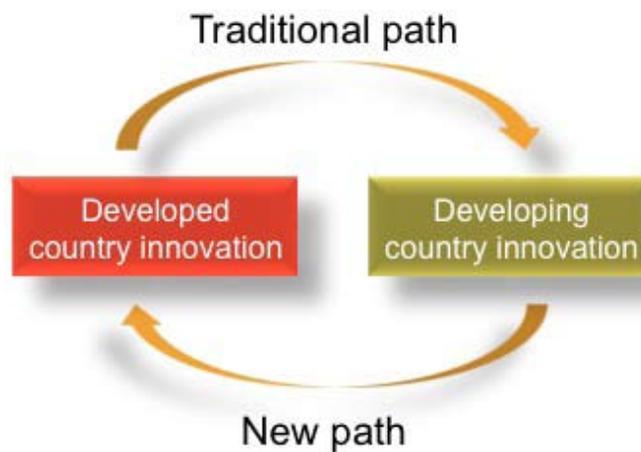


The Dark Side of Reverse Innovation

In business' frenzy to launch new products, **Stuart L. Hart** warns that the poor could become guinea pigs for experimentation without being part of the game.



It has now been more than a decade since **C.K. Prahalad** and I first published the article "**The Fortune at the Bottom of the Pyramid**" which launched the "BoP" business movement. Over the past decade, there have been fits and starts: many BoP ventures have failed; others have been converted to philanthropic programs; but only a few have taken root and gathered significant commercial momentum.

This has led some to conclude that the whole concept of enterprise-based solutions to poverty was flawed in the first place - pronouncing variously BoP business as the latest form of corporate imperialism - focused merely on profiting from the poor; or a quixotic quest for the impossible - a misallocation of valuable investment capital.

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CoverStory

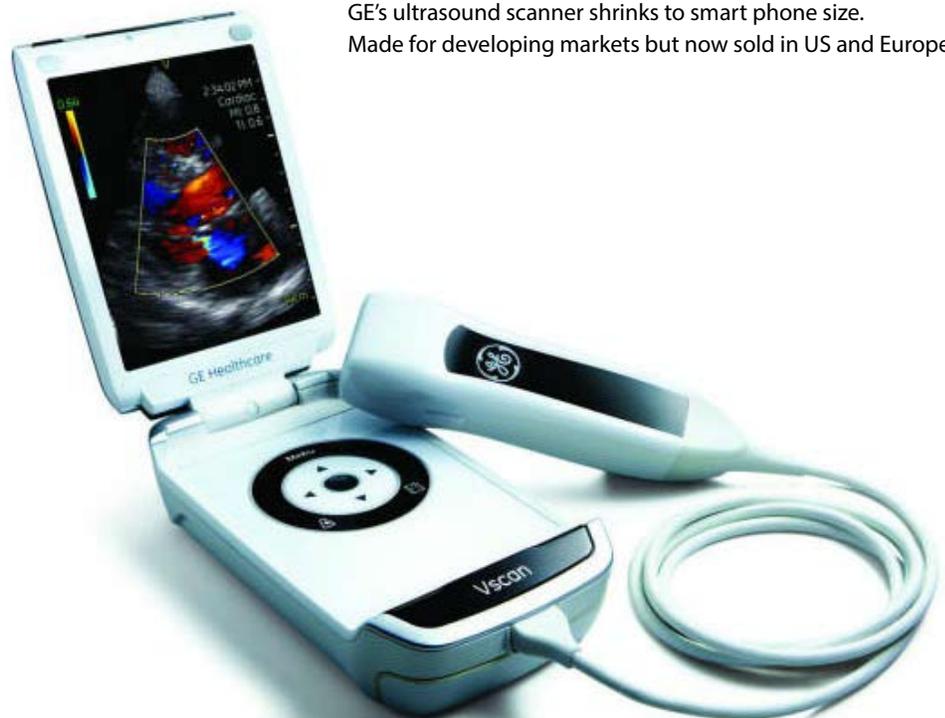
In reality, however, rumors of BoP's demise have been greatly exaggerated (to paraphrase Mark Twain). **Indeed, much has been learned over the past ten years and I believe that we are on the verge of taking the BoP business movement to the next level in the coming decade - a BoP 2.0 revolution.**

One area of important learning has been the potential for incubating disruptive innovations and business models starting in the underserved space at the base of the pyramid and later having some of these innovations move up-market.

Clay Christensen and I wrote about this over a decade ago (2002) in an article entitled "**The Great Leap: Driving Innovation from the Base of the Pyramid.**" **The idea has caught on.** Over the past decade, a whole slew of new terms and buzzwords have arisen to describe this phenomenon, including **trickle-up innovation, frugal innovation,** and the latest incarnation - **reverse innovation.** **Vijay Govindarajan** and his colleagues have led the way in developing the strategic logic for reverse innovation and documented a growing number of cases illustrating this approach from the corporate sector, beginning with GE's development of a *low-cost, hand-held ultrasound device* in rural India and China.

A key difference between reverse innovation and the earlier work on base of the pyramid strategy is the promise-even expectation-of large and profitable up-market migration for the innovations incubated in the underserved space: GE's hand-held ultrasound device, for example, has "trickled up" to the US and other developed markets and now constitutes one of the fastest growing and profitable businesses for GE's Healthcare business.

GE's ultrasound scanner shrinks to smart phone size.
Made for developing markets but now sold in US and Europe.



CoverStory

There is some good news and some bad news regarding this trend. **First the good news: Reverse innovation provides an attractive internal logic** for undertaking such innovation initiatives within large corporations: Rather than simply focusing on the possibility of opening up new markets among the world's poor and underserved, reverse innovation offers the potential for having your cake and eating it too - by incubating innovations in the underserved space that can migrate up-market bringing new, disruptive, affordable, and (potentially) more environmentally sustainable products and services. Witness the growing "trickle-up" success in point-of-care medical devices, mobile telephony, and distributed energy technologies, for example. Exciting stuff, to say the least.

But now for the bad news - there is a potential dark side as well: The risk that corporations gradually come to view the world's slums and rural villages primarily as laboratories for incubating innovations for the rich. The poor, in other words, come to be seen more as guinea pigs than as underserved people and communities with special needs and requirements - a place for corporations to force cost constraints on their innovation process enabling even higher returns in the eventual (ultimate) market at the top of the pyramid.

Double Tragedy?

Should this scenario come to pass, it would represent a double tragedy. Not only would this damage corporations' reputation and continuing right to operate, but the evidence is also mounting that few innovations incubated in the base of the pyramid space can easily travel up-market without significant modification, threat of imitation, or competitive reaction: **Frugal designs must be upgraded to appeal to the wealthy; low-cost innovations can often be easily imitated, and competitors with lower cost structures can enter as fast seconds after the pioneers have incurred all the development costs.**

Allow this to serve as a cautionary tale to all those large, incumbent corporations thinking reverse innovation is the magic bullet: Focus on first things first - better serving and lifting those underserved at the base of the income pyramid. Should some of these disruptive, lower cost, or environmentally sustainable innovations eventually lend themselves to application in the up-market, that is great news for the corporations and the World. But let us not look back in ten years and view reverse innovation as yet another classic example of the Law of Unintended Consequences.

