



samvad

Best Of 2014



We Chat
Amar Nagaram
Director - Mobile Engineering,
Flipkart

Featured Article
**Viral Marketing -
The Good Epidemic**

Must Read
**Oil Break - Short
term or here to stay?**

January 2015



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.

Dear Readers,

It gives me great pride to introduce Samvad issues 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.



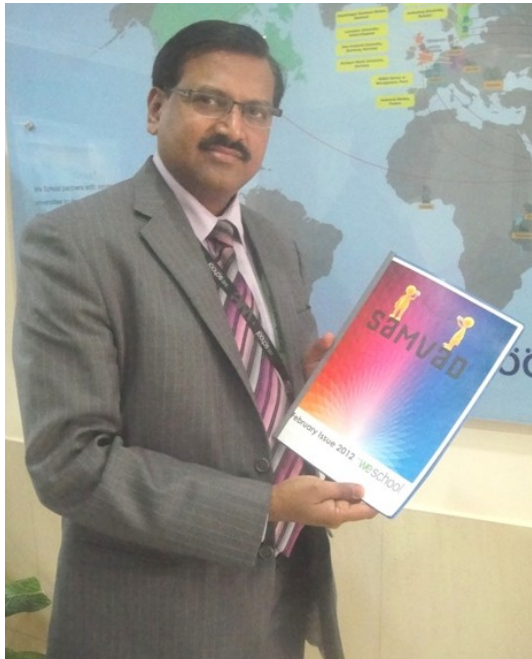
Prof. Dr. Uday Salunkhe,
Group Director

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



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 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.

Dear Readers,

It is said that change is the only constant in life. That certainly holds true for our entire Samvad team here, with the New Year ushering in a change in the magazine team. While the magazine management changes hands, the vision for it remains the same and we continue ardently to be a part of the direction and movement started by our predecessors.

The new team will continue to focus on presenting to you, stories of people involved in cutting edge trends and solutions, and publish increasingly in-depth features and articles, pertinent to the world of business and management.

With the herald of the New Year, we chose to look back, and revisit the events of the past year which defined it. With this issue we take a look back at the 'Best of 2014' and will be throwing a light on who and what made 2014 a truly exemplary year! 2014 emerged as a year of accomplishment, innovation, excitement, joy, euphoria and suspense. Be it the successful Mangalyan Mars mission, the landslide victory of Prime Minister Narendra Modi in the general elections or the ALS Ice Bucket Challenge that took the whole world by storm, there have been several remarkable examples of flawless management that defined this past year.

In this month's issue we celebrate and feature a couple of these changes, which we hope you would find interesting. It has been a busy and eventful year in the business world as well, and who can epitomize this better than Flipkart which, in a very short span of time, has grown to become India's biggest online retailer. In this issue we have Mr. Amar Nagaram, Director of Mobile Engineering at Flipkart.com, elucidating on what drives the immense popularity and business traction in favour of Flipkart.

I hope you enjoy reading this issue just as much as we did developing it. Do remember to write back with your valuable feedback and suggestions. We would love to hear from you on what you thought of this issue, and inputs, if any, to make it a more interesting and engaging reading experience. Stay with us for our upcoming issue on Sports Management.

Until then...

Read Better to Know Better!!!

Best Wishes,

Anuja Kadam

Editor

Samvad - Igniting Thoughts of Tomorrow

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.

We appreciate **Prof. Indu Mehta** for her help in selecting the best Marketing articles. She is a part of our core Marketing faculty at WeSchool.

The Finance articles were scrutinized by **Prof. Sapna Mallya** and we thank her for choosing the most relevant and informative articles.

We appreciate the efforts of **Prof. Jyoti Kulkarni** for selecting the most interesting articles in General Management domain.

The Human Resources articles were scrutinized by **Prof. Rimmi Joneja**. We thank her for choosing the best articles.

We would like to thank **Ms. Yashodhara Katkar**, General Manager - Liaison, WeSchool and her PR team for helping us to reach out to our readers. Also, we thank **Ms. Prachi Shah** and her team for helping us out in the PR activities of Samvad

We are indebted to **Prof. Jalpa Thakker** for all her help and guidance in the making of Samvad. Her insight and suggestions have been of tremendous benefit to us. The Samvad Team would truly be incomplete without her.





WeChat



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An Interview with Mr. Amar Nagaram

By: Team Samvad

(Director, Mobile Engineering at Flipkart.com)

1. Could you please share with us your experience of working with India's largest and fastest growing ecommerce company- Flipkart?

It's been a roller-coaster ride. Flipkart is one of those very few places where you get to learn new things every single day. Like I recently tweeted on the completion of my 1000 days at Flipkart, it is truly a place where your growth in the organisation is driven & controlled by YOU.



