Management Inspirations from Successful Entrepreneurs
DMA through this publication brings to you the second edition of stories of eminent and successful entrepreneurs representing diverse businesses and sectors. While these stories bring out their entrepreneurship journey, we at DMA have learnt from their management styles. These people took risk and adopted appropriate management practices for their success, helping them to become Hero from Zero. They have a lot in common and yet each one of them is different. They are role models for the younger generation and emulating these entrepreneurs and their management style would facilitate growth and achievement of the mission in life of the next generation.

We are thankful to Shri Pramod Batra, member, DMA, for providing the text of his annual diary for this publication. DMA is also thankful to Petronet LNG Limited and TAFE (Tractors and Farm Equipment Limited) for sponsoring the publication. Thanks to Mr. Rajan Pandhi, Director, DMA, Ms. Tanya Bhatnagar, Associate, DMA and Ms. T. Willy Mathews, Associate, DMA for their efforts and support.

Wishing you interesting reading and learning!!

Dr. Sunil Abrol
Author& Editor
# LIST OF CONTENTS

<p>| 1. | Mr. Anil Agarwal, Vedanta | 1 |
| 2. | Mr. Dharam Pal Agarwal, TCI | 1 |
| 3. | Mr. Rajesh Agarwal, Micromax | 2 |
| 4. | Mr. Ramesh Agarwal, Agarwal Movers | 2 |
| 5. | Mr. R S Agarwal &amp; Ms. R S Goenka, Emami Group | 3 |
| 6. | Mr. V K Bansal, Bansal Classes | 3 |
| 7. | Mr. Kamal Batra, Buniyad Group | 4 |
| 8. | Col. (Retd.) H S Bedi, Tulip Telecom | 4 |
| 9. | Mr. Rahul Bhatia, IndiGo | 5 |
| 10. | Ms. Ela Bhatt, SEWA | 5 |
| 11. | Mr. Ajay Bijli, PVR Group | 6 |
| 12. | Mr. Sanjeev Bikhchandani, Naukri.com | 6 |
| 13. | Mr. William N Bissell, FabIndia | 7 |
| 14. | Mr. Kishore Biyani Future Group | 7 |
| 15. | Mr. Subhash Group, Zee Group | 8 |
| 16. | Dr. Ram Charan | 8 |
| 17. | Mr. Ashok K Chauhan, Amity University | 9 |
| 18. | Mr. Nalli Kuppuswami Chettiar, Nalli’s | 9 |
| 19. | Mr. Kochouseph Chittilapilly, V-Guard | 10 |
| 20. | Mr. Nand Kishore Choudhry, Jaipur Group | 10 |
| 22. | Mr. Madan Dodeja, Vashi Electricals | 11 |
| 23. | Mr. Rajesh K Drolia, Today’s Writing Products | 12 |
| 24. | Mr. Saidai S Duraisamy, Manidha Naeyam Charitable Trust | 12 |
| 25. | Mr. Hanmant Gaikwad, BVG India Ltd. | 13 |
| 26. | Mr. Krishnan Ganesh &amp; Ms. Meena Ganesh, Tutor Vista | 13 |
| 27. | Mr. Jaiprakash Gaur, Jaypee Group | 14 |
| 28. | Capt G R Gopinath, Deccan 360 | 14 |
| 29. | Mr. Naresh Goyal, Jet Airways | 15 |
| 30. | Mr. Ravi B Goyal, AGS | 15 |
| 31. | Mr. Dharam Pal Gulati, MDH | 16 |
| 32. | Dr. Jagdish Gulati, United Group of Institutions | 16 |
| 33. | Mr. Dinesh Gupta &amp; Mr. M P Jindal, BEST Foods Ltd. | 17 |
| 34. | Mr. Mahendra Mohan Gupta, Dainik Jagran Group | 17 |
| 35. | Mr. Mahesh Gupta, Kent RO Systems | 18 |
| 36. | Mr. Qimat Rai Gupta, Havell’s | 18 |
| 37. | Mr. Muralidhar Gyanchandani, Ghari | 19 |
| 38. | Mr. Jawed Habib, J.H. Hair &amp; Beauty | 19 |
| 39. | Mr. Sudhir Hasija, Karbonn Mobiles | 20 |
| 40. | Ms. Shahnaz Husain, Shahnaz Husain Group | 20 |
| 41. | Mr. Ajit Jain, Berkshire Hathway Inc | 21 |
| 42. | Mr. Bhavarlal Jain, Jain Group | 21 |
| 43. | Mr. Pawan Jain, Safexpress | 22 |
| 44. | Mr. Naveen Jindal, Jindal Group | 22 |
| 45. | Mr. Navnit Kachalia, Navnit Group | 23 |
| 46. | Mr. Deep Kalra, Makemytrip.com | 23 |
| 47. | Justice Satish Homi Kapadia | 24 |
| 48. | Sai Ramakrishna Karturi, Karturi Global | 24 |
| 49. | Mr. P Kishore, Everonn Education | 25 |
| 50. | Mr. Gurumukh Kinger | 25 |</p>
<table>
<thead>
<tr>
<th></th>
<th>Name and Company</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>51.</td>
<td>Mr. Rohit Kochhar, Kochhar &amp; Co</td>
<td>26</td>
</tr>
<tr>
<td>52.</td>
<td>Mr. Anand Kumar, SUPER 30</td>
<td>26</td>
</tr>
<tr>
<td>53.</td>
<td>Ms. Vandana Luthra, VLCC Group</td>
<td>27</td>
</tr>
<tr>
<td>54.</td>
<td>Mr. V S S Mani, Just Dial</td>
<td>27</td>
</tr>
<tr>
<td>55.</td>
<td>Mr. Harsh Mariwala, Marico</td>
<td>28</td>
</tr>
<tr>
<td>56.</td>
<td>Mr. Ashok Mittal, Lovely Professional University</td>
<td>28</td>
</tr>
<tr>
<td>57.</td>
<td>Mr. L N Mittal, Arcelor Mittal</td>
<td>29</td>
</tr>
<tr>
<td>58.</td>
<td>Mr. Sunil Bharti Mittal, Airtel</td>
<td>29</td>
</tr>
<tr>
<td>59.</td>
<td>Mr. Anil Moolchandani, Archies</td>
<td>30</td>
</tr>
<tr>
<td>60.</td>
<td>Mr. Chandrakant Morde, Morde Foods</td>
<td>30</td>
</tr>
<tr>
<td>61.</td>
<td>Mr. Brijmohan Lall Munjal, Hero Group</td>
<td>31</td>
</tr>
<tr>
<td>62.</td>
<td>Mr. Narendra Murukumbi, Shree Renuka Sugars</td>
<td>31</td>
</tr>
<tr>
<td>63.</td>
<td>Mr. NR Narayana Murthy, Infosys</td>
<td>32</td>
</tr>
<tr>
<td>64.</td>
<td>Mr. Jacob Muthoot, Muthoot Group</td>
<td>32</td>
</tr>
<tr>
<td>65.</td>
<td>Mr. Shiv Nadar, HCL Group</td>
<td>33</td>
</tr>
<tr>
<td>66.</td>
<td>Mr. Vineet Nayar, Former Vice Chairman &amp; CEO, HCLT</td>
<td>33</td>
</tr>
<tr>
<td>67.</td>
<td>Ms. Indra K Nooyi, PepsiCo</td>
<td>34</td>
</tr>
<tr>
<td>68.</td>
<td>Mr. M S Oberoi, The Oberoi Group</td>
<td>34</td>
</tr>
<tr>
<td>69.</td>
<td>Mr. Motilal Oswal, Motilal Oswal Securities</td>
<td>35</td>
</tr>
<tr>
<td>70.</td>
<td>Mr. Karsanbhai Patel, Nirma</td>
<td>35</td>
</tr>
<tr>
<td>71.</td>
<td>Mr. Rajendra S Pawar, NIIT</td>
<td>36</td>
</tr>
<tr>
<td>72.</td>
<td>Mr. Sam Pitroda</td>
<td>36</td>
</tr>
<tr>
<td>73.</td>
<td>Mr. Shantanu Prakash, Educomp</td>
<td>37</td>
</tr>
<tr>
<td>74.</td>
<td>Mr. Azim Premji, Wipro</td>
<td>37</td>
</tr>
<tr>
<td>75.</td>
<td>Ms. Meher Pudumjee, Thermax Ltd.</td>
<td>38</td>
</tr>
<tr>
<td>76.</td>
<td>Mr. Deepak Puri, Moser Baer</td>
<td>38</td>
</tr>
<tr>
<td>77.</td>
<td>Mr. M P Ramachandran, Jyothi Laboratories</td>
<td>39</td>
</tr>
<tr>
<td>78.</td>
<td>Mr. C K Ranganathan, Cavin Kare</td>
<td>39</td>
</tr>
<tr>
<td>79.</td>
<td>Mr. G M Rao, GMR Group</td>
<td>40</td>
</tr>
<tr>
<td>80.</td>
<td>Mr. Anand Rathi, Anand Rathi Group</td>
<td>40</td>
</tr>
<tr>
<td>81.</td>
<td>Mr. G V Sanjay, GVK Group</td>
<td>41</td>
</tr>
<tr>
<td>82.</td>
<td>Dr. K Anji, Dr. Reddy’s Labs</td>
<td>41</td>
</tr>
<tr>
<td>83.</td>
<td>Dr. Prathap C Reddy, Apollo Hospitals</td>
<td>42</td>
</tr>
<tr>
<td>84.</td>
<td>Mr. Shashi &amp; Ravi Ruia, Essar Group</td>
<td>42</td>
</tr>
<tr>
<td>85.</td>
<td>Mr. Kunwer Sachdev, Su-Kam Power Systems Ltd.</td>
<td>43</td>
</tr>
<tr>
<td>86.</td>
<td>Mr. Ronnie Screwvala, UTV</td>
<td>43</td>
</tr>
<tr>
<td>87.</td>
<td>Mr. Subhash C Sehgal, Ozone Group</td>
<td>44</td>
</tr>
<tr>
<td>88.</td>
<td>Mr. Ajay Singhal, Om Logistics Ltd.</td>
<td>44</td>
</tr>
<tr>
<td>89.</td>
<td>Ms. Kiran Majumdar Shaw, Biocon</td>
<td>45</td>
</tr>
<tr>
<td>90.</td>
<td>Mr. V G Siddhartha, Café Coffee Day</td>
<td>45</td>
</tr>
<tr>
<td>91.</td>
<td>Mr. Analjit Singh, Max India Group</td>
<td>46</td>
</tr>
<tr>
<td>92.</td>
<td>Mr. K P Singh, DLF</td>
<td>46</td>
</tr>
<tr>
<td>93.</td>
<td>Mr. E Sreedharan, Delhi Metro Rail Corporation Ltd.</td>
<td>47</td>
</tr>
<tr>
<td>94.</td>
<td>Ms. Mallika Srinivasan, TAFE</td>
<td>47</td>
</tr>
<tr>
<td>95.</td>
<td>Mr. Tulsi Tanti, Suzlon Energy</td>
<td>48</td>
</tr>
<tr>
<td>96.</td>
<td>Mr. R Thyagarajan, Shriram Group</td>
<td>48</td>
</tr>
<tr>
<td>97.</td>
<td>Dr. Naresh Trehan, Medanta Medicity</td>
<td>49</td>
</tr>
<tr>
<td>98.</td>
<td>Ms. Meenu Vadera, Sakha Cabs</td>
<td>49</td>
</tr>
<tr>
<td>99.</td>
<td>Dr. A Velumani, Thyrocare</td>
<td>50</td>
</tr>
<tr>
<td>100.</td>
<td>Mr. Rajiv K Vij, Carzonrent India</td>
<td>50</td>
</tr>
</tbody>
</table>
“From A Scrap Metal Dealer In Mumbai To Founder Of One Of The Largest Metals Mining Group In The World In The Space Of Two Decades, His Journey Is Quite Inspiring”, Aroon Puri, Editorial, September 10, 2010

In India Today’s 50 Power People Power List 2011 High and Mighty, he has achieved the No. 28 position, new to their annual lists as Metal Magnet. Vedanta has emerged as India’s most powerful commodities firm, with interest in non-ferrous metals such as copper, aluminum, zinc, steel and crude oil with a market capitalization of Rs. 19,000 crore! The “beauty” of the entrepreneur is that he has pledged 75 per cent of his wealth to charity. Anil is currently India’s 12th richest, and No. 154 with $6.4 on Forbes, The Richest People on Earth. Born in Patna, to a small businessman, finished his matriculation, pure vegetarian, married, two children. His first pleasure of life was when his father bought him a bicycle and later graduated to a Vespa scooter. Now, he lives in a Mansion in Mayfair, London, and is driven around in a Bentley. Bhagwanjee – from a bicycle to own jet in two to three decades! He is a Hare Krishna Bhakt and learnt his English on his way going up and up and away. In his entrepreneurial journey, he picked up Balco and Hindustan Zinc, PSUs. In 2006, he pledged $1 billion to set up the Vedanta University. He spends 20% of his time on philanthropy, in the footsteps of American industrialists – like Ford, Rockefellers, Bill Gates and so on. His may be only baby steps now but he believes in distributing his earnings back to society. And age is on his side, as he has 20 to 30 more years to go.

About him, I can say confidently that his success is due to a fact which knowingly or unknowing he followed what Dwight Eisenhower, former US President said, “Leadership is the art of getting someone else to do something you want done because he wants to do it”.

- Motivate people to do what they want to do
- Give back to society
- Dream big

Continuous Focus On Qualitative And Value Added Services, Led By Innovation and A Customer Centric Approach Has Made TCI One Of India’s Leading Logistics And Supply Chain Solutions Provider.

Another inspiring story of Indian entrepreneurship. Started as a one office, one truck, one man enterprise, TCI Group, is India’s leading integrated supply chain and logistics solutions provider. Over the years TCI has become a comprehensive service provider and has grown to a group of Rs. 2000 crore. It was founded by Prabhu Dayal Agarwal in 1958 and he implemented good vision to make goods reach remotest corners of India. He executed his mission and passion to the society and also started TCI Foundation to manage schools, dispensaries, health and disaster relief assistance. TCI today owns & operates an extensive network of over 7000 trucks and trailers and possesses 6 cargo ships. The company has a pan India and global footprint with over 1000+ branches, 5000+ employees, 9.1 mn sq ft of warehousing space. It moves 2.5% of India’s GDP by value and extends across 99.45% of India’s GDP region coverage. TCI embarked on a path breaking journey and has continued on the growth path adding contemporary diversifications and value added services. TCI was the first company to offer holistic logistics services and grew on to become a single window solutions provider for all logistics needs, domestically and globally.

Prabhu Dayal’s 2nd and 3rd generations of Dharam Pal Agarwal, Vineet, Chander are proactively taking TCI to the next level of International Standards. With the passing years, it has forayed in to various divisions like TCI Freight, TCI Express, TCI Supply Chain Solutions, TCI Global, TCI Seaways and TCI Developers Ltd. With its customer centric approach, world class resources and professional management, the group follows strong corporate governance and is committed to value creation for its stakeholders and society.

- Focus on value creation for all stake holders
- Execute your Mission with Passion
- Acquire world class resources
Indian entrepreneurs are now starting their operations in Ivory Coast, Ghana, Nigeria, South Africa, Uganda, Kenya, Tanzania and Congo. The citizens in these countries are getting a little bit of prosperity and one of the essential items has become the mobile phone. In Africa too, our “new born” entrepreneurs are giving tough fight to international brands. When I think of India-Africa, I think of course are of Gandhijee and also Sai Ramkrishna Karuturi of Karuturi Global who has done wonders in Africa, through roses, and owning 8 lakh acres of land in Ethiopia! Micromax, I will give you some details about this entrepreneurship which is a typical case of what is happening in India today on a large scale. It was founded by Rajesh in 1991 as a distributor of computer hardware. In 1998, he was joined by Sumeet Arora, Rahul Sharma and Vikas Jain as Micromax co-founders. In 2008, Micromax ventured into the mobile handset market. They were very wise to focus on the rural market first, the bottom of the Pyramid concept! Micromax is now India’s third-largest GSM mobile vendor with a market share of 6 per cent after Nokia with 62 per cent and Samsung 8 per cent. Currently it is selling around one million mobile phones every month. Its turn over is around Rs.2500 crore for the current year.

What made all this success possible for a first generation entrepreneur? Their tremendous experience in IT and Telecom. Secondly, to have the guts to compete with international brands such as Nokia & Samsung. Thirdly, not to compete in urban markets but to start from the rural market which is already ready to accept basic mobiles without “whistles and bells” and at economical prices. As Indian entrepreneurs, they are closer to their customers and constantly improving their distributor set-up. The four founders have made the company more and more efficient and effective. Well, if Nirma, Ghari, Jyoti can give “value for money” versus Hindustan Unilever why not Micromax versus Nokia. Think it over.

- Stick to your Core Competencies
- Begin with bottom of pyramid
- Have guts to compete

Ramesh Agarwal, Chairman, Agarwal Movers Group

“Life Is 10% How You Make It And 90% How You Take It”, Ramesh Agarwal.

His career started in 1980 as an Airman with IAF, where he worked till 1986. He was declared the best cadet among 542 cadets in Air Force, Chennai. In School he participated in NSC and NSS events and got award for the best performance. This gave him all the good values of life which are essential for success in any profession. In 1987, he ventured into Packing and Transportation at Hyderabad and started his own enterprise as Agarwal Packers & Movers. Over the years he kept on getting more and more experience as well as learning more and more. He got several awards such as Bharat Udyog Ratna in 2000, Parivartan Shreshta Award in 2004, Small Business Award in 2010 and India Road Transportation awards in 2011 for his excellent services.

His biggest and boldest decision was, when he decided to quit the Air Force and do something innovative in the transport and logistics business. He got his inspiration from Shri O.P. Jindal of the Jindal Group, who is his role model and mentor. He learnt a lot from his first client in 1987 who was not happy with his service but he decided to apologize sincerely and then learnt the art of packing from her. Over the years, he has reached the heights in his chosen field of profession. To him entrepreneurship is when you accept a challenge and get positive results from it. And to learn from your own mistakes and not to repeat those mistakes again.

He has grown his business from door-to-door packing to include warehousing, logistics and infrastructure. As a successful entrepreneur he strongly believes one must spend most of his time on his profession with passion and devotion. Decide your action plan first, and luck will follow! Manufacture strong and positive attitude and select good people and find leaders among them. Simple!

- Make someone your role model and mentor
- Take big and bold decisions
- Learn from your mistakes
Munni has made Zandu Balm of the Emami Group so famous that the group would like to encash its entrepreneurial soul and spirit. Entrepreneurial success some times get boosted by “accidents” (you can call it luck!) such as Munni’s song in “Dabangg”. Earlier Zandu Balm was made famous around a memorable jingle, “Zandu Balm, Zandu Balm peeda hora Balm”, nothing could match this powerful jingle on the radio. Emami is an entrepreneurial story that would inspire employees to become entrepreneurs some day. In 1974 two childhood friends, R.S. Agarwal and R.S. Goenka, working “9to5” in Birla Group decided to walk on “sand” i.e. the road of entrepreneurship. With Rs.20,000 and a vision of combining wisdom of Ayurveda with modern management and manufacturing techniques and learning experiences during working in Birla group, they started Emami manufacturing cosmetic products and Ayurvedic medicines in Kolkata. The lagan, harkat mein barkat and Management by Walking around (MWA) created a pull from the market. Emami was selling “dreams” to ladies, and now to men also, and the entrepreneurship in the entrepreneurs did the rest. The entrepreneurs well understood that good advertising and sales promotion sell good products slowly and kill bad products quickly. As they were confident about their products, they then focused on marketing it on TV and radio with a helping hand from Amitabh Bachchan and Shah Rukh Khan Now, the founders are preparing themselves, to “retire gracefully” and give over the reins to the next generation of Aditya & Harsh Agarwal and Mohan & Manish Goenka. They are the worthy sons of the worthy fathers because both of the families have drafted and accepted “Code of Conduct” whereby the succession would go smoothly. In the Marwari community both the entrepreneurs are a brilliant example of doing business with harmony and ethics.

- Wisdom contributes to success
- Embrace Harmony and Ethics
- Have a vision

Bansal Classes had its humble beginning in the year 1983 with a single student. The dedication, sincerity, honesty and hard work in training the students by VK resulted in commendable success for producing the maximum results in IITJEE from Bansal Classes in Kota, Rajasthan. The success ratio of Bansal Classes is having a continuous upward trend and majority of students secured their Ranks in Top 100, soon the students from Bansal Classes started producing the Ranks in single digit and the star came in year 2000 when Bansal Classes produced The AIR-1 (All India Ranking) from its classroom contact program and this didn’t stop here. The story continued and history repeated itself in the years 2002, 2007 and 2008 as well. Bansal Classes has produced more than 12000 IITians from its classroom contact program which is tagged as highest in this segment. The Bansal Classes experiences give their students an unparalleled depth of knowledge.

The Institute has “perfected” an innovative and integrated approach with the present scenario of globalization, which needs Engineering and Technology graduates to be professionals from the internationally recognized institutions. IITs are the best examples. Naturally admission to these institutions becomes highly competitive and accordingly for its preparation Bansal Classes have developed the required expertise and skills to prepare each of its students to achieve success by providing knowledge and skill through pioneering efforts and usage of appropriate methodology. Sometimes entrepreneurship is the result of “accidents” which come with a silver lining, if the person concerned gets into a positive attitude. Bansal was a talented engineer working at a chemical plant in Kota, Rajasthan. His disease, muscular dystrophy, over time left him paralyzed in both legs-eventually he was wheelchair bound. He had a passion for teaching and started conducting private tuitions at his home in 1981. Bansal resigned his position at the Chemical Plant and focused full-time on “Bansal Classes.” By 1999, he was sending over 200 of his students to IIT and has recruited and trained a top-notch IIT-JEE coaching faculty.

- Dedication, honesty, sincerity and hard work lead to success
- Your Handicaps can be overcome
- Exploit your passion
Almost every entrepreneur in the world starts very small. A few achieve great success. Every success has no secrets except a few fundas and one among them is stated above and was practiced by Henry Ford. Our Kamal followed it knowingly or unknowingly, I do not know! Kamal started his career with a small business of trading in cement and construction materials in Noida, which was then a small town on the outskirts of Delhi. Looking at the fierce pace at which the town was developing, he soon realized that it was on the way to becoming a major business hub in North India. To cater to this booming scenario, he reasoned, that there was a need for a good service provider in the real estate sector, who could offer an integrated service under one roof. With the innate gift of being an excellent communicator and a patient listener and empathizer, Kamal was bound to succeed in the real estate industry due to his honest approach - and thus was born Buniyad.

Buniyad was started in 1986 and over the past 25 years has grown into a mega venture, with a 200 strong workforce of experts for every aspect of the real estate business serving more than 1,00,000 clients. Today, Buniyad is the leader in retail and personal real estate ownership. Buniyad Group provides professional services for Buying, Selling, Leasing and Renting of Commercial, Industrial, Institutional, Retail and Residential properties as well as Corporate Leasing. Buniyad also assists in documentation, investment advisory and property valuation. The network spreads all over the country, though the main focus is Delhi and the National Capital Region. It has five branches spread across Delhi and NCR and it plans to spread its wings all over India. Buniyad is made up of relationships that have been built over the years and its strength is its employees. The company focuses on the growth of its intellectual capital who make up its valued assets. The company thrives on values of teamwork, personal initiative and accountability.

- Offer one stop services to your clients
- Develop Skills needed for your job
- Relationships matter in business


In my opinion, Hardeep Bedi must be the best inspiration for those who are in the Government jobs, particularly the Services. Col H S Bedi, VSM, Chairman and Managing Director of Tulip Telecom, is in the list of The 100 Richest Indians of Forbes India. He joined the Indian Army, following his three generation old family tradition of serving the nation. After completing his schooling, he joined the National Defence Academy in 1969, and then was commissioned in the 72 Armoured Regiment. He developed his IT skills at Army’s Faculty of Computer Technology at MCTE, Mhow, a post where he was appointed as a faculty instructor. Bedi, during his initial days was told to work upon many technology solutions for the then Chief of the Army Staff and various Army HQ Directors. After this, he was posted at the Army Headquarters to work on the Army’s automation plans.

