

ManagementNext[®]

LeadershipConversations

Double Issue - June-July 2011

Vol. 8 Issue 8 ₹ 50

Lure of Executive Education

Demand for executive education is hotting up in India. Is the supply good enough?



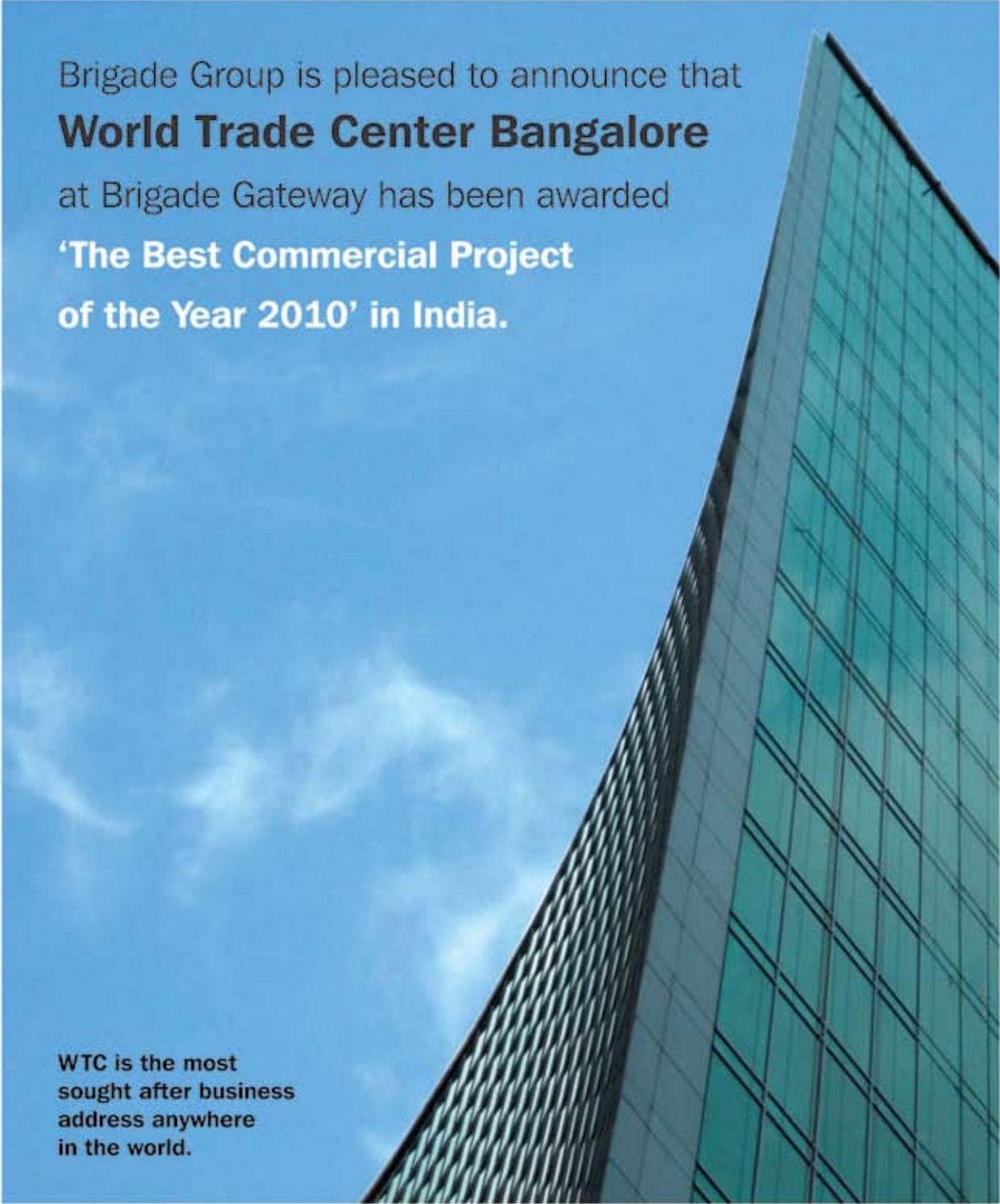
CEO Interview
Sandeep Dhar
Tesco HSC

How to build synergy between
HR and Knowledge Management



Phaneesh Murthy's
M&A secrets

How IBM celebrated
its centenary



Brigade Group is pleased to announce that
World Trade Center Bangalore
at Brigade Gateway has been awarded
**'The Best Commercial Project
of the Year 2010' in India.**

**WTC is the most
sought after business
address anywhere
in the world.**

Property World Awards 2010 winners have been chosen by a collegium of over 60 industry leaders from the real estate developer community, banking and finance industry, international and domestic property consultants, and accessories and intermediaries industry. The prestigious Property World Awards 2010 event was held on 15 December at ITC Maratha, Mumbai. WTC Bangalore emerged as the winner among many leading projects in the country.



**WORLD TRADE CENTER
BANGALORE**
AT BRIGADE GATEWAY



*For a better quality of life,
upgrade to Brigade*

Be a part of the legacy associated with the World Trade Center.
For business enquiries from corporates, e-mail us at commercial@brigadegroup.com

BrigadeGroup.com/WTCBangalore

**GREAT
PLACE
TO
WORK[®]**

Best
Workplaces
Conference

**The Definitive Learning And Networking
Event For Business Leaders Working To
Create Or Sustain A Great Workplace**

Seats are limited to 100 per city, to know more and register please visit – www.greatplacetowork.in or contact us at +91 9833499207

www.greatplacetowork.in

Mission

To enable engaging conversations through fresh insights and perspectives

Editor	Benedict Paramanand
Publisher	Romi Malhotra
Contributing Editor – Delhi	Sharmila Chand
Editor - Sustainability	Sangeeta Mansur
Contributing Writer – Pune	Surhuda Kulkarni
Support	M. Gopinath
	Sanjeev Kumar (Delhi)
Illustrator	Neetu Singh

Editorial Advisors

Ramesh Ramanathan	Founder, Janaagraha
Harish Bijoor	CEO, Harish Bijoor Consults
Rishikesha T Krishnan	Faculty, IIM Bangalore
Rajeev Gowda	Faculty, IIM Bangalore
Jessie Paul	MD, Paul Writer

For advertising: www.managementnext.com/advertise
91-80-41714161

Advertising Contact in Mumbai:

Shami L Lalwani
Kaizen Media Marketing Services
098193 11026 / 022 – 25010852
kmediaservicesindia@gmail.com

Subscription

Print: Annual Subscription: Rs. 500 (12 Issues)
Two Years Rs. 900, Three Years Rs. 1,300
emagazine: Annual Subscription: Rs. 200 (12 Issues)
Two Years Rs. 400, Three Years Rs. 600
+080 41714161
<http://www.managementnext.com/subscribe.html>

Payment Options: DD, Cheque, Credit Card or PayPal
ManagementNext Media & Publication LLP
2, Waterwoods, 36/2, Airport Varthur Road,
Ramagondanahalli, Whitefield, Bangalore - 560066.
+91 80 64559153

Information in this publication is drawn from a variety of sources, including published reports, interviews with practicing managers, academia and consultants. While doing so utmost importance is given to authenticity.

Letters and Article Submission
www.managementnext.com benedict@managementnext.com

Copyright © ManagementNext Media & Publication LLP

Design: Purpleframe Technologies Pvt. Ltd.

Letter from the editor



India needs more Chowkis

Much has been written about how the Indian MBA education, even by the top B-Schools, falls terribly short of what the country's businesses need. It's interesting to see hundreds of executives with five to ten years of experience, who missed out doing MBA after their graduation, enrolling into the B-Schools to do executive MBA. Most of them risk their jobs to do full time one-year courses while those who cannot afford this luxury have the option of doing it during their weekends or online or a combination of both. The benefit to those who take these courses and to organizations is yet to be documented. A good survey on this might help.

It will take nearly a decade if India is to come close to the standards of the top 25 executive education providers in the developed markets. Today, what Indian executive education has can be termed functional and alliances with good schools do help a bit. However, excellent executive education needs a vibrant eco-system to enrich it. Such an eco-system would include faculty that has worked in the industry, including in global companies, schools that work closely with the industry and track the outcomes of their investment in education to both the students and the organizations. And, most importantly, how many middle and senior executives can take time off to engage with the students. All the above are happening at a rudimentary level. The executive education providers may have to do more.

A good beginning has been made by Chowki, a brainchild of SPARSHA, a non-profit platform to bridge the gap between the industry, academia and the student community. It enables close industry involvement in education. SPARSHA is incubated in IIT Kharagpur and has an extended research center in PESIT CORI, Bangalore. (www.chowki.info). Chowki currently has 45 senior engineers who have enrolled themselves for the program. We need more Chowki like initiatives.

A few corporate universities have been set up by large companies because the existing system falls short of their requirement. This is a positive development. SMEs need the existing systems to scale or they can even collaborate among themselves to access good quality executive education.

Benedict Paramanand

benedict@managementnext.com



Cover Story 20

Indian Executives are flocking executive education schools to further their careers. Can the schools manage the demand and expectations?



SMEPost 34

Michelangelo Celli shows how business owners can make more money than they think they can by using some metrics



Alok Kejriwal on what entrepreneurs can learn from the humble pasta

How Swasth India, by four IITians, is transforming rural communities

Thought Leadership Series 38-47

The Power of Courage

Bill Treasurer

Now to Wow

Howard M. Guttman

Uses of Knowing Personality Patterns

Ward Ashman & Teresa Roche

Come out of Protective game-playing

Chip R. Bell & John R. Patterson

Give Customers Free-Speech

Mark Faust

Trends 6

The return of the Toyota Way

New internet activity pattern confound marketers

Why most loyal customers leave you first

LG adds two new Ps to marketing

Fortune **With** the Bottom of the Pyramid

ExecutiveHealth 49

Jyothi Prasad on Why energy drinks aren't cool



Interview 16
Phaneesh Murthy's M&A secrets



CEOSpeak 24
Acquiring skills is your own responsibility
Sandeep Dhar, CEO Tesco HSC

SurveyFindings 12



Why MBAs not attracted to retail

FutureThinking 14

How to build synergy between HR and Knowledge Management
Madanmohan Rao



ProductSpeak 52

Shoaib Ahmed on The design element in Tally

Case Study 53

Tally.ERP 9 is CAPEX-friendly

TechTalk 48

Ranganath Iyengar on Ultrabooks Vs. tablets

ManagingHealthcare 32

Ishma Siddiqi and **Kritika Srinivasan** on How Indian IT can do much more
G. Vishwanand on patient experience management

GuruMantra 58

Swami Sukhabodhananda on Freedom

Regulars

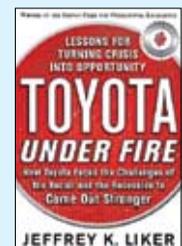


OffBeat 56

Debt doesn't seem to bother football clubs
License raj in the US worse than in India
Volkswagen's 'Indian' features
India is second biggest spam country
Indians' travel choice becoming exotic



Book of the month



The return of the Toyota Way

An Inside story of how Toyota beat the recession and the recall crises to emerge stronger

The last recession hit the auto companies the hardest. Many big automobile companies who were bailed out by their governments are now showing signs of revival and even posted profits.

For Toyota, it was a double crisis. The recession plus the recall 'scandal'. The two coming together could sink any enterprise. However, Jeffrey K. Liker's book 'Toyota Under Fire: How Toyota Faced the Challenges of the Recall and the Recession to Come Out Stronger' could have rich lessons for organizations.

Toyota's tough last three years is chronicled splendidly by Jeffrey K Liker, the same author who wrote the bestseller 'The Toyota Way'. The clear strength of the book is in its investigative reporting of the actual problems Toyota faced and how the company responded.

As it turns out, the author notes that the media was cruel to Toyota. The company risked its reputation by not taking on the media but showing what really happened and how it came out of it. Separating the facts from the myths and highlighting the errors in the media is the most interesting part of the book.

Liker and co-author Ogden's book show how Toyota practices the Toyota Way. It is not just about theory and philosophy but a demonstration of how it was recently done.

Back to Basics

- Crisis response must start by building a strong culture long before the crisis hits
- Culture matters far more than decisions by top executives
- Investing in people, even in the depths of a recession, is the surest path to long-term profitability

Because Toyota had founded its culture on the above principles, it didn't need to muster an army of PR and legal experts to manage the recall crisis. Instead, the authors say, Toyota redoubled its efforts to live up to its founding tenet of 'going back to basics'.

The real challenge for Toyota in the coming years, the authors believe, is how to regain its sterling reputation, which was shaken in the last three years.

Crisis is part of continuous improvement

A company that is simply trying to survive a crisis, to get back to the status quo ante, is never going to do better than that. A company that is dedicated to continuous improvement, to constantly moving the goalposts to a higher level of performance, will expect much more from its crisis response.

In fact, the crisis becomes less an obstacle to be overcome and more another tool in the arsenal of continuous improvement. With this perspective, it's far more likely that a firm will do more than just endure a crisis. It will conquer crisis after crisis and emerge stronger from each. That's the standard by which to judge all of Toyota's history. Time will tell how this generation of Toyota leaders has lived up to the standards of its predecessors."



Internet activity down by half



Planned online usage poses new challenge to marketers

Contrary to general perception that the internet is eating into the lives of people at the cost of other pursuits, a recent study has found that the internet usage as dropped by half in the last two years across the world. What's more, users are increasingly scheduling their internet use, and spontaneity is reducing considerably. These findings is certain to push digital marketers to the drawing table to reinvent their strategies.

Titled 'Living with the Internet -- What Is Driving Web Behaviour', the study by Microsoft Advertising, MEC and Mindshare maps key behavioural patterns of online users. The study was designed to understand the nature of time spent online across the world. The study was undertaken across 11 countries, including Brazil, Canada, China, France, India, Japan, Mexico, Russia, Spain, the United Kingdom and the US, and focussed on 7,000 participants, in the age group of 16-54 years.

Interestingly, the study finds that 72 per cent time spent online by Indians is planned and not spontaneous. This trend is also consistent worldwide, with Japan topping the list in the proportion of planned visits at 89 per cent, and China at 76 per cent. The other key findings of the study show how people's attention online is dispersed, and that users are increasingly multi-tasking.

Media portal afaqs quoted Alok Sinha, leader, invention, Mindshare South Asia, saying, "Brands will have to create bookmarks on people's minds. If brands are not consistent, chances are that they will get lost."

Shubha George, chief operating officer, MEC South Asia said: "MEC introduced the concept of Paid, Owned and Earned media last year and the interplay amongst the three types of media is most significant in the digital world. The digital world today, is an amalgamation of multiple digital touch points, often simultaneously. For holistic campaigns, brands need to activate all aspects of digital to engage the multitasking consumer."

72 per cent of the time spent online by Indians is planned and not spontaneous. This trend is also consistent worldwide

Sinha says that search is the first moment of truth for brands and it is inevitable for brands to be present in the search process. He adds that search is increasingly being challenged by social, as word-of-mouth and online social reference is gaining ground.

The study further states that the internet is increasingly emerging as an entertainment hub to watch and download video clips and TV shows online, and for music and gaming, particularly in the age group of 16-24 years.

The study also captures insights on usage patterns across devices, and finds that in India, smartphone usage at 34 per cent is primarily to seek information and for content sharing, notebooks, at 33 per cent, are high for transactions and entertainment. It also reveals a contrast in receptiveness to online advertising between the developed and emerging markets.

Commenting on the study, Neville Taraporewalla, director, Microsoft Advertising, Microsoft India, says in a press statement that, as the internet grows to a scale and size, consumers are adopting a time-efficient, planned and deliberate approach towards internet usage, which in turn implies that marketers will have to work harder to reach the consumer on the go."

"This is our honest and humble attempt to bring some method to the madness. Internet is now one of the basic utilities like electricity, gas etc., and it needs to be looked on the back of popular culture we are getting into," R Gowthaman, Leader, Mindshare, South Asia said.

Letter to the Editor

Consultants/Clients Should Focus on the Big Picture

Dear Benedict,

As always, this issue of Management Next too is a great one. I am referring to the article 'Consultants as Partners'. I feel you could kindly consider some perspectives as follows:

- a) We must now come out of the client and consultant mode of duality. Partnership is not an arrangement of a bunch of transactions. It is a long journey – a strategic alliance that brings together at least two destinies;
- b) What we need to shift is from addressing certain specific and short-term gaps to co-creating sustainable value. Value cannot be created by one side, it must be co-created through an intense engagement;
- c) Consultants are therefore critical but often not-so recognised stakeholders in the business – high-end ones if you would like to upgrade them!;
- d) Ikujiro Nonaka, the father of Knowledge Management has often talked about data and information with analysis is not good enough for either good advice or decision-making. A more tacit form of engagement between individuals or corporations or between clients or Allies or stakeholders, is a prerequisite for creation of knowledge; and,
- e) Let us come out of a trap of operational details and focus on the big picture of co-creating value.

I would like to leave some of these thoughts here on which you may like to comment.

Very best regards,



Anant G. Nadkarni,
Vice President
Group Corporate Sustainability,
Tata Council for Community Initiatives.
tcci@tata.com

These are his personal views.

Most 'loyal' customers will leave you first



It's a common belief that your long lasting customers on whom you have showered maximum service time will stay when a new competitor arrives. This is a myth, according to a recent research.

A new research from Harvard Business School states, "Our results suggest that this is due to increasing expectations for service in these markets - the longer a firm has held a service advantage in a local market, the more sensitive are its customers to its service levels relative to those of competitors."

Harvard Business School's Dennis Campbell's paper titled 'How Do Incumbents Fare in the Face of Increased Service Competition' explores this dance between service levels, customer loyalty and competitive strategy. The study drew on extensive data gathered from a large US domestic bank operating in more than 20 states from 2002 to 2006.

In addition to proving what earlier models only hinted at—that new challengers offering high levels of service can siphon off the best customers of long-standing incumbents—the researchers learned something else: Firms rated lower in service quality are more or less immune from the high-end challenger.

These findings suggest, the author notes: "Before mounting a counterattack on a competitor's incursion, it's important to understand your customer priorities and your business's place along the service cost continuum. In some cases, it can be advisable or even necessary to invest in a response." In other cases, he adds, "you may as well save your money. The study also concluded that even though high-end customers can be fickle, a company that sustains a superior service position in its local market can attract and retain customers who are more valuable over time.

"One prescription from all of this is that managers should avoid service complacency—or the tendency to rely on preexisting service advantages—and invest more in proactively increasing relative service levels when they're faced with even the potential threat of increased service competition," says Campbell.

Fortune **with** the bottom of the pyramid

From 2002, when late Prof. C K Prahalad and Stuart Hart wrote their seminal paper 'The Fortune At the Bottom of the Pyramid' to 2011, the radical concept has taken a new twist. This twist is significant if the basic idea and strategies of BOP is to move ahead.

Significantly, the next generation of BoP business strategies won't be about "finding a fortune at the base of the pyramid," but rather, about "creating a fortune with the base of the pyramid," says Stuart Hart, who is eminently holding fort after the sad demise of his co-author last year. He was in Bangalore recently to address a special lecture organized by Dayananda Sagar Institutions.

The shift from "fortune-finding" to "fortune-creating" has implications for how BoP ventures are organized, and how their strategies are conceived and implemented.

In their eagerness to tell the world about the big shift, Stuart Hart, with co-author Ted London, wrote, 'Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value' in 2005. The book went into its third reprint last year.

The shift from "fortune-finding" to "fortune-creating" has implications for how BoP ventures are organized, and how their strategies are conceived and implemented. During the last decade, first-generation "Base of the Pyramid" (BoP) ventures focused primarily on "finding a fortune at the BoP" by selling existing goods to and sourcing familiar

products from the world's four billion poorest people. Many of these initiatives did not scale, and some failed outright. But through that experience, crucial lessons have been learned. Innovators are now succeeding – thanks to a more sophisticated and nuanced approach based on "creating a fortune with the BoP."

