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Letter from the editor



Benedict Paramanand

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Simplicity is ultimate sophistication

By now, reader fatigue about the iconic Steve Jobs could have set in. However, no publication worth its salt can use that as an excuse not to dabble in a bit of 'Jobism.' Here's my two bits.

Jobs' life, in sum, to quote his official biographer Walter Isaacson, is an "extraordinary tale of the excruciating obsessiveness behind simplicity." He was perhaps the best exponent of the line - 'Keep it simple, stupid.' Even his funeral was a simple, private affair.

Job's biography is a must-read not only by Apple diehards but also by anyone who enjoys reading about extraordinary people, whose life story is a ready script for the movies. No wonder, Sony lapped it up. Jobs is a master alchemist. He could blend the best of technology, design and customer experience - all with simplicity as its signature statement.

In his obit, Dr. Prasad Kaipa (faculty at ISB, Hyderabad), who has worked for Apple and seen Jobs closely, writes that we all can be Steve Jobs in our own way if we are authentic and focus on our essence to lead a fulfilling professional and personal lives.

This issue has two special focus sections. The rewards and recognition element of people management often represents the true culture of an organization. The worst design of the R&R scheme is when it becomes a tool to reduce attrition. The better ones are those that treat R&R as a means of enhancing the belongingness of people to organizations. Swami Sukhbodananda's insights on treating rewards to employees as a process and not as an outcome, is very well made.

The second focus is on the marketing folk who, being the front-end of the company, appear the most clueless about the unprecedented paradigm shifts in the business eco-system today. Marketers are no longer the blue-eyed boys with big budgets and least accountability. Today, they are expected to be involved in the full life cycle of products and services. They are expected to focus more on relationships with customers, not just transactions. The IBM Global CMO survey shows how under-prepared marketers are in the face of explosion of data and social media and the death of brand loyalty.

As 2011 totters to its final days, let us not allow the weariness of continued uncertainty in the global economy subdue the vibrant mood of the emerging spring in many part of the world, including India.

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December 2011, Mumbai

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Godrej Group



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SVP, Head Brand and
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Sanjeev Kapur
Chief Marketing Officer,
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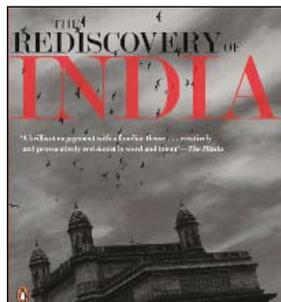
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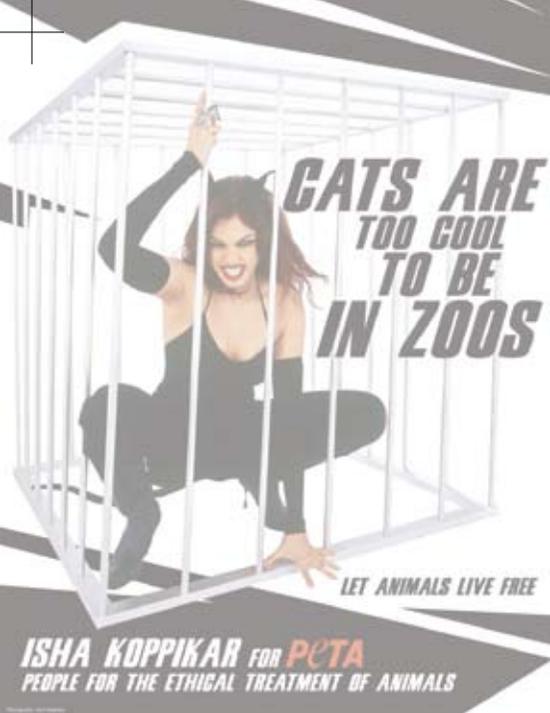
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Trends

Top advertising trends 2011

A snapshot of what the top heads of global agencies dialogued at the recent Spikes Asia 2011 in Singapore

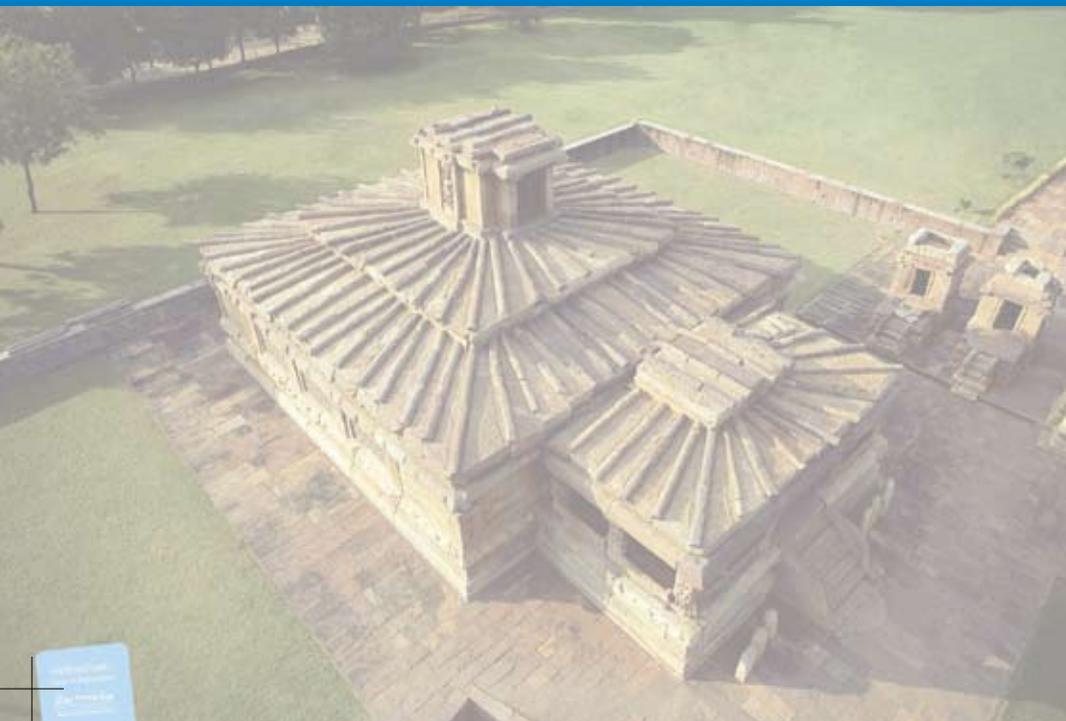
Agencies as curators

With crowd-sourcing becoming a legitimate way of peeping into the minds and hearts of consumers the consumer co-creation process could be reversing the creative process. This begs the question for brands - if creativity

can be crowd-sourced, why are they paying big money to agencies. In this scenario, instead of being creators, agencies should focus on becoming curators.

Creative agencies part of execution too

So far, creative agencies would go partying the day they handed over the creatives to the PR agencies. Agencies were encouraged to go a step further to involve consumer interaction. Creative agencies have to become part of campaign execution. What's more, with technology become pervasive, creative ideas are





increasingly emanating from support staff and clients as well.

Luxury advertising focus shifts from money to culture

The global slowdown has changed the way luxury is consumed, even in India. The three noticeable shifts are – from money to culture; from running to slowing down; and from debauchery to craftsmanship. This is because people are increasingly focusing on going back to basics.

Rise of t-commerce

The humble television is almost ready for a big makeover. Smart TVs will

become the new shop front and we will see a huge rise in t-commerce. The socialization of TV is expected to open up big opportunities for everyone.

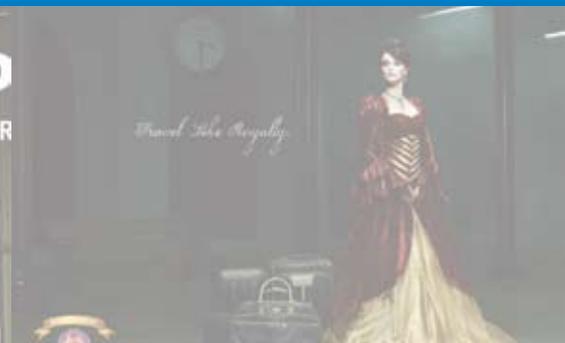
Focus on what is common among people

With acute fragmentation, everyone is focusing on niche markets. But some ad gurus believe that audiences may be fragmenting due to advancement in technology. However, what people have in common is far stronger than what separates them. Tapping into universal emotions such as empathy,

pathos and humor can keep people connected even if they don't consumer media together.

Business needs to embrace creativity

Business and creativity think they belong to two different planets. However, advertising gurus are saying that the advertising industry has to push creativity to the front-end of business strategy. Increasingly, creativity should be viewed as a business tool. Most forward-looking companies are waking up to new business possibilities by giving creativity a bigger role.



Only 25% companies do CSR because they believe in it



A recent survey on corporates social responsibility perceptions in India by Lowe Lintas India, found that not many believe that corporate do CSR because they believe in it. Most companies do CSR because they have to or others are doing it.

This survey, a claimed to be the first on consumer attitudes towards CSR in India, was conducted by MSN India and international research agency Cross-Tab Pvt. Ltd. The study covered over 2,000 respondents primarily from Ahmedabad, Bangalore, Chennai, Delhi, Mumbai and Kolkata.

To Sabyasachi Mishra, chief growth officer, Lowe Lintas India, "CSR can be a real force as a strategic and competitive branding tool among consumers – and it offers great leverage in building authentic communication platforms for brands.

Only 25 per cent believed that CSR was done because corporates believe in it

CSR helps brands build trust, 57% of respondents trusted brands that do CSR more than brands that don't

As an agency, we have explored this opportunity quite successfully for some of our clients and we continue to improve our domain understanding and know-how in order to advise clients better. This piece has been a unique collaboration between Microsoft, Cross-Tab and Lowe Lintas in that journey."

Respondents felt that companies should give back to the community to compensate for their use of social resources. Importantly, respondents felt that companies needed to use social resources sustainably so that future generations too could use these resources. Among other findings, 65 per cent of the respondents felt that the main motivation for corporates to do CSR was to build their reputation. 22 per cent stated that CSR was undertaken to help corporates market their products better.

Support by proxy

Consumers see CSR as an acceptable marketing tool - 58 per cent of the respondents felt that it is acceptable for companies to use social initiatives for marketing. The study also revealed that consumers are willing to support social initiatives by proxy; 56 per cent of the respondents felt that supporting a brand that does CSR is as good as being socially responsible themselves.

When asked to rank causes on levels

In a situation where all things are equal, respondents prefer companies that do CSR to those that don't

93 % respondents said CSR is no longer nice to do but a must do

of importance, Education (63 per cent) and Environment (60 per cent) were the two most highly rated causes. These are indicative of the interests in topics that cause fundamental, widespread change.

It's not just about being philanthropic, consumers quite clearly see a larger role for companies in the society - When asked to suggest the best form of support a corporate can give a cause, the answers primarily favored programs that change peoples' behavior (44 per cent) followed by building awareness of social problems (22 per cent). Donating money and volunteering employees' time did not get much support with scores of 10 per cent and 18 per cent, respectively.

Brands that have made a mark through their CSR activities were Wipro's Azim Premji Foundation, Infosys, Tata Tea - Jaago Re, Tata Steel and The Times of India for the Teach India initiative.

Corporate India not scrutinized enough



Neeraj Monga seems to have taken upon himself the big job of radically improving the governance standards of corporate India. His reports on Reliance Industries and recently on Kingfisher Airlines raised pointed, perhaps embarrassing questions.

In a chat with **ManagementNext**, Monga, executive vice president and head of research of the Toronto-based Veritas Investment Research Corp, said he is serious about enhancing governance standards of corporate India. Excerpts:

In general, good governance is contingent upon the existence of a robust institutional framework supplemented by ethical individuals. Rules and regulations do not result in behaviours conducive to the well-being of minority shareholders and other stakeholders in general. Our constitutions, laws and ethical upbringing all teach us to be honest and forthright, yet our society struggles with corruption on a daily basis. Vigilant Media, diligent analysts, forthright intellectuals, creative cinema are all required to bring about the change I referred to.

The Lok Pal Bill is another instance of rhetoric leading facts in the society. We do not need a supra-governing body to oversee elected individuals. We need a grass roots movement to weed out the apathy which results in unscrupulous individuals being elected.

Another governing body will be just another layer of corruption. We will be shooting ourselves in the foot by supporting Anna's movement. Just because the intent is good, doesn't mean the process, its execution and the end result will be good.

In an interview to *Mint* recently, Monga said, "We are just highlighting poor governance and aggressive accounting issues rampant in Indian

The Indian market is led by rhetoric rather than facts, and we are trying to dispel the myths surrounding Indian organizations, so that investors can make an informed decision

disclosure. While the society at large is focused on corruption among the politicians and bureaucracy, recent events have shown that a segment of the Indian corporate sector is equally culpable.

"In many instances, the Indian market is led by rhetoric rather than facts, and we are trying to dispel the myths surrounding Indian organizations, so that investors can make an informed decision."

Veritas is in the process of developing an India-focused business. He said, "Endemic corruption in India is not limited to politicians and the babus. It has become the hallmark of our society and permeates all walks of life, including corporate India, which has never been scrutinized to the extent required. We will change that."

Innovation paper in 12th Plan

Highlights of the Planning Commission's 12th Five-Year Plan Approach Paper on Innovation

There is no dearth of ideas in India. The 'Honey Bee Network' and the National Innovation Foundation have documented over a hundred thousand already, and only from 'grass root innovators'. Innovators need financial support at an early stage to develop and test their ideas in the marketplace.

