

Is the Management Guru Business Dying?

By Benedict Paramanand

Are business icons eclipsing the halo of famous management gurus? Do the rising sales of business biographies, both print and digital, and plummeting sales of business books support the above hypothesis?

Conferences addressed by business leaders are usually full while organizers are finding it very tough even to recover the cost on seminars led by many management gurus. Biographies and public lectures (even recorded) by Steve Jobs, Bill Gates, Mark

Zuckerberg, Google founders, Richard Branson, Jack Ma, Narayana Murthy, Ratan Tata are clearly the rage today. Also, TED Talks and INK Talks in India are giving executives sufficient portions of intellectual salad to munch on.

The Economist's Schumpeter ('Twilight of the Gurus' April 25, 2015) has captured this trend very well. He appears to have created a flutter in the management guru business. The Thinkers50, which thrives on its ranking of management gurus every two years, is fuming at the columnist for good reason.

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Editor

Benedict Paramanand

Publisher

Romi Malhotra

Contributing Editor

Sharmila Chand, Delhi

Assistant Editor

Suchitra Jayaprabhu

Contributing Writer

Suhruda Kulkarni, Pune

Support

Sanjeev Kumar, Delhi

Illustrator

Neetu Singh

Editorial Advisors

Ramesh Ramanathan, Founder Janaagraha

Harish Bijoor, CEO, Harish Bijoor Consults

Rishikesh T. Krishnan

Director, IIM Indore

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

H.S. Ganesh Keerthi

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Thinkers50 founders Stuart Crainer and Des Dearlove rubbish The Economist's views in their post: "We disagree. Business thinking is busier, bigger and better. Its influence is now much more profound — but can't be measured by old fashioned yardsticks." ("The Dawn of the Next Generation"). They surmise that growing Twitter follower numbers of gurus proves their point. Yet, their counter appears feeble and unconvincing.

Schumpeter points out how the Thinkers50 rankings have not changed much in the last two editions and there have not been any ground-breaking books in recent years – Two of the most prominent business books of the past few months have been retreads rather than new publications with new ideas: the tenth-anniversary edition of Kim's and Mauborgne's 'Blue Ocean Strategy' and the 20th-anniversary edition of Don Tapscott's 'The Digital Economy.'

Even Vijay Govindarajan's 'Reverse Innovation' (2012) and Michael Porter's 'Creating Shared Value' (2012) are clearly a spin on C K Prahalad's and Stuart Hart's concept 'The Fortune at the Bottom of the Pyramid' published in 2002. Porter has not had the equivalent of a number-one hit since 'The Competitive Advantage of Nations' 20 years ago.

What's more, the last two "Thinkers50" rankings of the world's leading management pundits, published in 2011 and 2013, show no change at the top, with Clay Christensen of Harvard Business School and the duo of Chan Kim and Renée Mauborgne of INSEAD ranking first and second respectively. It won't be a surprise if a majority of the top ten-guru ranking in the 2011 and 2013 may repeat in their 2015 edition as well.

Clearly, a majority of the gurus who made it to recent ranking are those whose ideas made a big impact in the 1980 and 1990s. Today, many of their ideas have either become obsolete or are being re-packaged brazenly.

So, is the guru business reaching the end of a long cycle of creativity and those who continue to hang on are simply in denial? Is the business of business thinking gone stale?

Mini Gurus

It is easy to spot dozens of mini-gurus who are specialists in their areas and this number will only grow. Is the era of gurus like Peter Drucker, Tom Peters, Michael Porter, C K Prahalad – who could see the interconnectedness of everything and offer theories and ideas that were relevant for all businesses, coming to an end?

Schumpeter takes a hard dig at the mushrooming of the 'the thought leadership' culture which is breeding more followers than igniting new

sparks for the dearth of new big ideas. “Whenever companies treat thinking as “content” and deploy their marketing and PR people to pump it out, the result is bound to be cliché or gobbledygook.”

Pay Pal founder Peter Thiel, who wrote ‘Zero to One in 2014,’ could be the new kid in town. Although the book is written for start-up entrepreneurs, it has a lot of fresh and counter-intuitive insights on Economics, talent and technology management and, of course, financial risk management.

Clearly, trends such as the internet of things, smart phone, autonomous machines, networked organization, the responsible business movement, conscious capitalism have changed the way business is done today, something alien even five years ago.

But the world still needs big ideas to fight very tough

But the world still needs big ideas to fight very tough challenges such as climate change, sustainability, terrorism, unemployment, global poverty, among others. They all have major impact on business outcomes. The guru industry, as Schumpeter suggests, does not need only disruption, it may have to make a new beginning

challenges such as climate change, sustainability, terrorism, unemployment, global poverty. They all have major impact on business outcomes in the future.

The guru industry, as Schumpeter suggests, does not need only disruption to revive, it may have to make a new beginning.

Connecting Good Corporates & Good NGOs for CSR

Problem of plenty is as difficult to handle as problem of scarcity. The Indian government’s mandatory two percent spend on CSR projects has thrown up the problem of good companies chasing right projects to fund and the right NGO which can implement them.

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- India plans to build 200 low-cost airports in the next 20 years to connect tier-II and tier-III cities
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843 million

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will be developed by Government of India, with plans to transform satellite towns and existing cities

USD 1.2 billion

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Jagdish Sheth's Magic Mantra for \$500b Indian IT by 2020

Prof. Jagdish Sheth is optimistic of the Indian information technology sector reaching \$500 billion revenue by 2020 only if organizations become more marketing and customer centric. In a chat with **Benedict Paramanand**, he suggests that CEOs could read his book 'Customers for Life' for some inspiration and insight.

Prof. Sheth is Charles H. Kellstadt, Professor of Marketing at the Goizueta Business School of Emory University. Even at 77, and a recent heart surgery, he is back exciting Indian leaders of the immense opportunities if they transformed their behavior, strategy and training from process, technology centric to customer and marketing centric.



You have spoken of Indian IT sector's potential of reaching \$500 billion turnover by 2020. How can they achieve this?

The Indian IT services industry will have difficulty more on the marketing side, not so much on talent. In order to enhance their marketing capacity, they have to do three things:

- Recruit talent which comes with marketing orientation – a good blend of engineering and marketing will be good.
- The second model is to get a real expertise of marketing. It is important to know what does the CMO do and think. It's not enough to know only

what a CFO or a CIO thinks. CMOs today decide on 40 percent of the IT marketing spend and that percentage will only increase in the future. How can you make the CMO the hero?

- This one is unique – we don't do enough internal marketing. You need to put on the marketing hat when you do talent grooming. **Getting people into a cultural immersion from a marketing perspective is very important.** They have to move from ethno centric talent to global or cosmopolitan talent.

Big investment is needed for grooming the talent for both technical and marketing training. If we start now, in one or two years we can have a totally new force.

Should the Indian organizational DNA have to change to achieve this?

