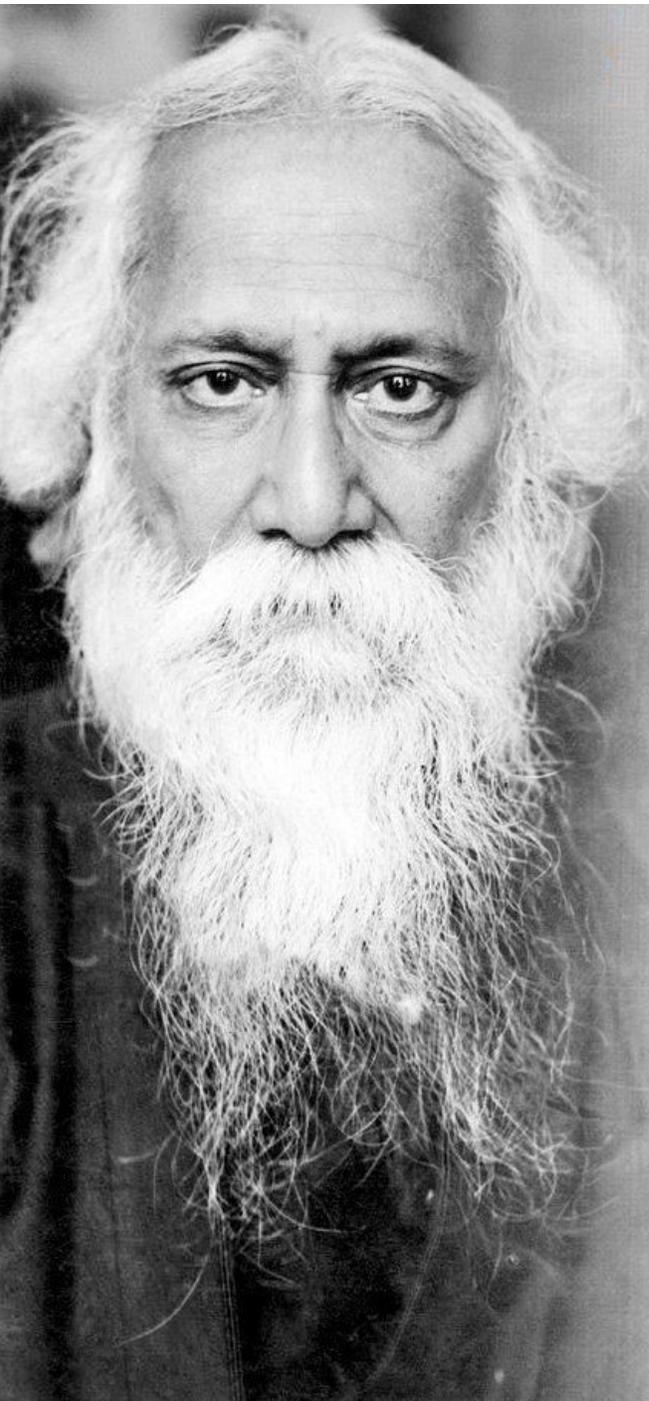


IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



**“IT IS VERY SIMPLE TO BE HAPPY,
BUT IT IS VERY DIFFICULT TO BE SIMPLE.”**

Rabindranath Tagore

7 May 1861- 7 August 1941

Greetings from **IMPACT**



EDITORIAL TEAM

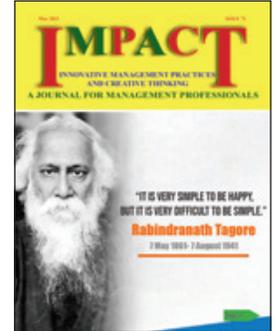
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Dear Readers,

Yet another election in various states, even during this deadly pandemic period became the talk of India!

Our Politicians know the art of “bringing the crowd”, wherever they go for campaigning. Medical fraternity of India keep blaring meekly, Wear Your masks, Don't go out unnecessarily; unless it is unavoidable, maintain social distancing in public places - slogans were thrown to winds by our respectable politicians. Of course, all the leaders on the Dias wore masks dutifully, till they start giving their firing speeches and reeling out false electoral promises. But the gullible followers of the political parties were made to stand in the hot sun without masks, and without maintaining safe distances. All political leaders uniformly bluffed without batting their eye lids, their parties are meant for the upliftment of the downtrodden and will bring a corruption free society.

Our educated intelligentsia dutifully crisscrossed each other in the electronic media and every channel had their preferred panellists grinding the same bluffs repeatedly.

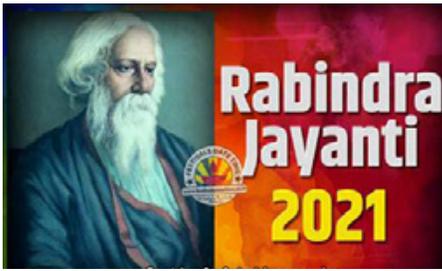
Our Election Commission as usual played the same headlines in all the media that they will ensure free and fair elections.

After the results were announced, the winners as usual praised our fair electoral process and the losers opined that we should go back to vote slips methodology.

Yet another State Elections were over as usual in our world's largest democracy.

Editorial Team

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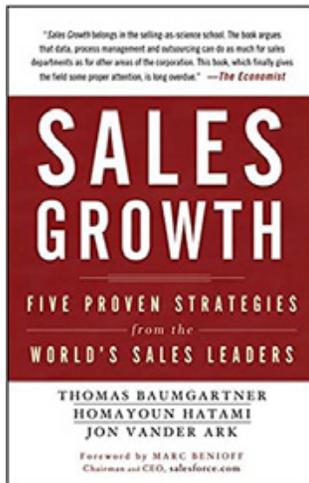
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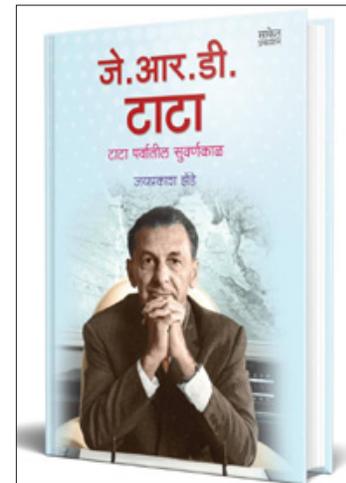
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May 7th- Rabindranath Tagore Jayanthi

It is in the fineness of things that this issue of IMPACT carries an article on TAGORE.

One of the Greatest Indians, our sacred Motherland ,India that is Bharath blessed us is RABINDRANATH TAGORE-Nobel Prize Awardee! His monumental work GEETANJALI has been translated by me into Thamiz under the caption” எனது பார்வையில் இரவீந்திரரின் கீதாஞ்சலி”!



Rabindra Jayanti is annually observed in remembrance of the birth anniversary of writer, novelist and musician, Rabindranath Tagore. He was born in Calcutta on MAY SEVENTH EIGHTEEN SIXTYONE and is well known for shaping and influencing music and literature. Tagore was the only person to have written national anthems for two different countries, India and Bangladesh and also became the first Indian to win the Nobel Prize in Literature. His birthday observes his life, influence, and works. The state of

West Bengal celebrates this holiday- the most with poetry recitals and several cultural programs are held by local communities all across the state.

TAGORE'S HOME AT KOLKATTA

First five of his 103 outstanding poems , are given below for the reading pleasure of our esteemed readers.

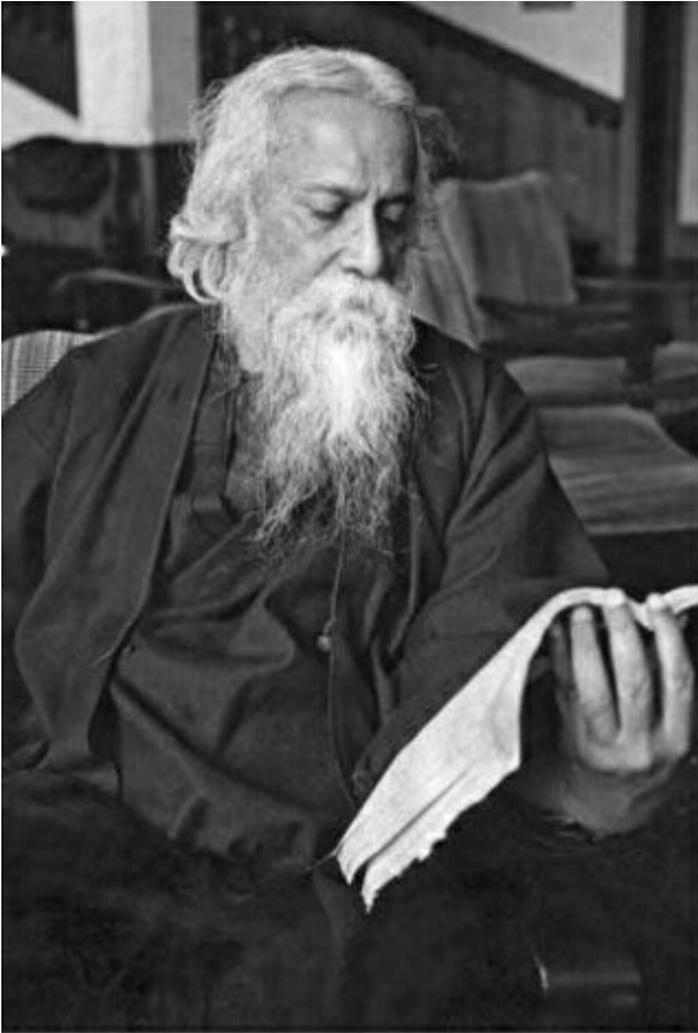


1. STILL THERE IS ROOM TO FILL

Thou hast made me endless, such is thy pleasure.