While India is among the top recipients of venture funds and private equity funds in Asia these investments have so far focused on relatively large and 'safer' investments. Thus, the seed funding stage in the innovation pipeline, where amounts required may be small but risks high, is severely constricted. To plug this vital gap in the innovation eco - system, the National Innovation Council is considering the need for a professionally-managed India Inclusive Innovation Fund which will invest in innovative enterprises engaged in providing solutions for the 'bottom of the pyramid'.

It will focus on innovations that will produce socially useful outcomes for poorer people and enterprises which are focused on delivering these. The Fund will also provide support for mentoring entrepreneurs, built upon seed capital from the Government multiplied by contributions from various Indian public sector enterprises, banks, private investors, corporates and investment firms.

Support for scaling up

It is often said that India is a country with many successful experiments that do not achieve scale. Scaling up the impact of such innovations requires that such ideas be spread around rapidly so that others could emulate them. And it also requires that larger business organizations and venture funds become aware of them and support them. Therefore, the strengthening of the innovation eco - system requires a platform for information sharing and dissemination. While some knowledge portals for innovations in specific areas already exist, the National Innovation Council is in the process of building an India Innovation Portal to enable easy access to these as well as to become a wider information repository on innovation and a platform for collaboration as well.

Therefore, as India aims to become amongst the global leaders in innovation, it will also have to be amongst the leaders in efficient management of IPR and innovations in IPR concepts and policies.

Other innovations are in the management of performance of government ministries. The

Government has initiated a performance management system which requires every ministry and department to undertake a stakeholder consultation to assess the gaps between its' stakeholders' expectations and its actual delivery. After initial trial runs and adjustments in its design, this system, generally called the Results Framework Document (RFD), is now adopted by almost all ministries at the centre. Some State governments have also begun to adopt this approach.

In a nutshell

- Fund for the bottom of the pyramid early-stage ventures
- India Innovation Portal to drive collaboration
- Efficient management of IPR
- Focus on innovation in government
- Indian capabilities in the software industry apply in the domestic market

The development of innovative service delivery and business models will also be necessary. Indian capabilities in the software industry are recognized around the world. However, these capabilities have not been vigorously applied to domestic opportunities so far. The Twelfth Plan must stimulate widespread deployment of ICT in the country to accelerate inclusive growth.

India's secret sauce

I am always travelling, typically 400,000 air miles a year, across all continents meeting business leaders and global corporations to understand and help them make their way in this emerging new order. Frequently, I am asked to distil the essence of the Indian 'secret sauce' and over time have found it worth mentioning key ingredients all revolving around Indian pragmatic approach to life and a distinct style of leadership.

Suited to the 'always on' world of fast-moving consumer demands, this new leadership is enthusiastically setting the standard for others. In a country with more than 50 percent of the population born since 1983 it is no great surprise to see a fresh-faced approach among all the leaders who, even if not



by Steve Towers

sometimes less than 30 years old, demonstrate vigour and vitality.

The rest of the world is looking on with envy at India's surge. Why the envy? Not only are Indian companies performing well above average they are setting the pace across a whole range of key business metrics driven as they are by a vibrant locally grown management style.

Business leaders elsewhere would do well to learn a lesson or two from a new talented cadre of leaders emerging onto a world stage. Contrast this with the declining fortunes of Europe and the USA. New York Times (18 October 2011) wrote, "The United States has a confidence problem: a nation long defined by irrational exuberance has turned gloomy about tomorrow. Consumers are holding back, businesses are suffering and the economy is barely growing."

The Indian economy avoided the worst of the global financial crisis because of shrewd banking practices; Now, the overall growth rate is second in the world, only to China. Major corporations are growing at rates of 20+ percent per year, competing and winning in key international markets of the 21st Century high-skilled service industries.

When it comes to delivering on acquisition promise, Indian companies usually guarantee improved performance for shareholders and

When it comes to delivering on acquisition promise, Indian companies usually guarantee improved performance for shareholders and customers. Simply put, India has a formula that others would do well to understand

customers. Simply put, India has a formula that others would do well to understand.

To me, among dozens of others, Rahul Bhatia of Indigo Airlines, Sunil Bharti Mittal of BhartiAirtel, V. G. Siddhartha of Café Coffee Day, and Sara Mathew, Chairman and CEO, Dun & Bradstreet, represent the new face of India. They all have made it big by business model innovation and high risk taking ability. Like Sara Mathew, young Indian business leaders are daring to dream and believe they can succeed. With a blend of uniqueness and energy, the upcoming leaders are demonstrating a different way of doing things, which the world will soon begin to appreciate.

Steve Towers is a CEO coach and mentor and author of *Outside In - The Secret of the 21st Century Leading Companies*.
www.stevetowers.com

CMOs were never this under prepared

One of the most surprising findings to emerge from a recent IBM's global CMO study is that a majority of CMOs, no matter where they work, their industry, or how large or successful their organizations are, are feeling under prepared to manage the problems the market, technology and customers are throwing at them.

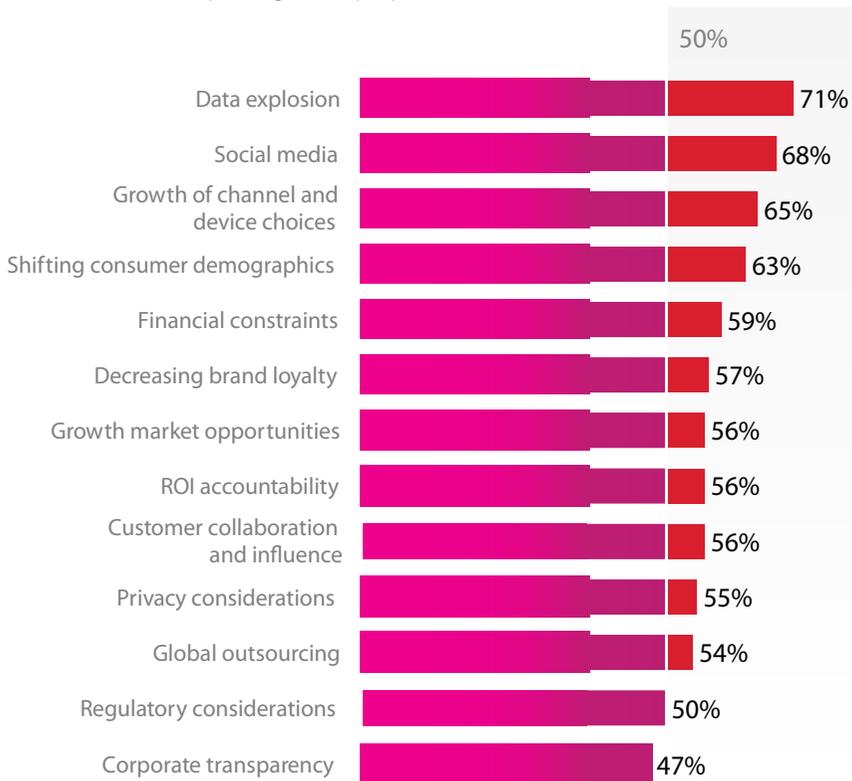
To know how the chief marketing officers (CMOs) are faring amid such turbulence, IBM's face-

to-face interviews with 1,734 CMOs, spanning 19 industries and 64 countries, set out to find out what they are doing to help their enterprises cope with the fundamental shifts transforming business and the world.

The study revealed that CMOs see four of these challenges as pervasive, universal game-changers: the data explosion, social media, proliferation of channels and devices, and shifting consumer demographics.

The most proactive CMOs are responding to these challenges by trying to understand individuals as well as markets. They are focusing on relationships, not just transactions

Percent of CMOs reporting underpreparedness



Additionally, most CMOs seem to be struggling in one vital respect - providing the numbers that demonstrate a return on investment (ROI) for marketing. The most proactive CMOs are responding to these challenges by trying to understand individuals as well as markets. They are focusing on relationships, not just transactions. Outperformers are also committed to developing a clear "corporate character."

So what's the consensus on what they need to do? The vast majority of CMOs believe there are three key areas for improvement. They must understand and deliver value to empowered customers; create lasting relationships with those customers; and measure marketing's contribution to the business in relevant, quantifiable terms.

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REACH US TO REACH THEM

What to read to polish your marketing skills

The Regis Touch

by *Regis McKenna*

Who's Got Your Back

by *Keith Ferrazzi*

Ogilvy & Mather's 4 E's of marketing

Pricing with Confidence

Real-Time Marketing and PR

by *David Meerman Scott*

Inbound Marketing

by *Brian Halligan*

Reality Revolution Marketing

by *Mike Lieberman and Eric Keiles*

Roar: Getting Heard in the Sales and Marketing Jungle

by *Kevin Daum*



In the spirit that it takes a “village of gurus” to help a growth firm, **Verne Harnish** recommends several books and techniques, which when woven together, will give your marketing function plenty to do to help drive growth

The single biggest weakness I find in many growth firms is the lack of a separate and well-functioning marketing function. If it exists at all, it's seen as a simple sales support function tasked with making sure the website is updated and the sales people have presentation packs. Instead, it should be a vital function headed up

by the CEO and/or reporting directly to the CEO.

With deference to Philip Kotler, the creator of the 4 P's of marketing (Product, Price, Place, and Promotion), I consider Regis McKenna as the father of modern marketing. His firm was the key marketing advisor, in the early days, to Apple, Intel, Microsoft,

Genentech, and ACE (Association of Collegiate Entrepreneurs), a student organization I co-founded in 1983, where I learned firsthand the power of his approach to marketing.

Start by finding an out-of-print copy of *The Regis Touch* and absorb it! The essence of his approach is two-fold. First, the key to great

marketing is setting aside one hour a week for a marketing meeting, separate and distinct from the weekly sales meeting. And the focus of this meeting is identifying and figuring out ways to build relationships with the key influencers within your market.

Top 250 List

Building on the idea of influencers, take a page from Keith Ferrazzi's playbook. Author of *Who's Got Your Back*, he advises CEOs to delineate a list of the top 250 relationships needed to double revenues – existing and potential key customers; critical suppliers; influential industry analysts and writers; politicians; etc. It's an outstanding strategy exercise that will consume the first few weekly marketing meetings.

Then launch initiatives to reach out to the top 50 on a monthly basis; the next 100 on a quarterly basis; and the last 100 at least once per year (nurture marketing!). Press releases, external newsletters, and personalized gifts and messages are some of the ways. In addition, as author of *Never Eat Alone*, it's imperative to not waste lunch eating at your desk, but get out of the office and break bread with someone on your list.

As a side note, it's also imperative that marketing generate the specific list of prospects for sales people to call upon and the accompanying background research sales people need to bring value to the sale call.

4 E's of Marketing

Focusing on your Top 250 list, next apply Ogilvy & Mather's 4 E's of marketing to this group of influencers. A 21st Century update to Kotler's 4 P's of marketing, this top

marketing and PR firm suggests that it's not just about the Product, but the entire Experience; it's not about Price but the kinds of Exchanges you can negotiate; it's not about Place, but being Every place your customers can be found; and **it's not just about Promotion but turning your employees and customers into Evangelists.**

Search the internet for Ogilvy's 4Es of Marketing and download their excellent white paper and PowerPoint presentation - and bring them to your next marketing meeting. Also, get a copy of *Pricing with Confidence* and sign up for Holden Advisors blog on pricing. It's the one "P" of marketing that is the least understood or managed properly by growth firms, yet can net you (or cost you) the most profitability.

Real-Time Marketing

"You are what you publish," notes David Meerman Scott, author of *Real-Time Marketing and PR*. As such, he suggests a key hire for your marketing team is a journalist - part-time or full time. Given the changes in the publishing business, there is excellent talent available to help you publish white papers, articles, and blogs; produce YouTube videos (which rank high on search engines); and even write a book, which I consider a top priority for all CEOs of companies. **Nothing will give you more visibility and credibility than controlling the ink in your industry.**

It's also critical in this real-time media world that you react quickly to the news around your industry. As such, Scott suggests you figure out how

to insert yourself into the "second paragraph" of relevant stories i.e. a competitor gets purchased (the first paragraph) and you blog a thoughtful response that gets picked up by others commenting on the transaction. Also read Brian Halligan's book *Inbound Marketing* which provides additional details around how to drive customers to your firm using education-based marketing.

Getting Your Message Right

Two additional books will give your marketing team plenty of "to dos" for the next several months and help structure the messaging on the website and in your marketing materials. The first is *Reality Revolution Marketing* by Mike Lieberman and Eric Keiles. I particularly like their process for nailing down the key message on your website along with the specific photo that should accompany it. They also suggest you draw a blue circle around every word "you or your" and a red square around every word "we or us" to highlight if you're talking about yourself too much vs. the customer in emails, proposals, and on your website – try it!

The second book is Kevin Daum's book *Roar: Getting Heard in the Sales and Marketing Jungle*. His book outlines a process for crafting the right value proposition that will cut through the noise and garner the attention of prospective customers.

Collectively, these eight books and white paper will bring you current and keep your marketing team busy for the next 12 months.

www.gazelles.com

Marketers have to do much more

What's new in marketing? Are we missing a potential game-changer? Or, what can CMOs do to stay relevant and future ready? To ponder these and learn from each other's experience, over 100 senior marketers heard and debated with 26 speakers in Gurgaon recently. Jessie Paul's Paul Writer Strategic Advisory made this possible. Here's what a few marketers learnt from the conclave:

CMO has to be the hub of the entire ecosystem of talent available



Ashutosh Tiwari
EVP,
Strategic Marketing
Godrej Group

Ashutosh Tiwari is responsible for building the value of Godrej brand and that of constituent businesses across group companies. With almost 16 years of cross-functional experience across diverse consumer categories, Ashutosh spearheaded the process of consumer engagement through powerful brand activations like Godrej aerospace campaign. He also led a campaign for Godrej's progression credentials through the prism of its aerospace

business, Godrej Khelo Jeeto Jiyo - a pioneering branded lifestyle show on mass TV, Gojiyo - an online youth platform in the form of a branded virtual world and Godrej Powerplay - a branded coalition loyalty program.

