



THE Smart Techie

EMPOWERING TECHNOLOGY LEADERS OF TOMORROW

March 2010

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Ethnic Online(EON)



Sameer Patil
Traveltechie.com



Joydeep Kalra
Zed-Axis



R M Sudhakar
Netsoft



Girish Ramdas
Galatta.com



Gautam Goradia
YO PEDIA



Sumesh Menon
Winds Online

TOP 25

MOST PROMISING INTERNET COMPANIES



Manjunatha K G
Sprinkl



Bipin Preet Singh
MobiKwik



Vineet Bajpai
Magnon



Ishrat Akhter
Concern Infotech



Mudit Khosla
Seventymm.com



Jagjit R Singh
Future TechnoCrafts



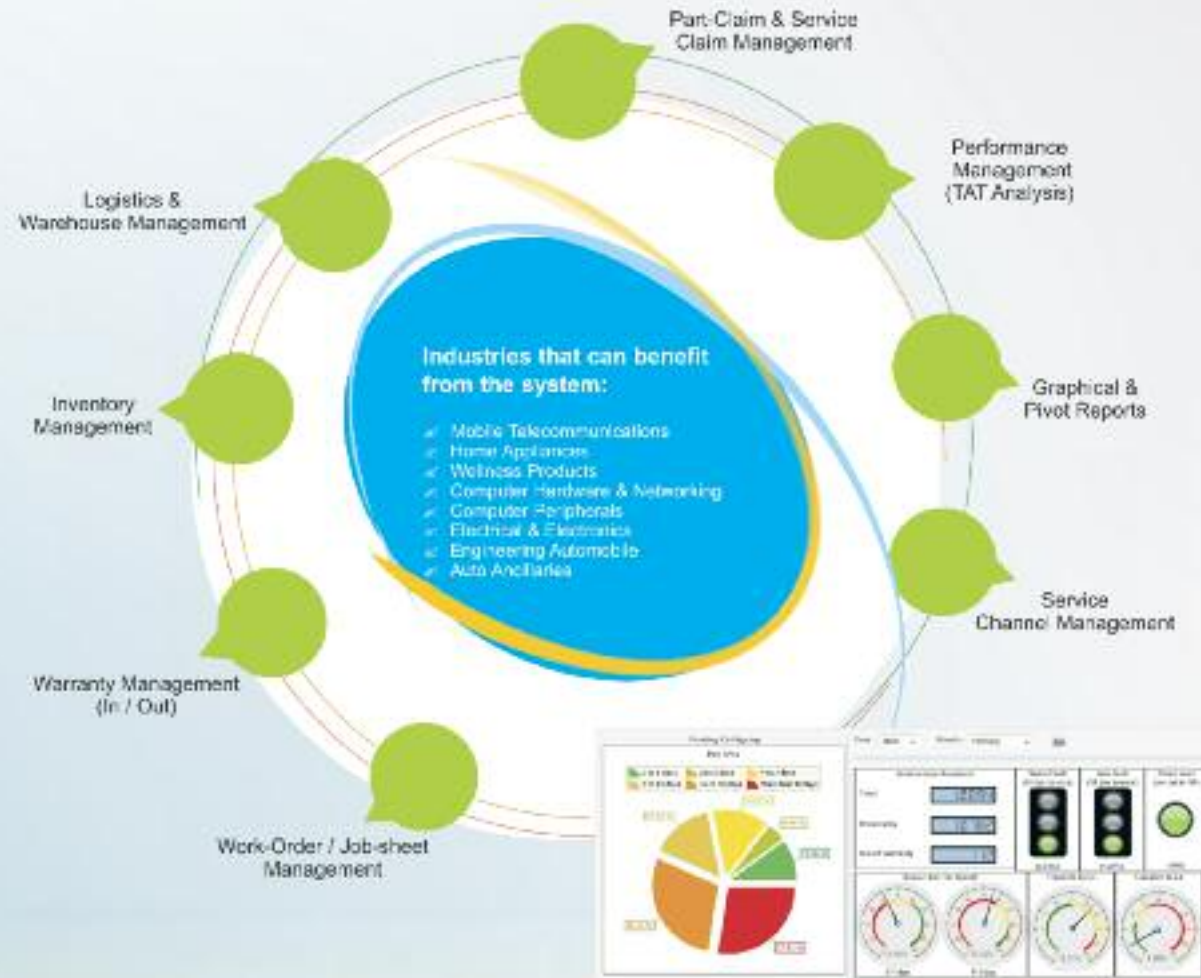
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- Ineffective Part & Service Claims Process
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- Highly Efficient Parts and Service Claim Process
- Highly Scalable to match Dynamic Business Operations



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Internet 2.0: What's the Business Model?

The other day I'd misplaced my keys. Instead of cueing me for where exactly I'd kept them, my mind was impelling me to 'Google' it out. Perhaps many of us, who remain immersed in the world of Google, Bing or Yahoo! all day, would have also felt the same. Indeed the 'power' of the Internet has been impacting our life and lifestyles, spifflicating cultural and geographical barriers.

The ever-growing Internet penetration has enabled instant one-to-one connection. Reaching out to a lost contact isn't a big task nowadays. For businesses, reaching out to the targeted audience directly isn't a costly affair and importantly it's the only medium that is really capable of specific measurement in terms of 'cost of acquiring a client'. Being an interactive medium, the Internet can provide a really immersive brand engagement with the user.

However, there has been no invention of any innovative business model in terms of monetization till date other than advertisement for an Internet business to survive. Even businesses are still not very comfortable with the online medium and still are unwilling to spend online. In 2000, spend on Internet by the businesses in India was a mere \$6 million, which has now increased to \$110 million. However, the 'spend per user' is still not a big figure in India. A decade ago, it was around \$1.2 and is still hovering around \$1.3, even though the number of Internet users has gone up 15 times to over 82 million today. E-commerce in India has not been able to take off as anticipated. Most of the Internet companies are surviving because of their offline presence or partnership with offline businesses. Despite the popularity, social networking sites still have not figured out viable non-advertisement based business model—indeed, this is a global phenomenon as well.

Many businesses that moved to the online space to expand or grow are still struggling, as users are still averse to discover or pay for a service online. So, unless users become completely confident about carrying out business online, Internet will definitely remain another visual but interactive digital medium rather than a business platform. Consider ad dependent Internet biggies like Yahoo! or Google; in a sense they are just helping businesses reach more people. But every Internet venture can't be a Yahoo! or Google right? So, what's the next big opportunity on the Internet?

It's the right time to deliberate.

On a different note, we are glad to inform you that you'll have an opportunity to connect with many Indian women corporate honchos who've always believed in, and found it much more useful to look ahead, to be unafraid of failure, to make the tough decisions, and to just deal with it and win. Let's connect and delve more into it right there at SiliconIndia Women Leadership Summit being organized across five cities—Delhi, Mumbai, Chennai, Bangalore, Hyderabad, and Pune.

Please do share your thoughts with us.
Jayakishore Bayadi
Managing Editor
editor@thesmarttechie.com

YOU CAN IMPACT THE NEXT GENERATION OF INTERNET.

INVITING SENIOR TECHNOLOGISTS TO YAHOO!

Yahoo! is hiring Senior Technical Positions – Architects & Senior Architects to build media, communications, and advertising products that serve more than half a billion people across the world. Every day, we connect millions of consumers to the people and things that matter to them most.

Essential Job Functions

- Design highly reliable, scalable, extensible, maintainable, and operable systems.
- Define and build products that require significant cross-organizational coordination
- Collaborate with product management and development teams to define the next generation of media, communications, advertising, cloud, and data systems
- Recommend technology, engineering organization, and standards for implementing products
- Partner with development teams to design patterns and improve product quality, performance, and reliability
- Work closely with executives to align products and systems with the organizations that specify, develop, test, and deploy them
- Evangelize technology vision and strategy with senior management and groups within and outside Yahoo!
- Inculcate hands-on implementation work to keep current with technology trends inside and outside the company

Experience Needed

- 12+ years of experience working with distributed systems
- 8+ years of technical leadership responsibilities

Position Requirements

- Demonstrated ability to provide technical leadership for large, high caliber organizations
- Expertise in Internet systems design and implementation (both textbook and war stories)
- Expertise in evaluating, selecting, and integrating best-of-breed/innovative technologies
- Demonstrated leadership in technologies that are core to Yahoo!'s products (distributed systems, cloud computing, content management, indexing, database, editorial systems, web services, multi-tier serving architectures, machine learning, business intelligence, data mining, enterprise applications, mobile devices, and communications protocols)
- Analytical skills - complexity, capacity, performance, quality, logistics, statistics
- Ability to design testability, operability and scalability into globally-deployed systems
- Engineering or product management experience desirable

Technical skills

- Experience with object-oriented technologies, including a range of design patterns
- Experience with some combination of C, C++, Java, Perl, Python, Ruby, PHP
- Experience with Web Technologies (Apache, AJAX, HTML, JavaScript, HTTP, SOAP, XML)
- Understanding of large-scale data processing technologies (SQL, Map/Reduce)

Education

- BS/MS in CS or equivalent required. Ph.D. desirable.

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Alternately please visit <http://bangalore.yahoo.com>

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Saurabh Srivastava

J Incredible Journey

What an amazing journey my life has been. And it doesn't stop. Even today I feel I am just starting out because there is still so much more that I want to do. But, in the midst of this frenetic pace, whenever I do get a moment to reflect, I am humbled by the fact that I have got more out of life than I ever expected and never cease to thank God for how kind he has been to me.

Life may have been different had I followed our family routine and joined the IAS but I opted for IIT and stood 2nd at the All India Entrance Exam, which helped overcome my parents' opposition. IIT redefined my life. At the beginning it was humbling. 200 entrants, used to being top of their class, competed ferociously till everyone found their place in the sun. Averaging close to 10 points didn't get me top of the class but allowed me to expand my vision beyond academics. I restarted my school going activities of debating and dramatics and got elected as Literary Secretary. I then realized that IIT Kanpur had no newspaper and created a core team, raised angel funding from our seniors and founded the campus newspaper – "The Spark". It took us a year of losses and more "angel funding" to realize that our "business model" of subscription based revenues alone was flawed so we approached the IIT authorities, got an intro to their vendors, advertising revenues commenced, we even got IIT to "outsource" to us the entire publications at Convocation time and we never looked back.

Without realizing it, we created a 40 strong institution that survived after we had left. Then IIT got gifted a TV station, a batchmate took on the technical part and I took on the programming. Pretty soon we had another organization of 40 odd people and were doing more hours of programming per day than the only other TV broadcaster in India – DD I. So when I left IIT I had already learnt how to compete and cooperate with the best of breed, had already done 2 successful "start ups", realized that there was life beyond academics and that if you were willing to take the plunge and lead, anything was possible.

My next stop was Harvard and there was no better time to be in America. Joan Biaz, Janice Joplin and Pete Seeger performed free at "Vietnam war protest" concerts, girlfriends were plenty in the era of hippies, flower children and "make love not war". I grew marijuana on my window sill, went to Woodstock, and even campaigned for Eugene McCarthy for President.

Much as I enjoyed America, I continued to feel I could make more of an impact in India and after years of working there, returned with IBM. IBM however, decided to leave India, which proved to be a blessing in disguise as I moved from selling hardware domestically to exporting software services from India, one of the best moves I ever made.

In 1989 however, when I was running the software operations of Tata Unisys, (accounting for 30% of the Indian software industry) I realized that I was only 40, couldn't see myself continuing the same way for the next few decades and decided to become an entrepreneur. IIS Infotech quickly became one of the top 20 software companies and set many trends, including being the first to get ISO9001. Within a decade we acquired companies in the UK and Singapore, bought and sold one in the US, merged with one in India and then with one in the UK, which listed as Xansa on the LSE as a USD 800 million company.

You need to dream big, assemble a team of people better than yourself, sell them your vision, persevere through thick and thin, and stick with the old adage

Xansa was acquired by the French giant, Steria, I stepped off the board, became a serial entrepreneur but realized that what I truly enjoyed was not so much running an existing company but creating a new one. So I started angel investing and, in 2000, founded, with some friends, India's first angel venture capital fund – Infinity, which succeeded in creating some great companies like Indiabulls, India Games, Avendus, Brainvisa and Epicenter. To institutionalise angel investing in India, three years ago I co founded the Indian Angel Network (IAN) which has now become the largest business angel group in the country, operating in Delhi, Bangalore and Mumbai, with over 100 members comprising the who's who of successful entrepreneurs and CEOs. And, to support these angel investments, we are now launching the Indian Angel Fund. Between Infinity, IAN, some of the government funds on whose investment committees I serve and some purely personal investments, I must have been involved in the creation of over 50 companies, covering diverse sectors such as IT, BPO, Real Estate, Hospitality, Robotics, Education, Pharmaceuticals, Retail and even Media and Entertainment. I have learnt a great deal from all the passionate entrepreneurs that I have been involved in funding and I am convinced that entrepreneurship is the engine that will drive India's economic growth. This is why I have been involved in the Indus Entrepreneurs (TIE), which has now become the world's largest organisation devoted to entrepreneurship. I founded the Delhi chapter of TIE and continue to remain actively involved as Chairman Emeritus. The focus on the

entrepreneurial eco system is rounded off with my deep involvement with the VC/ PE industry through the Indian Venture Capital Association, which I chair.

In 1988, a handful of us (myself, the late Prem Shivdasani, Mr. F C Kohli, Harish Mehta, Narayanmurthy, Nandan Nilenkeni, KV Ramani, Ashank Desai), convinced that the fledgling software industry had great potential, founded NASSCOM, which has played a vital role in building the industry of today. My stint as Chairman of NASSCOM taught me that leading such a group requires even more teamwork, collaboration and vision than running a company because the only authority you have is what your peers are willing to give you.

I have learnt a lot as well with my engagement with the academic sector, being on the Imperial College Business School's Advisory Board, adjunct professor of entrepreneurship at IIT Mumbai, Management Board at Indraprastha University, Delhi, etc. and equally from serving on various government committees and task forces on IT, Venture Capital, Innovation, Railways, development of some states and the Indo EU Round Table. I have also tried to apply my learnings to community service through the NASSCOM Foundation, America India Foundation and the India Sponsor Foundation.

My biggest takeaway from life is that anything is possible – you need to dream big, assemble a team of people better than yourself, sell them your vision, persevere through thick and thin, and stick with the old adage – "if something is worth doing, it is worth doing well".

Ramco Unveils Partner Program for OnDemand ERP

Ramco Systems has announced its Ramco OnDemand ERP Partner Program (ROPP) for Karnataka, which aims at improving skill sets of partners by providing extensive training opportunities. The program is two-tiered with solution sales and implementation.

With this initiative, Ramco forays into the Karnataka industrial sector to identify potential partners for the SMB segment. The program is designed to offer a mutually beneficial relationship to the partner organization and Ramco Systems, as also the customer.

With ROPP, the company aims to penetrate the market faster and rope in cluster-focused partners to address the vast SMB space. It is targeting to add 25-30 more partnerships by the end of this fiscal.

R. Sukumar, Head, Sales - OnDemand Solutions, Ramco Systems says, "It is still a nascent stage for partnership business models in the SaaS ecosystem. Since many traditional IT challenges have been removed by SaaS, new solution providers are now emerging with a



The Ramco unveiling of partner program for OnDemand ERP

focus on business rather than technology. Those partners who can develop discrete expertise in niche areas will be well positioned to take advantage of the vast SaaS opportunity."

Juniper Networks Unveils Mobility Framework

Juniper Networks has unveiled a new technology framework with new software and mobility solutions that will transform the user experience and operator economics of mobile broadband. The 'new network' for mobility is designed to address rapidly changing customer behaviors and expectations, while dramatically improving total costs and revenue opportunities

for service providers.

Animesh Sahay, Head, Telecom Business, India & SAARC, Juniper Networks says, "Mobile operators need their networking vendors stop building new one-off boxes, band-aids, and bolt-ons to handle mobile data traffic. They need networking vendors with real innovation that can offer immediate TCO relief, un-

matched scale for the future, built-in security, and open platforms to monetize new services. Mobile broadband is here to stay, and providers will need an open and secure network to take advantage."

Juniper's mobility framework is built on open standards and flexible software platforms that will enable mobile operators handle a broad range of devices, applications, and customer needs.

Zynga: Creator of Mafia Wars, Farmville Lands in India

Zynga, the developer of the popular social networking games like Farmville and Mafia Wars, which started two years back, has now decided to open its first office outside the US in Bangalore.

Zynga currently has 700 employees in the US and has planned to hire 100 in India. Zynga India is looking to hire computer scientists and engineers who are experienced in building scalable infrastructure to handle more than 70 million daily active users. "We are excited to be launching the first international

facility for Zynga and will be focused on hiring about 100 of the best and brightest over the next year," says Shan Kadavil, Country Manager, Zynga India. "Our focus will be on building the next generation infrastructure that can handle the tremendous growth of Zynga games."

By setting up a center in India, Zynga has opened new opportunities for developers and engineers in the country to be part of the rapidly expanding social network games platform.