This frail vessel thou emptiest again and again and fillest it ever with fresh life.

This little flute of a reed thou has carried over hills and dales and hast breathed through it melodies eternally new.



RABINDRANATH TAGORE

- Born on May 6, 1861
- One of the contemporary Indian philosopher of education
- Founder of Vishwabharathi
- A great poet, philosopher, dramatist, novelist, painter, patriot, guru, social reformer and educator
- Established a school known as Shanti Nikethan at Kolakata in 1901

At the immortal touch of thy hands my little heart loses its limits in and joy and gives birth to utterance ineffable.

Thy infinite gifts come to me only on these very small hands of mine. Ages pass and still thou pourest and still there is room to fill.

2. INTO ONE SWEET HARMONY

When thou commandest me to sing it seems that my heart would break with pride, and I look to thy face and tears come to my eyes.

All that is harsh and dissonant in my life melts into one sweet harmony- and my adoration spreads wings like a glad bird on its flight across the sea.

I know thou takest pleasure in my singing. I know that only as a singer I come before thy presence.

I touch by the edge of the far-spreading wing of my song thy feet which I could never aspire to reach.

Drunk with the joy of singing I forget myself and call thee friend who art my lord.

3. MADE MY HEART CAPTIVE

I know not how thou singest, my master! I ever listen in silent amazement.

The light of thy music illumines the world. The life breath of thy music runs from sky to sky. The holy stream of thy music breaks through all stony obstacles and rushes on.

My heart longs to join in thy song, but vainly struggles for a voice. I would speak, but speech breaks not into song, and I cry out baffled. Ah, thou hast made my heart captive in the endless meshes of thy music, my master!

4. LIFE OF MY LIFE

Life of my life, I shall ever try to keep my body pure, knowing that thy living touch is upon all my limbs.

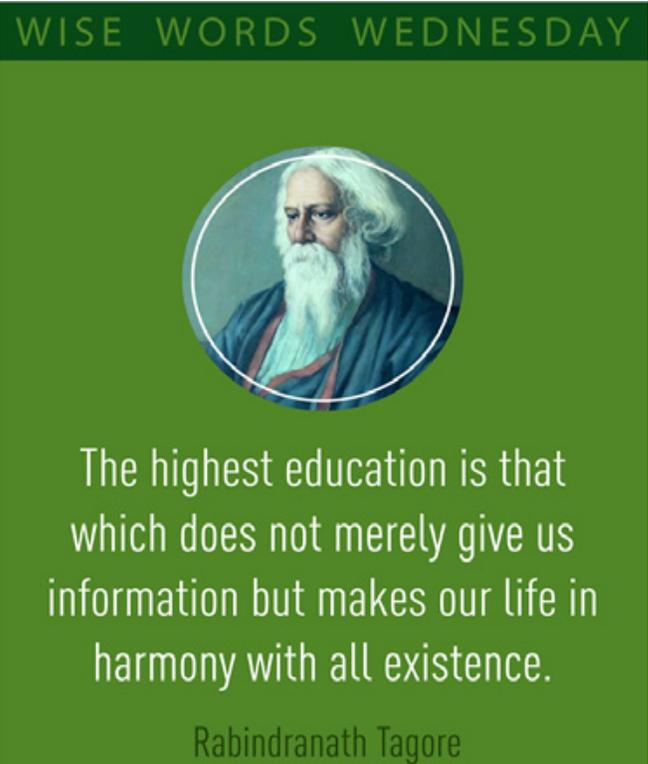
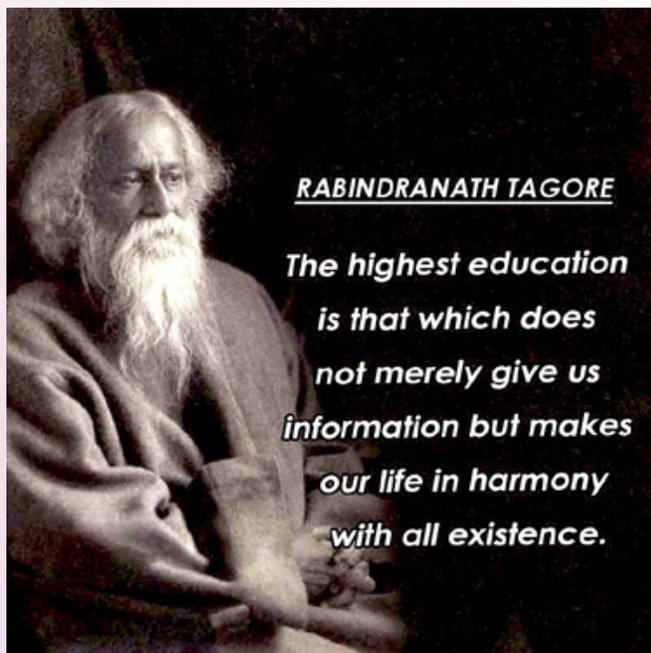
I shall ever try to keep all untruths out from my thoughts, knowing that thou art that truth which has kindled the light of reason in my mind.

I shall ever try to drive all evils away from my heart and keep my love in flower, knowing that thou hast thy seat in the inmost shrine of my heart.

And it shall be my endeavour to reveal thee in my actions, knowing it is thy power gives me strength to act.

5. FACE TO FACE WITH THEE

I ask for a moment's indulgence to sit by thy side. The works that I have in hand I will finish afterwards.



Away from the sight of thy face my heart knows no rest nor respite, and my work becomes an endless toil in a shoreless sea of toil.

Today the summer has come at my window with its sighs and murmurs; and the bees are plying their minstrelsy at the court of the flowering grove.

Now it is time to sit quite, face to face with thee, and to sing dedication of life in this silent and overflowing leisure.

Mr. N V Subbaraman

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvam inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamananmalai. He was formerly the Deputy zonal Manager, LIC of India.



Electric Vehicle Industry in India - Why Foreign Investors Should Pay Attention

The electric vehicle industry in India is picking pace with 100% FDI possible, new manufacturing hubs, and increased push to improving charging infrastructure.

The global automotive industry is undergoing a paradigm shift at present in trying to switch to alternative/less energy intensive options. India, too, is investing in this electric mobility shift.

The burden of oil imports, rising pollution, and as well as international commitments to combat global climate change are among key factors motivating India's recent policies to speed up the transition to e-mobility.

Electric Vehicle Industry in India: Growth targets

The Indian automotive industry is the fifth largest in the world and is slated to be the third largest by



2030. Catering to a vast domestic market, reliance on the conventional modes of fuel intensive mobility will not be sustainable. In an effort to address this, federal policymakers are developing a mobility option that is “Shared, Connected, and Electric” and have projected an ambitious target of achieving 100 percent electrification by 2030.

By making the shift towards electric vehicles (EVs), India stands to benefit on many fronts: it has a relative abundance of renewable energy resources and availability of skilled manpower in the technology and manufacturing sectors.

According to an independent study by CEEW Centre for Energy Finance (CEEW-CEF), the EV market in India will be a US\$206 billion opportunity by 2030 if India maintains steady progress to meet its ambitious 2030 target. This would require a cumulative investment of over US\$180 billion in vehicle production and charging infrastructure.

ELECTRIC VEHICLES

- An electric vehicle, uses one or more electric motors or traction motors for propulsion.



•An electric vehicle may be powered through a collector system by electricity from off-vehicle sources, or may be self-contained with a battery, solar panels or an electric generator to convert fuel to electricity.

•EVs include road and rail vehicles, surface and underwater vessels, electric aircraft and electric spacecraft.

Another report by India Energy Storage Alliance (IESA) projects that the Indian EV market will grow at a CAGR of 36 percent till 2026. The EV battery market is also projected to grow at a CAGR of 30 percent during the same period.

Existing EV ecosystem in India and investment outlook

Regardless of the country's ambitious targets, India's EV space is at a nascent stage. However, looking at it differently – India offers the world's largest untapped market, especially in the two-wheeler segment. 100 percent foreign direct investment is allowed in this sector under the automatic route.

Responding to this opportunity, leading players like OLA Electric Mobility Pvt, Ather Energy, and Mahindra Electrics are rapidly growing

their market presence. Moreover, certain states like Karnataka and Tamil Nadu are rolling out innovative and timely investor-friendly policies besides building necessary infrastructure.

Recently, the American electric vehicle and clean energy company Tesla Inc. marked its entry into India by incorporating its subsidiary, Tesla India Motors and Energy Pvt Ltd, in Bengaluru.

In February 2021, Ather Energy, India's first intelligence EV manufacturer moved its US\$86.5 million factory from Bengaluru (Karnataka) to Hosur (Tamil Nadu). Ather Energy's factory is said to have an annual production capacity of 0.11 million two-wheelers.

This week, Ola Electric, the subsidiary of the unicorn Indian ride-hailing start-up, also

announced that it would be setting up the world's largest electric scooter plant in Hosur (which is a two and a half-hour drive from Bengaluru) over the next 12 weeks, at a cost of US\$330 million, and aiming to produce 2 million units a year. By 2022, Ola Electric wants to scale up production to pump out 10 million vehicles annually or 15 percent of the world's e-scooters.

