



# SAMVAD

*Igniting Thoughts of Tomorrow*

WeChat

Mr. Rahul Jain  
Founder and CEO,  
RA Organic Foods



Featured

A Message for Aspiring  
Entrepreneurs

# Entrepreneurship

Venture  
innovation  
Design  
business



Litomania - Beyond Literature

Other Article : Born from the Ashes

October 2014

S.P. MANDALI'S  
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## 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.



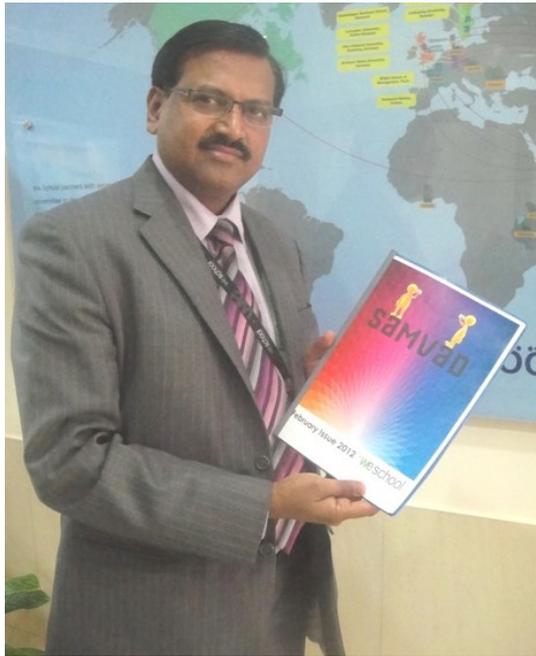
**Prof. Dr. Uday Salunkhe,  
Group Director**

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.

Dearest Readers,

Greetings from Team Samvad!

It gives me and the entire Samvad Team immense satisfaction to bring to you the latest issue of Samvad on the theme “Entrepreneurship”.

At least 40 students in the batch of 2015 across Indian Institutes of Technology have decided to shun the lure of fat pay cheques to start their own ventures, buoyed by the success of several existing startups and increasing presence of venture capitalists. This recent News from the IIT tells us that if there is a right time to be an Entrepreneur, it is now. Entrepreneurship has now become a legitimate career choice for 1000's of young and aspiring B-School graduates across the country.

To give you more insights on Entrepreneurship, we have Mr. Rahul Jain, Founder of RA Organic Foods, a young Entrepreneur from ISB. We Hope the interview adds lot of value to your reading. The featured article gives an overview of how it is to dream big and make your dreams into reality at the very beginning of your journey as an Entrepreneur.

We are thankful for all the wonderful comments, compliments and suggestions for improvisation by you all and we are striving for the best. We hope with this issue we provide you with different perspectives on this sector. We will be happy to hear if you personally wish to enter this sector or have a vision to bring about a disruptive change at the grassroots level. It's time we ignite our thoughts in to actions for a better tomorrow.

Hope you will like reading this issue. Feel free to give us your feedback. The team will strive hard to make your readership experience more worthwhile.

Read Better to know Better...!!!

Best Regards,

Anurag Chatterjee

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.

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

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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.





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## An Interview with Mr. Rahul Jain

*By: Team Samvad*

*Founder at RA Organic Foods*

### 1. Could you please take us through your professional journey? How did you decide to be an entrepreneur?

I did my Engineering from IIT Bombay post which I joined Deutsche Bank as an Investment Banker. I was working with their Global Market Scheme at Mumbai. Soon after I moved to Deutsche, Singapore and then Deutsche, Hong Kong where I was handling pretty big portfolios. However, I come from a family business background and during my time at Hong Kong, the entrepreneur bug bit me. I started thinking about how I could use an MBA as a soft lining and that's how I landed up at Indian School of Business, Hyderabad. I chose ISB for a multitude of reasons ranging from the networks, the knowledge bank, the professors and a lot of other things that you learn at a B-School. Since I was absolutely clear that I wanted to start a business after my MBA, I could actually leverage the course to my advantage

### 2. Given that an entrepreneurial inclination could result in a plethora of ideas how did you decide to enter the food business?

Actually, it was more of a personal paying point that got us into this. My business partner Anmol has lived in New Zealand for almost 15 years now and when he came back, we started noticing a lot of difference in the quality of food items consumed in India, especially milk and milk products. There were a lot of aspects to it like



technology, heavy manufacturing, e-commerce etc but you have to zero in on one particular industry. If you don't zero in on one sector then you'll just be running around like a headless chicken. To avoid that, we zeroed in on this sector and actually did a pilot project in Hyderabad. We roped in 30 families and flew in some good quality milk from Bombay to Hyderabad. We got a great response on day one itself with 20 orders immediately. Then we agreed that this was a great business opportunity to get into.