Ashutosh Tiwari believes that a CMO of the future needs to redefine his / her role on both the trajectories - business and consumer. On the business front, one needs to own up the business through the consumer lens - not just the consumer. As consumers connect with their environments ever emotively guided by cultural and life motivations, the challenge of bridging cultural and business insights would give rise to the most exciting domains of marketing thought leadership.

Social and behavioral analysis is becoming increasingly relevant



Abraham Alapatt
SVP
Head Brand and
Corporate
Communications,
Future Generali

As the head of brand and corporate communication, Abraham Alapatt is responsible for overseeing the advertising, public relations, sales support, marketing support, market research, media relations and the e-business strategy for Future Generali's Life & General Insurance businesses.

Abraham sees social and behavioral analysis becoming increasingly relevant as a science with technology as the means of delivery. As smart phones and data access becomes more capable and 24x7, Abraham believes that a lot of things will become logical to market using that network - product, service, applications, or anything that delivers relevant and valuable content in line what they consume or intend to consume. Marketers will be choosing whom to target and this will be possible through analyzing behavioral studies.

Marketers will have to track success indicators that are linearly linked to the marketing investments

As Chief Marketing Officer for Citi India, Sanjeev Kapur is responsible for driving marketing for all Citi's institutional and consumer businesses in India. Sanjeev believes in a new approach of marketing, which he calls 'surgical mass marketing'. Citi realized that using mass media channels to target affluent and emerging affluent segments of the population led to inefficient use of our resources. So, they started using surgical brand interventions through



Sanjeev Kapur
Chief Marketing Officer,
Citi India

non-traditional mediums and working towards becoming the most relevant and dominant financial services brand in their life.

Sanjeev believes that a CMO needs to work harder to ensure that (s)he continues to retain as much control as possible of the levers that influence the brand's equity.

Business is simple and it is your job to simplify it



Shubhajit Sen
Vice President,
Childhood Growth &
Development,
GlaxoSmithKline
Consumer Healthcare
India Ltd.

As vice president of Childhood Growth and Development, Shubhajit Sen leads one of GlaxoSmithKline Consumer Healthcare's three new global business verticals. Previously, he was the executive vice president - marketing for the company, driving significant double-digit growth across the GlaxoSmithKline portfolio.

Shubhajit played a key role in the launch of Women's Horlicks, restage of Boost, launch of Aquafresh tooth and tongue brush, and other award winning advertising campaigns

and launches that have driven sales.

His new role signifies a fundamental shift in approach to marketing - from brand management to category marketing. This is what the global role and global reorganization for GSK is about – pushing marketers to think categories and think from the point of view of shoppers rather than a brand outlook to life.

I see CMOs evolving into future CEOs

With over two and half decades of marketing and communications experience, Nita Kapoor is responsible for brand and marketing at Godfrey Phillips India across categories of tobacco, tea and candy. She also handles



Nita Kapoor
Executive VP,
Marketing &
Corporate Affairs,
Godfrey Phillips India Ltd.

the Godfrey Phillips corporate image.

Nita believes that Indian marketers will have to balance the spoilt urban consumer, the evolution of the rural consumer and the emergence of the small town consumer; and with that brand life stages will no longer be universal or singular. There are going to be multiple brand life stages in different parts of the country, and sometimes in two neighboring states itself. Brands will have to manage different life cycles. It will be about managing multiplicity and telling simple stories.

Nita expressed that CMOs are converging with the CSO, and are evolving into the future CEO. Most CMOs today are increasingly interfacing at the organizational strategy level, and harnessing the brand equity for their companies through new brand offerings and also by brand diversification.

Marketing will be the fulcrum of creating new products



Lloyd Mathias
President,
Corporate & Monitoring of
Tata Teleservices Ltd.

Lloyd Mathias drives growth and performance for Tata Teleservices Ltd as President, Corporate & Monitoring. In his previous role as the CMO of Tata Teleservices, Lloyd led marketing, product management, device management; alliances and VAS, and was responsible for building Tata Photon broadband wireless service.

Lloyd sees marketing moving away from just being a port for selling products to being the fulcrum of creation of new products. Therefore, the futurist CMO has to be someone at the center of the organization driving the impact through new product creation, product promotion and also ensuring a unified, consistent and clear voice communicating to the consumer.

Compiled by **Padmaja Nagarur** www.paulwriter.com

PR firm Hanmer MSL recently released its findings based on its deep study into what made Anna Hazare's campaign click. Besides the media blitz, it found savvy branding and marketing strategies at work that contributed to the campaign's phenomenal success. The study offers nine lessons to brand managers. According to Jaideep Shergill, CEO, Hanmer MSL, "A real-life case study like this can be an eye-opener for today's marketers who tend to think of complicated solutions for their brand-related issues. The Anna campaign reminds us that simplicity is the key to successful branding."

An idea that connects

A strong and independent Lokpal which could investigate ministers, the bureaucracy, the judiciary, and even the prime minister was an idea that Indian citizens took to instantly. This was an idea that was overdue and one that all Indians could relate to instantly.

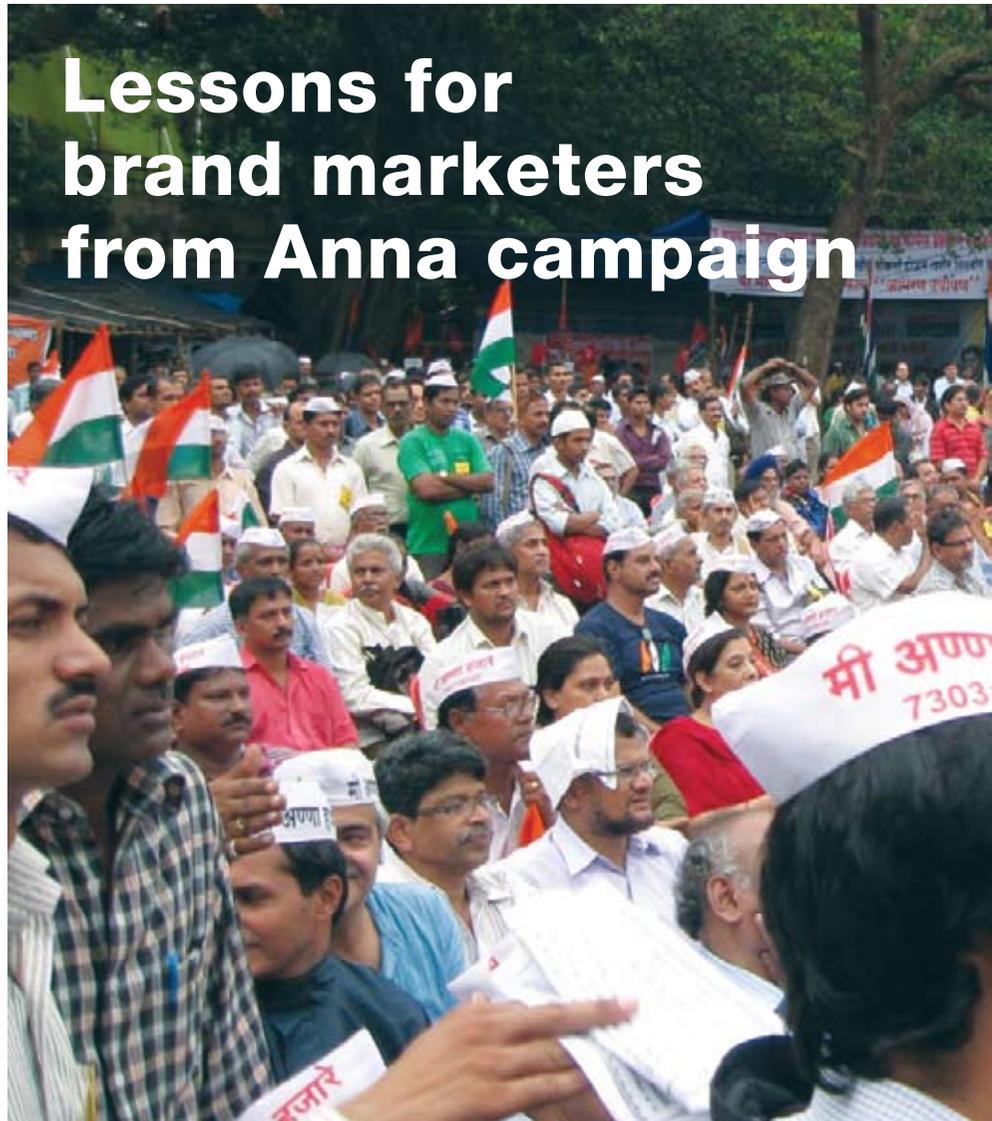
Anna Hazare and the white 'Gandhi topi' gave this campaign some essential symbols.

Offer a consumer experience

Each brand has a distinct character and it is important to make the target consumer experience the same first hand. Anna Hazare chose the Ramliila Maidan in order to ensure consumer engagement experience the movement first hand, experience their own power, and consequently mobilize change.

Test marketing of the product

Anna's first fast at Jantar Mantar showed that it is wise to test the waters well before the large-scale roll out of the product in question.



Package the product right

Anna Hazare's white dhoti-kurta and squeaky-clean image were the perfect packaging elements. Intriguingly, these elements managed to rope in the support of today's denim-clad youngsters.

Thorough media plan

The campaign was launched between the World Cup and IPL, thus filling the media vacuum. Moreover, team Anna was readily

available for media interviews. Interestingly, Anna was not over-exposed in the media; he spoke once from Tihar Jail, and addressed the media several times at the Ramliila Maidan.

Another smart move was that it had very few voices in the media - only Anna, Kiran Bedi, Arvind Kejriwal and Prashant Bhushan spoke to the media, thus minimizing the scope for distortion of the message.



Out-think the competition

In this case, the government is seen as the competing brand, one that Anna Hazare managed to stump.

The Anna campaign reminds us that simplicity is the key to successful branding

Right kind of imagery to complement the brand

The image of Anna meditating at Rajghat, or lying down at the Ramlila Maidan, proved to be iconic. Similarly, when he broke his fast, he took water from a Dalit girl and a Muslim girl, an image that connoted so much, all at once. Even the large physical picture of Gandhi in the backdrop contributed to the imagery that accompanied Anna's campaign.

Effective tagline

'I am Anna Hazare' was more effective a tagline than 'I am for Anna Hazare'. It is personal, participative, and gave citizens a means to internalize the struggle. Consequently, it urged people to act.

Sunil Lal, member, IAC (India Against Corruption), and the brain behind the branding element in Anna's campaign, told afaqs, an online media post, that the team visualized the whole campaign before executing it.

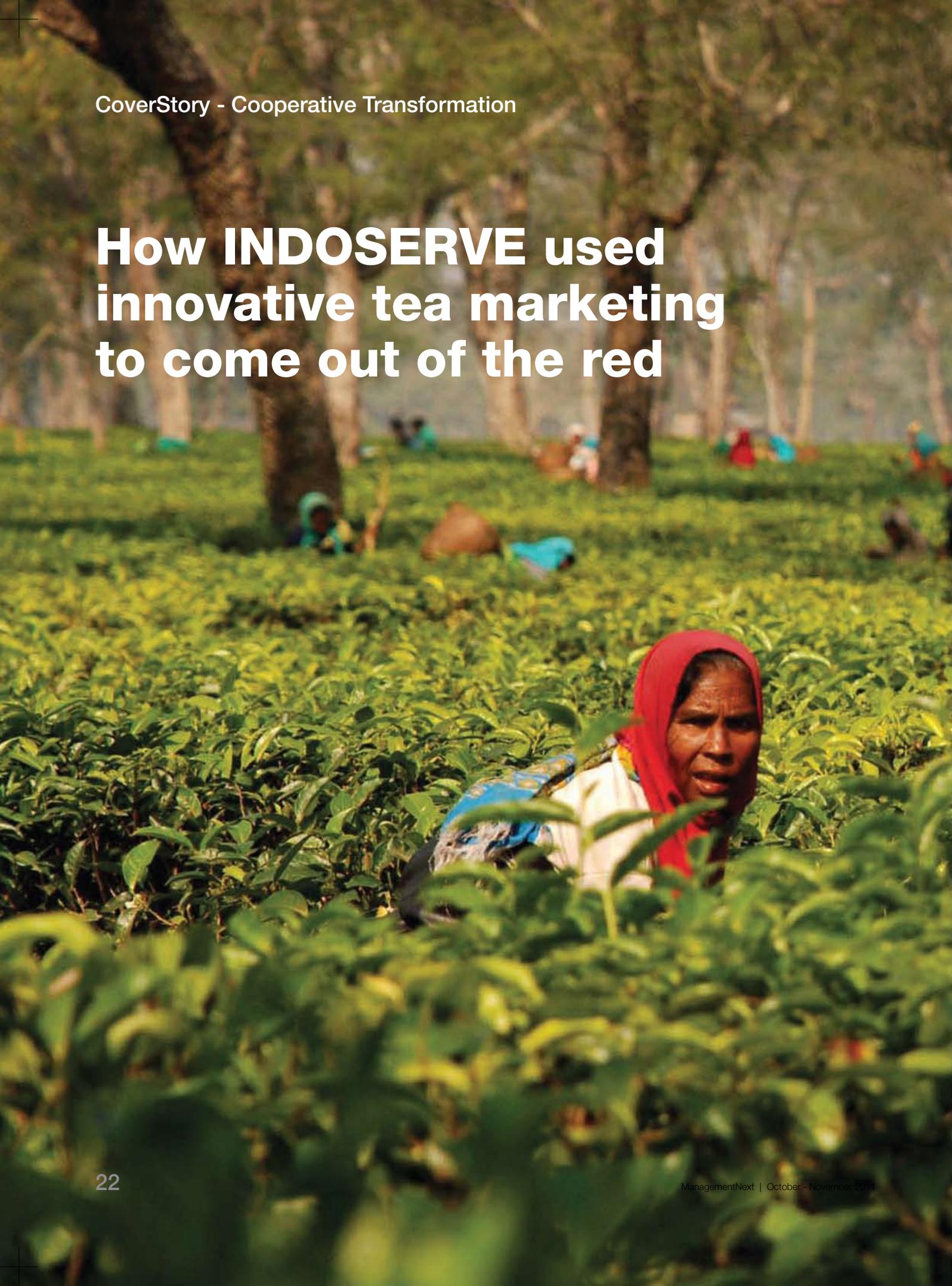
It was at this stage that the team knew that it would be crucial to connect with the target group at an emotional level so that they would relate to the brand.