There have also been positive developments in the expansion of charging infrastructure across the country – states like Andhra Pradesh, Uttar Pradesh, Bihar, and Telangana are setting impressive targets for the deployment of public charging infrastructure to increase uptake of electric vehicles in the country.

Recently, Sterling and Wilson Pvt Ltd (SWPL), India's leading engineering, procurement, and construction company announced its entry into the electric mobility segment in India. It has signed a 50-50 joint venture with Enel X, to be incorporated on April 1, 2021, to launch and create innovative charging infrastructure in India.

The key reasons why these states are doing better than others are local fiscal sops, better logistics, an investor-friendly government policy, business facilitation through easier access to authorities, supply chain connectivity, and the availability of suitable land.

Karnataka was the first state to introduce a comprehensive EV policy and has emerged as a hotspot for EV businesses in India, both in EV and EV ancillary manufacturing as well as R&D segments. Tamil Nadu is also leaping forward at a commendable pace, owing to its supply ecosystem, larger land parcel, proximity to ports, and proactive investor support through administrative portals like Guidance Tamil Nadu.

Nevertheless, while growth in the EV industry is on an upward tick, it has much ground to cover to be able to realize the government's ambitious 2030

3 Types of **ELECTRIC VEHICLES**

Electric vehicles use one or more electric motors along with internal combustion engine to propel the vehicle



1 BATTERY ELECTRIC VEHICLE (BEV)

A Battery Electric Vehicle uses only electric motor for propulsion
They have zero tail pipe emission
BEVs can be charged from power sockets

HYBRID ELECTRIC VEHICLE (HEV)

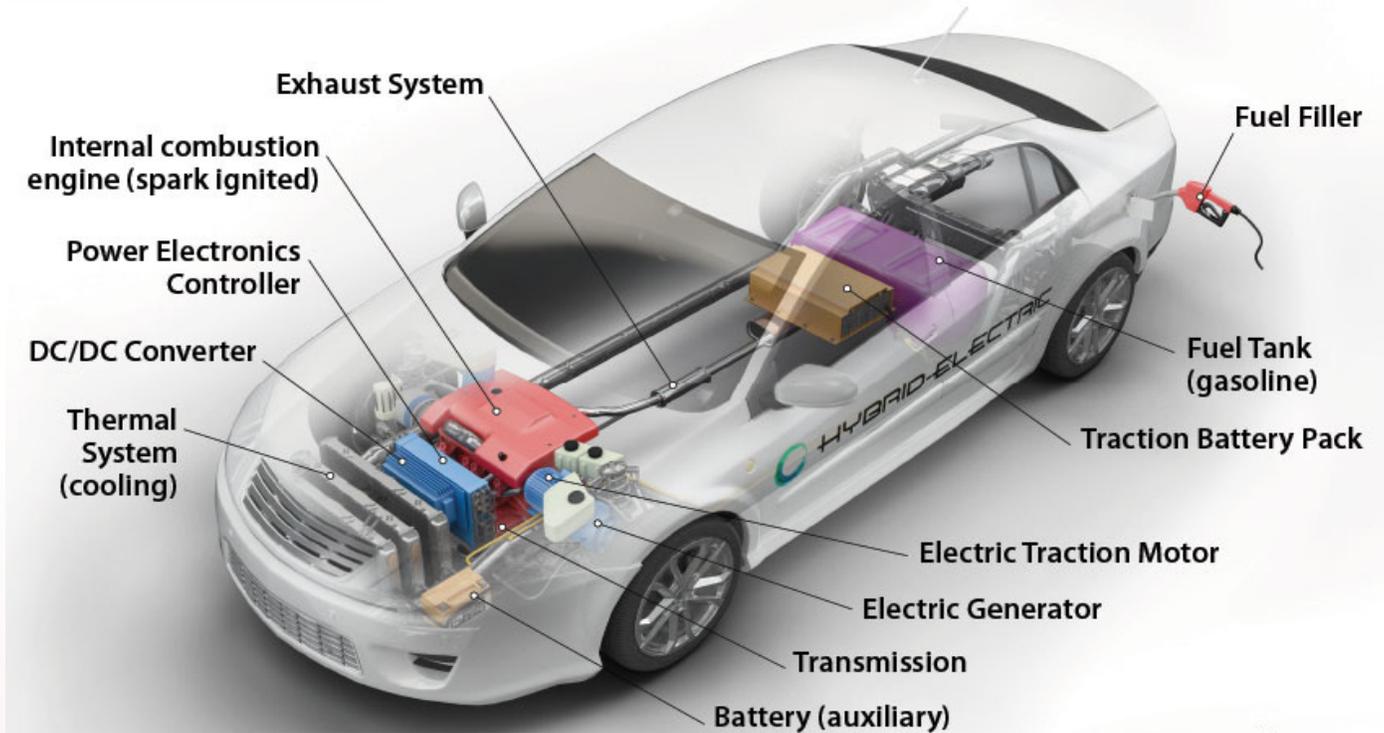
Hybrid Electric Vehicle uses electricity and one or more other sources of energy to move the vehicle
They can not be charged from charging stations



3 PLUG-IN HYBRID ELECTRIC VEHICLE (PHEV)

Plug-in Hybrid Electric Vehicle is a Hybrid Electric Vehicle with plug-in option.
They can be charged from electrical power sockets and charging stations

Hybrid Electric Vehicle



target. The COVID-19 pandemic not only slowed the industry's progress, but also dampened overall market demand.

Still, market sentiment has retained positivity in some segments. In FY 2020, EV sales for two-wheelers in India increased by 21 percent. For EV buses, the sales for the same period increased by 50 percent. In contrast, the market for electric cars remained grim, registering a five percent decline. As for total EV sales, after suffering an initial setback in 2020, sales appear to be slowly picking up. In January 2021, 15,910 units of EVs were sold in India, and out of these, the maximum units were sold in Uttar Pradesh, followed by Bihar and Delhi.

India's EV market: Growth projections and government policy:

Projections

In April 2019, Niti Aayog, the federal think tank, published a report titled "India's Electric Mobility Transformation", which pegs EV sales penetration

in India at 70 percent for commercial cars, 30 percent for private cars, 40 percent for buses, and 80 percent for two- and three- wheelers by 2030. These targets, if achieved, could lead to a net reduction of 14 exajoules of energy and 846 million tons of CO₂ emissions over the deployed vehicles' lifetime. Electric vehicles sold until 2030 can cumulatively save 474 million tons of oil equivalent over their lifetime, worth US\$207.33 billion.

This will help India fulfil its global commitments to lower carbon emissions and increase use of cleaner sources of energy and transportation as required by the Nationally Determined Contributions (NDCs) under the United Nations Framework Convention on Climate Change (UNFCCC) and EV30@30.

Policy measures:

Federal policy

Several fiscal and non-fiscal measures have been put in place to facilitate the adoption of electric mobility. They are as follows:

National Electric Mobility Mission Plan 2020 (NEMMP): It was launched in 2013 by the Department of Heavy Industry (DHI) as a roadmap for the faster manufacture and adoption of EVs in India.

FAME Phase I: As part of the NEMMP 2020, the Faster Adoption and Manufacturing of Hybrid and Electric Vehicles in India (FAME India) Scheme was notified in April 2015, to promote the manufacture of electric and hybrid vehicle technology. It has mainly focused on four aspects – demand creation, technology platform, pilot projects, and charging infrastructure. For demand creation, incentives have mainly been disbursed in the form of reduced purchase prices.

FAME Phase II: Launched in 2019 for a period of three years, this scheme has an outlay of US\$1.36 billion to be used for upfront incentives on the purchase of EVs as well as supporting the development of charging infrastructure. FICCI has asked for continuation of FAME II till 2025, along with short-term booster incentives to enhance demand.

Ministry of Power: It has clarified that charging EVs is considered a service, which means that

operating EV charging stations will not require a license. It has also issued a policy on charging infrastructure to enable faster adoption of EVs.

Ministry of Road Transport and Highways: It has announced that both commercial as well as private battery-operated vehicles will be issued green license plates. It has also notified that all battery operated, ethanol-powered, and methanol-powered transport vehicles will be exempted from the commercial permit requirement.

Department of Science and Technology: It has launched a grand challenge for developing the Indian Standards for Electric Vehicle Charging Infrastructure.

Niti Aayog: The National Mission on Transformative Mobility and Battery Storage has been approved by the cabinet, and the inter-ministerial steering committee of the Mission will be chaired by the CEO of Niti Aayog. The Mission aims to create a Phased Manufacturing Program (PMP) for five years till 2024, to support setting up large-scale, export-competitive integrated batteries and cell-manufacturing giga plants in India, as well

“

The efficiency that GaN delivers reduces the system cost and increases overall power density as heavy magnetics around the power supply become ~60% smaller. The end result is reduced vehicle weight, which increases the vehicle range. That's the promise of GaN-based power management systems.

”

- Steve Lambouses,
vice president and general manager
of High Voltage Power



as localizing production across the entire electric vehicle value chain.

States/union territories policy

As of today, 27 states and UTs have formulated strategy plans for transforming mobility to provide their citizens with safe, inclusive, economic, and clean transport options. While some states like Karnataka and Tamil Nadu have had a head start due to preplanned public policies, targeted investor incentives, as well as support infrastructure, other states too have drafted policies to stimulate market demand and create infrastructure.

Challenges faced by EV industry

Insufficient charging infrastructure: In 2019, there were only 650 charging stations in India as against over 0.3 million in China. Lack of sufficient charging infrastructure is one of the primary reasons why customers often refrain from purchasing EVs.

