



Igniting Thoughts of Tomorrow

CHANGE MANAGEMENT

WeChat



Dhiraj Sharma

Manager and Section Head, Innovation Marketing
Hyundai Motor India

.....
8 tips for Change Management



February 2013

About WeSchool



OUR VISION

“To nurture thought leaders and practitioners through inventive education”

CORE VALUES

Breakthrough Thinking and Breakthrough Execution

Result Oriented, Process Driven Work Ethic

We Link and Care

Passion

“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler

At WeSchool, we are deeply inspired by these words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities need a new approach both in terms of thought as well as action. Cross disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy-the mind’s eye needs to be nurtured and differently so.

WeSchool has chosen the ‘design thinking’ approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

Message from the Group Director

Dear Readers,

It gives me great pride to introduce Samvad's issue every month. Our Samvad team's efforts seem to be paying off and our readers seem to be hooked onto our magazine. At WeSchool we try to acquire as much knowledge as we can and we try and share it with everyone. I sincerely hope that Samvad will reach new heights with the unmatched enthusiasm and talent of the entire Samvad Team.



**Prof. Dr. Uday Salunkhe,
Group Director**

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

At WeSchool, we aspire to be the best and to be unique, and we expect nothing but the extraordinary from all those who join our college. From the point of view of our magazine, we look forward to having more readers and having more contributions from our new readers.

Samvad is a platform to share and acquire knowledge and develop ourselves into integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

Prof. Dr. Uday Salunkhe,
Group Director

About Samvad



Prof. Dr. Uday Salunkhe introducing the first issue of Samvad

OUR VISION

“To facilitate exchange of ideas that inspire innovative thought culture”

MISSION

To Dialogue

To Deliberate

To Develop

To Differentiate

As the official student magazine of WeSchool, Samvad is greatly inspired by the words of Alvin Toffler backed by a strong vision of facilitating exchange of ideas that inspire innovative thought culture. Samvad is a platform for the next generation leaders to bring forth their perspective on management to the world and gives the readers an opportunity to learn, unlearn and relearn on a continuous basis.

The team of Samvad is driven by a set of strong WeSchool values which enable us to create a dialogue leading to knowledge gaining and sharing, to deliberate on the information, to develop a sense of creativity and differentiate our minds with innovative thoughts of tomorrow; today.

From the Editor's Desk

Dearest Readers,

To succeed in this highly competitive world which is evolving at a rapid pace, the only thing that can differentiate you from the competitors is Change. How well you change and adapt to the ever changing needs and wants of the consumers, decides the fate of the your organization. As MBA students, we are well aware of this fact which gets reiterated many times in the course of the two years in a B-School.

But, change comes at a price. Change doesn't involve just changing the product or service to suit the requirements of the consumer. It goes well beyond that and necessitates a change in the mindset of the employees, a change in the financing activities, a change in the marketing strategies, a change in the manufacturing processes and so on. A small change in the product can therefore have a butterfly effect on the entire organization and if not handled properly can prove disastrous.

This is where "Change Management" kicks in. As the name says, it entails managing change effectively and efficiently to ensure positive results. This is a small effort from our side to acclimatize the MBA community to how important change management is in today's world. To further add value, we have Mr. Dhiraj Sharma, Manager & Section Head, Marketing Innovation, Marketing Group, Hyundai Motor talking about how change and innovation are important to an organization and what are the ways to manage them.

Further, this was an apt month for us to have this theme as February marks a new year for Samvad with a new team taking over the reins.

Looking forward to your continued support and patronage.

Read Better to Know Better!!!

Best Wishes,

Aniruddha Kulkarni

Editor

Samvad - *Igniting Thoughts of Tomorrow*

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Team Samvad would like to extend its heartfelt thanks to certain key members of the WeSchool family for their special efforts towards the making of this magazine.

We deeply appreciate the constant motivation & encouragement that our beloved **Group Director Prof. Dr. Uday Salunkhe** has always given us. His vision & result orientation has been the driving force in creating brilliant leaders and making WeSchool a name to reckon with, not only in India but also globally. His focus on the core values of Passion, We Link & Care, Result Oriented Process Driven Work Ethic and Breakthrough Thinking has formed the foundation of all the activities that we undertake as students of this esteemed institute.

We deeply appreciate the help and support given to us by both **Prof. Amarkant Jain** and **Prof. Deepa Dixit**. Their insight and expertise is our driving force to ensure the sustainability of our magazine.

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An Interview with Mr. Dhiraj Sharma

By: Aniruddha Kulkarni

Mr. Dhiraj Sharma is currently the Manager and Section Head of Marketing Innovation in the Marketing Group of Hyundai Motor India Ltd. After graduating with a Bachelor's Degree in Engineering, he pursued his MBA in International Business and Marketing. He has an extensive experience in Marketing, International Business and Strategic Planning. His current assignment involves looking after marketing innovations, youth marketing and content management.



1) Please tell us the importance of change management in today's organizations?

As a part of the innovation team I would like to start with innovation in today's organization. Most organizations focus only on external innovation such as new product development. But the successful ones innovate both ways-internally and externally. Change management is the part of internal one. Bringing about positive innovative changes such as new practices and policies helps organisations in staff retention, building leaner structure and creating positive momentum and sentiments which leads to more productive, profitable, and innovative organizations.

2) As a part of the innovation and marketing team, you must have been a part of changes being implemented at Hyundai. Can you share with us your experiences about the same?

Since last 2-3 years we have been focusing on devising effective change management strategies. And the key has been effective communication. We understand that people's needs in the organisation cannot be met if there is one way communication from top to bottom. Its effective implementation is only possible if employees are made part of the process. At HMI this two-way communication has been immensely helpful in implementing the change management in most effective manner. At the times when the management makes any kind of changes, it is communicated consistently, frequently, and through multiple channels, including one-on-one discussions, writing feedback, training, focus groups, bulletin boards, Intranet, and more.

It creates transparency when the reasons for changes are communicated in such a way that people understand the context, the purpose.

3) Change involves both radical as well as incremental change. Please give us more details about the same and how one should use both effectively?

Radical change within an organization's environment is brought on by the determination to make major innovations in business activities. Some examples of a company which may partake in a radical change--when a company reconsiders the fundamentals of how they do business--are stagnant sales, slipping profits, intra-company conflict, or merging with another company. Since radical change is a large-scale, company-wide transformation, it is rare and often takes a long period of time to complete.

Incremental change, on the other hand, refers to the gradual, adjustment-based changes that occur within a company. Often times, incremental change is used not to completely alter a company's direction; rather, incremental change can be used to constantly stay ahead of the competition. Within a constantly changing, constantly innovative industry (*Playing to Win: How Strategy Really Works* by Lafley & Martin, the textbook refers to Proctor & Gamble and their new mop, it has a lot about their change management) rather than redefining a company, it is more efficient and more prudent simply to adjust certain business activities. A company operating on an already profitable and successful business model should not strive for radical change—lest they risk becoming substantially less profitable—and should strive for incremental change when need be—to either increase profitability marginally or risk profitability marginally.

Deciding which, when and how these changes to be implement is a tough job for a company. A company operating on an already profitable and successful business model should not strive for radical change—lest they risk becoming substantially less profitable—and should strive for incremental change when need be—to either increase profitability marginally or risk profitability marginally.

4) What is the role of the leader in change management process?

My personal view is that the context of change management is reasonably correct, but the managerial capacity to implement it has been woefully underdeveloped. In fact, instead of strengthening managers' ability to manage change, we've allowed managers to outsource change management to HR specialists and consultants, which prevents taking accountability by managers themselves — an approach that often doesn't work. The role of leader is not just understanding how to achieve change, but also its execution.

5) Based on your recent interaction with students during the HYUNDAI GLOBAL YOUTH MARKETING CAMP 2013, give your views on how well are MBA aspirants equipped to handle change and whether B-schools need to take more efforts to groom students?

I will answer the second part first. Definitely Indian MBA schools need to nurture these virtues since very beginning. Students, these days, come to organizations with the mindset of working in particular field or environment, and when that does not happen all the motivation and charisma which we expect from the freshers vanishes. This lays negative impact on both - the employee and the employer. Students need to understand the fact that it's the organization that understands where their strengths can be utilised best. Schools these days have to come out of traditional ways of teaching and focus on the realistic front to prepare students for the professional life waiting outside the campuses.

GYMC was a great experience for us. I can proudly say that students had handled the situations very well. The way they worked in teams of people from different nationalities, different cultures and languages was commendable. Broadly, it's the same way an organization works. Just those different countries are replaced by different teams and cultural differences are mostly resultant of employees' varied cultural backgrounds. In real world, employees have to deal with these disparities and at the same time work in teams to achieve organizational goals.



HYUNDAI
NEW THINKING.
NEW POSSIBILITIES.