### 3. How long did it take from ideation to launch of business and what were the initial steps?

The first step was to actually pull out of everything else, like the placement process, job hunting etc. so that there was no option but to concentrate on the business plan. Then we started making a full fledged business strategy, like we found out the farms that we would buy from etc. We went to a lot of farms countrywide to look at our options and then we visited a lot of industry conferences, industrial plants and

tried to network over there. For the next part, ideation started around September 2012 in ISB and we launched in Dec 2013. In that period we did extensive research. Once we graduated from ISB we concentrated on making contracts with the farms, figuring out the supply chain, brand building like the name, logo, positioning etc and the infinite registrations that you need to go through in India.

#### **4. The share of organic food in India is not more than 2%. What are your expansion plans in this small space? What are your expectations on the growth of this market?**

Firstly let me clarify that we are in the business of quality food product not organic food product per se. The market is extremely nascent right now. Having said that, as the Indian youth is entering the earning bracket and the disposable income of our country is going up, I see people becoming more quality conscious. As this market grows I can visualize that the awareness and education of the people will make them willingly accept these products. I see this market exploding in the next 3-5 years. It's difficult to say but even if this market captures about 8-10%, in India, that's a huge figure.

#### **5. What are your views on reaching customers online through localbaniya.com etc versus the traditional offline method?**

I think both are important and it depends completely on the product that you are selling. If your product is for mass sale and has a long shelf life then online marketing is a very useful tool to obtain instant visibility. Your sales might not be that high but at least people will know of Dr. Moo's existence. But in a supply chain finally the amount you rely on traditional distributors will always be the maximum. This is because our

product is required early morning everyday which is simply not the case with online distribution.

#### **6. How did you manage your finance in the initial stages?**

For any entrepreneur it is extremely important that you plan out your funding plan very meticulously because, once you start your company, your sales will be half of what you had expected and your expenses will be more than double of what you had imagined. That's the thumb rule. You always have to be prepared for that eventuality. So if you are scraped for cash, you will never be able to build a business. Initially you will have to bootstrap i.e. put your own money. An investor will only come on board when he sees good traction. That is also the time when you will get good valuation as well, else you'll end up giving a lot of equity for very cheap.

#### **7. Is it a good idea to go in for seed funding? Have you approached any external investors as yet?**

It makes a lot of sense if you get it through an incubator. There are accelerators and incubators who provide a very minimal seed funding and take a percentage stake during ideation itself and then mould the business. They have a good concept as they have many experienced people on board, thus you can avail plenty of mentoring support from them.

It also gives you good credibility if you get associated with a good incubator. We did not use incubation even though ISB was offering us because we were comfortable with bootstrapping and thought our credibility was manageable as Anmol was from University of Auckland and I from IIT Bombay, plus we both are from ISB.

Recently we've started approaching investors, hopefully in a while we should find someone.

**8. Taking risks is inevitable in entrepreneurship. What risks did you have to take and how did you manage them?**

You have to risk your entire life- both professional and personal. You are putting your entire career at stake so you have to be very careful to take calculated risks. You have to know what the downside is and keep plans-B,C,D in place in case things don't work out to your satisfaction. 9 out of 10 start-ups fail and the chances of you being in the 9 is much higher than being the 1. You have to have all risks and mitigation plans thought, discussed and written down.

**9. How important is it to have a business partner?**

In my opinion , without a confounder you should not even start. Entrepreneurship is a very tiring, heart breaking journey. In the past year and a half we would get really scared when we got good news because we knew this would be followed by three bad news. That's the time when it's extremely important to have a co-founder. You have no time for friends, family, no money, all your friends are making big bucks. I was used to such a high flying life at deutsche, travelling internationally etc and now I only go to villages. So at these times having a good co-founder who can understand your sacrifices, share them and have a complimentary skill set is very useful.

**10. What is your exit plan? What should be an exit plan for an entrepreneur ideally?**

Honestly, we haven't thought of an exit plan and usually one will come 7 to 10 years down the line. Typical exits are you get acquired or you get a JV or you launch an IPO.

There are only two scenarios – one if your business is doing well and growing organically, you

need to evaluate at what stage pumping more money will not make the business grow. Eg. If I know that after 10,000 liters the growth will be very slow, it makes sense to diversify at that stage and use the resources elsewhere. The second way is to set up your business as an acquisition target or a merger target where you get acquired by a global or national player.

