

Karnataka Cricket Team's Real Secrets of Success

By **Benedict Paramanand**



Coach J. Arun Kumar

The Karnataka cricket team's stupendous win, in all forms of the game in 2014, has left everyone wondering what really went right. How did this remarkable turnaround happen? It's more intriguing because, despite many legends in the team before, the state had not won a major tournament since 1996.

"Lots of interesting factors," says coach J Arun Kumar with a grin. "They exactly knew what I wanted them to do. From day one I told the boys that I want professionalism; cricket is not a hobby."

The big motivating factor for the boys was that many of them have been aspiring to play for the national team. "That made things easier for me," he says. But that's not enough for a team to stage such a turnaround. It needs astute leadership and impact coaching for building a formidable team.

Inside

Trend

Service is the New Marketing 4

The Very High Cost of Low Prices 6

University of Vermont Starts MBA In Sustainability 7

SocialMedia

Must Use Tools for Leaders 8

CaseStudy

Vipin Sondhi of JCB India on Why MNC and SME Values Should Not be Different 9



GuruMantra

Moid Siddiqui on Sufi Way of Doing Business 10

AuthorSpeak

Anuradha Goyal An Inside Story of India's E-commerce Pioneers 11

BookReview

A S Vasudevan Looking Inside the Business Value of IT 14

Regulars:

Book Shelf 15

Events 18

Mission: To enable engaging conversations through fresh insights and perspectives

Editor
Benedict Paramanand

Publisher
Romi Malhotra

Contributing Editor
Sharmila Chand, Delhi

Editor - Sustainability
Sangeeta Mansur

Assistant Editor
Suchitra Jayaprabhu

Contributing Writer
Suhruda Kulkarni, Pune

Support
Sanjeev Kumar, Delhi

Illustrator
Necty Singh

Editorial Advisors
Ramesh Ramanathan, Founder Janaagraha
Harish Bijoor, CEO, Harish Bijoor Consults
Rishiksha T. Krishnan,
Faculty, IIM, Bengaluru
Rajeev Gowda, Faculty, IIM, Bengaluru
Jessie Paul, MD, Paul Writer

Advisor
Ranganath Iyengar
Partner, Strategic Interventions
Ravi Shankar
Media Consultant

Letters and Article Submission
benedict@managementnext.com

Advertising
www.managementnext.com/advertise
+91 80 4171 4161

Design by:
H.S. Ganesh Keerthi

Printed, published and owned by ManagementNext Media & Publications LLP and printed at Rukmini Prakashana & Mudarana, 38, Behind Modi Hospital, Nagapur, Bangalore - 560 086 and published at Bangalore. Editor - Benedict Paramanand, #2, Bilden Park, G.M. Palya, Bangalore - 560 075.

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

www.managementnext.com

© ManagementNext Media & Publication LLP

CoverStory

Much like a business organization, despite talent the boys are often short of translating that into high performance due to self-doubts and the way the team management engages them. “When they doubted their abilities I reassured them that I had full confidence in them, which I did. I knew everyone personally. I get into a mental level with them and make sure that I am confident about them. **Once you gain their trust, they will give you 100 percent.**”

Unlike many Indian state teams players from Karnataka take their studies seriously as well. “One big advantage is that these boys are well educated and they are mature and smart and you can’t fool them (easily). So, it’s better to be honest from day one which I was.”

In business organizations too the average age of senior management is dropping significantly. This trend is driving the performance of the middle management which has significant experience but needs the extra drive to sustain its edge. The Karnataka team management too brought in young blood like Lokesh Rahul, Ravikumar Samarth, H S Sharath two years ago to enhance the performance of highly talented and experienced players like Vinay Kumar, Robin Uttappa, C Gautam, Manish Pandey and Mayank Agarwal. “The energy of the young boys rubs off on the others.”

Once that’s done, the coaches were very clear on the key team building secret – camaraderie. “We make sure the team is together, it’s very important. Team bonding is really good. The team often met in each other’s houses to relax.”

What also worked well is the bonding Arun Kumar has had with his bowling coach Mansur Ali Khan. Both played for Karnataka together in the 1990s – one a flamboyant opener and the other a medium pace bowler. Their bonding goes back to their early cricketing days when they were roommates. The boys call them Jak (J Arun Kumar) and MAK which shows the informality in the way the team works. JAK has captained Karnataka as well.

Although the roles of the two coaches are defined they work as a team. “It’s not like I did not talk to the bowlers, Vinay is a bowler. It was never like bowling or batting coach, we were two coaches in a team, helping each other out.”

Even bankers can inspire

A banker inspiring anyone is rare. But Arun Kumar credits his people-management skills to his dad, a banker with a public sector bank. “I used to watch dad during my schools days while waiting in his cabin before we drove home. The way he handled his stress, the way he delegated, the way he encouraged others. I used to observe how he talked to people; how he got things done.”

Having legends around you can be good and bad. India’s spin legend Anil Kumble and fast bowler Javagal Srinath, who ran the Karnataka State Cricket Association in the last tenure, recruited the JAK and MAK duo from seven prospects. The duo didn’t have much to show in terms of experience but their

CoverStory

passion and keenness to deliver results got them the break. Their gamble worked.

The other piece of the puzzle is the role of captain Vinay Kumar. “Vinay is an added bonus to me. Whatever you say off the field you need somebody to carry it into the field. Vinay did a fantastic job. He did all the execution. Execution was brilliant.

Even if winning is the goal of every team, no one takes the responsibility for the loss. An important factor for this team’s success, the coach says, is because every player knew his responsibility. “Give the boys the responsibility because if you try to dictate terms it does not happen nowadays. The boys got together and they decided what to do. When every team does that, it becomes a winning team. **You should reach a stage when you don’t need a coach**, give them ideas on how to be responsible, how to take decisions and then be accountable.”

