

VIEW FROM THE TOP

CEO

INDIA

MARCH 2015 VOLUME 6 • ISSUE 12 • ₹200



Bridging
Connectivity
& IQ

Art in Motion
by Ralfonso

The Air
Cab

Making A Smart Case

Ramesh & Anushree Tainwala
SAMSONITE



CEO LOUNGE

In our endeavour to get CEOs to live a life beyond the boardroom, we at CEO Lounge, get them together to make some memories, fun and of course have a great time.

Relive your passion, rekindle old memories and do something you've been wanting to do.

At CEO Lounge, it is all about 'you' and 'your time'.



"Work-life balance is not something
we find,
it's something
we create.
Let us create it, together."



CEO INDIA

Driving lifestyles forward with our
various engagement platforms

For more information on our engagements please write to:
deepak@ceolounge.net

18 Carrying On The Luggage Legacy Samsonite International S.A. Chief Executive Ramesh Tainwala and his daughter Anushree Tainwala, Executive Director Marketing, Samsonite South Asia share their beginnings, life, brand vision, and other interests with us...

Interview



Photograph: Sachin Ruhil

62 The Big World of Licensing
A quick guide to branded merchandising



72 Not Just Sushi
The art of Japanese cuisine



52 Killer Workout
Knowing when to pause and take a break

CEO LOUNGE
CEO INDIA

TIME. SPEED. DISTANCE. RALLY.
2 DAYS OF ADRENALINE RUSH | 40 CEOs DRIVE TO WIN

COMING SOON

 **CEO TRAILBLAZERS**

✉ deepak@ceolounge.net



Four Seasons Desroches Island

Afloat in crystal clear waters in the Outer Islands of Seychelles and seemingly worlds away from everyday noise, stress and obligation, the new Four Seasons Resort Seychelles at Desroches Island – the only resort on the entire island – is the quintessential tropical escape, while also providing every modern comfort and luxury, and plenty to discover for today’s active travellers. sprawling over the southwestern portion of a 933 acre, sparsely populated and virtually untouched, this tropical paradise is just 35 minutes by a scenic flight from the international airport on

Mahé island. A highlight of any stay is surely dinner amid the panoramic views at the remote Lighthouse on the southern tip of Desroches Island, where the evening may begin with drinks at the circular bar terrace on the first floor. Then head downstairs to the main restaurant for dining indoors or out on the lawn terrace, where freshly grilled or cooked meat and fish – plus a seafood raw bar – is prepared under the watchful eye of Head Chef Olivier Barré and his brigade. Chef Barré, an avid fisherman, also invites guests to join him in catching their own fresh seafood, which he will prepare for them personally to enjoy later that day.



CEO INDIA

log on to www.ceoulounge.net

Publisher & Editor-in-Chief
Deepak Yadav

Publishing Director
Raju Sarin
raju@ceoulounge.net

EDITOR
Hari Govind Nair

DEPUTY EDITOR
Amit Ranjan Rai

ART DIRECTOR
Sachin Ruhil

CONTRIBUTORS
Jayakrishanan Nair, Saurabh Sinha

ADVERTISING
Deepak: 91 9818706321

For Enquiry
contact@ceoulounge.net

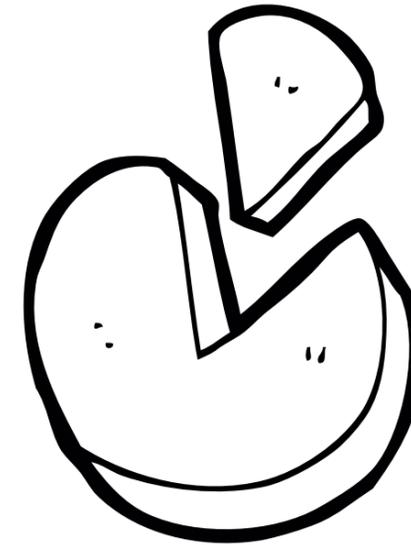
PRINTED AT
EIH Limited – Unit Printing Press

RNI NO. DELENG/2012/42931

E-MAGAZINE SUBSCRIPTION
<http://www.magzter.com/IN/Imagine-Media-amp-Lifestyle-Pvt-Ltd./CEO-India/Business/>

Printed, published and owned by Deepak Yadav. Published at G-1/27, Uttam Nagar, New Delhi - 110059, Printed at EIH Limited – Unit Printing Press, Plot No-22, Sec- 5, IMT Manesar, Gurgaon, Haryana-122050. Editor: Deepak Yadav.

We stand indemnified against any claims arising directly or indirectly from the publication or non-publication of an advertisement. No part of this magazine may be reproduced without prior permission of the publisher. All trademark and trade names mentioned in this magazine belong to their respective owners. CEO INDIA does not take responsibility for printing unsolicited publication material. All disputes are subject to the exclusive jurisdiction of competent courts and forums in Delhi/New Delhi only. Opinions expressed in the articles are of the authors and don't necessarily reflect those of the editor of CEO INDIA. While the editors do their utmost to verify information published, they do not accept the responsibility for its absolute accuracy.



~~PIE-CHARTS~~
PIES AND TARTS

Register with your spouse today and sharpen your culinary skills to win the 'CEO Master Chef'.





Ten ways digital could transform HEALTHCARE

From genomics to telemedicine to 3D bioprinting, here are some technologies that could revolutionise an industry and make us all healthier

Much has been written and spoken about how software-based technology, data analytics and connected devices can work together to transform every aspect of business. But now the process of digital transformation is set to have an enormous impact on our health and fitness too. Not only will these advances affect the quality of life for millions, they could also have far-reaching implications for the healthcare sector and employers in general.

Improvements in medicine and nutrition have helped life expectancies increase throughout the last century. But older populations are leading to a greater incidence of degenerative and lifestyle-related health issues. These kinds of non-communicable diseases already account for 75 per cent of deaths worldwide, according to the World Health Organisation. Tens of millions of people are suffering from these diseases around the world, greatly reducing their quality of life. The economic impact is similarly immense — just five non-communicable diseases could cost the global economy \$47 trillion by 2030, according to the World Economic Forum.

So what could digital transformation do to make us healthier, and the health sector fitter? Here are just some of the ways that digital technologies could help us live not just longer, but healthier and more productive lives:



1) GENOMICS

Increased computer processing power is beginning to unlock the true potential of human DNA analysis — enabling truly personalised testing and treatment that could vastly improve patient outcomes for a huge range of diseases.

2) WEARABLES

Smart health monitors that can collect personalised, real-time data, encouraging healthier lifestyles, and collecting reams of data to feed into medical research. Some companies have already introduced wearables into the workplace to boost performance. By monitoring the stress levels and health of their staff, companies can recommend healthier habits, often leading to higher productivity.

3) BIG DATA USED IN MEDICINE

As more DNA gets analysed, wearables gather more lifestyle data, and medical records are digitized, much more detailed comparative patient analysis becomes possible. Comparing the

responses of patients with similar DNA, lifestyles and medical histories can allow us to truly understand health risks and the impact of different treatments.

4) ORGANS-ON-CHIPS

A combination of advances in DNA sequencing and stem cell research has enabled researchers to grow miniature organs, based on patients' own DNA. Connected to electronic sensors, they can measure response to treatment at a cellular level to understand which methods will have the most success before applying them to the patient.

5) SOCIAL MEDIA HOSPITAL REVIEWS

Healthcare providers and regulators alike are increasingly using patient reviews collected via social media or digital surveys to identify potential issues and improve the quality of care. The immediacy of social media and its ability to spread both positive and negative messages so widely may see healthcare providers responding ever faster to customer feedback. Social

media may become the feedback mechanism that leads to continual optimisation of health services.

6) DIGITAL TREND MONITORING

By tracking keyword activity on social media and search engines, trends towards searches for particular medical symptoms are increasingly being used to help identify and respond to disease outbreaks. This insight is of course beneficial to any organisation in the health sector, but it can be useful for any employer seeking to keep their workforce healthy or well-staffed. For a large employer, accurate interpretation of the data could lead to a range of possible preparations — from the ordering of more tissues for an outbreak of the common cold to hiring additional freelance staff to fill in for employees who require sick leave. When the algorithms predict these trends accurately, the impact can be immense — but there are serious challenges to overcome.

7) GENETIC ENGINEERING

While genetic engineering of human DNA to fight disease remains deeply controversial, gene therapy and the use of genetically-modified viruses to fight disease is becoming increasingly common. Genetically-modified mosquitos are also being deployed in the fight against malaria and the Zika virus.

8) TELEMEDICINE

Mobile technology is increasingly being used to reduce pressure on healthcare systems by removing the need to travel to see a healthcare professional. Any cut to travelling time in any environment has the potential to make a positive impact on productivity. But telemedicine is likely to have the most transformative effect on more remote communities, where conducting remote assessments of patients via mobile phones is beginning to provide access to medicine for some of the world's poorest people at a fraction of the cost of providing roving doctor services. According to the International

Telecommunications Union, an agency of the United Nations, there are more than 7 billion mobile subscriptions worldwide, up from 738 million in 2000. Globally, 3.2 billion people are using the Internet, of which two billion live in developing countries. This trend has enabled the development of creative solutions that leverage the ability of connected technologies to reach people who would otherwise find it difficult to access healthcare information.

9) SURGICAL ROBOTS

As well as enabling more precise surgery, which speeds up recovery time, the use of robotic surgical equipment can enable specialist surgeons to treat patients thousands of miles away, reducing the need to travel for treatment. In time, they may be able to operate independently.

10) 3D BIOPRINTING

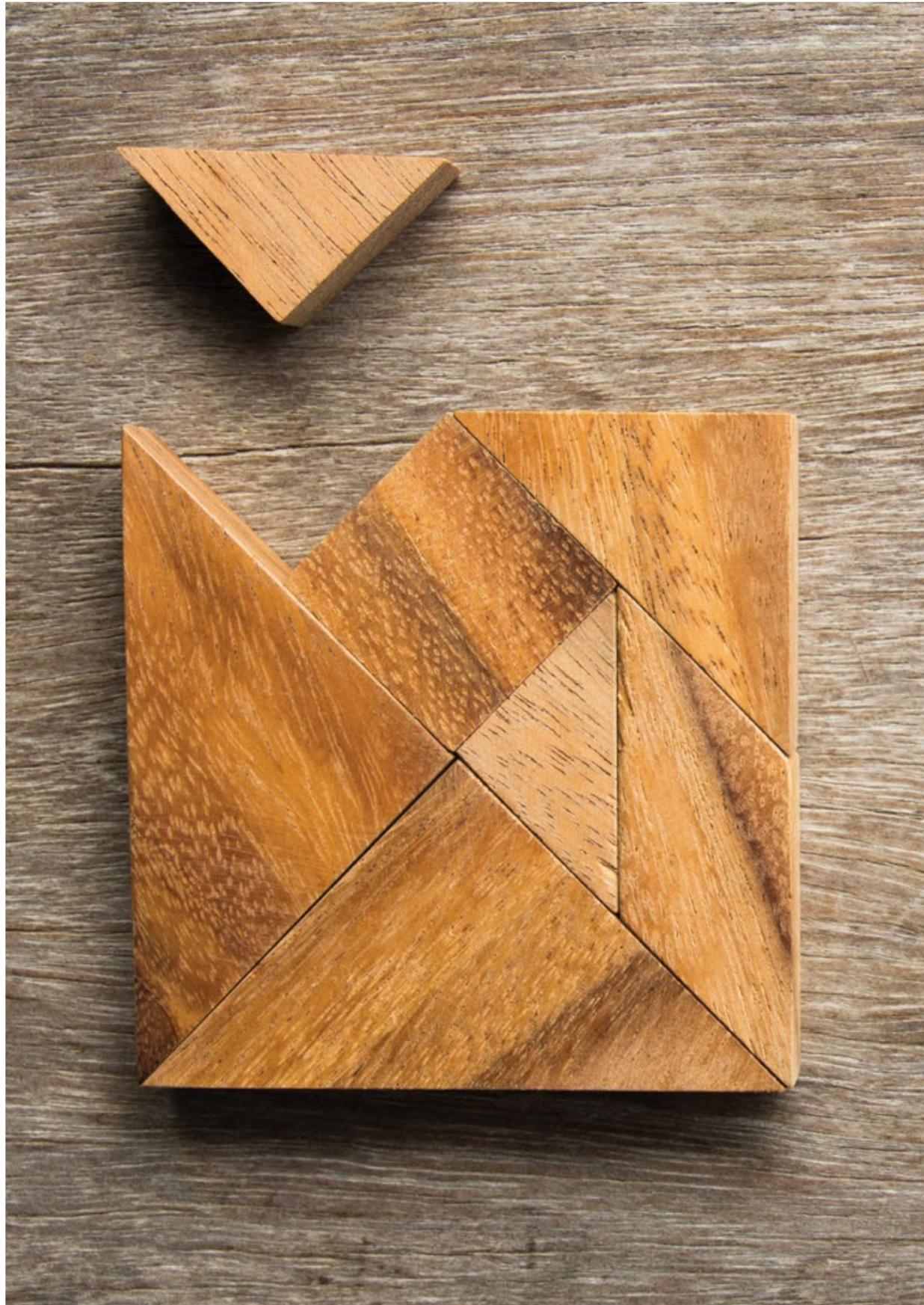
The ultimate medical dream has come closer to reality — in February 2016,

researchers at the Wake Forest Institute for Regenerative Medicine announced that they have successfully implanted 3D printed bone, muscle and tissue into animals. By using DNA analysis, we're approaching the age of custom-made replaceable body parts. It's not just replacement — perhaps the future may present us with the possibility of customised body parts that could even improve functionality.

WHAT DOES ALL THIS MEAN FOR EMPLOYERS?

Providing for the healthcare needs of an older workforce will require new solutions to keep down the cost of accessing healthcare and to limit the lost productivity triggered by health issues. Recent research in the *Journal of Occupational and Environmental Medicine* even suggest that businesses with strong health and wellness programmes perform better than those without.

An EY report



BRIDGING CONNECTIVITY & IQ

A NEW AND RELATIVELY SIMPLE TECHNIQUE FOR MAPPING THE WIRING OF THE BRAIN HAS SHOWN A CORRELATION BETWEEN HOW WELL CONNECTED AN INDIVIDUAL'S BRAIN REGIONS ARE AND THEIR INTELLIGENCE





In recent years, there has been a concerted effort among scientists to map the connections in the brain – the so-called ‘connectome’ – and to understand how this relates to human behaviours, such as intelligence and mental health disorders.

Now, in research published in the journal *Neuron*, an international team led by scientists at the University of Cambridge and the National Institutes of Health (NIH), USA, has shown that it is possible to build up a map of the connectome by analysing conventional brain scans taken using a magnetic resonance imaging (MRI) scanner.

The team compared the brains of 296 typically-developing adolescent volunteers. Their results were then validated in a cohort of a further 124 volunteers. The team used a conventional 3T MRI scanner, where 3T represents the strength of the magnetic field; however, Cambridge has recently installed a much more powerful Siemens 7T Terra MRI scanner, which should allow this



technique to give an even more precise mapping of the human brain.

A typical MRI scan will provide a single image of the brain, from which it is possible to calculate multiple structural features of the brain. This means that every region of the brain can be described using as many as ten different characteristics. The researchers showed that if two regions have similar profiles, then they are described as having ‘morphometric similarity’ and it can be assumed that they are a connected network. They verified this assumption using publically-available MRI data on a cohort of 31 juvenile rhesus macaque monkeys to compare to ‘gold-standard’ connectivity estimates in that species.

Using these morphometric similarity networks (MSNs), the researchers were able to build up a map showing how well connected the ‘hubs’ – the major connection points between different regions of the brain network – were. They found a link between the connectivity in the MSNs in brain regions linked to

higher order functions – such as problem solving and language – and intelligence.

“We saw a clear link between the ‘hubiness’ of higher-order brain regions – in other words, how densely connected they were to the rest of the network – and an individual’s IQ,” explains PhD candidate Jakob Seidlitz at the University of Cambridge and NIH. “This makes sense if you think of the hubs as enabling the flow of information around the brain – the stronger the connections, the better the brain is at processing information.”

