

January 2022

ISSUE 80

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS

Bye Bye.....!

2021

Welcome.....!

2022

May the new year bring you warmth, love,
and light to guide your path to a positive destination

Greetings from **IMPACT**



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Dear Readers,

5 ways the world will change in 2022

Let's talk about space travel, mRNA, crypto, inflation, the Great Resignation, EVs and the metaverse.

COVID-19 vaccine will forever change the way vaccines (and potentially other therapies) are created. It's not unusual for vaccines to take a decade to develop, but these were created in 10 months using genetics and mRNA technology. This could prove to be one of the most important medical breakthroughs of the century.

Crypto currencies have been breaking new highs and attracting more interest. Some view the world's most popular cryptocurrency, Bitcoin, as a hedge against inflation. Politicians, athletes and others started taking their paychecks in Bitcoin in 2021. We'll see if your employer will offer you that option in 2022.

The Great Resignation. More people are quitting their jobs and reprioritizing their lives than ever.

A Foresight Brief developed by the UNU/UNITAR-SCYCLE Program and UNEP-IETC, provides a snapshot of the recent developments in the EV sector. It highlights major challenges and opportunities in the mainstreaming of EVs and in ensuring a sustainable supply of material resources with a focus on the end-of-life (EoL) management of EV batteries. It also provides an overview of recent policy developments concerning the promotion of EVs and the management of EoL batteries. Finally, it offers policy recommendations for ensuring the long-term resource sustainability of EVs.

The Metaverse is a proposed expansion to existing internet technologies. Potential access points for metaverses include general-purpose computers and smartphones, in addition to augmented reality (AR), mixed reality, virtual reality (VR), and virtual world technologies.

Let us all WELCOME 2022 with Positive Optimism.

Editorial Team

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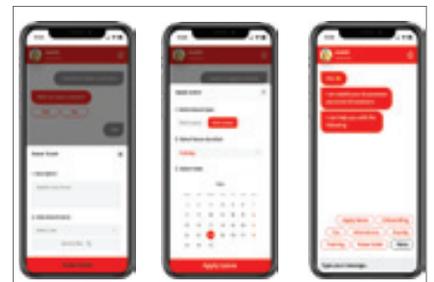
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“Brigadier, You Have More Important Things To Do, Than Wasting Your Time On Me”

Said Deputy Prime Minister Sardar Patel to Brig L.P. Sen on 4th Nov 1948

Herewith a portion from my book ‘THE RISE & FALL OF ARTICLE 370’, published more than a year ago.

“On the fateful day of Nov 4th when Srinagar faced the grim prospect of falling into the hands of hordes of tribesmen from Pakistan, Sardar Patel accompanied by his daughter Mani Ben flew into Srinagar. He went straight to the Brigade Headquarters to know the ground situation from Brig Sen. After listening to Brig Sen, Sardar said

‘Srinagar must be saved at any cost’. Then I must have more troops, and very quickly; and if possible, I would like to have some artillery’ Brig Sen said. ‘Yes, you will get everything’ said Sardar Patel and got up. When Brig Sen wanted to drive Patel to the airport, he said ‘Brigadier, you have more important things to do than wasting your time on me’ and left.

Sardar Patel immediately flew back to Delhi. By evening, Brig Sen got the message that two battalions of Infantry, One squadron of armoured cars and a

**COMMEMORATING
THE BATTLE OF SHALATENG 1947-48**

**ON THIS HISTORIC DAY, 74 YRS AGO THE
INDIAN ARMY UNDERTOOK ONE OF THE
MOST ICONIC OFFENSIVE MANOEUVRES
IN THE #BATTLE_OF_SHALATENG
COMPLETELY REPULSING & DESTROYING THE
ADVANCE OF THE PAK FORCES UNDER THE ABLE
LEADERSHIP OF BRIG (LATER LT GEN) L P SEN, DSO**

#SavioursOfKashmir47





Lt Gen LP Sen, DSO
(10 May 1963 - 07 May 1965)

battery of field artillery were being dispatched to the valley by road. Patel's timely visit to the valley on the cold night of 4th Nov, actually saved the situation".

The above episode bring to fore a few sterling qualities of Sardar Vallabhbhai Patel, the 'iron man' who was our Deputy Prime Minister till he passed away on 15th Dec 1950. He was pragmatic down to earth, saw in advance how things would shape in a given situation, he never bothered about false prestige, a man of few words & at the same time a man of action. But for Sardar Patel, we would have lost Srinagar and the portion of Jammu & Kashmir which is still with us.

Dr.H.V. Hande

*Former Health Minister of
Government of Tamilnadu.
Founder & Director of
Hande Hospital.*



Readers are requested to send their
management related questions.

IMPACT will get replies from management
experts.

Send your questions to:
impactjournalindia@gmail.com

How to Write Job Ads Fit for Recruiting Talent in the Labor Shortage

A job ad is an invitation to the application process at an organization. Often, it serves as an introduction to the company. Those who choose to read between the lines can pick up bits about both the job opening and the company's values.

But the traditional job ad is stale, outdated, and not effective during this historic labor shortage.

“Your recruitment process is only as strong as its weakest aspect, and for many employers that's the job posting,” according to Money Wise. “Many employers make job posting blunders without even knowing it. Then, they wonder why nobody applies.”

Some Human Resources experts have said that writing job ads today requires a new mindset about the entire application process. They are ripping up the old rule book and starting from scratch.



After all, today's job ads must be employee-centric. Previously, companies wrote job postings that explained the role and function of the position. It would include a list of required qualifications. There would be at least a tagline about the company. Now, companies have to tell potential applicants what's in it for them, what they can gain from taking on such a role at this business.

Discover what you must include in job ads today:

Define “Job Ad”

One big mistake many people make is writing a job description rather than a job ad. While you want to make people aware of what the job opening would entail, you also need to entice people to apply. The word “ad” implies advertisement. The language and description should be easy to understand, but it should also highlight what makes this job exciting. Use an accurate and descriptive job title in the heading, but describe the value of the opportunity within the text.