After serving 22 years in the Indian Army, he recognized his entrepreneurial skills in the field of IT. He took voluntary retirement from the Army and started his own company. His entrepreneurial skills helped the company gain profitability and attain success in all industry segments. He started off the company with 4 employees in New Delhi as a software seller. Later the company explored the field of Network Integration and implemented world’s largest wireless network at Mallapuram, Kerala. Many up coming entrepreneurs face problems in regard to working capital, as did Bedi. But he hired professionals to take care of it and he focussed on sales and delivery capabilities which has made the growth possible. An enterprise started with Rs.4 lakh in 1992 has now become a Rs.2400 crore company. Tulip has been ranked 79 amongst Business World’s India’s best performing mid-sized companies in a report titled ‘Tomorrow’s Giants’. The company is also ranked as India’s fourth largest network integrator by Voice & Data Magazine in their Networking Masters Issue.

- Leader should inspire the Team
- Rely/ Bank on professionals
- Innovation breeds success
IndiGo Airlines: Within Five Years Of Its Launch It Has Displaced National Carrier Air India To Become Number Three In The Indian Aviation Sector.

This is another “Believe It or Not” entrepreneurial story of India. A decade ago, father and son duo, Kapil & Rahul Bhatia, were just a travel agency in Connaught Place. After five years, it started off as a humble budget airline and is now a Gurgaon based IndiGo Airlines. The market shares of airlines is: Jet 26.2; Kingfisher 19.1; IndiGo 17.3. Air India 17.3; Spice Jet 13.3 and others 17.3. As a student of management, it reinforces my belief in Private Vs Public (Air India) sectors! IndiGo is in the news because it has placed an order for 280 planes for Rs.70,000 crores, to be delivered between 2016 to 2020. And if the economy remains booming it is destined to become the largest airline of India. Rahul Bhatia is 48, Electrical Engineer from Ontario, Canada. Over the years got experience and exposure from his own family travel business. He had a two year stint with IBM and getting hold of experienced aviation management such as Rakesh Gangwal, formerly of US Airways. From a single enterprise to a travel corporation with 52 offices across 23 cities in India and abroad and good presence in related travel activities. It has become largest low-cost carrier with no frills and walking its talk about what customers want i.e. on-time departure, clean aircraft and good and clean flying experience. Its on-time performance record is near 80.6% in November 2010.

How this success is possible? Well in my R&D on entrepreneurship, I have found no answers and there are no secrets of success except that there are several essentials to it. In Bhatia’s case: good networking skills, passion, laga raho, laga raho, lagan se, and the skill to identify the best talent and being excellent in communication with the talents of a professional. Still all this can not fully explain Rs.550 crore profits in 2009-10 on turnover of Rs.2664 crore, a fleet of 38 Airbus 320 aircraft, offering 221 daily flight connecting 24 destinations. India Today, 50 Power People, High & Mighty, has ranked him at No.43 for his rapid ascent.

• Leaders are good at identifying talent
• Work towards customers experience
• Walk to talk


The world over, it is believed that founder of Grameen Bank, Mohammed Yunus of Bangladesh, winner of Nobel Peace Prize , pioneered microfinance in the world. The fact remains that Yunus is also a great entrepreneur who gave birth to a wonderful idea which was supported by international NGOs including grant of $100 million from Norway. In Justice Bhagwati’s opinion, Ela is a pioneer because she established her bank in April 1974, two years before Yunus. SEWA has been regulated by the RBI staying within the law and seeking no special dispensations. SEWA over the years demonstrated that poor, self-employed women can own and run a financial body in a self-sustained fashion without external help.

Ela’s father was a lawyer and her mother was active in the Women’s movement. Ela Bhatt came through Law College. In 1955 Ela, joined the Textile Labour Association (TLA) in Ahmedabad. With marriage and motherhood, there came a break in her career. But she soon picked up the threads and joined the Labour Ministry of Gujarat as an Employment Officer in 1961. In 1968, she went back to TLA as head of its Women’s Wing. It was a revelation to her that thousands of self-employed women were not recognised as workers, and that there were no laws to protect their livelihood. That’s when in 1972 Elaben founded the Self-Employed Women’s Association (SEWA). Today SEWA, operates in over seven states and provides these self-employed women banking, insurance, healthcare, and microfinance services. And, it has an impressive 1.2 million women as members. She has received several awards, including honorary doctorates from Harvard, Yale, and other academic institutions. Recently Hillary Clinton honoured her with the Global Fairness Institute Award.

• Do not allow family commitments to hamper your mission
• It helps to be a Pioneer
• Contribute to a cause
In June, 1997, When PVR Launched Its First Multiplex In Saket To A Packed House, It Was The Dawn Of A New Era in the Cinema Entertainment Business.

It is due to the blending of several circumstances that success beyond expectation happens. There are pioneers in every entrepreneurial field. Ajay Bijli is the man who revolutionized the movie-going experience in India and what he has achieved is worth a “Bharat Ratna” for entrepreneurship! His family was in the transport business, and a very successful one at that, but Ajay always had this desire to do something on his own and hence he decided to follow his heart and passion that is cinema. The family owned a theatre Priya in New Delhi and he requested his father to allow him to manage it. His parents were completely supportive of his ambition and admired their son’s desire to do something more difficult by coming out of his comfort zone. During his visits abroad, Ajay came in contact with the latest technologies and accordingly, he upgraded Priya Cinema’s sound system by installing Dolby. He also improved the interiors and changed the seating arrangements. The resultant success gave him the boost to dream big. Today, the world over, changes are happening every day and as Ajay was dreaming big, he took the less-travelled road to become successful. In the 90’s, the movie industry had become “sluggish”.

He started a joint venture with Village Road show in 1994 and with investment by ICICI Ventures, he went into “national orbit” from “local orbit”. The success of PVR Anupam brought the audience back into the theatres. In addition to vision, an entrepreneur must be a dedicated and hard worker. When an entrepreneur is doing what he loves to do, work does not seem like work as it becomes a source of joy. Today Ajay has 146 screens across 19 cities in India. Apart from distributing 200 international and national films in the country; he has also produced seven films. However his belief remains, “Be modest. A lot was accomplished before you were born”. Very true.

• Be modest of your achievements
• Take the less travelled Road
• Follow your heart

From A Professional, To An Intrapreneur, To Entrepreneur, Many Are Taking The Less Travelled Road.

Sanjeev Bikhchandani
CEO,
Naukri.com

It is a very inspiring entrepreneurial story. In a family where the father worked as a doctor in GOI, Sanjeev was almost in IIT but decided to go on a different tangent i.e. to IIM-A. Sanjeev started humbly from a servant quarters over the garage in the house of his father. His wife was working in Nestle and with his own part time job as well as the help of his wife and brother, he started Info Edge to do salary surveys and similar assignments. He went through the usual “entrepreneurial hell”!

In life, difficulties and struggles make a man out of a boy! Sanjeev launched Naukri.com on March 2, 1997. It was a very rudimentary site before it became too good! This always happens! In life no efforts ever go waste and if you are “at it”, every effort takes you closer to your “El Dorado” and then suddenly “the pupa becomes a beautiful butterfly”! So this happened to Sanjeev and today Naukri.com is a well respected site “attracting” venture capitalists also. However, in the beginning of the entrepreneurial journey, he had to take in “several partners by giving them percentages of share capital” instead of salary or payment for job work.

For 17 years, Sanjeev worked in a marketing job in a well known multinational firm as an intrapreneur to embrace the topsy turvy world of entrepreneurship. As it happens often, it is the bumpiest road one takes before the road becomes “silky”! He has been awarded the World’s Business Award, Ernst & Young’s Entrepreneurship of the Year Award India 2007. His database has over 10 million registered job seekers, and over 80,000 live job listings from corporate customers. In my opinion, every entrepreneurship is noble when done ethically. But that of Sanjeev, a little bit nobler because it generates employment more “profitably” for his customers. He is the “professional father” of the famous ad Hari Sadu, the boss everybody loves to hate! He gave birth to a management concept: people do not leave organizations for a better job, but for a better boss!

• Make employees stake holders to your business
• People leave organization for a better boss
• No effort ever goes waste
From Employees To Shareholders, Surely This Is A Healthy Trend. Fabindia Distributed Shares of the Company To 700 Employees To Celebrate The 50th Anniversary Of Fabindia

If someone who bought shares of Fabindia in 1977 for Rs.5000, the person has become a crorepati today! Wow!!

Fabindia was founded by an American, John Bissell, a visionary in 1960 with $38,000. He came to India for the Ford Foundation to develop India’s export potential in the emerging textile industry. Now, his son William is taking it to new heights by his own entrepreneurial insight, efforts and new thinking. In Forbes India, June 19, 2009, William talked about “Notes on Cowboy Businessmen and Inclusive Capitalism”. Bissell walks his talk, Inclusive Capitalism where profit is not a dirty word for anyone and everyone gets the opportunity to grow over the years. In Fabindia, artisans are shareholders along with others. These account for 95 per cent of the supply chain which consists of 40,000 people across the country. Fabindia has 17 companies through which they conduct their business of about Rs. 300 crore. He has started Supplier-Region Companies (SRCs) across India to promote the interests of Fabindia suppliers to an All-Win-Win situation. These artisan-suppliers are the shareholders, who also become a community owned company. They get assured orders from Fabindia as well as marketing of their handicrafts.

Bissell says that the chief aim of his father was to export the Fabindia products to the western nations, but his primary aim is to concentrate on the Indian retail handloom industry. And for this the first step that he has taken is to conduct a thorough research of the choices and preferences of the Indian customers. Fabindia is India’s largest private retail brand of craft based products, announced the launch of its 141st retail store in India and its 21st outlet in Delhi NCR. William Nanda Bissell has authored a 238 page book “Making India Work”. Radhika Singh has authored a 289 page book “The Fabric of Our Lives: The Story of Fabindia”. In it she says beautifully, that when I visit some home, my Fabindia kurta matched their bedcovers and curtains, therefore, she has titled her book “The Fabrics of our Lives”.

- Everyone gets opportunity to grow
- Adopt all WIN-WIN approach
- Profit is not a dirty word

Kishore Biyani is Among The First Generation Most Successful Indian Entrepreneurs Who Started His Career From Selling Stone-Wash Fabrics, While In College To The Biggest Retailer In India.

How big? The Flagship enterprise, Pantaloon Retail and the group operates 16 million square feet of retail space in over 85 cities and towns, 65 rural locations across India. Headquartered in Mumbai, the group employs 35,000 people and is listed on the Indian Stock Exchanges. This success is not due to any “rocket science” but simply using “creativity and innovation” with an Indian mind set, what Kishore saw around him while growing up in a Marwari family. He is my “hero” because he has beautifully explained how he went about achieving success in his book “It Happened In India”. Very true and a must read book because all of the group’s success happened in India. His mentors: Sam Walton of Wal-Mart, USA and our Dhirubhai. He became the Ekalavya of Mahabharata and learnt about them through their books and followed them closely. His learnings from them: how to dream big, how to build a business and how to create an organization that is able to scale up. And he has achieved all that beautifully and professionally. He implemented their guru mantras, Sam Walton quote, “Capital is not scarce; vision is”. And “There is only one boss, the customer. And he can fire everybody in the company from the Chairman down, simply by spending his money somewhere else”.

He is the most aggressive marketer of India, in my opinion. For example, April 16, 2011 in Delhi Times of Times of India, a full 2 page advertorial i.e. future group, The Great India Shopping Festival, 16th April to 15th May. To me what he has done now, it started being done in USA from 50’s onward. And offered included 5 lakh assured gifts and prizes worth Rs. 15 crore. To me what he has done now, it had started being done in USA from the 1950’s. From a modest Bania Dukandar to a towering owner of Pantaloon; Big Bazaar and Future Group. In my opinion he deserves “Bharat Ratna of Indian Entrepreneurship”. Kishore was born in 1961, married to Sangita, They have two daughters, Ashni and Anvi and live in Mumbai.

- There is only one boss - customer
- Learn how to scale up
- Vision is scare
Born In Hissar. At The Age Of 19, he joined his family business, skipping College to become one among The Greatest Achievers of India. He is also ranked # 36 In India Today’s 50 Power People.

Subhash Chandra of Zee Tele-films never attended college. He owes his business “knowledge” to his late grandfather, a small-town cottonseed trader who knew a couple of things about business—the kind of stuff they do not teach at B-schools. If it weren’t for his grandfather, Chandra might never have become India’s first self-made media mogul, a figure often compared at home to News Corporation boss Rupert Murdoch. Chandra is pretty similar and has no hang-ups about getting advice from the humblest of his employees. The most important lesson of all was to understand the value of taking risks and living with the results. Before Chandra stumbled upon satellite television, in 1986, he bought 753 acres on the outskirts of Mumbai and, in 1989, India’s first hi-tech amusement park, Esselworld, was set up. Like many entrepreneurial success stories, his success was accidental when a casual visit to the office of Doordarshan in Mumbai inspired him to launch a satellite TV channel and he got his inspiration from BBC and CNN. As usual our “red tape” created hurdles till he went to Hong Kong to start his enterprise and in the process he wore proverbially six pairs of shoes! Today he has expanded his footprint in USA by launching Vieira, a 24–hour holistic health channel and has become the biggest distributor of Indian content in the overseas market with a viewership of 500 million in 160 countries. He is involved in “renewing” Mumbai daily DNA. He is the largest distributor of cable television in India with a reach of nearly 100 million people.

He is further very fortunate to have elder son Puneet Goenka, 37, CEO and MD, Zee Entertainment. Puneet has made an excellent and educational statement, “In a promoter – run business it is not easy for an outsider to take decisions on the flagship brand. I didn’t have the fear of making mistakes and losing my job”. Well, said, Puneet. Younger son, Amit 34, whose attributes are building new businesses, using technology.

- Do not have the fear of making mistakes
- Be open to ideas from any employee
- Do not be afraid of losing your job

Do You Believe In Miracles? I Do ! Look Around You And Think About Them To Get Self-Inspired And Self-Motivated. No One Else Can Do It For You!!

We know about the “miracle” of Dhirubhai Ambani, Sunil Mittal and many more. Even in the academic world Indians have achieved “miracles” at the international level. Prof. C.K. Prahalad from Coimbatore is no more but he was a guru to global business practitioners. His “Bottom of the Pyramid” is a path breaking concept for Indian entrepreneurs. Dr. Nitin Nohria_broke all “glass ceilings” of the world for Indians by becoming Dean of Harvard Business School. His concept I like to repeat: Think about your career as a marathon and not a sprint. This is an idea worth remembering everyday of your life. Dr. Renu Khator, born in Farukhabad, U.P., becoming the President of the University of Houston, Texas, USA. And many more Indians who achieved “miracles” in the academic world also!

Now whenever you see Bata, think of Dr. Ram Charan, who worked in his family’s Bata shoe shop in Hapur, UP, with his brothers and cousins before he embarked on his “miraculous” journey of becoming an consultant and speaker of international fame. He earned his engineering degree from the Banaras Hindu University, went to Harvard Business School, earned his MBA and a PhD. He taught at the Harvard Business School, the Kellogg School of Management and Boston University. He became a full-time consultant in 1978 and since then going up, up and away! He has offered consultancy to “blue blood” companies such as GE, KLM, Bank of America and JP and Max groups. His professional fees are astronomical too in line with norms of the International market. To me it is a “miracle” born in Hapur UP!

He is the author of various books on business including Talent Masters; Leaders At All Levels, Boards at Work and many more. He manages his consulting company from Dallas, Texas. He is on the board of several companies. He has many awards and professional honours to his credit.

- Think about your Career as a Marathon and not a Sprint
- Consulting can be a rewarding career
- Miracles can happen in any field
The Advent of Edupreneurs. New Entrepreneurs Are Rushing Into The Sector And Old Ones Are Expanding Frantically. Is Education Finally A Recognized Business? Yes, and a very Profitable One At That!

Kapil Sibal is our Human Resources Development Minister. He is an excellent change agent. He says, “if a nation wants to be wealthy, it must invest in knowledge, which means investing in our children. When I look upon education, I look up on it as determining India’s future”. Fortunately now for our country, there are many who are working creatively and innovatively for education such as Shantanu Prakash, Managing Director of Educomp Solutions, Vijay K. Thadani, CEO of NIIT and Ashok K. Chauhan, Founder President of Amity University.

When I see TV ads of Amity, I feel proud to be an Indian. I am reminded about the University of Minnesota campus where I had gone to do MBA when I was 21. I never imagined that some day I will see such a beautiful campus in India. Amity started with a school in Saket, Delhi in 1991. It has world class facilities at various campuses. Noida campus is spread over 60 acres! Amity student strength is 80,000 with a student-teacher ratio of 15:1. Amity charges Rs 2.4 to 10 lakhs for full time programmes and they are “full”! Why? Because if you build a better “mouse-trap” people will come to you even if you are in a forest, so to say! This shows that Indians are “born” entrepreneurs, if we get the opportunities to show our talents, risk taking abilities and passion to grow. Amity University has emerged as India’s No.1 ranked non-profit private university with facilities of 1,000 acres of world class campuses with 3.5 million sq ft. of Academic Buildings and 12000 Hostel seats. Ashok’s sons Asseem & Atul are well educated and qualified to look after Amity Universities in Rajasthan & U.P. respectively. Ashok’s wife, Dr. Amita, looks after K-12 initiatives. If there are more and more entrepreneurial families like the Chauhans, by 2020, our poverty will go for a “sixer”.

- Work creatively and innovatively
- Invest in Knowledge
- Be a change agent

From Grandfather Chinnasami Chettiar to Grandson Padama Shri Dr. N. Kuppuswami Chettiar and his Grandson Karthick and Grand Daughter Lavanya Nalli, Nalli Has Seen An Unbroken Line Of Entrepreneurs For Five Generations.

The Times Group, A Consumer Connect Initiative: Trailblazers 2010 Of Tamil Nadu and Pondicherry is a very good initiative wherein it gives the entrepreneurial success stories of some of the area’s trailblazers. In its foreword, Ninan Thariyan talks about Richard Branson of Virgin “brand” dropping out of college at 16; Coco Chanel who created “Chanel 5” on an impulse; Henry Ford at 16 left home to join Edison as an apprentice mechanic and so on and on. Fortunately this entrepreneurial trend is catching on in India almost as a “wild fire”!

An ageless loom i.e. the Nalli Group. Chinnasami was a weaver in Chinnakanchipuram in Muhurath Arakhu saris. As always luck and timely action played a role in the entrepreneurial success of Nalli Chinnasami. He started with a lone loom in the temple town of Kanchipuram, in his family business of weaving. At that time there were three silk manufacturers controlling 2000 looms, and sarees were made to order. Customers came to the temple town and placed their orders for sarees to be made i.e “to order”, wedding sarees. Chinnasmai, then thought out-side-the-box and opened the first retail outlet of Nalli in T. Nagar, Chennai. This was his first entrepreneurial act. He sold pure traditional Kanchi sarees six yards and nine yards at Rs 12 and Rs 18 each! Back then, Nalli was only manufacturing and selling silk sarees but now it has diversified into ready-mades, but its USP still remains pure Kanchi silk sarees with pure zari. Now it is spread all over 22 branches from Chennai to California to Singapore. Started in 1928, today it has grown into a Rs 500 crore brand. Lavanya Nalli, a fifth generation member, who with her MBA from Harvard, serving McKinsey in U.S. and her cousin Karthick Nalli, educated in U.K., are poised to take the group further up and up and away.

- Respond to your impulses
- Think out of the box
- Take timely action

Chittilappilly is a very good human being in addition to being very well educated and a very successful entrepreneur. He donated his kidney to save the life of a truck driver and spouses the cause of the Kidney Federation of India. He completed his education in a village school and is a Post Graduate in Physics.

He is the founder owner of V-Guard, India’s biggest manufacturer of Voltage Stabilizers with a turnover of around Rs. 800 crore. Initially he was selling 15 stabilizers per month and now he sells 1.25 lakh units a month. He has given direct employment to over 1400 employees, over 5500 indirectly, 200 distributors and 10,000 retailers serving 50 million customers of V-Guard. This is what entrepreneurs do to increase employment and reduce our poverty. In 1980’s trade unions were active which “forced” (a blessing in disguise) him to outsource his product successfully as smaller enterprises in Kerala faced less problems from labour unions. Now he has 60+ units to make his product and he has to ensure quality to keep on going up and up and up. It is an All-Win-Win situation—his employees and the employees of his ancillary units and his customers. During his visit abroad, USA and Singapore, he got the idea of amusement parks. He started making parks against the advice of his friends and associates and that is the soul and spirit of entrepreneurship. He owns Wonderla, India’s biggest amusement park which is located in Bangalore. In 1973, he worked in a private sector company making voltage stabilizers in its R&D department. His salary was Rs. 800 p.m. He decided to quit when he was convinced that he has “self-taught” himself enough and became an entrepreneur. He has authored a book, “Practical Wisdom, in real life and management”, which is an account of his practical management techniques he developed from his personal experience.

- Practical wisdom is more useful than theories and well established principles
- Be a good human being
- Be a role model


Prof. C. K. Prahalad, “I am very interested in opportunities that incorporate the poor at the bottom of the pyramid into the global supply chain, not just at the local level. For example, I am writing a case study of an Indian Company called Jaipur Rugs. They receive wool from as far away as Australia, New Zealand, China and Argentina. It is then blended with wool from Rajasthan in India. 40,000 women in rural India create classical and contemporary handmade carpets that are then sold in the United States. This is the ultimate global supply chain, where the poor are woven into the supply chain. This is the democratization of commerce”.

Nand Kishore turned down the job of a cashier in the United Bank of India to start his own tiny carpet manufacturing unit with just two looms and a few artisans. He visualized that the industry size was insignificant with huge pent-up demand, the growth potential looked promising. Today his turnover is Rs. 60 crore with profit after taxes Rs. 2 crore. Number of employees is 250. It was incorporated in 1999 with headquarters in Jaipur. It has entrepreneurial associates with 40,000 artisans from all over India and it has established its brand name for manufacturing and promoting hand-knotted carpets. In 2004, the company started Jaipur Rugs Foundation to train weavers and to upgrade their skills for the benefit of all the stake holders. The company did its “good deed” as it uplifted the lives of many artisans but also producing good talents for mutual benefit. This is truly the soul and spirit of entrepreneurship for which the company has been professionally honoured with Ernst & Young Entrepreneur of the Year 2010 Start-up Award and Distinguished Entrepreneurship Award (PHD Chamber Annual Awards for Excellence 2010). When an entrepreneur works with passion and mission he becomes lucky! So far they have touched the lives of 40,000 and the target is 1,00,000 in the next five years. Nand Kishore has learnt on his own the value of professionals in the company. He got all his five children well educated in USA. His greatest Nand Kishore Choudhry reward is: when the villagers refer to him as the Gandhi of the rug industry.

- Visualize the potential of your idea
- Make your vendors your associates
- Benchmark with global practices
For her, life is really “sunny side up”! Because she is the first Indian to take over an English Premier League (EPL) football club, the Blackburn Rovers, for almost Rs165 crore. The club climbed up the ladder in the EPL rankings ever since she bought it. Because she is the chairperson of Sri Venkateswara Hatcheries (Popularly known as Venky’s) a Rs.3,850-crore poultry giant. She has fuelled the company’s growth from Rs.400 crore to Rs.5,000 crore since she took over the reins in 1996.

Secret to success is what her father taught her all along: business is common sense. She likes taking decisions and is not afraid of them. She never considers herself number one, as it hampers her urge to do better. Method in madness at a time when the competition was making profits by injecting hormones, she maintained her conventional business tactics, priding herself on producing the most hygienic chicken. In our country a trend is developing, where worthy daughters are taking over the enterprise founded by their parents-fathers and mothers. The logic to buy the club is to spread the brand name all over the world where football is the craze of the residents, like in our country it is for cricket.

