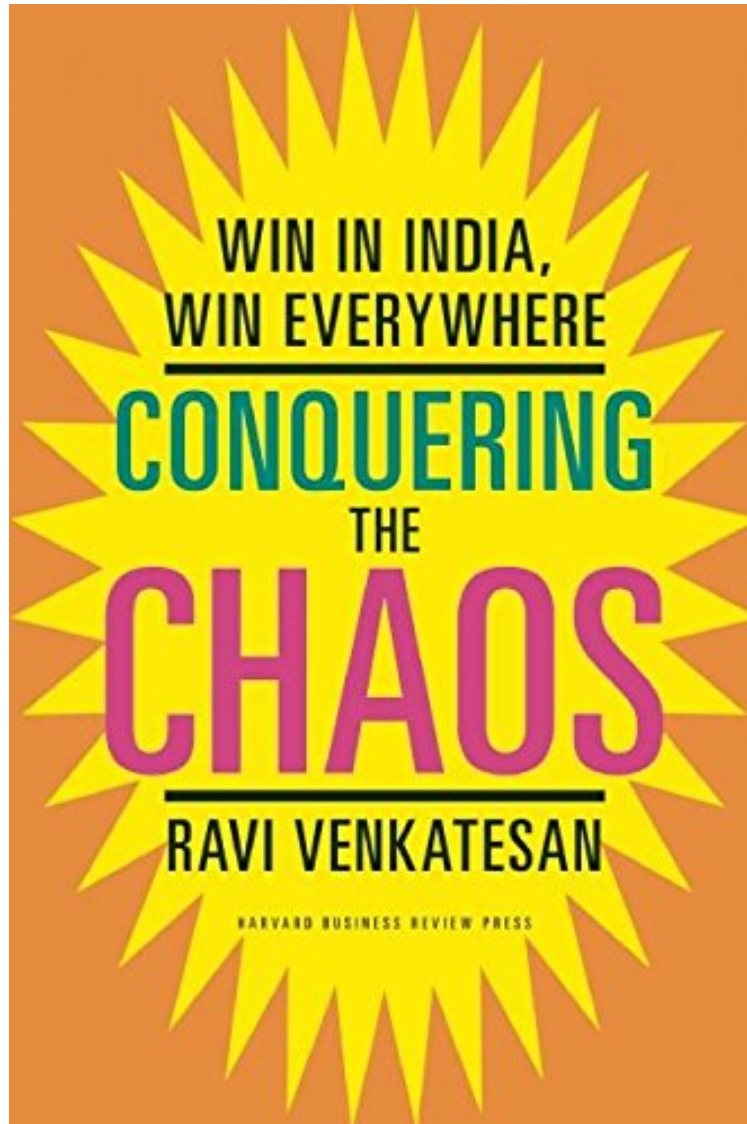


[Download free pdf] Conquering the Chaos: Win in India, Win Everywhere

## Conquering the Chaos: Win in India, Win Everywhere

*Ravi Venkatesan*

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**Ravi Venkatesan : Conquering the Chaos: Win in India, Win Everywhere** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Conquering the Chaos: Win in India, Win Everywhere:

1 of 1 people found the following review helpful. Discovering India - and a New World of Opportunity By Dr. Vivek Emerging economies tend to be plagued by glaring supply-demand mismatches in almost every sphere - this most often means that demand hopelessly exceeds supply, but occasionally the opposite too. Many aspects taken as fundamental to business or social wellbeing in developed countries simply do not exist. Deprivation levels can be staggering. Often, the most appalling shortage of all is that of governance. For MNCs, this represents a daunting

business landscape - a jarring journey in space and time away from the relatively placid world they're accustomed to (some MNCs can be forgiven if they wonder if they're on the same planet !). Inequity and shortages make a combustible combination that can come as a cognitive shock. At the same time, as these nations leapfrog into the modern era by rebuilding creaky infrastructures, and their populations play catch-up with western standards of living, they represent enormous commercial opportunity. Braving this reality often needs a Herculean effort - and an abandonment of many cherished business beliefs. MNCs that wholeheartedly embrace this roiling reality thrive. The graveyards of business are littered with MNCs that were half-hearted, or facilely assumed that this is yet another "geography" - alongside the many business myths their experiences laid to rest. This book, probably the first of a new and much-needed genre, provides a playbook for navigating these difficult waters. It primarily focuses on cracking the labyrinthine puzzle that is the Indian market. Companies tend to stick to the familiar - business models, assumptions about consumer and market behavior - and try to make do with a few tweaks to fit the idiosyncratic Indian regulatory environment etc.; this book teaches that such a force-fit is unlikely to work. Companies need to jettison much that is familiar, beginning with their mindset. While drawing upon their global strengths, they need to fashion an India strategy and operating model afresh. Rather than a centralized, insular, 'Star'-shaped organizational structure that most MNCs prefer by default, there should be plenty of flow - of information, people, ideas, ...- across the units of the global organization. The author's most powerful argument, which he makes with considerable panache, is perhaps that India serves both as a testing ground and a gateway for further expansion. With its huge upwardly mobile population, India is a prize in itself, but its diversity and challenges also make it a microcosm of - and springboard to - the rest of the newly emerging world. Success here can thus spell success everywhere - at least in the surging markets of the emerging economies. The corporation's quest to be truly global often leads thru India. The book is deeply researched, authoritative, persuasive - and captivating. It's hard to think of anybody more qualified to write on this topic. The author's rich and textured experience shines through the narrative. The ample vignettes and case studies that pepper the book make it eminently readable and entertaining, while skillfully sketching the steps needed to enter, survive and thrive in India, and thence in the emerging world at large. Refreshingly, no attempt is made to conceal the warts - the book talks candidly of the corruption, dithering, uncertainty and volatility endemic to India and other emerging markets (this, avers the author, is the chaos that needs to be conquered). The book abounds with down-to-earth, actionable advice on handling the challenging - and often irksome - aspects of India's markets and economy. Going by the principle that one cannot understand the future of business without understanding its past, the book traces the modern multinational corporation, and the expansionist mindset it engenders, from its roots. It also teems with valuable insights into the culture of large global organizations - how they think, and how they need to think as they expand into unfamiliar territories. The medieval 'new world' was discovered by intrepid explorers in pursuit of a sea route to India; today's intrepid corporations can discover a brave new world of opportunity by learning to navigate Indian waters. This book shows how.