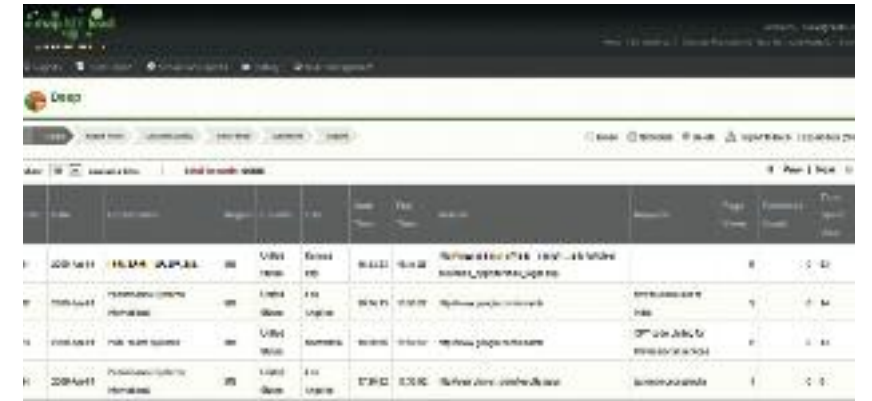


The Zynga team visits India

Nabler Launches Web Analytics Tool - MapMyLead

Bangalore based Nabler Web Solutions, a web analytics company has launched 'MapMyLead', a web analytics tool that has been entirely conceptualized and developed in the labs of the company.

MapMyLead comes with a report-building capacity that helps organizations identify visitors to their websites who could be potential customers, even if they did not enquire through the website. It is a SaaS (Software as a Service) application built on ASP.NET, and works on JavaScript tagging. All the customers need to do, is to insert a single line JavaScript on their website and start generating re-



sults immediately.

Announcing the launch, Seby Kallarakkal, Founder and CEO of Nabler Web Solutions said, "We believe that the web is the future for all businesses. MapMyLead helps organizations identify and remarket their

products/services to those companies and individuals who visited their websites and left without contacting them or filling the enquiry form on their website. This aids in reaching out to the lost visitors thereby increasing the conversion rate."



Members of the HP Agile Accelerator Team

HP Unveils Agile Accelerator to Meet Business Needs


The application testing market is growing at a fast rate in India and companies are looking for solutions that will reduce the timespan spent in testing. Keeping these statistics in mind, HP has announced enhancements to its Agile Accelerator to help customers increase the quality of their applications, enhance productivity, and respond to changing business scenarios quickly and cost-effectively.

Based on HP Quality Center software and HP Application Lifecycle Management consulting services, HP Agile Accelerator manages Agile development projects from proposal to production, while helping IT departments meet their application modernization initiatives.

Recent enhancements include a built-in resource-planning module, which allows development teams better manage their Agile projects. "With varied development projects underway using different methodologies, we needed a solution to accommodate both Agile and non-Agile efforts and would yet fit into our existing enterprise architecture," says Timothy Perry, Chief Technology Officer, Retirement and Protection, Genworth Financial. "By leveraging HP Agile Accelerator with HP Quality Center, we expect to increase efficiencies for each development team, and leverage our previous investments."

Nokia Siemens Expands R&D Center in Bangalore

The Finland based telecom equipment provider Nokia Siemens Networks has expanded its R&D center, making Bangalore one of the largest centers of the company. "By moving to a larger, more modern facility, it will not only enhance our development efforts, but will also help transfer the product innovation in one center across our whole business," says Johann Haslinger, Head of Nokia Siemens R&D Center, Bangalore.

Based at the Manyata Business Park of Bangalore, the new center has 2,300 employees. "The new center has a capacity of 3,000 engineers, which implies that hiring would continue though it would depend on the business and the demand," says Urs Pennanen, Head of India Region, Nokia Siemens. This move is strategic to adapt to the level of growth in India where 5,000 base stations are being added every month and Nokia Siemens has already added 1,500 base stations in the country. 

TECH TRACKER

Mobile in Creative Destruction Mode?

The dominant theme of the Mobile World Congress 2010 held in Barcelona was software, much to the chagrin of skeptics who dubbed it as the creative destruction of the mobile industry, as right now the service landscape from which mobile operators are gaining revenue in mobile data is very thin, with most of the revenues coming from data service subscriptions that are flat fees. Mobile operators need to build out services with greater customer experiences, those that can be defined in terms of quality, flexibility, and blended with social media for consumers or with unified communications for business users.

Predictably, innovations were high on applications. Perhaps the biggest attraction of the event was Windows Mobile, much like Palm at CES 2009. The tech world was waiting to see whether Microsoft would finally deliver a mobile operating system, which could not only address all of its previous issues but also advance the way smartphones work and offer a competitive edge over the iPhone OS, Android, and WebOS. Microsoft seems to have started from the scratch and created a user interface that is completely different from any iteration of Windows Mobile. The design team has stripped away everything that was unnecessary and only kept the most relevant information to the user.

The big themes this year were around operating systems and user interfaces. Mobile health and M2M (machine-to-machine) were also high on the agenda. One particular announcement that might interest India was the launch of the 'world's cheapest phone' – a handset from Vodafone expected to be selling for under \$15.

Most top companies had utilized the platform to make new announcements. Moto's offering to the United States and Europe was its Cliq XT/Quench announcement, the A45 Eco for Latin America and Asia got the Google Android-powered MotoRoi, XT800 Zihshang, and MT710. Samsung had more in its Mobile World Congress stand than just the shiny new Samsung Wave. Making a handset that is both rugged and attractive, Samsung unveiled B2100 and E2370, with main focus on durability rather than productivity.

Now, Google to Offer Super Fast Internet



Google has made yet another technological foray by announcing a super fast broadband service capable of delivering bits and bytes at speeds 100 times faster than most Americans now get from their cable and telephone companies. However, other countries like India will have to wait, as no immediate plans of expansion have been announced. Google would create networks in a select number of American communities to deliver Internet service directly to homes at 1.0 gigabit per second, which would facilitate experimentation with applications that would allow exchange of 3-D videos and download of full-feature high-definition movies in five minutes. Currently, some of the fastest connections through cable, DSL, and fiber access cap at about 20 to 50 megabits a second.

Google refrained from positioning itself as a potential rival to internet providers. "We are not getting into the broadband business," says Rick Whitt, telecom and media counsel at Google, and adds, "This is a business-model nudge and an innovation nudge." Being a proponent of open-access policies, Google announced that its networks would give consumers a choice of multiple service providers and it would not favor its content over others.

Google has been experimenting with broadband service for years. It has been running a free Wi-Fi network in its headquarters city of Mountain View, California, and is also an advocate of the FCC initiative to use unlicensed wireless spectrum, called 'white spaces', for broadband services. And the company has been quietly buying up unused fiber-optic lines for years.

Google's announcement comes close on the heels of the negative reviews that their social network undertaking 'Buzz' received and the release of its smartphone. What Google needs to watch out for is whether its new Internet initiative will lead to more frayed relations like the one with Apple or will it run the risk of spreading thin like Microsoft and AOL. Whatever the outcome, it is important that they stay focused on their core revenue offering, which is the search engine rather than burning their fingers in other areas.

Your desktop could be a supercomputer!



Supercomputers are generally known to be room-sized monoliths. But if one goes by the current trend, the supercomputer is on its way to becoming compact as applications traditionally found in them are heading to the desktop PC. Massive improvements in desktop processing power, graphics processing unit (GPU) performance, network bandwidth and solid-state drive speed combined with 64-bit throughput have made the desktop increasingly viable for large-scale computing projects. Thanks to these developments, a transition to a supercomputer on your desk will soon be reality.

Earthquake simulations, nuclear-stockpile simulations and DNA research will stay on traditional supercomputers for now. But as processor technology advances to multiple cores in the next 10 years, even they could make their way to the desktop. Some high-performance applications are already running on smaller computers.

At Temple University, researchers have developed models that measure the effects of applying anesthesia on molecules within nerve cells. The models currently run on a supercomputer, but plans are underway to perform the calculations on an Nvidia GPU cluster with four nodes. Injection-molding simulations are vital to car makers as simulations reveal defects. Simulations used to require a significant cluster-computing installation. Now the same level of power is being achieved with current desktop computers.

One of the most interesting ways High Performance Computing (HPC) is coming to the desktop is through the Web. The best example of this right now is on Wolfram Alpha, a computational knowledge engine on the Web that is designed to collect and curate all objective data and make it possible to compute about anything. While the searches you launch at WolframAlpha.com are still conducted on a supercomputer, the results return almost instantly, right in your browser.

Other applications touted to be used extensively on the desktop are whether forecasts, special effects for movies, construction of 3D scenes from massive collections of public photographs and live transcriptions of teleconferences with speaker IDs.


'ichip' Offers Nothing New

Along with the much talked about iPad, Apple's A4 chip has arrived. Billed as the most advanced chip Apple has used yet, the most obvious difference with the chip in the iPhone 3GS is speed. According to Apple, the A4 chip is so power-efficient that it helps iPad get up to 10 hours of battery life. But that has not impressed tech-watchers as there are already other chips in the market which offer a higher battery life.

By definition, the A4 is a system-on-a-chip, or SOC that integrates the main processor, graphics silicon, and other functions on one piece of silicon, much like what Intel is trying to achieve with its future 'Moorestown' Atom processor. And a similar SOC chip architecture is already used in the iPhone and other smartphones, such as Google's Nexus One and Motorola's Droid.



Based on what Apple has achieved with the iPhone 3GS, the chip is touted to deliver a snappy interface. All checks indicate that the A4 or a variant of it will make its way into a 2010 iPhone revision expected soon. PA Semi, the chip design team, is known for designing chips with exceptionally high performance and energy efficiency.

Critics are already spelling doom for Apple's semiconductor strides, citing references to the time Apple nearly went bankrupt the last time Macs and Newton PDA ran custom chips. Industry watchers, however, are pointing out that Apple will reap huge benefits because it's moving away from a commoditized silicon marketplace. Apple CEO Steve Jobs also explained that future PA Semi-designed chips will provide Apple with unique hardware features that rivals who use off-the-shelf parts will be unable to match. 

STARTUP CITY

SILVER STRIPE SOFTWARE

Today, development centers of software firms are scattered all across the world, thanks to the advancement in telecommunication technologies, however these firms also face the challenge of managing the teams simultaneously while working on a project. The recent slowdown has caused many companies to adopt agile software project management methodologies as a way to better satisfy customers. Silver Stripe Software, which specializes in agile software delivery, aims to address the challenge of managing software projects with its tool called Silver Catalyst.



Siddharta Govindaraj

HEADQUARTERS: Chennai

HEADCOUNT: 4

FOUNDED: 2007

PRINCIPALS:

**Siddharta Govindaraj,
Founder**

He had graduated in Electronics Engineering from Madras University in 2001, before doing his Post Graduate Diploma in IT at IIT, Bangalore. Worked at a mobile applications development firm in Singapore for five years after which he took

the entrepreneurial plunge.

CLIENTELE: Currently the company has eight customers who are all based outside India

INVESTORS: The company is self funded and bootstrapped.

COMPETITORS: Scrumworks, Target-Process, Rally and VersionOne

WEBSITE:
www.silverstripesoftware.com

BUSINESS MODEL:

The Silver Catalyst tool is available in a SaaS version, which is favored by the small and medium firms, as well as an on-premise version that larger firms prefer. The website is <http://ToolsForAgile.com>. The company also derives its revenue by providing training and consulting in software process and software delivery.

WHATS NEXT? :

The company has spent the last year validating its product. It plans to add more customers and expand its presence in the market.

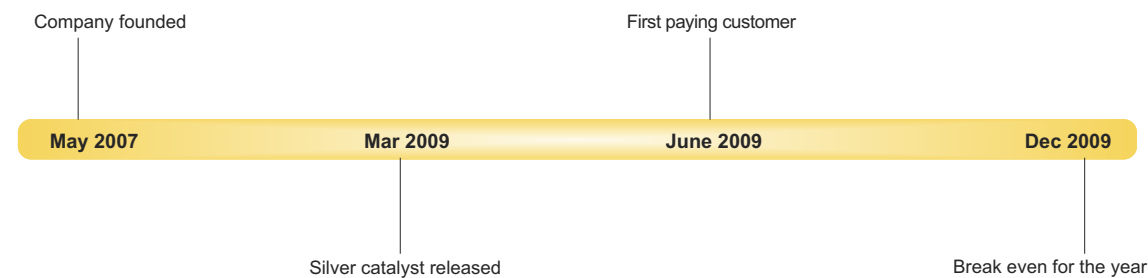
PRODUCT:

Silver Stripe provides project management tool called Silver Catalyst, which is part of the 'Tools for Agile' suite of the company. The tool helps distributed teams execute agile projects. Agile methods are new ways to develop software that have quickly grown in popularity in Europe and the U.S. These processes use rapid project cycles, enabling companies to be more responsive to market needs, while improving quality and return on investment.

DIFFERENTIATOR

The company claims that its key differentiator is in terms of functionalities its tools offer. Silver Stripe tool manages different tasks like quality, schedule and stability of a software project simultaneously rather than only tracking the schedule, which other similar tools offer.

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Dinesh Patel

Medical Technologies Claim the New VC Interest

able a doctor to determine whether a disease is more likely to progress at a slow rate or at a fast rate. For example, if a disease is more likely to progress at a fast rate, then the physician can prescribe a more aggressive treatment plan such as surgery, or if the disease is more likely to proceed at a slow rate, then prognostic technologies will prevent unnecessary surgeries which in turn will reduce the costs of health care.

Molecular diagnostics, next-generation sequencing, and single-cell/single-molecule analysis are emerging technologies in the Personalized Medicine investment sector. In particular, Molecular Diagnostics that are based on novel disease causing mutations such as Single Nucleotide Polymorphism (SNPs) or Copy Number Variation (CNVs) will be critical to developing targeted drugs (pharmacogenetics) and will enable the earlier identification of disease and disease susceptibility.

Molecular diagnostics, next-generation sequencing, and single-cell/single-molecule analysis are emerging technologies in the Personalized Medicine investment sector

The key areas of innovation that the more successful molecular diagnostic companies are incorporating include the use of genetic information related to the individual patient, and opportunities that integrate good science with the ability to interact online. The other area of innovation is on the operating side of the business. Specifically, there are opportunities to differentiate a business by adopting innovative operating strategies that are less capital intensive – such as molecular diagnostics versus therapeutic drug development – and those that are more capital efficient by outsourcing non-core, commoditized activities and not incurring fixed overhead when possible.

Focus on financing as the value-generating milestone, and interactions with the customer are key factors for any startup in this line to grow. Most entrepreneurs are cautiously optimistic by nature, necessarily optimistic that they will be successful, but at the same time are cautious about taking more money than is necessary to achieve the critical value-creating results. Entrepreneurs should befit themselves “over-funding” their companies, as that tends to result in solving non-urgent, non-critical problems that detract from solving the urgent and critical ones. Secondly, entrepreneurs in the life sciences should talk with customers early and often. The laboratory is quite a distance from the end-user of a life science technology. An example of this is a primary care physician as the end-user of a diagnostic test. It is critical to talk to the customer in order to determine what the customer sees as “value” and not what the entrepreneur or start-up company might see as a “quality product.”

Personalized Medicine is a key trend in life science investing, and is being driven by two converging factors. The first being the completion of the human genome project which led to the cataloging of human genes and the second being an informed consumer base that demands more information and more participation in their own health care decisions. Personalized Medicine on the whole is comprised of three related technological approaches – predictive, personalized, and preventative/prognostic technologies. Predictive technologies include molecular diagnostics and whole genome sequencing that determine an individual's disease susceptibility or pinpoint where along a disease course an individual may be prior to the symptomatic presentation of the disease. A pioneering example of such predictive technologies is the BRCA analysis diagnostic test, which assesses a woman's lifetime risk of developing breast and ovarian cancer based on their genetic profile. Personalized technologies include therapies targeted to the exact molecular mechanisms associated with, or causative for, a disease, such as Herceptin for certain forms of breast cancer and Selzentry which is a targeted treatment indicated for patients infected with a specific form of HIV. The third technological approach is preventative/prognostic technologies, which are aimed at assessing how aggressively a disease might proceed, based on an individual's genetic make-up and the genetic cause of disease.

While still in the early days of technology development, prognostic technologies will en-



SMS GupShup bags Globespan's Indian investment debut



Beerud Sheth

SMS GupShup got a shot in the arm as it managed to raise \$12 million in Series D round as US-based venture capital firm Globespan Capital Partners chose SMS GupShup to make its Indian investment debut. Existing investors Charles River Ventures and Helion Venture Partners had also participated in this round. With this, the mobile group SMS platform's total funding reached \$37 million in four VC rounds.

Confirming the news, Beerud Sheth, CEO of SMS GupShup said, “Globespan Capital was impressed with the community and infrastructure

that we've built, our revenue trajectory and the world-class team we've put together in Mumbai.” With this round, Venky Ganesan, Managing Director of Globespan Capital Partners, joins the SMS GupShup Board. Ganesan justified the investment saying, “SMS GupShup is bringing social messaging to the mobile masses. It is on track to be the next big global, social, mobile play.”

On being asked how he plans to use the funds, Beerud Sheth said, “We intend to deploy the funds to accelerate growth and expand our operations globally, to make our products useful to each of the four billion mobile subscribers worldwide. We'll continue to invest in human resources as well as scaling our infrastructure.”

Launched in April 2007 SMS GupShup, sometimes referred to as India's Twitter, claims to be the world's largest social SMS service that allows users to communicate and connect with family, friends and fans using mobile handsets.