Her father, Padamashri Dr. B.V. Rao was the pioneer of the modern poultry industry more like Dr. Kurien of Amul of white revolution in the country. Her father was a “drifter” till he accidentally found his childhood love for birds and eggs. His success was due to the fact that he was able to unite the farmers and promoted the slogan, “My egg, my price, my life”. All his efforts be it in R&D, healthcare, entrepreneurial training, marketing stabilization, enhancement of productivity and improving farm management systems were focused on a single objective of maximizing the returns of small farmers and empowering them to decide their own destiny. She is assisted by her brothers Balaji, Venkatesh Rao and her husband Desai. The family has made Ande Ka Funda bloom into several verticals which surely has resulted in increase in employment and empowerment of women entrepreneurs in villages, thus reducing poverty.

- Do not afraid of taking decisions
- Never consider yourself as No. 1
- Management is common sense

This is an entrepreneurial success story of an employee to a successful entrepreneur. In India, today it is possible to keep on going up and up and up when we manufacture positive attitude to learn to love what we do for a living. When we work very hard, sincerely and passionately we really become lucky in the next 20 to 30 years. Vashi Electricals has become a name which is known for Industrial Products Trading in India which was started in the year 1978 by two brothers, Madan and Mohan. With extraordinary commitment to customer service, the company has grown manifold over the years. Today it boasts of a turnover in excess of Rs.300 crore and a customer base in excess of 10,000. Now, the second generation has joined the enterprise to take its further up, up and away Suraj and Ameet. Madan was an employee of Finolex at a monthly salary of Rs. 165 per month – from 1970 to 1978. He learnt a lot by doing and observing and how to get along well with people. He developed business relationships with large corporations like Siemens, Legrand, Finolex, Bonfiglioli, Hindustan Motors, Castrol, Polycab, Legard, and so on. The customers are given effective and efficient service through their own Warehousing Unit and a motivated staff of 300 including 30 engineers.

They have obtained ISO 9001:2000 certification and membership of professional bodies such as EMA, ECAM, IEEEMM, MEDC, TAIT and so on. The company has over the years diversified within the industrial segment by adding products like Motors, Gearboxes, Wires, Cables, V Belts and the Automation Products to provide a single window for all the industrial products sourcing needs of their customers. It has also diversified into the automobile industry with authorized distributorship for Castrol Lubricants & Maruti Spare Parts for the Mumbai region which are represented by their, sister companies, Western Lubes Company for Castrol and Western Auto Spares for Maruti Spare Parts.

- Diversify to offer composite services to customers
- Learn to love what you do for living
- Manufacture Positive Attitude
From Kolkata To Vapi In Gujarat In 1984 To Manufacture Plastic Pens. From One Thousand Pens To Over Two Million Pens Every Day, It Is A Self-Motivational Entrepreneurial Journey Of Rajesh Drolia.

Pen is mightier than the sword! Right? If so, Rajesh is in a noble profession when you manufacture millions and millions of pens every day for India and several countries around the world. Rajesh started manufacturing with almost no capital and that is the beauty of entrepreneurial success. Never forget, our Murthy started with Rs.10,000 borrowed from his wife and today he has over one lakh employees in high paying jobs all around the world. Our Rajesh also has given employment to 1000 employees which in my eyes is as good as what Murthy has done. In life, remember, success is success and it cannot be measured by any set of attributes. I look at it this way: an ant is also very tall if it gets into the habit of thinking that way. But if an ant compares itself with an elephant, well that is pure jealousy! For example, a drop of water is a flood for an ant. So to me, Rajesh is a big success and a source of inspiration: For my readers, if he can do it, You CAN too!

Rajesh’s journey was not “silky” to start with as he had to walk “on sand” for years and ears including standing in a queue at midnight to make STD calls to his distributors at the lone STD booth off the highway at Vapi station. Now he participates in international marketing events with local international distributors, now he is “sleeping on silk”!

He has several varieties of pens including khushbhoowala (perfumed) ink pens which my grand daughter Ananya “forces” me to buy! And when I do, I get the heavenly pleasure of seeing a smile on her face, happy all over. The brand “TODAY” has become synonymous with innovation and class. His products, being used by school kids, to college students, by professionals for everyone are being exported to Sri Lanka Bangladesh, Pakistan, UAE, Turkey, UK, USA, Philippines, Italy, Malaysia, Japan, Syria, Africa, Poland, Thailand, Egypt, Iran, Yemen and more! Rajesh also has Today’s Stationary Mart, Today’s Petrotech and Today’s Infrastructure & Construction Limited.

- Walk on sand to sleep on silk
- Pen is mightier than words
- Anyone CAN do it

Our Country Is Becoming A Land Of Opportunity For Those Who Believe In The Truisms: Harkat Me Barkat! “I Decided To Try For The IAS Because This Is One Government Job Where You Don’t Need Money Or Approach To Get In, And I Had Neither. Earlier, the Police Used To Harass My Father, Now They Do ‘Sir, Sir’,” Says Govind Jaiswal, IAS

Well, these words are “music” to my ears. Govind’s father used to pull rickshaws, now he rents them out. Govind went to a government school and a college in Varanasi. His family sold land to finance coaching classes in Delhi. Sudha Devi, 31, IAS, Additional Commissioner, Mandi, H.P. said, “My humble background makes me better able to understand and relate to people’s problems. When I see a farmer with grievances standing in front of me, I see my father.”

The governance of the country depends substantially on the All India Services, especially the IAS & the IPS. Duraisamy of Manidha Naeyam Charitable Trust, Chennai, is doing a great job by making it possible for deserving students to appear for IAS and IPS by giving free education and in return the students have to do their only karma of studying and learning passionately and energetically to become successful. The funding for the project comes from Duraisamy’s rental income of his properties. I think it should inspire others to follow the example set by Duraisamy.

Out of 920 candidates all over India, 98 candidates from Tamil Nadu, out of this 98, 36 are from Manidha Naeyam Trust. Wonderful and proves the fact that given opportunities many of us can prove our worth. IAS & IPS have become attractive too, therefore, more competition, because of pay levels having gone up significantly after the Sixth Pay Commission. We all have heard about Anand Kumar’s Super 30 in Patna. Now comes Duraisamy. I have a feeling this will motivate more Anand Kumars and Duraisamys to give educational opportunities to those who cannot afford so as to enable them to come up in their lives to look after themselves and their families.

- Understand and relate to people
- Contribute to charity
- Help others to grow
From A Professional To An Entrepreneur Of India’s Largest Housekeeping Enterprise With 25,000 Employees and Turnover Of Rs.400 Crore.

Adversities in life make a few persons sometimes “very lucky”, because they have to work very hard to overcome the adversities. Hanmant’s childhood in Pune had been a tough one as his father had plenty of medical problems which resulted in his not having enough funds to see him through college comfortably and had to undergo plenty of difficult times but he somehow managed to get his degree in engineering. Joined Tata Motors where he worked for three years creatively and innovatively, and with his colleague, Ganesh Limaye, was able to save Rs. 2 crore by giving suggestions to use old electric cables which are fitted in the automobiles.

This gave him professional respect of the Tata management which got him some project to do on the “sideline” officially. Hanmant’s native village in Satara had many unemployed youths and eight of them came to him for help. Now Tatas did not hire them but let Hanmant hire them as casual workers in his trust to clean the plant, as well as got Rs.60 lakh in loan from Tata Finance to buy cleaning equipment. In 1999, a vision emerged for BVG, where with the aid of specialized cleaning equipments and not depending upon “lowest prices”, he offered quality jobs and got a breakthrough when he got GE Power cleaning job in Bangalore which was followed by similar companies from Chennai and Hyderabad. Then he became “luckier” via quality jobs with dedicated, well trained manpower and sophisticated cleaning equipment. He got the cleaning contract for the Parliament, Rashtrapati Bhawan and the Prime Minister’s residence. Central Public Works Department (CPWD) accepted the fact that they cannot compete with him due to the concept of “public versus private sectors” in routine jobs such as house keeping. He has attracted private equity investment because BVG has become very a successful model. And in the next five years he is thinking of Rs.2,500 crore as he has diversified into several associated businesses. I hope this story inspires you to work, wherever you work harder and harder to become “lucky” in the next 10, 15, 20, 30 years.

• Be generous to those who need help
• Do not discard your mission midway
• Overcome adversaries by hard work

Keep Your Mental Antenna Up To Catch An Idea Which Can Change Your Destiny And Destinies Of Others.

Crores-wala entrepreneurial ideas are in the air and if your mental antennas are up, 24x7 basis, you can catch them and work for the next 10-20-30 years on them to achieve your “El Dorado”. But ideas are rupee a dozen, what is essential is how you execute them, which is only possible when you have prepared your mind over the years. An American cartoon, innocent looking, where a father was telling his son that he could not outsource his home work to India! Well, Ganesh got his Rs. “10,000 crore” idea there and then!

Former “snake charmers” have become entrepreneurs to teach parents and students in USA i.e. outsourcing which even Obama cannot stop! Why? In USA, a private tutor charges $30 to 40 per hour while our Ganesh charges $100 a month! Ganesh started his company from a proverbial “garage or barsati” in Bangalore in April 2006 with just five employees and 25 tutors. It works like this. In the dark of night and wee hours of the morning while we are sleeping, Ganesh and his teachers are spread across 100 locations in India, hooked on their headphones, connected to their PCs and broadband, tutoring school and college students, 90 per cent of whom are based in USA. Marriages are made in heaven! Right? In case of Ganesh and Meena marriage was made at IIM-C. She became his very “profitable partner” in as much as she started humbly with K-12 Education and by now has created “storms” in his area of specialisation. Then they got their biggest “booster shot” when Pearson Group, London based, the world’s largest education and publishing conglomerate (revenue Rs.40800 crore in 2009) committed itself to active involvement with Indian education. To me, this “event” is one of the best things which has happened to us where-by even rural parents can get quality education for their children. It has become an All Win-Win situation including Meena and Ganesh aiming to reach Rs.10,000 crore from their current Rs.1,000 crore

• Keep your antennas upto capture ideas
• Key is execution of an idea
• Do things differently
“No Dream Too Big For Us”! Very true for JP Group. Its turnover is Rs. 15,000 crore. J.P. Group has become a colossus in infrastructure with its imprint in hydropower and construction. Third largest cement producer in the country. God willing its 165 –km Yamuna Expressway will be opened this year, ahead of schedule, connecting Noida and Agra which will cut down travel time from four to two hours. Up above in the heavens, Shah Jahan would also be happy in addition to millions of tourists from India and the world over. The JP Group will also make India further proud by finishing 5.14 – km track built for the First Formula Grand Prix making it possible for our Vijay Mallya to pull out “a success rabbit from his dreams”. JP’s success mantra is to transform challenges into opportunities and enhancing shareholders wealth by getting into new territories. When I visited his Greater Noida Greens Sports Complex, the JP golf course and the club and looked around I was wonderstruck as to what he has achieved in his life time. I got the feeling that he is a “magician” who has used his “magic wand”! He makes India and Indians proud because he has shown that it can be done in India also without “ifs and buts”.

To me, JP is the Henry Ford or a Rockefeller, as the entrepreneur of India. In the domain of Corporate Social Responsibility (CSR), they have Jaiprakash Sewa Sansthan which provides educational facilities to 20,000+ students. Its aim is to provide education to a universe of 100,000 students within a decade. The group feels that Indian Industry has to help provide education to poor children. Under the Comprehensive Rural Development Programme (CRDP) it has adopted villages around its cement plants and project sites where they also provide health care and animal care. The Group has got 19 schools, 3 ITI’s, 2 colleges and 3 universities.

- Transform challenges into opportunities
- Enhance shareholder wealth
- Get into new territories

“As an Entrepreneur, When You Believe In Your Idea, You Go All Out To Bring It To Fruition. I Did That with Air Deccan”, Captain G.R. Gopinath

He has been rightly termed as the father of low-cost airlines. He started with a chartered helicopter service and diversified into airlines. Bravo! Five years ago, his Air Deccan merged with Kingfisher. Air Deccan was quite entrepreneurial to start with, by flying to unconnected cities and bringing in millions of first time flyers. He proudly stated his strategy of low-cost flights, which would be the Udupi hotels of the airlines business! He was born in a remote village of Karnataka. Thereafter, he joined NDA, IMA and was commissioned as an officer in the Indian Army. After serving the Army for eight years he took a plunge into entrepreneurship which was being encouraged, in 1995, as part of the GOI reforms process. He had a vision to foresee a tremendous potential in Helicopter Charter business. Along with an old Army friend, he decided to start a private sector commercial helicopter service in 1996 i.e. Air Deccan. His new venture is Deccan 360, an express transportation and logistics company. He shares his entrepreneurial knowledge and wisdom with institutes as well as with his 4,000 employees. Deccan 360 would cover all India and network with hundreds of franchisees to pickup the cargo and deliver to its destination. It will be fully supported by up-to-date technology such as his trucks would be fitted with G.P.S. He has tied up with other logistics companies as well.

In his book, “Simply Fly” which is an autobiography, you will read how he ordered aircraft worth Rs. 1,200 crore with barely a crore in the bank and similar such entrepreneurial actions. To me, it is a “believe it or not” story when an Army Captain can achieve so much with out any contacts! Tips for aspiring entrepreneurs: don’t be afraid to think big, when we build, let us think that we build forever; don’t ever stop learning, the day you stop, your organization dies; energize yourself by drawing energy from people and ideas around you; don’t get distracted by naysayers, have faith in your idea and be determined to make it work and being an entrepreneur is like being immortal, because you leave a footprint behind. So, go for it.

- Do not get distracted by naysayers
- Do not be afraid to think big
- Have vision to see potential
One Man Has Made The Difference To The Indian Airlines Industry And That Is An Aam Admi Who Has Created Thousands Of Jobs.

Naresh was born in Sangrur in Punjab in the house of a jeweller dealer. When he was eleven, there was an economic crisis in the family and he moved to his uncle’s house and graduated in commerce from Patiala. In 1967, Naresh joined a travel agency and worked there from 1967 to 1974. His earlier adversities inspired him to get extensive training in all facets of the travel business through his association with several foreign airlines. In 1970, Naresh started Jet Air Ltd and served several foreign airlines, was tour operator and courier company. He represented major airlines successfully because of his experience, exposure and passion. By now he had become an authority in the world of aviation and travel. The Indian economy opened up and with the enunciation of the Open Skies Policy by the Government of India, he was able to set up Jet Airways for the operation of a scheduled air service on domestics sectors in India. Jet Airways commenced commercial operation on May 5, 1993. In 2011, he has become such an entrepreneurial success story which is difficult to believe but becomes believable when we look at Dhirubhai Ambani, Anil Agarwal, Gautam Adani, Sunil Mittal and many others.

Market shares of Airlines as on April 2011, Jet Group: 25.4%; Kingfisher: 19.9; Indigo: 19.5%, Spice Jet: 13.5%, Air India: 14.9% and Go Air: 6.8%. Why the Jet Group is doing so well? Efficiency and effectiveness of an airline is one of the important factor which is workers per aircrafts: Air India: 290; British Airways: 178; Singapore Airlines: 161; and Jet Airways: 150. Naresh is the recipient of several national and international awards and the biggest one in my opinion: Market Share of 25.45%. He serves the prestigious International Air Transport Association (IATA) Board of Governors for the years 2009-10; 2008-09 and 2002-06.

- Apprenticeship is key to learning
- Target for greater market share
- Begin early in life

There Are No Secrets Of Success! How? Why? When It Comes To An Individual? It All Depends Upon Known and More Unknown Factors. I Have Come To The Only Conclusion To Keep On Doing Your Karmas With Juggad, Junoon And Josh. You Will Then Become Lucky!

Ravi B. Goyal, the founder and the Managing Director, is at the helm in leading AGS Transact Technologies (AGS) to the position of a market leader in the business of transforming touch points. Ravi started his professional journey in 1992 as a service engineer in DCM Computers and Byte System. Being an entrepreneur, with effective management skills, he has the knack of identifying niche business opportunities. He established a proprietary concern, Advanced Graphic Systems to market computer-aided textile designing software for Computer Design Inc, USA. Later in 2002, AGS Infotech (now known as AGS Transact Technologies Ltd.) was formed to provide products and services in the Banking, Petroleum and Retail sectors. In today’s business scenario transact economics or ‘transactonomics’ plays a vital role. Businesses are focused to enable transactional convenience to gain optimal customer satisfaction, thus retaining their market share. Today, AGS is aligned to enhance the customer experience through the realm of safe, reliable and continuous transactions. The company offers best-in line technology solutions across banking, retail, petroleum and colour sectors. Ravi has been instrumental in partnering with global giants such as Fast & Fluid Management (Netherlands), Fillon Technologies (France), Postec (New Zealand), Wincor Nixdorf (Germany) and X-Rite (USA), to provide products to customers in various sectors in which AGS is operating. AGS has expanded its operations over the years: Over 11000 ATMs installed in leading banks of India; More than 17,000 Point-of- Sale billing systems installed at large retail formats; and supplied 23,000+ paint dispensers for leading companies.

Having reached so far, so quickly, AGS has become an attractive enterprise as a private equity firm invested Rs. 145 crore to take the ATM operations a few notches further up. Ravi’s USP (Unique Success Proposition) is his attitude towards customers support. He walks his talk which makes his principals, partners and clients delighted with his products and services.

- Customer desires safe, reliable and continuous transaction
- Enable Transactional convenience for customer
- Identify Niche business opportunities
“My Hardships Were Instrumental In My Success Including Partition to Family Disputes”,
Dharampal Gulati

Yes, it is genuinely a success story of entrepreneurship from “zero to hero”, from a tonga driver to Rs. 500 crore MDH brand! Starting in Pakistan, he is a fifth grade drop out and tried several businesses when he came to India. He drove a tonga (horse carriage) to earn a living but did not like it. He decided to start his own ancestral business of manufacturing and selling spices. The “high” of enterprise gave him the vision via his hunch, and entered packaged spices, “against the current” as Indians were used to freshly ground spices. He went ahead and decided to have his own face on the packaging—what exactly Lee Iacocca did in his Chrysler ads, “won’t you buy my cars!” He compensated his lack of education with street smartness, which also gave him plenty of shrewd business sense.

To his credit, he did the greatest thing and that is: when his spices business was very small and struggling, he advertised his products for the first time in vernacular newspapers such as Pratap, an Urdu newspaper. His conviction was that for the people to know his brand, he must advertise to sell well i.e. brand promotion. He has not hired any advertising agency and believes in running a tight ship. These days he focuses more on television than print i.e. the ad of blessing the married couple to striking a legal pose on a horse carriage – many may consider these as ego trips, but to me, his ads have very good recall value.

Advertising alone does not sell products. It has been wisely said: good advertising sells good products quickly and kills bad products quickly! His products have been of high quality standard for the last sixty years. He started from a small shop in Karol Bagh in Delhi in 1948. Today he is 88 years old and still a brand mascot. A journey on a tonga to TV screens in our bedrooms!

- Advertising alone cannot sell a product, it needs to be backed by quality
- Stick to your core competencies
- Promote your brand

Dr. Jagdish Gulati remembers the lesson of his father Shiv Ram Das Gulati, to whom he credits his current success in education and business. Jagdish comes from a business family involved in a chain of logistics, automobiles and newspapers. He was deeply interested in academics and after achieving a Doctorate in Human Resources from the University of Allahabad in 1997, he became an educational entrepreneur and ventured into starting a Management Institute in the year 1997. This beginning has now grown into nine Educational Institutions. His next vision is to establish a Knowledge City with the opening of a University. He visualized that the strength of the growth of his Institutions depend on a strong faculty and implemented the concept of “Give and Take and Give” which led to a “Win-Win-Win” situation, for all the stake holders. Over the years he has been able to attract, retain and motivate a team of educational experts who have brought tremendous success to United Institutions.

On CSR front he is pro-active in Jaycees Lions Club, and held various offices and is now International Director of Lions Club International, elected from ISAAME (56 countries of India, South Asia Africa and Middle East. His mission for his institutes in his own words: We at United Group of Institutions aim at creating a workforce of professionals with analytical skills who can dream a better world and transform the dream into reality. We will create a dynamic and collaborative climate to broaden our students’ managerial competence; and build an Institute that is resilient, flexible and productive. We will be recognized for high ethical standards and responsiveness to the social environment.

- Be responsive to your Environment
- “Give and take and Give”
- No Success is permanent
- Follow the principle
I Think As A Country We Have “Emerged” When A Small Entrepreneur From Karnal, Haryana, Has “Seen Through” The Significance of Going To The Professionals To Get Their Corporate Booklets Conceptualised And Executed.

In India, great entrepreneurial activities are taking place and when we see some pleasant entrepreneurial “breakthroughs”, we should look at them as a tip of the iceberg! Also we must remember a saying: when the big bells are ringing, no one listens to the small bells, till they become “louder”! Every enterprise always starts small and a few of them become big, some very big. Mohinder Pal Jindal, Chairman, Best Foods Limited started his enterprise of processing rice at the rate of 2 MT per hour. Today the company’s capacity has touched 110 MT per hour. And the “beauty” is: bulk of it is being exported.

In this tremendous growth, the management which consists of Mohinder Pal Jindal, Chairman and his son Dinesh Gupta, Managing Director, along with highly qualified professionals, has achieved professional honours and recognition such as Three Star Export House, ISO, HACCP and BRC Certified. In 2005 its sales were Rs.100 Crore and in 2010 it has reached Rs.1000 Crore. And “sky is the target” of Rs.3,500 Crore in 2015. In the process they “achieved” Silver Trophies from APEDA for being the second highest exporter for 2007-08-09-2010 and Business Sphere, Excellence, Udyog Rattan & Concor Exim Star Awards. All this was achieved through highest standards in Export of Basmati Rice, Production, Quality, Innovation and Management Initiatives.

Company has also diversified the business to other fields in real estates in the name of Best Deal Housing. Its current project “BEST CITY” is in Kaithal and upcoming projects are in Sonepat & other places in India. To me, when an ordinary entrepreneur from Karnal can achieve such heights it gives me great joy, which gets multiplied several times when I see their corporate booklet, one of the best I have ever seen in my 50 years professional career. www.bestfoodgroup.com, www.bestcityindia.com

- Every enterprise starts small to become big
- Use professionals for specific jobs
- Diversify to expand your business

Dainik Jagran, Hindi Newspaper Was Declared By the World Association of Newspapers As Having The Highest Readership In The World (2010)

India Today’s Power List 2011 High & Mighty, Guptas have risen to No.31 from No.33 in 2010. The group has editions and sub editions. In addition they have a chain of English, Urdu and Gujarati newspapers with a combined readership of about 62 million. Founded in the year 1942 – a time when the freedom struggle of India reached its crescendo and found expression in the Quit India movement. Dainik Jagran was launched with the vision of its founder, Puran Chandra Gupta, to “Create a newspaper that would reflect the free voice of the people.” This vision was as much a reflection of the times when it was propounded as it is today – when Dainik Jagran markets control the political destiny of the largest democracy in the world.

What began as a small step during the freedom struggle, today translates into one of India’s largest media conglomerates with interests spanning across Newspapers, Magazines, Outdoors, BTL Activation, Mobile VAS, Internet and Radio. The flagship brand Dainik Jagran is published out of 37 editions spread across 11 states covering 50% of India. The company went public in 2006. It is one of the finest examples of entrepreneurship of India and more so when the Guptas extended family consists of 40 family members of six brothers under one roof. MMG is the Rajya Sabha member as well as head of the clan which is his priority No1. There are 10 brothers (they don’t call themselves cousins) in the third generation and a fourth one is joining the group in various capacities. Managing a family business (four generations) is far more difficult than managing a professional company. We know about the Ambani brothers; the Singh family (Ranbaxy) and many more such families and it is just “music to the ears” when the Guptas are doing so well financially and socially. Each family member has his or her own identity and chemistry and it should be one of the finest examples of joint family system.

- Make your extended family your partners in family business
- Have a flagship brand/activity/business
- Identify and exploit niche market
India Needs To Channel the Power of Innovation to Solve The Problems Of Millions Of Poor
Including That Of Getting Pure Water

Mahesh, in my eyes, stands 9 feet tall to inspire those who work as professionals in private and public sector companies. Today our country has several opportunities which professionals can consider and get going if they have the guts and staying power for 3 to 5 years. Mahesh is an IIT-Kanpur graduate from the class of 1975 who worked for Indian Oil, testing oils, so industries can effectively and efficiently use the oil. In 1980’s he decided to convert his passion into an entrepreneurship from his garage in South Extension, Delhi. For him Indian Oil became a “learning college” besides being on its payroll. He developed oil testing equipment, started with Rs.20,000, to a sale of Rs.5 crore a year and Rs.1.5 crore in profits. He sold his house to finance his business.

