

# Interview

September 2012

**Nagesh A. Nayak**

Senior manager in IS Div. of Toyota Kirloskar Motors



E-Tailing 2.0



Flip the Kart



Premium Pricing



## Technology & Trends

### Operations

Mobile Supply  
Chain Management

### Finance

Finacle by Infosys

+  
**we**  
challenge  
special  
**Quiz**

# About Us



## OUR VISION

To nurture thought leaders and practitioners through inventive education

## CORE VALUES

Passion

We Link and Care

Result Oriented, Process Driven Work Ethic

Breakthrough Thinking and Breakthrough Execution

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*"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.

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

# Message from the Group Director

Dear Readers,

It gives me immense pride to introduce Samvad's edition every month. The interest the readers have shown in Samvad is an illustration of Team Samvad's tremendous efforts. At WeSchool, we believe in acquisition and sharing of knowledge to the best of our capability.

As we move into the month of October, the second year students would soon be absorbed in the rigor of placements and I am confident that most of them would not only be securing a job of their choice but would also be carving for themselves their dream careers, taking forward the legacy of WeSchool.



**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 this process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you are said to have assimilated all the knowledge that you have gained. Samvad is a platform that helps students do exactly that. The team has been working consistently hard since its inception, and is now undergoing a transfer of reins from the senior to the junior batch.

I would like to make a mention of the incoming batch of students here. I feel proud to have them join us. They have had a promising start. In our institute, we aspire to be unique, and we expect nothing but the best from our students. From the point of view of our magazine, we look forward to the contribution of these unique minds and the ideas they bring to the table, enriching WeSchool and Samvad by their presence.

Samvad is a platform to share and acquire knowledge and to develop ourselves into Integrative Managers. The exchange of perspectives that it witnesses month after month in its issues shall, I hope, prove fruitful for the students. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also with society at large.

In a continuation of this pursuit, I wish you all the best!

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



# From the Editor's Desk

Dear Readers,

It has been 8 months of coming up with content that you have enjoyed reading and a satisfying journey so far. The encouragement we have received from you over the course has propelled us to great heights, making Samvad what it is today, and it continues to give us a positive thrust.

This issue marks the key involvement of a number of new individuals who are now an important part of Samvad. They, as a part of and along with the new team, have put together their efforts to ensure that they don't fall short of giving you an enjoyable read.

There has been a lot happening on the technological front of late. With life today being as uncomplicated as the click of a mouse or the hit of a key, business is definitely one of the greatest beneficiaries of technological advancements. This month, we bring to you an interesting array of articles from across the country on the theme Technology and Trends. The sheer distinctiveness of each of these will make you sit up and look at the manner in which business processes are undergoing a sea of change. Also, this issue talks about what is new and is most likely to be the order of the day. You will read about what trends will rule the world in the near future, the strategies one of India's leading software giant needs to adopt, and much more that we have carefully put together so as to ensure that you have a wonderful read, and stay updated.

Once you are done with taking in all of it, we have a section which you can be a part of by writing to us. We have lined up a set of activities for you that we hope you shall enjoy. Also, featured here is an interview with Mr. Nagesh Nayak, who is a part of M/s Toyota Kirloskar Motors.

This and all the issues of Samvad shall be incomplete without the mention of a few people who have stood by us like pillars to ensure we had a strong support in the course of its making. We would like to acknowledge our Group Director, Prof. Dr. Uday Salunkhe for believing in the vision of Samvad and for his optimism. We thank our friends and colleagues for their support, and extend the same to the students from various institutes who wrote in to make Samvad a success.

We wish you a great read!

Best wishes,

Editor,

Samvad.

# Acknowledgments

Team Samvad would like to extend their heartfelt thanks to certain key members of the WeSchool family for their special efforts during 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 **Prof. Sandeep Kelkar**. His insight and expertise has been of help to us in the General Management section of the magazine.

We appreciate **Prof. Jyoti Kulkarni** for her help in selecting the best Marketing articles. Her readiness to help for the magazine's cause is highly commendable. She ensured that all the articles were graded on common parameters in line with the theme of the month.

We extend our heartfelt appreciation and thanks to **Prof N. H. Iyer** for evaluating the articles for the Operations domain. He has many years of teaching experience in Operations field.




















Also, **Prof. Vijayan Pankajakshan** was kind enough to review articles from the Human Resources section for this issue. We thank him for his help.

We are grateful for the help and support lent to us by **Prof. Chitralekha Kumar** during the making of our magazine. Her readiness to help and encouragement went a long way in the successful completion of this issue.

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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## Prof. Dr. Uday Salunkhe, Group Director, WeSchool, Felicitated At The 24<sup>th</sup> AIMS Annual Management Education Conference, 2012

Prof. Dr. Uday Salunkhe, Group Director, Welingkar Institute of Management Research and Development received from the Association of Indian Management Schools (AIMS), the prestigious Ravi J Matthai National Fellowship Award at the 24<sup>th</sup> AIMS Annual Management Education Conference 2012 on “*Innovative Management Education for Sustainable Development*” held at Hyderabad. It is given to educators and professionals for achieving a high level of distinction in their respective disciplines.

Prof. Shekhar Chaudhuri, Director, IIM Calcutta and Fr. E Abraham S.J., Director, XLRI Jamshedpur were also honoured with this prestigious award.

**Prof. Dr. Uday Salunkhe, Group Director, WeSchool** said, “I feel privileged to be awarded such a prestigious recognition. My team and I feel further humbled to receive an award which bears the great RJ Mathai’s name. To me this name symbolises the Excellence in management education. This recognition increases our responsibility to continue with greater vigour on our mission to reinvent business and management education by making it relevant for tomorrow’s realities.”



Prof Dr. Uday Salunkhe receiving the award from Padmashri Dr. Pritam Singh, Director, IMI Delhi

## MTNL and WeSchool join hands to launch new programs in Telecom Management

It was a historic moment when Shri A. K. Garg, Chairman and Managing Director, MTNL and Prof. Dr. Uday Salunkhe, Group Director, WeSchool announced their strategic alliance to launch two new management courses for Telecom sector by signing of a MoU between WeSchool and MTNL – CETTM (Center for Excellence in Telecom Technology and Management).

With this alliance with the telecom giant, WeSchool has the distinction of being the only Business School in the country to have a collaborative association with MTNL. The industry-academia partnership will develop and deliver the programs in telecom management that aim towards developing skills required to meet the growing opportunities and challenges in telecom ecosystem.





# Toyota Kirloskar Motors Pvt. Ltd

## An Interview with Mr. Nagesh A Nayak

**By: Avinash Srivastava and Aniket Sawant**

*Mr. Nagesh A. Nayak is the Senior Manager in the IS Division of Toyota Kirloskar Motors, Bangalore*

**Q.1: As we all know, Toyota Kirloskar Motors Pvt. Ltd is mainly a manufacturing company, how do you go about the IT work in synergy with automobile manufacturing?**

You have observed correctly that Toyota Kirloskar Motors Pvt. Ltd is a manufacturing company. One of the biggest challenges that are being faced by many IT companies is the ability to understand the true customer requirement. Being a captive IT force within the company, we are in a better position to understand the needs of the customer who are basically the various divisions within the company. We follow the Software Development Life Cycle for our Software development activities.



**Q.2: What is the role of IT in the manufacturing plant at Bidadi?**

IT as in all the other departments of any industry these days plays an inevitable role in our Bidadi (Karnataka) manufacturing plant to leverage technology to maximize the value we bring on the table to the end customer who is essentially the process owner and the business user inside the company. Also it is being used to develop new methodologies from the company's smooth-running point of view, say, employee database, work-plans etc.

**Q.3: What is ITIL? How does it help TKM?**

The Information Technology Infrastructure Library (ITIL), is a set of practices for IT Service Management (ITSM) that focuses on aligning IT services with the needs of business. Basically, ITIL describes procedures, tasks and checklists that are not Specific to any organisation, used for establishing a prescribed minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement, and measure itself to. It is used to demonstrate compliance and to measure improvement.

At TKM usage of ITIL compliant processes helps us to leverage the industry best practices into our domain, enhancing the IT service levels that we provide to our internal customers while ensuring a high degree of compliance.



# WeChat

**Q.4: Generally most of the automobile companies outsource the IT related work to different vendors? On what basis do you select your vendors?**

We do admit that there are a whole lot of capable vendors available today. We select our vendors on the basis of their proven ability to deliver the desired quality of the product or service with the most cost effective means, bringing the value for money that we are looking for. We have some of the best IT companies from India and other countries as our vendors. They have done a great job so far and we expect them to carry on with the same.

**Q.5: Since the budget allotted to the IT domain is fixed, how do you manage to come up with the best products?**

As explained in the previous questions, we need to really understand the user requirements quantitatively and qualitatively and find the real need. Once the true need is obtained we have to come up with the best possible cost effective solution. Hence the one thing we compromise on is customer satisfaction and for that we don't mind shelling a few more coins.

**Q.6: How do you manage your IT team for best results?**

The job of any team manager is to allow the latent talent in the team to bloom while maintaining the motivation levels at a peak all the times. This is what we continuously do. We have a very efficient team, who have been recruited through a challenging process. They all have undergone rigorous training and so are quite well aware of the requirements of the company. As a manager, what I continuously do is providing motivation and a friendly environment to work and continuously leverage their abilities.

**Q.7: How has your journey been with TKM so far?**

Very challenging and Very rewarding. I have learnt a lot and I personally feel that I have become a better human being. I keep saying that "you can take a man out of Toyota but you cannot take Toyota out of a man".

# Toyota Kirloskar Motors Pvt. Ltd

**Q.8: What are the major challenges you have come across during your span in TKM?**

The major challenges according to me are similar for all the industries or sectors. They include:

- Tight Deadlines
- Reducing budgets

**Q.9: Is there anything that you would like to tell us about your concept car, Toyota Prius? How do you see it as a trend setter?**

The Prius is a hybrid electric mid size hatchback and in my opinion is one of the cleanest vehicles that is available right now in terms of emissions. Given the current environment, it is very challenging to develop a vehicle that can endure based purely of the electric technology . However Hybrids have shown the way wherein by marrying the Internal Combustion engine Propulsion with the Electric Propulsion systems, they have delivered sustainable results, clearly making them vehicles of promise.

**Q.10: What is your message for the aspiring managers in the IT domain of automobile companies?**

My message would be that we all should reflect on how to leverage IT technology to help the common man and make his life easier. To do this IT technology must become very cost effective so that we can make it affordable and useful. IT is only when we assimilate IT into the daily life of the common man, that we can truly tell that IT is an enabler, making a difference, reducing the schism between the haves and the have-nots.



Image Source:<http://smehorizon.sulekha.com/>

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# General Management

## Technology and Trends

**By: Sindhu & Varun Reddy, PGDM BIF (2012-2014), Institute Of Public Enterprise**

The acceleration of innovation in online technologies and the ways we can discover, consume and engage with information can be a challenge to keep up with. But as digital marketers there are more than shiny object opportunists, seeing future trends is exactly what we need to do in order to anticipate our place in the digital universe.

The trends in technology don't confine to only one area in management but they spread over in all fields of management like marketing, human resources, finance and operations which have a rapid improvement in the management area. We will now discuss some of the detailed concepts of recent technology and trends.

Technology has created a new way of marketing with the help of integration of social media which helps in better promotion of our product, content marketing and focuses on lead quality, targeted segmentation and messaging along with marketing automation.



Image Source: <http://www.toprankblog.com/wp-content/>

Human resource technology now covers other aspect of business and life. This doesn't mean only faster benefits of administration programs or better data reports. This means the broader definition of human resource technology and the new trends that are becoming common components of the field. A new trend in human resource technology is online recruiting where the best sites would consist of all candidates' resumes which were grouped according to their similarity making recruitment easier. Thus, social media will help organizations to connect relatively more with their employees in a better manner. Mobiles have gone global where the developers have developed new apps for human resource technology. So, we can access the required data in any part of the world. A new kind of resume is a video resume which has a clearer picture than a text resume.