Image Source: <http://motoroids.com/assets/Uploads/2012/07/Hyundai-logo.jpg>

Wedvaan—Thought Leaders Conclave at WeSchool

As a B-school that is constantly adding new dimensions to Business education by promoting a spirit of free-spirited thinking and firing the enthusiasm for entrepreneurship, Weschool launched '**WeDvaan**', **The Thought Leaders' Conclave** held between 22-24 Feb 2013. '**wedvaan**' is a management festival with a difference; it is a festival of ideas that comprises of unique workshops to promote objectives of free-spirited enquiry and entrepreneurship.



Chennai-based siblings Shravan and Sanjay, joint founders of Go Dimensions - a company that creates gaming and learning software for mobile phones - addressed 120 business management students, including those from the Indian Institute of Management (Ahmedabad and Kozhikode), today. They are the youngest CEO's. Their company is a year-and-a month-old and has launched five applications that are available for free download at the Apple Store, and encouraged by the response, is launching the paid applications this year.

Wedvaan witnessed events like mash-up and Jugaad Live which focus on issues that are pain points of today that will provide triggers for innovation for tomorrow, thus highlighting the pivotal needs of today's corporate scenario. Another event that saw immense participation from various B-Schools was "The Senate". The venue was converted into a Loksabha house by creating the complete ambiance similar to it. This added to the participant's enthusiasm to debate in manner similar to the debates and discussions happening in parliament house. The event was graced by honorary Shri Vinod Tawde, Leader of Opposition, Maharashtra Legislative Council; Ms. Shaina N.C, BJP SpokePerson; Mr. Ganesh Yadav, President-Youth Congress and Mr. Uday Pratap Singh, Nationalist Congress Party.



Thus, 'Wedvaan' management fest with a difference is a manifestation of WeSchool's commitment to adapt design thinking approach in all its endeavours to nurture the global citizen leaders.

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Mantras of Change

Leading Change

By: Ketaki N. Kushte and Sylvester Cyriac, PGDM E-biz (2012-14), WeSchool

Let's first answer the fundamental question "What is Change management?" It is the process of modifying and transforming organizations in order to improve their effectiveness. Change management ensures that a business responds to the environment in which it operates. Till very recently change management wasn't a very well defined branch in any organization. It used to be regarded as a not so important vertical of HRM. It is now that organizations are realizing the full potential of managing change effectively.

So why change? Darwin quotes, "It is not the strongest of the species that survives nor the most intelligent but the one most responsive to change." This is very much applicable to business environment as well. Most of the organizations continue to adhere to their old ways of doing things. Though it is important to build on your past successes, and not simply change for the sake of change, you should not forget that even if you don't change your competitors and customers may change. Richard Pascal, in 1990 penned his famous maxim "Nothing fails like success" and explained that the relentlessly changing environment requires businesses to continuously reinvent themselves. What worked for you the last time may not work every time. The circumstances and situations in which decisions are taken are different. In such a case remaining inert to environment may lead to losing out on your competitive edge. An example of this is 'Kodak' wherein they failed to adapt to the change in technology.

Earlier the need for change is realized; greater will be the number of options available for implementation. For this the leader should have foresight.

Peter Drucker, in his book "Age of Discontinuity" describes how change causes disruption in routine life. Resistance to change from employees is obvious. People do not like to be removed out of their comfort zones. Noel Tichy, coined the term "Beings of Habit" which means that we tend to repeat what we are comfortable with. A leader or manager needs to understand the stand point of his employees and team before enforcing change. He needs to understand that people will not participate in the change process unless they are convinced that positives of change outweigh the negatives of change. For this, first the leader himself needs to chalk out the pros and cons of the intended change from the point of view of his team members. Let us take an example where a manager X wants to relocate an employee Y from Mumbai to Gurgaon. Y is good in marketing and his skills can be used to improve sales in Gurgaon. Now X needs to analyze this case from Y's perspective to convince him to relocate. The pros and cons of relocating are shown in the table below:

General Management

	POSITIVE POINTS	NEGATIVE POINTS
CHANGE	Double salary Better position and profile	Relocating Education of children
NO CHANGE	Comfort	Less salary Same job

Image Source: Self-made

Here the manager X needs to concentrate on increasing the perks. He can take care of Y's family lodging and children's education. This will decrease the negative aspects of relocation and in turn convince Y to accept the change. Communicating the benefits will be the most important task for X.

Managers need to understand that change is a process, not an event. John Kotter in his book "Leading Change" explains that change advances through stages that build on each other. In the first 3 Stages the Manager prepares for change. If the rate of urgency is high it is easy to convince employees in the company that a change is required. For a change to work you have to be discontent with the current situation, therefore it is difficult for companies to implement change during a good phase. Bring together a group of people with a shared interest, who are empowered enough to lead the process of change. The leader needs to form a guiding vision which is realistic, credible and attractive enough to motivate others. It helps people in the organization to get a clear picture of the direction in which the organization is moving.

The next 3 stages are about implementation. You need to efficiently communicate your vision and strategy, with every level in the organizational hierarchy. Communication should be both in words and deeds, The latter implies you have to practice what you preach, and this makes a



better impact on your team. Actively remove obstacles that hinder the implementation of the new strategy. The process needs to be divided into short term wins to keep motivating people until you actually reach the final goal. The last two stages are about managing these changes. You can hire, promote and develop employees who can implement the vision. Create development

Image Source: thevirtualleader.wordpress.com

Mantras of Change

and succession plans consistent with the new approach. In order to implement great change one must bring about great change in oneself. Steven Covey, author of “Seven Habits of Highly Effective People” says, in order to connect the leader’s outer habits with inner capabilities; he needs to foster the following endowments:

1. Being proactive: One must focus on the solutions and not the setbacks. A leader must have self awareness and self knowledge, he should know that he is free to choose and is responsible for his choices.
2. Begin with the end in mind: He should have clear vision about what he is striving to achieve. He needs to have imagination and foresight.
3. Put first things first: A leader should know how to balance between what is urgent and what is important; he should not lose focus from important activities. He should have strong will power to be effective. He should supplement his time management with appropriate planning.
4. Think win-win: One must create long term relations, with mutual respect and benefits. The leader must build trust between co-workers.
5. Seek first to understand then to be understood: One must be an empathetic listener; feedback given must be honest and accurate.
6. Synergize: The team’s energy and knowledge must be pooled in to enhance potential and capability.
7. Sharpen the saw: One must continually reinvent and improve oneself and stay updated.

In a nutshell, as a leader you should be empathetic, influential and a visionary to manage change. You should bring about the change you wish to see in others first in yourself.

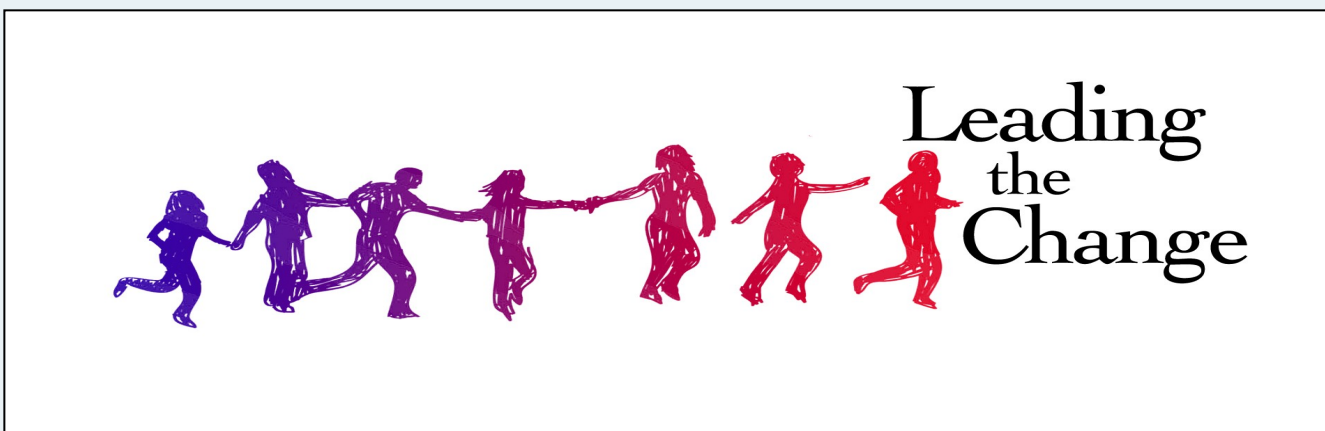


Image Source: mhccact.org.au

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General Management

A New Dimension to Managing Change

By: Kriti Dua and Sankalp Parihar, PGPM (2011-2013), Great Lakes, Chennai

“If you do not change direction, you may end up where you are heading”

-Lao Tzu

Chinese philosopher

“The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic”, said Peter Drucker. However, isn’t this a recurring pattern: a motivational quote by a management guru with an air of divinity and profoundness?

So how about learning some management lessons from a strategy puzzle game? The strategy game we are talking about is actually an addictive mobile/ computer game that features some birds facing anger management issues and some fiendish yet podgy pigs- Angry Birds. First developed by a Finnish video game company called Rovio Entertainment in December 2009, Angry Birds has been downloaded more than a billion times across different platforms. Let us understand the key management lessons from the Angry Birds franchise that can help us transcend the usual managerial ideas to become

bring about transformations.