High costs: Along with the range anxiety (kms/charge), another major concern among the potential customers is the current high price of EVs. As compared to lower-end (internal combustion engine) ICE cars, electric cars in the same segment tend to be more expensive. This is mainly because of the higher cost of technology used in the EVs, which constitutes a substantial portion of the cost, not leaving much scope for other features usually available in premium cars. It is expected that in future, with increased R&D and market competitiveness, the price factor will be rationalized to suit the price sensitivity, which in India is a primary factor influencing purchase, especially in the lower-end car segment.

Limited options: Since it is still a budding industry in India, customers have a very limited range of products to choose from. Increased investment in the sector will make it more competitive in due time and this will help create further demand.

Lower mileage: Since the industry is young, there is immense scope for R&D. As of today, EVs in India are not cost competitive to an average customer as internal combustion engine (ICE) vehicles prove to be more cost effective.

Higher dependency on imports: Reliance on imports of battery as well as other components is also one of the factors adding to the cost of EVs in India.

Grid challenges: Another concern is regarding the price of charging EVs at private charging stations once EVs become mainstream. According to Brookings India, projections for 2030 show that even with a fair penetration of EVs, the increase in demand for electricity is likely to be about 100 TWh (tera watt-hours) or about four percent of the total power generation capacity. So, increasing methods of power generation are necessary to meet that growth in demand.

Key takeaways

Ultimately, the scope of India's EV market growth rests on availability of capital for original equipment manufacturers, battery manufacturers, and charge point operators as well as improvements to infrastructure and diversified options for consumers.

Realizing India's EV ambition will also require an estimated annual battery capacity of 158 GWh by FY 2030, which provides huge investment opportunities for investors. Enabling policy support measures are a critical need at this juncture.

Source Courtesy: <https://www.india-briefing.com>

Written by Mr. Naina Bhardwaj

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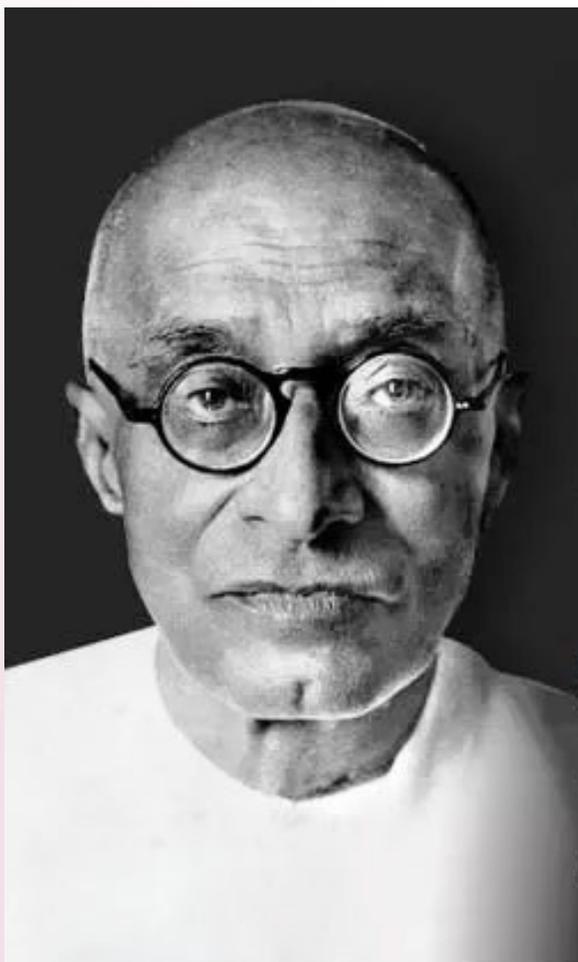
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Arumbakkam, Chennai - 600106.

How Queen Elizabeth's Wedding Brought about the Elevation of Rajaji as the Governor General of India

Recently, on 9th April, when Prince Philip passed away at the age of 99 years, my mind went back 73 years, to 20th Nov 1947, the day on which he got married to Princess Elizabeth who is presently the Queen of England.

Even after Independence, thanks to Prime Minister Nehru, Lord Mountbatten continued as the Viceroy of India. Rajaji was then the Governor of West Bengal. The wedding of Princess Elizabeth was fixed on 20th Nov 1947. The bridegroom Prince



C. Rajagopalachari, lawyer, independence activist, politician, and statesman, was born today in 1878

THE LAST GOVERNOR-GENERAL OF INDIA

Was also the only Indian ever to hold the office of Governor-General of India

Was described by Gandhi as the "keeper of my conscience"

One of the first recipients of India's highest civilian award, the Bharat Ratna

Founded the Swatantra Party, which stood against the Congress in the 1962, 1967 and 1972 elections

Also served as

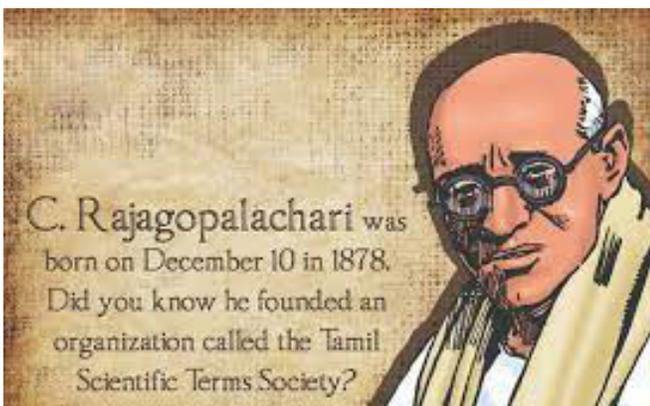
- Premier of the Madras Presidency
- Governor of West Bengal
- Chief Minister of Madras state



Philip was closely related to the Indian Viceroy Lord Mountbatten. To attend this wedding at London, he took leave for two weeks from 10th November. As a result, the Indian Government was faced with the problem of filling the vacancy. Pandit Nehru and Sardar Patel sought the advice of Mahatma Gandhi, and the three of them together decided on Rajaji, for the high office. Consequently, Rajaji took oath of office on 10th November 1947 and became the Acting Governor General of India till Mountbatten's return.

Mahatma Gandhi became immortal at the end of Jan 1948, and Lord Mountbatten left India for good at the end of March 1948. Remembering Mahatma Gandhi's advice earlier, Pandit Nehru wrote a personal letter to Rajaji who was in Calcutta as West Bengal Governor and persuaded him to become the Governor General of India. The rest is History.

In retrospect, I have always felt, how things would have been different, if the wedding of Late Prince Philip and Princess Elizabeth, the present British Queen, had not taken place on 20.11.1947, when Mahatma Gandhi was alive and with us.



Dr.H.V. Hande

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

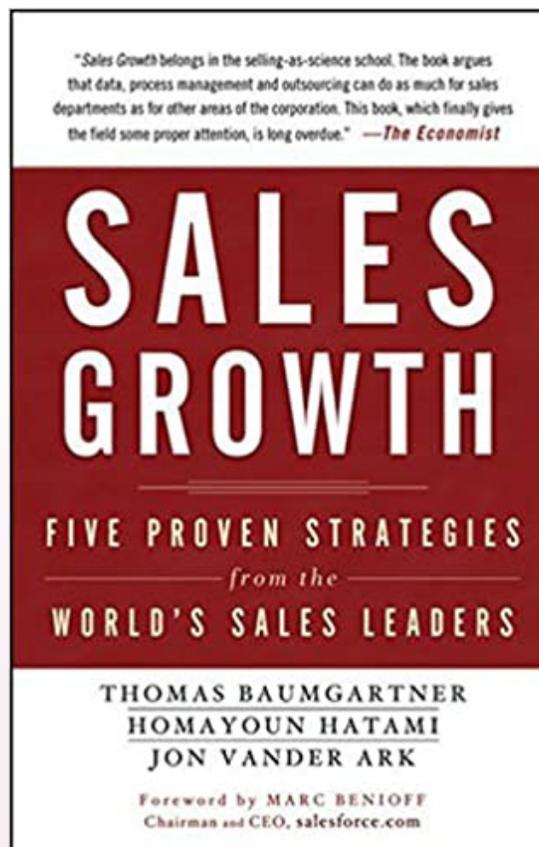


Book Review

Sales Growth

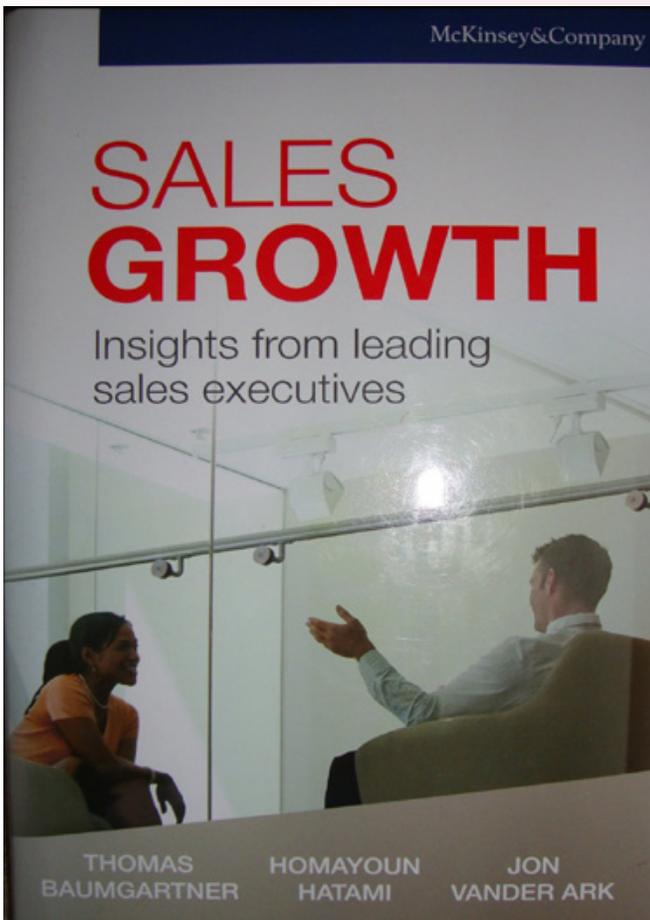
By

Thomas Baumgartner, Homayoun Hatami & Jon Vander Ark



The book- SALES GROWTH- narrates the challenges of today's sales executives and the ways to beat them. For this objective, experts from McKinsey & Company provide a lot of inputs. More than 120 successful global sales leaders, through their interviews give practical solutions for the difficulties they faced in their careers.