While IQ varied across the participants, the MSNs accounted for around 40% of this variation – it is possible that higher-resolution multi-modal data provided by a 7T scanner may be able to account for an even greater proportion of the individual variation, says the researchers.

“What this doesn’t tell us, though, is where exactly this variation comes from,” adds Seidlitz. “What makes some brains more connected than others – is it down to their genetics or their educational

upbringing, for example? And how do these connections strengthen or weaken across development?”

“This could take us closer to being able to get an idea of intelligence from brain scans, rather than having to rely on IQ tests,” says Professor Ed Bullmore, Head of Psychiatry at Cambridge. “Our new mapping technique could also help us understand how the symptoms of mental health disorders such as anxiety and depression or even schizophrenia arise from differences in connectivity within the brain.”

The researcher of this study, Jakob Seidlitz, is at PhD student on the NIH Oxford-Cambridge Scholars Programme. A graduate of the University of Rochester, USA, he spends half of his time in Cambridge and half at the National Institutes of Health in the USA. Jakob’s research aims to better understand the origins of psychiatric disease, using techniques such as MRI to study child and adolescent brain development and map patterns of brain connectivity.

Carrying On The Luggage Legacy

Samsonite International S.A. Chief Executive Ramesh Tainwala and his daughter Anushree Tainwala, Executive Director Marketing, Samsonite South Asia share their beginnings, life, brand vision, and other interests with us..

Words by KANIKA DHAWAN | Photographs by SACHIN RUHIL

It's a bright, sunny day at Igatpuri, Nashik. Ramesh Tainwala is busy tending to his garden at his sprawling and earthy bungalow — a plot of land he bought 15 years back and took five years to build. Tainwala — a certified phytophile — and his gardener move with equal enthusiasm while carefully examining the plants and trees that occupy a chunk of space at the bungalow. For Tainwala, these aren't simple flora. They are a collectors' item, labour of love and an extraordinary hobby. He prides himself with the 112 global varieties of mangoes like Miyazaki from Japan, Sweet Elena from the Philippines, Madame Francique from Haiti and Criollo from Peru, which grace his garden that has beautifully been landscaped with arches, bridges, a tree house and a lovely pond full of big, orange Koi fish. I spot a Red-Veined Darter or dragonfly fluttering over the lotus and realise how rare is the foliage that Tainwala has planted with so much care.

"Look at that plant in the distance — it's the Odomos plant from Mizoram. I have planted it to ward off mosquitoes and other insects," he says. His enthusiasm is infectious and childlike. For Samsonite's Chief Executive, the humble Citronella or Odomos plant is worthy enough of invoking such real emotions, something we can attribute to his humble beginnings in erstwhile Bihar — Jharkhand. His ancestors hailed from Rajasthan and lived in Myanmar over many generations. "They probably went to live in Burma with the British, returned to India as refugees and settled in Ranchi. That's why I think of myself from Bihar," shares Tainwala.

His father ran a *kirana* shop in Ranchi and his housewife mother took care of the other siblings. After finishing schooling from a boarding that trained children to join the Army, near home, he headed to BITS Pilani. For Tainwala, school was his first home and had a lasting impact on him

especially because of his headmaster KK Singh who was "like a father" to him. In 1976, he joined the prestigious BITS Pilani to pursue industrial engineering. "I had got selected in NDA but decided not to join the Army because of a family situation. I still have the joining warrant, as it still remains an unfulfilled dream." By his third year, Tainwala armed with an eight-point score applied to specialise in mechanical engineering but opted for Master of Management Studies serendipitously. He passed out from business school with the second — highest score and some very surprised professors, who thought he was better off doing engineering. But that's not his style.

He is inquisitive, open to change and a person who knows how to dig beneath his own feet to create value in any situation. At BITS, when he felt short-changed because of poor English, he decided to stand for elections, not only for himself but for





all the Hindi speaking and thinking students. "We always felt out of place and were constantly conscious of our Bihari roots. I wanted to change that." And he did so by winning the election for the first two years. Even though his grades took a beating but Tainwala wasn't going to back down. He worked hard to get his grades back on track, and bring about a change in the campus environment.

When it was time to start making a living, Tainwala applied to Asian Paints and luggage maker VIP Industries — two companies that were always the centre of discussion at his management school. Unfortunately, he was selected by neither but he remained undeterred — true to his perseverant persona. "Recently, I met Dilip Piramal [of VIP] and he said it's good we didn't select you. Otherwise you wouldn't have become the chief executive that you are," he shares jokingly. Thereafter, he started working with a distant friend of his father's — Kamal Kumar Agarwal, a plastic commodity trader, following which he set up Tainwala Trading to become a commodity trader himself and a key vendor to companies like Asian paints, VIP, Kelvinator, Godrej, Safari, etc. In 1985, he set up Tainwala Chemicals and started manufacturing plastic sheets that are used in making suitcases.

In 1994, when Samsonite wanted to enter India, Tainwala hosted the then chief executive officer of Samsonite International SA — Luc Van Nevel. One night, at the newly-opened The Leela, Mumbai, a partially-drunk and frustrated Nevel asked Tainwala if he would like to become his partner. Nevel had been scouting for a "reliable partner" but his search had been in total vain. Obviously, Tainwala didn't pay much heed to this offer that was put forth to him in a state of inebriation. After a few days, Marc Matton, Vice President Marketing and Sales at Samsonite Europe NV, called Tainwala and asked him to come to Belgium to discuss the offer. After a lot of discussion and thought, he and Samsonite entered into a partnership, which continues to date with Tainwala taking care of a bigger



portfolio of operations and countries for the brand.

After joining Samsonite, Tainwala put his heart and soul in the business of making baggage. Even though his own business started floundering, Samsonite that gave him a bigger canvas became the centre of his business life. Based on the 108-year-old brand's Biblical and core tenet to "Do unto others as you would have them do unto you," Tainwala plunged himself into the India unit. "Luc is my godfather. He taught me to always be good to people. He told me you must never be in a situation that you feel embarrassed to meet somebody you know," he shares.

The first three years were most trying for Tainwala as the company had

lost all its capital, and the sales were less than the salary they had to pay. At this time, Luc Van Nevel reassured Tainwala with his years of experience and market expertise that, "it takes a long time to build business." It took eight years for Samonite to break even in India, and that was just the start.

"We are one of the very few companies that continue to do the same business even after 100 years; Samsonite was founded in 1910 by the Schwayder brothers in Denver," he beams. Today, Tainwala has transformed the company from a single brand to a multi-brand company selling different products at different price points to a range of target audiences.

Of course, budget and fuel-

efficient airlines, reduced airfare, and changing consumer tastes have greatly contributed to Samonite's growth and Tainwala envisages it to become a, "10-billion dollar company in the future." Today Asia is Samsonite's single largest business. Out of the ₹5,000-crore luggage market in India, Samsonite owns 40 per cent of the 60 per cent organised market share.

Also, the growing clamour for lightweight, durable and easily-mobile baggage and their scale gives the brand a huge advantage over others. They also spend a whopping 100 million dollars on research and development, which is more than the global turnover of many companies. Samsonite recently launched its 2.2 kg-liteshock collection. Interestingly, the R&D department has

W Luc is my godfather. He taught me to always be good to people. He told me you must never be in a situation that you feel embarrassed to meet somebody you know."



Ramesh Tainwala plays a game of cards with his lovely daughter Anushree and dear wife, Shobha





now been bequeathed with the task of coming up with a luggage that's less than two kgs!

With brands like Tumi, American Tourister, Hartmann, High Sierra, Gregory, Speck, Lipault and Kamiliant in its kitty, Samsonite ensures each of its brand remains true to its DNA. For example, Tumi for Tainwala is the gold standard of luggage, designed for people who want top-class quality. American Tourister is a brand that connects well with the millennial because they are looking for cool and reliable luggage.

Off late, American Tourister that is helmed by Anushree Tainwala has signed Virat Kohli and Cristiano Ronaldo as its Indian and global brand ambassadors. Having studied at Harvard Business School and Cambridge, the petite and pretty Anushree is equally passionate and prepared like her father. Growing up in Mumbai in a large joint family with 10 cousins, lots of family

more important, than making the right decision. You need to decide, experiment, learn from it and move on. I think the only reason we can work together is because he isn't involved in the everyday running in India and works out of a different country, and also because I have a buffer person in between."

There is a great bond of trust between dad and daughter. "Every time I'm unable to make a decision or weighing two very difficult options or when it involves making a choice between work and family I turn to my father to talk things through because I know he will give me unbiased advice. My dad turns to me too especially when it comes to new marketing and product ideas that he is thinking of," she says.

Apart from her forthright father, Anushree who is married to Karan Maheshwari has her mother Shobha and brother Ayush (Executive Director, Bagzone Lifestyle Pvt Ltd) by her side.

When she's not devising marketing strategies and interacting with her team, Anushree dives into books and reads in her free time. She also combines her zest for nature and travel by visiting beautiful places. Some of her recent trips include Patagonia, Ranthambore and the Arctic Circle forests in Sweden. Since she dislikes noisy places, the lush Nashik house often proves to be a happy and quiet getaway. A lot of credit for the greenery around Nashik can be given to Samsonite because they have planted close to three lakh trees in the last eight years; villagers, students, employees, suppliers and government institutions have also joined hands with them to support the cause. Tainwala is also working to make Samsonite carbon-neutral by 2030 and by June, this year, the Nashik plant will generate its own energy!

At the Igatpuri residence, precious Tanjore paintings, Buddhist thangkas and cute art by family members adorn

“ I turn to my father to talk things through because I know he will give me unbiased advice. My dad turns to me too especially when it comes to new marketing and product ideas that he is thinking of”

members and a shortage of space, she counts her "family" as her biggest influence. "They forced me to be real and scrappy, fight for what I believe in and want it," she says.

As Executive Director Marketing, Samsonite South Asia, Anushree believes everybody is a mini-entrepreneur and business leader of their work area. "I like having a highly motivated team and like to drive them at the high-level strategy, and give them sufficient room to make, and implement decisions. I get involved in details only on critical projects," she informs.

"When I look at Anushree, my heart swells with pride," says Tainwala gushing about his little girl who has him as her "tough boss" and is no way living under his shadow. "I like working for him. I've learnt the importance of making quick decisions from him. He always taught us that very often making a decision is

"My mother is the nicest person I have ever met. She is constantly running around, helping the extended family, she never says no to anything. And my brother is taciturn in nature and does not communicate much. He is my biggest critic and definitely keeps me real!"

Over the past years, Samsonite has done some interesting marketing campaigns like #takebackMondays. This year, they will be launching two new campaigns for American Tourister. One is a young and trendy concept for backpacks. It is fun and built around the idea that backpacks are a great way to show off the inner personality. The campaign will allow fans to be part of the movement and interact in a fun way. The second campaign is going to be as huge because it will bring together two of the biggest sports icons, Cristiano Ronaldo and Virat Kohli in a tongue-in-cheek manner.

walls. Sweet-scented white frangipani trees beautifully complement the distressed furniture from Jodhpur in the spacious courtyard.

Their garden continues to grow because of the single-minded efforts of Ramesh Tainwala. He even has a nursery to nurture his small, leafy friends before sending them out into his big lush green expanse.

Up next, apples are what he will be trying to grow. Even though he has been unsuccessful at it but he doesn't give up so easily. A friend of his has informed him after watching a particular episode of Krishi Darshan that a man has managed to grow apples on his balcony in the hills. Mr Tainwala is already excited to track down the apple man and seek his advice. Until that happens, he is looking at a few courses, as farming is his real passion. Didn't we tell you already that he is a constant gardener!



Personal Memo

Ramesh Tainwala

Please share the three greatest influences of your life.

My first influence was my school headmaster, KK Singh who always encouraged me to dream. Second would be my first employer, KK Agarwal who taught me to take swift action and not waste time in arguing and debating. The third person would be the founder of Good Night - Kalyanraman Mohan who told me about the importance of marketing and the real power of creating a brand.

What's your day like?

I get up at 5.30am and touch base with my colleagues across different time zones. Then, I start to work on my garden. After that, I get ready and reach office by 9 am and stay there till 5.30pm, and again at 6pm, I catch up with the rest of the world.

How do you prepare for important meetings?

I don't like to prepare, as I like to speak from the heart

Five favourite things in your office?

Plants, flowers, my children's photos, books, and iconic Samsonite ads on the wall

Your favourite holiday destination

Bhutan

Your greatest indulgence

My children!

Your favourite music

I really enjoy *bhajans* and my children hate them!

Your favourite movies

All kind of Hindi movies featuring Govinda

What are you reading right now?

I am reading *Scale* by Geoffrey West that creates mathematical models around death

Your message to the youth of today...

When you have more than your share of wealth, you need to think of people. Give back a part of your wealth!



Anushree Tainwala

What is a day in your life like?

My day in Mumbai begins at 6 am. I spend time with my husband or read and go through emails in the morning before work. I'm at work between 8.30 am and 7 pm. I like to spend time with each of my brand teams during the course of the day, and also catch up with the design, development, and the communications team. I have a long commute to and from

work but I enjoy the solitude and come up with some of my best ideas during the commute. I also like to listen to podcasts or audible books while travelling. In the evening, I generally catch up with friends and family over dinner or drinks or have a quiet evening at home with yoga or a long walk

How do you prepare for important meetings?

I like to prepare an agenda and time

required for the meeting, so we stay on track. I also like to clear my mind and prepare notes before the meeting so I can lead the discussion in a more efficient manner. I also like to set aside some time for open discussion during the meeting, as some of the best ideas come out of freewheeling discussions

Five interesting things in your office

In-development samples and prototypes, marble emoticon paper weights, a bottle of ketchup and Harvard Business Review magazines

Your ultimate holiday destination and why?

Bhutan. It's the perfect mix of nature and culture. I also got married there so it holds a special place in my heart

What is your greatest indulgence?

Domino's Pizza

What kind of music do you enjoy? Your favourite movie and song?

I like rock music – U2, Police, Journey and Coldplay. My favourite song is My Way by Frank Sinatra. I don't have a favourite movie though!

What's your poison?

A full-bodied glass of red wine

What kind of coffee or tea do you like?

Chamomile

Favourite artists...

FN Souza and Matisse

What is your kind of cinema? A few favourite films...

I like watching intense thrillers like *Argo*, *Captain Philips* and *Day of the Jackal*. My favourite movie of all time is *Mary Poppins*

Any brands or designers you are fond of?

I can't do without my Tory Burch shoes

Which watch are you wearing at the moment?

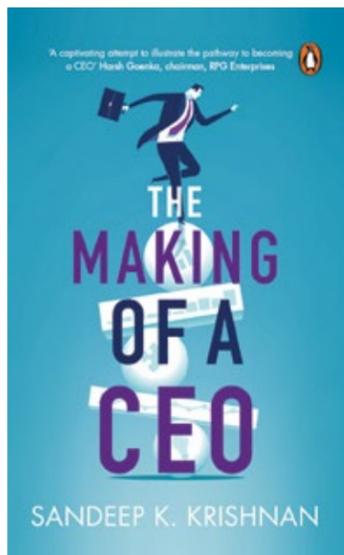
I'm wearing Cartier

What kind of books do you like? Please name a few favourites.

I read everything from classics to current popular reads and across genres. I prefer fiction to non-fiction.

WHAT MAKES A CEO SUCCESSFUL?

IN HIS NEW BOOK, *THE MAKING OF A CEO*, AUTHOR SANDEEP K KRISHNAN ATTEMPTS TO UNDERSTAND HOW INDIVIDUALS EVOLVE AS GREAT CEOS. THE JOURNEY TO THE TOP, HE SAYS, INVOLVES THREE KEY ASPECTS — BUILDING PROFESSIONAL CREDIBILITY, MANAGING YOUR CAREER AND MANAGING YOURSELF. AN EXCERPT FROM THE BOOK.