Sustaining Success

There was no pressure on this team

Success Mantra

- Imbibe the idea that cricket is a professional sport, not a hobby
- Infuse young blood to drive performance of the rest
- Give responsibility for outcome, not mere commands
- Trust and confidence in players
- An easy and informal atmosphere in the dressing room
- Players with high aspirations perform better
- A good rapport between coaches and team captain

when it went on to achieve its recent success because no one expected much from them. They went on to win not only the Ranji Trophy, the most important tournament between the states, but also the Irani Trophy (between the winner of Ranji Trophy and rest of India) and the one-day international. Now that the team has done it, pressure will be on from now.

That’s when the other elements kick in. “I have started preparing them about how to handle pressure, how to manage expectations, among others.

The only way to do this is keep it simple, take one game at a time, get the basics right and once you do that things fall into place. The boys should

be confident and the coach should make sure of that. Only if you believe in the team you can do that.

Arun Kumar has learnt from his former coach Raghunath the value of not getting too technical and keeping things very easy in the dressing room. “Before we had to sort out our own techniques, and then I realized we started using our own brains. I want this team too to think on its own. Once they are responsible, they are accountable.”

It’s becoming more evident in business as well as sports that highly motivated teams with unobtrusive bosses are more successful than teams with star performers and famous coaches.



The winning Karnataka Cricket team

Service is the New Marketing



Here's Ron Kaufman's top take-aways from the Smarter Services Executive Symposium at Boston recently.

Kaufman is the author of Uplifting Service

The disconnect between marketing and service delivery must end

A sea-change is under way as profitability shifts from first sale of goods to long-term provision of services. Profits from an initial sales pale beside the revenue and profit potential of warranties, maintenance contracts, automatic upgrades, consumables, repairs, and spare parts.

One speaker claimed “an intellectually honest forensic analysis of revenue and profitability” increased the influence of service on the budgets and activities of R&D, engineering, marketing, and sales.

Sales can no longer “bundle in free service” to close a deal when closing a service contract offers higher margins. Marketing can no longer over-promise and expect a service team to cover the

gap. Today, the quality of a customer's service experience determines the success of future sales. Service is the new marketing.

Good sales people have a great relationship with service people

Some sales people try to keep customers away from the service department during the selling process. They fear losing the sale of new equipment to an extended service agreement on a customer's existing equipment. Or they are trapped in an internal dispute about how revenue will be recognized; as a new sale to an existing customer, or an extension of service to retain a customer.

One company resolves this tension by giving both sides a financial incentive to help the other, but they keep the roles of sales and service

personnel very clear. A conference delegate said “Our service staff do not make sales proposals, they make recommendations to customers. By the time these recommendations are passed to sales, the customer is already in agreement.”

It makes sense to include your service people in the selling process and the rewards. After all, service personnel have more ongoing contact with your existing customers and equipment than your sales people ever will.

I don't compete on price, compete on the experience the customer receives

One panelist said “There are no products anymore. I only buy a product to serve me.” Another replied, “We are no longer service providers, we are all experience providers.”

CUSTOMER SERVICE:

Excellent



Average



Poor



Self-service may cannibalize your service revenue

Enabling customers to self-serve can reduce service revenues. Customers can service themselves with internet connected equipment, embedded machine diagnostics, self-adjusting supplies, user-enabled updates, and easily available remote support. There's no need to send a technician in a truck when a remote device (a washing machine, photocopier, or surgical pump) can diagnose and regulate itself.

"The Internet of Things" is creating a huge wave of smarter devices and savvy customers. This can lower costs, but may lower service revenue, too. The good news is that better connected customers enjoy a "stickier" relationship with suppliers. And that's a win-win for both parties. Find the right balance of your service and self-service to create the ideal customer experience.

Trying to be great at everything leads to exhausted mediocrity

Francis Frei, Harvard Business School professor and author of Uncommon

Service, made an impassioned plea to **"Be Bad to Be Good."** She said "In order to be great at something we have to be bad at something, and be equally unapologetic about both."

Southwest Airlines is budget priced and takes off right on time (good), but they will not serve you food on board (bad). MBNA bank offers the worst savings and loan rates in town (bad), but they hire the friendliest people in town (good) and stay open very late (good).

"Stop using red, yellow, and green management reports," Frei insists, "because they drive everyone to focus on fixing the reds. Some things need to be red!"

Sometimes you need to keep quiet in social media

One manufacturer shared what happened when his technical team answered questions in a User's Forum. As soon as the users saw that the company was participating in the Forum, the user community went silent. He said "Our customers wanted contact with each other, not with us. Now we have clear guideline for our

own participation. And in certain user forums, that means: 'Observe but do not intervene.'

It's no longer work-life balance. It's all life now

The idea of doing your work and then having a life is obsolete. People want work to infuse their lives with meaning, not suck the life out of them before the weekend.

Over dinner we heard from a police officer who was shot during the Boston marathon bombing. As he shared the incredible medical efforts to save his life, the man next to me whispered that his wife is a nurse and said "that's why nurses get paid so little and still do what they do".

Work-life balance is becoming work-life integration. This doesn't mean showering with your smart phone, but it does mean things you care about are part of your daily work. If the work itself is not inspiring, then your customer connections and company culture must fill the gap.

www.upyourservice.com

The Very High Cost of Low Prices



The global consumer today is like an ant that runs to a sugar cube the second someone drops it on the floor. The human rush to bargain stores resembles a swarm of bees. Shopping for bargain pricing has become addictive, destructive and unsustainable. The direct impact of this phenomenon on the global eco-system is colossal. So, what's the solution?

People hate doom and gloom stories but the good news according to Michael Carolan, author of *Cheaponomics* – The

High Cost of Low Prices (Routledge March 2014,) **is that people are willing to listen if the message is driven through humor and relevant examples. Practical alternatives work even better.**

For starters, he says, **cheapness is an illusion. The real cost of low prices is alarmingly high.**

The price is usually paid somewhere else – usually by poorly-paid workers in poor countries.

And environmental pollution may not be costed into goods and

services, but is paid for indirectly by people living away from its source or by future generations. He says: “Even with private cars, when the total costs of this form of mobility are tallied it proves to be an astronomically expensive model of transportation. All of these costs need to be accounted for.”