Then an “accident” happened! Both his children fell seriously ill due to bad quality of water. This “motivated” him to think of water purifiers with the technology of Reverse Osmosis (RO). He started thinking innovatively and decided to take the less beaten path which had its own problems. Often in such cases, entrepreneurs do very well for years and generations to come. He had to walk on the proverbial sand at noon to perfect his purifiers to become better than the competition. His innovation went further to focus on marketing where he “hit the bull’s eye” by associating with our dream girl, Hema Malini, with his purifiers. Sales zoomed and now he has two plants in NOIDA & Roorkee. In any success story, including this one, good marketing becomes effective when it is backed_up by efficient after sales networking. He went in for strategic marketing tie-ups with Indian Oil, BIG Bazaar and several retail outlet chains. An entrepreneur, on the go, never stops to think of new products in the area of health and purification. His son, Varun, a graduate in Engineering from Purdue and MBA from Columbia Business School, has joined his father giving a boost to his Rs.250 crore brand to make it in to a Rs.1,000 crore brand. They will do it. Rarely, first generation successful entrepreneurs get such educated and “hungry” children for growth through innovation and systems of “tomorrow, today!”

- Convert your passion into your business
- Innovate to take less beaten path
- Learn from mistakes/adversities

“My Father Was A Man Of Modest Means. Earning Respect and Making My Family Financially Stable Has Been My Key Motive throughout My Life”, Qimat Rai Gupta

His entrepreneurial journey which started from an electrical shop at Bhagirath Palace, Chandni Chowk, to become the fourth-largest lighting company in the world! Not everyone who starts with a brand bought with Rs.7 lakh in 1971 achieves such success. His wife Vinod and his son Anil, Joint Managing Director. Havell’s have a turnover of Rs. 5,300 crore in 2009-10. Havell’s acquired Frankfurt based SLI Sylvania lighting business in 2007 which surprised many as Sylvania was the bigger company! Havell’s decided to go ahead as they had done extremely well over the years. Well, there is no right or wrong way of expanding your company and plenty of factors are in the making to achieve success including luck! On luck we have no control!! Soon after, in 2008, a combination of adverse events created major problems for the company, but Anil and his cousin Ameet came up with a comprehensive restructuring plan which worked and by 2010 the company became profitable again. In any meteoric rise, sometimes the unexpected happens and the ones who have “prepared minds over a period of time” come out of the “storm” stronger to go up and up and away again! Qimat Rai attributes his business family’s success to the trust they cultivated in their employees and the management concept of delegation did the rest. They hired professionals and with Anil and Ameet the team achieved wonders and Havell’s has become a self-inspiration and self-motivation for Indian entrepreneurs. Anil attributes Havell’s success to their efforts in the area of R&D on which they are spending nearly 1.5 per cent of their revenues. Also due to a wide distribution network spanning 50 countries in Asia, Latin America, Africa and Europe. And a diverse product portfolio catering to household, commercial and industrial needs.

- There is no right way of expanding your business
- Do not be afraid of taking bold decisions
- Earn respect through your deals
**“How Brand Ghari Cleaned Up Rivals In Quick Time. Game Changed In Past 3 Years”, ET, May 6, 2011**

M.S. Dhoni is from Raipur and “appeared” in Time magazine. This is wonderful, is it not? Similarly here is the entrepreneurial story of another small town player to “topo-top” in the clothes washing space. Muralidhar and Bimal Kumar Gyanchandani, Kanpur, founded their Ghari brand in 1987. They got their inspiration from Karsanbhai Patel of Nirma, its low-cost model. Today Ghari has sales of Rs.2083 crore; factories 21; 3500 dealers and is present in 19 states of India. Zero to Rs. 2,000+crore sales in 25 years. This is a remarkable example of entrepreneurship. Second generation has joined the entrepreneurship-Manoj, Rahul and Rohit. This is one big advantage of entrepreneurship where the second generation gets a unique advantage of a remarkable head start in life. But life is a package deal: for some it is a head start and for many it is a “trap” full of temptations ending up as “misfits” in the society. Sales of Wheel: Rs.2500, Ghari: Rs.2100, Lifebuoy:Rs 1400, Lux: Rs.1400 and Surf: Rs.1400 crores. Therefore Kanpur based detergent manufacturer has reached No.2 position in 24 years. Now, all this is no rocket science but purely one of the finest examples of Indian entrepreneurship. An aggressive pan-Indian distribution push coupled with creative and innovative pricing did wonders for the brand Ghari.

The management of Ghari got its inspiration from Nirma’s low-cost model in the 80’s and 90’s with low cost manpower and low-cost capital, aggressiveness plus hard work which eventually brings in luck! The “student” has outsmarted the “guru” whose share has now come down to 7.9% which was once 35%! Ghari did a Nirma on Nirma! This is the “inner beauty” of competition which creates more competition and which becomes capitalism! Ghari got the advantage of its home market UP which is 17% of total FMCG revenues. Ghari spends 2% of its revenue on advertising and with a focus on rural India. Gyanchandinis have given direct employment to 10,000 people. Wonderful!

- **Low cost manpower and capital is key to business success**
- **Competition creates more competition**
- **Life is a package deal**

---

**Jawed Habib, The First Hair Dresser To Tap The Indian Capital Market, Is Confident His Shares Will Command A Premium. His Business Mantra: A Good Haircut Is Like A Bad Habit, Difficult to Shake Off.**

A barber is a barber, more like a mirror tacked on a tree trunk, but then in India entrepreneurship is “blooming” in every profession such as in the “routine” job of hair cutting where Jawed is planning to raise Rs.60 crore giving his company a valuation of Rs.240 crore! His turnover: Rs.29 crore; Profit Rs.5 crore, No of saloons: owned 8 and franchised 211, out of which 120 salons, Hair Expreso 56, Academies 35 in addition to 8 own Academies. He is not an ordinary barber! He was covered in Time, February 15, 2010, “Post Card: New Delhi”. Thanks to rising disposable incomes, designer hairstyling is finally making the cut with India’s middle class. Take a chair in the coiffured world of Jawed Habib”. Jawed, is a Post Graduate in French Literature from JNU, New Delhi. He went to London’s Morris School of Hair Dressing and London School of Fashion for a 2 year course in the art and science of Hair Styling and Grooming. No wonder, he was a Brand Ambassador for “Sunsilk”.

Jawed’s father and grandfather were barbers. His grandfather was barber to both the last British Viceroy Mountbatten, and Jawaharal Nehru. To me, he is an excellent entrepreneur who has made a big success in his ancestors’ profession of a “low job of nai”. To me it proves that anyone in India through his or her entrepreneurial spirit can take any profession to newer heights. Imagine creating training centres to teach the “art” of hair cutting, how many of such trainees would become entrepreneurs. This is called the “snowballing” effect of entrepreneurship. Trainees learn how to give SRK or MSD cuts! They have to work smarter and harder to live up-to “designer hair cuts”! He has authored four books on Hair Styling and Beauty. Most of our barber shops in India (96%!) still consist of a tree trunk with a mirror tacked on to it. So sky is the limit for our entrepreneurial Jawed. Good luck.

- **Acquire specialized knowledge and skills to succeed**
- **Make routine job a sought after business**
- **Sky is the limit for growth**
In an international study, our India has become one of the Top Four Wealth Creators in the World. This is, to a great extent due to Indian entrepreneurship and Indian entrepreneurs. Our India has two sides of the coin: one what we talk about and along with it we have millions below the poverty line. Being a positive attitudewala, based on my research in the area of Indian entrepreneurs, I feel by 2020 our poverty would disappear and those who want to work hard will get luckier like Sudhir Hasija.

Sudhir had a very humble start like most entrepreneurs all over the world have. His father was a clerk in a government job in Meerut and completed his Class 10 exams. He worked for three years in Hyderabad in a machine tool company and saved around Rs. 3000. He moved to Chennai with Rs.3000 and started selling TV accessories. He walked on sand before he could sleep on silk. He used to climb rooftops to install antennas in scorching heat. Over the years slowly and steadily he spread his wings in Southern cities building a thriving business. In 1996, he was able to get his first break when he got pager and mobile contract in Karnataka as a distributor of Alcatel-Lucent SA, France’s largest telecommunication equipment supplier. This success “bloomed” into the next successes in 2003, including distributorship of Nokia, the world’s largest handset-maker. Then he became distributor of Samsung Electronics, the world’s largest television maker for South India, later for all India. When humble entrepreneurs start tasting success, many stop, but a few keep on going for more and more success. Sudhir started making his own handsets to tap the country’s booming mobile handset market. He gave up Samsung in 2009 to start making his own mobile phone under the brand name Karbonn. Today it has achieved Rs.1200 crore annual sales with a market share of 4.5%. He and other Indian handset makers are “hungry” to go to Africa, Brazil and South East Asia. Well this is one of our India’s believe it or not stories from Meerut to all over the world selling over six lakh phones every month! Yes, around 75 lakh per year.

- Customer looks for value for money
- Attract customers with innovation
- Be a positive attitudewalah

The Indian Beauty Quest Is Very Successfully Represented By Shahnaz Husain, The Original Anti-ageing Queen Who Convinced The Country That Her Herbal Lotions And Potions Would Never Make You Look Old !

“I don’t sell a brand. I sell a 3000-year-old civilization in a jar. I sell a way of life”, Shahnaz Husain. She started in a very small way, as most successful entrepreneurs do. Her brief “history”: she was born in Pakistan to Chief Justice N.U. Beg and had a privileged childhood. She still worships her father, like daughters always do! She was married at 15 and became mother at 16, stayed in Tehran with her husband and got “tired” of everyday routine! Her inner voice encouraged her to “learn about beauty” and she took the initiative to learn on her own from leading institutions. On return to India in 1971 she set up her first herbal salon in the verandah of her home in New Delhi with an investment of Rs.36,000. She started using plant ingredients and natural substances. Her instinct guided her and through word of mouth, her fame through satisfied customers did the rest. She does not believe in advertising, only in the power of her products. Indira Gandhi, a close friend of the family, encouraged Husain to participate in the festivals of India in different parts of the world such as the one held at Selfridges, London, in 1980. There she was “sold out” before the exhibition was over! She heads a chain of over 400 franchise salons in India and abroad, with outlets in prestigious stores and locations all over the world. Her franchise-based enterprise has helped in the worldwide extension of the Shahnaz Herbal Clinics, popularizing her range of nearly 350+ products.

She has become a well “decorated entrepreneur” She was invited twice by U.S. President Barack Obama to attend the President’s Entrepreneurship Summit in USA & India. Harvard Business School invited her to talk on “How to create an international brand without commercial advertising or publicity”. She received the prestigious “World’s Greatest Entrepreneur” award from Success magazine. She also received Padma Shri Award from the then President of India. Her achievements have made her “a darling” of the B-School lecture circuit via studies on her. Jai ho!

- Listen to your inner voice and instinct
- Reach out to your clients/customers
- Do not sell a product, sell a purpose
“If Charlie (Buffett’s Partner Charles Munger), I And Ajit Are Ever In A Sinking Boat-And You Can Only Save One Of Us-Swim To Ajit”, Warren Buffett.

Warren Buffet is world’s third richest man. He trusts Ajit with his billions and billions and he showers this kind of praise on Ajit every year in his annual letter. To me this is the finest example of trust building i.e. “Mt. Everest” for a professional anywhere in the world. As we know, climbing Mount Everest is step by step and one wrong step, you are gone for a “sixer”! In life, success is relative and it is always in our own mind. If you think you are successful, as I do(!), you are a success. Therefore, never ever take a “mis-step”.

Now Ajit is one among many Indians in their 60’s who got good education-in his case Engineering degree from IIT-Kharagpur in 1972, MBA from HBS in 1978, worked for IBM India (1973-76); joined McKinsey as a management consultant (1978-81) and in 1986 joined Berkshire Hathway to chuk de phatte , ura de tote! Currently he is president of Reinsurance division. Success has not gone to his head, even when he has earned billions and billions for Uncle Warren! In his humility he has stated that in his business of Reinsurance plenty of risks are taken and that he has been just lucky and also credits his Uncle Warren who has “trusted” him with his billions and billions.

Ajit is one among the four possible successors to Warren Buffet who at 80, according to Ajit, has more energy than Ajit has at 60! This is because Warren is doing what he loves to do and to do it passionately. Philanthropy has become a passion with Warren which makes job of Ajit even easier as in the process the group earns the trust of the people. Trustworthiness is, in my opinion, the biggest pillar of success, happiness and satisfaction. Buffett with Bill and Melinda Gates have “invented”, “The Giving Pledge” under which 59 rich Americans have taken the pledge to give half of their wealth for good causes. Now they are selling the big idea to wealthy Indians, including the 55 Indian billionaires. Ajit is surely a part of this wonderful action and I am proud of being an Indian because of Ajit!

- Do your job passionately
- Trustworthiness leads to success and satisfaction
- Success is relative

Succession Planning

Why is succession planning necessary? Because the wealth created by one generation needs to be protected from dissipation by the following generation(s). Why is it difficult? The succeeding generation does not realize the hardships the founder had to undergo to establish the empire. They only see the huge money involved in the bargain and attendant power, position etc. Bitter battles are fought over succession, ultimately leading to the dissolution of the empire. Perhaps, the only way – that is the way I have adopted – is to lock substantial part of the wealth in an irretrievable fashion, such as in a trust and only bequeath a small part of the benefits, the goodwill and the organization. But then, it is not an easily acceptable solution. Sometimes there are not any competent takers for the founder’s mantle and at time there are many. In either case the founder is hard pressed. In the latter, managing consensus is an arduous task. Critical success factors need to be isolated and the ideal family member needs to be chosen; often disregarding seniority. It may be a good idea to designate one as the head of the business family and another as the head of the family business. In the second generation nuclear families, the youth resist working for family business, solid though it may be. They do not like to be under the stifling shadow of the founder. They have far more exciting locations and careers to choose from.

How is succession planning successfully executed? Firstly, the founders / elders should ready themselves to “let go”, gradually moving out of operations and focusing on strategy and governance. Most importantly, they should transparently display an inspiring model through their lives. Gen Next should be continually engaged in dialogues concerning the cultural, logical and emotional challenges over the years. This is perhaps more true of the third generation. The lure of money bequeathed should become the least of the reasons for them to be inspired. Then the succession becomes a perfect handing over of the baton in a relay race!

- In family business, succession planning is critical
- Leader should focus on strategy and governance
- Managing consensus is a difficult task
While There Is A Need For Improvement In Road Infrastructure And Service Management, Entrepreneurs Like Pawan Jain With Their Passion And Initiative Have Achieved Success Beyond Their Own Expectations.

A great leader’s courage to fulfill his vision comes from passion, not position. Jain started Safexpress in 1997 at the age of 43 with 22 years of entrepreneurial experience behind him. He kept two core values in his mind – “safety” and “speed” to ensure customer delight, therefore, the name, Safexpress. Over the years, Safexpress has become the “Knowledge leader” as well as “Market leader” of the Supply Chain and Logistics Industry in India. This industry’s success is highly crucial for the success of other industries, as it is the backbone of our economy.

The strength of any business depends upon the strength of its weakest link. And fortunately Supply Chain Management will never be the weakest link at all, thanks to the pioneering efforts of entrepreneurs like Jain. Today Safexpress caters to 5,000+ corporate clients from diverse business verticals like Apparel & Lifestyle, Healthcare, Hi-Tech, Publishing to Automotive, Engineering & Electrical Hardware, FMCG & Consumer Electronics, and Institutional. This is achieved through Safexpress’ largest fleet of over 3600 GPS enabled vehicles and largest network of over 560 offices in India. Safexpress has over 2500 direct employees. As the Supply Chain & Logistics industry is a 24 x 7 x 365 business where over 5000 enterprises are interfaced with on a day-to-day basis, Jain’s ideology of developing each employee as a “Brand Soldier” has worked brilliantly. With ISO-9002 certification, Safexpress vehicles operate on over 1000 routes and deliver over 80 million packages a year to its customers. It is indeed a humongous task and is achieved through over 560 offices and 48 hubs & mega hubs. Technology plays a significant part in Safexpress’ success in which it has developed the right expertise.

Jain has won several awards including Entrepreneurship Award by PHD Chamber of Commerce in honour of his contribution to the economy. He has been honoured with Life Time Achievement Award by Express Logistics & Supply Chain Council.

- **Strength of the business depends on strength of its weakest link**
- **Make your employees self motivated and self driven**
- **Courage to fulfill the vision comes from passion**

“We Have No Aspiration To Be Number One. It’s More Important to be Profitable and Efficient than Big”, Naveen Jindal

This picture is for me an “eye-full” considering the current environment in Indian families and more so in wealthy business families. The four brothers have grown their father’s steel empire manifold, separately and without competing with each other. Their father O.P. Jindal (1930-2005) started his entrepreneurship with a small bucket-manufacturing unit in Hisar. His widow Savitri Jindal is nonexecutive chairperson of the group and has been included in Forbes, April 2011 list of The Richest People On Earth, No. 56 with $13.2 billion. In India Today’s, April 2011 issue, Power List 2011 High and Mighty, Sajjan Jindal, 52, has been placed No. 21, new entry. He has been called “Iron Man” for buying Ispat for $5 billion for the JSW group. His interests include steel, mineral &power and has become the largest domestic steel company. His entrepreneurial instincts came through when he closed the Ispat deal in a record eight days.

The Jindal Brothers follow the policy of “Divide and Rule”! Each brother has carved out a turf for himself. Prithvi controls Jindal Saw, Jindal Saw USA, Hexa, IUP Metals and Alloys. Sajjan controls JSW Steel, JSW Energy, JSW Holdings. Rattan controls JSL, Stainless Steel, PT Jindal Stainless, Indonesia; UK, Dubai, Italy. Naveen controls Jindal Steel and Power, Jindal Power, Jindal Petroleum. The Jindal family never forgets, it all started from manufacturing buckets only a few decades ago. Gross turnover Rs. 48,000 crore; Profits after tax; Rs. 7,000 crore; Total assets: Rs. 93,000 crore; Exports: Rs. 5,000 crore and Market capitalisation: Rs. 1,20,000 crore. Now, close your eyes and THINK positively: won’t we be a prosperous country by 2020 because of Jindals and alike entrepreneurs. The family has done very well in regard to its CSR responsibilities as well as philanthropy. Its flagship initiative is: OP Jindal Engineering and Management Scholars – OP Jems nurturing future leaders.

- **Clarify and demarcate roles for everyone to avoid conflict**
- **Speed of decision making matters**
- **Nurture future leaders**

“BEING NAVNIT” is a very well, expensively produced, in colour and self-published hard bound 300+ page book which would surely be an “eye–feast” to anyone who goes through it. It gives the details of how the group started, went through adversities, and kept at it till it reached its current heights. If ever you visit Mumbai do visit Navnit Group and do also have a look at the book as you may like to get your own ideas to write and publish your own entrepreneurial success story. The book has a key message, “Many things are learnt in adversity as adversities draw out the best faculties of the wise and the industrious”. Navnit had a dream to do his MBA in International Business from USA. But his dream was shattered when his father suddenly passed away when he was only 19. This adversity compelled him to take over his father’s business of Chevrolet Truck parts in a small 200 sq. ft. shop with a turn over of Rs.2 lac per annum. Now the group has Rs.1000 crore turnover. Navnit over the years was “turbo-charged” by his brothers, Suryakant, Vijay, Sharad, Jayendra, Shailesh, Uday and his two sons Ashish and Krishna. This resulted in the wonderful expansion and diversification. They started slowly but got rapidly into Tata and Leyland parts. The brand name Navnit became hugely trustable and bankable.

Now, with the Navnit brand name and image they started getting dealerships of national and international manufacturers of two, three and four wheelers. FORD Trucks, IND Suzuki Eicher, Maruti, BMW, Land Rover, Hyundai, Rolls, Royce, MAN FORCE, Volvo, Honda, and JCB. Then the group got into the Marine (yachts) and Aviation (aircrafts) business. Now they have Navnit Academy to train engineering diploma holders to service luxury cars coming into India. As part of CSR, the group is planning to set up a Medical Centre under Navnit Foundation. To me, India has become a land of opportunity, when starting at 19, Navnit and his family has achieved so much which surely would inspire many who go through such adversities

- Adversity brings out best out of wise and industrious
- Specialize and become the best
- Learn from adversity

If You Are Determined To Make an Entrepreneur of Yourself, the Objective Is More Than Half Done Already

Professionals must think of becoming entrepreneurs when they are working, by being intrapreneurs first! Deep, after his excellent education from IIM-A and St. Stephen College, New Delhi, worked in senior positions at several companies such as ABN Amro Bank and GE Capital as VP-Business Development. In between he worked for the world’s leading manufacturer and operator of bowling alleys where he got the opportunity to work as an intrapreneur, a professional who takes risk on behalf of his employer, virtually like an entrepreneur! For Deep, all his jobs involved a fair deal of entrepreneurial learnings, both of skills and managerial styles and his desire to keep learning ensured that he continued “attending” college i.e. “The School For Entrepreneurs”! There is no law yet in India, when professionals cannot follow in the foot-steps of Deep but with an attitude of passion and as a good professional.

He was effectively inspired to take the plunge in the nascent Indian Internet eco-system by Sanjeev Bikhchandani of Naukri.com and Ajit Balakrishnan of Rediff.com. Every successful entrepreneur inspires others and that is the beauty of entrepreneurship. More often, an entrepreneur has to become a workaholic because he has to learn to love what he does but becomes smart too, to keep his family in the loop. Deep also implemented values of business management including one set of accounts. This creates trust, self-confidence and admiration in the business environment. A big bonus in your relationships with your suppliers, customers and your own employees. Success of any entrepreneur depends upon the Right Attitude and the Right Idea. Deep’s right idea was to empower the traveller. MakeMyTrip went on to pioneer the entire online travel industry in India. His company has become India’s Online Travel Leader - a Rs.4000 crore enterprise and arguably India’s largest travel company. It has dedicated 24x7 customer support with offices in 20 cities across India and two international offices in New York and San Francisco, plus several franchisee locations. He is professionally very active in professional bodies such as Nasscom, TiE, FICCI and others.

- Create trust and admiration with your suppliers, customers and employees
- Become an intrapreneur
- Learn to become smart
“I personally believe that If You Follow the Constitution, You Do Not Need To Practice Any Religion on the Earth”, Justice S.K. Kapadia

Preamble to our constitution is in 85 words “WE THE PEOPLE OF INDIA, having solemnly resolved to constitute India into a Sovereign Socialist Secular Democratic Republic and to secure to all its citizens: JUSTICE, social economic and political: LIBERTY of thought, expression, belief, faith and worship; EQUALITY of status and of opportunity; and to promote among them all FRATERNITY assuring the dignity of the individual and the unity and integrity of the nation; IN OUR CONSTITUENT ASSEMBLY this twenty sixth day of November; 1949, do HEREBY ADOPT, ENACT AND GIVE TO OURSELVES THIS CONSTITUTION.”

The important word is “if”! He goes on, “I come from a poor family. I started my career as a Class IV employee and the only asset I possess is integrity.” It reflected in his judgment quashing the appointment of P.J. Thomas as Chief Vigilance Commissioner. The verdict declared the appointment as non-est (does not exist) in law. He stated that institutional integrity—must be on a higher pedestal than an individual, he dismissed the government contention that courts could not interfere in the appointment of a CVC. “Constitutional courts’ power of judicial review was a guarantee against arbitrariness in executive actions.”

Justice Kapadia began his life as an office assistant who ran errands at the law firm of Behramjee Jeejeebhoy in the 1960s. He comes from a very humble Parsi family in Mumbai. On the first day as the CJI, he disposed of 37 cases in 29 minutes and warned against frivolous PILs. In India Today, April 11, 2011 issue, he is No.1 in The Official Top 10 list—those who shape policies and agendas of the country. He is putting all corruption-related cases on the fast track. Under him the Supreme Court is by far the most pro-active it has been. “We need a clean man in black robe to uphold the independence and integrity of the judiciary…A judge must choose to be a little aloof and isolated from community at large” Justice Kapadia.

