much do we want to exploit Earth? Or how much do we want to preserve it?

Spirituality checks greed. It raises awareness and brings a sense of caring and commitment for the whole planet. Spirituality elevates our consciousness. It opens our eyes to the beauty of nature, and encourages us to honor nature and life — and helps bring more joy and celebration into our lives. A spiritual outlook and sensitivity is essential to foster environmental consciousness.

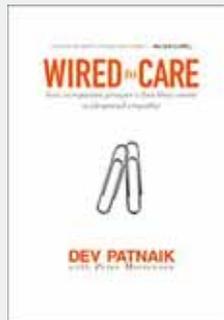
## Wired to Care: How Companies Prosper When They Create Widespread Empathy

by Dev Patnaik, FTPress, January 2009

In this essential and illuminating book, top business strategist Dev Patnaik tells the story of how organizations of all kinds prosper when they tap into a power each of us already has: empathy, the ability to reach outside of ourselves and connect with other people.

In pursuit of this idea, Patnaik takes readers inside big companies like IBM, Target and Intel to see widespread empathy in action. But he also goes to farmers' markets and a conference on world religions. He dives deep into the catacombs of the human brain to find the biological sources of empathy. And he spends time on both sides of the political aisle, with James Carville, the Ragin' Cajun and John McCain, a national hero, to show how empathy can give you the acuity to cut through a morass of contradictory information.

*Wired to Care* is a compelling tale of the power that people have to see the world through each other's eyes, told with passion for the possibilities that lie ahead if leaders learn to stop worrying about their own problems and start caring about the world around them.

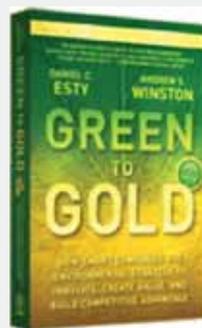


## Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage

by Daniel Esty, Andrew Winston, Wiley; Revised Updated edition, January, 2009

Two experts from Yale tackle the business wake-up-call from every angle in this thorough, earnest guidebook: pragmatically, passionately, financially and historically.

Following the evolution of business attitudes toward environmental concerns, Esty and Winston offer a series of fascinating plays by corporations such as WalMart, GE and Chiquita (Banana), the bad guys who made good, and the good guys-watchdogs and industry associations, mostly-working behind the scenes. Esty and Winston provide convincing examples of how companies out-compete their peers by tackling sustainability head on, engaging stakeholders, developing NGO partnerships, and folding environmental stewardship into their corporate culture.



## It's Not What You Sell, It's What You Stand For

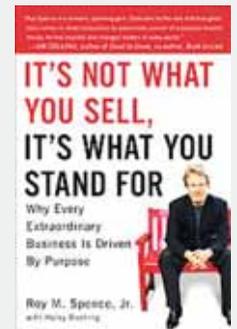
by Roy M. Spence, Haley Rushing, Portfolio, Feb. 2009

With a purpose in place, decision making becomes easier.

You can look at an opportunity or a challenge and ask yourself, is this the right thing to do given our purpose? Does this further our cause? If it does, embrace it. If not, kick it out on its ass.

A company with purpose is a deeply satisfying place to work. You can sense it in the assuredness of front-line employees, the passion of leaders and the satisfaction of customers. Innovation becomes easier and there's stability even in tough times.

The book shares insights and case studies to show readers how to discover their own purpose and apply it to everything they do. This isn't "soft stuff"—it's the secret to deeper employee engagement, stronger marketplace focus and a healthier bottom line.



## Greening the Supply Chain: A Guide for Asian Managers

by Purba Halady Rao, Asian Institute of Management, Philippines, Sage Publications, October 2008

The book is an important contribution to the adoption of environmental initiatives by organizations to enhance business performance and contribute to environmental sustainability. The author defines greening the supply chain as addressing and minimizing environmental impacts of all activities related to the different phases of supply chain.

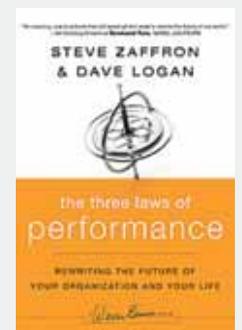
The book constitutes a powerful diagnosis and prescription for accelerating the shift of industrial development in Asia to a trajectory of sustainability. It demonstrates that environmental improvement and economic development can go hand-in-hand in the region. The book also sets the stage for effective integration of suppliers, business partners, waste handlers and consumers in the move towards a green environment.

## The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life

by Steve Zaffron, Dave Logan, Jossey-Bass, Feb. 2009

How did companies, both large and small, in different countries and industries, all achieve breakthrough performance when the odds were stacked against them?