Stuart L. Hart, and other leading BoP thought and practice leaders show how to apply these second-generation BoP innovations, techniques, and business models. You'll learn how to build successful business ventures, create sustainable business ecosystems, design new technologies with the BoP in mind, and even transform entire sectors through collaborative entrepreneurship.

The framework shows how the global challenges associated with sustainability - viewed through the appropriate business lens - can help identify strategies and practices that contribute to a more sustainable world while simultaneously driving shareholder value. This "win-win" approach is defined as the creation of "sustainable value" by the firm.

Hart was in Bangalore recently for the Dayananda Sagar Institutions' Speaker Series. To view his speech log on to www.managementnext.com.



LG adds two Ps to marketing



Soon Kwon
MD, LG India

Soon Kwon, MD of LG India, believes the big success of LG in India is because it functions with two additional Ps to the traditional 4Ps of marketing that are taught in business schools. LG's 2 special Ps are – Patience and Philosophy. The 4Ps, in case you have trouble remembering, are – product, place, price and promotion.

While the Koreans, the Chinese and the Japanese are known for their Patience, the other P – Philosophy may be unique to LG. Kwon defines Philosophy as 'respect

for the brand'. Before LG's 2Ps, two more Ps were added recently, namely, people and process to marketing strategy. Some would want to include 'purpose' especially now when ethics, governance and social impact are top-of-mind issues.

However, adding more Ps and Cs to marketing and business strategy does not guarantee greater clarity of purpose and delivery excellence. It might add to the complexity of doing business. 'Keep it simple, stupid' is what successful business leaders who say.

IBM Celebrates Centenary with Service

Instead of celebrating 100th anniversary by partying-till-you-drop, IBMers pledged to devote eight hours of their work hour in service that could have a positive impact on the society. On June 15, 2011, more than 200,000 IBM employees worldwide pledged to donate more than two million hours of service to their respective local communities this year.

Leading from the front, IBM Chairman Sam Palmisano invited all IBMers to join him in community service while he volunteers in his hometown of Baltimore, Maryland, promoting science education in the city's schools.

IBM India, which employs over 1.1 lakh employees (a quarter of its global work force) appears to be the most enthusiastic of the lot. Among its big ideas, 15,000 IBMers plan to teach at 1,500 schools run by Akshara Foundation, a Bangalore-based education NGO, this year alone.

IBMers also plan to visit colleges for women and highlight diversity initiatives and employment opportunities at IBM in association with Nanhi Kali, an NGO that supports education for the girl child. Over 400 IBMers plan to guide and advise start-ups as well as seasoned entrepreneurial ventures on different aspects like HR, Marketing, Finance and technical solutions across 12 mentoring melas in six cities – Delhi region, Mumbai, Bangalore, Hyderabad, Chennai, and Pune.

Not just that, the techies plan to teach spastic students in Karnataka, help organize science fairs in Hyderabad and Chennai and nearly 1,000 of them will go to Mewat in Rajasthan to teach under-privileged children. A new website is being developed in India for the visually impaired, takes the cake.

Other IBM centers too have lined up interesting initiatives like training on privacy and anti-bullying in 100 schools in Germany. Senior VP Ginni Rometty led the initiative to offer access for women entrepreneurs to IBM's small-and-mid-sized business toolkit to improve business opportunities. Also, a marketing toolkit for not-for-profits is underway.

Strategic benefits of Service

Companies do community service not only because of altruistic reasons, as they know that it also makes strategic business sense. Rosabeth Moss Kanter, professor at Harvard Business School and the author of *Confidence and SuperCorp*, also a consultant for IBM, has listed six strategic benefits to celebrating milestones with service to the world in her recent post at Harvard Business Online:

Service expresses identity. It makes purpose and values concrete and tangible. It puts a human face on a company and shows that it is a part of society, ready to contribute to positive outcomes.

Employees love it. It is an inspiring chance for involvement in issues that care about off the job that connect to their skills on the job.

Customers love it. They can join in. They see what the company stands for, and that its values are real.

It builds community inside the organization. Status differences disappear. People from different functions work

together. People from many places feel part of something larger than themselves.

It builds community outside the organization. New connections are forged in pursuit of common goals for the greater good.

It shows that your products and services really can make a difference. When celebrating by serving is also business-strategic, featuring the best and latest products and services, then everyone wins, from inner city schools to women entrepreneurs. Sure, it's marketing. But societal benefits come first.

Since its founding in 1911, IBM today is a 100-year-old company with \$ 100 billion plus business. It appears to know that being a leader in technology is important to survive, relating its technology to the growing demands of the Planet is smart business and connecting the two with service could well be the winning formula for the future.



CLO | Chief Learning Officers Summit India

25-26th August 2011, Mumbai

3rd Year

India's Foremost Learning & Development Event

for the training, leadership and organization development community.

Best Case Studies. Insightful Panel Discussions.

Exclusive Master Classes. Top Notch Speakers. Stimulating Participation

Organizational Learning:
Impacting Business.
Changing The Game.

American Society of Training & Development (ASTD) Best in India

Special Session on Indian companies that have won the ASTD Best Awards

Speakers Include:

Mr. Chip Espinoza,

Co-Author, Managing The Millennials, USA

Mr. Mathew Jacob,

Director, Organization Effectiveness, Boeing USA

Mr. Manfred Haebig,

Director, Private Sector Development, GIZ GmbH

Mr. Kandaswamy Bharathan,

Senior Visiting Faculty, IIM Ahmedabad

Mr. Gyan Nagpal,

Head of Talent and Development, Asia Pacific,
Deutsche Bank Singapore

Mr. Chandrashekar Mukherjee,

VP HR, National Stock Exchange

Mr. H R Shashikant,

Group Executive President, Group HR, Aditya Birla Group

Mr. P M Kumar,

Business Chairman - Group Corp. Development, GMR Group

Ms. Mahalakshmi R,

Head, Group OD and Talent Management, Bharti Group

Ms. Savitha Shivsankar,

Head Talent & OD, Diageo India

Mr. Devdutt Pattnaik,

Chief Belief Officer, Future Group

Mr. Dilip Chenoy,

CEO & MD, National Skill Development Corporation

Ms. Amrita Bhalla,

Executive Vice President, HR, The Oberoi Group

Dr. Prasanth Nair,

President and Head HR and Financial Services,
Thomas Cook India

Mr. Pramod Jain,

Head, Training, Finance Academy, Arcelor Mittal

Mr. Devendra Malladi,

Head, Field Services (Education) SAP

Mr. Sanjeev Saxena,

Director, Talent and Organization Development, Yahoo

Mr. Channa Basavaraja,

GM and Head, Learning Solutions, Wipro

Mr. Pratap G,

Head, Leadership Development, TCS bpo

And Many More...

2 exclusive half day Master Classes on 27th August

Managing the Millennials: Discover the Core Competencies for
Managing Today's Workforce by **Chip Espinoza**

**Building high impact, scalable programs to develop middle
management capacity by Harvard Business Publishing**

Supported by



Government of India

Ministry of Heavy Industries & Public Enterprises,
Department of Public Enterprises
New Delhi

Visit: www.closummitindia.com | Call: +91 92224 05696 | Email: register@leapvault.com

Learning Partner



Change
Coaching Partner



Academic Partner



Tata Institute of
Social Sciences

Strategic Partner



Gold Sponsor



Supported by



An initiative by



your way to the top

MBA's less excited about career in retail

Key findings of a recent online survey by **ZebraCross** on management students' perceptions of their career choices in the retail sector throw up some interesting facts

Large Indian players like Reliance, ITC are making significant investments in the retail sector. The rapid growth of the retail sector has opened up new avenues, making Retail Management another stream for fresh graduates. There is a dearth of skilled professionals in the retail industry, especially at the middle-management level. The survey is clear that retailing is yet to become a preferred career option for most of India's educated class that usually opts for sectors like IT, BPO and financial services.

ZebraCross™, an experience-driven marketing and branding solutions provider based in Hyderabad, undertook this study on **“Retail Sector – Management Students Perception”** to understand student's career choice and help retailers develop better recruitment practices for attracting the best talent pool in the industry.

There were three goals to this investigation:

- 1) To offer an updated assessment of management students' perceptions of retailing
- 2) To evaluate the personal, educational, and social contributors that led to those perceptions
- 3) To explore how those perceptions possibly influence the students' career decisions

The sample size consisted of 478 management students from different B Schools and colleges. Data was collected from B-School students with the help of an online questionnaire.

Key Findings

A majority of the students surveyed know that the Indian retail sector is a booming industry. The boom in the Retail Sectors was attributed to factors like increase in the purchasing power of individuals, changing lifestyle, use of credit cards and increase of awareness of various products and offerings through media.

Which sector is booming?

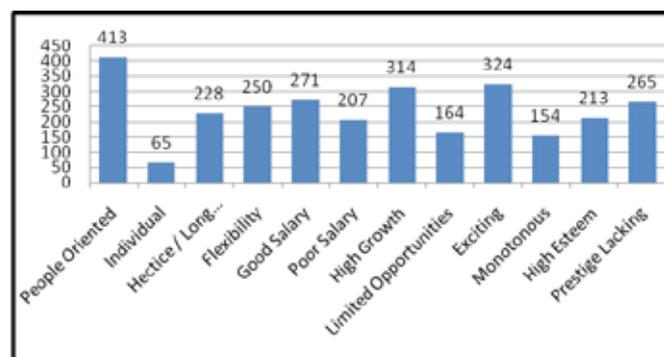
Sector in boom	Percentage (%)
Finance	11
Retail	33
IT	17
Telecom	13
Infrastructure	16
Hospitality	08
Others	02

Sufficient knowledge of job opportunities

Sector in boom	Percentage (%)
Finance	28
Retail	26
IT	13
Telecom	09
Infrastructure	08
Hospitality	09
Others	10

Sector management students want to be associated with

Mixed views



Reasons for not choosing retail as a career

Students perceived retail sector jobs to be store-based jobs, and most of them were not aware of the various career opportunities available. If they are working as a customer service executive for a retail store, they said that they would try to hide themselves or would feel shy, if someone known visits them, as they perceived it to be a lacking in prestige.



Survey Findings

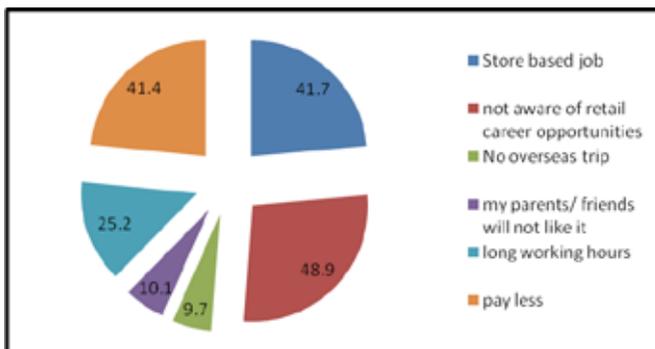
All respondents, irrespective of their level of interest in retail career, generally rated the following factors as having had a negative impact on their interest in the field:

- 1) Status of retailing in society at large
- 2) Retailers' earning potential

The negative influences are, however, characteristics of the field over which the management students have little influence.

Students committed to careers in retailing described retail jobs to be challenging with excitement, whereas students not choosing retailing careers felt it to be monotonous.

Students committed to careers in retailing described retail jobs to be challenging with excitement, whereas students not choosing retailing careers felt it to be monotonous.



Most of the students are not aware of various career opportunities in retail sector as well as the retailing institutes and colleges providing retail management education or course. Clothing/fashions, food/supermarket, and automobile are the most preferred job segments in retail sector.

Addressing areas of influence that may be more in reach; our data suggests that the educators should attend to two additional factors that were shown to have a significant impact on student's consideration of the field: i) perceived levels of satisfaction; and ii) job stress in retail sector. Indeed, it is interesting that while the students who seriously considered working in retail sector, reported being significantly more positively influenced by lifestyle and the satisfaction of working with the sector; they also reported equal levels of concern about the expected stress of working with retail sector as the students who never seriously considered a retail career. It implies that addressing students' perceptions of stressful experiences should be a high priority.

These findings replicate previous reports that most of the management students are not interested to take up retail sector as their destination career as they are not aware of the various opportunities the retail sector offers. This signifies that the educational program does not successfully convey the excitement of the current intellectual environment in retailing.

What should employers do?

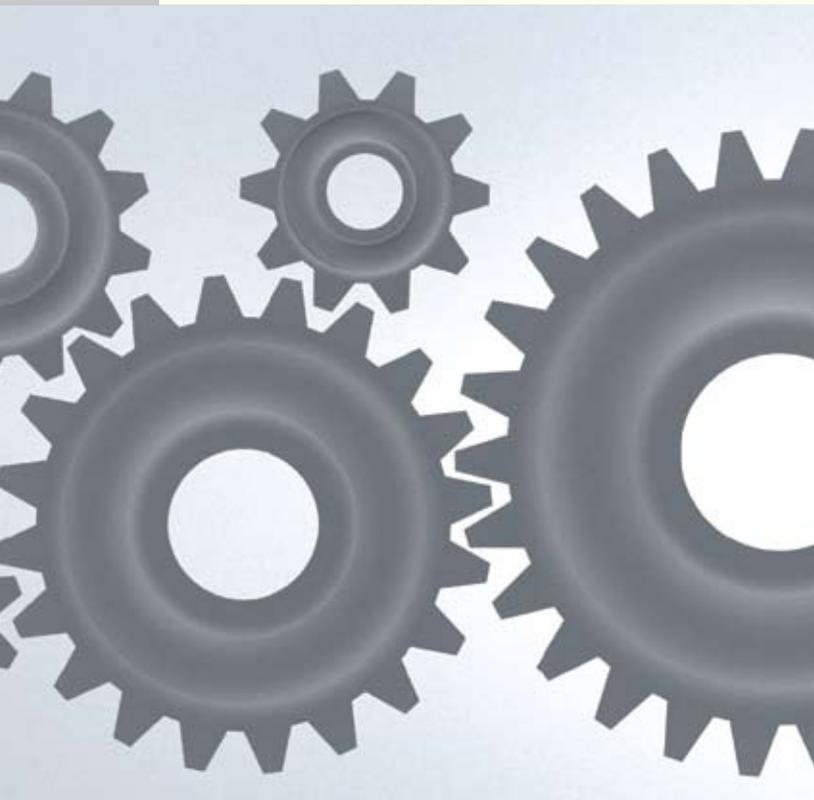
To attract students to the retail sector, they should be provided with the information about the sector. We believe efforts should be made for all students to experience feeling competent, effective, and not overly stressed in the retailing trainings.

Retailers should provide the students with summer internship projects. They should also tie up with colleges for the campus placements so that they can attract the best talent to its sector.

Retailers should create a positive image in the minds of the students. A career in retail sector should promise good wages and career growth potential for the ambitious youngsters.

Based on the survey results, it can be concluded that the students perceive a career in retail sector to be not so exciting and lacking prestige. Students are not very attracted to work for the retail sector.

To change the students' perception into a positive one, the employers of the retail sector should meet the expectations of good pay, and provide them with good learning and career development opportunities. Retailers should visit colleges on regular basis and should create a positive image about the sector. Personal, word of mouth and the work experience can help to persuade the perceptions about retail sector career.



How to build synergy between HR and knowledge management

How can KM help HR? And, how can corporate HR improve knowledge capacity in an organisation. How can HR and KM metrics be aligned? These and other issues were discussed at the May 2011 meeting of the Bangalore K-Community. Panelists from Nokia, Oracle, Unisys and Wipro addressed a number of interesting issues on the topic By **Madanmohan Rao**



HR professionals in Indian organisations are facing serious challenges of scale, growth, cost-pressures, competition and diversity. Knowledge retention is a key challenge due to high churn, and competitive pressures mean new employees have to be brought up to speed extra fast.

How can KM help HR? And, how can corporate HR improve knowledge capacity in an organisation — via KM workshops/awards and formal KRAs for knowledge work, for instance? How can HR and KM metrics be aligned? Externally, how are Indian colleges and universities responding to the KM and innovation needs of Indian companies, and how can enterprise HR and KM partner with them in this regard?

Knowledge sharing comes naturally to digital natives

Students by nature tend to share their work and discuss it with their peers; when they join the workforce this sharing nature is

amplified by social media. However, many of their innovative behaviours and risk-taking attitudes tend to get stamped out by the uniformity of corporate life. Hence, knowledge managers should pay special attention to tapping the sincerity and curiosity of digital natives.

A key balance is between collective and individual innovative behaviours

Some non-conformist behaviour in innovative thinkers

Smart CKOs should be right at the head table with the CEO, aligning KM activities with organisational strategy

don't gel well with collective activities and collaboration. Collaborative thinking, knowledge sharing and brainstorming should be nurtured in organisations but without stamping out the sometimes radical and creative sparks in employees.

The 'knowledge quotient' of employees should be nurtured and promoted

It is important to hire people who have sufficient 'knowledge quotient' or inculcate it among them, i.e. a respect for knowledge, an understanding of knowledge dynamics in an organisation, learning on job, mentoring and peer activities.

Knowledge cultures should be embedded in organisational ecosystems

Expectations of knowledge sharing and advancement should be encouraged in organisations at all stages: knowledge champions and knowledge leaders, at the level of projects, products, processes and policies.

Succession planning and knowledge retention should go hand-in-hand

Knowledge mapping plays an important role in understanding organisational, industry and competitor knowledge advantages and gaps. Succession planning and stemming knowledge attrition can gain from a combination of these mapping techniques as well as tools for knowledge pattern detection at the individual, project and organisational levels. The "science and art" of exit interviews calls for much sharpening of skills and scenarios.

KM and strategy should go hand in hand

Smart CKOs should be right at the head table with the CEO, aligning KM activities with organisational strategy. Knowledge behaviours should be exhibited in an exemplary manner right at the drawing board stages of organisational evolution. Ideas for pursuing strategies should be managed in a transparent and accountable manner.

Training and development and KM should be opposite sides of the same coin

Knowledge roles like knowledge champions are a crucial overlay on other roles such as project managers. But to be successful curators and custodians of knowledge, knowledge champions will require additional capacity building in soft skills such as mediation, handling delicate power plays, and becoming brokers between multiple parties. HR should devise appropriate reward and recognition schemes to promote knowledge sharing – but should also know when to phase out such incentives and make knowledge sharing the expected norm in the organisation.

Knowledge deficits and liabilities should be actively addressed by HR

In addition to building knowledge champions, it is important to address factors which inhibit knowledge sharing, such as

lack of diversity in the employee pool, differing vision and inadequate training in knowledge activities.

Management 'disconnect' should be minimised

Many organisations suffer from 'bloated middles' and a disconnect between top management and the 'doers' in the workforce. There is a lack of alignment between purpose, autonomy and mastery in organisations that must be overcome.

Organisations should creatively deal with failures

There can be as much learning from failures as from best practices, but many organisations do not have systematic and even fun ways of learning from failures at the individual and group levels. How many managers ask you what your Top Five failures are and what you've learned from them?

Does collective thinking kill creativity? How should organisations find the balance between 'studio' and 'factory' modes of activities? What happens to knowledge behaviours and HR alignment during mergers and acquisitions? How does role rotation help guard against knowledge loss while also building multi-disciplinary skills? When do teams become more destructive than creative? How can 'hunting' and 'farming' behaviours be nurtured in an organisation? What are the different KM contributions by HR at the foundation stage and yield stage? How is management theory evolving after its short one-century history as compared to millions of years of human cognitive and social development?

Quotable Quotes

"There is so much talent out there, it is shocking"
- Pavan Soni, *Innovation Evangelist at Wipro*

"Social inputs are as important as managerial inputs in skills and competence databases." - *Nirmala Palaniappan, Senior Manager for KM at Oracle*

"A key trait for knowledge champions is to understand the difference between influence and control." - *Bhannu Potta, Global Product Manager, Learning & Knowledge Services in Mobile Phone Services at Nokia*

"Managers need to learn how to handle people outside their cultural framework and not hire only stereotypes."
- *Kotappa Mulugu, Recruitment Director at Unisys*

The author is the Editor, 'The KM Chronicles' <http://twitter.com/MadanRao>
He is the K-Community co-founder, and editor of five books series, including "The KM Chronicles" (<http://bit.ly/TU12l> <http://twitter.com/MadanRao>).