He said that the elements of branding such as the imagery, symbols and tagline used in the campaign, were purely coincidental, insisting that no one actually sat down and coined the slogan 'I am Anna', and that no one deliberately motivated people to use the symbolic 'Gandhi topi'. All these symbols were adopted for the sake of branding, at a later stage.

The biggest takeaway from this campaign is perhaps the importance of establishing an emotional connect between the brand and its target group.

Lal said, "We should not try to push the product or the service towards the audience in a bid to motivate them to purchase it. Rather, we should connect with them emotionally so that they realize that the product is a part of their lives."

How **INDOSERVE** used innovative tea marketing to come out of the red



INDCOSERVE was established in 1965 with the mission of transforming the socio-economic conditions of “small tea growers” in the Nilgiris district, a hilly tea growing region in Tamil Nadu, the southernmost state of India. INDCOSERVE procured green leaf from its grower members (19,270) and processed them in its fifteen factories located in different parts of Tamil Nadu. It marketed tea through both primary channel (sale of loose tea in bulk to primary buyers) as well as secondary channel (sale of branded tea in packets of 1 kg or less to end consumers).

In 2009-10, INDCOSERVE derived 86 percent of the revenues from the sale of loose tea and remaining 14 percent from “Ooty Tea.” While it sold more than 90 percent of its loose tea through its own electronic auction platform called “Teaserve,” it marketed its only brand “Ooty Tea” through institutional tie-ups with “public distribution outlets” and the Department of Defence.

While the average price realized by INDCOSERVE made tea in auctions as well as the price paid to small growers for their green leaves had not changed much in the last 15 years the cost of input and operations had increased manifold. In 2009-2010, INDCOSERVE had sales revenues of Rs.1151 million and an accumulated

loss of Rs.220 million. The challenge before management is - How to put more money in the hands of the small growers? It can do this only by increasing the profitability. Should it increase profitability by improving the quality of tea or by strengthening existing marketing channel or by exploring new channels?

Agricultural commodities often are characterized by two aspects, viz., seasonality and shelf life of the produce. Further, in countries such as India there are significant public policy dimensions (governmental regulation on pricing and markets etc.) that critically influence production, distribution and marketing of several agricultural commodities. Furthermore, unlike their counterpart in manufacturing, agricultural commodity supply chains typically are not well organized in such countries. Therefore, prevalence of cooperatives as an organization structure for managing several supply chain activities is also a common feature.

The complex brew

This case has contextually been set under these conditions and it deals primarily with the issue of marketing of tea. In addition, tea poses unique challenges arising out of numerous varieties/grades. Due to several of these aspects, understanding the factors that influence profitability of a firm engaged in procurement, production, marketing and brand creation of tea makes an interesting study for a student of management.

The case seeks to highlight the interplay and tradeoffs among the various elements of business to arrive at a marketing strategy. While ensuring consistency among the four Ps’ of Product, Place, Price and Promotion is essential to satisfy consumer needs,

Challenges of a loss-making tea company

How to put more money in the hands of the small growers? It can do this only by increasing the profitability. Should it increase profitability by improving the quality of tea or by strengthening existing marketing channel or by exploring new channels?

firms also need to critically analyze their own capabilities as well as those of competition to survive and thrive in the market place.

The rich data in the case enables a full-blown discussion on the marketing strategy to be adopted to turn around the company. The case has a context of agricultural commodities and hence provides useful insights into issues in agricultural marketing such as the value creation and extraction process for tea. Intertwined in the case is also data on auctions, an important channel of distribution for agricultural commodities, thus allowing for interesting debate between auctions vis a vis traditional channels, open outcry and electronic auctions. INDCOSERVE is a cooperative organization which also brings to the fore issues in marketing through a cooperative in a sustainable and profitable way.

The Indian School of Business (ISB) and Richard Ivey School of Business (Ivey) recently announced the results of the ISB-Ivey Case Competition 2011. The top winners are the faculty from IIM Bangalore



Seema Gupta and B. Mahadevan

The authors teach at IIM Bangalore

How 50 million Indians connect using SMS



by Ravi Sundararajan

A good number of marketing managers today are open to using Facebook, Twitter and mobile social media for advertising and marketing. The old school approach of marketers who had adequate budgets was to use traditional print and media advertising and augment that with online marketing.

Consumers are beginning to participate in sharing common interests and experiences with

communities and larger groups. Interactivity and shared participation in creating brands, communities, governments and user experiences are here to stay.

What do businesses do, to reshape their marketing strategies in this changing world of shared participation and interactivity? What social media tools do they use to cost effectively engage desired target audience? How do they regain their ability to drive cost effective and sustainable campaigns, loyalty and personalized interactivity?

At Gupshup, our aim was to create simple mobile marketing tools for marketers to acquire, engage and serve their customers in a personalized and relevant way. The goal was not only to engage customers anytime, anywhere but also to use contextual SMS in a personalized way that converts them into brand loyalists. When we opened our free communities' platform to consumers, we noticed a pattern in adoption behavior. The early publishers were inquisitive about what this medium had to offer. Then they learnt how to use this new media. Today, they want to be given



more control of these new platforms to use their already existing skills (for adopting new media).

These Communities are put to use by Individuals (to communicate or coordinate amongst their friends), small groups (for education, sharing common interests and day-to-day coordination) and large groups to enable shared participation and community mobilization by creating their own content and sharing it with the world. Anna Hazare's volunteers used our platform extensively to reach the masses and co-ordinate the mass protests. The new-age Indian consumer has found a medium that provides something more intelligent than what they can foresee to tease their minds and their fingertips anytime, anywhere.

Launched in 2007, SMS GupShup's vision was to create group messaging for all. This platform enables creation of large mobile communities and Reply-All chat, a revolutionary product that allows people to use SMS for communication in



smaller groups. Founded by seasoned Silicon Valley entrepreneurs and incubated at the IIT Bombay Business Incubator, the company is funded by Charles River Ventures, Helion Ventures, Globespan Capital and Tenaya Capital.

Government big user of SMS

SMS GupShup today connects 50 million users in India via mobile device. The network is a combination of nearly 5 million communities that share content on topics such as finance, entertainment, lifestyle, health, sports and technology.

Since four years, GupShup's engagement as been in the following areas:

Social - Blood Donation camp awareness by Indian Red Cross Society, Nursery Admission updates sent to young parent (sponsored by Max New York Life), Volunteer recruitment drive for Greenpeace

Corp., TATA Jagriti initiative on GupShup platform.

It is the only medium for Hmar tribe in North East for updates and news in their area. Mumbaikar community for Mumbai residents serves as a platform to put forward complaints to municipality. The World Lung Foundation uses us to reach out to Indians on World Tobacco Day and the WWF uses the platform for earth hour awareness every year.

The Indian government has been using GupShup for traffic announcements, for income tax reminders, polio awareness drive, eye donation awareness drive, central railways awareness campaign, custom and central excise announcement campaign and many more.

GupShup has been the social messaging partners for UTV, fan engagement club for ETC music channel, fan engagement for Indian Idol, Sony TV, Chat app for 'MeethiChoori', a program on NDTV Imagine. Other users include over 20,000 communities around humor on GupShup platform, East Bengal Fan Club for soccer fans, three IPL teams (Deccan Charges, Delhi

Daredevils, Rajasthan Royals) have a large fan base on GupShup platform.

The simplicity of these mobile communities makes them location, phone and campaign agnostic. A personalized non-intrusive message, in the form of relevant tips, new product launches, contests, regional expansion of services and likes from the brand keeps expensive, high decibel marketing campaigns away to drive 'brand recall' or 'brand trial'. The reply feature and engagement tools facilitate a two-way conversation in real time. The messages with relevant content have a lot of value to the consumer which converts him/her into a brand loyalist.

Once the consumer opts into a community, there are multiple ways to engage him or her. There is poll (for consumer satisfaction), quiz (instant gratification for consumer), faffle (contests), feedback (2-way dialogue) and more. Finally, there are alerts/ reminders, mobile couponing (for trials) and commerce, the ultimate culmination of any marketing campaign by driving these engaged consumers to a website or a toll free number to transact.

Brands, businesses and governments have the platform, reach and tools to engage consumers but innovation has to come from how these tools are used. We have top brands from all industry as well as SMEs from all corners of India that are using GupShup platform to connect with sports enthusiasts, young parents, professionals, students and every Indian buyer with some interest and a phone, doesn't matter which one.

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Steve Jobs was his first customer



Dr. Prasad Kaipa worked with Apple in 1984 as a consultant, product marketing manager in the International division, was manager of School of Technology and a fellow in Apple University. He interacted with Steve Jobs briefly in early part of his career. Here, he shares what he saw in the genius.

Steve is an enigma for people because he does not fit into their image of what a business leader should be. In fact, he dressed, thought and behaved like many IT engineers now do (like sandals, no attention to personal hygiene, use truth as a weapon (I tell the truth and if you have a problem with it, it is your headache not mine) about 20 years ago. He was fired from Apple - because of those reasons (and others) and because of his contrarian attitude.

But when he began to gain a perspective on himself and allowed himself to be more of a leader than of a doer, he became more effective - everywhere.

For me, he had childlike and childish qualities - both in abundance. His childlike quality is what made his contribution unique, thought provoking, integrative and meaningful. His childishness scared others.

As an Indian and American, I feel that he was more Indian than I am. He was only a few months older than me and he understood the essence of Vedanta (non-dualism) and Buddhism (impermanence) better than anyone I know. He practiced non-dualism in designing products as a customer and as a custodian.

As a teacher, I will tell my students that Steve Jobs was a complete human being. He knew how to live, love, lead, create, relate and die better than anyone I know.

I would also say that each of us can be Steve Jobs in our own way - but we are busy living other people's lives. Steve did not live his life as a copy. He was an original. If we all can learn to be authentic and original and shed what we picked up from others and focus on our essence, then the world would be a much better place.

He helped others invent themselves

Steve Jobs is Confucius of today. He is the wise sage or wise leader who can work with Jony Ive, Tony Cook and others and bring the best out of them. They invent supply chains, product design, technology, retail stores and other stuff. He helps them invent themselves. - somebody mentioned, "Steve hacks the hackers while hackers hack technology."

In Upanishads, it is said that when you are in a dark room, you should be focusing on the light when it turns on and not focus on what the light is

As a teacher, I will tell my students that Steve Jobs was a complete human being. He knew how to live, love, lead, create, relate and die better than anyone I know

falling on. The person who controls the light controls what gets seen and what stays hidden.

Most entrepreneurs and business leaders focus on what light shows and not the light. Steve Jobs teaches us to pay attention to wisdom and not the knowledge or expertise. Tap into their capacity and ignite their genius and you help them integrate their individual skills, capabilities and inventions.

I cannot talk about his understanding of the concept of death beyond what he said in his famous Stanford address. He really was able to take one day at a time and was clear that he has a legacy that he wanted to leave and made sure he did - both personally and professionally and went away as privately as he came into the world.

Dr. Kaipa teaches at ISB Hyderabad. He is a CEO Coach and Advisor in Silicon Valley.

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www.kaipagroup.com.



Walter Isaacson's quotes on Steve Jobs

"His whole life is a combination of mystical enlightenment thinking with hardcore rational thought."

"He has an intuition for connecting artistry with technology and that allows you to make imaginative leaps. Jobs leveraged a combination of both the humanities and sciences to fold highly sophisticated products into intensely simple designs."

"In essence, Steve Jobs' life is an extraordinary tale of the excruciating obsessiveness behind simplicity."

"Producing something artistic takes real discipline"

"He truly believed that simplicity was a virtue. Simplicity is the ultimate sophistication."

"At Apple, there was sort of the deep collaboration because there were no divisions and because the engineers, marketers and the designers had to work together from the very beginning."

"I love it when you can bring really great design and simple capability to something that doesn't cost much"

"He believed that technology was individually empowering"

Steve didn't read his biography

It is unreal but true. Jobs' biography was with the publishers when he died. But, according to his biographer, he wanted to read it only after it was published. "I kept asking him, and he said repeatedly, "I don't want to read it before it comes out, because it will be like an in-house book." He said to me at our last meeting a few weeks before he died, "I won't read it right now - I'll read it sometime in the next year." Isaacson told Bloomberg.

Beyond material rewards

Organizations are coming up with multiple and unique ways of rewarding their employees for good performance. However, a powerful rewards and recognition policy works where employees are trusted, treated well when they fail and are allowed to grow both intellectually and emotionally

by
Unnikrishnan Meladi

Practicing best practices in people management has a positive impact on a company's overall business objectives. Therefore, processes and systems in a company must align with the business goals. The reward and recognition system in a company cannot be an exception. A reasonably good R&R system elevates employee satisfaction and this in turn impacts customer satisfaction. Invariably, commitment and motivation can have multiplier effect on transformation of human capital into organizational capital.