# Technology in Management

The technological revolution is transforming the financial services industry by empowering consumers to connect with each other and with institutions. This is creating new opportunities for low income consumers, asserts a report from 'The CSC Leading Edge Forum'. According to the report, "Connected Consumer and the Future of Financial Services," the four technologies transforming financial services are: mobile devices, microfinance, new media and the ability to mine both structured and unstructured data.

Technology has set a new trend in the field of operations which improves efficiency in terms of utilizing as few resources as possible and meeting customer requirements. New Technologies like Enterprise Resource Planning and SAP (System, Applications and Products) reduce burden in maintaining the operations of organizations. Enterprise Resource Planning helps in coordination and effective usage of raw materials, labor and equipments etc.



Image Source: <http://www.corporateserve.com/images/erp5.gif>

## Conclusion:

'Issues & Trends in Management in Contemporary Organizations' is a collection of unique perspectives on the issues surrounding management in organizations and the ways in which these issues are addressed. Minimizing the issues in technology will help the organization succeed in creating new technology and trends in management.

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# General Management

## PaaS-Enabled Agility

By: Shreyas Zavar, PGDM Rural Management (2012-2014), WeSchool

A maturing platform-as-a-service (PaaS) Market will shift the emphasis from cost-cutting to Business Innovation. IT must look beyond cloud debates to pinpoint the business processes and applications that will matter most to organizations—and those that are best suited to a platform-as-a-service model. PaaS is not just a tool for squeezing cost out of IT; it will provide an environment that can support rapid evolution for key business processes that needs continuous change.

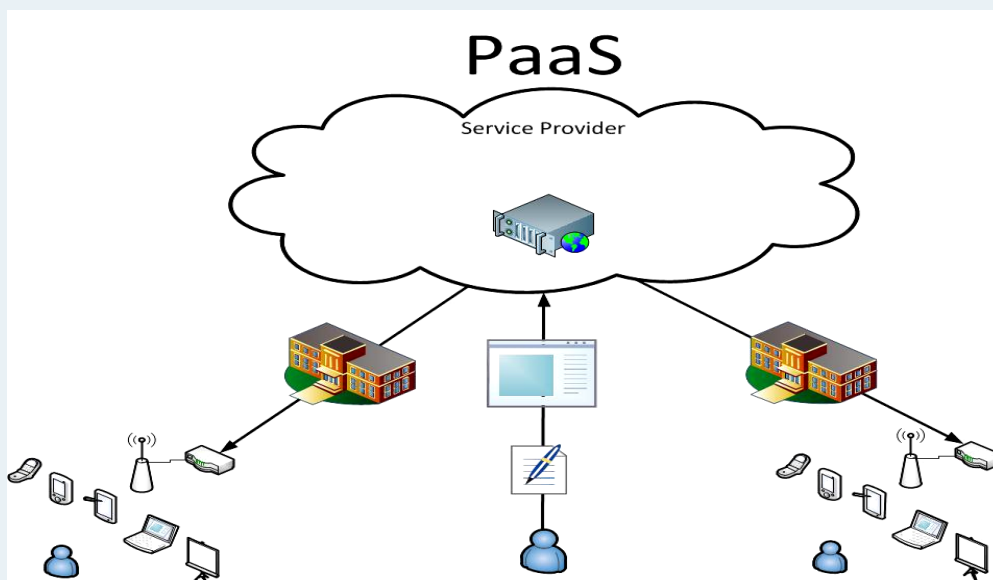


Image Source: <http://rightyaleft.com/wp-content/uploads/2012/02/paas-vs>

More than ever, businesses have to be able to act and react quickly to changes in the market. Platform-as-a-service (PaaS) technologies are emerging as key enablers to turn aspirations into reality. IT essentially enables the organization to launch and learn from quick, low cost experiments. It becomes possible to innovate rapidly and react to market shifts in ways that were simply impractical before.

For years, many IT organizations have been striving for these levels of agility. PaaS offerings are defined as platforms sourced from and hosted by a service provider that handles the platform's maintenance, evolution, and operation. It is PaaS's ability to enable the business to act and react quickly that will ultimately differentiate the organization from its competitors.

# Platform Services: The way Forward

Platform providers have made significant strides, adding capabilities that were not typical this time, last year. Data options on various platforms have increased: Google now offers Google Cloud SQL for use with Google App Engine, and Microsoft is piloting a Hadoop distribution on Azure.

SAP and Oracle are also expanding the relevance of their SaaS offerings with PaaS. VMware has moved from virtualization products into virtualization infrastructure, and now is establishing itself as a cloud platform provider with the introduction of Cloud Foundry.

Others - such as Red Hat, through its OpenShift PaaS offering, are adopting similar strategies.

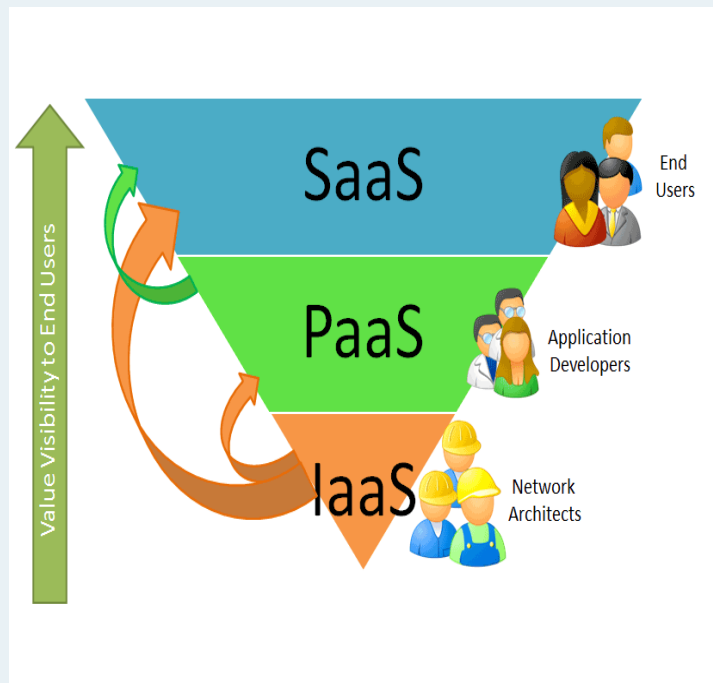


Image Source: [http://natishalom.typepad.com/cloud\\_stack-1.gif](http://natishalom.typepad.com/cloud_stack-1.gif)

What it means for business?

- Greater agility—meaning a faster pace of change and speed to market.
- Quicker entry into new markets and new business opportunities.
- Fast, low-cost experiments to help minimize “big bet” investments and improve feedback.
- Greater risk of overreliance on some platform providers.
- Fresh opportunities to try out new business models.

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# General Management

## Flip the Kart to Snap the Deal online

By: Abhinav Sridhar, PGDM (2012-2014), WeSchool

The need of an average Indian consumer living in the new urbanized India has always been a puzzle many brands have been trying to solve. The decent growth of Tier 2 cities like Pune, Ahmedabad, etc. and Tier 3 cities over the past 5 years has been 1 of the prominent reasons for this. Cities like Mumbai, Chennai, Bangalore and Delhi have been known for online shopping whether it is buying a pair of shoes or a branded clothes line or even for that matter electronic gadgets; but now the population from these urbanized cities has also been hooked onto online shopping, leading to an extensive growth of the ecommerce industry.

The reason for this could primarily be tracked down to be the ease of shopping as one and the extensive and exclusive offers which are being put up at these online shopping websites and also the free shipping incentive provided by them simultaneously.



Image Source: <http://kikkidu.com/wp-content/uploads/2011/07/flipkart.jpg>

There are quite a few innovative trends that the ecommerce industry has employed to attract consumers to come out of the standard mode of physical shopping to a virtual mode of shopping. One of the most innovative techniques that has been implemented by these firms is the cash on delivery and 30 day replacement guarantee. Apart from the innovative methodologies that these sites are trying to put in place which we would discuss sometime later in this article, the foremost important part in case of an ecommerce site is security as consumers would be exposing their bank account details via these sites for payment.

## Flip the Kart

If we look at the figures of some of the leading companies in this domain like FlipKart which clocked revenues of Rs 5000 million in FY 2011-12, a ten-time increase from Rs 500 million in FY 2010-11 which shows that they are being readily accepted by the average Indian consumer. The market strategy adopted by Flipkart was something niche-based.

They started with sales of books and once this hit success they expanded by selling a variant range of electronic goods and now they also have a wide range of healthcare products, home appliances, etc. to cater to the consumer's needs. On the other hand, snapdeal.com, which is ranked 2<sup>nd</sup> in the ecommerce industry also has earned revenues close to 3000 million indicating the fact that the industry has a very tight and cut throat competition.



Image Source: <http://bangalore.twestival.com/uploads/>

If we look at the ecommerce industry in itself there is hardly a 10-20% revenue difference between the leaders and the company at the 10<sup>th</sup> position; stating that innovative methodologies in promoting your product to the consumer using the web and making your presence felt in very minimal time is easily possible on the internet. This has led these major ecommerce sites to cut down the prices at which they offer various products to consumers, ranging from books to electronic gadgets.

They hold the edge over the normal retail shop in this respect of pricing because they do not have an outlet for which they need to spend on maintenance and rent cost for the place. They just have to ship the product from the warehouse to the end consumer thus bringing down costs to a large extent. The low and discounted price of the products is not the only USP of the ecommerce industry; their commitment to deliver customer satisfaction in spite of being part of a virtual setup is also a key factor.



# General Management

They have taken into account that India being a “feel for product” domain wherein people like to pick, feel and then select their products after meticulous enquiry about the products, online shopping would be a thing they would be deterred from doing. Thus, sites like yebhi.com have come up with innovative ideas like “Try and Buy” where in if the consumer has a liking towards a particular shoe or a clothing product and is not sure about the size, he can order for 3 sizes and when the delivery is done he can select from the 3 after checking the size; giving the look of a normal retail outlet feature. There is more and more innovation happening in this field to reduce the virtual aspect and increase the personal aspects. The ecommerce industry is making use of social networking sites like Facebook in India to get more and more attention of potential consumers. India with its growing number of users makes Facebook a very potent force for marketing, for these Ecommerce websites. However, these websites also make use of TV advertising as a medium to connect with the audience. A surge of advertisements on TV suggesting online shopping as the most convenient and cheap mode of purchase has left an impact on some of the consumers if not all.



Image Source: <http://www.jobsonchoice.com/2012/08/>

Having analyzed all this, the challenges that are faced and which would continue to be faced by this emerging industry in India would still be the psyche of the Indian consumer i.e., his need to verify, cross verify and select the product with his real eyes and not through the eyes on his PC. The task is cut out for all these companies; and if they want to stay in the horse race where they are somewhat at a disadvantage they would have to work out many innovative ways and modules similar to the ones mentioned above, in order to win the race.

Thus, the ecommerce industry provides a sparkling example of how technology along with its financial feasibility has help it grow at a decent pace in emerging markets like India. The future of the industry, though, lies in its ability to constantly innovate and execute on the technological front also taking financial profitability into account.