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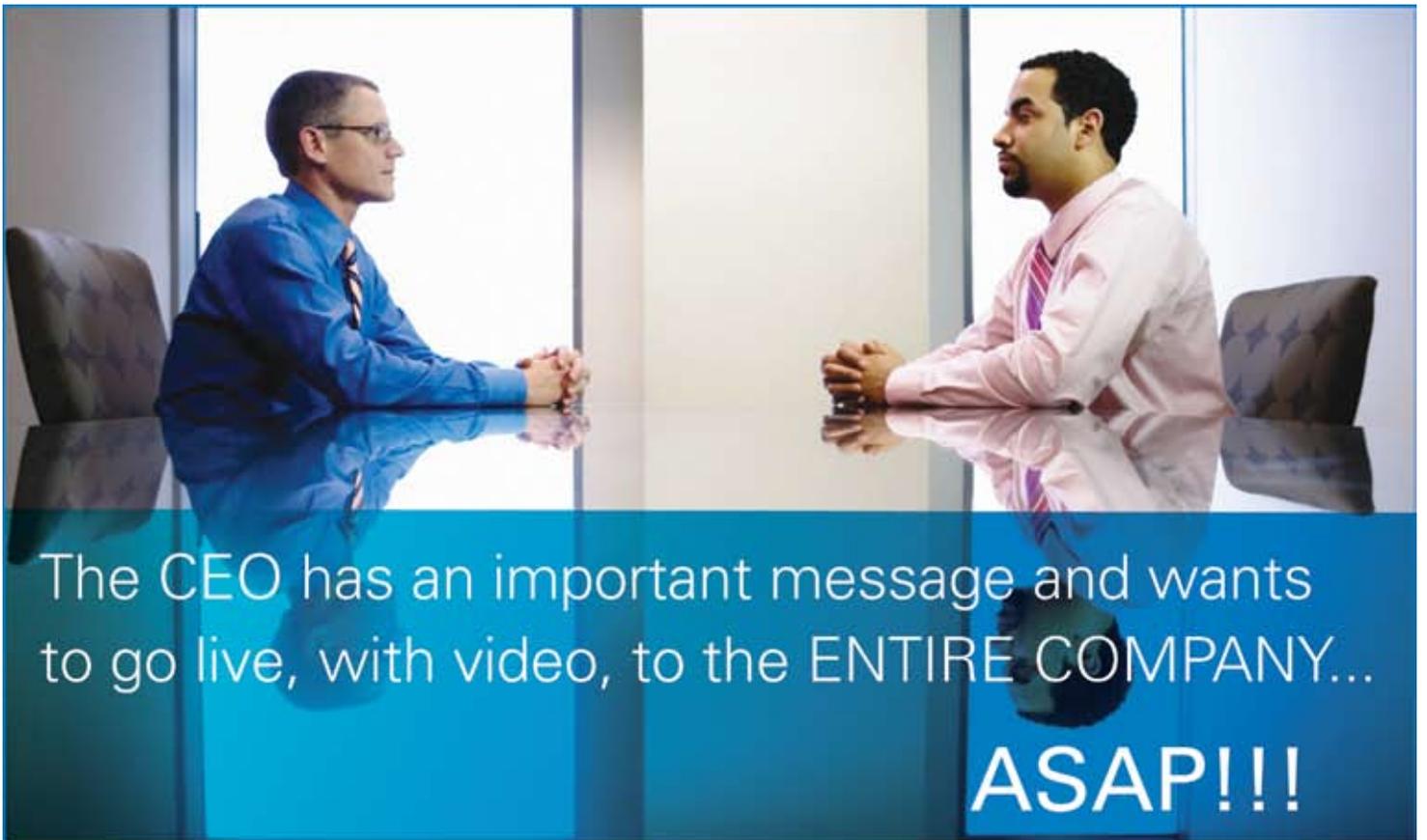
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KONTIKI

Triumph and Tragedy in Antarctica

By V.N. Bhattacharya
Business & Corporate Strategy
www.vnbhattacharya.com



On December 14, 1911 Roald Amundsen and his team of four Norwegians became the first to conquer the South Pole. Robert Scott, the English explorer, was thirty-four days and 360 miles behind having lost the head start of over eight weeks. Scott perished with his entire Pole assault team of five on the way back.

The dramatic success of a small team of 19 from a relatively poor, rural, sparsely populated country over the 72-man expedition from the richest, most powerful nation on Earth is a remarkable story of strategy and leadership.



Roald Amundsen Photo: Norwegian Polar Institute 14 December 1911

Strategy Talk

One Goal

Scott, from a family of Navy officers, saw the expedition as a way of furthering his naval career. Its objectives were scientific exploration of Antarctica AND conquest of the South Pole.

Amundsen's was, "Our plan is one, one, and again one alone – to reach the South Pole." This vital difference shaped their strategies in starkly different ways.

Scott's party consisted of academics, many Navy men, even two paying volunteers. It was a cumbersome party of 72 men, 33 dogs, 19 ponies, and 3 motor sledges.

Amundsen picked a small mobile team of experienced explorers, an Olympic skier, and a world-class dog driver. There were no scientists in his team, not even a doctor.

Equipment and Preparation

Amundsen picked resources that were efficient for the terrain and climate. Greenland dogs, sledges, two pairs of skis per man and suitable minimal equipment, Eskimo style clothing, sleeping bags from reindeer skin and tents with sewn flooring. Scott took ponies to pull sledges. Unlike dogs they sweat. They died early on the way to the Pole. He took three motor sledges, ancestors of today's snowmobiles, but inadequate spares.

One of the crucial aspects of assault on the South Pole was setting up ration depots on the 1800-mile route to and back. Scott deposited 1 ton of food and supplies like kerosene; Amundsen's team stocked three times as much and 250 miles further south. Amundsen's team had more than enough to eat on the way to the Pole and back; Scott's not enough.

The diet of the Norwegian's team consisted of foods rich in vitamin C and B complex, warding off scurvy (a disease

Only single-minded focus on the ONE goal can yield an effective strategy that is clear, specific, and consistent with the environment.

caused by a lack of vitamin C, which in advanced cases can cause brain hemorrhage and paralysis). Scott's team mostly ate white bread and tinned foods and, towards the end suffered from scurvy.

Different Approaches

Scott relied on the extremely strenuous method of man hauling supplies laden sledges. Amundsen focused on maintaining good health and low risk to life. The hallmark of his strategy was speed and mobility assured by economy of effort, adequate rest and healthy diet.

When Scott's party reached South Pole on January 17, 1912 they were starving and dehydrated. On the way back they had to march 12 out of every 24 hours pulling sledges. On February 17 a member of the team died. Scott and the rest of the crew died between March 21 and 29, waiting in a tent for a blizzard to subside.

Leadership and Strategy

This story of triumph and tragedy reveals several powerful lessons on leadership and strategy.

Our paradigms, abilities and disabilities, help or hinder search for a good strategy. No skis, no dogs was the prevailing norm for British Antarctic expeditions. The English admiration for suffering explains their preference for man hauling sledges over 1800 miles of icy terrain.

Amundsen suffered from no such bias, leaving him free to innovate clothing, tents, sleeping bags, diet, and supply depots identified by distinctive flags and route markers.

A single objective is a far more effective spur for strategy than two or more. Managers can learn to choose between market share and profitability for example. Only single-minded focus on the one goal can yield an effective strategy that is clear, specific, and consistent with the environment.

Strategy is the responsibility and work of leadership. They must ensure actions flow from strategy, and meticulous preparation precedes action. Only then can faultless implementation be assured and tragedies averted.

Affordable Enterprise Video

By Lathika Pai

Would you like to join Sales Force, NCR, Charles Schwab, Fiat, La Quinta Inns, Wells Fargo, Coca Cola, BASF, and several other multinationals who use enterprise video to communicate with their employees for increased productivity and exceptional employee engagement?

The world was a stage in Shakespeare's time; now, it's a video screen. Whether it is consumers who enjoy entertainment virtually anywhere they go or businesses who need to communicate with their employees, the new entrant and rapidly spreading mode is video. Today, video is considered one of the most powerful forms of communication in the business world.

It's become a video world for large corporations where traditional forms of communication like email and phone calls are no longer effective. That's why companies are moving to communicate with their employees through video. But most large companies have an enterprise video problem. No, it's not employees spending too much time on YouTube and **Facebook**. *Corporations have an enterprise video delivery problem.*

There's rapid growth in executive and employee demand for video produced in-house that is used to communicate with employees. There are many different use cases for video. Increasingly, it's being used for training, employee orientation, management addressing the rank-and-file, and general corporate communications. Video is transmitted on demand when requested by employees, and is also streamed, similar to a broadcast, so that many employees can watch it simultaneously. Additionally, companies can push video in the background to employees – or use combinations of these video types.

Unfortunately, corporate networks were never designed for this type of traffic. The combination of a vast amount of content and an antiquated delivery system can wreak havoc with all the other functions the corporate network must perform. Thus, companies have an enterprise video

Enterprise video is being rapidly deployed across large organizations. Be sure to leverage the power of video communication for your organization.

distribution problem, where typically the solution requires expensive hardware and software to be in place.