2. In 2007, Flipkart started with the sale of books online. What were the reasons for selecting books as the preferred product initially?

Books have low Average Selling Price (ASP). Flipkart started at times when Indians were sceptical about online purchases. If Flipkart was to sell, let's say a mobile phone, it would have been almost impossible to earn trust of an Indian customer as the asp would be much higher. Also books have a longer shelf time and the packaging and shipping was much simpler than any other products.



3. How does Flipkart manage its inventory? What is the process like from the point of receiving the order to delivery?

Flipkart doesn't manage Inventory. Flipkart is a marketplace platform, where we empower sellers ranging from Small, medium to large businesses to expose their inventory to Flipkart customers on Flipkart app and site. But we do provide Flipkart Advantage program to interested sellers. Through this, they get to leverage our warehouse, last mile delivery services. This is helping sellers in freeing them from all the burdens of storage, shipping and most importantly our customers are getting a consistent experience across sellers.

4. What has helped Flipkart remain consistent in service and quality?

Every one in the company is obsessed about "Customer Experience". We take every single complaint very seriously and give it enough attention to get it fixed as soon as we can. This has been a main ingredient of our culture from Day 1.

This is the reason why we were able to scale this quality of service till date. We look for people, at all levels, who are passionate about solving customers' problems as part of our hiring process.

5. In April 2014, Flipkart made it mandatory for all top executives to take customer calls. Have you taken any customer calls and what has been your experience?

Yes I did. This helped me realize that our customers might not necessarily see the feature in the same way we always did. This helped us bring in different thought processes at a very early stage of product development, resulting in much higher adoption of our features. Our mobile app is one fine example of how we designed keeping customer's view as central point. One of the reasons why it is the most downloaded app in India and Apple recognized the app as "The Best App of 2014".

The personal realization I had from this experience is how stressful the job is for our customer care executives. A frustrated customer might take his frustration off on you and yet, you have to stay calm and try to help the customer in best possible way. In fact they were taking the customer's blunt which somebody else caused. One of the reason why, every feature we develop we not only make it simple for our customer but we also empower our customer care to help our customers in case of a need.

6. According to you, what are the key challenges faced by the ecommerce sector in India?

There are multiple challenges an e-commerce company has to deal with. An e-commerce company is all about having right talent. Finding such talent is a huge challenge.

7. Online retailing is growing at a breakneck pace in India, which has the world's third largest population of Internet users even with only a fifth of its population online. How does Flipkart plan to prepare itself for such volumes?

The last Big Billion day exposed our strengths and weakness very well. The thing about Flipkart is we are not ashamed to own our mistakes (Sachin and Binny made a public apology). We have many initiatives going on now to correct the shortcomings and make us ready for the next Billion day and the inevitable scale in the space. Initiatives such as having our own Datacenter, coming up with Alternate Delivery models and many more.

8. Flipkart gets more than half their India traffic through mobile phones. Which technologies or areas does Flipkart see as promising avenues for its customer acquisition strategy in the current and future context?

We are working on iOS, Android and Windows platforms for our mobile apps. We are also working on some browser based frameworks like React to make our apps light weight in terms of memory foot print and at the same time give us agility to move faster with our app releases. So if you are interested in any of the technologies, do write to me.

9. As e-commerce explodes in India, there is competition from both local and international players such as Snapdeal and Amazon. How do you see the future with respect to competition?

We always believed the competition brings the best out of everyone. Every body is trying to win Indian customer and we are happy because in

the end it is the customer who is winning. We will continue to work hard and keep up the trust the Indian customer we have won over last seven years. We feel confident we can do that.

10. Flipkart has been a pioneer in the supply chain space, be it cash on delivery or the Flipkart First Loyalty programme. How does Flipkart encourage the sense of continuous innovation and experimentation amongst its employees?

Like I mentioned, our Supply chain team is experimenting with lot of delivery models. The intention behind any of these innovations is a better customer experience. This is ingrained into everything we do at Flipkart and also everyone is empowered to come up with new ideas, not just the leadership team. This has been how it was from very early days. There has been scores of features that went into production which were totally driven by engineers. The latest one is “Add to Shortlist”. This helps customer shortlist any product they might have liked while scrolling down a long page of products.

11. Tell us more about Hackday at Flipkart and how it has benefitted the organization.

Hack has been the Mantra of Flipkart. We encourage everyone in the company to hack new ideas or products in everything they do. But what we have noticed is many such ideas are not seeing the light of the day because of the ongoing business requirements. In order to create a space for such ideas to be realized into products, we conduct hackdays. This has helped people from different walks of org to collaborate outside of their work scope and come up with really interesting products. This not only fostered a very collaborative environment but helped us launch many differentiating experiences.