THE MAKING OF A CEO

AUTHOR: Sandeep K Krishnan
PUBLISHER: Penguin Random House India
PAGES: 256

What makes a CEO successful? It would be too easy if there was a simple answer to that question. The difficulty is that there are CEOs for different types of organizations which may vary in nature, size, age and even the country of operations.

SKILLS AND EXPERTISE OF A CEO

The typical competencies expected of a CEO fall into five categories. These are: thinking strategically, communicating, enhancing teamwork, motivating others, and developing others. Very similar to the broad competencies mentioned here, Indra Nooyi, CEO of PepsiCo, articulated the leadership competencies required by a CEO as the five Cs at one of their conferences.

These five Cs stand for:

1. Competency: The knowledge, skills and competence one brings to the table. You are respected for your ability to bring unique value.
2. Courage and confidence: The ability to give your opinions and decisions. Willingness to take a stand.
3. Communication: The written and oral articulation of your thoughts that can help align and motivate your team and other stakeholders.
4. Consistency: To have a clear view on matters and clarity on the principles that govern your work style.
5. Compass: Your values that will help you go on the right path.

Coming from a similar perspective to Indra Nooyi's, three researchers, Modesto A. Maidique, Candace Atamanik, and Ruthann B. Perez, after interviewing twenty-five

experienced and successful CEOs of multibillion-dollar businesses, found six competencies that are critical for success. These were self-awareness, having a moral compass, being an effective listener, possessing good judgement, being a persuasive communicator and leading with tenacity. They found that a successful CEO has to have a high level of self-awareness and the ability to be wise, persuasive and resilient.

These competencies can apply to other senior leaders as well. In an interesting study, Russell Reynolds, a leading executive search firm, looked at the attributes that differentiate CEOs from other executives. Of the sixty attributes they studied, nine were unique to CEOs.

Top three of the nine attributes

- o Willingness to take calculated risks
- o Bias towards action
- o Ability to efficiently read people

Other six attributes

- o Forward thinking
- o Optimistic
- o Constructively tough-minded
- o Measured emotion
- o Pragmatically inclusive
- o Willingness to trust

The nine identified attributes showed paradoxes that CEOs go through: their ability to be decisive yet inclusive, being emotionally intelligent yet tough, and strategic yet having a bias towards action.

In an interview with IIM Bangalore students, Krishnakumar Natarajan (KK), co-founder and executive chairman





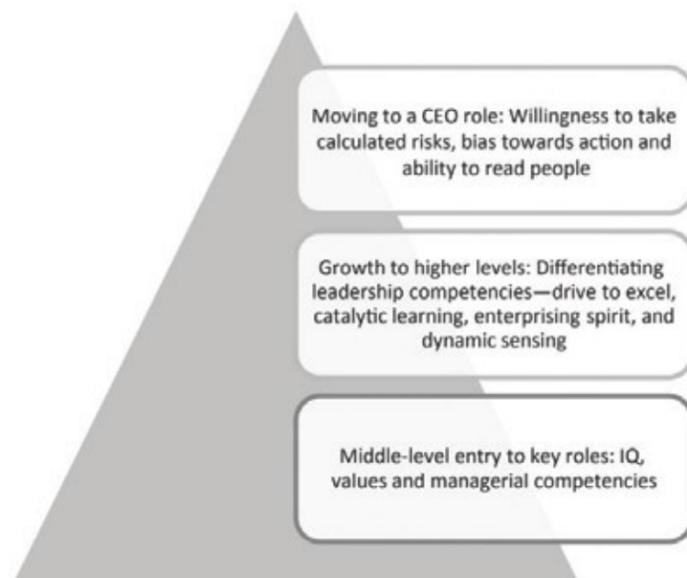
of Mindtree, the multinational IT firm, described the qualities of a CEO, 'I think that the answer to this question has changed over the years. Back in my time, a CEO had to be charismatic and tell people what needed to be done all the time [your communication skills]. In today's world, I would say that a CEO needs to be more collaborative than earlier because he does not know everything. He also needs to be more humble because he does not know everything and has to listen to everyone's input in a respectful manner. Also the CEO should be able to deal with moments of crisis. Be calm, do not lose the confidence, think about the solutions and do not break under the pressure.' Here, KK mentions how inclusiveness and collaboration become critical behavioural traits of CEOs. He also stresses the ability to power through tough situations.

In most established organizations the 'potential' of a professional is seen as a key parameter for growth. While performance is an outcome of doing the current job effectively, potential is the individual's ability to grow. An interesting research paper published in *Harvard Business Review* spoke about four 'X' factors that defined high potential. These were drive to excel, learning capability, enterprising spirit and dynamic sensors. People with high potential have a great drive to excel; this means delivering excellent results in good or bad conditions.

They are willing to go the extra mile to make it happen. The second aspect is the learning ability — learning continuously and using requisite skills to put new ideas to productive use in the organization. The enterprising spirit looks at the willingness and skill to take up new opportunities and assignments in an organization. Their willingness to go beyond their comfort zone can help them garner richer experiences and prepare themselves for higher roles. This, along with dynamic sensors — the knack to sense the organizational climate in terms of potential challenges that might affect their career negatively — helps professionals navigate their

path to the top.

So if we look at a pipeline approach towards growing into a CEO, the starting point would be right when an individual joins an organization. Evolved organizations are able to specify what competencies are critical for successful performers who can grow in an organization. Research shows that while intelligence and values are important, organizations need to evaluate potential candidates on the following competencies. These are strategic orientation, market insight, result orientation, customer impact, collaboration and influence, organization development (attracting



and developing top talent), team leadership and change leadership.

The body of thought leadership available gives an interesting landscape showing how certain competencies can define potential and growth of individuals to the very top of the organization. The generic model of this growth as a CEO is described in the figure above.

However, apart from the behavioural traits, a CEO has to handle a whole lot of responsibilities that require deep functional expertise and overall experience. Key responsibilities are best delivered by an individual who has high strategic and business thinking, and the ability to manage people, including internal and external stakeholders. It is also important to understand what makes CEOs successful.

It is quite certain that the job of a CEO is rather complex and requires above-average skills. From interviews with CEOs and other existing literature, we have identified key enabling skills of a CEO: communication and influencing

The key enabling skills of a CEO include: communication and influencing skills, thinking strategically (big picture, taking calculated risks), execution skills and managing people (read people, build a great team)

skills, thinking strategically (big picture, taking calculated risks), execution skills (getting things done) and managing people (ability to read people, build a great team and keep them). We explore in detail here the multiple aspects of communication and decision-making as part of thinking strategically.

CEO COMMUNICATION

Communication is often stated as one of the most critical skills that a CEO should possess for his/her success. Communication involves reaching out and influencing multiple stakeholders. CEOs need to communicate their vision and strategy across all levels of the organization, and influence key stakeholders, including board members, investors and shareholders, key team members, employees at large, and even society. Their verbal and written communication, and also non-verbal aspects like body language or attitudes, are often scrutinized and interpreted by stakeholders. CEOs of established organizations are also

expected to face media and attend PR events on a regular basis.

Communication essentially happens at the following levels/forums:

1. One-on-one communication that is verbal or through emails
2. Public speaking at internal or external forums
3. Traditional media communication
4. Social media communication

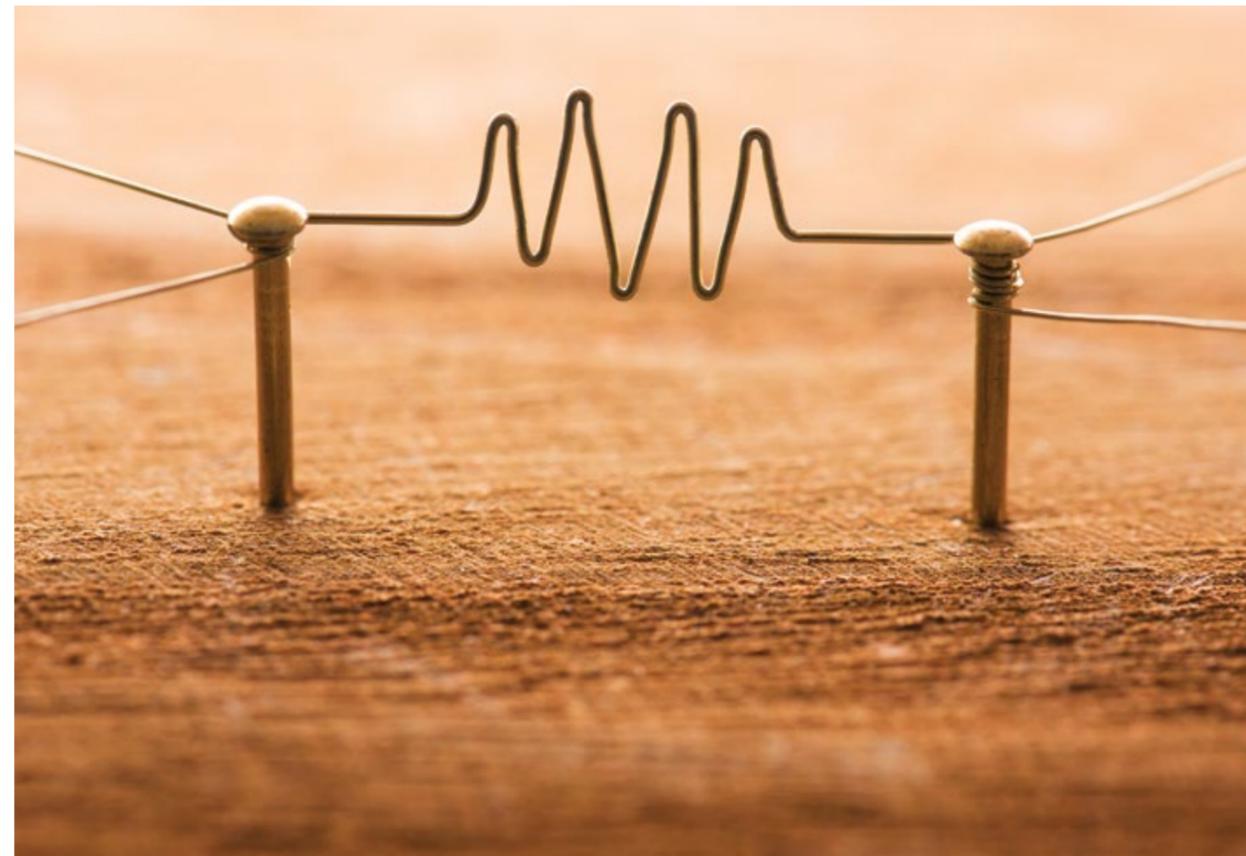
The CEO of Starbucks, Howard Schultz, has fabulous communication skills and this is considered a major factor of his success. Schultz's communication style emphasizes providing a vision to the business that others can connect with, aligning the team to the common goal, and providing a human touch through storytelling. Carmine Gallo, author of *The Storyteller's Secret: From TED Speakers to Business Legends* describes it further through Schultz's response to a business question: 'I hear you talking about people, health insurance, customer service, and the experience in your stores, but I have yet to hear you say the word coffee. Aren't

Communication is often stated as one of the most critical skills that a CEO should possess for his/her success. Communication involves reaching out and influencing multiple stakeholders.

you a coffee company?'

To which Schultz said, 'We're not in the coffee business. It's what we sell as a product but we're in the people business — hiring hundreds of employees a week, serving sixty million customers a week, it's all human connection.' In that moment Carmine realized that successful leaders and inspiring communicators do not talk about the product as much as they paint a picture of what the product stands for.

Voice modulation, clarity of content and body language are techniques that CEOs learn over a period of time. Communication skills relevant for a CEO can also be developed with the right training. For example, Juan Ramón Alaix, the CEO of Zoetis, described a rigorous approach on how he would communicate with investors, media or the board as the CEO of a company that was getting ready for an initial public offering (IPO). Most CEOs have to give a number of interviews, make public appearances, address internal and external audiences, and even be active



on social media. In their role, CEOs come across crisis situations and it is their responsibility to communicate on behalf of the organization. How a CEO communicates — spontaneous or planned — is a critical element in making his/her image. The CEO's image also influences the reputation of the organization with internal and external stakeholders.

One of the most critical elements in the process of communication is how the CEO makes sure that he is understood in the proper sense by the larger audience. This involves a combination of techniques that could help in effective communication. Some of the best CEOs put in efforts to be understood and to determine how their message is communicated to the organization. Alan Mulally, the CEO who is credited with the turnaround of Ford, emphasized the 'unity of purpose' in all his communication and relied on multiple channels to get the message through, transforming the way the organization worked — from

One of the most critical elements in the process of communication is that how the CEO makes sure that he is understood in the proper sense by the larger audience

silos to a more collaborative culture. Similarly, Jack Welch of General Electric (GE), though known to be very assertive and demanding, had excellent listening skills and ensured that he was understood and the messages that he was trying to get through to the senior leaders were well communicated. A few of the other communication skills that Jack Welch swears by are simplicity and clarity, frequency of communication, and the ability to persuade others to follow in his steps. There are three aspects that sum up the essential communication skills of CEOs or top leaders. These are: ability to have two-way communication, repeating the communication keeping in mind clarity and the simplicity of the message, and the use of storytelling to connect with the audience.

Reprinted with permission of Penguin Random House India. Excerpted from The Making of a CEO. Copyright © Sandeep K. Krishnan 2017. All rights reserved.

GROCERY RETAILING, REIMAGINED

As grocers face into the future they should not lose sight of what customers love about them today

WORDS BY STEPHEN CAINE AND LISA KOETTE



Today's grocery business will be virtually unrecognisable a decade from now. As Amazon brings its power and proven approach to deliver the market's omnichannel potential, now boldly setting a new frontier with its Amazon Go store of the future, and as food delivery services and specialised start-ups continue to enter the competition in unexpected ways, grocery retailing is evolving at record speed — and it is easy to feel daunted by the changes. Indeed, many grocers in the US have cautiously watched events unfold and, amid tough industry economics, shied away from making the required big moves that will help them get out ahead. They've struggled to invest sufficiently in a battle they fear they cannot afford to win. However, with

the strong new competition and rapid changes, retailers can no longer avoid the tsunami coming at them. In fact, those who do not invent the future run the risk of being overwhelmed by it. They also have more power than they think. The reality is that as omnichannel becomes widespread in the industry, many traditional incumbent grocers are in a solid position to outpace the competition, both old and new, with a model that is sustainably profitable. Over the decades, these players have steadily gained market share and many have built industry-leading levels of customer loyalty. Ceding ground to newcomers now means losing not only customers' hearts, but also the scale and cost gains that have bolstered years of success. So the road ahead

starts by investing to protect those hard-earned loyalty and market-share advantages and build on those strengths, thoughtfully expanding digital capabilities while finding new ways to reimagine physical stores to serve evolving customer needs. Grocers can learn from markets that are further along on the learning curve. While online now represents only 3 per cent of all grocery sales in the US, it accounts for 9 per cent in the UK, about 5.5 per cent in France and is approaching 20 per cent in South Korea, where the urban density (and digitally savvy population) makes the economics work well. Traditional grocers in those markets have taken early, aggressive moves to pre-empt competition from online pure plays. Some have maintained market share



even as the business has made its big online shift. Consider the strategic steps taken by South Korea's E-Mart to eliminate customer pain points and attract shoppers to stores, while increasing the degree to which retailing becomes seamlessly omnichannel. For example, to serve different grocery buying needs, the retailer built a proprietary digital platform combining all of its grocery formats as well as a "marketplace." It offers numerous in-store services tied to its mobile application. Customers can scan the barcode of bulkier products using the E-Mart mobile app and, after paying at the register, have the products delivered to their home. Shoppers can retrieve product information such as reviews and discounts by scanning the product's QR code. E-Mart invested significantly in back-end operations to offer five different same-day delivery options. To create synergy with its online business, it assigned new roles for stores — they now serve as pickup centres and shipping centres for orders placed

Start by investing to protect those hard-earned loyalty and market share advantages and build on those strengths, thoughtfully expanding digital capabilities while finding new ways to reimagine physical stores

online. It also improved its product line with high-profit offerings such as ready-made meals. Another example of a move toward the future: The acquisition of Argos by Sainsbury's, which allowed the large UK grocer to further build its scale in non-food categories, access new fulfillment capabilities and add Argos shops within its supermarkets. Retail economics have been challenging, and in hindsight some grocers have made some steps that aren't worth replicating, but they've also created new customer propositions while striving to manage pricing and face some big questions, such as what you can charge for and what you need to give away. For example, in the battle for market share, some European grocers have neglected to charge for the extra effort required for delivery, exposing themselves to financial trouble. Now, consumers have been educated that picking, packing and delivery come at no cost to them. That's difficult to reverse. The lesson to retailers making those new decisions

is clear; educate the market from the start on the price and value of the service you are providing.