How Phaneesh Murthy has fool-proofed his big-ticket M&A from failing

Phaneesh Murthy earned his Lamborghini from the founders of iGate although he can now afford one. After he acquired Patni Computers early 2011, Murthy became one of Indian IT's new superstars. His company, iGate crossed the magic figure of \$ One Billion market cap last year and is on course to crossing the same figure in revenues soon. That's if his acquisition of Patni Computers works according to plan.

In an absorbing interview with **Benedict Paramanand**, Editor of ManagementNext, **Phaneesh Murthy, CEO of iGate and Patni**, articulated his unique M&A strategy, how he has fool-proofed it from failing, what personal sacrifices he had to pay to make it happen, how the industry has not understood him yet, and the Indian IT's new leadership crisis.



Did you get your Lamborghini for your achievements from your founders?

The idea was that at that point when I joined iGATE in Mid 2003, the market cap of the company was less than \$100m. There was no mid-sized that had, from that point, reached a market cap of \$1b. Therefore, when I proposed a 2012 plan to reach a market cap and revenues of \$1b, the two founders of iGATE who owned 56% of the company at that time, just could not believe it. They said that if you reach that we will give you a Lamborghini. It was in that context more than anything else.

Last year, we crossed the figure of \$1b in market cap and this year, we will be crossing the revenues of \$1b. So, we have met both our goals. It was clearly one of our objectives when we set out to make large-scale transformation changes. The way we look at is that when you take such large scale transformational projects, the pay off should be very high. iGATE, at that point of time when I took over, was largely a staffing company, was selling through sub-contractors a large chunk of its business. If you are going to re-engineer both the customers and the business model of the company, to that extent, they are both what we would consider, in business parlance, as very complex and risky tasks. So you have to make sure that the pay offs are adequate. If you raise the market cap from \$100m to \$130m that would not be considered as a reasonable pay off for a risky transaction.

Your secret weapons to make the acquisition work

Actually, 70% of the M&As fail. Some of the proactive steps we have taken include picking a team quickly to remove uncertainty in the system. The second thing was that even before the closure of the transaction, there was a clear joint go to market strategy. Genuinely, we are trying to make this a merger rather than an acquisition from an employee talent perspective. If you take my direct reports, there are five from iGATE and four from Patni. The third thing is that there is a conscious move to default to the better plan in almost all the things. For example, if the iGATE hunting plan was better than the Patni plan, we try to default to that. If Patni's Account Management Plan was better than iGATE's, then we default to that. That way we are trying to incorporate the best of both companies, thereby not hurting anyone. We anticipate that retention of key members of the team will be much better.

Is right sizing happening? Have there been any layoffs?

We were very clear that all separations would be only at the executive level. The next thing we have done is that we

quickly connected with the customers and informed them of our intent and vision. The advantage in a B2B market is that one can connect with the customers reasonably quickly. We have done a number of things to make it successful. How we work over the next 2-3 years will define our success which is about meeting the objectives of the acquisitions that we have set for the combined entity - making revenues would be going up faster than what Patni's revenues were going up earlier. Our goal is to have the Gross margins at 40-41% and EBIDTA at 25% levels for the combined entity. If we can do these two things, the value unlocking will be very high.

What are the better ways of value unlocking especially when you acquire a company?

One of the reasons for failure of acquisitions is when it is driven less by business imperatives and more by personal egos. Secondly, failure happens when there is not adequate understanding of culture of two companies. One has to make sure that the two companies start culturally working together. iGATE is entrepreneurial driven culture, while Patni is process driven. The idea is to arrive at the optimal mix between the two companies to come up with a culture for iGATE Patni going forward. That will put people either out of comfort zone into discomfort zone or those that will stay within the comfort zone but are stretching a little. The third thing is to make sure you don't lose the assets (Human Capital and IP) in the two companies. Typically, what happens is that when you appoint a person to head a particular function, he tends to have more people under him from the same organisation. The other organisation's assets in that area tend to get lost. We are consciously trying to make sure that that does not happen. Lost assets are one of the largest reasons for value dilution in a company.

Challenges of a quick jump from a mid-sized to a large company

Actually, this is quite a challenge for us. If we had grown from 250m to 1,000m organically, all the management and leadership team would be maturing at a certain pace. Now, you are taking the same management and leadership team who have run either \$250m or \$700m and telling them to be responsible for a billion dollars which is different from what they were doing before. People have to mature in a role. Maturity of role in terms of mentoring capability, governance capability and risk management capability has to mature quickly now to catch up with the fact that we are a billion dollar company. Currently we may not have maturity of processes required for a \$1b company.

ManagementNext Indian Leaders' Adventure Series

Is this talent available?

Actually, people respond well to challenges and stretch themselves. Some part of it is also an orientation change moving from handling six projects previously to nine projects now. It is about helping time share oneself better and focusing better on the more strategic things. That is what we will be going through this year.

What is your take away of growing from a mid-sized company to where you are now?

It gives a great satisfaction and in many ways vindication of strategic choices you have made. It is fascinating that you can afford to get to a billion dollar in revenues from very little when I joined while diluting your existing shareholders by only one third. I would like to think of that as a very solid achievement and one to feel happy about. On the other hand, at IIM, there were courses called soft courses where grading used to be much simpler. I am now finding that all of the courses that I avoided in IIM are the largest levers for organisational transformation and performance - Culture development, Organisational behaviour, Inter personal dynamics, all these courses have suddenly become the largest determinants to organisational performance, particularly so in a M&A scenario.

At iGATE, we would have hired people based on evaluation of certain parameters while at Patni, people may have been hired based on certain other parameters. The challenge is to make it work for the combined entity and its one of the complex challenges. Typical entrepreneurial model is to lead from the front and others are keeping up with you. This is pushing from the back, which is very different. In my style, it is reverse leadership. Certainly, it is a little bit of difference for me. There is a lot of positive feeling about what we have achieved but at the same time, a lot of work left to be able to truly realise this value. At the end of the day, you don't want to be a spectacularly failed acquisition. I don't want to be in the 70% acquisition (failure) bracket.

Markets pulling down a stock after an M&A announcement, like it happened to you. Is that discouraging and disheartening?

If you are in touch with the investors, it is easier to understand where they are coming from. We had a lot of momentum investors at iGATE. The company was doing great, the earnings were growing nicely, revenues were growing nicely too. The momentum investors came and drove the stock up. We, at that point of time, should have taken a step back and analysed what's the right investor profile we want. We failed in that and paid a price because momentum investors quit when the

acquisition was announced. This was the time value investors came in. It would have been nice if investors understood but having said that, unfortunately in life, I have been in zones where people haven't understood me.



In 1999, I met the head of META when I was at Infosys. He came and said that his team told him that he should be meeting me. He was not convinced of the offshore business and that it was not long lasting. He asked how much was our revenues. He then asked the market cap of the company. I told him it was \$38b for a \$128m revenue company. He almost fell off the chair. Similarly, if I look at the Outcomes Model, which I have been talking about for a few years, all the analysts questioned it. Now, slowly I am seeing Gartner and Forrester putting out reports that this is the future. For 4-5 years, I have not been understood. Even within the industry, it has not been understood. But, it is a chance you take. If you are trying to be a little ahead of the curve, it is possible that you will not be understood fully.

What is Outcome-based model?

In simple terms, it is a way to ensure that both the customers and the outsource partner are motivated and incentivized to get more out of the same thing. It is not working at cross-purposes like in the Time and Material model, where the client wants work done in lesser hours and you want more hours to do the same thing

Personal price you pay for growing big

The question which I have asked myself is potentially really, why this acquisition? Without question, acquisitions increase dramatically the amount of personal pain. In the last one year, I have worked the hardest I have ever worked in my life (and I am a pretty hard worker). Amount of travel time has gone up. There is less family time. Also, you are used to a certain team and as you grow older, you would like to work with people who you know well and you can trust – those who understand you and grasp what you are trying to say- if you start a sentence, they can finish it. Suddenly now there are different teams and different sets of people and you are left wondering if all of them will understand what you are saying in the same way you want them to understand. And for that, one has to retool and relearn. And that's what I mean by the large personal thing.

While from a business point of view, there is a clear justification and ROI, from a personal point of view, I am trying to figure out what is in it for me personally. It is a very high personal price to pay. Presumably, the returns for me

could me from the satisfaction that this has been one of the best acquisitions and built some legacy to stay. iGATE was on a fast growth path in the last few years with the industry best-in-class earnings. If we had gone down that path for the next 2-3 years, things would have been comfortable and I could have retired happily at 50. Now that is gone. For me, this has to become a model case for how an acquisition can succeed for it in my mind to pay me back for the pain I have taken on a personal basis.

What is your reflection about your leaving Infy considering the current leadership 'crisis'?

My general philosophy in life that has served me well for the last 48 years is that I have zero regrets. The moment you start second-guessing yourself, then in the future too, you will start second-guessing yourself. I make the best decisions based on all the information available with me and go forward. Even in the Infosys context, I genuinely believe that I was a large prime mover in the growth of the company. That actually gave me the confidence to do this again.

Leadership churn in the Indian IT industry

What is your view on the Leadership churn in the IT Industry, especially because the generation that brought the Indian IT to this stage is now retiring?

My analysis is slightly different. I believe that the first three –four companies in the Industry were at the right time at the right place and executed extremely well, accordingly to plans to succeed. Lot of the other companies that came later were entrepreneur led companies and were capable of bringing it to a certain level. After that, outside support was required to take it to the next phase. Even at iGATE, after the founders left, the company's performance became much stronger. But, can the founders let go is the big question.

If you are a founder-led company, 100% of the identity is closely tied to that company and therein lies the problem. Either the founder has to take the decision to step back and realise the value from the gain of the stock or alternatively rather be engaged fully in the business and if this is all I can get the company to, be happy with that. Also, you should remember that most of these entrepreneur founders have become personally wealthy. Even if their companies are only \$150m, they may be worth \$40m. That's plenty of money for 2-3 generations. That's the reason the crisis of leadership that we are talking about - it's too late to start another company now. Really, there has to be a change of guard at these companies where someone else can come in and accelerate the growth.

Phaneesh Murthy's M&A success secrets

- ◆ Picking a team quickly to remove uncertainty in the system
- ◆ Even before the closure of the transaction, there was a clear joint go-to-market strategy
- ◆ A conscious move to default to the better plan (of the two) in almost all the things
- ◆ Quickly connect with the customers and inform them of our intent and vision
- ◆ One has to make sure that the two companies start culturally working together
- ◆ To make sure you don't lose the assets (Human Capital and IP) in the two companies
- ◆ If you are in touch with the investors, it is easier to understand where they are coming from (managing post M & A outcome)
- ◆ One of the reasons for failure of acquisitions is when it is driven less by business imperatives and more by personal egos
- ◆ Culture development, Organisational behaviour, Inter-personal dynamics, all these courses have suddenly become the largest determinants to organisational performance, particularly so in an M&A scenario

Why Executive MBAs are a big draw



Students of the latest IIMB EPGP batch at the IIMB campus

A positive business environment, after the nasty recession, is encouraging hundreds of mid-career Indian executives to risk their jobs to do an executive MBA. Find out what is driving them to it and what is in store for them once they complete it

Executive MBA is becoming a hot property in India today even as the MBA appears to be losing glamour. This is evident in the growing number of B-Schools and other colleges offering a mid-career education break to executives who believe it can fast-track their career and open up leadership positions.

Mid-career professionals, who joined work after their professional courses, especially with technical domains, have always felt the need to acquire an MBA. More than the urge to learn new managerial

skills, they wouldn't like to be left behind in the corporate rat race by those who come with a technical plus MBA degrees. Never mind that these double degree holders would have forgotten what their technical degree taught them and come ready to become managers.

ManagementNext spoke to a few executive MBA students at the Indian Institute of Management, Bangalore's Executive Post Graduate Program (EPGP), to get a flair of what went through their minds before chucking their jobs and shelling out

their own money (doesn't come cheap) and do the program.

A closer look at the profile of the students of IIMB (EPGP) throws up a few trends. One, many Indians working abroad chose to come to India to do the course for obvious reasons – the market is here, and is cheaper to do it here than in the US.

Another interesting trend is among a few who intend pursuing a business idea after their eight to ten years of professional experience. Good professional experience and a good business idea is a potent combination.

While the best executive education today is still provided by the top 10 B-Schools in the US and the UK, apart from the ten-year old Indian School of Business, Hyderabad, most colleges in India are novices in their area. Even in the Indian Institute of Managements, the one-year executive MBA are between 3 and 5 years old while they appear to be doing the shorter versions – three months – pretty well.

In a country with easily a million middle level managers, the capacity of top 50 Indian colleges and institute's to offer a one-year executive management education would not cross even 5,000. Only quick deregulation and deep reform of higher education are necessary to unleash supply to meet the suppressed demand. Good opportunity for entrepreneurs to get in.

The good news is that the established institutions are beginning to expand. NIIT Imperia's plans to increase its presence from 8 to 75 cities soon. ISB signed an MoU with the MIT Sloan School of Management, to develop two new institutes at its Mohali Campus – The BML Munjal Institute for Manufacturing Excellence and Innovation and The Punj Lloyd Institute for Physical Infrastructure Management.

What's emerging is an interesting mix of weekend and online courses to address the big demand. Fortunately, finance doesn't seem much of a problem with banks ready to offer loans. Why won't they? The risk with already well-earning professional is the least.

Ariff Kachra, strategy professor and director of India Development at the Richard Ivey School of Business, London, Ontario, in a recent article

in The Wall Street Journal, has articulated a few strategies for Indian executive education providers if they want to be relevant and world class.

The biggest leap schools need to take is to change their mindset from being education providers to also be involved in execution of what they teach in actual practice in companies.

“Can executive development programs be held responsible for execution? Although execution is truly the job of the manager, an executive education program that offers no custom-designed curriculum will always meet the bar of being interesting but always fall short of helping managers turn insights into executable actions.”

From the students point of view, Kachra suggests a couple of things to look out for before closing in on a particular school – “When you make the decision to spend executive education dollars, you must insist that the education is being delivered by faculty that have lived, worked and conducted research abroad. Also, ask how much global experience the school has.”

Other questions to ask are - Do the faculty or trainers engage in applied, practical, real-world, publishable research? The faculty member's role clearly is to be a knowledge partner to the executives in the room.

For companies that engage colleges to train their managers, here are a few questions they must ask upfront:

- Whether they have the support systems in place in India and globally, to build customized programs?
- Has the school or training outfit built or are they willing to build a relationship with your business?
- Are the delivery methods applied and practical?

Just like the B-school boom in the last five years, the new boom could happen in executive education in the next few years. If India is to globally compete in areas like excellence, productivity, innovation and delivery, which are currently abysmal, top-class executive education eco-system and training at all levels of the work-force are a must.





Back to School

A few current IIMB EPGP students recount what made them decide to do the executive MBA and what they intend doing with it



Agnel Joseph

Manager to an entrepreneur

Prior Role: IT Services Marketing Manager, Hyderabad, India.

During the nine years of my working career, I have created value for the organizations I worked for. I believe it is now time for me to be in total control of the process. As a wannabe entrepreneur, I have a few business ideas that I want to pursue in India. My prior experience in IT marketing, and project and account management for global customers did expose me to several nuances of management. To be an effective leader and entrepreneur, I realized the need to supplement my experience with formal management education.

The opportunity to gain business education and skill set from a top business school in India within a crisp span of one year attracted me to this program at IIMB. This educational break in an intellectually stimulating environment that breeds innovation is just what I need to become a successful entrepreneur.



Suresh Raghavendra

Doing good through world-class infrastructure

Prior Role: Civil Engineering Project Manager, Phoenix, USA

Every report about India's future has a common observation: infrastructure is inadequate; sustaining growth is impossible without upgrading the ailing infrastructure. My career goal is to foster that development: Betterment of Society – Perhaps One Infrastructure Project at a Time! In addition to the noble cause of wanting to promote development in India, Mr. Manmohan Singh's recent statement that Indian infrastructure needs \$1 trillion investment during 2012-17, makes my goal relevant, timely, and sustainable. The opportunities in India are enormous.

While I was on track towards a successful career in the US, I realized that it would not lead to my goal. Not only was I not promoting infrastructure development in India, but doing so seemed impossible in my career trajectory. A change in course was necessary. Also, my background was in technical management; in order to achieve my goal, I needed to learn other business aspects such as accounting, operations, etc.



Ashish Dongre

From doer to an enabler

Prior Role: Executive Assistant to Managing Director & Projects Head Hindalco Ind. Ltd., Mumbai, India

While my career at Hindalco was going great guns and I had this opportunity to work in diverse areas such as the shop floor, green field projects and even the MD's, I knew I had the potential to learn and do much more. I often felt stymied due to lack of theoretical knowledge and knowledge of perspectives outside of my operating core.

It was very clear that for me to reach the pinnacle, I needed to transform from an enabler to a decision maker. My decisions needed to be well rounded and comprehensive. For example, I had a limited exposure to the market dynamics, the macroeconomic perspective or the people perspective. I had seen myself struggling to get that fine balance. I observed that an obvious seeming solution in one case is a misfit in another. I believe, along with experience, it is only through fundamentals & comprehensive outlook that would help me become 'doer from enabler'.



Alok Gangaramany

Beating the plateau

Prior Role: IT Project Manager, Energy & Utilities Sector, Chicago

It is said that most people don't quit their jobs but indeed quit their bosses. However, I was one of the few lucky ones who had a great boss and was working with a competent team. This positive nurturing atmosphere enabled me to succeed, and as a testimony, I was recently promoted as a manager. However, I had reached a plateau, was bored of what I was doing, and wanted to return to India – I needed a stimulant – meet people with different perspectives and make new friends.

Added to all this was the desire to get an MBA. I knew I was doing a good job but aspired to know how my work fits into the larger scheme of things. I wanted to know how the company worked, how executives handled operations and what all the economic terms meant.

I started looking into executive education to fill the void and answer the questions. An Indian MBA seemed to fit the bill. IIMB EPGP - customized for midlevel professionals with focus on developing countries - is the perfect solution.



Soni Sultania

Next Indra Nooyi?

Prior Role: Project Transformation Manager, Logica, India

While my work as a transformation manager exposed me to areas such as operations and project planning, there was a desire to update my skill sets with the latest management tools.

Getting to know how people in other industries dealt with similar and very real issues was another motivator.

The differentiating styles of leadership of women corporate leaders such as Indra Nooyi served as an inspiration to further fast-track my career into leadership roles.

The one-year MBA program at IIMB will help me build on my "signature strengths" and build an astute business sense.



Pankaj Mittal

Bridge the haves and have-not gap through technology

Prior Role: Financial Services Marketing Analysis Director, Delaware, USA

While working at Barclays in US, I helped senior executives in making multi-million dollar decisions. Even though the strategies I created were exclusively used in making those key business decisions, I felt that I lacked certain tools necessary to make those decisions myself. I realized that with the experience I had gained at Barclays, an MBA would certainly advance my career to the next level.

I wanted to be part of India's growth story; I wanted to apply the ideas learnt in the US and replicate the same successes in India. With my interest to start a venture in the technology related area, Bangalore is an obvious destination in this information age. I believe the credibility that an MBA gives will open doors that were hitherto unavailable.

Furthermore, I believe, there are two Indias – One in which some of us are fortunate to live and the other where people still are in the dark. There is talk about inclusive growth, a hackneyed concept that has been exploited since Independence. I believe it is time for action and technology is the answer. For example, there are about 800 million cell phones. Each cell phone is potentially a bank account. I have the technical know how; MBA is what I need to start on this journey.

Acquiring skills is your own responsibility

Most successful business leaders have at least one unusual interest. In Sandeep Dhar's case, it's a fascination with Asian religion and philosophy. He was drawn to it while working in many Asian capitals that have rich cultural heritage.