**11. Lastly, please share the one advice that you would like to give the young budding students who wish to be entrepreneurs after they graduate?**

First of all you have to be absolutely passionate about what you are doing. It is a very difficult journey, professionally and personally. The support of your friends and family is very important. Every third day you will feel like giving up so don't get into it unless you are that passionate about it. Once you are convinced about it, simply follow your heart. Then when people tell you that it can't be done, you'll understand that you are doing something difficult and that's your opportunity.

If you are clear about what you are doing, you'll be able to handle setbacks and realize that they are only short lived.

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## A Message for Aspiring Entrepreneurs

*By: Aravind Chandrasekar, PGPM (2014-15), Great Lakes Institute of Management, Chennai*

### Amazon' – is it a river?

There was a survey conducted recently among a diverse audience – ‘Do you know Amazon?’ Most of them said, “Yes we know Amazon. It is the best website for online shopping”. Nobody said that it is the largest river in the world.

This is the level of customer brand equity and growth that Amazon has had today. Why has it been able to reach this level of success? It is because of the vision of a single entrepreneur – Jeff Bezos and his simple innovation – sell books online. It is because he chose to dream; to keep it simple; to innovate; it is because he chose to be different.

Through this article I will try to touch upon the small, but very crucial factors that I believe would make a difference on your entrepreneurial journey.

### Begin with a dream - A special kind of dream

Every business venture should start with a dream. Your venture should be like a tropical paradise island for you. You want to build into and transform this place as your own. But as an entrepreneur it is more important that you equally dream of building a boat and rowing to the island. And most important of all – you should dream about the journey itself and how you are going to plan, prepare and execute it.

### Do Your Research – It's that Simple

As a child you knew when to approach your mother and when to approach your father for getting things done.

As a college student you always knew which professor to approach and what were the ideas that

a professor would accept and what were the ideas that he would reject. Simply put - you did your research.

Your entrepreneurial journey is just an extension of this. Do your research. Choose the right path, the right people. Identify the right Business. See if you are good enough for it. See if it's good enough for you. Get started.

No big deal, right?



Entrepreneurs are Made, Not Born - Lloyd E. Shesfsky

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

## Stay Current – Look Around. Do Not Become a Dinosaur

To be successful you need to keep yourself updated with what is happening around the world – especially in your area of Business.

This gives an opportunity to not only understand the innovations and improvements in your field, but also help in identifying avenues for new business venture initiatives. Remember how by understanding the ‘internet of things’ trend, Bezos created an empire - Amazon. With sources as social media, televisions and internet, it is very easy to keep a finger on what is happening around the world.

### There is Always a Way, Find It!



<http://www.jokideo.com/funny-cartoon-why-dinosaurs-are-extinct/>

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

Today, the corporate world is crawling with people who would do everything in their power to avoid a tough challenge. The world itself has become surprisingly adept at creating an impression that some tasks cannot be done or the situation is a no win one. But this does not work for you as an entrepreneur. Yours is a whole different story. The odds are already stacked against you. You should know that the only way to make it is by doing the impossible. Find out what it

takes to win the challenge. There is always a way out. There is always a solution for all the problems. It is for you to put in the extra mile to discover it.

### Throw away the rule book - who are you trying to please?

George Bernard Shaw once said – “*the golden rule is that there are no golden rules.*”

As an entrepreneur ask yourself this question - whose standards are you trying to live up to? Is it a mentor who you look up to? Is it your sponsors? Is it your friends? Perhaps you Family? Who gave you the perfect rule book that says everything has to be perfect before you start? And why are you putting rhinoceros sized amount of pressure on yourself? Keep it simple, stick to your own rules, your own ideals.

**Remember - true creativity and innovation is not being worried about the outcome. It is about the ability to bring to life whatever you have visualized. An entrepreneur should be like a kid – find joy in bringing your ideas to life. Believe in your idea. Make others believe in your ideas. Make others dream your dreams. Success will follow.**

—O—

## Entrepreneurial Finance

*By: Sonali Damse, MMS—Finance, JBIMS, Mumbai*

In today's world with the ecommerce industry eating up the profits of retail sector; Flipkart is on everyone's watch point. When Flipkart received finance of \$210 million from Tiger Global, Naspers and DST this start up caught the attraction of traders, investors and the corporate.

For a start up; ecommerce players like Flipkart, Jabong, Snapdeal or firms like QuickHeal, InMobi and Zoho need capital at each phase right from the seed to maturity into a successful valuable company. An entrepreneur finance deals with the business evaluation, valuation of a firm, sources of finance, VC funds, exit strategy in the entrepreneur corporate world.