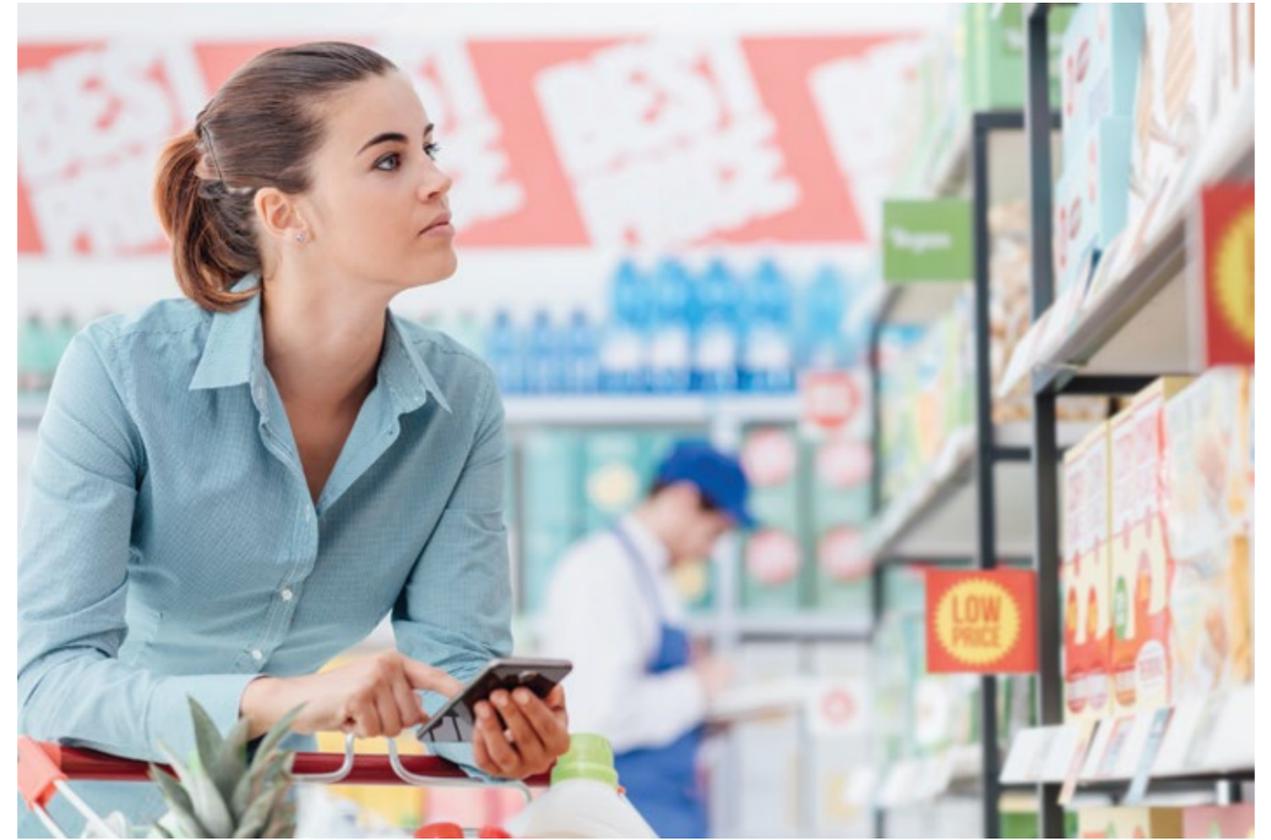
Winning also means redefining your investment model. Doing nothing comes at a big cost. By not investing to maintain your leadership position, you will watch your business erode. Even in the changing landscape, scale still matters, and investing to maintain your leadership position is more critical than ever before. However, it is important to acknowledge that investments in both online and offline will remain dilutive in the near term, and that there is an imperative to manage costs to fund the moves that will be necessary to survive and flourish.

Over the years, leading US grocers have shown how to take the initiative required to gain an edge over rivals. Grocers like H-E-B invested to emphasise localised store formats and product assortments, companies like Walmart and Aldi created a value proposition on pricing, Publix made high-touch customer service a priority,

Grocers cannot lose sight of the critical role that stores will play in the customer experience. That requires boldly experimenting with stores to enhance the shopper experience

and Wegmans built a reputation for retail theatre and prepared foods. Now, these differentiating strategies can give traditional grocers a leg up on newcomers in multiple ways. For example, when customers like your brand, they already spend more with you and may be more likely to stick with you over a newcomer if you have a strong e-commerce offering.

The omnichannel imperative has brought with it an opportunity to re-evaluate how you differentiate and how you can bring that same philosophy to online offerings while evolving your physical stores to meet changing shopper behaviour. If anything, omnichannel is a tricky balance. While shoppers undoubtedly will go online for more and more of their routine purchases, they will always look to physical shopping as a part of their total shopping experience. It provides inspiration, variety, entertainment, personal contact and advice, and the ability to confirm freshness and make impulse purchases, among many other things.



A huge part of the challenge has been figuring out how to nail the online offering without losing sight of the critical role that stores will play in the customer experience. That requires boldly experimenting with stores to enhance the shopper experience — to learn what shoppers like in a local trade area while testing your own capabilities. For example, you could install cafés where shoppers can dine on prepared foods provided by third-party vendors, or devote aisles to fresh seafood. You might design an attractive space devoted to picking up items bought online, or erect kiosks for placing online orders that will be delivered to a shopper's home within an hour, seamlessly combining the best of both physical and digital retailing.

The most successful grocers will be those that invest to offer an omnichannel experience without losing sight of their unique value proposition and what they stand for in the customer's mind.

HOW TO FIND YOUR FUTURE

We find that leading grocers get five things right.

You cannot be all things to all people. You need to clearly define your value proposition. What do you stand for that is truly distinct? What can you deliver better than anyone else?

1. Really understand what it is that customers love about you. A fundamental rule for physical stores still applies in an omnichannel world: You cannot be all things to all people. You need to clearly define your value proposition. What do you stand for that is truly distinct? Where do you focus? What can you deliver better than anyone else? Is it convenience? Price? Fresh food? Understand what your customers want and why you have earned their loyalty, and do not abandon that as you define your e-commerce model. In fact, double down on it.

2. Take your current differentiation and use it online. Omnichannel is an opportunity to recommit yourself to the value proposition that made you successful in the first place. If you put something out there that is too different, it will just confuse your customers. The objective is to reimagine your current value proposition and take that online. For example, if fresh is your differentiation, offer five degrees of ripeness for bananas ordered online. Grocers can look across industries to see how companies are successfully

translating their brand positioning into an online environment. Sephora's value proposition includes an in-store experience in which shoppers sample various types of cosmetics before buying. Online, it relies on augmented reality to offer its "Sephora Virtual Artist," an interactive virtual makeup mirror that allows shoppers to experiment with different products, shades and styles. Likewise, Best Buy is known for its store-within-a-store concept and the availability of Geek Squad technicians. The electronics retailer's site offers a similar store-within-a-store experience online as well as the chance to chat live with a Geek Squad agent.

Online brings with it a host of critical business model decisions, such as choosing delivery offerings — same day, next day and pickup — and the choice between what you build yourself and where you partner. Start small and experiment, working with different models and partners to test both physical and online options narrowly by geography. For

Online brings with it a host of critical business model decisions. Be careful not to over-deliver or overcommit in ways that are unprofitable and difficult to reverse in the race for market share

example, geo-targeting may mean offering free online delivery in an urban centre, where it is not cost prohibitive and where customers may be more willing to pay, but charging for delivery in outlying areas. It may mean piloting new mini-store formats in city centres but larger stores in suburbs. Be careful not to over-deliver or overcommit in ways that are unprofitable and difficult to reverse in the race for market share.

3. Understand that investing in digital capabilities (tools and people) and operations is table stakes. To succeed in omnichannel you will need to invest in a range of new capabilities, such as generating, collecting and analysing customer data for personalised marketing and services. These investments should be designed to improve the efficiency of your overall operation in addition to boosting basket size and margins. You cannot invest in everything all at once. You will need to be disciplined, focusing all investments to serve your chosen strategy. The best companies



have a portfolio mindset (for instance, 70 per cent of investment is to support the current business, 20 per cent is for near-term changes and 10 per cent is for farther-out innovations). Take a careful, honest look at the capabilities you have, what you need to execute on your strategy and the gaps to fill. For many incumbents, the answer will involve redesigning the operating model for an omnichannel world.

4. Reimagine the role of the physical store. Again, as omnichannel takes hold, the physical store experience will need to change. Stores will look vastly different 10 years from now — with an expansive pickup area, a convenience section for topping up purchases made online and other big changes that we cannot yet imagine. Ask yourself what you want the physical store to look like for your customers and begin moving in that direction now. For example, create a customer-friendly pickup experience that is operationally efficient. Walmart is experimenting with an offering in which customers can text an associate while in the parking

lot to get a head start on picking up items purchased online. Important: Your vision of the future physical store needs to be tailored locally. This is what H-E-B achieves by operating its food hall-inspired Central Market concept in some upscale locales and its Mi Tienda stores in areas that serve primarily Hispanic/Latino customers. In addition, it is critical to understand how new parts of the store that may seem auxiliary to the shopping experience, like tables for ready-to-eat meals, will gain importance by boosting foot traffic. Another big consideration: getting the right-sized store for the location.

5. Revise how you think about your investment model. Do not make the mistake of evaluating investments in omnichannel on a standalone basis. If you do, it will always look dilutive. You need to consider investments in a broader context of total trade areas and catchment areas. It is critical to understand customer profitability across channels. And remember that there is a cost of doing nothing in your analysis.

The same applies to measuring

performance. You no longer can segregate profitability within the four walls of a physical store from online profitability. You need to combine them, considering the total cost to serve. Among the questions to ask: What is your charge-back philosophy? What is the customer willing to pay for? What do you give away for free to earn loyalty? What will you charge for? For example, your customers may be willing to pay for same-day delivery but not for in-store pickup — but how will that vary by location? Without appropriate attention to charging tactics and pricing, online will continue to offer less attractive returns than traditional store retailing on a standalone basis.

There is no avoiding the need to reimagine grocery for an omnichannel world. For the leading incumbent grocers — who have built impressive customer loyalty over the years — the opportunity is yours to lose.

Stephen Caine and Lisa Koetter are members of Bain & Company's Retail practice. Caine is based in Chicago, Koetter in Boston.

HOW DO LEADERS GET THINGS DONE?

A NEW MODEL CALLED RESULTS INTELLIGENCE CAN HELP COMPANIES IDENTIFY LEADERS WHO GET THINGS DONE EVEN WHEN FACED WITH STEEP ODDS

WORDS: SACHIN RAJAN





Successful leaders seem to function effortlessly — balancing multiple responsibilities while building and expanding their organisation’s strategy and vision. They seem to have found a way to achieve the right combination of charisma, enthusiasm and self-assurance, helped along by opportunities that they grasp and maximise. “A leader is someone who knows the way, shows the way and

goes the way,” says John Maxwell, American author and speaker. Most people would count themselves fortunate to launch a single successful business. Then there’s Elon Musk. The Silicon Valley businessman has helped scale four brand-name, category-defining businesses in less than 20 years — PayPal, Tesla Inc, SolarCity and Space Exploration Technologies Corp (SpaceX) — and he is still going strong.

What makes Musk different? It’s not necessarily the originality of his ideas, but instead his remarkable ability to turn them from dream to reality. Tesla has faced inevitable setbacks, including serious production delays to its Model 3, but still surpassed 250,000 total cars delivered at the end of 2017. It also boasts a market cap larger than two of the three largest US-based automakers. SpaceX, which



Musk founded in 2002 with the aim of making space travel as routine as airplane travel, has launched a steady and growing number of missions for customers ranging from NASA to telecommunication companies. As of November, the company had launched a record 16 missions in 2017, double its 2016 tally.

Today, Musk, who also founded PayPal precursor X.com, one of the first online banks, in 1999, has no plans of slowing down. He founded Boring Company to investigate underground road travel and also wants to colonise Mars.

While Elon Musk belongs to a select group of innovators, this ability to get things done is something that many leaders possess in varying degrees. We call this Results Intelligence and explain how it relates to the more popular Emotional Intelligence (EI), and how to effectively hire for it.

PEOPLE WHO MAKE THINGS HAPPEN

India has had its own share of innovators who spotted opportunities and created products that revolutionised their industries. Pratap Reddy, a cardiologist by profession, was moved by the plight of a young patient who had died due to the lack of adequate medical facilities in India. In 1979, he started Apollo Hospital, India’s first corporate hospital, which has grown into the largest hospital chains in India, and also manages hospitals in countries such as Nigeria, Mauritius and Oman.

Karsanbhai Patel, founder of the Nirma Group, made his first batch of detergent in his own backyard and sold it door-to-door on his bicycle. Sensing the demand for a low-price but good-quality detergent among middle and lower middle-class families at that time, he launched the low-priced Nirma brand in 1969. And the rest is history.

These individuals were not the first or only inventors to dream up their

products, but they were the first to make them commercially viable for mass consumption. Their initial efforts may not have been perfect and their futures likely looked bleak at certain points — but despite headwinds, each was able to fundamentally change the structure of their industries in ways that others believed impossible.

While every era had leaders who changed the status quo, the need for such talent has never been more crucial than today. Complexity is rising and the pace of change is accelerating, forcing companies to innovate smarter and faster to stay ahead of the competition. Technology is creating massive change and disruption that have forever altered the way consumers and businesses interact.

Not only do leaders need to be 360-degree thinkers, but they also need to be innately collaborative, agile and possess cross-functional knowledge. Change is now constant, and leaders

are now expected to also be change managers. Leaders who don't keep up will slowly be overtaken by those who continue to keep up with the changing tides. Keeping this in mind, how do we identify the right leaders for tomorrow?

A RELIABLE MODEL FOR PICKING WINNERS

Most executives will have impressive accomplishments listed on their resumes. Through our years of helping companies pick leaders, however, we've noticed that there are some who are exceptionally gifted with the ability to get things done regardless of the context or phase of their career. We call this ability Results Intelligence (RI).