Sandeep Dhar is currently CEO at Tesco HSC in Bangalore. He has over 20 years of experience working with leading global organisations and has worked across different verticals from retail banking and IT Consulting to Business Process Management across Asia, Europe and North America. Sandeep has worked with Sapient, as the Managing Director of their India operations, at Mphasis-EDS, ABN AMRO Bank and Citibank.

Excerpts of Sandeep's conversation with ManagementNext

In your over 20 years in corporate life, can you highlight five learnings that will keep you going in the future?

Guess the question is about lessons learnt which are timeless. The first lesson is that the only insurance for perpetual employment and career growth is one's skills and capability. One has to deepen one's existing skills to ensure one is sought after today and one has to constantly widen one's skill set in order to remain relevant in constantly changing times. Work smart and not hard, align yourself with a high flying boss...all these and are other similar beliefs are myths in my opinion and do not ensure a sustainable success.

The second lesson is that the only person who can help you develop your skills is you yourself. I have seen many people wait for the organization to spoon feed skills to them and often blame the lack of adequate training programs for the lack of their development. I have found that the people who are genuinely interested in acquiring knowledge find their own ways to do so. They enroll themselves for courses, read books, practice active curiosity and find people who can help them learn. If their organizations have training programs, that's a bonus, but it certainly isn't the only way to acquire new skills.

The third lesson is that there is no substitute for hard work. It doesn't matter how talented you are or how smart you are. All your potential will go waste if you are not willing to slog it out. Hard work is the only way to hone your skills. Whatever the field maybe, sports, acting, music, dance or the corporate world, I do not know of any accomplished professional who had not had to work hard to go from good to great.

The fourth lesson is around humility. Once you have acquired expertise in a particular area, arrogance is almost a natural consequence if one is not cautious and on guard. Arrogance then blinds you to the existence of further improvement opportunities, and you therefore don't work on them, and your skills start stagnating. For a while, you don't notice it but soon your knowledge becomes dated. Arrogance also blinds you to the possible sources of knowledge. Any person, regardless of his age, sex, seniority or qualifications can potentially know something which you haven't learnt as yet. Arrogance prevents you from seeking him or her out for improving your knowledge.

The last lesson is that the pinnacle of knowledge or expertise can only be achieved through sharing and team work. Howsoever good you may get, you will never know everything. Sharing with one another allows you to fill in for each other's inadequacies. Since Dr. Salk invented the polio vaccine, nothing of significance has been invented or discovered by an individual in modern time. That's not a reflection of the incompetence of individual contributors but of the power of teamwork.

To sum it up, you should focus on acquiring skills. Acquiring skills is your own responsibility. Hard work is essential to do so. One has to guard against arrogance, and the best can only be achieved through teamwork.

You have worked across different verticals from Retail, Banking and IT Consulting to Business Process Management and across geographies. How has the switch been?

The most exciting part was clearly the opportunity to acquire new skills by being in different business and industry verticals. Nothing in itself was boring, but whenever I did the same thing for too long it became boring. That's where a change would help. You would restart with a fresh mind, be challenged by enormity of the task of understanding an entirely new business and over a period of time, I ended up broad basing my skill set. I must also mention here that while these businesses are seemingly different there has always been a connecting link. As I moved from banking to IT and Business Process Management, I continued to serve a large number of clients in the banking and financial services sector. And now, in retailing, I find a lot of commonality with retail banking.

Working across geographies has had a dual benefit. The first is the exposure to different cultures, thought processes and ethos. The second has been an opportunity to explore the diverse beauty that Nature has to offer in different parts of the world.

I believe that too much is made of the difference in work cultures between various parts of the world. There obviously are differences in style, but I believe that inherently human nature is the same across the world. If you give love, you are loved in return. If you treat people with dignity and respect, they are sure to reciprocate. Honesty and openness is similarly appreciated all over.

You have worked around different work cultures - Indian, British and American - describe your experience.

I believe that too much is made of the difference in work cultures between various parts of the world. There obviously are differences in style, but I believe that inherently human

InConversation

nature is the same across the world. If you give love, you are loved in return. If you treat people with dignity and respect, they are sure to reciprocate. Honesty and openness is similarly appreciated all over.

Organizational styles are somewhat different between British and American organizations. Americans tend to be more SLA and metrics driven. As long as you deliver to the commitments, they tend not to get involved in the execution details. They are more interested in the 'what' rather than the 'how'. British companies tend to be less obsessed about metrics and tend to get more involved in the 'how' of things.

Once I retire, one of the things I would like to do is learn Sanskrit so that I can read and understand ancient texts of knowledge for myself.

How has your advanced management program at Wharton Business School helped you as a professional? What did you learn there and to what extent you use them in your work?

The experience was quite exceptional. There were over 70 participants from 23 different countries and across a wide cross-section of industries. It was the first time I got to interact with people and senior executives from certain countries (Nigeria, Denmark, Sweden etc.) and certain industries (Pharmaceuticals, Aero plane manufacturing, Liquor etc.) and I realized that there was a world outside banking, IT and Business Process Management which I was totally unaware of. Interacting with these people helped me appreciate the differences in challenges that these industries faced.

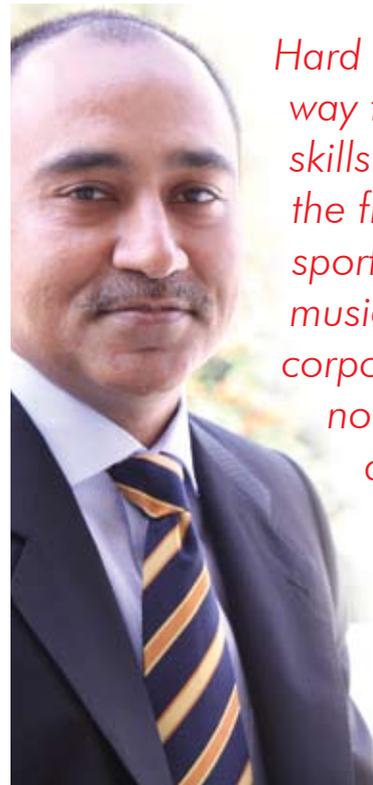
All 70 of the participants were senior executives with over 20 years of experience each and were accomplished and respected in their respective fields. There were two things common amongst them. The first was that barring maybe two individuals, everyone else had a deep sense of humility. The second was that without exception all of them were voracious readers of books in a wide range of subjects. Their curiosity and desire to expand their skill set was clearly exceptional and probably was a key reason why they had accomplished what they had.

You are an avid student of Asian religion and philosophy – Describe a bit here and how have they inspired you as a person.

Having lived and traveled extensively in Asia, I was intrigued by the how religion, philosophy, medicine and the martial sciences

have a strong resemblance in certain aspects and yet have their own individuality and uniqueness. There clearly seemed to be an evolutionary process in these areas with each country being influenced through travelers from other countries. This prompted me to take the study of this evolutionary process as a research subject. My research so far seems to indicate that India has been a primary source of knowledge in all these areas. Hindu and Buddhist thought have strongly inspired Asian religion and philosophy. Ayurveda and Yoga have had a strong influence on Asian medicine and Kalaripayattu has had an immense influence on all aspects of Asian martial sciences.

This research has opened my mind to how intensely focused ancient India has been in all aspects of learning and knowledge. Once I retire, one of the things I would like to do is learn Sanskrit so that I can read and understand ancient texts of knowledge for myself.



Hard work is the only way to hone your skills. Whatever the field maybe; sports, acting, music, dance or the corporate world, I do not know of any accomplished professional who had not had to work hard to go from good to great.

What is your idea of chilling out?

Watching an entertaining movie (not the serious types) and listening to music is probably my definition of chilling out. I enjoy water and beach sports too. They do de-stress me.

Which is the snazziest gadget you picked up off late?

The latest gadget had been an Olympus camera which has a really compact form factor and is waterproof up to 10 meters. It has been great fun shooting underwater, especially in clear snorkeling spots such as Koh Tao, an island off the South-Eastern coast of Thailand.

National Sales Manager - Derma

Company: Biocon Ltd.
Co. Profile: Biocon is an integrated biotechnology enterprise focused on the development of biopharmaceuticals.
Profile: B.Pharm /B.Sc. having at least 16-18 years experience in Sales Management including a 1-2 years of experience as a 3rd line manager in a reputed pharma company.
Exp: 16-18
Location: Bengaluru/Bangalore
Email: careers.derma@biocon.com

Project Mgr- ASP.net, C#, SQL, Oracle

Company: Patni Computer Systems (PCS), Mumbai
Co. Profile: We provide comprehensive IT solutions and services, including systems integration, information systems outsourcing, package implementation, software application development.
Profile: Overall 10+ years of experience in Microsoft dot net technology with 3+ years into Project Management. Must have prior experience in handling the software projects preferably for companies with international operations.
Exp: 10-16, **Location:** Mumbai
Email: ekta@mynaukri.com

Sr. Business Development Manager

Company: Allied Digital Services Ltd
Co. Profile: Allied Digital is a Global IT Services and Solutions company that partners with customers to make IT an enabler of positive change in the organization by providing end to end IT solutions for customers across domains and geographies.
Profile: 10-15 years experience selling IT solutions to mid-large enterprise & PSU accounts, with at least 3-4 years' experience managing sales people. Good exposure to SI and IT services sales.
Exp: 10-15
Location: Ahmedabad
Email: hrd@allieddigital.net

Asst. General Manager - Works

Company: REMI ELEKTROTECHNIK LTD.
Co. Profile: Company belonging to diversified REMI Group is manufacturing Electric & Geared Motors.
Profile: Candidates should have 10-15 years experience in production activities in an Engineering Industry, and considerable man-management skills.
Exp: 10-15
Location: Vasai
Email: jobs@remigroup.com

SAP FICO Principal Consultant

Company: GENPACT
Co. Profile: Genpact is a global leader in business process and technology management.
Profile: 5+ years of experience in implementing and supporting SAP FICO applications having expert knowledge in configuration and transactions in the General ledger, Accounts Payable, Accounts receivable and controlling functionalities of SAP.
Exp: 10-20
Location: Hyderabad / Secunderabad
Email: chiradeep.sen@genpact.com

PRODUCTION MANAGER

Company: ASHIRVAD PIPES PVT LTD
Co. Profile: With a projected Turnover of 1000 crores in 2013-14, Ashirvad Pipes Pvt. Ltd., (Bangalore) is the Pioneer and the largest manufacturer & exporter of uPVC Column pipes used with submersible pumps.
Profile: B.E. Mechanical / Electrical Engineer from reputed College / university having minimum 10 years experience in continuous process manufacturing industry in Senior Managerial capacity.
Exp: 10-20
Location: Bengaluru/Bangalore
Email: ashirvadpipes@vsnl.net

Works Manager

Company: Gujarat Reclaim Rubber Products Ltd
Co. Profile: We are a rapidly growing Rs.100 crore turnover company, with ISO 9001-2000 and ISO 14000 certifications, manufacturing and exporting reclaim rubber.
Profile: A Mechanical Engineer having experience in Production & Productivity, Maintenance, Administration (incl. Purchase, stores), HR, Projects, ISO activities etc.
Exp: 15-20, **Location:** Solapur
Email: alekhachitnis@grrpl.com

Technical Leader

Company: Cisco Systems (India) Pvt. Ltd.
Co. Profile: Cisco Systems, Inc. is the worldwide leader in networking that transforms how people connect, communicate and collaborate.
Profile: 8-15+ years of Development Experience on Embedded systems.
Exp: 10-18
Location: Bengaluru/Bangalore
Email: drajmoha@cisco.com

Manager - Accounts

Company: Watertec Systems (I) Pvt Ltd
Co. Profile: A part of UMS a 75 year-old conglomerate, is a technology driven joint venture company with Watertec Malaysia a pioneer in the sanitary-ware industry.
Profile: CA / ICWA (Intern/ Final) or MBA having minimum 10 years experience in manufacturing company.
Exp: 10-15
Location: Coimbatore
Email: hrd@watertecindia.com

IF THERE ARE
GREAT JOBS, THEY ARE RIGHT HERE.
Top jobs. Top companies @ Naukri.com



Is Healthcare the Last Frontier for Indian IT?

Despite the hype about the prowess of Indian IT in many sectors, its adoption in health care is painfully slow. It needs a few leaders to lead the way. by **Ishma Siddiqi** and **Kritika Srinivasan**

The Indian healthcare market is growing. It is expected to be worth around \$40 billion by 2012 (Source: PwC) with nearly 50 percent of the market accounted for by the hospital segment.

Dr. Ashish Dhawad, Founder-CEO of Medsynaptic Pvt. Ltd. observes: “The fact remains that there is a huge gap between the existing healthcare delivery system and the actual requirement of the population for such services.” This demand for healthcare services should itself lead to sustained and rapid growth over the next decade, with most of this growth expected to come from the private sector. A number of Indian corporate players such as the Ambanis, the Hindujas, the Reddys and the Sahara Group are investing in this space and setting up new hospitals with top-end facilities.

A study of the healthcare space in the country today, with respect to private sector hospitals shows that

- around 2-3 percent of hospitals have more than 200 beds
- around 6-7 percent have 100-200 beds
- and a good 80 percent of the hospitals are very small, with less than 30 beds

Mid-tier hospitals, that is, those with less than 200 beds, handle around 70% of cases in the country and offer the highest

scope for growth. It is estimated that 500 such new hospitals are added every year. A tier-I city would typically have between 15 -25 hospitals of this size, with revenues of \$ 1-2 million.

“PE-backed companies are opening up specialized hospital chains of smaller size,” says Dr. Dhawad. “Even existing healthcare groups like Apollo are opening smaller clinics which require fewer investments and can provide faster returns.”

Hospitals of this size face some typical challenges – they usually lack adequate administrative staff and hence, show glaring weaknesses in the area of hospital administration. Additionally, they suffer from revenue leakage and are not as profitable as they could be.

IT has a critical role to play in transforming not just patient care, but also the way that healthcare is delivered in India. Technology can help healthcare reach a larger portion of the population, while enhancing the efficiency and productivity of healthcare delivery. IT finds application in almost every area of healthcare, from remote diagnosis to patient education to insurance. No matter the size and type of care provider, there will be a demand for Electronic Medical Records (EMRs), electronic prescribing, Hospital Information Systems (HIS), telemedicine, and Picture

Archiving and Communications Systems (PACS), among others.

IT also has a key role to play in providing better healthcare to rural areas. These regions, with a population of more than 700 million, continue to be deprived of adequate healthcare facilities.

A burgeoning area which is truly making a difference to most of the outlying population of India is telemedicine, the remote diagnosis, monitoring and treatment of patients through videoconferencing or the Internet. As telecom costs decrease further, this space is all set to explode. As Mr. Maninder Singh Grewal, Managing Director of Religare Technologies Ltd. points out: "Technology will make healthcare accessible and affordable. The phenomenal success of the telecom sector has set the stage for a similar explosion in the healthcare technology sector." Additionally, major government initiatives like the UID, the state datacenters, and broadband reaching out to over 200,000 panchayats, present a great opportunity for Indian IT.

India has the fastest growing healthcare IT market in Asia, and is expected to be worth more than \$254 million by 2012 (Source: SHS). Industry sources estimate that currently, annual IT spending in hospitals in India is approximately \$191 million and will touch \$1.5 billion by 2020 (Source: Zinnov Management Consulting). A mid-size hospital in India spends between 1 and 1.5% of turnover on IT, while a large hospital spends nearly 2% on the same.

Reasons for low adoption of IT

Buy-side:

- Doctors are not IT savvy; used to manual systems
- Nurses who need to operate the system are not trained adequately
- Nature of the profession is such that it generates a lot of paper documents
- Sector may not want the transparency brought about by IT (majority of hospitals are unorganized or doctor-managed, numerous cash transactions, etc.)

Sell-side:

- Vendor market highly fragmented and unsophisticated; have been unable to present the business benefits of implementing IT

The combination of proven Indian IT talent and trustworthy medical and healthcare professionals will give India a clear leadership position

- Most existing products have evolved from custom solutions and many have only basic features
- Implementation and post implementation support not sufficient
- Lack of awareness on how IT can plug revenue leakages, improve profitability
- Lack of modular packages

IT spend by hospitals has not been very forthcoming. Across the world, healthcare organizations have been slow adopters of IT and this trend is seen in India as well.

Traditionally IT was not seen as a priority in an industry which focuses on curing sickness. A number of experts in the field point out that this mindset is gradually changing with an understanding of how IT can enable healthcare, and "India can quickly leapfrog the initial phases of technology adaptation and move directly into advanced clinical and patient care and health / medical records," claims Grewal.

From the market perspective, perhaps the healthcare industry is not taking to IT as fast as it should because of a lack of availability of appropriate solutions. While the global market is dominated by players like GE, Cerner, McKesson, Intersystems and CSC, and larger Indian IT services companies like Wipro, NewGen and TCS, the India market is mostly neglected. The healthcare IT vendor landscape here is highly fragmented with small players, no clear leader and no dominant solution. Existing solutions tend to be basic, and hospitals favor custom solutions, which are then tweaked and sold to other customers. How much of an actual need such solutions then address is anyone's guess.

Booster dose of opportunities for SMEs As the healthcare sector becomes more receptive to technology, numerous opportunities will open up for SMEs and new entrants focusing on this space. "SMEs can create a niche for themselves in areas like mobile health, embedded systems, developing low cost advanced devices, interface solutions, medical imaging, telemedicine and cloud based solutions," advises Dr. Dhawad. Grewal agrees, "Don't be surprised if you see innovative products and solutions coming out of the stables of SMEs. Smaller vendors, with their niche solutions can often innovate to fulfill a critical need that cannot be addressed by a large vendor who addresses a wider spectrum and focuses more on services."

SMEs can focus quickly and be more flexible, and new trends like the cloud and mobile are leveling the playing field, allowing smaller companies to compete on an equal footing with their larger peers.

ManagementNext™

Leadership conversations

One deep insight can clinch a deal.

Imagine if you have many?

One fresh perspective can clinch a debate.

Imagine if you have many?

ManagementNext readers have one too many.

How about ONE for the road today?

Subscribe to ManagementNext Now.



<i>Name</i>	<i>Organisation</i>
<i>Designation</i>	<i>Phone</i>
<i>Address Tick</i> <input type="checkbox"/> <i>Home</i> <input type="checkbox"/> <i>Office</i>	<i>Email</i>
Subscription Details Print: Annual Subscription - Rs. 500.00 (12 Issues). Two Years - Rs. 900.00. Three Years - Rs. 1300.00 Payment Options: Cheques / DD / Paypal in favour of ManagementNext Media & Publication LLP, #22, 1st A Main, G.M. Palya, Bangalore - 560 075. Phone: +91 80 4171 4161 email: gopinath@managementnext.com www.managementnext.com	



*Safe and timely
delivery assured*



**THE
PROFESSIONAL
COURIERS**



DOMESTIC & INTERNATIONAL - COURIER & CARGO
An ISO 9001 : 2000 Certified Enterprise

#195, (old # 49/3), "Professional House", Margosa Road, Between 16th & 17th Cross,
Malleshwaram, Bangalore-560 055 Ph.: 2331 5013, 2334 1978/5895 Fax:080-2346 2272

57, "Professional Landmark", Mission Road, Bangalore - 560 027.
Tel. : 2211 0641/0642/0643/0644/0645. Fax : 080-2211 0649
Email : tpcblr@vsnl.com blr-ro@tpcindia.com Website : www.tpcindia.com

REACH US TO REACH THEM

Patient Experience Management: Beyond Hospitality

Care



Patients demand to be treated like customers. This can happen only when a healthcare center implements a patient-care centric process with less focus on hospitality.
by **G. Vishwanand**

Why do we go to a certain shopping mall often? Why do we prefer a particular restaurant even if it is expensive? Why do we like buying grocery from the same super market even if it means driving a few kilometers more? The answer to all these questions is just one – positive experience. In today's world of business, customer is the king, and the experience she gets matters the most.

Conventional healthcare in India is doctor-centric rather than patient-centric. As the patient/customer is not the centre of the services, the experience provided to her is suboptimal. There is little effort in making health services a positive experience for the patient in most healthcare centers.