The author captures these issues by the concept of ‘cheaponomics.’ “The key point is that costs and risks are socialized: **we all pay for cheapness, but not at the point of purchase. Instead, we need to refocus for a better sense of well-being, social justice**

and a balanced approach to prosperity.”

Michael Carolan, Professor and Chair of Sociology at Colorado State University, USA, sees his book as a tool for change. **It suggests an alternative economic life whose goal, if we willed it, could be human fulfillment. His other books are** “*The Real Cost of Cheap Food*”, “*The Sociology of Food and Agriculture*”, “*Reclaiming Food Security*” and “*Society and the Environment: Pragmatic Solutions to Ecological Issues*”.

The big question is – how original are Prof. Carolan’s ideas in *Cheaponomics* when the sustainability movement around the world has made a beginning on ecological impact of manufacturing and consumption. And a good number of companies have already made a good beginning towards zero or minimal impact?

Despite these questions, making the bargain pricing business reality the central focus and target for change appears fresh. Moreover, it is a smarter way to start change of behavior. Also, the sustainability today is active at the corporate level, it is yet to sink into the retail behavior of consumers.

What Prof. Carolan wishes to achieve is overly ambitious. But he knows there’s no other way.

University of Vermont starts MBA in Sustainable Entrepreneurship

In an effort to **fundamentally reinvent business education and the MBA degree** the University of Vermont has started an MBA in ‘Sustainable Entrepreneurship’. It hopes to **address issues related to the environment, ethics, entrepreneurship, poverty and inequality**. It has started a 45-hour credit program on sustainable business and entrepreneurship-focused curriculum.



Stuart L. Hart, a leading authority on the **implications of environment and poverty for business strategy**, has inspired this course following his experience of running the Emergent Institute in Bangalore for entrepreneurs who are working on clean technologies.

The program offers an **accelerated** one year program designed to get students back out there, inventing or reinventing their bottom of the pyramid (BoP) enterprise as soon as possible.

Students will enjoy access to business and entrepreneurs around the world through the BoP Global Network which includes [Enterprise for a Sustainable World](#), [India’s Emergent Institute](#), and the [BoP Global Network](#) - a vibrant community of academics and practitioners in 18 countries that engage in knowledge creation and

dissemination about the theory and practice of creating sustainable businesses at the base of the economic pyramid.

The students also get to do meaningful, high-impact work with international partners that have on-the-ground access in emerging markets and the developing world.

Why an MBA in sustainability?

The leaders in reforming the MBA education believe the world today needs revolutionary new business models, not just adjustment around the edges. Prof. Hart says: “We need a focus on the skills required to imagine, co-create, launch and scale game-changing new ventures that simultaneously lift the poor and leapfrog to new environmentally sustainable ways of living.”

Prof Hart is at the forefront of this global movement. He has been involved in creating three such centers over the past 25 years--at the University of Michigan’s Ross School and School of Natural Resources & Environment (The Erb Institute), at the University of North Carolina’s Kenan-Flagler Business School (Center for Sustainable Enterprise), and at Cornell University’s Johnson School (Center for Sustainable Global Enterprise).

He bases his conviction on the fact that **over the past 25 years, most major business school in the world have added some kind of initiative, center, or institute focused on sustainability, corporate citizenship, or social entrepreneurship**. “**The problem is that virtually all of these initiatives, centers, or institutes continue to merely hang off the side of the existing business school edifice**. Like the proverbial “saddle bag” on a horse, the issues are contained within separate compartments that are readily visible from the outside, but have little impact on the behavior of the animal itself.”

In India, BIMTECH in Noida is experimenting with teaching sustainability. But no one is yet to take the leap to offer a full MBA in sustainability.

Must-use Tools for Leaders

By **Ranganath Iyengar**, Advisor, Coach & Leadership Facilitator. www.strategicin.in



If you are a leader in today's world, one of the 'must have' skills is to use social media. However, social media is like a double-edged sword as it is intense, personalized, precise, dynamic and also disruptive perhaps even uncertain, risk prone and unpredictable.

Leaders are often visible to different stakeholder groups and communication levels and content can be radically different. Here are the tools and technologies leaders could use to become social media savvy:

Social media @ Personal level

Skills at the personal level could include aspects like create and communicate online every day in a creative manner, developing-engaging- maintaining a followership, filter and manage the 'noise' by cutting through the clutter of good and irrelevant feedback – in simple terms **build one's personal brand**

and influence over relevant affinity groups.

Leaders could therefore need tools to create and embellish compelling high quality content, distribute information rapidly and frequently and manage inward communication flow smartly.

Some tools to consider for visual content include Makewebvideo.com, Animoto.com, Camtasia.com, Needly.com Slideshowpro.com and Youtube editor. To manage campaigns, conversations and results consider Hootsuite.com and Vedasemantics.com.

Social media @ Organizational level

Skills at the organizational level could include aspects like staying connected with customers and channel activities, facilitating vertical and horizontal collaboration across business functions within and beyond organizational boundaries, and at a deeper level use the power of social media to understand and interpret cultural, behavioral and community / affinity group impact.

Leaders could therefore need tools to focus on engaging different stakeholder groups which could include employees, customers, channel partners, special interest groups etc. – this could require social media awareness internally within the organization with suitable extensions beyond organizational boundaries with a key focus on getting people to

communicate, create and collaborate. Additionally, such tools can also be used to keep track of markets, trends and innovations.

Some tools to consider could be Social CRM for sales, marketing and technical teams which can be a force multiplier for employee engagement, customer connect and knowledge collaboration – examples are Oracle CRM, Microsoft Yammer, Nimble, MZinga, Socialtext.com and Batchbook.