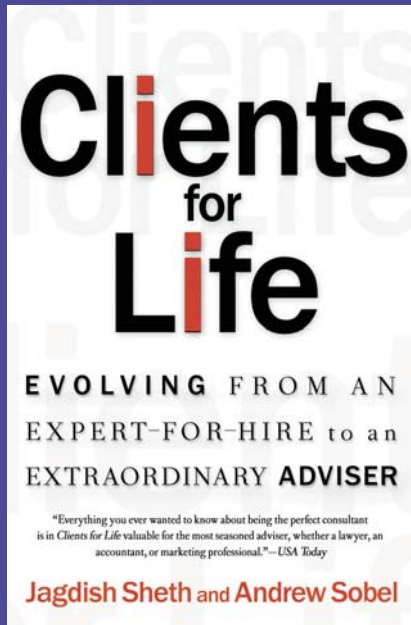
Change can come only from an outside perspective. For example, TCS understood this game long ago. It recruited someone from the Taj Hotel Group for its marketing, sales and customer relationship management. TCS understood this game that client centric means learning from some other industry, I'm told this was a key for its transformation.

At Cognizant, key transformation was done by my colleague Andrew Sobel. He and I wrote a book called 'Clients for Life: How Do You Become a

Trusted Adviser'. The CEO of Cognizant discovered him through this book, believed in the book's proposition and recruited him to do all the internal transformation of training and education. You can clearly see a correlation with how Cognizant took off.

You have to have an outside immersion somehow to change the game. It is like grafting. I do agree with you that it requires a fundamental DNA change in Indian companies.

My recommendation is that IT companies should shift from IT centric to domain centric. It automatically gets you into customer-centric thinking.



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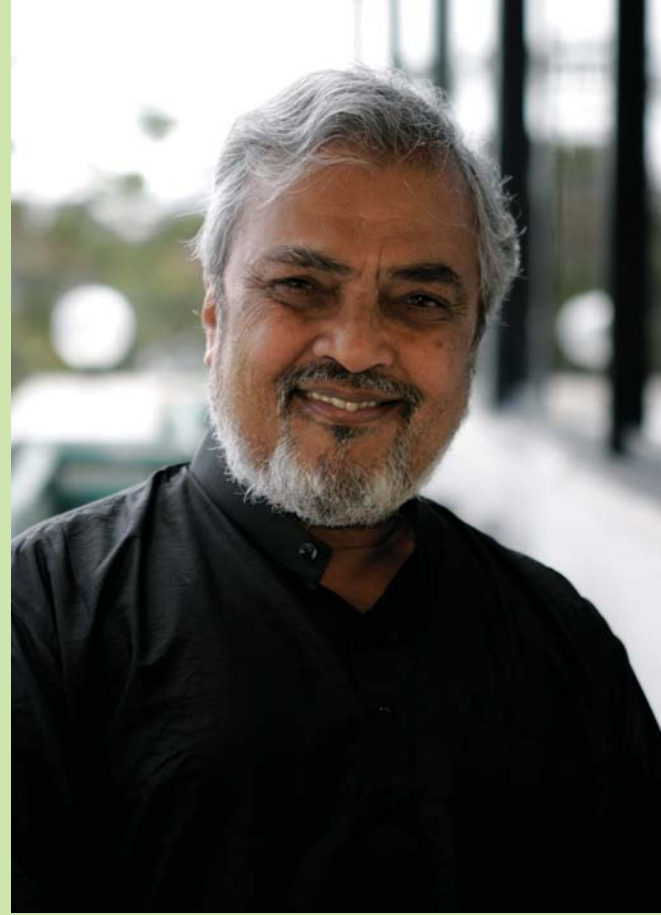
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Only Transcendent Leaders Can Bring About Real Change

Leadership vacuum in countries and in organizations has become a major cause for chaos and uncertainty these days. This is because they have been led largely by transactional leaders. A few lucky ones have transformational leaders who are able to move ahead but they too fall short when they are required to be game-changers or think beyond their comfort zones.



To **Dr. G K Jayaram**, the world today needs transcendent leaders – those who can create enthusiasm for change, transcend immediate bonds and boundaries and unleash the power of the soul to achieve larger purpose.

This is a big ask and only a handful of global leaders have managed to meet Dr. Jayaram's definition of a transcendent leader. This inspired him to write '**How to Help An Elephant Make a U-Turn - A New Approach to Leadership and Transformational Change**'. The book's purpose is to guide leaders into transforming themselves into transcendent leaders. He has offered several models and templates to achieve this goal.

Excerpts of a chat between **Dr. Jayaram** and **Benedict Paramanand**

What are the conditions needed for big change to happen?

Transformational change in a system does not come only because people are frustrated; it's not enough to be miserable to force change, or it does not happen because you have hope. It happens when there is an optimum mix of desperation and hope. You have to be dissatisfied enough to want to do something but see enough potential that if you put in the effort, you will get it. Unlike the West, India seems to find itself

in this situation. The kind of leader we need are those who can transcend classes and nationhood.

What's the 3 + 5 formula that you have proposed?

Like the three eyes of Lord Shiva, leaders need Integrity, Intensity and Intelligence, all in good measure to lead change. They also need what I call five pillars - Self awareness, Inter-personal wisdom, Group wisdom, Community wisdom and Global wisdom.

It appears that transcendent leaders have lofty goals but are pragmatic to the core. For example, Nelson Mandela, when he was released from prison after 27 years, did not want to chase the white population away. He knew that for South Africa to survive it needed the capital and expertise of the Whites.

You are an institution builder. You built the Infosys Leadership Institute and the Jawaharlal Nehru Leadership Institute. What's your view of the current crop of Indian political leaders?

It's amazing how, in India, you have training even for paramedics but not for politicians who determine the future of the country. It did make a beginning when we set up the Jawaharlal Nehru Leadership Institute and I was the chief mentor for 5 years. I suggested that there should be such an institute open to all parties, because a

significant part of being a political leader and an elected leader is not ideological but pragmatic issues of the citizenry.

Prime Minister Modi is a good leader. But for him to become a great leader he needs to practice the three principles on integrity equally well. Which is, integrity is knowing right from wrong, practicing right from wrong, and standing up and proclaiming this is what I believe is right and wrong. Perhaps he is falling short on the last one.

Once in a long while a totally unknown person (Arvind Kejriwal) – gets an opportunity to transform the society. But temptations are huge. **If he**

succumbs, he could turn into the kind of a leader who maintain status quo for perpetuating their personal power.

You have had a charmed life so far. How would you describe it?

The free India gave me, and thousands of poor kids, opportunities to excel. Every degree I have - B.Sc, B.E., PGDBA - came free. IIM Ahmedabad was launched in 1964 and my future was shaped by this event. I was a gold medalist in IIM Ahmedabad in 1968 and went to the US on a Ford Scholarship. I lived in the US for 32 years and **worked as an independent consultant for Fortune-15 firms and for non-profits.**

I was the first chairman of Infosys when Mr. Murthy conceived it in 1981. What an amazing institution Murthy and the 6 young people I met then have created. I was glad to have contributed to it.

