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## ‘VYAKTITVA’

### **Mr. Manu Anand**

*Chairman & CEO– India Region*

*PepsiCo India Holdings Pvt. Ltd.*



Manu Anand became Chairman of PepsiCo’s India Region in January 2011. In this role he is responsible for the company’s Beverage and Foods businesses in India and neighboring countries.

Manu joined PepsiCo in 1994 as CFO, Frito-Lay India, and in 1998 assumed the role of Managing Director of Frito-Lay Business of PepsiCo India Holdings Ltd. And led the company through an exciting phase of rapid growth.

From 2007 until he relocated to India in January, Manu was the General Manager, South East Asia Business Unit of PepsiCo since 2007, overseeing the Beverage and Foods Businesses in the countries of Thailand, Vietnam, Cambodia, Laos, Malaysia, Singapore, Indonesia, and the Pacific Isles.

He has delegating, participative and authoritative leadership style. Among the political leaders, he admires Winston Churchill and as a business leader, he admires Steve Jobs most. The best leadership lesson, which he remembers, “*Always lead from the front*”. A book, which he recommends, on leadership is ‘The Alexander Trilogy’.

According to him, the difference between a manager and a leader is Leader inspires through compelling visions and actions but Manager make things happen. He says that all good managers are good leaders. Everyone can be a good leader given the right opportunities and coaching.



## FINANCE

### **India's foreign exchange reserves \$315.7 bln on July 8; up \$6.69 bln on-week-**

New Delhi: Of the total reserves, foreign currency assets surged \$6.36 billion from a week ago to \$283.4 billion in the week ended July 8, 2011. Gold reserves also increased by \$277 million to \$24.67 billion. Special Drawing Right (SDR) reserve increased by \$32 million to \$4.61 billion.

### **Finance Ministry proposes Reserve Bank of India must regulate microfinance companies-**

New Delhi: The Reserve Bank of India must be given authority for registering micro-finance companies, and should be allowed to set benchmark and performance standards for such institutions in India, the Ministry said in the draft Micro Finance Institutions (Development and Regulation) Bill, 2011, released Wednesday to invite comments from public.

### **HDFC Bank hikes base rate, benchmark prime lending rate by 25 bps from July 12-**

New Delhi: India's second largest private sector lender HDFC Bank has hiked its base rate -- the benchmark for pricing all loans -- and the benchmark prime lending rate (BPLR) by 25 basis points each, with effect from July 12, 2011.

### **PM Econ advisor Rangarajan for using 'all policy tools' to contain inflation at 5%-**

Hyderabad: C Rangarajan, chief economic adviser to the Prime Minister of India, Monday said that it is very important for the country to tame inflation at 5% in the medium term.

### **State Bank of India to add 8,000-10,000 ATMs a year in urban, semi-urban areas through 2014-**

Mumbai: India's largest lender State Bank of India (SBI) plans to add 8,000-10,000 ATMs (automated teller machines) per year over the next three years in urban and semi-urban areas of the country to help cut down snaking queues, Managing Director A Krishna Kumar said.

### **Govt to meet revenue target for this fiscal yr: FinMin Mukherjee-**

New Delhi: Indian government will be able to achieve its revenue target for the current financial year (2011-12), even as fears of a slowdown that may hamper tax collection continue to mount, Finance Minister Pranab Mukherjee said.

**India needs calibrated approach to capital account convertibility: RBI Gov Subbarao-**

Mumbai: India needs to gradually make rupee attractive in international trade compared to other currencies and gather sufficient foreign exchange for a shield against unprecedented events, given the country's growing global integration, Governor of the Reserve Bank of India (RBI) D Subbarao said.

**Bajaj Finance Apr-Jun net profit up 94% on-yr to Rs 908.1 mln-**

Mumbai: Indian financial services company Bajaj Finance Ltd's fiscal first quarter (April-June) net profit raised 94% on-year to Rs 908.1 million, as compared to Rs 467.8 million in the same quarter previous year.

**State Bank of India's Q1, Q2 profit for fiscal 2011-12 to remain 'slightly subdued': Chmn Chaudhuri-**

Kolkata: State Bank of India's (SBI) profit for the first quarter (April-June) and second quarter (July-September) of the current financial year (2010-11) may be "slightly subdued" due to provisioning, said Chairman Pratip Chaudhuri earlier.

**India's May services exports up 3.2% on-month to \$11.83 bln: RBI-**

New Delhi: India's services exports was at \$11.83 billion in May, up 3.2%, as compared to \$11.46 billion in April, the Reserve Bank of India (RBI) said.

**RBI offers incentive to banks for branch expansion in rural areas-**

New Delhi: Indian banks will get an authorization to open a branch in a Tier 1 or Tier 2 cities (population of 50,000 and above) for each branch proposed to be opened in Tier 3 or Tier 6 center (population up to 49, 999) of under-banked districts of under-banked states, said the Reserve Bank of India (RBI).

**NABARD extends loan worth Rs 7.7 bln to Jammu and Kashmir for rural infra development-**

Srinagar: India's National Bank for Agriculture and Rural Development (NABARD) has also allocated an additional Rs 540 million for 80 projects in the state, said an official spokesperson of the apex agricultural development bank.

**Indian govt slashes GDP growth rate projection to 8.6% from about 9% earlier-**

New Delhi: "...We could see a cyclical slowing in the first two quarters (8.4%) before growth picks up in the last two quarters (8.8%). Overall, growth is estimated to be marginally higher at 8.6% this year over 2010-11 levels of 8.5%," India's Ministry of Finance said in a note.

**LIC Housing Finance Apr-Jun net profit up 20.7% on-year to Rs 2.56 bln-**

Mumbai: The housing finance company's total income for the quarter grew 39.6% on-year to Rs 14.13 billion from Rs 10.12 billion a year ago, LIC Housing Finance Ltd said in a filing to the stock exchanges. Total expenditure raised about 47% on-year to Rs 10.72 billion in the quarter from Rs 7.25 billion in the same period last year.

## ***MARKET WATCH-***

### **Indian market regulator SEBI OKs new Takeover Code; ups open offer trigger to 25%-**

New Delhi: India's capital markets regulator Securities and Exchange Board of India (SEBI) Thursday by and large accepted changes recommended in Takeover Code for mergers and acquisitions, to raise the trigger point for buyout in a public limited firm to 25% from 15% earlier.

### **Sensex ended at 18,197 losing 12 points. Nifty closed at 5,482 down 6 points-**

The Indian equity indices ended almost unchanged on Friday, taking a breather after three straight days of losses. It was a volatile session, with the NSE Nifty swinging between a low of 5450 and a high of 5520 levels.

### **HUL shareholders okay transfer of FMCG exports biz to Unilever India Exports-**

Hindustan Unilever Limited (HUL) today announced that the shareholders of the Company on July 28, 2011, approved the scheme of arrangement for transfer of certain assets, liabilities and properties of FMCG Exports Business Division of Hindustan Unilever Limited to Unilever India Exports Limited.

### **L&T Finance Holdings raises around Rs 1.6 bln from anchor investors-**

New Delhi: Indian finance company L&T Finance Holdings has raised around Rs 1.6 billion (\$36 million) by selling shares to anchor investors of an initial public offering (IPO) that opens Wednesday, as per the exchange data.

### **L&T Finance Holdings to raise Rs 12.45 bln in IPO; price band set at Rs 51-59 a share-**

Indian financial services firm L&T Finance Holdings Thursday said it will raise Rs 12.45 billion (\$280 million) by issuing shares in an initial public offering (IPO), which will hit capital market on July 27, 2011. L&T Finance Holdings, an arm of the engineering and construction company Larsen & Toubro Ltd, has fixed the price band at Rs 51-Rs 59 per share for the public issue, L&T Finance Holdings Chairman Y M Deosthalee said at a media briefing.

### **India's food inflation drops to 7.58% for week to July 9-**

New Delhi: India's wholesale food prices rose by 7.58% on-year in the week ended July 9, 2011, slower than the 8.31% on-year inflation recorded in the week ended July 2, government data showed Thursday.