Sell the Job

Don't just describe what the new hire will be doing. Sell it like you would a product. For example, you would write about how an editor “has the chance to help shape and share moving and informative stories with the company's target audience,” rather than merely writing that an editor needs to

“copyedit, manage deadlines, and assess traffic to stories.”

You should cover how the new hire will be able to grow in this position, and mention any learning and development opportunities taking the job might offer.

“The most important step in creating a strong job posting is making sure candidates can identify what the job is, where it is, and whether it’s in their desired field,” according to Career Builder. “Once those basic facts are covered, it’s time to sell them on the opportunity and the company.”

Stress the Location

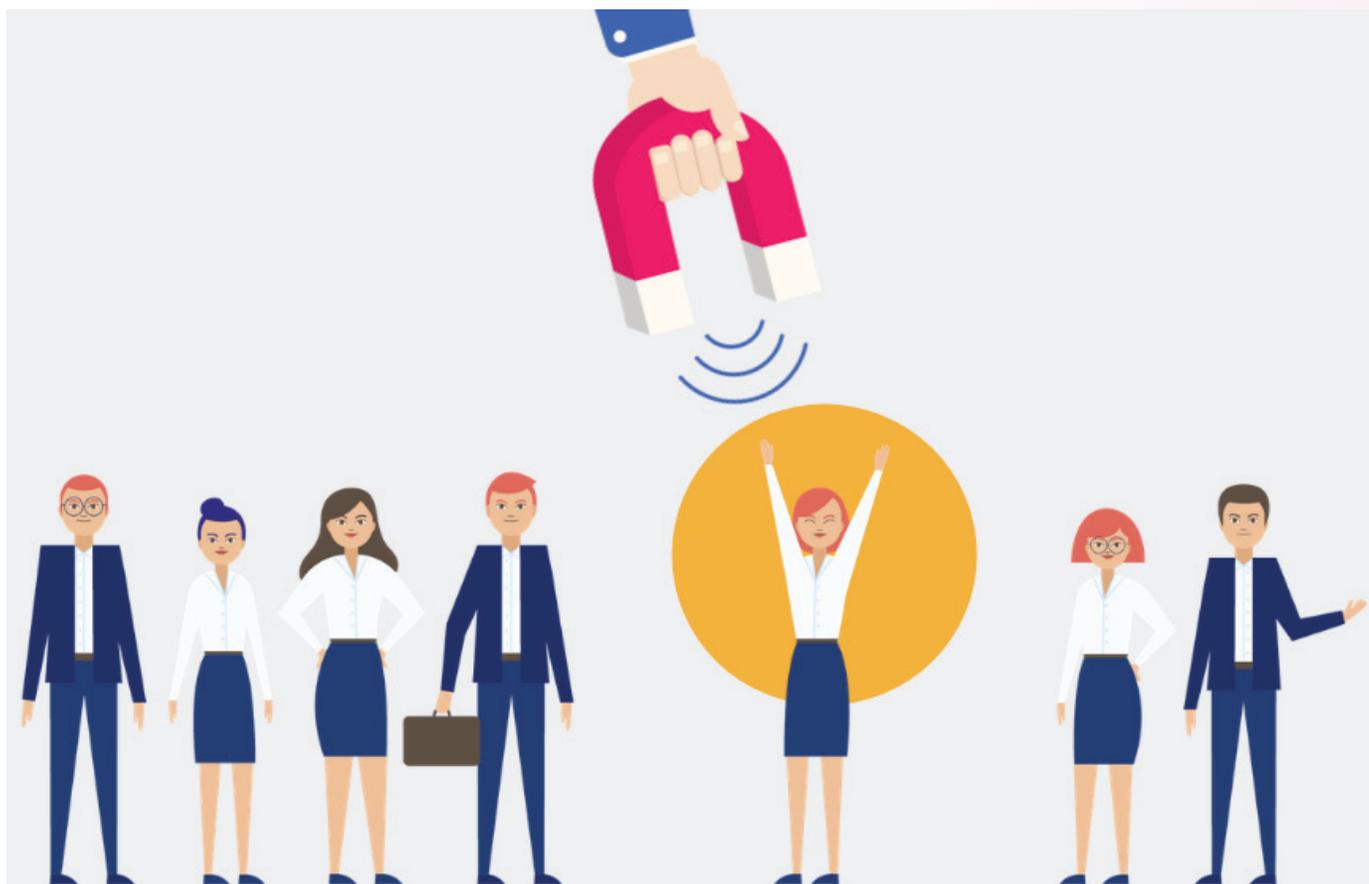
Include the location up front and close to the job title. You don’t want applicants who are unwilling to move or commute to your location. If the job

is all remote or hybrid, express it in the job ad. Providing employees with flexibility is well regarded nowadays. And if there are people who really want to be in an office, they will opt out of applying. Location is a must-know for all applicants, so give it the proper visibility.

Talk about the Positives

All anyone keeps saying is that employees are quitting because of low wages, poor benefits, lack of flexibility, and an overall feeling of being unappreciated. Address these issues head on in the job ad. Explain how the company prizes its workers. Talk about differentiators in your offerings. If there is a level of flexibility available for the new hire, then mention it.

Think about the target audience. If this is for a more seasoned applicant, then focus on practical benefits





and opportunities to grow. If it is for a more junior role, you might want to talk about social networking opportunities or the company’s culture of internal promotion or pursuit of social justice. The point is to share the details that will most resonate with the group you’re targeting.

Describe the Company Culture

Every company has its standard “About us” language. But the job ad should be more meaningful. You want to try and attract people who are a good

match. Therefore, you should describe the culture and define the organization’s values. For a startup, for example, you might write, “We’re a group of innovators, who believe in the company’s mission and want to effect change of X, Y, and Z.”

Include Salary

The debate about whether to include salary in your job ad can be laid to rest. It should always be included. Now that applicants and employees have the upper hand, mentioning the salary is a must. Even before the pandemic and labor shortage, applicants wanted employers to show them the money up front.