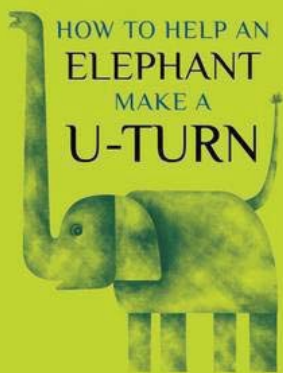
It's amazing how, in India, you have training even for paramedics but not for politicians who determine the future of the country.

I sold my software firm in New Jersey in 1999 and accepted Mr. Narayana Murthy's invitation to set up the Infosys Leadership Institute in Mysore. It won the International Award for Corporate University early on.

What's interesting is that my work has been in the upstairs and down stairs of organizations, in the boardrooms and shop floors. I like to be known as an institution builder.

In 2003, I moved to the development sector and worked all over India offering pro bono consulting and coaching. We run five free schools for 1200 slum children. This experience has been the most satisfying for me.

'Jayaram has, for me, been the quintessential friend, philosopher and guide... His '3+5 Transcendent Leadership' model provides a recipe for rehabilitating the lost leadership qualities and rejuvenating societies.'
—N.R. NARAYANA MURTHY
Chairman Emeritus, Infosys



G.K. JAYARAM

Building Leadership Pipeline Jindal Steel Style

Rajeev Bhaduria, Director, Group HR, Jindal Steel & Power Ltd., on the imperative to build leadership capacity at all levels of an organization

Today, we don't require programmed thinking managers; we require business leaders with an understanding of self, with an understanding of managing others, managing business, and managing change.

Leadership doesn't exist only at the top; Leadership should be diffused throughout the organisation and leadership values and competency should be exhibited top down. Attitudinally, value-wise, behaviourally, everyone needs to exhibit unique leadership qualities. Long term business performance comes from leadership culture and careful and continuous development of leadership at all levels.

The 2008 global recession exposed the profound weaknesses in an organization's business model, governance, regulation, and leadership and has led to the emergence of a new paradigm wherein the entire concept of 'Leader' and 'Leadership development' required a fresh introspection. A new set of 'leadership values', focused on 'agility', is required for 'future proofing' the organization, for sustained growth and competitive advantage.

Future-proofing the organisation means creating a forward-looking and progressive talent pool, which is empowered to think freely and is aligned to machines which maximises the impact of such innovative thoughts. Some of the strategies adopted by us at JSPL are:

a) Build leadership bench-strength and strengthen the leadership pipeline of the organization for business critical positions

b) Develop a leadership culture in the organization that focuses on creating a diffused leadership

model, wherein the organization's leadership values are cascaded and infused across all levels of the organization and not just in selected or isolated pockets, and

c) Create an agile organization across locations, both in terms of its processes, systems, and methods, and its people who have an agile mind-set.

These redefined 'Leadership Values' envisions the organization's workforce to demonstrate agility and adaptability which is multi-dimensional, i.e. at the operational, strategic and portfolio level and each dimension is essential to create an organization that will have the ability to respond in 'reaction time' and execute with speed, efficacy, and probity.

Identifying Good Leaders is an Art

Tapping and identifying individuals with the right potential to be leaders is more art than science. Every situation calls for different and unique types of leadership; however, most leaders have a high degree of what has come to be known as emotional intelligence. Without this aptitude, a leader can have the best of training, a good analytical mind, incessant flow of ideas, but that would still not qualify to





make a great leader. This, if coupled with spiritual and intellectual aptitude in consonance with the emotional one would deliver the right competence.

In order to develop and maintain a leadership pipeline and create good leaders for tomorrow, JSPL have initiated a unique program- 'LEAD' (Leadership Exploration and Development). The program aims to blend the organisational competency development with individual behavioural and functional competency enlargement/ enhancement in a unique, comprehensive program.

The program launched in partnership with McKinsey in July 2012, was built on the four core elements of the **Jindal Leadership model— Lead people in meritocracy with respect and care, Act with utmost integrity and loyalty, Uphold social responsibility through sustainable development and achieve business excellence through process rigor, strategic thinking and innovation.**

The six month program focuses on four dimensional themes – **Managing Self, Managing Others, Managing Business, and Managing**

Change. So far, we have seen phenomenal results with more than 250 employees taking the 6 months' journey of LEAD program. Employees are displaying a clear and marked difference in how they have improved on their engagements with colleagues, customers, juniors, and even their family and friends.

There is a clear correlation between investing in leadership, and consistently identifying and grooming potential talent. Great leaders attract good people, and their legacy is the people they have developed. An organisation at the end of the day is an assembly of systems, processes and human beings. Of these, the differentiator is obviously the human factor- the one that sets the winner apart from the rest. Hence, there is a clear need to create the path for building leaderships to sustain growth; organisations need to invest and nurture unique leadership at all levels and functions, and empower people to be ready to perform in their 'leadership moments' with the passion to excel. It is imperative that such individuals are identified, acknowledged and groomed for the future through a sustained and structured process.

From Dusty Roads To Boardrooms

When **Pradeep Kashyap** invited marketers to attend his rural marketing seminar in 1995, in Delhi, only four people turned up and among them two left after lunch. Today, India's rural economy, driven by innovative marketing, is a thriving hotbed of commerce no one wants to miss.

Several factors have contributed to India's rural economy turning dynamic – benefits of continuous economic growth of two decades, improvement in rural infrastructure, the mobile revolution, demystifying the DNA of a rural consumer and the crusader role of people like Pradeep Kashyap. **Late Professor C K Prahalad even called him 'The Father of Indian Rural Marketing'.**

Mr. Kashyap dropped his well-paying job when he was 38 to pursue his passion for transforming moribund India's rural economy through smart marketing. This, he believed, could be done only when rural marketing becomes an exciting subject for students and a career option for professionals. His first task then was to put together a manual on rural marketing, which has been a textbook in all business schools.

He then set up a consultancy firm called MART in 1993. MART has been working closely with businesses both in the board rooms and on the ground, in shaping their strategies. Mr. Kashyap's first major breakthrough was when he co-created Project Shakti involving 46,000 poor rural women as micro entrepreneurs for Hindustan Lever in the mid 1990s. This project became such a big hit that it is being taught as a case study in most business schools including the Harvard Business School. He pioneered the low-cost, last mile rural distribution model involving village volunteers on bicycles.

This success made him a go-to man for several multinational corporations which wanted to tap India's burgeoning rural market – the bottom of the pyramid. His clients include Colgate, Heinz, Coke, Pepsi, GE, Intel, John Deere, Shell among others. Here, he shares his experience in a chat with **ManagementNext**



The nature of Indian rural market now from what it was a decade ago

Two third of India's 1.2 billion population lives in rural areas but till a decade and a half ago rural accounted for only one third of the country's consumption. Since then the rural economy has been growing at a high rate, in fact higher than the urban economy and today rural accounts for 50% or more of total consumption for FMCGs, durables, 2/4 wheelers, services and 100% of tractors and other agri-inputs.

