



The Regional Growth Summit 2010

June 30, 2010 Bangalore

Conclusions Paper

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The Regional Growth Summit 2010

The theme of the summit "Resetting for Growth: The Road Ahead" addressed the twin challenges faced by today's upcoming corporate leaders: of breaking out of the caution that characterised the 2008-09 slowdown and repositioning their companies to take advantage of the next growth wave. The summit set out to identify ways and means by which Indian midsize enterprises can accelerate their fast-growth trajectory, now that the slowdown is behind us.

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AGENDA

08:45 am	Registration and Tea	
09:00 am	Introduction and setting the context	Pooja Kothari , Editor – Inc. India
09:15 am	High Performance – The key to exponential growth	Dr Pramath Raj Sinha , Founder and Managing Director – 9.9 Media
10:15 am	Brands and Talent: How do midsize enterprises manage the trade-off between investing in talent to develop their brand or investing in their brand to attract quality talent?	Harish Bijoor , Brand Strategy Specialist & CEO – Harish Bijoor Consults Inc. Ramanujam Sridhar , CEO – brand-comm
11:15 am	Tea Break	
11:30 am	Keynote Address: Resetting for Growth – The Road Ahead	Dr. Devdutt Pattanaik , Chief Belief Officer – Future Group
12:15 pm	The Brave New World of Web 2.0: What’s it all about and what does it mean for midsize enterprises?	Mahesh Murthy , Founder & CEO – Pinstorm Ramesh Srinivasaraghavan , Sr. Computer Scientist and Platform Evangelist – Adobe Systems
01:00 pm	Lunch	
02:00 pm	How I Did It: Insights into how leading enterprises have built their enterprises	Krishnan Ganesh , Founder and Chairman – TutorVista.com
03:00 pm	Building a sustainable organisation: How do midsize enterprises balance the differing perspectives of the veterans and the ‘Young Turks’ in the company’s growth journey?	Keshav Baljee , President – Royal Orchid Hotels Anand Sudarshan , CEO & Managing Director – Manipl Education Prof. Rishiksha Krishnan , Professor of Corporate Strategy – IIM-Bangalore
04:00 pm	Presentation by MetLife – Understanding the importance of employee benefits	
04:15 pm	Funding growth: Charting the path for the next leap	Jacob Kurian , Partner - New Silk Route Advisors M Srinivas Rao , Co-founder - Aujas Networks Pvt Ltd Shoba Purushothaman , Chairman - Synaptic Digital Inc.
05:15 pm	Networking and Close	

ABOUT 9.9 MEDIA

9.9 Media is one of India's fastest growing diversified media companies that offers high-quality insights to niche consumer, business and professional communities. It aspires to earn the trust of its target communities by delivering timely, relevant and differentiated content through its portfolio of magazines, websites, events, research and peer groups. Our services are carefully crafted to facilitate the sharing of experiences and problem-solving by leveraging the powers of 'collective wisdom'. Our distinctiveness lies in our first-of-a-kind integrated approach to servicing discerning communities. Given their backgrounds and experience, the Directors of 9.9 Media enhance, exponentially, the value that will accrue to the members of The Growth Institute and its related initiatives. In the areas of leadership, strategic advice and policy advocacy, training and mentoring, and building brands and marketing, the team brings proven, practitioners' expertise to the table .

ABOUT THE GROWTH INSTITUTE

The Growth Institute is a premier peer network for chief executives and owner-managers of India's rapidly-transitioning mid-sized businesses – a league of leaders who are, increasingly, shaping India's economic destiny. Designed to address member companies' most urgent needs and challenges, The Growth Institute offers insights into best-in-class practices and ideas through targeted research initiatives and ongoing interaction with peers and experts. The network systematically harnesses the power of 'collective wisdom' to help members pursue excellence, build competitiveness, innovate best practices, and go global. With time, given the commitment of 9.9 Media, The Growth Institute will also provide a platform to enhance 'share of voice' and public recognition for India's growing businesses.

Introduction and setting the context

Speaker: Pooja Kothari, Editor – Inc. India

This year, our theme is “Resetting for Growth”. The previous year was a tough transition for mid-sized enterprises and many are glad that the recession is behind us. What is certain is that India is looking ahead to a brighter future and growth businesses are looking forward to better times. This summit is an opportunity to meet and recharge our batteries and get on with the task of building the leaders of the future.

SESSION I

High performance – The key to exponential growth

Speaker(s): Dr. Pramath Raj Sinha, Founder and Managing Director – 9.9 Media

There is universal recognition that performance is a critical catalyst to success in a competitive environment. This has assumed greater criticality as small and midsize enterprises ready themselves for a possible new wave of growth. The worst of the downturn is behind us and we now need to lead our organisations from a ‘survival’ mentality to a ‘high performance’ one. One person or a few top leaders in an organisation cannot drive high performance. To deliver consistent high performance, the best-performing companies

When running businesses, the fundamentals come down to how the business is performing. Yet, enterprises have a variety of ways to drive performance, thus developing its own DNA. A significant part of such performance is driven by the leader of the organisation. Their running is shaped by their own past experiences and learnings.

The critical parameters of an organisation’s performance are:

“You need to empower
employees for what you want
them to do.”

*Dr Pramath Raj Sinha, Founder and CEO, 9.9
Media*

- a. Consistency
- b. Motivation
- c. Organisation structure

Firstly, it is important to define roles clearly. Clarity on the levels of involvement, delegation of authority, commitment and the two “I’s” (initiative and incentive) are critical. Allowing your employees to take risks (initiative) is crucial.

Secondly, it is important to develop a consensus on the organisation’s direction. This enables employees to become aligned and committed to the same idea. Situations may emerge where not all may agree on the direction, but at least they are committed.

Entrepreneurs should also be careful not to get bound by their own challenges or problems. They run the risk of ignoring what is happening in the ‘outside’ world, among competitors, customers, partners, vendors etc. Entrepreneurs are in particular danger of this phenomenon, as they tend to get caught up in their own hubris and judgment of what is right or wrong.