12. What would be your suggestions and advice for management graduates looking forward to join the ecommerce industry?

My advice is not necessarily for Management Graduates, but for anyone who wants to work in ecommerce Industry. This is a space that is yet to be explored in developing countries like India. What Flipkart and other major players have done is they barely scratched the surface. The next set of customers is going to be the millennial population and people from tier2, tier3 cities and rural India and is going to be mostly on smart phones. You have an unique opportunity to think the unthinkable (as of today) and make an everlasting impact. The only thing that is going to help you in this journey is your passion to make the change happen. If you don't have this passion, this space might not be for you.

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Viral Marketing: The Good Epidemic

By: Vivek Nair, MMS (2014-16), WeSchool Mumbai.

VIRAL MARKETING:

Some have tried renaming it given the shivers this might send down people's spine for associating something as dangerous as a Virus to Marketing. I believe the name serves its purpose very well. Just as a virus which thrives on a host, multiplies exponentially and finally consumes all senses, Viral Marketing and its underlying concepts follow the same motto of existence. Simply put, Viral Marketing is a type of marketing technique that relies on and encourages people to pass along a marketing message through self-replicating viral processes.

Hotmail was one of the pioneers who executed a successful viral marketing campaign. Back in the 90's they witnessed an exponential growth in the number of users through an idea as simple as adding a footer note that promotes their e-mail service at the bottom of every existing user's outgoing mail. Come present day and we have a campaign of similar sorts that is creating waves in social circles.

The "ALS Ice bucket Challenge".

Social feeds from across the world are flooded with videos and photos of people, both celebrity and otherwise drenching themselves in a bucket of ice cold water. The purpose behind the task is to create awareness about amyotrophic lateral sclerosis (ALS) and generate donations for research. The challenge involved people pouring a bucket of cold water over their heads, thereafter nominating others to do the same. The condition being that a nominee had 24 hours to complete the challenge failing which they would make a monetary contribution towards ALS association. So what makes the ALS Ice bucket challenge so successful??

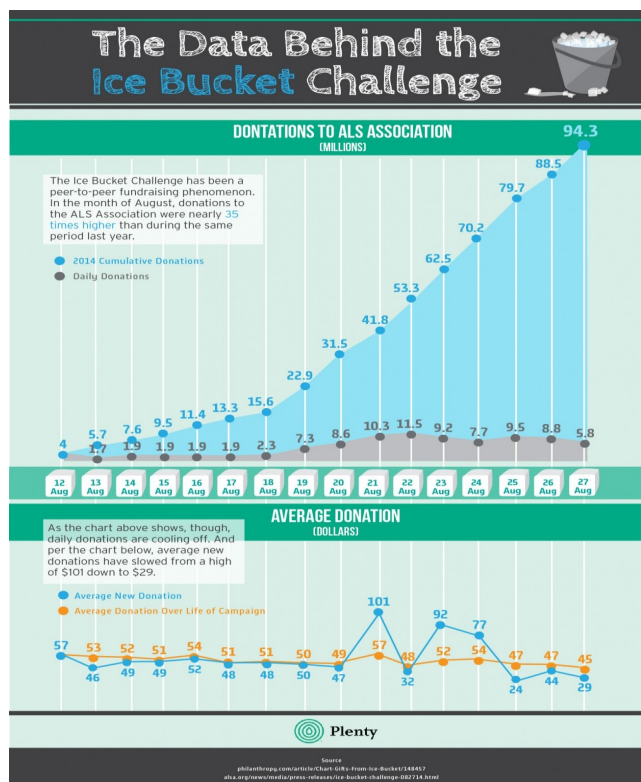
For an average social media user, there is a plethora of material available online and it takes more than mere ideas for them to share your content. What worked in favour of the Ice bucket challenge is the fact that it was cause related and entertainment based which made users share and they did that in droves. It was the kind of marketing strategy that start ups and small businesses are always dreaming will catapult them. The important lesson here is that a simple idea can sometimes make a huge difference. Some of the steps that could probably help marketers learn from the Ice bucket challenge are



Image Source: <http://www.forbes.com/sites/dandiamond/>

- 1) **Cause is the key:** As mentioned earlier, one of the key elements of success of the Ice bucket challenge was how it associated a cause with an entertainment factor. The built in incentive for the user performing the task was what made it doubly enticing for him to share the content online. The event was attractive to celebrities as it helped them entertain people while contributing towards a good cause.

- 2) **Simplicity is your friend:** The time has long gone when users were willing to read out hoardings, articles and web pages to understand messages. A promotional activity where the content is explicit is what they prefer these days. Pouring a bucket of ice cold water over you is as simple as it gets.
- 3) **Feel good factor:** Feeling good about something you've done is on every person's wish list. People are always on the look-out for ways to contribute to the society without putting in too much effort. The ALS Ice bucket challenge raises money for a medical cause. No matter how small the donation maybe, it gives the participants a sense of satisfaction of having helped others in need in their own little way.
- 4) **Anticipation and Participation:** A person nominated for the Ice Bucket Challenge has 24 hours to accept and complete the challenge failing which they make a monetary contribution to the ALS Association. The 24 hour deadline propels the process forward rapidly. Also the person challenges three other people of his choice ensuring increased participation at every level and broad networking.