This growth has happened because rural infrastructure has improved significantly over this period. 75% of our 6 lakh villages are now connected by all-weather roads compared to only 50% in 2001. They account for 85% of rural population and 90% wealth and hence the rural economy has got fully connected to urban India. 50% homes belonging largely to the more affluent have electric connections. 60% houses are pucca.

Every farmer, big or small has a mobile phone, simultaneously many electronic mandis have come up in the country and hence the farmer can check best available price before driving off on his tractor full throttle on a pucca road to sell his produce. There are over 400 million mobile phone users, 100 million internet users, 75 million TV sets and 25 million satellite connections in rural India which are revolutionizing the way marketers now connect with rural consumers for creating awareness and communication for their brands.

The hugely successful financial inclusion program for direct transfer of benefits is minimizing leakages and ensuring that maximum entitlements reach the poor. Once money transfer through mobile becomes a reality it will revolutionize commerce in rural India.

Rural marketing and the services sector

HUL, ITC and other established FMCG companies entered the rural market several decades ago and



established a solid distribution system. In the last decade 140 million people have moved out of poverty into the consuming class mostly from smaller villages. Companies have created business models for last mile reach to tap into this new market. Project Shakti of Unilever co-created with MART and ITC's echoupal are the most successful ones.

The structure of the rural economy has got completely transformed over the past 15 years. **Agriculture is now the smallest contributor to the rural economy whereas the service sector has emerged as the biggest contributor.**

The 500 smart towns being planned by the government can create a strong hub and spoke model with around 1,000 villages linked to each of these one lakh plus population towns. Manufacturing can happen in these towns and with rural manpower getting skilled over these years, labor can come from surrounding villages on their two wheelers. The demand for personalized transport will grow rapidly as the quality of connecting roads is good now

Sanitation, housing and construction, skills development and financial services are sectors that are driving the rural economy. Sanitation alone is



a USD 20 billion dollar opportunity, construction sector is now the second largest employer after agriculture, ahead of the total employment in the corporate sector.

In the current decade 350 million rural youth need to be skilled in a variety of occupations to create an employable workforce. As rural incomes are rising people are looking for better healthcare and education. This has opened up a new opportunity in rural India for the private sector.

Social marketing and rural health and education

India has one of the largest budgets for social sector programs globally. Despite huge spends over the last 65 years our social indicators for health and education are lower than even neighboring

With purchasing power rising rapidly, more mobility and growing consumerism among rural youth we can certainly expect more multi brand stores. However a sturdy indigenous business model for organized retail in rural India has eluded retailers so far. We have seen Haryali Kisan Bazaar, Triveni and others close shop. Even Choupal Sagar has not added any new stores after the initial lot of 20 stores set up nearly a decade ago.

SAARC countries. The obvious reason for this poor performance is leakages in the system. But there is another reason. **We have not used Social marketing approaches effectively.** The objective of social programs in the health, education, drinking water and sanitation programs is to motivate individuals to adopt a new practice or bring about change in behavior. Social marketing is focused on changing behavior through effective communication.

Like corporate marketing uses a systematic approach to segment consumers into distinct segments, targets them with appropriate communication and face-to-face interactions and organizes live demonstrations to convince clients on the benefits of changing behavior.

For this a detailed plan including activity wise time line for each territory is prepared keeping regional variations in mind. This approach ensures proper planning, monitoring, evaluation and impact of the program. Unfortunately, government functionaries working in the field are not trained in social marketing nor are their seniors exposed to this approach. Hence they do not appreciate the benefits when these are explained to them.

Big impact rural innovation in recent years...

In the first decade of the present century marketers kept convincing each other about the opportunity in rural by sharing the growing numbers of mobile phones, TVs, 2 wheelers and more. However, companies were in a wait-and-watch mode. Some started flirting with the rural market through pilots in small geographies. The buzz has moved to boardrooms only in the present decade and more generous budgets are being sanctioned for developing appropriate products, distribution and business models. Already companies such as Maruti, Hero Motors and Ambuja Cement have set up last mile teams of salesmen/entrepreneurs. Others are busy developing new products. So we will see many more innovations in this decade.

Future of Rural Marketing

I see every village will be connected by all-weather road, every village will have internet connectivity,

all adults, male and female, will have smart phones and nearly all homes will have electric connections (in the near future). This significant improvement in rural infrastructure will result in rapid economic growth and per capita penetration and consumption levels for FMCGs will exceed urban levels today. With a population nearly three times urban the total numbers will be huge. With rapid electrification of rural homes and availability of consumer finance will drive demand for durables.

This will lead to an explosion in demand for many products and services the way it happened in the urban markets in the 90s when the economy was opened up. Opportunities will open up in new sectors. For example the total spend on rural healthcare currently at ₹ 700 billion. This is expected to reach ₹ 3.5 trillion by 2025, an impressive fivefold increase. Construction, education and financial services will also experience exponential growth in the coming years.

From Haats to Hills

I voluntarily gave up a high paying corporate career in 1987 to help improve the quality of life of our rural people. Initially, I helped hundreds of thousands of rural artisans and producers enhance their incomes by finding markets for their products in urban India through 300 Gramshree melas organized by me in 75 cities through the 90s. Several years later I started helping corporates develop their strategy for rural markets.

Very few companies were interested in the rural market then. I recall I organized a rural marketing workshop in 1995 in Delhi. I got only 4 participants of which 2 left before lunch! I have come a long way over the last 20 years. There is now a rural marketing association with membership of nearly 100 corporates and agencies (I was President for 5 years). My path breaking study in 1996 on Haats (periodic markets) and Melas as appropriate marketing platforms in rural has resulted in most companies today using haats for promoting their brands.

I convinced directors of B-schools to introduce rural marketing as a subject in the MBA curriculum. Today, my 'Rural Marketing' book is the prescribed text at most IIMs and other premier B-schools in India, Bangladesh and other countries. Over the last 10 years I have addressed 500 CEOs/CXOs and 200 global investors on the importance of the Indian rural market. I co-created the world famous Project Shakti with HUL (the first successful BoP model in India) which is a case study at Harvard.

My academic record through school and college was poor. My highest qualification is a Bachelor degree in Engineering; I have not attended an MBA program. I have achieved far more than what I could have ever hoped for. The only reason is perhaps because I stayed true to my purpose of helping rural people improve their quality of life and continued my relentless crusade over three decades.

I turn 68 next month and would like to spend more time with my family in our hill cottage enjoying the beauty of the snowcapped mountains and the changing hues of the setting sun.



Ready for BoP 3.0?