### **India capital markets regulator SEBI says no conflict with competition watchdog CCI-**

New Delhi: Indian capital markets regulator Securities and Exchange Board of India (SEBI) and the competition watchdog Competition Commission of India (CCI) have no clashes with each other as their mandates are completely different, SEBI General Manager Neelam Bhardwaj said at a recent event.

## MARKETING

### **United States goes into recession-**

The thesis is based on statistics compiled by 2% Bloomberg economist Rich Yamarone. This theory shows that when the Gross Domestic Product (GDP) of U.S. falls below 2%, generally the economy is on track to recession.

Doyle draws on 63 years of economic data from the major world power to analyze the country's future and suggests that the idea that the U.S. is out of danger is unrealistic.

Doyle explains in his thesis that "last week we received confirmation that the U.S. GDP was only 1.6% in the second quarter of 2011.

If we add the information on the ISM was much weaker than expected and the country's unemployment figure is 9.2%, the data suggest that the Fed will in no hurry to raise interest rates this year.

Expert believes the Fed chairman, Ben Bernanke, may be considering the possibility of printing more bank notes to ease the pressure he is under U.S. Employment growth and Americans do not improve quickly, the central bank could launch a Q3, which the Fed itself has not ruled out altogether.

Percept/H has announced the appointment of Sanjay Sipahimalani as the executive creative director for West and South. Prior to this, he was executive creative director at Bates141 Mumbai.

Pizza Hut India has appointed Sunay Bhasin as the new marketing head for the Indian subcontinent. This is Bhasin's second stint at Pizza Hut after he joined the restaurant in 2007 as a marketing manager.

Following Mahindra's launch of its new brand position, 'Rise', in January 2011, the Group has announced the launch of a multimedia movement titled 'Spark the Rise', through which it seeks to inspire people across India to shape their own future. The new campaign supporting the movement is created by Strawberry Frog, and went on air.

Hyderabad: LG Electronics has launched Best Shoppe store at Malapert, Hyderabad today. Built to meet the challenges of an increasingly mature retail environment in the country.

PM Balakrishna, who has been serving as the vice president, Allied Media has been elevated as the chief operating officer (COO) of the company. Balakrishna had joined Allied Media along with Shripad Kulkarni, chief executive officer of the company since its inception in April 2007. As COO, he will take charge of the entire operations of the current Rs. 1000 crore franchise that Allied media manages.

## HUMAN RESOURCE

### **How Do Companies Brace for Shocks When Cultures Collide-**

Coming from a different ethos, Cairn staff keeps fingers crossed on future in Vedanta- “There is always that element of uncertainty. That is a very clear feature. If you are the one being acquired, the uncertainty is that much more,” The other is that change becomes inevitable. People don’t mind change, but they don’t like being changed. After an agonizing 11-month wait for government approval of the \$9-billion Cairn-Vedanta deal, the new owners of Cairn India will face a new challenge — motivating employees.

### **Job Portal Helps 50- Plus play ‘Second Innings’-**

A job portal for 50 plus professionals, launched by Ms. Hemma Ravichandran, the former Head of HR at Infosys Ltd, and currently a Strategic HR advisor, the portal is part of a not- for – profit initiative called Expert Ease and gives free access to senior level talent across the country.

### **Mahindra Satyam Defers Salary Hike, Incites Fears of Lay-off-**

Software services firm Mahindra Satyam has decided to defer salary increment to employees till October 2011. Instead of giving them out in the June quarter as is customary in most IT firms, the Company intends to send out letters communicating the revised salaries by September and give the increment effective from October 1, according to an e-mail sent to employees by Hari T, Chief People Officer.

### **Citi Group Ramps UP India Hiring-**

At a time when many foreign banks are reducing their head account in India, Citi is on a hiring spree. The US based Citi bank India doubled job offer in this calendar, which is again a big opportunity for job seekers.

# MARKETING

## *21 Hot Brand Building Strategies for SMEs*

1. Branding is not a buzz word. It is a way of life. Your corner barber shop needs it. Airtel also needs it. Either you believe in it or you believe in planned death.

2. It is a myth that only big companies can indulge in brand building exercises. Big companies have become big because they did a lot of brand building when they were small.

3. Every small action which sends a positive signal to the outside universe is branding. Every negative signal you send out has to be compensated by at least ten positive signals. This math is simple.

4. Your telephone operator gets 200 calls every day - 90% of the people who call will never visit your office. If she has a pleasant personality and great conversation skills, you get 200 opportunities to market your company to potential customers.

But unfortunately, this point is altogether missed by most small businesses. I have seen disasters happening when incorrect information is passed on in an almost rude manner. Ditto for the front desk receptionist. These two critical positions should be managed by the CEO himself - from interviewing, selection and training. Trust me; your future depends on it.

5. Your waiting area defines you. Nobody cares if your back office looks like a pig sty; your reception area is your key branding opportunity. Even if you are a small business, you still can afford a decent sitting place with polite people. A Rs 100 Cr Company, who has made the reception near the lift along the staircase passage. Visitors are expected to sit in hot conditions, whereas all employees are sitting in cozy air-conditioned rooms. Who will do business with them, unless you need to clear your overdue hospital bills?

6. Don't confuse advertising with branding. You advertise to create awareness which is also essential. Relevant and personal advertising will sell your product. Cute advertising will get your agency some awards in Goa and no sales.

7. Twenty percent of your customers will give you eighty percent of sale. This old rule still works.

If you are the CEO, don't delegate this part, handle this yourself and treat these customers like your sons-in-law.

8. Don't make stupid promises to your customers. Make promises which you can keep. Credibility is a key element in brand building.

**9.** Branding is about your stationary, your visiting cards, your internal memos, your logo, letters going out of your office with no spelling errors and a lot of smiling faces.

**10.** Make a remarkable product. Branding is about making a great product and charging the right price. When you don't brand, you are forced to sell at a low price. Think Apple I-pod, Dell Notebooks, Avon Cosmetics, Dabur Vatika and one million more successful products.

**11.** We have seen more unhappy customers due to a bad return policy of the company than everything else put together. When the product is returned, it is your fault. It could be due to over-stocking, old stocks, bad packaging, lousy planning by your sales team or your business partners or none of the above - still it is your fault. So replace everything gracefully, no questions asked. Customers will love you for this.

**12.** Consumers do not buy only brands, they buy companies. Company branding is as important as product branding.

**13.** Don't try to fool customers. You may succeed for some time but you will be found out sooner than you expect. It includes incorrect product claims, unclear policies which could affect relations with trade partners and unethical advertising. Good brands don't need these props.

**14.** The big irony is that most of the small businesses expect immediate returns from any branding activity. Branding is like building a factory - you can't start production and start earning before the factory is ready. And it takes time to build a factory.

**15.** Traditional advertising has stopped working (TV, press radio, outdoor etc.). You have to find new ways to reach your customers. Think of modern retail, multiplexes, Google advertising, social networking sites, fan clubs, loyalty programmes, in-film advertising, e-mail, mobile marketing and the list grows.

**16.** Be consistent and predictable when sending out messages to your customers. Consumers hate surprises, unless it is a very pleasant one. Typically, consumers start noticing your advertising after 6-7 exposures. They start taking you seriously only after 8-13 exposures. Most small businesses do not advertise enough to make the needle move. Anything below threshold is a waste. I know one dozen more exciting ways to burn money.

**17.** Today's customers get bored easily. Give them a good story. Great marketing is all about great stories told to them in different ways.

**18.** PR (Public Relations) is the most under-rated branding tool. Advertising will create awareness, PR will sell the product. In a small business, the CEO is the key PR person. Sell your company through social communities, business forums and networking. One Owner-CEO of a small company admitted that he spends almost two hours a day only networking. The Golden rule - network and network more.

**19.** A well orchestrated word-of-mouth campaign can act like a bush fire to promote your brand. Women get influenced by word of mouth three times more than men. If your product is used by women, use women's clubs, kitty parties or referral incentives to spread the word about your brand. It works like magic.

**20.** Research is a controversial subject. Small companies do not need big research. Big companies use research as a safety net. As Peter Van Stock, CEO of Jones Soda says "Focus groups are like toilet papers. They are only used to cover your ass". In case you need to know some basic insights, just talk to your ten best customers.