CircuitSutra Raises Funding From SIDBI SAS,

Noida-based software services company CircuitSutra Technologies, an incubatee company of Amity Innovation Incubator (AII) has raised Rs 90 lakh from SIDBI SAS, the risk capital fund of Small Industries Development Bank of India (SIDBI) for MSMEs (Micro, Small and Medium Enterprises). The investment has been made through equity and optionally convertible debentures.

Umesh Sisodia, CEO, CircuitSutra spoke about how he plans to use the fund, “The fund will be mainly used to strengthen the technical leadership in SoC modeling domain and for sales and marketing.” Among the company's immediate goals are to expand into the embedded semiconductor software services and outsourced EDA tool development. CircuitSutra was founded in 2005 and offers technology in chip designing and automation in a simulated environment.

iCreate Gets Rs 15 Cr from IDG Ventures India

Bangalore based business intelligence company iCreate, focused on the banking sector, has raised Rs 15 crore in the first round of funding from IDG Ventures India.



Vivek Subramanyam

“The shared conviction we have around the potential for domain-centric BI solutions was what endeared IDG to us as our investor of choice,” said Vivek Subramanyam, CEO, iCreate. Ranjith Menon, Vice President, IDG Ventures India confirmed the news saying, “What impressed us about iCreate was that they have built a profitable business within a short span of 3 years.”

Vivek added that the funding will be used to fuel iCreate's growth strategy which includes building a global sales platform, increasing marketing efforts and continuing investment in product development. iCreate, founded in 2006 by Anup Pai has more than a decade's experience in providing IT solutions to the banking space offering services like business intelligence and reporting, collections, compliance, risk management and fraud detection.

Ranjith, who joins the Board of Directors after this investment explained the board's objectives, “The company has set itself very aggressive goals for the future. The board's primary objective would be to facilitate that growth be it in terms of strategic hiring, go to market, etc. We have experience in the BI space and hope to leverage it for taking the company to the next level.”

TOP 25 MOST PROMISING INTERNET COMPANIES

There has been a great increase in usage of Internet in India off late. The era of Web 2.0 is truly emerging finally. With increasing Broadband penetration and availability of network, many net savvy entrepreneurs have been quick to realize the huge potential of the India as a market along with global market. Initially, most sites targeted the global Indians who had more access to the Internet, but nowadays many local Internet businesses have come up targeting users in India as well driving the E-commerce, social networking and more. Experts believe

that Internet/web 2.0 will definitely going to drive the future of businesses, which has been giving birth to various innovative business models including web/online services companies who can help businesses to reach more people directly and in an cost effective way.

Witnessing the trend the SmartTechie announces the prestigious "Top 25 Most Promising Internet Companies" list. This merit roll is an annual listing of the 25 Internet companies in India.

We at the SmartTechie believe that each company in this annual list had all those, which is needed to climb ladder of success as their products and

plans are indeed progressive, and the technologies are groundbreaking. Perhaps, what makes all of them to tick is their innovative and need based approach. The final merit list was decided by our panel of judges consisting of accomplished CEOs, CIOs, VCs, and analysts including the SmartTechie editorial team based on following criteria. Ease of use, evidence of success, scalability and monetization potential. And of course, based on nominations we received from our esteemed readers.

The SmartTechie wishes all the winners a bright future!

NAME	FOUNDER/CEO	DESCRIPTION
Bigadda.com Mumbai bigadda.com	Anil Ambani, Chairman Founder & COO	A web and mobile Indian social networking site
BoloHealth Mumbai bolohealth.com	Dr. Simanta Sharma & Jini G Mathai Co-founders	A consumer centric health and wellness portal
Concern Infotech Chennai concerninfotech.com	Ishrat Akhter CEO & Founder	A website design, software development and SEO Services company
EthnicOnline New Delhi ethniconlinenetwork.com	Adris Chakraborty, Daniel Omer, Pinky Chakraborty Co-Founders	A technology platform for exclusive ethnic marketing launched by MediaMorphosis Inc.
Foodiebay Delhi/NCR foodiebay.com	Deepinder Goyal, Pankaj Chaddah Co-Founders	A portal for information on dhabas, restaurants and more.
Future Technocrafts Thane futuretechnocrafts.com	Jagjit R Singh Chauhan Founder & CEO	The company is into website design, SEO and other website creation related services.
Gallata Chennai gallata.com	Girish Ramdas & C R Venkatesh Co-Founders	An Indian movie portal with latest movie reviews on Hindi, Tamil, Telugu, Kannada, Bhojpuri, Malayalam and Hollywood movies.
Ijiny Pune ijiny.com	Chetan Adiverekar & Vineet Thanedar Co-Founders	An online micro classifieds services portal

NAME	FOUNDER(S)	DESCRIPTION
Indiamart Noida indiamart.com	Dinesh Agarwal, CEO	A B2B marketplace that assists buyers and sellers to trade with each other at a common, reliable & transparent platform.
Injoos Bangalore injoos.com	Jagdish K Vasistha, Srinivas Seshadri, Pramodh BN Co-founders	An online collaboration vendor in the Software as a Service (SaaS) space.
Jivox Bangalore jivox.com	Diaz Nesamoney Founder & CEO	An online video advertising platform
Magnon New Delhi magnonsolutions.com	Vineet Bajpai Founder & CEO	The company is into services like Web design, Web application, Web development, SEO and Internet marketing and more.
Mobikwik New Delhi mobikwik.com	Bipin Preet Singh Founder	An e-commerce startup, which is in the business of aggregating and selling mobile apps, mobile content, and mobile transactional services under one platform – independent of any mobile operator or device manufacturer or specific platform or OS
NetSoft Bangalore netsoftindia.in	RM Sudhakar Founder & CEO	The company specialized in Web Solution (Branding, Designing, Portal, CMS, SEO) and Enterprise Software development solutions.
PurpleTeal Chennai purpleteal.com	Narayana Ram & Dr. Anand Subra Co-founders	A company in the healthcare space, which provides personalized health care alert services for users.
Seventymm Bangalore seventymm.com	Mudit Khosla CEO	An online movie rental services Company
HolidayIQ Bangalore holidayIQ.in	Hari Nair	A travel and holiday information portal
Sprinklr Bangalore sprinklr.in	Manjunatha K G MD	The company specialized in customized email marketing solutions
Sulekha.com Chennai sulekha.com	Satya Prabhakar	A local commerce site, integrating classifieds and Yellow Pages connecting millions across 44 cities.
TravelTechie Mumbai traveltechie.com	Sameer Patil Founder & CEO	Traveltechie.com connects smart travellers looking for the best deals & discount offers in travel with the airlines, hotels, resorts, cruises, travel agents, tour operators & various travel suppliers who offer great travel deals.
WindsOnline Palakkad windsonline.com	Sumesh K Menon, Biju K, Jayachandran KS & Sujith Co-founders	A business application development company delivering internet based services
Yatra Mumbai Yatra.com	Dhruv Shringi Co-Founder & CEO	An online travel company
YoPedia Mumbai yopedia.com	Gautam Goradia CMD	Providers of rich desktop applications that allow PC users easily organize and manage their information assets, resulting in better asset utilization improve their performance.
Zapak Digital Entertainment Mumbai, Delhi & Bangalore zapak.com	Rohit Sharma CEO	Zapak, part of Reliance-ADAG is a gaming company with over 7 million unique registered users. It is specialized in content publishing of online games, shared access through gaming cafes, retail distribution of Gaming CDs and Mobile games and applications.
Zed-Axis New Delhi zed-axis.com	B.P.Savant, Joydeep Kalra & Rakesh Goel, Co-founders	An IT Solutions Company, offering custom software application development and web site development



Sameer Patil

Traveltechie.com Hitting the Right Opportunity

By Jayakishore Bayadi

Traveltechie lists the best deals available on its portal in a unique way. Each week Traveltechie team researches the various deals, special offers, promotions offered by various travel companies across India and publishes the same after filtering them based on parameters like the cost saving it offers or the uniqueness of the product. The team edits the Best 25 deals and informs it to their registered users via email. "We are not a travel agency or an online travel agent. We don't sell or book air tickets or hotel rooms. The booking always happens on the service provider site which can be an airline website, a hotel website or a travel agency," clarifies Patil.

"The portal also publishes the an e-newsletter covering latest travel industry news which reaches out to over 12,000 travel trade registered members and over one lakh frequent travellers visiting the website. Unlike other travel information sites Traveltechie make revenue from various avenues. Informs Patil, "Our revenue model is based from the advertisement options on our site, e-newsletters as well as exclusive mailers done for the travel suppliers to showcase and promote their travel products to our registered user base." A user can find the latest travel industry news as well on the portal, which has already tied up with leading travel events and exhibitors as their online media partners helping them promote their events on Traveltechie.com.

Traveltechie.com has plans to expand globally in major countries having high number of Travellers. Being an innovative concept, the challenges involved start right from educating the

Traveltechie.helps anyone who is looking for the best deals, discounts and offers in travel from the airlines, hotels, resorts, cruises, travel agents, tour operators and various travel suppliers under one roof

customers (Travellers) about using Traveltechie.com to find a good deal to making a travel supplier understand the digital platform for marketing their Travel Products to Travel Trade and travellers in a cheaper, quicker and more innovative way. However, says Patil, "With the increase in the Internet penetration and growth of broadband along with the rise in the maturity levels of the internet users, we are positive about larger acceptance of Traveltechie.com as a preferred site for travel information and also a cost effective platform for travel suppliers to market and promote their travel Products to B2B and B2C segments."

The boot strapped venture by Patil is a part of Induss Interactive Pvt. Ltd. and currently has an efficient team of 11 employees managing technology, editorial, sales and marketing. By bringing in the right idea to the market place, Traveltechie.com is all set to grow big and become India's leading player in Travel Industry. 🌐

Indeed it's a herculean task for a traveller to find the best deal which meets the requirements of his travel needs and most importantly the budget. Obviously it takes great deal of a user's precious time in researching for the same in a crowded travel market. Sameer Patil, a seasoned travel industry professional and ex-Arzo.com veteran is quick to recognize the opportunity. Traveltechie.com, his newly founded travel information portal, helps anyone who is looking for the best deals, discounts and offers in travel from the airlines, hotels, resorts, cruises, travel agents, tour operators and various travel suppliers under one roof.

Sameer Patil looks happy. No doubt his maiden venture Traveltechie.com has hit the right opportunity at the right time. "We are India's first publisher of the best deals in travel to the frequent travelers (B2C) as well as to the Travel Trade (B2B)," proclaims the proud founder. The portal aggregates all the special offers from various travel suppliers and brings the best of the offers consolidated in one place. "If a traveller wants to save time looking for the best deals to save on his travelling costs, then Traveltechie.com is the right place," explains Patil.

The Internet is a borderless medium where unexpected global journeys take place. One such voyage has been that of Zed-Axis Technologies. What started out as a turn-key web solutions company focusing on servicing organizations exclusively in the national capital region has reached Australia, New Zealand, Singapore, Malaysia, Indonesia, & Japan, courtesy an MNC using their solutions in India which identified their products as a good fit for their global operations. Zed-Axis today has clientele comprising of companies ranging from promising startups to medium & large multinationals.

Zed-Axis was founded in 2000 by B. P. Savant, Joydeep Kalra and Rakesh Goel. Having tasted success in NCR, they expanded to other parts of India and the Middle East. They identified their Sales and Service management solutions as niche products and started to aggressively target these on a global platform. Success followed soon, when one of their key customers, a global mobile brand, decided to extend the solutions it had been using in India to other geographies. As a result, the solution is already being used in Russia, and is going to be implemented in Ukraine shortly.

Meanwhile, a new division called ZedAxisGlobal was initiated as a dedicated B2B platform catering to various outsourcing needs of overseas small and medium Web solution companies as the competition among Internet based Creative services was getting heated up in the Indian market. Within a few years of its existence, they can boast of a prestigious client base like Samsung, Lenovo, Godfrey Philips, Nokia, Tupperware and Logitech.

"Our business model is simple yet evolving. To be precise, we are currently focusing on acquiring new customers from within the verticals where we have a strong domain expertise and a sizeable

Zed-Axis Providing Global Web Solutions

By Deepika Cariappa



Joydeep Kalra

market share," says Joydeep Kalra, Executive Director and Business Head. As a parallel strategy they have started to work with industry verticals which have not been in the purview of their focus areas so far. In addition, they have introduced their flagship products in the SaaS mode to capture the mass market comprising of emerging businesses with the view of enabling these businesses to equip themselves with time tested solutions, without requiring huge investments on IT Infrastructure or having to worry about implementation, maintenance and support or data security.

Our business model is simple yet evolving Our clients choose us because of the way we address their business needs and the flexible modes of association we offer

Despite there being a couple of service providers in the market, Joydeep believes that they do not have any real competition for their flagship products. "Zed-Axis's web based Sales and Service Enterprise applications constitute the flagship products and have largely contributed towards revenue generation. Our

clients choose us because they recognize us as domain experts, the way we address their business needs, budgets, as well as the core pain areas and also because of the flexible modes of association we offer," he explains.

Joydeep says that while their Sales and Service Management products find viability and demand in countries like Taiwan, Korea, Singapore, Philippines, China, Indonesia, Malaysia, Thailand and other Asia-Pacific regions, they are nurturing their Internet based solutions and services in a B2B model in potential developing economies as well as the established and competitive markets.

From a handful of professionals, Zed-Axis is now a strong team of 70 people having served Samsung, Sony Ericsson, Spice Mobiles, Videocon Mobiles, Meridian Mobile, Karbonn Mobile, Micromax Mobile, Aroma Mobiles, Vodafone, Thai Airways, ITC Welcomgroup, HCL, Times Group, and GAIL to name a few.

They are now looking forward to making a breakthrough in consumer electronics and home appliances, wellness, computer hardware, engineering, automobile and auto ancillaries for their Sales and Service management products at a global level and make these solutions mobile friendly as they continue to shape digital aspirations. 🌐

When it comes to health, wellness and lifestyle decisions, one of the most influential entities

after the doctor/family physician is the World Wide Web. Today is an era of the young, digitally empowered and demanding consumer, who is highly conscious of his likes and dislikes. This attitude of the consumer applies to all his decisions including health, wellness and lifestyle. The health marketers need to reach out and engage this consumer in ways that influences him or her the most. "Therein lies a huge need gap," says Dr Simanta G. Sharma, Founder, MD and CEO of Healthon Infosoft Pvt. Ltd. (HOISCO), an emerging digital media entity that strives to become India's most valued comprehensive interactive media house, providing online consumer engagement solutions to health marketers.

It was in May 2008, that Dr Simanta Sharma along with the other co-founders of the company, Ms Sharmistha Dey and Mr Jini Mathai, whose collective domain experience in the space of health and wellness is more than 30 years, developed the idea of HOISCO to fulfil this gap. The result of this endeavor is bolohealth.com, a consumer-focused health and wellness portal providing information, engagement and networking opportunities for users in the space of health and wellness.

Bolohealth.com

Making health consumer-centred and interactive

By Zoya Anna Thomas

It has only been six months since the launch of bolohealth.com and it has already generated a hugely encouraging response from netizens across India. "We are not reinventing the wheel. We are only augmenting an existing system with real value and smart innovations. We are providing solutions, which we as marketers used to long for but as such solutions were not available during our time as healthcare marketers, so our initiative is to make marketers aware that we can be excellent partners to have on your side to create value for your product requirements through our initiatives and expertise," says Mr Jini Mathai, Co-founder and Chief Sales and Marketing Officer at HOISCO.

So while there might have been an emergence of quiet a few players in this field, what makes HOISCO stand apart is its unique business model which is not dependent on one entity or product offering; instead it encompasses several facets of the health and wellness market, and more importantly straddles the entire spectrum right from a healthcare con-

sumer to addressing a healthcare provider and thereby the healthcare marketer.

Today, Healthon Infosoft focuses on three levers to provide consumer engagement solutions:

So while there might have been an emergence of quiet a few players in this field, what makes HOISCO stand apart is its unique business model which is not dependent on one entity or product offering

1. Engagement through media wherein HOISCO leverages its own entity viz bolohealth.com
2. Engagement through content wherein it creates customized content strategy and content roadmaps aligned to a product portfolio
3. Last but not the least, engagement through technology by creating applications that enable brand connectivity with consumers over both web and mobile platforms.

"Currently, the company is closely monitoring user behavior and trying to address the user's needs. Going forward, we would be creating more health ecosystems over the web that will try and address market requirements as well as further augment the user experience and make it more fulfilling," adds Ms Sharmistha Dey, Co-founder, Editor and Chief Content Officer. 🇮🇳



From left Dr Simanta G. Sharma, Sharmistha Dey, and Jini Mathai

ETHNIC ONLINE Emerging Player in the Ethnic Domain

By Deepika Cariappa

There is no such thing as mass appeal when it comes to marketing a product or service online. This is especially true when you are selling to different cultural diasporas and marketers face the cumbersome task of having to not only identify the right sites for their clients but also the task of contacting portals all over the world and then negotiating the rates. However, this was perceived as an opportunity by the New Delhi based Ethnic Online Network (EON). EON (Ethniconlinenetwork.com) is a single reach ad network platform that allows advertisers to market themselves effectively to diverse target groups in the South Asian market in one go. Any advertiser, both large and small, can benefit from advertising on various websites based on their demographic, geographic, and psychographic needs.

Internet marketing gets the thumbs up from clients as it cuts costs of marketing as compared to the traditional media, saves time, and provides transparency in understanding the profile of the target audience. It also eliminates the laborious process of communicating with multiple channels. EON takes up the responsibility of targeting and distributing advertising to multiple sites to guarantee more viewership.