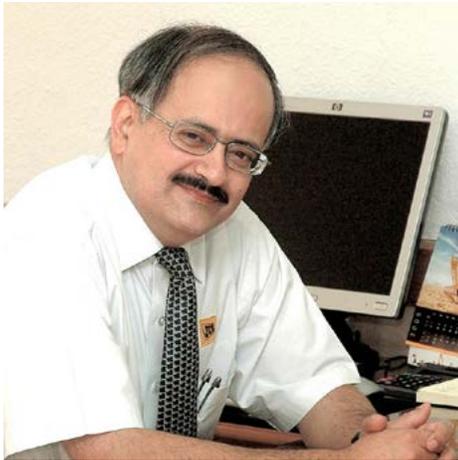
Leadership Leverage

Social media usage as has been demonstrated in various types of organizational and institutional platforms – be it the ongoing election campaigns in India, opinion polls, examinations, online only product launches for products ranging from mobile phones to SUVs, governance aptly demonstrates a clear direction and maturity in the usage patterns which is possible only when leaders in organizations understand the freedom, reach, power, potential, vulnerability and risk that social media brings. So, are you a social media savvy leader yet?

The new look corporate office

The corporate offices of the future will need entirely new skills and competencies – social media writers, analysts, social media brand experts, online PR specialists and even online event managers – as a leader are you aware of these significant possibilities?

Values Should be Same for MNCs and SMEs



Excerpts from a talk by Vipin Sondhi, MD, JCB India, on 'Integrating Ethical Business Practices & Global Value Chain for SMEs'

An MNC should ideally expect the same standards of ethics and business practices from partners that it sets for itself and its employees – so we should not be expecting anything different from SMEs. At JCB we make earth moving equipment and are delighted that our supply partners not only supply to us in India but globally as well.

About eight years ago a company in Faridabad that made buckets for us, these buckets are for excavating, large heavy buckets, the proprietor passed away suddenly and left behind 7 daughters. The eldest daughter was in the 10 or 11th standard at that time. She took charge and we decided to work with them. Today, she is perhaps the finest; the most articulate and definitely in terms of technology the best bucket supplier.

What does this mean and why do ethical business practices matter?

JCB selects its partners on the basis of their professionalism, competitive quality of their services. We aspire for a long term business relationship based on shared commitment and shared principles. It cannot be that one principle applies to the MNC and the other to the SME. We also ensure that selecting and appointing business partners is open, fair and transparent. It's based on professional merit and not simply on the basis of personal recommendation. For this there is a process involved and should that process be violated employees face termination, there is zero tolerance in that matter.

Zero Tolerance

Business partner paying any consideration to an employee in order to win a contract is prohibited. Our employees are not allowed to accept goods or services in kind either. Even things like free taxis, we have had to set guidelines, free household repair, in such circumstances we terminate employment as well as the contract. Action is taken on both sides. Those employees who are involved in the business of procurement of services

have to ensure that the process is fair and transparent. They are rotated every three years so that there is no development that is detrimental to the relationship.

We always communicate our business integrity policy so that the rules of the game are set well in advance and it's clear of what is expected of the company and what is expected of the MSME. The rules don't change and are defined while the match is going on.

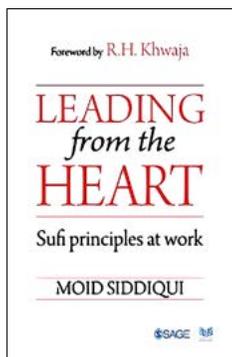
A number of SMEs came to us and said that there are times when they are harassed or put through extreme pressure for the wrong reasons. So we set up compliance council which is a way for people who deal with supply management that deliberates on any complaints in as free and fair a manner as possible. I can say that no system is perfect but in JCB we try to make it as fair, transparent and equitable as possible.

To watch video login on to <http://mycii.in/ME/ViewVideo>.

Sufism & Business

What's the central message in your book?

I have quoted Lee Kuan Yew's political *will* for 'Zero Tolerance to Corruption'. He made many sacrifices to build Singapore as an honest country. Today Singapore finds place in the list of first three least-corrupt countries of the world. He and his successors didn't use any magic wand; they simply displayed their conviction in their political will.



Where does India stand in that list? Among the top twenty most corrupt countries! I don't see any such political will in Indian political leaders. **To my mind, in today's Corporate India 'Spirituality' and 'Leadership' are like two step sisters who do not dwell together.**

To my mind, profit is residue, not the purpose of being of any

business house! **One of the blunders, which we often commit, is measuring everything, even the softer aspects and intangible aspects of life and business.**

We tend to measure and quantify 'intelligence' in terms of 'IQ' (Intelligence Quotient) Emotions as 'EQ' (Emotional Quotient) and Spirit as "SQ (Spiritual Quotient)! An aspect or thing, which cannot even be explained in words we tend to measure it! Even sages and prophets didn't know the meaning of 'Soul' and 'Spirit'. I am a firm believer that the hard tools cannot measure the softer aspects of life or business.

Yes, **many studies have proved that life of 'value-based' and visionary companies last much longer than ordinary companies.**

The following Zen saying provides answer to your query: "When you accumulate virtue with continued practices, you do not see the good of it, but in time it will function. If you abandon right and go against truth, you do not see the evil of it, but in time you will perish."

Sufism is a nice blend of religion and common life practice. How does it relate to business?

Yes, I fully agree with you – Sufism is a nice blend of

spirituality and common life practices. Sufism is fully laden with values, virtue and wisdom. Before I respond to your specific query about 3 P's – People, Planet and Profits – I would like to mention about Ford's 3 P's! During mid 20th century when Ford Motors started bleeding, some of the old employees told the management that Henry Ford's 3 P's seem to be standing on its head with focus on Profit, followed by Product, pushing People to the last.



The sequence that Henry Ford had suggested was People first, followed by Product, keeping Profit in the last. When this wisdom dawned, corrections were made with Profits as the last priority, the company started showing improvement. For this reason I maintain and say, 'Profit is the residue'.

Quakers in the US seem to have blended the two well. What can Indian CEOs learn from them?

To my understanding Quakers or Quakerism is more religious mission with focus on Christianity, though they claim to be Universalists. To my mind, Indians enjoy rich heritage being part of Asian continent. Asia, that includes Middle East, is the fountainhead of all the major religions of the world. Not a single religion has come through Western countries. In that sense Asia is the real Spiritual Pot. West promotes materialistic society. For Instance, East Asian societies used to keep focus on 'Processes' rather than 'Results'. Once your processes are right, results are bound to come. But today we lost that focus under the Western influence.