The three primary factors that drive performance in a company are:

1. Alignment: This focuses on knowing the destination, ensuring commitment and building consensus
2. Execution: Execution involves ensuring consistency and renewing your organisation and employees consistently for new competition. Hiring the right talent is key to making this successful
3. Motivation: Ensuring that all the incentives are in place and aligned to ensure maximum employee contribution

Measuring the above areas is also very important. Enterprises need to build either formal or informal metrics for these. A starting point is a rating scale, where each CEO rates his or her organisation on the extent of their alignment.

Alignment has many aspects, but is probably relatively easy to achieve, as most entrepreneurs have a fairly clear idea about their strategy. Visioning workshops with the top team could help crystallise this for the entire organisation and in buying alignment from the core employees. This would then get disseminated via sessions to the rest of the organisation.

The most difficult aspect in this process is the organisation's culture or "environment and values." People are inherently different and communication gaps may emerge due to the diversity of culture, language, experience etc. Thus, an employee may claim he or she is aligned but may inadvertently turn out to be a 'yes-man' on official matters. There are no distinctive tools to define this behaviour. However, if entrepreneurs feel that their employees are only "giving them the good news", that is a sign that alignment may not truly exist. It is therefore important to get an external party to come and talk to your employees to gauge their real outlook.

While striving for high performance, it is important for us to set processes in place, and ensuring that employees actually are equipped and have the capabilities to fulfill their roles. We lose time when people are just not capable. While they may have a great attitude, are motivated and are generally 'good people', it will not work for the organisation, if they are not capable.

SESSION II

Brands and Talent: How do midsize enterprises manage the trade-off between investing in talent to develop their brand or investing in their brand to attract quality talent?

Speakers: *Harish Bijoor, Brand Strategy Specialist & CEO – Harish Bijoor Consults Inc.*

Ramanujam Sridhar, CEO – brand-comm

Pramath Raj Sinha, Founder & MD – 9.9 Media (Moderator)

As midsize enterprises scale up in size and across markets, they realise the increased importance of a strong brand, which can be the key to attracting new talent and establishing credibility. But the resources required to establish a strong brand may take its toll on a fledgling, growing enterprise. For midsize enterprises that operate in the B2B space, what are the best ways in which they can establish and nurture their brand? How can they establish an equilibrium that would help them attract the best talent, without heavy investments in brand building?

The modern era has seen five professional waves. The first wave was the era of the manufacturing man (1936 to 1945). During these years, every managing director or the CEO of the company emerged with a manufacturing background. The second wave is the era of the salesman (1950 to 1960), during which production had improved and there were enough goods and services. But challenges remained in reaching out to markets. Therefore, the main focus was on selling and distribution.

The third wave is the era of man in finance and costing, primarily due to the oil crisis in 1974. After the oil shock, costs became a key issue. Only those organisations which could control costs managed the transition.

The fourth wave is the era of the brand man, beginning in the 1980s. Now, it did not matter whether the product had any intrinsic value. So long as the brand was exciting, people would consume it. This era of the 'brand man' lasted up to the initial years of the new millennium.

"People want to work for leaders who are visible."

Ramanujam Sridhar, CEO – brand-comm

The fifth wave is the era of the HR man. Brands became too outspoken and people became very important in this era, especially from 2005 onwards. We saw the IT & ITeS sector growing at a fast pace in this period, as human capital assumed more importance.

Brands are powerful magnets, and affect perception. They encourage people to work for an organisation. It is important to recognise that a brand has two faces, consisting of internal branding and external branding. Every company needs a mix of both these.

Internal branding is based on how firms build appreciation of their brands. This is a slow, incremental process. The 'Eastern' way is to begin with internal branding and then move to external branding. The 'Western' way is vice versa.

Small and mid-sized enterprises are advised to avoid the trap of 'hollow branding', where heavy advertising is used to build a brand, but with shoddy results. Solid brands are built bottom up and not top down.

The trade-off does not mean investing in brands is better than investing in talent. A good practice is to "keep moving with the times and make sure your environment moves with the times". It is extremely critical for a CEO to feel the pulse of employees, and he or she may even need to do the *waka waka* with them! Focus on internal branding is a challenging task. Therefore, leveraging the help of HR is critical for this.

"Talent hates to stick with mediocre environments."

*Harish Bijoor, Brand Strategy Specialist &
CEO – Harish Bijoor Consults Inc*

It is also important to communicate what the enterprise stands for. Companies spend a lot of time on acquiring and retaining their customers but not enough on retaining their employees. It is very easy to build up expectations with employees and then be disappointed

to discover that their performance is not up to par.

Enterprises need to nurture their employees and invest in them as they would in a brand. For people who come from professional environment, they cannot work in a 'mom and pop' environment, where their every move is monitored.

SESSION III

Keynote Address: Resetting for Growth – The Road Ahead

Speakers: Devdutt Pattanaik, Chief Belief Officer – Future Group

How can lessons from our myths and traditions help entrepreneurs build strategies for growth?

Business depends upon the behaviour of customers, team members and the people who run it. For it to succeed, business needs to understand organisational and customer behaviour. About three hundred years ago, it was believed that all that is real is rational and all that is rational is measurable and all that is measurable is manageable. Hence every business school now revolves around the same school of thought. It is important for one to understand that one can measure business and behaviour too. However, it must be acknowledged that ***the belief behind the behaviour is immeasurable.***

“The investor who backs a venture does so out of his faith or belief, and not necessarily because he is aligned with the entrepreneur’s vision.”

*Devdutt Pattanaik, Chief Belief Officer,
Future Group*

It is difficult to get support from people when a budding entrepreneur thinks of starting a business. Not everybody is convinced with his or her ideas, concepts and logic of doing business. The investor who backs a venture does so out of his faith or belief, and not necessarily because he is aligned with the entrepreneur’s vision. Similarly, if a team member is not performing at a certain level, it is vital to judge his belief in the company. It is at this juncture that mythology

gets linked to business.

