

Fasttrack

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Distribution Redefined

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WORKING IN TANDEM

In an increasingly competitive global market, companies are realising the importance of collaborative supply chains without compromising on their competitiveness

Prerna Raturi

What was not even considered a function in the industry a few decades ago is easily the backbone of businesses today. The importance that supply chain & logistics is getting from industry stakeholders, experts and academia is more than proof that it is a strategic tool whose robustness and agility makes all the difference to a company's competitiveness.

And while those who have always backed supply chain & logistics and its importance feel vindicated, they also feel the heat because of how much is expected of it today. In today's global business world, geographies don't exist for businesses and the world is one big market, and supply chain networks are supposed to expand and reach out to vendors for raw materials and

customers for finished products. Lead times have become longer and more variable, while the time given to develop products has shrunk significantly.

To remain competitive and consider catering to the global market, companies are fast realising they have to move beyond competition - they have to collaborate. Rather than going after fulfilment of personal goals and profits, companies are now looking at ways to working together in tandem and are considering mutual risk sharing.

So what does collaboration of supply chains entail? In a paper titled "Supply chain management partnerships and the shipper-third party relationship", authors Ellram and Cooper say this collaboration involves extending the concept of organisational effectiveness in terms of integrating activities and functions between compa-

nies, as well as inter-functional coordination within a company. Thus, a company can develop, design and manufacture a particular product in close cooperation with the suppliers, technology providers and/or retailers. This means you take advantage of crucial data that each stakeholder has, and reduce operating costs significantly.

For this, you not only share data and information, but also ideas and knowledge with your collaborative partners. You also share your processes and how they work, and work out best how partners can use them, either by choosing the best one, or by merging the strengths of each one. Needless to say, you also share the risks and rewards.

In a world of margins that are con-

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MESSAGE

THE AGE OF COLLABORATION AND EXCELLENCE



This is the age of collaboration. With the world becoming one global village, it is important for economies, industries, corporations and governments to help and collaborate with each other for overall development.

Collaboration is what will make the world a better and more economically reliant place. Our lead story this time deals with just that - collaboration in supply chain & logistics. The integration of functions between companies would not only mean increased competencies for all partners involved, it will also make supply chains more cost-effective and efficient.

Talking about efficiency, corporations are constantly working on how to keep their employers happy, satisfied, productive, driven, and so on. In the Inside Out section this time, Fasttrack takes a keen look at the other side - what makes some companies the best place to work, and what lessons they have for others.

Come to think of it, doing more than what is expected or what one is currently pursuing is par for course in today's fast-paced world. Look at celebrities-entrepreneurs, for instance, who we have covered in our Offbeat section. These celebrities - be it actors, sportspersons or writers - have turned entrepreneurs and angel investors to not only diversify their portfolio, but also because they want to push the envelope in other ways as well. Like it is said, "You will never know your limits unless you push yourself to them."

Are you pushing your limits?

PJ

PAWAN JAIN
Founder & Chairman
Safexpress Pvt Ltd

stantly strained and a customer who is always demanding more and more for lesser and lesser, this collaboration might just be the key. It is worth mentioning here, however, that all parties involved need to make one thing clear – there is complete visibility when it comes to supply. This visibility helps you collaborate better, assess the situation more accurately, and identify and address issues quicker. There are several other advantages of collaboration between supply chains.

For common good

When supply chain & logistics stakeholders collaborate, inventories and costs come down, while the speed of carrying out different functions increases, as do service levels and, ultimately, customer satisfaction. The other advantages:

- You can have lower inventory levels, and higher inventory turns;
- The warehousing and transportation costs are lower;
- Out-of-stock levels are lower;
- Lead times shorten;
- Apart from better customer satisfaction, you have a better idea of demand and supply from the customer's side;
- You are in a better position to sway and shape demand.

Of course, it isn't easy to share your information with another company, but when the advantages far outweigh the scepticism, it is worth it. Plus, you can always lean on due diligence, mutual trust and other must-haves, but more on that later. A 2012 survey by Deloitte, with ASQ, Institute for Supply Management, and Corporate Responsibility Officer Association of 1,000 supply chain executives, says organisations that are engaged with suppliers were more likely to achieve or surpass their expectations and have their initiatives result in cost reductions.

It must be mentioned here that the longer the collaboration, the more cost-effective it is. Once both parties fall into a routine, get used to processes, and adapt to technological changes, the efficiencies increase. As a result, the operational costs come down, and both parties can share the benefits. What's even better, a part of these savings can also be passed on to the consumer.

When you collaborate, your

network increases, and chances are your collaborating partners who are happy with the arrangement will refer you to other vendors/suppliers/consumers. Long-term collaboration between supply chains also leads to innovation at workplace. That is because with reduced product lifecycles, and less stress on the executives/designers/product manufacturers, research and development (R&D) gets its due importance. Plus, we have all heard of how two heads are better than one, haven't we? Collaboration, then, isn't just about working on existing processes, but devising together ways to make them easier and more efficient.

For retailers, collaboration

as your partner/s? Industry experts remind it should be about playing to one's own strengths, rather than focussing on filling the gaps in capabilities. Not only does it help your partner, it means you are both going to use healthier infrastructure, better IT support system, more relevant and contemporary data, and so on.

You also need to keep in mind that there is a difference between a sharing of equal benefits and right benefits. On the surface of it, of course, sharing equally is what makes more sense. But in case you don't, you make use of a more sophisticated way of sharing benefits. Thus, if and when a process is more beneficial to one partner, don't trash the

time, effort, intention, and capital. Top management should be agreeable to it so that the message trickles down the organisation, and those at the operational level should be willing to the idea so that it works out well. Dedicated resources are vital for a collaboration to work out. To ensure this happens in the way it has been envisaged, it makes sense to have a joint performance management system wherein metrics can be measured and there is a dedicated team to ensure all sides are fulfilling their commitments.

Here's how they did it

Collaborating supply chain practices make a lot of sense for sectors such as auto, fashion,

two companies even developed a joint mission statement: "The mission of the Walmart/P&G business team is to achieve the long-term business objectives of both companies by building a total system partnership that leads our respective companies and industries to better serve our mutual customer – the consumer."