It was possible because people applied The Three Laws of Performance and rewrote their future. This book will show you how to do the same in your organization and your life.



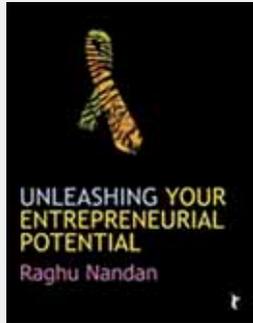
Although most of us aren't aware of it, we have a future that's already been written. Our future is written by hopes,

fears, dreams, expectations and decisions made about life. In the same way, organizations have futures written by history, circumstances, culture, aspirations, successes and failures. These already-written futures determine and shape the level of performance that's possible for individuals and organizations.

## Unleashing your Entrepreneurial Potential

Raghu Nandan, Consultant in Industrial Development, Pondicherry, Sage Publications, April 2009

*Unleashing Your Entrepreneurial Potential* highlights how to learn to compete with the best in the world. It builds on the premise that the excellent exposure that the average young Indian professional is already getting is heavily tilted towards the West. But the strongest competitive challenges are now coming from the East, which is ruthlessly capturing the Indian and the world markets. Hence, to fight and win in the new world, youngsters in India have to learn and understand the mindset of the Japanese, the Koreans and the Chinese. This book aims to help them do just this.

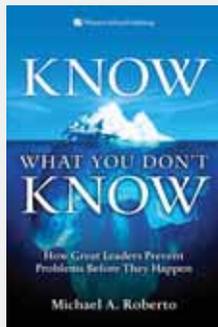


This guide on understanding the ways of modern business in India and abroad will be of great interest to young professionals who want to do something on their own.

## Know What You Don't Know: How Great Leaders Prevent Problems Before They Happen

By Michael A. Roberto, Wharton School Publishing, February 2009

In *Know What You Don't Know*, best-selling author Michael Roberto shows leaders how to go beyond mere "problem solving" to uncover and address emerging problems while they're still manageable-before they mushroom into disaster! Roberto first identifies the diverse, sometimes surprising reasons why problems typically fester in the shadows, ignored and unaddressed. Next, he systematically introduces seven powerful solutions.

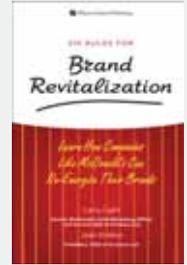


You'll discover how to become a business 'anthropologist', how to connect the dots, how to encourage useful mistakes, how to overcome the isolation trap (the trap that can keep you

assuming everything is fine), how to use small problems as a window on your system-as a signal of possible weaknesses elsewhere and become a true business ethnographer

## Six Rules for Brand Revitalization: Learn How Companies Like McDonald's Can Re-Energize Their Brands

by Larry Light, Joan Kiddon, Wharton School Publishing, February 2009



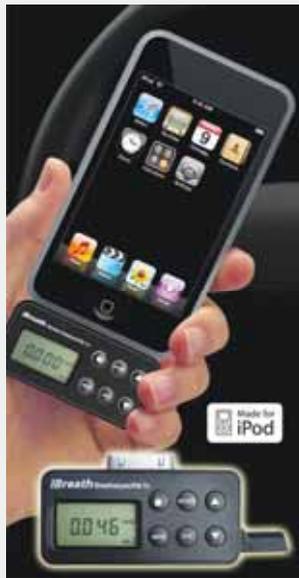
This extraordinary book teaches the invaluable lessons of one of the most successful brand revitalization projects in business history: the reinvigoration of McDonald's. Larry Light, the Global Chief Marketing Officer who spearheaded McDonald's breakthrough marketing initiatives, presents a systematic blueprint for resurrecting any brand, and driving it to unprecedented levels of success.

Light and coauthor Joan Kiddon illuminate their blueprint with specific examples from McDonald's experience, offering detailed "dos" and "don'ts" for everything from market segmentation to R&D to executive leadership. Revitalize your brand, in six steps!

### Correction

In the article titled 'Artisans are owners in Fabindia,' published in the February 2009 issue, the year of formation of Fabindia was stated as 1980 instead of 1960. The error is regretted. Editor

## iBreath



Apple doesn't stop amazing. Its latest on offer is **iBreath** Alcohol Breathalyzer. It's the ultimate iPod accessory that lets you take your own alcohol breath test so you can get home safely.

And if keeping you safe and out of the jail isn't enough, this clever and innovative breathalyzer doubles up as an iPod FM transmitter that transmits your iPod tunes to any FM tuner.