Organizations are constantly looking for innovative methods to satisfy employees. The socio-economic fabric of the workforce has to be taken into account before implementation of any R&R scheme/policy. Here are a few examples:

In the Adithya Birla group, there is clearly a defined production incentive

scheme where it is part of cost to the company. The incentives are same for all - from a director to a junior most staff. The advantage of this scheme is that it is hierarchy agnostic resulting in less remorse.

In the Gandhi Group of companies, there is a monthly production incentive scheme based on total production in a given month. Here, incentives are offered based on the proximity to the goal. For example, those associated with core production get 100%, technical support team gets 80%, non-technical team that supports one and two get incentive based on total production tonnage.

Accordingly, other auxiliary staff like office boy to house keeping staff is entitled for 50% incentive. The production-linked incentive is paid across all employees irrespective of their technical or non-technical background. Here, the teamwork is

"Don't worry when you are not recognized, but strive to be worthy of recognition."

- *Abraham Lincoln*

"We will receive not what we idly wish for but what we justly earn. Our rewards will always be in exact proportion to our service."

- *Earl Nightingale*

"It is up to us to give ourselves recognition. If we wait for it to come from others, we feel resentful when it doesn't, and when it does, we may well reject it."

- *Spencer Tracy*



Leaders can bring about such changes by trusting and acknowledging the essential magnificence of the human factor

at its brilliant display. I have seen even office boys enquiring, "what is our total production tonnage this month sir"?

Finding effective R & R methods is a never-ending process. As part of R&R schemes, few organizations sponsor higher education with guarantee of employment on conditions through a legally binding effective employment contract. It not only motivates an employee through retention, but also enhances the employee's career advancement. It could also emotionally bind employee to be part of the growth plan.

Nothing limits an innovatively thinking HR brain to come out with a result oriented R&R scheme. Transformation happens through sustained and sustainable change. Leaders can bring about such changes by trusting and acknowledging the essential magnificence of the human factor.

Unnikrishnan Meladi is the author of "LEAD"- successful lessons for People Managers.
cabounni@yahoo.co.in

"A word of encouragement during a failure is worth more than an hour of praise after success"

- *Unknown*

"Appreciation is a wonderful thing: It makes what is excellent in others belong to us as well"

- *Voltaire*

"People may take a job for more money, but they often leave it for more recognition"

- *Bob Nelson*

Link rewards to behaviors, not just to outcome



by Yogesh Sood

The author is CMD of Leadership Consulting Private Limited in association with VitalSmarts USA.

Human beings are motivated since time immemorial by one simple fact - “what’s in it for me” before undertaking any activity. The classic dilemma of “skill” vs. “will” to do a task tends to skew in favor of “will” when it comes to making a decision.

We favor ‘will’ when it comes to making a decision. If this ‘will’ factor is handled well then we have a higher degree of success in accomplishing our goals. However, it is easier said than done and most of the organizations struggle to design a reward system that meets its objective. Our global research shows that companies in India can design an effective rewards system if they consider the following strategies:

A rewards system should stimulate the ‘will’ part in the mind of the target group and should be continually reviewed for its effectiveness.

Identify rewards that reward

An organization wanted employees to feel recognized and respected, so leaders asked supervisors to give out five achievement awards each week. Supervisors carefully pored over possible candidates, wrote thoughtful recommendations, and handed out five awards each week. But soon, employees began to grumble because awards were used so often that they lost significance. So, the important question we need to continually ask is – is the reward rewarding the concerned individuals?

Reward behavior, not results

A good reward system should ensure that you are rewarding the behavior you want, not just results. Rewarding results alone can

sometime lead to unhelpful behaviors and disastrous results. Vital behaviors are defined as a small number of high leverage actions which would give the desired results if the same were demonstrated at the desired moment. Example - Most doctors in our private health care system are paid for the tests and procedures they perform, but not for keeping patients healthy. A call center pays employees based on number of calls they handle. Can you guess how these incentives affect behavior? What might be the unintended consequences for the patient? The call-center employees?

Rewards in moderation

Many companies jump straight at trying to design the reward system and fail to get the desired traction from the same. For example: An insurance company wanted to hire sales agents and announced a reward structure for their sales team with two parameters - a) number of sales agents recruited and b) the speed with which they were recruited. The distribution of the reward amount was skewed towards “b”, without considering whether this reward would reward or there are some vital behaviors which one need to focus on.

The result was that there were a large number of sales agents who were brought into the system at a very fast pace. The concerned sales team of the company earned huge money and everybody was happy in the short run. However, there was a high rate of attrition at the sales agents’ level and the company was back to square one within three months of completion of the rewards period.

Today, dynamic situations need a new approach to manage the “will” part of the target audience and the above mentioned three points are sure to ensure success in the short and long run.

Gen Y needs frequent recognition

What are the proven R & R strategies that work these days?

The great news for companies is that the most effective R & R strategies to retain talent are often the most cost effective as well. The most powerful way to retain great talent is to ensure that they're constantly being developed. Recognition for great talent can include giving them special projects, new assignments and other opportunities to learn new skills. The other key strategy comes from the old maxim that "people join companies but leave managers." As basic as it sounds, a manager recognizing good performance through a simple "thank you," a written note or recognition in a team meeting is a powerful way to build the positive relationships that retain talent.



by **Marc Efron**

Marc Efron, president of the Talent Strategy Group, on what reward and recognition strategies work and what doesn't among the new-breed of employees today

SpecialFocus - Rewards & Recognition

Small financial rewards are always appreciated but companies should use them with caution. First, they're not a substitute for giving talent great development opportunities. Second, they don't create the emotional connection that a manager's recognition does. Third, they'll likely be spent and forgotten about much earlier than you might expect.

Have you come across innovative R & R policies that have worked wonders for companies?

Giving stock to all employees: While it may seem commonplace today, giving stock or stock options to rank-and-file employees was relatively uncommon as little as 15 years ago. In the mid-1990, the CEO of a small but growing U.S. health insurance company (~300 people) had an incredibly strong belief in the power of his employees. He told them that his goal was for all of them to become millionaires. He gave everyone in the company, from the mailroom worker on up, stock in the company. This created an incredibly empowered and loyal workforce. The company grew rapidly to more than 7,000 employees, many of whom actually did become millionaires when the company went public a few years later, including the former mailroom worker.

Annual chairman's awards: A large, global consumer products company created an amazingly loyal workforce in part through their annual recognition ceremony. Once each year, the company's 200 senior leaders would gather for their annual meeting, one night of which was set aside for a lavish awards ceremony. Who would get the awards was a well-guarded secret. Only a small number of awards were handed out and they were only given for outstanding performance in the prior

year. Each award was handed out by the company's chairman, following a speech about the accomplishments of the individual. The night culminated in the largest honor being given — the Chairman's Award. After a number of years, this process became so revered in the company that senior leaders would say that they wouldn't consider leaving the company until they had won a Chairman's Award.

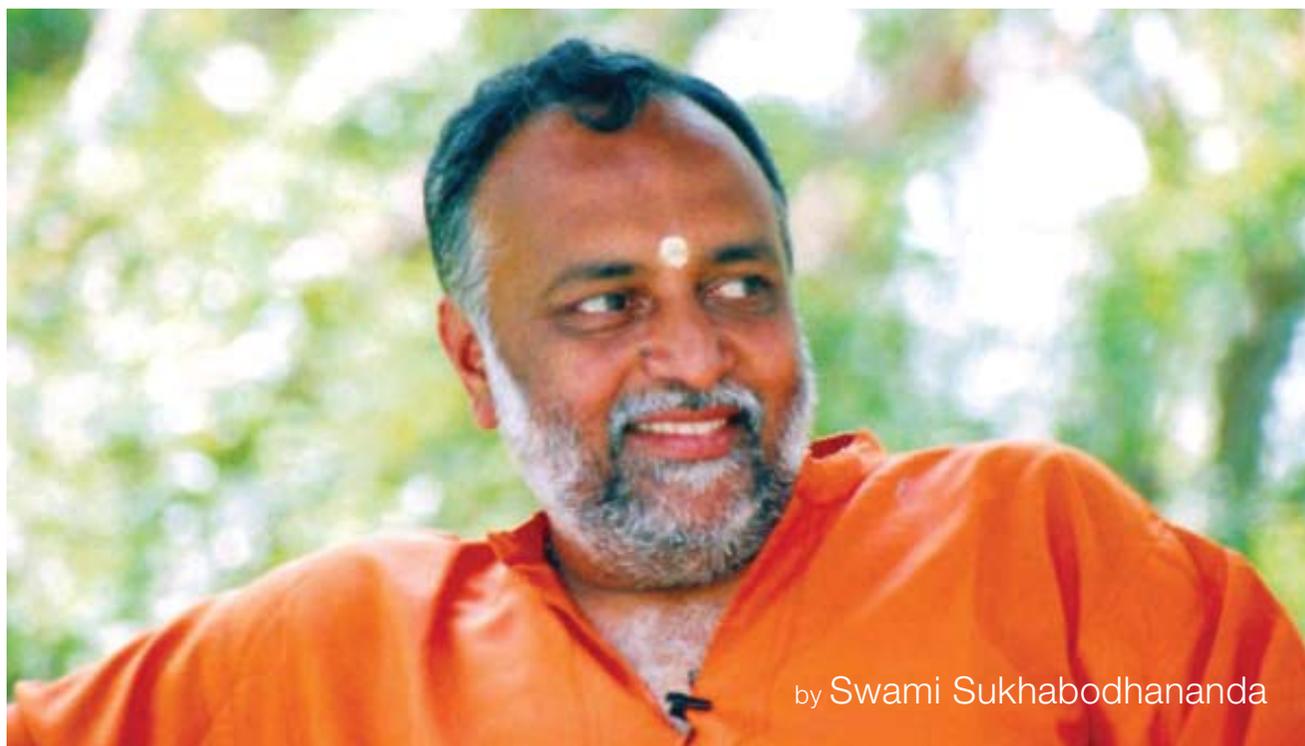
In the knowledge industry, R & R strategies are very different. What is the best strategy here?

Many of the same techniques that work for other industries work equally well for workers in knowledge industries. One thing that works well is recognition that actually celebrates and recognizes that worker's knowledge. Allow them to write an article for an industry or company journal, give a presentation at an industry event or attend a client meeting they might typically not be invited to attend.

The R & R policies for Generation Y have to be different. What can organizations do for them to stay longer?

Generation Y will respond to the same R & R tactics as other employees but the process has to be managed somewhat differently. Gen Y expects much more frequent feedback than older generations which also means that they expect more frequent recognition. More frequent recognition by their manager of small accomplishments (instead of waiting for a larger win) can be very helpful. Gen Y is also used to the egalitarian nature of social media interactions, so they will value being included in important meetings or events where they are able to voice their opinions/ideas. Even for Gen Y, continued career development and a manager who shows he or she cares will be the best recognition and retention strategies.

Rewards and Recognition - A Spiritual Paradigm



by Swami Sukhabodhananda

Most of the time, a good behavior in an individual is a result of good inner health. Just like how a stiff neck supports an empty head, similarly a good individual builds a loving heart, for the heart of education is the education of the heart.

A reward given from a manipulative mind is highly de-motivating... for in a deeper sense it is subtle exploitation. One is exploiting the gullibility of the other and the greed in the name of recognizing an individual. It is like how some politicians support the poor by

giving freebies like TV, clothes, food... but the real agenda behind is not to genuinely support but with an eye on vote bank. The hidden agenda is more

Can celebration be more focused to rejoice the process than the result? Then such a celebration will have wisdom and direction and further motivation

important than the support provided. One has to see this clearly. Clarity gives one the strength. From such clarity one can orient one's recognition and reward in a wiser way.

Every achievement is to be recognized, rewarded and thus the achiever is venerated. It is good to celebrate an achievement. But what inner meaning does celebration in the name of recognition and reward convey to us? It is more to shift a person from doing to showing and proving. This gets programmed

deeply in the subconscious. Every celebration should be around the reason for success and not on mere success. The moment the result is produced it is dead and what remains alive is the process which led to the result. Only when we apply the same process again and again with some modification that is required with time, the similar or better differentiated result is possible.

Thus, one has to be process oriented and not celebration oriented. Processes are like seeds and that has to be watered. But somehow one gets derailed in the name of celebration. So, can celebration be more focused to rejoice the process than the result? Then such a celebration will have wisdom and direction and further motivation. In that space recognition and reward makes lot of sense.

Parasitism or symbioses

The harmful type of relationship a corporate should avoid is to engage or entertain in “parasitism as compared to symbioses”. The relation between two different species of organisms that are interdependent; each gains benefits from the other is symbioses; The relation between two different kinds of organisms in which one receives benefits from the other by causing damage to it (usually not fatal damage) i.e. parasitism. Most “corporate parasites” try to pose their identity as givers and some pose as symbioses but are nothing but sweet talkers. Rewarding the sweet talkers is not good for the organization. What I have stated is an obvious fact. But the point I am leading to is... if recognition and reward is only towards sweet talkers then it is harmful to the organization. Reward is wonderful, recognition is wonderful but if it is done in the context

of optimizing one’s potential rather than boosting one’s ego, then it is good. The moment one boosts one’s ego one is, in a subtle way feeding a dragon. Short time motivation is a reward and recognition as and when results are produced. Good result is considered good to the organization. But ego is not good for the organization and hence it should not be boosted.