In 2018, SHRM found that 70% of professionals wanted to hear about salary in the first message from a recruiter. Money was the number one motivator for 67% of job seekers, according to a 2018 Glassdoor survey that was also reported by SHRM.



Sharing salary or salary range serves a few purposes. First, you eliminate people who want to be paid more than you can offer. Second, you prove your seriousness about hiring someone who is capable and worthy of such a salary. Third, you demonstrate your willingness to be transparent. Indeed, you begin to build trust with applicants and potential employees.

Finally, you should have someone else take a look at the job ad before you post it. A second set of eyes can look for errors like typos. But he or she can also offer suggestions on how to clarify points and attract the right applicants.

Olga Sanchez, Chief People Officer at GFR Services, suggests asking current employees to review job descriptions and to provide feedback on tone, language, and level of detail. She adds that HR should continue to discuss the job description and the promises in the job ad throughout onboarding.



In that way, the job ad can be your north star, so you remember what you need to deliver and what the new hire needs to do.

Source courtesy: <https://www.brexchangenetwork.com>

Author: Francesca Di Meglio

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- * Willing to Learn and Grow

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Negotiation and Influencing Techniques in Business

A Negotiating Approach

“If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from his angle as well as from your own” – Henry Ford.

“Everything you may want in this life is presently owned or controlled by somebody else. Surely it makes sense to spend a little time studying how to acquire it” – Roger Dawson

“In business as in life, you don’t get what you deserve, you get what you negotiate.” – Chester L. Karrass

Definition

A negotiation is a strategic discussion that resolves an issue in a way that both parties find acceptable. In a negotiation, each party tries to persuade the other to agree with his or her point of view. By



negotiating, all involved parties try to avoid arguing but agree to reach some form of compromise

Negotiation is a term most commonly applied to formal situations relating to ‘making a deal’, e.g. between an employer and his/her employees.

There are considerably more occasions when the interaction between individuals or bodies can be described as negotiation.

We do not automatically recognise all or any negotiation discourse as such, and therefore fail to apply the principles of effective negotiation to them. The problem with this lack of awareness... we inevitably fail to achieve as good a deal as we could on those occasions, and can miss out on achieving the best outcome.

The following are some reasons why negotiation skills are very important in the business world.

- Beneficial to both leader and follower – The ability to negotiate is beneficial to everyone be it a leader or an employee. While the ability to negotiate is an important part of business meetings and accomplishing contracts, its benefits extend far beyond.
- Win – win situations – A win – win negotiation is an agreement between parties after taking into account each other’s interests. Finding a deal which makes



everyone happy and satisfied is not easy but this is exactly what a good negotiator does.

- Improves the final result – The main aim of a negotiation is to get the best deal possible for you and your organization.
- Build respect – In order to get the utmost productivity out of your employees, it is very important that your employees and others whom you negotiate with respect you.

- o Any additional information from the opposition could be used as leverage to negotiate a better deal
- o Limit potential options
- o Win/ lose attitude/behaviour

The Core Characteristics of Negotiation

1. Parties perceive that they have a conflict of interest
2. Parties are engaged in communication
3. Compromises are possible
4. Parties can make provisional offers & counter offers
5. Parties are temporarily joined together voluntarily – outcomes are determined jointly
6. Those involved have mixed motivations to compete to further self-interest.

Integrative Negotiation

“Differences in priorities could lead to a win-win outcome”

Characterised by:

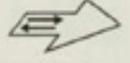
- o Discouraging groupthink and encouraging exploration of multiple perspectives
- o Creative solutions for both parties
- o Development of trust through mutual respect
- o Stronger long term relationship
- o Greater commitments to decisions

Types of Negotiation:

Positional Negotiation “a gain for one is a loss for the other”

Characterised by:

- o Letting them make the first offer – this will determine the rest of your negotiation
- o More competitive negotiations

Energy	Influencing Style
Push Self  Other	 Persuading
	 Asserting
Pull Self  Other	 Bridging
	 Attracting

The 4 Step Model of Negotiation

1. Prepare:

- Assess both parties' objectives
- Decide on areas of possible flexibility
- Plan approach and sequence events

2. Discuss

- Exchange positions and issues
- Create a positive working climate
- Listen carefully and question thoroughly

3. Propose

- Specify what you want
- Seek compromise – get to a win-win
- Remember fall back positions

4. Exchange

- Ask for what you want- modify when necessary
- Reiterate the value of your solution
- Don't conclude without an exchange



Negotiator Personality Types:

1. Hard: A challenging Negotiator/ competitive.
2. Easy: Willing to go along to get along. Believes nothing should be hidden i.e. All cards on the table.
3. Closed: Skeptical about sharing information & being taken advantage of.
4. Open: Initially trusting – believes everyone has good intentions.
5. Hard and Closed: I will tell you my best offer, take it or leave it
6. Hard and Open: I will listen to you, but my perspective will be hard to alter.
7. Easy and Closed: I am cautious and apprehensive, but I am willing to see where this goes.
8. Easy and Open: I follow your lead, I trust you.

3 Pillars of Successful Negotiating

1. Attitude – our feelings/opinion
 - o Know what you want
 - o Confidence (believing you can get what you want)
 - o Be interested in the needs of the other party
 - o Acknowledge that the use of negotiating skills is more important than the exercise of power.

Win Lose Aggressive	Win Win Assertive
Lose Lose Depressive	Lose Win Submissive

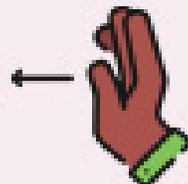
What is the Push Pull Influencing Model?



It is a way to get someone to do what you want.

Often defined as 'Moving someone from position A (where they are now) to position B (where you want them to be), or as the ability to affect others' attitudes, beliefs, and behaviours without using force or formal authority.'