However, the trend of positive patient experience is setting in. With patients becoming 'educated customers' and participating in decision-making of their health care, the focus is shifting towards making healthcare more patient-friendly.

Many healthcare centers are competing for patients with amenities such as private rooms, beautiful lobbies and hotel-style room services. Yet, there appears to be a disconnect between amenities and clinical care. It's sad that most hospitals spend more on such amenities to attract insured customers rather than concentrate on the basic needs of the customers.

Today, many hospitals realize that Patient Experience will be the key differentiating factor when services and quality become commodities. Patient experience will now determine the success of a healthcare business in the long run. A mere change in the administration and business process does not help to deliver superior patient experience; it requires patient-focused management approach called Patient Experience Management. Patient Experience Management is the process of

Patient Experience Management is the process of strategically managing a patient's entire experience process with the healthcare facility.

strategically managing a patient's entire experience process with the healthcare facility. It is the experience offered by the hospital staffs since they influence patient perception of the hospital the most.

Happy staff, happy patients

Patient Experience Management practices focus on creating positive patient experience by motivating the hospital staff, making them more competent at their profession, and encouraging innovative thinking. Only a satisfied employee can deliver better care and service which in turn result in better outcome and high patient satisfaction. Working for an organization that gives importance to patients also delivers employee satisfaction. Inclusion of ethical issues in patient professional relationship and cultural sensitivity can contribute to positive patient experience.

Hospitals could carefully study and work towards improving touch-points for delivering an effective patient experience. Patient feel good—or bad—about hospital through their five senses: Sight, Hearing, Smell, Taste and Touch. Patient perceives the experiences delivered by hospital at various customer touch-points, for example, outpatient facility, communication materials, pharmacy, staffs, website, billing center, reception, canteen, ward etc. The cumulative experience across all touch points becomes how patient feels about you and your hospital.

A complaining patient is the last thing a healthcare facility would want. However, complaints should be considered as an opportunity to improve the service. A system with a better complaint management should be implemented.

The only way to improve patient experience is to implement a set of activities that is meaningfully customized for each patient. Every organization should work keeping in mind that "excellent customer skill is essential for all employees". Patients always have the options to choose the healthcare center, they will return only to those where they are treated and respected as individuals.

The author is CEO of InfocusRx. InfocusRx expertise is in developing branding roadmap and implementation of customer experience management strategies for healthcare community through simplified, informative and innovative branding and knowledge services.



Use metrics, make big money

By using right metrics, entrepreneurs can make more money over the long term than they can ever imagine, says **Michelangelo Celli**, an expert in CEO Vision Marketing, with Pittsburg-based Cornucopia Group, in a chat with **Benedict Paramanand** while he was in Bangalore recently

You speak about private business CEOs beating Wall Street hands down

We have designed measurement metrics that are designed to help business owners realize that you can make money many times over than on Wall Street or your local stock market. Our CEO Vision Marketing method offers CEOs a “systems way of thinking” for a 360-degree view of their B2B marketing and sales operations.

Instead of trying to earn 8 percent on Wall Street, B2B private businesses selling expensive products and services can earn a staggering amount of money if they are disciplined and marketing oriented. Your business is your largest financial asset which you need to leverage. Most business owners don't even know that personal wealth is the end game. They spend 30 years inside their business and are more or less penniless. Some put money away privately, but the final sum only amounts to what they would have anyway working for someone else and making a salary.

We don't believe that is good enough. They have taken enormous risk and they should wonder ‘shouldn't there be a reward?’ SME owners should build personal fortunes through successfully managing growth. Yet, with improperly planned, executed, and managed marketing and sales operations this growth never comes. We are introducing B2B CEOs to measurement models for the B2B sales and marketing systems process that does not exist today in an easy to access manner that they can understand, to enable this growth.

What challenges do you think Indian small businesses are facing today?

There is so much opportunity that the small business owners

I have been meeting in this seven city speaking tour seem overwhelmed today. They are struggling to find out where they fit in the market place and the best way to perform in their business. However, they are going to figure out sooner than later – and it is going to change everything.

Are SMEs less clear on what Marketing is?

In my first visit to India and meeting hundreds of small business entrepreneurs, most of the questions were related to sales. There wasn't a lot of probing in the area of marketing – except related to basic promotion – which is a very narrow area of true leverage marketing brings.

It's natural in the evolution that companies focus first on sales, and then as they grow they get more demand and get more sophistication and the marketing area of their business becomes more important to gain massive leverage. Now, everyone seems chasing and finding opportunities. They are everywhere. And they are abundant. Today, India is still in sales mode.

Small businesses usually see only 30 days out. That's what leads to a sales culture. The problem with that is you can become anything, anytime, anywhere – this can erode specialization, and increase price as the basis of competition. Being market(ing) focused which helps in insight and discipline can help protect value-based strategies. I don't see SMEs needing to have the discipline right now to back away from business that is not related to their core value. This will go unnoticed in the short-term but not in the long term.

Why the price fixation among Indians?

It appears to be a cultural thing about driving everything to a price discussion – at least from what I have been told by the CEOs here, and they would know. They live it every day. However, small businesses cannot compete on price with larger businesses. Small businesses should compete on their distinct advantage that is intimacy and value.

How large is the problem of CEO Vision Gap you describe among most companies?

It's huge. Most CEOs of businesses under \$50 million don't do a good job of setting context inside their organization or what we call "the first marketplace". Without strong context, it leaves the marketing and sales executives at a disadvantage in their ability to plan, execute and manage. So, the business itself winds up with outcomes which the CEOs don't like. Yet, CEOs rarely point at themselves, and ask - have I done my job? – instead of blaming their team leaders, or other outside factors such as the economy.

The vision gap results in an inadequate ecosystem for planning. Many CEOs have fancy ideas about their ideologies and values, but are not clear of how their business can make money. CEOs should know what business they are in. They should understand what makes money in their business. When they don't it costs their business money, but it also costs them money personally as many private business owner are the 100% shareholder. At the end of the day it hurts them, and their family. Yet, when things don't go right they don't hold themselves accountable.

The marketing function can be measured as accurately as your finance function

Ideal budget for marketing?

The general idea that about 2-5 percent of the company budget should go for marketing came out of some outdated advertising model...and advertising is not marketing – although many CEOs use the words as though the meaning is synonymous. The best way of bringing leverage to business is in understanding how each of your customers can bring cash into the business by measuring how they perform. What is the flow of revenue from your customer? Do you even know? Do you measure this? And if you do know, then what profit do you make from this inflow of revenue? And lastly, how much of this profit do you re-invest to get more?

In some cases it might make complete sense to be re-investing even 100 percent of your profits into your marketing efforts, because you might make a 600% return. It just depends what

kind of a CEO you are – are you a lifestyle CEO or a growth CEO. You will frustrate the people you work with if you tell them you are a growth CEO but lead the life of a lifestyle CEO.

Isn't everyone today talking about return on marketing?

Yes. Mostly, CEOs complain about how they can't measure their ROI on marketing. But that's because they have not built a ruler. The marketing function can be measured as accurately as your accounting function. We help CEOs change their thinking on measurement– wrong thinking leads to wrong action – we help them to change what they think of marketing role, and how to leverage. Actually, I don't think bigger companies do a better job at measuring ROI on marketing either, and it is a lot easier for a smaller operation to turn around faster.

The thinking that marketing should lead to sales and branding to profits – leads to a lot of confusion in the company. Clarity comes when everything should lead to more sales

Everyone is putting marketing/ branding under one head

I'm not a big proponent of branding in smaller companies. The thinking that branding leads to sales – creates a lot of confusion and waste and ineffectiveness in the company. Clarity comes when everything should lead to more sales. When you have a lot of sales your brand recognition will naturally extend.

When you are doing branding you can end up doing esoteric things and forget about marketing to sell more. Branding is a very high form of business and very few people on this planet are any good at it, and really most SMEs are not ready for that. They need to market direct, and sell direct; they need to define their market tightly. If they do that, well it's great.

Problem of recruiting the right CEO for an SME since everyone wants to be a CEO of a large company

I see problems with entrepreneurs not wanting to give up what they see as control of the daily operation. A lot of those companies never go past a certain point. Those few who have seen that have done it, I have seen good things happen. It hasn't been a mistake. Those entrepreneurs then focus on their role as a shareholder and as an investor and this boosts accountability.

www.cornucopiagroup.com

The Al Dente Moment

What Pasta can teach Entrepreneurs



Alok Kejriwal

Chef's tip: Be your own Chef. Taste your Pasta at all times. When you think the time is right, just serve it – 'Al Dente' or not.

I am obsessed with Pasta. Ever since I traveled to Italy to get trained in the factories there (I used to work in my father's socks factory), I cannot get Pasta, its permutations, shapes and sizes and of course how it is cooked – out of my mind.

In the context of Pasta, Al Dente in Italian literally means 'To the tooth'. This refers to that 'perfect' moment when the Pasta is firm, strong, crisp and cooked – but not soft and supple. It's just the way it should be. The best way to get your Pasta to be Al Dente is to keep nibbling on a piece of Penne or the Fettuccini while it is boiling. The very moment you can bite into the pasta and yet feel its firmness, it's 'Al Dente'. Immediately drain, add whatever you have to into your Pasta and enjoy (I like it with very little garlic and mushrooms sautéed in olive oil with mixed Italian herbs and top it with grated parmesan cheese). Buona Appetito!

Now, observing the 'Al Dente' method has inspired me to think of 'perfect moments' as they appear in an Entrepreneur's life. As they say, you can never time anything to perfection, but just like Pasta, if you know when your best time is near, you can leverage it well.

Some of the instances when an Entrepreneur can enjoy her 'Al Dente' or perfect moment:

I can barely cook, but my cooking is better than yours

Sometimes, knowing little of something absolutely new is better than knowing everything of something very old. To explain – in 2003, when we began working with Sony television in India on Mobile VAS, we were the only Company in India to understand ringtones, SMS gateways etc. Just the fact that we could manage 'mobile stuff' won us the Indian Idol business in India and 50% revenue sharing across the board. Circa 2009, everybody knew how to do everything and the party was over. But in those 6 years, we managed to fund and exit the business!

Grow the Walnut - Don't try to eat it if you can't open it

In 2006, Mobile2win China was in business since the last 5 years and the operational difficulties in China were increasingly hammering us. We had a great platform, operator connectivity across the length and breadth of the PRC and very scalable technology. With all this, we were still struggling to make money. We had grown and ripened a beautiful walnut but couldn't understand how to open it and enjoy it. If we waited too long, the fruit inside would rot. As we were wondering, the Walt Disney Company came along. They were keen to have a ready-made mobile

platform with operator connectivity in China! They weren't looking for revenues in a Company but an operation with employees and licenses and the expertise. They bought out mobile2win from us in an all cash transaction that made us 6x on our original investment. Disney was the squirrel who was destined to eat the nut. We were fortunate to find them at just the perfect time!

Being the first item on the buffet table

By 2007, lots of VCs who had made money in the MMOG (massive multiplayer online games) business in China and Korea were punting that India would be the next geographical bet for massive valuation businesses using these games. Their thinking was that China and India were similar in many ways, and if Shanda and The9 could become billion dollar plays in China, the same story could repeat itself in India. As part of this punt, VCs began looking at entrepreneurs in India who had gaming experience, and my name along with that of my co-founder – Mahesh Khambadkone popped up. A few meetings later, we had co-founded Games2win and were given a cheque of 5 million dollars by Clearstone Venture Partners to start up that business. It's full credit to Clearstone that they quickly accepted our point that MMOG was not working and allowed us to change our business model to casual snacky browser games. But Games2win was started up because we were the first set of entrepreneurs that the VCs met when they came to the buffet table. I guess we were the right people, in the right place and at the right time.

'When' is a matter of personal taste

If you look at the cases of Yahoo passing Microsoft, Groupon saying no to Google, it's the chef saying, 'I don't want perfect Al Dente. I'm happy to serve the pasta maybe soft, maybe supple but at the time I want to serve it'. Nothing wrong with that! Yahoo and Groupon continue to march on. On the other hand, Sabeer Bhatia sold Hotmail much earlier than the Al Dente moment. Given the way valuations have soared, Hotmail could have fetched 4 Billion, not 400 million? Who knows?

If there was ever a perfect 'Al Dente' moment, it was when Steve Case sold AOL to Time Warner. A small fledgling company positioned itself so cleverly to an old media behemoth and the values that it extracted are now historical and soul shattering. Unfortunately, in the case of Time Warner, what they thought was 'Al Dente' Internet Pasta turned out to be Al Dente Rotting Garbage. Billions of dollars of value were destroyed cleaning up that horrible stinking kitchen (AOL+Time Warner).

<http://rodinhood.com/the-al-dente-moment-what-pasta-can-teach-entrepreneurs>

reprinted with permission



Bill Treasurer

Be Courageous

Courage brings vitality to other core business concepts like ethics, leadership, innovation, motivation, and relationship-building.

Here are fearful times. Reading about economic instability, terrorism, and other threats is enough to make you want to lock your doors and stay safely home. But with fear comes opportunity to demonstrate courage. Just observe five realities.

1. Shift from stupid courage to smart courage.

When I was a kid, a ferocious dog named King lived down the street. At six years old, I was deathly afraid of King, a jet-black Doberman Pincher. Every time I walked past the house, King would bark viciously. I knew that I would have to confront King to overcome my fear. In my first act of courage, I donned a Superman cape and headed down the street. When I arrived at my neighbor's house, King was sleeping in his doghouse. This was my superhero moment! I tiptoed up to his Spartan sanctuary, peered inside, and was chewed up!

Courage without brains is like ethics without a soul. There's smart courage and there's stupid courage. Just because you are courageous doesn't mean you're applying your courage toward the right aims or in the right way. My moment of stupid courage with King had a lingering impact: for years afterwards even a yelping Chihuahua frightened me.

If you aspire to be an effective leader or stellar performer, you'll need courage, but you'll also need intelligence, discipline, focus and persistence.

2. Shift from incidental to intentional courage.

I know that you've done courageous things in your life already. You were courageous the day your parents

dropped you off at summer camp. You were courageous as a budding thespian in your high school play. You were courageous in college when you contested the lousy grade your English professor gave you. It took courage for you to say "I do." And it took courage when, after spending years caring for her, you made the gut-wrenching decision to put your ailing mother in a nursing home. You are courageous, but perhaps through happenstance. Yours has been an incidental courage. Your courage manifested itself as a byproduct for engaging with fear. Most often you've fallen into your courage as a reluctant participant.

I invite you to shift your courage from incidental to intentional. Being intentionally courageous requires making a deep commitment to acting consistently courageous. Instead of waiting to respond to situations with courage, you seek opportunities to be courageous. You ask yourself, In what areas of my life do I need to be more courageous? What is the next courageous thing I need to do? and Who needs my courage most?

When you shift from incidental to intentional courage, you search for challenging opportunities in which to apply your courage. Intentional courage is deliberate, willful, and even transgressive. By seeking stormy situations that warrant the application of your courage, you are intentionally pursuing situations that others avoid.

3. Expect naysayers - and seek the support of a few powerful yea-sayers.

Just because you're courageous doesn't mean that you'll win people's favor. You may in fact provoke anger and outrage.

Though courage may bring out the best in you, it may also bring out the worst in others.

Even when courage doesn't instigate outright violence, it provokes opposition. Naysayers tend to surround people who act with courage like zombies in a graveyard. I coached, for example, the medical director of a hospital who oversaw a large staff, but hated his job of 20 years. His secret desire was to become a high school teacher. What stood in his way—his naysaying wife. She'd harp on him, moaning, "You want to give up your six-figure salary to become a poorly paid teacher? Over my dead body!"

Naysayers often position their opposition as being in your best interest. "If you do that, you'll get hurt. I'm just trying to protect you!" they say. The reality is, however, most often they are trying to protect themselves. Their real worry is that your courage will cause them harm. When you act with courage, naysayers will try to block your way. The more substantial your courageous act, the more visceral the naysaying response will be. Recognize that for every 10 naysayers, there will be at least one powerful yea-sayer cheering you on—and their cheering will likely have a counter-balancing, possibly neutralizing, effect on those naysayers. Thus, when you're facing a challenging situation, it helps to have the support system of a few powerful yea-sayers.

4. Move from the Closet Zone to the Courage Zone.

I once asked an executive about the most courageous thing he had ever done. He replied, "When I came out of the closet." It was no secret that Frank was gay. It also wasn't an issue. He was an effective leader of 200 people. They had become so comfortable with Frank that he often brought his longtime partner to company-sponsored social events. People were comfortable with Frank because Frank was comfortable with himself. So I was surprised to hear him identify his outing as his most courageous thing. "It was a different world 20 years ago," he said. "Plus, this company is full of macho engineers. I wasn't about to wave my rainbow flag in front of them. So, for years I betrayed myself. Eventually I realized that no job is important enough for me to have to come to work as a fraud."

Had Frank not exercised courage, he would have moved from self-betrayal to self-contempt. To live a fulfilling life, you must be able to live within your own skin. The temporary anguish that Frank experienced was eclipsed by an enduring sense of satisfaction that comes from knowing that he stood up for himself.

One courageous moment can change the trajectory of your life. When you decide to enlist in the army, or start your own business, or go to HR and accuse your boss of sexual harassment, or quit your six-figure job to become a teacher,

you'll be a different person in the long run. So, consider the consequences before you put your courage to work—and the consequences that you'll likely reap if you don't act with courage. The regrets that weigh heaviest on you over time are usually things you don't do.

5. Courage is the chief virtue associated with excellence and leadership.

Virtues form the basis for living an ethical life. They involve the quality of doing what is right and avoiding what is wrong. They represent the best of the human qualities, and include honor, harmony, gratitude, beauty, compassion, faith, and yes, courage. In the pursuit of our virtues, we become better and more powerful people.

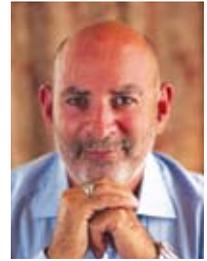
Courage is chief among the virtues. Aristotle called courage the first virtue because it makes all the other virtues possible. Winston Churchill said courage is the first of the human qualities because "it guarantees all others." Clare Luce Booth called courage "the ladder on which all other virtues mount." The Catholic Church identifies courage as one of the Four Cardinal Virtues, because it sustains the other three (prudence, temperance and justice) in times of challenge.

And yet little attention is paid to applying courage at work. When was the last time you went to a workshop dealing strictly with courage? Never. Yet courage is the operating system upon which other business concepts run. Courage brings vitality to other core business concepts like ethics, leadership, innovation, motivation, and relationship-building.

Courage presents a proposition that is too dangerous for some companies to embrace. If employees are more courageous, they'll do more than sit in their cubical taking orders like well-trained circus animals. Courageous employees will press to take on more challenging roles; voice their opinions and objections more freely; hold themselves and their companies to higher standards, elevating the expectations of their leaders in the process; challenge, and aspire, and risk, and think, and lead. While that may look inviting, below the surface, where more competitive and subterranean impulses dwell, it's a dangerous proposition. Courage raises the stakes. If employees start to act with more courage, will their leaders have to be more courageous too?

Courage, the virtue most associated with the pursuit of excellence, is perfectly suited for leadership. Courage is not a zero-sum game requiring the diminishment of leaders' power as the exchange for more courageous employees. To the contrary, the more courageous all employees become, the more passionate, driven and productive the company becomes. Courage raises the stakes, and our standards. Given all the benefits that acting with courage can have on people and organizations, be courageous!

Now to Wow



**Howard M.
Guttman**

Self-defeating narratives often define our lives, acting as insurmountable obstacles that prevent us from becoming true leaders.

The stories you tell yourself, about yourself, can make or break your future.

In a dark moment of the film, “Casablanca,” Humphrey Bogart’s character is drunk, alone in his bar, when Ilsa, his long-lost love (Ingrid Bergman), walks in the door.

“Can I tell you a story?” she asks.

“Has it got a ‘wow’ finish?” he slurs.

“I don’t know the finish,” she says.

“Well go on, tell it. Maybe one will come to you as you go along.”