**21.** And finally, a word about marketing ethics. When you were small, you behaved because mother was watching you. Now everybody is watching you. Don't do anything which will make you uncomfortable if it comes on the front page of tomorrow's Times of India.



## FINANCE

### FOREX TRADING



*Forex Trading* is “The foreign exchange market (Currency, Forex, or FX) trades currencies. It lets banks and other institutions easily buy and sell currencies.”

With the current economic scenario, increasingly more folks see themselves prepared wherever they have to help make additional funds to carry on living to their standards. Additionally, there are individuals who learn how to make very good utilization of present day condition and help to make a continual income. It doesn't matter the truth, you ought to learn how to trade the Currency trading, considering that this turned out to be to be the most effective way to gain a little extra money, and get a good profit while doing so.

The Forex market is known for a three trillion US dollars trade every single day, therefore being the biggest tradable market on the globe. Simply because, or even better mentioned thanks, to the belief that most trades are usually speculative, any kind of real movement of foreign exchange is small – this really is these people key to getting a huge profit having a small investment.

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Forex market doesn't trade on the central exchange, the interbank marketplace staying the actual place exactly where deals happen, therefore two entities may trade with without trough an exchange. In Simple terms, trading in currencies indicates buying one foreign currency while at the same time selling another.

If you would like to learn to trade the Forex and try to get a profit, you have to learn how to get the best trades possible, the quickest possible way. For this reason it is recommended to gather all of the knowledge you are able to. There are many available resources on the internet that you need to use and there are also tools which will help you trade 24 hours a day, five days a week – like Forex robots.

- Kavya Jain

## IPO – INITIAL PUBLIC OFFER



Public issues can be classified into Initial Public offerings and further public offerings. In a public offering, the issuer makes an offer for new investors to enter its shareholding family. The issuer company makes detailed disclosures as per the DIP guidelines in its offer document and offers it for subscription. **Initial Public Offering** is when an unlisted company makes either a fresh issue of securities or an offer for sale of its existing securities or both for the first time to the public. This paves way for listing and trading of the issuer's securities.

IPO is new shares Offered to the public in the Primary Market .The first time the company is traded on the stock exchange. A prospectus is issued to read about its risk before investing. **IPO** is a company's first sale of stock to the public. Securities offered in an **IPO** are often, but not always, those of young, small companies seeking outside equity capital and a public market for their stock. Investors purchasing stock in IPOs generally must be prepared to accept very large risks for the possibility of large gains. Sometimes, just before the **IPO** is launched, Existing share Holders get very liberal bonus issues as a reward for their faith in risking money when the project was new.

***How to apply to a public issue:-***

When a company floats a public issue or **IPO**, it prints forms for application to be filled by the investors. Public issues are open for a few days only. As per law, any public issue should be kept open for a minimum of 3days and a maximum of 21 days. For issues, which are underwritten by financial institutions, the offer should be kept open for a minimum of 3 days and a maximum of 21 days. For issues, which are underwritten by all India financial institutions, the offer should be kept open for a maximum of 10 days. Generally, issues are kept open for only 3 to 4 days. The duly complete application from, accompanied by cash, cheque, DD or stock invest should be deposited before the closing date as per the instruction on the form. **IPO's by investment companies** (closed end funds) usually contain underwriting fees which represent a load to buyers.

***Before applying for any IPO, analyze the following factors:-***

- Who are the Promoters? What is their credibility and track record?
- What is the company manufacturing or providing services - Product, its potential
- Does the Company have any Technology tie-up? If yes, what is the reputation of the collaborators?
- What has been the past performance of the Company offering the IPO?
- What is the Project cost, what are the means of financing and profitability projections?
- What are the Risk factors involved?
- Who has appraised the Project? In India Projects appraised by IDBI and ICICI have more credibility than small Merchant Bankers?

***How to make payments for IPOs:-***

The payment terms of any IPO or Public issue is fixed by the company keeping in view its fund requirements and the statutory regulations. In general, companies stipulate that either the entire money should be paid along with the application or 50 percent of the entire amount be paid along with the application and rest on allotment. However, if the funds requirements are staggered, the company may ask for the money in calls, that is, the company demands for the money after allotment as and when the cash flow demands. As per the statutory requirements, for public issue large than Rs. 250 crore, the money is to be collected as under:

- 25 per cent on application
- 25 per cent on allotment
- 50 per cent in two or more calls

***Facts about Initial Public Offering (IPO) you should know:-***

An IPO is the initial sale of shares by a company to the public. Broadly speaking, companies are either private or public. Going public stands for a company is changing from private ownership to public ownership.

Going public raises funds and offers several advantages for a company. The dotcom growth decreased the bar for companies to carry out an IPO. Many startups went public without any income and little more than a business plan.

***Getting a hot IPO could be very hard, if not impossible:-***

The process of underwriting involves raising funds from investors by issuing new securities.

Companies hire investment banks to underwrite an IPO. The path to an IPO consists primarily of assembling the formal written documents for the Securities and Exchange Board (SEBI) and selling the issue to institutional customer. The only way for you to get shares in an IPO is to have a frequently traded account with one of the investment banks in the underwriting syndicate. An IPO company is difficult to analyze because there isn't a lot of historical info. Lock-up periods prevent insiders from selling their shares for a certain period of time. The end of the lock-up period can put strong downward pressure on a stock. A tracking stock is created when a company spins off one of its divisions into a separate entity through an IPO.

***- Kavya Jain***

# MARKETING

*Editor`s Note:*

## DYNAMICS OF DIGITAL MARKETING

*Businesses face many challenges when it comes to marketing on the internet. From the dynamic rate of change on the web to the multitude of different suppliers offering various online marketing services, tools, and platforms, and the sheer volume of information online available on the subject all mean it's becoming very difficult for businesses to make informed decisions about how to market their business on the internet. We can no longer call digital media new now. With an increasing amount of media consumption and media spend migrating online, some are suggesting we don't need a separate discipline of digital marketing, we don't need separate digital strategies, but integration is the name of the game.*

**The New Dynamics of Digital Marketing-** *Attracting, engaging, and retaining customers in the digital age of marketing is challenging and competitive, to say the least. Customers today are more empowered, more demanding, and more influential than ever.*

*The antiquated one-to-many monologue of mass marketing has given way to the one-to-one digital dialogue of engagement marketing that is fueled by customer data and enabled by interactive marketing technology.*

*To accelerate marketing and sales performance, companies must "unsilo" their old single-channel marketing strategies and adopt a true integrated multichannel strategy for managing the conversation with customers. And they need to do it in real time.*

**Google and Digital Marketing-** *This change in the web has led a myth that search engine rankings (Google Rankings) are no longer as important as they once were and 'social media' interaction should be the main focus of online marketing. While you do need to look wider when planning your internet marketing efforts, Google is still an absolutely fundamental piece of the puzzle and actually still the best place to start when thinking about marketing on the web. Sure there are lots of Facebook users but if you think about where you typically go online when looking for a product, product review, researching a topic etc then Google is still the main starting point for most web journeys. Just by looking at the Google search results these days you can see how they are blending in video, blogs, news, social results etc thereby putting their search engine right in the centre of multiple content channels and acting as a conduit to the 'social web'. Their social search - functionality takes this one step further by personalizing user search results based on their social network connections.*

- Pranshu Omer

## THE HISTORY OF DIGITAL MARKETING

One of the most striking examples of an evolutionary "arms race" occurred, and is still occurring, on the great open savannahs of Africa, where herds of antelope, wildebeest and other herbivores roam, preyed on by lions, leopards and cheetahs. Here the evolution of one species drives the evolution of another. As wildebeest grew larger horns and gathered in herds for protection, so lions grew more powerful and evolved cooperative hunting techniques. When antelopes grew swifter, cheetahs adapted, becoming the fastest of all land animals. The predators change to keep up with the prey, and the prey then change to elude the predators.

The history of Digital Marketing is much like that of the evolution of predator and prey on the African savannahs. If we imagine the Search Engines as herbivores grazing the vast plains of the Internet, then Search Engine Optimization experts can be seen as leopards or cheetahs, cunningly stalking their prey and expertly adapting as the Search Engines evolve to always keep up with their prey (an image many an SEO geek would love to be true!)