Similarly, Dell entered into collaboration with IBM when it realised service support was not its core competency and it was only adding strain on its resources while trying to address it. The solution: the company brought in IBM for service support, and it was a win-win for both.

Back home in India, garment majors such as Levi's, John Players, Arrow, Wrangler, Allen Solly, Louis Philippe, and others, along with retailers such as ITC Lifestyle, Shoppers Stop, and others explored collaborative supply chain practices and global standards by adopting the universal EAN barcode. This enabled common and unambiguous identification of garments and other general merchandise by retailers, manufacturers and their own distribution supply chain trading partners. Said B S Nagesh, Vice Chairman, Shoppers Stop, "Adoption of common EAN barcode system eliminates additional labelling costs incurred by retailers and facilitates information exchange with suppliers in efficient stocks management and new products introductions."

There is also the collaboration of supply chains between Unilever and Tata Tea to create tea as a "hero crop" and make it one that is about sustainability. Both are partners of Tea 2030, which focuses on companies finding ways to make tea more than a regular commodity, without giving up competing with each other. As Pier Luigi Sigismondi, Chief Supply Chain Officer, Unilever, puts it, "A thriving tea industry needs to be an economically, environmentally and socially sustainable industry. But nobody can do this alone. That's why I believe Tea 2030 is such an important initiative. It's only through collaboration that we can build a more sustainable future for tea and improve the livelihoods of the millions of people who depend on it."



A thriving tea industry needs to be an economically, environmentally and socially sustainable industry. But nobody can do this alone. It's only through collaboration that we can build a more sustainable future for tea.

Pier Luigi Sigismondi,
Chief Supply Chain Officer,
Unilever



Adoption of common EAN barcode system eliminates additional labelling costs incurred by retailers and facilitates information exchange with suppliers in efficient stocks management and new product introductions.

B S Nagesh,
Vice Chairman,
Shoppers Stop

means reduced inventory, better revenue, lower order management costs, and better forecast accuracy. For the material suppliers, it is about not just reduced inventory, but also lower warehousing costs, as well as lesser chances of a stockout situation, since the supply chain is more agile and works closer to real time. For service suppliers, it means lower freight, fixed & capital costs, as well as faster and more reliable delivery.

The synergies at play

So what are the areas in which you can look at collaborating? How do you make sure you are benefitting as much, if not more,

idea and look for one that works equally well for both of you, but is less beneficial overall. Instead, put in a clause wherein the compensation is paid in other ways to the one who is benefitting lesser upfront.

Then there is also the question of who to collaborate with. After all, you will be sharing precious information as well as processes and infrastructure with another company. Industry experts say the collaboration should be based on capability, strategic goals and the value potential of a prospective partner.

Collaborators also need to invest collectively towards being mutually beneficial. This involves

pharmaceuticals, and garments industry. This is also true for electronics and packaged consumer goods industry. The collaboration between Walmart and Procter & Gamble is a case in point, where both created a software system that correlated the departmental store giant's distribution centres with that of P&G. The result: With the help of satellite links to scanners that were placed at the cash counters, P&G could track its products as they moved off the stores' shelves. The result, while P&G managed its manufacturing more efficiently through real-time information, Walmart benefitted by keeping lower inventories. The

Customer Relationship Management is the key to Success

Swati Bhargava, Co-founder, CashKaro,
on an entrepreneur's journey and the importance
of educating the consumer and constantly
reaching out to her



Perna Raturi

The only VC-funded cashback site in India, CashKaro is also India's largest cashback and coupons site. Launched in 2013, the company was founded by Swati Bhargava and Rohan Bhargava, a young entrepreneur couple who left their lucrative investment banker jobs in London to start a cashback business in the UK (Pouring Pounds), and have now expanded it to India with CashKaro. That Ratan Tata has invested in the company in his personal capacity has given a further boost to the founders' confidence in their product that has a broad brand base of over 1,000 retailers listed. In an interview, Swati discusses the industry's challenges and opportunities, as well as the road ahead. Excerpts from the interview:

One of the fastest-growing startups, CashKaro has garnered a lot of excitement like few have, in recent times. What has contributed to this?

The basic reason for CashKaro's success and the excitement around it is that people like to save money. Indians as an audience like good deals and discounts and all the opportunities that help them to buy more things for less. More and more people are considering online shopping because it is cheaper and easier than offline shopping. CashKaro comes as a solution.

But the moneyback space where CashKaro is present has other players as well. How does your venture stand out from others?

The key differentiator is that we connect with the customers and the target audience a lot more. We are extremely active on social media as well, and have a robust customer relationship team that is focussed on good customer relationship management. The aim is to resolve customer queries in the shortest possible time, and reach out in all the ways we can. We are extremely focused on building the brand. The funding we have got and the international backing from investors has provided us with funds for competitive marketing and brand-building exercises.

While you are right that the Indian customer likes to save money, and is attracted to great deals and discounts, what else does CashKaro give her?

With CashKaro, you get three things. You can actually compare the prices of same products on different e-commerce sites. That way, we help you decide where you should buy something from with the help of price comparison. Two, you also get coupons on CashKaro for different brands. Three, you then visit our cashback website and earn extra cash from our side. We have positioned CashKaro as a one-stop saving destination.

Since CashKaro is all about moneybacks, deals and dis-

counts, how do you maintain there is transparency in the deals not just with the end-customer, but with the trader/retailer as well?

Price comparison of the same product on different websites is the first step. With cashback from our side, cash goes back into your account, which you can track. You also get your points on clicks through the website. Having said that, however, the promise of delivering the product is the

We deal only with online companies. They can easily see how much we are driving their traffic through Google Analytics. It is easy for them to see how much sales has come from CashKaro. They give us commission on the sales, and we pass on a part of it to the consumer.

brand's responsibility. With CashKaro, a customer more or less thinks like this: "I was going to buy this anyway. If I get cashback, nothing like it." Also, once the customers try it for the first time and realise it is working, they keep coming back.

Moreover, we deal only with online companies. They can easily see how much we are driving their traffic through Google Analytics. It is easy for them to see how much sales has come from CashKaro. They give us commission

on the sales, and we pass on a part of it to the consumer.

