【商工会】「Mr. Ravi Venkatesan 氏との交流会」のご案内

バンガロール日本商工会　会員各位

日頃よりバンガロール日本商工会の活動にご理解とご支援を賜り厚く御礼を申し上げます。

標記の件、この度　インド・日本商工会議所（カルナタカ州）
名誉幹事　P.N.カランツ様
Indo-Japan Chamber of Commerce & Industry (Karnataka) → IJCCI
Mr. P.N. Kranth, Honourable Secretary

より、Microsoft India と Cummins India の元会長である「Mr. Ravi Venkatesan 氏との交流会」のご案内をいただきました。

日時・場所、内容、申込み方法は下記の通りですが、IJCCI 殿からは、Mr. Ravi Venkatesan 氏の著作“Conquering the Chaos-Win in India, Win Everywhere ”は、インドや他の新興国市場を理解したいビジネスリーダー必読の書であり、
①「なぜ、多国籍企業においてインドでの成功が必要なのか？」
②「なぜ、インドは特に製品やサービスの創造的な実験室として適しているのか？」
③「Midway trap とは何か？」
④「なぜ、企業がインドで成功するにはインドでのオペレーションモデルが必要なのか？」
等につき、Mr. Ravi Venkatesan 氏と意見交換をする格好の場であるとご推薦いただいております。ご都合のつく方はふるってご参加下さい。

記

１．日時・場所
日時：Friday, 20th September 2013　7 pm - 9.00 pm followed with Cocktail & Dinner
場所：Royal Orchid Hotel, Old Airport road, Bangalore

２．内容
・Interaction with Mr. Ravi Venkatesan on "Conquering the Chaos-Win in India, Win Everywhere" & Japanese CEO's
・Presentations on Operations of Japanese companies in India from Mr. Yukio Takeyari, Managing Director of Sony India Software Centre and Mr. Michikazu Shimamura, Director of Deloitte Touche Tohmatsu India Pvt. Limited

３．参加申込み方法
参加ご希望の方は、標題に「Participation in interaction session with Mr. Ravi Venkatesan」とご記入の上、本文に参加者氏名（アルファベット表記）をご記入いただき、９月１３日（金）までに、ijcci@ijccik.org または　anjana@ijccik.org までＥメールをお送り下さい。

４．ご参考

http://www.livemint.com/Leisure/FBEyT9TEH9ufWnAulWo3RN/Ravi-Venkatesan--The-great-Indian-dream.html

Ravi Venkatesan | The great Indian dream

The former Microsoft India chairman tells us why India is an important market and what it takes for a global business to put down roots here

Chanpreet Khurana

First Published: Sun, Jul 07 2013. 04 57 PM IST

Ravi Venkatesan says India is an archetype for most emerging economies. Photo: Aniruddha Chowdhury/Mint

As the India head of two multinational corporations (MNCs) from 1996-2011, **Ravi Venkatesan** has had a taste of what it takes to grow a global business in India. In his *Conquering the Chaos: Win in India, Win Everywhere*, Venkatesan says India is an important market for more reasons than just its size and demography. It's the "Petri dish" for innovation in products and services that can then be transplanted in similar emerging markets like Indonesia and the African countries.

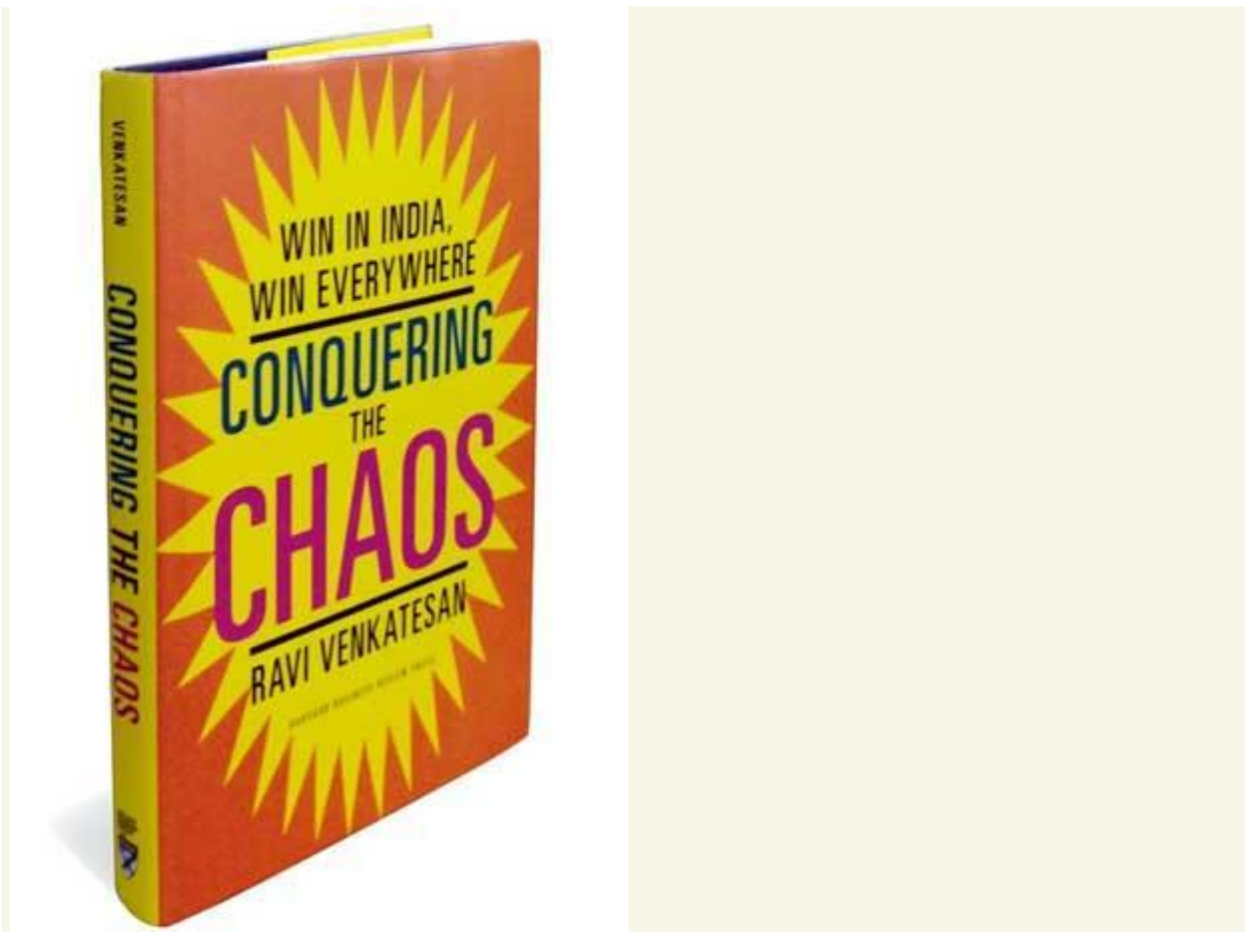
Venkatesan was chairman of engines maker Cummins India between 1996 and 2003 and chairman of Microsoft India from 2004-11. He is currently on the boards of AB Volvo and Infosys Ltd.