Hardware caching is a solution offered by the likes of CISCO/Tandberg, Avaya and Polycom and is typically used for video conferencing. Here caching appliances are placed at remote offices to pre-position video to help alleviate any network congestion associated with video distribution. But, as the number of remote sites increase, so does the capital expense of implementation. Equipment management efforts and operating expenses also expand with the number of sites. And, while a caching solution might work for on-demand delivery or background- pushed video, it does not work for live video because there is nothing to cache.

No Hardware Video

However, there are cloud- based alternatives that do not require any hardware. A peer-assisted system, like the Kontiki solution, focuses on a pure distribution solution along with several video apps like Webcaster and the Media Center. Rather than limiting the size of data over WAN links or speeding the connection, the software reduces the dependence on WAN by minimizing the video streams that travel over that link to a given location. Inside a corporate campus network or LAN, the software then distributes the video from one peer client to another, making it ready for viewing. Unlike multicasting, peer-assisted software has no need to configure additional protocols and mechanisms on routers.

Affordable cloud-based Video

Kontiki, founded in the year 2000, pioneered the enterprise video platform and enterprise content delivery network markets and are the leaders in affordable, cloud- based video delivery to the enterprise.

Powered by innovative patented technology and with over 2 Million+ live users worldwide, Kontiki's Enterprise Content Delivery Network (ECDN) enables high quality holistic video communication with global reach that is secure, reliable, and network friendly. Kontiki's ECDN helps dispersed organizations reach everyone across the enterprise with video, no matter where they are. And, Kontiki's cloud-based solution works in conjunction with existing network infrastructure, so organisations' don't have to spend money and time on costly network upgrades.

With implementations of over 250,000 simultaneous users, Kontiki's video solutions enable consumer-grade video engagement with enterprise-grade control over video delivery to the full range of today's business devices, including smart phones and tablets, without congesting networks or compromising video quality. The world's largest and most demanding enterprises trust Kontiki. Here are a few examples:

Happy Users

Nestle, the largest food company in the world has more than 500,000 internal video hits per month and 100+ Live events per annum with global reach, all made possible via the Kontiki solution.

FIAT, the car giant, deployed the Kontiki solution to 70,000 desktops in 4 weeks.

Wachovia's (now part of Wells Fargo) deployed the Kontiki solution to 3300 centres across 21 states in the US for a more

cost-effective and convenient solution which had central control and management to meet security requirements to communicate to all employees.

Whether it is to share best practices in landing strategic accounts amongst a 2000 strong global sales force at NCR or to empower technicians in the field with the latest product and organization information, Kontiki's Enterprise Video Suite has been the video platform of choice. In the Hospitality industry, La Quinta Inns US has used Kontiki to train their staff across 700 hotels in the US.

Enterprise video is being rapidly deployed across large organizations. Be sure to leverage the power of video communication for your organization.

To know more about Enterprise Video for your organization, please send us an email at info@tekinroads.com.



Lathika Pai is a Partner with Tekinroads, a consulting company that helps US and European technology companies with their India strategy. This includes identifying the market opportunity to sell their products in India to setting up of their off shore development center or to find the right partner to help them with their off shore requirements.

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Checklist for SMEs Moving to Cloud

By **Anuj Mathur**, CEO Q3 technologies
www.q3tech.com



During the last couple of years, the software industry has seen a marked increase in the number of cloud based services aimed at Enterprise Management functionality. These services are a part of the bigger Enterprise Mobility practice which had become prevalent among SMEs with the advent of cheaper Cloud options and faster mobile connectivity. Globalization, outsourcing and automation are three popular resources SMEs have engaged to help cut costs in recent times.

Broadly speaking, a cloud based model enables organizations to move their in-house applications, tools and associated IT elements on to a cloud based infrastructure. This typically works on a subscription model, and thus allows the organizations to make huge savings on in-house infrastructure investments and maintenance. While the cloud service provider takes care of the infrastructure, its maintenance, security and scalability, organizations can focus their energies on core processes and enhancing their applications to improve overall productivity.

In order to choose an effective and applicable service, especially when moving your in-house custom or packaged

applications to a cloud platform, a number of considerations will need to be kept in mind:

1. Does the service provide any pre-defined templates related to your enterprise domain?
2. What kind of data import facilities does the service provide to migrate the current in-house data to cloud?
3. Does the service provide a convenient and usable planning interface?
4. Does the service provide an easy-to-use task updation and task management interface?
5. Does the service have any limitations in terms of size of the project or storage space? If yes, then does the service provide easy to use integration with third party storage services like Dropbox or Google Drive?
6. Does the service have a robust Mobile Application available for the major prevalent platforms?
7. Are there adequate mechanisms and infrastructure available on the service for disaster recovery and business continuity?
8. Is the service quickly scalable to accommodate growth in users and data without compromising performance and usability?
9. And most importantly does the service guarantee sufficient security to organization data?

Every cloud service provides the basic ability to manage projects. But the answers to the above will set a Project Management Service apart from the rest.

Time Management is another aspect that can save SMEs valuable capital if done efficiently. However, home grown time management systems tend to get overloaded due to scalability issues after some time. Time Management tools are some of the most used applications and record each and every activity that the users perform. Therefore the size of data grows very rapidly and an easily scalable system is a must. This is why engaging a cloud based service for Time Management makes all the sense for SMEs. In addition to scalability provided by the client, the corresponding mobile apps also provide the employees with a closer and more personalized time management experience.

My 72 Hours of Transformation

22 managers and leaders from Jubilant Motors Private Limited attended the APEX Program of Art of Living in May 2013. Below is the highlight of their key learning and holistic impact of APEX on personal and professional lives. Mr. K. Subramanian, CEO at Jubilant Motors shares his thoughts

The Curious Beginning

I was first introduced to Art of Living through a customer. Over time, I was intrigued and wanted to know more and their contributions to this world. I was a bit curious to see what makes this entity so powerful and a uniting force across the globe. I was introduced to an APEX Coordinator. I watched the video and it left a long-lasting impression on me. The video itself energized me and made me more inquisitive.

I sketched out a plan to undergo the sessions of APEX and a list of top 22 managers and leaders across our operations and branches were identified to go through this program. We took the residential option and strongly advise the same to all.

The Transformations

The course began and in the 72 hours that we spent in the campus, we went through a transformational experience. As an individual, I noticed subtle changes in my routine day life and how these subtle changes affected the overall improvement in my personality.

As a person, I am a strong believer of discipline and I am always feverish to maintain personal health and work-life balance. However, these were always on my to-do-list for



future and I always felt that I needed some more time to pursue the above. After APEX, I have started to make slots from my schedule to pursue what I like and I am able to achieve my priorities. The skill for time-management and work-distribution came naturally to me.

When I cogitated how I am able to find more time, I realized that I only remember what I need to do and attempted to do those things. **As a personal achievement, I am able to identify what I should not be doing. By alienating or delegating what I should not be doing, I find all the time in the world to do what I want to do.** I attribute this change to the APEX course and life-changing Sudarshan Kriya.

As a businessman, my schedule, routine and daily meetings, I would overstretch myself to meet the commitments and deliver on time. Due to which, I suffered from attention deficit syndrome. This means, I could not focus on any task or work beyond a few minutes. I either would have diversions or my mind would be cluttered with thoughts of

If you want to share your spiritual experience which has impacted your work life or business performance significantly, please write to benedict@managementnext.com

Then and Now

- I find all the time in the world to do what I want to do.
- My work is thorough and I finish faster
- You will work on solutions not problems
- Employees show higher energy and greater ownership

several unfinished agenda and bombardment of thoughts would leave me restless and stressed.

This was affecting my attention span and hence, efficiency. While there are many benefits of doing Sudarshan Kriya regularly, I realized after few days of practice that the inability to manage stress was dissolved. I realized my focus and attention span improved. **My undisturbed concentration on the task on hand makes the job thorough and complete faster.** This would in turn free up more time. In a way I experience the teaching of the course that living in the present moment leads to finding more time within the day.

Also, my ability to listen to people, without being judgmental and asking others to listen to me without forcing them to agree with me got better.

All of us go through bad experiences which are either fall out of our decisions or unforeseen circumstances. When we go through such experiences, we first panic, complain 'WHY ME' even when we know that we cannot stop the event as much as we try. When we cannot stop the same from happening, we often pray that it gets over fast. Our mind is busy refusing to accept what's happening to us. Quite a few times, we lose our mind and react angrily.