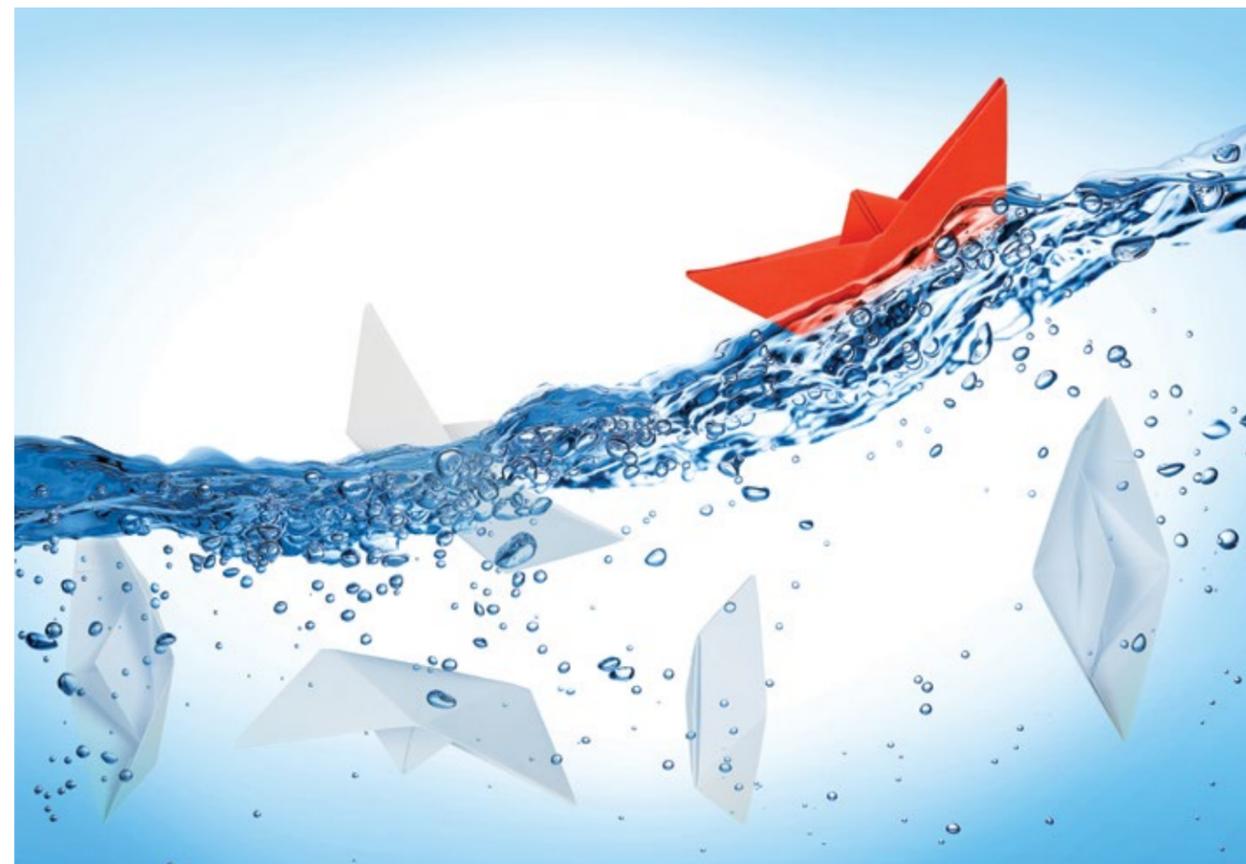
RI is different from classic intelligence, or how much someone knows. Instead, it's the ability to beat the right path to the finish line, regardless of obstacles that may emerge. People with high levels of RI can envision ways to accomplish large, complex goals that are not obvious to others, and they stick with them past the point when others

People with high levels of RI can envision ways to accomplish large, complex goals that are not obvious to others, and they stick with them past the point when others would quit

would quit. By building a leadership team with high RI, companies can innovate more efficiently and effectively. They can focus on what matters, discard what doesn't, and easily pivot to take on new priorities.

Those who have RI are calculated risk takers. They combine big bets with preparation and practical considerations. In the Leadership Span model we have developed with Hogan Associates, they would score high on many of what we call the "loud" traits — being disruptive, risk taking, and galvanising — but also some of the quiet ones, such as pragmatism.

RI can be considered a complement to Emotional Intelligence (EI), which is the ability to consider and manage emotions in relating to other people. In the most effective executives, RI and EI balance each other out. If someone is too focused on results, without paying attention to how they make people feel, morale will suffer. Conversely, if someone is too focused on emotions, without thinking about results, productivity



will suffer. Together, RI and EI can help leaders make progress without alienating those around them.

When we reviewed our interviews with the executives who distinguish themselves for RI, we found some common themes in how they describe the way they work. Based on this analysis, we have identified five consistent facets of RI that can help companies screen for this ability in their hiring processes.

People who have high levels of RI tend to do the following five things extremely well:

- Results-getters have a clear and precise end objective seared into their minds. They then reverse engineer; deconstructing final results into components and processes that need to take place. They tend to be excellent planners who start with highly specific goals and approaches. They hold frequent reviews to ensure accountability.
- Results-getters are single-minded about getting what they need to succeed. Whether it's more people, more money, or some other type of

resource, they are often seen as the squeaky wheel (but who ultimately get the grease).

- Results-getters learn existing rules and processes, but then determine where they can skip steps to create efficiencies. For example, they might look to shortcut a project approval or capital allocation process when an initiative is particularly time-sensitive. The question that's always in their mind: Which rules are firm and which are flexible?

- Results-getters are willing to face criticism for leaving out key people if doing so helps them advance their project more effectively. They seek buy-in and involvement with only the most crucial parties, living by the mantra that it's better to ask forgiveness than permission.

- Results-getters are objective and clear-eyed in their evaluations about results, and failure is not an option. When one route is closed, they will find another. They tend to have exceptionally high standards, they set a clear tone for their teams that nothing but the best will do.

ASKING THE RIGHT QUESTIONS

This model provides a useful shorthand for finding leaders with RI — and perhaps some inspiration for those who could improve their effort-to-result ratios. At the same time, it sets up a logical line of questioning in hiring processes.

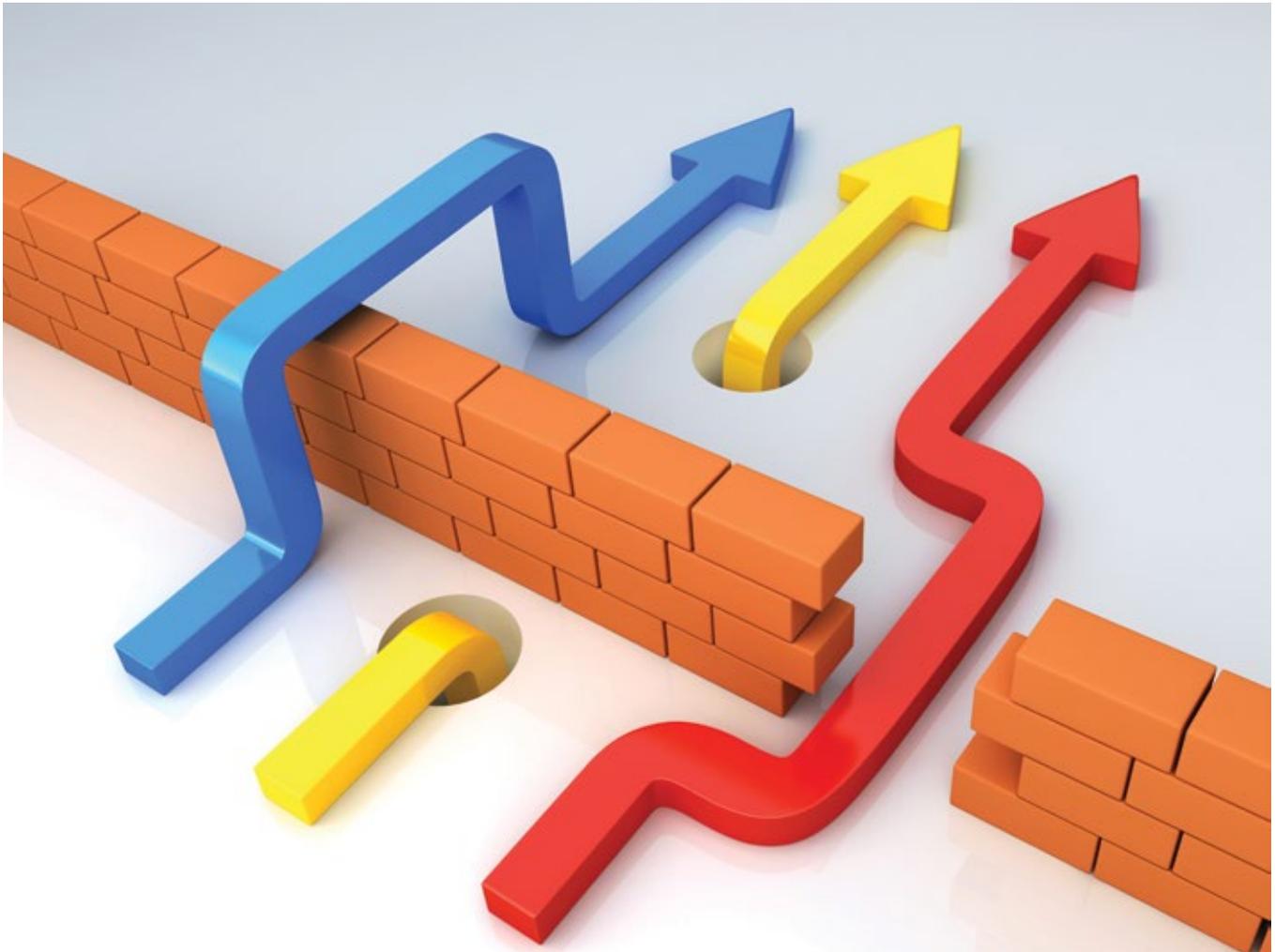
Where do you begin when developing an action plan to achieve a specific goal?

- Good answer: Seeks to understand the big picture and desired end state, works backward from the end state to organise problems into logical buckets, is clear about which resources are needed, ensures the plans relate directly to the goal.

- Poor answer: Overly general regarding magnitude of work, overly flexible and open ended, uncertain what good will look like, has trouble prioritising tasks.

How do you keep track of initiatives in your area of responsibility?

- Good answer: Has a strong project management mindset, clear organised plans, includes phases, timeframes and accountability. Checks on progress frequently.
- Poor answer: Comfortable with a



hodgepodge of actions and roles, allows plans to drift without regular review.

Is it acceptable to you to break rules or defy common industry practices? Why or why not?

- Good answer: Respects rules, but considers other ways to solve problems; believes rules can be a hindrance in some circumstances, uses gray areas to his or her advantage.

- Poor answer: Always follows rules, too black and white in thinking, wants a clear rule book and consistently thinks about how things have been done in the past.

How do you decide which people to involve in a project or initiative?

- Good answer: Has a strong orientation toward efficiency, is openly against bureaucracy and believes that consensus can lead to mediocrity. Believes in short focused meetings, avoids and removes those viewed as roadblocks.

- Poor answer: Overly inclusive, likes to think out loud with others, does not

Results-getters learn existing rules and processes, but then determine where they can skip steps to create efficiencies. They might look to shortcuts when an initiative is time-sensitive

emphasise scope, overly concerned about offending others.

Tell me about a time when you were unsuccessful in reaching a goal.

- Good answer: Will not let himself or herself fail, believes there is always a solution, has visible discomfort with not achieving objective.

- Poor answer: Rationalises, works too hard to justify a failure, blames others.

So the next time you need someone to shake things up, don't just look for someone who seems charismatic enough to pull it off, or has great ideas for how to do it. Put them to the test.

Do they think like someone who has high RI? Do they act like someone who has high RI? And most importantly, are they able to continuously adapt themselves to the environment around them and continue to push for results? It's time for change, make sure you don't get left behind.

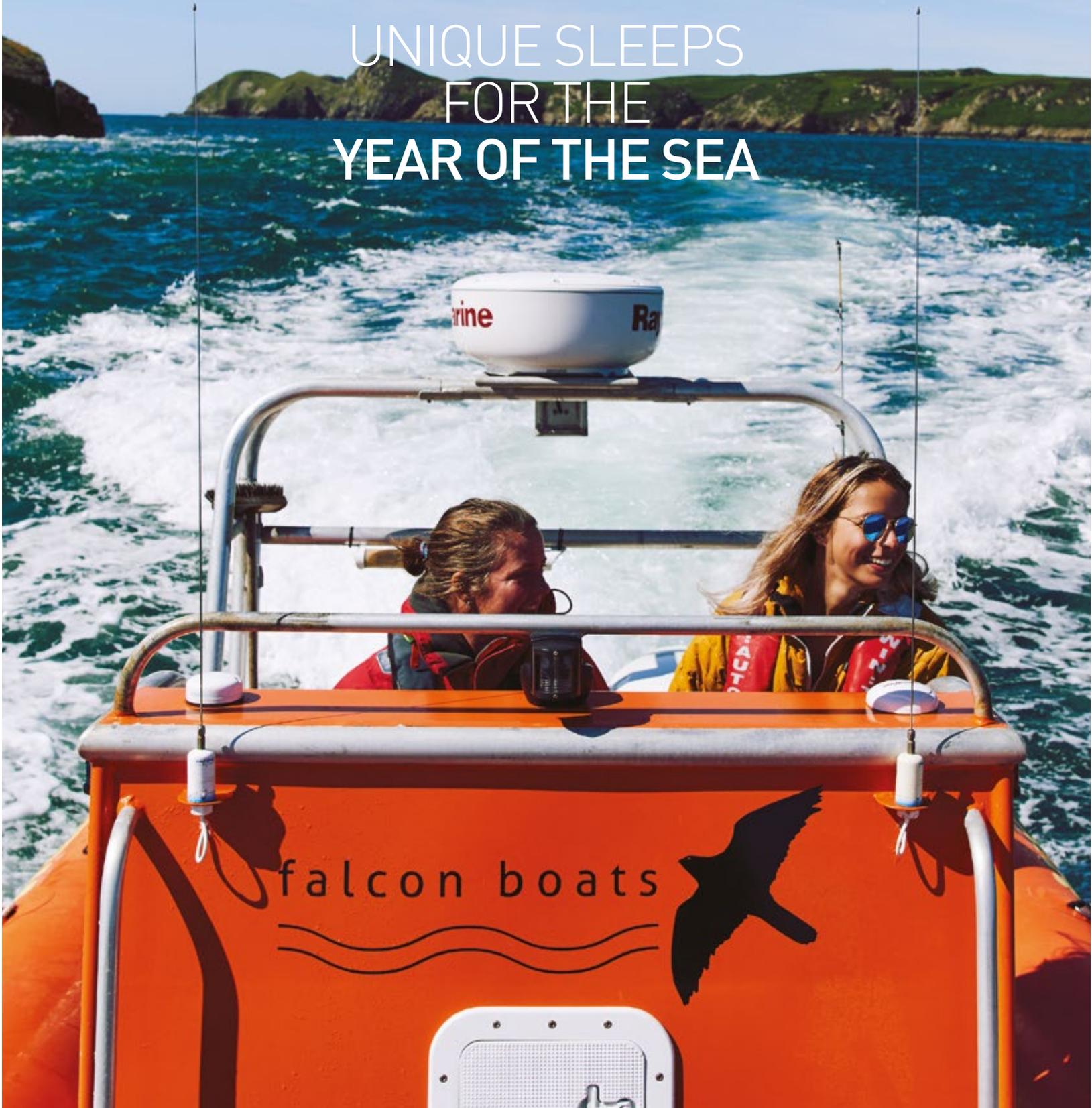
The author is Managing Director — India, Russell Reynolds Associates

VIEW FROM THE TOP

CEO

LOUNGE

UNIQUE SLEEPS
FOR THE
YEAR OF THE SEA



A photograph of two extremely muscular men in a gym. The man on the left is wearing a blue tank top and dark shorts, performing a bicep curl with a 20kg dumbbell. He has a pained or intense expression on his face. The man on the right is also wearing a blue tank top and dark shorts, shouting with his mouth wide open and his right hand raised in a gesture of encouragement or spotting. The background shows gym equipment and a window.

KILLER WORKOUT

PUSHING IT
IN THE GYM IS
ONE THING,
BUT GO TOO
FAR AND
YOU COULD
SUFFER A
POTENTIALLY
LIFE-
THREATENING
CONDITION



You've certainly heard the expression "no pain, no gain," but there's such a thing as pushing it too hard in your workouts. And the consequences can go far beyond sore muscles and fatigue. Athletes who overexert themselves to an extreme point can develop a condition called rhabdomyolysis, a breakdown of muscle tissue that can lead to kidney failure, heart damage, and even death. Although relatively rare, rhabdo affects approximately 26,000 people in the

United States each year. Athletes who do high-intensity or extreme endurance workouts are often among those who feel the effects of rhabdo.

WHAT CAUSES IT?

High-endurance activities involving heavy lifting can increase the risk of rhabdo, as can other forms of over-exertion or trauma. But while CrossFit is sometimes blamed for causing rhabdo, research shows CrossFitters are no more likely to develop it than powerlifters, gymnasts, or rugby players.