Like Ilsa, when we are faced with challenges in our lives and work, we tell ourselves and those around us stories to explain the situation. But, unlike Ilsa, we know - or think we know - the ending: “I don’t work well in a team, what’s the point of giving this project my best effort?” “My counterparts in Asia don’t like me, why should I bother coordinating with them?”

These self-defeating narratives often define our lives, acting as insurmountable obstacles that prevent us from becoming true leaders. These stories may even sound logical. If you hate working in a team, why would you give your all to a team project? And if you think your colleagues in Asia don’t like you, why would you go out of your way to work with them?



Thought Leadership Series

Most stories exist only in your mind. The reason you “don’t work well in a team” might be because you’re uncomfortable being challenged or can’t manage conflict. And how do you know that your colleagues in Asia don’t like you? Have you asked them?

The going-in stories that you tell yourself exercise a powerful, often-hidden pull on how you perceive reality, make decisions, and act. They serve as a protective buffer from the mental, emotional, or physical discomfort that you experience when faced with change, enabling you to remain in your comfort zone - safe and unchallenged.

When you change your inner narrative - your going-in story - from negative to positive, limitless possibilities open to you. As an executive coach, I’ve seen radical transformations occur with people who change their going-in stories and witnessed their amazing successes.

Take Martin, a HR executive at a Fortune 100 company. He’d just been promoted to head of HR for the Asia-Pacific division when his COO asked me to coach him. Martin’s going-in story was that he wasn’t a true leader whom others sought out for guidance and direction. He thought of himself as a mere hiring-and-firing manager. But now, in every meeting and interaction, he would have to project leadership qualities: strength, confidence, decisiveness, and innovative thinking.

I told Martin that he already had years of leadership experience and already made hundreds of leadership decisions that had affected the lives and productivity of his colleagues.

We created a balance sheet to show the costs versus benefits of his going-in story. The benefits were appealing: By not thinking of himself as a true leader, he never had to spearhead innovative initiatives. As long as he did adequate -

if never ground-breaking - work, his place in the company would be secure.

But what about the costs? Now that his managers expected fresh ideas, and people reporting to him looked for leadership, his managers would soon notice that Martin was playing it safe.

Martin realized that he needed to realign his thinking - fast. I call this the ouch moment: you realize that the costs of your going-in story far outweigh the benefits, and you feel a sense of urgency to make a change for the better.

Ironically, your going-in stories are rarely shared by your peers. I once worked with a female executive who had been with the company for three years but still felt she wasn’t taken seriously. This going-in story kept her from offering suggestions or sharing opinions, even when she felt strongly.

I encouraged her to open up to her colleagues, telling them why she usually kept quiet in meetings. She learned that the rest of the group took her seriously, valued her perspective, and had never considered her too inexperienced.

Sharing your going-in story with others - in an objective, way - can reveal just how off base your perceptions are.

The stories you tell yourself about your life, wants, and needs can limit your potential, or open up new vistas of possibility. When you test these stories against reality, a new, more positive worldview comes into being. You can even give yourself a wow finish.



Pattern Recognition



Ward Ashman



Teresa Roche

Recognizing personality patterns to anticipate your responses drives an improved approach to all situations.

We often hear leaders disclose how they quickly and accurately identify trends via pattern recognition. They have a highly attuned instinct for anticipating trends and adjusting to them proactively. By observing the patterns of a situation, they require less analysis of facts—and less reaction time—thus accelerating decision making.

Another powerful area of pattern recognition is to observe your personality patterns to better anticipate how to respond to life situations. This enables you to adjust your default personality style and apply an improved response, especially in relationships. For example, if you recognize that you tend to react with irritation when you hear surprising or threatening news, you can choose a simple alternative—ask for more information by using a phrase like “tell me more,” or “how so?” This probing gives you time to observe and manage your personality pattern, observe the internal state that drives it, and apply a better response. You often learn that your initial interpretation was inaccurate, and that added information helps you make a better decision.

Recognizing personality patterns to anticipate your responses drives an improved approach to all situations.

How we live our life is what inspires others to follow us. Hence, we need to keep improving in observable ways in order to keep inspiring those who follow us to keep developing themselves. Ironically, as we move beyond the realm of technical competency to higher leadership, our ability to inspire becomes even more important in order to develop deep trust and resilience-based relationships. These relationships help us manage the challenges inherent to top leadership, via the platform of strong and creative teams.

Self-awareness via pattern recognition helps us inspire others by being at our best, not overreacting, and using our communication skills to respond effectively. As we show greater maturity in our relationships, we inspire others. And when we understand personality patterns, we can coach others.

To develop your personality pattern recognition skills, use this action plan:

1. Use the power of insight to analyze all your personality patterns and solutions to them.

Insight provides both information and inspiration. To gain insight, start by asking others you trust to give you feedback.

2. Be objective.

Your patterns are life-long mechanical habits. The patterns don't change, but you can change how you respond to them, particularly when there is an expensive downside cost. This pattern analysis may be uncomfortable since you have to identify and acknowledge your patterns, but it will help you be more effective at everything you do.

3. Create a cost/benefit analysis.

Determine your key personality pattern. Here are some common patterns based on the three primary orientations that people use to process information.

- Logic oriented: highly analytic; get rattled when things don't make sense; judge others for being irrational; high commitment to get the right answer.
- Emotion oriented: focus on the feeling aspects of relationships and situations; feel at best when in positive situations; strong need to assess how others feel; can get caught up in over-working to avoid one's own emotion state.
- Intuition oriented. Have a sense of knowing; can be impulsive, trusting the intuition, but can err by not trusting intuition and find out later it was right; and still require logic and emotion to confirm accuracy of perception.

Now think about the cost and benefit of your personality pattern to define the value proposition of your observable patterns. You may be surprised.

4. Determine your tool.

Learn from your cost-benefit analysis and design your tool for handling your patterns.

- If you are high assertive, you can run over people impulsively and miss hearing important information. The benefit is that you get to the point quickly. The tool is to think about your impact before acting to get better information and waste less time.
- If you are high analytical, you can take too long to get to the facts. The benefit is an accurate assessment of key detail. The tool is to determine how much information is actually needed to accelerated decision making.
- If you are high emotion, you can be distracted with people issues that derail practical results. The benefit is that you can build a stronger foundation of community and resilience. The tool is to balance connecting with others and getting results.

You may know your effective tools, but you need to remember to use them.

5. See your blind spots.

We all have them, and they are the key opportunity for improvement. Ironically, the people who know you best have been giving you feedback about these blind spots all along. However, we often don't listen to them. This is especially the case with those closest to us! Be diligent to learn about your blind spots and learn to see those patterns accurately. Reducing blind spot patterns is the fast way to self-improvement.

6. Observe traction.

After applying your personality pattern recognition and tools, observe the positive results of your actions and use these as positive reinforcement. Observing traction reinforces your higher performance. When possible, let others know what development area you are working on and solicit feedback on how you are doing. As you become more conscious of your improvement, you'll see more opportunities. You can self-correct in the moment. Document the results of your improvements and use them to drive a higher focus on further results.

7. Apply action.

Keep upgrading your tool kit and action plan. Drive your plan forward to keep improving and focus on constant improvement.

Self-awareness is the key to pattern recognition. Since how we live our life is what inspires others to follow and trust us, we have to keep improving in observable ways in order to inspire those who follow us to keep growing.

Traumatic Residue



Chip R. Bell



John R. Patterson

Help your people break out of protective game playing and focus on productivity, achievement, and growth.

Organizations are experiencing post-recession traumatic residue. During the recession, employees were subjected to major layoffs, deep budget cuts, and Scrooge-like frugality. The residue side of survival makes sense, but the traumatic side kills growth.

We see two types of employees at the top of the cut list - screw-ups and slackers. Screw-ups are folks who make mistakes (many should not have been hired in the first place). But they might also include brave souls who take risks that yield poor results. Slackers are the sleepwalkers who do just enough to get by. They keep one eye on the clock and complain if asked to do any extra duty.

Slackers and screw-ups drain your capacity for success. And, as the economy squeezes razor-thin margins, you can't afford to retain deadheads and deadwoods. Now we're seeing a more insidious byproduct of traumatic residue that elevates risk averse and looking busy behavior to a performing art.

Practicing shake and fake. Risk-averse behavior, emanating from a reluctance to make mistakes, gives rise to a game of shake and fake - a folksy label for plan and execute - characterized as enthusiastic and passionate verbiage around a bold idea but with no intention of implementation. The



goal is to sound bold without being bold. Project teams are organized; meetings are long on plans, but short on to do's; consultants do studies and reports; thought leaders ballyhoo the big-deal effort; best practice field trips are taken. In the end, the effort dies as another big deal begins, and the shake and fake ritual starts all over. No one initiates anything that could result in an accountable outcome.

Perfecting the hardworking image. The look busy is the activity trap. The objective is to convince everyone that you are up to your eyeballs in work. There is much alligator-killing but no swamp drainage. Requests are made for reports followed by meetings to discuss the report (meeting-mania). People brag about being double-booked, but it's all make work. This game comes with the illusion of being harried (Texans refer to this as three feet and a cloud of dust - lots of bravado, little progress). Game players often fiddle with forms and then complain in diatribes about never getting caught up. Little is achieved, but much time and energy is expended.

Get off the log. Three frogs sat on a log at the edge of a swamp. One decided to jump in. How many frogs are now on the log? Still three! Deciding and doing are not the same thing. People judge your position by the one you take, not by the one you propose. Until you execute, all decisions are intentions. All planning and preparing is just getting ready. Execution - putting skin in the game - is the test of commitment. "I believe, I support, I approve" are just weasel words unless coupled with visible action.

Great leaders know that nothing changes, improves, grows, or progresses until someone executes (or, as Seth Godin says, ships). They insist that meetings have an agenda with clear objectives and a precise length - say, one hour - and end with actions assigned to people who commit to execute something by a deadline. And they require tangible evidence that promised results are achieved. They hold expectations-setting conversations to gain buy-in on the achievability of performance outcomes. They insist on regular touch points and check-in conversations to examine the path traveled to date (versus plan) and settle on course corrections to ensure arrival at the future state. They consistently and fairly apply consequences for great or poor performance. When consequences are not delivered, trust between employees and leaders is weakened.

Help your people break out of protective game playing and focus on productivity, achievement, and growth. Either change the people or change the people. Today, customers expect around the clock, turn-on-a-dime responsiveness. A culture of hesitancy and timidity creates sluggishness. With the high-speed viral nature of word of mouse, leaders can't afford to sit on their hands while their customers vote with their feet.

Strike at the Root



Mark Faust

Conduct regular surveys in the form of open-ended conversations that allow the customer to speak on any issue in a free, open, safe and objective forum.

For a half century, Peter Drucker boiled down the basics of management to Five Questions that are the root of many problems and opportunities for improvement. How accurately can you and your team answer them?

1. What is our mission?

Leaders facilitate the creation and refinement of the mission, but customers (external and internal) must influence its evolution. How do you elicit input from your team regarding the mission? Do you update your mission accordingly?

2. Who is our customer?

You must have a prioritized list of your Best Customers and Best Targets for Future Growth. Do you have these lists, with action items assigned and scheduled? Do you prioritize prospects and customers in need of attention? Do you measure progress toward customer development?

3. What do customers value?

This question can only be answered by your customer directly. How do you regularly solicit customer input and gather perceptions that matter most?

4. What are our results?

This question, too, can only be answered by your customer. Do you regularly solicit customer input, gather perceptions, and measure results?

5. What is our plan?

Most every team will claim to have a plan, but is your plan based on the proper input from the efforts in these five questions?

Knowing people tend to support that which they help to create, elicit input from your team to ensure maximum

emotional ownership of the plan - and then monitor progress and measure implementation.

In few organizations are the right answers to these questions pervasively and accurately known and acted upon.

What Can You Do?

To infuse the answers to these questions into the thoughts and actions of your team, take four steps:

1. Survey your customers - involve your team.

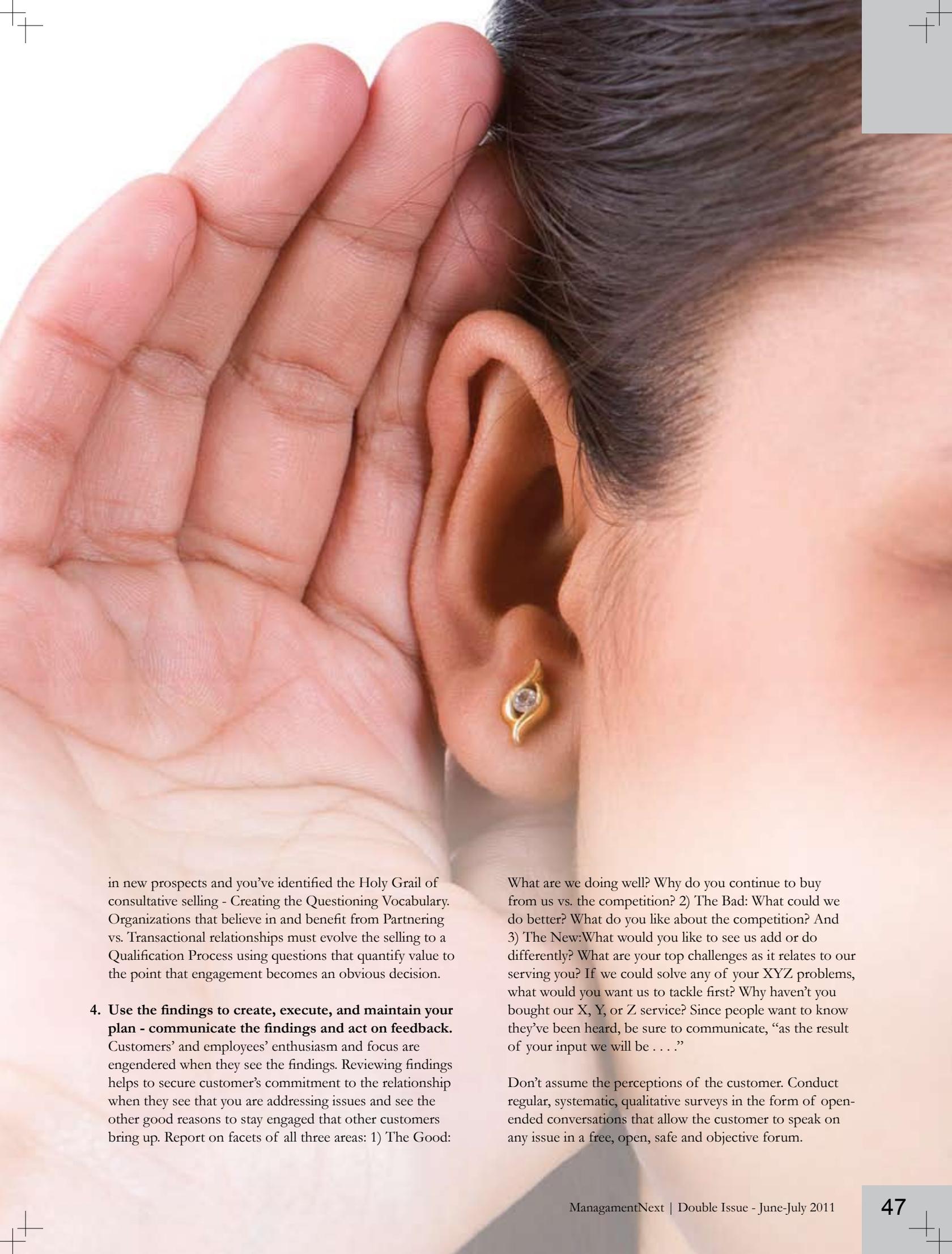
Enlist input from team members to create the initial questions.

2. Survey your team (internal customers).

Choose an objective method to conduct these surveys. Assure and enforce 100 percent confidence and privacy if requested. Disseminate only an amalgamated list of findings. Enlist objective, independent outside assistance.

3. Disseminate the answers and refine the questioning process.

After conducting customer surveys, you'll find areas that need more or less questioning. You'll also find the Sweet Spot - the area Drucker points to with questions 3 and 4. Here is where you can identify the value you uniquely impart to your customer. Identify and quantify this, qualify and make credible with third-party references (customers), and create questions that elicit a qualification



in new prospects and you've identified the Holy Grail of consultative selling - Creating the Questioning Vocabulary. Organizations that believe in and benefit from Partnering vs. Transactional relationships must evolve the selling to a Qualification Process using questions that quantify value to the point that engagement becomes an obvious decision.

4. Use the findings to create, execute, and maintain your plan - communicate the findings and act on feedback.

Customers' and employees' enthusiasm and focus are engendered when they see the findings. Reviewing findings helps to secure customer's commitment to the relationship when they see that you are addressing issues and see the other good reasons to stay engaged that other customers bring up. Report on facets of all three areas: 1) The Good:

What are we doing well? Why do you continue to buy from us vs. the competition? 2) The Bad: What could we do better? What do you like about the competition? And 3) The New: What would you like to see us add or do differently? What are your top challenges as it relates to our serving you? If we could solve any of your XYZ problems, what would you want us to tackle first? Why haven't you bought our X, Y, or Z service? Since people want to know they've been heard, be sure to communicate, "as the result of your input we will be . . ."

Don't assume the perceptions of the customer. Conduct regular, systematic, qualitative surveys in the form of open-ended conversations that allow the customer to speak on any issue in a free, open, safe and objective forum.

Will Ultrabooks scare Tablets?



Ranganath Iyengar

And just when you thought you had arrived, it is time to move on – Technology does that to us all the time – especially with the gadget payload increasing every day, we find our wallets getting lighter and bags getting heavier. It's interesting to see how Intel's Ultrabook compares with Tablets that are already in the market and if it will create a significant market impact.

Today, laptops fall into a few basic categories – The Desktop Replacement Laptop (Business and Gaming); The Standard Laptop (Utilitarian); The Thin and Light Laptop (Corporate); The Tablet Laptop (Write don't type); The Netbook (for Netizens); Ultra Mobile PCs (Uber). Most of them have features that overlap with each other with the clear differentiation being features like cost, screen size/real estate, weight (4-8 pounds), keyboard space, multimedia, form factor etc.

Truly, Tablets are not fully featured replacements for Laptops. At best, they come close to Netbooks with the big differentiation being the form factor. So, is there a space here that the Ultrabook is trying to occupy by attempting to create an entire new product category? Here are some feature and benefit comparisons:

Tablets – If you consider the active tablets – the main emphasis is to provide a combination of data on the move with mobility, portability, quick access and communication. It is essentially an extension device or as a blended one if it comes with smart phone features built in else you need to be near a hotspot to use the device for data exchange. So, the edge here was for the user to focus on data portability, unified communication and mobility.

Ultrabooks – Probably one can consider the Mac Air as a precursor to the Ultrabook as conceptually Apple tried to make the device very light, shockproof, fast, handy and versatile

– everything great except the price! The Asus Ultrabook is perhaps the first such device coming out commercially which has several firsts such as a wake up in 2 seconds, i7 processor and a new type of SSD that has a sequential read of 340 MB/sec and enviable battery backup. What you essentially get is the magic and portability of Air without the steep price as the price point will be closer to an iPad or a high-end smart phone with a thickness of just 20 mm.