Predominantly, we blame our stars too and console that it's a bad phase and we resort to several spiritual and superstitious measures to mitigate the consequences when they are severe. However, a key learning in APEX was to "Accept the Situation." **When you accept what's happening to you or around you, your mind will start working on solutions instead.**

There have been a few testing times at work and in personal life post my APEX days. In a remarkable transformation, the learning to accept the situation has led to a calmer thinking and better alternatives to tide over the crisis on hand. People have asked me how I remain balanced in my thinking and am able to face any crisis in calm manner!

Now, in corporate world, our desire is to be health-conscious but the time restrictions do not allow us to pay attention on health aspect. I have always been a health conscious person, eating right food and burning the same with exercise is my motto. But I was vulnerable to the seasonal weather changes and suffered infections, flu and cold. Without discontinuing what I do, I started practicing Sudarshan Kriya. The benefits are magical. I am fitter; I didn't fall sick, I am energetic through the day and continue to be at my best even after an average six hours of sleep. More importantly I feel younger. The ancient technique, Nadi Pariksha identified the wrong food I was consuming and I am immensely benefited following the solutions provided in this special meeting with the Nadi Pariksha doctors.

Last but not the least, post the APEX course I often visit the international headquarters of The Art of Living Ashram and I enjoy the vibrations present in its atmosphere. I can feel the blessings that are poured on me and I can feel the joyful transformation. I feel good and spiritually beautiful!

How it impacted the Business

Our results will surely astonish all of you. Over the previous year, our profits have tripled, our quality scores have improved by 30% and customer satisfaction scores are at its best. We have beaten our annual forecast by December and still have a quarter to go. The 22 managers and leaders who attended have always showed higher energy and ownership to the business and its results.

Many have empowered themselves and have brought several innovations at work. Once we were in an offsite training program and a few of those who attended APEX decided to meet and do the Sudarshan Kriya together. I then realized how they still connect and attribute their personal success to this program.

Subroto Bagchi Demystifies Shombit's 'Eccentricities'



I first learnt about Shombit from Azim Premji. I was the chairman of Wipro's Sales and Marketing Council at that time (mid to late 1990s) and Azim Premji told me about rebranding Wipro. The Chief Executive Council (CEC) of Wipro had no idea about branding; I had no idea about branding either. Here comes Shombit. My job was

made more difficult trying to translate Shombit's French-Bengali-English into a language that post 50's men could understand. It was a hell of a torturous task I had to go through for 18 months of our consulting experience with Shombit. But for me, that was a defining period.

Shombit talked about stuff like P & P (perceived and potential) research, which was about the brand's existing value and potential value. It was the first time we heard about doing brand research. After his research, he presented his recommendation to the CEC. People were just stunned to speak, it was obviously very shocking. Premji would never overrule his Executive Council. Shombit was not just there to recommend a brand or brand path and take his fee and go; he was so passionate, he wanted it to be implemented. He wanted a decision then and there. Premji looked around his reportees. They were shocked, silenced and didn't know how to react. They certainly were not buying the new ideas because they were too radical. So Premji also kept quiet.

Shombit sensed that it was not going anywhere. He really got mad and said, "Azim, if you don't do this, I'm...., I'm...." he paused, looked around and continued, "I'm

going to strip right here!" Premji quickly reacted, "No, no, don't do that!" Everybody laughed, the ice was broken. That's Shombit for you.

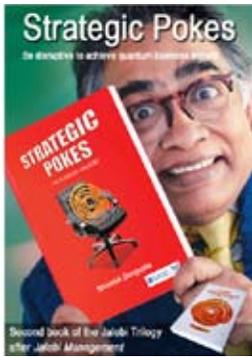
In the mid-1990s, Shombit told me that Indian brands were not yet ready to take on the world. In fact he would always proceed by research, and talk to his potential and existing clients about the importance of research, but Indian corporations, he said, didn't understand the essence of branding that he evangelized, and were ill equipped to handle the opening of the economy.

Godrej refrigerators with locks

While researching he was shocked to find that every Godrej refrigerator was delivered with a lock and key. Having gone away from India for a very long time, Shombit didn't understand many things going on here. "Why on earth should a refrigerator have a lock and key?" he queried. Then for a moment he wondered if just like the guy with a hammer who considers the whole world as a nail, lock maker Godrej would put a lock in every damn thing that came its way. The sad realization was that the primary customer for the 165 litre refrigerator was the middle class housewife. I am sorry to say that her biggest concern was that the maidservant would steal and drink milk, so Godrej in its infinite wisdom fulfilled the housewife's unstated desire to put a lock. This also became a bone of contention and power struggle between mothers-in-law and daughters-in-law.

The interesting thing is that Shombit himself comes from a proletarian background, first in his refugee colony in India then working as a sweeper in socialist France. Looking at the entire principle of human dignity at all levels, not just white collar but across society, it was a matter of great pain for Shombit: "When the maid arrives, why can't the housewife warm up a glass of milk to give her so that she can take the burden of daily work with full strength? Why can't it be like that rather than lock the refrigerator?" asks Shombit.

If you look at Shombit's progression and his current book, it's quite phenomenal that he has evolved cerebrally as a writer. You must be wondering about the thought process behind the book, his approach to branding, to understanding consumer behavior, his whole take on life and living, and understanding where it all begins. The book is phenomenal, an exploration of many issues for you to read.



How Shombit's mind works?

How does Shombit's mind work? I have seriously been flummoxed and surprised, sometimes shocked, not just today, and tried to decode what goes on in his head. If you look at the audience here, you would find the biggest head is Shombit's. The other man

who had a big head that stood out was CK Prahalad's, both fundamentally because of the size of their brain.

There's a lot of research going on about how people think. Why does Shombit think like this and others don't? This brings us to the idea of how thoughts happen to begin with. If you look at Shombit's brain and your and my brain, what's common is the primitive brain which is the amygdala. Now this is the intuitive brain, the primordial brain that does not see in alpha numeric characters. We are factory fitted and shipped into this world with the primitive brain that's fully formed in the mother's womb. It basically interprets sight, sounds, movement and color. That's why Shombit's clothes are so colorful like what he's wearing.

Above that is the neocortical brain which keeps growing until you are about 8 years. The neocortical brain has two sides: the left brain is logical; the right brain sees patterns. If you look at Shombit's whole approach and thought process with ours, we engage one part of the brain at a time when looking at something. Some get triggered by the emotive primitive brain. Some people rationalize. That's neocortical brain thinking, the left, logical side; the right has the relational brain. But the way I have seen **Shombit working, his entire brain lights up at the same time.** That is something you will experience when you read his new book – Strategic Pokes.

Once you understand how his brain works, that he is simultaneously using left brain and right brain, neocortical and primitive, there is no need for sophistication because he is continuously thinking the same way. He is not trying to sugar-coat something nor is he trying to say something which sounds good.

He will say just what comes as it processes in his mind. That is a very fascinating, powerful thing.

Of late what is happening is that branding, which was considered witchcraft, is becoming more scientific. People understand how the human mind works, which is basically a function of four kinds of people sitting together: the neuroscientist, psychologist, the geneticist and fourthly the whole imaging technology. Now with this I think people like Shombit will gain significant currency.

India's future lies with no-collar working class

Another significant thing in this book is the way he desperately tries to draw attention to the fact that India will not succeed unless people who are neither blue collar nor white collar, the in-between category, they become world class. If you walk into an electronic showroom today, the person presenting the product doesn't even know what goes inside the product. That's social failure of the same kind as the lock and key for the refrigerator. Society is not questioning why. **This book is an urgent call for policy makers, thinkers and industrialist to actually pay attention to that human capital.**

Strategic Pokes is a call to action for those hiring the salesman in the electronic shop, the bespoke tailoring guy, technicians of various sorts and other in-between categories. Those in authority have to bring a level of training, understanding and capacity building.

The book is about challenging Indian social thinking, asking that we disengage with our traditional way of looking at the sense of fairness. **People imagine branding is about advertising or marketing. Actually Shombit's branding builds a value centric company** in a society where consumers ask a question and industry responds with something valuable. In this book, Shombit is basically asking policy makers, thinkers, teachers, students and certainly the industry to re-think their priorities.