With telecom, automobile, insurance, banking, travel, and matrimonial industries becoming more Internet savvy every passing day, EON has arrived in

the marketplace at the right time. Adris Chakraborty, Co-Founder, MediaMorphosis and MD, Manhattan Communications, feels that the online domain provides advertisers a scope for realtime measurement of response and the opportunity to facilitate two-way interaction. "The online medium is the easiest and most cost effective way to reach out to target audiences at the micro-level. And by virtue of filtering the audience one can reach their target most effectively," Chakraborty says.

The network allows them to place ads on only those sites that effectively meet their target needs

Chakraborty explains, "EON uses a very robust, reliable, and scalable technology, which advertisers can use to reach global markets instantly by just logging on to their website. They simply plug in their requirements and the network allows them to place ads on only those sites that effectively meet their target needs." EON works with agencies, advertisers, and publishers. For agencies, they control content and classify those sites that meet their client's detailed channel demographics and frequency figures. They also design customized plans for advertisers on the basis of countries, categories, and keyword targeting. As for publishers, EON works to provide revenue and advertising to their site.



Adris Chakraborty

Daniel Ocner

Today, EON has a headcount of six in the US and four in Delhi. EON has managed to find its way to the top in an extremely competitive digital marketing space with tough contenders, by offering a 360-degree field to their clients, coupled with offline advertising expertise and global presence through ad networks in North America and the United Kingdom.

"We view EON as a platform that is scalable beyond South Asia and can be a resource for reaching all major ethnic groups. So there is no better way to build and scale this up than in North America where virtually every ethnic group can be found. Websites offer all ethnic groups a portal back to their homes where they can get instant access to news, sports, and information that matter the most to them," states Daniel Ocner, Executive Director.

Amitabh Mukherjee, Deputy Business Head and VP, says, "Online advertising is steadily robbing the market share from traditional media advertising. Given the potential of growth and increasing Internet penetration in India, online advertising is set to explode in coming years. To cash in on this growth and with more and more advertisers looking to target the Asian Indians, EON India is all set to provide the advertisers with a robust and reliable platform and a rich set of Indian and NRI Web publishers to reach their products and services to these ethnic markets." 🇮🇳

The Web is a virtual office in today's business and managing this massive structure is quite a task. This is where Netsoft Solutions, an organization specializing in Web solutions comes in. Fulfilling IT needs in two verticals – internal processes (through ERP, HRM, Application Software, and IMS) and external processes (websites, portals, CMS, CRM, SEO, and Internet marketing), this Bangalore based company is a firm supporter of the importance of Web presence in the digital business age.

Established in 2001 with the mission to help small and medium-size businesses get the visibility equaling that of the MNCs, Netsoft's 'intelligent innovations' and 'smart solutions' are designed with an aim to give their clients an opportunity to explore the economical, yet powerful, tool of advertising that Internet marketing is. Their core belief lies in delivering benefits, with special emphasis on return on investment (ROI) by getting clients worthy business leads through a global platform on the Web.

R M Sudhakar, Founder and CEO of Netsoft Solutions says that his company offers a clear visible investment, as at Netsoft they try understanding the customer's needs before starting the work. The business methodology of Netsoft is 'educate and strategize'. It starts by explaining to the client why it has become imperative to move beyond traditional marketing and enlighten them about the host of opportunities the Web can open the doors to. Next is strategy, which involves defining the client's objective and aligning information technology that would help them leverage the best ROI, simultaneously keeping in mind their budget. "We analyze the budget and requirement of the customer and then proceed with the campaign. For example, if the client is a trading company who is into lighting solutions with a showroom

Netsoft

Simple Web Solutions

By Deepika Cariappa



An email campaign for the target audience within a locality, instead of going in for search engines that have a global audience, surely results in best results

and is focused on limited geography, we suggest them an email campaign for the target audience within the vicinity, instead of going for search engines that are not limited to the locality but have a global audience, as you and I would normally not search for such products unless we need them. But if you receive an email with details of the lighting showroom with a rare collection in your city, you may go on to try it," explains Sudhakar.

In its eight years of existence, the company has catered to 150 clients in India, the USA, the Middle East, and Africa with the most notable ones in

India being Tata and BHEL. Netsoft is also responsible for some government websites like that of the IT department. The strong team of about 50 has developed more than 250 websites so far. Among their most notable features are their multi-lingual search engine optimization service and the 'pay what you get' model in advertising. Their other tools for Internet marketing consist of display and interactive advertising, social media optimization, social bookmarking, and video and photo sharing among others.

A success story that Sudhakar is eager to share is how Netsoft turned around the website of a pharmaceutical products company by transforming their website to generate 10 enquiries per day as opposed to just a few before. "We optimized highly competitive keywords to achieve the first result in a million outputs." He shares the formula behind that triumph - continuous research on search engine methodology; play with content, submission and building the article, and ensuring that the site comes on top during searches.

The company boasts of having received various accreditations and certifications, the most prominent ones being by IBM, Sun Microsystems, Intel, HP, and Microsoft. "Our objective for next five years is to build the brand as "the leading Web and ERP solutions for the SME segment across the globe," Sudhakar signs off. In an era where software is called the best buddy of marketing, Netsoft is surely at the right place and at the right time to fulfill their vision. 🌐



Galatta.com

Movies on a Platter

By Deepika Cariappa

In a scene familiar in the Indian context, a conflict of interests took place between cricket and cinema. Cinema won as the competition merged into companionship. What came out of the argument was Galatta.com, as the former excels in the Web design and development space, Girish Ramdas and C R Venkatesh thought it to be a sensible decision because in 2000, when Galatta was established, there were cricket portals available but not many movie portals.

The 'complete movie portal' offers news, interviews, trailers, wallpapers, music, and everything imaginable from the world of movies in seven languages - Tamil, Telugu, Kannada, Malayalam, Hindi, English, and Bhojpuri. Though it is most likely that general search engines are used to find information on films, Girish Ramdas, President of Galatta says close to 30,000 people visit Galatta as the next step every day via search engines

Movies have the capacity to attract all age groups

alone. Girish feels that the movie portals catering exclusively to one particular language have the disadvantage of missing out on what the same actors are doing in other languages, as largely there is an overlap of artists, especially so in the South Indian film industries. Galatta, he opines, gives a fuller perspective due to the large number of languages covered in the portal.

Movies have the capacity of attracting all age groups, but the average Galatta visitor belongs to the age group of 18 to 30 years, is computer literate, and is more often than not an urban English speaking youth. Girish points out to a major shift in its 30 lakh user base, as earlier 70 percent of Galatta visitors used to be NRIs and the remaining 30 percent

resident Indians. But now the trend has reversed as more and more Indians are feeding their appetite for films through the Web.

Galatta has also ventured into net mobile services as the company sensed the opportunity in that area with the introduction of 3G services in India. Girish rightly spots the business prospect in this field when he says, "On the Internet everything is free, whereas on the mobile, everything is paid." 70 percent of Galatta.com's revenue is through advertisements and the rest is through content, movies, and downloads. Galatta is involved in image management on the Web for some of the biggest stars in the industry like Madhavan and Asin. They are also the net partners of big budget movies like *Sivaji* and *Asal*.

Speaking about the major challenges Galatta faces, Girish names piracy as the toughest. However, efforts are being made to tackle this menace by a collaboration of movie producers' council, net service providers, respective governments, and the police by facilitating lodging immediate complaints against pirates and removing URLs of pirated sites. It is also true that information flows faster by word of mouth and interactions through social networking sites, thus posing as a competitor to sites like Galatta.

Galatta seems to be the ideal platform for movie buffs as they can chat with their favorite stars, remember their birthdays, and even participate in a talent hunt, which can be compared to a small scale casting agency. In 2007, the Galatta team brought out Galatta Cinema, a film based magazine, as well. Galatta.com's expansion plans consist of the inclusion of more languages like Marathi, Bengali, and Punjabi. They are also looking to add the missing feature in their website by introducing an online movie theatre in a year's time. Clearly, the big screen is getting smaller. 🎬

YO PEDIA

Perform Routine Tasks with 'One Click'

By Sudarshan Kumar



Gautam Goradia

The Dot Com set the tone of leveraging the best of technologies to develop rich, user-friendly, and effective desktop applications that work offline and run off the Web browser. Helping users to spruce up their business environment through rich, easy to use, easy to access, new generation Rich Desktop Applications (RDAs), Gautam Goradia, having over 25 years of international business experience, founded Hayagriva Software (P) Ltd. in 2001.

Gautam, who is also the Chief Managing Director (CMD) of the company, says, "We've developed rich desktop applications that allow PC users easily organize and manage their information assets, resulting in better asset utilization improve their performance, and accelerate their business productivity. Each of our products offer domain based utility value to the users, using the underlying philosophy of PIM (Personal Information Management). We've created PIM products in the areas of digital assets management, education, and entertainment."

Feature rich, easy to use, easy to access, new generation Rich Desktop Applications help users spruce up their business environment and multiply the individual's efficiency in computer usage

Explaining the objective of the products, Gautam says, "Our products will enhance the productivity of a computer user and improve the way a user works, learns, or seeks entertainment." The company plans to launch its first product YO PEDIA by the middle of this year. YO PEDIA allows users access and manage everything they do on the Internet and desktop through one convenient window. From individual PC users to large organizations, everyone relies heavily on organizing through the folder hierarchy system that is very resource consuming, which unfortunately does not help the user 'locate' the item he or she is looking for. Gautam says, "YO PEDIA

takes away the user's drudgery of folder management, as the product requires just one YO PEDIA folder to manage everything on the computer. Yet, YO PEDIA's smart 'locating' mechanisms will help the user quickly locate what he or she is looking for. Also, YO PEDIA users will be able to perform routine tasks like creating a file with just 'one click'.

The company's roadmap includes the development of an enterprise version as an immediate second step to the initial professional edition of YO PEDIA. Gautam says, "YO PEDIA design concepts that are applied in the context of enterprise search, document management, and enterprise social networking, offer many exciting possibilities, and the opportunity to capitalize on a rapidly growing market for solutions like Microsoft SharePoint or light weight alternatives like Google Sites."

Having a strength of 20 people in the technical team, Hayagriva has received feedback from early adopters, which suggest that the initial professional edition version of the product is fairly mature, and now the company plans to present this product to key influencers worldwide for feedback, and as part of its test marketing strategy.

The company also plans to launch its other products YO KNOWLEDGE, YO SONGZ, and YO JOKES later this year. In the recent past, Hayagriva partnered with Reader's Digest India and HCL Computers. This partnership has resulted in thousands of OEM shipments of Hayagriva's vocabulary enhancement software.

Gautam plans to take the company's products to market and realize their potential as a game changer in the market for multi-billion dollar computer user productivity enhancement software. 🌐

It was in May 2004 that four friends Sumesh K Menon, Biju K, Jayachandran KS and Sujith decided to reunite and realize their college dream – to build an online business from scratch. After overcoming several hiccups and challenges, from having absolutely no mentors to getting no help from VCs, their dream finally materialized, when Winds Online was founded. A next generation business application development company, Winds Online delivers internet based services of any complexity to clients worldwide.



Sumesh Menon

Winds Online

Carving out a niche for itself

By Zoya Anna Thomas

It started out as just like any other web designing and multimedia company, offering custom website design, and within two years became a web application development firm. More importantly, today this private limited firm handles On-demand business application product and solution development.

"To become a globally recognized organization providing e-business solutions for small and medium enterprises: this is our vision and we take pride in living up to it," says Sumesh Menon, CEO of Winds Online. And more than anything else, it is the contribution of its current team in pursuing the common vision, which helped Winds Online to reach its current situation. The fact that, the company handles projects from all over the world including France and the Middle East, and with only 16 employees, it has already managed 400 projects to date, speaks volumes.

You might just pause and say, "So what's new? There are several players

providing the very same solutions!" But the very fact that Winds Online has sustained itself in a growing market and a "Holistic Approach on Customer Management" makes it stand apart. The company does not have a marketing team, but it continues to climb the ladder of success through client referrals.

Take for instance Procopi, one of the leading designers and manufacturers of Swimming pool equipments in France. Procopi was in need of a system where they can integrate the whole process of product ordering and internal document management to be made online. Given the company's record of offering business domain knowledge with technology competence and proven methodologies to deliver quality results in a cost-effective manner, Winds Online was an obvious choice.

Winds Online developed for them a comprehensive web based environment built on LAMP platform, which will help Procopi to scale up to any extent in the

The fact that, the company handles projects from all over the world including France and the Middle East, and with only 16 employees, it has already managed 400 projects to date, speaks volumes

future. After a thorough system study, it developed a system on which different user types can be configured on a predetermined business rule and can login to the system. Additionally, a Web Administration control panel was created for better management of the entire website. Among the array of products that it develops today are Winds SFA and Winds CRM. Winds CRM is being offered under SaaS model, which just about any organization from a five member team to a 500 member team can use with a minimal subscription charge. "In fact, sales force automation, one of the integral part of Winds CRM, is vital in industry verticals where the direct field sales force tends to be high and account management is important," adds Sumesh.

Today, the company's unique proposition lies in its approach to each project. As Sumesh puts it, "We concentrate on providing both aesthetic as well as technical value to our customers." The idea is to provide to the small and medium enterprises, the same quality services that large organizations enjoy with millions of dollars of investment. Proudly enough, the company is living up to its goal.

What with plans to grow into a 40 member team in the coming year, and expand from its three offices in India to having offices in Canada and the Middle East, Winds Online is all set to become a niche player in the field. 🌐



Manjunatha K G

Sprinklr

Using Opt-in e-mail as a Marketing Tool

By Deepika Cariappa

If you thought that the e-mail is just a humble means of communication, Sprinklr (www.sprinklr.in) will show you that it is a powerful tool of marketing too. Sending bulk mails are far more intricate than they appear to be. Bulk mails targeted at non opt-in recipients, bad lists (too many inactive and bounce ids), content subject and body with spam words and blacklisted URLs in the body of the mail can end up in spam folders or may be entirely blocked by Internet Service Providers (ISP). Host sites such as Google and Yahoo will end up with extra workload of monitoring and blocking such mails. Phishing mails from a clever fraud can lead your private information to be at risk. Therefore, professional e-mail companies become important as their expertise will assist clients to send relevant opt-in communication to their subscriber's inbox.

Prior global experience with the flexibility of adapting to the Indian needs as well as a competent platform is our USP

Despite being one of the most common activities on the net, there have not been many takers for e-mail as an instrument for marketing in India. In fact, e-mail marketing in India is often compared to the nascent stage that the concept was in the west a decade ago, with no more than 20 percent companies using it. But Manjunatha K G, Managing Director of Sprinklr sees a positive side to it and says being an unexplored domain, it provides ample scope for improvisation. Founded by Manjunatha, Ragy Thomas, Saurav Patnaik and Sunny Saxena in 2009, Sprinklr is one among the very few players in India which is why Manjunatha claims that Sprinklr's main competition is from foreign players.

Manjunatha elaborates on their operations, "For bigger brands that have already used e-mail marketing before approaching Sprinklr, we get into business straightaway whereas the new or smaller players need to be educated on why e-mail marketing is an economical and efficient method of marketing. Sprinklr strictly follows opt-in communication where mails are not sent without the permission of the person. Some clients opt for just the platform while others hand over the responsibility of the entire campaign to Sprinklr. Our business model is based completely on the transaction based model rather than the license based model."

One of the main benefits of digital marketing is undoubtedly the power to track the campaign with the help of an-

alytics. Sprinklr's e-mail strategy too falls under this category. With many big names like Titan, Indiatimes, MagicBricks, Shine Jobs, NDTV, Indian Express group, Megamart, Myntra and leading digital agencies Urja, Quasar, AdMagnet, TheoryM and Contract Advertising as clients, Sprinklr has to ensure spam control and inbox delivery. For this, the company follows a four pillar concept for maximum deliverability. "Our email marketing software has automated address control and bounce management system to minimize deliverability risks. Sprinklr is armed with a blacklist management system to prevent spam complaints and they engage in time and volume controlled send out. We are a member of the Certified Senders Alliance (CSA) - the first Europe-wide white list for professional email senders," explains Manjunatha.

In addition to this, Sprinklr is a firm believer of maintaining relationships with Internet Service Providers (ISPs) and regulatory authorities as a good reputation and presence go a long way in guaranteeing deliverability. In fact, the company sees this as their USP, coupled with prior global experience of the founders with the flexibility of adapting to the Indian needs as well as a competent platform.

The outburst of the social media presents a new form of direct marketing which Sprinklr perceives as an opportunity. The company is developing an enterprise marketing platform for the social media and Manjunatha says it has already got some remarkable traction in the US market even before it has been publicly launched. Manjunatha did not disclose the name, but said that the platform will be launched in the global market soon. With the social media and email platforms on their side, Sprinklr seems to be headed on the pathway to further success. 🚶

Since mobiles have come to occupy an integral part of one's life – from facilitating communication to providing entertainment and even becoming a useful work tool – several people use prepaid services to control their mobile bills. But, it is excruciating when the prepaid users run out of balance in the mobile phones at the middle of some important discussions or while at office or even at night times, needing a quick way to recharge the mobile. MobiKwik.com, an e-commerce startup, which is in the business of aggregating and selling mobile apps, mobile content, and mobile transactional services under one platform – independent of any mobile operator or device manufacturer or specific platform or OS – came up to meet this consumer need.