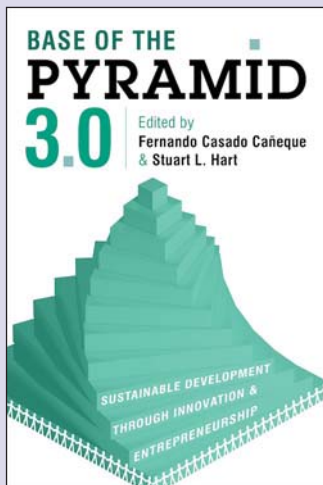
In 2002, late **Prof. C K Prahalad** and **Stuart Hart** stunned the business world with their radical idea - 'The Fortune at the Bottom of the Pyramid.' The idea offered large corporations unimaginable access to markets in developing countries. It also promised to bring poverty levels down as a byproduct. But by the end of 2010, the idea had not worked well enough.

Since the original publication of my article with C.K. Prahalad, "The Fortune at the Bottom of the Pyramid," in 2002, the theory and practice of "BoP" business has taken off. Literally thousands of new corporate initiatives, start-up ventures, development institution programs, and innovative investment funds focused on social impact have exploded onto the scene. A whole new lexicon has emerged to describe this phenomenon, including new

This made Stuart Hart and his friends change the lexicon to 'The Fortune With the Bottom of the Pyramid' with co-creation as the central mantra. But now, Stuart Hart believes even this needed a good wash. The central theme of his new book '**Base of the Pyramid 3.0**' veers more towards the 'open' era and has argued pulling BoP out of the closet. Here's an excerpt from Stuart Hart's prologue in the book

buzzwords and catch phrases like: "inclusive business," "opportunities for the majority," "sustainable livelihoods," "pro-poor business," and "social business." The number of conferences and summits dedicated to the premise that business and entrepreneurship (rather than just aid and philanthropy) can be brought to bear to alleviate poverty has skyrocketed. And literally thousands of books, articles, newsletters and blogs addressing this topic have appeared on the scene.

Yet despite all this activity and attention, there is still the nagging sense that we have not yet cracked the code when it comes to BoP business. The unfortunate truth is that most BoP ventures and corporate initiatives over the past decade have either failed outright, or achieved only modest success at great cost. As a consequence, a growing number of companies now simply assigned this activity to their CSR department or corporate foundation.



Such lack of traction can be explained in part by the incremental approach taken by many BoP ventures and corporate initiatives. Indeed, I and several of my colleagues have drawn a distinction between “BoP 1.0” and “BoP 2.0.” The former, which has been the dominant approach to date, focuses

on adapting existing products, reducing price points and extending distribution to previously underserved or unserved customers, often with NGO partners to compensate for the lack of prior experience.

And while such “business model innovation” is necessary, it has proven less than sufficient, since most such “outside-in” initiatives have been commercial failures. I liken BoP 1.0 to the proverbial “child with a hammer”—give a child a hammer and everything looks like a nail. Corporations know how to swing their existing hammer and lower income “consumers” look like a lot of new (albeit smaller) nails. Some have even suggested that this approach is nothing more than the latest form of corporate imperialism.

Over the past decade, BoP 2.0 has been advanced as a way to overcome many the problems of simply “selling to the poor.” The 2.0 approach stresses the importance of co-creating products and compelling value propositions with underserved communities, innovating from the bottom-up, leapfrogging to environmentally sustainable technology, and creating a dedicated set of metrics and timelines suited to the

unique features of the underserved space. If the BoP 1.0 model can be summarized as “finding a fortune at the BoP” (premised on the logic of tapping into existing, albeit underserved, markets) then BoP 2.0 can be characterized as “creating a fortune with the BoP” (premised on the logic of creating entirely new markets). Indeed, my earlier book with Ted London (Next Generation Business Strategies for the Base of the Pyramid) makes exactly this point.

The BoP Global Network has been dedicated to building the theory and accelerating the practice of BoP business—enterprise that is inclusive, culturally embedded, environmentally sustainable, and profitable. Members of the network have contributed in significant ways over the past several years to moving us toward BoP 2.0. And while we are still in the midst of developing the new skills, capabilities, and organizational routines necessary to execute BoP 2.0, additional challenges, complexities and opportunities are being revealed. Indeed, only by taking action does one uncover the shortcomings in the approach taken. As expected, BoP 2.0 is clearly not the end of the road. It is therefore time to press forward, toward a BoP 3.0.

This book contains contributions from members of the BoP Global Network that help stretch our thinking and point us toward BoP 3.0. How does BoP 3.0 differ from 2.0? In this book, you will find the following themes and “stretch” ideas:

From Protected Space to Purpose and Mindset

BoP 2.0 stressed the importance of creating protected organizational “white space” in companies to give new BoP initiatives the time and space for creative co-creation and embedding. While important, creating protected organizational space is necessary but probably not sufficient. Looking ahead, it will become increasingly important to consider BoP ventures in the context of the larger corporation, particularly its core purpose and ambition, as revealed by past behavior. Not all companies are equally suited to pursue BoP and strategies (and effectiveness) will vary depending on the company’s true purpose, mindset, and level of ambition. Section 1 of this book addresses these new challenges.

From Co-creation to Open Innovation

BoP 2.0 revealed the importance of co-creating solutions from the bottom up in partnership with the poor, rather than simply marketing low-cost products from the top down. We are still in the early stages of acquiring the skills necessary for effective co-creation and mutual value creation. Looking ahead, however, open innovation may represent a whole new arena for BoP innovation, drawing on the “wisdom of the crowd” to spawn previously unimagined solutions. **Indeed, participatory grassroots innovations may take BoP business to a whole new level in the years ahead.** Section 2 of this book points us toward these new opportunities.

From Stand Alone to Innovation Ecosystem

BoP 2.0 clearly recognized the importance of engagement, particularly with those in the underserved community itself. However, BoP 2.0 still tended to view the business as an island unto itself—with success or failure driven by the venture’s strategy, price point, business model, or value proposition. Looking ahead, it is becoming increasingly clear that for BoP ventures and initiatives to succeed, they will need to be embedded in a larger innovation ecosystem, including potential technology providers, funders, capacity builders, on-the-ground partners, and supply chain players. Too often, good ideas have floundered because of missing puzzle pieces of the BoP innovation ecosystem. Section 3 of this book focuses on this larger systemic need.

From Extended Distribution to Innovation for the Last Mile

BoP 2.0 understood the challenge of gaining effective distribution in dangerous slums or more sparsely populated rural areas, including the high costs associated with dedicated downstream channels

for single products or narrow value propositions. Indeed, the last decade is littered with the failed remains of BoP ventures with cost structures that simply could not produce the competitive returns. Looking ahead, more collaborative and creative approaches may be necessary to crack the code on distribution, including wider bandwidth value propositions and sharing channels with other complementary partners and players. Section 4 of this book explores this new horizon.

From NGO Engagement to Cross Sector Partnership Networks

BoP 2.0 paid considerable attention to the importance of partnering with NGOs and other key on-the-ground players especially in geographies where the company itself may have limited experience. In fact, many BoP ventures have effectively “outsourced” their customer facing functions to NGO partners embedded in the underserved space. Looking ahead, more sophisticated and complex partnership networks, including NGOs, governments, and academic partners may be key to BoP business success. Section 5 of this book looks at models for such multi-sector partnerships.