- Institutional integrity is more important than that of individual
- The Person defines the position or role he is in
- Make integrity your asset

Trying To Please His Wife, Sai Ramakrishna Karuturi Wandered Around Bangalore In Pursuit Of Red Roses And Eventually Ended Up Producing Roses For The World!!

Sai Ramakrishna Karuturi is the founder and Managing Director of Karuturi Global Ltd (KGL). Under his leadership, Karuturi has become the world’s largest producer of cut roses with production facilities in Kenya, Ethiopia and India and Marketing offices in Holland and Dubai. Karuturi is today the largest producer of cut roses in the world, with area of over 292 hectares under greenhouse cultivation and an annual production capacity of around 650 million stems per year.

Ramakrishna is widely regarded as a thought leader and pioneer in the cut flower industry and has been given the title of “Rose King of the World”! Sensing the acute food crisis that the world is heading towards, Ramakrishna has diversified into agriculture leveraging his existing business model in Africa. Karuturi Global Ltd has acquired 311,700 hectares of land in Ethiopia for strategic foray into Agriculture production, to produce cereals, Palm Oil and sugar. Ramakrishna is listed in the BSE and NSE, two premier stock exchanges in India. He is the 133rd most profitable business listed on BSE, Business Today. Ramakrishna currently employs over 8000 people. He runs the best private school in the district of Naivasha, Kenya and a 46 bed hospital, recently recognized by the Global Business Coalition for its excellence in HIV/AIDS awareness.

He has been nominated as a member of Frontier 100, and is also included in a listing of the top 20 CEOs from Africa contributing to the alleviation of poverty through their businesses. Frontier 100 is an Initiative for Global Development (IGD). Karuturi Global has received the Business Excellence award in Agri Business from Corporate Council on Africa in Washington DC. Ramakrishna was nominated for the Ernst & Young entrepreneur of the year 2009 award for his business excellence. He has been invited to deliver lectures at the reputed business schools in the world like Columbia and Harvard University. He has been listed among the top 25 agro trans-nationals in the world.

- Become a thought leader and a pioneer in your business
- Diversify in related business
- Explore new markets
Our India is one of the best examples of half-glass full and half-glass empty! In most of the Indian schools we don’t have teachers, chairs and tables, fans, blackboards and often classes are held under a tree! On the other hand we have Everonn Education with a market capitalization of Rs.1200 crores which uses a satellite network, with two-way video and audio. It reaches 1800 colleges and 7800 schools across 24 of India’s 28 states. P. Kishore remarked that he never even dreamt that he would achieve so much so soon! This is the beauty of Indian entrepreneurship and entrepreneurs, basically due to the latest technology available easily and so economically and one big advantage is our volume. Indian entrepreneurship is well known for doing more with less and is also part of the tech-driven model. We Indians are innovative, energetic and with josh and juggad we achieve Mount Everest heights, which often surprises everyone. Everonn now has 6700 employees. And a pleasant surprise to me is that J J Irani, a Tata Group veteran, is non-executive chairman. Kishore is ahead of his time and this striking difference gives faith to venture capitalists to invest in his company.

Good teachers come to Everonn’s studios in five states to teach students in far-flung areas. They teach everything from science to sales management! The institutions need only a satellite dish and a modem, TVs and speakers, to tune in from their end. Student fees make that possible because of technology and scale. He can set-up a classroom in four hours flat and the cash starts coming same day. He is so “innovative, profitable; humble” and trustworthy that many would like to invest in Everonn. He is present in smaller places in which he has 90% of his assets. Kishore comes, from a modest family, went to government aided school in Ooty, TN. Attended some engineering classes in Chennai, worked for a while in a software company and in 1987 started providing computer based education in schools in Ooty. Kishore started with Rs. 5,00,000/- of which Rs. 30,000/- was his own, rest is “entrepreneurial history”!

- Humility and Innovativeness lead to success
- Exploit technology
- Do more with less

\[\text{WINNERS}\]

\[\text{“It Is An Indisputable Fact That Electrons With High Energy Keep On Moving To Higher Orbits. I Too Was Like An Electron. From Petrol Pump In Yemen To Reliance, I Kept On Moving. My Colleagues Who Shared This Energy Also Jumped Up While Others Who Did Not, Remained in the Orbits They Had Started In”, Dhirubhai Ambani}\]

Over the last forty years I have seen the success of a simple entrepreneur who started manufacturing simple PVC folders and associated items for the use of office administration as well as corporate gifts. We were in Delhi and Gurumukh Kinger was in Mumbai and his brands were Winners and Salesmakers. His prices were double of what we could get “similar” looking and functioning items from Delhi’s Sadar Bazaar. We had tendered for sale of tractors against World Bank loan to Afghanistan. We had locally procured a dozen good looking folders to submit our quotations. My boss was attending the tender opening and when the Chairman of the committee opened our folder, the front cover got separated and came in his hands! His surprise to “Made in India” folder reflected obviously upon the quality of our tractors too! On return, my boss instructed me to buy what we needed only from Gurumukh. Why? Because of the quality, price becomes secondary! Quality is never an accident as it is a matter of attitude of the entrepreneur, every day of every year! No wonder over the years he became the preferred supplier of corporate gift items to international companies such as American Express.

But, but… in the journey towards entrepreneurial success he “forgot” about his health and that too for “silly” reasons! He was afraid to go for executive health check-ups as he knew that they will “ground” him. He got a paralytic attack and has been in bed for the last eight years and the only blessing seemingly for his past good karmas is: his entrepreneurial thinking is intact and through dedicated staff he is able to continue to do almost as well as he was doing before he got into the big trouble. He started with Rs. 36 and today his turnover is a few crores in corporate gift items. To me, Gurumukh is mini-Dhirubhai who kept on moving higher from one orbit (plastic folder) to the next orbit (leather items) to the next orbit (rings for folders) and so on.

- Become a preferred vendor / employee
- Quality is a matter of attitude
- Health is wealth
Entrepreneurship is an art and not a science! Rohit Kochhar only needs an opportunity and when it surfaces, he grabs it with both hands. For Rohit, the opportunity came with the liberalisation of the economy and he saw his karam bhoomi in the form of foreign companies venturing into India to do business and to establish shop. He graduated in law from the University of Mumbai in 1987. He practiced in the Delhi High Court for about seven years as an independent criminal lawyer. He used his enterprise, energy and perseverance towards specialization in the Preventive Detention Act called COFEPOSA. In 1994, Rohit established his corporate law firm, Kochhar & Co. in Delhi. He only had some savings to invest in his new enterprise. However, when one possesses the creativity, innovation, passion and zest, you are able to pursue your most elusive and difficult dreams. Shifting from criminal to corporate law was not a bed of roses and Rohit had to walk on “sand” before he could “sleep on silk”! Competition was tough but he embraced a less beaten and thorny path with his indefatigable spirit and undertook a three week entrepreneurial journey to Singapore to visit law firms. Fortunately, with his acumen, persona and professional sincerity, he was able to convince a few to give him business.

Today, Rohit’s list of clients includes Airbus, Apollo group, Apple, Avaya, Bloomberg, Caterpillar, Cisco, Exxon Mobil, Mitsubishi Corporation, Nissan and Toyota and many more. His is the only law firm that has a Pan India presence with six offices in the country and three overseas. Rohit wishes to pay back to Society which had made his success possible. Therefore, he has launched the Kochhar Care Foundation as part of a CSR initiative for women empowerment and child welfare with emphasis on eradication of the evil of corporal punishment.

- Possess passion, zest and innovation / creativity
- Pursue your most elusive dreams
- Embrace thorny path to success

“Before You Are A Leader, Success Is All About Growing Yourself. When You Become A Leader, Success Is About Growing Others,” Jack Welch

All 30 students of Super 30, a free coaching centre in Bihar, have cracked the highly competitive IIT-JEE for the third consecutive year! Super 30, which helps the economically-backward students crack the IIT-JEE, has been selected in the list of “The Best of Asia 2010” by The Time magazine. Through an innovative initiative called “Super 30”, he has moved hundreds of underprivileged students out of poverty and led them into IITs. What started as a classroom activity in Bihar has now sparked into a revolution echoing across the globe.

So far, 236 students from Super 30 have got into IITs, which includes all 30 from last three batches. “We did not reach here on a bed of roses. We face opposition even now. But when success brings a smile on the faces of these poor students depressions fade.” In 2011, 24 out of 30 students made it even when cutoffs were higher this year due to intense competition from all over India.

Anand got an opportunity in 1994 to go to Cambridge University to pursue further education in mathematics but could not do so as his father was in P&T and could not afford to send his son. However this did not stop him to find ways to nurture his desire to teach his love for mathematics to poor students and to prepare them for IIT exams. Where there is a will, a determined person will find the ways! To these students he provides boarding and lodging and he is assisted by his mother to cook and his brother who looks after administration. India is growing faster and edupreneurs like Anand in Patna, in Kota and a few more cities are doing a wonderful job. Once the students reach competitive places like IIT, skills bloom on their own. Very true because by then they have cultivated so much self-respect and self-confidence, life skills become very easy to learn through exposure, observation and experience.

- Life skills are learnt through exposure and experience
- Success brings smile on the face
- Have focus in what you do

“We Do Not Accept Any Financial Help and Sustain Our Venture through Our Evening Classes For Intermediate Level Students Who Are Preparing For Various Engineering Tests”, Anand Kumar, Social Entrepreneur, Patna

A leading “Wellness” expert and pioneer in the Indian beauty, health and fitness industry, Vandana is today regarded as an authority on the business of “Wellness”. She is the guiding force behind VLCC - India’s leading slimming, beauty and fitness brand. On graduating from Delhi University, she pursued further education in Nutrition and Cosmetology from Germany. Subsequently, she took a series of specialized courses and modules in beauty-care, fitness, food & nutrition and skin care from London, Munich and Paris. Having attained professional expertise, she made her entrepreneurial debut in 1989 by opening India’s first transformation Center in New Delhi, which seamlessly married the scientific slimming programs with cutting edge skin and hair treatment. This was at a time when the Indian market was still nascent and the concept of combining fitness and beauty, as an approach to holistic wellness as initiated by Vandana, was a completely new paradigm. The VLCC success story stems from its unwavering brand commitment to the idea of “Transforming Lives” – the group’s guiding vision.

The year 2006 marked the foray of VLCC in overseas markets, with the opening of its first centre in Dubai. Today, VLCC is an international brand with its network spread over 241 locations across 102 cities including its presence in Nepal, UAE, Bahrain, Oman, Kuwait and Qatar through 19 international centres. By the year 2012, VLCC expects to expand its presence to 28 locations across the MENA and SAARC countries. Over 10 million satisfied customers of VLCC have served since its inception. Her endeavors have been towards placing the Indian fitness and beauty industry at par with those of the most advanced countries internationally. The Government of India has appointed her as a member on the Special Task Force for Empowerment of Women.

She facilitates professional training to students through her vocational training school, the VLCC Institute of Beauty and Nutrition, which currently has 52 campuses in 39 cities. She has set up the Anti-Obesity Foundation to encourage scientific research on obesity. Vandana represents a movement for a healthy lifestyle, which is gaining momentum at a very rapid pace worldwide.

- Have unwavering brand commitment
- Believe in transforming lives
- Shift to a new paradigm

Mani Is My Friend, Even When He Does Not Know Me! Why? Because He Has Given Meaning To What Lincoln Said, “That Some Achieve Great Success Is A Proof To All That Others Can Achieve It As Well”.

Mani now stands for money! He started his company in 1992 with his Rs.50,000/- from a garage in a Mumbai. Today it has become a leading local search company in India that bridges the gap between buyers and sellers by helping a buyer find the right providers of products and services, while helping sellers improve the efficiency of their marketing channels. Just Dial recently bagged the Red Hat Innovation Award in the Carved out Costs Category. It’s the first Indian company to bag this award. Mani, like Henry Ford, failed thrice before his idea hit the “sixer”! Any failure of an entrepreneur teaches him more than they teach at Harvard or Ahmedabad. Mani is a Tamilian Brahmin born and brought up in Kolkata. He observed that we Indians are lazy and won’t make efforts to find out what we need to know and will keep on asking friends and relatives. Thinking out-of-the-box works only when you put into your box many ideas during your life’s journey.

How big is Justdial today and what are its plans? Mani replies to SME World, Aug 2010, “With a team of 4,000 associates, and 8 centres across India, on a single national number 69999999, the company caters to over 25 million unique users spread across 240 cities. In India, Justdial receives over 2,50,000 calls every-day and over 2,20,000 visit its website. “We have expanded our reach to include the world’s capitalist heartland, the US and would soon expand to other English speaking countries. And to think that all this started with almost Zero capital makes the accomplishments even more special”! He is sitting on cash of Rs.120 crore and is planning to go public to gain higher public profile. His current revenues are around Rs.200 crore. He owns 44 per cent of the company and balance by venture capitalists.

- Make observation your habit
- Do not be afraid of failure
- Think out of the box
Doing business today is different from what it was a few years ago, when most business owners were still growing their enterprises. When family businesses grow beyond a “point”, owners have to make a difficult decision: to professionalise or to keep status quo regard to day to day management of the business. The “point” is a scenario which has to be determined with a mix and blend of circumstances which exist on the ground. It is not a “management science” but surely an “art”. Timing of the action has to be right otherwise often family businesses go “belly-up” or remain small. In this case, one cannot say small is beautiful!

Harsh’s family business was a traditional commodity business, Bombay Oil Company, which manufactured edible oil. Harsh graduated in 1971 and joined the family business. In 1975, with his experience, exposure and self-learning he decided to create brands out of his edible oil business as a self-challenge. He hit the nail on the head, so to say, as it was the need of the hour. In 1990, Harsh started Marico which was out of the family business, but a separate business unit with its own culture which required different talents. As the company started growing, he worked on strengthening his marketing by carefully selecting distributors and hiring talented professionals.

From a turnover of Rs.50 lakh in 1971 its turnover is now around 2,700 crore. Marico’s products and services are in the beauty wellness space, having produced brands such as Parachute; Saffola; Hair and Care; Nihar; Medikar; Revive Hair Code and Kaya-these are the products which are required in every household. One out of every four Indians is a Marico customer. His products are sold in 25 countries of the globe. This is success, SUCCESS! He gave new talent a chance and is harvesting the results in the form of his professional “medals” are such as: President of FICCI; E&Y Entrepreneur Award; CNBC; NDTV; FMCG.

• Management is not a science but an art
• Timing of the action has to be right
• Challenge self

Lovely Professional University (LPU) Is Spread Over 600 Acres with Over 25000 Student with Hostel Accommodation for 18,000 Students. This Is “Made In Jalandhar, Punjab”.

Balle Balle and Wah Bhai Wah

In India, entrepreneurship miracles are happening and one among them is: LPU. Baldev Raj Mittal, an Army canteen contractor decided to become a tiny entrepreneur by opening Lovely Ladoo Shop, Jalandhar. He focussed on quality and keeping his promises to his employees and his customers. Over the years he got so profitable that he and his three sons, Ramesh Naresh and Ashok got dealerships of Maruti and Bajaj. The family started investing in buying land and in the next few years they were able to create a land bank large enough to create a University of International Standards. Again they followed the concept of quality and made themselves a winning proposition to form professional associations with several universities abroad – UK, US, Australia, Canada, Brazil, Singapore, Malaysia, Poland, Ghana-exchange of students and faculty. This enables students to get exposure outside India to the advantage of all the stake holders. They focussed on updating its technologies for giving best education, security, safety and a learning & educational ecosystem to its students. They focussed on its faculty by getting best of teachers including 100+ IITians. Along with it they focused on physical facilities such as hostels, shopping centres, recreation centres for the overall development of its 25000 student body.

It has attracted students from more than 20 countries and 26 states because it provides intercontinental and culturally diverse atmosphere and provides facilities like multilevel shopping mall, residential hotel, department store and gym. LPU operates on the American system of grading and has also introduced the US system of open credit to its students to provide them opportunity to explore additional fields of their interest apart from the core field. The major objective of education is to enable its students to get “effective education” enabling them to get into professions of their choice.

More than 300 global Super-Brands & leading companies visited the LPU and hired about 6,000 students. The campus has more than 800 access points and 500 Mbps of internet lease line for students to be well connected. Safety is ensured through 2000 surveillance cameras on the 600 acre campus.

• Upgrade technology periodically
• Form professional Associations
• Focus on quality
Top 10 Overseas Indians. Successful Abroad, They Are Unofficial Ambassadors of India’s Rising Soft Power, India Today, April, 2011

L.N. Mittal, Ajit Jain, Amartya Sen, Indra Krishnamurthy Nooyi, Fareed Zakaria, Anshuman Jain, Sant Singh Chatwal, Sanjay Gupta, Jagdish Bhagwati and Raghuram Rajan. Each one has made the citizens of the world wonder what has happened to the former “land of maharajas, elephants, palaces, snake charmers, mystics, wild life and poverty” to “conquer the world” in several areas.

Lakshmi Nivas Mittal, 62, was born in Sadhulpur, Rajansthan and with his B.Com. from Kolkata started his entrepreneurial journey. Today his dream is to make his son, Aditya Wharton-educated to take over successfully the management of Arcelor Mittal, the world’s largest steel company. When Jamshedjee Tata started Tata Steel to manufacture the railway tracks, a famous Britisher seriously remarked, “I will eat every inch of the railway track!” He must be wonderstruck up in the heavens, yah kya ho gaya hai, including Ratan Tata buying Jaguar. We may still have “too much corruption and too much poverty” but we Indians are now going up, up and away and it appears to me that for us sky is not the limit! Why? Mittal has become the fifth richest person in the world, with a personal wealth of about $30 billion and is 44th on the Forbes list of the world’s most powerful people. He is the vice-chairman of the World Steel Association and a board member of the Prime Minister’s Global Advisory Council of Overseas Indians.

Karnataka has rolled out the red carpet for him to set up his first steel plant in India which involves an investment of Rs. 30,000 crore and to employ 10,000 people. Surely it will increase employment and reduce poverty - that is what entrepreneurship and entrepreneurs do, remarkably well. In fact they deserve “Bharat Ratnas”.

- Become an Entrepreneur
- Humility is respected
- Aim at the top

It’s Time To Zip Up And Let The Investigating Agencies Do Their Job, Sunil’s Advice To Fellow Telecom Operators In The Middle Of The 2G Spectrum Scam

He has been upgraded from No. 11 to No. 8 on India Today’s Power list 2011, High and Mighty list. And on Forbes list of The Richest People On Earth his rank is No. 110 with $8.3 billion. To me, he is my special entrepreneur who has “arrived” on the world stage, being the son of a politician, Sat Paul Mittal, Congress MP. He decided to start bicycle crankshaft factory in Ludhiana in 1976 instead of taking the easy road of politics. He is a role model for the sons and daughters of our politicians. He had to struggle, like any entrepreneur including calling upon my company Escorts to sell push-button telephones. He tried his hand at several unrelated businesses including failed bid for a Maruti dealership in 1992. Onwards he secured the rights to provide mobile telephony services in the Delhi circle which laid the foundation of Bharti Airtel. Now he has become our largest mobile telephony operator with around 200 million subscribers (including me!) with a presence in 19 countries and a market capitalization of Rs. 1.2 trillion. Sunil is assisted by his brothers Rakesh and Rajan. As a family they also got into retail, agriculture, insurance and entertainment by forming joint ventures with some of the grants of the Western world – Wal-Mart, AXA Group and Rothschild. In 2010, he snapped up the African operations of mobile telephony player Zain for $10.7 billion, thus becoming world’s fifth largest telecom operator. At that time he made a statement, which is “a feast” to my eyes, “I started with Rs. 50,000/- now signing a Rs. 50,000 crore cheque.”

I am very surprised to learn that his biggest regret is: I wish my father was here to see our achievements. To me, it appears to be a good message to young people of India to respect their fathers and mothers while they are around instead of fighting, insulting and humiliating them. Believe me, some of us do, terming it as a “generation gap”!

- Do not be discouraged by failures
- Respect the earlier generation
- Be willing to struggle
Anil Moolchandani
Chairman &
MD, Archies

Anil is another pioneering entrepreneur in the greeting cards industry. Similar to M.S. Oberoi for 5 Star Hotels and H.P. Nanda for Agricultural Tractors. Any pioneer starts an industry incidentally and accidentally. An entrepreneur who pioneers an industry in the final analysis is the result of a rare mix of events. Anil, after graduation, was working in a family owned saree shop in Delhi. One of his friends presented him with two management posters which he bought in Singapore. Anil displayed these posters in his shop and soon a few customers coming to his shop wanted to buy the posters. This was in 1981 and slowly he got into the posters business. And in 1984 he acquired his first foreign licence from Walt Disney for Mickey Mouse and Donald Duck. The name Archies was decided by Anil from a dog in his residential colony. Simple!

As Anil was accidental entrepreneur and the Indian market for gifting was ready to take on greeting cards very soon Archies became a household name. He opened the first of its kind shop in Kamla Nagar in 1987. The idea of an exclusive shop for cards came to him when he saw such shops in South-East Asia. In life getting ideas is easy but executing them needs much managerial talents plus entrepreneurial skill is required in addition to having the right people on the jobs and to motivate them on the basis of 24x7x365!

During this period he went into relationships with several gifting companies from around the world to get their products, to Indianise them, to learn selling and marketing ways and to maintain his position as No1. He still maintains a market share of 50%. Recently he tied up with Hallmark Cards to open exclusive stores of the world’s largest greeting brand in the country. Hallmark has picked up a stake in Archies to show their confidence in him. Today Archies has 200 exclusive stores and 300 franchise outlets across India and neighbouring countries. Its current turnover is Rs.200 crore and in the next five years Anil has targeted Rs.400 crore plus Rs.200 crore from Hallmark stores. He will reach his targets because if he can reach here from a saree shop, to reach “there” is very possible because of his self-confidence and self-belief.

• Generating ideas is easy, executing them tough
• Motivate your team 24 x 7 x 365
• Have right people on the job

Morde Food Private Ltd. manufactures an impressive 40 tonnes of chocolate per day, producing milk, dark and white chocolate slabs, chocolate chips and several other assortments from cocoa. Chandrakant Morde is the founder and managing director of the company that sells around 12,000 tonnes of chocolate every year in India. Taj Group is one of the key clientele of Morde’s among others like Oberoi Hotels, ITC Welcome Group, Ambassador Flight Kitchen, McDonlads, Yum Foods, Baskin Robbins and Kwality Walls Group. Chandrakant Morde is the eldest of seven sons of a fruit trader in Crawford Market; he grew up in Mumbai chawls and studied in a Government school. Chandrakant completed his graduation in food technology where he learnt preservation, processing, packaging and distribution of food. In 1972, he took up a job with Cadbury’s India, R&D department. For the next 10 years, Chandrakant utilized this platform to gain practical knowledge and learning. His father encouraged him to start his own enterprise. Initially he began with a basic coffee roasting machine and second hand masala grinder and sold his first batch of chocolate to small time local confectioners. In 1983, with a small capital of Rs. 5 lakh, he began operations at Manchar, his native village.

By 1990, Morde Foods was selling 40 tonnes of chocolate per year to Taj Group and other marquee clientele. Soon, Morde Foods Private Ltd. became the first chocolate chip manufacturer in India. Gradually, Chandrakant began upgrading his plant with European equipment to increase capacity and upgrade quality. Gradually, he plans to foray into retail and explore newer avenues. The company will begin supplying 21,000 tonnes of chocolate in the coming year and makes revenue of over Rs 200 crore.