Source: iphone-apps-ipa.com

The game has some deep insights on managing change and accomplishing herculean tasks. Statistics suggests that about 70% of change programmes fail. Only people who are able to manage these changes professionally with minimal stress succeed in the future.

Lesson 1: Envision change

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek” said Barrack Obama on the night of Super Tuesday, Feb 5, 2008. Outwardly innocuous

but one of the most important players in the game, the yellow propeller bird a.k.a the Kamikaze teaches how to strategize and attack. While most of the birds follow a simple projectile motion, the yellow bird attacks in a straight line once directed, strategically eliminating its regular course and charting a new path. A change in the organisation not only needs to be strategized

Learning From Games

perfectly but the intent and purpose of change needs to be envisioned and complemented by valuable sponsorship from the top.

Lesson 2: Leadership

As a famous saying goes - If you do what you've always done, you'll get what you've always got. Sometimes all it takes to initiate a change is just one step. The Red Bird or the first bird that attacks in the game

is the one without any flashy powers or any strength of commendable repute; yet, it is the one that enters the battlefield without any qualms. All it takes to become a leader is to overcome the first stumbling block and the rest follows. A leader takes time to analyse and take stock. "Do not follow where the path may lead. Go instead where there is no path and leave a trail", said the American author and eminent businessman, Harold R. McAlindon.



Source: emerbeamer.wordpress.com

Lesson 3: Planning and organisation

"Whosoever desires constant success; must change his conduct with time", said Niccolo Machiavelli. The message is truly reflected by the little blue bird, which bursts into three at a single touch and teaches us that while



Image Source: www.freevector.com

one is potent and can bring about a change, a well-set plan can leave a mark for the next generation. Ryunosuka, a Japanese writer said, "Individually we are a drop, together we are an ocean". One may be miniscule but a team can create an impact. Jacob Braudesaid, "Always behave like a duck. Keep calm and unruffled like a duck on the surface but paddle with great vigour underneath".

Lesson 4: Involvement

General Management

execution of the change plan. "The best decisions I ever made were those where I asked the people who were going to be affected by them, be they customers or staff, what they thought before I made them. Not only werethey better informed decisions, they were also easier to implement!", said the CEO of a large public sector organisation. All decisions need to be taken wisely and after careful deliberation. While all the birds follow the traditional projectile path, the Boomerang Bird profiles a new direction and attacks from one that none can imagine.

Lesson 5: Communication

To foster efficient change, good communication during the initial phase helps develop understanding and alignment of the organisation from top to bottom and motivates employees. Not everything is as it seems. A famous quote says "Do not judge a book by its cover". Similarly, not everything looks like it seems. The white bomber bird in Angry Birds seems harmless but just when you think it's another useless bird, it drops a bomb. It's all about creating an impact and not the noise!

Lesson 6: Sustaining Momentum

Quoting Mark Sanborn - "Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business". Sustainability holds more ground than technical innovation and improvement. To guarantee development and effects of change in the organisation, the momentum needs to be sustained and in order to anchor sustainability permanently within a business, structural and cultural factors such as cooperative leadership and group work need to be shared. Implementation of knowledge, learning and information can aid in bringing about transformational changes.



Image Source: www.tvet-portal.net

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A New Dimension

Change Management – A New Dimension To Marketing

By: Aditya Krishnan and Kandarp Desai, PGDM EBiz (2012-2014), WeSchool

Successful adaptation to change is as crucial within an organization as it is in the natural world. The more effectively you deal with change, the more likely you are to thrive. Adaptation might involve establishing a structured methodology for responding to changes in the business environment (such as a fluctuation in the economy, or a threat from a competitor) or establishing coping mechanisms for responding to changes in the workplace (such as new policies, or technologies).

Change management is a systematic approach to dealing with change, both from the perspective of an organization and at the individual level. Change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects.

Initiating change management in marketing

Every company's marketing team begins to realize that they need to make changes to their marketing efforts based on the consumer behaviour and emerging trends in the market. Accordingly they need to plan their marketing strategy and new campaigns to reach out to their potential market. As they are not in control of the budget and fund allocation which is done by the Finance department, how do they start to change minds and convince the company's stakeholders that they are right? They will have to start with a logical argument that details their suppositions, and then begin gathering their market research data that supports their arguments and then make sure to test it for any unwanted bias.



Image source: www.kampsconsulting.de

Marketing

Once the marketing team has the data and facts, they must begin building a logical business reason for making the change. The marketing head needs to outline the benefits to management, define measurable stakeholder goals and outline risks both for not doing and for doing the project. Once the marketing head gets approval from management to go ahead with the project the marketing managers must effectively communicate to the various parties involved what's in it for them, along with the all of the details of the changes that are about to take place in order to enlist the support of people whose involvement they may require.



Image source: blog.readytomanage.com

Challenges in implementing change management

While change-management practices are useful, they are difficult to apply to marketing and sales. One reason is that organization comprises of brand managers, market researchers, channel managers etc are more diverse and complex than the operations team where many improvement programs take place. Secondly, managing changes in marketing strategy requires creativity, not just strong execution, so the change effort is more difficult and the related decision making becomes more complex. Finally, the responses of competitors and customers to marketing changes are difficult to predict.

Marketing change management in today's digital world

Marketing is changing rapidly and radically, caused by the technologies and needs of the customers. The ability to implement process changes and calculate careful organizational impacts is a priority for Chief Marketing officers of all the organisations.

Managing Change



Image source: www.st-ives.co.uk

Following are the things which has changed the marketing strategy

- Digital marketing has become a core part of the marketing mix
- Marketing, media and service channels have exploded
- ROI drives budget approval

All the companies especially IT companies are incorporating the above points in their marketing strategies and plan for change management accordingly. The Pre-sales/marketing team and customer relationship team of IT companies play a major role in implementing change management as they are aware of the client needs. An organisation which manages change efficiently can pitch in for more business from their existing customers as well as can acquire more customers in the long run.

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8 Tips for Change Management

Contributed By: Omkar Kelkar, PGDM (2012-2014), WeSchool

Habitual patterns narrow ideas about what is possible while breaks in routine allow new questions and new perceptions to emerge. Interrupting the routine can be both an exhilarating and uncomfortable process. Here are eight tips to sustain momentum and channel change in a constructive direction:

1. Keep it simple. Break the change into manageable proportions and avoid trying to change too much at one time. Use the 80/20 rule by beginning with changes that will take 20% of the effort to achieve 80% of the rewards.
2. Continually assess what is working and what is not working; change course whenever and wherever necessary.
3. Remember, change in one area will create change in other areas of your practice, sending ripples throughout the clinic. There is no such thing as isolated change. Change pieces need to be connected and balanced with one another.
4. Distinguish between the urgent and important. If the practice is to be transformed, the important issues must be addressed along with managing the urgent daily issues.
5. The leadership team must be united and speak with one voice while modelling the changes they are requesting from others. The leadership team provides the support, direction, and structure of the change. **DELEGATING WHEREVER POSSIBLE TO REDUCE DEPENDENCE ON ANY ONE LEADER.** The most successful leaders get things done through other people.

Breather

Leader's question: *"What do you need to do your job effectively?"*

6. People issues are at the heart of change. Emotional and behavioral issues must be identified, addressed, and discussed as they are emerging.

Leader's questions: *"How are doing?"* and *"What do you really think?"*

7. Involve staff from all levels in the change. Involvement creates commitment and ownership. Identify informal leaders at every level and push the decision making down as low as possible. Set up teams at every level and ensure continual communication within and among the teams. The leadership sets up minimum requirements for the teams while decisions about how to proceed are left up to the staff.

8. Confront the brutal facts but keep the faith. Many times a change looks like a failure before it becomes a success.



Image Source: http://www.businesscoachingbrain.com/wp-content/uploads/2009/11/iStock_000011037986Small.jpg

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E-Commerce Roadblocks

E-Commerce Infrastructure Roadblocks In India

By: Lakkshay Bussi and Tarun Shukla, SIMS (2011-2013), Pune

Ecommerce encompasses all business transactions occurred over the web. It can range from financial services, travel, and entertainment to groceries etc. The Business to consumer segment for online shopping and ticketing has gained everybody's attention in the last 4-5 years and thus remains the fastest growing segment.

India's ecommerce is currently going through the same stage that the US saw in 1990s, the era where thousands of start-ups were sprouting out and only some, that had the backing of VCs, remained by early 2000s. **"Ecommerce in India is growing quickly"** was a key takeaway according



Image Source: <http://www.telnetonline.co.in>

to a report published by Forrester Research for ASSOCHAM's 2nd National Conference on ecommerce 2012. Though India's ecommerce market is smaller than some other Asian markets, as forecasted by Forrester, it is still growing at the fastest pace and is expected to grow at 57% CAGR by 2012-16 and will be valued at around \$US34 bn. 2011-12 was a milestone with investments coming from overseas markets into Indian ecommerce arena. However India lags in terms of IT, Financial, logistics & supply chain, Investment policy issues.