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# Breather

## Gadgets & Gizmos - Innovative or downright wacky?

### 1) Bug - A - Salt : A bug- killing machine!

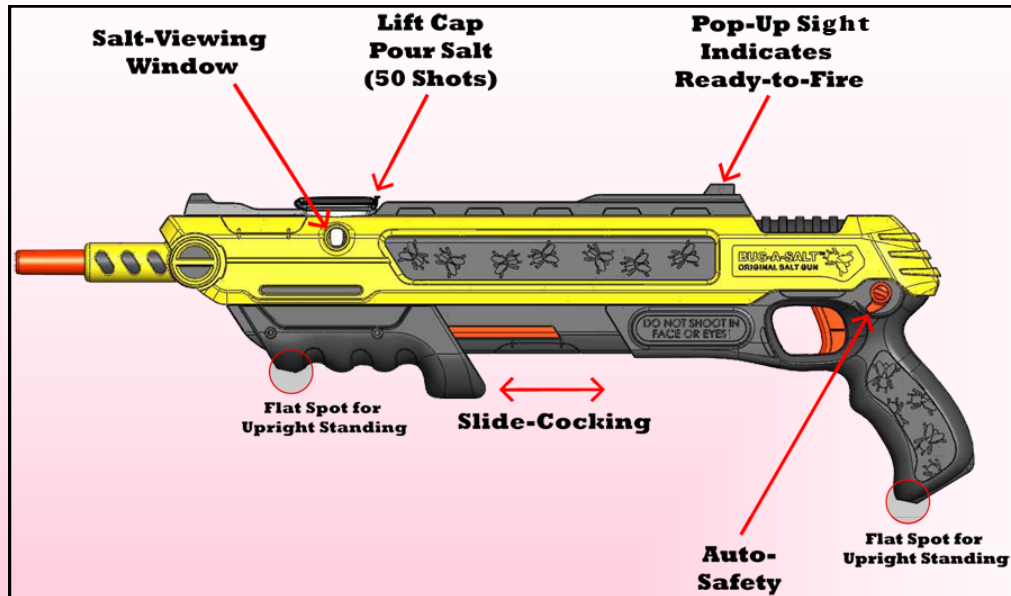


Image Source: <http://bugasalt.com>

### DEEP IN THE DNA OF MAN EXISTS A KILLER GENE

A miniaturized shotgun effect is generated through this ingenious design. Ordinary table salt is utilized as a lethal projectile with accuracy range of within 3 feet. Bugs will remain whole for easy clean up.

### 2) Honda UNI-CUB

UNI-CUB features Honda's proprietary balance control technology and the world's first omni-directional driving wheel system. These technologies allow the rider to control speed, move in any direction, turn and stop, all simply by shifting his or her weight. Since the rider can freely move forward, backward, side-to-side and diagonally, he or she can quickly and easily maneuver among other people.



Image Source: <http://world.honda.com/news/2012>

# Breather

## 3) 3-D Movie Viewer for iPhone



Image Source: <http://www.firebox.com/product/5507/3D-Movie-Viewer-for-iPhone>

The 3-D Movie Viewer for iPhone is about to take you to the movies. Much like its venerable predecessor the stereoscopic View-Master, the 3D Movie Viewer for iPhone effectively translates the 3D format by directing the left/right images to the appropriate eyeball. Making those YouTube videos leap out of the screen. Simply slip your iPhone into the hand-held viewer and marvel as YouTube films come to life in all its multi-dimensional glory through the special aspherical lens. Touchscreen controls are easily accessed via the thumb holes, making searching and replaying videos a breeze.

(Source :<http://www.firebox.com/product/5507/3D-Movie-Viewer-for-iPhone>)

Viewer-for-iPhone)

**GUESS THE BRAND CONTEST—** *See last issue for more details!*

Answers:

- 1) BCCI(Board of Control for Cricket in India)
- 2) Usain Bolt
- 3) Nike
- 4) World Squash Federation
- 5) Mary Kom
- 6) Rafael Nadal
- 7) NBA (National Basketball Association)
- 8) IPL (Indian Premier League)

**Congratulations to the**  
**WINNERS!**

**1st:** Sushrut Nikalje, WeSchool  
**2nd:** Merin Varghese, WeSchool  
**3rd:** Vilojan Daniel, WeSchool

*(Most complete and earliest sent answers  
have been selected)*

# Employee Engagement

## Trust In Technology : A New Trend To Drive Employee Engagement

**By: K.Srilalitha and Prasanna Birru, PGDM (2011-2013), Institute of Public Enterprise**

### **Introduction**

The key challenge to any organization is to build an engaged and motivated workforce that is aligned to organization goals. Despite being multi-cultural and multi-location working cohesively as one unit is the need of the hour. Studies around the world have revealed that engaged levels have a direct impact on employee's performance and consequently on the bottom line. With so much focus on the employee engagement, there still seems to be confusion on how to get the most out of the workforce through engagement. One solution that is looked to is technology. Can technology really help in employee engagement? This concept has recently entered mainstream conversation, even though it has been around for years. Knowing how to leverage the online presence to include employees is becoming an effective business tool. Most organizations by understanding the benefits now are using the social media as a modern and effective tool to drive employee engagement.

### **Making On-the-Job training fun**

Nokia Company : 3D game "Nokia Buzz tribe" has been designed by Nokia to their sales representatives in the retail centers throughout United States in order to make them understand latest products from Finland-based phone manufacturer. This method not only eliminates the tedious work of preparing brochures and PowerPoint, this emphasizes on Gen Y who are tech-savvy and it also helps in fulfilling the organization's objective. Johnson & Johnson had offered an instructional CD-ROM in order to help nurses experience series of scenarios and tackle them to develop their skills.



Image Source:  
<http://profile.ak.fbcdn.net>

### **KYC initiative**

Knowing your company and its current happenings are very crucial to bring the belongingness among the employees. In employees survey of 2005, Philips Electronics noticed that the employees had very little or no connection to the company outside their worksite. Hence, Philips introduced an intranet news program to make people aware about the new product launches, events and other work related news. Philips also introduces virtual dialogue board, "Philips



# Human Resources

## On your Mobile

The SMS(Short Message Service), though simple and quick, has an immense impact in engaging employees. Maritz Inc., who are the clients of the Fenton are now using the SMS Enterprise Application which is integrated with the training programs, recognition and incentive application.

## Online

Today's Gen-Y is addicted to the social networking sites and this can also be a way for effective employee engagement. IBM introduced a blog in 2003. Today it has nearly 26,400 users. It has become a platform to share ideas and thoughts instantly. This has the scope to exchange the best practices and improvement in the performance of the employees.

## Employees' Health matters

The Employees in an organization feel committed when they are cared. Hence, it is important for any organization to make their employees feel that they are part of the system and anything that happens to them is a loss not only to the person but also to the organization. Highmark Inc., health Insurer in US partnered with "Shape Up the Nation", a provider of social networking to launch series of Health related and social engagement tools and this has shown an immense impact on the Employee Engagement.

## Using games to drive employee engagement

Games used to customer education and corporate learning, is the new trend being followed to engage employees. The My Marriott Hotel game is a brand awareness and educational tool that gives people a behind the scenes look at what it takes to run a hotel. First, players manage a virtual hotel restaurant kitchen. They buy equipment and ingredients on a budget, hire and train employees, and serve guests. Points are earned for happy customers, and lost for poor service and ultimately, players are rewarded when their operation turns a profit. Then they are able to move on other areas of hotel operations. The game is not only fun, but also serves a valuable purpose.



Image Source: <http://www.thefacebookinsider.com/wp-content/uploads/2011/06/marriottbanner.jpg>

# Employee Engagement

## Social media tools to support employee engagement

The blogging competition was conducted at Deloitte, where the winners were sent to represent Deloitte as ambassadors at the Olympic and Paralympic games and to use social media tools to share the experience with colleagues and others outside the organization. The winners who attended the games in London used social media and enterprise social software to share the experience with their colleagues worldwide.



Image Source: <http://egov.eletsonline.com>



Image Source: <http://stockwatch.in/files/IBM.jpg>

## Conclusion

Whether it is brand awareness, high performance or engagement, organizations are using technology in varied forms to accomplish their goals. Social media has become so much more than a networking medium, with the ability to influence, market, promote and connect with thousands of people. Using it as a strategy to engage the workforce is a valuable tool. Hence, technological advancements and the trends in the global scenario serves as an excellent platform to the organizations to improve the activities related to employee engagement and knowledge management. The major part of it is through the social media.

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# Human Resources

## Technology and Human Resource Management

By: Niharika Adukia, PGDM (2012-2014), WeSchool

We live in an age where technology has touched almost every aspect of our lives. Within the field of management itself, it has created a significant impact. It is little wonder then that technology has brought about considerable changes in the way people are being managed. This article aims to explore the influence of technology on the human resource management function, covering verticals like recruitment, performance management, payroll etc.

Companies use technology as a way to gain a competitive edge in the market. In the case of the HR function, technology can be used across a wide range of processes, right from recruitment to retirement. For instance, let us consider **training and development**. E-learning is an intense opportunity provided by the companies for their employees, which helps them to increase their knowledge level. The training materials are provided online; employees can utilize these materials and get trained. In the case of e-learning, employees have an advantage that they can learn at their own pace. Companies have also begun to use podcasts and teleseminars as a method of training. However, one of the disadvantages of this process is that the employee is left on his own, and he may not complete the entire learning program.

Several customized HR-IT solutions are available for **performance management**, payroll maintenance and attendance functions which have had a positive impact. These functions have become a part of the customized software packages like ERP solutions. CPM (Computerized performance monitoring) systems used by companies help in data collection by counting the number of work units covered by each employee per time period. At a time, it helps in calculating the performance of approximately ten million people. Even though these software packages have been made to make the flow of information between different departments smoother, they have certain disadvantages as well. Inadequate testing of the application and poor implementation can lead to problems in the system. Moreover, inexperienced employees using these systems can further contribute to errors and lower productivity. Within the domain of **compensation and benefits**, the use of ESS (Employee Self Service) has helped HR managers dedicate more time to strategic issues like workforce management, succession planning, compensation planning etc. and ensuring that the employees' data are accurate and updated. Through this ESS solution, employees get access to their data, pay roll information, training materials etc. online which allows them to keep their data updated. However, there is a possibility that employees become complacent if they are performing well or they may even manipulate data for their benefit.

# IT + HR = ?

Technology has had a highly positive impact in the case of the **recruitment process**. E-recruitment is the use of technology or web based tools to support the recruitment process. The major ways of recruitment which companies commonly use are - displaying the career opportunities on their websites, displaying employment opportunities on job portals like Monster.com and naukri.com for potential hires and using social networking sites (SNS) for getting a database of prospective employees. There are several advantages to the E- recruitment process, some of which are highlighted below:

- ◆ It is an easy tool to connect with people having niche skills.
- ◆ E-recruitment is also a cost effective and economical method.
- ◆ It has a greater reach across larger audiences.
- ◆ Through faster posting of jobs, quicker employee responses and rapid hiring, it helps speed up the recruitment process.
- ◆ There is constant connectivity and therefore a 24\*7 access to online resumes.

The usage of Social networking helps in getting faster response and interactions but the safety and credibility of the data continues to be a serious question. Corporate houses have started using these sites for business and to find out potential talents in few minutes. The major disadvantage is that many job seekers post their confidential data on these sites and end in serious issues; hence the question of safety of these data is an unanswerable one. The risk of mistaken identity is another problem faced by the recruiters. Even though all these risks exist, major IT services companies in India like HCL, Wipro, TCS etc. hire 7-10% of their overall employees through SNS and these companies have a separate recruiter team for coordinating these activities. It is due to the reduced cost and greater reach of SNS to the younger segment which makes them use SNS as a tool for recruitment.



Image Source: <http://www.danpontefract.com>

In conclusion, the demands of the workplace have necessitated the reorientation of the role of the HR function. Companies need the right technology to identify, develop and retain talent. Required is a technology that can have the various facets of human resource management. Managers must therefore willingly embrace technology to make it an essential part of their daily operations including appraisal management, succession planning, package review and personal development, e-recruitment and performance management. This will, in turn, enable HR to carry out effective people relationship management.

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# Human Resources

## Transforming HR practices through technology

By: Himani Duggal, PGDM (2012-2014), WeSchool

Technology is ubiquitous, whether in a developed market or a growing market, giving instant access to information and people. Companies use technology to get a competitive edge in the market. The best use of technology can happen when it is embedded with right kind of people. People are the key ingredients for the organization. Technology enhances the human resource management in all the processes right from recruit to retire functions and has also drastically changed the way employees and managers get access to the human resource data.

### What does organization want?

- High profit
- High productivity
- Maximizing its value

How will the company achieve the above?

Answer is simple – *technology!!!*

Technology reduces HUMAN ERRORS

which helps in attaining high productivity which ultimately results into high profits.