• Humble beginning is not limiting
• Exploit your strengths
• Specialize to the core
“We Sold Nearly Half-A-Million Motorcycles In October Alone That’s Not Close To What Companies Across The Globe Even Produce”, Brij Mohan Lall Munjal, Chairman, Hero Group, ET, Dec 17, 2010

If ever, I have to give 100 Entrepreneurial Bharat Ratna Awards to Indian Entrepreneurs, he will be surely one of them! No wonder, Earnst & Young, in 2010, awarded him Lifetime Achievement Award. The company operates in 140 cities and 50 countries. He along with his three brothers, got uprooted during the partition, and settled in Ludhiana to make cycle parts. Graduated to make cycles, Hero, and after three decades of entrepreneurial spirit became the largest bicycle manufacturer of the world. And that too as per the Guinness Book of World Records. Hero-real hero of India which inspired Indians that they too can become world class. In 1984, the Munjals signed a pact with Honda to begin motorcycle production in India and the Hero Honda plant was set up in Dharuhera, Haryana. Thus started the journey of unimaginable success of “Fill It, Shut It, Forget It”!

Hero Honda has now become the world’s largest bike manufacturer and is way ahead of its competitors. At 86, this is his tryst with destiny! And if ever you want to know the secrets of success (there are none!) visit some of his dealers and find out for yourself what entrepreneurship is all about-the concept of Hero Family will come through where the dealers are treated as family members-these words are not platitudes but mental attitudes of the company. Now his son, Pawan Kant is working on the “Bottom of the Pyramid” in the rural market through his highly motivated dealer network, very ably being assisted by his young brother Sunil Kant.

- Treat your stakeholders as family
- Be ahead of your Competitors
- Age is not the limiting factor

---

“Despite Its Shortcomings, This Country Allows Someone Like Me To Start From Scratch In A Complicated, Volatile Sector And Go Global”, Narendra Murkumbi

Narendra won the Entrepreneur of The Year Award, 2009-10 ET Awards for Corporate Excellence. How and why? He is a promoter and co-founder of Shree Renuka Sugars Ltd. He was born in Belgaum and his father Madhusudhan was a distributor of Tata Tea and Tata Chemicals. Narendra travelled a lot with his father throughout India which gave him experience, exposure and wisdom. He graduated from Gogte Institute of Technology in Electronics and Communications Engineering. He went to IIM-Ahmedabad and specialized in Entrepreneurship and New Venture Management.

He wanted to start his own agri-business and started on bio-pesticides, but soon lost interest in it. Having lived in Belgaum he was well exposed to sugar farmers, the sugar mills and the sugar industry. There was over supply of sugar cane in the Belgaum area. AP government was selling a sugar unit and through his entrepreneurial skills somehow was able to shift the plant to Belgaum. Over the years, he developed the unique approach of making his sugar farmers to supply cane as well as buy SRS shares. Today he has 10,000 prosperous shareholders. In the process he made his unit a fully integrated sugar maker with power generation and refining capacities. He is setting up a 2000 tonnes per day sugar refinery in Haldia-the largest in India, primary for exports.

The ET award recognized his entrepreneurial spirit and journey as a business leader to enter the big league and to take on the best in the world. He has been “compared” in sugar with L.N. Mittal of Steel! “Believe it or not” entrepreneurial success stories are happening in India very regularly along with 2G, CWG, Adarsh! That is the wonderful beauty of our country, rejoice and Jai Ho!

- Make your vendors shareholders of your business
- Become a fully integrated business
- Seeing is learning

---

Brijmohan Lall Munjal
Chairman, Hero Group

Narendra Murkumbi,
MD, Shree Renuka Sugars
NR Narayana Murthy, Infosys

“I Am An Average Person With Many Below Average Attributes. My Little Story Should Be A Confidence Booster For Every Average Person In The World So That He Or She Can Make A difference, At Least In Small Ways, To This World”, N R N Murthy

These words were spoken by Murthy as chairman of Infosys, India’s iconic infotech company, on the occasion of Info’s 30th annual general body meeting, in which a slide high lighted that Infosys paid Rs.2,500 crore in taxes last year. Murthy was one of the seven men who started Infosys in 1981 with a capital of Rs.10,000. India’s second-largest infotech company gives direct employment to 130,000+ employees and indirect employment to several times more employees. And the “7th wonder” is: each employee has become over a crorepati or likely to become during his or her employment! On August 25, 2011 he turned 65, and became Chairman Emeritus.

“My life story should be a confidence booster for every average person in the world that he or she can indeed make a difference, at least in a small way”, Murthy. It have been wisely said that all of us cannot do great things like Murthy did, but each one of us can do everything we do greatly. He is one among the biggest wealth creators of India. His “farewell” message to Infosys, “The crucial things we have to do are: be firm in pursuing our values, recognize our weaknesses, embrace meritocracy, be open-minded about learning from people better than us, learn from our mistakes and not repeat them, be humble, honest and courteous, be firm in taking quick decisions”. Well, this message is universal for every Indian entrepreneur.

Murthy stands for doing business ethically. He gave respect to entrepreneurship, particularly to the middle class creating a sociological revolution. He became a pioneer of entrepreneurship in India. Murthy and his wife Sudha, who I respect the most because she is a devi of simplicity as she wears glass bangles versus diamond studded bangles, have set up a fund, called Catamaran (a craft with twin parallel hulls) with their own fund of $2 billion to promote entrepreneurs and entrepreneurship. They also have Infosys Foundation to promote education.

- Make a difference in small ways
- Be firm in pursuing your values
- Be humble, firm and courteous

---

The Five-Minute Loan! Muthoot Provides Personal And Business Loans Secured By Gold Jewelry In No More Than Five Minutes!

Muthoot counts as customers anyone who possesses gold jewellery but cannot access credit quickly or to whom credit doors are shut. The group is very well entrenched in the South and now making very successful efforts to get into the North Indian market. Every Indian—repeat—every Indian has gold and therefore the group should not have selling and marketing problem! Sky is the limit for them because they really have a unique product and service. The group started in 1987 as Muthoot Bankers in Kerala. Today its fourth generation is getting ready to join the group. This is an excellent trend to inspire Indian business families that the family business can go on and on and on as in the West.

The foundation of gold business is based on the values of trust, honesty and integrity. These values were well demonstrated when its IPO was oversubscribed nearly 25 times. The group is India’s largest gold financier and after having spectacular success in the South, the four brothers have decided to establish themselves in the North also. The group is chief sponsor of Delhi Dare Devils. The group has assets worth Rs.30,000 crore. It has got 20% market share of the organized sector. The group has got about 2700 branches in 25 States and is servicing 70,000 customers daily. Wow!

The company hands out loans for nearly 70% of the value of net gold in the jewellery at interest rates of 12-30% a year, for a year. Its USP is its accessibility and simple systems. Group’s experience with its customers is very good. 90% of its customers are very honest and only 3% of the gold against outstanding loans has been auctioned in the past three years.

- Demonstrate trust, honesty & integrity
- Have a unique product or service
- Stick to your values
For Shiv Nadar, Who as a Professional Moved From DCM To His Own HCL Enterprise Which Started From A Barsati, Life Revolves Around Philanthropy These Days

He has started spending 40% of his time on social ventures and his professionals manage his corporations so that he can afford to do so. He has pulled out of the daily business grind, but still keeps a hawk’s eye on how the technology landscape is changing. His daughter Roshni has no interest to succeed him as she is more interested in social entrepreneurship. And as a father he would like her to do what she loves to do today and tomorrow. Her daughter is very happy doing philanthropy, especially in the schools.

Shiv’s focus area is education. His objective is to build sustaining institutions and he is learning from everyone, including Gates, Buffetts and more from our own Tatas who have been very successful in building self-sustaining institutions. I love his comment: self sustaining institutions will not come from giants but out of small outfits who started from a garage! The current trend in India is healthy when small outfits become big, they return to Society as “thank you” gesture like HCL’s Shiv is doing. It is likely to increase manifold because this activity gives “heavenly pleasure” to highly successful entrepreneurs which fortunately in India are increasing rapidly.

Shiv has decided to give more than 10% of his wealth and he wants to spend himself on Vidya Gyan Schools, Shiv Nadar University-a multi disciplinary college to teach 8000 students a year. Shiv’s visit to schools and SSN College in Chennai gives him plenty of satisfaction (bordering ecstasy!) because Shiv gets the feeling of satisfaction what his wealth has been able to achieve for the good of Society.

- Withdrawn from business at the right time
- CSR gives pleasure and satisfaction
- Build self sustaining institutions

“‐It Takes Courage To Walk A Different Path, But When You Do, You Discover You Are Not Alone; There Are Many Who Wish To Walk With You. It’s The Act Of Walking And Not The Success At The End That Makes The Walk Worth It”, Vineet Nayar.

He is my hero! Why? He has donated Rs.43 crore to his NGO SAMPARK, working for the improvement of the school infrastructurein the country. He sold one million shares of HCL Technologies to fund his philanthropic grant. He still owns 1.7 million shares of HCLT i.e. 0.249% of HCLT. I am pleasantly surprised when professionals like him give so much out of their own “kitty”, which may be “even too much” to start with. He fully understands: needs can be met, greed never! His two children, Varun and Sohhiyaa, representing GenY, have happily agreed and proud of their father for doing his finest Karma on the earth. His wife Anupama also.

Vineet joined HCL in 1985 as a trainee after his MBA from XLRI, Jamshedpur. Now he gets a salary of over Rs. 4.5 crore per year, he is among the highest paid CEOs in India. He has authored a management book, “Employees First, Customers Second: Turning Conventional Management Upside Down”, published by Harvard Business Publishing, June 2010, price Rs.595/- . The profits from the book will go to his “baby” SAMPARK. Tom Peters, In Search of Excellence fame, has “forecasted” that he could be the next Peter F. Drucker. Buy the book, it will a good investment for you and your enterprise or your company. Prof. C.K. Prahlad has written the Foreword, calling it a practical narrative i.e. how as HCLT’s CEO, he transformed HCLT which was in slow decline to an engine of vitality and growth. Vineet has detailed in first-person his company’s journey over the last five years. His approach to management-the need for honesty, transparency, trust and dialogue at all levels of the organisation. He recognizes that today the asset base of a company increasingly resides in the talent and creativity of its employees. To focus on value creation of-the frontline employees to achieve remarkable growth and profits.

- Walk a different path, you will not be alone
- Employees first, customer second
- Needs can be met, greed never
A Young Girl Who Used To Get Up At 5 In The Morning To Fill Two Buckets Of Water Before Going To School Has Become One Among The Top 50 Power Women In Business In 2010 Fortune’s List

She has become one of America’s highest paid CEO’s with a pay package of $14 million, plus, plus and plus! She is close to US President Barack Obama. Because she knows the “world”, having lived and studied in India, in a Catholic School in Chennai and IIMC, she has focused her attention on healthy foods, her terms are: “snackify and drinkify”! She walks her talk when she has a Pepsi Product with every meal, from Quaker Oats for breakfast to Lays for dinner.

Her Indian R&D team got an exposure to a subsidiary in Mexico and whipped together masala and local spices into a made-for-India snack, aimed at Indians trying to avoid a growing obesity-diabetes-heart-disease trap. Aliva, the Indian product has now caught the fancy of Pepsi Co’s global headquarters. Aliva is made from wheat and dal which is giving “healthy” challenge to potato chips. Yes-wecan: Pepsi started operations in India in 1990 and in addition to Aliva, got Kurkure, a finger snack; Nimbooz, packaged lemon juice.

When she went to USA, just like any other “poor student”, she did summer job to selling saris. When I think of Pepsi, I think of an excellent story: during Cola wars, Michael Jackson’s $5 million contract to promote Pepsi for the young generation hinged on “how many times his face had to be exposed”? The contract said six times but when Jackson saw the rushes of the ads he said: No! The young President of Pepsi insisted for the contract to be executed till he listened to his wise old VP sales, who said: kee pharak painda! Pepsi finally became successful! Read the book: The Other Side Blinked! It was when Coca Cola introduced Diet Coke. Indra should be an inspiration for parents to focus on daughters too, to give them the best education, love and affection money can buy. We Indians have to remove our “mental locks” in regard to nurturing, promoting and protecting our daughters. Amen.

Bring diversity to work place
Nurture your employees
Know your work

M S Oberoi Is a Classic Entrepreneur of India

Success, fame and fortune did not come to Mohan Singh on a “plate” but he had to walk on “sand” for quite some time. He lost his father soon after he was born, was not able to complete his education but he had the initiative to get a job as a hotel clerk at Cecil Hotel in Shimla at Rs. 50 per month. In life, God gives equal intelligence to everyone at the start of the journey, and as we grow, each one of us start acquiring entrepreneurial traits which makes a few of us quick learners. Mohan Singh learned quickly and cashed in on his trust worthiness of everyone who he came in contact with, including Clarke, his mentor. In a few years with his acquired diligence, enthusiasm and intelligence he leased the Grand Hotel in Calcutta. He was then unstoppable and now the Oberoi group which he founded has 12000+ employees, operates 28 hotels and three cruisers in five countries. He died at the age of 103 with the biggest satisfaction of having raised the prestige of India in the world. He introduced the “five star” culture in India through The Oberoi Inter Continental in New Delhi in 1965. It was truly India’s first luxury hotel. Then came the Oberoi Sheraton in Mumbai in 1973. He became a big foreign exchange earner for the country when it was in real short supply.

He was truly a trend setter. He set up a world class Hotel Management School, now called The Oberoi Centre of Learning & Development and the professionals it trained, made the success of the group greatly possible. His decision to employ women in his hotels was “revolutionary” at that time but being an excellent learner, his logic was simple-if it works in Europe why not in India?

His son PRS Oberoi joined the business with even bigger dreams and succeeded himself to be truly called “accelerator entrepreneur”! The best gift God and a son can give to his father. Both father and the son got several world-class awards. In 2001 the GOI awarded him the Padma Bhushan and to his worthy son, the country’s second highest civilian honour, the Padma Vibhushan, in 2008. In 2011, PRS, (82) has named his son Vikram as his successor. His nephew Arjun is chief of planning.

God gives equal intelligence to everyone
Employ revolutionary ideas
One setback is not of life
“...Every Person Has Unlimited Potential And Entrepreneurship Is Nothing But Tapping This Potential To Reach Higher And Higher Levels...”

A Chartered Accountant by qualification, the entrepreneurial bug bit him early in life. After completing his CA, he had the option to take up his family business or set up his CA practice but he decided to plunge into the brokering business along with his friend Raamdeo Agrawal as co-promoter. Emphasis on research based advice has been the hallmark of Motilal Oswal Financial Services Ltd (MOFSL) which today spans the wide gamut of financial services like Broking & Distribution, Wealth Management, Institutional Equities, Investment Banking, Private Equity and Asset Management. While the company started in 1987 as a small sub-broking unit with just two people running the show, Oswal’s passion for promoting and nurturing entrepreneurship in the country through a franchisee model has enabled the company, through its 1716 Business Associates, to be present in 1581 business locations in over 586 cities with over 7 lakh customers. And more entrepreneurs are joining the company as a franchisee to be a part of this growth story.

He has served on the Governing Board of the BSE, Indian Merchant’s Chamber (IMC) and has also served on various committees of BSE, NSE, SEBI and CDSL. He has been awarded the Rashtriya Samman Patra by the Government of India for being amongst the highest income tax payers in the country for a period of 5 years (FY95-FY99). He has won several awards for his professional contributions—the “Knight of the Millennium” awarded by ICME, was felicitated by the Indian Institute of Chartered Accountants—India with the prestigious “Excellent Business Achiever in Financial Services” award, was conferred the “Udyog Rattan Award” for his outstanding performance in the industrial development of the country by the Institute of Economic Studies, New Delhi. He has also been awarded “Hall of Fame for Excellence in Franchising” by Franchising World Magazine and “Special Contribution to Indian Capital Market” Award by Zee Business. Under his leadership, Motilal Oswal Securities was honoured with Best Performing Equity Broker Award at CNBC TV 18 Financial Advisor Award 2010.

• Establish credibility for your services
• Passion is key to entrepreneurship
• Tap your and team’s potential

An Entrepreneurial Journey from A Son of A Farmer to Forbes India’s The 100 Richest Indians, The Nirma Way.

How are entrepreneurs born? Thinking of simple ways! In a Japanese soap company, customer complained about no soap in the soapbox. Company installed very expensive equipment for “zero defect”! However, an entrepreneurial worker suggested installing a strong electric fan pointed at the assembly line. Problem disappeared! Now the entrepreneurial story of Nirma! Its founder Karsanbhai was born in a farmer’s family and managed to obtain B.Sc in Chemistry. He worked as a lab technician in a government job but after three years decided to manufacture washing soap and named it after his daughter, Nirma. The high quality and low price of the detergent made for great value. Fueled by housewife-friendly advertisement jingles, Nirma revolutionized the detergent market, creating an entirely new segment for economy detergent powder. At the time, detergent and soap manufacture was dominated by multinational corporations with products like Surf by Hindustan Lever, priced around Rs.13 per kg. Within a decade, Nirma was the largest selling detergent in India. Since the product was labour intensive, Nirma also became a leading employer. Made without phosphates, Nirma was also somewhat more environment friendly. After establishing its leadership in economy-priced detergents, Nirma entered the premium segment. Overall Nirma has a 20% market share in soap cakes and about 35% in detergents. Nirma also has successful operations in neighbouring countries.

In 1995, Karsanbhai started the Nirma Institute of Technology in Ahmedabad, which grew into a leading engineering college in Gujarat. An Institute of Management followed, with the entire structure being consolidated under the Nirma University of Science and Technology in 2003, overseen by the Nirma Education and Research Foundation. The Nirma labs education project, aimed at training and incubating entrepreneurs, was launched in 2004. Karsanbhai was awarded an honorary doctorate by Florida Atlantic University, recognizing his exceptional entrepreneurial and philanthropic accomplishments. He got several other awards including Padam Shri in 2010.

• Give your customers value for money
• Make environment friendly products
• Venture into new markets
"The Entrepreneur Is Someone Who Sights An Untapped Opportunity, A Potential Prospect Hither To Unexplored By Anyone Else, And Transforms This Once Nebulous Thought Into Concrete Reality", Rajendra S. Pawar

Remember Sholay? Yeh Dosti… well it has gone for a “sixer”! Fortunately in my mind space a new Dosti has come which has done tremendously good for Indian and Indians by increasing employment thus reducing poverty and that too of the aam admi whose hands are now being held by two IITian friends, Rajendra S. Pawar and Vijay K. Thadani. Most famous friends of today who together founded NIIT in 1981 with the active support and mentoring of their good friend Shiv Nadar. Today NIIT revenue is around Rs. 1200+ crore! Enrollment in first batch was 99 and today it is 5,00,000+ at NIIT centres and 12 million across all verticals. Believe it or not, 1,25,000 education centres in India, over 200 IT centres in China and 170 across the world. And to top it: NIIT University at Neemrana, Rajasthan. They are the pioneers in the area of vocational training and skills development. Still sky is the limit because Vijay says 100 such NIITs can exist and this will happen by 2020 and in fact only then my india will become sone kee chiriya and milk and honey flowing in our rivers!

They started their first NIIT centre in Mumbai. They hit the nail on the head and this is what is called the instinct of true entrepreneurs. Timing was right as IBM had introduced the PC in 1981 and then there were 6,00,000 unemployed graduates. The NIIT founders, saw their karambhoumi to do good to their country and trillions upon trillions of blessings of the students, their parents and parents-in-laws because they created meaningful jobs. No wonder NIIT has become the world’s leading educational company centered on the promise of employability. In my India, education was always considered as the sole responsibility of the Government of India and thanks to entrepreneurs like Pawar and Thadani, the private sector is doing a tremendously good job of it. Today NIIT has become a start-to-finish outfit-school and a University providing corporate training and development of skills. WOW. Rajendra has been appointed NASSCOM chairman for 2011-12, National Association of Software and Services Company (NASSCOM).

- Go by your instincts
- Timing is important
- Become a pioneer

The Telecom Revolution Of India Is Credited To Sam Pitroda.

In A Better India: A Better World, our Narayana Murthy writes about 8 “revolutions” since independence and one of them is: The Telecom Revolution, which is synonymous with Pitroda, the Indian American technology whiz kid. Under his leadership, the Centre for Development of Telematics (C-DoT) developed the technology which brought the urban and rural together by designing and implementing 500-line EPABX. The isolation among the people “evaporated”! Thank you Sam jee!! Satyen Gangaram (Sam) Pitroda, was born into an OBC (other backward class) family of a carpenter. Like a large number of middleclass youth, he was driven to immigrate to the US in the 1960s with the statutory $8 in his pocket. In the land of opportunity, Pitroda qualified as an electrical engineer and by patenting a large number of electrical switching systems became a self-made millionaire.

In the 1980s he heeded an inner call to return and help the country of his birth, and was appointed as chairman of several technology development missions by the then Prime Minister Rajiv Gandhi. In August 2005, Prime Minister Manmohan Singh appointed Pitroda as the Chairman of a new, high-powered National Knowledge Commission with the brief to transform India into a knowledge society in the 21st century. India Today (May 11, 2009) stated that adequate emphasis on quality education and vocational training, expansion and excellence would enable us to compete in the global knowledge economy. In India Today’s Power List 2011 High and Mighty (50 power people) he has been ranked No. 8. In 2011 Budget speech, Pranab Mukharjee announced the setting up of a National Innovation Council under him to prepare a roadmap for a Decade of Innovations with special focus on micro, small and medium enterprises.

- Hard work can remove all barriers
- Become a crusader of a mission
- Focus on technology
For Over Two Decades Now, Educomp Has Been Innovating and Improving To Increase Access to School Education and Improve Its Quality.

“When Deepa Kapoor teaches a social-science concept to students of Class 6 at Modern School, Barakhamba Road, New Delhi, instead of a piece of chalk, she’s armed with a pen-shaped sensor. Instead of scribbling on a blackboard, she delicately works the sensor on a special whiteboard. Essentially a computer screen that is pre-loaded with lessons for the day, it responds to her touch and command, throwing up 2D and 3D images of the lesson. A voiceover takes the children through the images. Kapoor lets it do the showing and telling, taking over when she needs to”, Outlook Business, May 29, 2010.

We hear often that we don’t have even black boards in the village schools! True. But things are improving at “supersonic speeds”! And it is because of edupreneurs like Shantanu Prakash! He decided to become an entrepreneur after graduating from IIM-A in 1988. He was from a middle class family from Delhi. Today, in the India Rich List, Dec 22, 2010, Forbes India, he is No.95 with $538 million. He founded his company in 1999 which has become a leading education services company, which provides multimedia content, trains teachers and offers online tutoring and vocational training.

Today Shantanu reaches out to over 26,000 schools and 15 million learners and educators around the world. His vision: to apply innovative solutions to solve critical problems relating to “Quality of Education” and “Access to Education “for all. This is not his platitude but it is coming from his heart because as they say once you reach at the top of a mountain, there are other mountains to conquer. This is the real soul and spirit of entrepreneurs of today in India. Shantanu has around 30 offices worldwide including Canada, 20+ in India, two in Singapore, Sri Lanka, three in USA. It has become a well diversified company now with professional associate companies from the field of education. An all Win-Win situation for every stake holder. His mission is to reach 20 million learners through their products, services and solutions as well as to be amongst the top 5 educational companies of the world by 2012.

- Create win-win for all stakeholders
- Innovate and improvise
- Solve critical problems

“Despite Being The Third Richest In India And 36th Richest Among The World’s Billionaires With A Personal Wealth Of nearly $17billion, He Has Set The Gold Standard For Simplicity”, India Today, April 2011.

The head of outsourcing giant Wipro donated $2 billion in shares to his trust last year, the largest such endowment by an individual in India, making Premji as one of Asia’s most charitable donors. The Azim Premji Foundation focuses on improving state-run schools by training teachers and upgrading the curriculum. So far, Premji’s money has helped 2.5 million children in 25,000 schools. His new initiative is: Azim Premji University, Bangalore. Developing Leaders for Social Change. Master’s Programmes for Working Professionals, teachers and fresh graduates. His inspiring (because he walks his talk) address at AIMA and BMA highlighted:

1. Begin with your strengths.
2. A rupee earned is of far more value than five found.
3. That no one bats a hundred every time.
4. The importance of being humble.
5. Strive for excellence.
6. Never give up in the face of adversity.
7. Be open to change but never ever compromise on your values.