It is not only that the customers can recharge mobiles for themselves and their family, but they can also find latest plans and offers and even search and download the latest mobile applications. Founded in 2009, the Delhi based MobiKwik.com is the brainchild of a technology entrepreneur, Bipin Preet Singh. "To meet all the needs of mobile owners, our portal includes three major verticals: voice, data, and applications. And I believe these would be the three pillars around which customer touch points would evolve in the next 4-5 years. Internet is the best platform for creating these touch points," explains Singh. Through MobiKwik, the users can pay a bulk amount at one go, which gets translated into MobiKwik balance. According to the company, the users can also subscribe to MobiKwik's 'KwikRecharge', which allows users schedule the next recharge to a future date. Its customers use one of the many online payment methods – credit card, debit card, or net banking to create an e-wallet that can be used to avail services from the Web or mobile. At the backend, MobiKwik ties



Bipin Preet Singh

MobiKwik

Aiming to Lead Online Recharge Market

By Sikta Samantaray

The e-wallet for the pre-paid mobile users does away with the many anxious moments when one desperately needs a recharge but is unable to reach a retailer's kiosk

up with third party service providers and application developers and charges a 20 percent commission from them for every sale or lead. MobiKwik does not charge any developer fee for selling applications on the MobiKwik platform. MobiKwik's retail customers primarily fall into four categories: college students, IT and ITES professionals, home users, and Indian expats (recharge family prepaid phones to call back). "With this e-wallet, micro payments for things like Rs. 5 application or Rs. 10 mobile recharge become possible," says Singh.

"Our approach to deliver what the public wants is among the plus points that will make us succeed," affirms Singh. Recently, the company has started its voice services (prepaid recharge for all locations for all operators across India) and will soon be launching data services (GPRS/3G top-

ups) and plug-n-play mobile applications. MobiKwik attempts to start a new 'pull' model in the Indian telecom space. Whether the users want mobile recharge, check out a new plan or a cool offer, or want to find premium apps for their handsets, they can do it all at MobiKwik.com. "We currently offer a lot of intuitive services around mobile recharge. For instance, a majority of our

population does not have access to the Internet. Therefore, we introduced SMS recharge based on the users' available MobiKwik balance."

Singh explains the market trend saying, "While only a small fraction of this is currently through the Internet channel; but google search trends for 'mobile recharge' and 'online recharge' show that the trend of using the Internet for this purpose is growing very fast." The prepaid mobile user who also uses the Internet is currently a 25 million strong (that is, Rs. 500 crore monthly) market. MobiKwik has created an API, which is being used for marketing campaigns as well as specific channel sales. "The strength of the company lies in the customer service, user experience, and smart services."

However, crossing several hurdles and stumbling blocks in his entrepreneurial journey, Singh managed to establish a convincing technology in the market. Further, with his well chalked out plans, MobiKwik aims to position itself as the e-commerce 'platform of choice' for mobile apps and mobile services. 🚶

Magnon

Taking internet solutions to another level

By Ojas Sharma

“Internet is something which is not just used as a brochure or promotion, the internet is a medium which derives business value in various form,” says Vineet Bajpai, the Founder and CEO of Magnon solutions. The importance of internet domain has increased tremendously over the last couple of years as more and more companies want to spread their presence online.

Bajpai started this company in 2000 with the aim to become the largest internet media house in India. Over the years the company has been able to create competency across the ecommerce sector, not only in terms of product and services but also in terms of market they operate in.

Many companies across India provide web designing services, search engine optimization, application development, internet marketing and website hosting as a service but what makes Magnon stand out in the crowd of these companies is that it provide a one-stop solution to all these needs of customers. Magnon starts with the consultation stage with their client, then design website for them, put technology application on

website, promote them on internet along with search engine optimization and marketing. When the companies in India spend money they spend it in a fragmented way and hence they are not able to get the value that internet offers. Magnon is able to use every corner of the internet and provide an integrated network which delivers the required value for the companies.

The web being a blend of creativity and technology, the company operates as a Design Agency and Software Company. The team comprises Creative Visualizes, Web Designers, Web Developers, Programmers, Database specialists and Internet Marketing experts.

The company has managed to capture over 1000 clients across 18 countries. Their clientele includes Fortune 500 companies, multinational corporations and organizations in the government sector. But one of the main reasons that contribute to their huge clientele is that customers stick to the company for a very long time. “We are proud of the facts that we have had customers associated with us for many years. Daikin Air Conditioners for nine years, Hyundai has been our clients for five years.



“Magnon uses a unique automated project delivery platform which integrates the entire delivery process, thus offering it an advantage over competitors.”

Young Turk

Vineet Bajpai is the Founder and CEO of the Magnon Group. Vineet started Magnon in 2002 at the young age of 22, with a total capital of Rs. 40,000 (less than \$ 1000), two people and rented computers. Magnon is now poised to cross \$2.5 Million (around Twelve crore rupees) in annual business with offices in New Delhi and Mumbai.

Vineet is the author of highly acclaimed management book titled ‘Build From Scratch’ (an India Research Press publication). This is a book that offers steps, strategies and practical insight into setting up a successful start-up venture. Vineet’s second book is under production and would be launched in 2010.

Vineet is the President of the Lal Bahadur Shastri Institute of Management Alumnus Foundation where he represents nearly 2000 corporate managers.

The reason why organizations have stuck to us despite fragmented market is because we are single point, single media organization which can meet all their needs.”

Magnon helped Hyundai to grow their presence since the initial days when they came to India. Magnon started by making a corporate website and then they helped Hyundai for the branding aspect. “So what we have been able to setup their corporate presence, we have been able to help them grow as a brand in India, we have been able to create internal applications for e-learning and intranet, we have been able to do comparative benchmarking and solution providing,” says Bajpai.


A company with so many customers around the world is managed by a combined strength of 110 people. This feat is only possible because Magnon has managed to create an automated project delivery platform.

The company has spent around 25 – 30 Lakh rupees on this software, which integrate the entire delivery process at one place. The automated system take cares of advertising aspect as well as software aspect. Programmers, search engine optimizers as well as art designers in the company use the same application to meet customer’s demand. The system is so well built that the process of ISO certification went out smoothly as the certifiers were satisfied at the way the huge bulk of client information was organized.

Magnon has been able to expand its presence outside India by opting for various strategies like internet telemarketing and taking part in exhibition and technology conferences. However, Bajpai says that tying up with Channel partners has helped them to enter the local market with ease. These channel partners are companies who are doing similar kind of

work as Magnon and hence it is easier to reach out to customers. The company so far has 40 channel partners in Australia, U.K and the U.S. Bajpai says that company is looking to increase to 150 channel partners by the coming financial year. But the company prefers to work on a direct basis when it comes to the Indian market and does not rely on channel partners.

Bajpai started this company during the dot-com era. It was a brave venture in a field which is still struggling a bit due to the reach of internet in the country. The company faced many challenges initially and there is one challenge that they still continue to face till this day. “While there has been some improvement in the acceptance of internet by the people in market and Indian business leaders, companies in the SME market today are not ready to invest in internet,” says Bajpai. He feels there is still a mental block as SMEs don’t see a great advantage in opting for internet based marketing strategy. However, Bajpai believes this segment holds great promise for the future.

Millions of websites and billions of web pages - marketing on the internet is increasingly becoming more and more complicated. Business people worldwide are groping for strategies that would ensure regular and targeted traffic flow to their websites. At times like this search engine optimization and internet marketing becomes very crucial. Magnon sees this as an excellent opportunity to grow and capture more market share. Bajpai firmly believes that in the next 4-5 years, Magnon would be seen as India’s definitive market leader as it is among the very few companies with proven capabilities in both the domestic and outsourcing markets. 

Sooriya hospital, a renowned hospital in Chennai wanted to grow their corporate image online. The company was looking for an expert in the internet field to bring life to their website. It turned to Concern Infotech who started by redesigning the entire website and by doing search engine optimization. “We highlighted the departments that they have and also their consultants. We added features that allow users to get online appointments. Earlier only big hospitals like Apollo would appear on the first page of Google while searching for multi-specialty hospital in Chennai. Now, Sooriya hospital is there as well,” says Ishrat Akhter, CEO and Founder of Concern Infotech.

Sooriya hospital is just one of the clients of the company. Concern has made websites for many other organizations like indiaseafoodexpo.com, CryogenicoxygenPlants.com, AzadIndia.org, smjesc.biz, nithyconsultancy.com, Jg-group.in and many more. There are many companies that are providing website design, website optimization, web based applications but customers often find it difficult to find all these services at one place. Concern has been able to bring together all internet related services under one banner, and hence is preferred by clients as they don't have to spend in fragmented pockets.

Concern Infotech offer services like Domain Booking, Content Management, Web hosting, Designing, Maintenance, Development, Search Engine Optimization, Logo Designing, Brochure designing, and CD/multimedia presentation. Akhter says that these end-to-end solutions offer them a unique advantage over competitors. Since its inception in 2000, Concern has been able to capture more than 65 clients.

Akhter started this company with the help of her mother and brother. Back in

Concern Infotech Providing End to End Web Solutions

By Ojas Sharma



Ishrat Akhter

Concern has been able to bring together all internet related services under one banner, and hence is preferred by clients as they don't have to spend in fragmented pockets.

those days the internet had just started to prosper around the world but soon the crash came. The company has faced its own share of challenges as well. In fact the company almost shut down after a couple years in existence and was mostly inactive for a couple of years, says Akhter. But even through tough times like this, Akhter never gave up hope and was back and running in 2005.

Today, Concern Infotech runs successful portals of its own. Thisismyindia.com has more than six lakh unique visitors every month. Civilserviceindia.com is the leading website on IAS exams and is hugely popular with students just as CoachingIndians.com. With the launch of websites like amlaan.com,

latestgreetingcards.com and bhartiads.com, Concern has taken the next leap.

The mobile and smartphone industry has scaled at a very rapid rate. Akhter feels that mobile internet will come into play in a major way in the coming years, especially with the 3G spectrum expected to be in the country. For booking movie tickets or to buy books, customer can now easily buy it online. Concern is currently trying to enter a tie up with mobile operators and work out a strategy to make it more convenient for customer to use internet on their mobile and get access to various useful application.

The company's latest project is quite interesting. They are looking to create a web portal which will let users watch live news, short films, advertisement and many more on one website. The company also plans to produce and make few short films on their own but currently huge amount of time is spent in understanding the media and production. They will also look for partnership with other media houses for content but this huge project is still in the initial stages, says Akhter. The company is also trying to break down the communication barrier on internet by allowing people to tweet by just speaking in any language.

Concern Infotech has grand projects in the pipeline, and with plans of hiring already on the way, the company aims to be in the top ten internet companies list in India. With the sole office in Chennai currently, the company plans to expand in other cities in India and also has plans to open an off-shore office in the U.S. as well. 🌐

Seventymm.com Hangout with Movies

By Sikta Samantaray

India's crazy for movies continues, partially thanks to the proposition that Seventymm.com offers - over 20,000 movie titles from across genres delivered to thousands of its members across the country, within few hours of members requesting for it. Through this service, movie enthusiasts enjoy original prints of movies in the comfort of their homes at a minimal cost without the hassle of picking-up and returning of movies.

One of the largest online movie rental services in India today, Seventymm.com was set-up in 2006 and its services are currently available across Bangalore, Delhi & NCR, and Mumbai. “We help our members create moments of happiness, at a time, location and movie of their choice, all at a price to die for.” claims Mudit Khosla, CEO of Seventymm.com. Possibly the only movie rental company in the world that delivers within hours of placing the order (most others deliver in 24 to 48 hours of placing the request), Seventymm.com recently introduced another unique “Get It Now” feature, which does away with the usual practice adopted by other movie rental companies of members requiring to create a wish list from which any random movie can be shipped by the company. The new feature allows the members to specify the exact movie they wish to watch, and the same usually gets delivered within hours.

Apart from the website, the service is also accessible through sms and call center, offering over 20,000 titles covering Hollywood, Hindi, Kannada,



Mudit Khosla

Seventymm.com recently introduced another unique “Get It Now” feature, which does away with the usual practice adopted by other movie rental companies of members requiring to create a wish list from which any random movie can be shipped by the company

Tamil, Telugu, Malayalam, Bengali, Marathi, Gujarati, Bhojpuri, Oriya, Punjabi and Rajasthani movies. World Cinema, TV shows and award-winning documentaries are also a part of the offering. Users have multiple subscription options, ranging from one to two DVDs at a time, and prepaying for one month up to a year in advance. It also has its own logistics infrastructure that delivers and picks-up movies from consumers' doorstep.

“We have evolved from being a mere movie renting portal to an interesting ‘Hangout with Movies’ where movie buffs can now discover, enjoy, share and indulge in the world of movies,” says Gauri Srivastava, AVP, Marketing and Product, Seventymm.com. According to the company, there are a lot of fun stuff like celebrity quizzes, film news and gossip, blogging and social networking, photo galleries and more, apart from renting out movies. The latest addition is the - X Box games, which the consumers can now rent for as low as Rs. 199. The website has over 1, 20,000 registered members and offers access to over 20,000 titles.

Establishing an internet based service in the Indian market wasn't been an easy task, though with the acceptability of e-commerce and increasing online usage have surely been helpful. Today it



Gauri Srivastava

has an employee base of about 300 spread all over the country, is backed by top VCs (Matrix Partners, NEA-IndoUS Ventures and Draper Fisher Jurvetson) and is adequately funded for next five years of operations and expansion. With its well-laid out plans and dedicated team, the company is reasonably confident of its future endeavors. 🌐

In the rat race, what always comes to the rescue is self-belief. Future TechnoCrafts has just that-and more. Having had modest beginnings, the thrust on quality is echoed even after having attained success. So when they say they do not have any competition, the earnestness is compounded with the confidence in their own products and services.

In a story of pure grit and determination, a young Jagjit R Singh Chauhan had to start from the scratch, having only the luxury of guidance from his father. The hard work paid off and in 2001, established Future TechnoCrafts with limited resources. The fruits of labor today have translated to carving a niche in a competitive internet space, offering a host of services like website development, SEO, web marketing, e-commerce solutions, hosting solutions, corporate training and cyber law consultation.

“Our business model is simple. We strictly follow business based on quality, time frame and maintaining good professional relationship with clients,” says Jagjit, CEO and Founder, with confidence. He believes that the USP of his company are quality service at affordable costs. “We explain the client how to utilize the services provided by Future TechnoCrafts for promoting their business and we avoid charging hefty fees for even basic consultations and solutions,” he adds.

Future TechnoCraft’s main clientele consists of corporate and hotel industries, private companies, large, medium and small scale industries and service providing companies. Most of their business comes from volume partners and freelancers that are primarily web design and web development companies and marketing people based across the globe. “Our

Future TechnoCrafts Crafting Success Confidently

By Deepika Cariappa

“We strictly follow business based on quality, time frame and maintaining good professional relationship with clients”



Jagjit R Singh

clients also provide us with good references based on our quality work and services. Besides this, our web marketing process which includes SEO, PPC, articles, webinars and online consultations give us a good business,” says Jagjit.

The company has not failed to identify the crucial role that websites, web marketing, SEO and hosting solutions are going to play in the Internet industry. They are working on new innovations in the field of WAP technologies, different web applications and web marketing. With the specific aim of widening business horizons globally, their global strategy is not very different from their original one-reasonable rates and good quality service.

“The global market is very volatile where the client sends an enquiry to varied companies for obtaining competitive quotations. We have explored

our resources and capabilities and we utilize our core competencies for planning our global strategy. We strongly believe that a good web marketing process can really work well,” says Jagjit. Future TechnoCrafts works out an Internet marketing strategy for your business which includes processes such as Search Engine Optimization, Google Adwords, Yahoo PPC, blogs, Web Marketing 2.0 and PR write-ups. They believe that analysis of the target audience is very important in web marketing. This approach is used in search marketing, where the advertisements are based on search engine keywords entered by the user.

Located in Mumbai and Delhi, Future TechnoCrafts is continuing to craft a success story based on “quality service, timely deliverance, good customer support and user friendly technology.”

iJiny

Making
Online
Classifieds
Simple

By Sudarshan Kumar

Every month, more than five percent of Internet users visit online marketplaces like e-Bay, rediff.com, Craigslist, Olx.com, or one of the other 10,000 classifieds sites worldwide. Aiming to make these online marketplaces simple, quick, and a compelling experience for users, Chetan Adiverekar and Vineet Thanedar came up with the idea of micro online classified sites and founded iJiny in August 2008.

Unlike other classified sites, where the user needs to fill a long form and select from several categories, iJiny lets users post and discover classified ads without any registration or login. Adiverekar says, “Our idea is classifieds stripped bare to the essentials – 160 characters, to-the-point classified ads, no registrations, no logins, a few essential categories, and a search that helps users find just what they look for. You can say we are obsessed with simplicity and user experience.” He also says that iJiny is India’s first micro classifieds site that lets users quickly post and discover 160-character classified ads in their cities.