Push Energy



Self → Other



Selling



Coercion



Logic



Assertion

Pull Energy



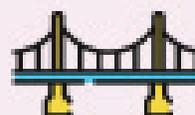
Self ← Other



Expert



Educative



Bridge Building



Attraction

Influencing Style

2. Process – our perceptions/memory/ thinking and approach

- o What is going on in the negotiation? (the ingredients for negotiating)
- o How to approach the negotiation (being prepared)
- o What is the other party's approach (how are they prepared/how do they want to handle the process)?
- o Be flexible and have options

Preparation accounts for 90% of negotiating success.

3. Behaviour – What to do (Practice effective negotiating behaviour)

- o Know which behaviours you want to use-different behaviours suit people and situations differently
- o Know how to be impactful (voice and body language)
- o Use different behaviours at different stages (push behaviour more effect at bidding/bargaining at the end of the negotiation, pull behaviour often used in early stages)
- o Avoid the use of negative behaviours e.g. Aggressive/patronising or passive behaviours



Influencing – The Art of Persuasion

Persuasion techniques involve the manipulation of the laws of persuasion. They also involve manipulating other current circumstances, which can include the masterful use of questions, sharing secrets, using power words and phrases, applying time pressure and others.

Persuasion is the ability to induce beliefs and values in other people by influencing their thoughts and actions through specific strategies.

Story: The wind and the sun decided to have a competition to decide once and for all who was stronger. They agreed that the winner would be the one who could persuade a man to take off his coat. The wind blew and blew, but the man only held on more tightly to his coat.

Then the sun shone gently down, and within minutes, the man took off his coat.

The moral of the story here is that you can't force someone to do what they don't want; instead, the art of persuasion is to get them to want to do what you want.

Key Skills for Successful Persuasion

Research shows that there are a number of things that people like about successful persuaders.... these elements are largely emotional!



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- o Reliable
- o Honest
- o Taking responsibility
- o Sincere and genuine
- o Building rapport
- o Positive thinkers

Highly Persuasive People Demonstrate the Following Qualities:

- High self-esteem
- Emotional Intelligence
- Self-motivated
- Empathetic (care about others)
- Good listening skills (active listening)
- Good communication skills
- Objective Problem analysis
- Intelligent Decision-making



Keys to Successful Persuasion

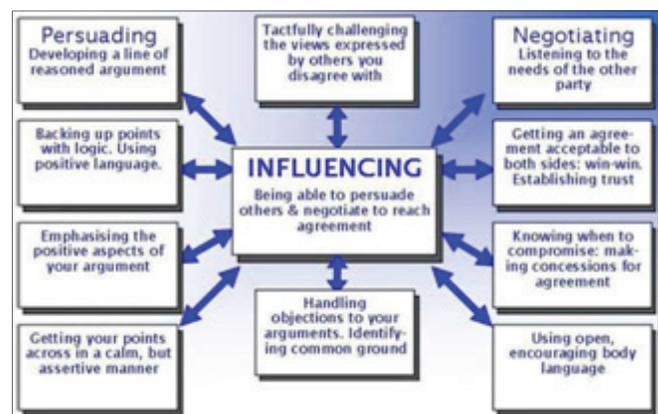
Positive:

- o “Let’s consider options”
- o Win-win outcome
- o Understand the position of others
- o Respect others with rapport and trust
- o Reason using examples
- o A range of approaches and flexibility
- o Long term commitment and success

Negative:

- o “My way or the highway”
- o Win no matter what
- o Undermine the position of others
- o No respect for others
- o No reasoning with others
- o One approach and no flexibility
- o Overt competition or dominance
- o One-off success

How Negotiating and influencing are linked



Negotiation Psychology

In most Negotiation interactions there are different motivational factors lurking and operating in the background. People have different needs, desires, and aspirations... etc. – our different wants have an impact on the vast majority of negotiations.

“The wise negotiator will be aware of and try to find out more about the motivational factors that are driving people behind the scenes.”

Wrapping up your negotiation

Document the terms

- record where you ended up so that both parties have a shared understanding of the specifics

- Include any notes you and your counterpart made along the way including flipcharts and post its
- In a formal setting this is where you would create a formal contract that captures your agreement and requires signatures

Communicate to make sure you have agreement

- Now's the time to confirm that everyone involved with the decision is on-board

Think through the implementation

- Think about what steps will ensure a smooth transition from agreement to implementation
- Explicitly discuss with the other party the important milestones and deadlines and capture them in a document
- If your job was to simply negotiate, think about what the people who will be implementing it will need

Review what happened

- Every negotiation is an opportunity to learn and improve your skills as a negotiator
- Set aside time as close to the end of a negotiation as possible so that the events are fresh in your mind – for complex negotiations, set up reviews after each session
- Determine what worked well and where to improve
- Capture what you've learned
- Share what you've learned with others

Time Factor

Remember, time can be either an asset or a liability. The person who needs something faster will normally pay more than the person who can wait.

In negotiations of all kinds, if you are under no time pressure, you probably have little to lose. When this



is the case you needn't worry. All the pressure will be on the other party.

Conclusion

“You must never try to make all the money that's in the deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals”, said J.Paul Getty.

Any 'principled negotiation' is based on three basic principles to the situation:

1. Look at thing, not person;
2. Find similarities, not differences;
3. Aim to get good enough, not perfect.

Negotiation skills are not always inborn, they have to be developed through learning and can be very useful in resolving any differences between others and you.

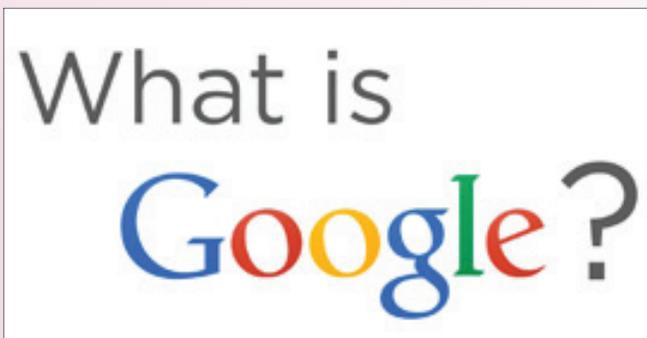
Dr. S. Jeyachandran

He is basically a Concrete Technologist turned into a Construction Management professional by experience. He has had over 4 decades of experience in selling, Quality Control of Construction Materials, teaching in various institutes. Presently Vice President in Marutham Group, Chennai..