At the age of 21, he took over the family business, when his father, M.H. Premji suddenly passed away in 1966. The Western India Vegetable Product later became Wipro Products Ltd., Wipro Technologies and Wipro Corporation. Under Premji’s leadership Wipro embarked on an ambitious phase of expansion and diversification. Wipro is a global IT outsourceings giant with $5.7 billion revenue and is ranked among the world’s top 100 technology companies. On India Today’s 50 Power List 2011, High and Mighty he has been ranked at No. 14.

- Set standards for simplicity
- Begin with your strengths
- Strive for excellence
She Is Always In The List Of Most Powerful Women Of India. To Her Power Is An Opportunity Of Being A Good Human Being and Making A Difference.

Her funda is: delegate instead of doing it all by yourself. This alone has made her worthy a daughter of a worthy mother, Anu Aga. Under her leadership Thermax has grown from a Rs.850 crore revenue generating company to a staggering Rs.3,300 crore enterprise today. Annual growth rate of 40%! She was instrumental in divesting the non-core businesses and restructuring the business portfolio of Thermax towards alternative energy sources and a green portfolio. In my opinion, she should make family business owners to wonder about the potential of their daughters.

Her biggest achievement is the repositioning of Thermax as a sustainable energy and environment solutions company. It recently designed a unit to provide solar power to a village in Maharashtra in a public–private partnership (PPP) format. Super! Her mother “delegated” her company fully to her daughter, who started doing good to Society through her corporate social initiatives, charity and philanthropy and ended up a well deserved Padama Shri for social work category, Jan 26, 2010.

Anu Aga, 68, saw plenty of obstacles which came her way and she overcame these because of her mind-set developed during those difficult days. Her father, A.S. Bathena started Thermax, an engineering company which was later managed by her husband, Rohinton. She worked as a Director HRD with Thermax. Her husband died in 1996 and the role of Chairperson was thrust upon her by circumstances. Then her son, Kurush, 25, died in a road accident. I don’t think anyone can explain logically as to why bad things happen to good people and vice versa. She accepted her challenges and moved ahead in her life to become and make more good human beings.

Wah Bhai Wah!

- Be a good human being
- Make a difference
- Accept challenges

Deepak Puri’s Moser Baer has grown into the World’s Second Largest Producer of Blank Compact Discs.

Kanwal Rekhi has said it all when he says salary is like opium where you need your monthly fix! To come out of this comfort zone you have to have guts and only you can take the courageous step to become an entrepreneur. Deepak, 71, from a family of landlords, always wanted to be an entrepreneur. However, he did a wise thing when he started his career working in different companies on different jobs to gain some experience and exposure to business. In 1964 he started his first enterprise of metals in Calcutta, trading in aluminum wires and furniture. He had started doing reasonably well, when “a blessing in disguise happened”, looking back, when due to labour unrest he moved to Delhi. Success in entrepreneurship is often accidental and incidental! For this always remember when Gandhijee was thrown out of a train.

In Delhi, he started Moser Baer India, at first as a 51:49 joint venture with a Switzerland-based company called Moser Baer, which manufactured “time-keeping machines” and events happened under which he had to buy them out. He kept his eyes, ears, entrepreneurial spirit and soul “open” and saw an opportunity in CD’s & DVD’s with the “death” of audio and video cassettes. Remember them?! He plunged full scale into what the trade calls the optical media business starting with the manufacture of eight-inch floppy discs, moving on to CD’s and later DVD’s and Blue-ray discs. Now he has handed over the company to Ratul who is professionally well qualified to take it further up, up and away. Father & Son company has now successfully ventured into the business of solar energy which also has excellent future in a country like ours where “Surya Devtajee” is very “kind” to us, most of the year. The Company’s turnover is around Rs.5500 crore.

- Come out of your comfort zone
- Take courageous steps
- Know your business
M.P. Ramachandran became a daredevil when he left his regular job of an accountant in Mumbai to start his own small company, in Kerala in 1983. Today it has become a Rs.600 crore enterprise. He is also one of the “miracles” like many others in our India who are mushrooming, though we have heard very often tremendously entrepreneurial success stories such as Nirma and Ghari. Surely any such success story is not a cake walk or bed of roses but a struggle to survive. Imagine the competition: Hindustan Unilever, Reckitt and many such companies whose brand names we heard on radio when we were in the cribs! Now, such success does not come with hard and smart work only but something unique in the case of each successful entrepreneur in this case astute marketing brains. How can an accountant get such brains? Well, each mind can evolve over the years via passion and as well as hiring those who are more intelligent than you are to become the company of giants.

In two decades his brands you may come across are; Ujala, Maxo and Exo-all connected with fabrics. Now, whenever you hold Ujala in your hand: start wondering about life and how you can extract your own inspiration to get motivated in your life. Now why “…chaar boondon wala” because Ujala is a violet concentrate, more than four drops would give a different shade of whiteness. Therefore, the emphasis was on using just four drops. It worked!

The company spends crores and crores on advertising just to remain and improve their share market. Starting from Kerala it is now all over India. Before Ujala there were Robin and many more who were “woken-up” once Ujala started flexing its advertising muscles, which is good for every one and more so for upcoming entrepreneurs anywhere in India. In the cut throat world of fast moving consumer goods (FMCGs), smaller companies are pushing ahead with innovation and national expansions.

- Success is not a cakewalk
- Become a daredevil
- Struggle to survive

Sachet revolution in India was “invented” by a humble agriculturist Chinni Krishnan who was also in the pharmaceutical business. But he was a good innovator, moved from one innovation to another but never thought of marketing strategies. Most of the entrepreneurs are great entrepreneurs but poor marketers! One of his sons, CK Ranganathan, who was not good in studies, used his “street smartness” to add marketing concepts to whatever he started manufacturing, starting with Rs.15,000/- and getting away from the family business so as to see his own entrepreneurial ideas working. His family business had developed Velvette Shampoo and CK came out with his own brand-Chik Shampoo, after his father’s name. He moved to Chennai in 1989 but the manufacturing remained in Cuddalore, TN.

CK was able to make his Chik Shampoo No.1 in South India through several innovations. Simple practices to give value to his customers. Velvette Shampoo was being aggressively marketed by Godrej, but with little success! Chik Shampoo conquered the market because they went to the small kirana shops and to the rural market, the bottom of the pyramid. The rural market is growing at a pace double that of the urban market. After seven years with Chik Shampoo, CK diversified into several other products such as Meera Herbal, Beauty Cosmetics; Perfumes for the poor; Fairever Cream, Indica Hair Dye, Ruchi Pickles, and all this have given our CK, who started with Rs.15,000/- , a revenue of Rs.1100 crore in 2010. He has started his CSR activities in the form of CavinKare Ability Award for physically disabled achievers. He is very proud to share his first lesson which was pay your taxes! When his fledgling company needed an overdraft limit from the bank, he had no collateral to offer. But the fact that a small company paid taxes were seen as a guarantee that the money would be returned. To him, an enterprise is like a creeper. It is the first six leaves that take most of the time. Life is funny! Why?

Because CK had been more interested in his 500 pigeons than in studies. Time came when he taught himself the essentials, so he could run his own company.

- Enterprise is like a creeper
- Innovation is key to success
- Passion beats money
“It is better to hang out with people better than you. Pick out associates whose behaviour is better than yours and you will drift in that direction”, Warren Buffett, world’s third richest man with $50 billion (Rs.2,25,000 crore) who started with $20 (Rs.900)! GMR, first generation entrepreneur, pledged on the day of Buffett’s maiden visit to India, Rs.1540 crore to his trust, which is equal to his personal share in the GMR Infrastructure of Airports, Energy, Highways and Urban Infrastructure including SEZ’s. The group’s charitable trust is Varalakshmi Foundation which has a presence in India and abroad, focuses on education and vocational training for the underprivileged to serve the needs of the marginalised sections of Society. GMR has joined the Art of Giving Club whose members are increasing, slowly but steadily and in this decade it will have a snowballing effect. His “associates” are Azim Premji and a few-more. We Indians “gave away” 0.6% of GDP while in USA it was 2.2%, UK% 1.3% in 2010. I have confidence that we will catch up soon in this area as well, to some extent due to the efforts of Bill Gates & Warren Buffett, world over.

The Group is in the process of setting up a 3300 acre multi-product SEZ in Krishnagiri District of Tamil Nadu besides developing 250 acres of property around Delhi airport, and 1500 acres around Hyderabad airport. In recognition of his visionary approach and outstanding contribution to ING Vysya Bank he has been conferred with the title of “Chairman Emeritus”. He has been honoured with several prestigious awards, both nationally and internationally. G. M. Rao has also spearheaded a “Family Constitution” model for the group to ensure a smooth transition of business. His vision for GMR is to build a great institution that strives for excellence in values, quality, commitment, competency, governance, leadership and talent. On India Today’s Power List 2011 High & Mighty he has been promoted from No.14 to No.9. Now he has Rs.51000 crore group. He is in the “habit” of finishing projects ahead of time like Delhi Metro Man Sreedharan. When you visit Delhi Airport Terminal-3 think of GMR who finished it ahead of schedule in the run-up to the CWG Shabash!

- Strive for excellence in values and commitment
- Hangout with people better than you
- Focus on quality and governance

India Has Emerged Among The Four Faster Wealth Creator Countries In The World. Thanks to Professionals like Anand Rathi Becoming Entrepreneurs.

His father, Nand Kishore, owner of a humble stationery and confectionery store in India’s “Sun City” Jodhpur had three daughters and two sons, Anand & Suresh. Strong family values and relentless motivation ensured that both the sons became Chartered Accountants with flying colors. Anand’s first step a the long shining career was with DCM for five years, a post in which he had a short stint with Swadeshi Polytex Ltd for two years. In 1974 he joined Indian Rayon of Aditya Birla Group and in 1982 at the young age of 35 he became the President of Indian Rayon. Outstanding professionalism and earnest dedication took him from strength to strength and he held senior management positions across industries like Rayon Filament, Textiles, Cement and Chemicals. Sharp business acumen and foresightedness made him foray into financial services by setting up Birla Global Finance and Birla Mutual Fund. He left Birlas’ in 1994 as Senior President to start on his own.

In 1994 he got membership of Bombay Stock Exchange (BSE) and in 1999 he was elected the President of BSE. His tenure witnessed visits of the US President Bill Clinton, Indian former Prime Minister Atal Bihari Bajpayee in the exchange for the first time in its long standing existence of 125 years Entrepreneurship came naturally to him and it was his drive to create that established India’s leading full service securities firm Anand Rathi Group, offering Wealth Management, Investment Banking, Corporate Finance & Advisory, Brokerage & Distribution in the areas of equities, commodities, mutual funds and insurance. ARG has its presence in more than 350 locations in India and representative offices and associate companies in Bangkok, Hong Kong, Dubai and London. He is a gold medalist from the AICAE, 1966. He has been actively involved in philanthropy and CSR initiatives.

- Sharp business acumen and foresightedness leads to success
- Demonstrate professionalism and dedication
- Follow your heart
"I Was Just 22 Years Old When I Began My Career In The Construction Business. We Bagged The Contract To Build The Nagarjuna Sagar Srisailam Canal Works, The Largest Masonry Dam It Was One Of The Toughest Jobs, But I Gained Enormous Confidence To Take Risks”, GVK

The group today is Rs. 2500 crore in 2009-10. Main companies are: GVK Power and Infrastructure, Taj GVK, GVK Biosciences and Novapan. GVK was awarded ET’s Entrepreneur Of The Year Award – for Corporate Excellence. GVK along with his son Sanjay Reddy, ranked No. 29 on 50 Power People, India Today’s Power List High and Mighty. They have become trustworthy and very profitable as a group and therefore three international investors have invested over Rs. 14,000 crore in their infrastructure group. This has enabled the group to have major projects in the pipeline worth over Rs. 60,000 crore.

Whenever, you visit Mumbai, the Chhatrapathi Shivaji airport, think of GVK – imagine Mumbai airport “before and after” scenario! The company had no experience in building an airport but because of its size and trustworthiness, it was able to tie-up with a South African company to form the consortium—and the rest is “history”! Mumbai contract was for Rs. 10,000 crore and by executing it well, it got the national recognition. This “proved” to the world that the group can execute mega projects. The group has signed on for two international airports in Indonesia. GVK has emerged as India’s largest airport operator in the private sector as both of his airports handled passenger traffic of 40 million in 2010. GVK group’s big success has been due to the growing healthy trend in business families which have recognized that only the best professionals can achieve the desired results when they are paid well and more importantly when they are given full professional recognition and respect. Family members role is to encourage and inspire them constantly. Period!

- Be willing to take risk
- Become trustworthy
- Execute well

"While I Would Be Thinking Of The Next Day Or The Next Month, Dr. Reddy Would Be Talking About What Would Happen In 10 Years”, Satish. An Excellent Compliment From A Son To His Father, Which Is Rarest Of The Rare!

From a son of a turmeric farmer to employing 2000 scientists and to develop world class drugs. He was honoured with the badge of “Hall of Fame” in 2005, for his Entrepreneurship, Leadership, Thrust and Innovation. In 2001, he was awarded the Padma Shri by the Government of India. The journey of a son of a turmeric farmer started in Guntur district. He got B.Sc.Tech in Pharma from Bombay University and a PhD in Chemical Engineering from Pune in 1969. He joined the state-owned Indian Drugs and Pharmaceutical Company and started on his own in 1984 as Dr. Reddy’s Labs.

Being a technocrat entrepreneur, he has been credited with turning the Indian bulk drug industry from dependence on imports in the mid-1980’s to self-reliance in the mid-1990’s and finally his group ventured into the export-oriented industry that it is today. His mission was to bring new molecules into the country at a price that common man could afford. In 2011 the market capitalization of his group is Rs.27000 crore+. Second largest pharmaceutical company of India Even today, Dr. Reddy insists the assumptions haven’t changed that Indians have the skills and can discover drugs with far less money. The professionals in his field have said that his biggest contribution to the Indian drug industry is his passion for innovation and giving the country a direction for it.

To a group of entrepreneurs he said, “Not luck alone has taken me there. If you have the DNA to go forward, you will whatever comes. And yes, serendipity (the fortunate occurrence) does help at times.” There can be no growth or innovation without R&D. His company is looking to increase its R&D spending for drug development to $100 million annually. Corporate Social Responsibility (CSR) is not only a buzzword for him but he walks his talk in the form of Dr. Reddy’s Foundation of Human and Social Development.

- Have passion for innovation
- Indians have the skills
- Walk the talk
Hospitals In India Were Either Government - Run Or Run By Trusts. Hospitals For Profits Did Not Exist! 30 Years Ago, Pioneers Like Dr. Prathap C Reddy Decided To Make Super Specialised Hospitals

Very often, an enterprise starts accidently! Dr. Reddy, a cardiologist, chucked his flourishing practice abroad to come back to India. He pioneered the concept of private modern healthcare in the country when he set up the first Apollo Hospital in Chennai in 1983, when he helplessly watched a young patient die of cardiac condition. His professional and entrepreneurial journey is now a Rs.2600 crore healthcare giant, 54 hospitals, 8000+ beds, in India and abroad. He has done his further “best” in the area of healthcare insurance with Apollo Munich Health Insurance, Apollo Clinics and Pharmacies, Stem Cell Research and healthcare services with Apollo Health Street.

He has four daughters, Preetha Reddy, Sunitha Reddy, Shobhana Kamineni and Sangeetha Reddy, (Father & Daughters Co.) worthiest daughters of a worthiest father, managing different aspects of the business. The daughters live in four different families and they are one and have a great understanding. They will inherit the business though he has yet to make his will! He is not a complainer about shortage of trained manpower and is doing a great job to solve the problem. His enterprises train 580 super specialists and have 13 nursing colleges. And he wants to double it! His five year plan is to train 40,000 youngsters. A real “blue blood” entrepreneur who is still doing his entrepreneurial job to increase employment and reduce poverty. For "Wealthy India and Unhealthy Indians", he has realized the limits of family members in the management of a humungous enterprise and therefore has started professionalizing its management effectively and efficiently . He along with his four daughters, professional heads, would like to make our current prosperity meaningful with adequate medical facilities, equal, if not better, than the world level. We are already very cost effective as well as with the state-of-the-art technology.

• Solve organizational problems
• Professionalize the enterprise
• Use world class technology

The Ruia’s of Essar (S & R!) Are Well On Their Way To Ride The Next Wave Of Growth. Business Today Awarded Them Their 29th Business Man of The Year

Shashi and Ravi are the sons of Nand Kishore Ruia who started a small trading firm in the 1950’s. Today they are No. 16 on India Today’s Power List 2011 High and Mighty. And No. 42 with $15.8 billion on The Richest People On Earth which has 1210 people in which there are 55 Indians. This is the success of entrepreneurship in India of today when we have so many problems including poverty, corruption, shortages and what not. And in my firm opinion entrepreneurs like Shashi and Ravi can do the needed job substantially by the year 2020. They are self-made owners of one of India’s largest conglomerates with revenues of over $15 billion, employing 70,000 people, with a presence in almost all core sectors of the economy ranging from steel to oil and gas, power to tele-communications, shipping to BPO. Wow!

“We have tried to look at Essar as an institution of family, rather than a family-run institution”, Shashi Ruia. An extremely powerful and meaningful statement as well as business philosophy. Employing 70,000 people, each family having a family of 6 to 10, is plenty of responsibility on the brothers. The next generation is ready. Well, good parenting gives good results which is the best for the extended family. Both the brothers are passionate about flying across their foreign karambhoomi in their Boeing business jet and while in India, they shuttle in smaller jets to “save money” for their stake holders.

• Make your stakeholders your extended family
• Institutionalize family business
• Nothing succeeds like success
In Today’s Business Environment a well Manufactured Product Has to be Marketed Well for Success

Kunwer Sachdev of Su-Kam, started with Rs.10,000 in 1992, to fill a “need” which he felt, as his own inverter used to break down too often! In the process he created a power backup industry. And that too without knowledge of management, technical or financial support. How and why? There are no clear cut answers to it as entrepreneurship is an art and not a science. His success mantra, one among many success mantras of entrepreneurs is “Can Do” attitude blended with grit, perseverance and strong belief in oneself. These “qualifications” help an entrepreneur to attract and retain talent and keep on going up, up and away. It has become the biggest Indian corporate in the power backup industry. He has a presence in 50 countries, employees 1500+ across 25 offices with 7500- plus network of partners. Market share: 50%!

He holds BA from Hindu College and a Law degree from the University of Delhi. As Power Back-up Solution Company, it has obtained ISO-9001 and ISO-14001 certification and the success has also been due to in-house R&D facility recognised by G.o.I. Reliance and a Singapore company have invested Rs.45 crores in Su-Kam. Having pioneered in the field of Inverters it has diversified into several products, areas and regions. Whenever I travel, I find Su-Kam advertisement boards in a very effective way to advertise economically as well. He had a successful business of dish antenna but on a hunch he got into the inverters business, an entrepreneur has to be a visionary also and ends up as “9 into 1”! Now he has two plants in Gurgaon and Baddi and sells around four lakh units annually through a nation-wide network of 19 C & F agents, 800 distributors and 4000 dealers.

He grew up in a lower-class environment and learnt his management and engineering while on the job. He was able to build a team of similar minded people over the years and allowed them to learn from their own successes and failures. He has understood, another “secret”, the importance of accountancy as a “language” of business to understand what is really happening today and what he can try to “make happen”, tomorrow. Simple!

• Blend grit and perseverance with your belief
• Entrepreneurship is an Art
• Build ‘Can Do’ attitude

“In Gaming, India Is Not Our Target Market, the World Is”, Ronnie Screwvala

When Disney owns a 32% stake in UTV and Bloomberg starts a business news channel with you, it only means you have “arrived”! Period. Ronnie was born in 1962 in Mumbai. He got his education from Cathedral and John Cannon School and Sydenham College of Commerce. Entered into the media world without any connections and became a self–made successful entrepreneur with-in thirty years. Excellent! Usually it takes 20 to 30 years to be very successful. He pioneered India’s very first Cable TV Company, Network. He ventured into films and saw big failures and big successes. Rang De Basanti, 2006, with Aamir Khan gave him a good name. Ronnie has actively contributed to the growth of the Television, Animation, Feature Film and Broadcasting Industries in India, Singapore, Malaysia and Indonesia. His company has become Asia’s Premier Animation and 3D and SFX complex, which has put India on the global map as a provider of world class Graphics and Animation.

He has entered into the gaming business and his entrepreneurial mind-set is not only in India, but the world! Bravo. He says, “in the gaming business, it is critical that everyone understands the size and scale of the market here. We are in the gaming business because we believe that it is an automatic extension of us being in the content business. Gaming as an industry worldwide, is double the size of the motion picture industry. I would see this as the major growth factor for UTV by 2010. In new media, it was natural for us to look at Internet and digital. New media is a platform, just like broadcasting. Under this segment, we have verticals such as business and technology, which are very allied to each other, and entertainment. Here, we want to have leadership, just as what we want in gaming and movies!” For me it is “impossible” to imagine that Ronnie can be so successful without getting a big head start and for that I salute him: go and conquer the world for yourself and for us.

• Understand size and scale of market
• Look at the big picture
• Get a big start

It has been wisely said that if Cleopatra’s nose was a quarter of an inch shorter or higher, world history would have been different! Now, the entrepreneurs of India are creating their own business goals by creating skin care products with our knowledge of Ayurvedic medicines. Subhash, as an entrepreneur, is a source of inspiration for all young industrialists. He walked his talk when he started his entrepreneurial journey from being a professional with Glaxo as a medical representative in 1974. With his entrepreneurial vision he then became one of the pioneers to use ayurvedic medicines and developed excellent products under the brand of “No Marks”. Thirty Five percent of the group’s turnover comes out of No Marks. After creating a success story with No Marks in the anti-marks cream category, Subhash, ventured into different variants of No Marks, which are age specific.

Subhash believes that only change is constant. According to him, time changes our thoughts, our looks and so does our skin. So under the mentorship of Subhash, the company focused on introducing different variants which are for different age groups. The company has introduced various condition specific products for beauty parlours and trade as well. To walk his talk, he has set up his own R&D centre which is a part of all manufacturing processes at his various plants which are at Baddi, Guwahati and Bahadurgarh. The facilities here are equipped to test formulations for Allopathic as well as Ayurvedic medicines and Ozone is planning to invest another Rs. 20 crore in the next two years. Subhash believes that the amalgamating of Allopathy and Ayurveda can work wonders.

Subhash has plans to expand his operations abroad with his own strong marketing and distribution network, as he has gained the faith of his investors by giving them good returns. With his enterprising entrepreneurial skills, he has also focused on Corporate Social Responsibility (CSR) since 2004, by adopting a cluster of 16 villages near Mathura and generating rural employment and better living conditions for the villagers there.

• Gain faith of your investors
• Time changes our thoughts
• Only change is constant

Our Booming Economy Gives Equal Opportunities To Everyone, How Come A Few Come To The Top! Not Due To Luck But Due To Good Management Practices. Period!

Ajay started 30 years ago, a small enterprise manufacturing auto parts, not knowing at all, where he may reach in the next 20 to 30 years. Along with him, there were thousands of small entrepreneurs and he is one among them who has reached the “El Dorado” of Om Logistics as a Rs.700 crore brand. He took the right initiatives as he went along via gradual transformation of logistics to making business simple for, Indian corporates. Here “simple” means adding value to the services he provided to his clients. Logistics, dictionary meaning, the detailed organization of a large and complex exercise. Visualise manufacturing of a car. Thousands upon thousands of components are needed from different parts of India–specialized transportation and warehousing becomes an integral part of the value chain. Manufacturer wants to focus on their core competency of manufacturing the product and hence moves towards “outsourcing” of such non-value activities of inbound and outbound logistics. An efficient, reliable, economically, on-time logistics provider is the one who creates a niche for himself for a long term success within the value chain.

Ajay did the job with passion, devotion, determination, efficient team work of experts and continuous learning. Understanding the requirements of customers for implementation of best supply chain practices through good management practices, experiences, exposures and learning from his mistakes.