Following are the key considerations to address the ecommerce Infrastructure issues.

Logistics & Supply Chain – As per Avnish Bajaj Head of Matrix Partners, a VC firm, in India stocking inventory for 60-90 days requires a working capital of \$40-50 mn of the target revenue is \$200mn. Moreover it still takes around 3-7 days on an average to source the product and deliver it. A welcoming change in infrastructure is also seen as several online retailers such as Myntra.com are investing heavily into warehouses and logistics to improve their revenue from non-metropolitan India, which has already crossed 50% mark. This Infrastructure, if developed fully, will also be a source of reve-



Image Source: <http://www.google.com/images>

Finance

Most of the e-retailers still depend upon highly fragmented courier market that only adds to delay. Investments must go into their “own” or “self” delivery system as there is not a single ecommerce solutions provider that provides end-to-end outsourcing solutions. Jabong is investing heavily to have such a There is positive sign in logistics for ecommerce players. As the Indian Govt. has now allowed a 51% FDI in multi-brand retail with a MANDATORY 50% investment in the back-end Infrastructure, such an investment will be really fruitful for ecommerce players to expand into tier 2 and tier 3 cities, once they shake hands with Big brick & mortar store owners.

IT Infrastructure – Ecommerce needs Internet. India’s internet penetration level is around 11.4% as per a report released by IMAI in 2012, which is close to 137 mn users today, out of which only 10 million actively involve in e-commerce. There would be 175 mn people connected to internet by 2015 as per the report which would be a 14.22% penetration

rate. This still is a small number. US and China today have 77.86% and 40.01% penetration rate respectively. Thus the Broadband Infrastructure needs a huge push. It is still expensive to browse the net in India and thus people from tier-2 and tier-3 cities find it difficult to get the Broadband.

The infrastructure in terms of payment gateways also demands attention, as the failure rates of payment gateways are as high as 35%. Firms such as Symantec are now partnering with e-retailers to provide them with better secured payment solutions, but it is still at nascent stage. The payment systems are still very costly as online payment gateways cost almost 4% to the ecommerce players.

Financial Infrastructure – The whole Financial Infrastructure remains a huge problem. It includes the funding for the budding and established e-commerce players along with banking services for masses. According to RBI only 2% of population has Credit card and only 13% has debit card. Most of the tier-2 and tier-3 cities are still “unbanked”. Therefore COD or cash on Demand remains the only option to gain access to this budding market. **According to my conversation with Mr. Santhosh Jose, CEO , Intentree ecommerce testing Services**, getting this cash from their channel partners has now come up as a new area of concern as there are disputes. In 2011 alone, around \$US 177mn were invested into Indian ecommerce by various

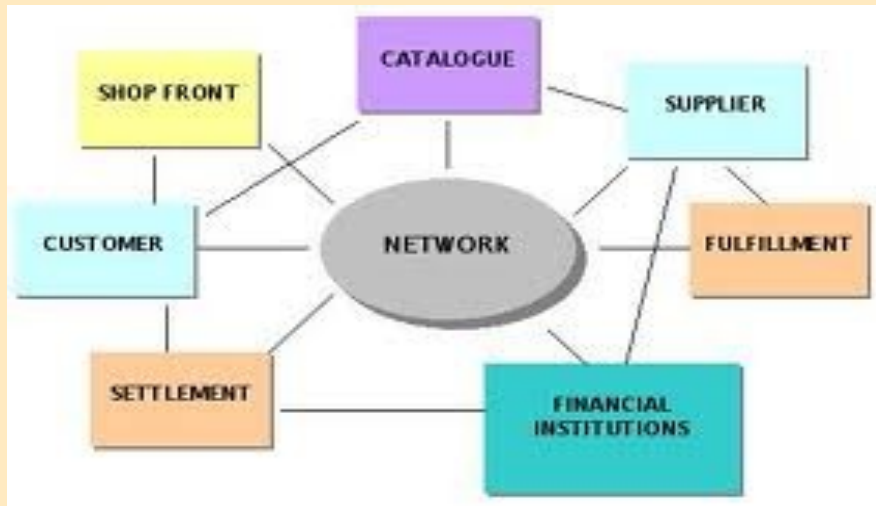


Image Source: <http://cktse.eie.polyu.edu.hk>

E-Commerce Roadblocks

tune of USD 700 mn by 52 VCs in the last 3 years. This is a positive sign, but other players have to depend upon Bank loans that have high interest rates or in many cases Banks are reluctant to invest on account of untested business models.

Other reasons – There are other reasons that affect the ecommerce atmosphere in India. The state specific Octroi, VAT and entry tax further reduce profits. The foreign players are still not allowed to invest in B2C corner whereas in B2B arena, 100% FDI is allowed for them. The web optimization services are at a very rudimentary stage and clear cut goals/strategy is missing due to technical and knowledge constraints.



Image Source: <http://www.google.com/images>

Conclusion

Thus we can conclude that one needs to invest heavily in ecommerce as there is definitely a potential in India considering rising disposable incomes, increasing internet penetration, changing lifestyles etc. The combination of underdeveloped towns, lack of wholly developed ecommerce system and requirement of multiple shipping partners causes delays and increases the costs.

Finance

Probably that's why the Indian ecommerce giants are yet to see positive EBIDTA. Moreover there is not a single company in India that offers full fledged ecommerce service/solutions to



Image Source: <http://www.google.com/images>

which one can outsource. **That says it all.** What India needs today is some heavy investment not only in the areas directly linked with Indian ecommerce but also some basic necessities such as banking solutions, internet/broadband connectivity and efficient back-end infrastructure. The key here would be to achieve economies of scale by consolidating the market and not fragmenting it.

—O—

Big Data and the Future

Measuring Big Data

By: Ashish Himthani, PGP I (2012-2014), IIM Indore

Big Data is here. The analysts and research personnel have made it clear that mining machine generated data is essential to future success. Embracing new technologies and techniques along with providing a fast and reliable path to business adoption holds the key to an organisation's attainment of goals. Adopting appropriate tools to capture and organize a wide variety of data types from different sources is the way to derive the real business value from Big data. This would enable an ease in analysis within the context of all the enterprise data.

Integration of Big Data capabilities with existing infrastructure and BI investments is the need of the hour. Aligning new operational and management capabilities with standard IT, building for enterprise scale and resilience, unifying the database and developing paradigms as we embrace Open Source are some short term and long term measures. Lastly, expanding the IT governance to include a Big Data centre of excellence to ensure business alignment, growing the