Any intense exercise puts a strain on muscles. When that strain exceeds what you can handle, your muscle fibers may tear open, spilling a protein called myoglobin that would normally transport oxygen to your muscle cells into the bloodstream. As a result of this spillage, the torn muscle can rapidly deteriorate, while the kidneys can become overwhelmed by rising myoglobin in the blood.

Athletes who perpetually push themselves past the point of fatigue or who do an exercise to muscle



failure during the eccentric (negative) phase and then go on to do additional high-intensity exercises can develop this dangerous muscle breakdown. Trying to cram in your fitness (doing an extreme amount of exercise in a short amount of time) can also take its toll. Hydration also plays a part. Research shows that when muscle cells are deprived of adequate water, they shrink and become more vulnerable to breakdown. In addition, alcohol consumption or excessive levels of caffeine can lead to rhabdo.

Other culprits include infections like influenza or conditions like herpes or sickle cell anemia and even certain medications such as antihistamines, antidepressants, statins, and acetaminophen.

HOW YOU'LL FEEL

Fatigue and achy muscles are the usual first signs of rhabdo. Other hallmarks include swollen limbs, brown-colored urine, nausea, vomiting, and fever.

Symptoms appear within a few hours

to a couple of days after a traumatic injury or extreme workout. Levels of the electrolytes sodium and potassium become unbalanced and a buildup of the nitrogenous compound urea occurs in the blood if kidneys begin to fail, leading to confusion and heart palpitations.

If you notice these conditions—especially swollen body parts and/or darker-than-normal urine—seek immediate medical attention. Treatment includes an intravenous saline solution that helps to flush excess myoglobin from the bloodstream, rehydrating the body's cells, and relieving stress on the kidneys. In extreme cases, dialysis may be required to prevent kidney failure. And if a muscle group is experiencing a prolonged loss of circulation, doctors may surgically relieve pressure.

If you're just feeling achy and fatigued, try to see your health-care practitioner within two days to test your blood for high levels of creatine kinase, a biological marker of rhabdo. There are differing levels of rhabdo. It may be very self-limited and require minimal medical support. Or it may be very serious, leading to kidney failure.

STAYING STRONG

Since dehydration plays a role in rhabdo, it's important to make sure your body is getting enough fluids. The American College of Sports Medicine recommends drinking 16 to 20 ounces of fluid at least four hours before any workout that lasts up to an hour and 8 to 12 ounces within 15 minutes of beginning it. For every 15 minutes you exercise to the point of sweating (even mildly), throw back 3 to 8 ounces of water. If your exertion exceeds an hour, have 3 to 8 ounces of a sports drink to balance out your electrolytes. But most important, listen to your body. If you can't maintain proper form during a weight routine, or you feel faint, dizzy, or can't catch your breath during cardio, scale down your pace, load, or intensity. And don't be afraid to take it easy now and then. One week a month, try to modify your workout. Regularly scaling back intensity will help you get stronger and ensure that overtraining won't keep you from performing at your best.

The John Cooker Works Package

Mini special projects has cooked up an innovative accessories package for the Mini Convertible. Now customers can equip their Mini Convertible with the John Cooker Works Package



The Mini Convertible can be fitted with the new John Cooker Works package and turned into a mobile street vendor.

The Convertible receives a solid-oak food sales and preparation surface. This features an induction cooker with integrated fume hood. The vehicle's generously proportioned 160 - 215 litre luggage compartment of the Convertible stores the required cooling technology, whilst a high-voltage Natural Food Nanotechnology battery ensures power supply and is charged by the standard

brake energy regeneration system while driving. Food waste is further utilised by the NFN battery system to sustainably power the unique vehicle.

The solid-wood surface made from sustainably grown oak in Cornwall, folds to fit the contours of the interior when the roof is down and serves as a stable storage for food and beverages in spite of the light-weight construction technology used. The package meets all food regulation requirements and can be used for hot and cold dishes alike. Customers selecting this new pack benefit from a

highly flexible food sales vehicle, with a menu of applications including selling sushi, ice cream or fresh juices.

Only the driver's seat needs to be folded down in order to install the John Cooker Works Package. This creates an amazing amount of space under the solid-oak surface which can be used for storing ingredients and cooking utensils. Should the weather suddenly turn, the convertible roof can be closed in only 18 seconds with the food surface in place. Potential customers could include start-ups looking to prepare their culinary masterpieces

directly in front of their customers' eyes, or kiosk operators who need a spacious food presentation area, the Convertible with John Cooker Works Package offers countless opportunities for businesses.

"The strikingly painted and backlit mirror caps and side scuttles in Citrus Yellow give the Convertible a sharp street food look. We applied the knowhow we gained from our Mini Yours

vehicle personalisation programme", says Tam Bree of the MINI Design Team. The Sport Stripes

for the John Cooker Works Package are in Chilli Red and Berry Blue.

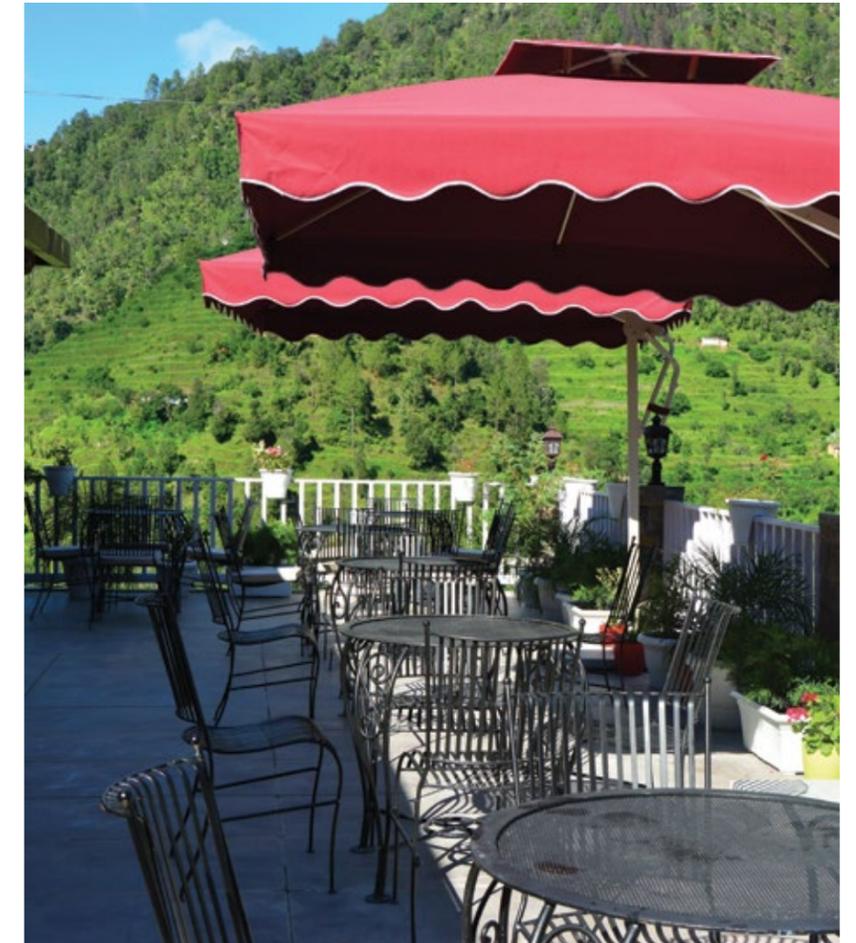
"Street food businesses are a great complement to established restaurants and offer their customers fantastic variety. However, typical street food trucks are often too big and cumbersome for our city centres. The Convertible can be used by street food vendors to whisk their food directly to the customer and even right onto festival grounds", says Harry Chinn from Mini Business Innovation.

The John Cooker Works Accessory

Package perfectly matches the Salt, Pepper and Chilli Mini equipment packages. "The Mini Convertible is now even more unique than ever before and is the smallest multifunctional food truck in the world", says Adam Zapple, Head of Development of Mini Special Vehicles.

Be it on the streets of Shanghai, in front of Barcelona's office blocks or whipping around tourist hotspots in London, the Mini Convertible with John Cooker Works Package is an eye catcher making life hard for the burger van chips or the corner café.





THE SOUND OF SILENCE

Yes, silence definitely has a sound of its own. There are not many places where you can hear it and Suvaasa at Ramgarh is one of those few. Here's what it sounds like...

It's very easy to get lost in the ruckus of our cities. With digital detoxes, special diets, extreme fitness routines and what not creeping into our daily life, I thought it was time to step out of this manmade bubble for a natural cleanse. Enter Suvaasa Resort at Ramgarh, Uttarakhand. Of course it's another manmade structure but it's the resort's location which is a talking point. Perched on the incline of a mountain slope in Ramgarh, this boutique resort was the perfect cure for the writer's block that I was facing.

About 5-6 hours away by road from Delhi, the route is quite easy to do

with mostly good roads throughout. The resort is about an hour away from Nainital and is just a short drive away from places such as Bhimtal, Mukteshwar, Hartola and Nathuakhan.

Apart from the location, a major stand out point for Suvaasa is their staff. Consisting of the local folks, the staff goes out of their way to ensure that your stay is beyond comfortable. When I mentioned my craving for some local cuisine, their talented chef ensured that everything, from the starters to the main course and even the desserts had a local touch and flavour to it.

The rooms are quite spacious and airy. More than a hotel it gives you the

feel of a highly maintained boutique mansion with 'Alfred' like services. Of course a batmobile and a cave full of toys would have been perfect, but then hey... Aren't we on a natural detox?

Apart from the main resort, Suvaasa also has another colonial bungalow in Ramgarh. With just two rooms, this modest imperial structure literally has a 360 degree view of the valley. Sitting on the outside of a mountain bend, it actually gets one of the best views of Ramgarh.

Finally, did I get my mojo back, was I able to write again... Of course I could and I was back on track and all set for the next literary adventure!



The Big World Of LICENSING

THE WORLD OF MERCHANDISING AND LICENSING CAN LOOK QUITE DAUNTING. HERE'S THE ROUTE MAP...

WORDS: JIGGY GEORGE



The licensing world has today diversified into multiple genres of licensing making it one of the most interesting industries across the globe. Entertainment, Sports, Celebrity and Publishing licensing have been driving forces in the last 4-5 years and in this article we will focus on two of the most important categories - Entertainment, particularly films, and Sports as the emerging forces in India, the potential, challenges and way forward.

Entertainment licensing includes the licensing opportunity springing primarily from feature films, television shows, video games, online entertainment and

social media. Sports Licensing includes major sports leagues which operate the licensing business for its teams. It also includes sports organizations like IOC International Olympic Committee and FIFA World Cup as well as athletes. Globally, Entertainment licensing holds sway in the licensing world accounting for almost 45% of the market share of the 251 billion dollar industry as per Licensing Industry Merchandisers Association Annual global report, 2016. Sports is another solid 10% accounting for approximately 25 billion US\$ at retail.

On to Entertainment and films first. Think movie merchandising and one of the biggest success stories

is of Star wars where the licensing revenues have far outstripped box office earnings. And that is the true essence of the business. While franchise films have outings every couple of years (think Star Wars, Batman, Superman, Marvel, Justice League, Kung Fu Panda, Ice Age and numerous others) the merchandise arm of the business makes sure that the brand lives on in retail in the form of apparel, accessories, publishing, toys and more giving consumers a chance to continue to engage with the brand and keeps the franchise alive till the next edition rolls into theatres. Closer home, Krrish 3 and Bahubali 2 have had very successful runs in the L&M world. However, it begs the question of what are the essential tick marks for a film to also have a successful licensing outing and where do we really stand in India as far as movie merchandising is concerned. For one, films and its character must have the personality and the ability to translate into a merchandise-able programme. If you take the example of animation - Kung Fun Panda is eminently merchandise-able, but a Roger Rabbit did not have the X factor. Second, it definitely helps to be a part of a franchise with prequels and sequels opportunities which make it possible for the stake holders - licensees, retailers, marketeers - to take a long term investment view of a property. The third most important factor is planning. Licensing must be planned as a crucial element of a film right from the scripting stage to allow for a successful licensing proposition.

And in these licensing essentials lies the answer for Bollywood to unlock its true potential. Currently licensing in Bollywood, more often than not, is being approached as a marketing tool once the film is almost ready and therefore ends up being a media multiplier exercise with at best, a short lived apparel extension in stores. If we need to change the game in India and there is truly space to do so, studios and filmmakers need to approach licensing very differently. Firstly, there is a need to look at it from the lens of the plot and characters having the ability for becoming a successful



licensing franchise - this could be in the form of premise, characters, ability to spawn sequels/prequels, signature styling etc. Second most important point is to get started with the licensing proposition in early scripting days so that the writers and production team always keep the licensing lens handy and third is the planning such that potential partners, retailers, licensees are onto the film

at an early stage and make it a part of their future plans - merchandise, marketing, retailing - even if the release date is 2-3 years away. The fact that both Krrish 3 and Bahubali 2 have had a strong play in multiple categories of licensing, has had an impact in the market and is proof that this can be done well in India as well. Moreover the market is changing. We are waking up to the fact that

while international films have had massive success in the licensing arena, their impact in India, where Bollywood reigns supreme has been small. The most successful Hollywood films have a box office run of not more than 2-3 weeks and more often than not, films have exited screens without having the necessary impact for moving the merchandise off shelves. This is where Bollywood comes



in - it is relevant to our market, is far more powerful and also affords a greater degree of planning and control versus a Hollywood release. Indian studios and production houses are also waking up to the true potential and power of licensing. The interest, discussions and deals around Bollywood films is on the rise and coming years will definitely see more and well integrated Bollywood licensing success stories.

Sports licensing in India has a slightly different trajectory, with if not as much or greater potential than film licensing in India. The past few years has seen the emergence of Sports in a more defined form. Domestic leagues across Kabbadi, Hockey, Football, Tennis, Wrestling etc have sprung into action and are seeing massive attendance in stadia and strong viewership on TV. Sports is also journeying into mainstream Bollywood with certified hits like Mary Kom, Dangal, Chak De India and there is a marked rise in the power and influence of A list Sports celebrities. This new found interest in

sports has been fuelled by the prolific growth of sports, (outside of cricket which continues to rule the roost), in European soccer leagues and other league sports in the domestic scene. From being only cricket crazy country, there is a move towards consuming other sports, of sports becoming sport-tainment. And while this mini



revolution of sorts is gathering steam, there is another one underway in the licensing arena.

Take Football for example. While cricket has the biggest draw, football is far ahead of the curve on the licensing front. The beautiful game has captured the imagination of the Gen next. India's youth has



found football to be the more aspirational sport to watch and are heavily engaged in European football leagues across EPL, La Liga and the Bundesliga. And this interest has fuelled the licensing business of football in India. Real Madrid, FIFA World Cup, FC Barcelona already have sizeable licensing programmes in India and there are many more European league clubs waiting to enter the market. Real Madrid, a club Dream Theatre represents is an example of the rising power of football merchandising in India.

Real Madrid Football Club in India has product across Apparel, both in kids and adults, Eyewear, Gifts and Novelties and Sporting Goods across key retailers, stand alone stores and e-commerce platforms and there is massive interest flowing in from other categories. The business at retail for Real Madrid alone will be hitting INR 25-30 crores in this year. Another watershed football programme is FIFA, represented by Dream Theatre in India. India hosted the FIFA U-17 World Cup in October 2017 across 6 Indian cities and apart from the boost it gave the sports in India, the tournament had a full fledged licensing programme comprising Apparel, Gifts and Novelties (Metal posters, Plush, Ceramic Mugs, Bag tags, Magnets, Caps etc) with prices are in the Rs. 150-500 range. The products saw brisk sales across 150 stores of Shoppers Stop, Max Retail, Central, Globus, Sports Station and a 1000+ apparel and sports stores in around 22 cities across India. What's more, in a first for India, the merchandise sold from In-stadium kiosks in 6 cities where the matches were held, with fans being able to buy authentic FIFA U-17 merchandise as they walked in to watch the matches.