Can one position, “recognition and reward” keeping in mind the short time goals of motivation and long time goal i.e. wellness to the organization? How one does that is a part of creative presentation. But not having ego should be a value or having less ego should be one of the core values of the organization and the individual. Then such a person learns to give not only

Then how can one recognize and reward without boosting the ego? This is the challenge and cannot be answered in formulas but one has to creatively explore

to oneself but also to the organization. Not keeping this into perspective is like the “wolf in love with the sheep” or it is like a crocodile dressed in a suit.

The Ego play

In a deeper level ego gives an idea that one is in an island. Ego gives a deep sense of loneliness. To get out of this loneliness, one is occupied in all types of escapes through work or pleasure. For many, work and pleasure is a means of avoiding their inner loneliness. One feels inwardly lonely as one feels disconnected to other and

thus a feeling that one is in an island. The fact is one is not an island; one is connected to the whole. Unless one sees this, one will not make life holy. Ego creates anguish for one’s boundaries that are well laid down and anyone stepping into one’s boundary is interference. It may appear logical and that is why even marriages are getting messed up. But the fact is everyone is interdependent.

The true enemy of life is ego. Unless ego is dropped life will be a living hell. To reward and recognize and serve the ego is a great error. Then how can one recognize and reward without boosting the ego? This is the challenge and cannot be answered in formulas but one has to creatively explore.

One can boost the self-esteem and validate the work through reward and recognition and at the same time making people realize that more than one’s ego it is the principles of life, higher laws of life that are operating. Connecting to these laws through work creates right results. If the eye can see, it has nothing to do with oneself, there are divine principles from which eyes can see, ears can hear. It is the glory of these principles and not the glory of one’s ego. The only glory the self can take is the wisdom to align to these principles and allow them to flow. This has to be tactfully presented not making a person wrong but making one see what is right. From such a space reward and recognize an individual or a group when needed.

Swami Sukhabodhananda

is the founder Chairman of Prasanna Trust. His expertise lies in synthesizing ancient wisdom of East and modern vision of West and appealing to both young and old.
www.prasannatruster.org

And the award goes to the parents of

The Bangalore-based Champions Group's innovative and robust rewards and recognition mechanism has contributed to negligible attrition, very high performance and rapid growth of the 1,500-employee group. In a chat with **ManagementNext**, chairman **Subhakar Rao** talks about what inspired him, how he manages to run the R&R process effectively with a dash of zest and how the diverse group has benefited immensely.



You mentioned how your mom's words were the inspiration for your unique R&R effort...

My mom used to say, "The real pride of a parent is not when their son or daughter is born, but when THEY get recognized in public for their kids' accomplishments." I was inspired by these words during my tenth class and went on to top the school, college and then got into business. It dawned on me when she died a couple of years ago that I couldn't get her to be recognized in public but the least I can do is to carry her wishes forward by recognizing our employees' parents.

Thus came to life our monthly Champion Parents Awards. The

awards have not only brought pride among the parents but also intense commitment to the enterprise.

I had a situation where one of our employees, whom we call 'Champions'

I believe, our HR teams with a couple of dedicated web and video editors, help us get at least another 20 percent more from our 1,500 employees without breaking the bank

showed up at work the very next day after his father died and when I showed concern he said, "My father would expect me to be at work. My dad was ailing badly when we did the Champion Parents Award recognition and he died a very peaceful death a couple of months after that with happy memories."

How can we say your R&R is innovative?

We commissioned a customized bus from Dilip Chhabria called Champion Cruiser (www.championcruiser.com) which is a luxury bus with a bed, six 180 degree flat relaxing luxury chairs, a couple of large screen LCD TV

sets. We use this to take R&R to our employees' homes. This ultra-luxury vehicle picks the employees' families over a weekend and takes them to places of their choice.

We personalize printed birthday cards, anniversary banners, mugs, caps, T-shirts, diaries, among others. We also have programs involving our employee kids. Stuff like this helps us connect with parents and the younger generations in the families and makes it an extended family. We are asking our managers to take top performer families for lunches or dinners at unique restaurants.

We have R&R functions every month at each of the three buildings of our companies. These events not

“There is no greater joy to me than seeing my children successful. Tears of joy trickled down from my eyes, and words just wouldn't flow out of me as I was dumb stuck to see me being honored because of my daughter's success. I have not seen or heard of corporate companies honoring parents for nurturing their children. Thank you so much. “
- Angeline D'Souza

only help us recognize a couple of parents a month, but also help us recognize our top performing employees often (monthly, not once a quarter or year). You can see more information about Champion Parents awards at www.championsgroup.in/championparents

What is the secret behind the success of any vibrant R&R system?

R&R success is about consistent motivation. Just as you take bath everyday, rewards and recognition has to be often to succeed. Today, you can personalize most of the stuff and the value goes through the roof when you do that.

The secret behind any R&R success is recognition in public – the outcome is a positively energized workforce that produces far better results. It makes business sense too.

Manifesto

- Deliver ROI to customers, vendors and partners every day, every way.
- Dig for gold in each of your team members every day.
- Winning is a good habit. Celebrating in style often is even better.
- Be in a continuous education program to give birth to a new “You” every year.
- Write your goals and plan well at

A customized bus from Dilip Chhabria called Champion Cruiser which is a luxury bus with a bed, six 180 degree flat relaxing luxury chairs, a couple of large screen LCD TV sets. We use this to take R&R to our employees' homes. This ultra-luxury vehicle picks the employees' families over a weekend and takes them to places of their choice

the start of each year and achieve those by doing something every day of the year.

- Make the workplace fun always with a little weirdness.
- Be passionate, practice giving accolades, apologize wisely to patch things up, and be gracious.
- Create at least one positive experience every quarter and share it with the team.
- Honor and respect your parents. Make them proud and happy.
- Be Innovative and fast at trying new solutions/processes. Pass the Innovation Test every year.

Virtual learning for women, by women

A woman today plays many roles - some being that of a working professional, a mother, a partner, a daughter - which often result in multiple priorities which lead to the need to integrate aspirations for career progression and personal fulfillment.

Today's digitized world allows you to network freely – whether on social media sites or professional networking sites like LinkedIn. People at work are discovering the value of networking in online forums at their convenience to their professional goals.

Increasingly, it is the preferred mode of communication for expression of one's point of view since it is faster and not bound by location or geography. Online networks are an important tool to connect with friends, peers and other professionals in the industry, to build a business, to seek advice and to learn from the experience of others. Many women have found these to be invaluable as a tool to learn from each other on how to balance the varied roles they play and integrate their priorities at work and home.

Many high performing organizations recognize the need to enable women to achieve the balance they seek and are empowering them through special programs and practices.

Recently, Vaahini went a step further in adding value to its community with the launch of the Vaahini Virtual Learning Series of webinars

One such example at Accenture is the unique online virtual community created for women professionals called 'Vaahini' (www.accenture.com/vaahini).

Vaahini enables women to exchange ideas, learn from accomplished women leaders, debate on thought-provoking topics, participate in skill-building sessions and most importantly leverage their network to find new opportunities to grow.

Vaahini, Accenture's networking forum, means "stream" or "flow" in Sanskrit. True to its name, it provides a dynamic flow of information and insight online. The medium touches the lives of working women and connects across organizations and geographies in its mission to empower and inspire.

Vaahini began as an internal women's network for Accenture India in 2005, and after five years of growth,



Accenture's initiative on creating a vibrant digital forum for learning for women employees is a big hit. **Prithvi Shergill**, Lead, HR, Accenture takes us through the journey.

was launched online on International Women's Day on March 8, 2010. The intent was to leverage Accenture's internal capabilities and experience to impact a larger group of working women as well as provide women working with Accenture access to the knowledge that others outside have to share. Vaahini's online initiative has meant that women inside and outside Accenture now have access to interesting information and articles, share learning's from insightful dialogue with industry leaders, and an opportunity to participate in live events, online discussions to learn and teach new skills for success at work and in life as well as enjoy participation in various contests hosted.

Chat with Kiran Mazumdar Shaw, Vinita Bali

Vaahini has consistently looked at women to drive the agenda of the resource group as they are best placed to shape how to use the network's shared knowledge. Volunteers from the resource group have crafted a network that has provided opportunities for members to interact and communicate with industry leaders such as Biocon's CMD Kiran Mazumdar Shaw, Britannia's MD Vinita Bali and AZB's Founder and M&A expert Zia Mody through the CentreStage interviews. In this section, insights are shared from personal journeys which have shaped their success stories. Take Dr. Swati Piramal, vice chairperson, Piramal Life Sciences Limited as she talks about repositioning a flagging textile empire into a flourishing

pharma MNC with operations around the world.

The Moneywise section provides financial education and tips on managing money. Members can also benefit from the knowledge of experts in Getting Ahead where psychologists, entrepreneurs, yoga and fitness mentors and flexi-work specialists among others offer ideas for efficient working and healthy living. Vaahini also keeps readers updated with women-focused news around the world.

Vaahini offers opportunities for members to interact and communicate with industry leaders such as Biocon's CMD Kiran Mazumdar Shaw, Britannia's MD Vinita Bali and AZB's Founder and M&A expert Zia Mody through the CentreStage interviews. In this section, insights are shared from personal journeys which have shaped their success stories

Recently, Vaahini went a step further in adding value to its community with the launch of the Vaahini Virtual Learning Series of webinars. At the inaugural webinar, on July 1, 2011, speaker Priya Chetty-Rajagopal, VP and Partner at Stanton Chase, discussed the process of building leadership at the individual level. She emphasized the importance of having a mentor, networking, making 'guilt-free' choices, and simply

believing in yourself and your ability to be a leader. More webinars and skill-building sessions are slated for the coming months.

From being an internal initiative which addresses a variety of matters for Accenture's women employees- leadership connect, skills development, childcare, wellness, recreation, mentoring - Vaahini has moved on to addressing the needs and challenges of the growing workforce of women across the industry as Accenture's employees recognize that success across the industry will make the world we work and live in better which in turn will lead to more opportunities for all.

Stay grounded despite **power** and **wealth**

Lucky Ali does not need music alone to enthrall. He shared lessons he learnt from his journey so far and what executives can learn from them, in an interactive session with the executive education students at IIMB recently.

by **Ashish Dongre**

The non-musical side of Lucky Ali enthralled all at IIM Bangalore early this week. Through sharing his life's experiences, of which there were many, Ali encouraged the future honchos of Indian businesses to remain grounded in life despite the money and power. He emphasized the real need to give back to society and not be sucked into the world of commercialism.

Ali followed what he preached, doing what he liked in a career spanning dung cleaning, working at oil companies, stud farming, music and acting. Despite all his successes and reputation in music, agriculture remains his passion. Nonetheless, the world is ever so fortunate that his hobby came into limelight.

True to his self though, Ali admitted not being happy with the corporatization and monetization of music, where he felt non- film music is being used to subsidize film music. This led him to use the power of the internet to distribute his music, devoid of corporate interference.

He emphasized the real need to give back to society and not be sucked into the world of commercialism.

He felt that the internet is a blessing for musicians to break the monopoly of music companies and spread music to enthusiasts around the world.

If you are motivated, you will make it

Ali highlighted the power of the seven musical notes that continues to throw up unique, beautiful music. But he requested enthusiasts wanting to make a career in music to be rational and practical. One must have a job to protect the family while pursuing a hobby. And if you are motivated enough, you will make it, quoting the oft-repeated example of Anu Malik.

As he closed the session giving details of his new passion of taking the delectable Hyderabadi Biryani (he is of Hyderabadi roots) to the masses through a chain of food joints, Ali re-iterated the importance of staying grounded despite the successes in life- after all these are but passing phases.

Food for thought for the students at the end of a lively session organized through the EPGP Seminar series at IIM Bangalore.



Where the business of giving is business



Shantilal Muttha with school children



Shantilal Muttha, 57, is an unusual giver. While most kind-hearted men are businessmen first and philanthropists later, Muttha chose to become a businessman so that he could make enough money to sustain the business of charity. With his model, he has shown that charity need not be a small part of profits like most Indian businesses do or like Bill Gates and Warrant Buffett, a portion of their money pot after enough is made, but can cohabit with business outcome.

The result of this approach speaks for itself. More than 34,000 children are exposed to moral and value education as part of his initiative and nearly 500 schools are covered under various projects under Muttha's voluntary work.

What drove Muttha to adopt this model? Muttha grew up in a poor Jain household in rural Maharashtra. As a boarder at a poor students' hostel, Muttha and his friends volunteered at lavish Jain weddings as helpers. While they had their fill, they detested the coexistence of enormous wastages at Indian weddings and deprivation all around. It was in one such wedding that Muttha dreamt of supporting mass marriages and to work for the poor.

A graduate from a poor family, Muttha was clear that without sufficient financial outlay, any number of hours of voluntary work would yield very little. At a young age of 25, he started construction business in Pune which was beginning to emerge as the education and automobile hub. Being a Jain helped since it imbibes disciplines like financial prudence and result orientation. In eight years, Muttha was ready to launch his dream in 1984.

Today, with the help of a 500-strong Bharatiya Jain Sanghatana, a social work trust with a corporate structure, he provides free education for tribal children in various districts of Maharashtra, conducts regular mass marriage ceremonies for underprivileged couples, offers effective and quick disaster management services during natural calamities (e.g., during Latur earthquake in 1993).

At 57, it appears Muttha has taken an early retirement from business and spends most of his time in social work while his son runs the construction business.

He shares some insights from his journey with **Suhrudha Kulkarni**.

Tell us about your model of social service

I knew that if I start doing social work as charity, the quality would suffer. Quality and charity cannot go hand in hand. I was very determined about my goals.

I had entered business with the sole aim of gathering a kitty for my social projects. As my venture clicked, I became more determined about my objectives in social service. With healthy assets in hand, I turned towards social work with zeal and clear goals. I invested all my wealth in such a way that it started earning back dividends, which would eventually go into voluntary work. That my income has been steady and strong helped.