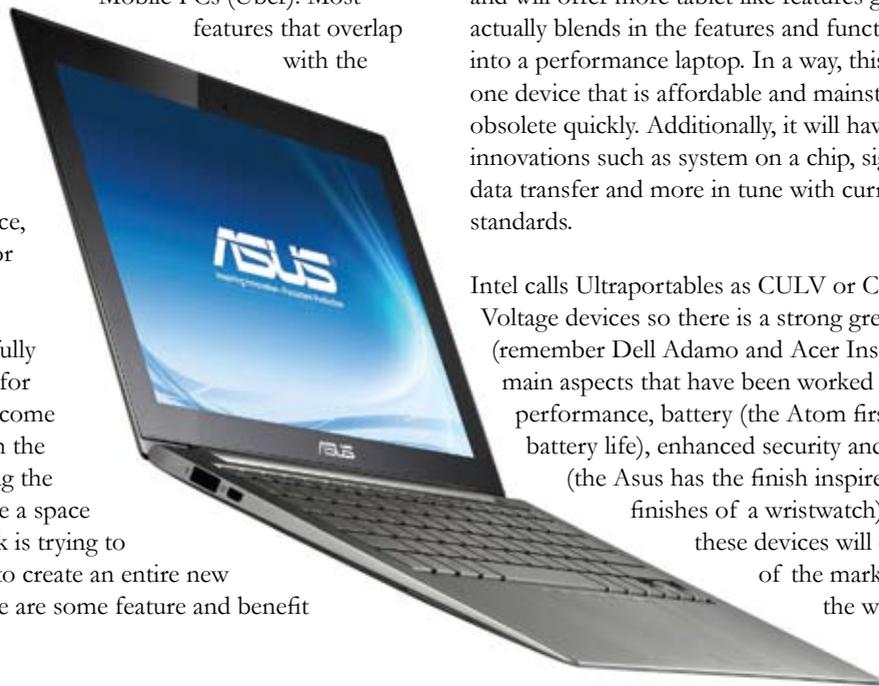
The roadmap

The Ultrabook is perhaps an excellent platform for mainstream computing power not just a high-end accessory like a Tablet and will offer more tablet like features going forward. It actually blends in the features and functionality of the Tablet into a performance laptop. In a way, this is going back to one device that is affordable and mainstream and will not get obsolete quickly. Additionally, it will have several hardware innovations such as system on a chip, significantly faster data transfer and more in tune with current communication standards.

Intel calls Ultraportables as CULV or Consumer Ultra Low Voltage devices so there is a strong green message here (remember Dell Adamo and Acer Inspire Timeline?) – the main aspects that have been worked on is the mainstream performance, battery (the Atom first helped bring in long battery life), enhanced security and the design appeal (the Asus has the finish inspired by highly polished finishes of a wristwatch). Intel expects that these devices will corner about 40 percent of the market. The best part is that the weight will be about the same as a tablet.

The Ultrabook is certainly not a disruptive idea – as a product it will probably fall between the tablet, a thin and light laptop and UMPC albeit with a more mainstream, robust and secure package and at a friendlier price – sounds more like a matured product platform than an innovative one. So, what is your choice for the future – the TAB, the MID, the UMPC or the UB? Probably, one can also look at it at the next generation of net book perhaps. As for me, I am still happy with my NVIDIA Ion and Atom combination!

ranga@siiplconsulting.com





Jyothi Prasad, Chief Nutritionist, Manipal Hospital, suggests ways to ensure good energy supply throughout the day



Do you need energy boosters?

Everybody complains of lack of energy these days, especially at the end of the day. This is more so heard from busy executives who commute long distances and take on the work pressures throughout the day and have to brace the travel back home. This lack of energy is a matter of perception also since many times the mundane chores of daily life bogs one down and at the fag end of the day, many people complain of fatigue and a drained out feeling. For others it is real as they do not pay listen to their bodies and are poorly nourished. To combat this, people go about looking for quick fixes to alleviate their lack of energy.

Many types of energy boosters are available in the market – energy drinks, energy bars, tablets, multivitamin pills etc all with tall claims to increase energy and pep them up to take on the rigors of the day. But are they safe and should one be using them?

Most energy drinks that are available in the market contain caffeine – yes the same chemical which is in your coffee and tea but in higher doses, taurine – an amino acid which is a building block of proteins, sugar, plant extracts like ginseng and some carbohydrates. While it is safe if taken in small amounts, the effects of these in the long run and when taken in excess could be harmful. Side effects vary depending on the brand and the ingredients.

High amounts of caffeine causes nervous irritability, sleeplessness, gastro intestinal problems, increase the heart rate and may cause dizziness, nausea and vomiting. Another side effect is that the excessive sugar added not only adds to the calories, but also acts as a laxative as well as causing a sudden crash when the sugar leaves the body the energy high disappears. Another class of compounds claiming to increase energy is multivitamin pills which are sold over the counter and marketed extensively in the television and print media claiming again to give energy. While it can correct any mild to moderate vitamin and mineral deficiency that one may have, the magical dose of energy that it can give the user is untrue.

So what should one do to have the same level of energy all through the day? Some steps that one should take to ensure constant energy levels are:

1. Never fast. Eat small regular meals. Eating a large meal can make you feel sluggish and a very small meal can bring down blood sugar levels
2. Never skip meals, especially breakfast as it provides fuel for the first half of the day
3. Choose foods that are digested slowly and give slow release energy that can keep you going throughout the day. Whole grains, beans, nuts, fruits are some examples
4. Try and limit sugary foods. Foods that are high in sugar, such as chocolates, cakes, biscuits, and fizzy drinks, give your body an instant energy rush when you eat them. However, after the initial rush, your sugar levels will drop. As your sugar levels drop, so will your energy levels
5. Try to eat a balanced diet which will give you all the vitamins and minerals. Sometimes a marginal deficiency of vitamins and minerals cause fatigue
6. Watch what you drink – too much caffeine, alcohol and other energy drinks can leave you feeling anxious, irritable and restless
7. Drink plenty of water – It will keep you hydrated and lack of water is one of the reasons for lethargy
8. Make sure that your diet is rich in iron. Anemia is one of the reasons for tiredness

To sum up “Energy drinks are good as a quick fix and at small doses are not harmful, but they are not to be substituted for a balanced diet, good sleep and exercise which are keys for remaining active and energetic throughout the day.

Techies give new dimension to rural healthcare

There's a need to go beyond health insurance and health services to serve India's poor. Swasth India, started by four IITians, has already touched thousands of lives and promises to do more with their unique system of integrating services

“Annually about 20 million people in India go below poverty line due to a health shock. There is a health catastrophe because of which they end up taking a high interest loan and get into a debt trap. I realized how critical health was for development,” says Sundeep Kapila, director and founder of Swasth India. Critical enough to get this former computer engineer from IIT and McKinsey to start a healthcare enterprise with fellow IITians Ankur Pegu, Arvind Saraf and Sundeep. They got together in 2008 after over 6 years in the corporate sector to launch Swasth India that aims to build a healthy and resilient India by providing affordable healthcare to low-income groups.

The organisation designs systems based on local needs and then ties up with hospitals and local community-based organisations to take these services to their target consumers. As a service integrator, Swasth puts in place a low cost-high quality drug supply chain, empanelled doctors, hospitals and lab facilities. A network of community health workers (CHWs) trained by partner organisations deliver basic health services in the village. Proof that this system works is 2-year old working partnerships with NGOs like LabourNet in Bangalore and Haryana and Swayam Shikshan Prayog in Maharashtra that serve over 15000 lives.

A couple referred to the card as 'their son', the traditional Indian context of how a son is supposed to care for parents.



“The biggest challenge is to get the community interested about its health. For the low-income groups it's hard to allocate capital amidst other daily needs. Changing their attitudes, making them aware, getting them to prioritise health is vital,” says Sundeep. Having spent initial months conducting field visits, researching on market demands with the aid of local organisations and identifying a workable model, the next challenge was in getting together like-minded people. “Usually the solution for health shocks is ‘let's do health insurance,’ right? But this has a negative impact on the system like we've seen across markets - like in the USA, where you see health costs increasing everyday due to health shocks. With an integrated primary care system people will be fundamentally healthier; instead of falling ill more often and spending more, which happens with an insurance-only system.”

So why does the UPA's flagship health scheme Rashtriya Swasthya Bima Yojna (RSBY) only take care of insurance? Sundeep expounds, “At a higher level the government assures a universal health package, the Health Dept is meant to solve this problem but it hasn't for all these years. So the government found a route through the Dept of Labour to at least earn some immediate goodie points through RSBY. The problem is it's a pure financing scheme with no thought on the health aspects. Nobody cares what treatment a person gets as long as he gets the card, goes to an empanelled hospital and the govt.



has numbers to show. One of the things we're realising is that RSBY is far off from being effective. In Maharashtra, 50% of Swasth members in 200 villages are BPL and hence entitled to RSBY. They paid for both - Rs.30 for RSBY and Rs. 450 for our scheme."

So what does Swasth do better?

"In addition to in-patient care (that RSBY provides) we cover outpatient costs at a discount of 30-70%. They get consultation and diagnostics at facilities close to them. Through a network of CHWs they get health information and health related products at the village level." As per a survey conducted by NSSO in 2004, 33% of total healthcare expenditure goes towards drugs during outpatient care, in-patient costs account for 30%; loss of wages and other indirect costs account for the rest. Sundeep adds, "70-80% of the out-of-pocket expense today is on outpatient care. So RSBY really addresses the remaining 20-30%. Cases that can be managed outpatient

From being completely self-funded to breaking even within 2 years of its start, Swasth has surely come a long way.

end up going to the hospital. There is over-treatment, a lot of drugs, random tests ... health starts getting compromised."

From being completely self-funded to breaking even within 2 years of its start, Swasth sure has come a long way. "It's comforting that we have been able to build a good core team. We have serviced about 400 families for in-patient insurance and about 15000 outpatient claims. It's heartening to see good acceptance for the scheme. A couple referred to the card as 'their son', the traditional Indian context of how a son is supposed to care for parents." Swasth has been actively working on problems plaguing healthcare for the poor, like ensuring service deliveries and putting in place a supply chain to provide discounted drugs. Work is also ongoing with the Delhi government on a project to integrate the community with public health, targeting health family wise.

Zooming out to India's healthcare system, Sundeep talks about inefficiencies: "RSBY is a start; it finances health without necessarily asking people to visit govt hospitals. But it only covers BPL families while those just above the poverty line are equally vulnerable, health being a key reason they could fall back again. Providing complete healthcare as opposed to just health services is a major aspect. Even more important is the regulation of healthcare providers on quality of care and treatment guidelines. When we started, the environment was very difficult to operate in."

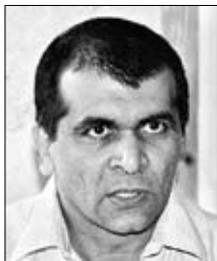
And what of the oft-heard generalisation of private sector dominance sucking doctors away from rural areas? "This is what we believed when we started but our understanding evolved. If you look at most of South and West India, the density of doctors and hospitals is fairly good. In the East and North East, there is a genuine dearth of doctors in general, not just in rural areas."

Health being a state subject, the problem needs to be tackled differently across the country. "In Southern and Western India the biggest challenge is regulating care, ensuring quality and good standards. In other parts, the key is to down-scheme MBBS. Repetitive, basic procedure care can be delivered by lower level trained folks. There are talks about 3/4 year courses to specialise in basic care. Creating such special courses, provision for upgrading nurses like a nurse practitioner (this is actually something our partner ICTPH is involved with in Thanjavur) and clarifying the legal aspects involved [with regard to the new roles and the responsibilities/limits thereof] are needs of the hour."

*By arrangement with The Alternative (<http://thealternative.in>), an independent online publication that chronicles and supports social change in India.
sundeep@swasthindia.in | www.swasthindia.in*

Good design should dissolve into behavior

Businesses need intuitive solutions but most vendors happily provide systems that are rigid and inflexible –in the name of controls.



Shoaib Ahmed,
President,
Tally Solutions Pvt. Ltd

The Japanese designer Fukazawa said good design should be removed from the realm of consciousness. When one looks at any product or service, one should consider how much effort the designer has invested/spent to ensure that the product disappears – and dissolves into behavior. The world, and this generation of users are increasingly demanding instant gratification and demand designs that are so intuitive that they are the behavior.

For example, while writing, you don't bother about with what pen you are writing. And Tally.ERP 9, while making an invoice and need one of the amount fields to be in US dollars – how intuitive is it to say “100 dollars at 45 rupees to the dollar” in that field itself. This is how the design of the amount field supports the user need and expectation – and actually becomes invisible as a complex multi-currency element with spot exchange rates. Funnily enough, one of Tally's greatest strengths – that of being 'simple' and 'invisible' is also its greatest weakness – because most enterprises tend not take Tally seriously as viable for their enterprise solution.

Consider how well features and options in Tally are hidden and out of the way – until one just turns them on – what is called the Artichoke principle. Most options are turned off by default in Tally, which can be enabled on need. Tally's core philosophy has been to design the product to mimic the human train of thought – for example accounting on computers. Businesses need intuitive solutions but most vendors happily provide systems that are rigid and inflexible –in the name of controls.

Implementation does not end

Successful products work with the Law of Conservation of Complexity – that complexity cannot be minimized – it can only be moved. The simplicity Tally offers is an advantage and it should not be confused as 'basic'.

Enterprise systems must be designed for business and process flexibility. Most often when implementation starts there are issues of incomplete information, lost and hard to find data, unaudited and potentially incorrect balances. Most often implementations are done in a running business – like changing the tyre of a moving car!

A mature enterprise system must support the addition, modification and enablement of capabilities and features as run-time discovery – during implementation. Implementation is not a one time exercise – but is a continuous process as the business evolves. It is imperative that systems follow this basic philosophy of continuous change and discovery of processes, controls, exceptions, data and corrections.

Do implementations ever end?

Yet every product starts with an ambitious plan with milestones. With Tally, the instant the product is installed is when a customer starts using the product! It's the technology that embraces the continuous change and has been designed to support this.

Excerpts from a presentation titled 'Principles of Design of Tally.ERP 9' at the 5th Annual CIO event held at the JW Marriot, Mumbai in April 2011.

Tally.ERP 9 is CAPEX friendly

The Atria Convergence Technology Pvt. Ltd, now known as ACT Television, is a Bangalore-headquartered leading cable service provider. It has its presence in towns in Karnataka and other states like Andhra Pradesh and Madhya Pradesh. Its founder, Mr. Sunder Raju, has rich experience in this field and is one of the most respected persons in the Indian Cable Industry.

ACT has arguably the best senior management team in the Indian Cable Industry and operates through reputed technology partners including Cisco, MroTech, Oracle and Verismo. Its product portfolio includes Digital TV2, Cable TV3, IPTV4 and Broadband.

As the company grew larger since 2007, it needed a complete bouquet of IT products and services. Tally happened to be its natural choice. “Initially we only used Tally as an accounting tool. We came in touch with IT Catalyst – Master Tally Partner in 2010. Our idea was to utilize all the existing features of Tally like statutory requirements, service tax (input and output), TDS, etc.,” R. Chandrashekar, Manager – Finance at ACT, Bangalore, said.

“Purchases, Addition, Disposal and calculation of depreciation are main areas that we use Tally for. We are a

“ACT is into various branches of services. Earlier all data from these services were pooled into one ledger. Now, we have separate ledger for each category, thus increasing our efficiency”

capital sensitive company and use CAPEX (capital expenditure) i.e., we have a fixed budget to track our purchase, balance and credits, allowing the user not to spend more than the allocated budget,” he said.

Sangamesh from IT Catalyst said, “Our knowledge of CAPEX was lacking and we got a good exposure through them. ACT is different from other businesses like trading, IT, etc., because though it functions as a corporate, it is structured as a subsidiary.”

“Even though they were using Tally from the beginning, they were not aware of the other features of Tally like maintaining statutory records, service and TDS reports. These services were not captured earlier,” he added.

“On Customisation – Fixed Asset Accounting which is not a standard feature of Tally but was an add-on. This feature, by click of a button, does the depreciation entries into P&L (financial),” Sangamesh said

“ACT is into various branches of services, earlier all data from these services were pooled into one ledger. Now, we have separate ledger for each category, thus increasing our efficiency,” Chandrashekar added.

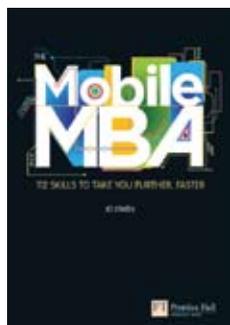
“Another feature that we adopted was in the invoice section. We made provision to provide an open balance to the vendor and also to indicate the previous outstanding balance if any; each invoice will confirm the vendor balance,” he said.

“Utilization at branch level: we have on one side revenue generating branches (branches that are source of income) and on other capital utilizing branches (branches that consume capital). Tally has helped us to club and consolidate the input and output capital utilization from these branches,” he said, adding, “Advantage: Tally comes with multiple tools with very flexible accounting functions.”

BookShelf

The Mobile Mba - 114 Skills To Take You Further, Faster

by Jo Owen, Pearson, May 2011



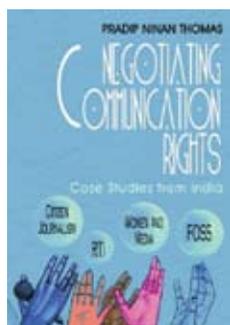
An MBA can do wonders for your career. It can also help you learn the basics of strategy, finance, organization and accounting. But most managers do not spend their days worrying about CAPM, Miller-Modigliani theory, Black-Scholes option pricing or portfolio theory. We worry about deadlines,

incompatible goals, insufficient resources, dealing with awkward colleagues, customers, and bosses.

So The Mobile MBA does more than equip readers with the basics of the MBA. It gives you the real skills you need to succeed as a manager.

Negotiating Communication Rights Case Studies from India

by Pradip Ninan Thomas, University of Queensland, Brisbane, Australia, Sage India, June 2011



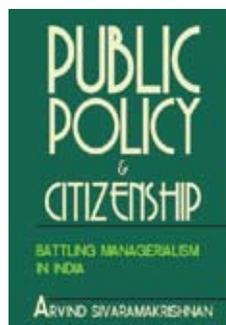
Communication Rights is a key issue in contemporary societies, especially in a country like India, which faces major communication deficits. Negotiating Communication Rights explores some of the most important aspects of communication rights movements in India.

Beginning with the theoretical aspects of communication rights, the book deals with five case studies related to significant movements of our times, namely, the Right to Information, Free and Open Source Software, Women and Media, Community Radio, and Citizen Journalism. It also analyses the complexity of specific rights issues in India, such as women's rights, citizen activism and the role of media.

The book explores the processes through which ordinary citizens have developed spaces for self-expression—a concept synonymous with media democratization. The author argues for the need for streamlining of communication rights movements in India and for an India-specific framework for communication rights.

Public Policy And Citizenship - Battling Managerialism In India

by Arvind Sivaramakrishnan, Asian College of Journalism, Chennai, Senior Deputy Editor, The Hindu, Sage India, June 2011



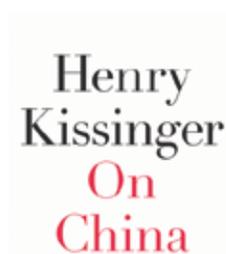
The book provides a thought-provoking study of managerialism and neoliberalism, two inherent but incoherent theoretical discourses that play important roles in public policy making in the modern world. It establishes on a firm note that the managerialist application of public policies founded on neoliberalist terms often undermine the idea of citizenship as an element

without which modern democracy is unimaginable.

The discussion revolves around Indian public policy on health, agriculture, and education with a range of contemporary sources and international examples, keeping in perspective the questions that managerialism and neoliberalism necessitate in the philosophy of social sciences and political philosophy.

On China

by Henry Kissinger, Allen Lane, May 2011



For the first time in a full-length book Henry Kissinger writes about the country he has known intimately for decades, and whose modern relations with the West he helped shape. Drawing on historical records as well as his conversations with Chinese leaders over the past forty years, Kissinger examines how China has approached diplomacy, strategy, and negotiation throughout

its history, and reflects on the consequences for the 21st-century world.

The unique conditions under which China developed continue to shape its policies and attitudes toward the outside world. For millennia China rarely encountered other societies of comparable size and sophistication. It was the "Middle Kingdom," treating people on its periphery as vassal states. At the same time, Chinese statesmen - facing threats of invasion from without, and the contests of competing factions within - developed a canon of strategic thought that emphasized long-term structural advantage rather than absolute victory, and that prized the virtues of subtlety, patience, and indirection

over feats of martial prowess. With the enduring institutions of Chinese statecraft and civilization clearly in mind Kissinger examines key episodes in China's history from the earliest days through the 20th century. The book provides a sweeping historical perspective on Chinese foreign policy.