How the Ice Bucket Challenge has helped the ALS Association:

ALS was a disease people were highly unaware of prior to the viral success of the Ice Bucket Challenge. The numbers point towards the same story. As of 27 August 2014, the ALS association has raised \$94.3 million from over 2.1 million new donors. Compare that figure to this time last year, when the organisation had earned only \$2.5 million over the same period. A very small percentage of the population is affected by ALS and hence the visibility of the charity was relatively low.

People around the world have now become aware of the association. There were several celebrities who appeared taking the Ice bucket challenge and it has now become easier for the charity to rope in celebrities for promotions as there is increased awareness among the community. As of August 29 2014, the ALS Association reported donations of over a \$100 million in the span of a month. Forbes called it the "The Philanthropic Blockbuster" but the ice bucket challenge has received its fair share of criticism. . From water wastage to use of donated funds, the associations have faced several allegations. A few argued that the act of making the video had become the prime focus over the substance of charity itself. However the donations and the response to the cause speak for themselves. The Ice Bucket Challenge has made it to No 5 on the '2014 Most talked about events' list released by Facebook. \$115 million in donations and a spot on Facebook's list, there is very little one can argue against these numbers. The Ice Bucket Challenge may forever change the way charities approach fundraising.

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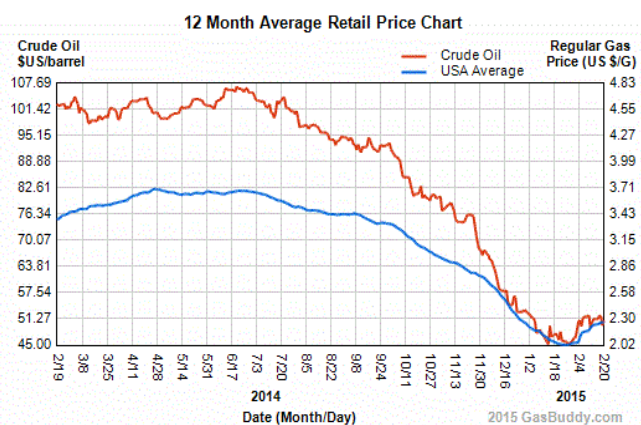
Image Source: <http://marketingland.com/als-ice-bucket-challenge-viral-success-cause-96463>

'Oil Break' - Short term or here to stay ?

By: Sandeep G Y, PGP (2013-2015), IIM Lucknow

Oil is so much more than a fuel. It's a weapon and a strategic asset for political players. It's a maker of fortunes and a leading indicator of the global economic outlook. It's also called as the resource curse, a term made popular by the British economist Richard Auty. No wonder, when the price of such an important asset declined by more than 50% in the year 2014 alone, it hogged the limelight in the global economic front. It has made OPEC irrelevant for the first time in the collective memory of this generation.

Supply disruptions amidst global tensions in the Middle East during this year were expected to lead to an increase in the crude oil prices. However, an unexpected trend of decline in the oil prices caught everyone off guard.



Brent crude oil price chart

Image Source:

www.virginiaagprices.com/crude_chart.aspx

Reasons for the declining oil prices

Crude oil prices had shown great fluctuation in past years, this was eventually the result of various global activities such as Oil Embargo, Iranian revolution, Iran/Iraq war, U.S. price controls, Gulf war, Asian financial crisis, series of OPEC cuts, Recession, Libyan uprising etc.

Shale Oil Boom :

The global oil market appears to be on the verge of a pivotal shift from an era of scarcity to one of abundance. The oil imports by the US has declined considerably as the supply from the unconventional the shale gas technology appears to bear fruit. The oil production has soared to a 30- year high. The US shale revolution has added 1 million bpd to US output in each of the three years.

Slow down in Euro Zone and China :

Another reason which has resulted in the slump of the oil prices is the slowdown the world's manufacturing hub, china and the region with the maximum impact, Euro Zone. The World Bank, earlier this month, cut its 2014-16 growth forecasts for developing East Asia, noting that China is likely to post a lower growth due to its policies aimed at putting its economy on a more sustainable footing. It has maintained cautious optimism on the growth in Euro Zone. A possible rise in the US interest rates by Federal Reserve post winding up of the unconventional monetary policy, QE3 and weaker than expected growth in the global trade have also contributed to the cut in its previous forecast.

Are the lower prices sustainable ?