I have designed my business module in such a way that the inflow of money is constant without me needing to spend more time on it. Not even once did I doubt my decision. I was five hundred percent sure of my voluntary pursuits.

Rather than spending on donations and short-term projects in various fields, if companies implement research and long-term projects in single fields with focus, it would be of great help to society

UncommonHero

Does your family support you in this cause without remorse?

Surely they do. There is nothing to grumble as I am a good provider. Even now, I spend valuable time with them despite a busy schedule because of wise time planning. Money is important but when people gain success, they fail to draw a line. I don't subscribe to this attitude. Monetary help is not all that matters. Successful and intelligent individuals in society need to devote time to social work. Money cannot solve all the problems.

What's your advice to executives and entrepreneurs?

There is no dearth of people and money in social work. What is lacking is correct direction to go about. With no proper guidance, many initiatives go haywire. My genuine advice is to define areas of interest and work and intelligently plan modules with focus. So much can be done in areas like health, illiteracy, poverty alleviation. Rather than spending on donations and short-term projects in various fields, if companies implement research and long-term projects in single fields with focus, it would be of great help to society. They can divert their resources towards a lone cause and take it up well.

There is a dire need for involvement by experts and corporates. A professional approach is required. Azim Premji

There is no dearth of people and money in social work. What is lacking is correct direction to go about.

has started a professional machinery in voluntary work rather than just donating funds. Each corporate house should take up a specific cause and create a scaleable module for social work.

Are Indians generous enough to divert funds towards social causes?

Yes. People are definitely generous. But they need proper direction. My model of social work gives importance to business pursuits too. One is left feeling satisfied as there is success combined with the satisfaction of contributing to the society. This way, one earns a lot of respect too. The focus on specific projects is a complete must, not a random approach to social work.

How can the corporate sector help the government?

There has to be a multi-step process. The first step is to identify an issue. Second is to carry out professional research. The third would be design a workable module and the last step is to implement a pilot social work project in an area or region of one's choice. When all these are met, an ideal model is ready. If corporates contact the government with such concrete solutions, the government is sure to permit social work activity. This is the most practical solution. I am already doing this.

Currently, I am carrying out a project for school children on behavior problems. The Cambridge University is helping me in the impact assessment for this project. I am framing a syllabus for value education for primary school children. This pilot project is going on in Beed district of Maharashtra. An impact assessment report is very

Monetary help is not all that matters. Successful and intelligent individuals in society need to devote time to social work.

Money cannot solve all the problems. If corporates donate just a percentage of their time to social work, miracles can happen in this country

necessary. If all corporates contribute towards developmental work in this fashion, it will be a meaningful exercise. The models have to be replicable and dynamic.

Have any corporates approached you for guidance?

My organization is publicity wary. Our work is largely unknown. However, I am now ready to guide people through seminars and conferences. The passing on of the right message is very necessary. The only problem is that the seminars for CSRs are attended by volunteers and not policy makers who are responsible for making decisions. So whatever experience I have gathered will be of no use to volunteers.

If corporates donate just a percentage of their time to social work, miracles can happen in this country. A paradigm shift is needed to achieve miracles. I have realized this after putting in 26 years of work. There are 500 people on my pay roll for social entrepreneurship. This could be the only model of its kind in the country.

Transform for the Customer



Gautam Mahajan, author of 'Total Customer Value Management - Transforming Business Thinking'

Most managers and executives don't think beyond what is taught to them in their MBA schools. They are taught business strategy and not customer strategy. There is a difference between business strategy and customer strategy.

What we are talking about is so basic to business and yet while people recognize it, they don't know how to transform their companies to do this. In my new book, I ask - how do you transform the company and the minds of its leaders? End of the day, what companies are realizing is that products can be copied but the mindset of the customer towards your brand cannot be copied easily.

Chatting with ManagementNext, **Gautam Mahajan, the author of 'Total Customer Value Management - Transforming Business Thinking'**, released early 2011, said his new concept helps business leaders with

this process. To achieve this customer equity, he said, companies have to adopt a 360-degree concept called 'Total Customer Value Management.'

Gautam Mahajan, renowned author and expert in strategy, explains how employee brand equity builds corporate brand equity, and how companies can increase profits and competitive advantage through Customer Value Transformation.

His new book is a sequel to his earlier book titled 'Customer Value Management' published in 2008 by Sage India. Total CVM goes far beyond CVM. He said, Total CVM aligns the entire company to the customer. It expounds the value of employees and the building of their self-esteem, awareness and engagement, and expands the concept of customer strategy, customer circles and continuous customer improvement programs, value pricing, the roles of departments such as HRD and finance, and measuring customer and employee value added.

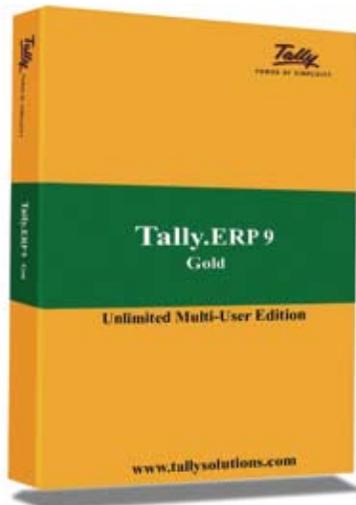


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Tally backs IN Leather in its growth plans

IN Leather is a Bangalore-based garment-making firm with a 700-strong employee base. The firm ventured into this business in 1995 as a contract manufacturer for Pantaloon, V F Arvind brands and Benetton India Ltd. It now has its own brand T-BASE which currently enjoys 5% market share in north India. Its portfolio includes jackets, tee shirts, pants, bermuda shorts and shirts.

In Bangalore, the company has exclusive showrooms in Sigma Mall and a factory outlet in Esteem Mall with plans to open another shortly in Prestige Mall. The firm has two manufacturing units – one in Peenya second stage and another at Laggere, both in Bangalore. It also outsources work to sub-contractors.

Speaking on the performance of Tally.ERP 9, Mr. Ravi Kumar K, account manager of IN Leather, said, “The company has been using Tally for the last 10 years and upgraded to ERP 9 immediately when it was launched in the market. We have been using all the features of Tally - bill generation, material out ward/delivery challans, generating sales order, purchase order tracking among others.”

“For example, the inventory package (a feature in inventory tool) allows access to stores by store keepers, to keep track of every item using a tracking number. This reduces work with no repetitions hence allowing smooth workflow. As of now, we are using all the regular features available in Tally without going for further customisation,” he said, adding, “Tally reduces a lot of work load with less time consumption. It has the best accounting and inventory tool, too. An

individual with basic computer knowledge can be taught to use Tally efficiently and Tally is the cheapest accounting software available in the market.”

IT Catalyst support

Mr Thyagaraja N., from IT Catalyst Software India, said “M/S IN Leather signed Annual Maintained Contract (AMC) this March with us, though we were associated with them since 2005, service was on need basis and earlier to this, for any support they used to approach the Tally Support Service directly.”



“When IN Leather upgraded to Tally.ERP 9, they were unaware of the many features and tools like job order processing or VAT filing.”

Mr Thyagaraja added. He said Tally has been using the following features to run their business successfully, apart from basic functions like

managing sales order cycle, outstanding order tracking, job order processing, purchase and sale register and excise duty calculation.

As IN Leather goes after aggressive growth and expansion, it knows it doesn't have to worry about processes when it has Tally as its partner.

Locavore movement



This is essentially a local food movement in developed markets like the United States. The word locavore sounds similar to carnivore or herbivore. Just as carnivores eat meat and herbivores eat plants, locavores only eat foods that have been grown locally. Buying locally is also a movement against national chains in their emissions-creating transportation and unnecessary packaging. It's a relatively recent ritual. Hundreds of farmers' markets are springing up all around. Sales from those markets reached \$1 billion.

While most of the Indians still eat locally grown food, the city population is enamored by fancy packaged food. Emerging Indian retail chains have realized Indians' penchant for locally-grown food and have a separate sections.

Net Promoter Score (NPS)

Roger Martin in his HBR article 'The

Innovation Catalysts' mentions an interesting concept of Net Promoter Score (NPS) that is being used by Intuit, a software development company.

NPS is calculated based on the answers to one simple question by Intuit's customers. The question is "Would you recommend this product to your friends or colleagues?" And they can answer on a scale of 10 with 0 being most unlikely and 10 being extremely likely. Scores 0-6 are counted as Detractors, 7-8 as Passives and 9-10 as Promoters. Now, subtract the percentage of detractors from percentage of promoters and you have the NPS. To improve NPS, organizations need to work on reducing the number of detractors and increase that of promoters.

Reverse mentoring

Reverse mentoring is the practice of holding mentoring sessions where the mentor becomes the student. It doesn't have to be formal to be

valuable; all you have to do is find a new hire in your organization – someone without a lot of tenure or experience – and sit down with them over coffee or lunch in order to learn more about their world. How do they feel about your company and what it's doing? Where do they see things going in the future? What's their outlook on "work"? What opportunities they see in their world that you could leverage?

You might be surprised at some of the insights you pick up from these types of meetings. Younger mentors can give you a crash course in "now", which is especially valuable if you feel like you have lost perspective on what happens outside your day-to-day work.

Dominant logic

Dominant logic relates to the main means a company uses to make a profit. In essence, it is an interpretation of how a company has succeeded. It describes the cultural norms and beliefs that the company espouses.

Dominant logic can be useful when applied to corporate diversification. In this sense, dominant logic is a common way of thinking about strategy across different businesses.

Negatively, it is logic which locks a company into thinking about making money in only one way. It is often used when talking about inefficient reasons for diversification of a company. This narrowed approach by a company can prevent a conducive environment for innovating and can stifle creativity. Dominant Logic is antipodal to the idea of using different methods and ways for generating profit. It is similar to the idea of kaizen which focuses on one process.

BookShelf

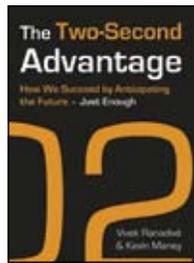


The TCS Story... and Beyond

By **S. Ramadorai**
Penguin India, September 2011

The TCS story is one of modern India's great success stories. In this fascinating book, S. Ramadorai, one of the country's most respected business leaders, recounts the steps to that extraordinary success: how TCS played a pioneering role in establishing offshore development centres in India to provide high-end solutions to global corporations; how it spearheaded Indian industry through the IT boom, using the Y2K challenge to its advantage; and how it successfully expanded and scaled its operations worldwide, while simultaneously going public with India's biggest-ever IPO in 2004. The inside story of one of India's premier corporate institutions, this is also in part a history of the rapidly developing IT software and services industry in India, told from the perspective of an industry leader.

Behind the phenomenon called TCS lies a quest for excellence and an attention to detail - captured in the company's motto 'Experience Certainty' - that can benefit any organization. There is a great deal to be learnt from the TCS example, and Ramadorai outlines a vision for the future where the quality initiatives he undertook can be applied to a larger national framework. This is a book that every Indian who is committed to building a better and more productive future must read.

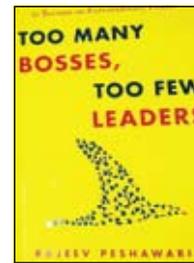


The Two-Second Advantage

By **Vivek Ranadive & Kevin Maney**
Crown Business, September 6, 2011

Long before Malcolm Gladwell published an article in The New Yorker that was later developed into a book, Blink: The Power of Thinking Without Thinking (2005), Michael Kami (in Trigger Points, 1988) and then Andrew Grove (in Only the Paranoid Survive, 1999) explained how and why, as Ranadive and Maney describe it, "judgments made in two seconds are often more accurate than those made after months of analysis." For decades, we have known - as revealed by a wealth of research in psychology and behavioral economics on the adaptive unconscious -- that mental processes can work rapidly and automatically from relatively little information.

The opportunities for applying what Vivek Ranadive and Kevin Maney offer throughout any organization are unlimited, whatever the size and nature of that organization may be. "In an environment where the velocity of change is faster than at any other time in history, a company's ability to capture The Two-Second Advantage can mean the difference between success and failure. Vivek articulates how leaders and organizations can use predictive processes to anticipate change and gain a competitive advantage that shapes the future of work." - **Francisco D'Souza**, *President and Chief Executive Officer, Cognizant*

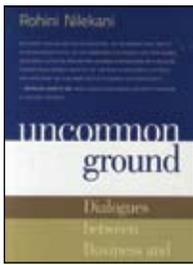


Too Many Bosses, Too Few Leaders

By **Rajeev Peshawaria**
Free Press, May 2011

How did Alan Mulally - an outsider to the auto industry - lead such a spectacular turnaround at Ford? How did Morgan Stanley CEO John Mack keep his company from imploding even as Lehman Brothers collapsed? What is it that enables such extraordinary leaders to galvanize their talents and energy, as well as the talents and energy of those who work for them, to achieve superior performance no matter what challenges they face?

Rajeev Peshawaria has spent more than twenty years working alongside top executives at Fortune 500 companies and training them in leadership, including as Global Director of Leadership Development programs at American Express, as Chief Learning Officer at both Morgan Stanley and Coca-Cola, and as one of the founding members of the renowned Goldman Sachs leadership development program known as Pine Street. He knows precisely what makes the difference between those who are simply bosses and those who are superior leaders, and between those who continue to rise to the top levels and those who get stuck along the way.



Uncommon Ground

By **Rohini Nilekani**
Penguin, India, September 2011

Uncommon Ground brings together titans of industry and leaders of civil society to explore eight themes that are highly relevant for our future development. Based on Rohini Nilekani's 2008 show on NDTV, the conversations explore the middle ground between the ideological divisions that often polarize the business and voluntary sectors.