This book talks about five strategies for successful sales growth and shares important lessons to beat the competition. The book explains as to how these leaders are increasing their market opportunities and improving growth through digital sales. These ideas help in developing the right "Sales DNA" in the organization.



The interviews have been done with officials of BMW, Caterpillar, Coca Cola Enterprises, Google, Novartis, Samsung, SWIFT, Vodafone and Lattice Engines, to mention a few.

A few words about the Authors

Thomas Baumgartner is a Partner in McKinsey's Vienna office and co-leads on sales and channels globally. He advises clients on Electronics, transportation, basic materials, telecommunications etc.

Homayoun Hatami is a Partner at McKinsey's Paris office. He deals with companies on telecommunications in Europe, USA & Asia.

Jon Vander Ark is a Partner at McKinsey's Detroit office and is an expert in sales and channel management across industries like travel, automotive, industrial and consumer durables.

The Five Strategies elaborated in this book

- Find growth before your competitors do.
- Sell the way your customers want
- Soup up your sales engine
- Focus on your people
- Lead sales growth

Some salient features

This book puts sales management back where it belongs. The experiences of world sales leaders give the top management a lot of critical thinking.

Sales Growth supplies information on massive changes in technology and customer behavior which will lead to excellent growth opportunities.

There are a few case examples that combine the art of selling with analytical rigor and operational knowhow.

There is much emphasis on back office and operational capacity, which are at times ignored in big sales organizations.

This book gives the sales executives useful timely stories and provocative anecdotes.

This book is a much needed one for young sales executives, business leaders and management students.

About the book

Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

R. Venugopal

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



Human Side of JRD Tata

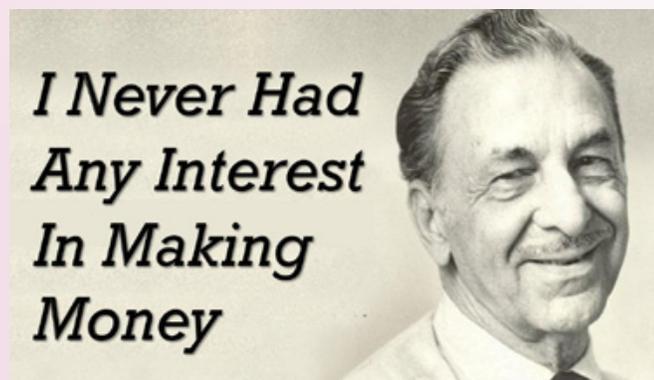
JRD Tata is unparalleled personality in world, who had given the country its first commercial airline, Tata Airlines (now Air India). He had guided the establishment of Tata Motors, then called TELCO. He had given India the Bombay Plan, the country's first comprehensive economic plan, along with three other prominent industrialists. Tata Memorial Hospital and Tata Institute of Fundamental Research (TIFR), two iconic national Institutions, had been established during his tenure as Chairman. And much more.

JRD Tata served as the Chairman of the Tata Group for over a period of 50 years making it India's best known global brand. More than being just a successful business, the group played a very active role in making the Indian society better.

The leader and the motivator

Leadership, according to JRD meant motivating others. 'As chairman, my main responsibility is to inspire respect.'

Sometimes referred to as the 'chairmen's chairman,' JRD adopted a management by consensus style:



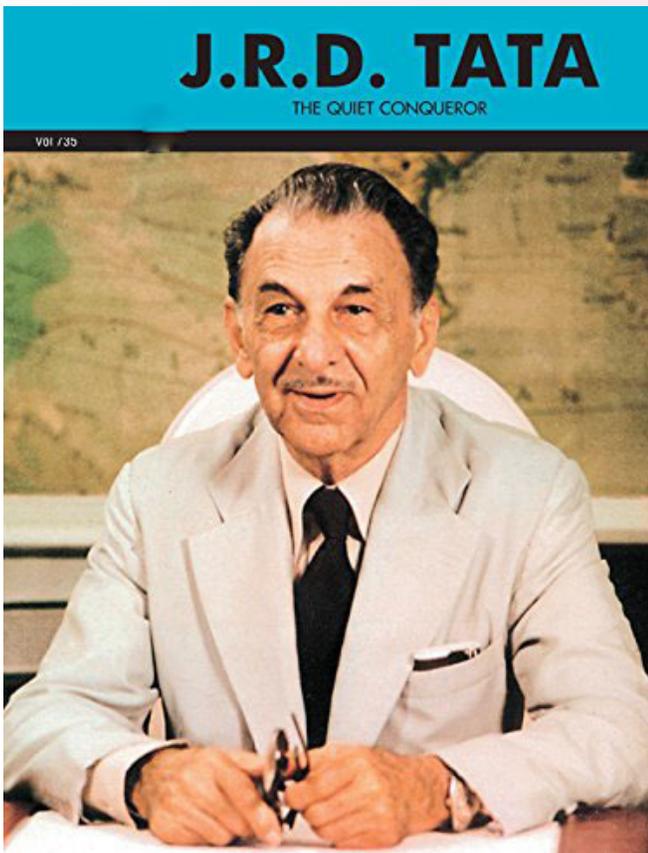
'When a number of persons are involved I am definitely a consensus man,' he once said, adding: 'but that does not mean that I do not disagree or that I do not express my views. Basically it is a question of having to deal with individual men heading different enterprises. You have to adapt yourself to their ways and deal accordingly and draw out the best in each man. If I have any merit it is getting on with individuals according to their ways and characteristics. In fifty years I have dealt with a hundred top directors and I have got on with all of them. At times it involves suppressing yourself. It is painful but necessary. To be a leader you have got to lead human beings with affection.'

A humanitarian leader

"To lead men, you have to lead them with affection."
- JRD Tata

As one of the senior Tata executives, Darbari Seth, once said, Mr. Tata was able to harness a team of individualistic executives, capitalizing upon their strengths, downplaying their differences and deficiencies; all by the sheer weight of his leadership." JRD always emphasized the need to work one a team to achieve success for the company as a whole. And, despite being applauded for his many contributions in raising the stakes and numbers, he always humbly credited his team first. This is the key characteristic of being a successful entrepreneur – knowing how to work one as a team to its maximum potential and giving credit where it's due.

He was industrialist, philanthropist, Nationalist, great thinker, generous donor his these



contribution are well known and appreciated worldwide. But in my opinion he was great human being, motivator and people builder these extra-

ordinary qualities are not very popularly known. In my opinion these need to be appreciated. The values he taught throughout his life with his own example need to be emulated and cherished by young generation, need more focus. Hence giving few bellow.

In the year 1965, JRD Tata received a letter from a school teacher from Kolkata, named K.C. Bhansali. Mr. K.C. Bhansali, in his letter dated 6th August, 1965, enquired to JRD Tata what the guiding principles of his life are. JRD Tata's response to Mr. Bhansali is not just memorable, but one that each of us can learn from, and cherish. Here is the story of this letter, and why it is so extraordinary. In 1965, when JRD received this letter, he was 62 years of age then. It was now 27 years since he had assumed charge as Chairman of the Tata Group.

As Chairman of the Tata Group and of several Companies, JRD

Would have no doubt have been caught up in a busy schedule.

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It would perhaps have been simple for him to ignore the schoolteacher’s letter, or request one of his officers to send him a brief response, out of courtesy. Instead, JRD Tata took the time and effort to draft out a detailed and thoughtful response. Here is the extraordinary letter that he wrote to Mr. Bhansali.

Dear Mr. Bhansali,

I thank you for your letter of the 6th August, enquiring what have

been the guiding principles, which have kindled my path and my career. I do not consider myself to be an “illustrious personality”, but only an ordinary businessman and citizen who has tried to make the best of his opportunities to advance the cause of India’s industrial and economic development.