We spoke to him about the challenges and rewards for MNCs of doing business in India, and why classifications such as Emea (Europe, the Middle East and Africa) and Apac (the Asia-Pacific region) need a rethink. Edited excerpts:

Why is it important for MNCs to be successful in India?

India is an “archetype” for most emerging markets. Take corruption, bureaucracy, volatility, policy uncertainty or lack of infrastructure; these are not just the challenges of doing business in India. These are the features of a lot of emerging markets. To succeed in such markets, MNCs need to learn to embrace what I call “Chaos” and learn to thrive in such environments. They can’t say, “I don’t like these things about India; let us go to Indonesia or Nigeria.” It’s similar everywhere. India at least has advantages like a large market, lots of engineering and managerial talent, some institutions. So if a company can figure out how to succeed in India, chances are it will do well in other similar markets.

Why is India particularly well-suited to be an innovation lab for products and services?



Conquering the Chaos—Win in India, Win Everywhere: By Ravi Venkatesan, Harvard Business Review Press, 232 pages, Rs 895

To succeed in India, companies have to find a way to become successful in the large middle or mass market. That's where the big consumption happens. This requires locally relevant products that are much more affordable. And you can't get there simply by bringing in products from developed markets and selling them here.

Take a company like McDonald's. They spent years developing a local menu, at a median price point of Rs.25, a local supply chain for potatoes and lettuce, etc., and a business model that allowed them to be profitable at these price points. This requires innovation. And India, with its large potential market, its staggering diversity, huge challenges, inventive and entrepreneurial spirit, has many of the conditions suited for such frugal innovations.

Once these innovative offerings have succeeded in India, companies find that there is a good market for them elsewhere. So Deere & Co. finally figured out how to make a competitive small tractor in India and now they are exporting to 65 countries.

What is the midway trap?

Companies that stick rigidly to the same model that has worked for them in the developed world and don't adapt to the local conditions quickly hit a growth wall. They do okay for the first few years because they are selling to the high-end or premium segment but then that segment becomes saturated and competitive. If they don't then begin to move down to the large mass market, growth slows and disappointment and frustration set in. This is the "midway trap" and frankly this is where a lot of companies are, including many good ones such as Caterpillar Inc. and Honda cars.

At this point, the temptation is to give up on India, saying it's too difficult here. Companies move their attention to another market like Africa and think "we will be back when things improve". The mistakes they may be making are expecting that the market will evolve and resemble a developed country, and thinking it's going to be different elsewhere—in South Africa or Nigeria or Myanmar. It may not. Their decision to deprioritize India basically results in their abdicating leadership of one of the world's largest economies to a competitor. It ends up in a situation where India forever contributes an irrelevantly small 1% to the firm's global profits. The good news is that companies like GE India have shown it is possible to come out of this and get back to a high growth trajectory.

Why do companies need a separate India operating model to succeed here?

Emerging markets like India are different from developed markets like the US or Western Europe. You can't replicate the model that has worked in the West and expect it to be wildly successful. You need to take a strategic decision—which are the markets of the future where we as a company MUST be a leader? And then really take a long-term approach to this handful of countries—China, maybe India, Brazil and Indonesia. In these countries, senior management must be engaged personally to figure out what it will take to succeed. You must be willing to sacrifice short-term profitability for market leadership.

Second is around leadership and talent. You can't succeed in places like India depending on a lot of expats. You need to localize management and trust them—appoint a country manager who is trusted, and make investments in growing talent and not just hiring from other companies.

Third, you need to invest in developing products and business models for India.

Finally, you need to develop new skill sets. How to deal with corruption and high levels of uncertainty and volatility that make planning and predictability difficult, for example. Some companies are beginning to realize this. Take Honeywell. They have put all emerging markets under one leader—Shane Tedjarati, who built their business in China. Shane reports to the global CEO and is able to take a sensible approach to China, India, Brazil, Africa. This is so different from the traditional model of organizing based on time zones like Apac or Emea. In Apac, India and Indonesia are very different from Australia and South Korea. So really it's time to do things quite differently.