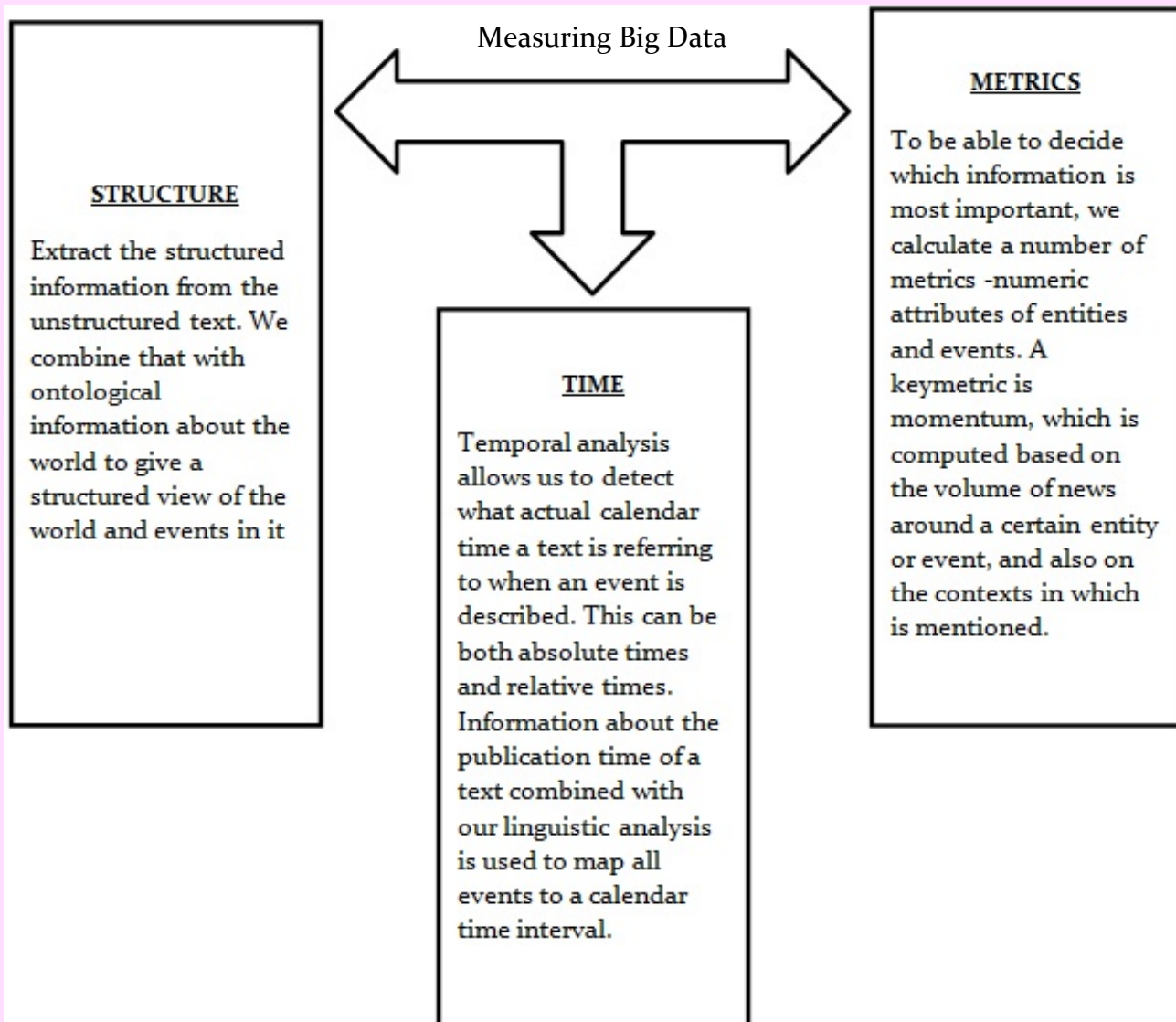


Image Source: <http://greenbokblog.org>

Operations

skilled workforce, managing Open Source tools and technologies, sharing knowledge, establishing standards, and managing best practices need to be taken care of as well.

The term BIG DATA has created a buzz among the enterprises in recent years, but behind the hype there's a simple story. For years, companies have been making business decisions based on transactional data stored in databases. Beyond that critical data, however, is a potential huge chunk of non-traditional and weakly structured data: social media, email etc. that can be extracted for useful information. Reductions in the cost of storage and power have made it possible to collect this data -which would have been thrown away only a few years ago. As a result, the firms are looking to include non-traditional yet potentially very valuable data with their traditional enterprise data in their business intelligence analysis.



Big Data and the Future

The potential of data-driven decision-making is now being acknowledged broadly, and there is growing interest for the notion of Big Data. Factors like Heterogeneity, timeliness, scale and privacy problems with Big Data obstruct progress at all phases of the pipeline that can create value from data. Much data today is not in structured format; for example, tweets and blogs are unstructured pieces of text, while images and video are designed for storage and display, but not for functions like search: transforming such content into a structured format for later analysis is a major task. Big Data is changing the world, and it is opening up a world of possibilities for operational executives. New technologies and evolving analytics-based solutions are changing the nature of workforce management. With quantifiable metrics and an emphasis on the strategic impact of more productive employees, results can be drastically optimized. Suitable investment in Big Data will lead to a new surge of fundamental technological advances that will be embodied in the next generations of Big Data management and analysis systems.

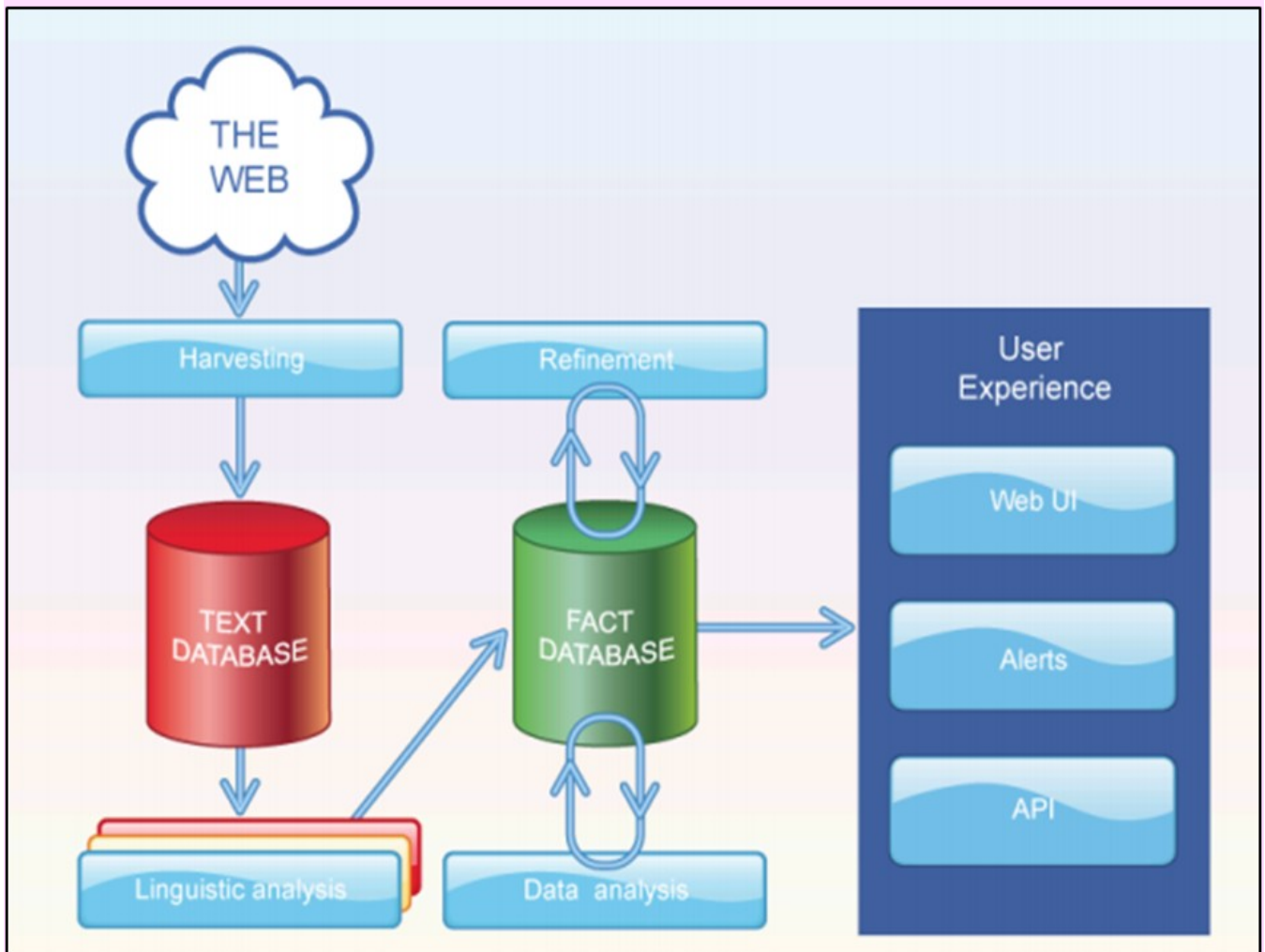


Image Source: <http://bigdataforfuture.com>

Operations

BIG DATA AND THE FUTURE:

With terabytes of data per company and limited number of employees, data has now been one of the crucial factors of production alongside labour and capital. Thus, there occurs a need to tap the opportunity. Using big data would lead to value creation in several ways. First, big data can create significant value by making information transparent and functional at much higher frequency. Second, as firms store more transactional digital data, they can collect more reliable and accurate performance monitoring details on everything like product inventories to sick days, and therefore boost performance. Leading organisations analysing and collecting data to conduct controlled experiments to improve decision-making; while other firms are using data for basic low-frequency forecasting to high-frequency now casting to fine-tune their business knobs just in time. Third, big data would segment the customer base so narrowly which would help them serve better for their tailor made requirements. Fourth, detailed analytics can significantly improve decision-making. Finally, big data would be used for evolution and development of the next generation of products and services. Using big data would be one of the key bases for growth and competition among the firms, wherein the organisations would strive hard to capture the potential value. Growth in productivity and Consumer surplus are also anticipated to be the key consequences of using big data. Issues like privacy, security and intellectual property would have to be addressed while capturing the full potential of big data. Firms would not only have to adopt the appropriate technology and skilled workforce to use big data, but would also have to streamline their processes and structure their workflows to make the most of big data.



Image Source: <http://dataart.com>

—O—

WeChallenge

Change, they say, is the only constant. To survive and grow in the dynamic environs of today, it has become critical to be sensitive to the changes happening around and proactively respond to them timely and appropriately.

India is passing through one of the most dynamic phases of her history. Rapid change is palpable in all spheres of life- be it social, legal, economic, technological, political, cultural or environmental. Tell us, in not more than 100 words, what, in your view, is the biggest change India is currently undergoing and how it is affecting you as an individual. Be crisp and creative - and you could well be the next WeChallenge Champion!

Results - WeChallenge

The much awaited results of the “WeSchool” Challenge is right here!