In management school, one learns to create a pattern out of a set of dots. But the number of dots is very restricted, especially when one starts applying management principles as developed in Europe and America. That is why modern management works only in 20% of the Indian business world. 80% of Indian enterprises do not follow the western world. And they are quite successful because there are many dots available.

The whole paradigm shifts when we change our perspective. From simply viewing business relationships as a transaction between two individuals, we need to move to building solid relationships. In India, every businessman gives due importance to his relationships.

We have a civilisation of 3000 years vintage. There is a dire need to assess the Indian way of thinking. In our country, money is worshipped to such an extent, that hard work becomes insignificant when balance sheets present a dismal picture. What is interesting is that it is a mythological truth that prosperity does not bring in security. In fact, the King of the Gods, Indra is always insecure.

The approach that entrepreneurs take when they meet clients is critical. This approach is defined by their skills, knowledge, attitude, and networking abilities, among other parameters. A comparison

can be drawn by giving examples of the Gods. For instance, Indra always runs after money while Vishnu believes in solving problems by constantly changing his forms. Indra's approach states that no one else should compete with Him while Vishnu is more serene and secure with His position. Thus, entrepreneurs need to carve their own spaces and develop a sense of security. Then Lakshmi (the Goddess of Wealth) will automatically follow Vishnu (the entrepreneur).

One advantage in Indian management is meditation. Western management is about processes, removing the human elements and making money. Thus there are always two ways of doing things. One is to follow processes and not initiate changes. The other is to meet the demands of customers by constantly changing and adapting to the market. It depends upon an individual which path to follow. If entrepreneurs choose the path of Vishnu, money will walk in their direction.

SESSION IV

The Brave New World of Web 2.0: What's it all about and what does it mean for midsize enterprises?

Speakers: Mahesh Murthy, Founder & CEO – Pinstorm

Ramesh Srinivasaraghavan, Sr. Computer Scientist and Platform Evangelist – Adobe Systems

Moderator: Pooja Kothari, Editor, Inc.India

The world of Web 2.0, which is exemplified by the success of blogs, wikis and social networking websites, such as LinkedIn, Facebook, Twitter and Second Life have thrown up new ways for enterprises to interact with their customers, vendors, employees, shareholders and prospects. How do midsize enterprises take advantage of these new technologies? What are the advantages of being in greater touch with your customers? What are the pitfalls to be avoided here?

The session shed light on how social media should be managed and structured by entrepreneurs and discussed how enterprises should manage their social media strategy.

Consumers are the true creators and pioneers of social media. India today has about 71 to 81 million net users, 400 million mobile users, 20 million mobile net users, 18 million Facebook users, 16 million Orkut users and 4 million internet users.

A few years ago, corporations could reach their audience only via PR agencies of the business press. But now media has become a two-way street. Earlier, CEOs may have had 28 journalists in their diary to reach out to. But today, there are 28 million people who contribute to social media online! These include people who contribute to social media via blogs, tweets or Facebook updates.

Thus, the tools and rules of the game have changed. Now the challenge is to manage 28 million people who would have perceptions about the company's brand, products, services etc.

Globally, most CEOs of large companies and SMEs are spending more on social media. One trend that is driving this phenomenon is that people are increasingly mistrustful of advertising in traditional media, such as newspapers, television, radio and billboards. Studies show only 5% to 8% of people trust these sources. However, people trust the recommendations of other people, estimated at 13% to 35%. Thus, people are beginning to trust opinions put out by others, including strangers rather than the claims of an advertisement.

Thus, enterprises need to spend more time and effort on social media as there is far more credibility in these platforms, rather than standard media vehicles.

Social media is a 'front-foot' cricket game, where enterprises need to be more confident and proactive in their outlook. Some of the world's most powerful brands like Ferrari, Starbucks, Google, ebay and Red Bull never advertised. They built their brands without advertising and are famous for their word of mouth campaigns. Advertising is a viable option only at a particular scale, when a firm's marginal cost of reaching the next consumer is less because they have been advertising.

Broadly, entrepreneurs need to focus on the following factors they need to look out for when using social media to build their brands:

1. Find an advisor; not a vendor
2. Ensure the campaign is continuously monitored; there can be no 'breaks'
3. Have a single face that will communicate the message with the rest of the world
4. Develop a robust back-end that supports and monitors all communication being posted

Session V

How I Did It: Insights into how leading enterprises have built their enterprises

Speakers: *Krishnan Ganesh, Founder-Chairman, TutorVista.com*

Pooja Kothari, Editor, Inc. India (Moderator)

Krishnan Ganesh shares details of his growth journey – the challenges, the highs and lows and the real excitement that comes with building a new business. It is a deeper look into what drives an entrepreneur to scale new heights of excellence and performance. The session shares personal insights that emerge from the journey of building and nurturing high-growth enterprises.

My childhood was very challenging. I lost my father at the age of 9. He was a government servant in Delhi. But within 30 days, the Government of India went out of the way to give a job to my mother on compassionate grounds. So, I have a lot of respect for government. My mother was working and she brought me up with my two younger sisters. There was a lot of desire to excel, to study well, to get a job. At that time I never thought I will be an entrepreneur. The primary objective was to study hard and find a good job. I could get enough marks to get into engineering in Delhi University and after that, when you go to IIM, it becomes easier.

I had the opportunity to be executive assistant to Shiv Nadar. I worked under him for five years and that is where I really felt the entrepreneurial spirit. At that time, HCL was not what it is today. It was a 20 crore company and the second largest at that time as the computer industry was small. When I actually started to believe that I could take decisions independently and implement them, I wanted to start something on my own. At IIM, I had two job offers from Citibank and Hindustan Lever. I am sure I would not have become an entrepreneur if I had joined either of them.