Each stage in the life cycle of a company, start up or established, requires a specific understanding of the financial management techniques and sources of finance, legal environment regulating, financial relationships between the venture, investors, and financial institutions including VC funds and investment banks.

### Business Valuation

It deals with evaluating early stage business opportunity, scope for market growth, industry analysis and valuation of a company. Various methods can be used to value a startup company. Few of them are explained below:

### VC Method

This tool requires the estimation of the eventual selling price of the company (5-8 years hence), which is then divided by the investors anticipated ROI to arrive at a current valuation.

### Cost-to-Duplicate

As the name implies, this approach involves calculating how much it would cost to build another company just like it from scratch. The idea is that a smart investor wouldn't pay more than it would cost to duplicate. This approach will often look at the physical assets to determine their fair market value. But it doesn't reflect the company's future potential for generating sales, profits and return on investment. The cost-to-duplicate approach doesn't capture intangible assets, like brand value, that the venture might possess even at an early stage of development.

### Market multiple:

This gives a close indication of what the market is willing pay for a company. Basically, the market multiple approach values the company against recent acquisitions of similar companies in the market. The drawback of this approach is it's not always easy to find companies that are close comparisons, especially in the start-up



Image source: Sonali Demse

market. The greater deviations in the comparable market transactions would not give correct valuation.

### **Discounted Cash Flow (DCF)**

DCF analysis involves forecasting how much cash flow the company will produce in the future, and then, using an expected rate of investment return, calculating how much that cash flow is worth at the pre-

sent moment. Given the high risk that startup company will generate sustainable cash flows, a higher discount rate is applied. DCF valuation becomes subjected to correct future market prediction and assumptions about long term growth rates.

Valuation by Stage: Finally, there is the development stage valuation approach, often used by angel investors and venture capital firms to quickly come up with a rough-and-ready range of company value. These values are set by the investors, depending on the venture's stage of commercial development. More the company has progressed along the development pathway, the lower the company's risk and the higher its value.

### **Venture Capital Funds**

VC fund is the money provided by investors to startup firms and small businesses with perceived long-term growth potential. This is a very important source of funding for startups that do not have access to capital markets. It typically entails high risk for the investor, but has the potential for above-average returns.

### **Employment & Compensation plans**

Attracting new employees and retaining them is a challenging task as an owner of entrepreneurial firm. Work from home option, deferred compensation or stock options are some of the ways to tackle it. Employees can be given deferred cash bonus until the business generates a certain amount of revenue; an increased salary when the employee hits performance milestones. Offer equity grants or stock options instead of cash

can be considered a viable alternative for companies that have realistic prospects for liquidity. Example, most of the companies in Silicon Valley like Fairchild and Hewlett-Packard were distributing stock options to employees other than top management since the initial years of foundation.

### **Exit options**

The exit strategy or harvest strategy is a way of "cashing out" an investment. Examples include an IPO or being bought out by a larger player in the industry.

Investors know that millions of people start new businesses every year. They know that the right exit strategy protects wealth, attracts valuable employees, and ensures a smooth transition. Investors will shy away from ventures not having exit strategy because it may be an indicator that the entrepreneur is more interested in building and running a lifestyle business rather than in building a potential high-growth venture.

### **Conclusion:**

Entrepreneurship is not just about converting an idea into a reality but it also tests the management and leadership skills of an entrepreneur dealing with finance acumen, ability to attract investors and raise funds, understanding mix of equity-debt, long range planning to put the firm to the pathway of success .

—O—

## Born from the Ashes

*By: Ramnath Prabhu & Rohit Prakash, NMIMS Mumbai.*

Bill Gates once quoted “If you are born poor, it’s not your mistake, but if you die poor it is”. Renowned American entrepreneur and founder of Summit Series Elliott Bisnow said “Entrepreneurship, entrepreneurship, entrepreneurship. It drives everything: Job creation, poverty alleviation, innovation.” Perhaps, these two phrases sum up the life of an entrepreneur. But what if we say that “Entrepreneurship is the last refuge of a trouble making individual”, as described by Natalie Clifford Barney. Yes, it also seems very apt. Entrepreneurs are those people obsessed by one idea that can change not only his, his family’s but the entire society’s life. They are those aspiring individuals whose ideas during their inception are considered sacrilegious in this sacrosanct world, but when they succeed, those people become immortals. History is replete with examples of such courageous lives. Warren Buffet, Dhirubhai Ambani, JRD Tata, Narayan Murthy are a few among them. But there was one such entrepreneur born and brought up in a traditional conservative Maharashtrian household who brought a sea change in the engineering industry of India. He was Laxmanrao Kirloskar, the founder father of the Kirloskar group.