WeSchool Challenge Competition:

- Saurabh Pramanick, PGDM-BD (2012-2014), WeSchool, Mumbai
- Deepa Kamat, PGDM-BD (2012-2014), WeSchool, Mumbai

Trivia

(this trivia is based on the answers to the previous issue's WeChallenge)

1. Jamsetji Tata belonged to a family of Parsi priests. He began his entrepreneurial journey when he bought a bankrupt oil mill and converted it to a cotton mill which he sold two years later for a profit. He devoted his life to four goals: setting up an iron and steel company, a world-class learning institution, a unique hotel and a hydro-electric plant. These eventually took form of TISCO (Tata Steel), Indian Institute of Science (Bangalore), Taj Mahal Hotel (Mumbai) and Tata Hydroelectric Power Supply Company (Tata Power).
2. Karsanbhai Patel was born into a farmer family. He pursued his B.Sc. in Chemistry and worked as a lab technician. In 1980, he set up Nirma, (named after daughter Nirupama) selling detergent powder. Within a decade, Nirma detergent became the largest selling product in its category.
3. Flipkart is an e-commerce company headquartered in Bangalore. It was founded by Sachin Bansal and Binny Bansal- two IIT-Delhi graduates in 2007. It received its first round of funding from Accel India. In 2011, it acquired Chakpak.com- a Bollywood news site that offers updates, news, photos and videos.
4. Donald Valentine is also called the "grandfather of silicon valley venture capital". In 1972, he founded venture capital firm Sequoia Capital, and in that role was one of the original investors of Apple Computer, Atari, Cisco, Oracle and Electronic Arts. He has played a key role in the formation of a number of industries such as semiconductors, personal computers, personal computer software, digital entertainment and networking.
5. Mark Zuckerberg was one of the five co-founders of Facebook which he launched from his dormitory room. Since 2010, he has been named among the 100 wealthiest and most influential people in the world by Time magazine's Person of the Year.
6. Walt Disney, along with his brother Roy, co-founded Walt Disney Productions, which later became one of the best-known motion picture producers in the world. The corporation is now known as The Walt Disney Company and is one of the largest corporations of the world. fund and a venture capital arm for related activities.
7. Small Industries Development Bank of India (SIDBI) was set up in 1990 to aid the growth and development of micro, small and medium-scale enterprises (MSME) in India. Over time it has floated several other entities including a credit guarantee fund and a venture capital arm for related activities.

Trivia

(this trivia is based on the answers to the previous issue's WeChallenge)

8. An "angel investor" is a person who is the one who not only contributes the capital, but also handholds the entrepreneur from the start-up to IPO stage.
9. "Mezzanine Financing" is a late-stage venture capital provided a company expecting to go public (usually within 6 to 12 months) structured to be repaid from proceeds of the public offering.
10. The National Entrepreneurship Network (NEN) was co-founded by IIT Bombay; IIM Ahmedabad; BITS, Pilani; SP Jain Institute of Management & Research, Mumbai; Institute of Bioinformatics and Applied Biotechnology, Bangalore in 2003 with a mission to create and support high-growth entrepreneurs, driving job-creation and economic growth in India. It provides critical support to start-ups and early-stage entrepreneurs through high-impact entrepreneurship education; access to mentors and experts; fast-track access to incubation and funding; and learning tools and materials.

Results - Article Writing

Congratulations and thank you for writing to us!

- Ketaki N. Kushte and Sylvester Cyriac, GDM E-biz (2012-14), WeSchool
- Kriti Dua and Sankalp Parihar, PGPM (2011-2013), Great Lakes, Chennai
- Aditya Krishnan and Kandarp Desai, PGDM EBiz (2012-2014), WeSchool
- Lakkshay Bussi and Tarun Shukla, SIMS (2011-2013), Pune
- Ashish Himthani, PGP I (2012-2014), IIM Indore
- Aditya Mittal, MBA (2011-2013), SIBM
- Mallikurjan Kulkarni, PGPM (2012-2014), MDI, Gurgaon

Human Resources

Strategic Role Of HRs In Mergers And Acquisitions

By: Aditya Mittal, MBA (2011-2013), SIBM

According to the results of Mercer's 2012 Asia Pacific Cross-Border Post-Merger Integration Survey Talent management, executive rewards, coupled with governance and organizational culture have emerged as key factors to successful cross-border M&A. The survey says "Failure to address "people-centric" issues appropriately can jeopardize the overall success of a cross-border M&A deal".

During the survey Mercer interviewed 41 companies across Asia Pacific that had acquired a new overseas-based business. Those interviewed on a one-to-one basis from these companies include: Human Resource Directors, Business Development and Corporate Strategy Executives.



Image Source: www.skywavesolutions.com

(Only 24% of the respondents cited sale price as a critical success factor for their M&A. The majority, 76%, said that business and organization integration was the most important success factor, followed by talent retention (59%), pointing to a strong emphasis on people related issues. Interestingly, almost 60% of respondents identified culture as a top key challenge during integration, but most companies' integration plans lack the right kind of detail. The survey also revealed "Working with HR on a robust integration plan prior to deal-close is vital, and means that critical people-related details are properly addressed and managed,". The experiences of survey respondents indicate that engaging HR professionals from the outset helps protect against unanticipated people issues arising during integration. The survey also indicated that 66% of companies see executive compensation and benefits as their primary focus during HR due diligence. However, many companies do not have a clear strategy for managing differing executive reward schemes. Handling discrepancies between pay packages on a case-by-case basis can lead to prolonged and costly negotiations. Further, 61% viewed governance of the acquired company as the second most important initiative during integration. Strategies reported range from taking majority board seats and appointing key executives, to leaving the new company in the experienced hands of its existing leadership.

Mergers & Acquisition

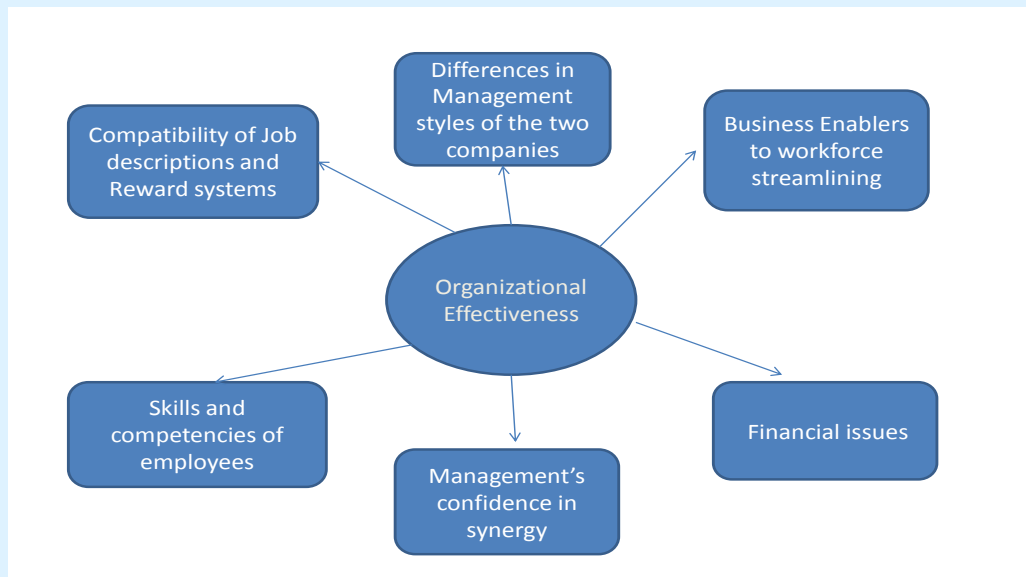
Either way, organizational governance is seen as a key consideration when mergers span borders.

The report also found that a culture integration strategy will not fly without the buy-in of senior leaders. Any successful plan needs to be developed, owned and driven by these key influencer.

Most of the Mergers and acquisitions do not achieve the desired level of success due to people issues. There are many reasons for the negligence of the human resource issues and activities. Some of the reasons are as follows:

1. Lack of awareness about the criticality of people issues
2. No person to articulate these issues
3. There is no model or tool to understand and to manage the human issues
4. The focus while Mergers and Acquisitions are on other activities rather than on human issues

There are various factors that affect an organization's effectiveness during M&As.