Edited Excerpts of Subroto Bagchi's (author & Chairman of MindTree) comments at the launch of Shombit Sengupta's book Strategic Pokes – Be Disruptive to Achieve Quantum Business Benefit in Bangalore recently.

Love your Organization

By Sunil Robert

What's the central theme of your book?

The book aspires to fill the gaps in Indian business world where we still work by mostly outdated paradigms borrowed from the West which even the West is struggling to discard. For example - Manufacturing industry which found the Time and Effort approach to measuring workers productivity had to necessarily ditch those approaches as machines took over a large component of their manual tasks. Instead, outcomes and impact are used for measuring and rewarding human effort.

Indian corporations reflect a unique combination of Western management ideas and Indian cultural values. That brings a set of challenges as well as limitations that call for unique solutions. My book argues that the time has come to build honest, transparent systems that can underpin not just organization's growth but personal fulfillment and actualization as well. However I argue that personal leadership precedes organizational leadership on the premise that it is easy to lead others based on power and designation but it's harder to lead one self.

My book states that individual's aspiration to greatness needs to be a long love affair with the organization.

Why is it relevant in the present context?

India's corporate world is at an inflection point due to a confluence of many factors - globalization, communications and social media and international travel. As a result, today's workforce knows that alternative paradigms work instead of command and control alone. They yearn to be respected and given the freedom to accomplish with the occasional input and directive. **Instead we tend to turn them into an employee ID or a resource and strip them of initiative and enthusiasm. My book states that individual's aspiration**



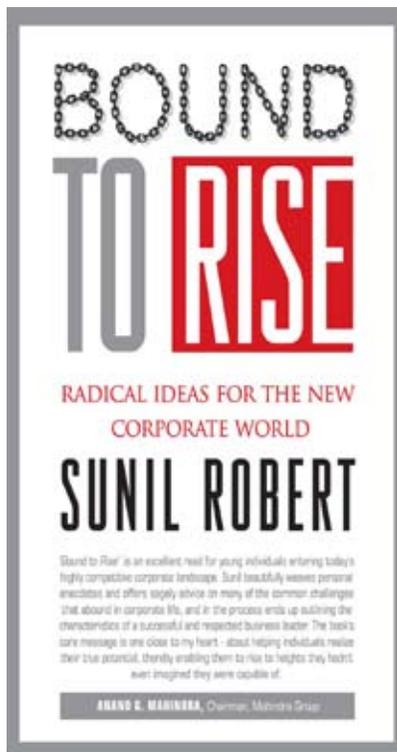
to greatness needs to be a long love affair with the organization.

If he or she is not in love, then they can find their labor of love elsewhere. When you are in love it does not seem to be labor. The Algerian Philosopher Albert Camus, likened the human condition to that of a Man named Sisyphus rolling the rock up a hill everyday only to see it roll down in the evening. And the drudgery task starts again the next day. If you do an opinion poll or a dipstick study in the Indian workforce and you'll find a significant chunk of them in it only for the money or for a short term.

But often times our lives are spent in quiet despair for years before we want to turn our attention to what truly gives us joy and contentment. **Power is overrated in our context - we need to understand that the influence which comes from individual impact and passion is often greater than designation or title.** The book argues to build influence not hanker after power or promotion.

Where do you draw your inspiration from?

A large chunk of Bound to Rise is a retrospective gleaning of insights from my corporate journey that spans 25 years in small, medium and multinational firms. Whether it is a



small proprietary firm called SPM Instruments in Hyderabad or an MNC like Acer or a homegrown success story like i-flex or India's cornerstone company like TCS. I have always been a student of culture and behavior. The human mind is a mysterious black box, while you may predict certain behaviors under certain conditions there is always an element of surprise which makes it all the more intriguing.

I have lived for a little while in Europe and now I'm an immigrant and that exposure tends to season my writing as well. However the biggest inspiration is that if an underdog like me could survive the vicious world with my own unique philosophy and paradigms, anybody else can. **I have found Trust to be a commodity in short supply in India.** We trust others but we carry a dagger. We tend to be a little reckless with our words about others and are casual while tearing others down. We resent other's success and tend to often ascribe it to other factors other than some inherent strength or talent of an individual.

We are not highly respectful of women at a core level, although the occasional right noises are made in meetings. There were some obvious anomalies we tend to live with as given that need to be corrected. We are deeply hierarchical and we almost worship or idolize the top guns and practically ignore the silent, less glamorous workers. Can't we ascribe dignity and respect to our janitors, drivers, and peripheral workers without looking at their work or appearance? These are some questions I ask in the book and I hope it stirs our workforce to think and ask some questions of themselves and their workplace.

Powerless

Powerless

By **Sam Tranum** | SAGE Publications Pvt. Ltd., 2014

Powerless details how much coal, oil, gas, uranium, and power the country uses, and for what purposes. It examines the quantity of these things the country produces and where. The book looks at the sizes of the gaps between supply and demand, and how the country fills them with imports. It then discusses how the shortages and resulting imports affect the country's economy, businesses, and residents.

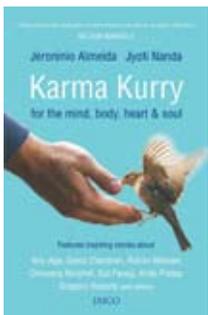
After examining the current scenario, the author moves on to look at predictions for how fast demand and supply will grow, how big the shortages of natural resources might become in the next few years, and whether India is likely to be able - politically, logistically, and financially - to fill these gaps with imports. The book also looks at the environmental and health effects of India's growing energy use, and how efforts to mitigate these are likely to affect demand for coal, oil, gas, and uranium.

The Mouse Charmers

The Mouse Charmers

By **Anuradha Goyal** | Random House, 2014

Mouse Charmers are a new breed of entrepreneurs in emerging India powered by the Internet and the opportunities that it offers to create new markets and to cater to old markets in new ways. To illustrate this Anuradha Goyal tells the stories of twelve of these digital entrepreneurs in three key areas: commerce, content and connectors. She examines how they started out, the innovations and technologies involved in their business models, and unique marketing strategies. Inspiring and insightful, The Mouse Charmers is an essential guide for aspiring digital entrepreneurs.

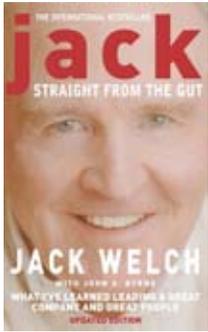


Karma Kurry

By **Jeroninio Almeida, Jyoti Nanda** | Jaico Publishing House, 2014

A compilation of soul-stirring and heart-warming tales, Karma Kurry for the Mind, Body, Heart & Soul celebrates the journey and triumph of the human spirit. Every human being has a hero within; a dynamic and compassionate being who has the power to influence and mould the world. The powerful narratives in this book are the stories of just such heroes, who have radically changed society for the better.

The people you meet in this book are ordinary citizens who have unleashed the hero within, with groundbreaking consequences. Their thoughts, their actions and their stories will inspire you at a profound level. These people are the champions of change. They are everyday women and men who took their defeats, infirmities and adversities and turned them into laudable actions for transformation.

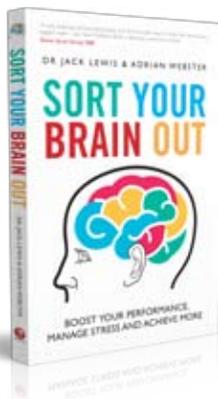


Jack: What I've Learned Leading a Great Company and Great People

By **Jack Welch** | Headline, 2014

It's hard to think of a CEO that commands as much respect as Jack Welch. In *Jack: What I've Learned Leading a Great Company and Great People*, Welch, with the help of Business Week journalist John Byrne, recounts his career and the style of management that helped to make GE one of the most successful companies of the last century. Under his leadership, General Electric reinvented itself several times over by integrating new and innovative practices into its many lines of business.

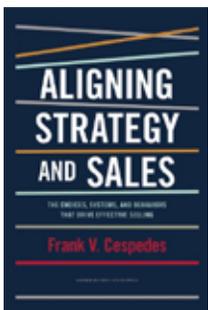
Beginning with Welch's childhood in Salem Massachusetts, the book quickly progresses from his first job in GE's plastics division to his ambitious rise up the GE corporate ladder, which culminated in 1981. What comes across most in this autobiography are Welch's passion for business as well as his remarkable directness and intolerance of what he calls "superficial congeniality" - a dislike that would help earn him the nickname "Neutron Jack."