What are some of the challenges and opportunities that you see in the space in the coming times?

The biggest challenge at the moment is creating awareness about CashKaro, and educating the consumer. Most people don't know how it works and think it is the same as getting credits on your shopping card, that it is the same as Paytm and so on. We are trying to tell them it's different. For this, we are focusing a lot on online video marketing – videos that explain how you can save even more money on online shopping websites. We also do Twitter chats to spread awareness.

As far as opportunities are concerned, they are huge. You can get a sense of it by looking at the foreign markets. Ebizz in the US is a billion-dollar company today, while Family.com in China raised its recent funding at a billion-dollar valuation. What I mean to say is that this is a model that is tested and proven abroad. In a country like India, this space can be as big as the e-commerce opportunity. We are building on it and seizing the day. After all, you don't have to invest in either infrastructure or logistics – it is all about awareness.

What about IT – the backbone of any company in the online space?

We have one of the most advanced IT systems and support. Our chief technology officer comes with an experience of 13 years. Plus, we all at the

management level are IT-savvy, too, and keep a tab on what's happening and how things can be made better. We keep doing a lot of user-testing. We are also going to introduce a new website in the next couple of months. CashKaro also does a lot of user testing to better understand the consumer's pain points and look at resolving them. We also keep looking at what is happening in the global market. After all, we are the market leader here and anything we do will set the ground for others.

Entrepreneurs such as you not only inspire, but also make it look easy, what with CashKaro becoming one of the fastest-growing ventures. What are some words of advice you would like to give to aspiring entrepreneurs in India?

We learn new things ourselves every day. When we started CashKaro, my husband Rohan and I believed in the idea. But it is only after you execute it that you learn so many other things – how to be a good leader, an efficient manager, and so on. And while there is no limit to ambition and you shouldn't cap it either, you also need to be more realistic about the journey. You need to think a lot more before you jump on the bandwagon. Remember, it is harder than it looks. After all, 75 per cent of new ventures fail, eventually. But I also agree that failure is subjective and even if you shut down a business but have learnt a lot from it in a few years, you haven't really failed.

INSIDE OUT



"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships."

Stephen R. Covey,
author, *7 Habits of Highly Effective People*



"Look for growth. Look for the teams that are growing quickly. Look for the companies that are doing well. Look for a place where you feel that you can have a lot of impact."

Sheryl Sandberg,
Chief Operating Officer,
Facebook



"When people are financially invested, they want a return. When people are emotionally invested, they want to contribute."

Simon Sinek,
Management Guru

Mutual trust

Stephen R. Covey, renowned leadership authority, says, "Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships."

It's true for most relationships and it's certainly true for the employee-employer equation. Mutual trust at work is vital for a healthy working relationship. When the company trusts its employees, among other things, it gives them a degree of freedom to take decisions, gives them responsibilities it trusts will be carried out ethically, and encourages them to think for themselves. Similarly, when an employee trusts the company she works with, she knows her work will be acknowledged, her interests will be protected, and she is answerable yes, but also trusted enough to take a stand on the company's behalf.

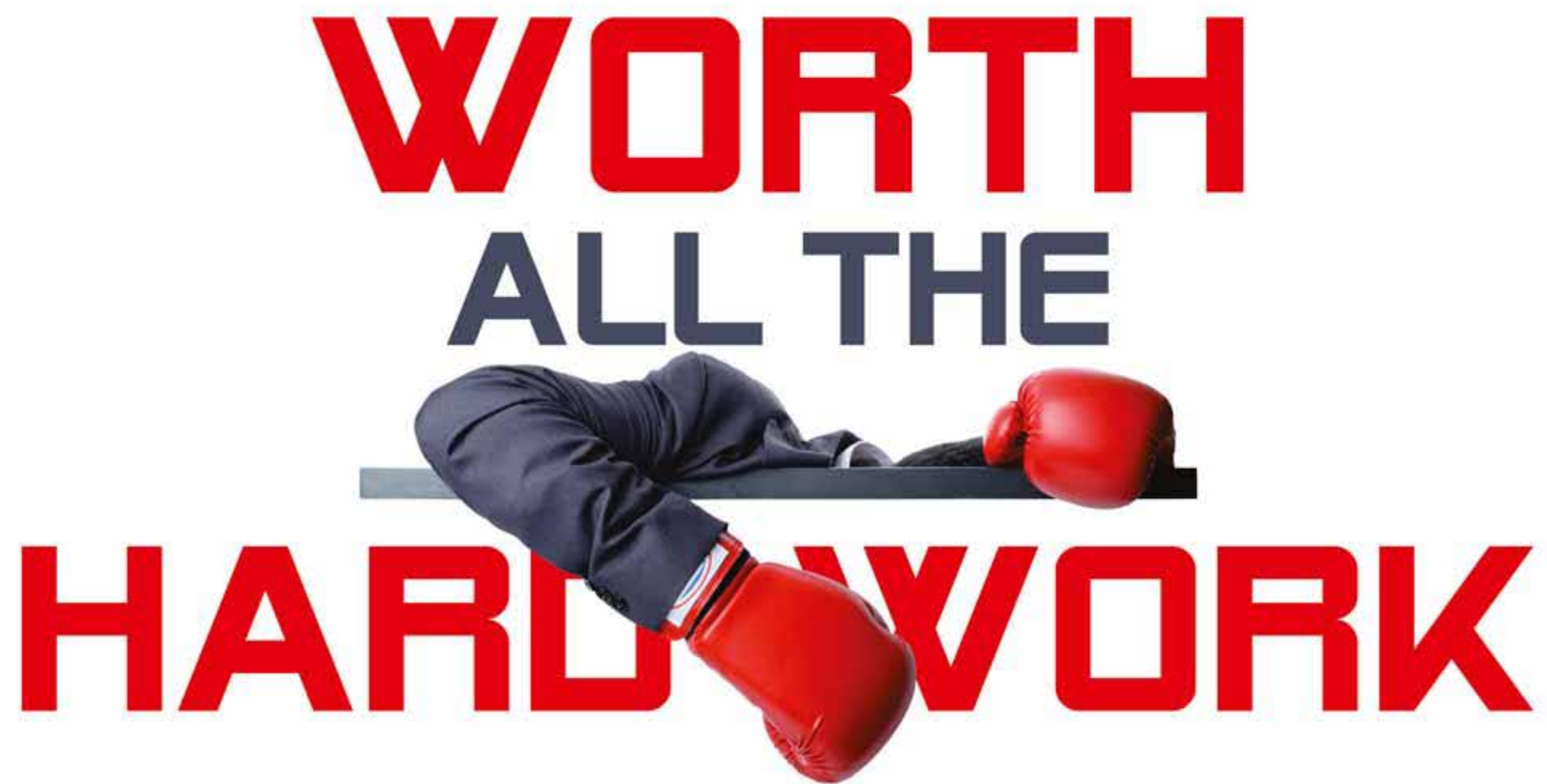
To encourage trust within the office, a company needs to engage in such activities that build trust. Why, the concept of work-from-home is an activity in trust, as is flexi-timing.