There are some regrets. When I was the CEO of IT&T from 1990 to 1998, we focused on hardware maintenance and services. Even if we had put 10% or 20 % of the effort on software, we would have been 100 times more valuable and we thought we were very smart. Companies like Wipro and HCL, for example, to their credit have transitioned quite well. NIIT, for example, moved from training into

software but we really never could get to that. There are times when I suddenly think whether I did the right thing in selling my companies when I did, whether I should have held on etc.

“I have benefited a lot (from) my board across all my companies because they give you a different perspective. They are objective, they question and challenge you... (Since) they have also put money, they have their skin in the game (and) are aligned with you.”

*Krishnan Ganesh, Founder-Chairman,
TutorVista.com*

Learning, for an entrepreneur, comes out of experience, which, in turn, emerges from meeting people and interacting with them. Soon, you start relying more on your gut feeling and less on qualifications or experience and the rest.

Entrepreneurs, especially a first generation entrepreneur or a start-up entrepreneur, need to be passionate about their idea because entrepreneurship is difficult. 95% of start-ups fail and only 5% succeed. Therefore, to be a successful entrepreneur, you need to be passionate about an idea and you should be foolish enough to think that the idea will actually work! This is because if you start looking at data and statistics, 95% is against you; there is only a 5% chance of success!

Across the board, I think it is extremely important to have a very high level of integrity. That means we need to be completely transparent and upright and treat the other person the way you would like to be treated.

SESSION VI

Building a sustainable organisation: How do midsize enterprises balance the differing perspectives of the veterans and the ‘Young Turks’ in the company’s growth journey?

Speakers: *Keshav Baljee, President – Royal Orchid Hotels*

Anand Sudarshan, CEO & Managing Director, Manipal Education

Prof. Rishikesh Krishna, Professor of Corporate Strategy, IIM-Bangalore

Moderator: Dr. Pramath Raj Sinha, Founder and Managing Director – 9.9 Media

As companies evolve from being start-ups to small to mid-size, their management profile also undergoes a significant transformation. The men and women who helped establish the company are now joined by professionals with diverse perspectives on the way forward. Sometimes, conflicts can emerge as the ‘old guard’ tries to resist any moves for change being brought about by the new arrivals. How should mid-size enterprises manage this transition? What are the ways by which they can create an organisation culture which will allow for a proper balance between the ‘new’ and the ‘old’? How can the organisation take advantage of the best of both worlds?

The struggle to infuse new ideas in established organisations is not new and enterprises have been grappling with this for generations. Now, as companies in India move on to a fast-track growth path, such challenges appear more formidable.

To maintain the balance between the older set and newer set of values, it is vital for an enterprise to grow and carve a global footprint. Developing a shared vision, which does not interfere with incumbent value systems is a significant challenge. One should not just force through his or her vision. Rather, they should work towards developing a shared vision which is acceptable to all.

Thus, the goals and aspirations of managers and leaders should be aligned with the principles and philosophies that make up the core values of the institution. While undergoing the process of growth, a change in culture is required. This is a slow process in itself. Enterprises need to create systems which create synergies amongst the employees, bring out the best practices and contextualise them for the others, enabling people to learn from each other's experiences.

The three lessons that we learn from past experience are

- Every individual is different
- Managing an individual's aspirations and ensuring that it is congruent to other relationships
- Regular communication is the most efficient and effective tool for increasing visibility

"You have got to be visible...
communicate, communicate,
communicate."

*Anand Sudarshan, CEO & Managing
Director, Manipal Education*

Businesses should also learn to become more process driven rather than people driven.

Initially when one joins a promoter-led organisation, it is not feasible to get things done as desired by oneself. It may lead to collision not only with the existing management but also with promoters and managers who have been associated with the enterprise for the past several years. Hence, it would be wiser to identify the common and uncommon areas of your vision with their vision, rather than arguing your way to force changes in the system.

The best approach is to create some space, operate independently in that area, undertake risks and demonstrate results. This would build credibility that could then drive change for the rest of the organisation.

In a family owned business, it is commonly perceived that loyalty and experience play a significant role in the promotion of an employee. It becomes difficult to promote a smarter person with newer ideas. However, this mindset needs to change in the days ahead.

The biggest challenge for midsized enterprises is to find the right talent at senior levels, who are in sync with the organisation's requirements. It is commonly perceived that a person who has worked in large multinationals would have exposure to best processes and systems, and can therefore act as a good process builder. However, there is a huge difference between people who are process followers and those who are process builders. Thus, it is essential to hire people who can establish and design processes according to the company's needs and requirements.

Indian entrepreneurs also give a lot of importance to qualities like objectivity, competence and knowledge, while hiring professionals. However one of the most important qualities to judge is their 'cultural' competence. This enables employers to judge their ability to communicate with owners and understand each other's roles properly.

It is also commonly observed that new professionals who join the organisation are often insecure and hoard their position and authority much more than the owners. They are reluctant to delegate responsibilities and bring more professionals into the organisation.

Finally, promoters and owners need to spend time with their new, young employees, especially at the middle and lower level, to make them feel a part of the organisation. If this effort is not made, it results in high attrition levels and inability to attract or retain talent.

SESSION VII

Funding growth: Charting the path for the next leap

Speakers: *Jacob Kurian, Partner -New Silk Route Advisors*

M Srinivas Rao, Co-founder, Aujas Networks Pvt Ltd

Shoba Purushothaman, Chairman, Synaptic Digital Inc.

Moderator: Dr. Pramath Raj Sinha, Founder and Managing Director – 9.9 Media

As midsize growth enterprises rustle up their resources for their next quantum leap, they will increasingly look for innovative sources of financing. In a post-Lehman world, trust is at a premium and both lenders and borrowers are searching for new ways to share risks and rewards. What are the ways in which banks, financial institutions, PEs and VCs can lend and invest money in these enterprises? How can midsize enterprises position themselves better to attract funding?