Sort Your Brain Out: Boost Your Performance, Manage Stress and Achieve More

By **Jack Lewis, Adrian Webster** | Capstone, 2014

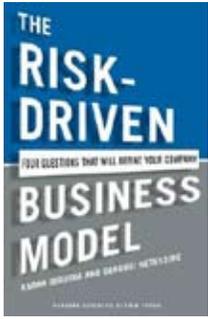
Optimize your brainpower and performance with practical tools and skills. The human brain is constantly rewiring its 160 billion cells, continually and imperceptibly changing the way we think. Because of that, we can fundamentally change the way our brains work - for the better. *Sort Your Brain Out* shows you how to re-wire your brain to be more creative, make better decisions, improve your mood and memory, manage stress, and stave off senility.



Aligning Strategy and Sales: The Choices, Systems, and Behaviors that Drive Effective Selling

By **Frank V. Cespedes** | Harvard Business Press Books, 2014

It's time to address the enormous cost of the strategy-sales gap. The most crucial connection in an organization seeking to grow is between sales and strategy. But if your company is like most, instead of a strong connection there is a widening gap and too little bang for the buck. This book will help turn the tide for your organization. US companies, for example, invest almost \$900 billion annually in their sales forces--more than three times the amount they spend on all media advertising, and twenty times more than the total spent on digital marketing. Yet research indicates that, on average, companies deliver only about 50 to 60 percent of the financial performance their strategies promise. That's a lot of wasted money and managerial effort. "Aligning Strategy and Sales" will help you close the gap, establish the needed connections, and improve both sales and strategy in your organization.



The Risk-Driven Business Model: Four Questions That Will Define Your Company

By **Karan Girotra, Serguei Netessine** | Harvard Business Press Books, 2014

Helping innovators clear a better path to innovation. Innovation isn't always about new products or services. In fact, many new ideas are realized - and then brought to market - thanks to a disruptive business model that challenges the conventional operating logic of an industry. In "The Risk-Driven Business Model," Karan Girotra and Serguei Netessine - both professors at INSEAD - introduce a toolkit to help innovators better conceive the disruptive business models that create wealth and revolutionize industries. In the book, they outline how to transform a company by revisiting the assumptions around the firm's key decisions.

Business model innovation, the authors say, essentially is about WHAT key decisions get made in a business, WHEN they get made, WHO makes them, and WHY those individuals make the decisions they do. So by changing a company's approach to these choices, you can fundamentally alter the risks involved and invent new, superior business models.

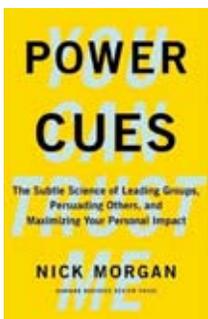


ORG

By **Ray Fisman, Tim Sullivan** | Hachette, 2014

THE ORG, Ray Fisman and Tim Sullivan explain the tradeoffs that every organization faces, arguing that this everyday dysfunction is actually inherent to the very nature of orgs. THE ORG diagnoses the root causes of that malfunction, beginning with the economic logic of why organizations exist in the first place, then working its way up through the org's structure from the lowly cubicle to the CEO's office.

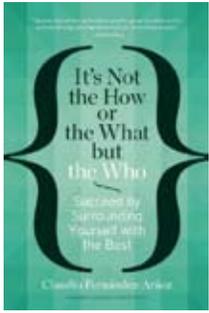
Woven throughout with fascinating case studies-including McDonald's, al Qaeda, the Baltimore City Police Department, Procter and Gamble, the island nation of Samoa, and Google - THE ORG reveals why the give-and-take nature of organizations, while infuriating, nonetheless provides the best way to get the job done.



Power Cues: The Subtle Science of Leading Groups, Persuading Others, and Maximizing Your Personal Impact

By **Nick Morgan** | Harvard Business Press Books, 2014

Take control of your communications - before someone else does. What if someone told you that your behavior was controlled by a powerful, invisible force? Most of us would be skeptical of such a claim - but it's largely true. Our brains are constantly transmitting and receiving signals of which we are unaware. Studies show that these constant inputs drive the great majority of our decisions about what to do next - and we become conscious of the decisions only after we start acting on them.

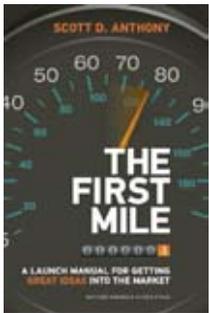


It's Not the How or the What but the Who: Succeed by Surrounding Yourself with the Best

By **Claudio Fernandez-Araoz** | Harvard Business Press Books, 2014

Are you surrounding yourself with the right people? Yes, your success in business and in life depends on your own performance. But have you thought about how those around you affect that performance? Do they strengthen or weaken it? Help or hinder your progress?

In "It's Not the How or the What but the Who" (a phrase adapted from Amazon's Jeff Bezos), renowned global talent management expert Claudio Fernandez-Araoz explains why people decisions - the choices you make about friends, your spouse, employees, project partners, mentors, and even elected officials - are more important than any other. To thrive, you need to get the best people in your corner and on your team, and then help them grow. Engaging and often counterintuitive, the book is packed with important lessons on how to surround yourself with the best.

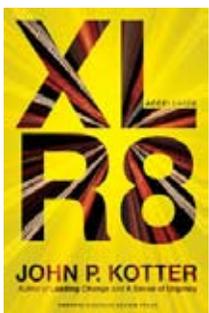


The First Mile: A Launch Manual for Getting Great Ideas into the Market

By **Scott D. Anthony** | Harvard Business Press Books, 2014

That first mile-where an innovation moves from an idea on paper to the market-is often plagued by failure. In fact, less than one percent of ideas launched by big companies end up having real impact. The ideas aren't the problem. It's the process. The First Mile focuses on the critical moment when an innovator moves from planning to reality. It is a perilous place where hidden traps snare entrepreneurs and roadblocks slow innovators inside large companies.

In this practical and enlightening manual, strategic adviser Scott Anthony equips innovators with new tools, questions, and examples to speed through this crucial early stage of innovation.

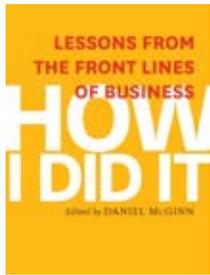


Accelerate: Building Strategic Agility for a Faster-Moving World

By **John P. Kotter** | Harvard Business Press Books, 2014

It's a familiar scene in organizations today: a new competitive threat or a big opportunity emerges. You quickly create a strategic initiative in response and appoint your best people to make change happen. And it does - but not fast enough or effectively enough. Real value gets lost and, ultimately, things drift back to the default status.

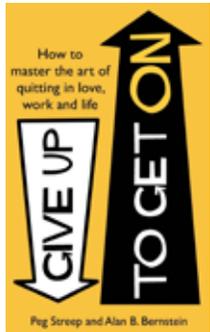
Why is this scenario so frequently repeated in industries and organizations across the world? In the groundbreaking new book Accelerate (XLR8), leadership and change management expert, and best-selling author, John Kotter provides a fascinating answer - and a powerful new framework for competing and winning in a world of constant turbulence and disruption.



How I Did It: Lessons from the Front Lines of Business

Harvard Business Press Books, 2014

The essays in How I Did It teach and inspire. Pulled directly from the pages of one of the most popular columns in Harvard Business Review, these essays offer firsthand accounts of the most difficult management challenges faced by the men and women who occupy the corner office. It's the next best thing to sitting down and talking face-to-face with these corporate leaders.

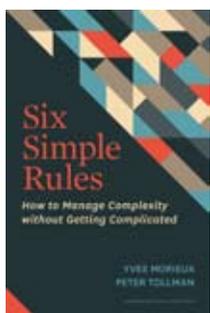


Give Up to Get On: How to Master the Art of Quitting in Love, Work and Life

By **Peg Streep, Alan B. Bernstein** | Piatkus, 2014

We have a natural tendency to see the best in things, to put a positive spin on situations and to err on the side of optimistic - we are a nation of wishful thinkers. We are hard-wired to believe that if at first you don't succeed, try and try again. But hanging in there at all costs, and persisting no matter how many setbacks you face, is actually unhealthy and unbalanced.