Why, despite two decades of liberalization, does economic prosperity with social inclusion remain a distant goal? Sustained GDP growth has led to the dramatic improvement in the quality of life for many. Yet millions remain untouched and are being pushed back further because of their shrinking access to the natural resources on which they now depend and because access to alternative opportunities have been denied to them.

In course of these rare dialogues between leaders who have sometimes been adversaries, a number of common concerns emerge. Among others, Anand Mahindra and Medha Patkar discuss land acquisition and use; Mukesh Ambani and R.K. Pachauri debate decentralized energy options; Sunil Mittal and Aruna Roy imagine an Indian model to enhance the employability of our labor force and Yogi Deveshwar and Sunita Narain explore how industry can become more environmentally sustainable.

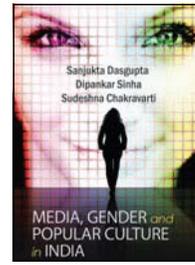


The Rediscovery of India

By **Meghnad Desai**
Penguin, India, September 2011

What makes India a nation? What has held its many disparate societies with their diverse, sometimes conflicting, narratives together for more than sixty years? What has allowed India to sustain its commitment to the democratic process, given its location in a region that is largely undemocratic? In this magisterial analysis of the last five hundred years of Indian history, Meghnad Desai looks at India's colonial past, its struggle for independence and its many contemporary conundrums, to discover answers to the questions that have confronted India-watchers for decades.

Rejecting much received wisdom, including narratives fashioned by India's ruling establishment, Meghnad Desai goes back to the beginnings of the East-West encounter at the end of the fifteenth century and tracks its impact on the cultures and politics of the present day. Through a series of 'Counterfactual Boxes' Meghnad Desai analyses the accepted defining moments of India's past and suggests alternative courses that history could so easily have taken.



Media, gender and popular culture in india

By **Sanjukta Dasgupta, Dipankar Sinha, Sudeshna Chakravarti**
University of Calcutta, Kolkata, India
Sage India, October 2011

In contemporary India, as one side of the coin celebrates traditional stereotypes, the other side subverts the same image, sometimes subtly, but often radically. The push and pulls of these factors are changing the cultural landscape of India decisively.

This volume critiques media representations of popular culture and gender since the 1950s and tracks the changes that have taken place in Indian society. The authors give us incisive analyses of these transformations, represented through the candid lens of the camera in films, television, advertisements and magazines, all of which focus on gender and familial representations and patriarchal norms in Indian society.

The strength of this book is that it rejects grand narratives in favor of the micro-politics of daily living. In the course of exploring the metamorphosis of India, the authors succeed in dissolving the boundaries between mass/low culture, elite/high culture and local/national/global affiliations.



‘Creative’ effect of LSD

As the shock and pain of Steve Jobs’ death is now past us, an interesting debate on to what extent the media should report Steve’s use of LSD as a recreational drug, as written in his biography, is doing the rounds in the social media. Reader comments range from livid to ‘understanding’ of its ill effects. Jobs claimed LSD helped him “think different,” and provide him with new insights. He is even reported to have said that that it was “One of the most important things he had done in his life.”

One interesting comment in a US magazine Fast Company is sharp. “The big question is - why should the references to use of LSD be minimized? The role of the media is supposed to be to report on the facts, not twist them to suit their own morality, beliefs or agenda. It isn’t the media’s place to revise or create history or insure it fits into a socially acceptable narrative. Obviously, there are significant risks/dangers that go along with drug use (both medicinal and recreational). But there are also

benefits. The theory that drugs have NOT had an influence on art, music, philosophy and many other things is absurd.”

A reasonable response to this view was - “Jobs was a genius despite using LSD; not due to using it. To imply some causal connection cheapens his brilliance.”

What this debate will do to the sales of drugs among the potentially ‘creative’ people is anyone’s guess.



Stock markets don’t trust Apple

Isn’t this shocking? Every time Apple launched its new product in the market, be it iPod, iPhone or iPad, the Apple stock fell that day only to shoot up subsequently after the phenomenal consumer response. The latest iPhone4S was no exception. Moral of the story? Markets may well be driven by the dim-witted and smart people like Steve Jobs don’t bother about them.

Sap Labs creates network to support art of giving



SAP India recently launched ChariTra, an on-demand network created by SAP Labs that connects volunteers, non-profits and corporations to work together toward causes and make a difference in their communities. An abbreviation of “charity transformation,” ChariTra enables non-profits to post their resource needs to a large community of people who want to help make a difference and to mobilize volunteers and resources toward a specific activity. For individuals and corporations, ChariTra allows them to

easily find causes that they want to support, connect with non-profits and other like-minded individuals, and share their experiences and outcomes with others.

ChariTra recently enabled over 50 non-profits and thousands of volunteers throughout India’s Joy of Giving week, a nationwide event during which millions of people volunteered their time and resources to many causes. ChariTra will soon be launched globally.

Game for ‘Ice cream Sandwich’?



If you thought this is a snack you will be surprised. If you are told that **‘Ice cream Sandwich’** is the name of the next version of the operating system of Google and Samsung for smart phones, you may wonder if branding mavens have run out of original ideas. You can’t help it anyway, especially if you are buying Samsung’s next smart phone series called Nexus Prime.

And, you can buy your gingerbread not only in a bakery but also in Android 2.3 appstore.

Some music on Delhi Metro, please?



In functionality, Delhi Metro seems to have achieved near perfection. Having achieved this tough and enviable distinction, isn’t it time to consider adding a bit of fun to commuting in a difficult city with extreme temperatures and tempers? Simple things like instrumental music between announcements could help relaxation and if it wants to go a step further – it could add some flavored air fresheners through the AC ducts. When two of the five senses are pampered, commuting can be a bit more pleasant.

Paid tweeting, anyone?

Twitter is soon turning out to be a medium for endorsement of products and brands. If some one is doing this now, it does create repulsion because Twitter was not meant for that and was simply meant to what represents ‘tweeting’.



For advertisers, this could open another vehicle and they need some innovative ways to be effective. Perhaps, paid tweets by the right person for the right brand could work the same magic as in a TV ad. “I haven’t yet paid for a tweet, but I am willing to consider it as another form of advertising and evaluate its effectiveness against those metrics,” an advertiser was heard saying reacting to the morality of using tweets for brand endorsement.

SME Events Update

<p>SERVICE SECTOR SME SUMMIT - Opportunities and Challenges 11th November 2011 Mumbai Website : www.smechamberofindia.com</p>	<p>National Level SME FINANCE AND INVESTMENT SUMMIT 15th November 2011 Mumbai Website : http://www.ciionline.org</p>	<p>India Ict Summit 2011 12th November 2011 Mumbai website : http://www.ictsummit.in Email : iitcindia@vsnl.net</p>
<p>Workshop On "Changing Role of HR: Strategic Business Partner" 18th November 2011 Jaipur Contact : +91-9390249172</p>	<p>How to Take Your Company to the Next Level- StrategySimplified MasterClass Seminar 18th November 2011 Hyderabad Website : http://themasterclass.in</p>	<p>Business Intelligence Conference 19th November 2011 New Delhi website : http://www.siliconindia.com Email : indo@siliconindia.com</p>
<p>Sme Converge 2011 28 -29th November 2011 Mumbai Website : http://www.gsnaeworldwide.com Contact : +91 22 42192222/24/38/39/31/32</p>	<p>India Strategy Forum 2011 30th Nov- 1st Dec, 2011, NewDelhi Website : http://www.asiastrategy.org Email : info@asiastrategy.org</p>	<p>Food 360 Degrees 21 -22 November 2011 Hyderabad website : http://www.ficci.com Email : info@ficci.com</p>
<p>ISEC presents Agile Tour 2011 26th November 2011 Hyderabad Website :http://indiascrumcommunity.org Email : madhur@indiascrumcommunity.org</p>	<p>Google Apps for Small & Medium Business Seminar 11th November 2011 Hyderabad Website : http://www.brio.co.in</p>	<p>Hands-on Advanced Microsoft Project - 3 days 14 -19th November 2011 Mumbai Website : http://www.projectingit.com</p>
<p>India Converting Show 2011 23 -26th November 2011 Mumbai Website : http://www.indiaconvertingshow.com/ Email: info@indiaconvertingshow.com</p>	<p>3rd Annual Mobile VAS Summit 2011 11th November 2011 New Delhi Website : www.virtueinsight.com/ Email : info@virtueinsight.com</p>	<p>Technology Change Management: Become a Change Agent 11th November 2011 Bengaluru Website : http://www.knolskape.com</p>
<p>Social Media Marketing Workshops Nov 17 & 18, 2011 , Mumbai Website : http://www.digitalvidya.com Email : info@digitalvidya.com</p>	<p>Labour Laws for HR Managers 19th November 2011 Hyderabad http://www.tcgknowledgesolutions.com Email : ino@tcgknowledgesolutions.com</p>	<p>Email Vidya 25th November , 2011, Mumbai website : http://www.emailvidya.com/ Email : Info@emailvidya.com/</p>
<p>3rd Annual Cloud Computing Summit 2011 December 2, 2011, Hyderabad Website : http://virtueinsight.com Email : info@virtueinsight.com</p>	<p>TIE-ISB Connect 2011 11 - 12th December, 2011, Hyderabad Website : http://tie-isbconnect.com/ Email : ino@itie-isbconnect.com/</p>	<p>Retail Knowledge Series 2 - 3rd December, 2011, Mumbai Website : http://www.franchiseindia.net Email : expo@franchiseindia.com</p>
<p>What Got You Here Won't Get You There" Special Management Program with Marshall Goldsmith 8 th December, 2011 Mumbai</p>	<p>Destination Entrepreneur - Startup Profitability 17 - 18 th December, 2011 New Delhi http://www.entrepreneurservicesgroup.com</p>	<p>E-Sparks 2011 December 17, 2011, Bengaluru website : http://www.yourstory.in Email : varsha@yourstory.in</p>



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Seminar, Conference update

<p>Social India Conference 2011 11 - 12th November 2011 Bengaluru Website : http://socialindiaconference.in/ Email : infodesk@akshayapatra.org</p>	<p>Smart Energy International India 2011 14 - 16th November 2011 Mumbai Website :http://www.smartenergy-india.com Email : info@smartenergy-india.com</p>	<p>International Conference on Communication Network and Security (ICCNS 2011) 13 - 14th November 2011 Bhubaneswar Website : http://www.interscience.ac.in</p>
<p>National Conference On Waste To Wealth 14th November 2011 New Delhi Website : http://www.assochem.org Email : infra@assochem.org</p>	<p>International Conference on Advances in Computer Science & Applications 17th November 2011 Chandigarh Website : http://icacsa.uacee.org</p>	<p>International Conference on Learning Community For Global Education Reform 18 - 20th November 2011 Gwalior website : http://www.ipsresearchgwalior.org</p>
<p>Indian Plumbing Conference 18 -19th November 2011 New Delhi Website : http://www.ipaevents.com Email : newdelhi@indianplumbing.org</p>	<p>International Conference on Industrial Engineering (ICIE 2011) 17 -19th November, 2011 Surat Website : http://www.icie.in</p>	<p>Food 360 Degrees 21 -22 November 2011 Hyderabad website: http://www.ficci.com Email : info@ficci.com</p>
<p>International Food Service India 16 - 18th November 2011 Mumbai Website : http://www.foodservice-india.com Email : chandra.shekhar@ficci.com</p>	<p>International Conference on Advances in Computer Science & Applications 17th November 2011 Chandigarh Website : http://icacsa.uacee.org</p>	<p>Source One 22 -24th November 2011 Gurgaon Website : http://www.fibre2fashion.com Email : nabarun@fibre2fashion.com</p>
<p>3rd International Conference on Information Technology & Business Intelligence 25 -27th November 2011 Hyderabad Website : http://www.imtnagpur.ac.in</p>	<p>15th National Conference On Machines & Mechanisms Nov 30 - Dec 2, 2011 Chennai Website : http://www.nacomm2011.org</p>	<p>International Conference on Mechatronics, Robotics and Manufacturing (ICMRM-2011) December 11 - 12, 2011 Bhubaneswar Website : http://www.interscience.ac.in</p>
<p>2nd International Conference on Simulation Modeling & Analysis(COSMA-2011) December 14 - 16, 2011 Coimbatore Website : http://amrita.edu/</p>	<p>Conference on Informatics & Integrative Biology (CIIB-2011) December 14 - 16, 2011 Kolkata Website : http://www.boseinst.ernet.in</p>	<p>eINDIA 2011 - India's Largest ICT Event December 14 - 16, 2011 Ahmedabad Website : http://www.eindia.net.in Email : info@eindia.net.in</p>
<p>4th International Congress of Environmental Research (ICER-11) December 14 - 16, 2011 Surat Website : http://www.icer11.jerad.org/</p>	<p>International Conference on Physiotherapy & Occupational Therapy 17 - 19th December, 2011 Panaji Website : http://www.ijpotconf.com</p>	<p>International Conference on Information Technology, Systems & Management 17 - 18th December, 2011 Kozhikode Website : http://www.franchiseindia.net</p>
<p>International Conference on Advances in Civil Engineering 17 - 18th December, 2011 Bhubaneswar Website : http://www.interscience.ac.in</p>	<p>International Conference on Advances in Ecological Research 19 - 21 th December, 2011 Bikaner Website : http://icaer.ac.in</p>	<p>International Conference on Recent Trends in Information Systems 21 - 23th December, 2011 Kolkata Website : http://www.retisconference.org</p>



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“Today, marketing is about having meaningful conversations with customers – at a time and place of *their* choice.”

– Chief Marketing Officer, Automobile, India

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