To position their companies to obtain funding, entrepreneurs need to bear the following factors in mind:

1. Decide how much money you actually need
2. Always bear in mind two things:
 - a. You always will probably need more money than you anticipate originally
 - b. You should ideally try to raise it before things get too desperate.
3. If you are sure you can pay interest and repayments, then debt would be a better option
4. Always spend time trying to understand how the investor community operates, what they look for, their expected rate of return, their valuation models etc.
5. Observe if the value system of your prospective PE/VC partner matches with your own
6. Prepare a two pager in which you will talk about your company, product, team, prospective customers, role clarity, sharing of rewards, internal leadership etc.
7. Ensure that you know more about your product and market than your investor
8. Conduct due diligence on your investor to see if they are supportive of their investees in case they run into bad times
9. Ask and understand what value the investor brings in, beyond their funding

Entrepreneurs must be prepared to meet a very diverse set of people. The key is not to get offended but try and learn from experience. A focused search will ultimately yield a good match between investor and idea. They also need to understand the critical difference between *selling their product* and *selling the investment opportunity*. Both require different approaches. Thus, it is important to look for an investor with whom entrepreneurs would want to establish a long-term relationship.

They must also ensure having a very strong vision statement at each stage of their growth journey, as the vision has to evolve along with the company's and the industry's evolution. Every new round of funding requires a definitive plan. It has to have tangible changes, like expanding globally or launching new products or delivering new technology.

Now, investors are more careful about where they put their money, based on the lessons learnt over the last ten years. Raising funds also carries a huge responsibility. While it is easier to deal with an irate customer and refund his or her bill, it is more difficult to appease irate investors. After all, when an investor writes a cheque, they are buying a hope and a dream.

Our speakers (in alphabetical order)

Anand Sudarshan, CEO & Managing Director – Manipal Education

Manipal Education (ME) is the largest & most diversified higher education entity out of India. With 3 universities, and over 30 institutions internationally and in India, ME is among the leading Asian higher education groups, and has built its reputation as a high-quality Education provider, a value-adding Corporate University partner, and a diversified Professional Skills educator. ME is a part of Manipal Education & Medical Group, a respected 55-year old group in India.

ME also has as a part of its portfolio MeritTrac, India's largest testing & assessment services company.

Over the last four years, Anand has successfully led the rapid transformation of ME into a major enterprise with a multi-country footprint. He has also added with distinction inorganic growth as a part of ME's business model.

Prior to this, Anand was for about 14 years a part of the InfoTech Industry, predominantly in an entrepreneurial role. He was instrumental in starting and building several successful enterprises.

Higher education is a passion for Anand and he has served on governing bodies of several educational institutions.

Dr. Devdutt Pattanaik, Chief Belief Officer – Future Group

Dr. Devdutt Pattanaik is a medical doctor by education, a leadership consultant by profession, and a mythologist by passion. He has written and lectured extensively on the nature of sacred stories, symbols and rituals and their relevance in modern times. His books include *7 secrets from Hindu calendar art* (Westland), *Myth=Mithya: A Handbook of Hindu Mythology* (Penguin, India) and *Book of Ram* (Penguin India). His columns include

- *Mythos* in First City Magazine, New Delhi
- *Management Mythos* in Corporate Dossier, Economic Times
- *DevLok* in Sunday Mid-day, Mumbai

He has 14 years experience in the health care industry with organizations such as Sanofi Aventis and Apollo Health Care, and he had a brief stint as Business Advisor with Ernst & Young. Currently, he is Chief Belief Officer of the Future Group, India's largest retail company, with a show called Business Sutra on CNBC.

Harish Bijoor, Brand Strategy Specialist & CEO – Harish Bijoor Consults Inc.

Harish Bijoor is a Brand domain specialist operating out of Bangalore. He runs a unique boutique consulting outfit branded **Harish Bijoor Consults Inc.**, a brand name that has a consulting presence across the markets of Hong Kong, Seattle, London, Dubai and the Indian sub-continent. He has spent his Corporate career in the realm of FMCG and Telecom. He has spent the last eight years prior to his Telecom stint with **Tata Coffee Limited** in various designations moving through the Brand Management and Marketing Hierarchy. Harish spent the first eight years of his career with **Hindustan Unilever Limited** moving through the Sales and Distribution stream during the first four years and the Brand Management stream in the next four. Harish is actively involved in the world of coffee in India. He is a member of many active coffee forums and delivers lectures on the subject in India and Internationally. He is a member of the **Coffee Board of India** under the auspices of the Union Ministry of Commerce. Harish is an active member of the Plantations sub-committee of the **Planning Commission** for the formulation of the XIth Five year Plan(2007-12). Harish has recently published a book titled, "Marketing Trends – Smart Insights into the world of Indian Business" a serious book written in a style that is distinctly young and MTV-ish! He is currently involved in his

second book on core-branding. Harish is a member on the Board of Directors of a clutch of companies and his passion lies in the arena of good Corporate Governance. Harish teaches at the Indian School of Business, Hyderabad (Ranked No. 20 among Global Business schools by Financial Times, London) and is a much sought-after public speaker. He has a total of 8617 hours of Public speaking and Training experience among Corporate organizations across the world.

Jacob Kurian, Partner - New Silk Route Advisors Pvt. Ltd., Bangalore

Jacob joined New Silk Route Advisors in April 2007 and focuses on private equity opportunities in the Indian sub-continent out of the Bangalore office.

Prior to joining NSR, Jacob was one of the Partners of the India Consumer Growth Fund which aimed to take advantage of the opportunities created by the strong consumption growth in the Indian economy.

Previously, in 2003, as President of the Indian operations of Laureate Inc., he led the effort to establish India's largest multi-disciplinary private university.

Previously, Jacob worked for the Tata Group as an officer of the prestigious Tata Administrative Service.