Give Up to Get On explains why quitting done right can be an act of self-assertion, a source of potential empowerment and a doorway to new possibilities. The most satisfied people know both how to persist and how to quit. They are flexible and adaptive to change. They know when to let go of unattainable goals and move on. And when they do quit, they do so decisively - and set new goals without looking back. Give Up to Get On will teach you how to make quitting a thoughtful and intelligent decision, which will take you out of dead-end jobs, doomed relationships, and flailing careers.



Six Simple Rules: How to Manage Complexity without Getting Complicated

By **Yves Morieux, Peter Tollman** | Harvard Business Review Press, 2014

Does your organization manage complexity by making things more complicated? If so, you are not alone. According to The Boston Consulting Group's fascinating Complexity Index, business complexity has increased six fold during the past sixty years. And, all the while, organizational complicatedness - that is, the number of structures, processes, committees, decision-making forums, and systems - has increased by a whopping factor of thirty-five.

In their attempt to respond to the increasingly complex performance requirements they face, company leaders have created an organizational labyrinth that makes it more and more difficult to improve productivity and to pursue innovation. It also disengages and de-motivates the workforce. Clearly it's time for leaders to stop trying to manage complexity with their traditional tools and instead better leverage employees' intelligence.

Three Sutras for Becoming a Star Product Manager

By Alok Goel, CEO, FreeCharge

When I joined Google in 2007 as a product manager, the term product management was still largely unheard of in India. I still remember my first press quotes in *Times of India*; it said Alok Goel, project manager, Google. When I met the journalist I told him that I am not a project manager but a product manager, he said what is the difference, it's basically the same.

Even in the US product management in 2007 was an emerging function, it was not very well carved out. We have come to a point where it is one of the hottest roles in the country. A product manager will not be unemployed overnight, every VC keeps saying we need good product managers; we will give him a job tomorrow morning.

If you take new age companies, they are all fighting a battle; it's a battle of innovation. Big companies cannot be complacent. A garage company can innovate, disrupt and change the rules of the game and make you irrelevant.

The pace of change is happening very fast. For fighting innovation battles companies need innovation leaders, they don't need CEOs. Innovation leaders are nothing but product leaders. Product managers are change agents, are thought leaders who bring about change and create value through innovation.

There are many international examples which are emerging, take Yahoo, after lots of CEO changes; they finally bought in a hard core product person, Marissa Meyer. She spent



a decade in Google doing product management. Yahoo felt that it was lacking innovation so let's get a product person. The initial results are very positive. Lot of examples in the industry like Satya Nadella. Steve Jobs was a great product guy. **The companies are realizing that in this new age where battle is being fought around innovation, you can't ignore it and product guys are actually taking the centre stage and coming on to the CEO stage.**

There are two more characteristics in my view. Today's companies' need (which was not as relevant earlier) **is to have a problem-solving attitude which is more important than specific functional knowledge. Second is being able to influence without formal reporting.** I have been hiring now for a year and a half. It's incredibly difficult to hire people, retain them, set up a common vision and execute. **Gone are the days when we used to execute whatever our CEO or manager would tell us. Today people want partnership into the thought process, into the setting of vision, they want to feel partnership as employees and hence leadership beyond formal leadership is extremely crucial at that point of time.**

What makes a good product manager?

In my view it is more of a philosophical kind of thinking; it's not a specific skill set, it's not a specific course. It's a hands-on learning when you surround yourself with good quality people, the way they work, you observe them and work with them and overtime you become a good product manager. It's not about specific training; **it's something that you learn and not get trained for.**

Three things that have worked as a philosophy for me, they are not necessarily statements: While making decisions, learning is of paramount importance. When I talk about learning it becomes very difficult when you are making choices or tradeoffs. Often you will make a trade off where you either have a choice of long-term learning or you have an immediate gain of some kind of a promotion or career growth or a salary hike. How do you make a decision at that point of time?

Let me share an example. Sanjay Jain is with Costa Labs, he was a project manager in Google and he had all kinds of opportunities in Google in the product management function. But he said that he will join the Adhaar project and he ended up building the largest product for the Indian market. That's the kind of passion for learning that he demonstrated. Today, he has the credibility of building the most gigantic product ever built (in India).

Learning is paramount and it manifests itself in the process of continuous self improvement. I will use an analogy of a caterpillar to illustrate this point. All of us are like a caterpillar, you know how it moves, drags itself, so the strengths are there in the front and our weaknesses drag us. At the end of the day you will move forward only because of your strengths but you will get held up because of the drag and you can never get rid of your drag. You can only reduce the weight of the drag. You need to focus on improving this, pick one skill at a time; you never leave the attitude of learning.

Second is being inclined to take risks. You pick either of these two choices - 20% possibility of making Rs.1000 (after some time) or making Rs. 100 right now. If you are like most of the general population, you will take Rs. 100 right now. But imagine if I changed the problem and I asked you are you going to play this game everyday for the next 10 years? Will you still make the same choice? Life puts these kinds of challenges in front of us all the time. You did a tradeoff like should you do a project management course or keep fighting for a promotion in your current job. You made that choice and you clearly picked the risky one. If we keep picking the risky choices because we are risk lovers over a long term it will work out well.

I happened to meet a Nobel Prize winner in behavioral economics when I was working in Google. **He said if there is one thing that I wish for my kids it is over confidence so that they are risk lovers and they grow well in their trade.** We are taking risks day in and day out.

The third is learn from mistakes but mistakes made by others. Learning from others' mistakes is very cheap. That's a great and faster way of learning because you can observe 10 people making mistakes and you can learn from it in a single day. That's where surrounding yourself with quality people is a wonderful thing to do. Never let that opportunity go, always grab that opportunity because learning is not just in failing. It is thinking through the mistake and how you react to it and when you work with smart people you learn how they react to a mistake. When they get stuck or get into a challenging situation and how to come out of it is the learning that we have to assimilate.

In sum, learning is paramount, be a risk taker and learn from others' mistake.



Excerpts of the talk at ICPM Class of Fall 2013 Graduation Party of Institute of Product Leadership, Bangalore.

Events

National Seminar on Corporate Valuation - Practice & Procedure

30th April, 2014 • Hotel The Royal Plaza, New Delhi
<http://www.assochem.org/events/showevent.php?id=990>

IT WORLD FORUM - 2014 : SMAC for Business Transformation

30th April, 2014 • Hyatt Regency, New Delhi
<http://www.assochem.org/events/showevent.php?id=999>

Advanced Project Risk Management

7th to 9th May, 2014 • FICCI, Federation House, Tansen Marg, New Delhi
<http://www.ficciqualityforum.com/htm/may7-8-2014/overview.html>

Smart Outsourcing Expo

15th to 17th May, 2014 • Hotel Lalit Ashok, Bengaluru
www.cii.in

Improving access to Finance Stimulating Growth for MSMEs

25th June, 2014 • Hotel Le Meridian, New Delhi
<http://www.assochem.org/events/showevent.php?id=997>

NASSCOM Big Data & Analytics Summit 2014 - Industrialization of Big Data

26th Jun, 2014 • Hyderabad
www.nasscom.in

Future Office

04th to 06th July, 2014 • Chennai Trade Centre, Chennai
www.cii.in

NASSCOM Product Conclave 2014

18th July, 2014 • Kolkata
www.nasscom.in

NASSCOM HR Summit 2014

23rd - 24th Jul, 2014 • Chennai
www.nasscom.in

Conference on Marketing

20th September, 2014 • Hyderabad
www.cii.in

NASSCOM BPM Strategy Summit 2014

17th - 18th September, 2014 • Bengaluru
www.nasscom.com

NASSCOM Engineering Summit 2014

09th - 10th Oct, 2014 • Pune
www.nasscom.com

NASSCOM Game Developer Conference 2014

13th - 15th November, 2014 • Pune
www.nasscom.com

NASSCOM Technology Conference 2014

10th - 12th December, 2014 • New Delhi
www.nasscom.com

Indian Conference on Life Cycle Management

29th to 30th September, 2014 • New Delhi
<http://www.ficci.com/events-page.asp?evid=21808>

Learn Economics from Online Dating

A lot of people find Economics boring there's help in the form of a new book titled 'Everything I Ever Needed to Know about Economics I Learned from Online Dating' by Paul Oyer, Professor of Economics at the Stanford Graduate School of Business.