From Poverty Alleviation to Sustainable Development

The original motivation for BoP business was using the power of enterprise to serve the poor, create livelihoods, and alleviate poverty. Looking ahead, the importance of integrating both environmental sustainability and an integrated (triple bottom line) perspective into the BoP space may prove critical. Potential even exists to use BoP business logic to incubate new models to better serve and include the underserved populations in the developed world. Section 6 of this book examines some emerging models for enabling sustainable development.



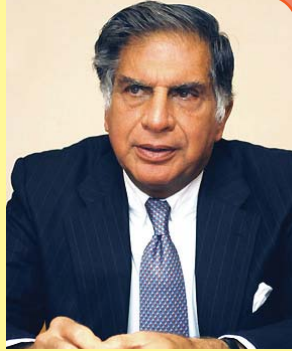
Mantras for success

From The Horses' Mouth

A selection of the quotable quotes of India's top business leaders published in 'Mantras for Success: India's Greatest CEOs Tell You How to Win' by Suhel Seth, published by Maven, Rupa, April 2015

Ratan Tata

Take decisions and actions based on what you believe is the right thing to do – even if these actions are difficult, unpopular or emotionally hard.



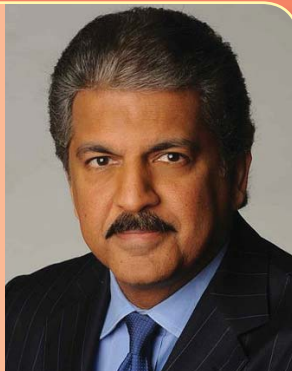
Challenge the unchallenged. There is always scope for addressing something that seems impossible and achieving surprising results.

Set the ethical and value-based tone of your organization. Accept that colleagues will do what they see you doing.

Anand Mahindra – Mahindra Group

Step back and let the right individuals lead and 'own' their specific sectors of business. (...) with any luck, leadership within your group can grow like a benevolent virus

In a highly competitive environment, a huge helping of humility is essential for staying ahead of the game. Humility enhances curiosity, and thus accelerates learning.



Kumar Mangalam Birla – Aditya Birla Group

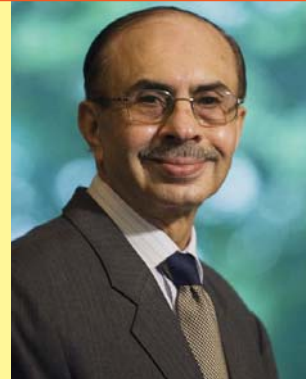
The most difficult challenges turn out to be the ones you least expect.



Adi Godrej – Godrej Ltd

Remember: sales is vanity, profit is sanity and cash is reality.

We put tremendous emphasis on continuous improvement in good times as well as bad.



Kishore Biyani – Future Group

Be a giver in life, and not a taker.

Be willing to always learn, unlearn and relearn.



Sunil Bharati Mittal – Airtel

No dream is too big.

There is an entrepreneur in each employee; empower them and let them discover their potential. Promote a culture of ownership of decisions across levels of organizations.



Kiran Mazumdar-Shaw – Biocon Ltd

As a pioneer, I have understood the power of differentiation to build leadership. **I have always chosen to lead rather than follow.**

I have always believed in challenging the status quo and have benefited exponentially by reinventing the business every five to seven years.



Pawan Munjal – Hero Motor Corp

Ideas belong to no one. So create an environment where an idea can emanate from anyone.

Only good listeners make for great managers. Listen with your soul and your mind. Listen all the time. Because only then will you be able to respond with care and responsibility.



P R S Oberoi – Oberoi Hotels

Successful organizations consider people as their most important asset.

Take advice from others but ultimately trust your own gut.



Analjit Singh – Max India Limited

Don't look to decide your life's projects and journey in one week. The journey will be assembled over a lifetime. You will find the projects and they will find you.

Pay now or later. Reap always later. That is business. That is life.



Sanjiv Goenka – R P-Sanjiv Goenka Group

I may be ordinary but I like to be surrounded by extraordinary people.

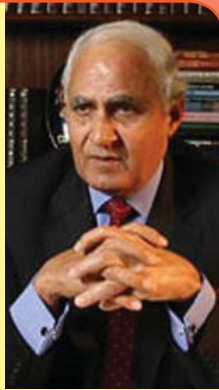


K P Singh – DLF Ltd

Stretch the rules if you have to, but do not ever break the law

Avoid verbosity. Be precise. Surround yourself with people of robust common sense

Practise austerity even in times of prosperity



Rajiv Memani – Ernst & Young

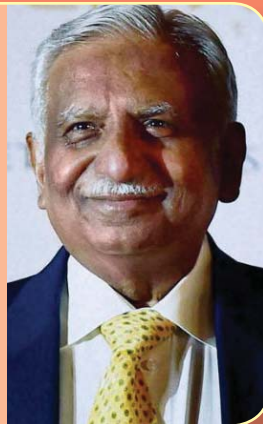
Never be shy of taking help from other team members who might know more than you.

We spend more time analyzing failures. We are always paranoid about what went wrong. **We don't spend a lot of our time celebrating our wins.**



Naresh Goyal – Jet Airways

Thoughts and words must be translated swiftly into correct, constructive action – time is too precious to waste away on thoughts and words only.



Aditya Ghosh – Indigo Airlines

There is a fundamental difference between the 'best of our efforts' and the 'best of our ability'. We realize our true potential ... things that we can do to the best of our ability, only once in a while. Therefore, it is important to strive to the 'best of our ability, and not just to the 'best of our efforts.'



Kunal Bahl – Snapdeal

It is important to be intellectually honest, and the only way to do it is to tell yourself that if you don't do it, you will die.



Atul Singh – Coca-Cola

Senior leaders must have the knack of picking up local insights and cultural sensitivities.

It is not just important to know where we want to be, it is equally important to know how we are going to get there.



Rahul Sharma – Micromax

Disrupt the hierarchy using smart, innovative products and marketing.

It is important to have something new in life always.



My Experience of Relead

Sneha Krishnan, a student, shares her experience of going through the Relead experience in 2014

Honestly, when I was headed to Bangalore for Relead, I had no clue what I was getting myself into. Sure, the brochures and schedules looked fancy, but as they say some things can't be put into words; you have to experience them yourself.

It is amazing how things we see as defiant from our world-view, are perfectly plausible when we understand someone else's take on it.

Right from walking into Eco Haya, the first day, till the last day tour at Fireflies, time really flew. The fact that the sessions were neatly compartmentalized into topics (Academia, Politics, and Ecology etc.) gave us an opportunity to understand each one in depth and at the same time have a wholesome learning experience out of each one of them. And as stark the contrast may seem, the two different settings – IIM Bangalore and Fireflies Ashram, provided for a wholesome experience.