Image Source :

<http://www.whitehorsestamps.com/ekmps/shops/gkbooks>

Born on 20th June, 1869, in a small village, Gurlahosur, the present day Belgaum District of Karnataka to Kashinath Kirloskar, very few villagers would have imagined that their hamlet would become immortal for ages to come. Young Laxmanrao started his life as a school teacher. But 1888 was the year when he set up his first venture - a small bicycle repair shop. The wheels which he repaired proved to be nothing but Wheels of Revolution. Visionary Laxmanrao thoughtfully ventured into agricultural equipment manufacturing foreseeing the tremendous demand of farm equipments. During those times, farming was done by traditional means. Laxmanrao gave birth to India’s first iron plough in 1903. It was first Kirloskar product to the society which marked the beginning of a new era of Industrialization in India. Industries were new and a novelty in contemporary India, let alone the concept of Industrial Township. Industrial Townships were a success in Europe and America. Laxmanrao decided to take the onus of creating a town taking special care of his employees and his community and thus, Kirloskarvadi, a small industrial town, found its place on the global map. It is located in the present day Sangli district of Maharashtra. Kirloskarvadi is considered as the Gangotri (source) of Indian engineering. This town was going to be the cradle for many new inventions. Kirloskar Brothers’ first factory at Kirloskarvadi was started in 1910.

In the meantime, Laxmanrao’s family saw their youngest member - Shantanu entering their world. Shantanurao was to carry this entrepreneurship legacy forward. Not only carry it forward, but increase its fortunes by leaps and bounds. As little Shantanu began taking baby steps, Kirloskar group also began to grow. In 1920, Kirloskar Brothers was incorporated. Traditionally, sugarcane farming is the main source of farmer’s income in areas of Western Maha-

rashtara and adjoining parts of Karnataka. To boost sugarcane farming, Kirloskar Group gave India's first Centrifugal pump in the year 1926. Like a batsman in good form continues to score centuries after centuries in consecutive matches, the year 1927 gave India its first diesel engine. A budding Shantanurao completed his formal education in Bachelor of Science and went to MIT in Cambridge to pursue Mechanical Engineering. It seems that destiny had chosen Kirloskar family to give India its many firsts. Shantanurao was among the first Indians to graduate from MIT.



Image Source : <http://www.kirloskarpumps.com/Cactus->

Gayle Tzemach Lemmon said "Entrepreneurship isn't for everyone and not everyone is going to be an entrepreneur". Shantanurao had inherited legacy from his father. He instilled and invigorated confidence in citizens of pre-Independence era which were reeling under the oppression of the British Raj. He often quoted, "Economic preparedness is as vital as military preparedness". India was considered a third world nation who haplessly saw its raw materials being used and then taking form of finished goods, only to be later branded as "Made in Britain". Shantanurao wanted India to make India globally competitive. After the end of world war, the mantle of Kirloskar Group was upon the shoulders of Shantanurao. By the time, Kirloskar Group had successfully designed and tested India's first electronic motor. In 1941, India even saw its first lathe developed. In 1946, Shantanurao established Kirloskar Electric Company and Kirloskar Oil Engines Limited at Bangalore (now Bengaluru) and Pune, respectively.

India attained independence in 1947 and was raring to go. It had a huge list of imports putting a burden on a budding economy. Also the British Raj and the inevitable partition after that left the nation's coffers empty. However, Shantanurao conceptualized the idea of a diesel engine. But as the saying goes- A ship in port is safe, but that's not what the ships are built for. The ideas are meant not only for conceptualising but implementing. Nonetheless, today Kirloskars are credited for developing India's first indigenous diesel engine. This engine helped as an import substitute to an already crunched economy giving it some breather. Nothing more satisfies a father in his retiring years than watching his children prospering. Laxmanrao's first child - Kirloskar Group registered a staggering growth of its assets from 1950-1951, an astonishing growth of 32,401%. Kirloskars played the role of a torch bearer in India's industrialization. But 1956 gave India two deadly blows. India lost two fathers. We lost Babasaheb Ambedkar - the father of Indian Constitution and the emancipator of the oppressed and the socially ostracized. We also lost Laxmanrao Kirloskar- the father of India's modern engineering and the father of Kirloskar group.



Image Source : <http://www.whitehorsestamps.com/ekmps/shops/gkboo>

But overcoming this moment of grief, the group developed and began exporting engines to UK. The same UK which had been habituated to see goods branded "Made in Britain" had to now get accustomed to see engines developed by India, the very India which they ruled for 150 years.