Economists may not be known for their romantic expertise, but Oyer, a reviewer says, explains the ins and outs of online dating with such clarity, humor, and scientific prowess that he is guessing many marriages will result from his book.

So, what is it? It turns out that dating sites are no different than the markets. Monster.com, eBay and other sites where individuals come together to find a match gave Oyer startling insight into the modern dating scene. Suddenly, the arcane language of Economics - search, signaling,



adverse selection, cheap talk, statistical discrimination, thick markets, and network externalities - became a useful guide to finding a partner.

There's collateral benefit too. Now, for those who have crammed through Economics for many years, you can understand how online dating works.

On a Prayer, Literally



A big personal tragedy turns people either into do-gooders or makes them live life with gay abandon. And spirituality can help justify both positions.

The timing of the launch of the biography of Yash Birla couldn't have been worse. As the book is launched in March 2014, the group companies are under various stages of investigation for

several alleged financial irregularities and delay in payment of salaries to staff. The debt pile up is huge.

Didn't celebrity author and columnist Shoba De and Penguin know how Yash Birla ran his companies when the book was commissioned? Or did Yash Birla pay for the book to boost his credibility? Doesn't credibility matter at all in publishing business any more?

The book's promotion text says that it is the "story of a man who overcomes one of life's toughest hurdles and lives to tell the tale. It is Yash Birla's journey from a state of oblivion to survival, where his deep belief in spirituality and his faith in true love act as a crutch for him to go on. Money, greed, God and an inside view of one of India's oldest industrial families that is the story of On a Prayer."

Hope divine intervention works to help him sort his current predicament!

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- Certified Public Accountant (CPA)
- Certified Member of the Institute of Internal Auditors (CMAIA)
- Certificate IV – Training & Assessment [Cert-IV]



Abdullah Hashim
 Chief Internal Auditor
Petra Energy Berhad

- Chartered Accountant of the Malaysian Institute of Accountants (MIA)
- Certified Internal Control Auditor by the Institute of Internal Controls (IIC)
- Associate Member of the Institute of Internal Auditors Malaysia (IIAM)



Siriporn Sanunpairoe
 (to be confirmed)
 Chief Internal Audit
CIMB Thai



Santosh Govin
 (to be confirmed)
 Chief Internal Audit
S P Setia Berhad



Gerry Schipper
 Head, Group Internal Audit
AIA Co Ltd

- Chartered Accountant & a Barrister of the High Court of South Africa
- Member of the Institute of Chartered Accountants of Australia
- Member of the South African Institute of Chartered Accountants
- Member of the Hong Kong Chapter of the Institute of Internal Auditors



Frank Chin
 Head of Group Internal Audit
IOI Corporation Berhad

- Chartered Accountant and member of the Malaysian Institute of Accountants (MIA)
- Certified Public Accountant and member of the Malaysian Institute of Certified Public Accountants (MICPA)
- Professional Member of The Institute of Internal Auditors Malaysia (IIAM)
- Committee Member of IIAM's Professional Development Committee

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- INTENSE PANEL DISCUSSION** and **ROUND TABLE SESSIONS** moderated by renowned Internal Audit leaders sharing views, best practices and experience that are most helpful to your current and future organization goals
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- NETWORKING OPPORTUNITY ABOUND!** Learn future trends and valuable insights through talking with other Internal Audit professionals across the globe
- Benchmark your current strategies and initiatives with your peers and **PLAN FOR THE FUTURE!**
- TIME AND MONEY.** If you learn just one thing, it could generate cost and time savings as well as increased revenue down the road. A small investment now will have big pay-off later



Suhailah Mohamed Abdulla
 Head, Group Internal Audit
Fraser and Neave Holdings Berhad

- Certified Internal Auditor and Chartered Member of the Institute of Internal Auditors Malaysia (IIAM)
- Chartered Accountant certified by the Malaysian Institute of Accountants (MIA)
- Certification in Control Self-Assessment by the Institute of Internal Auditors Incorporated
- Accreditation in Internal Quality Assessment/Validation by the Institute of Internal Auditors Incorporated



Sucy Thio
 Head of Internal Audit
PT Bank ANZ

- International Certification in Banking Risk and Regulation by the Global Association of Risk Professionals (GARP)
- Member of Global Internal Audit Management Team – Australia and New Zealand Banking Group

3RD ANNUAL AUDIT WORLD 2014 WILL GIVE YOU VALUABLE INSIGHTS ON HOW YOU AS AN INTERNAL AUDIT PROFESSIONAL CAN:

- DETERMINE** internal auditors' new role in the new era
- PROMOTE** risk management in collaboration with internal auditor to ENHANCE internal audit process
- COMBAT** frauds by shifting away from compliance based internal auditing to risk based internal auditing
- LEVERAGE** internal audit with the development of information technology
- GAIN** insights on how to conquer emerging risk through cyber security
- BENEFIT** internal audit engagement by implementing Six Sigma in Internal Audit
- UNDERSTAND** internal Auditors' contribution in the economic crisis



Noor Azian Ismail
 Head of Shariah Audit & Process Review
Bank Muamalat Malaysia

- Certified in Islamic Finance Professional (CIFP) by the International Centre for Education in Islamic Finance (INCEIF)
- Certificate in Internal Auditing for Financial Institutions by the Institute of Internal Auditors
- Certified System Investigator (CSI) by the CSI-World Headquarters
- Professional Learning Facilitators (Mastery)



Maria Rosalinda Asmi
 Head of Internal Audit
PT Bank ICBC



Lawrence Ho (to be confirmed)
 Head of Group Internal Audit
Lafarge Cement



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ORACLE SCM FUNCTIONAL

Company: Tech Mahindra Ltd.
Exp: 10-15
Location: Bengaluru/Bangalore
Job Id: 110414001734

SR. TECHNICAL ARCHITECT

Company: Ishi System Inc
Exp: 10-17
Location: Ahmedabad
Job Id: 231012003543

TECHNICAL MANAGER

Company: Hyundai AutoEver India Pvt. Ltd
Exp: 12-15
Location: Chennai
Job Id: 230114000124

SR. MANAGER

Company: ExcelaCom Technologies
Exp: 10-20
Location: Chennai
Job Id: 160114004580

TEAM LEAD - NETWORKING

Company: Diebold Systems Pvt. Ltd.
Exp: 10-15
Location: Hyderabad / Secunderabad
Job Id: 110414001420

DELIVERY MANAGER (EMBEDDED)

Company: E-Infochips INC
Exp: 14-20
Location: Ahmedabad
Job Id: 120613000739

JAVA/J2EE SPECIALIST

Company: Synechron Technologies Pvt Ltd
Exp: 10-15
Location: Pune
Job Id: 140314900430

SALESFORCE PROFESSIONAL

Company: Thirdware Technology Solutions
Exp: 10-15
Location: Mumbai
Job Id: 110414000790

TECHNICAL LEADER

Company: Cisco Systems (India) Pvt. Ltd.
Exp: 11-16
Location: Bengaluru/Bangalore
Job Id: 260314004639

PROGRAM MANAGER - ELEARNING

Company: Aptara Learning Pvt. Ltd.
Exp: 10-20
Location: Trivandrum
Job Id: 230813001642

SR. J2EE PROFESSIONAL

Company: JPMorgan Services India Pvt. Ltd
Exp: 10-15
Location: Bengaluru/Bangalore
Job Id: 100414003899

PROJECT MANAGER

Company: Teradata India Pvt. Ltd.
Exp: 10-15
Location: Mumbai
Job Id: 070414003729

SR. SOLUTIONS ENGINEER

Company: Adobe Systems India Pvt. Ltd.
Exp: 10-15
Location: Noida
Job Id: 130314003506

AUTOMOTIVE INFOTAINMENT - NEST

Company: Network Systems and Technologies (P) Ltd (Unit 4)
Exp: 12-15
Location: Bengaluru/Bangalore
Job Id: 090414005125

GM - SEEDS

Company: Basant Agro Tech India Ltd
Exp: 15-25
Location: Nagpur
Job Id: 110414001855

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