Experiential learning was one of the cornerstones of the program

All the sessions were followed by a carefully planned activity. The interesting part, however would be, that we would get the entire lesson only at the end of it. We would not be fed into behaving in a particular manner. I was awestruck by how they took into account basic human behavior, how the masses as a whole behave and consequently catalyze a number of day-to-day phenomena.

I particularly remember this one about **Public-Private Partnership**. We were divided into

groups and made to play out a scenario keeping the needs of the public and government workers in mind. The way it played out and how we came to the conclusion, was mind-blowing.

One of my favorite parts about Relead was Family Time. Every night, post dinner, we would form groups and talk about what happened during the day – our learning, our introspections, our involvement and most importantly, different perspectives on the same lessons. It is amazing how things we see as defiant from our world-view, are perfectly plausible when we understand someone else's take on it. And I believe this is fundamental to our understanding of the way world works, not only when it comes to one's leadership question but all facets of life.



Relead is a 6-day residential leadership training program aiming at enhancing entrepreneurial potential, leadership skills, personal assessment and development. It is scheduled to take place from 26th to 31st May 2015 in Bangalore.

Most importantly, Relead made me question a lot of things that I saw as static, perhaps even axiomatic. The shift in perception that followed has motivated me to do what I think Relead wants from all its participants – contrive the possibilities within ourselves.

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13th Edition

Green Building Congress 2015

Indian Green Building Council (IGBC) is organising the 13th edition Green Building Congress 2015, India's flagship event on green buildings and green built environment at Gandhinagar, Gujarat to further advance green building movement in the country.

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International Conference & Exhibition on Green Buildings and Green Built Environment
19 - 21 Nov 2015 Mahatma Mandir, Gandhinagar, Gujarat

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Over 100 speakers, International & National || Over 100 Exhibitors || Over 7,000 Footfalls || Over 2,000 Delegates
Expected participation from Australia, Canada, China, Emirates, Finland, France, Germany, Hong Kong, Indonesia, Japan, Malaysia, Nepal, Netherlands, Saudi Arabia, Singapore, Sweden, Switzerland, Srilanka, UK, USA.

Objectives

- Expose the participants to the latest global trends in green buildings
- Provide a platform for networking
- Facilitate exploring new business opportunities
- Enable market transformation of green products and equipment

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Glimpses of Previous Editions of Green Building Congress



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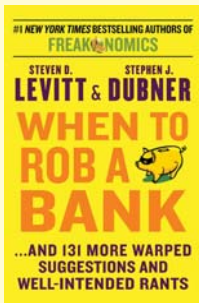


Green-I Contest



* Confirmed as on 04.03.2015

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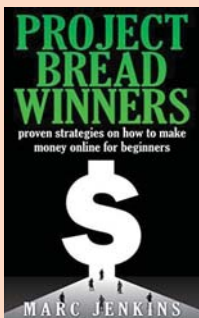
When to Rob a Bank ... and 131 More Warped Suggestions and Well-Intended Rants

Steven Levitt, Stephen Dubner & William Morrow, May 2015

In celebration of the 10th anniversary of the landmark book *Freakonomics* comes this curated collection of their blogs. It's the perfect solution for the millions of readers who love all things *Freakonomics*. Surprising and erudite, eloquent and witty, *When to Rob a Bank* demonstrates the brilliance that has made the *Freakonomics* guys an international sensation, with more than 7 million books sold in 40 languages, and 150 million downloads of their *Freakonomics* Radio podcast.

When *Freakonomics* was first published, the authors started a blog—and they've kept it up. The writing is more casual, more personal, even more outlandish than in their books. In *When to Rob a Bank*, they ask a host of typically off-center questions: *Why don't flight attendants get tipped? If you were a terrorist, how would you attack? And why does KFC always run out of fried chicken?*

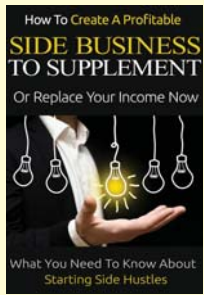
Over the past decade, Steven D. Levitt and Stephen J. Dubner have published more than 8,000 blog posts on *Freakonomics.com*. Many of them, they freely admit, were rubbish. But now they've gone through and picked the best of the best. You'll discover what people lie about, and why; the best way to cut gun deaths; why it might be time for a sex tax; and, yes, when to rob a bank. (Short answer: never; the ROI is terrible.) You'll also learn a great deal about Levitt and Dubner's own quirks and passions, from gambling and golf to backgammon and the abolition of the penny.



Project Bread Winners: Proven Strategies for Making Money Online for Beginners

By Mark Jenkins, Kindle Edition, January 2015

Starting an online business can be scary. With all the scams and dishonest marketers online the world of internet marketing has earned its risky reputation. What you need is a safe place to provide you with the proper guidance, not just for today, but down the road also. This is where *Project Bread Winners* stands out above the rest. Inside you will learn a plethora of internet marketing concepts that are not only incredibly profitable but have also withstood the test of time. Best of all I teach you how to start earning money today! You will gain useful knowledge that the top internet marketers are implementing to generate life changing amounts of income. I also teach you how to make smaller sums of money for those who just want to supplement their current income.



How To Create a Profitable Side Business to Supplement Your Income or Replace your Income Now: What You Need to Know About Starting Side Hustles

By Bill Horettns, Kindle, January 2015

Many dream of the day when they can quit their day job and jump into building their business. Unfortunately, businesses take time to become profitable. Before taking the plunge, aspiring entrepreneurs are encouraged to keep their day job, and start building their business on the side. It is more work and your focus will be divided, but it's a great test to see if you are truly committed to the business or if it was just a passing interest.

Each person has differing levels of productivity, but you can come up with a realistic estimate of how much time you can set aside weekly to work on your side business. Don't skimp on things like sleep, exercise or family obligations. But do rethink your personal to-do list. Be creative about the tasks you can delegate or automate to carve out the time you need.

Some things you can likely skip entirely. As you work on your business, think about ways to automate and outsource back office tasks for your company like billing and accounting to devote as much time to your core service or product as possible.

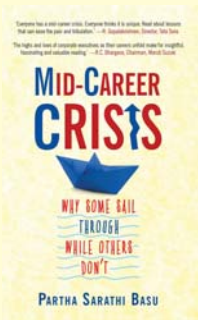
Just because you're starting a business on the side, doesn't mean you have to go at it alone. You can recruit some partners, especially in areas where you might feel like you lack expertise. Many dream of the day when they can quit their day job and jump into building their business. Unfortunately, businesses take time to become profitable.