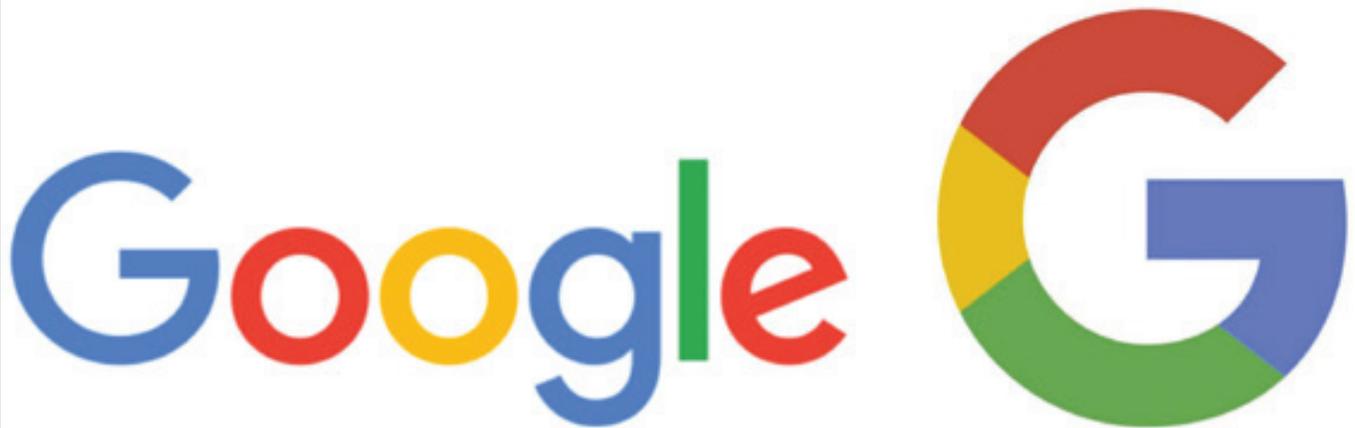


What is Google???

1. Google earns about 9,40,000 rupees in a second.
2. Its founder's name is Larry Page and Sergey Brin.
3. Google has more than 70 offices in 40 countries. This in itself is a great achievement.
4. Google has bought 827 companies in the last 12 years. Now you can guess how big a company Google is.
5. At present, more than 420000 employees work in Google, but till now many employees of Google have become billionaires.
6. Although no one can tell the exact income of Google, but the annual income of Google is about \$ 55,00,00,00,000,000,000,000,000 dollars.
7. You must know that the Android operating system is a gift of Google itself. But do you know that 4 out of every 5 smartphones run on the Android operating system only.
8. Google has kept about 20000 goats in its "Head Office" to cut grass. Yes, you read it right, in fact Google does not use a mower in the lawn of its office because the smoke and sound coming out of it causes trouble to the employees working there.
9. Every week more than 220,000 people apply for jobs in Google.
10. More than 95% of Google's earnings come from the advertisements published by it.
11. Believe me, in the blink of an eye, Google would have earned Rs.550 lakhs.
12. You must have often wondered where the word "Google" came from, we tell you, in fact the number formed by putting 100 zeros behind 1 is called "Googol" and "Google" is formed from this word itself.
13. Now you must be thinking that why Google was not named "Googol", why was it named "Google"? Actually the name "Google" is a spelling mistake. Meaning while typing "Googol" instead of "Google" was typed and the result is in front of you.
14. Google bought "You Tube" in 2006, at that time many people considered this deal to be a big mistake of Google and today YouTube is watched every month for about 6 billion hours all over the world.



Full Form of GOOGLE, What Does GOOGLE Mean?



15. More than 60,000 searches are done on Google every second.
16. Since 2010, Google has bought at least one company per week.
17. Google has taken photographs equivalent to 80 lakh 46 thousand kilometers of road for its Street View map.
18. Google's entire search engine is 100 million gigabytes. To save that much data with you, one lakh drives of one terabyte would be required.
19. Google has named its Android operating system according to the alphabet of ABCD Cupcake, Donut, Eclair, Froyo, Gingerbread, Honeycomb, Ice Cream Sandwich, Jelly Bean, Kitkat, Lollipop Marshmallow than N & next O
20. Yahoo company wanted to buy Google for one million dollars but it could not happen.
21. When Google was launched, the founder of Google did not have much knowledge of HTML code, that is why he kept the homepage of Google very simple and still it is absolutely simple.
22. In 2005, Google launched new applications like Google Map and Google Earth. It has such features, which can measure the whole world in a moment. That is now its reach is up to the moon.
23. "Don't be evil" is an unofficial slogan of Google.
24. 88 languages can be used on Google's homepage!

Snippets

The 10 Most Important Tips For Becoming a Great Leader

- 1 Lead by example.
2. Encourage others to grow.
3. Have a strong vision.
4. Increase Your emotional intelligence.
5. Keep Developing Yourself.
6. Learn from your mistakes.
7. Find a mentor.
8. Understand your own motivation.
9. Engage in honest, open communication.
10. Keep a positive attitude..