The scripture makes it absolutely clear that we should do our duties without keeping in mind the greed of fruits (results) for fruits are not in the hands of human beings; Only the Supreme Being has the power to give the fruits.

To my mind any business must stand to serve society and mankind in one way or other.

An Inside Story of India's E-commerce Pioneers



Anuradha Goyal is an Innovation consultant by profession, a travel blogger and a book reviewer by passion

What are the common traits of the pioneers you interviewed in *Mouse Charmers*

The biggest common factor is their persistent experimentation. We must understand that the space they are creating is new, so there are no established precedents in the market, at least not in the Indian environment. At the same time customers and consumers are also evolving with their offerings. As these companies experiment with new features as new offerings for their customers, customers respond based on their experience which is a novelty for them.

Digital companies and their customers are co-evolving and the experimentation is the core of this co-evolution. After a few years, models may evolve for the next generation of entrepreneurs to follow or improve upon. Each of these companies is constantly experimenting, building on the experiments that work well and rejecting the ones that do not.

Another common factor is the flexibility to change with respect to the environment. Take Commonfloor for example, they started with a small idea but they kept modulating their business model to involve the stakeholders of their domain that involved both the entities to whom they could have been a potential threat like real

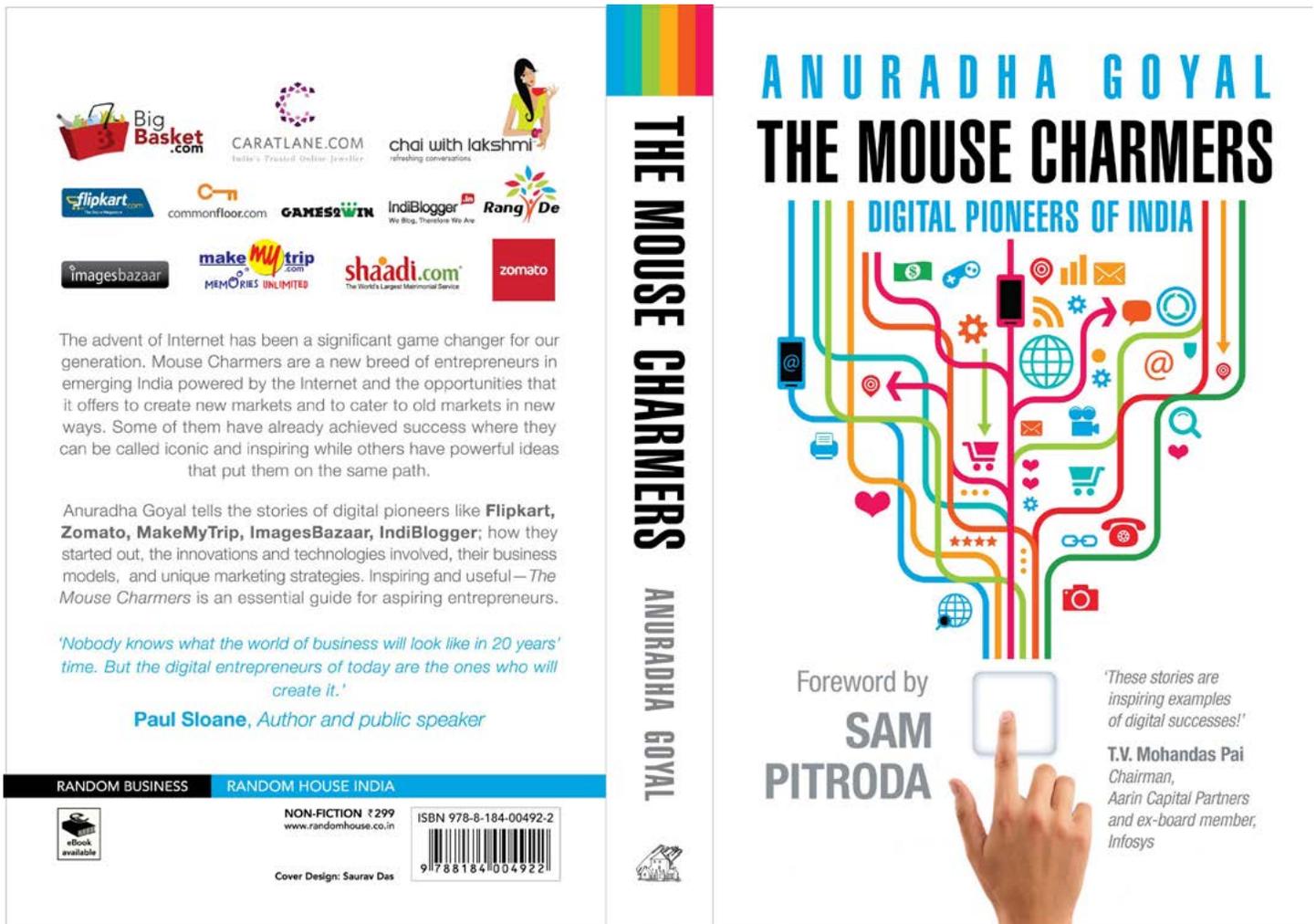
estate brokers. Similarly, the scale at which Flipkart does 'Cash On Delivery' is adapting a global model for local needs.

An obsessive focus on what customers want and what will make their life easier and happier is also a common trait among all of them. If you read the stories, you will see that all of them are investing heavily into understanding the customer and the potential inhibitions that they may have in transacting online.

There's a perception that most of them are from non IT background and not brought up in cities, how did they manage this so called handicap?

On the contrary, a lot of them are actually from strong IT background. For example founding teams of Commonfloor, Indiblogger and Flipkart had only technology backgrounds and they developed the domain knowledge on the go. Others like Zomato & Caratlane have balanced teams with co-founders bringing technology and domain knowledge to the table. Others hired the right technology skills. Technical talent is thankfully available in abundance to choose from in the country so that is not really an issue.