The truth actually isn't all that far removed from the cheetah/antelope analogy. The major Search Engines are always evolving, and organizations involved in SEO do have to be able to adapt their strategies quickly and effectively to keep getting results. Every time a major Search Engine upgrades its algorithms (which is frequently), it necessitates changes in Digital Marketing campaigns. It's not just the Search Engines that Digital Marketing experts have to watch - the rise of Web 2.0, in particular social media has changed the way content is created and access on the Internet, and this in turn has changed how organizations promote their products online.

The history of Digital Marketing is to a large extent a product of the history of the Internet in general and Search Engines in particular, as marketers have adapted to keep abreast of changes and keep up with the way the major Search Engines rank web pages. Major changes include, in chronological order:

**1991** - Introduction of a network protocol called "Gopher", one of the very first network query and search tools. Gopher was for a couple of years widely used, but usage has now fallen off, with barely 100 Gopher servers now indexed.

**1994** - Launch of Yahoo, which was formerly known as "Jerry's Guide to the World Wide Web" after one of its founders, Jerry Yang. Within its first year, Yahoo received over 1 million hits. Lycos also launched in 1994. The same year saw the first meeting of the World Wide Web Consortium (W3C) which is now the main international standards body for the Internet, and which sets many of the architecture and coding standards that Search Engines use when assigning a quality score to a website. It was also about this time that companies first began optimizing their websites to attain higher Search Engine rankings.

**1995** - Launch of Infoseek, a popular early Search Engine that has since closed down. Launch of Inktomi, which has since been acquired by Yahoo. AltaVista became the exclusive provider of search results to Yahoo in 1995; but this situation has now been reversed, with AltaVista currently using Yahoo technology. Also in 1995, Excite acquired two Search Engines (Magellan and WebCrawler) and went public.

**1996** - More new Search Engines and tools launched, including HotBot, LookSmart and Alexa.

**1998** - The launch of even more Search Engines, with some big new names appearing for the first time. Google was incorporated as a private company in September 1996 by Larry Page and Segey Brin; 8 years later when Google went public it was valued at US\$23 billion. Microsoft launched its MSN Search Engine in 1998, whilst Yahoo launched Yahoo Web Search.

**2001** - The Internet bubble burst, wiping out a number of smaller Search Engines and leaving the field free for more successful org. such as Google and Yahoo to consolidate their position.

**2004** - The first Web 2.0 Conference was held, at which a new direction for the Internet was mapped out, with an emphasis on user-generated content and openness of information. An explosion in the number of websites meant that Google's index contained over 8 billion web pages by 2004.

**2006** - Search Engine traffic grew to an astonishing 6.4 billion searches in the month of March alone. Microsoft launched Live Search, to replace MSN Search and to compete with Google and Yahoo. New hybrid websites combining both directories and online articles first appeared, among them DexterB.com, a clear indication of the rising importance of syndicated content in Digital Marketing. 2006 also saw one of the biggest upsets in SEO history, when Google banned BMW Germany and Ricoh.de for one week for using "black-hat" SEO techniques.

**2007** - The rise of Social Media is currently changing the landscape of the Internet, with the predictions of the first Web 2.0 conference now becoming a reality as user-generated content becomes increasingly important, influencing both consumer opinion and Search Engine rankings. The way users access the Internet is also changing, with mobile devices becoming increasingly prevalent, allowing Internet usage on the move.

If one thing is clear from the above (albeit brief) history of Digital Marketing, it is that change is rapid and far-reaching. Many of the most successful early Search Engines have fallen out of favors, or are defunct entirely. The way Search Engines rank website is changing all the time, and is now increasing influenced by Web 2.0 channels and social media. Digital Marketing professionals have to keep up with these changes, and keep a wary eye on the future to spot emerging trends and the development of newer, smarter Search Engine algorithms. After all, nobody can afford to get left behind in the evolutionary race.

- *Suresh Sharma*

## PLANNING OF DIGITAL MARKETING

As we all know about the Digital Marketing that “*Digital Marketing is the promoting of the brands using all forms of digital advertising channels to reach consumers*”. On the other hand, we can say that Digital marketing is a form of viral marketing where you promote your business by getting other people to do the talking for you. Viral marketing involves people sending content such as postcards, letters, emails and forwards to each other. While digital marketing is somewhat similar to Internet, marketing it extends beyond and includes all forms of digital media. This includes televisions, radio, mobile phones, SMS, banners, social media marketing and all other forms of digital media. While observed in its own right, digital marketing covers every form of marketing or advertising communicating a message to an audience in a digital manner.

Many companies are using Digital Marketing. The reason behind is that the competition is getting tough and each company want to reach to the customer rapidly than their competitors and grab the market share. Moreover, this becomes easy by the Digital Marketing. A McKinsey survey of marketing executives from around the world shows that in marketing, things are starting to change: companies are moving online across the spectrum of marketing activities, from building awareness to after-sales service, and they see online tools as an important and effective component of their marketing strategies.

*There are two types of Digital marketing:-*

**Pull Digital Marketing-** This involves the visitors and potential customers coming to you through directly finding and looking at the content you want them to. There are no restrictions on the content, size or type that you can deliver to the visitor, as it is generally a web based medium or web page. Coupled with the no restrictions on content, there is a large need to get the message out there and there is no way to personalize this content to the visitor.

**Push Digital Marketing-** This is where the advertiser pushes the data to the recipient using digital technologies. This can be techniques like email, sms or maybe an RSS feed. The advantage of this method is that you can personalize the message that is delivered and it can be targeted. Using this method, it can be tracked and allows a greater measurable method of the effectiveness of the campaign.

It is important that every marketing process is looked at through the eyes of the life cycle, the new marketing model. Each individual being recruited (or captured) through the marketing process whether you are using billboards, direct mail, email, or social should be taken through the process of education and community involvement. Let’s break down the five steps to the new customer/donor life cycle.

## Plan-

- Plan and execute marketing campaigns.
- Coordinate marketing activities.
- Provide visibility to status and budgets.



## Attract-

- ✓ Acquire, place and deliver media connect.
- ✓ Experiences across touch points.
- ✓ Create personalize compelling experience.

## Engage-

- ✓ Listen and engage in conversations.
- ✓ Determine who and where influencers are.
- ✓ Finable & mange content sharing.

## Monetize-

- ✓ Empower customers to make buying decisions.
- ✓ Grow brand loyalty and advocacy.
- ✓ Sell ads and subscriptions.

## Optimize-

- ✓ Know who the largest audience is, what they like and how they behave.
- ✓ Improve camping effectiveness.
- ✓ Track performance (marketing dashboard).

## Manage-

- ✓ Content storage and management.
- ✓ Site and layout management.
- ✓ Interaction monitoring and management.

Digital marketing has proven recession-proof in the times of global economic slowdown. Digital marketing strategies gave a respite to marketing companies during recession when traditional marketing tools proved helpless. Not only had that, online marketing helped the digital media marketing companies gain business in the lean times of global economic slowdown.

Online media marketing output is easily track able. Digital marketing media strategies have a high degree of measurability. Thus, designing a target-oriented digital media-marketing program becomes easier.

Focused digital media marketing campaigns most likely attract the prospects that later convert into leads.

Digital media marketing has transformed the marketing industry. Online marketing includes use of mobile phone and internet technology provides a cheap medium to establish direct contact with the customers.

With online marketing media, it becomes easier to implement quick changes in design of the campaign. If a change is required in the digital media marketing strategy, it can be executed almost immediately.

Online marketing strategies don't require long-standing commitments. Instead online media marketing tool like PPC ads can be changed on a daily basis.