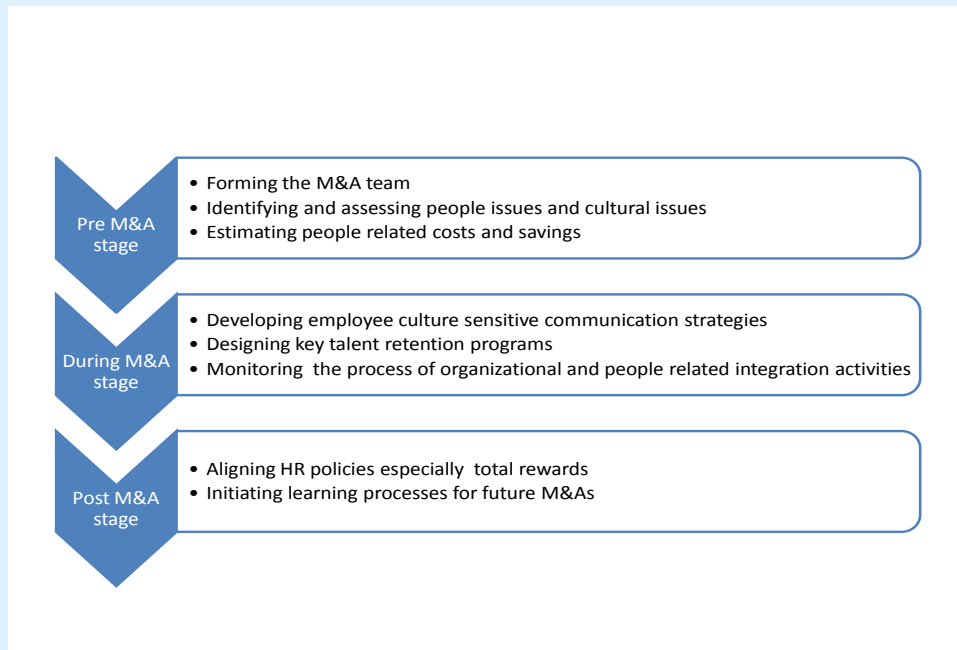


PRE MERGER/ACQUISITION STAGE

Pre merger/acquisition stage is a very good opportunity for the HR department of an organization to appraise its own systems and identify the ones which are not creating a value for the employees by having a look at the fellow company's processes and strategies.

Human Resources

Any M&A process involves three stages- Pre M&A, during M&A and Post M&A stages



HR department should also take into account the corporate attitudes and management style differences. Due diligence reviews done by the HR department should include reviewing organizational culture and structure, employee compensation and benefits, industrial relations, human resource policies and procedures and analysis of key talent. HR professionals can play a very important role by identifying and evaluating the cultural characteristics of the organization across several dimensions of organizational culture and highlighting where significant “culture clash” will impact organizational effectiveness. This will not only help in eliminating the loss of focus and energy resulting from “culture clash”, but also enable the organizations to complete their merger/ acquisition more effectively and efficiently.

DURING MERGER/ACQUISITION STAGE

HR policies determine the condition of employee relations within an organization. The key talent employees should be interviewed and assessed to determine their individual competencies, roles and potential for advancement. Along with this, the objectives for M&A need to be in sync to retain the talent.

The HR team has numerous responsibilities as the merger/acquisition moves into the integration stage. During the first few months of M&A the HR team needs to address various critical issues such as ensuring effective top management leadership, communicating effectively with employees, retaining key talent and aligning the cultures of the organizations.

Mergers & Acquisitions

Organizational culture of an organization includes the basic values its employees share and the ways in which these values manifest themselves in the company's ways of doing things and in their employee's behavior. During M&A blending the organizational cultures of two firms is the most challenging aspect. The HR department can play a very important role in creating and sustaining the right corporate culture by making it clear to the employees what the organization pays attention to, measures and controls. The HR department should also communicate the priorities based on which the employees would receive rewards and appraisals.

POST MERGER/ACQUISITION STAGE

Some of the tasks that must be carried out by Human Resource Managers in most post-merger situations are evaluating and revising HR systems, following an equivalent evaluation of talent across both organizations, convey the benefits of merger/acquisition to the employees, establishing a sense of social security amongst the employees, negotiating with employees, maintaining momentum immediately after the merger by clarifying reporting relationships and by ensuring the continuity of credit facilities. HR department also needs to eliminate redundant executive positions and unproductive employees. Development of newly formed teams, countering problems arising due to interpersonal conflicts, unclear demarcation of team boundaries as well as roles and responsibilities ought to be another thrust area of HR. HR's key role in any M&A is the reinforcement of the new culture. It needs to assist the management in preserving the best aspects of the organization. In order to do this HR can find out through surveys what cultural values are valued and which of them should be preserved. HR department should keep all employees informed of all crucial decisions. Especially, in the case of acquisitions, the HR needs to ensure an equitable and fair treatment of employees. HR department should also maintain open forums where employees can come together and discuss the deal and allay their fears and insecurities surrounding it and enhance effective communication by involving line managers. Post integration the issues of compensation, benefits, training also need to be paid due attention. Product and systems trainings are obvious areas in which training is likely to be needed. In addition to this cultural training is also important as it might help the employees adapt to changes in organizational culture and new methods of working. The role of HR department is to harmonize all activities in different phases leading to the creation of a organization with a mission, vision, a clear purpose and values from two culturally different groups.

—O—

Human Resources

Workplace Transformation for Generation- Y

By: Mallikurjan Kulkarni, PGPM (2012-2014), MDI, Gurgaon

It is time we bid good-bye to the old meeting rooms and welcome new social spaces as the organizations across the whole world are going to witness a huge generation shift in their workforce. The Generation Y, also referred to as the “Millenials”, born between 1977 and 1990, are set to dominate and change the style of work in the next 10 years. These are four recognized generations as follows:

1. Radio Babies (Born between 1930-45)
2. Baby Boomers (Born between 1946-64)
3. Generation X (Born Between 1965-75)
4. Generation Y or the Millenials (Born between 1977-90)

This makes it very necessary to rethink the workspace and the different aspects of office surroundings as the Baby Boomers and the Generation X get replaced by the Millenials. As per the BPW Foundation study, the Generation Y in 2011 is predicted to occupy almost 75% the workforce by 2025. Before we look into how these workplaces have to adjust themselves so as to attract the new generation, let us focus on a few striking differences between the two broad categories of generations I.e. Generation Y and Baby Boomers.

Generation Y	Baby Boomers
Highest priority : Engaging workforce	Highest priority : Meeting rooms Quality
Lowest Priority : Meeting rooms Quality	Lowest Priority : Engaging workforce
Prefer quick, casual and socially-tingled meetings with technology usage	Prefer structured, face-to-face meetings
Prefer a feel-like-home workplace	Prefer separate work life and personal life
Excellent multi-taskers	Prefer sequential style of work
Highly Impatient	More patient
Focus on fixing their weaknesses	Focus on building their strengths
Work is a means to achieve desires	Work is an exciting journey
Expect instant gratification	Happy to get the reward anytime
Not loyal to employers	Loyal to employers
Change is their birthright	Less adaptable to change

Workplace Transformation

Along with the above stated differences, understanding this generation becomes important. They expect more rewards and praises irrespective of achievements. They wish to be treated uniquely and expect quick responses and feedbacks, thanks to facebook status likes and instant SMS replies. Generation Y doesn't expect to stay long in a particular job or even a career for too long. This is mostly evident in the case of fresh recruits who hope for quick promotions into higher roles and onsite opportunities. Millennials network mostly through internet and social networking sites unlike Baby Boomers who are more accustomed to formal meets and telephone conversations. In lieu of their talent, Gen Y demands both tangible and intangible benefits.

The Millennial generation is probably the most highly skilled, sought after, ready to hit the ground running workforce that has ever come across by the organizations. Generation Y's greatest strengths like confidence, optimism, creativity, multi-tasking ability etc. can do wonders in their performance. The effective capitalization and utilization of these strengths will ensure creation of a better workforce. With proper leadership guidance and mentoring, they can become an asset at their workplaces. This calls for adaptability and alignment with the shift. Millennials always look for recognition and hope to work with an easily approachable management. This calls for more employee engagement activities and here comes in the role of the HR department to ensure that there are right communicative channels in order to deal with such issues. These channels can include informal meetings, online feedback portals etc. The following changes and measures can be incorporated in the organizations so as to meet the demands:

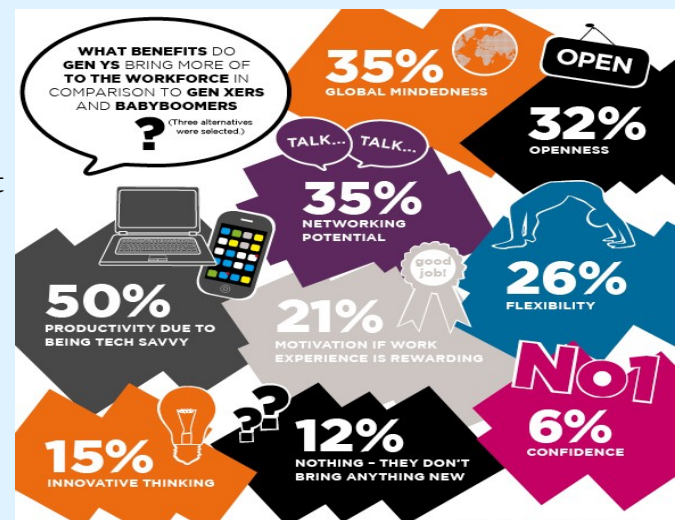


Image Source: www.universumglobal.com

- Free movement: work in a space that they prefer and best suit their activity.
- Open meeting spaces and lounge furniture set-ups.
- Moving from “ME” to “WE” space.
- Approachable feedback systems and communication channels.
- Inclusion of free eatables, discount coupons, paid vacations and ultramodern facilities.
- Access to social networking sites for limited time.
- After work parties and gatherings.

