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Riding the Tiger: How To Execute Business Strategy In India

Wilfried Aulbur, Amit Kapoor

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I am positive that this book will educate businesspeople across the world (and Indians too!) about the uniqueness of doing business in India, which, in the author's words, will be an "absolute necessity" going forward! Anand Mahindra, chairman, Mahindra & Mahindra Ltd

Wilfried Aulbur and Amit Kapoor

RIDING


How to Execute


THE

Business Strategy in India

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Wilfried Aulbur, Amit Kapoor : Riding the Tiger: How To Execute Business Strategy In India before purchasing it in order to gauge whether or not it would be worth my time, and all praised Riding the Tiger: How To Execute Business Strategy In India:

0 of 0 people found the following review helpful. Taming the big cat By B.Sudhakar Shenoy The discussion on doing business in emerging markets, particularly in China and India has had its lion's share of research and publications particularly in the last decade and a half. The dragon and the tiger have not been a child's play for many while it has proven to be a gold mine for some. The difference lies in the in-depth understanding of cultures, customers, challenges and ability to craft and execute a strategy unique to this part of the world. This book is a good summary of successful and not so successful strategies in the land of the tiger. While some companies enjoy a good ride on the big

back, many others are at best still grappling and gasping in the fearsome dilemma of having caught the hungry animal by the tail. In terms of the theoretical frameworks that have guided the work of this book, the authors cite two seminal works on strategy: 'What Is Strategy' by Porter and 'Playing to Win' by Lafley and Martin. In my opinion, while these two are great works, that are absolutely necessary, but are inadequate in the Indian context. To begin, the book sets the context of the Indian economy post liberalization and the recent economic reforms and brings out the resilience of the Indian economy, and in comparison with China's. 'In India, being successful means serving your customers at China's prices, and providing Japan's quality' - marrying German engineering, US innovation, Italian Design with Korean efficiency - is the line that I loved most in this book. That the Indian consumer is highly value seeking and price sensitive is brought out well, and perhaps the best case study is that of Maruti Suzuki, the undisputed, preeminent market leader in the passenger car segment. 'The Maruti Story' by its chairman RC Bhargava is the best book and first hand narration of this outstanding account of business success in India. I found that Chapter 3 is unique and the best part of the book. It calls a spade a spade, in asking a very important question: Why is 'Made in India' not regarded the same way as 'Made in Germany' or 'Made in Japan'? There is extensive data and discussion on India's key parameters like Manufacturing Performance Indicators, Average Management Practice Score, Ease of doing business and Infrastructure. That is why perhaps the chapter is aptly titled 'The Long Road Towards Building Industry-Wide Excellence'. It challenges the attainability of 'Make in India' vision, which aims to increase the Manufacturing's share from 16 percent to 25 percent of GDP by 2022. 'In the same timeframe, 100 million jobs should be created in the sector. These targets are ambitious. Adding 100 million jobs, for example, means tripling current employment in manufacturing'. Rhetoric is not always reality. In addition, the book devotes a chapter each on Indian Innovation (explaining the concept of frugal innovation), and on Start-ups and Incubation in India. The urgent need for improving the quality of higher education in engineering, higher allocation for RD on a per capita GDP basis and industry-academia collaboration are at the core. In studying conglomerates, it is argued that large Indian players successfully fill Institutional voids by leveraging access to capital, access to legal and political support as the first two parameters. On the other hand I feel that sometimes this has led to crony capitalism, and 'connectedness' that are not good for Industry and the country in the long run. This is one of the challenges that are being addressed through transparent processes in the current government. While the book is rich in research, concepts and case studies, I feel that the structure of the book needs some changes to make it much more useful, and also perhaps in bringing out a robust framework to help connect the dots. 0 of 0 people found the following review helpful. This book is the best guide to (1) understanding the turbulence - the forces. In a VUCA world, India is perhaps one of the most volatile, uncertain, complex, and ambiguous market in the world. This book is the best guide to (1) understanding the turbulence - the forces, seen and unseen, that influence the Indian business climate, and (2) navigating India's murky waters - to find opportunities worth pursuing. India is the future. If your business cannot stand in India, it will not stand. This book shows executives why and how to meet the challenges of a promising market that always seems just outside their reach. The book analyzes the key requirements for success in great detail: operational excellence, innovation and differentiation, choices and trade-offs, alignment and leadership. A must for anyone who is doing business in India.

How can one survive in a market which is volatile and uncertain? What strategies have worked and not worked in the past? What does it take to be successful in India? What are the successful strategies applied by the likes of HUL, Godrej, Adani Ports and redBus? So what does it take to Ride the Tiger? Sound flexible strategy, operational excellence and dedication to customer-centric innovation. But what does that really mean? How have successful Indian companies managed challenges in an extremely price-sensitive market? In this book, Wilfried Aulbur and Amit Kapoor look at successful, and sometimes not-so-successful, strategies, operations and innovations in India. They have distilled lessons from their decades of practical work experience in the country. From large family conglomerates like Tata and Godrej to newer additions like Adani, from MNCs like Maruti Suzuki to start-ups in Bangalore and Gurgaon - the book explores key learnings from all four kinds of companies in an Indian context and provides useful insights into how business is done in India.

About the Author Wilfried Aulbur is a member of the global supervisory board for Roland Berger, chairman, Middle East and Africa, and managing partner, Roland Berger India. Previously, he was the CEO of Mercedes-Benz India. Amit Kapoor is honorary chairman, Institute for Competitiveness, India, and an affiliate faculty for the microeconomics of competitiveness course of Institute of Strategy and Competitiveness, Harvard Business School.