Shantanurao for his outstanding contribution to India's trade and industry was awarded by Padmabhushan award- the nation's third highest civilian award, in the year 1965. In 1969, Govt of India memorized Laxmanrao by releasing a commemorative postage stamp marking his birth centenary. Kirloskar group was now a force to reckon with not only in India but also in the developed world. The group began to expand and mark its presence in regions beyond India. In 1985, it introduced canned motor pumps. Like a responsible batsman who plays more carefully and takes his team to victory after completing his century without an iota of complacency, Kirloskar Group marked its centenary in 1988 and developed India's first concrete volute pump in 1995. Kirloskar group by then had become a power to gauge in almost every continent. Spanning Atlantic - marked its presence in Latin America and the Northern Continent -to the dark continent- Africa. Kirloskars also reached the industrialised Europe and Australia without ignoring the developing South East Asia.



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

Today, Kirloskar group is a conglomerate worth \$3.5 billion. An employer of about 18000 employees, company exports to about 70 countries spanning all continents. The buck doesn't stop here; the largest maker of pumps and valves also has expanded its wing to construction sector as well. Today, Toyota Kirloskar Motor Private Limited, a subsidiary of Toyota Motor Corporation of Japan (with Kirloskar Group as a minority owner) produces Toyota motors in India.

The groups' two largest companies, Kirloskar Brothers Limited and Kirloskar Oil Engines Limited, own many patents. Kirloskars canned motor pumps are deployed at India's Nuclear Power plants. A company owns many things to its society. The people are an important and inseparable part of any organisation. These people are stakeholders who are far more important than the shareholders. Without forgetting its social responsibility, Kirloskars created an all women operated and managed manufacturing plant in Coimbatore, Tamil Nadu. In 2007, the group was one of top ten wealth creators. It also won the prestigious Rajiv Gandhi National Quality award in 1992 proving that nowhere on its journey it compromised on its quality.

Today, Sanjay Kirloskar, grandson of Shantanurao is the chairman of the conglomerate. A graduate from Illinois Institute of Technology, Chicago, he has taken the company to an elite group of fastest growing companies in India. It wouldn't be an exaggeration to say that the first plough developed by Laxmanrao had sown seeds of Industrial Revolution. A seed that was sown in Kirloskarvadi in the nineteenth century today has become a giant tree bearing tasty fruits and beneath its shadow, we are witnessing a progressive India. Perhaps, we all can see a phoenix bird resting on one of its branches.



## Entrepreneurship: Employee Engagement in Start-ups

By: Neha Haridas, PGDM (2013-15), T.A Pai Management Institute, Manipal

HR has always been synonymous with facilities for employees such as training, compensation, engagement, appraisal process and many such formal processes. Any well established corporate office has all such processes set up and working in their organizations. They are built on the legacy of at-least a thousand employees, strong leadership management and experience of numerous years. A majority of the employable pool dreams of a stable working atmosphere and related benefits in any organization they join.

This is a major misconception among the people that every organization will provide similar benefits. A start-up or an entrepreneurial venture will rarely provide a bed of roses to the employees. Thus, it is more important for an entrepreneur to focus on employee engagement when his company is just in the start-up phase.

“Managing only for profits is like playing tennis with your eye on the scoreboard and not on the ball” – Ichak Adizes

An entrepreneur is concerned only with the expansion of his business and he takes up the role of a marketing guy, involved in the branding and advertising of his products/services and his company. He is a finance guy taking care of the investment and return on investment. Similarly he takes the job of getting involved in various functions. But many a times the importance of focusing on the HR function is neglected. Employees are expected to work as told without considering the importance of employee engagement. In any new venture, it is important to have loyal hard working employees for the company to profit and grow.

Employee engagement should start on the very first day of the joining of the employee at the about going to work daily and this results in his

going beyond expectations to achieve success. If the employees don't feel attached to the organization, they are likely to leave during periods of low faced by the company. During such periods it is of utmost importance that employees who are aware of the processes of the organization stick with it and help it survive.

Inability to retain talented employees or retaining disinterested employees may lead to huge losses. Gallup estimate of employee engagement showed that employers lose over \$300 billion annually due to a loss in productivity from the unhappy workers. A global research published in 2009 by Towers Watson, analysed 40 companies over three years.