In mid 2000, Jacob was named COO and SVP of Tanishq, a fine jewelry business. He led a dramatic turnaround of this business, making it one of the fastest growing consumer franchises in the country. Jacob engineered a multi-dimensional restructuring, repositioning Tanishq as a retail business and growing revenues at over 40% CAGR over the next three years, with steadily increasing profits and cash flows. Tanishq is one of the largest specialty retailers in the country and a "Superbrand" as well as the winner of multiple industry awards. During this period, Jacob was also the Chief Strategy Officer of Titan Industries, served on the Tata Group Strategy Forum and as a Mentor CEO to various group companies.

Previously, in 1996, Jacob became Chief Marketing Officer of the watch business at Titan. His team rejuvenated the flagging watch business with the launch of multiple new brands that are India's largest volume and youth watch brands. Under his stewardship, a widely respected annual poll ranked the Titan brand as India's top consumer brand in 2000.

In 1993, Jacob joined Titan Industries to lead a pioneering attempt to take an Indian consumer brand into international markets. The Titan watch brand sells in over 35 countries and is one of the world's top ten watch brands by volume.

Previously, during a ten year period with Tata Unisys Limited (a pioneering joint venture between Tatas and Unisys Corporation), he helped create the blueprint for India's flagship IT services business and led the development of several outsourcing best practices that have become the norm in the industry. He worked in multiple geographies in Asia, Europe and America.

Jacob has a degree in engineering (B.E. EEE) from the National Institute of Technology, Tiruchirapalli and an MBA from XLRI, Jamshedpur. He was voted "Exceller of the Year" – the outstanding graduating student by his class at business school. He received the Distinguished Alumni Award from NITT in 2008.

Keshav Baljee, President – Royal Orchid Hotels

Keshav Baljee is currently President and Co-Promoter of Royal Orchid Hotels Limited. He is deeply involved in driving the expansion process of the group, to achieve its immediate goal of a pan-India presence by 2010. He not only designed the group's ambitious expansion strategy, he is also instrumental in turning the group into a hotel development company from an operating one. His involvement in expansion extends to include evaluating and selecting from the funding sources in the market. His role in the company diversified when he recently took on the role of directing various PR, HR and marketing initiatives within the organization.

An alumnus of the Wharton School, USA and the Indian School of Business (ISB), Hyderabad, Keshav has a strong academic background in finance and corporate strategy. He has a background as an Investment Banker, and has worked with Lehman Brothers and UBS in the mergers and acquisitions department prior to returning to India.

He is an avid golfer, and enjoys a good game of squash. He got married recently.

Krishnan Ganesh, Founder and Chairman – TutorVista.com

Ganesh is a serial entrepreneur with four successful ventures in the last 20 years. He has been featured in several International media including The Economist, Fortune, Wall Street Journal, New York Times, BBC World for his unique achievements in starting and scaling green field ventures. He is currently CEO and Founder of TutorVista (www.TutorVista.com) – a new consumer Internet company in education services space. The company caters to over 20,000 students in US and UK and employs over 2000 people across India. TutorVista addresses the Indian education market through Manipl K12 education which has presence in over 1000 schools through ICT, 80 Tutorial Centers and runs and manages K-12 schools across India and Nepal. The company has raised over \$ 38 MM in venture funding in the last four years from Sequoia Capital, Lightspeed, Manipl and Pearson. He is angel investor, mentor and is on the board of Innovlite that specializes in LED lighting solutions (www.innovlite.com) He was also non-executive Chairman, investor and advisor in a Data Analytics BPO firm (www.marketics.com) till March 2007 when the company was acquired by NYSE listed WNS. His earlier venture, CustomerAsset was started in mid 2000 with funding from SoftBank and Newscorp to address the international Call Center / BPO Sector. In May 2002, ICICI (NYSE listed, India's largest bank) acquired CustomerAsset and the company is now publicly listed in India as FirstSource Solutions. As his first entrepreneurial venture, in 1990 he co-promoted IT&T, and as Founder & CEO, played a major role in making the company one of India's top multi-vendor IT Service & Support companies with 400 employees and 16 offices. The business was sold to iGate (a listed company) in 2003. Apart from founding and successfully growing the four ventures, Ganesh has worked as CEO of Bharti British Telecom – a British Telecom JV in India. Ganesh is a post-graduate from the Indian Institute of Management, Calcutta and has a degree in Mechanical Engineering from Delhi University. He is part of the visiting faculty at leading management institutes and a popular speaker on topics like Entrepreneurship, Fund Raising, Venture Capital and Building and scaling green field ventures.

Mahesh Murthy, Founder & CEO – Pinstorm

Mahesh Murthy is one of India's recognised experts in youth marketing - having helped launch MTV India, run Channel V and managed offline and online marketing efforts for brands like Pepsi, Nike, Idea Cellular, Lipton and The Economist.

Mahesh has spent over 25 years in marketing and advertising, of which the last 15 have been in digital marketing. After dropping out of college, Mahesh sold vacuum cleaners from door to door, worked with Grey in India and Ogilvy in Hong Kong, where he won notoriety and awards as a creative director on HP, Korean Air and other brands - for whom he wrote and directed a spot voted "Asia's best commercial of the decade".

He then moved to a Silicon Valley firm, CKS Partners as Creative Director, General Manager and Partner – where he helped launch Yahoo and Amazon.com globally. After a successful NASDAQ IPO, Mahesh moved to head marketing at iCat, an e-commerce firm in Seattle subsequently acquired by Intel.

Mahesh then returned to India to run Channel V, a rival to MTV, until its sale to Newscorp in 2000 and then founded Passionfund to invest in startups. Some of his investees include Geodesic, Compassbox, Indiaproperties, EBS and Webdunia. Mahesh penned a reasonably infamous column in Business Today and Businessworld, and played the investor in Business Baazigar, a game show similar to The Apprentice, involving entrepreneurs and business plans.