Just fold out the blow wand and exhale into it for at least 5 seconds. 2 seconds later, this amazing tool let's you know if you're within the legal limit to

drive. It even houses a timer that can be set from 1 minute up to 8 hours in order to remind you when it's time for the next test.

## Women can't get past interviews

A new research by Newark's Rutgers University's psychology department has published its findings in the journal 'Psychology of Women Quarterly,' exposing the still prevalent subconscious gender bias against women while hiring.

At interviews, if women present themselves as competent and yet modest, they are surely not taken seriously. And if they present themselves as competent, competitive and ambitious, then the hiring panel gets put-off! So, irrespective of how you present yourself, if you're woman, you are at a risk of receiving a dismissive attitude.

The irony doesn't end here. When men present themselves with the same competitive traits which women get pushed out for, it is seen as a positive trait and they're more likely to get hired! This is not one run of the mill opinion based survey kind of a study but a thorough psychological study based on video recordings of various interview scenes watched and responded to by typical hiring people.

Organizations that have a conscious diversity policy are of course the smart ones, because policy is a good way to get past psychological conditionings. Where are the smart ones?

## Global cooling

If the global temperature trends of the past several decades continue, and if recent climate modeling is right, the earth will probably cool over the next few years, says **Peter Schwartz**, the cofounder and the chairman of Global Business Network, a Monitor Group company, in San Francisco.

He believes that the earth is slightly cooler today than it was in 2005 – but its average temperature is increasing from one decade to the next. An annual wobble occurs around that rising mean. Considering the temperature trends over the past 35 years, a relatively warm year has typically been followed by a string of cooler years. If this pattern holds, he thinks temperatures may well remain below their 2005 peak for several more years. But this short-term pattern masks the longer-term trend: The earth's temperature is climbing abruptly. Misreading our current cooling blip as a turning point – and throttling back on greenhouse-gas reductions – would be a dangerous mistake. Something to think about.

## Tetrapak rebirth

Suren Vikhash has come up with a novel project at the recently concluded Pan IIT conclave in Chennai. His project works this way: Tetrapak, which is a laminated composite material, has a designed shelf life for food products for three to six months, but as a waste, it has a life span of sixty to seventy years. In this project,



Tetrapak is flattened and woven to create a line of products like handbags. This has immense benefit both environmental as well as employment generation potential. Any takers? [suren.design@gmail.com](mailto:suren.design@gmail.com).

# Marrygold

## BOUTIQUE MATCHMAKERS

*Finding a life partner can be challenging for today's urban Indian especially if s/he wants more than the right horoscope, language, community or family background.*

*India's first and only Boutique Matchmaking consulting firm offers a unique service geared specifically for this kind of person, and focuses on personal compatibility as the main criterion. The service matches mindsets, values, interests, goals, lifestyles; i.e., it matches people, not profiles.*

*This niche service is offered by Bangalore-based Marrygold Matchmaking, a company with a mission to bring together individuals who are cosmopolitan, educated, and open-minded, yet committed to the ideals of traditional matrimony.*

*Unlike most matrimonial services/portals which are database and query-driven, Marrygold is offline and highly personalized.*

*The typical Marrygold client is intelligent, urban, busy, well-settled professionally, broad-minded, has traveled (or wants to travel), enjoys a wide range of hobbies/interests - and has a certain zest for life, living and love.*

### Personal touch

By bringing a personal touch to a very personal service, Marrygold seeks to provide a pleasant, comfortable and reliable experience in a world that is becoming increasingly mechanistic and impersonal. Marrygold creates a journey where empathy and understanding are just as important as efficiency and professionalism.

Marrygold deliberately keeps its database small, so that each client can continue to get personal attention and the highest possible.

### Background

Founded in 2006, Marrygold is the brainchild of Nandini Chakraborty, a partner in a specialized HR/ Training consultancy with a large professional network, a larger personal network, and an uncanny knack for bringing like-minded people together. Today, Marrygold has grown from a hobby into a respected niche brand for a very special kind of matchmaking.

*"High-achievers often find it most difficult to find a partner, with their hectic lifestyle and high expectations... This is where Marrygold comes in. As their 'personal matchmaker', we do the filtering, screening, and introducing... not to mention detailed feedback and course-corrections as and when required..." Nandini Chakraborty*

### Future:

From pioneering a niche domain in the field of matrimonial, Marrygold aims to be the leading Indian brand in niche personalized matchmaking.

Marrygold is headquartered in Bangalore, but will extend operations to Delhi, Mumbai and Hyderabad soon and to the NRIs.

[www.marrygold.co.in](http://www.marrygold.co.in)

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