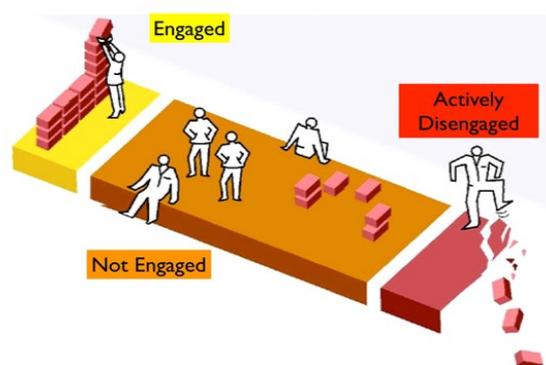


Image Source: <http://www.wallrich.co.za/>

It showed that organizations with a highly engaged workforce had a much better financial performance (a 5.75 percent difference in operating margins and a 3.44 percent net profit margin difference) than the low-engagement workplaces. According to the Global Workforce Report of 2013, there are only about 13% engaged, 63% not engaged and about a 12% actively disengaged employees. Entrepreneurs start up a venture based on their idea and have a set path for their company. When they start hiring, and employees come up with new ideas it may conflict with the path decided by the owner.

The entrepreneur does not consider relation with employees to be important and thus loses out on their loyalty to the organisation. Such workers become disengaged employees. It is highly necessary in an entrepreneurial setup to have motivated employees. Employees want their concerns and suggestions to be heard. They feel a part of the organization when their inputs are taken into consideration and they are able to contribute to the growth of the business. They are more productive when they are given control of a project and autonomy to execute decisions. However, lack of communication, lack of motivation, absence of autonomy and rewards are some of the factors prevalent prominently in an entrepreneurial setup.

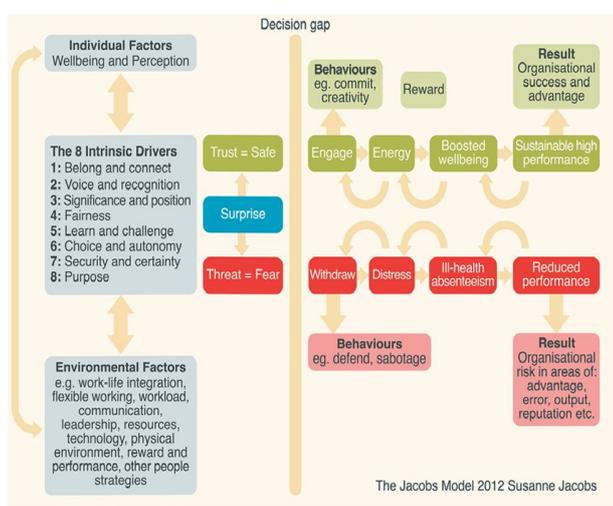


Image Source: <http://rescue.ceoblognation.com/2013/11/21/business-owner-entrepreneur-motivate-employees-infographic/>

There are no formal HR processes in a start-up and the entrepreneurs miss the importance of implementing a structured process. In absence of a HR dept. , the employees do not know to whom to voice their concerns and requests. Therefore it is necessary for the leadership to make the employees comfortable in approaching them with any concern, suggestion, set open communication between a supervisor and his subordinate, and make them feel a part of the company. The connect between the employee and his boss is important for the organisation to grow as a whole. Employees look for career development opportunities within the organisation. The leaders need to pave a path for them if they need employees to stick around. Clarity of goals, conveying expectations and feedback and

congratulating on success are valued greatly by the employees. In start-ups when the employee strength is small, everyone knows each other. Strangers become friends and there is high collaboration among them. As the company grows, and new employees join, it is necessary for the leaders to ensure the old and new employees are on friendly terms as employees perform better when they work in a team whom they trust . People associate their reputation and credibility with that of the organisation they work for. If an employee does not trust the leaders or the nature of the way the company works, its ethical standards and code of conduct, that employee may not wish to perform to his best.

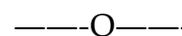
Leading by example is a way to instil confidence among the subordinates by targeting their internal locus of control to perform better and display good behaviour. There are examples of start-up founders who have been successful due to building of a strong culture since the inception of the company.

“Culture is creating an environment in which your team members are owners of the process, so they're dedicated to the team in a different fashion” – Atkinson, SumAll

“Celebrating teams wins is such a basic thing that every CEO can do” – Cerilli, Single Platform

“If you just start a live conversation, the extroverts win and the introverts don't jump in and you don't hear from everybody” - Allyson Downey, wee Spring

Thus, a start-up may not be able to provide career opportunities, a good salary and brand recognition in its initial stages. But, a start-up with a culture providing communication, connect, recognition and motivation will improve the quality of employee engagement.