Common HR Stereotypes

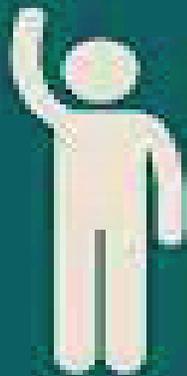


Stereotype	Reality
HR has little responsibility beyond administration and bureaucracy	01 HR's main responsibilities are strategic - figuring out how to get the best out of employees to help the organization achieve its goals
HR operates in isolation	02 HR must collaborate with every department to share information and support organizational growth
HR lacks business and data knowledge	03 HR needs strong business acumen and data literacy to be able to truly contribute to the organization
HR doesn't really listen to or take action on employee complaints	04 HR conducts documented investigations to work towards remedying the problems
HR only acts in the company's interest	05 HR strives to balance organization's goals with advocating for the workforce
You don't need any special skills to go into HR	06 To succeed as an HR professional, you need to have various specific competencies
HR just spoils all the fun	07 HR is tasked with helping to nurture an inclusive environment where all employees can feel safe
HR is all about hiring, reprimanding, and firing employees	08 HR oversees the entire employee lifecycle
All HR cares about are policies and procedures	09 HR needs to ensure compliance by applying clear-cut procedures, and help protect the employees and the business
There's no creativity involved in HR	10 HR managers often need to be creative and think outside of the box to support innovation and come up with improvements and solutions to problems
HR professionals are all people persons	11 HR professionals need to be able to see the big picture and to be strategic about building a productive workplace
Technology is going to replace HR	12 Technology is undoubtedly changing HR but not replacing it, freeing up HR to focus on more strategic tasks

Great Leaders always CREATE



SUCCESSFUL PEOPLE



They Take Responsibility
For Their Failures

UNSUCCESSFUL PEOPLE



They Blame Others
For Their Failures



**FIRST THING TO BE DONE
AFTER YOU DO YOUR
COMPANY INCORPORATION**

Avail our Expertise – Reap Good Returns



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- Digital Marketing
- Training & Development
- Customised Software

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The Game Is Not Over Till The Last Whistle Is Blown

September is a very significant month for us Indians since it is during this month in 1893 that our Great Swami Vivekananda addressed the World Parliament of Religions at Chicago USA starting his historic speech with the call, “My Dear Brothers and Sisters of America”.

Yes, the above information is known to all people but how many of us know as to what were numerous difficulties Vivekananda underwent before that event. He reached the shores of Chicago travelling for more than a month by ship in June 1893 after so much ordeal in the ship. Then only he came to know that this Conference was postponed to September 23. He had come with very little money

since he was under the impression that he would be back in India immediately after the seminar. Chicago was a costly city to stay for three months and hence Vivekananda moved to the nearby Boston to spend time. With great discomfort, he spent his days thanks to the help of known and unknown friends in a foreign soil and he did not have cash to purchase a ticket to Chicago to attend the conference. Luckily one Mr Right finally got him a ticket and gave a letter to one of his friends at Chicago to help him enter the seminar hall. But again unfortunately Vivekananda lost all these papers at Chicago and had to sleep on the pavement in the bitter cold the earlier night near the conference hall and somehow could enter occupy a place inside the auditorium.

That was not the end. He could not get up due to hunger and tiredness when he was called twice by the organisers of the conference. At last, Vivekananda raised himself and went to the dais when he was invited the third and the last time. When he took the mike and addressed the gathering as “My dear Brothers and Sisters of America”, there was a thunderous applause for full five minutes immersing the speeches of all the earlier speakers. The rest is history, as people always say.

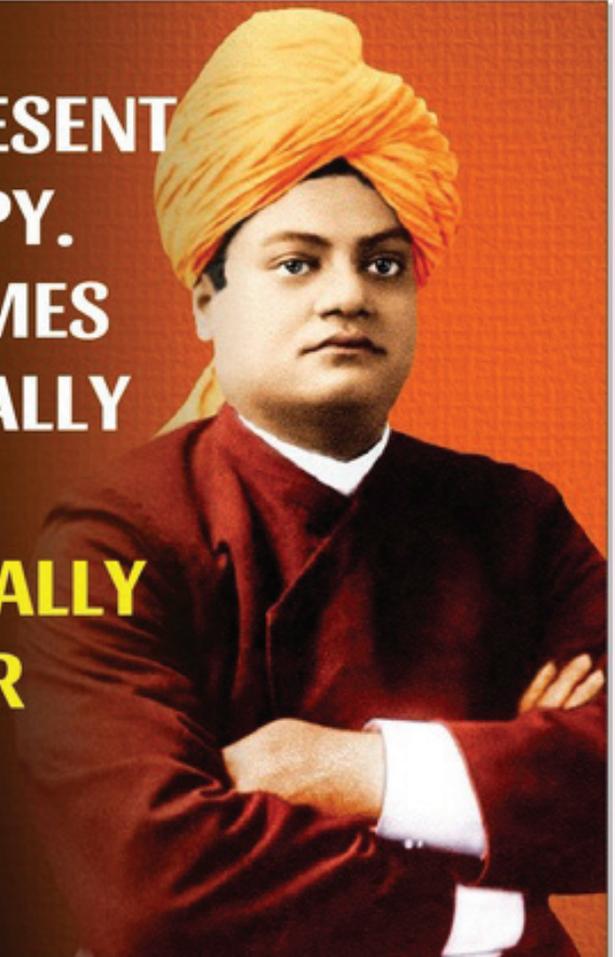
The Takeaways

Swami Vivekananda did not lose courage when he faced innumerable difficulties in the ship while travelling to the USA.



”
**ALWAYS TRY TO REPRESENT
YOURSELF AS HAPPY.
INITIALLY, IT BECOMES
YOUR LOOK, GRADUALLY
IT BECOMES
YOUR HABIT AND FINALLY
IT BECOMES YOUR
PERSONALITY.**
”

VIVEKANANDA QUOTES



He did not turn back to India when he learnt that the conference was postponed by three months. With so little money in hand, any other person would have simply returned to the Motherland.

For Vivekananda his aim and ambition was to address the conference and propagate his

theory of Hinduism which is “ Vasudaivaham Kutumbagum- The whole world is one Family”. He did not mind waiting in a completely alien land bearing all the problems to accomplish his mission.

Yes, the game was not over for him when bottlenecks cropped up, when there was no money, when he had to sleep on the pavement in the biting cold or when he could not stand up and go to the podium when called twice. For him, the final whistle was not blown till his goal was achieved.