They are pioneers and now leaders in introducing “Car Transportation” as well as “Door-To-Door” Cargo Services and allied services to support their business model. Over the years they have made infrastructure to stay ahead of competition with around 450 offices serving over 1000+ strategic locations; fully equipped with automation and state-of-the-art communication system. A fleet size of 3000 trucks, LCV’s and containers, over 10 million sq. ft. covered and open area for warehousing. Om Logistics caters to around 3000 corporate and multinationals through its innovative approach towards business and strives for becoming the “Best logistics solution provider” in the country.

• Adopt good management practices
• Believe in ‘on-time logistics’
• Understand the customer
An Entrepreneurial Journey With Rs.10,000 From A Garage: “The 100 Most Influential People In The World”

Every year she donates Rs.9 crore to support health insurance coverage for 1,00,000 Indian villagers. She spent Rs.4500 crore to build the 1400 bed Mazumdar Shaw Cancer Centre in Bangalore. Its USP is poor patients will be treated in the evenings so they can continue to work and care for their families during the day. She has become one among the best role models of Indian women to develop self-respect and self-confidence.

Kiran wanted to become a doctor, but she failed in the entrance exams! Her wise father, who was a master brewer with UB, told her, “Every failure opens up a new vista. Learn to fight failure with a spirit of challenge that will make you stronger”. She loved science and wanted to become a brew master, but she discovered that Indian companies did not want a woman brew master. Her father said, “Remember failure is temporary, it is giving up, that is permanent.” This is called good parenting.

She started her business in 1978 from a rented garage with Rs.10,000 in her bank. She was the pioneer as many people did not know what biotechnology was. Girls at that time wanted to become Madhuri Dixit and not Kiran Mazumdar! Why? No glamour! But most of us do not realize in life that “good glamour” comes after 20 to 30 years of hard and smart work, when we learn to love to do with passion as Kiran had for biosciences. This passion self-motivated and inspired her to develop a professional relationship with Biocon Biochemicals, Ireland. Her company started extracting enzymes from papaya and has grown into Biocon, India’s largest biotech firm, exporting to USA and Europe.

Today the group employs more than 5000 employees out of which forty-six per cent hold a master’s degree or higher. She is a Padma Bhushan winner. She is proactive in regard to Bangalore’s infrastructure and CSR activities along with Nandan Nilekani, Vijay Mallya and Naina Lal Kidwai. She achieves work-life balance by taking quarterly breaks and works on her hobbies passionately.

- Develop self respect and self confidence
- Every failure opens up new vistas
- Become a role model

Entrepreneurship Is Embedded In Our Genes which Were Eclipsed By The Britishers Ruling Over Us For Over 200 years. The new wave Of Indian Entrepreneurs Is Likely To Become a Tsunami By 2020

As per popular folklore, Sikhs from Punjab and traders from Gujarat and Marwar have been considered more entrepreneurial. This is not true as entrepreneurship is coming up in every corner of India when even ordinary Indians see the success stories all around through the media and more educational facilities. We are the world’s largest tea-drinking nation because we “followed” Britishers when they were ruling us. Americans became coffee drinkers because of the Boston Tea Party. It happens! Americans wanted to be different from the Britishers and therefore they decided to drink coffee! Britishers drive on the left side, Americans on the right!! Simple.

Our V.G. Siddhartha gave a “booster shot” to coffee drinking through his 1100 strong Café’ Coffee Day chain covering 175 cities. His tagline to promote his Café’ Coffee Day is very appropriate, “A lot can happen over coffee”. His dream is that his Café become a second home to young India. Often whenever people want to talk or meet or discuss instead of saying “let us have a cup of tea”, the more trendy have started saying, let us have coffee! In addition to his cafes, he has in his group 1000 vest-pocket stores and 14,000 coffee machines in 4000 companies. His brand touches 1.2 million Indians daily. He is well diversified into several areas and has become “attractive” to the venture capitalists who have invested handsomely in his company.

He is a first generation entrepreneur though he had a head start as his father is a large coffee planter. He got his education in Mangalore instead of going to USA. He was “wisest of the wise” when he did a stint with well known broker Mahendra Kampani, and then started his own financial company very successfully. His first café was in Bangalore in 1996. India’s first public access cybercafé. His competition is with Barista but now he has 5 times more stores than Barista. He is only 51; he has 30 to 40 years ahead to become wiser by the competition in the years ahead.

- Give your business a booster shot
- Take your competitor head on
- Exploit your core strength
From Bitter Family Feuds to Delayed Success, Analjit Has Seen It All. What He Learnt Along the Way Is Now Becoming A Goal for the Modern Governance of His Family Business

Forbes, India, April 22, 2011 has a management article, titled “Ranbaxy Won’t Happen Again. How Analjit Singh is making sure Max India never sees a messy battle for succession”. We will be happy to send you the article. One more thing: uneasy lies the head which wears a crown! In India, wealth brings its own challenges which have to be managed with foresight, creatively and innovatively. We are going to see messier successions in business families when daughters, cousins, his and her children (when wealthy individuals get divorces!) which is already a challenge in USA.

Analjit has well planned ahead for his wife Nelu, son Veer, 27, and daughters Piya 28, and Tara 24. Analjit has become so successful, inspite of getting a raw deal, that he ranks No.82 on Forbes India Rich List. He did his B.Com from Shri Ram College of Commerce and MBA from Boston University and on return he founded Max India in 1985. At Boston he met his mentor and now consultant Prof. Ram Charan. The article brings out how he successfully networked professionally in Boston and has been behind his success, and also the selection of Max India’s Board of Directors, 10+ him. I think, he has built his board very professionally and he is “harvesting” wonderfully! Analjit goes out of his way to find professionals to head each of his verticals. Recently he has hired a professional Rahul Khosla, and handled him over his Rs. 7,900 crore Group, and will now act as Executive Chairman. His move is unusual! He can no longer give the required time and would also like to focus on his investments outside Max India.

Recently conferred with the Padma Bhushan for his contribution to India Inc, Analjit is a Member of the PM’s Joint Indo-US CEOs Forum, is on the Board of several leading companies and the Vice Chairman of ASSOCHAM. He is my “hero” because of his commitment to education, as he donated to my Shri Ram College of Commerce and is investing Rs.50 crore to build a part of the ISB’s second campus at Mohali. Also, he is on the Board of ISB, Hyderabad; Chairman, Board of Governors, IIT Roorkee and Chairman, Board of Governors, The Doon School Dehradun.

- Uneasy lies the head which wears a crown
- Build your Board professionally
- Plan ahead of time

“This Business (Real Estate) Is Surrounded By Cash Transactions. But We Are Transparent and Take Only Cheque Payments. If We Accepted Cash, Our Sales Would Double”, K.P. Singh

Wise Americans have rightly said, “It ain’t over till it is over!” Ethics, ethics, ethics, in the long run work far better. In India Today’s Power List 2011 High & Mighty his rank is No.32 from No.35 in 2010. He was awarded Padma Bhushan in 2010 by President of India. Today he has become India’s largest real estate developer, with a landbank of 240 million sq ft. of developed area and another 400 million sq ft. of developed area. His DLF has a foothold in the luxury, premium and affordable housing segments in 30 cities across 18 states. He sells an apartment at Rs.16 crore and above! He was born on 15th August, 1931 in Bulandshahar in UP. He graduated in Science from Meerut College and pursued Aeronautical Engineering in UK, joined the Indian Army, “The Deccan Horse”. In 1960, he joined American Universal Electric Company which merged in DLF and became its MD in 1971.

The DLF group was founded by Raghuvendra Singh in 1946. He was the father-in-Law of KPS. His master stroke was to buy land in Gurgaon, which was then a baren village on the outskirts of Delhi. This “foresight” happened “accidently” when with the Delhi Development Act, 1957, the State assumed control of real estate development which resulted in restrictions on private real estate colony development. A blessing in disguise for KPS who took advantage of the adversity and went ahead in a big way to expand his business.

Jack Welch of GE fame became his mentor as well as a client and Gurgaon was put on the map as a destination for global companies. GE was followed by Nestle, Pepsi, British Airways, American Express, IBM, Ericsson and dozens more! He has many awards for his pioneering work such as Honorary Doctorate, and he has become the 130th richest person on earth with US $7.3 billion.

- Foresight helps build business
- Take advantage of adversity
- Explore barren territories
E. Sreedharan, Awarded by the President of India

"True Leader. A Great Inspiration to Teammates, Sreedharan Transformed Way Delhiites Travel", HT, 14.6.11

To me, going through his write-ups from the Google, success, big one, came to him after retirement from the Railways. Because he always insisted on his passion for deadlines, he was transferred 20 times during his railway career! Fortunately he was “spotted” for his passion by the then Railway Minister, George Fernandes, who gave him the opportunity to complete Konkan Railway, beating all the records.

He was born in Kerala, graduated in engineering from Kakinada. He did his BSc. (Hons) in Chemistry at St. Stephen College, MA and M.Phil in Political Science at JNU and earned Ph.D. in Political Science from the University of Pennsylvania in 1989 and was a Fellow at the Centre for Policy. He is a religions person but religion to him does not mean only going to temples, to him it means a virtuous life. No wonder, in the “corruption-full India of today”, he is one among a few “Snowwhite” men of India!

He retired in 1990 but was appointed the CMD of Konkan Railway on contract in 1990. Then he was appointed as the MD of Delhi Metro and kept on getting extensions– and even in 2011 he is going very strong. He is a good inspiration for everyone but more so for government employees who think they have no future in their “dead end” jobs. The Metro Man got many well deserved awards for his achievements, Padma Shri, Man of Year Award by T of I; Time; Government of France.

Now, if ever you visit Delhi, take a Metro from Connaught Place (Rajiv Chowk) to Chandni Chowk and see what the Metro Man has achieved. He has given the capital a world-class public transport system, Delhi Metro. He has “officially” retired but has been retained as “Delhi Metro Man Emeritus”. He built 190 km with sixcorridors and is finally retiring to his native village to “enjoy” his remarkable achievements.

- Become an inspiration to your team
- Be known for your competence
- Develop passion for deadlines

The Heights Which Great Women Of Substance Reached And Kept; Were Not Obtained By Sudden Flight Or Luck; But They, While Their “Companions” Indulged In “Diamonds, Jets, & Yachts (DJY)”, Were Toiling Upward In Meaningful Life.

Daughters, daughters and more daughters are rising on the “ladder” of entrepreneurship to inspire and motivate the girl-child of India. Very good development along with ladies in the “political field”. Malika is the chairperson of a Rs.2,500 crore enterprise, Tractors and Farm Equipment Company (TAFE). TAFE is a brand name which has always remained a “gold-standard” in the field of tractors which helped a lot in the green revolution of the country. When I joined Escorts in 1963 and retired in 1996, we priced our tractors in relation to their Massey Ferguson tractors. In the year 2010, under her management as CEO, TAFE became the third largest manufacturer of tractors in the world, after Mahindra & Mahindra and John Deere (USA). TAFE was the first company to start manufacturing a Tractor unit in Turkey. She has the honour to be the first woman in the macho tractor manufacturing business! She joined in 1986 when the turnover was Rs. 85 crore and now around Rs.4850 crore joined the $1billion club. She is the wife of Venu Srinivasan, Chairman and Managing Director of TVS Motors.

She is always among the most powerful women list of India and in her humility she defines her power, “When she brings everybody together to share her vision and make unified impact on society”. TAFE sells to 40 countries, with exports accounting for 15 per cent of sales. She knows fully well that a tractor is a product which requires constant after_sales_service and therefore, it is not a situation which is “out-of-sight, out of mind”. TAFE passionately services its tractors around the world bringing in plenty of foreign exchange, goodwill and reputation of “Made-in-India”, increasing world food production, reducing poverty and therefore noble deeds done nobly.

She is the eldest daughter of the industrialist A. Sivasailam, she is the pride of her parents. She was always brilliant in academics. She did her MBA from Wharton. She has two children. She is very active in professional bodies such as Madras Management Association and Chamber of Commerce and Industry.

- Make unified impact on society
- After sales service is the key
- Glass ceiling does not exist
While Men May Come And Men May Go, The Enterprising Ones Figure Out How To Survive, And Fuel A Thousand Dreams For Fellow Citizens To Follow. They Have Shown The Guts To Follow Their Instincts And Pull Off The Impossible.

Shortage of power was the spark that created Suzlon. Tulsi Tanti sold his textile business and boldly rode into wind turbine power, becoming a global player. Many people questioned his move and ridiculed him, but he shrugged off his visions and acted on them. Today, Tulsi is the one whom India is counting on as its ultimate “Windman.” He has entrenched himself over the years in the world markets, and he is very unlikely ever to be “Gone With The Wind!” He visualised the potential of wind energy and created Suzlon Energy. In 1995 he started with 20 people. Tulsi, popularly known as “Wind man of India,” got selected for Chanchlani Global India award 2009 for his outstanding contributions to promote non-conventional sources of energy. Also he has been awarded by the United Nations Environment Program as a Champion of the Earth for 2009 for his Entrepreneurial Vision in combating climate change and was also awarded Global Indian Award and Golden Peacock National Training Award. Suzlon’s meaning can be a good management lesson for every one: sujh bujhke loan lena (be careful when taking loans).

I hold the opinion that success is often, if not always, accidental and incidental! He and his three brothers are from Rajkot, he started his first venture which was in textiles in Surat and later shifted to Pune. He faced the problem of escalating costs and unavailability of power. He had to look for an alternative and the “entrepreneurship” in him motivated him to go into wind energy. He set up two windmills for supplying electricity to his own textile plant. Tulsi ranks among the 10 richest men of India. He has given employment to 16000 people in 25 countries such as the Americas, Asia, Australia and Europe. He has created a fully integrated supply chain with manufacturing facilities in three countries. His activities are supported by sophisticated R&D in Belgium, Germany and the Netherlands. His market share in the world is around 10% in wind turbine industry and has become the world’s 5th largest which is Balle Balle, Wah Bhai Wah from a Gujaratibhai from Surat.

• Take visionary bold actions
• Learn to spot opportunities
• Follow your instincts

From A Driver to Owner, Even If Only Of A Pre-owned Truck, To Owner Of A New Truck, This Is How The Shriram Group Is Spreading Wealth Among Entrepreneurs.

This is an entrepreneurial success story of one man who has spread smiles of satisfaction among 8,00,000 customers who are owners of new trucks, pre-owned trucks. The group was started in 1979 by R.Thyagarajan with his associates AVS Raja and Jayaraman as a Chit Fund. Today it has Pan India presence with 487 branch offices with Head Office in Mumbai. It manages assets worth Rs.36,000 crores. To me it is, WOW! My India is marching ahead beautifully and that through financing vehicle industry seeking partners of small truck owners, first in India. The true beauty of this concept is that it even finances the owners when they need finance for major repairs and maintenance of the trucks.

Its ads too are inspiring for those who have decided to make themselves successful. We have heard: that God helps those who help themselves. Right? Yes, add to it: Shriram Group too! From the ad, “…when Sardar Keval Singh left Ludhiana for better prospects all he had was some experience as a truck driver and the insight that the demand for transporting agricultural produce was strong across the country. What he didn’t have was a truck or the funds needed to buy one. He went from one finance company to another without success. And then he heard about Shriram Transport Finance Company. Here the relationship manager didn’t ask irrelevant questions. Instead he processed the loan on the basis of a guarantor and also advised him on how to grow the business. Over the years Sardar Keval Singh has taken the help of Shriram to do all kinds of engine reconditioning of used trucks, purchase of new trucks and even personal loans for his children’s education. No wonder then that today he is the head of a big business, confidently waiting for his son to come back from England to take over”.

With a good track record of 30 years, tie up with 500 private financiers across the country with employee strength of 16,000, including half of it as its field force. Profit after tax Rs.873 crores in FY 2010. To me, this is due to the ethical practices of the group and professionalism of its management.

• Spread smiles of satisfaction
• Indulge in ethical practices
• Provide one stop solution
“I Want To Move To The Higher End Of Healthcare In India. Not the Commercial End. What I Am Looking For In Doctors Most of All Is Ethics and Compassion”, Dr. Naresh Trehan

Dr. Naresh Trehan had his life shaped by early memories of his parents. His parents were well-to-do doctors in what is now Pakistan. Overnight, they lost everything, and after much struggle found a three-room apartment in Delhi where they held their clinics. No patient was ever refused, even if they couldn’t afford treatment. This is what may have shaped his passion for always putting the patient first. In 1969 after finishing his medical school and internship in India, he went to the US for further medical studies. By the mid-1980s he was earning over a million dollars a year as a Manhattan heart surgeon. Against the advice of friends and colleagues, he did what few Indian doctors do: he came back, beckoned by the call of his country.

He decided against practicing in an established hospital and with the help of H.P. Nanda founded Escorts Heart Institute & Research Center in 1988. He wanted to create a world-class hospital where Indian patients could get treatment comparable to the best in the world. I worked with him for 6 years and learnt a lot from him as EHIRC Executive Director. He was the “toughest” boss I ever had, but he was “buttery butter” with patients and their families. He is not only a great pioneer as a heart surgeon but also a great entrepreneur and he worked 24x7x365!

His Medanta-The Medicity is a medical multispeciality hospital built across 43 acres in Gurgaon. It is one of India’s best and largest with 1,500 beds, 45 OTs, over 20 super specialities and also includes clinical research and training. About him, I can say: some succeed because they are destined to, but most succeed because they are determined to. He is an excellent role model who inspires Indians to come back to our booming economy. He was awarded Padma Bhushan in 2001 in addition to Padma Shree and dozens of professional awards. Veteran journalist Kuldip Nayar calls him a very human doctor. To me, he is the greatest entrepreneur as a heart surgeon who has performed over 50,000 successful heart surgeries. At 64, in my opinion, his best has yet to come.

• Adopt a humane approach with your clients
• Become a world class professional
• Operate 24 x 7 x 365

Women Chauffeurs: A Driven Force! New Entrepreneurs Are Being Born To Take The Concept Forward. After Training, the Girls Become the Bread-Earners of their Families

Outlook, 28 Feb, 2011 and Tehlka, June 4, 2011 “educated” me in regard to a new entrepreneurial development in India. About gender jobs! I always asked myself how come we don’t have women drivers? The question popped up in my mind when I was going down my Memory Lane when in 1982 I had taken Escorts dealers to USA for Mini-MBA with Ford & Yamaha. We were surprised when the Greyhound bus arrived to pick us up from Detroit to Cleveland and a short lady extremely smart and well groomed asked us to get into the bus. A few dealers called me aside and wanted to know, will we be safe!? I expressed my anxiety to the “she bus driver” and after her surprise was over, she addressed the dealers, “Look, I am a professional driver of Greyhound and I have five years of experience driving buses all over USA. Do you think, gentlemen, that my company will take any risk with our honoured guests from India”. Well, all went very well and we learnt a new thing!

We now have women pilots and I always wondered how come no women drivers? Well, the write ups educated me that several companies in India have started having ladies drivers who are called chauffeurs and are doing a very good job including facing normal problems which come with “change in the mind-set”. The companies are Sakha, Forshe-Orix, Priyadarshini, Avis, Vira and many more who are mobilizing women drivers where by helping them to upgrade their standard of living. How? A woman who was earning say Rs.3000 to 3500, her income zooms to Rs.5,000 to 10,000. Not only this, but it takes them above the poverty line and brings a dynamic change at home.

Sakha is a unique social enterprise which was launched by professionals to provide safe transport solutions for women, by women in urban India. Soon the concept will spread all over India because we have plenty of entrepreneurial talent everywhere. Directors of Sakha are: Meenu Vadera, Renu Bhogal Kayastha, Meeta Vadera.

• Give your employees respect
• Do things differently
• Change the mind set
It Is Happening In India Now Too Often To Be So True! A Son of a Landless Farmer Giving Toughest Competition to the Americans And Many More Around The World

“Yes we can” of Obama comes to my mind, when he talks about “cheap” health care in India. When I started doing my R&D, I remembered an incident during a trip to USA, I had to visit a hospital to show my finger which had become septic. I was taken to an operation theatre and soon a surgical tray appeared full of hundreds of medical instruments. I seriously asked the doctor, “Are you going to do my heart surgery?” She understood me very well! It was more like a sledge hammer versus a small hammer! Therefore, America has to learn from us how to effectively and efficiently control their medical costs, otherwise Americans will keep on coming to India even for dental care in Jaipur where they can have a ten day tour of the golden triangle thrown in for free!

In HT, 25.12.2010, a headline, “Rs.1 lakh investment yields farmer’s son Rs.190 cr”! Velumani is a son of a landless farmer from Tamil Nadu, who set up Thyrocare in 1996 with a capital investment of Rs.1 lakh. It was surely walking on sand at noon for him too. He did odd jobs and scholarships funded his education. He joined the Bhabha Atomic Research Centre. Alongwith working on the job, he completed his Master’s and Ph.D in Thyroid from Tata Memorial Hospital. He worked for 14 years at BARC and decided to quit to venture into medical diagnostics. Why? Because he had observed patients waiting outside the hospital for hours. He used his provident fund to start a low-cost medical diagnosis centre. Later he started Thyrocare which offered low-cost thyroid testing facilities. The small laboratory grew into a network of 600 franchisees, 10,000 service centres and 25000 collection centres.

Americans have wisely said: The first million is very difficult, further millions become “automatic”! He has signed a contract to purchase laboratory reagents worth Rs.100 crore for his labs for the next 5 years. A Win Win situation for him, his vendors and his customers.

- Venture into new areas
- Understand your client
- Be cost effective

Dr. A. Velumani
Founder, Thyrocare

Two Professionals Looked Out From Their Jobs, One Saw It Just A Job Of “9 to 5”, The Other Saw The “Stars” In His Future

In Eastern Philosophy, there is a simple concept of: chop wood, carry water before wisdom comes to you and later also chop wood, carry water! In other words, you have to believe in yourself and your goals of life. Good times and bad times will come, but you stay true to your beliefs and goals. Success will come! In success luck and blessings are more than half i.e. say 51 per cent! On this you have no control.

It is the balance 49% on which you have to keep on doing your extremely best. Every hour, every day, every week, every year, every decade! When you prepare yourself this way, you will be very successful, guaranteed, here is an example! After finishing his education from Hindu College and FMS, Rajiv K. Vij worked with Hindustan Motors selling Ambassador cars., While cars were in short supply at that time, he focused on his customers and learnt from them particularly those buying taxis. He then moved to travel industry and put to good use the learning from his earlier job. He is credited with growth and expansion of car rental industry in India.

In life, intelligence is almost equal among everyone who is born. As we go through life, opportunities come to us and those who are successful-49% walas-they grab it and create wonders. In 2001, he set up his own enterprise, Carzonrent and became the Master Licensee for Hertz for India which has now become the country’s No1 personal ground transportation company. In a short span of 10 years, Carzonrent has grown into a 6500 cars , 550 executive nationally networked, Integrated Passenger Ground Transportation Company offering a portfolio of services ranging from Self Drive, Chauffeur drive, Limo, Fleet Management, Operating Lease and Easy Cabs Radio Taxi. His success has made his enterprise “too attractive” for the venture capitalists –SIDBI Ventures, Sequoia Capital and BTS Advisors have all invested into Carzonrent and the company is well on its way to major growth going forward.

- Grab opportunities
- Believe in yourself
- Do your best
Management Inspirations from Success Stories

Excellence,
In farming & beyond.
Excellence is not something that we engineer, inspect or input into our tractors. It is an innate desire to attain the best that comes from within each of us. It defines our lives at work and at home and ripples out into the world around us.

A US $1.6 billion company
World’s 3rd largest manufacturer of tractors
Powering agriculture in over 82 countries

TAFE, Massey Ferguson & Eicher Tractors | Farm Machinery | Engines | Gears & Transmissions
Engineering Plastics | Hydraulic Pumps & Cylinders | Batteries | Panel Instruments | Vehicle Sales | Plantations

Tractors and Farm Equipment Limited (A Member of the Amalgamations Group)
The answer to climate change, is change.

Change, from the way we now produce and consume energy to a greener mix of oil and coal powered energy coupled with the use of natural gas as an energy source. Natural gas emits an estimated 40-70% less carbon dioxide than other fuels, reducing the growing pressure on our ecosystem. Moreover, LNG results in virtually no atmospheric emissions of sulphur dioxide and particulate matter. Petronet LNG is leading this change for a better environment by continuously striving for doing things the greener way.