Seeing the popularity of online classifieds among young tech savvy generation, the company plans to extend the service to the mobile phone and leverage the high SMS usage in the Indian market and provide easy access for users to post



Vineet Thanedar



Chetan Adiverekar

Micro online classified sites that provide simple, quick, and a compelling experience for users offer a more appealing and improved user experience than the traditional classifieds sites

and search through classifieds. “We want to reduce the barrier to entry and leverage the mass popularity of mobile and SMS usage in India. While Internet usage in India has increased tremendously, it pales in comparison with mobile penetration and popular use,” asserts Adiverekar. Currently, the status of online classifieds sites in India is far too high, while the relevant stuff is buried under dozens of sections and a cluttered and less-than-intuitive user experience. Adiverekar says, “While these websites have done a great job at increasing adoption of online classifieds, we feel it’s time for a more appealing and improved user experience. We want to build a service that does two things and do them well – help people post and advertise the things they have to offer, and help them quickly find the things they want.”

Since it is bootstrapped and has to be cash conscious to get maximum bang for every buck it spends, the real challenge for Adiverekar and Thanedar is to promote and advertise the site. “There are multiple avenues through which promo-

tions are done for any Web based venture, choosing the right one and getting maximum mileage has been challenging and it will remain a challenge for us for some time in the near future. Also the venture is totally self dependent and without any sort of reliance on outside help, and generating traction using popular mediums such as TV, radio, and newspapers is tough,” opines Adiverekar.

Seeing an enthusiastic response to what they have built and being predicted as the most promising Web startup by a renowned venture capitalist in Pune, now the company is leaving no stone unturned to find simpler and better ways of solving the need to find housing, cars, bikes, textbooks, jobs, and a few other life essentials, and in terms of features, augmenting our online service with posting of ads and searching for stuff via SMS is certainly the most important one in our pipeline,” concludes Adiverekar.

He believes that five years down the line iJiny would gain popularity and usage like craigslist now enjoys in the U.S.

PurpleTeal

Aiming for Leadership in Personalized Health Intervention

By Zoya Anna Thomas



Narayanan Ram

It was in late 2006 that Narayanan Ram, a serial entrepreneur, along with Dr. Anand Subra founded PurpleTeal, a company that focuses on hand holding individuals to help them improve their health. Watching the struggles of many people with regard to managing chronic medical conditions like diabetes and heart disease was the starting point for the founding of PurpleTeal.

The real-world difficulties of remembering and following the doctor's orders after an appointment, or dis-

charge instructions after a hospital stay, gave the founders the idea for a day to day hand-holding service to help people do a better job of self management. Ram and Subra thus set out to create a member-centric, scalable and low-cost service for the consumer.

So when it comes to self management, PurpleTeal helps customers by reminding them to take their medications on time as prescribed, taking body weight, BP, blood sugar and other readings, as instructed, taking problem-solving actions based on self observation of symptoms, and even making arrangements to

The PurpleTeal service provides daily outreach to individuals through messages about health that they would find valuable and hence want to view

go for prescribed treatments and procedures. The services offered by the company, which has a 40 member team, also include management of lifestyle habits like weight loss or smoking cessation as well as management of specific conditions like diabetes or pregnancy.

PurpleTeal's service architecture uses a base package for wellness, on top of which member-specific service packages can be added to create a custom, personalized service set for each individual. Hand-holding is done by serving Interventions using SMS, Mobile

Apps, Email, and Web or through any channel that is convenient to a given individual.

Today, PurpleTeal, which is located in Fremont, California, with its Indian subsidiary in Chennai, has served 4.5 million interventions so far and already has more than 100,000 paying subscribers. So, what makes this firm different? "Our services address the health concerns of the 'whole' individual, and not merely the specific conditions he or she has," says Ram. The PurpleTeal service provides daily outreach to individuals through messages about health that they would find valuable and hence want to view. Also provided are multiple venues and ways for individuals to sign up and engage with the services, whether it is through paper, mobile phones, email or internet.

An insurance company can sponsor PurpleTeal's service, offer it to its subscribers and use it to capture new subscribers. If it is positioned as a valuable health-based service that they can get by signing up with the sponsor, it provides something that is 'different' in order to attract new subscribers. "Existing subscribers, once they get used to the service, will be reluctant to switch to a competitor that does not offer this service, hence improving loyalty and retention," says Dr. Subra.

PurpleTeal's current projections are to exceed a million paying subscribers by December 2010 and to exceed four million subscribers by December 2011. But, going forward, the founders are confident of not just making a mark in this field, but becoming leaders. "We will be the leader in the business of personalized health intervention with more than 10 million paying subscribers worldwide, and over 100 million interventions served monthly," says a confident Ram. 🙋

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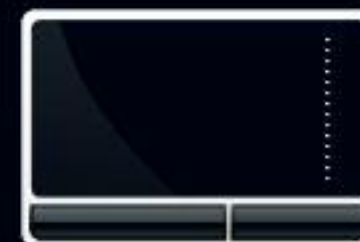
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Is India Ready for E-commerce?

Cross-cultural and geographical buying and selling has never been so easy. The Internet has become the undisputed leader in this arena, providing the perfect platform for buying and selling

American youngsters buy nose studs, belly chains, and temporary tattoos from India. Canadians are hugely fascinated by Bollywood fashion. The culture capital of the world, France, is an avid buyer of *desi* antique gramophones, flutes, and decorative wall hangings (eBay India Census 2009). Cross-cultural and geographical buying and selling has never been so easy. The Internet has become the undisputed leader in this arena, providing the perfect platform for buying and selling.

E-commerce has invaded this domain, and currently there is a plethora of online markets catering to any product one could possibly imagine. From books, clothes, and jewelry to mobile phones, cars, and bikes, everything is just a click away. So what is it that makes the World Wide Web the ideal trap? The answer lies in simple statistics. More than 25 percent of the world population uses the net regularly. India has surfed her way to be placed in the fourth position in the top 20 Internet users' category by Internet World Stats. In countries like the United Kingdom, even grocery shopping takes place on the Web.

Websites are the new brochures. Not surprisingly, sellers have taken to the Internet in a big way in addition to the traditional method, if not as the sole medium.

Successful Selling on the Web

The success story in the Indian context probably started with the boom in travel websites, which have contributed nearly 80 percent to the online trade. The best in the business attribute success to the good old 'right place at the right time' truism. "Credit card and Internet penetration had just started and low cost carriers like Air Deccan, SpiceJet, and Go Air had launched at around the same time. With the kind of supply in the market, booking was becoming a hassle. But, with the travel websites one can conveniently choose and book without waiting for the travel agent," says Noel Swain, Vice President, Marketing, Cleartrip.

They have due responsibilities towards their business customers and consumers. On the one hand they need to get the right kind of content for their customers. On the other, they have to ensure the consumers of convenient and cost-effective purchasing

and ensure quality at the same time, as consumers cannot touch or try the products unlike in regular shops. "70 percent of our consumers are repeat consumers. We have to act as a valuable distribution channel to our airline and hotel partners and bring them both the repeat and new consumers. At the same time, we cannot disappoint buyers. It is our duty to give the right perspective to them, which is why we take complaint management seriously. If we receive three or more complaints against a particular hotel, we don't work with them anymore," Swain explains.

Online fashion retail is an emerging trend in this segment as apparel ranks as one of the most popular commodities in e-commerce. Fashion and You is one such undertaking which offers the world's top fashion brands like Salvatore Ferragamo, Hugo Boss, Escada, Stella McCartney, Tag Heur, Paul Smith, and DKNY at special 'members only' prices on their website www.fashionandyou.com.

Pearl Uppal, CEO and Founder, Fashion and You, is of the opinion that online retail will be 15 to 20 percent of the luxury and high fashion industry sales in India in two to three years from now. "Though it is in a nascent state in India, globally it is a big domain and over the last few years shopping clubs like Ventprivee.com in Europe, Gilt.com in the US, and Netporter.com in the UK have created big success stories in this space."

Online Marketing

As marketing is an important precursor to selling, many companies have entrusted the responsibility to professional Internet marketing organizations. The basic functions of these organizations include positioning the client on the Internet, developing campaigns for them, and defining them as a thought leader in their vertical. Acmic Interactive which caters primarily to the hospitality and bank-



Pearl Uppal



Deepa Thomas



Noel Swain

Online selling is way more cost-effective than traditional retail; significant savings are made in retail costs and the consumer gets the price benefits

ing sectors, and whose clientele consists of the Marriott group of hotels and the Asian Heart Institute, has been doing precisely the same for a year.

Ravishankar, CEO, Acmic Interactive talks about how such companies get into the mode of relationship management for their clients. "We build a rapport between the business customer and consumers. In a way we become the extended marketing arm of the client." They also explain to the clients why the Internet is an important tool of marketing, identify the key media, and develop campaigns for them. "We constantly enhance their site and promote them on other sites. We integrate that data from them and balance the marketing costs as well."

As opposed to traditional brick and mortar marketing, virtual selling could cost you as little as Re 1 per day. eBay, the largest online market place in India that operates in 2471 Indian cities offers free listing for the first 20 days, after which the sellers have to shell out a meager Re 1 a day till sale, with no registration fee. The revenue setup is divided as one percent commission for technology, five percent for lifestyle, and six percent for media (with no listing fee for media).

Uppal explains how online selling is more cost-effective. "We source the products directly from the brands. We place a lot of emphasis on not only our procurement costs but also on the quality of merchandise we source through an experienced team of buyers and merchandisers. Given that online selling is way more cost efficient than physical or ground retail, we are able to create significant savings in retail costs and bring the price benefits to the consumer's wallet."

Deepa Thomas, Senior Manager, Corporate Communications, eBay India calls e-commerce a crucial platform. "As the biggest auction platform in the world, our focus is completely on transactions. Our success is measured on the basis of sales of our customers. We have become extremely scientific and value the net buyer. We run promotions and use assured free gifts to attract consumers."

The Extent of Online Buying

The eBay.in census is an interesting study of trends and unusual purchasing patterns. 3.3 million Indians shop actively on eBay, which translates to a buyer a minute if it were a regular shop. In the 2009 edition, Delhi topped the list of e-commerce hubs, followed by Mumbai, Chennai, Jaipur, and Bangalore. Though India does not feature among the list of top 10, with the debut of Lakshadweep, all Indian states and union territories are now hooked to online marketing and buying. The most net savvy countries in this realm are the United States, United Kingdom, Australia, Canada, Germany, France, Spain, Italy, Netherlands, and Belgium.

The most exciting stories come from rural India. Artisans from Jodhpur and Ludhiana chose to sell their crafts online to metros and even export them to the West, thereby overcoming inefficiencies in distribution. Rural India featured in the census for the first time with places like Bundi (Rajasthan), Thevaram (Tamil Nadu), and Tezpur (Assam) witnessing active buying and selling. In addition to this, 181 rural towns are active entrepreneurship hubs, selling to a worldwide market. Another heartening trend that is emerging is that six out of the top ten cities are profit making cities, which means they sell more than they buy.

Spheres of Online Publicity

The aura of e-commerce is so all-encompassing that even films and politics cannot escape it. One of the most tech-savvy election campaigns in recent times has been that of the President of the United States of America, Barack Obama. Apart from utilizing social media spaces like MySpace, Facebook, and Twitter, his Internet campaign lent fuel to fund-raising, as much of the campaign funds were generated through small donations over the net. In fact, his Internet strat-

The most evident among the immediate ramifications of the upswing in e-commerce is the rising power and convenience of the consumer

egy is touted to be a significant reason behind his success. Closer home, most big parties here have embraced this strategy.

Among the immediate ramifications of the upswing in e-commerce, the most evident is the rising power and convenience of the consumer. As Ravishankar puts it, "The parameters have changed. Companies have to listen to the people. The people, on the other hand, have become more practical. They are talking to each other and are more aware." He also accentuates the role of a community manager whose importance has been on the rise.

Consumer Security

Security concerns are a fixture in any new innovation and online shopping is unfortunately not insulated from it. Frauds are always ahead of security measures and awareness is the most important weapon of the consumer. Sellers have, on their part, taken precautions. The international online wallet PayPal, an eBay venture that nudged out all competition in the online payment space is the best example. However, it is yet to fully reach India.

Thomas suggests PaisaPay as an alternative. "Though the onus is on the seller, eBay provides 100 percent buyer protection. If the product doesn't reach you in three days, we offer a pay back. In the event of the need to make an exchange, we mediate and cover the buyers up. In fact, we are in the picture till the product reaches the buyer." She also advises discretion by choosing trusted websites.

Future: Exceedingly Promising

As for the future of this phenomenon, experts predict an upward trend. Internet marketing has already changed the dynamics of e-commerce. Though it is in its emerging stage in India, once there is broadband penetration in homes, the pinnacle of e-commerce and Internet marketing will arrive, Ravishankar emphasizes. Adapting to different lifestyles and social and cultural differences within the country is a challenge that needs to be addressed.

Uppal concurs, "In India, the Internet medium is maturing. The geographic spread of the medium is no longer restricted to the metros and tier-1 cities. In terms of ad spend, online is growing at a healthy year-on-year rate of 50 percent. With e-commerce now beginning to take off rapidly in India, online marketing initiatives from local and global brands will get a further boost and marketing and retail feed each other. I am confident that the success of the online travel industry in India will be replicated across many more industries where marketers are able to capture value for the consumer in the online space."

Swain adds, "The structure, 'trackability', adaptability, and the agility of the platform will ensure its popularity." In the age of online shopping malls where SEO and SEM are the new buzzwords and products travel from one continent to another in a matter of minutes, e-commerce is evidently here to stay. 🚶

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The emerging confluence of BPM and Cloud Computing

What does it mean for BPM adoption and success?

Every few years we come across a new wave in technology which either reshapes the direction of the technology landscape or enhances substantially the application of existing technologies. Cloud computing is one such wave which seems to be setting a new trend in the technology world. Cloud computing, with roots in “Grid computing”, involves provisioning of dynamically scalable and virtualized resources over the internet as a service. This could be offered as Infrastructure or Platform or Software as a service. The realization of significant business value around cloud computing has suddenly created a hype and we see a spurt of activities with technology and business stakeholders planning to adopt the platform. For lack of accepted standards,

proven scale, performance and many unknowns surrounding the cloud based environment, I would still refer to this as an emerging trend. But this concept has deep rooted value and benefits, that address many challenges surrounding local server based hosting and deployment of enterprise applications. BPM (Business Process Management) is one such technology space which is embraced by most enterprises but facing significant challenges in terms of hosting and implementation. Let us explore how cloud computing can compliment BPM in addressing enterprise adoption challenges.

BPM is a relatively well known term and has become a major transformation tool leveraged by businesses to model, automate and optimize their processes. BPM is still going through

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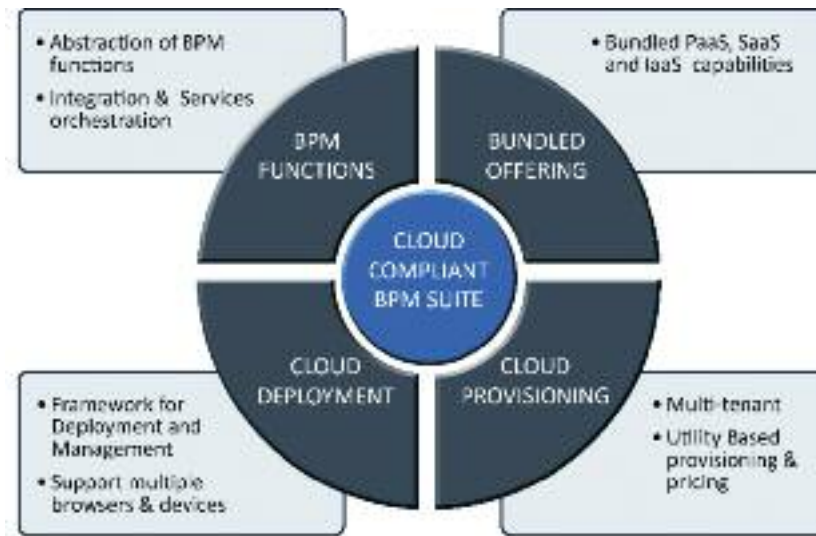


Fig 1: Basic elements of cloud compliant BPM suite

a hype cycle as many organizations have tried their hands at BPM and seen limited to medium success. Less than 25% of organizations implementing BPM have reached a high level of maturity and success. Gartner analysts have predicted that more than 50% of BPM Programs will fail by 2011. Based on a Prediction by Gartner Analyst Michele Cantara, *“The share of BPM investments targeting end-to-end business processes that incorporate external services or cloud resources will increase 500% by 2012”*.

Definition of a Cloud Compliant BPM Suite

A cloud-based implementation would derive value from three areas: *Economic* (No capital investments, Pay by use, expand/shrink resources as needed), *Architectural* (commonly accessible environment and resources for development and self-service provisioning), *Strategic* (outsourced ownership of infrastructure and operations enabling focus on core activities). A BPM suite must address these value elements for being classified as cloud compliant. The below diagram summarizes the capabilities and design elements that address this compliance.