Image Source: <http://reviewsontech.com/wp-content/uploads/2012/07/TechnologyLearning.gif>

Nowadays the face of hr has dramatically changed as now almost all the firms provide universal access to HR services through technology and web-based applications. And now even researchers' shows organizations that successfully adopt sophisticated HR technology tools outperform those who don't.

Now, the challenge for the companies is how to outperform and gain a competitive advantage. As most of the companies have automated basic HR administration, the simple automation can no longer assure a competitive advantage.

Instead organizations must determine how to use technology to transform their HR practices and market their HR brand. And most importantly HR professionals must not only master traditional HR skills and knowledge but also have the ability to apply that knowledge via use of technology.

# Employee Engagement

The reasons that HR is evolving into a more technology- based profession is because organizations need to:

- Reduce human error cost
- Compete more effectively into the global market
- Use resources to the best optimum use
- Improve service and success to data to employees and managers

In order to sound more technical we will call this HR transformation as “e-HR”. The term e-HR describes the transformation of HR service delivery using web-based technology. This e-HR approach is implemented by human resource information systems (HRIS), or the integration of hardware, software and business processes.

HRIS can be as simple as a small employee database developed internally by the company or can also be as complex as fully integrated enterprise resource planning( ERP) software.



Image Source: <http://interactyx.com/wp-content/uploads/2012/03/HR-Tech.gif>

## How to go about HRIS?

Once the organization has decided to implement its HR services through technology, one of the options that they can work upon is develop technology in-house, using external vendors as it would result in cost effectiveness and often will provide a more complete HR solution. And next the business has to decide whether to use a single platform or an integrated solution, to support multiple HR solutions or to use multiple smaller systems, sometimes known as-“best of breed”( consider multiple vendors and choose the best one) solution.

## How to ACCESS DATA easily?

The main problem that employees and other people face is that how to access data easily and in less time. As recently as few years ago, only HR staff members worked with personnel data. Today employees, managers, workers, senior executives, job applicants and even regulatory agencies have access.

Here HRIS comes into the picture. In order to meet the needs of diverse users, HRIS is designed to accommodate several different methods of access.

# Human Resources

Some of them are:

HR Portals provide a single, targeted and often customized access point for each employee. Now each employee can design an interface to view the most relevant data. The use of HR portal also can help HR better brand itself to employees by showcasing the products and service the HR department offers.

Employee Service Cell(ESS) is an approach in which employees can access and maintain their personal HR data. ESS websites often enabled through the HR portal, allow many HR questions and transactions to be handled directly by employees. A well designed ESS allows employees to make informed choices and to become self reliant for many HR services. For employees it means increased convenience, for organizations it means great cost saving.

Manager Self-Service(MSS) applicants also are tools that can be accessed through portal. These tools allow supervisors to handle many HR reports in real time. It also allows managers to view information and create reports on the employees working for them without HR help.

## **What will we ultimately achieve after accessing HR through technology?**

Improve recruiting efficiency and reduce costs: online recruiting process can cut down cycle time by about 25% and will help in reduction of recruitment cost by more than \$8000 per hire- that is around 95% reduction which will result in betterment of the organization.

Increase quality and quantity of applicants- E-recruiting allows the organizations to tap best workforce conveniently across the country or around the globe.

Establish, communicate and expand brand identity- I will like to explain this with help of an illustration- in a study, approximately 100 students were asked to evaluate 2 unfamiliar firms based on their web presence. The students saw the firm with a less technology advanced and dynamic recruiting website as a less attractive employer and as failing to be a leader in its industry( and it was actually a failure). The students said that the website communicated a lack of innovation and quality within the firm.

Increase applicant convenience- potential applicants who take advantage of web-based support for the recruitment cycle find out about the company, its culture and opportunities online. By making this process more convenient, organizations reach out to those who may not be actively looking for other opportunities, but may apply due to ease of submitting an application.

In order to conclude, a recent survey found that nearly 75% of organizations are using technology to support recruitment, and this number is expected to grow fast.

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# Changing Markets

## Trends and Market Changes

**By: Abhishek Kumar, PGDM (2011-2013), IIM, Lucknow**

We are living in a technology-intensive world. The ways in which technology has impacted our lifestyle determines the way we in which we interact with our surroundings. If we have a look at Maslow's need hierarchy theory, technology has an influence on all of us. The way in which we maintain relationships, the safety measures adopted by us, our ways of self-actualization or simply how we satisfy our hunger, all are affected by it. Initially the development was limited to scientists and their inventions, but with the development of economy the benefits migrated to various companies which modified them as per the needs of potential users. This changed the landscape of technology and led to its development. The concepts of incremental development, technology obsolescence and technology chasm thus came into existence.

Lead user research, focused groups, quantitative and qualitative market research are a few methods among many to find what a customer wants. Another set of methods is observing them closely to determine the latent demand. The marketing aspects of technology-intensive products are different from consumer goods. Unrelated technology can change the whole market very easily (e.g., GSM & CDMA). Any technology needs supporting technologies for it to develop into a successful product (e.g., radio sets in the 1940's).

The methods of observation are very important: they reveal unusual possibilities like the walkman or the Apple iPod. Marketers analyze people by observing them and hence determine a common set of needs which can be fulfilled by developing new products. In essence they identify trends on which products will be rolled out. The two-way relationship between trends and technology must be hence understood.

Another important concept is to differentiate between trends and megatrends. Megatrends are unrestricted by regions and exist for a long span (more than 10 years). Companies are therefore more inclined to design products for megatrends. Online shopping is catching companies' eyes like never before. E-commerce is flourishing with advances in web 2.0, so is the development of encryption techniques which enhances the security & hence safety

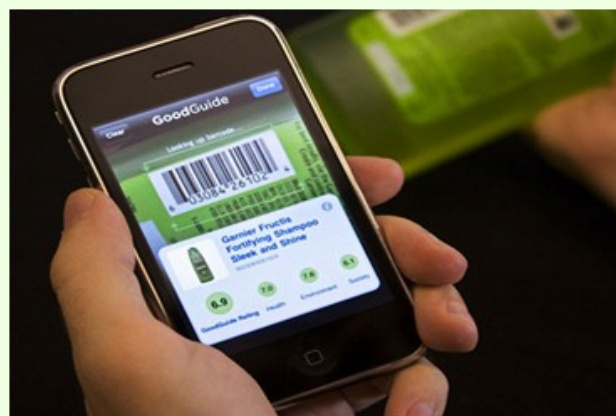


Image Source: [www.shinyshiny.tv](http://www.shinyshiny.tv)



# Marketing

of online transactions and document transfers. Applications are being developed to provide customers with an easy shopping experience. Examples include applications to scan items and ascertain their availability and prices in the vicinity, which requires considerable development of broadband services and mapping of the geographical area (using Google or Apple mapping systems).

Another megatrend which is prevalent right now is social networking. There are numerous online sites, and their user bases are touching unprecedented levels. They are giving serious challenges to communication companies for which these are substitutes. People are sharing a lot of personal information on these websites and the technology is under-development to use this information for need-prediction. Online gaming is another field which is boasted of by social networking sites like Facebook. Faster hardware for computer is affected by this and so is the gaming-consoles business which is fighting to create its market by giving a superb value proposition. A third megatrend which has taken the world by storm is the reversal of gender roles, which is having a massive impact on technologies. Especially affected are the companies which provide security solutions or baby-care and home-keeping products. Some examples are remote fever monitor, remote control symphony in motion and more. The security companies which concentrate on housewives alone may have to reinvent their products at this date.

Another megatrend is the emergence of green technology. People are becoming environmentally conscious and would not mind shelling out a few extra bucks for this advantage. Companies are also becoming more aware that the consumers want products which are environment-friendly and have caused low pollution during the process of manufacture. The energy sector is witnessing the evolution of turbines for wind farms and solar energy plants. A very innovative example is light bulb with air vents instead of glass covering and aluminium heat sinks and it reduces the cost of bulbs. It has a very high life of 25 year and saves about \$10 a year so the maths suggests profitability.



Image Source: [www.shinyshiny.tv](http://www.shinyshiny.tv)



Image Source: [www.peppersprayetcstore.com](http://www.peppersprayetcstore.com)



# Changing Markets



Image Source: [ecologicalurbanliving.blogspot.in](http://ecologicalurbanliving.blogspot.in)

Green technologies are going to change the way our cars are designed. Turbochargers manufactured by Aeristech converts exhaust fumes into electricity which then runs a small air compressor. This can boost the mileage upto 40%. Likewise a cooling system for greenhouses in deserts which converts water vapour in liquid by using a simple combination of cardboards and ducts. The condensed water lowers the temperature of greenhouse as well as supplies water for irrigation. Green technology is the future and many innovations are going to take place in this field. Asia is going to be the next super economic superpower

and China, the king. Big consumer base and a GDP which is going to exceed US in 3-4 decades, everything is right there. Asian countries are marked by large populations and low incomes. So, technology is all about making incremental innovations. Make a \$16 mobile, try some packaging change, introduce cheaper version of great products and make it culturally appropriate. Advancement in cheap drug development, healthcare (Jaipur artificial limb), transportation (TATA Nano) and infrastructure development and technology related to that are going to drive the future of Asia.

Nothing is stagnant, the biggest mantra is this and so these megatrends will also change with time but for now they are the guidance marketers and innovators have.



Image Source: [business.rediff.com](http://business.rediff.com)



Image Source: [ecologicalurbanliving.blogspot.in](http://ecologicalurbanliving.blogspot.in)

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# Marketing

## Infosys and the Premium Pricing Conundrum

By: Rohit Haldankar, MMS (2011-2013), WeSchool



Image Source: [www.wikipedia.org](http://www.wikipedia.org)

Eleanor Roosevelt once said, “The future belongs to those who believe in the beauty of their dreams.” In 1981, a young, middle-class man from Mysore who had once given up on an opportunity to pursue his graduation in an IIT because he couldn’t afford it, saw a dream. That dream was to build one of the most respected corporations in the world. All he had back then was a paltry sum of Rs. 10,000 (\$250), which was invested by his wife and the assistance of 6 bright, enthusiastic men. He started off in a little apartment in Pune, which was also his home.

The man in question is Infosys’s N.R. Narayana Murthy. The initiative that got its wings with \$250 is now a \$7 billion company with a market capitalization of over \$26 billion. The company that started off with seven headstrong individuals now provides direct employment to over 1,50,000 people. The organization that found its feet in a little apartment in the sleepy town of Pune is now present in some of the most prosperous countries in the world and is listed on the NASDAQ.

# Strategy Conflicts

Infosys is proof that the Indian middle class can command the esteem of the world by the sheer potency of its diligence, ethics and intellect. It is not just an initiative, a company or an organization; it is indeed a dream!

After having soared the skies for so long, the Infy dream is on a wobbly path and nothing burns more vigorously than a dream on fire. Competitors have started catching up, market capitalization has gone south and market share has been eroded. To say that the dream has already turned into a nightmare would be a tad too callow but if the right questions are not asked now, an upswing would only be a frightful possibility.

Infy has always positioned itself as a premium player in the IT services industry and high quality has been its pivotal differentiator. This has allowed it the leeway of maintaining a premium pricing strategy in a fiercely competitive market, which allowed it to enjoy higher profit margins as compared to its peers. This strategy which was once its greatest strength is now a cause for immense skepticism and consternation. While the management has made it clear time and again that compromising on the premium pricing strategy is certainly not an option, many believe it is the main factor behind the woes it finds itself in. That is the big question – Is Infy's obduracy about premium pricing justified?