Any such guiding principles I might unconsciously have had in my

life can be summarized as follows :

1. That nothing worthwhile is ever achieved without deep thought and hard work ;
2. That one must think for oneself and never accept at their face value slogans and catchy

phrases to which, unfortunately, our people are too easily susceptible ;

3. That one must forever strive for excellence, or even perfection, in any task however small, and never be satisfied with the second best ;
4. That no success or achievement in material terms is worthwhile, unless it serves the needs or interests of the country and its people, and is achieved by fair and honest means ;
5. That good human relations not only bring great personal rewards but are essential to the success of any enterprise

Yours sincerely,

JRD Tata”

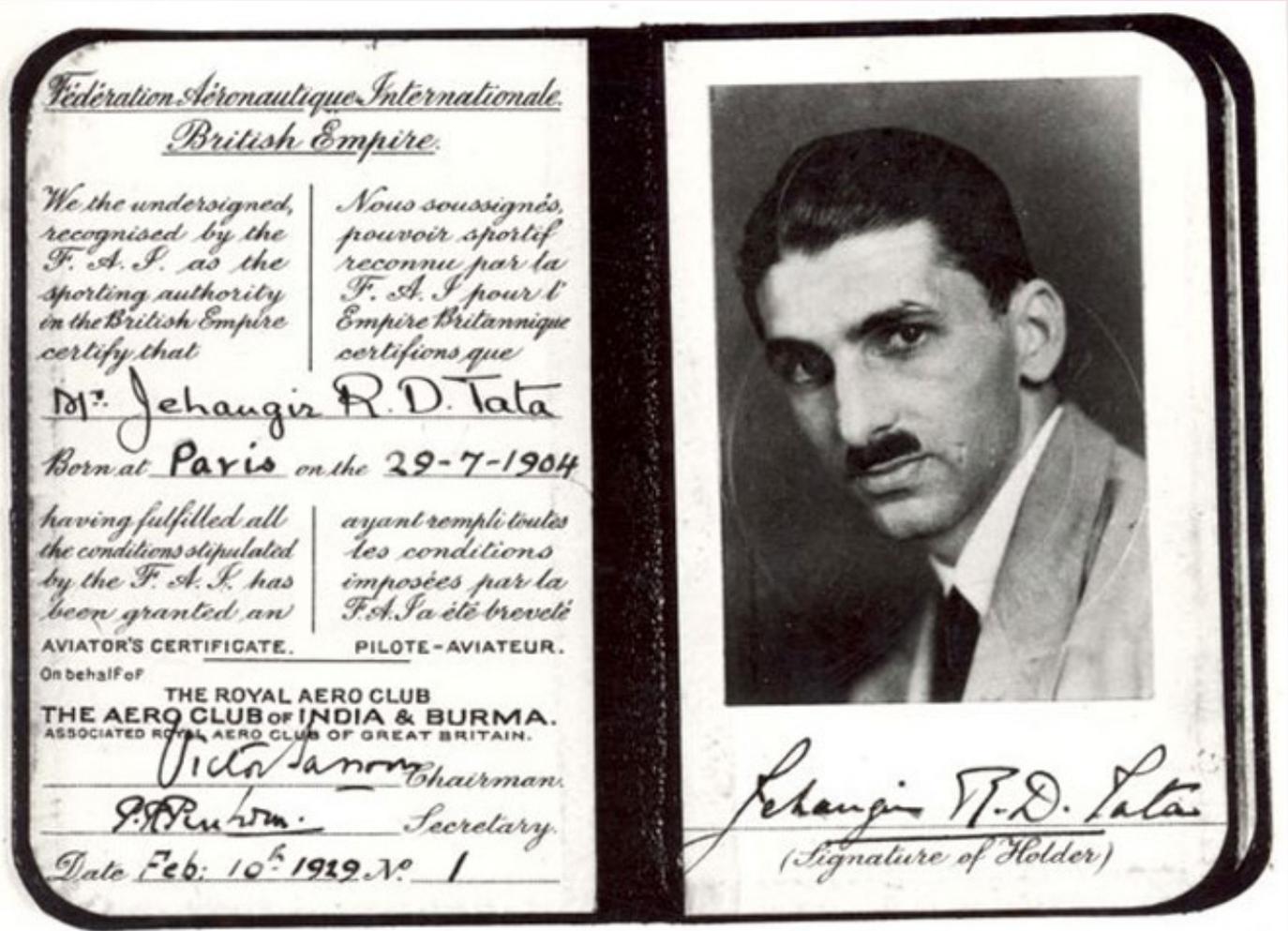
I have found this letter extraordinary because it is so simple, yet so powerful. In less than 200 words, JRD Tata had put forward the guiding principles by which he lived his life.

The letter is very thoughtfully crafted, because it puts forward five

independent principles which are enmeshed with each other, in the creation of a good, successful and fulfilling life – hard work and

thoughtfulness, excellence, ethical behavior, good human relations, and putting the nation first. JRD has drawn these excellent principles not from any fancy theoretical construct, but from his own life experiences, which are always the best teacher.

The letter resonates with every reader. In fact, each of these principles are pointers that we can use in our own lives, wherever we are, and whatever we are engaged in. All of us wish to work hard, and we would like to be thoughtful. Don’t we often wish we could push ourselves even more, to attain excellence, even perfection, in everything we do? And so many of us aspire to do something impactful for our nation and community, ahead of everything else.



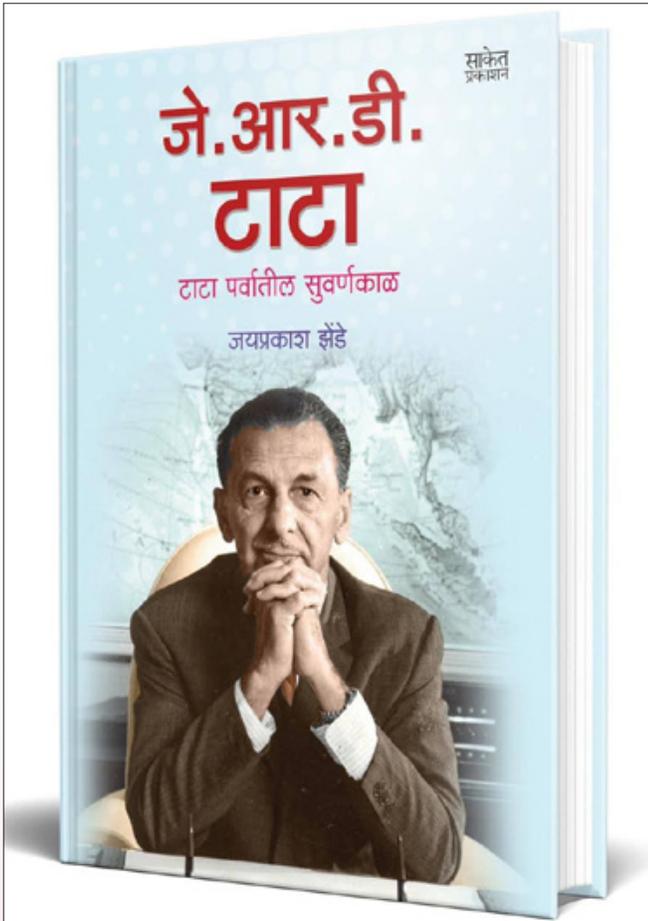
And, finally, this letter is so simple to understand. Management jargon is totally absent. JRD has written these guiding principles in simple, straightforward, yet perfect English which is a pleasure to read. This is the art of simplicity in communication that we often forget, when we get sucked into the jargon and hyperbole of the corporate world. No wonder Edgar F. Kaiser, the American Industrialist, said this to JRD Tata, in his letter of February 1972 – “I have commented before on your ability to use the English language. I repeat again, I don’t know anyone who does it better.”

For more than thirty years now, JRD Tata’s guiding principles – an extract from this memorable letter – have stood on my work desk at the Tata Group, printed on a bright, laminated board that also bears his photograph. Whenever I need a special burst

of motivation, or some internal guidance, I look at these simple, powerful points, and I always draw great energy from them. I think this extraordinary letter, and the principles it sets forth, will stand the test of time.

Mrs. Aloo Bharthania, the former secretary to JRD Tata, reminisces, about the qualities that made him one of the most well-respected industrialists in modern India.

“I grew up in a middle class family... we were all motivated to work hard and support our household. I started earning in college itself — I went to class in the morning and gave tuitions in the evening. Once I graduated, I joined Tata Steel in a temporary position in 1961, but within 6 months I was made permanent. Sometime later I was married, but that didn’t change anything...in fact, I decided to do more!



I took up a law course, so by the time I had my son — I juggled between college, work, and home. Because of my hard work and new degree, I ended up getting a promotion and worked under some brilliant people. Balancing everything was not always easy — I cried in the bathroom sometimes, but the challenges toughened me up.

And In the late 1970s, by the time I had three children — I got a call from the '4th floor' of Bombay House that changed my life — they wanted me to work as Mr. J.R.D Tata's Secretary! I could not believe it — when I was younger, my neighbor had shown me his photograph, and we were both blushing away because he was such a handsome fellow and now I was going to work for him!

I remember my first dictation from him — my palms were sweaty because I was so nervous! He realized this immediately and spoke to me casually to calm me down — that is how he was... always so caring.

Not only was his work ethic phenomenal, but he was the kindest boss. From little things like bringing his mail's kids' chocolates from his trips abroad to taking care of my family, he cared for everyone.

This one time when my husband had paratyphoid, I told Mr. Tata that he was sweating profusely because of his medication; Mr. Tata called the Taj and ordered a bathrobe to give to my husband so that he could stay warm.

He was so soft and humble — he was never 'too busy' for the people he cared about. I still remember, he once took my family and me to a French restaurant in the Oberoi for my birthday. When he asked for the bill, the manager told him that he didn't have to pay. Mr. Tata jokingly said 'oh, you should have told me first, I would have ordered more!'

He inspired me every single day — to be honest, work hard, and help others. In addition, he led by example — I have seen him help countless number of people without thinking twice. People talk about his business acumen, but the person he was...truly a gem; hard to find in today's day and age. It has been my life's biggest privilege to serve him for 15 years... J.R.D Tata Sir, you're special beyond words."