It is not over till everything is over

I recently saw a Hindi film Bell Bottom with Mr Akshay Kumar as the lead actor. It is based on a true life story of a hijack of an Indian plane with hundreds of passengers by a few terrorists.





With so many twists and turns, the story moves to a situation where it appears that the terrorists almost win their plan and get the release of some extremist elements lodged in the Indian jail. When everybody in his team is losing the hope and accepting the inevitable, it is only Mr Akshay Kumar who refuses to concede defeat and says “ It is not over until it is over and the last whistle is blown”. Yes, he is right, some divinely help comes at the last moment in the form of the Indian Army and the hijackers are caught and prevented from escaping the airport with the dreaded extremists and all the passengers are saved without a loss of any single life. Yes, all is not over till it is over.

Does this spirit exist in real life?

Now the question arises.

Is this kind of fighting spirit possible in our real life?

Every one is not Swami Vivekananda.

May be in sports and games, the last minute goal can save the match, before the Umpire blows the final whistle. Is it happening in our day to day lives?

How many of us have trust in the maxim “ You can not change the Beginning but you can always change the End”?

How many of us have given up attempting more than three times in the Departmental examinations and other pursuits?

How many of us have lost confidence in the System when we miss the promotion for the second year and desist from attending the interviews from the third year onwards and remain stagnant whereas our own persistent colleagues go up in the ladder of life?

How many of us believe in the following saying?9

Strength grows when we dare,

Unity grows when we pair,

Love grows when we share

And Relationship grows when we care.

Let us not give up our courage and commitment in the face of hardships like the Covid.

If an invisible virus can shake the world, an Invisible God and Spirit can save the world too.

In a Lighter vein without malice!

The Lady Teacher told the Class “ I am Beautiful. Tell me, what is this Tense?”

One student shouted “ It is Past Tense Madam”!

R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.



Coca-Cola

The HR digital transformation journey of Coca-Cola Vietnam with Leena AI

“We saved 40% of our time for signing off employee approval and request.”

“Leena AI has helped us a lot in the Digital Transformation journey. We have centralized all our HR services into Leena AI and made it a single point of contact. And have saved 40% of our time for approval and request. Also, the automation of fingerprint notification has made the employees more compliant. We are having a great experience with the Leena AI product, and the customer service.”



Dat Luong, Digital Solution Manager, Coca Cola Vietnam

Coca Cola Vietnam: One of the best companies to work for in Asia

Coca-Cola Beverages Vietnam is one of the best-known international brands in Vietnam, and it has been recognized as the best companies to Work for in Asia 2020 by HR Asia, and best 'Employer of Choice - 2019' by Career Builder. It is a subsidiary of The Coca-Cola Company and was established in 2012 in Vietnam. Headquartered in Ho Chi Minh, it creates more than 4000 direct jobs via their three factories in Da Nang, Ho Chi Minh, and Hanoi. The company has grown unstoppably, achieving innumerable milestones, and conquering the hearts and minds of millions of consumers.

Recognized as one of the best employers in Vietnam, they understand that employees are the building blocks of the company, and their journey towards HR digital transformation with Leena AI is one of the many initiatives they took to deliver the best experience to their employees.



Employer of Choice
2019



A subsidiary of The
Coca-Cola company



Established in 2012 in
Vietnam



Has created 4000+
direct jobs



Higher turnaround time
for signing off request
approval



Involvement of senior
management to approve
high-value travel requests



Difficulty accessing relevant
information about the
organization's policies



Complicated attendance
management system



Human intervention in
routine HR processes

Challenges that Coca-Cola Vietnam solved with the help of AI

Coca-Cola Vietnam is an innovative and progressive organization that has been recognized for being a sustainable enterprise and a top employer in Vietnam. However, a workforce of over 4000 employees meant that on any given day, the HR executives would receive numerous employee queries within the organization ranging from leave status, medical insurance, payroll, etc. This took valuable time for the HR team to sign off multiple employee approvals.

Moreover, as per company policy, approval from the CEO or the Director was necessary to clear high-value travel requests. Since most of these requests were urgent in nature, the CEO and the Director had to allocate a significant amount of time daily in approving the same. Needless to say, the task was repetitive and monotonous. Although the task required immediate approval for smooth employee experience, it was taking away valuable time that could otherwise be used on strategic tasks and decisions.

Also, the employees found it difficult to access relevant information on the organization's policies and processes on time. Reaching out to the HR executives for every single query meant higher turnaround time. Moreover, the operators at the company were facing challenges using the existing attendance system.

Why Leena AI proved to be the best fit?

Coca-Cola Vietnam wanted a platform that could help them automate and the resolution of queries and employee processes at the same time. Additionally, the platform had to act as the linchpin for the current systems that were operating in isolation. Leena AI conversational platform fit the bill perfectly and worked as an effective single platform for accessing all the information while interacting with the employees seamlessly.

Leena AI created a single interface of communication for employees by integrating the existing systems of SAP SF, the local attendance system, and other internal software. Leena AI also integrated with Workplace by Facebook, which was already in use by the company, to prevent the set-up and training of a new application.

Also, Coca-Cola Vietnam employs both blue and white-collar employees, so the Leena AI HR chatbot interacted with their employees in two different languages, English and Vietnamese, to take into account their preference for the local language.

The overall personality of the Leena AI platform at Coca-Cola Vietnam was designed keeping in mind the local Vietnamese culture, the company's organizational culture, and Coca-Cola's branding in the country. Additionally, since most employees were unaware of the company's 150 years old history and story, a training module to help them learn the same was included in the HR bot.

With all the integrations and customizations in place, Leena AI easily became a part of their company culture and a go-to platform for the resolution of routine employee queries.

- **Key Integrations:**



SAP Success Factors



Workplace by Facebook

- **Language:** English & Vietnamese

- **Customized as per the company's culture**

Empowering the employees with AI-powered helpdesk

In close collaboration with the Leena AI's Customer Success and Product Development team, Coca Cola first rolled out FAQ automation and approval of high-value travel request. Employees simply described their HR queries on AskMi (the in-house name given to Leena AI platform) and it used advanced NLU and conversational AI to understand the issue and deliver a resolution within seconds. Even the travel request approval process became highly efficient because the requests were auto-triaged to the right people, and can directly be approved on AskMi.