Technology today is probably the easier part of a digital business. **Technology bits of any of these**



companies are easily replicable but what are not replicable are their insights into the business and understanding of their domains and more importantly an insight into the customer's mind. What is important though for digital companies is that technology teams understand the business so that they can provide agile solutions for the business on the go. This is primarily the reason that they all have in-house teams to manage their IT as agility and speed to market is lost with the external vendor.

Another perception is that most of the digital ventures in India are imitations of the western success stories.

I would not use the word Imitation for any of them. Some of them have taken established models from the West but have invested heavily in customizing them for local needs and Indian environment. We could say most companies mentioned in the e-commerce section and Imagesbazaar have done so. Flipkart has introduced the concept of 'Cash on Delivery' that kind of opened up the digital space that would have been extremely limited by the availability of plastic money in the country.

MakeMyTrip has a complete research on Indian traveler habits and they bring out products to suit their needs some of which are not needed in western markets - the list is discussed in detail in the book. Caratlane launched try at home and experience lounges - again a first. Bigbasket in its present model has no parallel in any western markets because the needs of western markets' grocery needs are very different.

Matrimonial services, like the ones offered by Shaadi.com, are quintessentially Indian concepts that have been taken online and given a scale like never before. Indiblogger is an Indian product that has global potential and has no parallels that I know of. Zomato has evolved to a food based social network and their beginnings may have been inspired but as they stand today, there are hardly any known parallels in the West. Games2Win is a global leader in casual gaming space.

Managing scale is the biggest issue as they grow, what helped them manage or are they managing well at all?

Length, breadth and diversity of India are a big challenge for any company that wants to operate in India.

For the companies that sell products - logistics is a big challenge. To build or buy is a constant dilemma. The environment has responded by having specialized logistics companies and delivery companies helping startups to start without a need to have a logistics arms, but eventually to be profitable and to leverage the economies of scale, they have to build their own logistics. I would say the e-commerce engine is as strong as the logistics and remember it also has a touch point with the customer.

Frontrunners for managing scale pretty well till now are MakeMyTrip, Zomato, Shaadi and of course Flipkart. MakeMyTrip's revenue share numbers speak about their scale, Zomato's global presence talks about their speed to scale, Shaadi's profile database is evidence of their ability to provide choice and Flipkart is expanding both organically and inorganically.

I think Indiblogger is one company where scale is severely under-leveraged and the limitation comes from lack of mentorship and environmental support available

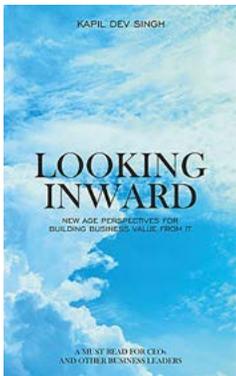
to the core team. I think wherever young entrepreneurs have plugged themselves to a mentor that may come from an investor or otherwise, they have been able to scale up their minds and that follows in their business model and in their network. I think the biggest challenge comes from their own ability to see themselves at the scale at which they can potentially be.

Despite the few success stories, India is still underserved in the digital business space, what can propel an upside in the coming years?

Two big challenges for the success of digital companies in India are Internet penetration and credit / debit card penetration. I mention it in the conclusion chapter that 2007 is the turnaround year for digital space in India. By this time there was reasonable Internet penetration in India for companies to have a reasonable scale to operate on and at the same time payment gateway solutions were coming up. All the companies that existed before 2007 also saw a huge surge after that year. Given our population base, the numbers are not too low but the untapped potential is still very high.

Advent of mobile as an alternate medium for internet penetration is changing equation for many companies and the latest breed of digital companies are in fact emerging in mobile space only. The Government of India is stepping in to make credit /debit cards available to larger population and that should expand the base for digital players.

I see the **next scalability challenge coming from vernacular language interface.** The current section of society who have internet access and who speak English is covered by the digital companies and the next set of customers may need to be reached through local languages. Again the sheer number of languages in the country poses a new challenge. This is where technology solutions need to step in and help.



De-mystifying Business Value of IT

Kapil Dev Singh writes his first book titled 'Looking Inwards' with a strong message. He invokes the ancient wisdom of the oriental sages when he titles the book: 'Looking Inwards' - what is business value of IT?

The new age business leaders having delegated the efficiency hunt to experts are now dialoguing on "How to build business value from IT"? The book therefore is a must read for CEOs who want to know the emerging perspectives and challenges of running their business in an IT dependent global playground.

In **chapter 6** he introduces the concept of and elaborates the model of 'Complexity Leadership' borrowing from a similar theory of Mary Uhl-Bien et al. He advocates business discussions on the value of IT among CXOs and CEOs when they sit around with the CIO.

By Administrative Leadership he refers to the **instrumental** role of managers including tasked structuring, engagement planning, allocating resource, deploying strategy, alignment and how they are used to take recourse to hierarchical and bureaucratic transactions.

By Adaptive Leadership he refers to the **influential** role and points to the emergent interactive phenomena that produce adaptive outcomes in a social system – a "collaborative steering force" that emerges in a non-lean ear manner from the discourses among stake holders. Ex: Process of negotiation, selection between alternatives, including the interaction between CIOs & CXOs.

By Enabling Leadership is meant the creative phase, the **catalytic** role for the Adaptive leadership to thrive. Whenever there are entanglement between the influential and the instrumental functions the enabling leadership intervenes to channelize knowledge and creativity from adaptive structures to administrative structures.

In **chapter 9** he shares his own research on the productivity of IT in India. According to Kapil the extent to which IT can influence performance through its impact on the organizational processes is yet to be widely understood. He predicts the emerging power of the CIO who looks at the 'bright picture' hiding within the big picture.

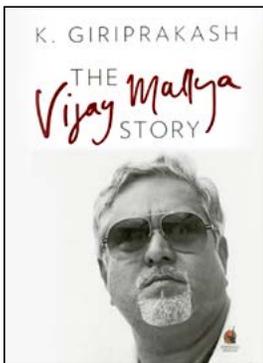
Amplifying the source of the core purpose of IT and its productivity he illuminates the nature of the environment (competitors, customers & talent availability), the disposition of the top management (CEO & CXO towards IT) and the conversations about the potential and potency of IT to bring solutions.