And the next big one is FIFA 2018 Russia World Cup. The 21st FIFA World Cup kicks off from 14th June 2018 and India is ready for it! What was a 8-10 city retail footprint with Lifestyle, Pantaloons, and Central stores for FIFA 2014, has already grown to a 10+ key retailer tie-up with product being available in 20-25 cities apart from E-commerce platforms. The FIFA 2018 Russia World Cup will see 7-8



categories (apparel in kid and adults, accessories, gifts and novelties, footwear, rainwear, back to school, School Bags) of products hitting stores from April onwards. There is a clear 3-5 times increase in the business in a period of just 4 years.

As for the domestic leagues of the Sports franchises in India and their licensing fortunes, the future is bright. The foundation of establishing the leagues, of getting the consumer interested and continuously engaged is being laid. The coming years will see the settling down of the leagues,

winners emerging and the licensing business taking off. It is already being looked at closely for its potential and there is no doubt that these will not just be big businesses, but just like movie licensing, it will give fans a chance to engage with the brands not just on field and on TV, but beyond.

Jiggy George is the founder & CEO of Dream Theatre Pvt. Ltd., a brand management and licensing company that builds, represents and distributes entertainment, sports and fashion brands in South Asia.

Art in Motion by Ralfonso

A MASTER AT THE INTERSECTION OF ENGINEERING AND ART, RALFONSO GOES BEYOND TRADITIONAL SCULPTURE BY INCORPORATING MOVEMENT INTO HIS PIECES – ART IN MOTION!

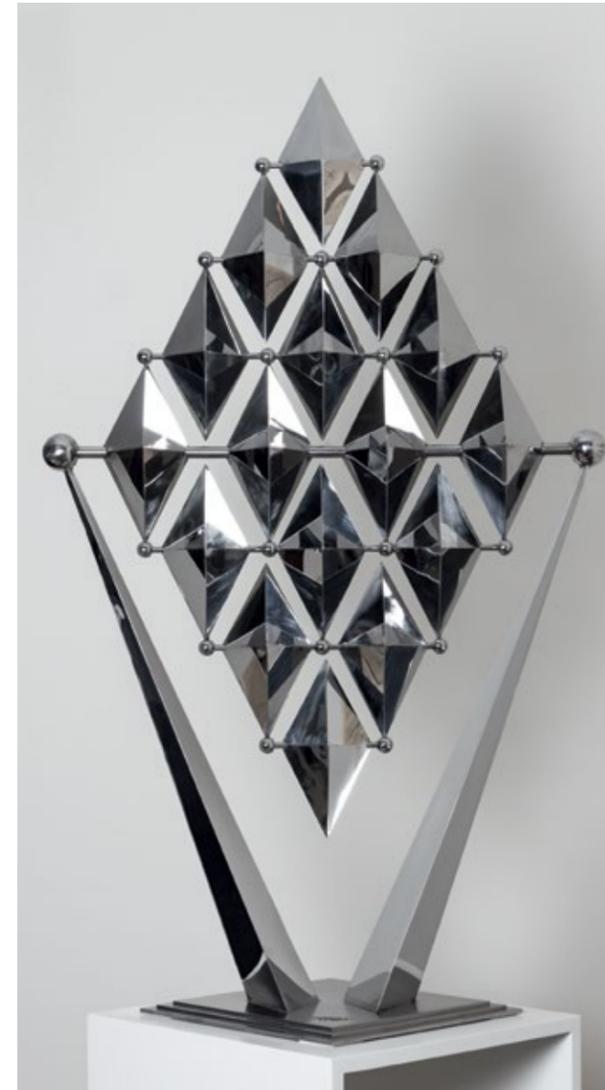
Wind, water, light, and the element of Time add an intriguing fourth dimension to Ralfonso's dynamic sculptures. Natural surroundings fuel the fluid movements of his kinetic works creating dynamic and unpredictable interactions at the hands of Mother Nature.

"My work has the added element of time and change-over-time - so it goes beyond just a three dimensional shape," Ralfonso points out.

A perfect example of an environmentally interactive art piece is Ralfonso's monumental 10-meter tall Dance with the Wind, which was commissioned for the 2008 Olympics in Beijing. This sculpture undulates with the gentlest breeze or the strongest winds to produce a poetic, yet unpredictable dance. The wind triggers a stack of five balls by pushing a flat, round disk at the top of the vertical composition, which is counterbalanced by a weighted sphere at the base. Mirror-polished stainless steel enhances the viewer's experience, its reflective qualities revealing its surroundings shimmering in the sun. A smaller collector version standing 100 cm tall and limited to 15 pieces engages spectators with its hypnotic sway.

Ralfonso masters kinetic sculpture with unparalleled imagination and an exceptional ability to set art into motion. These unique talents shine through in Karo, a German word for rhombus, a geometric diamond shape. Closer inspection of this 120 cm tall artwork, limited to just 10 pieces, reveals 16 self-balancing diamond-shaped elements forming an even





larger rhombus. The striking, clean lines come to life with the slightest breeze or touch of the hand, moving each rhombus back and forth in an unlimited combination of patterns.

Another artwork in the exhibition is the slowly tilting EXclamation – an exclamation point that looks as though it should fall over and stay down, but doesn't, thanks to a clever weight system bringing it upright. Imagine these striking sculptural constructions or other brilliant works by Ralfonso moving in harmony with the trees in a garden or swaying in the breeze on a rooftop terrace. Standing 80 cm tall, EXclamation is a limited edition of 33 pieces.

From large-scale outdoor installations like Tubus measuring 15 meters in length, to sculptures as

small as 45 cm, Ralfonso's inspiration is the nature surrounding him – and the world is his studio. The creation process takes between four months and a year depending on the scope of the project. Ralfonso's design idea is transferred into a sketch detailing the structure of the sculpture and the hidden mechanics required to create mechanisms with a horizontal axis or weighted elements. "Finding the right place at the intersection of design, mechanics, and technology – and creating never before seen 'art in motion' pieces," as Ralfonso describes.

The initial drawing is then constructed in three dimensions using small models. To test and finetune the construction, several CAD programs may be used. Construction is the final

step utilizing all available techniques including laser, water jet, CNC cutting, and 3D printing. Once the piece is built to scale and tested it is finally ready for installation.

Ralfonso's works are in tune with the desires of collectors, offering very limited series and bespoke, site-specific and unique "one – off" designs for discerning clients. Depending on the final location of the installation, the collector can choose from a variety of materials ranging from 316L stainless steel and fiberglass, to aluminum and even Kevlar, with finishing options including colors and mirror or matte polishing. The possibilities are endless. His works have recently sold very successfully at the Sotheby's New York "Contemporary Curated" auction.



Not just Sushi

LIGHT AND FLAVOURFUL,
JAPANESE CUISINE IS AN
ART. CHOPPING, SLICING THE
MEAT, FISH AND VEGETABLES
IS A SKILL, AND COOKING IT
REQUIRES EXPERTISE.

WORDS: ARUNA RATHOD



For the uninitiated, Japanese meals could be all about sushi and tempura. But there is a lot more to Japanese cuisine and each meal brings to the table, plenty of colour, sauces and serving dishes that are cute, colourful and art pieces by themselves, in various materials like ceramic, glass and lacquer ware. Bowls, flat plates, square and rectangular platters, and of course, sushi served in cute cups from ceramic bottles. Not only is Japanese cuisine great to taste, but a feast for the senses – in every way possible.

Japanese use the phrase “itadakimasu” before beginning a meal, like Grace that is said before meals. Itadakimasu, literally means “to humbly receive” or “to thankfully receive food”. It is also a thank you to the person who cooked the meal and an acknowledgment to the life that was sacrificed to make the meal possible.

Rice is the chief crop of Japan, so don't be surprised if you find rice for breakfast, lunch and dinner in Japan. Another feature of Japanese cuisine, is that soup is had at the end of the meal, unlike most cultures where it serves as a starter or appetiser.

Besides rice, be ready to have plenty of fish in Japanese cuisine – fresh, raw, dried,

salted, steamed, slivers and flakes. Not only fish, plenty of sea food that includes shell fish, mussels, molluscs, crustaceans, and echinoderms. Eels are a speciality in Japan.

Besides Tokyo, where one can experience all kinds of cuisine, certain prefectures like Toyama are famous for their fresh seafood.

A BITE OF JAPAN

So besides Sushi, all Japanese love the very popular local dish called Sashimi. These are slivers of raw fish, served in a plate, along with a smaller empty dish for serving a small portion of soy sauce. Often wasabi, or Japanese horseradish, is mixed into the soy sauce. Wet towels are provided at meal times, but these are for cleaning your fingers, not as a face towel.

To eat sashimi, each piece of sashimi is dipped into the separate dish of soy sauce and wasabi, and conveyed with the help of chopsticks into the mouth. One needs to dip the fish into the sauce, not pour the sauce on the fish.

Sushi is served on a wooden square plate in most restaurants, along with a small dish for serving soy sauce and wasabi. Uni is an expensive topping, and it's the sea urchin that looks very appealing

because of its bright orange colour. Uni is the soft orange centre of a sea urchin and most commonly eaten with rice or wrapped in rice and seaweed.

You can eat sushi with your fingers. Simply pick up a piece of sushi, dip it in the soy sauce and then eat it in one bite if you can!

Tempura, or battered and deep fried seafood and vegetables, are typically served with either salt, or a tempura dipping sauce or “tsuyu” as it is known in Japanese. When a tsuyu dipping sauce is available, it is usually served with a small plate of grated daikon radish and freshly grated ginger. Add the daikon and ginger into the tsuyu sauce prior to dipping your tempura to eat.

While visiting Miyajima island, about 45 minutes from Hiroshima, make it a point to have Octopus in any form at the restaurants there. Most popular are the called Takoyaki or octopus fritters. These dumplings are made by preparing a batter of flour blended with stock, chunks of octopus are added along with seasoning and then fried.

HOW JAPANESE CUISINE EVOLVED

During early times, A.D 700, Buddhism led to a ban on eating meat. Sushi became popular as a result since it is made with

AN EVENING IN TOYAMA Dinner with Chef Miura

Personalised meal with Shinichi Miura, former Japanese chef at Japanese embassy, hotel at Australia and New Zealand. He now runs the Yatohachi Inn in Toyama, which is famous for its Gomado Springs and a very popular destination during spring and summer season.

Chef Miura cooked up a Japanese meal with great love and affection. Sitting in the tatami room – dining area with a low broad table and a low chairs without legs called zaisu, I didn't know what to expect. But the warm hospitality of Chef Miura and his wife Kiomi, dressed in a traditional kimono made that evening a cherished one.

My meal began with a large lacquer red plate (the red side is used in winter and black during summers) with five bowls of various sizes on it, filled with different kinds of food and a set of exquisite chopsticks. I assumed this was my dinner. I began tasting each dish – one was a tangerine, scooped out of its fruit and stuffed with cheese, oysters and mushroom; another bowl had paper thin slices of lotus stem cooked in a sugary syrup; another a vegetable coated with batter and fried and a large bowl of tofu, coated and fried. This was just the first course! Kiomi then brought a ceramic bottle with Sake with two tiny cups. Sake, the rice wine, can be had either warm or cold and it makes for a great drink with a traditional Japanese meal.

The second dish was a sizeable piece of fish cooked in a sauce and topped with radish and carrot that was sliced extremely thin. Next came the soba noodles (made from buckwheat) with sauce served in a ceramic container with a cover, next came a beautiful pink plate with fish topped with beaten egg; then fish again followed by shrimp tempura. Then came hot piping Miso soup and rice, that was cooked in a traditional rice cooker, which is called Kama in Japanese. Kama can be used on a direct flame, and this allows for a slightly burnt rice at the bottom, which is called Okoge, and much favoured by the Japanese.

Rice is the last course of a Japanese meal and I truly had no space for dessert!



raw fish and rice. Japanese cuisine slowly became modern in the 1800s when vegetarian food was served in small portions, and all food was divided into five colour groups - green, red, yellow, white, and black-purple) and six tastes (bitter, sour, sweet, hot, salty, and delicate).

After a ban of more than one thousand years, beef returned to Japan during the Meiji Period (1868-1912).

Rice and noodles make their appearance at every meal. The soba noodles are very popular as they are thin brown noodles. Soy sauce and other

soybean products are also staples in Japan. These include miso (fermented soybean paste) and tofu (a soybean curd that resembles custard).

Green tea is the national beverage of Japan and hot water is served on tap. In some restaurants, a tiny chest of drawers hold bags of green tea and one can have the tea throughout the meal. It is a great digestive. The Sushi conveyor belt restaurants are quite popular in Japan.

Fresh ingredients are always used and seasonal produce is used to prepare most dishes. For those in a rush, lunch can be

a bento box. A typical lunch would be a bowl of broth with vegetables, seaweed, or fish. The bento is a traditional box lunch packed in a small, flat box with dividers. It includes small portions of rice, meat, fish, and vegetables. Stuffed rice balls called onigiri are very popular and are available in various combinations – rolled in seaweed; with tuna and the list goes on.

It is considered rude to eat while walking, or driving. The Japanese respect their food and rightly so, considering the efforts that go into making this wonderful cuisine!

THE AIR CAB

BELL HELICOPTER UNVEILS
EXCLUSIVE AIR TAXI DESIGN
AND EXPERIENCE DURING ITS
DEBUT AS THE FIRST MAJOR
HELICOPTER MANUFACTURER
TO EXHIBIT AT CES





Bell Helicopter, a Textron Inc. company and major global helicopter manufacturer, has revealed its air taxi cabin design and fully integrated user experience. The four-passenger cabin demonstrates Bell's view of an on-demand mobility aircraft that focuses on a people-first engineered user experience tailored with an urban air taxi ride.

"Bell Helicopter is innovating at the

limits of vertical flight and challenging the traditional notion of aviation to solve real-world problems," stated Bell Helicopter's President and CEO Mitch Snyder during the Las Vegas show. "The future of urban air taxi is closer than many people realize. We believe in the positive impact our design will have on addressing transportation concerns in cities worldwide."

Bell has been moving people over

urban obstacles for decades with traditional rotorcraft. Now they're expanding the scope of air travel and aviation technology to advance life's conveniences. From shaving precious minutes off a cross-town commute for your cannot-miss meeting to that last-minute tee time with friends (with room for your clubs!) - Bell's on-demand Urban Air Taxi concept makes the previously unthinkable a viable solution to your busy life.

Class-leading comforts compliment a tech-forward cabin to deliver the seamless, connected experience far exceeding your typical ground-bound rideshare. With a full suite of connectivity technologies such as video calling, wifi, artificial intelligence and wireless charging, passengers of Bell's Urban Air Taxi will have the option to fully maximize their airtime - already a fraction of their ground-bound commute - or to

just relax and enjoy the view of the world below.

One look inside Bell's air taxi reveals an expertly crafted interior, fostered by years of customer insight and attention to detail. Passengers will sync into a fully integrated user experience control center, where they can catch up on world news, hold a video conference call, share documents with other passengers or simply unplug from the noisy world

below in a comfortable, relaxing space.

Bell Helicopter, a wholly owned subsidiary of Textron Inc., is an industry-leading producer of commercial and military, manned and unmanned vertical-lift aircraft and the pioneer of the revolutionary tiltrotor aircraft. Globally recognized for world-class customer service, innovation and superior quality, Bell's global workforce serves customers flying Bell aircraft in more than 120 countries.



UNIQUE SLEEPS FOR THE YEAR OF THE SEA

“Ar lan y môr, mae pob rinweddau... Ar lan y môr mae nghariad inne” (By the seaside is every virtue... By the seaside is my sweetheart). The Welsh are so soppy about the sea, they even have folk songs dedicated to the drama of it all. And my, is it romantic! Wild, windswept and bursting with life. There is some magnificent sea, river, and waterside stays to be had ... and every one of them has a story. Start plotting your escape now



PORTMEIRION, GWYNEDD, NORTH WALES

Whisk your partner to other-worldly Portmeirion, the creation of Sir Clough Williams-Ellis, whose dream was to create an Italianate village in Wales. The result is a magical collection of brightly coloured buildings and gardens that lead down to the sea. At the shore is the Grade-II listed Portmeirion Hotel, which opened in 1931 and has hosted artists, playwrights, royalty, politicians and tycoons. Opt to stay in the Peacock

Suite, where the future King Edward VIII slept in 1934.