## Litomania - Beyond Literature !

*By: Abhinav Chakraborty, MMS(2014-2016), WE School, Mumbai*

**“No matter what anybody tells you, words and ideas can change the world.”**

Invoking those words from the film “Dead Poets Society”, emcee Lynette began the proceedings with a tribute to the recently-deceased legendary actor Robin Williams. Festival director Sangram Surve then spoke about his journey into marketing books, while highlighting the fact that popular fiction accounted for over 50% of book sales in India. WeSchool Group Director Dr. Uday Salunkhe then addressed the audience, elucidating on the reasons to host a literature fest for the very first time. Following a short guest talk by Naeem Hafizka, Amish Tripathi (author of the Shiva Trilogy) delivered the key note address in which he stressed upon the importance of popular fiction while lamenting about the supercilious attitude in some circles of the Indian publishing industry. The inauguration concluded with a crisp address by Dhananjay Sandu of Tridhaatu Realty & Infra. Pvt. Ltd (title sponsor), whose thoughts on how apt it was to have a real estate firm sponsor a real estate (“literature and knowledge”) event set the tone for the events that lay ahead.

The first session “What is India Reading?” had author Ravi Subramanian acting as moderator for a discussion panel comprising of bigwigs Ashwin Sanghi, Amish Tripathi and Ravinder Singh. Apart from trying to answer the big question of whether Indian writing had finally coming of age, the panelists also talked about the evolving readership, the connect with books written in ‘Indian English’ and the need for experimentation in the popular fiction genre.

The action then moved to Nirvana where an all-women panel awaited the audience for the topic

“Is India Exploring the 50 Shades?”. The session saw journalist Rachel Lopez in conversation with authors Madhuri Banerjee and Bhaavna Arora and publisher Amrita Chowdhury (*Mills & Boon*) on all that goes into writing erotica, the challenges of finding acceptance and the importance of focusing on the “new male”. Up next was “India’s Obsession with Gastronomy” in Brainstorm, where chefs Sanjeev Kapoor and Shipra Khanna talked about their careers beginning in television and the difficulties in writing a book.



Things resumed post-lunch in the Auditorium with “Shaping the Future of Corporate India – B-schools and beyond”. One of the sessions most relevant to the students of WeSchool, the panelists Sumit Chowdhury and Radhakrishnan Pillai [note: he’s an alumnus of WeSchool] did not disappoint one bit as they candidly expressed the concerns of the industry with the current crop of B-school graduates, besides enlightening the audience on the unwritten rules of success and why Indian CEOs continue to flourish the world over.

“When writing mythology, does the writing change the writer?” had Ashwin Sanghi and Amish Tripathi discussing at length about the transition from their previous careers to writing books, while stressing upon the need to keep our mythological characters alive, even if it is through different interpretations of the same story or myth. The day ended with a packed Auditorium in fits of laughter, as stand-up comedian Sorabh Pant went about ‘breaking down’ works of literature and other writings in his latest act “The Illiterates”.

author Anand Neelakantan at his outspoken best, nearly enticing fellow panelist Shubha Vilas Das into an argument on the lessons one can learn from the scriptures. There was also a good amount of deliberation on how much of mythology was actually based on real events, Christopher Doyle and Shubha Vilas Das taking a firm stand on its roots lying in history.

And Litomania couldn’t have ended on a more fitting note than “Bawraas”. The final act saw music composer Shantanu Moitra and lyricist Swanand Kirkire reminisce about humorous and memorable experiences during their frequent collaborations. Laced with soulful music throughout, the duo alongwith comedian Vikram Sathaye put up a show that left the audience craving for more, hoping it would never end.

WeSchool Group Director Dr. Uday Salunkhe had expressed his wish to host the next edition of Litomania on a much grander scale in his opening-day address. Cheers to WeSchool for playing its part in making Litomania a grand success and here’s hoping that it will be back on our campus come 2015.



Day two couldn’t be gotten off to a livelier start, as authors Ravi Subramanian and Piyush Jha had a war of words during “The merging of reality and fiction in the world of crime” – one that would have probably gone on indefinitely had moderator Shatrujeet Nath not intervened to calm matters. While most of the discussion focused on how the writers on the panel came about writing crime fiction, the verbal duel between the two writers on their motives behind writing certainly caught everyone unawares and made for some great entertainment.

Ajay Pandey’s straight talk session “An Insider’s Perspective: Global Terrorism” was rather grim in its nature, but it was illuminating all the same for the insight he provided on the morality of the actions of intelligence agencies across the world in the name of patriotism. It was followed by another panel discussion on mythology – “Does Mythology Need a Twist?” – which had

We invite articles for the November 2014 Issue of Samvad.

The Theme for the next month: November 2014 - “SME - Small & Medium Enterprises”

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 : 30'th November, 2014**
- 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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