The oil price fell considerably to a low of \$40 during the financial crisis of 2008 as well. However, it rose quickly to the level of \$100 in the subsequent years owing to the accommodative policies of the central banks across the world to wriggle the nations reeling under the crisis. So, a few experts believe that the current slump in oil prices would be a temporary phenomenon. But there are so many reasons which suggest the contrary.

This is because of the structural changes in the oil supply and not merely a supply-demand phenomenon of the 2008 crisis. The scenario of lower oil price may continue in the year 2015 as well due to the following reasons.

Intransigent OPEC

Since Jan 2012, OPEC members have exceeded their target daily production level of 30m bpd by 0.88m bpd. Its own demand forecast was more than 1m bpd lower than the target production level. Even then, Saudi Arabia decided to hold output at 30m barrels a day (bpd) in its November 2014 meet and opted for market share preservation despite calls from poorer OPEC members for a production cut. It intends to drive away the competition from shale oil with the lower oil prices as it has enough reserves to win the price war.

Shale Oil Boom :Self sufficient US

Proved reserves are estimated volumes of hydrocarbon resources that analysis of geologic and engineering data demonstrates with reasonable certainty are recoverable under existing economic and operating conditions. U.S. proved reserves of crude oil and lease condensate increased for the fifth year in a row in 2013, and exceeded 36 billion barrels for the first time since 1975. It was 36.5 billion barrels in the year 2013. Thus, Shale oil technology is helping the US increase its daily production to multi-year highs

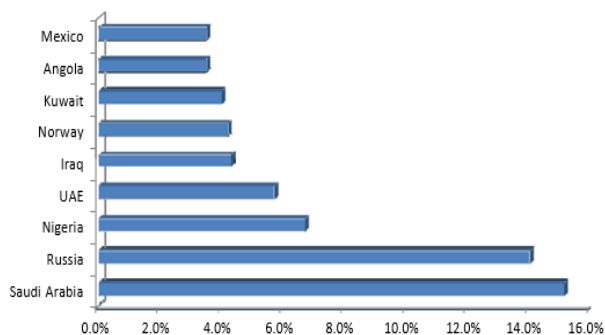


Image Source:

<http://markets.ft.com/research/Markets/Tearsheets/Summary?s=CL.1:N>

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Lower global demand to continue

A structural change in the oil supply due to shale oil technology has resulted in the belief

that there is a little chance of oil price reaching the \$100 mark in the near future.

The big demand drivers of china and Europe have been slowing which has only strengthened the case of lower demand for oil in the year 2015 as well.



Image Source: <https://www.iea.org/>

Another reason why demand would be muted this time even after the oil price decline is the fear of deflation in many advanced economies. Only when the people in those economies are willing to spend the windfall generated due to the lower prices can we expect a surge in the demand which is not possible due to the already low inflation rates as a result of the current accommodative monetary policies.

Conclusion :

The success of shale oil technology amidst easing tensions in the Middle East coupled with muted global demand for oil has resulted in the decline of oil price by around half in the year 2014. Such a slump usually results in the windfall income in the hands of the individuals and is expected to rise within no time. However, the demand cannot be expected to rise this time due to the ultralow interests across the world as a result of the accommodative monetary policies of the central banks of the advanced economies. The reasons for a case of low oil prices (sub \$100 level) are reluctant OPEC to cut production, sustained increase in US oil production, muted global demand, strengthening dollar and a possible political game by the US and Saudi Arabia against Russia for its actions against Ukraine in defiance of the warnings given by the US.

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Industry 4.0

By: Nikhil Kumar, PGDM E-Biz (2014-16), We School, Mumbai

Starting In 2012 and now through 2014, the modern workforce has witnessed the nascent stages of a concept known to many minds as "Industry 4.0", and used interchangeably with the term "Smart factory". Some cite it as the very seed of the development of "Internet of Things", and some cite it as the coming of age of the "Internet of data and services" (cloud computing) as we know it. These are the very roots of what the world has now come to know as the "Fourth Industrial Revolution". The two key enablers of this forthcoming industrial revolution are:

1) Cyber Physical Systems (CPS):

At heart of the idea we now have come to call "The smart factory" lies a system of collaborating computational elements (Sensors and processors) controlling physical entities (machines). The system is known as a CPS, cyber physical system. That in its very definition is enough to let the reader know that the age of "men at work" is now going to transform into "machines at work, with men in charge". Imagine a factory where a production area of over 5000 sq.ft can be operated, monitored and controlled by as little as 50 men and women. So machines have gotten smarter alright, and how! Today's production line employs machines that have integrated sensors to give us an accurate metric of its input and output characteristics, along with diagnostic information about its own health and recommend action, or even mend itself. Combined with the advantage of worker intellect, we can surely say our systems are getting more accurate, more easy to use, and much more long-running than the behemoth machines of the 70's and the 80's.