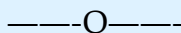
Human Resources

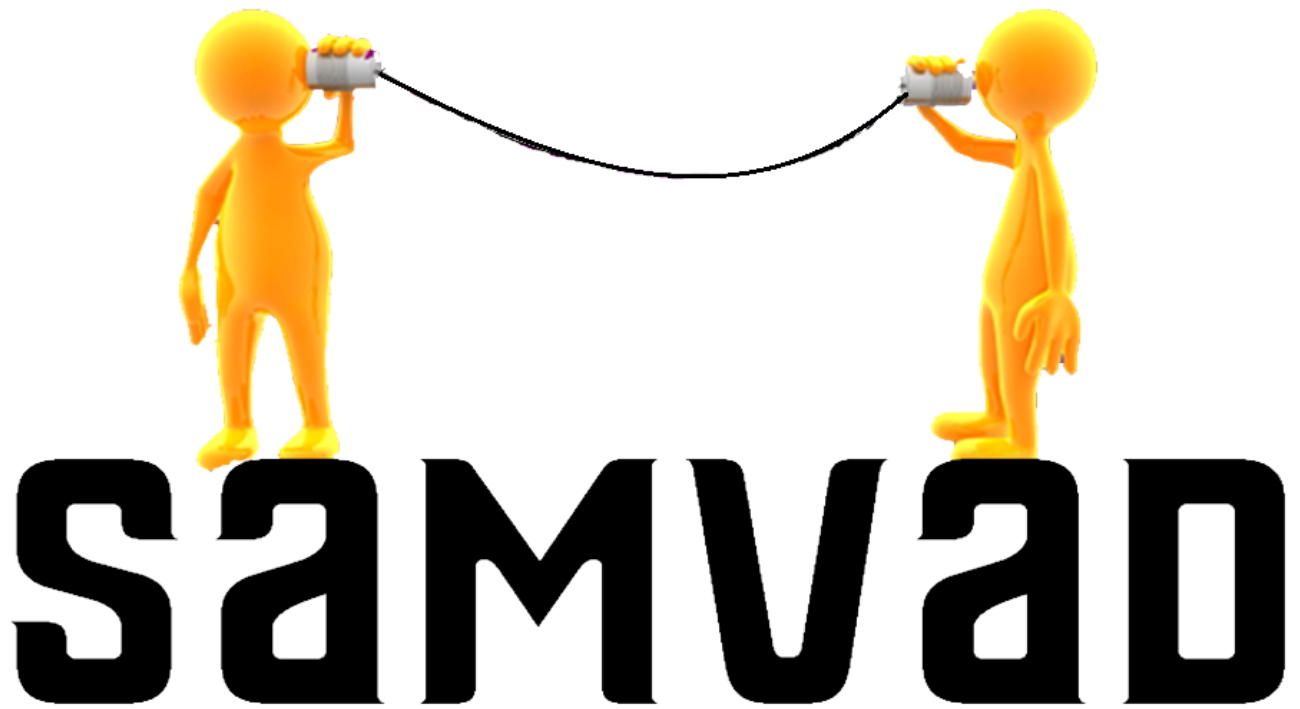
Along with these changes, it also has to be kept in mind that currently, the entire workforce is still a mix of generations having their own demands and expectations. These measures have to be made in a subtle way so as to cater to all these generations. The Millennials carry a perception that the older generations lack trust in them and feel they are too outgoing whereas the older generations feel that the Millennials lack respect for authority, work ethics and practices. The reason to this is inefficient communication between these generations. This gap must be bridged so as to get the entire workforce on a single winning side for the management. The management must portray the differences between generations as its strength and a source for new ideas and policies. A variety of communication channels like face-to-face meetings, telephone, messenger, email, social media etc. must be allowed as these generations prefer different communication methods. A flexible work environment must be created where in an employee can work on a particular project from home which does not need constant interaction and assessment. Along with the traditional incentives for the older generation, the HR department can provide alternative incentives like discount coupons on apparel, recharge offers, passes for concerts on a regular basis so as to increase employee satisfaction.

A changing workforce is inevitable and influences the way organizations do business. This makes the workforce a competitive edge for the companies. The wisdom and knowledge of the older generations must be coupled with the creativity of the younger generations to create a highly competent workforce with superior performance. Good business requires good understanding between the employer and employee. The workplace must evolve to address the generational characteristics and the changing needs of the employees so as to make them enjoy their work and motivate them to come in every morning.



Image Source: www.thinkei.com





As said by Ann Morough Lindburg, “Good communication is as stimulating as black coffee and just as hard to sleep after.” Samvad, which means 'to converse' in Hindi, is exactly the motive of our team Samvad. Our readers and writers are of utmost importance to us at Samvad. We don't like to interact with you only once when the issue is released. So, we thought, what next? Then came the idea of a blog - the ideal platform for meaningful discussion on a more regular basis. Hence, we present to you 'The Samvad Blog'. The Samvad Blog, as the name suggests is a blog dedicated to sharing of information, insights and opinions that allow exchange of some valuable ideas by stimulating your intellectual senses. It will include some interesting reads on management gurus, book reviews, and relevant articles among many other varieties of food for thought.

You can catch us at

<http://samvadwe.blogspot.in/>

Don't forget to comment with your opinions. Always have a healthy debate we say! As progression lies not in agreement, but debate!

Safe Women safe Nation

The discussion on 'Safe Women Safe Nation' conducted by WeSchool concluded on February 26, 2013 with actionable takeaways.

Esteemed guests like **Dr Rajan Welukar**, Vice –Chancellor of University of Mumbai, **Flavia Agnes**- Women's rights Activist-lawyer, **Mona Cheriyan**-HR Director- and member of the Advisory Board of ASK Investment Managers Pvt Ltd, **Dolly Thakore**- Theater director, actress and communication consultant and **Praveen Salunkhe**, Additional Commissioner of Police (Central Region, Mumbai) had a dialogue with the WeSchool students at the session that highlighted the nuances of women's safety in society.



"Sensitizing citizens through education is the remedy, especially in a youth dominated country like India. With 'We link & We care' as our core value, WeSchool has a mandate of working for societal good by nurturing the Global citizen managers who are constantly involved in our various CSR activities" said Prof Dr Uday Salunkhe, Group Director-WeSchool in his welcome note. The discussion enlightened the MBA students with suggestions and advices to fortify women's



safety through various measures, the urgent need to strengthen rules & regulations to curb the growing crimes against women. Women are an inevitable part of the society and it's of utmost importance to encourage, empower and embolden them to build a better tomorrow. In a moving gesture to take this thought further, WeSchool pledged a donation in the name of each of the speaker at the session for the welfare of a tribal girl each through 'Give India' foundation.

—O—

Call for Articles

We invite articles for the March 2013 Issue of Samvad.

The Theme for the next month: March 2013 - **“Women in Management”**

The articles can be from Finance, Marketing, Human Resources, Operations or General Management domains.

Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images.
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com**. **Deadline for submission of articles : 25th March, 2013**
- Please name your file as: <YourName>_<title>_<section name e.g. Marketing/Finance>
- Subject line: <YourName>_<Course>_<Year>_<Institute Name>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Like our Fb pg: [Samvad.WeSchool.Student.Magazine](#).
- Follow us on Twitter: @Samvad_We

WeChallenge

Submission Guidelines:

- Winners to be decided on basis of the time by which we receive your entries.
 1. First place for entries before 13/05/2013
 2. Second place for entries before 16/05/2013
 3. Third place for entries before 20/05/2013
- Send in your entries to **samvad.we@gmail.com**
- Please mention your name, institute name, course details & contact number in the mail.

VLADSTUDIO

Team Samvad



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Suyog Savji	

Winds of Change

I follow the Moskva
Down to Gorky Park
Listening to the wind of change
An August summer night
Soldiers passing by
Listening to the wind of change

The world is closing in
Did you ever think
That we could be so close, like brothers
The future's in the air
I can feel it everywhere
Blowing with the wind of change

Take me to the magic of the moment
On a glory night
Where the children of tomorrow dream
away
in the wind of change

Walking down the street
Distant memories
Are buried in the past forever
I follow the Moskva
Down to Gorky Park
Listening to the wind of change
dream away

Take me to the magic of the moment
On a glory night
Where the children of tomorrow share
their dreams
With you and me
Take me to the magic of the moment
On a glory night
Where the children of tomorrow dream
away
in the wind of change

The wind of change
Blows straight into the face of time
Like a stormwind that will ring the
freedom bell
For peace of mind
Let your balalaika sing
What my guitar wants to say

Take me to the magic of the moment
On a glory night
Where the children of tomorrow share
their dreams
With you and me
Take me to the magic of the moment
On a glory night
Where the children of tomorrow dream
away
in the wind of change

~ *Klaus Meine*

Image Source: <http://images.fineartamerica.com>