Helping them grow

Yes, companies need to work towards their vision statement and make sure the annual targets are met. They also need to pass this message down to the employees at all levels, but this should not be done at the cost of employee's personal career goals. There is a lot of scope where the company goals stand a better chance to be met when the employees' skills are upgraded, and if the company is better aligned to its employees' inherent passion in specific areas of work. Remember, companies need to keep in mind that for an employee, the hours she puts in at work is not just her job, it can become the most fulfilling part of her life – her career.

For this to happen, the company needs to get more involved in its employees' work profile, have a better understanding of their strengths and weaknesses, and what makes them tick. Once an employee senses that her career is growing with a company, there are little chances she will look for a change. For this to become possible, the HR departments need to be spot-on when it comes to matching job profiles with prospective employees. They must help employees interact with leaders who are in the roles they aspire for. There is also a need for skill development sessions and a robust feedback mechanism, so that the company can sense if the employee thinks her career goals are being met or not.

Sheryl Sandberg, Chief Operating Officer, Facebook, advises people looking for careers with companies, "Look for growth. Look for the teams that are growing quickly. Look for the companies that are doing well. Look for a place where you feel that you can have a lot of impact."



Successful companies are so because of their employees.
How do you make sure yours is one people regret to leave?

Team Fasttrack

They just keep coming. And yet, surveys on "Best places to work" and "Best employers of the year" create a lot of excitement in the industry and corporate world. Come to think of it, why shouldn't it be so? When most of us invest the better part of our day at work, it is only fair we want to know how those who work in "Best places to work" feel, what they get in terms of monetary and professional rewards, and how & if their career charts are more fulfilling than ours. Best case scenario: If one's own company features in the list.

Apart from comparative analysis and envious reading, these surveys serve a larger purpose. They set benchmarks in employee engagement and retention. They also help other companies know what is happening in the world. Most of all, however, they inspire. They are examples of what companies can achieve if they take good care of their employees. To quote the paper "Creating the best workplace on earth" in the Harvard Business Review,

"Research from the Hay Group finds that highly engaged employees are, on average, 50 per cent more likely to exceed expectations than the least-engaged workers. And companies with highly engaged people outperform firms with the most disengaged folks – by 54 per cent in employee retention, by 89 per cent in customer satisfaction, and by fourfold in revenue growth. Recent research by our London Business School colleague Dan Cable shows that employees who feel welcome to express their authentic selves at work exhibit higher levels of organisational commitment, individual performance, and propensity to help others."

It is also true that great workplaces don't become so by simply copying other companies; you need to build on your own strengths and business strategies. The latest study to create a buzz this year was the one by AON Hewitt, in partnership with

Business World. The "Best Employers India 2016" study had a number of companies – both domestic and multinational – across verticals that made it to the Top Employer List. A total of 113 organisations representing 12 key industries, cumulatively employing nearly 950,000 employees, participated in the AON Best Employers India 2016 Study.

The survey took the discussion a little further and talked about how things could be in future, and what companies can do to be ready for the changes. There is also the annual survey conducted by Great Place to Work, and the most recent one was in 2015. No less than 700 organisations applied to be assessed for the study. The body studied the organisations through two different lenses. Firstly, perceptions of the organisations' employees were measured by

surveying them using a comprehensive questionnaire

based on the Institute's research. Over 180,000 employees were surveyed in all, making this the largest and most comprehensive survey of workplace culture in corporate India. Second, strength of people related management practices of the organisations was assessed using a people practice assessment framework developed by the Institute based on its years of research on great workplaces.

Several studies apart, what really makes a workplace employee-friendly? After all, as leadership and management guru Simon Sinek puts it, "When people are financially invested, they want a return. When people are emotionally invested, they want to contribute." So how do you guarantee emotional investment from the employees? What do employees expect of the company they give their blood, toil, sweat and oftentimes – tears – to? How can companies stay true to their strategy commitments while also ensuring their employees are free to chase their personal career goals as well? We compiled a quick list after extensive research.



Sense of support

An employee can't get very far while trying to realise her company's targets if she doesn't have the company's support for the same. But why wouldn't she, you ask. After all, it would be in the company's interests! However, studies have revealed that a number of times, it is the management processes and those implementing them that stand in the way of an employee who is just trying to do her job.

Managers, especially middle-level managers, play a vital role in supporting employees. These people can make or break an employee's morale, and influence her in the most direct way. In a nutshell – find the right people for this level, and half of your problems are solved.

Where support is concerned, in a number of companies today, there are formal employee assistance programmes (EAPs) that assist employees with personal problems and/or work-related problems that may impact their work performance, health, or mental and emotional wellbeing. These employee benefit programmes usually offer free and confidential assessments and counselling for employees. These counsellors also work in a consultative role with managers and supervisors so that there is better communication between employees and the organisation.

Share information

Sometimes, you can't see the forest for the trees. When you are an executive answering phone calls all day, or helping people fill out forms, it is easy to lose perspective and think your work isn't worth too much. To avoid such situations, company should ensure it shares information with its employees on how their work has made a difference. What would work even more is if there is a department-level breakdown here.