Looking forward, he wants CXOs & CEOs to understand the business-IT alignment and the advances in technology management. Borrowing from Mooney, he predicts that business value from IT can be measured for the – automational, informational & transformational effects.

According to Kapil the scope for research and further specialization of the CIO is opening up already. He needs great applause for de-mystifying Business value of IT.



*A. S. Vasudevan,
Dean ODLC -
Pegasus Institute for Excellence*



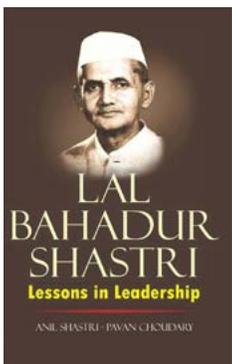
The Vijay Mallya Story

By K. Giriprakash,

Penguin Books Limited, 2014

The Vijay Mallya Story, by *journalist K. Giriprakash*, chronicles the big events in the flamboyant billionaire's life in these 29 years and his rise and fall in the public imagination as chairman of the United Breweries (UB) Group. The Vijay Mallya Story is an extraordinarily detailed and lively chronicle of the life of one of India's most celebrated and reviled businessmen—Vijay Mallya. His extraordinary career spans three decades and is spread across multiple industries. It tracks his meteoric rise with Kingfisher and how the airline led to his downfall.

This is an unauthorized biography. Comments from Mallya could have significantly enhanced the value of the book. It reads more like a business biography than a personal profile.



Lal Bahadur Shastri : Lessons in Leadership

By Pavan Choudary,

Wisdom Village Publications Division, 2014

This book carries anecdotes encapsulating Lal Bahadur's childhood, growing up years and political life. Each anecdote is poignantly narrated by his son Anil Shastri. Brilliantly interpreted by Pavan Choudary. The reader will take home unique and valuable insights. It is Lal Bahadur Shastri like never before.



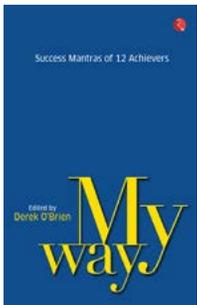
Things a Little Bird Told Me: Confessions of the Creative Mind

By Biz Stone,

Grand Central Publishing, 2014

From GQ's "Nerd of the Year" to one of Time's most influential people in the world, Biz Stone represents different things to different people. But he is known to all as the creative, effervescent, funny, charmingly positive and remarkably savvy co-founder of Twitter—the social media platform that singlehandedly changed the way the world works.

In this book, Biz also addresses failure, the value of vulnerability, ambition, and corporate culture. Whether seeking behind-the-scenes stories, advice, or wisdom and principles from one of the most successful businessmen of the new century, THINGS A LITTLE BIRD TOLD ME will satisfy every reader.



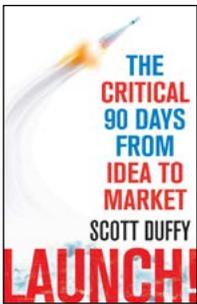
My Way Success Mantras of 12 Achievers

By Derek O'Brien,

Rupa Publications, 2014

In a world obsessed with being successful, it is important to understand what success really means. In a series of essays by people who have reached the pinnacle of their professions, My Way delves into the pressures, motivations and mindsets that bring about success in any venture.

N.R. Narayana Murthy describes certain crucial events that went towards making Infosys a multi-billion dollar company; Donald Trump talks about how it was his unshakeable belief that he would not be a failure that pulled him back from the worst setback of his career; M.S. Dhoni tells us about the physical and mental conditioning that are imperative for a champion; Derek O'Brien analyses some lessons he learnt in tough negotiation and maintaining core competency (among other business skills) from Mother Teresa.



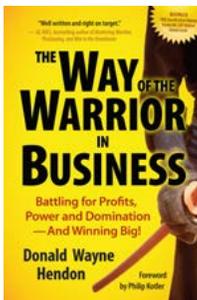
Launch! The Critical 90 Days from Idea to Market

By Scott Duffy,

Portfolio Hardcover, 2014

Ninety-seven percent of a rocket's fuel is used in the first three feet of its launch. The same is true when launching a new business. These first few steps are absolutely critical and help determine which ventures will take off and which will fail.

Scott Duffy has developed a practical approach for turning your big idea into a thriving venture by focusing on the crucial period of 90 days immediately before, during, and after starting your business. Based on his own experiences as a successful serial entrepreneur who has worked with Richard Branson and Tony Robbins—and true stories of other big names in business—Duffy has collected all of the lessons you need.

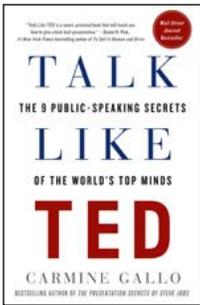


The Way of the Warrior in Business: Battling for Profits, Power, and Domination—and Winning Big!

By Donald Wayne Hendon,

Jaico, 2014

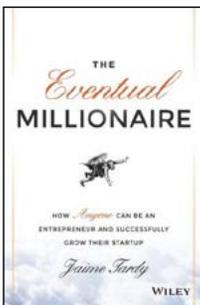
Thinking and acting like a warrior can turn you into a big winner in business. The Way of the Warrior in Business shows you how. The book offers hundreds of powerful out-of-the-box tactics to help you develop the killer instinct that turns you into a powerful Business Warrior who wins big and often. You'll learn how to apply the military strategies and tactics of Sun-Tzu, Mao Tse-Tung, the US Army, and others to attack your competitors, invade attractive markets, and defend market share to maximize your sales and profits. The Way of the Warrior in Business provides assessment tools, checklists, action plans, and other marketing weapons that you can use.



Talk Like TED
By Carmine Gallo,
 Macmillan; 2014

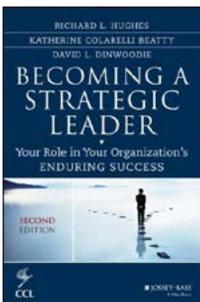
Public speaking has often been an area that many people choose to stay away from. It deters people in a number of ways that may be based on psychological factors. For example, public speaking is feared by some people because of the attention that they receive. Useful tips to overcome such fears are mentioned in *Talk Like TED*.