How To Keep Your Marketing Engine Oiled

by R. Sridhar, June 11, www.paulwriter.com



If you want to oil the marketing engine, you must first know what is the right oil for the purpose. Ideas are oils that help the marketing engine operate efficiently and ensure that it never stops.

What kind of ideas are especially suited to keep the marketing engine going? Business building ideas are the power packed oils that truly lubricate

the marketing engine and let it run without heating up.

Sridhar lists out 50 business-building ideas to oil your marketing engine. He also asks us to beware of the 'idea intellectuals'. The ones who discuss everything to death. The real benefit of an idea is when you implement it. Not when it is in paper. So instill a sense of urgency in converting ideas to action.

Does Your Elevator Pitch Narrate A Story?

by Melissa Arulappan, June 11, www.paulwriter.com



The pace of business has today redefined conversations. Days when elevator talk was restricted to a mere exchange of pleasantries are long over and the person next to you in an elevator who asks what you do could well hold the key to limitless business opportunities.

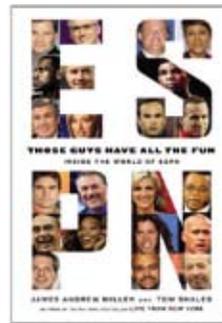
The story or the "elevator pitch" as it is often referred to (although its utility is not just confined to the elevator), provides the foundation for all of your communication requirements. In a very succinct fashion it tells the listener who you are, what you do, the value you offer and how you do it differently in a manner that excites

or interests them enough to begin a conversation. Think then of your elevator pitch as another business card to success.

A well-defined elevator pitch is a great starting point to develop your company's narrative across all other communication collaterals whether it is in email introduction or a twitpitch.

Those Guys Have All the Fun: Inside the World of ESPN

by James Andrew Miller and Tom Shales
Little, Brown and Company, May 2011



The book is an engaging, if overly long, look at what has made ESPN the media and cultural phenomena that it is. Using an oral history format, the narrative runs from ESPN's humble beginnings to its current status of world domination. According to Miller, there were nine steps in ESPN's history that fell perfectly for the company not only to survive, but to rise to the top of its field.

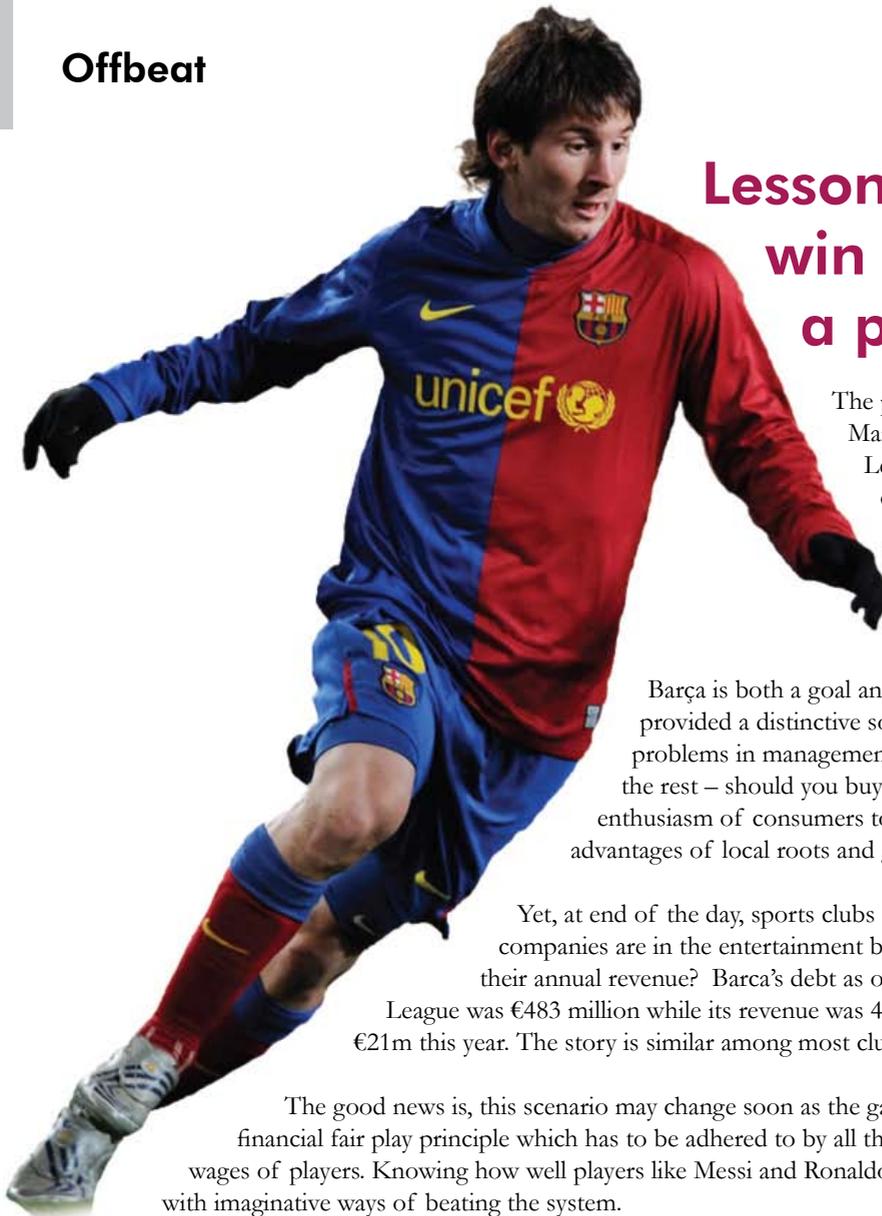


Your Cargo-OUR CONCERN



SURFACE LINES
CARGO & LOGISTICS PVT. LTD.
We Make the Going Easy

HEAD OFFICE : Bangalore - 080-22900597, 41283724, 93421 36103
 * Chennai - 044-32548827, 09382727889 * Coimbatore - 094431 15167
 * Hyderabad - 093912 05015 * Mangalore - 0824 2429 793
 0821 2434406 * Mysore - 0821 2412061, 93433 71706, 93418 55163
 * Pollachi - 0491 - 2573080, 093871 22566,
 E-mail : info@surfacecargos.com Website : www.surfacecargos.com



Lessons from Barça's win if you don't mind a pile of debt

The phenomenal victory of Barcelona FC over Manchester United at this year's Champions League led to a string of articles on the Spanish club's unique management philosophies in all kinds of papers – from tabloids to serious business papers including the Economist (pre-final article) and India's business daily Mint.

Barça is both a goal and a cash machine. Pundits say Barça has provided a distinctive solution to some of the most contentious problems in management theory. The right balance between stars and the rest – should you buy talent or grow your own – how to harness the enthusiasm of consumers to promote your brand and how to combine the advantages of local roots and global reach.

Yet, at end of the day, sports clubs are sports business enterprises just like movie companies are in the entertainment business. Now, should their debt be more than their annual revenue? Barça's debt as of the last season when it won the Champions League was €483 million while its revenue was 420 million. Its loss was €83m last year and €21m this year. The story is similar among most clubs with a couple of exceptions.

The good news is, this scenario may change soon as the game's think-tank is close to agreeing on a financial fair play principle which has to be adhered to by all the clubs. The fair play is essentially a cap on the wages of players. Knowing how well players like Messi and Ronaldo dodge their opponents, stars will come up with imaginative ways of beating the system.

Licence raj in the US worse than in India

Who said only Indians suffer the clutches of licence raj and demonic inspectors. Consider this. To become a barber in California one requires studying the art of cutting and blow-drying for almost a year to get a license. To enter wig trade in Texas one needs to take 300 hours of classes and pass both written and practical exams. Alabama obliges manicurists to sit through 750 hours of instruction before taking a practical exam. Florida will not let one work as an interior designer unless one completes a four-year university degree and a two-year apprenticeship and pass a two-day examination.

It gets worse. The list of jobs that require licences in some states are florists, handymen, wrestlers, tour guides, frozen-dessert sellers, second-hand booksellers. There's a real fear among cat-groomers and dog-walkers that they would also need license.

The Economist recently noted that in the 1950s, fewer than 5 percent of American workers needed licences. Today, after three decades of 'deregulation', the figure is almost 30 percent. In contrast, in Britain only 13 percent of workers need licences.

Justin Brown is an abbot at a Benedictine abbey that supplements its meager income by making and selling simple wooden coffins. But the Louisiana Board of Embalmers and Funeral Directors has ordered him to "cease and desist". Heaven knows what harm a corpse might suffer from an unlicensed coffin.

The cost of all this pettifoggery is certain to haunt Americans sooner than later and hurt their entrepreneurial spirit.

Volkswagen's 'Indian' features

Volkswagen appears to have made some serious effort in offering India-specific features in their cars. For example, Vento allows the rear seat passengers to increase leg space by just pushing the front seat from the rear with the help of a lever, considering most Indians like to be chauffeur driven - this is unique to the Vento. Even the recently launched Passat has a feature called the Driver Fatigue System which alerts the driver of fatigue which is unique to its segment.

Lutz Kothe, Head of marketing and PR, Volkswagen Passenger Cars, Volkswagen Group Sales India Private Limited told a newspaper that the German brand has also done some innovative marketing campaigns. They include the newspaper roadblock in 2009, Polo Cut-out and Vento talking newspaper in 2010, and Think Blue launch in 2011. What Indians need most is pothole-friendly cars. Any takers?



Indians' travel choice becoming exotic

Higher per capita income and competitive airline fares are making Indians travel abroad more often for holiday. Madhavan Menon, MD, Thomas Cook, told Business Standard recently that Indians are looking beyond the US and Europe for holidays and South America and Caribbean could be the next big destinations.

"We are witnessing an entire evolution in terms of travel. It's no longer just the 45 plus who are traveling abroad. We are now beginning to see youngsters - 25 and 30 year-olds - traveling with us. I think it is a reflection of the Indian demographic system," he said.

Trends in the hospitality sector are seeing the entry of new three and four-star hotels and emergence of new international hotels. Still, the demand appears to be more than the upcoming supply. "One of the biggest challenges in India today is that hotel room tariffs are way ahead of what is charged in other countries. Unless we get that straight, India is not going to attract tourists the way we should."

There is also a changing trend in the holiday duration taken by Indians. "Indians usually went on longer holidays to overseas destinations. Now, we are observing people taking shorter vacations to go abroad. So, you see people traveling to places like Sri Lanka, Bangkok, Singapore and Dubai for three day-trips. More and more people are traveling on short haul."

India second biggest spam country

IT security and control firm Sophos has published its latest report into the top twelve spam relaying countries, covering the first quarter of 2011.

Despite remaining at the top, the USA's proportion of the global spam output fell significantly from 18.83 percent to 13.7 percent of all spam relayed from compromised computers. The United Kingdom also saw a drop, with its spam pollution falling from 4.54 percent to 3.2 percent of total global spam relayed, the UK moving down from fifth to sixth place in the dirty dozen.

The top 12 spam relaying countries for January to March 2011 are as follows-

1)	USA	13.7%
2)	India	7.1%
3)	Russia	6.6%
4)	Brazil	6.4%
5)	S. Korea	3.8%
6)	United Kingdom	3.2%
7)	Italy	3.1%
8)	France	3.1%
9)	Spain	2.8%
10)	Germany	2.6%
11)	Romania	2.5%
12)	Poland	2.3%
13)	Other	42.8%

Sophos warns that the continued growth in popularity of mobile platforms and social networking means that the number of spam attack vectors is increasing and computer security still needs to be at the forefront of people's minds.



Pure freedom is achievable

Swami Sukhabodhananda suggests how one can achieve true freedom

We should first understand what enlightenment really means. Enlightenment is true freedom. It is called moksha. Moksha means freedom. Freedom not from something but just freedom. Freedom from something means you are bound by something and you want to be free.

Freedom for something also assumes you are bound and you want to be free. But true freedom is like space. Space exists in the pot, but not bound by the pot. When pot is destroyed, the space is not destroyed. It appears it is bound by the pot but truly, it is not bound by the pot. Freedom exists like space in the body but it is not bound by the body.

This freedom has to be discovered and not created by effort of action. Freedom is not something other than bondage but in spite of bondage.

One goes about making efforts seeking enlightenment. The very effort becomes a barrier. Not that one can reach without effort. But still, the effort or seeking becomes a barrier. The sought is hidden in the seeker. So, if the seeker searches outside then the very seeking is the denial of the sought.

The day the search stops the desiring mind starts flowering into a residing mind. When one discovers true freedom is within and it freely exists in and through one's bondage.

In what way seeking is the denial of the sought?

Suppose you wear a necklace and you are searching for the necklace outside you. This seeking makes you incapable of seeing the near. Ego is something similar to this... it always

goes on seeking outside you. The ego is not an entity but a process. The ego exists so long you go on stirring the desires. Stop this stirring and the desiring mind which creates samsara.

Understand that this ego is always in the future and never in the present. The future is non-existential and the present is the reality. The day you stop seeking you start seeing the near, start seeing what is. 'What is' is pure freedom.

You cannot stop desires, but you can understand the futility of desires and the illusion that it creates. Masters invite you to stop desires and you start putting effort to stop desiring. It is the totality of your perception in seeing the futility of desires. Desires put you in a state of deficiency and not

sufficiency. Once you see what is sufficient, you realize through your desires you were running after a mirage. Desire is unfulfillment and desirelessness is true fulfillment. The moment your ego drops the whole

existence would pass through you. The whole existence becomes a part of your inner music.

Is enlightenment a state of death?

Yes. It is a state of dying. Every time you see a desire raising you see the futility of desire. It is putting you in the future. The reality is the present. You will see desire creates an illusion. You will see the subject of desire and not get lost in the object of desire. In such a state desire is just a movement of energy. To truly live, you have to die to ignorance and its illusions.

Swami Sukhabodhananda synthesizes ancient wisdom of the East and modern vision of the West. www.prasannatrust.org

The day you stop seeking you start seeing the near, start seeing what is. 'What is' is pure freedom.

FRANCHISE INDIA & 
Empowering Change Since 1999

Presents

SMALL BUSINESS CONGRESS 2011

National Convention For Small Business & Entrepreneurship

SMALL BUSINESS AWARDS 2011

National Awards For Small Business & Entrepreneurship

September 03 & 04, 2011, Hotel Novotel, Mumbai

-  Awards
-  Conference
-  Exhibition

BUSINESS IDEAS AND TIPS EXPOSED AT SMALL BUSINESS 2011



small business is big business

SMALL BUSINESS CONFERENCE

Discover "ANSWERS" to more than 25 critical questions for becoming a successful entrepreneur:

- "HOW" to Transform your Business to the next level?
- What distinguishes today's entrepreneur from yesterday's entrepreneur?
- What is the right time for expanding your business to the next level?
- How to draft a growth centric business plan?
- How to assess the market potential for your business?

SMALL BUSINESS AWARDS

- National recognition as the best businesses to SME's in India
- Success stories to be shared with other emerging SME's
- Access to a vast database of knowledge
- Extensive media coverage and PR with the partners
- Feature coverage with 'The Franchising World' Magazine

More than 30 award categories

SMALL BUSINESS EXHIBITION

- Expose your business concepts and services to new markets, business buyers, partners, distribution channels & key decision makers
- Furnish training, coaching, mentoring for small business during their critical start-up years and promote best business practices for tomorrow's celebrated entrepreneurs
- Generate leads, research new trends, launch new products, position your business profile across the industry and build brand equity



F & B



Garments



Education



Automobiles



Real Estate



IT



Travel



Retail



Entertainment



Health



Consultants

TALK TO OUR CONSULTANT

<http://www.franchiseindia.com/smallbusiness/> | SMS SB to 5667779



Conference Delegation

Call Neeta +91 9311144600



Awards Nominations

Call Rekha +91 9555555433



Exhibition / Sponsorship

Call Bhavesh + 91 9320033202

Organized by

FRANCHISE INDIA
Empowering Change Since 1999

Media Partners



ManagementNext

Process Advisor

ENTREPRENEUR INDIA
ADVISORS

Supported by

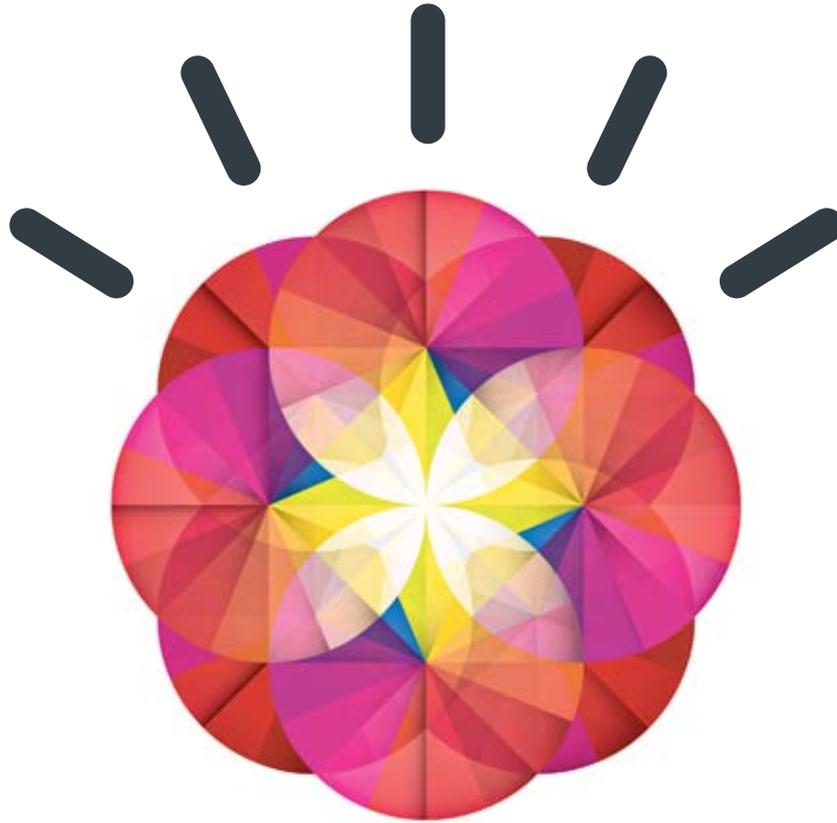
Indian Franchise Association

Official Magazine

THE Franchising
WORLD

Official Portal

franchiseindia.com
Entrepreneur's Daily Dose



Smarter computing builds a Smarter Planet.

Smarter comes to computing.

Today, everything computes. Intelligence has been infused into things no one would recognise as computers: appliances, cars, roadways, clothes, even rivers and fields. This is the daily reality of a Smarter Planet.

Realising its promise, however, will require more than infusing computation into the world. We also have to make computing itself smarter.

Remarkable levels of computer intelligence are being reached - with inventions such as Watson, the IBM system that defeated the two all-time champions on America's biggest TV quiz show Jeopardy! But most organisations' computing infrastructures were simply not built for zettabytes of data (A zettabyte is a 1 followed by 21 zeros), global connectivity and advanced analytics.

Thankfully, a new, smarter computing model is emerging. It is designed for data. It is tuned to the task. And it is managed in the cloud.

Designed for data: Organisations of all kinds need to manage streams of text, images, sensor-generated impulses and more. They need to apply sophisticated analytics to the real languages of commerce, including

social media. Which is why today's leading companies are building new systems and processes that locate, recognise and interrogate big data.

Tuned to the task: Transaction processing is different from business analytics, with multiple data types and complex queries, which is different from the need to integrate content, people and workflows in a company's processes. That's why leaders are moving to architectures optimised for specific purposes, and built around their own deep domain knowledge - in whatever field.

Managed in the cloud: The need to manage these large data-driven workloads is driving broad adoption of cloud computing. By infusing clouds with security and manageability we can make them smarter, providing companies with the agility to move quickly in highly competitive environments; to activate and retire resources as needed; and to manage infrastructure elements in a dynamic way.

When major computing models change, they unleash enormous productivity, innovation and economic growth. So the good news is that smarter computing is now shifting from theory to reality.

Let's build a smarter planet. Join us at ibm.com/smartercomputing/in

