

NEW CASE STUDIES

This case study, the first in the three-part series captures the various perspectives towards *Slumdog Millionaire*, which has invited much criticism for its audacious representation of poverty in India. This case study is primarily aimed at delving into many other such perspectives on the Danny Boyle-directed movie *Slumdog Millionaire*. While the movie has given oodles of hope and optimism for some to sustain even in the direst of the situations, for some others the movie has been nothing else but a reiteration of the age old perception of the West towards East.

In the backdrop of the new and emerging hybrid model of Indian and western cinema, the case study explores issues such as – the collaborative journey of Indian cinema hand in glove with the Westerners, the factors that assisted in the corporatisation of the Indian cinema in the 21st century, the emerging trends in the global cinema industry, and finally the reactions of the various sections of the society towards *Slumdog Millionaire*.



slumdog millionaire (A): Accolades and Acrimonies

IBSCDC NEWS

In February 2009, IBSCDC conducted video interviews with **Maya Aoki**, CEO of Health & Wealth International and **Gurcharan Das**, Former CEO of Procter & Gamble, India and author of the international bestseller, *India Unbound*.



Maya Aoki's video interview gives an insight into the entrepreneurial journey of an indomitable woman who weathered all the storms in her life with determination and turned it into a success in the male chauvinist world, achieving her own dreams and in turn helping many other women to realise their dreams under her proficient guidance.

Satyam Computers Corporate Governance Fiasco (A): Siblings Are Dearer Than Shareholders?

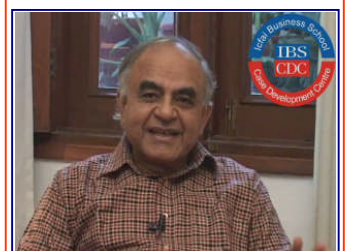


At the turn of events at Satyam Computer services, two important elements of a healthy corporate sector have come under spotlight: corporate governance framework, and the role of independent directors and auditors.

Highlighting these aspects, our case study is a curtain raiser to Satyam's corporate misgovernance. It captures the events that took place at Satyam after the Satyam-Maytas deal was struck (i.e. December 16th 2008–December 18th 2008) and chronicles the events as they had unfolded. What

started as a routine business (board's) affair, ended up in India's Enron-like situation. While discussing the growth and success story of Satyam Computer Services, this case study portrays how Satyam lost its credibility that it has earned over the past two decades. Towards the end, it leaves intriguing issues like – the role of Maytas twins in the corporate governance fiasco, role of independent directors, role of shareholder activism, the larger fiduciary role of Board of Directors and the moral and ethical role of founder-CEO.

Thanks to the shareholder activism, without which the biggest corporate governance fiasco in India would not have surfaced even till date. A sequel to *Satyam Computers Corporate Governance Fiasco (A): Siblings Are Dearer Than Shareholders?*, this case study inquires on the fiduciary duties of independent directors on Satyam board – the duty of loyalty to the shareholders and the duty of diligence in approving any proposals in the management of a firm. Debating on the role of the Board of Directors and the integrity of independent directors, this case study highlights the need to make corporate governance laws more effective to achieve more transparency and accountability.



The Former CEO of Procter & Gamble India, **Gurcharan Das**, a management consultant and author of the international bestseller, *India Unbound*, shares his views quite candidly on a wide range of imperative issues, such as the future of Business education in India, need of CSR, Corporate Governance, India at 75 and its resilience in the wake of the current global crisis, reasoning how India can wade through the crisis unscathed.

What's Wrong with Private Equity Firms: Ask Mervyns



Highlighting the bankruptcy of Mervyns California, owned by a consortium of private equity firms, this case study addresses the flaws in private equity business model, as the strategies that worked well in the past seemed to lose their relevance. With majority of the companies (either owned or spun off by private equity firms) filing for bankruptcy, can the private equity firms be held responsible for the companies' failure? Do these failures suggest that private equity firms need to restructure their business model? Will they be able to survive in the wake of the current financial crisis and the resulting credit squeeze?

FORTHCOMING CASE STUDIES

Does it make sense for a smaller player to operate in the most demanding and challenging environment to bolster its growth prospects even if it means operating within the vicinity of an established player?

In the backdrop of Internet penetration in Russia and the presence of Yandex in the local search engine business, this case study presents interesting discussion on various issues – Yandex's core competence against global players like Google, viability of its expansion into the US and above all analysing whether Yandex can win a slice of the market share in Google's home ground.

Yandex, Russia's Search Engine: Googling for Growth in Google's Backyard



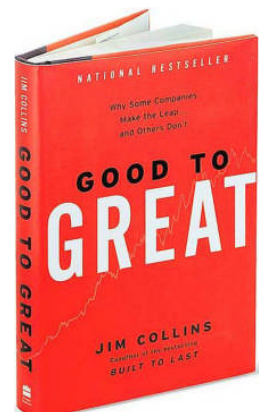
Is everything fair in business or the phrase is just a misnomer and an excuse at worst?