This sharing of information applies to other facets of the organisation as well. In today's world of information overflow, companies need to remember that no lie can be hidden for long, and no truth can be left covered. But this is not an easy one to implement. Harvard Business Review's paper cited above adds, "Radical honesty is not easy to implement. It requires opening many different communication channels, which can be time-consuming to maintain. And for previously insulated top managers, it can be somewhat ego-bruising."

Of course, it does not mean trade secrets and secret sauce recipes should be made public. This only means companies need to open up more information channels and make sure that sharing of information is a two-way street.

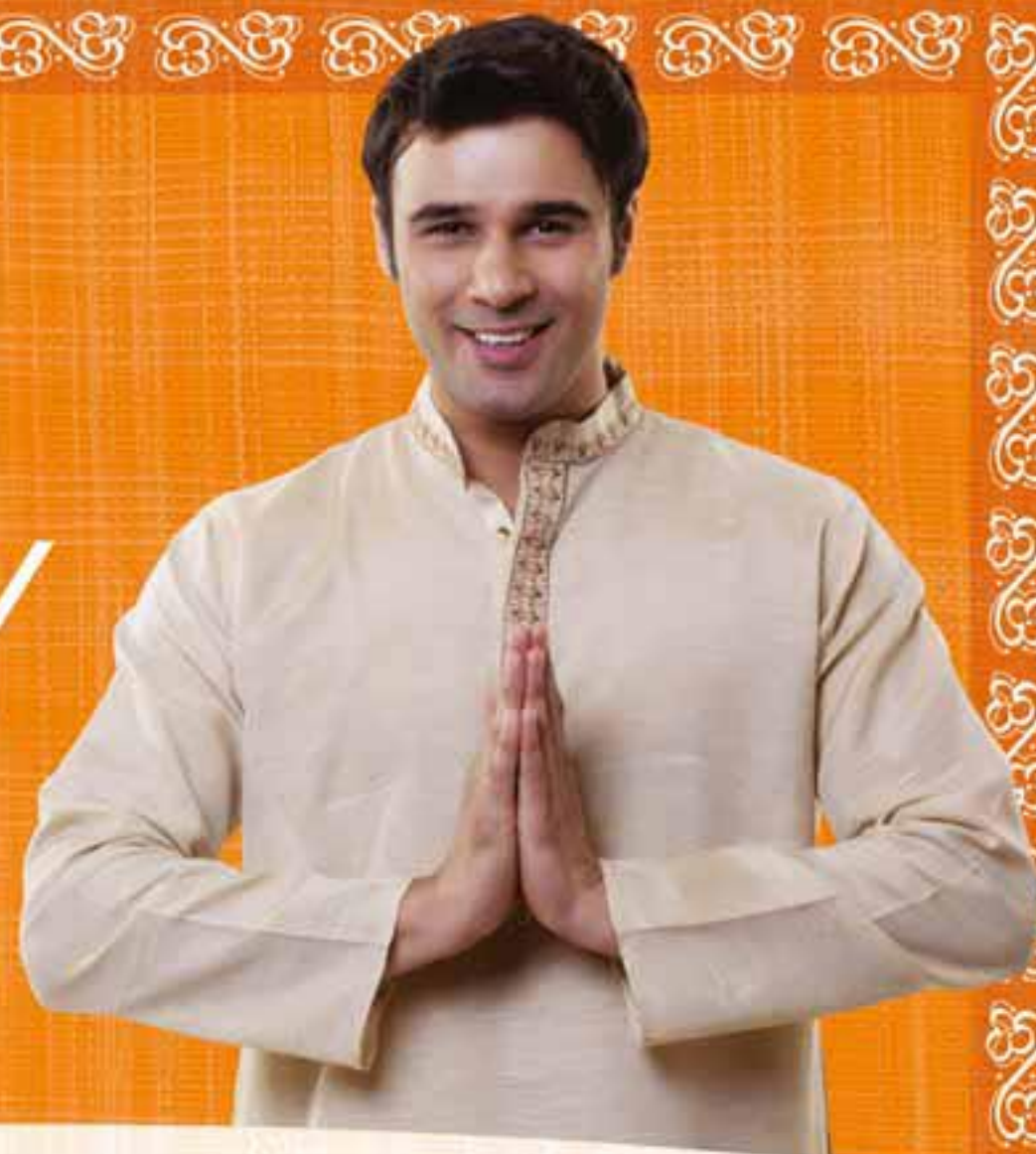
INDIA'S BEST COMPANIES TO WORK FOR: 2015

Rank	Organisation	Industry	Number of Employees
1	RMSI Pvt. Ltd.	Information Technology	842
2	Google India Pvt. Ltd.	Information Technology & Software	1,678
3	Marriott Hotels India Pvt. Ltd.	Hospitality & Hotel/Resort	6,500
4	American Express India	Financial Services & Insurance and Banking/Credit Services	9,036
5	SAP Labs India	Information Technology	4,844
6	Godrej Consumer Products Ltd.	Manufacturing & Production and Fast Moving Consumer Goods	2,228
7	Intuit Technology Services Pvt. Ltd.	Information Technology and Software	806
8	Accor Hotels India	Hospitality	3,690
9	Forbes Marshall Pvt. Ltd.	Manufacturing & Production	1,417
10	Lifestyle International Pvt. Ltd.	Retail & Clothing	10,820

Source: Great Place to Work

REVIVING A PHILOSOPHY

Until sometime ago, the Khadi stores were dying a slow death.
Now, they have become a brand people like to name-drop



KVIC and Khadi Bhandar outlets became places you went only for kitchen dusters or to purchase a kurta for your old Gandhian grandfather

Perna Raturi

Ask an Indian what khadi means in the country, and chances are she will mention its importance in India's Independence struggle, how it was a fabric patronised by most freedom fighters, and that it stands for "swadeshi" (Indian in every sense). That this fabric made of pure cotton soft-twist thread is one of the best things to wear in the harsh Indian summer and even winters is something most Indians would vouch for, too.