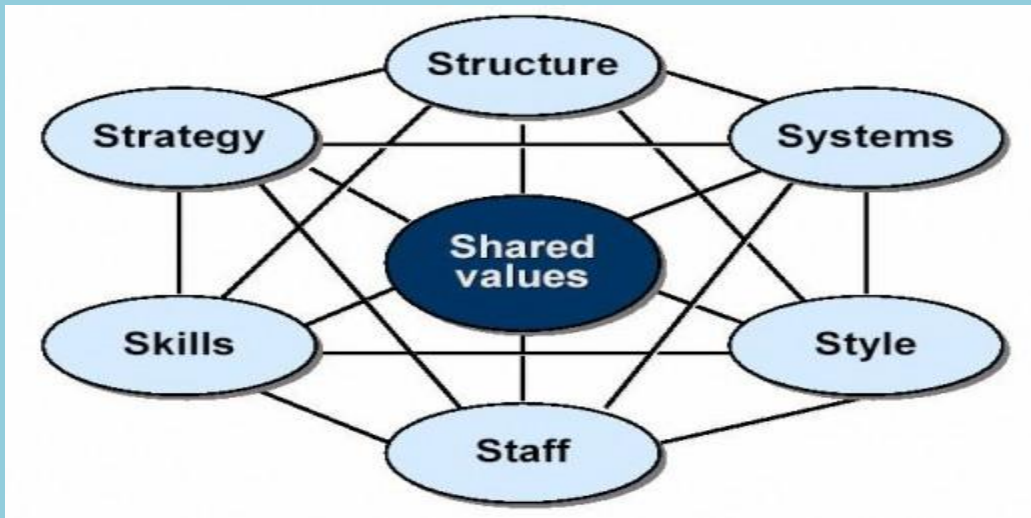
These benefits attract companies to use Digital Marketing; this also shows that how the market become too wide and the customer oriented.

- *Supriya Singh*

## 7 S OF DIGITAL MARKETING

**Digital Marketing** is basically promotion of brands using all available forms of digital advertising media to reach the target segment. In current marketing media, the popular media includes Radio, mobile, Internet, Television, social media marketing and other less popular forms of digital media like Digital Signage, Digital bill boards, etc.

*The 7 S for Digital Marketing:-*



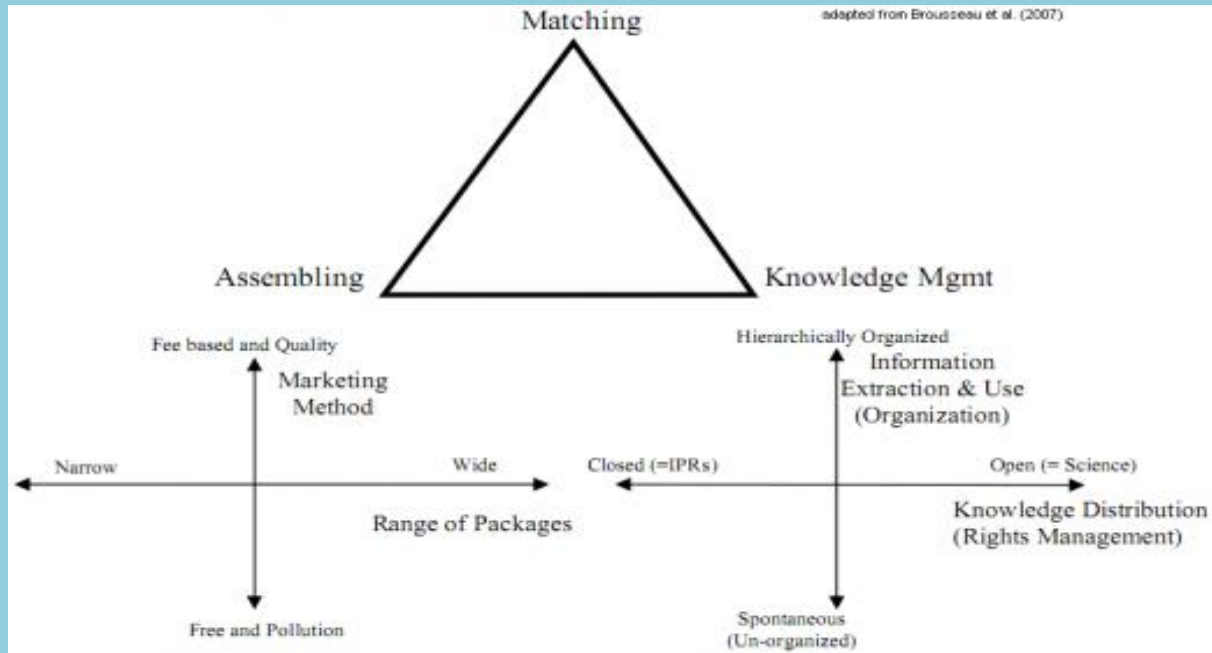
*Theory, Strategy and Frame Work OF Digital marketing:-*

While the talk of the day is internet marketing, the latter is only a subset of digital marketing. While digital marketing does involve many of the strategies involved in Internet Marketing, it extends beyond this by including other channels with which to reach people that do not require the use of the Internet. As a result of this decreased reliance on the web based media, the field of digital marketing expands to include media such as cellular media (sms/mms/phone calls), digital signage (digital banner ads and digital outdoor signboards), and other media like television and radio, it is thus a much more comprehensive methodology to reach out and engage target audience, and with a higher conversion rate for most product categories.

Previously seen as a stand-alone marketing strategy because of its extension on mediums which it covers, it is currently visualized more as a marketing effort that covers most, if not all, of the more traditional marketing areas such as direct marketing by providing the same method of communicating with an audience but in a manner using the development of science and technology and thus optimizing resources. The spectrum of digital marketing is now being expanded to support the “servicing” and “engagement” of customers, and thus cover not only customer acquisition but also customer retention.

• » ΕΠΙΣΗΜΕ « •

So how should firms go about planning their marketing strategies for a successful digital marketing program? While there is no such common strategy which fits the requirement of all firms like a glove, there are few generic strategic and economic issues that firms need to keep in mind while designing their marketing program.



The first grid has three elements of proposed strategy. Does strategy match with the vision and mission of firm? Does the strategy assembling platform match with the knowledge that is within your marketing team? Is that knowledge formally managed using any platform? Then comes the question of how delivering the value transfer from the production of value, to the assembly of value to the end value consumption in a value chain. Is firm geared to take charge of such a business model?

As in the second half of the architecture, the business model dimensions need to be evaluated based on the digital marketing capabilities. Most important dimension for serious consideration is whether your organization structure is geared to handle the marketing methodologies you are planning to implement. The dynamics of knowledge distribution also needs to be looked into based on this framework.

- *Tushar Sharma*

## **BUSINESS MODELS IN DIGITAL MARKETING**

Internet marketing is a fairly self-explanatory term used to describe the ways by which businesses utilize the World Wide Web in order to promote their companies and their products or services. It is also sometimes referred to as web marketing, online marketing, or E-Marketing. Despite the many terms in current use these are all one and the same thing.



The Internet offers unique advantages to the marketing arena, but perhaps its greatest value is that of offering global sharing of information and media at a low cost. Because of what it provides in terms of interaction, it means that the business of commercial communications is fast and therefore time-saving. Internet marketing blends creative factors with technical aspects; as a result websites with great artistic merit and functionality are born.

Of course the website is considered a chief component of Internet marketing and in years gone by having one was pretty much the only marketing technique being used online. But the times are constantly changing, and those changes take place with rapidity in the online environment. Technological advancements are continually birthing new concepts and most companies nowadays use a mixture of online marketing techniques and components that best suit their business and are designed to help them achieve their goals.

Internet marketing is associated with several business models, the most widely used are listed below, although there are many other forms which are devised based on a business's specific needs and objectives:

**E-Commerce-** The means by which goods or services is sold directly to consumers and businesses. You'll sometimes hear this sort of transaction being referred to as B2C – Business to Consumer. Equally, e-commerce also refers to business to business dealings – B2B.

**Publishing-** Internet publishing as a business model is a valuable one. If, to give an example, much sought after content features on a blog or website then significant income can be generated from the sale of pertinent advertising featured alongside it. There's a phrase that's often used regarding written copy on the web – Content is King. In the publishing model, that has tremendous relevance, especially when applied to good content. Good content attracts visitors and, as a result, advertisers to the site.

**Lead-Based Websites-** Organizations can create significant worth by getting sales leads from their websites, this of course may be part of a chain of Internet marketing events that originate elsewhere and culminate in lead generation.

**Affiliate Marketing-** This describes a process by which products or services developed by one person are sold by another active seller for a percentage of profits. The owner of the product usually supports his affiliates by supplying the necessary marketing materials: affiliate links, tracking facilities, and promotional aids such as sales letters, trials, and more.