Mr. Mahesh Shah mentions how in 1992, he was waiting outside Church gate railway station for a taxi to take him to his destination, the Bombay Stock Exchange. It was pouring with rain, Mahesh was drenched, and not a single cab halted for him as the cabbies felt he would have drenched their seat. Suddenly, a Mercedes stopped and someone from inside waved for Mahesh to come in. Mahesh didn't know who it was, but he gladly dashed into the car. Then he saw it was none other than J.R.D. Tata on the rear seat. J.R.D. made Mahesh comfortable, asked his destination, and said "If you don't mind, I will just get down at my office (Bombay House, Tata headquarters) first, then my driver will leave you at the Stock Exchange."

Another anecdote is shared by a Parsi caterer, Mr. Adil Bhesadia, wherein he mentions how he was once seated in the lobby of the Taj Mahal hotel, and J.R.D. was seated nearby. Adil, not knowing J.R.D., wanted to speak to the great man, though his wife was hesitant. But Adil walked up and introduced himself and his wife as the proprietors of a small hotel in Juhu, Mumbai. J.R.D. courteously stood up, shook hands with the couple, made polite small talk, and then motivated Adil by telling him, “Mr. Bhesadia, never consider yourself small. You will grow big from wherever you have started. Work hard and work honestly, and you will grow in whatever business you are in. All the very best.” Adil and his wife Yasmin were touched and their spirits rose at J.R.D.’s honest and genuine efforts at motivating them, a couple whom he had never met before.

JRD had promised a one third of the profits to Nevill Vincent, a pilot with whom he had started Tata Airlines. When business picked up, J D Choksi, the group’s legal adviser, suggested that a new agreement be worked out. Vincent was unhappy with the new

agreement and wanted to resign. Tata honored his verbal commitment. Later, he told his official biographer Mr. R. M. Lala in retrospect, I asked myself, why did I allow a situation to be created where I made Nevill feel that I was not fair to him? It was one of those rare occasions when I regretted my inability to stand up immediately for what I believed.

Sudha Murthy’s experience...

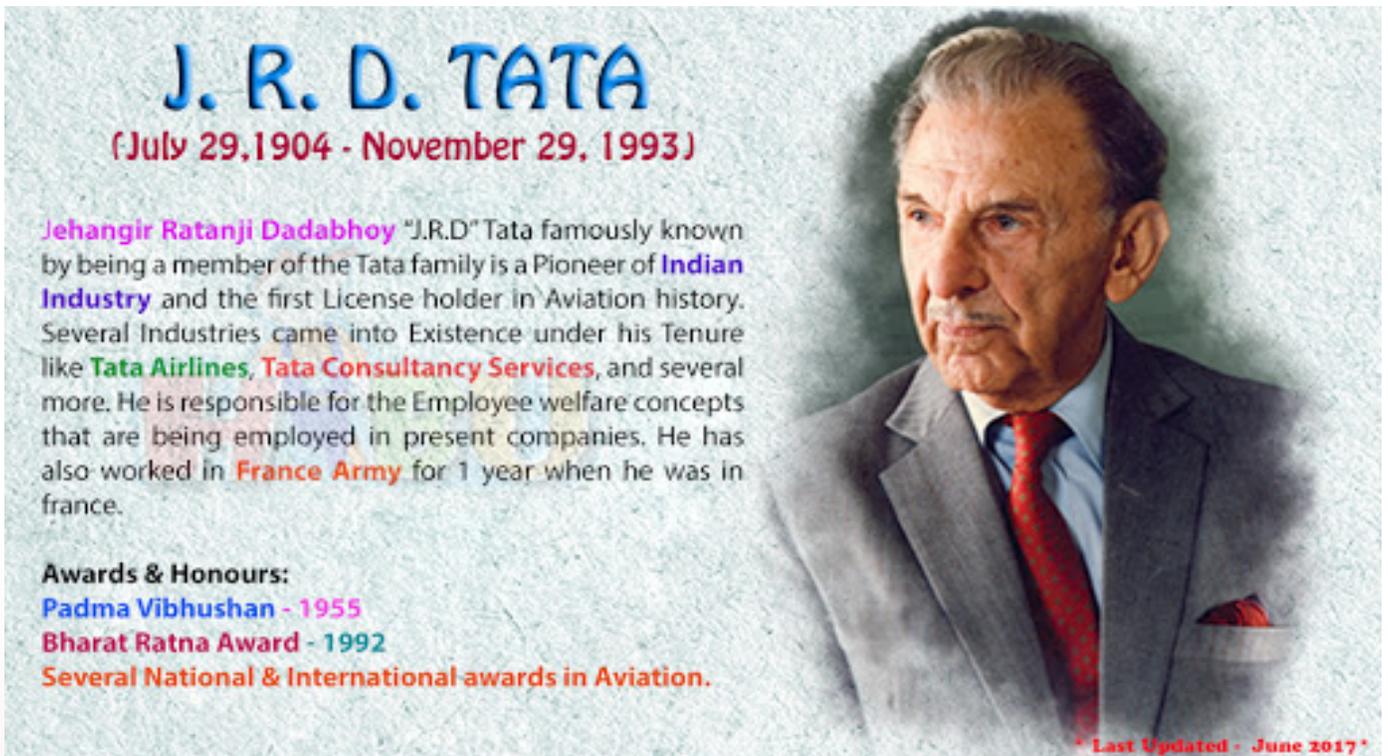
She came across a job advertisement in February 1974 for TELCO that said female candidates should not apply. She was so hurt and wrote a postcard to JRD Tata. She forgot about it but soon got a telegram for the interview. JRD Tata after reading the post card from Sudha Murthy and had argued to get her for an interview. She was later offered a job at TELCO.

8 years later she wanted to personally meet JRD Tata to tell him she wanted to resign. When she told him he said, “You fought so much for the job and now you are quitting it?” She told him that

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her husband wanted to start the Infosys. And then JRD turned almost a soothsayer to say, “If you make lots of money you must give it back to society as you have received so much love from it.” which was fundamental in the formation of Infosys Foundation, the philanthropic arm of Infosys.

There are many such stories which depict Mr. JRS’s exceptional human qualities, but I will stop here due to limitation of article size.

About my book on JRD

Normally a question will arise in your mind that there is a huge literature available in English on him and also few good books in Marathi as well, then why add one more book? If you just look at the index of my book, you will find I have tried to add few more dimensions in one book. I have given his leadership qualities in brief, gist of his letters & speeches in separate chapters. I think this was his specialty. He was a prolific letter writer, speaker and great leader, these chapters will help readers to various facets of his personality. His relations with people, the project he was involved. His kindness,

foresightedness, love for our country and sense of humor. His concern as a citizen. The values he lived by and his personal interests. His passion, commitment and unwavering dedication towards the principles that he always held close to his heart. There is a lot of optimism in him

You will find that due to competition in industrial and professional world. When young professionals leave colleges and start building their own profession or business. With the help of this book, will get inspired to add values, humanity and patriotism in their professional and business life to build our equally great nation- ‘Atmanirbhar Bharat’.

Jayprakash B. Zende

Consultant in employee involvement & freelance trainer





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Amazon Success Story - the E-Commerce Leader

From books to Music CDs to Electronics to Groceries to Sporting Fashion, Amazon success story claims it as the largest E-commerce leader in the world.

Having become online in 1995, Amazon has more than just provide the customers with the timely delivery of their orders; Amazon has built huge customer loyalty, brought in newer features to its website or mobile app, better products and cheaper prices in comparison with other e-commerce websites.

The beginning of an era of Amazon:

Jeff Bezos began with Cadabra in 1994 which came out as amazon.com in July 1995.

Not having planned to sell anything other than books, Amazon, later on, began to receive suggesting



emails that people would like to buy music CD's or Movie DVDs in the same manner. It led the foundation to much more at Amazon and it now deals with over 30 product categories ranging from books, Music CDs, Fashion, Hardware and Tools, Electronics, Computer software, and Accessories and more.

As per 2017 statistics, Amazon had 5,66,400 employees working under it which increased from 17,000 in 2007.

From 2004 with \$6.90 billion sales Amazon has well-marked its name as the world's third largest online business by revenue of \$177.87 billion in 2017.

What Shaped Amazon?

Because its focus is on the customer's demands and perspective and not on building itself against the competitor. Amazon success story is mainly driven by ideas and innovation. Jeff Bezos, the Ideator-in-chief welcomes unconventional ideas and concepts and then relate them with new technologies.

Jeff Bezos thinks that ideas stroke up growth. Against everyone's will when in 2007, Amazon launched itself into electronics device: Kindle E-Reader, it proved to be a confidence-boosting game changer. And later on, Amazon brought in Echo and Alexa speaker devices with more than



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Amazon focuses on delighting its millions of customers with free shipping, cheaper prices, varied range of products and timely delivery and of course, great customer support.