There's a lot more history attached to khadi, a movement that was initiated by Mahatma Gandhi. The khadi movement was given a formal garb in 1947, when Jawaharlal Nehru opted for a cottage industry model for khadi, rather than the industrialized model. Thus was born the Khadi and Village Industries Commission (KVIC) in 1956, which had Khadi Bhandar outlets all over India.

This would make you think khadi must be a hit across India, right? Wrong. Khadi as a fabric and a philosophy saw a steep decline until a decade or more ago. Soon, khadi and KVIC's other products such as fabrics, sarees, mattresses, shawls, honey, herbs and others, too, lost their sheen in the times of glitzy advertisement and savvy marketing.

KVIC and Khadi Bhandar outlets became places you went only for kitchen dusters or to purchase a kurta for your old Gandhian grandfather. There was another reason khadi as a fabric became less popular. This handspun cotton was more expensive and could not compete with

cloth manufactured on powerlooms, which used the economies of scale to push down its own price. Soon, even fewer people were buying khadi because it was too expensive.

It's not like the different governments in power didn't try to do their bit. However, the incentives and special schemes didn't work the way they should have. Dress designers and textile gurus tried to give khadi its due on the ramp and through special lines, but the excitement could not be maintained. The visibility of the brand as such remained poor and the Khadi Bhandar outlets themselves continued to be dingy and depressing – poor competition to swanky, air-conditioned stores of other clothing lines and fashionable wear. It was now the choice of clothes for only politicians and social workers, which ironically few people wanted to emulate.

The cleanup act

With the turn of the century, however, the realisation of how an indigenous Indian brand and philosophy was losing out to niftier, albeit homogeneous brands, dawned on the central government and policymakers. A strategy was devised to beat these brands at their own game. And thus started the metamorphosis of KVIC's outlets, and the one in up-market Khan Market in Delhi was used as a pilot project. For the first time, khadi muslin garments by top designers and high-quality running khadi material was on offer, along with beautifully packed Ayurvedic products such as handmade organic soaps, face packs, face scrubs, essential oils and so on. Needless to say, the public lapped it up and clamoured for more. Now these stores are also present in addresses such as Delhi's Ashoka Hotel, Nehru Place, Hauz Khas, and Kamla Nagar, among others.

After all, the products have always been top-quality. All they needed were some smart advertising and visibility. Several more KVIC outlets were refurbished and improved to wear a more contemporary look. To avoid the reverse problem – of the nifty stores keeping out

the regular, loyal clientele, KVIC decided to divide the stores into two kinds. While the Khadi stores are more premium and sell more expensive khadi clothes and material, along with beauty products, the Sarvodaya brand is a mass-market brand and sells cotton mattresses, khadi kurtas and material, along with honey, pickles, spices and incense.

Internally, KVIC re-grouped the various village industries under seven heads – agro-based and food processing industry (fruit processing, oils and so on); polymer and chemical-based (leather, soap); forest-based (medicinal plants, honey); mineral-based (lime); fibre industry (handmade paper, and other fibres); rural engineering and biotechnology (non-conventional energy and electronics); and service industry.

Working together

The National Institute of Design and National Institute of Fashion Technology, Gandhinagar, are also set to tie-up with Khadi for a design studio for more contemporary designs. As Deepak Patel, Development Officer, Khadi Board, said, "Initially the design studio will work on innovative designs on khadi fabric and its eventual conversion to garment. Product prototypes from the studio can be put up in the retail stores called Khadi Gramodyog. We can later on look at adding other khadi products."

To stay relevant in the world of

marketing and advertising, the organisation has also hired ad agencies to promote its brands Khadi and Sarvodaya, as well as for corporate and promotional schemes. There is also an urgent need for consumer awareness about khadi as a fabric, and how it might seem more expensive, but is far more comfortable and healthier clothing option.

KVIC and its efforts apart, one also needs to give credit to the fashion world and a number of designers who have stayed loyal to the khadi cause and have played it up in their collections time and again. Those such as Ritu Kumar, Sabyasachi Mukherjee (he designed an entire line of khadi sarees), David Abraham, and Bess Nielsen deserve a special mention.

There is unlimited scope for KVIC in the international market as well. Cotton and handicrafts are all the rage, especially in the Western world, which is tired of factory-made-everything. A better understanding of their needs, culture, tastes & preferences, and markets will mean khadi can become a global fabric. KVIC and its Khadi brand can play a vital role here.

Despite all the encouragement and success, the fabric khadi makes for just 4 per cent of India's annual fabric production. Indigenous to our country, this fabric can ensconce India firmly on the textile map. Are those at Make in India listening?

Khadi and Village Industries Commission (KVIC)

- It is a statutory body that was established by an Act of Parliament (No. 61 of 1956);
- In April 1957, KVIC took over the work of former all India Khadi and Village Industries Board;
- It works under the administrative control of the minister of micro, small, and medium enterprises;
- KVIC's head office is in Mumbai, with six zonal offices in Bengaluru, Bhopal, Delhi, Guwahati, Kolkata, and Mumbai;
- It also has 29 state offices that help facilitate implementation of programmes;
- The social objective of KVIC is to provide employment. Its economic objective is to produce saleable products and services;
- The wider objective is to make the poor and marginalized artisans more self-reliant and build strong rural community spirit.

MORE — ON THE — MENU

Perna Raturi

It's a big, bad world out there. The food tech sector may be a new one, but it has become one of the most competitive in recent times. With collective funding of online food ordering businesses surpassing millions of dollars, newer businesses entering the space, and stressed margins, companies are doing all that they can to improve their balance sheets and create more value for their demanding investors.

Some have changed their strategies on areas to deliver, some have outsourced their delivery arm to third-party companies, others have gone the merger & acquisition route, while some have even shut shop.

Founded by Deepinder Goyal and Pankaj Chaddah in 2008, Zomato, one of the top restaurant search and discovery service companies, has been at the forefront of not only surviving in the industry but also constantly trying newer things to stay relevant and competitive. For instance, sensing how food delivery space was opening up, the company ventured in the space in April 2015 in National Capital Region (NCR), and later started Zomato Order, a separate app for delivery.