***Internet marketing is most commonly used to:-***

- Assist a company in promoting information.
- Carry out investigations and gather data concerning the demographics of clients and future prospects.
- Sell products and services.

***Some of the key components of Internet marketing are:-***

**Pay-Per-Click Marketing-** So called because the advertisers' costs are based on the amount of clicks their online advertisements receive. Fees vary and are often dependent on the popularity of subject matter, related keywords, and performance of the campaigns. Pay-Per-Click Marketing is exemplified by Google Ad Words, Yahoo Search Marketing, and other services in a similar vein.

**Social Media Marketing-** Social media marketing involves online activity within networking communities that engenders exposure, opportunities and ultimately business transactions. Think Facebook and YouTube, social media platforms that most of us have heard of, and you'll get the idea. Specifically for businesses there are sites like LinkedIn and many others. All operate on a similar basis and with a similar objective; that of creating interlinked communities and valuable connections with others on a global scale.

**Email Marketing-** Email marketing is an effective way to distribute information or solicit responses from clients. Opt-in newsletters and mass mail shots come into this category, where people are actively encouraged to take action to subscribe and engage proactively.

**Ad Placements-** Placing ads in locations online that will bear reference to the type of business being promoted is, once again, something that needs careful consideration. An ad in the wrong place that appears at the wrong time won't reap the rewards the advertiser hoped for. Selecting the correct location, based on the demographic of the intended audience and the type of product being advertised are some of the basic aspects that are taken into consideration when structuring ad placement.

**Article Marketing-** Article marketing is a form of promotion based on the creation of written articles that relate to particular businesses and the industry they work within. This copy is then either freely distributed and published online or sent out to selected publishers like online magazines or relevant partner websites.

- *Vaibhav Shukla*

# HUMAN RESOURCE

## HR'S NEW 'AVATAR'

On careful reflection- today people related tasks are being managed by the line managers for their teams, which is indicative of the evolution and demands on the HR profession.

Everyone agrees that one of the essential ingredients which differentiate a good company and a great one is the 'quality of people managers'. Managers who, have the vision to inspire their teams to achieve super-stretched goals, acts as coaches and mentors, believe in human capital readiness for the future, talk up the value of training as an investment, employee advocacy, actively play role as change agents and engage the team.

Line managers are playing the role of HR for their respective teams and business, and actively seeking ways to improve engagement, and prepare their business for the future. The HR is not only for a review of human capital readiness, but also actively engage in a dialogue 'about where will we be in the next year and what more can we do' to improve readiness; thereby forcing HR to be on the table with proposals which are in a different stratosphere to what we are used to operate in.

It is a pleasure and a challenge to work with this new breed of business managers who give HR, space at the strategy table. They are not only willing to listen, but also champion these initiatives actively on the field. Their belief is driven by business success and not because it is an HR initiative. It is a means to an end. Today line managers are demanding accountability, creativity and excellence from HR.

This brings about a robustness and a sense of belief in the HR framework, which is in stark contrast to an age where the introduction of a new HR policy was seen as a power struggle to gain control on the people within the company.

This does not mean the traditional domains of the HR professional are threatened. They will continue to be sought after for their expertise in hiring, compliance topics, competency frameworks and its impact on culture and people development.

Execution of these parameters is a critical part of our role but it is not mandatory that only an HR person will have the process discipline to implement it. So, a word of caution to all practicing HR professionals- do not be under an illusion that being part of the HR guarantees any special status in the company. HR can either be outsourced or a sharp line manager can take over the role. What you currently bring to the table only guarantees you, your salary. To be 'visible', a different set of HR competencies are now coming to the fore. HR is about business strategy, policy design, designing and consulting on a growth strategy, identification of the vital few for

business success, long term planning, business analysis, preparing for the future and corporate governance. Essential competencies include analyst, strategist, integrators, marketing and branding specialist etc.

For a function which started as a time-keeping role, we have indeed traversed a long way successfully. It is now time for the HR professionals to re- invent them and takes their craft to the next level. This is an exciting time, ladies and gentlemen, to be in the HR domain.

- *Priya Varshney*

## **PERFORMANCE MANAGEMENT– INDIAN INC** **PERSPECTIVES**

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals

***Employee performance management includes:***

- Planning work and setting expectations.
- Continually monitoring performance.
- Developing the capacity to perform.
- Periodically rating performance in summary fashion.
- Rewarding good performance.

In India after 1991 when globalization came, the scenario totally became different. Now organizations understand the work done by their employees'. They now appreciate their performance. The revisions made in 1995 to the Government wide performance appraisal and awards regulations, support sound management principles. Great care was taken to ensure that the requirements those regulations establish would complement and not conflict with the kind of activities and actions practiced in effective organizations as a matter of course.

Recently, organizations have been faced with challenges like never before. Increasing competition from businesses across the world has meant that all businesses must be much more careful about the choice of strategies to remain competitive. Everyone (and everything) in the organization must do what they are supposed to do to ensure strategies are implemented effectively.

There are some traditional Performance Appraisal practices which were followed by Indian companies like Essay appraisal method, Straight ranking method and so on, but now a days the story is different. The competition is too tough that the Indian companies have changed their traditional approach to strategic approach. This situation has put more focus on effectiveness, that systems and processes in the organization be applied in the right way to the right things: to achieve results. All of the results across the organization must continue to be aligned to achieve the overall results desired by the organization for it to survive and thrive. Only then it can be said that the organization and its various parts are really performing.

***Some practices regarding Performance management in Indian companies are:***

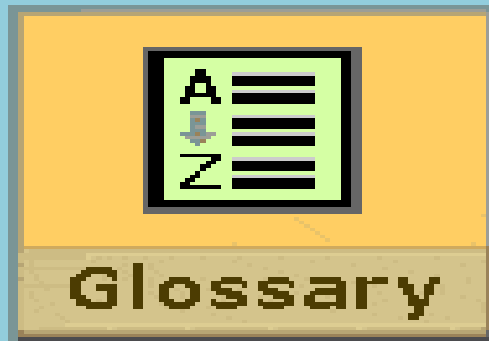
*There are three groups of criteria being used for appraisal purpose-*

Evaluation of qualitative characteristics, such as, intelligence, integrity, honesty, leadership and attitudes, abilities, etc., evaluation of actual performance- qualitatively and quantitatively; and evaluation of development and potential and development by an employee during the period under consideration. However, companies face certain problems in developing evaluative criteria. Such problems are in the area of developing uniform and generally agreed-upon norms on any overall company basis; developing quantitative and qualitative indices of work performance; developing criteria for evaluating employee's potential; and fitting employee evaluation with organizational objectives. Some other problems are in the area of implementation of the results of appraisal. In many cases, where companies are using formal appraisal system, management in terms of rewards, promotion, transfer, and development takes independent decisions. Such decisions jeopardize the objectives of formal appraisal system.

For example, Infosys was one of the first companies to offer ESOPs to its employees. The company followed variable compensation structure where the employees' compensation depended on the performance of individual, the team, and the company. It also discusses the challenges faced by the company to retain its talented workforce. In Infosys, they use an iRace program that defines the role of the job as well as past performance of the employee. Infosys also welcome its old employee who left the organization. According to them after rejoining, they feel related to the organization.

Motif is the BPO practices a 'Work hard Party hard' culture and has regularly scheduled company events along with monthly performance awards. Motif encourages every employee to think out of the box and has rewarded employees for their contribution towards the development of innovative tools and process reengineering methodologies. This has been the guiding force that has fostered growth and satisfaction among employees.

- ***Supriya Singh***



## FINANCE

### **What is Demat Account?**

The term Demat, in India, refers to a dematerialized account. For individual Indian citizens to trade in listed stocks or debentures the Securities Exchange Board of India (SEBI) requires the investor to maintain a Demat account. In a demat account shares and securities are held in electronic form instead of taking actual possession of certificates. A Demat Account is opened by the investor while registering with an investment broker (or sub broker). The Demat account number which is quoted for all transactions to enable electronic settlements of trades to take place.