In the last 10-year period, the net profit margins of Infosys have been 25-33% while Wipro's net margins have been around 20%. Cognizant's net profit margins have been around 15-17%. Only the margins of TCS were in the twenties and are now nearly the same as that of Infy. Is lowering the profit margin a way out of the rut? Here's a perspective from Ravendra Chittoor, Assistant Professor of Strategy, ISB:



Image Source : <http://image3.mouthshut.com/images/ImagesR/2007/10/Infosys-925066648-1116559-2.jpg>

*"A BMW will not suddenly get into production of low-quality cheap cars if its sales stutter for a few years. BMW's strategy is to provide a unique value to its customers, albeit at premium prices. A Southwest Airlines or a Ryanair will not add a business class or start charging premium prices just because their margins shrink for a few years. Their unique advantage is low-cost leadership in the markets they operate in. Companies do come up with short-term plans to weather downturns, but never at the cost of undermining their long-term strategy."*



# Marketing

Premium pricing has always been an innate part of Infy's long term strategy and compromising on it would lead to a difficulty in providing high quality services – its foremost differentiator over the years. However, with competitors scaling up and providing services to match Infy, demanding premium prices from its clients will be a modern-day Catch-22 situation! Moreover, getting rid of its 'premium price, high quality' tag won't exactly have a favorable impact on its brand equity.

A good way out for Infy would be to move up the value chain by providing something unique which would enable it to command a premium price. A strategic shift is the need of the hour. Providing quality software services has always been its forté but sticking only to this domain with its premium pricing mindset would be an unfavorable move. In today's rapidly changing 'flat world', stagnation of a business enterprise is often a harbinger of a moribund state. The



Source: [www.infosys.com](http://www.infosys.com)

Global Delivery Model (GDM) which was conceived by Infy and which changed the face of the Indian IT industry is a fierce one with notable players and at the moment, there is little or no difference between Infy's products and those of its competitors. Some aggressive steps are hence needed. The focus has to be on innovation, developing products, systems integration and consultancy services. Infy will have to come out of its conservative mindset and get belligerent. A strategy called Infosys 3.0 is in place and, according to CEO Shibulal, consulting & systems integration are its cornerstones. With a cash reserve of over \$3.2 billion, growing the inorganic way to achieve the objectives of Infosys 3.0 is a feasible and warranted option. The latest acquisition of Lodestone Holding, a Switzerland-based global management consultancy firm for \$350 million has warmed the hearts of many a stakeholder, especially after their much publicized bid to acquire UK-based Axon Group was lost to HCL Tech in 2008. Lodestone will add more than 200 clients across industries, including manufacturing, automotive and life sciences, to the Infosys pool of over 700 clients.

A big step has been taken and all the right noises are being made by the top management.

Statements like "Inorganic route will be a key growth driver going forward", "Infosys is not done with buys yet" and "It's time to stop using conservative and Infosys in the same sentence" made by CEO Shibulal have become the talk of the town. There's a reason to believe that the mojo is back. Suddenly, there is an air of expectancy about Infy. Exciting times lie ahead that every stakeholder in the Infy dream is likely to observe keenly. The dream is alive and kicking and the tipping point might just be round the corner. After all, the future belongs to those who believe in the beauty of their dreams!

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# Instant Trading

## E-Tailing 2.0

By: Abhishek Sinha, MBA-FT (2011-2013), FMS, Delhi

**Overview of the sector:** Online retailing is a form of electronic commerce where consumers directly buy goods or services from a seller over the Internet without an intermediary service. An online shop or web store evokes the physical analogy of buying products or services at a bricks-and-mortar retailer or shopping centre.

The total size of the business of selling retail goods on the internet, commonly known as e-tailing, is set to touch the USD 70 billion mark by 2020 in India. E-tailing, which is around 6 per cent of the total e-commerce, is estimated to be around USD 0.6 billion in 2011 and growing at a CAGR of 70%. The total e-commerce business in India, including other products and services such as travel and financial services, is estimated to be USD 10 billion at present and is expected to touch USD 200 billion mark by 2020.

**Dotcom burst:** At the peak of the first dotcom mania, various young and middle-aged entrepreneurs set up online shops and marketplaces. Several traditional companies also got into the game. There were booksellers, auction sites, shops dealing in specialized goods and people trying to make a business out of group buying. When the bubble burst, many of them had to shut shop. The reason given at the time of the dotcom bust was that the country's consumers were not ready for online shopping.

**Recent Boom:** Since 2011, we are seeing another boom in e-tailing. New-age entrepreneurs are trying out everything from full-fledged e-tailing sites such as Flipkart by Binny and Sachin Bansal to specialist ones such as FirstCry for baby care products. Some things have not changed - most of the new entrepreneurs have venture capital backing and all the online retailers bank heavily on discounts to attract customers. But most of them are piling up losses, much to the consternation of their investors. Some things have changed - online shopping is now well accepted and is in fact growing exponentially.

Easy availability of broadband, patchy rollout of 3G and growing aspirations of non-metro youth, coupled with economic uncertainty, are driving traffic for shopping and bargain hunting. While the industry grew to over Rs 4,000 crores in 2011, large players grew 100-150 per cent.

**Model 'Manthan':** Three global models are at the heart of India's e-tailing wars (every e-tailer is either a clone or a hybrid of one or the other of these). The aggregator or the marketplace model propounded by eBay in 1995 is now used by its followers to bring buyers and sellers together on their platform. They, however, do not have control over inventory or delivery of



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## E-COMMERCE TIMELINE
















	<ul style="list-style-type: none"><li>• Pierre Omidyar founds ebay.com – an online auction and shopping marketplace</li></ul> 	<ul style="list-style-type: none"><li>• Alibaba Group is established in China, which went on to establishing e-commerce businesses like Taobao and Tmall</li></ul>	 <ul style="list-style-type: none"><li>• Web-only shoe store zappos comes into being</li></ul>	<ul style="list-style-type: none"><li>• Confinity and X.com merge to form PayPal</li></ul> 	<ul style="list-style-type: none"><li>• eBay acquires Paypal for \$1.5 billion</li></ul>	<ul style="list-style-type: none"><li>• Taobao – China's largest e-commerce site – is formed</li></ul> 
<b>1991</b>	<b>1995</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2002</b>	<b>2003</b>
<ul style="list-style-type: none"><li>• First World Wide Web server and browser opened for commercial use</li></ul>	<ul style="list-style-type: none"><li>• Jeff Bezos founds future king of online shopping – Amazon.com</li></ul>	 <ul style="list-style-type: none"><li>• Google is incorporated</li></ul>	<ul style="list-style-type: none"><li>• India's first online departmental store Fabmart is set up, which went on to become Indiaplaza</li></ul>	<ul style="list-style-type: none"><li>• The Dot com bust</li><li>• Indiatimes enters e-commerce space with marketplace Indiatimes Shopping</li></ul>	 <ul style="list-style-type: none"><li>• Indian Railways ticketing services goes online with IRCTC</li></ul>	<ul style="list-style-type: none"><li>• Amazon posts its first yearly profit</li></ul>
<ul style="list-style-type: none"><li>• eBay acquires Bazeel to enter India market</li></ul>	<ul style="list-style-type: none"><li>• Apple launches iPhone pushing web browsing and advancing mCommerce</li></ul>	<ul style="list-style-type: none"><li>• Deal-of-the-day website Groupon is formed</li></ul> 	 <ul style="list-style-type: none"><li>• Zappos.com acquired by Amazon for \$928 million</li></ul>	<ul style="list-style-type: none"><li>• India's biggest deal website Snapdeal is launched by Kunal Bahl and Rohit Bansal</li></ul>	 	<ul style="list-style-type: none"><li>• Flipkart buys second largest electronics player Letsbuy</li></ul>
<b>2005</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<ul style="list-style-type: none"><li>• Diapers is formed – Amazon to buy it in 2011</li></ul> 	<ul style="list-style-type: none"><li>• Homeshop18 and Futurebazaar go online</li><li>• Sachin and Binny Bansal launch Flipkart</li></ul>		<ul style="list-style-type: none"><li>• Indian e-commerce starts attracting venture capitalist funding and private equity interest</li></ul>	 <ul style="list-style-type: none"><li>• India sees a clutch of e-commerce sites in e-tailing and online services</li></ul>	<ul style="list-style-type: none"><li>• Groupon buys SoSasta, marking its entry to India, and rebrands it Crazeal in October</li></ul>	<ul style="list-style-type: none"><li>• Amazon steps in to India with Junglee</li></ul> 

Image Source: jessicaannmedia.com

products. The second is the stock-and-sell model from Amazon (also founded in 1995). This is the most asset- and capex-heavy model as ready-to-ship inventory is kept at own warehouses and shipped and delivered in tight time spans. The third, favored by the \$16-billion Groupon (gross billings), began in 2008 selling discounted coupons for services such as spa treatment, yoga or food, but has morphed into a coupons-plus-products-selling platform.

Flipkart idolises Amazon. Sachin and Binny began selling books as Amazon's Jeff Bezos did to start with. eBay India has company in Rs 50 crore Indiaplaza, the Rs 35-45 crore Rediff and the Rs 60-crore 99labels. They believe investing in warehouses, stocking inventory or building own logistics serve no purpose bigger than burning cash. Crazeal has co-flagbearers such as the Rs 250-crore Snapdeal, and small players such as Timesdeal and Dealface.

Then there are a host of e-tailers that have tried to build hybrid models by taking the best of two models. For instance, Tradus is an aggregator like eBay, but also handles logistics like Amazon. Timtara is an aggregator, but stocks about 20 per cent of the products it sells. Similarly, Homeshop18 is a hybrid of Amazon and eBay.

# Instant Trading

**Burning Cash:** Behind each of these models, some warring philosophies are at work. To Snapdeal, Amazon's or Flipkart's warehouse model does not make sense. Crazeal's CEO Ankur Warikoo feels companies such as Flipkart are successful not because they have logistics and inventory under control, but because they have systems to manage the backend.

**Customer Delight:** The industry is torn between those who believe they have done their job if the customer is 'happy' and those who say it is essential to 'delight' the customer.. 'Delight' seekers not only want to make the 92 per cent customers happy, but also the remaining 8 per cent by stocking inventory in own warehouses and delivering them through their own delivery boys, mostly before time. A delighted customer creates the buzz around the website by word of mouth.



Image Source: jessicaannmedia.com

Industry watchers say the biggest reason behind the stunning revenue ramp-up at the four-year-old Flipkart, and the two-and-a-half-year-old Letsbuy and Yebhi has been their ability to ship the product from warehouses within hours of receiving the order. Flipkart and Yebhi, in particular, went further by controlling the last mile through its own delivery boys. Homeshop18 is doing the same with over 500 delivery boys, as is Indiatimes. They also hope to capitalise on the online buyers' apprehension of timely delivery. As e-tailers banking on courier firms have been largely disappointed. On the other hand, a disruptive technology or platform can pose a threat to the marketplace model, even though proponents of this model such as eBay have over the years built strong links with suppliers, banks and logistics firms that would be hard to replicate.

## What's Next?

Notwithstanding the Letsbuy blowout, while Flipkart is still to turn profitable. Of the \$650 million invested last year, 38 per cent has gone to those who are building their own warehouses and logistics teams, 38 per cent to pure-play marketplace players and 24 per cent to the coupon-products firms. Ask the e-tailing entrepreneurs about profits and every Amazon follower points to their inspiration — which took nearly nine years to declare its first fiscal profits. Besides, online shopping has been a boon for bargain-hunters, forcing e-tailers to offer rock-bottom prices, discounts. According to a TCS whitepaper, 'Bricks, Clicks and More', the "battle is becoming more intense, with players across channels targeting the same customer". Websites are taking a beating with depleting margins, discounts and free services, it notes.



Image Source: jessicaannmedia.com

# Marketing



Image Source: [jessicaannmedia.com](http://jessicaannmedia.com)

But some hope specialised verticals (where margins are slightly better) could keep them in the black. Yebhi, for instance, focuses on lifestyle products (margins: 25-30 per cent), rather than electronics (2-10 per cent), since it believes the maximum share of a consumer's wallet in India is focused on the former rather than the global trend of electronics. But pure-play players such as Letsbuy disagree. It says even though the margins are higher in fashion, the fact that average ticket size of the transaction and the number of daily transactions is much lower. Electronics end up generating similar or higher overall margins.