And now, in order to boost its revenue by exploring new business verticals, Zomato has started selling a cloud-based point-of-sale (POS) product for restaurants. Called Zomato Base, this Android-based POS system will help restaurants manage a host of operations including menu, recipe, and inventory management. It even has a built-in payment solution that has customer relationship management (CRM), real-time analytics, and one that accepts debit and credit card payments.

The company's first client is The Beer Café, a beer chain that will deploy the product across all its 35 outlets. As Pankaj

Zomato's new POS product is an attempt to improve revenues and expand its product portfolio

Chaddah, Co-founder, Zomato, shares, "In its initial version, the product was workable only for certain types. We have now added multiple modules so that the product will be widely applicable to all sorts of restaurants." The pilot project for Zomato Base involved working with some restaurants, food trucks and mobile food vans in the Gurgaon area. Chaddah revealed the company is looking at getting a fine-dining restaurant chain as its next client.

Explaining Zomato Base in simpler words, Chaddah said, "It is basically a product that takes care of all the back-end operations till the final bill of food is given to the consumer," adding how POS technology available in India is outdated by a decade, and that there are few cloud-based POS technology options available in the country. Zomato Base hopes to fill that gap.

Rahul Singh, Founder & CEO, The Beer Café, shared his thoughts about the product and

said, "The platform is built to provide real-time outlet-level analytics which would allow us to plan our supply chain better and provide benefits to our guests through effective promotion and profiling." He added that the company will be implementing the product across all its outlets. "The best part is, all of this can be done remotely and in real time, which is a huge convenience for a business owner on the move."

It is worth mentioning here that for Zomato, this space is not a new one. A year ago, the company had acquired MaplePOS, a cloud-based POS product for restaurants. Now, the company has developed one of its own by building on MaplePOS. With its help, the company is looking at increasing its revenues in the next two years. Although the company has broken even in India, West Asia (United Arab Emirates, Lebanon and Qatar), and Southeast Asia (Indonesia and the Philippines), it still has a lot of ground to cover in terms of coming out of the red. For 2014-15, Zomato in India recorded Rs 96.7 crore as operating revenue, with Rs 136 crore as loss before interest, taxes, depreciation and amortization.

Zomato's other offerings in the market include table reservations and Whitelabel Platform (allows restaurants to launch customer-branded native mobile apps), and now, Zomato Base. But while diversification and exploring new opportunities is all very nice, management practitioners are questioning this move where the company is delving into an area that is far removed from its core business. Not just that, the IT products business is one that is operations-intensive and, at the same time, has low margins. Will it work? Or is the company thrashing its arms about desperately to create value for its investors?

ZOMATO'S MANY MILESTONES

2008: Foodiebay is born in the cafeteria of Bain & Company, and expands to listing restaurants in Delhi NCR, Kolkata and then Mumbai.

2010: Info Edge (India) invests Rs 4.7 crore in the business. Foodiebay renamed as Zomato.

2011: Zomato raises its second round of funding of \$3.5 million from the same investor in September. Zomato starts coverage in Bangalore, Pune, Chennai, Hyderabad, and Ahmedabad, and launches applications for iOS, Android, Windows Phone and BlackBerry Devices.

2012: Zomato raises its third round, of another \$2.5 million. By September, expands to its first overseas location, the UAE.

2013: Sees a fourth round of funding worth \$10 million from Info Edge in early 2013.

2014: Makes its first acquisition by buying New Zealand's MenuMania for an undisclosed sum and goes the acquisition way in several other countries.

2015: Another round of funding, led by Info Edge, Vy Capital and Sequoia Capital, this time for \$50 million. In September, raises another \$60 million, led by Temasek and Vy Capital. Acquires Delhi based startup MapleGraph that built MaplePOS, a cloud-based point-of-sale product for restaurants. Changes business strategies from a full-stack market to an enterprise market.

2016: Ranks as the top 2 startup for India in the Startup Ranking.



PRIORITY

JOURNEY OF 20 YEARS

Safexpress, industry leader in supply chain & logistics, has entered the 20th year of its business from this financial year. The last two decades for Safexpress have been all about new ideas, product innovations, cutting edge technologies, positive social change and millions of happy consumers. The growth and success Safexpress has experienced over the years is mainly due to the invaluable support and contribution of its customers, partners and employees. On this special occasion, Safexpress unveiled its 20th Year Logo.



To commemorate this occasion, the firm has launched Safexpress 20th Year Carnival offer for its Cash (Paid and To Pay) customers. This is the first-ever offer of its kind to be launched in the supply chain & logistics industry in India. Under this offer, Safexpress will be rewarding its customers with lots of exciting gifts every month. These gifts will range from Maruti Suzuki Alto Cars to Gold Coins. The 20th Year Carnival gifts will be handed over every month round the year to Safexpress customers from across the country.

Recently Safeducate Founder & CEO, Ms. Divya Jain was conferred with the prestigious 'Women Entrepreneur of the Year' award at Indian Education Congress



2016, held in New Delhi. This award was bestowed on Ms. Jain in recognition of her incredible contribution in the field of skilling, and establishing Safeducate as the foremost brand in this space. Incidentally, Safeducate has entered its 10th year of business this year.

In June this year, Safexpress launched its ultra-modern Logistics Park at Varanasi. The development of the Safexpress Logistics Park has been done on a land area of 25,000 square feet. The establishment of this Logistics Park will drive the economic growth in the UP region. Safexpress has made a significant investment to set up this ultra-modern logistics infrastructure in Varanasi. This will help the industries in Varanasi belt in having access to the world-class supply chain & logistics services of



Safexpress, which would in turn contribute in the economic growth of this entire region.

Like every year, Blood Donation Camp was organised by Safexpress in association with Rotary Blood Bank at its Corporate Office. Safexpress has a culture of carrying out a number of CSR activities. Over the last two decades, Safexpress has been actively contributing to the society by way of its CSR initiatives. In line with that, Safexpress organised this Blood Donation Camp. The Camp saw massive participation from Safexpress employees who voluntarily contributed for this noble cause.