### **What is Bank rate?**

Rate which is charge at the time of rediscounted of Customer's bills by commercial bank from RBI is known as Bank rate. . Bank Rate is a tool, which central bank uses for short-term purposes. Any upward revision in Bank Rate by central bank is an indication that banks should also increase deposit rates as well as Prime Lending Rate. This any revision in the Bank rate indicates could mean more or less interest on your deposits and also an increase or decrease in your EMI.

### **What is CRR?**

Cash reserve Ratio (CRR) is the amount of funds that the banks have to keep with RBI. If RBI decides to increase the percent of this, the available amount with the banks comes down. RBI is using this method (increase of CRR rate), to drain out the excessive money from the banks.

RBI uses CRR either to drain excess liquidity or to release funds needed for the economy from time to time. Increase in CRR means that banks have fewer funds available and money is sucked out of circulation. Thus we can say that this serves duel purposes i.e. it not only ensures that a portion of bank deposits is totally risk-free, but also enables RBI to control liquidity in the system, and thereby, inflation by tying the hands of the banks in lending money.

### **What is SLR?**

Every bank is required to maintain at the close of business every day, a minimum proportion of their Net Demand and Time Liabilities as liquid assets in the form of cash, gold and unencumbered approved securities. The ratio of liquid assets to demand and time liabilities is known as Statutory Liquidity Ratio (SLR). Present SLR is 24%. (Reduced w.e.f. 8/11/2008, from earlier 25%) RBI is empowered to increase this ratio up to 40%. An increase in SLR also restricts the bank's leverage position to pump more money into the economy.

### **What is Repo (Repurchase) Rate?**

Whenever the banks have any shortage of funds they can borrow it from RBI. Repo rate is the rate at which our banks borrow rupees from RBI. A reduction in the repo rate will help banks to get money at a cheaper rate. When the repo rate increases borrowing from RBI becomes more expensive.

### **What is Reverse Repo Rate?**

Reverse Repo Rate is the rate at which banks park their short-term excess liquidity with the RBI. The RBI uses this tool when it feels there is too much money floating in the banking system. An increase in the reverse repo rate means that the RBI will borrow money from the banks at a higher rate of interest. As a result, banks would prefer to keep their money with the RBI.

Thus, we can conclude that Repo Rate signifies the rate at which liquidity is injected in the banking system by RBI, whereas Reverse repo rate signifies the rate at which the central bank absorbs liquidity from the banks.

## Latest Important Banking Sector Data

<b>Bank Rate</b>	6.00% (w.e.f. 29/04/2003)	
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<b>Cash Reserve Ratio (CRR)</b>	6.00% (w.e.f. 24/04/2010)	Increased from 5.00% to 5.50% wef 13/02/2010; and then again to 5.75% wef 27/02/2010; and now to 6.00% wef 24/04/2010
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<b>Statutory Liquidity Ratio (SLR)</b>	24% (w.e.f. 18/12/2010)	Decreased from 25% which was continuing since 07/11/2009
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<b>Repo Rate under LAF</b>	8.00% (w.e.f. 26/07/2011)	Increased from 7.50% which was continuing since 03/05/2011
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<b>Reverse Repo Rate under LAF *</b>	7.00% (w.e.f. 26/07/2011)	Increased from 6.50% which was continuing since 16/06/2011.
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<b>Saving Deposits - Interest Rate</b>	4.00% (w.e.f. 03/05/2011)	Increased from 3.50%, which was continuing since 1st March, 2003
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<b>Inflation rate</b>	10.05% (w.e.f. 20/08/2011)	Increased from 9.80%
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### **What is Automated Teller Machine?**

Banks have now installed their own Automated Teller Machine (ATM) throughout the country at convenient locations. By using this, customers can deposit or withdraw money from their own account any time.

### **What is Debit Card?**

Banks are now providing Debit Cards to their customers having saving or current account in the banks. The customers can use this card for purchasing goods and services at different places in lieu of cash. The amount paid through debit card is automatically debited (deducted) from the customers' account.

### **What is Credit Card?**

Credit cards are issued by the bank to persons who may or may not have an account in the bank. Just like debit cards, credit cards are used to make payments for purchase, so that the individual does not have to carry cash. Banks allow certain credit period to the credit cardholder to make payment of the credit amount. Interest is charged if a cardholder is not able to pay back the credit extended to him within a stipulated period. This interest rate is generally quite high.

### ***Main types of Bank Accounts:-***

*Savings bank account* is the most popular account. It promotes the habit of saving money as the fund is locked for a certain period. The rate of interest is around 4%. The minimum balance to be maintained in the public sector banks is 100 Indian Rupees, but if you are planning to make more transactions and need a check book, the minimum balance to be maintained is 500 Indian Rupees.

*Fixed deposit account* is also known as Term Deposits. In a Fixed deposit account, a certain sum of money is deposited in the bank for a specified time period with a fixed rate of interest. The rate of interest depends on the maturity period.

*The current account* is a popular account used by the businesses. There is no limitation on the number of daily transactions as long as the funds are available and there is no interest paid by the bank on the current account balance.

# MARKETING

Ad tracking method used to check how many hits or clicks an ad receives. It is a useful tool for discovering where the most revenue comes from, and how to better personalize ads to reach more customers, and encourage more new customers.

**Ad words:** Google's pay-per-click advertiser program.

**Broad Match:** Used in paid search campaigns, meaning to accept a search match containing keywords in any order.

**Churn Rate:** Churn Rate is a measure of customer attrition, defined as the number of customers who cease being customers over a specified time period divided by the average total number of customers over that same time period.

**Cold Calling:** Unsolicited phone calls made by sales representatives or telemarketers to potential customers.

**Cross Selling:** Selling an additional category of products/solutions as a result of a customer's original purchase.

**Guerilla Marketing:** A term used to describe bold and often unconventional forms of advertising and marketing.

**Loyalty Marketing:** A focus on improving customer satisfaction and lifetime value through the use of incentives.

**Permission Marketing:** A form of marketing based on obtaining a customer's consent to receive marketing materials, whether they be in print, email, or other formats.

**Demand Generation:** All marketing and sales activities involved in contacting potential buyers, guiding them through the buying process and closing the sale. Demand Generation focuses on both Lead Generation and Lead Management.

**B2C:** A popular shortcut for saying Business to Consumer. It refers to a business that offers goods or services directly to the private consumer, and NOT to businesses.

**Broad Match:** Used in paid search campaigns, meaning to accept a search match containing keywords in any order.

**Dynamic Content:** Information in web pages, Flash movies, email, newsletters', etc., that changes automatically based on database or user information. When used effectively, this content targets users' specific needs, providing what they are looking for, when they are looking for it, and in the format they have asked for.

**Event Blog:** A blog specifically launched as a companion to an event.

**Greenfield Opportunity:** A market that is open and free for the taking.

**SEO:** Search Engine Optimization (SEO) is the process of improving the visibility of a website or a web engine in search engines via the "natural" or un-paid ("organic" or "algorithmic") search results. In general, the earlier (or higher on the page), and more frequently a site appears in the search results list, the more visitors it will receive from the search engine's users.

## HUMAN RESOURCE

**Performance-** Execution, Carrying in to action.

**Performance Management-** A data- guided approach to managing work behavior.

**Performance Counseling-** A manager- initiated strategy for improving employee's performance.

**Performance Planning-** The process of communication between manager and employee that results in mutual understanding of what the employee is to be doing during the next period of time.

**Performance Appraisal-** A process of assessing, summarizing and developing the work performance of an employee.

**Potential Appraisal-** Analysis of judge the potential of candidate for a future role, existing in the organization.

**Key Performance Indicators (KPIs)** help organizations understand how well they are performing in relation to their strategic goals and objectives.

**360 Degree Feedback-** A multi-rater feedback provided by subordinates, peers, and supervisors.

**Critical incident-** A method in which the manager writes down positive and negative performance behavior of employees throughout the performance period.

**Assessment center (AC)-** Aprocess used in the selection of qualified individuals for a job or role in an organization.

**Performance Management System-** The set of organizational, managerial, team and individual metrics used to attain the aims and objectives of performance management.