AskMi acted as a virtual employee helpdesk and eliminated unnecessary human intervention for resolving routine queries. Owing to the increased efficiency and productivity, Coca-Cola gradually rolled out many other modules.

Today, some of the key capabilities of AskMi that are winning employees are:

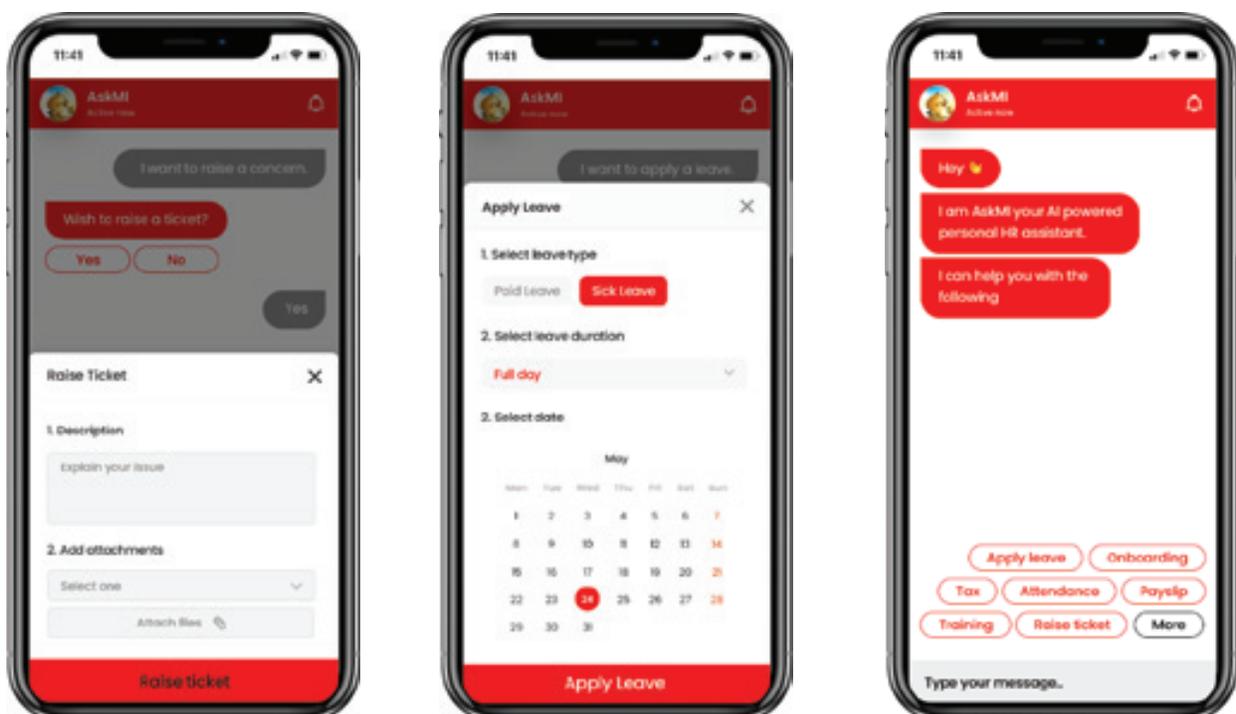
- Download payslips and get information on tax deduction
- Manage leave, time, and attendance
- Raise reimbursement
- Quick replies for their routine queries
- Efficient onboarding and training of new employees.

AskMi not only enhanced the employee experience but also helped senior-level managers and HR executives invest all their time only on strategies tasks. “We have saved 40% of our time for approval and request.”, says Dat Luong.

Senior management got a single platform to approve all the employee requests. They could now easily approve leaves, overtime, regularizations and travel requests on AskMi chat. The team was also able to manage its entire HR policy knowledge base in one place.

The Coca-Cola team also used AskMi to broadcast important internal notifications such as related to the employee leaderboard, best performers in their respective teams, and personalized wishes on birthday and work anniversary. AskMi also sent automated reminders to the employees at the end of each month to apply for leave and attendance regularization.

During the pandemic, the Coca-Cola team used AskMi to take a health declaration from its employees. AskMi displayed the National and Central Protocols for preventions for Covid-19 and took the declaration.



The lasting impact of HR automation

Undoubtedly, the Leena AI platform showed really encouraging results right from its onset. The employees were able to use the bot without any training and started raising requests for approval soon after the launch of AskMi. The bot not only helped Coca-Cola Vietnam enhance the experience of their existing employees but also helped in the smooth onboarding of their new employees.

In addition to automating HR transactions and employee approvals, Leena AI made it easy for the company operators to use the attendance system by integrating it with AskMi.

The senior management reported a significant 40% reduction in the time and effort that goes into approving employee requests. On the other hand, there was an almost 50% reduction in the employees' time to access relevant company information.

AskMi also helped Coca-Cola Vietnam make their employees more aware of the company's rich history and journey, thus, reaffirming the strong culture and values shared by the workforce.

40% reduction in time for approving employee request

50% reduction in the employees' time to access relevant company information



Strengthening the company's culture and values

Part of a bigger vision of HR digital transformation

Coca-Vietnam has been recognized as one of the best employers, not just in Vietnam but in Asia. They believe in giving their employees the best experience with the help of technology, AI, and automation. With AskMi, they delivered on this vision, unlocking the potential of employees by making them more productive. Now, the resolution of their issues and requests is fast and automatic, and they no longer have to navigate different portals to get help. For the HR team, the benefits have been equally liberating: HR executives have won back valuable time that they're devoting to more strategic work. From the deployment of Leena AI in 2019, Coca-cola Vietnam has come a long way on their journey of HR digital transformation.

Source courtesy: <https://leena.ai>

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