A comprehensive ability to offer

the following services is a must for BPM suites:

a. PaaS : Platform as a service capabilities such as Multi tenancy services - metering and billing, authentication, user management and asset management, application engines – Data, Process, Rules, Content, BAM, UI, Portal etc

b. SaaS : Software as a Service - packaged applications, on-demand provisioning and pricing by use

c. IaaS: Infrastructure as a Service -

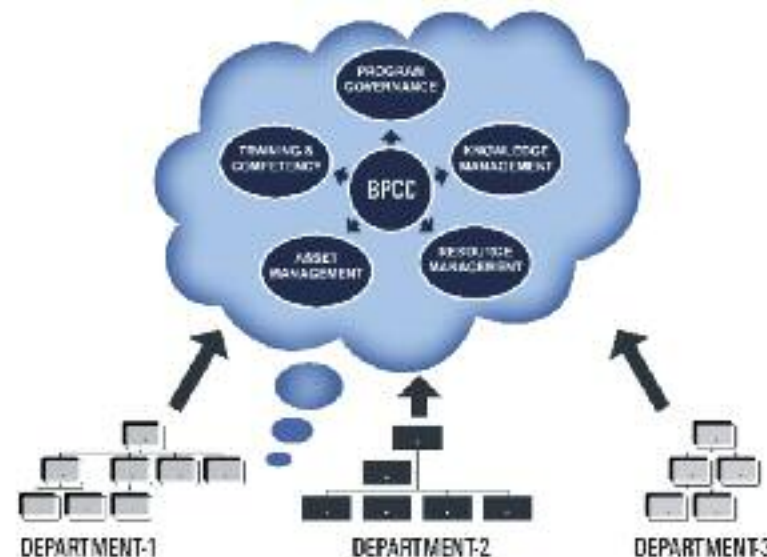
Cloud infrastructure and management (Operating system, Failover, backup and disaster recovery and virtualization capabilities) is key to evaluate any BPM suite for cloud.

BPM on the cloud - Addressing key challenges in BPM Adoption

BPM offers a very compelling set of business transformation capabilities and demonstrable Return on Investment (ROI). But why do more than 50% projects still fail to meet the expectations and desired adoption level? Some of the inherent challenges and issues and how BPM on cloud can help in solving these problems are listed below:

- **Technology Constraints:** No single BPM tool that can meet all the requirements for an enterprise. BPM technology decisions made in one business context cannot be applied to all problem areas. Technology itself can be a major inhibitor to successful adoption of BPM.

Cloud Benefit: Access to BPM on cloud makes a big difference in trying out different technologies with no big bang investments.



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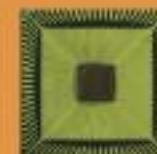
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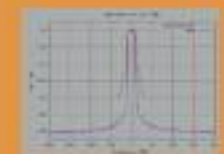


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- **Time to market :** When the time taken to provision the hardware and software with all other operational elements is more than a few months, the time to market and the agility offered by BPM loses its meaning and eventual loss of faith from business users.

Cloud Benefit: BPM on cloud brings down the infrastructure readiness time from a few months to minutes or days. This is a dramatic change in the way Business will embrace BPM without the hurdles thrown by IT and Infrastructure.

- **Collaboration across and within enterprises:** BPM enables an enterprise to collaborate in terms of intra and inter organizational processes. Localized BPM implementations do not support external supply chain and value chain processes. Departmental BPM implementations on local environments defeat the larger objective of orchestrating end-to-end business processes which reflect in the strategic KPI's and operational excellence.

Cloud Benefit: BPM on cloud offers borderless environment when geographically dispersed teams need to be supported for complex processes. Cloud based BPM facilitates collaboration with partners across supply chains in managing processes that cut across environments.

- **Business Process Competency**

Center (BPCC) and Enterprise Rollout: As organizations start rolling out BPM at enterprise level, the focus shifts to Governance, Standardization, Optimization and Scalability for successful adoption and realization of BPM benefits. Most organizations are structured as silos and their BPM investments are departmental. The need for standards, open architecture, reusable components with interoperability and knowledge manage-

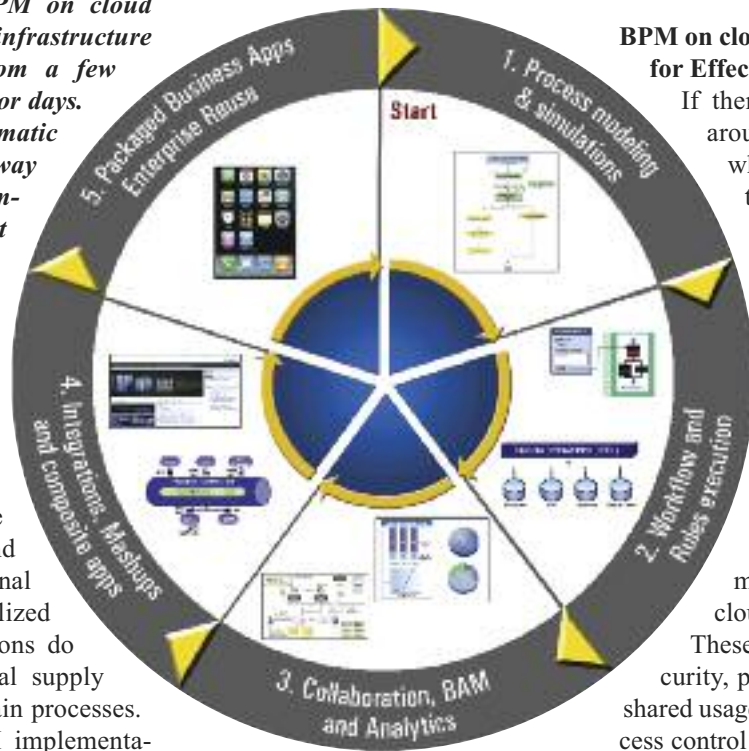


Fig 3: Five Step approach to introducing BPM on cloud

ment emerge as strategic needs. In a traditional organization there is no motivation for anyone to have a shared infrastructure and assets that can be leveraged across teams. **Cloud Benefit: Cloud environment provides a centralized and commonly accessible BPM medium for achieving enterprise level process excellence. The ability to collaborate and share will be easily facilitated due to the very**

nature of shared infrastructure and commonly accessible environment. Hosting a Business process competency center on cloud will provide an institutionalized medium to enable above functions.

BPCC on cloud will help organizations take a leap forward in achieving success from their BPM initiatives and also establish governance, collaboration and reuse of assets.

BPM on cloud: Five-Step Approach for Effective Introduction

If there are so many benefits around BPM on cloud, then why are enterprises still sitting on the fence to adopt? Is this due to lack of knowledge on how to approach BPM on cloud or the uncertainty and fear of the unknown? Or is it because of the unproven ROI? Definitely there is a better support needed in terms of the decision tree around when to implement an application on cloud versus local hardware. These questions could span security, performance, governance, shared usage, time to market, user access control and the product capabilities to run in a cloud environment. What is the role of IT versus business in this decision? There is a need for step-by-step approach which will help the incremental exposure to hosting BPM on cloud and realizing the benefits. A progressive approach described below will be helpful for effective introduction of BPM on cloud within an enterprise and ensure better success.

STEP- 1: Start with documenting process models and simulation with cloud based modeling tools. This will be an easier start with less risk and

change management involved. Create awareness about cloud and its value.

STEP- 2: Implement applications requiring basic Workflow, Forms, Rules and Case management, which do not require heavy integrations and real time performance levels. Demonstrate ROI and time to market improvements.

STEP- 3: Adopt collaborative processes involving geographically diversified teams and complex value chain processes to drive Key performance indicators (KPI). Implement business activity monitoring (BAM) dashboards and analytics to monitor

KPI's. Establish governance models and standards for adoption.

STEP- 4: Implement integrations with legacy applications, mash-ups and composite applications, complex Web services orchestration on cloud to align diverse enterprise IT investments with cloud based BPM. Create BPCC on cloud and get subscription from key stakeholder for adoption across the enterprise.

STEP- 5: Build and host packaged business applications, which are configurable and reusable across geographies, lines of business or product lines.

Conclusion

Cloud computing offers many advantages for BPM adoption and would help in removing some of the key challenges that have hindered BPM success. The goal of enterprise BPM and inter-organization process automation becomes a reality with the help of BPM on cloud. How companies adopt and adapt to the huge opportunity offered by cloud will decide if this confluence will yield the desired benefits or not. The sheer ease of deployment, reuse, shared knowledge and collaboration aspects are bound to foster process innovation to a greater degree.

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Build for India, Sell to the World

India? Is India a good proving ground for 'worldwide SaaS domination', if I can arrogantly set that as the objective? And what internal strengths we have, which can be used to make it all happen? I'll attempt to answer these questions in this article.

First, let's look at what makes the Indian market a great option for selling SaaS in.

SaaS sells best in small and medium businesses (SMBs). And India has the second largest number of SMBs in the world (35 million, after China's 44 million). Eight to ten million of these SMBs have five or

- As large as the market is, it is as varied, too. As a growing economy, we're throwing up all kinds of businesses every day. There are large, identifiable sectors like education and healthcare, as there are small segments like companies that store post-dated checks for their customers. And each of these businesses has something different about itself. As software designers, this works in two ways for us: it provides enough variety to identify patterns and design generic solutions, and it also provides lots of opportunities for domain-specific solutions.

Combining the marketing talent and software creativity available in India we can certainly transform SaaS into a game-changer and sell our products globally

For decades now, Indian software companies have built software for customers around the globe, but very little of that software is sold as an Indian product. A recent Zinnov study says that more foreign software is sold in India (\$1.84 billion) than Indian products are sold worldwide (\$1.42 billion). But that can change – and SaaS can be the game-changer. With SaaS, Indian software companies have a tremendous opportunity to gain mind and market-share worldwide. And, in my opinion, the way to do it is to begin in our own backyard. This is not new strategy, by the way – the Japanese did it in the 1950s, the Chinese in the 1990s. Build products that succeed locally, and then take them global. But honestly, will that work for

more employees and are thus targets for business software apps in the next few years. Since SaaS mostly sells on a per-seat basis, that's a market of over 40 million users in various roles. So, from a 'total addressable market' perspective, software marketers can't ask for anything better.

- The market overall is fragmented, with no large players in most segments. And the fact that new businesses are appearing every day makes long-term projections very difficult to make. But, unlike in the West, the cost of sales is low enough for us to side-step – even

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leverage – this fragmentation. With a well-designed SaaS solution, software companies can provide local solutions on a national basis. Unlike in box-selling, SaaS offerings need only an Internet connection to deliver, so selling is all that is required, most of the time.

- Indian customers are tough negotiators, so making a 'deal' happen is time-consuming. But these negotiations are great opportunities to trot out all your value propositions and sales arguments, work through the best (and worst) sales-objection-handling techniques and identify those that work best – for the lowest sales cost possible. If you can convince that trader with centuries of 'dhanda' in his veins that your software is worth paying for every month, you've got a heck of a sales argument.
- Indian managers are generally more willing to accept new technology than most Western managers. Whether it's because we don't have a whole lot of technology already, whether it's because managers here are not as jaded as elsewhere - whatever the reasons, there's an opportunity to build a large software business fairly quickly here, thanks to local demand. That growth can be parlayed for going global next – or even in parallel.
- There's a common refrain that Indian customers are bad paymasters. I don't know how true that is generally, but the nice thing about SaaS is that companies 'pay to play'. The telecom companies have laid out a great model for us to follow – pay in time or lose your service. With some thought and some adroit programming, you can put together a system that reminds people about their bills and cuts off access till paid. So the ways of dealing with bad paymasters are really in your hands, since there's

Indian developers have wide-ranging domain knowledge about global business processes; so, thinking 'global' out of India has its unique advantages that will work well for us

nothing you've installed on someone else's server.

There are issues about things like data security and Internet connectivity in many SaaS sales, but these are standard sales objections that one must deal with. Typically, it is best to either deal with these issues head-on or find prospects where these are not issues – the others will catch up soon enough.

Let's now take the other step. You're thinking 'global' – can you really do that out of India? I believe we can. In fact, we have unique advantages in India that will work well for us elsewhere. Let me describe some of them:

- Having built software for global companies, Indian developers have a huge amount of domain knowledge about the world. Whether it's about how an insurance claim is processed in Supai, AZ, or about how a doctor operates in St. David's, Wales, we have the knowledge. And that's the kind of knowledge that can be taken advantage of to build a world-class software product.
- Customer support is a major issue in SaaS success. And we have the largest number of customer support personnel anywhere. Yes, we have all been frustrated by those clueless fellows we've talked to about a credit card issue, but they're diamonds-in-the-rough, needing training and direction to turn customer disgust to customer delight. And we can do this

cheaper and in larger numbers than anyone else can in the world.

- Marketing has been said to be weak among Indians, but Indian companies like the Hinustan Unilever Limited (HUL) have been amazingly successful in sculpting marketing messages and taking them to the remotest corners of the country. And Indian ad agencies consistently win Lions at Cannes (23 'metals' in 2008). Combining that quality of marketing strategy and creativity with software, we can certainly build global SaaS brands and businesses from here.
- Sales success is synonymous with aggressive, presentable, and personable Western salespeople. SaaS sales, though, need a lot less handshake and a lot more value-proposition. SaaS sales can happen nearly always via email and the phone, with Web based demos where needed. This truly alters the playing field - younger, less experienced sales teams can be as successful as grizzled veterans of the trenches.
- Mobile phone usage in India is growing faster than anywhere else in the world. And integrating a phone into a business process is critical, whether by GPRS or SMS. Using this geography as a crucible, companies can develop innovative mechanisms for mobile phone use in the business context - something that can then be grown to apply to any part of the world. I am not trying to sweep under the carpet the challenges here - like bad infrastructure, badly written code, lack of customer-service mentality, and lack of 'product' mentality among the developers. But this is not about what is, but what can be. And 'what can be' is clearly some large SaaS companies out of India and, importantly, lots of smaller, specialized ones. Will yours be one of them? 🚀

Conquering the Man's World

By Deepika Cariappa



Sangeetha Phalgunan

For someone who claims to have struggled with mathematics, Sangeetha Phalgunan has got all her calculations right. Starting from the time when she began her career as a Student Counsellor to making headway into the information technology industry and foraying into sales and operation, the calculated risks Sangeetha took have proved to be fruitful. Today, as Managing Director of Serena Software's India operations and armed with more than 15 years of experience in sales, marketing, and operations, Sangeetha is a success story personified.

As she walks into the room exuding confidence, she radiates strong determination and commitment while narrating her career journey. So, it is surprising when she confesses of being shy and quiet as a child, having had to shout her way to being heard. As she rightly puts it, "When faced with a challenge, you become stronger and eventually overcome it."

Her stupendous accomplishment in an industry she had not considered as a career option comes as a revelation as she admits that her professional aspirations were limited to the stereotypical 'doctor-engineer' dreams that parents had back then. Sangeetha's first brush with sales was during her association with Brilliant Computers where her job as a student counsellor extended itself to sales unconsciously. Back then, learning computers was not considered very important and the course was expensive. It was up to Sangeetha to convince the parents to let their children take up the course.

It is said that women excel at multi-tasking. Sangeetha is no exception as she managed to add a postgraduate diploma in computer applications to her degree in science and mathematics from Mysore University, even as she kick started her IT stint at Brilliant Computers in 1992. The successful balancing is carried into her personal life too as she strives to give adequate time to her family. As a single mother, she calls the process of instilling values in her daughter the most rewarding experience.

The influence of her favorite writer Ayn Rand is reflected as she expresses displeasure with the perception that the fields of technology and sales are meant for men. She wishes that she could see more women take up sales, but reasons out that women sometimes bring it upon themselves by using 'women's issues' as an excuse for their absence or non-performance.

So who or what inspired her to tread on such an unfamiliar path? Sangeetha hails Srikanth Rao as an ideal person and her professional mentor who taught her how to dream. It was in 1998 when Srikanth took over as the Country Head of BEA Systems India and hired her for marketing communications that her life changed. That was the time when Y2K was the buzzword and BEA had caught up with transaction processing. There were e-links for doing integration and the application was custom coded. It was a two-man operation and Sangeetha's job was to call up people and talk to them about the 3-tier architecture when people had only heard of 2-tier architecture.

According to her, growing companies provide opportunity for the growth of employees and often stays with one as a learning experience. "Since BEA was a growing company there were no rules of engagement. Everything came from on-the-job learning, documenting, and making mistakes and learning from them." Her learning days became much more rewarding since her boss himself became her mentor. Her five year long relationship with BEA came to an end when Srikanth quit and it became difficult to adapt to the new management. Sangeetha believes that it seldom comes as default that one is good at his or her job; it has to be proven every time you take up a new one. That is precisely what happened when she joined Mercury Interactive Corporation India, where she became part of another big turnaround. As applica-

When faced with a challenge, you become stronger and eventually overcome it."

tions in production were crashing, the task of performance and functional testing came to the forefront, thus elevating the status of a testing professional. At Mercury, Sangeetha was responsible for setting up the channel business and the commercial sales division for India. When HP acquired Mercury, she became the Head of Commercial and Channel Business for HP Software India. In December 2009, Serena Software roped her in as part of an aggressive India growth strategy and she is now responsible for driving growth, channels, and the expansion of the company's marketshare in India. Recalling the many mistakes in her career, she singles out venturing into advertising as the biggest, but she is quick to say that it was a learning experience. Sangeetha comes across as a team person, calling team success as the biggest motivation. She feels that bringing success to team members in turn contributes to their families, which is her way of contributing to the society. She does not believe in micro-management and terms her leadership style as being supportive. She does not forget to emphasize on the need to treat everyone politely, whatever position one is in. "You never know. A person who is nobody today will be somebody tomorrow." "Each one is a CEO" is her mantra.