Following are some of the points that made Amazon stand out in terms of innovations, experimentation, and Risk-taking:

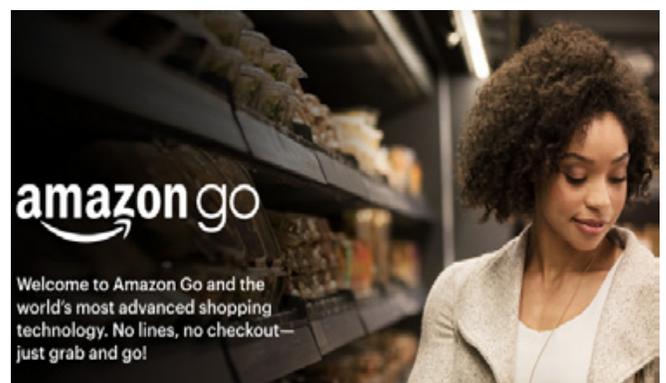
1. Ideas and Innovation: Amazon believes that ideas have value and consider them as assets alongside its people, and equipment. Jeff Bezos works with an innovative e-commerce website development strategy

to channel the opportunities into a stream of ideas into their implementation. Their innovation is customer driven. With an approach of listening to the customers via data, a business can understand what the customers want and it will automatically lead the business into creating and innovating as per the customer. Naturally, the money will follow.

2. Risk-Taking and Clear Thinking: Constant experiments taking the risk of everyone's disapproval is what led Amazon to what it is today. It works on the thinking that an idea must comply with three requirements:

1. scalability
2. Significant returns
3. original.

The E-commerce company takes risks, experiments constantly and has thought that never kills a potential idea. Amazon innovates the ways of innovation and thinking. In his memo, Jeff Bezos makes sure to induce clarity in the thinking and





then he with his senior team holds a discussion with the prepared questions, counters, etc. on the advantages of the idea.

Amazon Go:

Amazon has also introduced Amazon Go which are automated convenience stores which have changed the way the shopper's shop. The customers enter the store, are asked to download the Amazon Go app and the scan the QR code at the entrance of the store and start taking the things and leave with the bags full of items.

These stores are like any other departmental store minus the cashiers where the customers don't have to wait in queues for their cart items to be scanned for payment. The customers with the Amazon Go app are charged for what they leave the store with. To this date, there are 11 Amazon Go stores.

Amazon Prime:

Amazon Prime is a yearly membership which allows the member's benefits and deals on products, faster or same-day (in the eligible PIN code areas) delivery, cheaper prices of the items, unlimited access to online movies, kindle books, etc.

From 45% of Amazon's growth because of Prime membership in 2017 reached 51% in 2018; 90 million subscribers in the U.S.

Amazon has offered its customers the one-click checkout. Amazon simply aces because it focuses on making its customers' shopping experience at the website better than before. The E-Commerce company considers itself the biggest challenge to it as it has raised the bars of standards in the entire e-commerce business industry.

Amazon has now offered a platform to the people to sell. The users are allowed to register as sellers, enter their products on Amazon, and sell them, enabling a wider market to them.

Amazon Pay

Amazon Pay has made the payment easier with 1-click option. Movie tickets bookings, flights booking, electricity bill payment, phone bill payment; almost everything has found a single platform. The customers don't have to download separate mobile applications for their day to day operations.

How is Amazon successful?

Amazon has provided its customers with such services that people are attracted to buy from Amazon. It has mitigated the advertisement expenditure by providing customers with free shipping. And no e-commerce website development company could compete with that today.

An excellent user experience/ user interface design makes the customer find what they need more conveniently. Because of a smart UX design, more options pop up before the check out in the Amazon mobile app or website. Those options include Similar products, products with more ratings, products bought together. These options increase the sales. A hassle-free payment model in the e-commerce application development makes the customer come back to it again.



Amazon provides a long description of the products ranging from where it is manufactured, which company sells it, what the ratings and user reviews are. Whenever a customer searches for a product, the search engine displays the relevant options available on Amazon or country-wise Amazon websites. This feature attracts the potential customer. Thus, increased traffic to the website. The Amazon marketing team surely puts great emphasis on the SEO which enables the customer to directly reach the Amazon website

and get what they want. ‘Some shipping companies offer affordable fees, but you should make sure that you know the details, asking questions such as what is salehoo, so you’re aware of their policies and conditions

Conclusion:

With a clear mindset of ‘win it’ and open arms for ideas, the E-Commerce Website Amazon finds its success in the loyal base of its customers and an intent to keep innovating and experimenting. Amazon Success Story speaks all about the E-Commerce company’s ability to maintain a relationship with its customers and launching the products suiting the people’s needs.

Source Courtesy: <https://www.tvisha.com/>

<h1>One Page Calendar 2021</h1>											
Dates					Feb	Jun	Sep	Apr	Jan	May	Aug
					Mar		Dec	Jul	Oct		
					Nov						
1	8	15	22	29	Mon	Tue	Wed	Thu	Fri	Sat	Sun
2	9	16	23	30	Tue	Wed	Thu	Fri	Sat	Sun	Mon
3	10	17	24	31	Wed	Thu	Fri	Sat	Sun	Mon	Tue
4	11	18	25		Thu	Fri	Sat	Sun	Mon	Tue	Wed
5	12	19	26		Fri	Sat	Sun	Mon	Tue	Wed	Thu
6	13	20	27		Sat	Sun	Mon	Tue	Wed	Thu	Fri
7	14	21	28		Sun	Mon	Tue	Wed	Thu	Fri	Sat

History of the Amazon

Long before Amazon.com was the world's one-stop shop for practically every product imaginable, it was just an idea buzzing around the head of 30 year old Jeff Bezos. It was 1994 when the Albuquerque native was making a cross-country drive from New York to Seattle as he sketched up the company's business plan to build the world's largest bookstore. A born tinkerer, his background in computer science and engineering would be applied with laser focus once he realized how popular the internet was about to become.

It was an opportune moment, a U.S. Supreme Court ruling had been declared that "mail order catalogs were not required to collect sales taxes in states where they lack a physical presence." This was a brand new frontier, ripe with opportunity and Bezos knew it. Fully invested in his vision, he resigned from a lucrative position on Wall Street to boot up the business from his garage.

What's in a Name?

The company was originally founded as "Cadabra", an abbreviated version of "Abracadabra" on July 5, 1994. Bezos changed the name to Amazon a year later after a lawyer misheard its original name over the phone as "cadaver". As a result he would experiment with a number of different names, including MakeItSo.com, Browse.com, Bookmall.com and others.

Frustrated when nothing seemed to stick, Bezos went back to basics by thumbing through a dictionary. He decided that the name should definitely start with an A, and perhaps have a Z in it, to represent the wide range of books he would

be selling. He settled on Amazon for meeting this criteria, with the added bonus of being the largest river in the world, by a wide margin at that. This was inline with his vision, to completely surpass competitors by several orders of magnitude.

First Iterations

Initial branding attempts were not quite as refined or polished as the emblem we've grown accustomed to over the years. The initial prototype featured a giant, bold letter "A" with a winding river cutting through its silhouette and superimposed on an aquatic background. It didn't win any design awards but it definitely got the company's momentum to a rolling start.

There would be a number of variations on this theme, each one experimenting with color schemes, icon fills and choices of typography. By 1997 the wordmark had extracted the capital "A" icon. Experimenting with both upper and lowercase, serif and sans the company began to show a glimmer of the iconic palette which has become so representative of this brand.

A New Direction

By 1998, Amazon was growing exponentially. Unlike many competitors growing in the dot-com bubble, Amazon provided a lot of vanguard features out of the box which revolutionized the industry. It was one of the first e-commerce sites to incorporate one-click shopping and email order verification. It offered unprecedented convenience for shoppers while also providing a massive, comprehensive stock



of books that would eventually dwarf its brick and mortar counterparts around the world.

Given their success in this sphere, the company would extend its model to include an audio library. The music section would debut on Amazon with over 125,000 titles searchable by artist, song title and label. The site would also receive a style reboot,

kicking off a radical series of iterations on the logo as the company struggled to create a visual identity as ubiquitous as its rapidly growing services.

Initial iterations included a lowercase serif logo paired with a book and globe icon. This imagery would become obsolete once the product line would diversify, so changes were made. A sans serif, all-caps wordmark with a large, golden “O” in the middle would last a few months, before morphing into the sans-serif, lowercase font we know so well. Constantly looking towards the future, the company’s ambitions were reflected in its new tagline “Books, Music & More” This logo would remain in place until the company had time to expand.

Congratulations Mr. Jayprakash B. Zende



Jayprakash Zende has announced that his 22nd book is slated for release in a couple of weeks. And that it is a biography of a towering, most beloved industrialist and a great human being none other than Hon. JRD Tata. This is going to be published by vary renounced Marathi publisher i.e. ‘Saket Publication’ from Aurangabad.

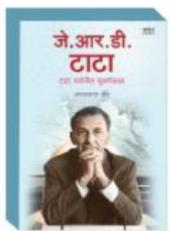
Normally a question will arise in your mind that there is a huge literature available in English on him and also few good books in Marathi as well, then why add one more book? If you just look at the index of this book, you will find that he has tried to add a few more dimensions in his book. It contends his leadership qualities in brief, gist of his letters & speeches in separate chapters. This was his specialty. He was a prolific letter writer, speaker and great leader, these chapters will help readers to various facets of his personality. His relations with people, the project he was involved in. His kindness, foresightedness, love for our country and sense of humor. His concern as a citizen. The values he lived by and his personal interests. **His passion, commitment and unwavering dedication towards the principles that he always held close to his heart. There is a lot of optimism in him. Jayprakash narrated a few touching experiences from JRD’s life.**

Today's stiff competition in the industrial and professional world. When young professionals leave colleges and start building their own profession or business. This book, will inspire them to add values, humanity and patriotism in their professional and business life to build our equally great nation- ‘Atm Nirbhar Bharat’

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साकेत प्रकाशन प्रा. लि.

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