Frugal Innovation in Healthcare: How Targeting Low-Income Markets Leads to Disruptive Innovation

By Aditi Ramdorai & Cornelius Herstatt, Springer, January 2015

This book focuses on how companies are innovating with regard to the Bottom-of-the-Pyramid (BOP) - the lowest socio-economic segment, and the organizational conditions they need to be successful. The authors use several examples of disruptive innovations for this market, particularly in the Indian healthcare sector. Low-cost, specialty hospital chains like Aravind Eye Care and Narayana Hrudayalaya have brought down the cost of certain medical procedures significantly. The Indian conglomerate Tata Group and the American healthcare giant GE Healthcare have also developed affordable products targeted at the lowest-income segments in India. The authors present an in-depth analysis of these companies and present their insightful results on disruptive innovation and the ever-challenging BOP market.



Mid-Career Crisis: How Some Sail Through & Others Don't

By Partha Sarathi Basu, HarperCollins India, February 2015

Remember placement season? There were friends you graduated with. You got about the same marks and joined the same organization as trainees. Now, mid-career, you wonder why some have powered ahead while the rest are stuck with old responsibilities and designations. You cannot understand what it is that those who continue to grow are doing differently, what helps them reach the top while others fall behind.

Superior knowledge, sharper skills or just sheer luck? Our mid-career is characterized by several questions that start bothering us: Should we stay put and grow, or quit and move to a better-paying, bigger profile? Are we leaders or followers? Should we continue drawing salaries or build our dream start-ups? Shaken by confusion, the self-confidence of our early years changes into misery and, eventually, a crisis.

The author draws upon years of leadership experience in the corporate world to offer life stories and professional insights that will help you face your crisis because face one you will. If you are already in one, it will show you the way out before it's too late. And there are write-ups by ten senior corporate leaders about how they dealt with their crises that will teach you valuable lessons.

Partha Basu is a management professional currently based in the Netherlands. Over the past twenty four years, he has worked in leadership positions in leading companies that include AkzoNobel NV, Coca-Cola India, Whirlpool India, IFB Group, Tata Group and Spicejet Limited. He is presently the Global Director for Finance Operations at AkzoNobel NV. He is the author of three previous books, including the bestselling Make It or Break It... written for young professionals on the transition from the campus to a corporate set-up.

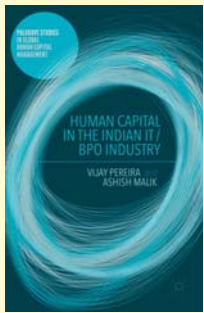


Design Aspects of Indian Managerial Compensation: Insights for practitioners seeking to create business impact

By Shirish Joshi & Siddarth SN, Kindle Edition, April 2015

The right design of compensation has always been a major factor in building or destroying business value. This requires a partnership by the HR Manager and the Business Manager in ensuring equitable offers are made to employees, such that it motivates employees to contribute a little more. Doing so requires an in-depth understanding of the business environment, core competence of the organization, role of HR, precedence that exists in the organization and theories of human behavior. A Compensation professional needs to be more than a payroll professional and know more than just tax laws.

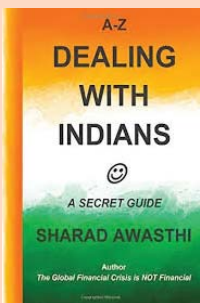
The book has been written for the HR professional who would like to refresh his conceptual understanding of compensation design, and make a real action plan for professional practice. This book is intended to be an ideas/insights book.



Human Capital in the Indian IT / BPO Industry

By Vijay Periera & Ashish Malik, Palgrave Macmillan, May 2015

Human Capital in the Indian IT / BPO Industry analyses human capital management in the Indian information technology (IT) and business process outsourcing (BPO) industry, which has created a new paradigm for organizing global talent engaged in designing and delivering IT and BPO services. The authors explore the evolution of the innovative talent management strategies of knowledge workers, which has received little attention in existing literature analysis. This book provides a rich theoretical grounding of managing human resources in the context of high-technology professional services firms, focusing on the design and implementation of high performance work system designs in the context of Indian IT/BPO organizations.



A-Z Dealing with Indians: A Secret Guide

By Sharad Awasthi, CreateSpace Independent Publishing Platform, February 2015

Sharad Awasthi holds a Masters Degree from London School of Economics, has also authored another book “The Global Financial Crisis is NOT Financial – Quality of Information in Question”. He had been an Information Systems consultant with Fortune 500 companies, managing cross cultural teams. Born and raised in India, lived and worked across the globe, he brings decades of societal experience in this book. His experience of resolving many corporate challenges, arising from cultural misunderstandings and conflicting expectations had been the motivation to write this guide. This book will enable people to understand Indians better to make their business and leisure worthwhile. Sharad Awasthi resides in United Kingdom, with his family.



HBR's 10 Must Reads 2015: The Definitive Management Ideas of the Year from Harvard Business Review (with bonus article “The Focused Leader,” the McKinsey Award-winner by Daniel Goleman)

By Daniel Goleman, W. Chan Kim, Renee Mauborgne, Clayton M. Christensen, Harvard Business Review, May 2015

A year’s worth of management wisdom, all in one place. We’ve combed through ideas, insights, and best practices from the past year of Harvard Business Review to help you get up to speed fast on the freshest, most relevant thinking driving business today. With authors from Clayton Christensen to Roger Martin and company examples from Netflix to Unilever, this volume brings the most current and important management conversations to your fingertips.

This book will inspire you to: Lead by focusing your attention on the right things; Import new management practices into your organization the right way--whether they come from other companies or across the globe; Better manage your organization’s--and your leaders’--time; Rethink vital functions such as HR and marketing; Move from a yearly planning cycle to building a winning strategy; Make long-term organizational decisions with an eye to national and global economic trends.

Events

CSE Media Fellowships Programme for the Global South

May 2015-July 2015

<http://www.cseindia.org/content/cse-media-fellowships-programme-global-south>

NASSCOM Big Data & Analytics Summit 2015

June 26, 2015, Hyderabad.

<http://www.nasscom.in/>

Conference on Advanced Manufacturing Technologies for Engineering Sector, with the theme of "Make in India - Rise with Technology, Enhance your competitiveness"

June 26, 2015, Hotel ITC Grand Chola, Chennai.

<http://www.cii.in/EventsDetails.aspx>

The Sixth International Conference on Future Energy Systems

July 14-17, 2015, Bangalore, India

<http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=39226©ownerid=45395>

NASSCOM HR Summit 2015

July 23 - 24, 2015, Chennai.

<http://www.nasscom.in/>

The Sixth International Conference on Future Energy Systems

July 14 - 17, 2015, Bangalore, India.

<http://eventful.com/bangalore/events/agritech-india-/E0-001-075847411-6>

NASSCOM Marketech Confluence

September 3 - 4, 2015, Mumbai.

<http://www.nasscom.in/>

TERI-ITEC Courses 2014-15: Special Course on Social Enterprise for Sustainable Development

September 15 - 3 October 2015, Gurgaon

<http://www.teriin.org/our-events>

BPM Strategy Summit 2015

September 24 - 25, 2015, Bengaluru.

<http://www.nasscom.in/>

Engineering Summit 2015

October 7 - 8, 2015, Pune.

<http://www.nasscom.in/>

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