ST BRIDES SPA HOTEL, SAUNDERSFOOT, PEMBROKESHIRE, SOUTH WEST

Wales It's hard to find a more perfect place to relax than the infinity pool at St Brides Spa Hotel – a beautiful property perched on a clifftop overlooking Saundersfoot and the sea. Most rooms have sea views and a balcony, and there are six serviced apartments, plus a

tranquil Marine Spa. Pembrokeshire produce features on the menu at the Cliff and Gallery restaurants, both of which are ideally placed to take in spectacular sunsets.

GWESTY CYMRU, ABERYSTWYTH, MID WALES

Overlooking Cardigan Bay from Aberystwyth's handsome Victorian promenade, Gwesty Cymru is a superbly-positioned five star hotel and restaurant. Décor in the eight bedrooms

includes Welsh slate made by local craftsmen and specially commissioned artworks by local artist Bethan Clwyd. You can enjoy local flavours on the seafront terrace, with dishes on the restaurant menu including Welsh rarebit topped with local eggs and – you're by the sea after all – Cardigan Bay lobster.

HARBOURMASTER, ABERAERON, CEREDIGION, MID WALES

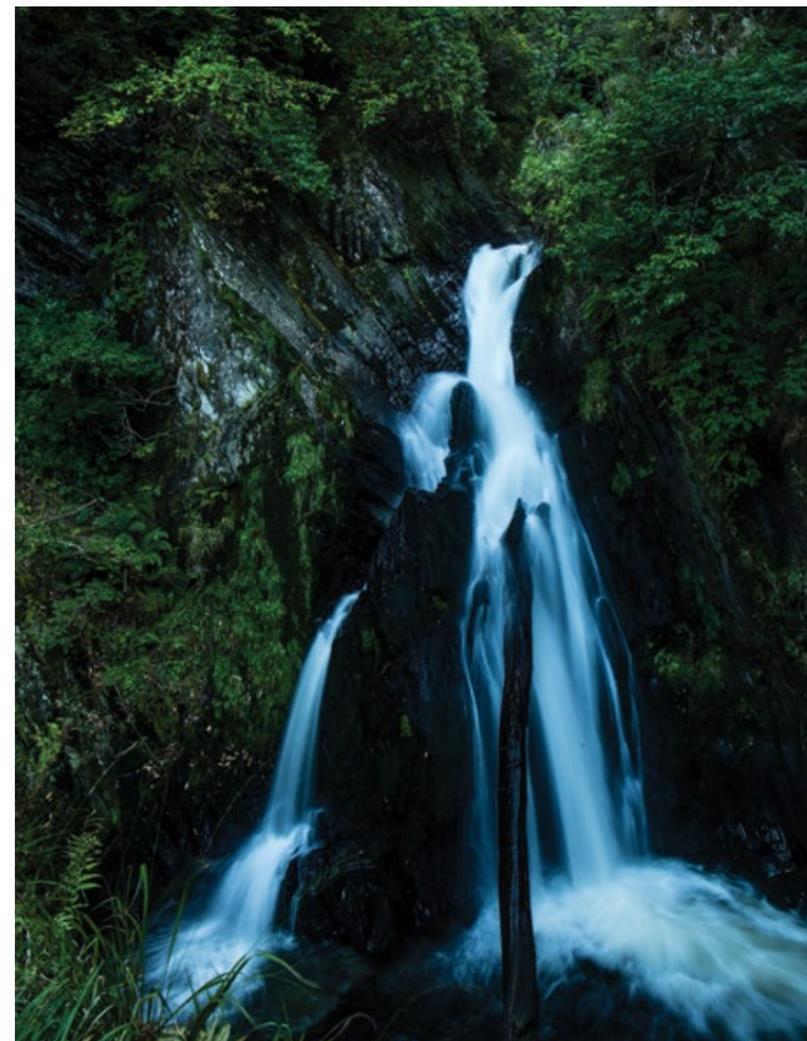
Prepare to crown the Harbourmaster



your new favourite hotel. It's the kind of place people return to as often as they can: for the warm welcome, beautiful décor (including Welsh favourite, Melin Tregwynt furnishings), thoughtful touches, and incredible location. Book the Madona Suite for panoramic coastal views. The boutique hotel houses a fab restaurant and a menu regularly featuring scallops, oysters and juicy Welsh steaks.

CLIFF CAMPING, ANGLESEY, NORTH WALES

Feeling intrepid? Try cliff camping, where the phrase "living life on the edge" is taken 100 per cent literally. The experience starts in the afternoon with rock climbing practice, before your 'portledge' is set up in the evening – a sturdy canvas shelf that's tethered to the side of a cliff, which will be your bed for the night. All that remains is to tuck into a hearty meal from your perch, admire the sunset and fall asleep to the sound of the lapping waves.



COES FAEN LODGE, BARMOUTH, GWYNEDD, NORTH WALES

Architecture and design enthusiasts will be wowed by Coes Faen... as will spa-lovers... and foodies! Set in a 19th century Victorian lodge on the water, Coes Faen has been lovingly and tastefully renovated. Plenty of glass lets in natural light, while stone and oak floors showcase the building's history. There's also unobtrusive technology to enhance your stay with music and lighting. Each of their six rooms has a spa-style bathroom, and the restaurant serves delicious Tuscan-style meals on Fridays and Saturdays.

TWR Y FELIN, ST DAVIDS, PEMBROKESHIRE

Twr y Felin is proud of its coastal location, and as proof there are 100 pieces of specially commissioned art inspired by the St Davids Peninsula to discover throughout the hotel. The luxury property is just ten minutes from the Pembrokeshire Coast Path and the gorgeous beach at Caerfai Bay. There are 21 bedrooms, including two fabulous suites, all designed to pamper. Settle into the art lover's snug known

as the Cornel bar before dinner at Blas, their two AA-rosette restaurant.

SCAMPER HOLIDAYS, GOWER PENINSULA, SOUTH WALES

Gower was the UK's first designated Area of Outstanding Natural Beauty, and there's no better way to experience it than with some glorious glamping. Overlooking the award-winning Rhossili Bay or Llangennith beach, you can choose from shepherd's huts, tiki lodges, smart campervans or timber tent cabins. Scamper Holidays offer them all, as well as delightful upgrades for those wanting to add sweet little touches like champagne welcome hampers or eye-catching bunting. Location is the key to this spot, getting you up close and personal with some Wales's most beautiful beaches

LAKE VYRNWY HOTEL AND SPA, POWYS, MID WALES

Opulent and elegant Lake Vyrnwy Hotel and Spa overlooks the magnificent lake of the same name, boasting dreamy views of the fairy-tale tower that sits atop the lake's waters. When you've stopped admiring the landscape from your balcony, take stock of the spectacular décor within your sleeping quarters. Many of the 52 rooms have sumptuously large four-poster beds and look out onto the lake or the gardens. The spa continues the theme with incredible lake-side views, and offers pampering treatments and an exclusive Thermal Suite.

THE OLD RECTORY ON THE LAKE, TALLY-LLYN, GWYNEDD, NORTH WALES

If you've walked up – and down – mighty



Cadair Idris in Snowdonia National Park, there's nowhere more inviting to rest your weary legs afterwards than The Old Rectory on the Lake. Homely, welcoming and friendly, the hotel's two upstairs double bedrooms have glorious Victorian free-standing baths. If you fancy something less conventional, spend your evening in the outdoor hot tub, enjoying the stunning lake views.

THE BUNKHOUSE, GLASBURY, POWYS,

MID WALES

The Bunkhouse in Glasbury is described by its owners as a posh bunkhouse, which sleeps up to 14 people in supreme comfort. Enjoy comfy sofas, a wood-burning stove and large tables for feasting – fantastic for friends or family get-togethers. Fun is the keyword here – there's actually a slide inside the property – and The Bunkhouse is perfectly placed for canoe trips on the River Wye.

L I M I T E D

E D I T I O N



Urwerk UR-210 Platinum Black

Once they've seen it in action, nobody can deny the appeal of the UR-210. To appreciate it fully you have to keep your eyes glued to the dial as the minutes hand approaches the end of its hour. Don't blink, because if you do, you'll miss a display of controlled energy in the lighting return of the retrograde hand as it snaps back to the start of the next hour. It's a few seconds to the hour and time holds its breath as it prepares to return the minutes to their starting point. The action is too swift for the eye but you hear the sharp click that announces the arrival of the hand exactly on zero. The spectacular combination of the revolving satellite complication and retrograde minutes is seen nowhere as in the UR-210. The prominent three-dimensional minutes hand acts as a high-tech cowling that encloses the hours and carries them in turn smoothly across the scale of minutes.

Price on request



LIMITED EDITION

Pininfarina Segno

It's no longer just a simple collaboration, but a real joint venture that links Pininfarina and Napkin Forever in a new course of innovation and creativity, dedicated to the writing and accessories world. Signature S.r.l. has been set up on the back of a fruitful, three-year- long partnership, which has led to the creation of innovative writing instruments, of unique design and technology, acclaimed worldwide. The joint venture is a milestone in the strategic plan to enhance and establish the Pininfarina brand in the premium sector, with the aim of developing the promising stationery sector. Signature acts as a laboratory for the development of excellence, bringing together under the Pininfarina Segno project objects designed by Pininfarina and a selection of Italian design brands, such as Forever, which have stood out for their innovation, creativity and visions consistent with Pininfarina's values and deserving of visibility and dissemination. The Pininfarina Segno project represents an approach unique of its kind that aims to create original, new writing experiences and scenarios in terms of technologies, materials and methods of use. A new chapter in a story that began in 1930.

Price on request



LIMITED EDITION

Cave de Paille Saison I

The limited edition Saison 1 is inspired by the growing tobacco leaf, harvested at the perfect moment: green, rich and full of life. It's the season where the tobacco is bathed in sunlight, full of energy and strength. It's the season when the tobacco leaf is ready to be cut and harvested. The designer, Lison de Caunes, starts by tinting the batch of straw herself to obtain a unique green/bronze shade. Then, when Lison herself thinks it is ready, each batch of straw is applied in a linear way on a flat surface. She then cuts it using a metal shape like that of half a leaf. Remaking the full leaves, she positions them on the humidifier before applying them. It makes each piece unique, like a new plant growing.

Price on request



L I M I T E D E D I T I O N



₹5525 onwards

Guerlain L'Homme Ideal Sport

Boasting a luxurious, broad and streamlined look, the bottle adopts its predecessors' codes. With strong shoulders and a solid guilloché cap, its athletic physique is underscored by a deep blue lacquer, like an invitation to an aquatic getaway. The label's red trim evokes a smart casual sports shirt, which the Ideal Man likes to slip on to physically give his best. To reveal the eau de toilette's sporting potential, Thierry Wasser, Guerlain's Master Perfumer, and Delphine Jelk, Guerlain Perfumer, have given the almond note a boost of vitality, energising it with fresh spices and a wave of aquatic notes. Neroli essence delicately enfolds it. Last but not least, the winning trio of coumarin, vetiver and patchouli brings strength, vigour and sensuality to this "active water".

All prices are approximate.

Subscribe TODAY



Yes! Sign me up for an annual subscription to CEO India Magazine

Title Mr. Ms.

Name Surname

Job Designation

Company Name

Mobile

Telephone

Email

Address

City Pincode

State Country

Please find enclosed Cheque/DD Dated

Drawn on

for ₹2000 (12 issues) favouring Imagine Media & Lifestyle Pvt. Ltd.

Terms & Conditions:
- All dispute shall be subject to Delhi Jurisdiction only

Save ₹400
12
ISSUES



CORPORATE OFFICE
IMAGINE MEDIA & LIFESTYLE PRIVATE LIMITED
682 | SECTOR - 15 | PART - II
GURGAON - 122001 | HARYANA

LAST LAUGH



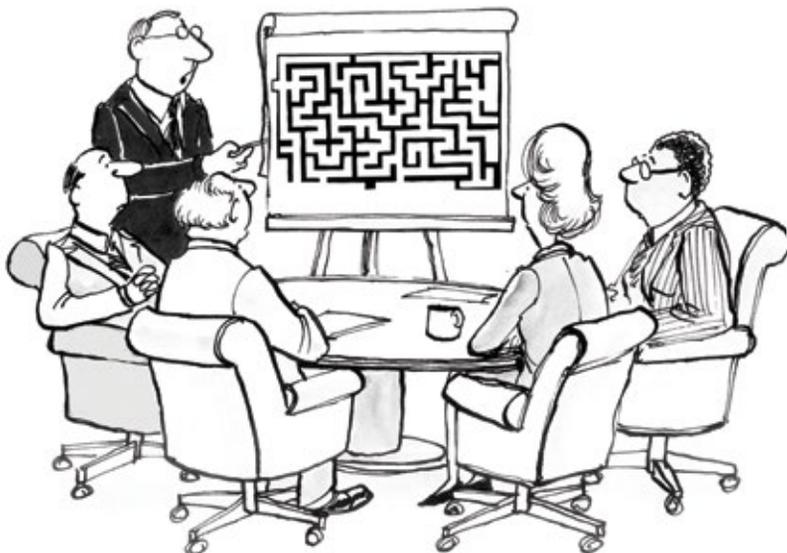
“As you know, I’ve always been behind you.”

Husband takes the wife to a disco. There’s a guy on the dance floor break dancing, moonwalking, doing back flips, the works. The wife turns to her husband and says, “See that guy? Twenty-five years ago he proposed to me and I turned him down.” Husband says, “Looks like he’s still celebrating!”

An old penny pincher had no friends. Just before he died he asked his doctor, lawyer, and pastor to gather around him at his bedside. “I have always heard that you can’t take it with you. But I want to disprove that theory,” he said. “I have \$90,000 under my mattress, and when I die, just before they throw the dirt on me at my burial, I want you each to toss in an envelope with \$30,000 within.” The three attended the funeral and each threw his envelope in the grave. On the way back from the cemetery, the pastor said, “I must confess. I needed \$10,000 for my new church, so I only threw in \$20,000.” The doctor then said, “I must confess too. I needed \$20,000 for a new hospital I was opening up, so I only threw in \$10,000.” The lawyer looked at them both and shook his head. He then said, “Gentlemen, I’m surprised, shocked, and ashamed of you. I don’t see how you could dare to go against that man’s final wish. I mean, I threw in my personal cheque for the full amount.”



“My best managerial trait is that I dig for answers until I get them between my teeth. My worst trait is that sometimes I bury them.”



“What we’ve done is make it dramatically easier to navigate the corporate hierarchy.”

Little Kelvin’s darkest day was when he was asked by his mathematics teacher to solve a problem on the board. The question was asking for the answer to $2+3$. He knew he couldn’t solve that so he glanced towards his bright friend for help. His friend willing to help but fearing to speak out loud, showed him his palm as a silent indication to the answer. So little Kelvin drew the palm.



THE GRID OF ENERGY

www.powergridindia.com



Transformation capacity of 3,11,185 MVA that's transforming lives

POWERGRID is one of the World's largest Indian NAVRATNA power utilities, engaged in power transmission business with the responsibility for planning, coordination, supervision and control over inter-State transmission system and operation of National & Regional Power Grids. POWERGRID transmits almost 45% of the power generated in India to all corners of the country... We ensure that the grid of prosperity covers every part of the country.

POWER GRID CORPORATION OF INDIA LIMITED

(A Government of India Enterprise)

Corp. Office : "Saudamini", Plot No.-2, Sector-29, Gurgaon, Haryana - 122 001

Regd. Office : B-9, Qutab Institutional Area, Katwaria Sarai, New Delhi-110016

CIN : L40101DL1989GOI038121

India's Best Companies
To Work For 2017
THE ECONOMIC TIMES



- Transmission Lines >142,989 ckm • Substation 226 Nos. • System Availability > 99.% • All India Inter-Regional capacity more than 78,050 MW
- Transmission related consultancy to more than 150 domestic clients & Global footprints in 20 countries • Owns and operates more than 43,450 km of Telecom Network • Innovations : 1200 kV UHV System, Developed & Synchronized with Grid which is First in the world