While running search marketing campaigns for his favourite charity in 2003, Mahesh believed there was a need for a digital brand management company - and set up Pinstorm in Bombay. With over 120 people across offices in India, Singapore, Malaysia and Europe and the US, Pinstorm is today among the world's path-breaking digital marketing firms, handling the digital brand management needs of ICICI, Jet Airways, HSBC, Nestle and Greenpeace

Mahesh writes a column in the Wall Street Journal and speaks regularly at conferences around the world like AdTech, 140conf and Search Engine Strategies. He tweets regularly at @maheshmurthy

Dr Pramath Raj Sinha, Founder and Managing Director – 9.9 Media

Qualification - BTech (IIT Kanpur) | MSE and PhD (University of Pennsylvania)

Passionate about media, Pramath grew up in Patna around his family's publishing business. Later, from a 10-year diversion to engineering, robotics and academia, he became one of the early "diversified" hires for McKinsey and Company, the international management consulting firm. Working for clients in the diverse genres of TV, newspaper, magazine, music, online and filmed entertainment, across North America and India, his exposure to strategy and operations in media runs wide and deep. Along the way, he helped set up and served as the Founding Dean of the Indian School of Business (ISB). Prior to founding 9.9 Media, he led the ABP Group, one of India's leading and most diversified media conglomerates.

Ramanujam Sridhar, CEO – brand-comm

Ramanujam Sridhar is a communication consultant, author, columnist, teacher, trainer, cricket enthusiast and a passionate social activist.

A postgraduate in Management from IIM Bangalore and an MA in Economics from Loyola College, Chennai, Sridhar had spent over six years in the banking industry, and in his own words "counted other people's money and wrote other people's Fixed Deposit receipts" before entering the fascinating and often frustrating world of advertising.

After completing over 25 years in the business and holding high-profile positions such as CEO of Pratibha Advertising(now Quadrant), Executive Director, RK Swamy BBDO and Executive Vice President, Mudra Communications, Sridhar founded Brand-comm, in 1998. Brand-Comm is a niche communications company headquartered in Bangalore with seven offices pan-India. Its range of

services include brand consulting, advertising and public relations. Several well known brands such as the Future Group, MetLife and Dalmia cements are clients of Brand-Comm.

He is a former President of the Advertising Club, Bangalore and a former president of the IIMB Alumni association. He was honoured by the Madras Advertising Club for his service to the advertising profession in South India. He is on the board of Custommerce an organization committed to improving the quality of service in the country.

Sridhar is a visiting professor in several leading management schools in the country including IIM, Bangalore. As a guest lecturer at Cornell University, USA he spoke on “Branding in India.” He is on the management committee of a few prestigious management institutions in Bangalore. He also counsels students at ISB, Hyderabad on career options.

Often referred to as the “Third Umpire’ because of a fortnightly column that he writes under this pseudonym in Hindu Business line Sridhar has his own blog which addresses issues in branding and cricket as well.

He has published two books – “One land one billion minds’, a best seller in India and its sequel “Googly Branding on Indian turf’. He is now writing a text book on advertising and brand management.

He has custom-designed programs on branding and communication for major corporations across the country. Oracle, Tata Teleservices, Hindu. Lowe and 3M are a few of them.

A professionally trained counselor, Sridhar helps and guides many distressed individuals at Vishwas a well-known voluntary organization in Bangalore. He is a trustee of Vishranti, an organization committed to helping senior citizens. He is involved with ‘Prerana’ an organization which helps deserving children to go to college. A part of the proceeds of the royalty of the book “Googly” will go to this cause.

Ramesh Srinivasaraghavan, Sr. Computer Scientist and Platform Evangelist – Adobe Systems

Ramesh leads the Adobe Flash Platform Evangelism initiatives of Adobe India. He has a wealth of experience working on a broad range of technologies ranging from Databases, Search Technologies, Expert Systems, Cloud Computing, RIA and Web 2.0 technologies. In his 19+ years of industry experience, he has led R&D initiatives for leading software companies. Passionate about education, he has been working with several universities and colleges in several initiatives like pedagogic techniques, curriculum revamp and faculty development. Ramesh also loves teaching school students and has a special love for computational linguistics and artificial intelligence.

Prof. Rishikesh T. Krishnan, Professor of Corporate Strategy – IIM-Bangalore

Rishikesh T. Krishnan is a Professor in the Corporate Strategy & Policy Area & Jamuna Raghavan Chair Professor of Entrepreneurship at the Indian Institute of Management, Bangalore (IIMB), India. His research interests are in the areas of strategy, innovation and competitiveness.

Prof. Krishnan has been a consultant to, or conducted management development programs for, British Telecom, Daimler Chrysler, Wipro, Siemens, Sasken Communication Technologies, the Murugappa Group, the Aditya Birla Group, Kochi Refineries and the Governments of India and

Karnataka. Prof. Krishnan worked for four years as the General Manager of a small high technology company in the telecom sector from 1987-91. During this period, he also co-founded a software company working on specialized engineering application software. From March 2001 to October 2001, he worked with a software product start-up in the knowledge management space founded by an IIMB alumnus.

Prof. Krishnan holds an M.Sc. in Physics from the Indian Institute of Technology at Kanpur; an M.S. in Engineering-Economic Systems (now Management Science & Engineering) from Stanford University; and a Ph.D. from the Indian Institute of Management, Ahmedabad, where his thesis proposal won the outstanding thesis proposal award instituted by the Industrial Finance Corporation of India.

Prof. Krishnan has been a member of the Confederation of Indian Industry (CII) National Panel on Intellectual Property, R&D, Technology and Innovation, the Advisory Council of CII's National Innovation Mission and on the jury of Nasscom's innovation awards. He has been a member of government committees to review the performance of the National Innovation Foundation, and to study "The Future of Aviation and Aeronautics in India." He has done external reviews of the plan schemes of India's Department of Scientific & Industrial Research and the Department of Biotechnology's SBIRI scheme.