Advocates of the Amazon model feel the way to make it work is by moving fast to private labels where margins can be as high as 40-45 per cent. Take Tata Croma. It gets 7 per cent of revenues (about Rs 130 crore) from inhouse brand Croma and is expected to go online this year. But for the crown princes of e-tailing, the chant is getting louder: Where the mind is without fear, and the customers buy we will overcome the losses.

—O—



Source: [jessicaannmedia.com](http://jessicaannmedia.com)



# Solutions Galore

## Finacle: The Banking Solution by Infosys

By: Supriya Gunthey, PGDM (2012-2014), WeSchool

Today technology has brought about an absolute paradigm shift in the operations of banks and delivery of banking services. Gone are the days when all the banking transactions had to be done by visiting the bank branch. Today, most of the transactions can be done from the comforts of one's home. Technology is no longer an enabler, but a business driver.

The major objective of bank automation has always been better customer service, flawless book keeping and prompt decision – making that leads to improved productivity and profitability. The growth of the internet, mobiles and communication technology has added a different dimension to banking. The platform where communication technology and information technology are merged to suit the core needs of banking is known as Core Banking Solutions. Computer software is developed to perform the core operations of banking like recording of transactions, passbook maintenance, and interest calculations on loans and deposits, customer records, balance of payments and withdrawal. This software is installed at different branches of bank and then interconnected by means of communication lines like telephones, satellite, internet etc. It allows the user (customers) to operate accounts from any branch if it has installed core banking solutions. This new platform has changed the way banks are working. The concept of bank automation started in the year 1981, but it was during the period 1984 – 1987 banks in India started the branch level automation, making use of the then available MSDOS based stand alone computers. Today every top notch IT firm has a banking solution of its own. Tata Consultancy Services provides TCS BaNCS, Accenture provides Alnova Financial Solutions, Oracle provides FLEXCUBE and DIGIBANK and Infosys provides Finacle.



Image Source: [www.xmobile.pl](http://www.xmobile.pl)

Finacle from Infosys partners with banks to power-up their innovation agenda, enabling them to differentiate their products and service, enhance customer experience and achieve greater operational efficiency. This proven and effective framework for multi-disciplinary change enables banks to shift their strategic and operational priorities. Finacle solutions address the core banking, e-banking, Islamic banking, treasury, wealth management and CRM requirements of retail, corporate and universal banks worldwide.

# Finance

Finacle services empower banks to maximize their opportunities for growth, while minimizing the risks that come with large-scale business transformation. Finacle is the chosen solution in over 165 banks across 78 countries. Finacle is implemented across countries like the US, UK, UAE, Mainland China, Taiwan, Hong Kong, Saudi Arabia, Maldives, Mauritius, Nepal, Nigeria, Indonesia, Singapore, Uganda, Sri Lanka, Tanzania, Zimbabwe, Thailand, Philippines, Jamaica, Cayman Islands and India.

The key modules of Finacle are as follows:

- **Core Banking:** Finacle core banking solution is a comprehensive, integrated, yet modular and agile business solution, addressing all the core needs of banks, in easy-to-configure modules. It enables users to configure products and processes flexibly in order to adapt to a dynamic environment. With a 360-degree single source view into customer accounts, banks can empower customers with relevant information and delight them with the right offerings, presented at the right time through the right channel.



Image Source: [www.infosys.com/finacle/](http://www.infosys.com/finacle/)

- **e-Banking:** Finacle consumer e-banking solution is a proven Internet and mobile solution for retail banking customers. Built on new-generation technology, it provides a single unified view of the customer's many relationships with the bank. The solution provides high flexibility for customization and robust security features.
- **Mobile Banking:** Finacle mobile banking solution offers a rich, secure, and intuitive banking and payment experience to retail and corporate customers. The solution works on a variety of mobile devices, platforms, and access modes. It seamlessly integrates with disparate host systems to bring unique cross-channel synergies.



# Solutions Galore

- **Wealth Management:** Finacle wealth management solution is a modular, fully scalable, integrated core banking and investment management system designed for the specific needs of retail and private banks. It offers a unique combination of an extensive portfolio of functions with impressive flexibility that enables end-to-end processing of investment products from diverse asset classes including structured deposits, structured notes, mutual funds, equities, bonds and insurance.
- **Treasury:** Finacle treasury solution is an integrated yet modular front, middle and back-office solution built on best-of breed open technology platforms, providing high scalability, flexibility and STP capability. The solution enables reduction in costs, decrease in time-to-market of products and services, while enhancing process efficiency.
- **CRM:** Finacle CRM solution is a modular, multilingual, web-based customer-centric application that enables banks to leverage ready-to-deploy CRM functionality for competitive differentiation. Integrated with Finacle core banking solution, Finacle CRM solution offers end-to-end functionality to effectively address the needs of the complete cycle of marketing, sales and service for banking products.
- **Islamic Banking:** Finacle Islamic banking solution offers an integrated and comprehensive approach for banks to define and present Shariah-compliant products to customers. Strong product definition features, support for Islamic accounting and complete traceability for audit differentiate the solution. Completely self-contained, it is replete with the accounting backbone to support back office functionalities and provides Straight through Processing (STP) capabilities on a SOA platform.



Image Source: [www.topnews.in](http://www.topnews.in)

The main focus of Finacle in the near future should be on cost and profitability management, business intelligence, dashboards/executive information reports, data warehousing and analytics. However, banks must see beyond applications that provide solutions to today's problems and develop a vision of a comprehensive infrastructure— comprising internal and external networks instantaneously moving information from data stores to users and back again. Undoubtedly, banks have made great technological advances in storing information. The effectiveness of the infrastructure is measured in the value it brings to the customer. To prevent this value from diminishing banks must provide access and training, to each member of the bank who directly or indirectly serves customers. To make this possible, clear standards must be published, so the information technology organization can bring individuals on-line in a consistent manner.

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# Finance

## The next big thing in e-Commerce-Mobile Payment

By: Kaustubh V. Kokane, MMS (2012-2014), WeSchool

### A few stats-

Mr. Rajan Anandan is a well-known figure in Indian IT Industry. In January 2012, he presented some astonishing statistics about e-Commerce markets in India at a convention at IIM-Ahmadabad. To many people's surprise, India is now the third largest internet market in the world, surprising the likes of Japan, Germany and UK by quite some margin. (According to Internet World Stats report, Q1 2012). On the other hand, only 11% of Indian online shoppers prefer to transact online. Evidently, there is a huge gap between the number of people shopping online and the number of people actually paying online. This is a huge opportunity for mobile payment players to capture the early-entrant advantage. Mobile commerce sector is forecasted to have exponential growth as 40% of all search queries to Google India website are from mobile phones, according to Mr. Rajan Anandan.



Image Source: [www.topnews.in](http://www.topnews.in)

### WAP & NFC-

Two most important forms of mobile payment include Mobile Web Payments and Contactless NFC (Near Field Communication) payment. The former uses Wireless Application Protocol (WAP), which is a familiar technology for most mobile phone users, to carry out payments without any physical contact with the receiving instrument. It is perceived as easy to use and safe. This kind of technology is used widely in Norway and other European countries to transact for small amounts, say in a cafeteria or a movie theatre.

The newest form of mobile payment is NFC, which is getting extremely popular these days with mobile giants like Samsung, HTC and Nokia announcing a flurry of NFC-enabled smartphones. NFC facilitates contactless payment by way of a special application in smartphones which can communicate with a reader module in a physical store and transact in a flash. The new technology is being put to good use in European nations for purposes like street-side parking charges, or buying train tickets. Experts believe that NFC is the way forward and it is here to stay. The new technology will help reduce businessmen the checkout time for a customer by about  $\frac{1}{3}^{\text{rd}}$  by way of eliminating the need to carry out manual cash transactions.

# Mobile Telephony

## National Scenario-

Bharti Airtel is the only major player to have invested in mobile money service in India. In collaboration with Axis Bank, Airtel has launched mobile money service across 300 key cities across India. Currently, Airtel charges 2% transaction charges for every transaction processed through mobile gateway, which is higher than 1.65-1.8% charged by credit card companies in India. But, considering that Airtel's service is based on SMS-interface and does not require data enabled on mobile phone, the service could be soon expanded to cover untapped rural areas. It wouldn't be a surprise if Airtel cuts the transaction charges then, as it would have numbers' advantage. Even after 65 years of independence, the scenario of financial inclusion looks poor as about 41% of the population is still unbanked. Mobile payment could prove significant in reducing that figure by quite some margin.

## Global Scenario-

Leading internet companies such as Google have also jumped in this highly lucrative emerging business market. With successful launch of its Google Wallet service for smartphones, Google is attracting buyers to use mobile payment services. Google has joined hands with Citi to promote its Google Wallet service globally. Online marketers are also providing exciting incentives for promoting mobile payment gateways.

## Security Issues-

So far, there have been no major incidents of forgery using mobile payment worldwide. There is less chance of it being misused like other mediums like credit or debit cards, as each transaction has to be authenticated by a PIN which is known only to the owner of mobile.

## Industry Prospect-

With healthy competition in the smartphone industry among giants like Apple (iPhone), Samsung (Galaxy series) and Nokia (Lumia series), smartphone market is flourishing. Number of smartphone users is expected to cross 100 million in next four to five years, from 20 million this year. Considering the fact that mobile web and mobile payment are still at nascent stages in India, it is a great opportunity for innovators to get the early-entrant advantage and cash in on this massive market.

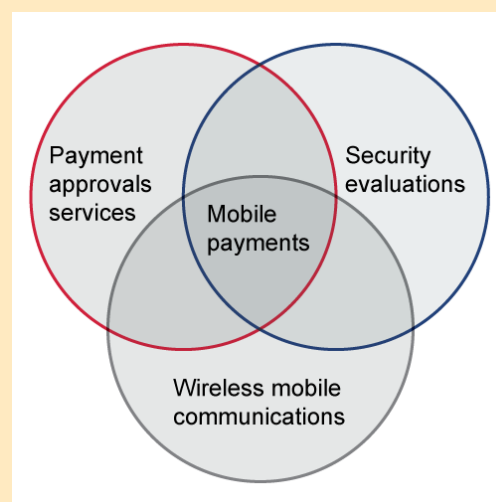


Image Source: [www.rfi-global.com](http://www.rfi-global.com)

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# Trivia

Here's some interesting trivia based on the August Issue WeChallenge :

- In 2010, the **Indian Premier League (IPL)** became the first ever sporting event to be telecast live on the YouTube.
- Wenlock and Mandeville were the **official mascots for the 2012 Summer Olympics and Paralympics** in London unveiled on 19 May 2010. According to the associated storyline, they were formed from the last girder of the Olympic Stadium. Wenlock's name is inspired by Much Wenlock in England, where the Wenlock Olympian Society held its first Olympic Games in 1850, regarded as an inspiration for the modern Olympic Games. Mandeville is named after the Stoke Mandeville Hospital in Buckinghamshire which organized the first Stoke Mandeville Games for the first time in 1948, which is considered to be the precursor to the Paralympics.
- India made its Test cricket debut at Lord's under **Col. C K Nayudu**. Nayudu took part in all 26 of the first-class matches on the tour, scoring 1,618 runs at an average of 40.45 in the first-class matches and 1,842 overall, and taking 65 wickets. *Wisden* chose him as a Cricketer of the Year the next year. Nayudu hit 32 sixes, which was the most by anyone in the season. CK's best stint was playing at Edgbaston, where he hit a ball into the River Rhea, and thus, technically, into the next county. Nayudu was the first cricketer to be honoured with the Padma Bhushan.
- The **Buddh International Circuit** is best known as the venue for the annual Formula One Indian Grand Prix, which was first hosted in 2011. It is located at Greater Noida the home to numerous companies including Moser Baer India, Yamaha Motors, Samsung India Electronics, Asian Paints and Hindustan Times. The 5.14 km long Circuit has been designed by world-renowned German architect and racetrack designer, Herman Tilke, who has also designed other world-class race circuits. The circuit is part of the 2,500 acres Jaypee Greens Sports City developed by the Jaypee Group founded by Jaiprakash Gaur. The name 'Buddh International Circuit' was chosen with reference to the area where the racetrack is situated – Gautam Budh Nagar district (near Greater Noida).