**Performance Review-** A meeting to review and evaluate performance, involving supervisors and employees.



## FINANCE

### *1- The New Stock Market Terminology:-*

*These terms have been updated to fit today's times-*

**CEO:** Chief Embezzlement Officer.

**CFO:** Corporate Fraud Officer.

**BULL MARKET--** A random market movement causing an investor to mistake himself for a financial genius.

**BEAR MARKET--** A 6 to 18 month period when he kids gets no allowance, the wife gets no jewelry, and the husband gets no sex.

**VALUE INVESTING--** The art of buying low and selling lower.

**P/E RATIO--** The percentage of investors wetting their pants as the market keeps crashing.

**BROKER--** What my broker has made me.

**STANDARD & POOR--** Your life in a nutshell.

**STOCK ANALYST--** Idiot who just downgraded your stock.

**STOCK SPLIT--** When your ex-wife and her lawyer split your assets equally between themselves.

**MARKET CORRECTION--** The day after you buys stocks.

**CASH FLOW--** The movement your money makes as it disappears down the toilet.

**INSTITUTIONAL INVESTOR--** Past year investor who's now locked up in a nuthouse.

**MOMENTUM INVESTING**-- The fine art of buying high and selling low.

**VALUE INVESTING**-- The art of buying low and selling lower.

**"BUY, BUY"**-- A flight attendant making market recommendations as you step off the plane.

**FINANCIAL PLANNER**-- A guy who actually remembers his wallet when he runs to the 7-11 for toilet paper and cigarettes.

**CALL OPTION**-- Something people used to do with a telephone in ancient times before e-mail.

**INSTITUTIONAL INVESTOR**-- Past year investor who's now locked up in a nut house.

**PROFIT**-- Religious guy who talks to God.

## ***2- Philosophy of the Stock Market:-***

Once upon a time in a village a man appeared who announced to the villagers that he would buy monkeys for Rs. 10. The villagers seeing that there were many monkeys went out in the forest and started catching them. The man bought thousands at 10 and as supply started to diminish and villagers started to stop their effort he announced that now he would buy at 20 rupees.

This renewed the efforts of the villagers and they started catching moneys again. Soon the supply diminished even further and people started going back to their farms. The offer rate increased to 25 and the supply of monkeys became so that it was an effort to even see a monkey let alone catch it.

The man now announced that he would buy monkeys at 50! However, since he had to go to the city on some business his assistant would now buy on behalf of the man.

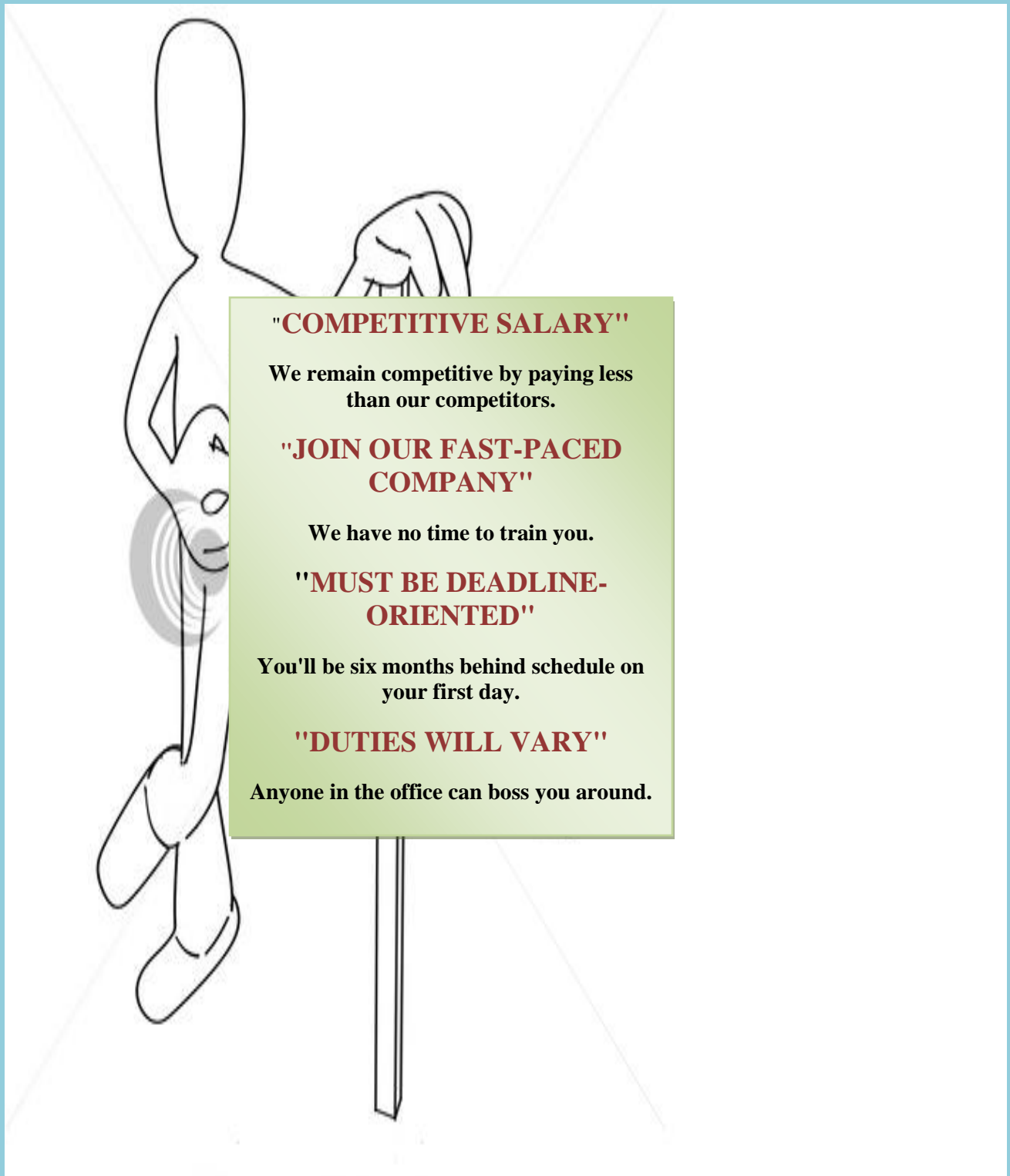
In the absence of the man, the assistant told the villagers "Look at all these monkeys in the big cage that the man has collected. I will sell them to you at 35 and when the man comes back you can sell it to him for 50."

The villagers squeezed up with all their savings and bought all the monkeys.

# MARKETING

1. You see a gorgeous girl at a party. You go up to her and say: “I am very rich, marry me!” - *That's Direct Marketing*
2. You're at a party with a bunch of friends and see a gorgeous girl. One of your friends goes up to her and pointing at you says: “He's very rich, marry him” - *“That's Advertising”*
3. You see a gorgeous girl at a party. You go up to her and get her telephone number. The next day, you call and say: “Hi, I'm very rich, marry me” - *“That's Telemarketing”*
4. You're at a party and see gorgeous girl. You get up and straighten your tie, you walk up to her and pour her a drink, you open the door (of the car) for her, pick up her bag after she drops it, offer her ride and then say: “By the way, I'm rich, will you marry me?” - *That's Public Relations”*
5. You're at a party and see gorgeous girl. She walks up to you and says: “You are very rich! Can you marry me?” - *“That's Brand Recognition”*
6. You see a gorgeous girl at a party. You go up to her and say: “I am very rich, marry me!” She gives you a nice hard slap on your face. - *“That's Customer Feedback”*
7. You see a gorgeous girl at a party. You go up to her and say “I am very rich, marry me!” And she introduces you to her husband. - *“That's demand and supply gap”*
8. You see a gorgeous girl at a party. You go up to her and before you say anything, another person come and tell her: “I'm rich, will you marry me?” and she goes with him - *“That's competition eating into your market share”*
9. You see a gorgeous girl at a party. You go up to her and before you say: “I'm rich, marry me!” your wife arrives. - *“That's restriction for entering new markets”*

## HUMAN RESOURCE



**"COMPETITIVE SALARY"**

We remain competitive by paying less than our competitors.

**"JOIN OUR FAST-PACED COMPANY"**

We have no time to train you.

**"MUST BE DEADLINE-ORIENTED"**

You'll be six months behind schedule on your first day.

**"DUTIES WILL VARY"**

Anyone in the office can boss you around.