These embedded sensors can enable machine to machine learning within a factory or even outside of it. If machines can connect to a server through a computer, then they can surely connect to themselves, and learn from each other. No more will be the days of "Production delays" and "Assembly line clogging". These smart machines can and will manage everything themselves right from minding their own functioning rate, to taking a virtual cognizance of its own environment, and adjusting its functioning accordingly to meet the required output, just like we humans do, everyday.

The promise of remote-controlled automation is making daring inroads into manufacturing settings and maintenance applications. The original machine-based vision of automation—powerful super-robots without people to tend them—underestimated the importance of communications. Today, this is purely a matter of networked intelligence, now well developed and widely available.

Machine to machine communication and learning has never been more important to us than now. Real-time insight into equipment function down to the component level with machine sensors and big data analytics allows you to take proactive action for continuous operation. Communications support of a very high order is now available for automated processes: lots of sensors, very fast networks, quality diagnostic software and flexible interfaces—all with high levels of reliability and error-correction advisories through centralized operations.

One of the earliest descriptions of the automatic factory in fiction was the 1955 short story "Autofac". With technology available today, fully

automated factories in a truly realistic sense are quickly becoming an accepted fact. The term “lights out” has been used to describe fully automated factories. A testament to the above are the examples below:

IBM has a keyboard assembly factory in Texas that is already totally lights out. A few engineers and technicians are on-site to support the machines producing computer keyboards. People drive trucks up to the factory doors, delivering raw materials and picking up finished products. The factory operates 24 hours a day, seven days a week, with down time only for scheduled maintenance or repair.

FANUC, a Japanese robotics company, has been operating a “lights out” factory for robots been operating a “lights out” factory for robots

FANUC, a Japanese robotics company, has been operating a “lights out” factory for robots since 2001. Robots are building other robots at a rate of about 50 per 24-hour shift and can run unsupervised for as long as 30 days at a time. “Not only is it lights-out,” says Fanuc vice president Gary Zywiol, “we turn off the air conditioning and heat too.”

Germany has played a large role in the support to the cause of advancing the reach till Industry 4.0. The technology network “it's OWL” – short for Intelligent Technical Systems OstWestfalenLippe – is an alliance of 174 businesses, universities and other partners. It is involved in 46 research projects to develop intelligent technical systems and make Industry 4.0 a reality.

In the technology network it's OWL (Intelligent Technical Systems OstWestfalenLippe), global market and technology leaders in mechanical engineering, electronics and electrical engineering, along with the automotive supply industry, pool their strengths. Together with regional research institutes, they work together on new technologies for intelligent products and production systems through 46 projects. The focus is on the fields of self-optimization, human-machine

interaction, machine-machine interaction, intelligent networking, energy efficiency and systems engineering.

2) The Industrial Internet (conceived and developed by GE)

The industrial internet is a term coined by General Electric and refers to the integration of complex physical machinery with networked sensors and software. The industrial Internet draws together fields such as machine learning, big data, the Internet of things and machine-to-machine communication to ingest data from machines, analyze it, and use it to adjust operations.

It essentially plays the role of the spine to the concept of the “smart factory” and “cyber physical systems”. A network using the internet to connect all devices and equipment together, allows for data to be exchanged in real time enabling the very concepts mentioned. This everyday operation would create massive amounts of data through sensors, when mined, decisions regarding the critical success factors can be taken very easily and preventive or enhancement measures can be taken almost instantly. Over the long run, such a factory would benefit large corporations, helping them produce better products by using less materials and power.

What is more interesting is the extent to which control can be centralized. Factories being remotely operated, and controlled by wire down to the very components of its machines. Large multinational manufacturing or retail outlets can benefit hugely by using many such smart factories and stores, and the effects of it on the workforce are to be considered as well. Better trained workers would be required to service these machines, this would enable companies to spend more time and money to ensure better worker training and job quality. Hazardous materials or dangerous environments wouldn't matter then.

It's the convergence of the global industrial system with the power of advanced computing, analytics, low-cost sensing and new levels of

connectivity permitted by the internet. And with it, there's major transformation taking place in the industry.

By 2025, 80% to 100% of manufacturing in the US and UK could be using Internet of Things applications meaning that machines, sensors, You may recall the old automation wisecrack, “The fully automated factory of the future employs only one man and a dog. The dog is there to make sure the man doesn’t touch anything, and the man is there to feed the dog.” and other equipment mutually connect and communicate through the internet.

GE estimates that the Industrial Internet could add \$10 to \$15 trillion to global GDP over the next two decades. Although there are already some 10 billion connected devices, they represent just 1 percent of what’s possible. That number will grow to 50 billion by 2020, expects GE.