Image Source: en.wikipedia.org



Image Source: www.aafomula1.com



# Trivia

- The **Indian Olympic Association** was formed in 1927 with Sir Dorabji Tata as its first president and since that year has been the body officially recognized by the International Olympic Committee as India's national Olympic organization.
- The **Entertainment and Sports Programming Network (ESPN)** was founded by Bill Rasmussen, his son Scott Rasmussen and Aetna insurance agent Ed Eagan in 1979, under the direction of Chet Simmons, the network's President and CEO who later went on to become the first commissioner of the United States Football League.
- **Virat Kohli** had the greatest (35 crores) insurance cover during the 2012 season of the IPL. The individual player insurance in cricket cover includes mediclaim, baggage loss, accident, ransom and hijack claims.
- **Cdr. Homi D. Motiwala (Yachting) and Pulela Gopichand (Badminton)** are the only two sportsmen to have received both- the Rajiv Gandhi Khel Ratna Award and the Dronacharya Award.
- Based in Singapore, the **World Sport Group** is Asia's leading sports marketing, media and event management company. It is the global media and marketing partner for OneAsia, the first ever professional golf tour to unite the entire Asia-Pacific region. It works in alliance with Dentsu Inc., the world's largest single-brand advertising and communications company. It is one of the biggest player management firms of the world and manages some of the best Asian sportsmen including Sachin Tendulkar.



Image source: [www.firstpost.com](http://www.firstpost.com)

The answers to the logo quiz are:

## Looking for August WeChallenge answers?

- |                             |                  |
|-----------------------------|------------------|
| 1. Sahara Force India       | 4. South Africa  |
| 2. Sri Lanka Premier League | 5. Inter Milan   |
| 3. World Series Hockey      | 6. Roland Garros |



Image source: <http://images.sodahead.com>



# WeChallenge

***Love to challenge your grey cells? Be a part and Challenge with WeChallenge!***

1. Which was the world's first mass produced hybrid vehicle?
2. What is the name of the motion-sensing input device developed by Microsoft for its Xbox 360 video game console and Windows PCs?
3. This online directory works as a hyper-local advertising medium. It was started in 2008 by IIT-Delhi alumni who had earlier worked with the consulting giant Bain & Company. It was rechristened in 2010 and has already received two rounds of funding from Info Edge, totaling around \$4 million. Which tech startup are we referring to?
4. What was recently launched by Barnes and Noble Inc. to take on the Kindle Fire HD?



5. Which firm would you associate this logo with?
6. OMG Plc. Plans to launch the 'Autographer' this November in Britain. What is it and is so special about it?
7. Facebook recently rolled out a service for its users in the US which lets them send chocolate, coffee, socks and other real-life presents to one another. What is the name of this service?
8. Which IT giant was awarded the rights of being the Managed Service Provider to implement and manage the central ID Repository for the Indian Government's ambitious UIDAI project?
9. What recent development in the world of IT connects Mobstac, Neuron Mediatech and Srishti Technet?
10. In September 2007, Bajaj Auto accused TVS motors of violating its patent for the DTS-I technology in India through the development of which market offering?

*(see page 56 for submission details)*

# Results

The much awaited results of the Challenge is right here!

## *WeChallenge August Issue Winners!!! :*

- Richa Gupta , PGDM (2012- 2014), WeSchool.
- Saurabh Pramanick, PGDM Business Design, (2012- 2014), WeSchool.
- Kaustubh Kokane, MMS (2012- 2014), WeSchool.

## *Football Club Winner of the Month: August Issue*

- Harsh Salian, PGDM (2012- 2014), WeSchool.

## *Congratulations and thank you for writing to us!*

- Sindhu & Varun Reddy, PGDM BIF(2012-2014),Institute Of Public Enterprise
- Shreyas Zawar, PGDM Rural Management (2012-2014), WeSchool
- Abhinav Sridhar, PGDM (2012-2014), WeSchool
- K.Srilalitha and Prasanna Birru, Institute of Public Enterprise
- Niharika Adukia, PGDM (2012- 2014), WeSchool
- Himani Duggal, PGDM (2012- 2014), WeSchool
- Abhishek Kumar, PGDM (2012-2014), IIM, Lucknow
- Rohit Haldankar, MMS (2011-2013), WeSchool
- Abhishek Sinha, MBA-FT (2011-2013), FMS, Delhi
- Supriya Gunthey, PGDM (2012-2014), WeSchool
- Kaustubh V. Kokane , MMS (2012-2014), WeSchool
- Brijesh Sharma, PGDM (2011-2013), SIBM
- Nishant Shekhar, General Management (2011-2013), NITIE Mumbai

# Operations

## Latest Technology Trends And Effective Project Management

By: Brijesh Sharma, PGDM (2011-2013), SIBM, Pune

### How Cloud computing will change the way we manage projects

Every now and then, in every industry we have disruptive innovations which change the way we operate and manage our business model. Mobile destroyed the pager market, iPod's wiped out walkman, Digital camera made film cameras business unviable. Organizations are looking out for these innovations so that they are not only ready to sustain their business but also take advantage of these technologies and change the way they manage their business.

### What makes Cloud computing a destructive change to existing project management practices?

Cloud computing in very simplest explanation is just like using Gmail on internet, you don't own the Gmail, you don't know where the hardware or servers of Gmail are located, you just use the Gmail services over internet. Cloud uses the same concept, there is no need to buy the servers, software licenses or expensive high tech hardware, you just need to have dummy computers and internet to access the application via internet and pay for the services which you have subscribed.



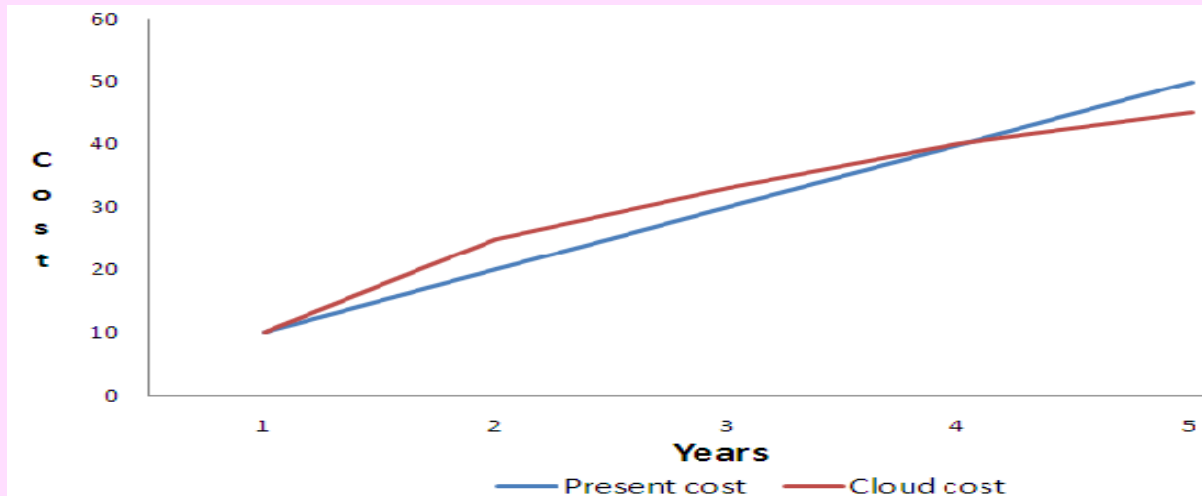
Image Source: <http://gnoted.com/wp-content/s/2012/02/cloud-computing.jpg>

### Projects Costing Model

This will dramatically affect your costing model, not just for customers who will be saving millions of dollars when it comes to buying the complete infrastructure but also for the project management team for calculation of project cost as now the server installation cost, buying software and software licenses, time required for server setup will no longer be required. Project management team only needs to buy licensing per user and for services they want to access over internet, which can be used for multiple projects.

# Media on the Cloud

As shown in the figure below, implementation cost for cloud computing would be greater than ownership of complete infrastructure in first few years esp. for large organizations owing to large no. of subscribers, training of employee. But this would reduce in later years owing to low cost of maintenance, supporting of application, up gradation of software etc.



**Depiction of cost difference between cloud implementation and present technology implementation** (Note: data is hypothetical used only to depict the concept)

## Triple constraint to Quadruple constraint

The biggest concern for companies implementing cloud solution is data privacy. Since in cloud computing, many organizations are sharing the software, services, memory space on license basis, there is possibility of theft of sensitive information which can be anything from financial information to launching of new product by competitor. These are the situation where Project managers will pay a crucial role. It will become project manager responsibility to include risk management in quadruple constraint of scope, schedule and cost. Understanding, managing and communicating to stakeholders regarding various risks pertaining to cloud computing like data privacy, security and up gradation will become a crucial part of project management activities.

## Small to Mid size companies adopting Project Management

Cloud computing reduces the cost of project implementation to great extent. The setup cost of servers is virtually non-existent as we subscribe to services, the hardware cost is reduced at customer end because all you need is some device with internet connectivity, hi-end software cost is reduced as you can subscribe to those software at lower cost, upgrading the project to higher version at very less cost would be possible as this can be managed by organization hosting applications on cloud platform. So, with all these benefits, small companies which were reluctant to go for costly project management will now take advantage of lower cost and will invest heavily in projects.



# Operations

## More control to customers post deployment

Since the application will be deployed on cloud hosted by cloud solution providing companies, these companies would give more control to end customers in terms of expanding their subscribers or modification of application in terms of providing more features.. Project managers should communicate the post project implementation benefits to all stakeholders so that stakeholders are able to take the decisions based on current business scenario and are able to decide and modify the scale and spending on IT i.e. on cloud solution.

## Understanding of contract terms with Vendor in Cloud

Contracting or sub-contracting the project scope to vendor will pose new challenge to project managers. Costing of contracts which currently is based on set of historical data or pre-determined factors like no. of users etc. Project managers would have to evaluate new factors when selecting and awarding contracts to vendors. New pricing model would have to be developed for cloud platform. The risk management by project manager related to security, scalability and compatibility of application on cloud, formulation of contract terms and project scope would be required in great extent.

## More emphasis on Communication and Collaboration

At present about 90% of project manager activities is concentrated around communication with stakeholders. With introduction of cloud computing in project management, emphasis on communication to stakeholders would increase even more. As the applications and project management activities would be done on cloud, great coordination and communication would be required not only between team members but also between stakeholders would be required. To achieve this, project managers will first have to be well aware of tools and techniques which would enable communications on cloud relatively easy to manage between stakeholders across multiple locations.



Image Source: <http://ti.gstatic.com/>

# Media on the Cloud

## Development of new technologies for Cloud

At present companies are investing huge sums of capital in developing cloud technologies. Tools and techniques developed specially for managing project on cloud would be required on large scale. Project managers should keep themselves updated with the latest technologies because later it would pose a challenge to project managers as they have to master the tools & techniques and manage projects at the same time. These could be a challenge for project managers who are not technologically comfortable using new technologies and hence greater learning curve is required by project managers for these technologies.



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

## Conclusion

For any technology to radically change the way we manage our projects, availability of technology along with project managers who knows how to use and take benefit of that technology should be present. Cloud technology is growing at a tremendous rate and would grow by three fold in next three to four years. Big companies like Amazon, Microsoft are investing heavily in cloud technology which will be followed by smaller companies providing peripheral supporting cloud services. The demand for project managers for managing project in cloud technology would increase in coming years and project managers should starting preparing themselves for the change.

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# Operations

## A Mobile Supply Chain

**By: Nishant Shekhar PGDM(2011-2013), NITIE**

Since long, the supply chains have competed on price, quality, delivery and availability. They have focused on how to supply a quality product at the right time at the right place and at the right price. The cost of manufacturing has increased but the market price hasn't moved in the same trajectory. As a result, the companies have been fighting on costs to gain competitive advantage over the others.