She is a firm believer of the comfortable coexistence of work and leisure. Despite her demanding career, she still manages to pursue diverse interests. Cooking is a stress-buster for her and she indulges in it as frequently as possible. Traveling is one of her fa-

vorite hobbies and luckily, she gets to go to the United States often as part of her job and has had the privilege of spending holidays in exotic locations like Hawaii, Bermuda's and Cayman Islands as the winner of many sales club awards. As though all these are not

enough, she manages to read spiritual books and does painting as well.

What is her advice to new aspirants? "Be honest, fair, and open. You should have team sense and should be able to stick around. It helps to be pleasant and extroverted. Have high self-worth and be ready to take 'no' for an answer." She stresses on the need for women to tread cautiously on the financial front so as to be independent. She points out that the only way to make a mark is to be different and standing out in the crowd. Sangeetha Phalgunan certainly does. 🙌

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“Cybage-Dou-
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partnership over
the past decade
has been fully
satisfying and rewarding. Cybage’s ExcelShore delivery model helps optimize the teams to our needs in terms of numbers of years of engineer’s experience, right talent pool, strong management and ensuring timely delivery of high quality software deliverables. Cybage has always managed to keep their cost optimal for their services thus helping us in our cost structure. Knowing the Indian market I feel this cost is competitive so kudos to Cybage in making this work with an efficient cost.”— Ashish P. Deshpande, Google Inc.

Seasoned offshore outsourcing industry professionals know that it is easier said than done.

The reality on ground is that a majority of outsourcing relationships across small to large organizations are executed through a “quick-fix and patch work” approach. And since the currency differentials are substantial it has become remarkably easy for players to enjoy short term gains. Despite of all talks and show business, the reality remains that there is a lack of structured model and approach which can become company philosophy necessarily providing a reasonable assurance and visibility to its global customers about the success of the relationship in terms of it meeting with its objectives.

At Cybage we have realized this over the years and have been able to perfect our systems and processes to come up with our proprietary approach. We call it ExcelShore™ Model of Operational Excellence.

All projects at Cybage are executed under the broader umbrella of ExcelShore. It forms one of the most unique capabilities of Cybage leveraging which we have accomplished superior rate of customer delight. It is a scientific, tangible and authoritative model which provides seamless visibil-

ExcelShore™ - Cybage’s Unique & Effective Model of Operational Excellence

Ashish P. Deshpande



ity and superior control. ExcelShore enables Cybage stand out of the global outsourcing providers’ crowd.

Knowing ExcelShore™ Operational Excellence at Cybage

ExcelShore is robust software delivery model which is perfected over years has been tested over time. It puts Cybage’s core of operational excellence at work in executing software projects, thereby enabling clients to realize their business objectives from the outsourcing relationship.

Companies looking to software outsourcing would have some underlying objectives to be achieved, may it be cost cutting, gaining productivities, accelerating on time to market or spreading their business 24x7. As soon as the relationship begins with Cybage, ExcelShore puts these customer objectives right on top. The sophisticated algorithmic software powered system within ExcelShore gets into action and lays out various dynamics of the project execution for the relationship. Each module within the system is designed to provide key insights into each stage through which the offshore software engagement passes through.

Occurrence of a risk instance is a natural consequence of an outsourcing relationship, since that piece of business process moves out of the organization to the external vendor. Effective mitigation of this risk presents a good case in favor of offshore outsourcing since every business would like to get

advantages of the inherent benefits. The key to effective risk mitigation is a tighter control over the project through availability of project key performance indicators (KPIs) acting as crucial decision support system. ExcelShore model of operational excellence provides a comprehensive and sophisticated dashboard which provide project KPIs, as the data gets generated during the inception of the project (like team composition, skill sets, milestones etc.) and during the execution of project (like project attrition, performance appraisal, scaling up, new recruitment, project profitability, risk forecasting etc.).

The ExcelShore dashboard provides a continuous decision support and control system such that it provides project management a complete visibility on the key project parameters. Availability of right project data on right time also enables certain key algorithm of the system to perform some intelligent forecasting which enable determining if the project is deviating from its intended objectives, the reasons behind it and how it can be effectively mitigated. It also provides what if analysis followed by a framework to implement the change into the blood stream of the project.

Thus, ExcelShore empowers stakeholders across the hierarchy to keep a tab over the projects in their respect role and responsibilities, leading to the relationship meeting with its inherent objectives and thereby growing consistently over a period of time.

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Team Work, a Key to Success

Amarjit Singh

Employer: Cisco India
Designation: Software Engineer
Experience: 3 yrs 4 months

ST: What is your job there?
AS: Working on DPI, P2P protocol detection, and 4G networks.
ST: What do you like about your job?
AS: Working on cutting edge technologies, which will shape the future of mobile communication networks.
ST: What do you find challenging about your job?
AS: Fast changes and the evolution happening on the mobile data side.
ST: What have you found that makes your job easier?
AS: Great team around.
ST: What are your hobbies?
AS: Sketching, playing badminton, and going for a long walk.



Challenge Yourself to Go Beyond

Laxmikanth KT
Employer: YODLE Infotech
Designation: Software Engineer
Experience: 3 yrs



ST: What is your job there?
LK: Collecting requirements from the business analyst, preparing test cases, and testing and certifying the product.
ST: What do you like about your job?
LK: Flexible timings and working with a good team.
ST: What do you find challenging about your job?
LK: I am into manual testing and this job itself is challenging since we need to test everything manually, and I find my job challenging if I challenge myself to go beyond what is required. As a quality engineer I always think of breaking the code.
ST: What have you found that makes your job easier?
LK: I work with a passion and try to give my 100 percent. It is not important how much we work, but what is important is with how much interest we work.
ST: What are your hobbies?
LK: Playing chess, listening to songs, and finding bugs in the applications.

Define Your Attitude at Work

Rashmi SR
Employer: ThoughtFocus
Designation: Software Engineer
Experience: 3 yrs

ST: What is your job there?
RS: Developing Web applications using JAVA and J2EE technologies.
ST: What do you like about your job?
RS: The working environment, the realtime projects, and flexible working hours.
ST: What do you find challenging about your job?
RS: Decision making, risk management, and client satisfaction.
ST: What have you found that make your job easier?
RS: The attitude, technical skills, and interpersonal and communication skills.
ST: What are your hobbies?
RS: Playing games and writing poems. 🎨



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ANDROID POWERED ACER LIQUID COMES TO INDIA

Acer Liquid, world's first Qualcomm Snapdragon based processor running on Android 1.6 Operating System (aka Donut) has been launched in India at a price of Rs. 24,900 (\$540). Acer Liquid provides instant access to Web pages, smooth streaming of videos or music, and instant response from popular mail, map, and search applications. Acer Liquid has smart integration of Facebook, Twitter, YouTube, Picasa, and Flickr in the address book, with realtime notification of status or content updates. Liquid has improved power management to help achieve longer battery autonomy for extreme users. It also has an optimized camera with geo-tagging, ISO, and self-timer options and accelerated auto-focus performance.

DASH: SONY'S 7-INCH INTERNET VIEWER

Featuring a vivid 7-inch color touch-screen and access to over 1,000 free Internet apps, including news, calendars, weather, sports, social networking, and more, Sony's Dash utilizes an existing home wireless connection to continuously deliver Internet content to the viewers. It also provides audio and video content from Sony's Bravia Internet video platform, including YouTube, Pandora Internet radio, Epicurious, Crackle, Livestrong, and Blip.tv.

Dash also features built-in stereo speakers as well as a USB port for connection to a variety of external electronic devices. Sony Dash will be available this April for **Rs. 9,200 (\$199)**.

WINDOWS 7 LOADED ALGIZ 7 TABLET

Handheld has launched Algiz 7, an ultra rugged mobile 7-inch widescreen tablet that runs Microsoft Windows 7 Professional operating system and features an Intel Atom 1.6 GHz processor with 64 GB solid state hard drive and 2 GB of DDR2 RAM.

The Algiz 7 comes standard with Bluetooth, WLAN, and GPS as well as a built-in 2-megapixel camera with LED light. Optional 3G cellular capabilities provide high-speed GSM, UMTS, and EVDO data transmission. The Algiz 7 is ready for Gobi(TM) 2000 technology and has built-in antennas.



VIEWSONIC LAUNCHES GREEN VIEWBOOK PRO NOTEBOOK

Committed to green computing, Viewsonic has launched 13.3" VNB131 ViewBook Pro notebook, which offers fast and powerful computing with the ULV SU7300 Intel Core 2 Duo processor and Windows 7 Home Premium operating system. At only an inch thickness, the thin, lightweight ViewBook Pro packs a 320GB hard drive, 2GB internal memory, and a removable DVD RW Super Multi ODD and has 12 hours of battery life.

This notebook features integrated 802.11b/g/n wireless, two USB 2.0 ports, a 7-in-1 card reader, HDMI, and VGA connections. The ViewSonic VNB131 ViewBook Pro is available at **Rs. 44,000 (\$949)**.



A world of oil and water

Our planet today - the situation as it is.

Crude Oil is the foundation of our industrial society already since 1855. Back then, crude oil was plenty and cheap and the possibilities for its usage were just about to be discovered. Today, Crude Oil is probably the most important commodity of our modern industrial society. It commands a prominent role for generating electricity or as fuel for almost all means of transport and traffic. In addition, Crude Oil is nearly indispensable in the chemical industry, for example at the creation of plastics. From vessels for the food industry, textiles, CDs & DVDs, to televisions, mobile phones & pharmaceutical products - it is save to say: Nothing works without oil!



Imagine our planet in 50 years. What will it be like?

The global population is increasing rapidly, the number of seven billion people will soon be reached. At the same time the emerging countries are targeting wealth and prosperity with an economic boom. As a reaction, the global demand on oil will increase faster than ever, while the supplies have likely reached it's peak by now. Freshwater supply on the other hand has already reached shortage, leaving a glass of clean water as luxury for some of us. Worse still: The resources of oil and drinkable freshwater are not going to last forever. So, is humanity paving it's way to a disastrous future?



Not if we can prevent it!

Oil prices were almost US\$ 150 in summer 2008. Then followed the global financial crisis and caused the heaviest impact on the global economy since World War 2. Now, oil prices are already trading at around US\$ 80 per barrel again. If oil is traded at this level even when the red ink has not even dried yet on the deepest postwar recession in the largest oil-consuming economy in the world, where are oil prices going when the world's energy appetite recovers?

We invest in oil – to promote alternatives

Tomorrow's energy model will not be the same as today! The **RENDATO Corp.** has therefore begun to compose a portfolio of strategic investments, which focalize on future energy technologies as well as environmental protection. As a venture capital company **RENDATO Corp.** sees energy and water as its strongest pillars for investments. The oil production profits of the company's own oil fields shall flow into companies that dedicate themselves to the future supply of energy and fresh water - with innovative technologies and environmentally friendly developments. The **RENDATO Corporation** was founded on September 16, 2005 in the state of Nevada, USA. Since August 13, 2007 the **RENDATO Corp.** is listed at the German stock exchange in Frankfurt/Main at the open market: **ISIN US75970X1054**

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Driving the Leadership



Roping in wide experiences in sales domain, Debadutta Upadhyaya is recently donned as the Vice President, India at Vdopia.

Describing her role, Debadutta comments, "I am really excited about this opportunity. My role would be to assist company scale up its operations and drive this leadership position to the next level."

Before joining Vdopia, Debadutta was the Head of Sales Strategy at Yahoo! India. She spent almost six years with Yahoo! India and grew from her role as an Account Manager to National Sales Head. Her last assignment at Yahoo! India was as Head of Sales Strategy. Prior to Yahoo!, she was with Times Group for nearly eight years.

Hardworking and focused Debadutta believes that the success of a business lies in the fundamental value it stands for and in no circumstance should one compromise with it. She also attributes her successful career to her parents. She also says that a leader must be fair, transparent and "work in team in a smarter way" to achieve the desired goals. Holding on to her convictions, Debadutta advises the upcoming techies to understand and love the work they do.

Apart from work, Debadutta loves to unwind with her passions like cooking, travelling and dreaming with open eyes. She is a gold medalist in Literature, Journalism and Mass Communication.

Translating Visions to Reality

Souma Das is now appointed as the as General Manager of Infor India, reporting to David Hudson, Vice President, South East Asia and India, Infor Asia Pacific. He is responsible to manage the company's India operations and lead the team to drive sales growth and achieve business objectives.

Das brings to Infor his two decades of sales and business development experience. He was the Area Vice President and Managing Director, Citrix Systems India. Prior to Citrix, he was the Country General Manager of Lotus Development Corporation, now a part of IBM Software Group. During his five year tenure, Das was instrumental in expanding the company's business footprint in India. He started his career as a system engineer in Wipro, and held various positions.

Das says there are no short cuts to



become a leader. "All the books in the market can influence you for sometime. But to practice the theories mentioned in those bestsellers needs a lot of determination and effort," observes Das. His passion for work permeates his team and thus helps him translate his vision to reality.

A sports person from his young days, Das has acquired the skill of team building from his favorite sport, cricket. Das holds a Bachelor's degree in Mathematics from the University of Calcutta, and a Master of Science in Computer Science and Applications from Jadavpur University.

Playing Big with Focus



A veteran in the IT and software services industry, Ramesh Emani will join the Board of Directors at eMids Technologies.

He is responsible to steer the management's efforts towards aggressive growth. For a year now, Emani has been on the company's Board of Advisors guiding the management on strategy.

Emani says, "While the evolving nature of the sourcing industry gives us all a common challenge to work with, the growing potential of the Healthcare Domain offers opportunities and promise."

He is presently the Co-founder and CEO of healthcare start up Insta Health Solutions. He worked at Wipro for about 24 plus years in various senior management positions. His last position in Wipro was President of Telecom and Product Engineering solutions. Among his notable achievements at Wipro was starting and building relationship with GE in the early 1990s. He has also acted as CTO for Wipro Technologies.

Emani completed a Masters Degree in Computer Science from the Indian Institute of Technology, Kanpur, which was preceded by a Bachelors Degree in Electronics & Communications Engineering from the College of Engineering, Kakinada.

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- I-Pod Application
- Touch Screen Technology
- Embedded Technology
- Robotics Technology
- Product Testing
- Product Maintenance & Support

IT Management Application

- School Management
- Hospitality Management
- Store Management
- Account Management
- Transport Management
- Hotel Management

IT Technology Expertise

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Delivering with Strategic Vision



strategy, software delivery excellence, customer relationships and balancing sustainable growth and employee needs.

Describing his new role, Baxi says, "I look forward to continuing the momentum, expand business in the Asia Pacific market and help customers through the delivery excellence." Baxi joined ThoughtWorks in July 2008 as the Head of Delivery and later became Chief Operating Officer where he was responsible for day-to-day operations of business. Prior to ThoughtWorks, he worked in the software industry for over

Steering Business Enterprise

Sudheer Mareddi has been appointed as the Senior Vice President (SVP) - Managed Services SBU at Virtusa. With over two decades of IT experience, Mareddi's major achievements are in identifying growth markets, driving business strategy, key customer acquisitions, creating new service lines and expanding delivery footprint to emerging geographies.



Commenting on his new role, Mareddi says, "I am excited at this role when demand for Managed Services is growing, with customers expecting high business value from it." Mareddi's previous assignment was with Satyam where he managed large business portfolios and played a key role in creating new markets. Prior to this, he was associated with TCS in managing outsourcing programs and delivering technical solutions to Fortune 500 businesses.

Mareddi believes that his strengths –

15 years out of which he spent 12 years in the Bay Area, USA. He has worked for various software product development companies including Apttus, Vendao, Nextance and Challenger Systems where he led the professional services group as a Director of Professional Service and CRM and B2B practices as Engagement Manager.

Focused and Baxi believes in adding value to the organization by executing a proper planned work and also loves communicating with people at all levels. Honesty, passion for work and zeal to learn continuously are the strengths that he plays on. Also, he advises the same to young professionals. Apart from work, Baxi loves singing, cooking, travelling and reading books. He holds a Computer Engineering degree from Gujarat University. He is also part of the Technology Advisory Board for PS Village and contributing editor of the book 'Tips from the Trenches'.

taking risks, seeking for higher responsibilities and finding out new business perspectives – will help him successfully achieve all his goals. He also believes that a leader should have the skill to identify the right talent and also encourage the team to achieve the goals rather than dominating them. He advises the young techies to develop business ideas in what they do and should also maintain a good balance in work life.

Outside work, Mareddi loves reading history, visiting places of archaeological interest and listening to music. He has done his Bachelors in Engineering from BITS Pilani.

Scaling the Business Process

Anil Pandey has been recently appointed as the Head of Telcordia India Labs (India R&D Center) in Chennai. Pandey will oversee all of the company's software and services development for its Service Delivery Solutions (SDS) division in India.



With more than 22 years of experience in the field of software technology and research, Pandey previously worked at Huawei Technologies as an associate vice president, Business Line Head Application & Software. Prior to Huawei, he also worked as a Senior Architect in embedded software with Philips Software Centre in Bangalore and a Senior Engineer in SCADA and process control at BHEL Industrial Systems.

Pandey believes, "My management style is simple, with no frills. I believe in providing the right kind of environment for better performance. I am flexible and open to ideas from my team. Whether it is people or technology management I approach it with a result based rather than task based approach." Holding on his convictions, Pandey advises the young technology professionals to recognize their own strengths to succeed.

Outside work, Pandey is an avid follower of cricket, table tennis and loves to play golf. Pandey holds a B. Tech in Computer Science from the National Institute of Technology, Warangal. 🏏

All India Engineering Project Innovation Contest

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