The industrial internet is a term coined by General Electric and refers to the integration of complex physical machinery with networked sensors and software. The industrial Internet draws together fields such as machine learning, big data, the Internet of things and machine-to-machine communication to ingest data from machines, analyze it, and use it to adjust operations.

It essentially plays the role of the spine to the concept of the “smart factory” and “cyber physical systems”. A network using the internet to connect all devices and equipment together, allows for data to be exchanged in real time enabling the very concepts mentioned. This everyday operation would create massive amounts of data through sensors, when mined, decisions regarding the critical success factors can be taken very easily and preventive or enhancement measures can be taken almost instantly. Over the long run, such a factory would benefit large corporations, helping them produce better products by using less materials and power.

What is more interesting is the extent to which control can be centralized. Factories being remotely operated, and controlled by wire down to the very components of its machines. Large multinational manufacturing or retail outlets can benefit hugely by using many such smart factories and stores, and the effects of it on the workforce are to be considered as well. Better trained workers would be required to service these machines, this would enable companies to spend more time and money to ensure better worker training and job quality. Hazardous materials or dangerous environments wouldn’t matter then.

It's the convergence of the global industrial system with the power of advanced computing, analytics, low-cost sensing and new levels of connectivity permitted by the internet. And with it, there's major transformation taking place in the industry.

By 2025, 80% to 100% of manufacturing in the US and UK could be using Internet of Things applications meaning that machines, sensors, and other equipment mutually connect and communicate through the internet.

GE estimates that the Industrial Internet could add \$10 to \$15 trillion to global GDP over the next two decades. Although there are already some 10 billion connected devices, they represent just 1 percent of what’s possible. That number will grow to 50 billion by 2020, expects GE.

You may recall the old automation wisecrack, “The fully automated factory of the future employs only one man and a dog. The dog is there to make sure the man doesn’t touch anything, and the man is there to feed the dog.”

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It also extends to strengthening the image of the company - in other words, its “Employment Brand”. This network goes a long way in promoting the company, increasing its visibility and of course attracting the employees. Skill inventories also maintain the record of skill sets and resumes which can be used whenever a requirement arises for an organisation. This reduces the expenditure and labour required for the whole recruitment process.

Another emerging trend that seems to be much in favour of the companies these days is that of “Application Tracking System (ATS)”. This is a software application handling the recruitment needs of an organization. It involves filtering out the applications of the candidates on the basis of certain keywords, skill sets, prior experience etc. This in fact answers the question of why an applicant these days is made to fill exhaustive job application forms that demand information ranging from interests to social media presence. ApplicantStack and Recruiterbox are examples of such ATS software.

This inadvertently leads to the discussion of the other buzz word making the rounds of the HR circuit - “Big Data”. Collecting information in such high volumes leads to the creation of a huge repository of data popularly known as “Big Data”. This data when analysed can reveal a lot of otherwise hidden patterns and trends. For example, a certain number of employees in an organization who perform well might be found to be having a similar previous job experience which in some way is contributing to their performance within the organization. Recent surveys have shown that companies making use of Big Data as a tool to enhance their recruitment function are actually able to give a better “candidate experience” to the candidates than their contemporaries.

Candidate experience is now a parameter being increasingly considered by the companies. The candidates irrespective of whether they take home a job or not must at least take home a good candidate experience. And the companies are finally realising that.

Starting right from the process of filling the job application to giving the interview, the process must be a satisfactory one for the candidate. The candidate at no point must feel deprived of a fair chance. This again can be traced back to the “Employment Branding” concept wherein a good candidate experience will ensure good reviews about the company being given on the much popular social forums like LinkedIn, Glassdoor, etc.

The above mentioned trends are undoubtedly a big step ahead in the direction of reforming the Recruitment and Talent Acquisition function. However, the question still persists - is the existing method of selection adept at gauging the potential of the candidates properly? Many would answer in a NO for sure.

The best way is to ask the candidates themselves. A forum could be created by the company where it could ask the applicants for feedback to their selection process. The forum would serve as a medium of interaction between the company and the candidates where the candidates could make suggestions to the company on how the process could be made more efficient. This could prove to be a mutually beneficial solution where the candidate could receive information and the company could enhance its goodwill.

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Richard Branson v/s Vijay Mallya—Lessons Learnt

By: Nakiya.R.Garari, PGDM-HR (2014—2016), We School, Mumbai

Genuine leadership is not bestowed by a title or limited to the top management. It is actually how we as individuals manage to influence the lives of those around us. Leaders act with a reason, rather than getting into mindless activity. They look for ways to encourage the contributions and development of others rather than focusing solely on personal achievements. Leaders hence create a legacy of accomplishment and contribute in everything they do.