The companies have been under tremendous pressure to reduce supply chain costs. In pursuit of that, the companies have increasingly moved towards adoption of technology in the last few years. Their main focus has been to streamline operations, optimize costs and make the supply chain more efficient. In line with that, Mobility, a recent adoption, has been a game-changer. It is the next level on the basis of which the firms will compete.



Image Source: <http://www.tcs.com/SiteCollectionDocuments/>

Mobility means 'being mobile'. And that's exactly what it is doing to supply chain. It is enabled via applications running on portable mobile devices which allow doing business transactions while on the move. A manufacturing employee can access his applications from the shop-floor, a sales employee can raise orders from the distributor point, a warehouse employee can have real-time inventory data, a procurement employee can raise and release purchase orders any-time in the day.



Image Source: <http://www.inboundlogistics.com>

Mobility is moving the computing power of Desktops/Laptops to the point of work. It is compressing the business processes. It is eliminating wastes such as time which slows down the operations. It is removing the manual entry processes on paper. It is giving more flexible working conditions to the employees

# Mobility

and at the same time removing inefficiencies in the processes and thus, increasing productivity. It is providing instant access to real-time information from the shop-floor which can be leveraged for faster decision making. It is aiding in improved customer service levels and increased customer satisfaction.

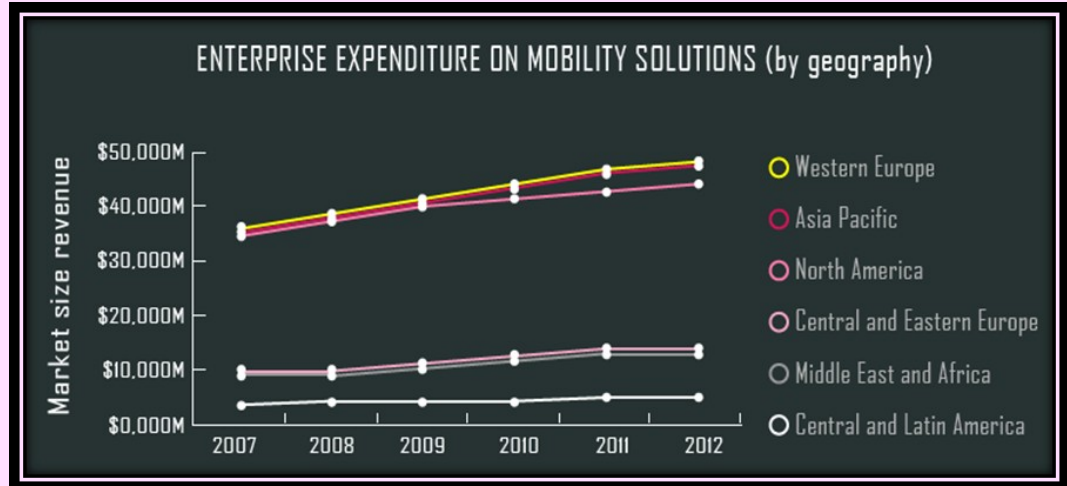


Image Source: <http://www.infoq.com/news/2012/06/Trends-in-Enterprise-Mobility>

## Mobility Drivers

**The arrival of smart phones and tablets:** Wide displays, high processing power and functionalities of smart phones have been the reason for high proliferation of mobile devices in the organizations.

**Availability of wide range of enterprise applications:** The inclination towards adoption of mobile technology is not only because of arrival of smart phones and tablets, but also because of presence of wide range of enterprise applications (which can be customized as per the organization's need) across a number of business functions.

**The need to stay competitive:** The organizations have been optimizing operations to stay ahead of the competition. Their focus has shifted to make their processes lean so as to save on costs. This has also contributed towards increased adoption of mobile technology.

**The increased mobility of workforce:** The employees are no longer confined to the four walls of an office. They need to be on the move as and when required. And they also need to perform their business functions. This has also led to increased adoption of mobile technology.

## Impact and Benefits of adopting Mobility solutions on Supply Chain processes

### Mobility in Manufacturing

Mobility offers ample opportunities for various stakeholders in the manufacturing process. A production personnel can track his KPI's in real-time allowing him to take action as and when required (i.e. in case of deviations from the normal). A shop-floor supervisor can track and manage the work-force.



# Operations

An engineer can act even when he is not near the machine (for example, by releasing break-down work order from any place), thus reducing unplanned downtimes. A line operator can do production entries on his hand-held mobile device, thereby enabling real-time visibility about the target production v/s actual production. A quality personnel can transfer the product testing data from the shop-floor itself, thereby enabling faster results.. Thus mobility in manufacturing enables faster decision making and improves response time.

## Mobility in Warehousing

Mobility improves the warehouse processes and makes it more efficient. In the receiving function, the employee, through his hand-held mobile device, has real-time access to purchase order database and can thus compare and reconcile the incoming shipment in lesser time. This also improves productivity as more shipments can be handled per day. In the picking function, the item which falls below the minimum inventory level is immediately notified upstream (rather than waiting to access the WMS application through desktop / laptop), thus saving time and perhaps the cost of delay. The hand-held mobile device also helps in improving order-pick accuracy. In the dispatch function, the real-time visibility of customer order data reduces the chance of wrong shipment and also ensures maximum utilization of truck-load.

## Mobility in Transportation

Mobility helps connect the transporters and their truck drivers to the business applications of the organization. This improves visibility and ensures timely arrival at the destination. Apart from that, the real time availability of truck-load data ensures higher load utilization resulting in reduced fleet size on the roads which ultimately transforms to fuel cost savings.

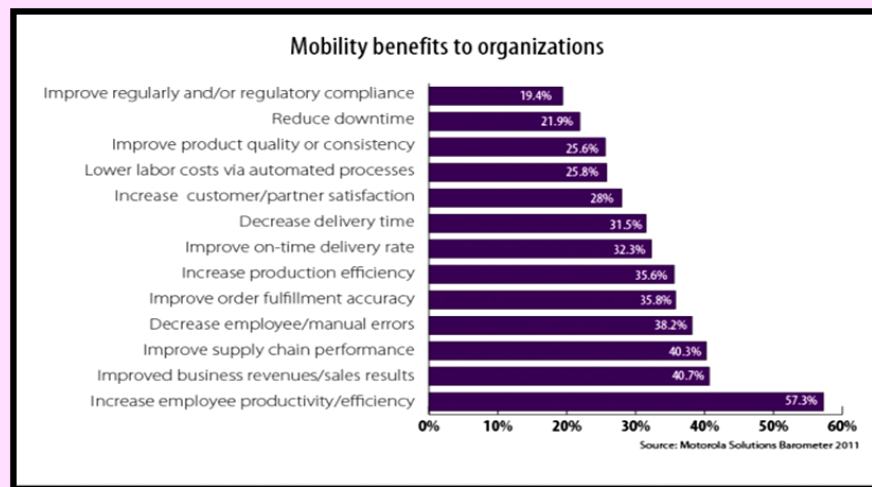


Image Source: [www.motorola.com](http://www.motorola.com)

## Mobility in Sales

Mobility equips the sales force with the flexibility to raise sales orders while on the move. If a sales personnel on market visit notices lower numbers of products on the shelves, he can immediately raise replenishment orders rather than postponing and risking stock-outs. Mobility is especially necessary in case of vendor managed inventory.

# Mobility

## Challenges of Mobility adoption

Though mobility is regarded as the next game changer in reducing supply chain costs, promising improved productivity & efficiency, faster responsiveness, optimized operations and improved customer service, it has its own set of challenges as far as adoption by companies is concerned.

**Security of data and information:** As the organizations move towards mobilizing their processes, they would need to give access of their business applications to many employees who would be on the move. The more the number, the more the threat to their security. So, before adopting mobility, the organizations need to have policies in place to ensure how it would prevent theft of data and fraudulency.

**Choosing the best available infrastructure:** It's no longer "one size fits all" when it comes to choosing the mobile solution. There are a number of solutions available which vary in some respects or the other. The challenge here would be to choose the best one which fits their business process.

**Integration:** Integrating the existing technology infrastructure with mobile applications would require great deal of effort. This would also have to be followed by training.

**Managing organizational change process:** As the organizations incorporate mobility in their day-to-day operations, they need to ensure acceptance from their employees to derive the desired benefits from the adoption. They also need to make the experience smooth and hassle-free.

**Periodic technology upgradation:** As the technology upgrades and new advancements come in, the organizations would need to upgrade their mobile devices and applications to derive maximum benefits out of it.

The next level of competition is here. It has revolutionized the supply chains. The early movers are gaining competitive advantage. But given the challenges, many organizations have been slow in adopting mobility in their supply chains. The time the organizations come over their apprehensions (regarding data security) and adopt complete mobility solutions, they will begin reaping the benefits that will change their supply chains ecosystem. The supply chain will become mobile.



Image Source: <http://www.boohyahtech.com/>

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## YOUTH AT HEADSTEAD—YOU CAN MAKE A DIFFERENCE

The YP Foundation (TYPF) is a youth run and led organization that supports and enables young people to create programmes and influence policies in the areas of gender, sexuality, health, education, the arts & governance. The organization promotes, protects and advances young people's human rights by building leadership, and strengthening youth led initiatives and movements. Founded in 2002, TYPF has worked directly with 5,000 young people to set up over 200 projects in India over the last 8 years, reaching out to 300,000 adolescents and young people between 3-28 years of age.

TYPF engages young people to develop projects through 6 programmatic divisions that work with:

- Empowering Street Children (Health & Hygiene Awareness, Life Skills & Education)
- Mental Health and Life Skills for Adolescents
- Gender, Sexuality, Health, Rights and HIV
- Governance, Citizenship and The Right to Information Act
- Promoting, Protecting and Sustaining Independent Music
- Human Rights through Film & Literature

**TEACH FOR INDIA** is an Indian non-profit organization that aims to eliminate educational inequity in the country by enlisting the nation's most promising college graduates and young professionals to teach for 2 or more years in low-income schools in several metropolitan cities. The organization aspires for these "Fellows" to gain the insight and added commitment to tackle the root causes of India's education gap throughout their lives. The movement currently work across 122 schools



in Mumbai, Pune and New Delhi reaching approximately 12,000 students. When Fellows started teaching in June 2009, most of the students could not speak English; many had trouble reading English. There was also high absenteeism among students. Most students were several grades lower than the one they were studying in. A year into the Fellowship, the attendance rates increased from 81% to 89% and reading fluency went up from 27 words per minute to 62 words per minute.

In the coming years, they aim for an average of 1.5 years of skills-growth from students' incoming skill level in reading comprehension, math, grammar and writing.

# Call for Articles

We invite articles for the October 2012 issue of Samvad.

The Theme for the next month: October 2012 -

## **Retail Industry**

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, year & 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**.
- Please name your file as: <YourName>\_<title>\_<MBAvertical e.g. Marketing/Finance/BMS>
- Subject line: <YourName>\_<InstituteName>\_<Year>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Like our Fb pg: Samvad: WeSchool Students Magazine;
- Follow us on twitter: @Samvad\_We
- Deadline for submission of entries: **28th October, 2012.**

## **'WeChallenge'**

### **Submission Guidelines:**

- Winners to be decided on basis of the time by which we receive your entries.
  1. First place for entries before 18/10/2012
  2. Second place for entries before 22/10/2012
  3. Third place for entries before 26/10/2012
- Send in your entries to **samvad.we@gmail.com**
- Please mention your name, institute name, course details & contact number in the mail.



# Team Samvad



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Prof. Jalpa Thakker (Mentor)

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# Life...

*CHILDREN, ye have not lived, to you it seems  
Life is a lovely stalactite of dreams,  
Or carnival of careless joys that leap  
About your hearts like billows on the deep  
In flames of amber and of amethyst.*

*Children, ye have not lived, ye but exist  
Till some resistless hour shall rise and move  
Your hearts to wake and hunger after love,  
And thirst with passionate longing for the things  
That burn your brows with blood-red sufferings.*

*Till ye have battled with great grief and fears,  
And borne the conflict of dream-shattering years,  
Wounded with fierce desire and worn with strife,  
Children, ye have not lived: for this is life.*

*~ Sarojini Naidu*