OFFBEAT

The aspiration of being like her is within reach of her female fans since they can now own a piece of clothing Padukone may have chosen herself, or looks like what she was seen wearing at a party or a premier. Cool quotient – high

A SLICE OF CELEBRITY LIFE

It is their claim to fame that helps celebrities in their ventures a number of times. Asha Bhosle's chain of 10 restaurants in six countries may be known for its food, but a number of Indians and music lovers also throng to these eateries because it's almost a landmark. "Oh, we ate at Asha's, the famous singer's restaurant," is a conversation starter and gives the person a feeling like she has shared a small slice of life from the celebrity's life.

Take Deepika Padukone's All About You, for instance. The talented actress' own designer label that she launched in October, 2015, is gathering a lot of attention and women and girls are currently going gaga about the label which is said to be inspired from the actress' own dressing style. And it is worth emulating, isn't it? Anyone who follows Hindi movies and the actors will concede that Padukone's sense of dressing and style is impeccable, be it on-screen or off-screen. The aspiration of being like her is within reach of her female fans since they can now own a piece of clothing Padukone may have chosen herself, or looks like what she was seen wearing at a party or a premier. Cool quotient – high.

Ditto for Virat Kohli's Wrogn, a men's fashion brand that reflects quirky, funky, and contemporary clothing, just like what Kohli prefers to be seen in. There's also The Label Life, a venture by Bipasha Basu, Sussanne Khan, and Malaika Arora Khan, which is known for its signature home décor, clothing, shoes, and accessories.

CELEBRITY ENTREPRENEURS

SWEET DEAL

They know they come with a shelf-life, which encourages celebrities to look for alternate careers – a number of them turn entrepreneurs

Ritu Raj

Being a celebrity is serious business. You have to play your part at all times – be it an actor, singer, writer, wrestler, or in a stand-up comedian's case, be ready with funny one-liners. Several times, however, many celebrities aren't content with playing just one role, and turn entrepreneurs, successful businesspeople, or even investors.

Take Ashton Kutcher, for instance. Known for "The 60's Show" and as Demi Moore's much-younger ex-husband, Kutcher has made a name for himself as a savvy investor and entrepreneur as well. Hailed as a successful tech entrepreneur, the actor

has invested more than \$100 million in a number of startups. Before founding his investment firm A-Grade Investments, Kutcher invested successfully in companies such as Foursquare, Airbnb, Spotify, and YPlan. With his investment in Skype, Kutcher is said to have tripled his money!

Closer home, even when he was at the top of his game and a superstar, Indian actor Mithun Chakraborty's Monarch chain of hotels was something he was passionate about. It is said the actor would personally inspect hotel rooms to make sure everything was top-notch. His Hotel Monarch in Ooty is popular not only because of its great location, service and ambience, but also because it is owned by the national award-winning actor.



Top global celebrity entrepreneurs

Magic Johnson Basketball Player	George Clooney Actor	Jay Z Rapper
Ashton Kutcher Actor	Jessica Alba Actor	Victoria Beckham Singer
LeBron James Basketball Player	Shaun White Snowboarder-Skateboarder	Paul Newman Actor-Director-Producer

Top Indian celebrity entrepreneurs

Shahrukh Khan Actor	Sachin Tendulkar Cricketer	Twinkle Khanna Actor
Asha Bhosle Singer	Hrithik Roshan Actor	Salman Khan Actor
Karisma Kapoor Actor	Madhuri Dixit Nene Actor	Juhi Chawla Actor

AMBITION TO DO MORE

It isn't just the popularity and goodwill that these celebrities want to cash in on. Some of them have a genuine entrepreneurial fire-in-the-belly. For them, acting, being a sportsperson or a musician, may be a passion and something that they are known for, but they are also keen to try out newer things. Turning entrepreneur gives them that

opportunity.

You also don't want to keep all your eggs in one basket. The film industry, for instance, is fickle and temperamental. Someone who is a superstar today might be a has-been less than a decade from now. You are only as good as your last hit. To ensure that they have an alternate career opportunity when their primary one takes a back seat, or is going through a slowdown, these celebrities look at other ways to make money. And if your celebrity

status might make things just a little bit simpler, then why not?

Look at Kunal Kapoor, for instance. Despite critical acclaim and movies such as Rang De Basanti under his belt, Kapoor didn't get to the top of the pile – or anywhere near it, for that matter. While the actor is definitely reading scripts and hasn't said goodbye to acting, his investment in crowd-funding platform Ketto is a sensible business decision as the young man explores newer opportunities to chart a new course.

PLUGGING THE GAP

Plus, celebrities have the wherewithal to address issues that they face in real life. An average mother might find it tough to choose healthy food options for her children in a supermarket, but when actress Jessica Alba faced the same problem she addressed it and started The Honest Company. The company offers more than 100 safe and non-toxic consumer goods, especially for babies and children.

Back home in India, Shekhar Kapur, A R Rehman and Samir Bangara started Qyuki, an elite creator network in 2012. A social media platform, Qyuki addresses the gap sensed by the two creative minds in the field. And so, no matter where you are, you can showcase your talent, and gain visibility and feedback from those who are from your field.

How you do explain Shahrukh Khan's business ventures, however? He can't be looking at alternate income sources when he already rules the box office, and how! The superstar's business ventures such as Red Chillies Entertainment, Kingdom of Dreams and the IPL cricket team Kolkata Knight Riders are an example of how far the man will go to indulge his passions and hobbies. Not just that, Khan is known for not liking to invest in the stock market. His way of multiplying his money – invest in businesses, or build them yourself and make them successful.

And then there is Magic Johnson, the American professional basketball player who played point guard for the Los Angeles Lakers of the National Basketball Association for 13 seasons. Johnson announced he was HIV-positive in 1991, and retired in 1996. Since then, he has not only become an advocate for HIV/AIDS prevention and safe sex, but is also known as a successful entrepreneur.

His company, Magic Johnson Enterprises, has stakes in many lucrative businesses such as the Los Angeles Lakers, movie theatres and restaurants in the US, including TGI Friday's, Sodexo, and several Burger King locations.

Yes, Johnson had to look at an alternate career option after retiring from basketball, but it is also true that entrepreneurship is something he had always been genuinely interested in. The successful investor and entrepreneur is now an inspiration for countless celebrities who want to look beyond their primary careers.