This article draws parallels between the leadership styles practised by two of aviation sectors most flamboyant personalities- Sir Richard Branson and Dr. Vijay Mallya. There have been similarities abound between these two individuals, with both men's capacity for public relations, being as famous as their propensity for financial risk. However, today, everything about Branson and Mallya is as different as chalk and cheese.

While Branson still delivers remarkable results by being the face of his company, Mallya's idea of propelling himself as the face of Kingfisher now seems unwise in light of the troubles poking at the airline. His message "I am taking things personally" displayed on the airline's website defies logic, to say the least. The two airlines have had to face tough competition from established rivals, when they started off operations initially and while Virgin is going steady today, Kingfisher has been grounded and its future seems uncertain.

Sir Richard Charles Nicholas Branson

Branson set out with his first successful business venture when he opened a chain of music record stores under the brand name "Virgin".

After earning a subsequent amount in his record store, Branson launched the record label Virgin

Records which became an amazing success. He then went on to set up Virgin Atlantic Airways and expanded his records label.



Image Source: www.networkmarketing.se/richard-branson/

In 1992 to keep his airline company sailing, Branson had to sell his much loved Virgin record label. This was a heart breaking decision for him as the record label had been the very beginning of the Virgin Empire.

He believed in the fact that he wanted to try out something new, something unique. He is one of those people who not only believe in doing different things but also doing the same thing differently. He shared his vision with his followers in such a way that they shared their goals with the bigger goal i.e. the organisational goal.

Branson has a startling ability to connect with others. He is a man of a High Emotional Quotient. He is not a person who was nice all the time but is smart with his emotions. In Branson's case emotions are neither good nor bad. They are information to him. He believes that by listening and paying heed to this information he could use his IQ more effectively, because he could reason out better when he would take emotions into consideration.

Branson is a High LPC leader i.e. a relationship oriented person according to The Contingency Model by Fieldler 1964. Branson hence could be

termed as a charismatic leader, a leader who is self sacrificing, visionary, a change agent and uses his charm to inspire trust and devotion in others. He has a referent power which came with his enigmatic personality and had the capability to influence others.

Dr. Vijay Mallya

Dr. Mallya launched Kingfisher Airlines as one of the UB groups major new business ventures. The luxury brand to travel by air has now tragically landed up with huge debts and employees retaliating for their salaries. It was the merger with Air Deccan that caused the company to fall down. Kingfisher Airlines acquired Air Deccan and renamed it as Kingfisher Red, introducing it as a low priced alternative for travelling.



Image Source: www.freepressjournal.in/topic/vijay-mallya/

Even though Dr. Mallya is seen as a visionary and risk taking leader, he lacked a few qualities. Lack of delegation was one of them. He never delegated work and everything came on him. Another thing was muddled decision making.

Dr. Mallya thought that acquiring Air Deccan would lead to passengers graduating to Kingfisher full time but just the opposite happened. Dr. Mallya lost focus on full service in venturing into the low cost model. One can say that he was a transformational leader to the extent that he had idealised influence, inspirational motivation, intellectual stimulation and individualised consideration in varying degrees. A major weakness of this leadership is that it lacks clarity and requires motivation to translate the leadership to outcomes and this black box problem is what happened to Dr. Mallya. He also needed to use a social structural perspective based on the idea of sharing power between subordinates and superi-

ors with the goal of cascading relevant decision making power to the lower levels of the organizational hierarchy. He kept pursuing his so called pet project of low cost flying in spite of the fact that it had turned into a loss making unit. He did not hear the views of his subordinates. In fact his subordinates were not keen on entering the aviation sector but Dr. Mallya acted on his own accord.

The company needs a leader who as Zeitgeist means “spirit of time” rather than the “king of good times”. One who can take into account the current environment, changing conditions and then be transformational for the company. A recipient of the Global Leader for Tomorrow by the World Economic Forum, he is now named a Wilful Defaulter. Some people still call this millionaire the Richard Branson of India while others wonder when would he give up on his extravagant expenditure IPL parties and Kingfisher Calendars and work for the people.

In today’s time being a good leader is just not enough. A leader may have the confidence, team spirit and zest to lead others and bring prosperity to his company or his department, but also he must be someone ethical and adhering to responsibilities of corporate governance. Today what counts is not how much money you made, but how much value you created. This is the sole factor that leads to customer delight.

In case of Virgin, Branson not only created value but he multiplied it two-fold. In case of Mr.Mallya the lingering question still is, is value tarnished or there still is a silver lining to its dark clouds. All we can say is that genuine leader’s make things better not only for themselves but for others whether or not there is a reward or recognition. After all leaders are the ones who accept their mistakes rather than contemplating on ways to get out from them.

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We invite articles for the February 2015 Issue of Samvad.

The Theme for the next month: February 2015 - **“Sports 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 February, 2015**
- 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.](#)

Samvad Blog

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.

<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!



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