This case study delves into how corruption remained a common factor across developed and developing countries irrespective of culture, history and geography, and its impact on global corporate world. It exemplifies Fluor Corp's focus on anti-corruption initiatives and ethical business practices and how it made it to *Ethisphere* Magazine's list of 'World's Most Ethical Companies' for two consecutive years (2007 and 2008). But in a highly corrupt industry like construction, can Fluor survive standing by its values?

MANAGEMENT CLASSIC

Good to Great: Why Some Companies Make the Leap... and Others Don't

"Can a good company become a great company and if so, how?" This question made Jim Collins (Collins), the author of *Build to Last*, explore ways in which successful organisations turned great producing sustainable results. He explored nearly 1,435 companies and finally settled down on 11 companies – Abbot Laboratories, Circuit City, Fannie Mae, Gillette, Kimberly-Clark, Kroger, Nucor, Philip Morris, Pitney Bowes, Walgreens and Wells Fargo. This book explores how Collins discovered common traits in these companies that challenged conventional ideas of corporate success and delves deep into concepts like level 5 leaders, hedgehog concept, culture of discipline, technology accelerators and the flywheel and the doom loop. Offering amazingly simple perspectives on running a business successfully, Collins suggests that transition from good to great does not require a high-profile CEO, the latest technology, innovative change management, or even a fine-tuned business strategy. It simply needs a corporate culture that promotes disciplined people to think and act in a disciplined manner. Illustrating a number of examples of great and not-so-great companies, the book provides the right road map for corporate excellence.



MANAGEMENT IN HOLLYWOOD

Slumdog Millionaire



Slumdog Millionaire has been the surprise winner of the year 2008–2009. Much like the words of US President Barack Obama, "In the face of despair, you believe there can be hope", this 'rags-to-riches' saga of a slum dweller spreads hope, optimism and courage to live amid the ongoing economic recession. The film, made with a modest budget, has even taught big film makers that a sensible and intelligent movie need not rely on big budgets and yet stand meritorious. Made by a British, the film portrayed by Indians and promoted by Americans connotes 'cinema knows no barriers'. Business point of view, it is the recession that is driving Hollywood and alike from the West towards East in search of new market avenues. Above all, the movie captures the new emerging hybrid model in global cinema and strategic partnerships across various film industries.

Don't miss Slumdog Millionaire, else you miss the spectacular combination of tragedy and joy, fantasy and reality, and also history and hyper-modernity.

CASE STUDY BOOK

Case Studies on Competitive Strategies Vol. III

Strategy has no relevance without competition. Gone are the days when one or two players held majority of the market share with little or no competition. In every industry, from consumer goods and retail to electronics and pharmaceuticals, increase in the number of players redefined the role of competition. It became imperative for every company, big or small, established or startup, to understand the nature of competition and develop survival as well as sustainable strategies for growth and profitability. Thus, a company's success depends on its ability to identify/anticipate, manage and respond to economical and industry conditions. It involves implementing various tactics of competitive positioning, market leadership and identifying sources of sustainable competitive advantage. All the 22 case studies compiled in this book help readers not only to understand the theoretical concepts of competition but also practically implement such strategic thinking through insights provided in each of the company-specific case studies.



EFFECTIVE EXECUTIVE INTERVIEWS

On Managing TROUBLE TIMES

An interview with **Harish Bijoor**, a Brand domain specialist, who runs a consulting company, Harish Bijoor Consults Inc., with global presence across Hong Kong, Seattle, London, Dubai and the Indian sub-continent.



In this interview, he briefs about the three USPs of his consulting business – zero-solicit, build-operate-transfer and unique thought leadership – and provides valuable insights on Indian retail scenario and Indian brands. He also briefs on the US financial crisis, which he calls, a crisis of a hollow economy getting hollower still; the classic case of Western economies self-bleeding to death spurred on by the credit-mentality of yore. Regarding its impact on Indian markets, he says, a wake-up call to the Indian consumer living in an insecure economy.

CONSULTING CLASSIC

How to Survive the Economic Storm

There's no time to wait for the economy to work its way out of the Crash of 2008. You still have a business to run. As you ponder the macro-level implications of the financial fallout, there are crucial micro-level issues to consider as you guide your organisation through these stormy times.

But where to start? What should be done first? Does the order matter? Or should everything be done at once? While some strategies might be right for your company today,



Source: atkearney.com

unforeseen negative consequences could have a lasting impact depending on how the crisis plays out. Developing the best approach requires a measure of tenacity – planning for short-term wins to cut costs and improve efficiency, while scanning the environment for opportunities to improve and grow the top line.



An interview with **Anil Bhardwaj**, Secretary General of the Federation of Indian Micro and Small & Medium Enterprises (FISME).

In his interview, Mr. Bhardwaj briefs about FISME and its scope of operations and gives valuable insights on the current global financial crisis, its impact on Indian economy, according to him, a result of institutional failure – of oversight and regulatory mechanisms and political shortsightedness. He also shares the important lessons that the crisis holds for all of us – the need for market economies to have strong regulatory oversight on a sustained basis, the fact that any market mechanism with risk and reward imbalance is unsustainable and finally the need to avoid regulatory backlash (akin to what happened during Great Depression), as tendencies to raise protectionist barriers and over-regulate the financial markets are rising.