1 of 1 people found the following review helpful. Inspiring!  
By hrishikesh parthasarathy  
This book is inspiring for people who have worked with passion and focus on the business in India, a lesson for those who have given up the market as too difficult, and an invaluable companion for those looking to set up shop in India. A lot of perception about India relates to the workforce and talent pool, and the ability to leverage costs skills to support global customers. However the domestic market has been underserved, both by multinationals as well as management thinkers and writers as they perceive and dissect India. Ravi's book is a shot in the arm for people who believe in this market, and a warning for those who ignore it, or have written it off.

1 of 1 people found the following review helpful. Really inspiring book for me  
By Rohit Vaidya  
All real facts are mentioned in this book which MNCs face and I have seen similar issues as Ravi has mentioned. Globalizers part was highly motivating for me. Country manager and his traits and abilities are captured with minute analysis. I would recommend our BU head or president to read this book  
I chose this rating because I see very high value for people aspiring for top jobs to read and act accordingly.  
Best Regards, Rohit Vaidya

**India: A Defining Choice for Your Business**  
India is on the minds of business leaders everywhere. Within a few decades, India will be the world's most populous nation and one of its largest economies. But it is also a complex and challenging market, with a reputation for corruption, uncertainty, and stultifying bureaucracy. The initial infatuation with India is over and reality has set in. But India is not a market that can be ignored. So why take a chance in this extraordinary and complex region? What does it take to win in India? How do you deal with the chaos—and even prosper from it?  
Ravi Venkatesan, the former Chairman of Microsoft India, offers inside advice on how your firm can overcome the unique challenges of the Indian market. He argues that chaotic India is in fact an archetype for most emerging markets, many of which present similar challenges but not the same potential. Succeeding in India therefore becomes a litmus test for your ability to succeed in other emerging markets. If you can win in India, you can win everywhere. Hard as these markets are, Venkatesan says, for most multinational firms the bigger challenge to success in emerging markets may well be the internal culture and mind-set at headquarters. The unwillingness to make a long-term commitment to the new market or to adequately trust local leadership, combined with the propensity to rigidly replicate the products, business models, and operating systems that have worked at home

drives many companies to a "midway trap"; that results in India remaining an irrelevantly small contributor to global growth and profits. Combining his personal experience with in-depth research and interviews with CEOs and senior leaders at dozens of companies—including Nokia, GE, JCB, Dell, Honeywell, Volvo, Bosch, Deere, Unilever, and Nestlé—Venkatesan shows you how to tackle slowing growth, policy uncertainty, and corruption and enable your firm to thrive in India. He proves that you can break through successfully, but it takes a very different type of leadership, both locally and at headquarters. If you want to succeed in the twenty-first century, you must succeed in emerging markets. This practical book, written by one of India's most respected CEOs, will give you the keys to win in India, other emerging markets, and beyond.

From Publishers Weekly According to Venkatesan the market in India is a lead case for emerging markets; preparing for business in India is a global venture that requires not just "incremental evolution, but a paradigm shift." As a successful businessman who "build two billion dollar businesses for American companies in India" -Cummins Inc. and Microsoft- so Venkatesan is more than qualified to write this well-organized and thoughtful book. His main premise is that companies need to "win in India to be able to win everywhere else." The author patiently lays out steps corporations and their leaders must take to establish successful businesses in India, and includes several detailed case studies from companies as different as JCB ("India is the crown jewel in the JCB crown") and the lesser known Hindustan Unilever. The examples of creative solutions are fascinating; readers will learn why Microsoft India provides health insurance for employees and their parents and in-laws, and how McDonald's succeeds in a country where many Indians will not enter a restaurant if it serves beef or pork. Venkatesan also honestly and matter-of-factly addresses high levels of corruption in India, dryly adding that it is "far from being the most terrible country." This is a fascinating and informative book for anyone who wants to keep up on major trends in business. "It would be hard to find a more passionate advocate for doing business in India than Ravi Venkatesan."--Heather Timmons, The New York Times