The 18 minute rule, the use of humor and the art of storytelling are some of the topics explored by the author in this book. Ideas have been described as the ultimate currency and in that sense, the success of someone depends on the ability to sell ideas. *Talk Like TED* gives its readers well-researched factors that influence a person’s ability to publicly orate.



The Eventual Millionaire: How Anyone Can Be an Entrepreneur and Successfully Grow Their Startup
By Dan Miller, Jaime Tardy,
 John Wiley & Sons, 2014

There are many ways to become a millionaire, but research has often shown that creating your own business is one of the best ways to build wealth. *The Eventual Millionaire* will lay the foundation for those looking to start their own business and work their way toward financial independence and a fulfilled life. Contains the insights of more than 100 millionaires and their various experiences. Written by Jaime Tardy, founder of eventualmillionaire.com and a business coach for entrepreneurs. A companion website includes an “Eventual Millionaire Starter Kit” with worksheets, business plan documents, and much more. We all want to be successful and enjoy financial security, but we might not know how or don’t think we can do it. *The Eventual Millionaire* will show you what it takes.



Becoming a Strategic Leader: Your Role in Your Organization’s Enduring Success
By Richard L. Hughes, Katherine M. Beatty, David Dinwoodie,
 Jossey Bass; 2014

In the second edition of the best-selling *Becoming a Strategic Leader*, Richard L. Hughes, Katherine Colarelli Beatty, and David L. Dinwoodie draw from the Center for Creative Leadership’s (CCL) acclaimed *Leading Strategically* program to offer executives and managers a comprehensive approach to strategic leadership that reaches leaders at all levels of organizations.

The authors place special emphasis on three essential strategic components: discovering and prioritizing strategic drivers, which determine sustainability and competitiveness; leadership strategy, which ignites the connections between people critical to enacting the business strategy; and how to foster the individual and organizational learning that is foundational to sustained performance. Readers will find fresh suggestions about developing the individual, team, and organizational skills needed for institutions to become more adaptable, flexible, and resilient. These are critical strategic attributes in a time of ever more rapid change, greater uncertainty, and globalization.

Events

25 Improving Access to Finance Stimulating Growth for MSMEs

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

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

June
2014 Hyderabad
www.nasscom.in

04-06 Future Office

July
2014 Chennai Trade Centre, Chennai
www.cii.in

18 NASSCOM Product Conclave 2014

July
2014 Kolkata
www.nasscom.in

23-24 NASSCOM HR Summit 2014

July
2014 Chennai
www.nasscom.in

20 Conference on Marketing

September
2014 Hyderabad
www.cii.in

17-18 NASSCOM BPM Strategy Summit 2014

September
2014 Bengaluru
www.nasscom.com

09-10 NASSCOM Engineering Summit 2014

October
2014 Pune
www.nasscom.com

13-15 NASSCOM Game Developer Conference 2014

November
2014 Pune
www.nasscom.com

10-12 NASSCOM Technology Conference 2014

December
2014 New Delhi
www.nasscom.com

29-30 Indian Conference on Life Cycle Management

December
2014 New Delhi
<http://www.ficci.com/events-page.asp?evid=21808>

MANAGER - SOFTWARE DEVELOPMENT

Company: The Network - eBay
Exp: 12-15
Location: Bengaluru/Bangalore
Job Id: 120514901159

TECHNICAL ARCHITECT

Company: Coromandel Infotech India Ltd(IC Infotech)
Exp: 10-15
Location: Chennai
Job Id: 120514004057

DIRECTOR PROGRAM MANAGEMENT

Company: Akamai Technologies
Exp: 15-18
Location: Bengaluru/Bangalore
Job Id: 120514002190

SR. TECHNICAL ENGINEER

Company: Infineon
Exp: 11-18
Location: Bengaluru/Bangalore
Job Id: 240813001712

ENGAGEMENT MANAGER - JAVA

Company: Capgemini
Exp: 13-17
Location: Mumbai
Job Id: 120514901202

SR. CYBER SECURITY SPECIALIST

Company: Vichara Technologies
Exp: 10-15
Location: Delhi/NCR
Job Id: 270414000004

ORACLE APPS TECHNICAL ARCHITECT

Company: SLK Software Services Pvt. Ltd.
Exp: 10-15
Location: Bengaluru/Bangalore
Job Id: 160114002086

MICROSTRATEGY EXPERT

Company: Aspire Systems India (P) Ltd
Exp: 10-17
Location: Chennai
Job Id: 120514003691

PEOPLESOFT FINANCIAL CONSULTANT

Company: Syntel Ltd
Exp: 10-20
Location: Pune
Job Id: 120514001733

DIRECTOR - SOFTWARE ENGINEERING

Company: Eli Global
Exp: 12-22
Location: Faridabad
Job Id: 150414001991

CHIEF TECHNOLOGY OFFICER

Company: IRIS Business Services Ltd.
Exp: 15-20
Location: Mumbai
Job Id: 120514002429

SHAREPOINT TA

Company: Winwire Technologies India Pvt. Ltd.
Exp: 10-15
Location: Bengaluru/Bangalore
Job Id: 120514001590

APPLICATION SUPPORT

Company: Sumtwo Softwares
Exp: 10-15
Location: Pune
Job Id: 120514004331

CONSULTANT - L2

Company: Wipro Technologies
Exp: 10-15
Location: Chennai
Job Id: 120514900250

DGM

Company: S. N. Bhoje and Associates Pvt. Ltd.
Exp: 15-20
Location: Mumbai
Job Id: 130514000670

TO APPLY FOR THESE JOBS **1** Logon to www.naukri.com **2** Type the Job ID in the 'Search Jobs' Box **3** Click the 'Search' button



PLAN YOUR
NEXT CAREER MOVE
 Top jobs. Top companies @ Naukri.com