Prof. Krishnan is an independent director on the boards of D-Link (India) Ltd., Sundaram BNP Paribas Asset Management Company Ltd., and Halbit Avionics Pvt. Ltd (a joint venture between HAL and Elbit Systems). He is on the Indian advisory board of *CIO Magazine* and the Foundation for Excellence Trust (www.ffe.org), and a member of the Governing Board of the Indian Institute for Health Management Research, Jaipur. In addition, Prof. Krishnan is an active member of *Globelics* and *Asialics*, international fora that focus on the understanding of innovation systems and competitiveness. He serves on the editorial advisory boards of the *International Journal of Management & Entrepreneurship*, *Asian Journal of Technology Innovation*, *Science, Technology & Society*, *Real CIO World*, and *ManagementNext*. Apart from papers published in academic journals, Prof. Krishnan's articles have appeared in the *Economic Times*, *Business Line* and the *Financial Express*. He has presented his research at seminars at a number of reputed institutions such as Stanford University, London Business School, the Hebrew University of Jerusalem, and Hong Kong University of Science & Technology. Professor Krishnan was the Fall semester 2008 Visiting Scholar at the Center for the Advanced Study of India, University of Pennsylvania.

Srinivas Rao, Co-founder and CEO, Aujas Networks Pvt Ltd

As Co-founder and Chief Executive Officer of Aujas, an Information Risk Management Services entity funded by IDG Ventures, Srinivas Rao draws on more than 23 years of experience in the technology industry.

Prior to co-founding Aujas in February 2008, Srinivas Rao was part of the leadership team at Network Solutions as Executive Director and COO and was instrumental in scaling it from an early stage entity to a medium-sized company, before it was acquired by IBM Global Services in Nov 2005. He has also worked in various executive leadership roles with Microland, a leading Indian IT service provider.

List of delegates

Ador Fontech Limited	P Vishwanthan <i>Vice President</i>
Ador Fontech Limited	H P Ledwani <i>Managing Director</i>
Caretech Organics India Ltd	Renu Kumar <i>Managing Director</i>
Cerulean Inforamtion Technology	Binoy Mohan <i>Director</i>
Client Associates	Anurag Bagrodia <i>Partner</i>
Dua Associates	N U Subaya <i>Partner</i>
Ecoforge	Anand Varadaraj <i>Managing Partner</i>
Hoganas India Ltd	V Srinivasan <i>Managing Director</i>
Hoysala Projects Pvt Ltd	T S Sateesh <i>Chairman & Managing Director</i>
Hoysala Projects Pvt Ltd	Monica Matthias <i>Chief Security Officer</i>
Humming Bird Corporate Travel & Stay	Vivek Meddapa <i>Chief Executive Officer</i>
Indelox Services Pvt Ltd	G R S Jeevan <i>Chief Executive Officer</i>
Indo Bloom	K K Mammen Mappillai <i>Managing Director</i>
ISQT Process & Consulting Services Pvt. Ltd	Arun Kumar Khannur <i>Chairman & Managing Director</i>
Jayanti Group	Ashwin Shah <i>Managing Director</i>

Legend Technologies India Pvt Ltd	E Ranga Reddy <i>Managing Partner</i>
Lifestyle International Private Limited	Kabir Lumba <i>Managing Director</i>
Liquid Krsytal	Rajeev Suri <i>Chief Executive Officer</i>
Manipal Acunova Limited	D A Prasanna <i>Vice Chairman & Managing Director</i>
Namdhari Seeds Pvt Ltd	Praveen Dwivedi <i>Director & CEO</i>
Natural Remedies	Anurag Agarwal <i>Chief Operating Officer</i>
Neural Systems Pvt Ltd	Basavaraj B M <i>Chief Executive Officer</i>
Node Tech	Tito Vatapilly <i>Co-founder & Marketing Head</i>
NODS Consulting India	Satyadeep Rajan <i>Director</i>
Paul Writer Strategic Services	Jessie Paul <i>Managing Director</i>
QwikSilver Solutions	Kumar Sudarsan <i>Director</i>
Sequoia Capital/ Wbcp	K P Balaraj <i>Managing Director</i>
Shriya Consultancy services	Venkata Chenulu <i>Managing Partner</i>
Sika Interplant Systems	Rajeev Sikka <i>Chairman & Managing Director</i>
Srishti Software Applications	Suchet Gopal Singh <i>SBU –Head</i>
Srishti Software Applications	Kumud Sharma <i>Vice President - Corporate Affairs</i>

Stag software	T Ashok <i>Founder & CEO</i>
Stempeutics Research/Memg International Pvt. Ltd	B N Manohar <i>President</i>
Talking Heads	Narayan Krishnaswamy <i>Co-founder</i>
Talking Heads	Pavan Ganapathy <i>Partner</i>
Tally Solutions	R L Prakash <i>President</i>
Technoclean Solutions and Services	Parvez Ahmed <i>Partner</i>
Ten On Ten Education	Yadav Kumar <i>Managing Director</i>
Tetragon Chemic Ltd/ Provimi Animal Nutrition India Pvt Ltd	Sandeep Karkhanis <i>Managing Director</i>
The Manipal Group	Anjani Mandal <i>Chief Executive Officer - Outsourced Printing & Business Solutions</i>
Think Ahead	Bharat Gera <i>Chief Executive Officer</i>
TringMe	Yusuf Motiwala <i>Founder & CEO</i>
UCP Direct	Raj Bhatia <i>Founder</i>
Value Point Systems	R S Shanbhag <i>Chairman & Managing Director</i>
Vaswani Group	Neville Vaswani <i>Managing Director</i>
Vidyanag Training Guru	Moka Ramachar Vidayanag <i>Founder Director</i>
Yashram Lifestyle	Deepa Kumar <i>Director</i>
Inflexion Technology Solutions	Vilaas BV <i>Director</i>

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Sourabh Jain
Chief Executive Officer

IBI consulting

Shankar Ramachandran
Senior consultant

IBI consulting

Giju Abraham Mathew
Senior consultant